

CLIP Data Sheet

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Name of the Company: **NLMK Group**

Number of employees in the company
About 54. 000 employees as of 2021

Name of the Learning Organisation: **NLMK Group Corporate University (hereinafter - NLMK CU or CU)**
(i.e. Corporate University, Academy, Institute, etc. Where appropriate please give the name both in the language of the country and the equivalent in English)

Year of launch: **2016**

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Section A

Status and Positioning of the Learning Organisation

Glossary

NLMK CU – NLMK Corporate University, which is responsible for managerial skills development, soft skills, internal trainers development, holding sessions and conferences of business units and divisions. Moreover the NLMK CU is engaged in the formation of a development environment and is an institution for the internal transfer of knowledge. Also, NLMK CU focuses on programmes for developing partnerships and ecosystems, administrations of the regions, key partners and key clients.

NLMK T&D – NLMK Training and Development department, which is responsible for professional skills development and working specialties skills.

Learning solutions - a range of learning products developed by NLMK CU that fall into learning courses and management level programmes.

Learning solutions portfolio – a set of all learning areas, learning subjects and learning solutions provided in the current strategic cycle.

Management level programmes - a product that develops knowledge, skills, builds certain mindsets for specific target audience at a certain management level (usually for talent pool) in order to effectively achieve certain business objectives. Usually it includes a number of learning subjects, several modules and implies active work between modules.

IDP - individual development plan.

Academic Council (AC) - a permanently acting elected representative body, the main objective of which is to coordinate NLMK CU regarding its strategic goals, areas of development, to approve learning solutions portfolio, strengthening CU personnel structure, development of international relations.

LTL approach (from leaders to leaders) - training approach/basis of NLMK CU learning when NLMK Group managers are involved in the learning solutions creation process (together with NLMK CU) and conduct training in the role of internal trainers.

NLMK Ecosystem - a business system consisting of NLMK's foreign assets, partner companies, as well as external organizations (administrations of the regions of presence, contractors, and clients).

CSC - corporate solutions centre.

Describe the position of the Learning Organisation in the company structure

Brief history of the Learning Organisation

Historically, the Lipetsk area in Central Russia has had substantial iron ore deposits. **In 1702, Peter the Great ordered the construction of an iron foundry there.** In 1931, Novolipetsk Iron and Steel began construction of a plant on the site of the iron ore mine. Prospering down through the decades, Novolipetsk became a joint-stock company in 1992 and then in 1993 began the process of privatization by distributing company shares to its employees. **In 1998, Vladimir Lisin became the chairman.** The manufacturing area in Lipetsk covers 27 square kilometres. Less than half of NLMK's output of steel is sold in Russia.

NLMK Group is a leading international manufacturer of high-quality steel products with a vertically integrated business model. Mining and steelmaking are concentrated in cost-efficient regions; finished products are manufactured close to our main customers in Russia, North America, and the EU.

Thanks to self-sufficiency in key raw materials and energy, combined with the technological superiority of its production capacity NLMK Group is one of the most efficient and profitable steelmakers in the world. It has a diversified product mix, ensuring its leading position in local markets and sales effectiveness. By leveraging NLMK Group advantages – flexible production chain, balanced product mix, efficient sales system and widespread customer portfolio – we are able to react quickly to changing market conditions.

NLMK Group is consistently a financially stable business. Having completed the investment phase of its development, NLMK Group turned its focus to increasing the efficiency of its business processes, developing its resource base, strengthening its positions in strategic markets and enhancing production safety.

NLMK is actively investing in environmental projects, reducing the environmental footprint in the regions where it operates as it strives to comply with the most demanding environmental standards. NLMK Group ensures safe working conditions through process improvement measures, investment in training of personnel and applying best global occupational health and safety practices.

In March 2019, *NLMK Group* announced its new Strategy 2022 which is balanced across operational and investment gains (our target operational efficiency gains are of the same magnitude as our target gains

from investment projects). The new Strategy is also well-balanced in terms of capital allocation: NLMK Group invests in growth projects while maintaining its financial stability and adhering to a highly competitive dividend policy. As part of NLMK Group Strategy 2022, NLMK CU will continue to work on maximizing NLMK shareholder value.

Strategy 2022 development areas:

1. Leadership in operational efficiency
2. Growth in low-cost steel production
3. World-class sales portfolio
4. Leadership in sustainability and safety

NLMK CU was established in 2016 in order to centralize and unify a Group-wide system of management education. After that Corporate Learning Function (CLF) within NLMK was divided into several parts:

- **NLMK CU** - centralized learning experience for managerial roles and talent pool, including leadership, management and function related professional knowledge and skills to growth in order to achieve strategic goals of the company.
- **NLMK T&D** - decentralized (depending on the asset, country, legal requirements) professional training for production workers, students, pupils.

The Academic Council (AC) coordinates NLMK CU activities. The AC Chairman is a member of the Board of Directors. The board consists of: Member of the Board of Directors, the NLMK Group CEO, the HR Vice President, the Head of NLMK CU (Figure 9), and an external expert/consultant with relevant information for discussion.

In addition, other top managers with professional L&D knowledge/experience relevant for the AC's area of responsibility can be invited.

NLMK CU provides a relevant learning curriculum for managers (3 levels of NLMK management (top, middle, line), the talent pool for managerial positions, managers of companies within the ecosystem) using the LTL approach for training methodology delivery in order to cascade knowledge and experience to the next levels. In the area of NLMK CU responsibility are strategic planning sessions, the development of managers in the role of trainers and content curators who are actively involved in the knowledge management system in the management field.

NLMK CU main focuses are a proactive role in the company's development strategy and conducting research to develop learning solutions. The NLMK CU activities are aimed at leadership and corporate competency development to support NLMK Group Strategy 2022.

In addition to developing and delivering learning solutions, NLMK CU team provides L&D data and technical materials, supports and expands NLMK's professional library, organises conferences, strategic sessions and workshops, develops e-learning courses, holds joint projects with businesses in customer support.

Our path:

July 2016 - NLMK CU launch

September 2016 - Start of learning solutions development

2016 - NLMK CU first learning solutions launch: Safety Culture Development, Project management, Company

March 2017- May 2021 - Creating, developing, and updating the learning solutions portfolio (Figure 18. Learning Solutions Portfolio 2.0)

2017 - Internal trainers development

July 2017 - NLMK CU campus construction kick-off

2018 - NLMK CU internal trainers first conference for 175 people. New learning formats development: cooperation with external providers for the creation of learning games, simulations, conferences, sessions. Formalization of processes, Operational Model development

2019 - SAP SF Learning Module roll out

March 2019 - NLMK CU became member of the EFMD (European Foundation for Management Development) international association

March 2019 - Steel University site translated into Russian

Unique Resource on Metallurgy (training materials and interactive simulations that cover the main aspects of the production of iron, steel and rolled metal) adaptation for the Russian-speaking audience

April 2019 - NLMK CU became member in the ECLF (Executive Corporate Learning Forum) international association

September 2019 - NLMK CU 1.0 Operating Model implementation

2020 - *Management level programmes were launched: Foremen School, Management level 4 Development Programme, DREAM 100 Executive Development Programme* a joint development with INSEAD Business School

January 2020 - Internal trainers' shared their methodology with the ecosystem. Centers of expertise created in NLMK functional areas and partner companies

April 2020 - Start of transitioning learning solutions into the different remote format as a response to the COVID 19 pandemic. Mass learning has not been stopped. The NLMK CU quickly switched to remote format (figure 15) *Company* was the first learning solution to be launched in the remote format. 80% of the CU learning solutions have been converted into remote format

2021 Campus opening. The foundation for a marketplace of learning solutions. Launching Management level programmes for all levels

Figure 1. NLMK CU key indicators in 2017-2021

Index	2017	2018	2019	2020	2021 (as of 30.04.2021)
Number of individual trainings (for all CU learning solutions)	1500	6500	17 464	16 905	5 282
Number of CU Portfolio learning solutions	2	3	28	45	45
Number of e-learning courses	12	27	36	180	154
Number of practicing internal trainers	54	140	357	318	295
Number of sessions and conferences	-	25	28	35	11
Languages	1 (Russian)	2 (Russian, English)	3 (Russian, English, French)	3 (Russian, English, French)	3 (Russian, English, French)

Principal Missions of the Learning Organisation

Our current mission is to enhance the Company's competitiveness by investing in the development of leadership competencies in company executives and candidates for executive positions from the talent pool.

Modern challenges demand to be more proactive and to develop strategic partnerships with business faster, that is why the NLMK CU is revising its mission in the following versions:

Version 1

Our mission is to create and improve, based on strategic priorities, a system of management development in NLMK and ecosystem inventing new learning environment in order to keep up with rapidly changing factors to support our future leaders.

Version 2

We create a unique learning environment for development and growth of current and future leaders to maximize managers' potential to achieve strategic goals.

Version 3

We create a unique environment for development and growth of world-class leaders for the future of metallurgical industry.

NLMK CU has 3 accents: supporting leadership maturity development, awareness of people contribution to the company development and formalization of knowledge that NLMK management has.

Our ambition is to become the best provider of executive education for company employees and to evolve into an ecosystem.

We see our ambitions will grow in following:

- Developing a culture of self-learning organization and lifelong learning mindset
- Formation \ updating of the business training format. Recognition of CU as a tool for the company's development strategy
- Management of the developmental journey of the leaders for their personal transformation, transformation of their team and the company
- Create transformational learning experiences for leaders for rapid skill acquisition and continuous development

Our Goals:

- Shaping and fostering our management culture
- Developing leadership competencies (Figure 2)
- Establishing a systematic approach to knowledge management and sharing centered on best practices and experience – building a self-learning organization
- Developing the leadership potential of company executives

Figure 2. NLMK Competency Model consists of 2 managerial and 4 corporate competencies. The competency model is the basis for developing programmes and understanding what exactly is important to develop and how deep, complex development programmes should be.

	COMPETENCE	DESCRIPTION
MANAGERIAL	Team development	Engages, motivates, trains employees
	Execution control	Prioritizes, provides resources, controls
CORPORATE	Continuous improvement	Looks for new, more effective solutions, implements changes in work
	Systems thinking	Works effectively with information: critically analyzes data, makes complex and long-term decisions
	Cooperation	Effectively interacts with colleagues and partners
	Effectiveness	Sets and accepts ambitious goals, systematically achieves them, takes responsibility, including for failures

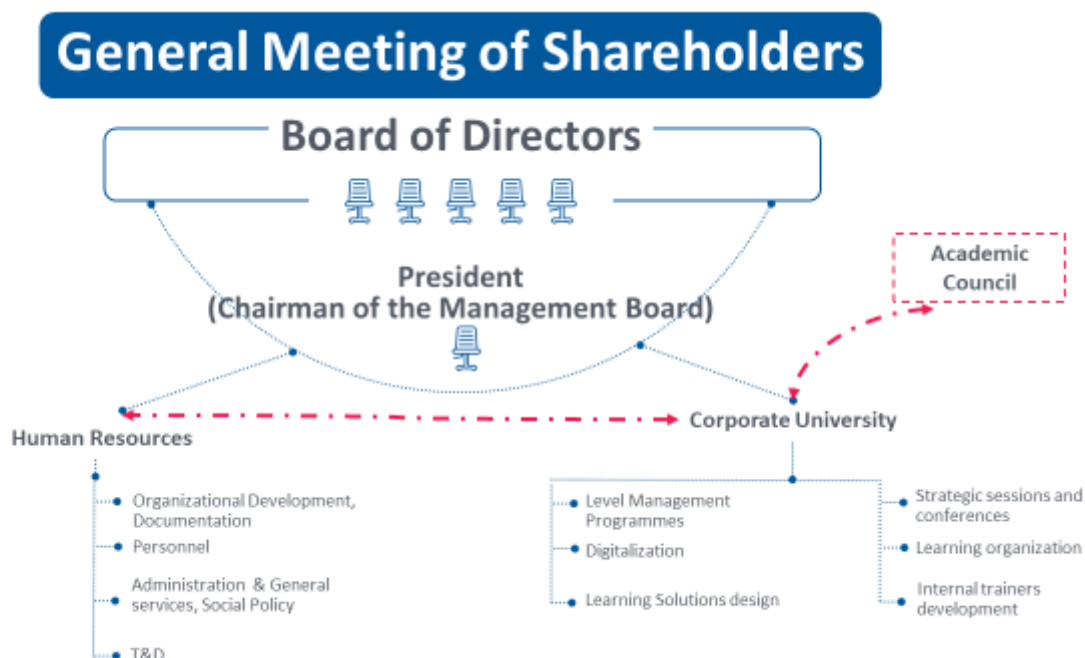
Our strategy has been developing since March 2019 and we have passed several updates in which the company strategy was changed and adapted to a new environment, we have reflected our role in supporting these changes and adaptation periods. In this process, the following points played a key role:

- Analysis of global experience in overcoming the COVID 19 consequences (Agile Learning, EFMD)
- Several CU strategy sessions were held as part of the CU strategy design process. Several more sessions are planned for the summer 2021. The main goal of these sessions is to develop the strategy and approve it at the AC meeting in Q4 2021.

In 2021 the NLMK CU is going to revise its mission, goals, and ambitions and finalize its strategy in order to match the rapidly changing reality and explain why the CU's role has changed and how it is strengthening

its Learning & Development Partner position in the company and within the Ecosystem. **Our Operating Model and Business Model** are presented in Annex 3 and Annex 4.

Figure 3. Position in the Company’s organisational structure



Reporting line(s)

Valentina Satarova, Head of department, reports directly to Gregory Fedorishin, NLMK CEO. The reporting includes both strategic and institutional development aspects as well as operational matters. All decisions regarding the CU portfolio are subject to approval of the AC (Figure 9).

Interface with HR processes

The NLMK CU learning strategy and the HR personnel development strategy are closely connected since the CU learning actions are an integral part of the HR cycle, performance appraisal and competencies development cycle (see Figure 4).

The annual Learning & Development Plan and CU learning solutions portfolio are designed based on all learning and development needs, such as NLMK’s strategic priorities, the gap analysis of managers’ competencies, worldwide trends, and the top team’s requests.

The outcomes of the learning needs research are discussed at the AC. The annual L&D CU Plan is agreed with HR Vice President and the AC Chairman. The programmes portfolio is approved by the AC only.

All the needs are accumulated in a key tool: the Individual development plan (IDP). According to the methodology offered by HR managers IDPs are developed based on the regular assessments, and the findings of Personnel and Talent Commissions. IDPs are formed based on the 70/20/10 principle: 70% development from job-related experiences, 20% development from interactions with others, and 10% development through formal educational events. The CU invests big amount of resources into building options and mechanics contributing into social learning part providing access to corporate libraries, developing communities, integrating job related projects in to learning experience.

For a detailed breakdown of synchronizing with the HR cycle see Figure 5.

Figure 4. NLMK HR Cycle

- Level 4 - Results (to be launched in 2021) Evaluation for all programmes in conjunction with controlling, using independent data. Comparison with the indicators and dynamics of the company's business result.

Level 3 and 4 are closely connected to the HR cycle, since at level 3 we measure the improvement of corporate competencies after a CU learning solution. At level 4, together with the Business results control department and HR, we analyze business goal achievement, and based on that we identify the competencies for further development (in the next cycle).

To evaluate the CU processes, all NLMK CU activities were grouped into 5 areas: strategy, market, offer, resources, and impact according to the CLIP criteria groups. This kind of distribution covers all the processes of CU thus allowing to evaluate processes efficiency, see the gaps and close them.

Interface with other L&D providers in the company

If necessary, please insert or attach an Organisation Chart

There are two key L&D players in NLMK with the following responsibilities split:

- 1. NLMK CU** responsible for managerial skills development, soft skills, internal trainers' development, holding sessions and conferences of business units and divisions. Moreover the NLMK CU is engaged in the formation of a development environment and is an institution for the internal transfer of knowledge. Also, NLMK CU focuses on programmes for developing partnerships and ecosystems, administrations of the regions, key partners and key clients.
- 2. NLMK T&D**, which is a part of NLMK's HR department responsible for the development of professional competencies and professional education for working specialties. The system of professional competency development system consists of technical and functional education for production sites employees, and the primary development of pupils and students.

Target Audience of T&D:

- Pupils from grades 5 to 11. NLMK T&D main goals are acquaintance with metallurgy, technology lessons and professional tests
- Students of higher and professional educational institution. NLMK T&D main roles is studying on profession and tools lean manufacturing
- Production employees of production, logistic, energy and repair workshops. Studying aimed at technical and technological professional competence and knowledge
- Production employees of functional directions. Studying aimed at functional professional competence and knowledge

Figure 6. Interface with other L&D providers in the company

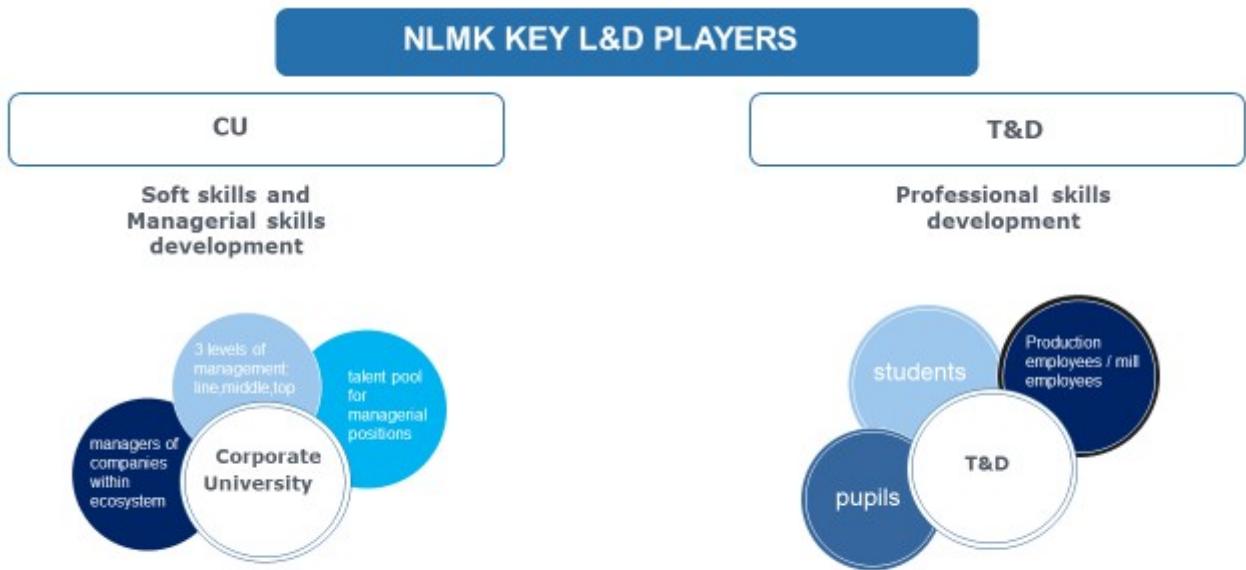
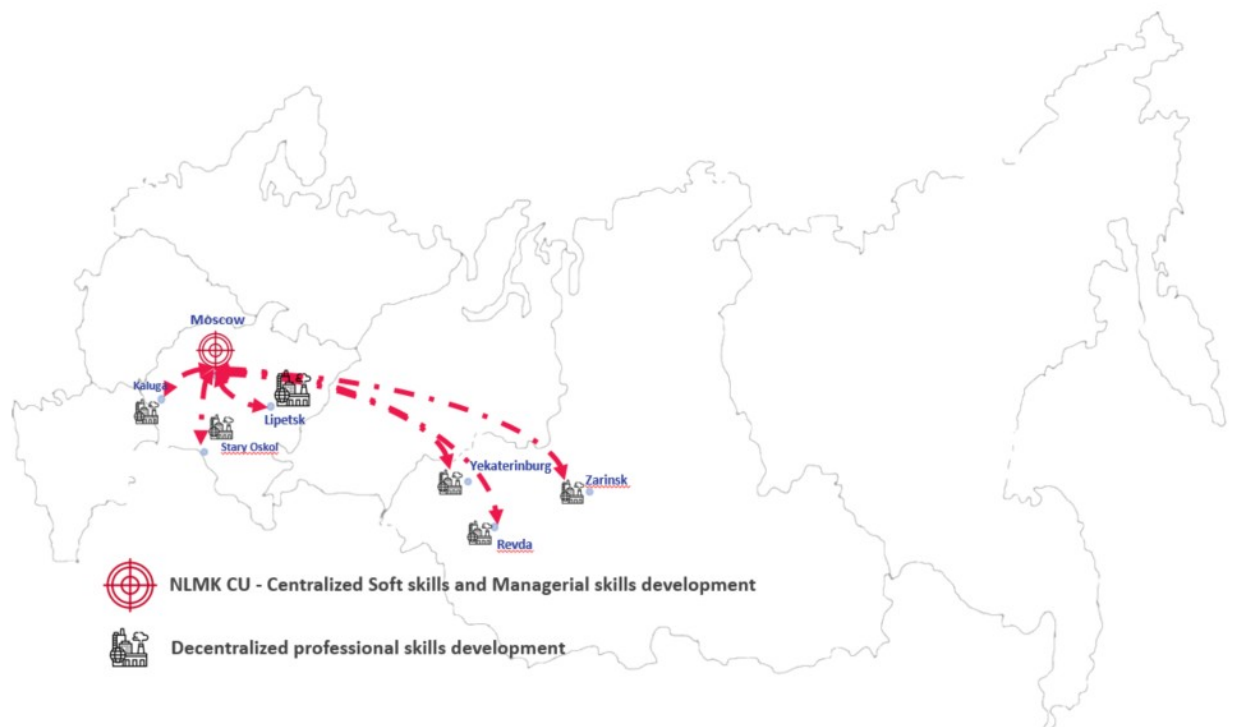


Figure 7. Centralized soft and management development in NLMK learning clusters.



Section B

Governance

Provide a brief description of the structures or mechanisms in place:

1. To ensure continuing alignment with the company's strategic priorities

In 2019, NLMK Group's new strategy 2022 was developed, and HR strategy was an integral part of it. NLMK CU supports NLMK Group Strategy 2022 in the following areas:

Leadership in performance - via:

- Developing leadership competences
- Sharing internal knowledge
- Updating learning solutions

Development of a cutting edge of low-cost production - via:

- Developing horizontal interaction
- Supporting internal processes
- Continuous improvement and developing innovation competencies

Sales portfolio development and presence in key markets - via:

- Creating the best customer experience
- Developing strategic and systems thinking competencies

Leadership in sustainable development and safety - via:

- Safety culture establishment
- Ecosystem management (different forms of cooperation)

The design and content of the NLMK CU learning solutions portfolio is based on the following needs sources:

- Business needs (NLMK strategic priorities)
- Personnel needs (Competency Model gap analysis and learning needs set by NLMK employees)
- Managers' vision (learning needs set by managers for their subordinates)
- World trends, benchmarking

The portfolio consists of 9 areas (see Figure 18):

- Strategy and cost management
- Production system
- Innovation and change
- People and teams
- Management level programmes
- Onboarding
- Trainers
- E-learning
- Ecosystem

Every learning solution has a business customer that supports the idea of learning solution development and ensures that the learning solution content reflects current development need.

2. To ensure appropriate input from key stakeholders within the company

1. Key stakeholders participate in learning solution design as Business Customers.

Moreover, NLMK CU and business customers has joint projects. For example, Customer School, Laboratory of Innovation and Design Thinking. Each NLMK CU learning solution has its Business Customer (e.g., it can be the CEO, a Vice-President, or a Functional leader/ Director, see Figure 8 and some examples).

Figure 8. Some examples of Learning Solutions Business Customers

Learning Solution	Business Customer of NLMK CU Learning Solutions
DREAM 100 Executive Development Programme Management level 4 Talent Pool Development Programme Foremen School (management levels 6-8 programme)	Grigory Fedorishin President Chairman of the Management Board
Leadership in Occupational Health and Safety (middle and line management)	Pavel Zaharov Director Labor Protection and Industrial Safety Directorate
Systems Thinking and Decision Making Company Management and Value Creation Enterprise Economics	Oleg Bagrin Deputy Chairman of the NLMK Board of Directors
Team Management NLMK manager Leadership	Mikhail Arkhipov Vice President HR & Management System
Change Management: I am change promoter	Tatyana Averchenkova NLMK Lipetsk Managing Director
Investment Project Management 2.0 Project Management Principles Investment Activity Management	Dmitry Sotnikov Vice President Investment Projects
Client Orientation	Ilya Guschin Vice president for sales
Effective communication	Maria Simonova Communications Director
Design-thinking Digitalization Effective Interaction in Virtual Environment	Sergey Kazantsev Vice President Production Digitalization
Production System Production System Tools (including PS Tools Workshops) Leader Work Standard	Ekaterina Eletina Vice President Operational Efficiency
IT	Dmitry Kholkin Vice President Digital Transformation & IT

When CU adapts Learning Solutions and plans cascade **in foreign assets** Business Customers are Ben De Vos, CEO NLMK International and Julie Ooms, HR Organizational Development Manager for Europe and Tom Taborek, VP of Human Resources and Labor Relations in NLMK USA.

The Business Customer indicates the business and learning goals of a learning solution and its target audience, highlights diverse focuses of learning, specifies in detail the concepts and skills to be developed and their correlation with the corporate competencies, levels of evaluation, and the learning solution target KPIs (participants' satisfaction, knowledge test, behavior changes, impact on business results). Also the Business Customer monitors learning solution piloting results and further improvements.

Business Customer approves the learning solution structure and format (remote/e-learning/face-to-face (hereinafter - f2f/hybrid learning) that is reflected in the form of the so-called Technical Design Specification (TDS - see attached). TDS is a basis for CU methodology experts to develop learning solutions from scratch.

Business Customer appoints subject matter experts from a functional department who participates in learning solution design. They provide relevant expert knowledge, best NLMK practice and experience as well as all the necessary data (e.g. documents, materials, etc.). There are often cases when Business customer or key stakeholder becomes a subject matter expert himself/herself and participates in the learning solution design.

Management levels 6-8 programme *Foremen School* (as an example)

The key *Business Customer* of the Programme is NLMK Group President.

On behalf of the Business Customer HR T&D provides support in the programme development and implementation and ensures seamless integration to HR processes and HR cycle.

The architecture as well as the conditions of the programme delivery are identified and approved by all stakeholders.

In response to Business Customer needs NLMK CU methodology experts have designed the *Foremen School Programme* TDS which includes:

- The aim of the programme (to develop managerial skills of a foreman with a target to increase efficiency in working tasks and problem solving)
- Its target audience (talent pool for the foreman position)
- Its objectives (to build understanding of the role of a foreman in the Company strategy execution, to develop tools for people and process management in their area and communication skills with a focus on collaboration)
- Its concept (modular mid-term programme that consists of different topics, formats and includes learning activities between the modules)
- Skills to be developed (execution control, team development, collaboration, continuous improvement, systems thinking) and its link to the corporate competencies
- Programme evaluation (4 levels: Reaction, Learning, Behaviors, Results)

A learning track has been designed to reflect all these aspects in a single programme, with a focus on the target audience: the talent pool for the foreman position. This track has its specifics in terms of content and number of modules and represents a combination of e-learning, f2f and remote courses which are interconnected by the learning activities between the modules.

The e-learning courses are specially designed for the *Foremen School* and have a unique format – a video series with main characters from the production process simulating real working situations played by professional actors: a foreman and his team, his chief and colleagues from other departments.

There is the so-called Content Map (designed by NLMK CU in cooperation with HR professionals and production experts) which represents the main challenges a foreman faces in managerial practices and shows concrete topics and tools to cover these managerial gaps. In close collaboration with key experts from the production site (real professionals sharing authentic working situations), NLMK CU methodology experts have prepared and developed scenarios for video shooting which is a basis of e-learning courses.

The first step was to run the pilot version (number of participants – 38). On a weekly basis NLMK CU and HR representatives discussed the programme status, pilot version current issues/progress and made the necessary adjustments and took decisions. After each stage (milestone) of the pilot NLMK CU methodology experts provided Business customer representatives (T&D director and her deputies) with a detailed report including numbers (participants, NPS, CSI), any technical or organizational issues, proposed action plan/solution for further improvement as well as the programme success stories.

The pilot gave an opportunity to test the quality and efficiency of the programme, receive immediate feedback and make the necessary changes/improvements to the programme. After that the delivery phase (massive run) of the programme started for the whole target audience of 2524 employees.

In a nutshell, *Foremen School* is just one of the many examples how NLMK CU experts ensure appropriate input from the key stakeholders.

2. To ensure quick adaptation and response to key stakeholders' input.

«New Manager» e-course (as an example)

This Learning Solution is a part of Onboarding Direction. The key goal for Learning solution «New Manager» is to increase performance and efficiency of a new manager (promoted within the company or a new-comer to the NLMK) through quick and comfortable adaptation by getting acquainted with key NLMK HR processes and systems. NLMK HR VP is a key business stakeholder of this course. NLMK CU decided to apply *Agile approach* for this solution development.

The complexity of such a development lies in the fact that the e-course has a main customer (HR VP), and there are experts on each topic (15 people): everyone's opinion must be taken into consideration. To determine a clear understanding of the course content, the NLMK CU conducted a series of interviews with newly appointed managers. On the basis of problems revealed during research we identified key learning results and created a content map and exercises which will help the participants to get a required experience and practice skills to close all gaps. Interviews with HR experts helped us to create a detailed content map consisting of 5 topics and 67 e-lessons in the format of micro-learning.

After discussing the content, a roadmap with steps and deadlines was formed (where were set the final date when the NLMK CU can share new experience of work). Development of the course methodology is on the side of the NLMK CU, creative concept - on the outsourcing side. Nowadays the NLMK CU has a regular meetings (timeboxing) every Monday with our provider in which we choose the list of cases that need to be done at a certain time. Iterative development means that we can decide what we can do based on our capabilities and the experience of the previous iteration. Besides weekly meetings with provider, NLMK CU has daily internal meeting. The meeting duration is no more than 15 minutes. At this meeting, we discuss three issues: What did I do yesterday, what will I do today and difficulties.

Moreover, in order to be customer-oriented, the NLMK CU has a sprint demo meeting with the main Business Customer. The NLMK CU provides information to the key customer on the main completed tasks. This allows exactly determine the customer needs and finalize the material taking into account the HR VP feedback. Agile method helps to stay connected with all parties involved in development process and to adjust new requirements and content quickly.

The main advantage of this course – **its electronic format, because of availability 24/7**, asynchronous learning and the ability to use all the material as instructions at any time (even after the course is completed). By the way, we can regularly update the course, because HR processes are a living organism in any company.

3. Key stakeholders participate in learning solutions’ delivery as internal trainers.

NLMK Group top management has supported CU idea to introduce *LTL* approach as the key way to share best knowledge and experience within the Company, to act as role models and motivate and to demonstrate key meanings (values) of the Company in action.

Since its launch in 2016, NLMK CU has used the following approach: inviting NLMK subject matter experts to become internal trainers. Starting from 2017 NLMK managers have delivered such CU learning solutions as: *Company, Leadership, Safety Culture Development, NLMK Production System, Investment Project Management and Corporate Economics*. In special cases (e.g. *Impact of Managerial Decisions on Company Value*) the learning solutions are 100% delivered by top managers. On average, NLMK managers invest 32 hours per year to deliver NLMK CU learning solutions.

NLMK managers act as role models for the next management levels by delivering NLMK CU learning solutions. Being internal trainers they also develop their own managerial competences, since employees training and development is an integral part of a manager's job.

Give details of any Governing Body, Oversight Committee, Advisory Board, or structured link to the main Board

AC was established in 2019, by the decision of the personnel committee under the board of directors. The AC acts as an external expert and TOP management which makes decisions.

The main task of AC is development of managerial skills for more effective strategy achievement.

The main objective of the AC is to coordinate NLMK CU activity in order to provide unified standards in learning solutions development and delivering, learning solutions portfolio filling.

The AC is enabled to provide CU with the recommendations and decisions regarding CU long-term strategic development plans, learning solutions selection and approving, organizational structure development, international relations development.

Since the establishment of the AC, 3 meetings have been held. The last meeting took place on 10.12.2020, after that the regularity of once every six months for AC meetings was set.

Figure 9. Links of NLMK Executive Board and NLMK CU Governance System

Board of Directors	NLMK Group Management Board	NLMK CU	NLMK Academic Council (AC)	Business Customer of NLMK CU Learning Solutions
Vladimir Lisin Chairman of the Board of Directors				
Oleg Bagrin Deputy Chairman of the NLMK Board of Directors			yes (Chairman)	yes
Thomas Veraszto Board member, Independent Director				
Nikolai Gagarin Board member				
Marjan Oudeman Board member, Independent Director				
Stanislav Shekshnia Board member,			yes	

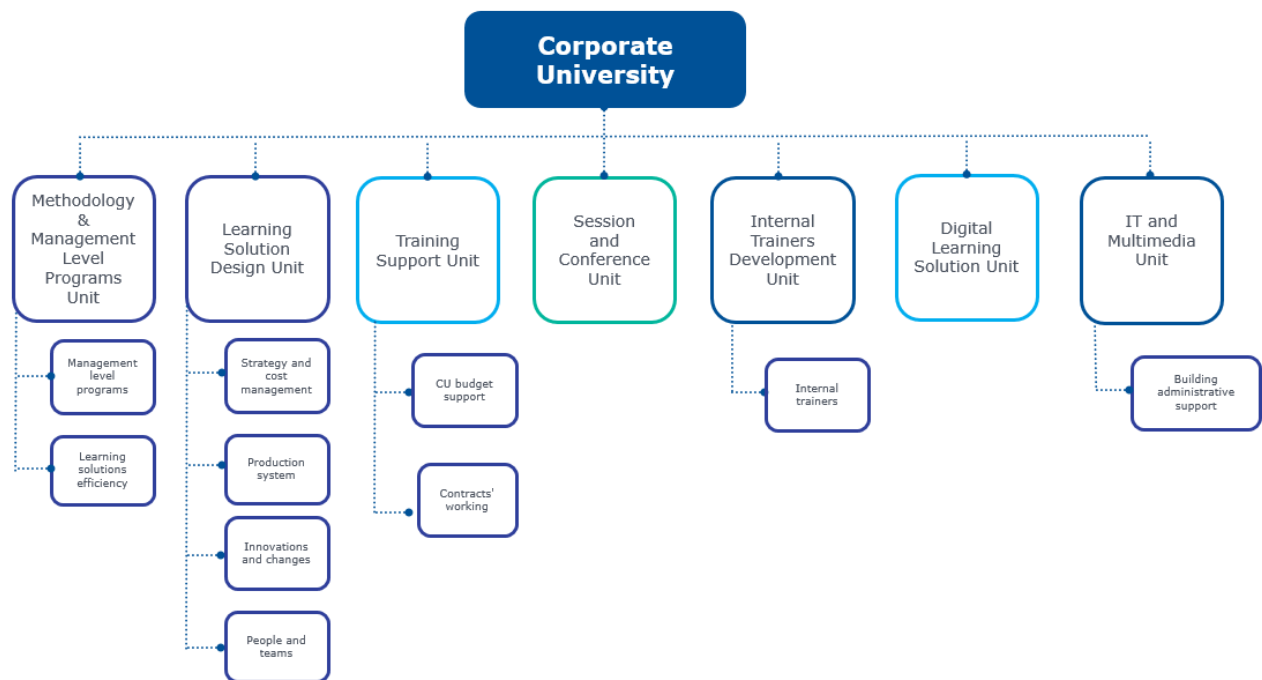
Independent Director				
Joachim Limberg Board member, Independent Director				
Sergey Kravchenko Board member, Independent Director				
Jane Zavalishina Board member, Independent Director				
	Grigory Fedorishin President, Chairman of the Management Board		yes	yes
	Tatyana Averchenkova NLMK Lipetsk Managing Director		Guest	yes
	Mikhail Arkhipov Vice President, HR & Management System		yes	yes
	Ilya Guschin Vice president for sales			yes
	Ben De Vos Vice President, International Operations			yes
	Sergey Likharev Vice president for logistics			
	Shamil Kurmashov Vice President for Finance			
	Sergey Chebotarev Vice President of Energy & Environment			
		Valentina Satarova Head of NLMK CU	yes	

Section C

Structure, Facilities and Resources of the Learning Organisation

Describe the internal structure of the Learning Organisation as regards Divisions, Departments, Academies, Faculties, Units, etc.

Figure 10. NLMK CU Structure



Now the CU is working on creating a new structure that will correspond to new mission, ambitions and goals.

Methodology & Management Level Programmes Unit

- CU Methodology development:
 - methodology in learning needs analysis
 - methodology in learning solutions portfolio development and updating
 - methodology in learning solutions evaluation system
- Management level programmes design and delivery:
 - DREAM 100 Executive Development Programme (management levels 2-3 programme)
 - Management Level 4 Talent Pool Development Programme
 - Foremen School (management levels 6-8 programme)
- Evaluation system development and implementation
- NLMK ecosystem relations management:
 - T.A. Management
 - Freight One
 - CSC
 - Local administration of regions where NLMK operates, contractors, and clients
 - NLMK Group international companies

Learning Solutions Design Unit

- Learning needs, target audience and learning trends analysis
- Learning solutions design (full learning experience) and implementation for different management levels
- Design process management: stages of learning solution development, partnership with Business customers, interaction with subject matter experts from functional departments
- Evaluation tools implementation (Kirkpatrick/Phillips V model) and data analytics preparation
- PR and communication (articles, internal and external sites management, information for the target audience and clients)

Session and Conference Unit

- Internal clients' goals/needs/request management
- Strategic sessions organization and delivery (online and f2f)
- Problem solving sessions facilitation
- Online sessions delivery

- Facilitation skills consulting (providing internal advice on tools, frameworks and methodology)
- Facilitators school, development of methodological manuals for facilitation in business tasks

Training Support Unit

- L&D plan development and realization
- NLMK CU budgeting process management
- Internal trainers' time-table management
- CU learning solutions target audience management
- External providers' management
- Events management (LMS, catering, participants' handouts, rooms preparations, reports, etc)

Internal Trainers Development Unit

- Internal trainers' pool management to respond to learning solutions Business customers' expectations
- *Training Skills Development Programmes* learning solutions design on requests
- Internal trainers support practices scaling/replication for NLMK Group and to the market (*Training Skills Development Programmes* Centres of excellence creation)

Information Technologies and Multimedia Unit

- Support of existing/development of new target corporate IT solutions
- Modern IT trends analysis and advanced IT solutions implementation to support corporate learning
- Multimedia development to support learning solutions for the innovative CU Campus
- Automated working places support at the innovative CU Campus
- IT support for CU learning events, sessions and conferences
- Learning platforms automation and digitalisation

Digital Learning Solutions Unit

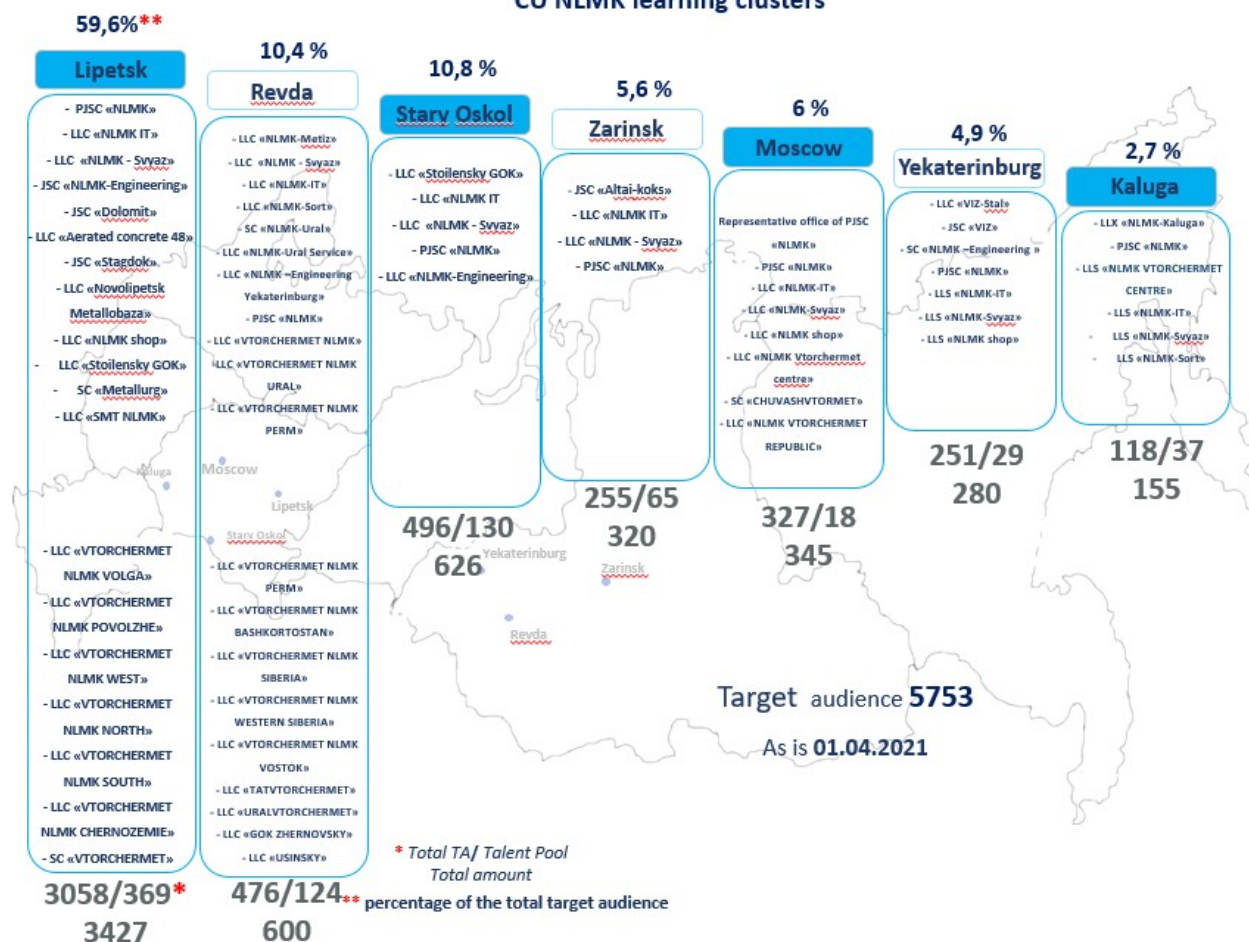
- Digital content development for CU
- Up-to-date support of the digital learning solutions methodological base in line with basic standards
- Analysis of digital content creation trends and offering the best solutions for CU
- Digital learning technologies development for CU
- CU remote learning system creation and management
- CU target learning platform automation
- IT technologies integration into f2f learning

- **Locations and Facilities** (e.g. main headquarters, central training facilities, residential facilities, decentralised training centres, etc)

NLMK CU Campus is an innovative educational space integrated into the urban environment of the city of Lipetsk. It is scheduled to be opened in 2021. Moreover, the NLMK CU also has learning clusters all over the country (see below figure 11)

Figure 11. CU NLMK learning clusters

CU NLMK learning clusters



Its construction began in 2017 on the site of the former Culture Palace of Metallurgists in Lipetsk. The modern multifunctional centre will have no competitor in the region. The campus will provide world-class innovative learning environment for NLMK managers' professional and personal development.

The Campus will have unique facilities for various learning & development events.

There will be a cinema-style hall with **492** seats and good visibility of the stage for events of various formats. The transformer hall concept will be used.

Several tiers of seat sectors can be arranged on the stage. The large LED screen can split into separate monitors, so that speakers in the centre of the stage could feel the energy of the audience. Due to unique flexibility, the hall space is comfortable for both day and night time events.

The building will have 25 classrooms accommodating from 8 to 120 people each, with various furniture set up and necessary multimedia equipment. It is also virtual multimedia environment and your data center as a repository of learning content.

The Campus will have two spaces for Design thinking sessions, and an exhibition space for visitors.

The Multimedia Lab will allow creating digital educational content in accordance with the latest trends. Daily, up to 10 events can run in the Campus, spread throughout the day (see NLMK CU Campus photos in Annex 5).

Besides, CU has created 7 learning clusters to build a consistent system of learning solutions high-quality management/delivery and to develop corporate culture with common understanding and values.

CU learning clusters are a system of geographically adjacent interconnected companies and enterprises operating in the learning sphere on a certain territory (city, region) and complementing each other. They provide continuous employee education within NLMK Group.

The structure and roles of responsible persons of CU learning clusters:

- Head of the learning cluster – general and strategic management of the learning cluster
- HR head of the learning cluster – learning process management/coordination
- Responsible person on site – direct interaction with the target audience

There is a variety of classrooms for f2f learning in the 7 learning clusters (see Figure 12 below).

To provide successful delivery (massive run) of CU learning solutions there is a split into service and expert functions. Service function (LMS, catering, participants' handouts, rooms' preparations, etc.) is outsourced

to CSC. Expert function is done by CU Training Support Unit.

Figure 12. Variety of learning clusters

Learning Cluster	Location of classrooms	Number of classrooms
Lipetsk	Lipetsk	9
	Lipetsk (Stagdok)	1
	Lipetsk (Dolomit)	1
Revda	Revda	7
	Beresovsky	2
	Nizhnie Sergi	1
	Vtorchermet	17
Ekaterinburg	Ekaterinburg	3
Sary Oskol	Sary Oskol	2
Zarinsk	Zarinsk	1
Moscow	Moscow	4
Kaluga	Kaluga	1

Total Headcount of the Learning Organisation - 49 employees (as of May 2021)

Management of the Learning Organisation (Number of persons with managerial responsibility, Roles, Management Committee, etc.)

- NLMK CU Head
- Methodology & Management Level Programmes Unit Head
- Learning Solution Design Unit Head
- Session and Conference Unit Head
- Training Support Unit Head
- Internal Trainers Development Unit Head
- IT and Multimedia Unit Head
- Digital Learning Solution Unit

- Roles of each unit is described on page 17-18.

Internal Resources (Staff Breakdown)

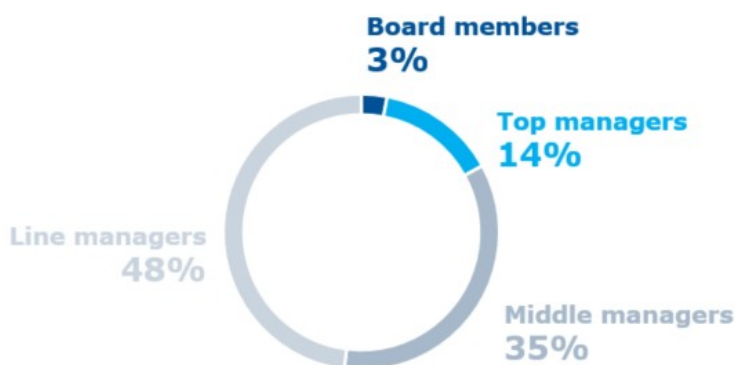
NLMK CU Head -1
 Assistant 1 + 1 temporarily
 Methodology & Level Management Programmes Unit - 7
 Learning Solution Design Unit - 12
 Session and Conference Unit - 2
 Training Support Unit - 6
 Internal Trainers Development Unit - 7
 IT and Multimedia Unit - 4 + 4 temporarily
 Digital Learning Solution Unit - 4

Teaching resources available for delivery of learning interventions

- There is a list of internal trainers within:
 - NLMK management
 - Board members - 8

- Top managers - 42
 - Middle managers - 102
 - Line managers - 143
- NLMK CU - 12

Figure 13. Distribution of *LTL* approach participants by managerial level



As it was mentioned above, NLMK CU uses *LTL* approach complementing its learning solutions through leadership, best knowledge and skills sharing along with the latest business management practices relevant and innovative for NLMK industry. The approach supports NLMK strategy implementation and develops corporate culture.

LTL approach initiative was launched in 2017 by Oleg Bagrin, NLMK CEO at the time, supported by key top managers and quickly developed. In 2019 357 NLMK managers invested 28 hours each delivering NLMK CU learning solutions for 808 groups of participants. In 2021 295 trainers deliver CU learning solutions.

Oleg Bagrin, member of the Board, has personally invested 32 hours delivering CU learning solutions. His outstanding leadership along with NLMK top managers' active involvement (they work as CU internal trainers at least 4 days per year) are key to *LTL* approach success.

Practically all CU learning solutions such as *Leadership*, *Company* and many others are delivered by NLMK managers and top managers. To become an internal trainer who delivers CU learning solutions any NLMK manager needs to be interested in sharing knowledge and experience and meet the criteria defined for each learning solution (e.g. managerial experience at NLMK, occupational health and safety (OHS) knowledge or professional background in economics, etc.).

The number of **internal trainers** for basic CU learning solutions **has increased greatly since 2017 to 2021**. To enable their high performance as trainers, NLMK CU experts have developed and launched a series of programmes since late 2017.

There are the following programmes to support and develop internal trainers: *Train-the-Trainer* (2 levels) (further - *TTT*), training skills development programmes (8 courses), *Group Supervision*. Internal trainers are also eligible for individual consultations with professional trainers, CU experts.

In 2019 internal trainers attended diverse training skills development programmes 452 times. In 2020 CU has converted all training skills development programmes to remote format.

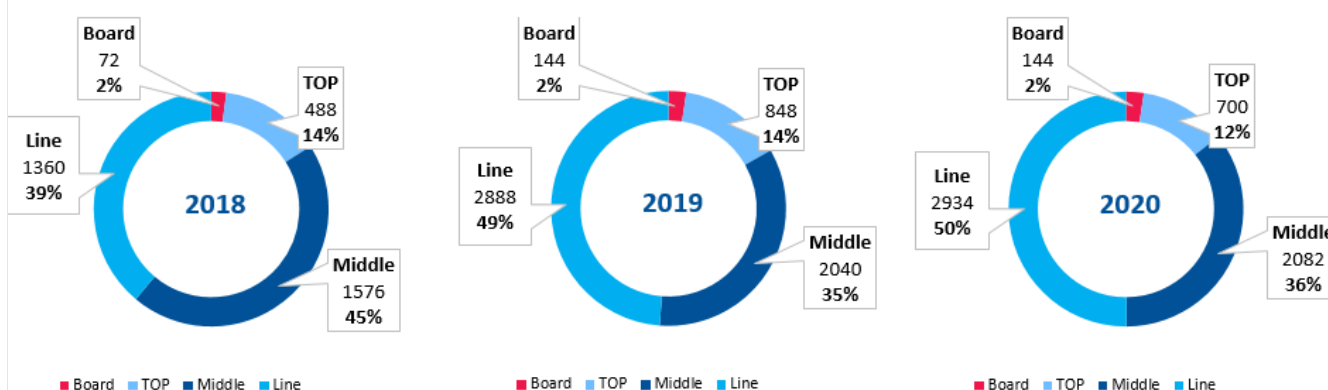
To visualize training skills development CU experts have created Internal trainer profile document, which describes successful behaviors of a trainer delivering a course. Every internal trainer is eligible for supervision and feedback on trainer's skills development from CU experts till (s)he reaches the target level of trainer's behavior.

As soon as the trainer gets to the target level (s)he is offered one supervision per year or supervision on demand to maintain and develop trainer's skills. All data on a trainer's progress is stored in his/her Trainer's profile on CU internal website.

The internal trainers' learning and development system includes accreditation for the position of an internal trainer, with further growth to a master trainer. A master trainer is an experienced trainer who invests time to develop new internal trainers.

- Internal trainers actively participate in conducting LS.
- From 2018 till 2019 all engagement metrics grew rapidly. For example,
 - Board spent 72 h training as a trainer in 2018, but 144 h in 2019
 - TOP management - spent 488 h training as a trainer in 2018, but 848 h in 2019
 - Middle management- spent 1576 h training as a trainer in 2018, but 2040 h in 2019
 - Line management - spent 1360 h training as a trainer in 2018, but 2888 h in 2019
- During the period 2019-2020, some metrics slightly decreased due to COVID situation, especially top management spent 700 h training as a trainer in 2020 that's 148 hours less than 2019. But despite this situation, **NLMK CU quickly switched to remote learning format.** (figure 14)
- Finally, the rest of the metrics in 2020 are higher than in 2019:
 - Board spent 144 h training as a trainer in 2020 and 144 h in 2019
 - TOP management - spent 700 h training as a trainer in 2020, but 848 h in 2019
 - Middle management- spent 2082 h training as a trainer in 2020, but 2040 h in 2019
 - Line management - spent 2934 h training as a trainer in 2018, but 2888 h in 2019

Figure 14. Distribution of LTL approach participants by managerial level



The benefits of LTL approach are: advantage to become part of the talent pool for chief positions, permanent access to CU expertise, implementation of trainer's knowledge and skills into day-to-day work.

To inform all stakeholders about the work of internal trainers, a customer-oriented information system (communications marketing) has been created and has been implemented. When creating the system, the interest of all stakeholders is taken into account.

- We keep records of all training skills development programmes methodological materials and offer them as out-of-the-box solutions and tools to our ecosystem partners.

• External suppliers

Main partners (academic institutions, consulting companies, etc)

In 2017-2019 NLMK CU Learning Solutions Design Unit demonstrated 100% internal design principle: all learning solutions were created by internal resources only (subject matter experts from functional departments and CU content designers) without any external expertise. The main goal of this approach was to gather and replicate best NLMK practices.

In 2020-2021 NLMK CU Learning Solutions Design Unit has started working together with the leading Russian training companies co-designing learning solutions to ensure integration of global and Russian best practices in particular topics. For example, *Change Management, Systems Thinking and Decision Making, Team Management.*

By now, NLMK CU has developed solid partnership with different educational organizations in Russia and overseas for both learning solutions content design and delivery.

On the local market NLMK CU collaborates with such institutions as:

- Thunderbird School of Global Management (actively involved into Foremen School and Management

- Level 4 Talent Pool Development Programme),
- Moscow School of Management Skolkovo (remote programmes in project management),
- Ericson International Coaching College (coaching for top management),
- Adidas Academy (Management Level 4 Talent Pool Development Programme),
- Most Creative Camp (Management Level 4 Talent Pool Development Programme),
- National Research University “Higher School of Economics”

NLMK CU international educational cooperation is illustrated by our partnership with INSEAD business school (#6 according to the Financial Times Management Education Customized ranking 2020) for top management development. In 2020 *Dream 100 Executive Development Programme* for management levels 2-3 talent pool has been launched. It is a four-modules programme for our top management team. INSEAD provides NLMK CU with the right level of professors and quality content. Project team for the programme design and delivery consists of INSEAD Academic Directors (Stanislav Shekshnia and Subi Rangan) and CU Executive Development Team.

NLMK CU pays a lot of attention to its personnel development which results in building long-term relations with such global gurus as Roy Pollok (The 6D Company), Ken Phillips and many others. In 2020 CU has launched a series of webinars with international gurus on different professional topics and the ambition is to increase the number of these educational opportunities.

NLMK CU employees have successfully completed 6Ds programme and were certified in 2021. After the programme completion, the participants are able to apply the Six Disciplines to:

- Increase the value of learning and development in NLMK CU,
- Increase their personal value as learning professionals.

Since 2019, NLMK CU has been a member of several international communities: EFMD (European Foundation for Management Development), ECLF (Executive Corporate Learning Forum), and Steel University & ETCO (Education and Training Committee - World Steel Association committee).

NLMK CU participation in international conferences and events in 2019:

- 1) Sharing Best Practice CLIP workshop “From Push to Pull: How to create a culture of continuous learning at Santander”, EFMD;
- 2) 2019 Executive Development Conference, EFMD;
- 3) Education and Training Committee-13, Steel University;
- 4) Agile Learning SIG, etc.

NLMK CU participation in international conferences and events in 2020:

- 1) Sharing Best Practice workshop, EFMD;
- 2) Education and Training Committee-14, Steel University;
- 3) Leadership in the Digital Age, ECLF;
- 4) ECLF Virtual Lounges, etc.

Participation in EFMD, ECLF, and ETCO meetings helps to broaden the knowledge of the CU employees about global best practices and trends in learning and development, for example, how to use Agile approaches, how to market learning solutions, how to build up the competencies in a partnership / community, etc.

In 2017-2019, **NLMK CU translated the Steel University website** and its content (all online courses, 3-D models, simulations, and business games) that covers the main aspects of the production of iron, steel and rolled products. This opened up access for the entire Russian-speaking community to a unique source of knowledge on metallurgy, steel and production and a platform for practicing skills in this area.

NLMK CU regularly arranges NLMK Group’s participation in world steel events, such as steel Management and steel Talks. Steel Management programme is an international intensive course on business strategy in the global steel industry. Every year, NLMK CU sends to the programme 4-5 managers from the Group’s Russian and international companies, who share valuable ideas with the NLMK colleagues to bring the acquired experience into their work.

NLMK CU has attracted NLMK T&D, OHS and other functional units to participate in the steel Talks meetings. During the meetings, speakers representing the largest steel companies (Arcelor Mittal, Ternium, Tata Steel, etc.) share their experience in various business sectors. Examples of topics: Digitalization in metallurgy, Professional development issues in the steel sector, OHS tools, Decarbonization of steel production, etc.

IT Resources for Training and Learning

Electronic Learning Platforms (LMS):

From 2016 to 2019, the learning process was organized manually. For example:

- Participants' groups were formed manually
- Invitations to participants were sent through Outlook
- Participants who accepted or rejected the invitation were tracked manually
- The fact of attendance of the participants was recorded in the general database of trainees in the Excel file
- Feedback questionnaires were filled in paper form

In 2019 NLMK CU acquired one of the most popular and effective LMS Platforms in the world SAP SF Learning module system (SAP SF LMS) and went all digital. Since then the NLMK CU has been actively developing the SAP SF LMS. More than 100 improvement requests have been submitted, some of them are:

- Preparation of data sources for building a CU dashboard prototype. As part of building a prototype, reports and the necessary downloads from the SAP SF LMS were configured
- CU Portal on the Bitrix24 platform. Integration between the SAP SF LMS and the CU portal on the Bitrix platform has been configured
- The integration of SAP SF with the TrainingSpace platform. The main requirements from the business were collected, an integration scheme was drawn up
- HR dashboard «Training» finalization

NLMK CU actively develops e-learning, remote and blended learning formats with the help of modern learning platforms such as SAP SF, Training Space, Webinar.ru, When-Speak, Start Exam, etc. SAP SF LMS is currently being introduced for the whole NLMK Group to automate learning and development system and integrate it to HR cycle.

As of today, **CU offers 154 digital learning solutions** for the target audience. They comprise e-learning courses, video lectures, business simulations, interactive lectures and webinars. These learning solutions facilitate employees' self-learning and enable them to take individual learning tracks based on the corporate Competency Model. In the coming few years we are planning to expand the scope of participants and invite other NLMK Group partners to the learning process (Freight One, T.A. Management, etc.).

From the delivery perspective it is essential to mention online educational platforms such as Training Space and Webinar.ru that NLMK CU **smartly used during pandemic lockdown** and managed to transfer vast majority of f2f learning solutions into remote format. The result of this cooperation is the possibility to educate more managers of all levels on a regular basis.

From content design perspective, all management level programmes will be great examples of such method of delivery: *Foremen School* (management levels 6-8 programme), *Management Level 4 Talent Pool Development Programme*, *Dream 100 Executive Development Programme* (management levels 2-3).

Beside all the mentioned above, it is important to note that during the COVID 19 crisis, the learning and development for our company employees has not stopped, it transformed and quickly adapted to a new digital reality. We continue to provide learning solutions taking into account the new realities:

- COVID 19 crisis has contributed to a more rapid transition to virtual learning: switching quickly from f2f to **remote learning format**, applying more online learning tools
- It has become necessary to support and develop additional competencies of NLMK internal trainers to improve the quality of **remote teaching**
- CU team members have focused on the development of own competencies to use a full range of tools for **remote learning**
- We have increased the flow of internal communication on learning subjects: self-development, online tools, etc.

In May 2021 CU IT Strategy was approved and soon CU will have **the Virtual Campus** that will serve as one entry point to access all NLMK CU services. It is also important because CU NLMK teaches and develops programmes for the NLMK ecosystem and it is important to integrate with ecosystem platforms. The Virtual Campus will provide full learning experience on one learning platform (collecting needs, preliminary preparation, learning, knowledge testing, follow-up support). The Virtual Campus will also increase the pace of learning solutions development and ensure their smooth delivery and evaluation.

Software Resources

To deliver digital learning solutions, we use diverse software resources and integrated online tools. In addition to them NLMK CU uses e-libraries (Alpina, MIF, SmartReading, Harvard Business Review) as a reliable and affordable business tool. It provides access to a wide range of information and makes a significant contribution to employees' development at all levels. Corporate libraries save employees' time and money, assist them in finding necessary data and stimulate their professional growth and cognitive abilities enhancement.

Volume and Percentage of learning delivered online

Since April 2020, NLMK CU **has changed the format of 80% of learning solutions** led by internal trainers from f2f **to the remote**. Internal trainers have been equipped to conduct remote classes using various online platforms. Since May 2020, the number of such courses increased by 8.5 times.

Figure 15. Number of participants enrolled in NLMK CU learning solutions delivered in remote and face-to-face format



Funding Model (Cost/Profit Centre; Charges to Business Units/Central HR/Central HQ etc).

NLMK CU is a structural subdivision of NLMK Group. NLMK CU is responsible for the annual budget preparation which is part of the annual HR budget.

The financial resources allocated to NLMK CU are adequate to enable it to achieve its mission and level of ecosystem development. The actual budget of NLMK CU, including operating expenses, was 117 million rubles (EUR 1.6 million, rate 72,5 RUB/EUR) in 2019. In 2020, the level of costs amounted 162 million rubles (EUR 1.97 million, rate 82,4 RUB/EUR). This growth is justified by the increasing number of learning solutions as well as the preparation for NLMK CU Campus opening in 2021.

Since 2020 NLMK CU has started to design and deliver learning solutions for external clients and received first profit of 500 thousand rubles (6,1 thousand, rate 81 RUB/EUR). In 2021, the income is expected to rise by at least 50% and will be spent on Campus needs (IT tools, Infrastructure, etc.).

Section D

Scope of Activities and Markets Served

Describe the scope of the Learning Organisations programmes and activities within the company

1. Coverage of the company organisation.

NLMK CU has developed and implemented learning solutions for approximately 6900 managers in NLMK Group and Ecosystem. In addition, upon request from businesses, it develops learning solutions for NLMK Group subsidiaries. Each manager depending on the grade can take no more than 80 hours of CU LS per year in various formats (f2f, remote, hybrid) and more hours in Management level program as an exception if he is appointed to it. Number of e-learning courses per year is unlimited.

E-learning courses are not included into the participants' learning hours calculation. E-learning courses may serve as of pre-course (preparation for the main learning); in this case they are assigned to the learners in the system. All e-learning courses are available in the SAP SF LMS for each NLMK employee for self-study.

Number of target audience members by years:

2017 - 6000
 2018 - 5500
 2019 - 5500
 2020 - 6900 (as of 30.04.2021)

NLMK CU headquarters is in Lipetsk, where the majority of CU target audience is located. NLMK CU also provides learning to other regions of the Group's presence in Russia: Zarinsk (Altai Territory), Yekaterinburg, Revda (Sverdlovsk region), Vosino (Kaluga region), Stary Oskol (Belgorod region), Moscow and Moscow region. Heads of these plants take courses developed by NLMK CU as participants and act as internal trainers.

NLMK CU is actively developing relations with the Group's foreign assets. As for present time:

- NLMK CU has defined responsible people who will assist in implementing the CU learning solutions for foreign assets;
- NLMK CU has determined the needs of foreign assets in CU learning solutions.

Moreover, the approach to replicate NLMK CU learning solutions is being piloted with foreign assets. Before learning solutions are delivered in foreign assets, they are customized (cases, videos). Experts from foreign assets are involved in the process of customizing the CU learning solutions, adding the matters specific for their companies. The international master-trainers have passed CU TTT programmes and learned CU TTT methodology. NLMK CU plans to integrate international trainers into the trainers' community with a view to create a single CU trainers' community, consisting of Russian and international trainers.

NLMK CU is delivering learning solutions at NLMK La Louvière (Belgium), NLMK Clabecq (Belgium), NLMK Manage (Belgium), NLMK Strasbourg (France), NLMK DanSteel (Denmark), NLMK Verona (Italy), and NLMK Pennsylvania (USA). For example, today NLMK CU is rolling out the following learning solutions: *Leadership, Company, and Production System* in remote format via the TrainingSpace IT platform. Moreover, in 2018 the *Safety Culture Development* learning solution was delivered to the top management in the face-to-face format.

Managers from foreign assets and other subsidiaries (T.A. Management, Freight One, Local administration of regions where NLMK operates) are also eligible for NLMK CU events (learning solutions, courses, conferences, remote learning, etc.) – see Figure 16.

Figure 16. NLMK companies within ecosystem learning statistics in 2018-2021 (As of 30.04.2021)

Learning solution	Partners			Foreign assets			Total, individual trainings	
	2018	2019	2020	2018	2019	2020		2021
Company	17			14			40	71
Investment Project Management		10	7			0		17
Safety Culture Development. Commitment	0	21		15				36

Section E

Key Indicators	For the Learning Organisation				
	2017	2018	2019	2020	2021 (As of 30.04.21)
Number of target audience trained per year	511	3802	5474	5976	3152
Percentage of trained employees per year	9% from the whole TA (6000)	69% from the whole TA (5500)	99% from the whole TA (5500)	94,9% from the whole TA (6300)	TBD (46%)
Number of training days per year / number of individual trainings	1122 / 1500	9416 / 6500	22 956 / 17 464	18 836 / 16 905	5282 / 5282
Number of training man-hours	9460	71 828	145 828	114 599	33 608
Learning spent as % of payroll	n/a				
Number of groups that have completed the training	45	265	808	1114	279
Number of e-learning courses taken (self-study without trainers' support)	2179	1471	4671	101 638	29 259
Training cost, RUB min	67	110	117	162*	21




*The growth is justified by the increasing number of learning solutions as well as the preparation for NLMK CU Campus opening in 2021.

Please provide supporting documents as follows.

- A set of institutional documents or website references as appropriate, if possible, in English:
 - website link – <https://nlmk.com/en/about/university/about-university/>
 - a set of institutional documents is attached
- A list of the principal programmes offered (see Table below)
- A SWOT analysis reflecting the current situation of the learning organisation with an indication of the main development challenges (see Annex 1 below)

Please describe your offerings in a structure you feel appropriate, using the items below as a possible guide. Please indicate target group, duration of activities, number of programmes and participants per year.

Topics/areas	Programme Name	Duration	Target Group	No. of Groups/ year (2020)	No. of individual trainings / year (2020)	Internal/ Outsourced
<ul style="list-style-type: none"> ■ Leadership ■ Coaching and Mentoring ■ Strategy implementation 	Dream 100 Executive Development Programme	208 hours extended in time (within 1 calendar year February-December): <ul style="list-style-type: none"> ■ 4 Modules 4-5 days each ■ pre-work ■ learning activities between modules ■ post learning activities 	Talent pool for management levels 2-3	1	168	Mix of internal leaders/trainers /speakers and external providers/ professors/ coaches/real clients Programme managed internally by CU professionals
<ul style="list-style-type: none"> ■ Leadership ■ Personal skills ■ Culture change 	Management level 4 Development Programme	128 hours extended in time (4 months): <ul style="list-style-type: none"> ■ 3 Modules 4-5 days each ■ pre-work ■ learning activities between modules ■ post learning activities 	Talent pool for management level 4	1	57	Mix of internal leaders/ /speakers and external providers/ professors/ speakers Programme managed internally by CU professionals
<ul style="list-style-type: none"> ■ Management skills ■ Personal skills 	Foremen School	112 hours extended in time 3 months for foremen, 6 months for succession pool): <ul style="list-style-type: none"> ■ F2F/ remote learning ■ Self-study (electronic courses - video series about the work of a foreman) ■ Webinars 	Talent pool for management levels 6-8	3	518	Mixture of internal trainers and external providers Programme managed internally by CU professionals
<ul style="list-style-type: none"> ■ Strategy and Cost Management 	Company	8 hours	All NLMK management	69	1497	Internal
	Impact of Leadership Decisions on Company Value	9 hours	Top management	1	34	Internal
	Management and Value Creation	9 hours	Middle management	12	195	Internal
	Enterprise Economics	9 hours	Line management	27	442	Internal

		Systems Thinking and Decision Making	22 hours	All management	Pilot delivery in 2021	0	Internal and external experts
 Producti on System		Production System (PS)	8 hours	All management	82	1472	Internal
		PS Tools	8 hours	All management	107	1287	Internal
		PS Tools workshop A3	8 hours	Members of project teams	17	269	Internal
		PS Tools workshop Mapping	8 hours	Members of project teams	29	418	Internal
		PS Tools workshop 6C	8 hours	Members of project teams	4	72	Internal
		Leadership in Occupational Health and Safety	10 hours	All management	6	81	Internal
		Leader Work Standard	20 hours	All management	321	3526	Internal
 Innovati on & Change		Project Management Principles	2 hours	Invest project team members	16	238	Internal
		Investment Project Management 2.0	8 hours	Invest project team members	Pilot delivery in 2021	0	Internal
		Investment Activity Management	8 hours	All management	Plan for design 2021	0	Internal
		Change Management: I am change leader	8 hours	All management	Pilot delivery in 2021	0	Internal and external experts
		Change Management I am change promoter	TBD	All management	Plan for design 2021	0	Internal and external experts
		Digitalization	9 hours	All management	19	501	Internal
		IT	8 hours	All management	2	32	Internal and external experts
		Design-thinking	TBD	All management	Plan for design 2021	0	TBD
 People & Teams		Leadership	12 hours	All management	97	2452	Internal
		Leader's resilience. How to manage your own emotional state	1 hour	All management	Pilot delivery in 2021	TBD	Internal
		Client	6 hours	All	1	35	Internal

	Orientation		management			
	Effective interaction in virtual environment	TBD	All management	Plan for design 2021	0	TBD
	Effective communication	TBD	All management	Plan for design 2021	0	TBD
	Team Management	TBD	All management	Plan for design 2021	0	Internal and external experts
 Training and development of internal trainers	Train-the-Trainer 1.0 Fundamentals of trainings skill	1 day/ 8 academic hours	Internal trainers	12	152	Internal
	Train-the-Trainer 2.0 Trainer and group	2 days/ 12 academic hours	Internal trainers	3	24	Internal
	16 training skills development programmes	duration of each programme/ 2 academic hours	Internal trainers	44	5212	Internal
Onboarding	NLMK manager	8	All management	Pilot delivery in 2021	0	Internal

Annex 1. NLMK CU SWOT Analysis

Strengths

- Strong involvement of the Company CEO and key managers in all operations from governance and decision-making process to participation in learning solution design and delivery, for example:
 - *LTL* approach with 500+ managers as internal trainers.
 - NLMK Group top managers are part of the Council responsible for learning solution architecture and portfolio approval
- Cooperation with the best international educational communities, global business schools, high-quality local providers and industry experts
- NLMK CU portfolio is strongly aligned with NLMK Group's strategic objectives
- NLMK CU is an important part of NLMK Group employer branding policy/activities
- NLMK CU provides the Company employees with a life-long learning system
- Basic remote learning infrastructure and competences are implemented as a response to COVID 19 challenge and restrictions
- NLMK CU has a strong Operating Model (Annex 2)

Opportunities

- International presence (NLMK CU is NLMK Group's learning hub)
- Development of relations with the NLMK ecosystem to centralize managerial development not only in NLMK, but in all assets;
- Creation and development of Virtual Campus which will expand the possibilities of working with Ecosystem and give opportunity to connect all learning resources under one roof

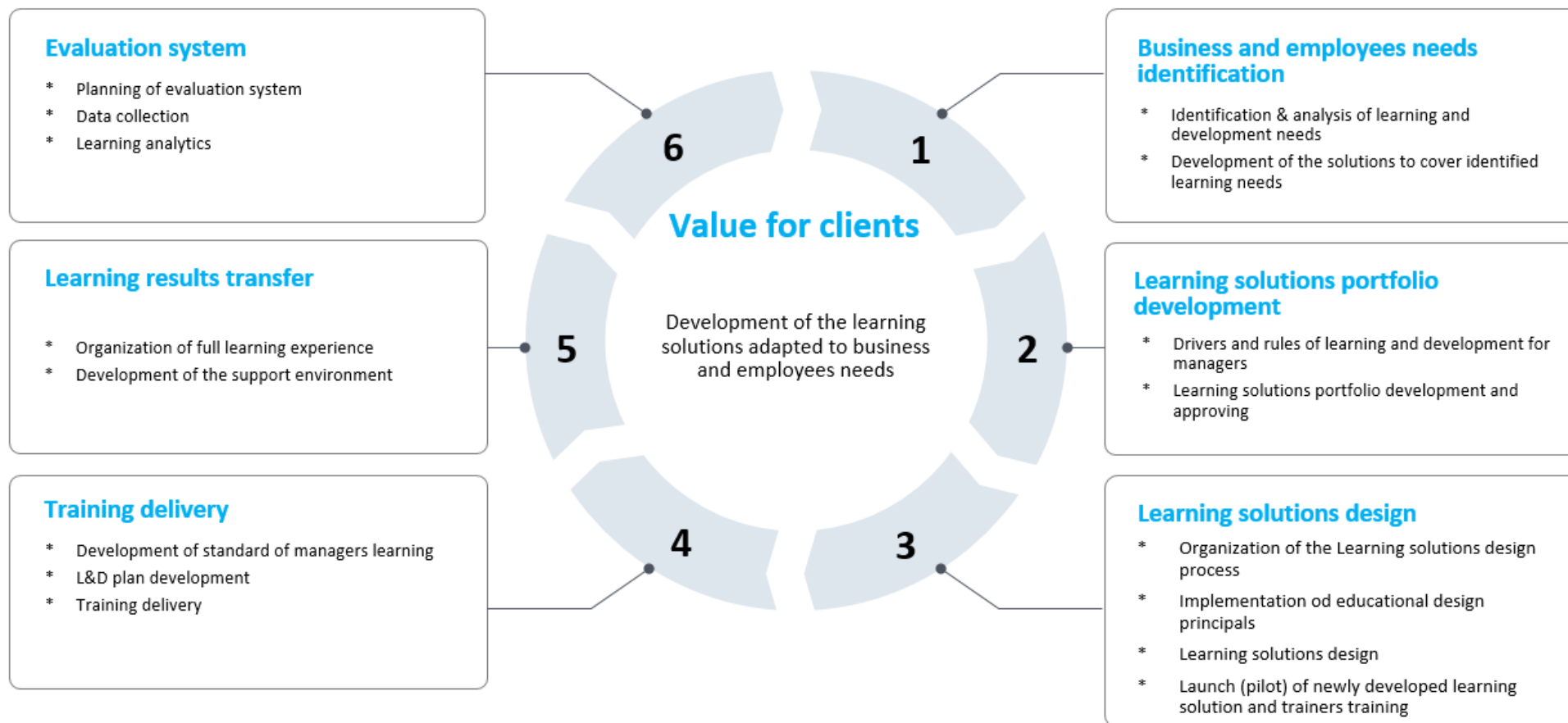
Weaknesses/Development challenges

- NLMK CU needs to strengthen its role in organizational development by expanding its influence and developing flawless reputation in its expertise area
- NLMK CU needs to implement predictive analytics in order to be more proactive
- NLMK CU needs to expand new digital mechanics and implement them in all Learning Solutions

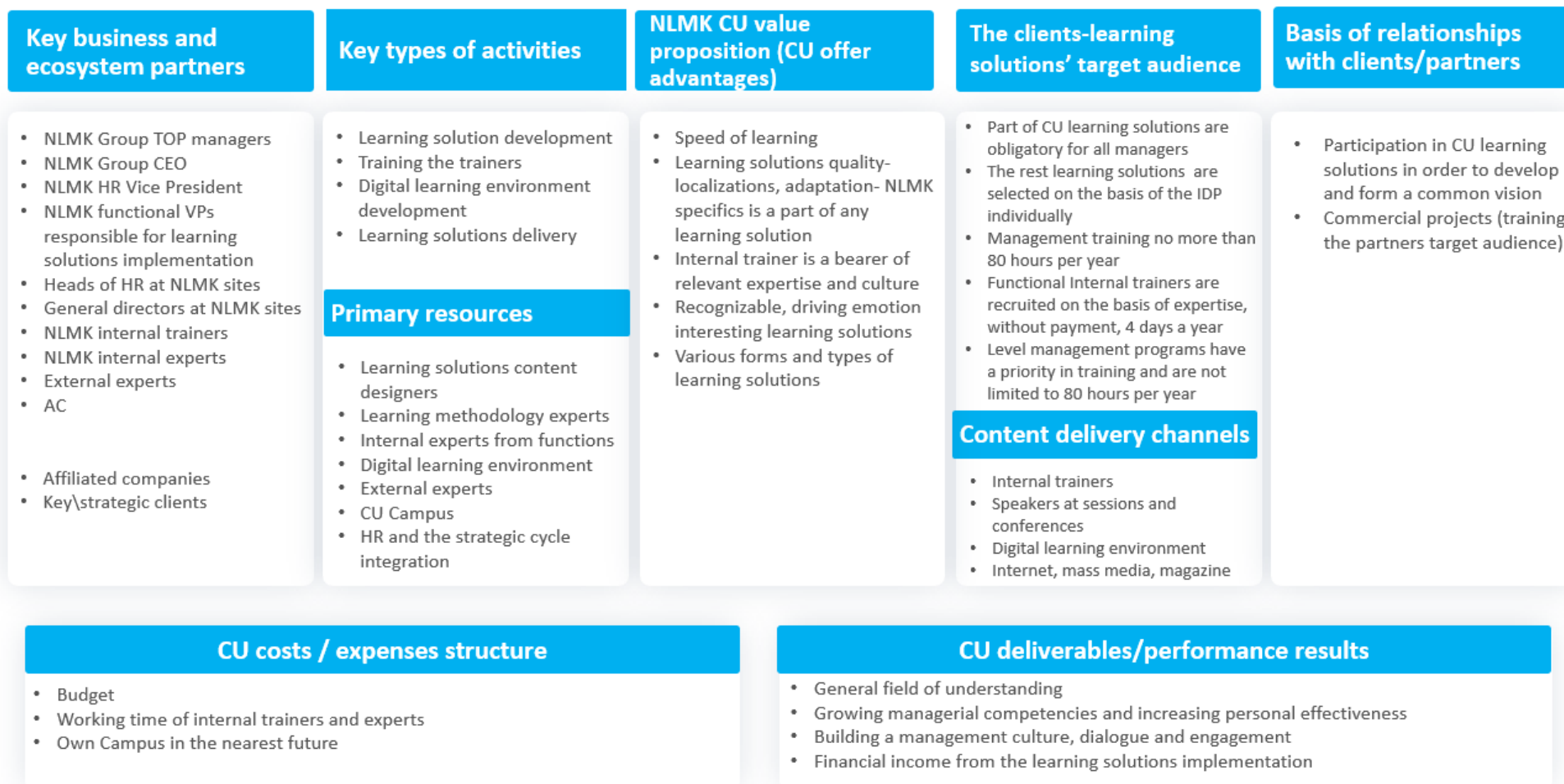
Threats

- Technological changes, global digitalization require that NLMK CU stays on top of recent trends and incorporates them into learning solutions portfolio in order to stay relevant
- Not proficient level of English among NLMK managers limits internationalization
- Undeveloped corporate training market in Russia and a lack of professionals. High competition for personnel at the market

Annex 2. NLMK CU Operating Model



Annex 3. NLMK CU Business Model



Annex 4. NLMK CU Campus as of April 2021

