

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 2020

Name of the Learning Organisation: **NLMK Group Corporate University (further – 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

Describe the position of the Learning Organisation in the company structure

Brief history of the Learning Organisation

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 CU was established in 2016 in order to centralize and unify a Group-wide system of management education.

NLMK CU is a learning and development centre for NLMK staff. Learning is based on the *Leaders Teach Leaders* approach (further – *LTL* approach) with top managers cascading knowledge and experience to the next levels.

NLMK CU target audience consists of about 6000 managers and internal talent pool for management positions, as well as strategic partners, ecosystem managers and key customers.

In addition to developing and delivering learning solutions, NLMK CU team provides scientific L&D data and technical materials, supports and expands NLMK professional library, organises conferences, strategic sessions and workshops, develops e-learning courses, etc.

NLMK Group announced the construction of a new learning centre on the site of a former cultural centre for steelmakers in Lipetsk in July 2017 and it is to be opened in 2021.

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 stakeholder value.

Strategy 2022 goals

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

The purpose of NLMK CU is leadership and corporate competencies development to support NLMK Group Strategy 2022.

Our path:

July 2016 NLMK CU launch

September 2016 Start of research and learning solutions development

March 2017 NLMK CU first learning solution launch: *Investment Project Management*

July 2017 NLMK CU campus construction kick-off

September 2017 *Safety Culture Development* learning solution launch

February 2018 *Company* learning solution launch

January 2019 *Leader Work Standard* (further - *LWS*) learning solution launch

February 2019 *NLMK Production System* learning solution launch

March 2019 *Leadership* learning solution launch

Production System and *LWS* learning solutions are delivered for NLMK Group international companies

March 2019 NLMK CU membership in the international association EFMD (European Foundation for Management Development)

March 2019 Steel University site translation 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 membership in the international association ECLF (Executive Corporate Learning Forum)

April 2019 NLMK CU internal trainers first conference

September 2019 NLMK CU 1.0 Operating Model implementation

December 2019 New learning solutions approval and design launch: *Systems Thinking and Decision Making, Team Management, Client Orientation, Change Management*.

Existing learning solutions update: *Safety Culture Development, Project Management*.

Management level programs introduced to CU learning solutions portfolio (approved by the Academic Council): *Foremen School, Management level 4 Talent Pool Development Program, DREAM 100 Executive Development Program*

January 2020 Internal trainers' methodology sharing with the ecosystem. Creating Centers of expertise in NLMK functional areas and partner companies

February 2020 *DREAM 100 Executive Development Program* (management levels 2-3) launch in collaboration with INSEAD business school

March 2020 *Audience deserves communication* workshop design as a response to increased online interaction during pandemic

April 2020 Start of learning solutions transition into remote format as a response to the pandemic. *Company* is launched as the first learning solution in remote format

July 2020 *Foremen School* (management levels 6-8) launch. 80% of CU learning solutions have been converted into remote format.

Launch of Customer-oriented information system for the work of internal trainers

August 2020 Updated learning solution launch: *Safety Culture Development 2.0. Leadership in Occupational Safety and Health*.

Digitalization learning solution launch

September 2020 *Management level 4 Talent Pool Development Program* launch

October 2020 *Foremen School* massive delivery launch. CU brand re-design. Updated learning solution *Investment Project Management 2.0* pilot. *Corporate economics* launch in remote format

November 2020 Learning solution *IT* pilot. *Value Creating Management* launch in remote format

December 2020 Interview with NLMK Group key stakeholder V. Lisin who started his career as a foreman (4 best foremen to run the show and video to be recorded and added as an electronic part of *Foremen School*)

Figure 1. NLMK CU achievements in 2017-2020

Index	2017	2018	2019	2020 (as of 01.12)
Number of individual trainings (for all CU learning solutions)	1500	6500	18 000	16 390
Number of learning solutions	2	3	28	45
Number of e-learning courses	116	134	156	180
Number of internal trainers	54	140	357	318
Number of sessions and conferences	-	25	28	31
Languages	1 (Russian)	2 (Russian, English)	3 (Russian, English, French)	3 (Russian, English, French)

Principal Missions of the Learning Organisation

Our mission is to enhance NLMK Group competitiveness by investing in the development of leadership competencies for all managers and talent pool candidates.

Our ambition is to become the best center of corporate learning expertise for the Company's employees and to evolve an ecosystem.

Our Goals

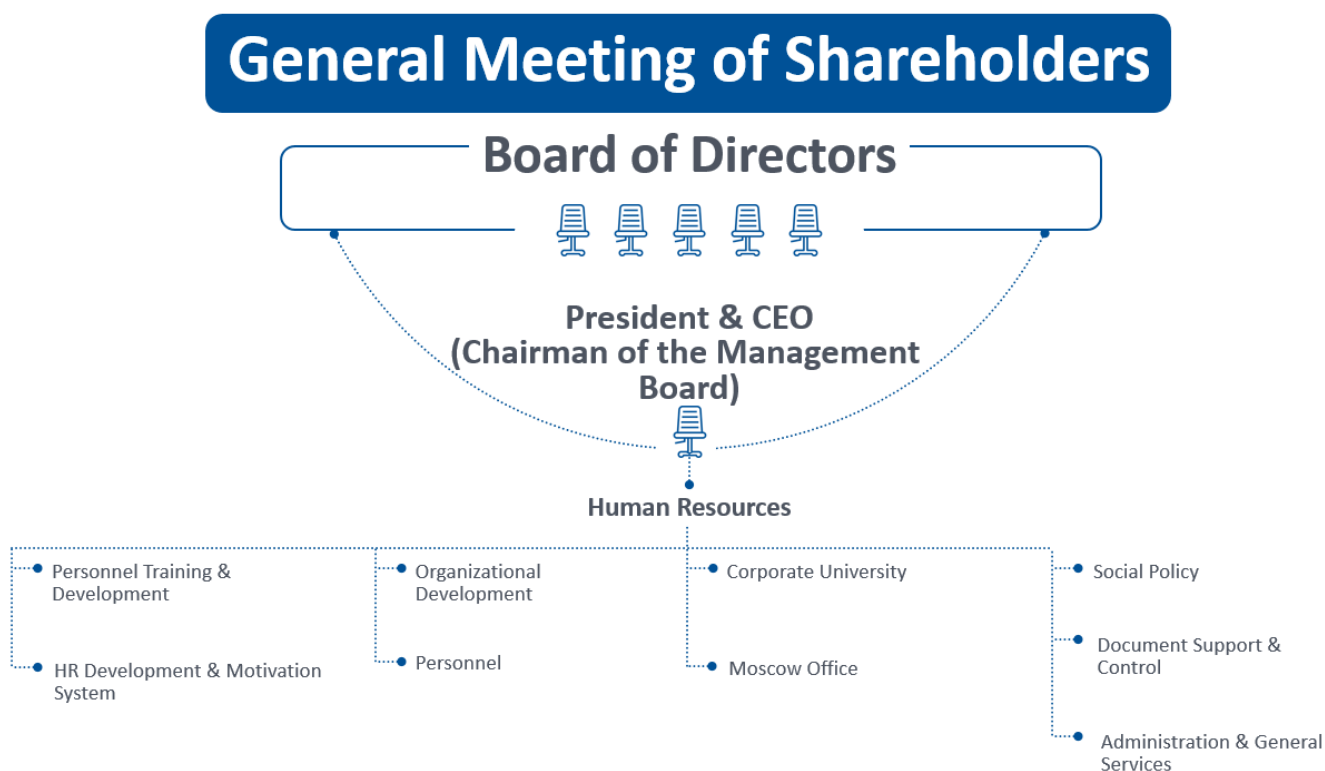
- shaping and fostering management culture
- developing leadership and corporate competencies
- unlocking/supporting/enhancing leadership potential
- establishing systematic approach to knowledge management and sharing best practices and experience – building a self-learning organization

Our Ambitious, or the so-called Super Goal is to be internationally recognized Corporate University:

- the best learning organization for the development of customized learning solutions
- the best system for the development of managers as internal trainers.

Our Operating Model and Business Model are presented in Annex 3 and Annex 4.

Position in the Company's organisational structure



Reporting line(s)

CU Head, Valentina Satarova, reports directly to the Board and Chairman Oleg Bagrin (see Section B for NLMK Board membership), CEO Gregory Fedorishin and HR Vice-President Michael Arkhipov. The reporting includes both strategic and institutional development aspects as well as operational topics.

Interface with HR processes

NLMK CU learning strategy and HR personnel development strategy should be closely connected since CU learning actions are an integral part of the HR cycle, Performance appraisal and competencies development cycle. (see Figure 2 below). NLMK CU is not involved in the regular performance assessment and other evaluations. Overall, it is positioned as a Center of expertise in corporate leadership learning and development.

The HR Department formulates Individual Development Plans for managers based on Competency Model, their regular assessments, the findings of Personnel and Talent Commissions, and the 70/20/10 principle: 70% development from job-related experiences, 20% development from interactions with others, and 10% development through formal educational events. Annual Learning & Development Plan and CU learning solutions portfolio are designed on the basis of all collected learning and development needs, NLMK strategic priorities, gap analysis of managers' competencies and worldwide trends.

NLMK CU learning solutions portfolio design and content is based on the following needs sources: business needs (NLMK strategic priorities and learning needs set by managers for their subordinates) and personnel needs (Competency Model gap analysis and learning needs set by NLMK employees). The portfolio consists of 7 directions:

- strategy and cost management
- production system
- innovations and changes
- people and teams
- management level programs
- onboarding
- internal trainers' development

The annual L&D Plan is approved by HR Vice President and the Council and programs portfolio is approved by the Council only.

Figure 2. NLMK HR Cycle

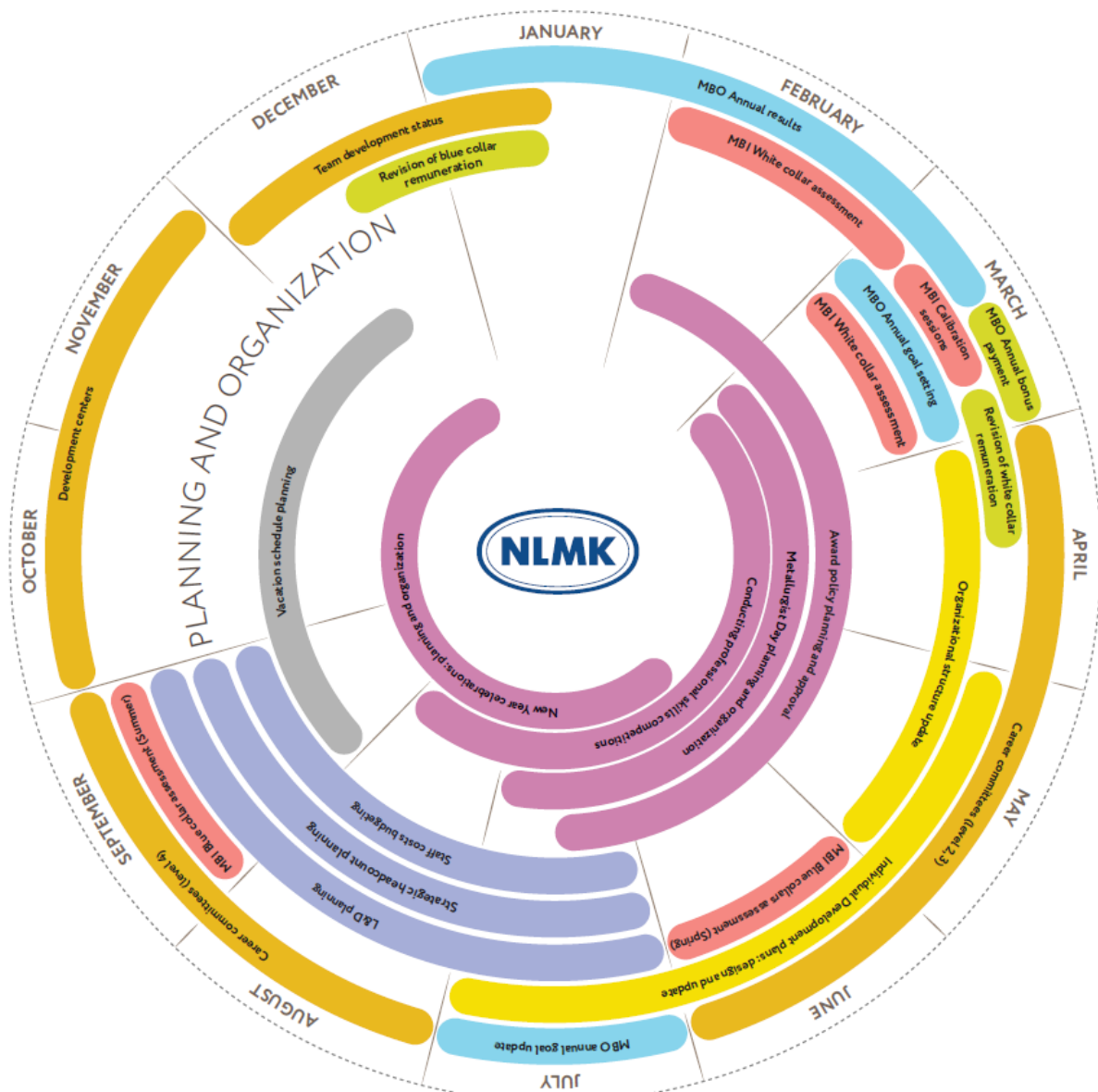
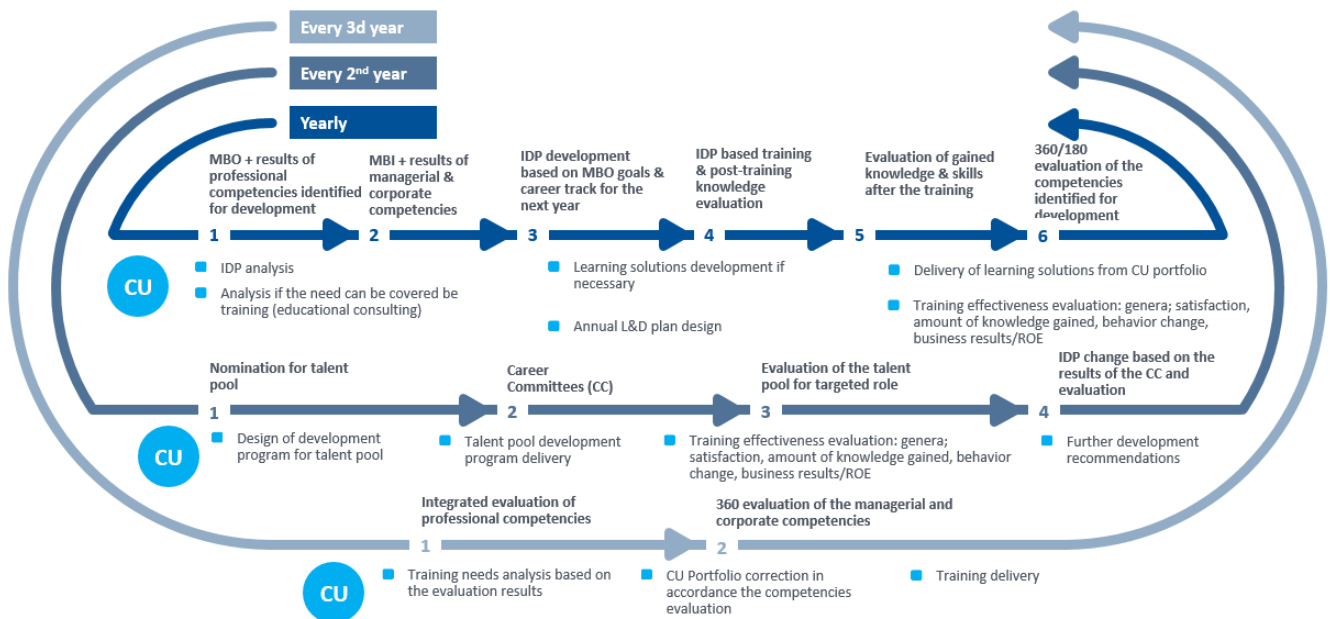


Figure 3. NLMK Performance appraisal and competencies development cycle



An integration with HR processes is also ensured by the active participation of HR key employees in the design of NLMK CU learning solutions. Effectiveness of learning solutions delivered by CU is based on Kirkpatrick/Phillips V model. Level 3 measurements are based on the competencies assessments provided by HR.

Interface with other L&D providers in the company

If necessary, please insert or attach an Organisation Chart

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

- 1. NLMK CU** is responsible for managerial skills development. CU target audience (about 6000) is the following:
 - 3 levels of management (line management, middle management and top management)
 - talent pool for management positions
 - managers of companies within ecosystem
- 2. Technological University (TU)** which is a part of NLMK HR department is responsible for the hard skills development. The TU Professional Competencies development system consists of the primary development of the school pupils and students, technical and functional education for the production sites employees.
- 3. Production system** is an organizational development system working with the production staff of different levels at the sites. Their scope of work includes business processes audit, their re-engineering and learning how to work the new way.

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 new NLMK Group 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

- leadership competences development
- internal knowledge sharing
- learning solutions update

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

- horizontal interaction development
- internal processes support
- continuous improvement and innovation competencies development

Development of a sales portfolio and presence in key markets - via:

- best customer experience creation
- strategic and systems thinking competencies development

Leadership in sustainable development and safety - via:

- safety culture establishment
- ecosystem management (different forms of cooperation)

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

1. NLMK Group top managers are part of the Council responsible for learning solutions portfolio approval (see the p. 10).

Thus, one of the main tasks of the Council is to ensure smooth collaboration/clear communication with stakeholders while developing and implementing learning solutions.

2. Key stakeholders participate in learning solutions design as Business customers. Each NLMK CU learning solution has its Business customer (e.g. it can be a Vice-President or a Functional Director/leader).

For example, NLMK Operational Excellence Vice-President is a Business customer for the following learning solutions: *NLMK Production System*, *NLMK Production System Tools*. NLMK HR VP is a Business customer for *Leadership* and *Team Management* learning solutions.

Business customer indicates 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).

Business customer approves learning solution structure and format (remote/e-learning/face-to-face (further – f2f)/blended 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 participate 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.

Business customer monitors and approves the results of key phases of learning solution design:

- learning solution business and learning goals, target audience, levels of evaluation and KPIs
- learning solution structure and formats

- learning solution content
- learning solution piloting results and further improvements

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

The key Business customer of the Program is NLMK Group CEO who is accountable for:

- business need identification
- program approval (design, content, format, target audience, etc.)
- program efficiency results validation

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

The architecture as well as the terms of the program delivery are identified and approved by all stakeholders.

In response to Business customer need NLMK CU methodology experts have designed *Foremen School Program Specification* which includes:

- the aim of the program (to develop managerial skills of a foreman with a target to increase efficiency in working tasks management and problem solving)
- its target audience (newly appointed foremen and talent pool for foreman position)
- its objectives (to build understanding of the role of a foreman in the Company strategy realization, to develop tools for people and processes management in his area and communication skills with a focus on collaboration)
- its concept (modular mid-term program 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
- program evaluation (4 levels: satisfaction, knowledge, behavior and business-result)

To reflect all these aspects in one program two learning tracks have been designed with a focus on the target audience: one for foremen, the other one for the talent pool for foreman position. Each 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 – video serial with the 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) which represents the main problems of a foreman 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 pilot version (number of participants – 50) anticipates delivery phase (massive run) of the program for the whole target audience (more than 2500 employees) and gives an opportunity to test the quality and efficiency of the program, receive immediate feedback and make the necessary changes/improvements to the program.

On a weekly basis NLMK CU and HR representatives meet to discuss the program status, pilot version current issues/progress and to make the necessary adjustments and take decisions. After each stage (milestone) of the pilot NLMK CU methodology experts provide 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 program success stories.

Delivery phase (massive run) of the program has started one month later than the pilot run and NLMK CU is to inform the Business customer representatives of any issues/challenges on a regular basis as well.

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

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

NLMK Group top management has supported CU idea to introduce *Leaders Teach Leaders* 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 business model: inviting NLMK subject matter experts to become internal trainers. Starting from 2017 NLMK top 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 top managers invest 32 hours per year to deliver NLMK CU learning solutions.

NLMK top 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

The Council consists of at least 3 (three) members. Various levels Council members are presented in Figure 4. The Council reports to the Board of Directors' HR, Remunerations and Social Policy Committee, and acts as an advisory body. Meetings of the Council are held in accordance with the annual meeting schedule approved by the Chairman of the Council.

The main objective of the Council is to ensure that NLMK CU is able to do the following efficiently:

- create learning solutions portfolio
- design and implement learning solutions for NLMK Group executives
- develop and implement new learning technologies and methods
- comply with unified standards of learning solutions development and implementation

The Council has the following main functions:

- review learning streams, curricula, standards and provide relevant recommendations
- approve learning solutions portfolio
- ensure compliance with unified standards of learning solutions development and implementation
- provide availability of sufficient resources to support the approved learning portfolio
- ensure NLMK CU experts liaise with stakeholders while developing and implementing learning solutions

In order to provide objective and impartial data to the Company's bodies the Council develops recommendations on the following matters related to NLMK CU in line with its functions:

- long-term development plans
- learning solutions portfolio approval
- personnel planning and development
- organization structure development
- international relations management
- non-profit organizations with a focus on learning solutions
- other issues

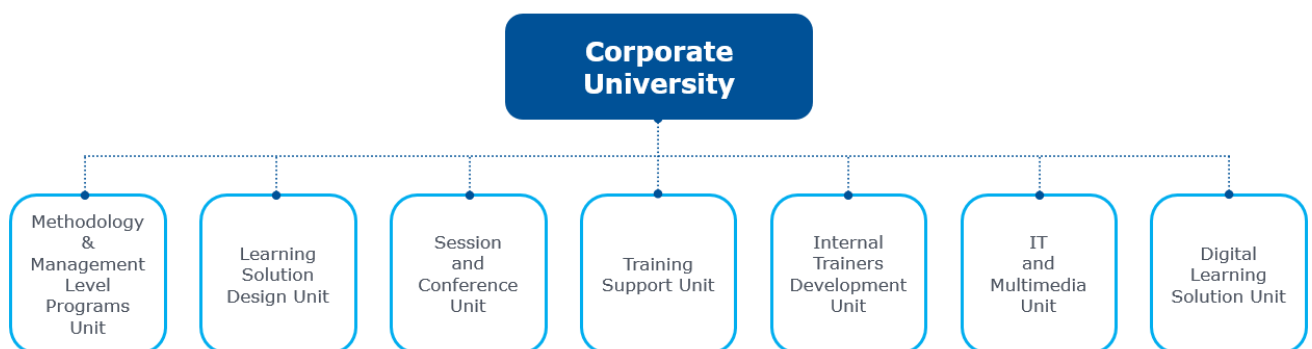
Figure 4. Council members at various levels

Roles on the Council	Levels of the Council
Chairman of the Council	Board of Directors Member
Member of the Council	Board of Directors Member, NLMK Group President (CEO), HR Vice President, other top managers with professional L&D knowledge/experience relevant for the Council's area of responsibility
Facilitator of the Council	NLMK CU Head
Secretary of the Council	NLMK Group Employee
Expert of the Council	Any NLMK Group Employee, external expert/consultant who has information pertinent to the discussion

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.



Methodology & Management Level Programs Unit

- learning solutions portfolio development
- CU performance/learning solutions evaluation system establishment
- CU methodology development and implementation
- management level programs design and delivery:
 - DREAM 100 Executive Development Program (management levels 2-3 program)
 - Management Level 4 Talent Pool Development Program
 - Foremen School (management levels 6-8 program)
 - others
- NLMK ecosystem relationships management
 - T.A. Management
 - Freight One
 - Corporate Solutions Centre (CSC)
 - Local administration of regions where NLMK operates
 - NLMK Group international companies

Learning Solutions Design Unit

- learning needs, target audience and learning trends analysis
- learning solutions design and implementation for different management levels (full learning experience)
- design process management: stages of learning solution development, partnership with Business customers, interaction with subject matter experts from functional departments
- evaluation tools development (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
- problem solving sessions facilitation
- online sessions delivery
- facilitation skills consulting (providing internal advice on tools, frameworks and methodology)

Training Support Unit

- NLMK CU learning solutions planning and budgeting
- internal trainers' time-table management
- CU programs 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 Programs* learning solutions design on requests
- internal trainers support practices scaling/replication for NLMK Group and to the market (*Training Skills Development Programs* 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.

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.

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 that, CU will have its own Campus in Lipetsk, 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 are a variety of classrooms for f2f learning in the 7 learning clusters (see Figure 5 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 5. 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 – 36 employees (as of December 2020)

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

NLMK CU Academic Council members:

Chairmen of the Council – Oleg Bagrin (Member of the Board of Directors)
 Members of the Council – Gregory Fedorishin (CEO of NLMK Group), Michael Arkhipov (HR Vice President), Valery Katkalo (First Vice Rector of National Research University “Higher School of Economics”), Stanislav Shekshnia (Senior Affiliate Professor of Entrepreneurship at INSEAD, NLMK Board of Directors member)

CU Head – Valentina Satarova
 Methodology & Level Management Programs Unit Head – Yulia Konovalova
 Learning Solution Design Unit Head – Evgeniy Skrochinskiy
 Session and Conference Unit Head – Andrey Vyalkin
 Training Support Unit Head – Lyudmila Klimuk
 Internal Trainers Development Unit Head – Biana Fayngersh
 IT and Multimedia Unit Head – Sergey Sychev
 Digital Learning Solution Unit – vacancy

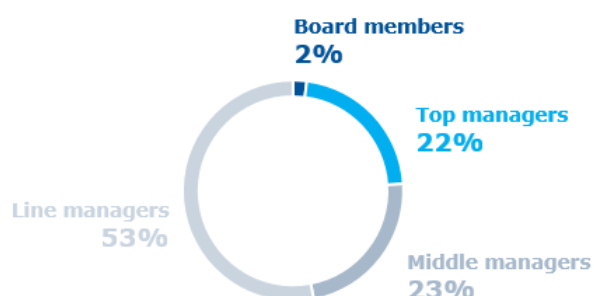
Internal Resources (Staff Breakdown)

Methodology & Level Management Programs Unit – 6
 Learning Solution Design Unit – 9
 Session and Conference Unit – 1
 Training Support Unit – 6
 Internal Trainers Development Unit – 5
 IT and Multimedia Unit – 1
 Digital Learning Solution Unit – 3

Company Resources available for delivery of learning interventions

Board members – 8
 Top managers - 78
 Middle managers - 81
 Line managers - 190
 NLMK CU - 12

Figure 6. Distribution of LTL approach participants by managerial level



As it was mentioned above, NLMK CU uses *Leaders Teach Leaders (LTL)* approach complementing its learning solutions thought 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.

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 programs has increased by at least 30% every year since 2017. To enable their high performance as trainers, NLMK CU experts have developed and launched a series of programs since late 2017.

There are the following programs to support and develop internal trainers: *Train-the-Trainer* (3 levels) (further – *TTT*), training skills development programs (16 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 programs 452 times. In 2020 CU has converted all training skills development programs to remote format.

To visualize training skills development CU experts have created Internal trainer profile document (see attached to the mail), 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 to maintain and develop trainer's skills. All data on a trainer's progress is stored in his/her Trainer's profile on CU 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.

The benefits of an internal trainer 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 were taken into account.

We keep records of all training skills development programs 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)

Since it has been established in 2016, NLMK CU has developed solid partnership with different educational organizations in Russia and overseas for both learning solutions content design and delivery.

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 programs will be great examples of such collaboration: *Foremen School* (management levels 6-8 program), *Management level 4 Talent Pool Development Program*, *Dream 100 Executive Development Program* (management levels 2-3).

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 Program),
- Moscow School of Management Skolkovo (remote programs in project management),
- Ericson International Coaching College (coaching for top management),
- Adidas Academy (Management level 4 Talent Pool Development Program),
- Most Creative Camp (Management level 4 Talent Pool Development Program),
- 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 Program* for management levels 2-3 talent pool has been launched. It is a four-modules program for our top management team. INSEAD provides CU NLMK with the right level of professors and quality content. Project team for the program 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 in the coming 2021.

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 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*.

IT Resources for Training and Learning

Electronic Learning Platforms (LMS):

NLMK CU actively develops e-learning, remote and blended learning formats with the help of modern learning platforms such as SAP Success Factors, Training Space, Webinar.ru, When-Speak, StartExam, etc.

SAP HR module 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 180 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. During 9 months of 2020 the number of employees who have completed CU learning solutions is 75 893 (16 258 in the remote and 59 635 in the electronic format accordingly). 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.).

Currently we are working on creating the Virtual Campus that will serve as one entry point to access all NLMK CU services. The Virtual Campus will provide full learning experience on one learning platform (collecting needs, preliminary preparation, learning, follow-up support, knowledge testing). The Virtual Campus will also increase the pace of learning solutions development and ensure their smooth delivery and evaluation.

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. 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.

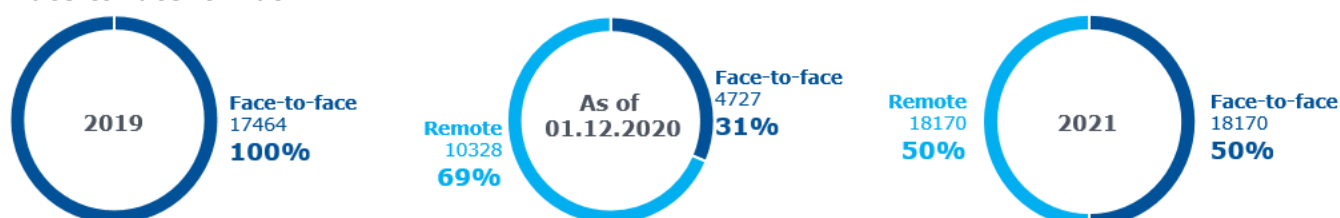
Software Resources

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 75% 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 7. 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 (1.6 million EUR, rate 72,5 RUR/EUR) in 2019. According to expenditure forecast 2020, level of cost will be around 150 million rubles (1,7 million EUR, rate 81 RUR/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 EUR, rate 81 RUR/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 programs and activities within the company

1. Coverage of the company organisation.

NLMK CU has developed and conducted learning solutions for approximately 6000 managers in NLMK Group. Also, upon request from businesses, it develops learning solutions for NLMK Group subsidiaries. Each manager depending on the grade can take at least 4 courses in various formats (f2f, remote, blended) and unlimited number of e-learning courses per year.

E-learning courses are not added to the participants' learning hours. E-learning courses may be kind 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 SAP SF system for each NLMK employee for self-study.

Number of target audience members by years:

2017 – 6000
 2018 - 5500
 2019 - 5500
 2020 – 6300 (as of 01.12.2020)

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 also act as internal trainers.

NLMK CU has also developed learning solutions for the Company international assets: NLMK La Louviere (Belgium), NLMK Clabecq (Belgium), NLMK Manage (Belgium), NLMK Strasbourg (France), NLMK Dansteel (Denmark), NLMK Verona (Italy), NKMK Pennsylvania (USA).

Managers from international 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 8.

Figure 8. NLMK companies within ecosystem learning statistics in 2018-2020

Learning solution	Partners			Foreign partners			Total, individual trainings
	2018	2019	2020	2018	2019	2020	
Company	17			14		1	32
Investment Project Management		10	7			26	43
Safety Culture Development. Commitment	5	21		15			41
Safety Culture Development. Management Tools	18						18
Leadership			2		4		6
Impact of Managerial Decisions			1		1	1	3

on Company Value							
Production System	6						6
Green City	55						55
Leader Work Standard				26			26
Total	40	31	71	29	5	54	230

2. Categories and Levels of Staff Served.

NLMK CU target audience consists of the following categories in 2020:

- 3 levels of management (6300 employees as of 01.12.2020):
 - Top management – 68 employees, 1,3% from TA
 - Middle management – 754 employees, 14,5 from TA
 - Line management – 4056 employees, 78% from TA
- talent pool for management positions – 323 employees (some employees within this category are part of the middle and line management), 6,2% from TA
- managers of companies within ecosystem (see Figure 8 above)

Figure 9. Participants' learning hours statistics, planned/actual

Management level	Maximum learning hours*	Average learning hours in 2019, actual	Average learning hours in 2020, as of 01.12.2020
1-3 (Top management)	6 days/48 hours	29 hours	21 hours
4-5 (Middle management)	8 days/64 hours	26 hours	19 hours
6-7 (Line management)	10 days/80 hours	28 hours	18 hours

* The volume of f2f managerial training is 10 days i.e. 5% of working time per year (excluding internal/external conferences and management level programs).

3. External Markets Served

In 2020 CU has started to provide learning solutions on commercial basis to its partners (Freight One, T.A. Management, etc.)

Please see more details in page 18.

4. Corporate Solutions Centre

Corporate Solutions Centre (CSC) – is a service company in NLMK group. All service functions that support massive learning delivery (LMS, catering, participants' handouts, rooms preparations, etc.) are outsourced to CSC. CU and CSC interact on the basis of paid services agreement (contract). See page 12

5. Principal types of L&D interventions provided for the above target groups.

As it was mentioned above NLMK learning solutions are the synthesis of the best NLMK Group experts' knowledge/experience and most advanced global learning trends. They are core to knowledge management in the Company.

- learning solutions are created by content design teams which consist of the best internal experts, functional leaders, internal and international business schools' professors
- all learning solutions are interconnected by the mutual meaning, thorough business cases and construct an integral system. They consist of the three parts: pre-work, f2f/remote learning, follow up activities (implementation of learning into practice)
- all learning solutions are management level/professional area specific

NLMK CU pays special attention to digital learning formats: creating e-learning courses, delivering webinars, providing surveys and paper-free learning environment.

NLMK CU also provides the following management levels programs (newly introduced in 2020):

- *DREAM 100 Executive Development Program* in collaboration with INSEAD business school (target audience: top management, talent pool for management levels 2-3)
- *Management level 4 Talent Pool Development Program* (target audience: middle management, talent pool for management level 4)
- *Foremen school* (target audience: line managers on production site, management levels 6-8)

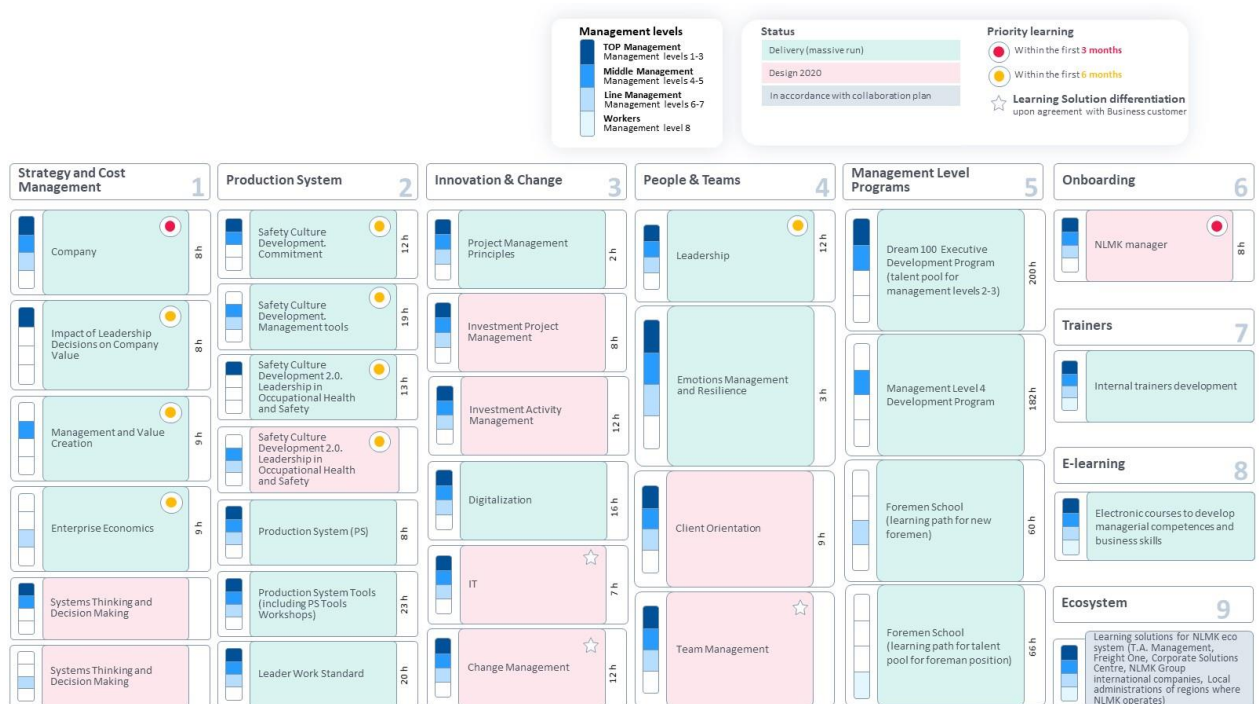
NLMK CU learning solutions portfolio 1.0 (developed in 2017-2019) supported the key areas of NLMK business strategy with the aim to:

- create common understanding & terminology for all NLMK managers
- teach unified work standards
- replicate best NLMK practices

NLMK CU learning solutions portfolio 2.0 has the goal to:

- establish leadership and management culture
- develop leadership and corporate competencies
- share internal best practices – build a self-learning organization

Figure 10. Learning solutions portfolio 2.0



NLMK top managers and key experts take part not only in the design of CU learning solutions but in their delivery as internal trainers as well. All internal trainers participate in the special Train-the-Trainer program and get support from NLMK CU professional trainers and content designers.

The internal training skills development programs system includes several programs that are offered at different stages of NLMK trainers' development:

- *Train-the-Trainer 1.0 Fundamentals of training skills* is mandatory for every internal trainer.
- *Train-the-Trainer 2.0 Trainer and group* - program for experienced trainers who have reached the target level of facilitation skills. Key focus of the program is group dynamics during learning events.

- *Train-the-Trainer 3.0 Training for master trainers* - program for trainers who have exceeded the target level of training skills. The purpose of the program is to prepare masters to train new trainers or design new learning solutions.
- 16 training skills development courses – short learning bites up to 2 hours, each aimed at a particular facilitation/trainer skill. Offered to internal trainers as an option or on request if there is a need to develop particular competencies.

In addition to learning solutions and training skills development programs, NLMK CU provides sessions and conferences on request from business.

Top-management strategy sessions are held twice a year. Functional Department sessions are held once a year. During the sessions participants discuss core projects and achievements, share best practices, analyze internal/external trends and identify opportunities for strategy development.

All strategy sessions are unique and adjusted to each Business customer's aims and needs. NLMK CU Business customers are Functional departments leaders (Vice presidents, Business Units CEOs, Functional leaders/Directors). NLMK CU Sessions and Conferences Unit in close collaboration with Business customer defines the main goal of the session and expected outcomes. Business customers are involved in developing each session agenda and content; they can also be engaged as co-facilitators.

Strategic sessions target audience are Functional Department Leaders, middle management (talent pool for middle management). Average number of participants vary from 20 to 150.

Section E

Key Indicators	For the Learning Organisation			
	2017	2018	2019	2020 (as of 01.12)
Number of trained employees per year	511	3802	5474	5329
Percentage of trained employees per year	9% from the whole TA (6000)	69% from the whole TA (5500)	99% from the whole TA (5500)	102% from the whole TA (6300)
Number of training days per year / number of individual trainings	1122 / 1500	9416 / 6500	22 956 / 18 000	12 201 / 16 390
Number of training man-hours	9460	71 828	145 828	97 285
Learning spent as % of payroll	n/a			
Number of groups that have completed the training	45	265	808	1026
Number of e-learning courses taken (self-study without trainers' support)	2179	1471	4671	86 834
Training cost, mln RUB	67	110	117	150

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 programs 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)

Table Program Portfolio

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 programs and participants per year.

Topics/areas	Program Name	Duration	Target Group	No. of Groups/ year as of 01.12.2020	No. of individual trainings / year as of 01.12.2020	Internal/ Outsourced
<ul style="list-style-type: none"> ■ Leadership ■ Coaching and Mentoring ■ Strategy implementation 	Dream 100 Executive Development Program	200 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	4	200	Mixture of internal leaders/trainers /speakers and external providers/professors/coaches/real clients Program managed internally by CU professionals
<ul style="list-style-type: none"> ■ Leadership ■ Personal skills ■ Culture change 	Management level 4 Development Program	182 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	2	38	Mixture of internal leaders/ /speakers and external providers/professors/ speakers Program managed internally by CU professionals
<ul style="list-style-type: none"> ■ Management skills ■ Personal skills 	Foremen School	60-66 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 serial about the work of a foreman) ■ Webinars 	Talent pool for management levels 6-8	20	293	Mixture of internal trainers and external providers Program managed internally by CU professionals
<ul style="list-style-type: none"> ■ Strategy and Cost Management 	Company	8 hours f2f 6 hours remote	All NLMK management	65	1454	Internal
	Impact of Leadership Decisions on Company Value	8 hours	Top management	1	34	Internal
	Management and Value Creation	9 hours	Middle management	10	159	Internal
	Enterprise Economics	9 hours	Line management	24	385	Internal
	Systems Thinking and Decision Making	TBD	All management	Pilot delivery in December 2020-January 2021	0	Internal

■ Production System	Production System (PS)	8 hours	All management	70	1208	Internal
	PS Tools	7 hours	All management	105	1228	Internal
	PS Tools workshop A3	4 hours	Members of project teams	16	241	Internal
	PS Tools workshop Mapping	4 hours	Members of project teams	25	332	Internal
	PS Tools workshop 6C	4 hours	Members of project teams	5	81	Internal
	Safety Culture Development 2.0. Leadership in Occupational Health and Safety	10 hours	All management	2	42	Internal
	Safety Culture Development. Commitment	12 hours	All management	44	679	Internal
	Safety Culture Development. Management Tools	19 hours	All management	44	1068	Internal
	Leader Work Standard	12 hours	All management	315	3323	Internal
■ Innovation & Change	Project Management Principles	2 hours	Invest project team members	16	237	Internal
	Investment Project Management	8 hours	Invest project team members	Pilot delivery in December 2020	0	Internal
	Investment Activity Management	12 hours	All management	Plan for design 2021	0	Internal
	Change Management	12 hours	All management	Pilot delivery in December 2020	0	Internal with the external experts
	Digitalization	16 hours	All management	15	393	Internal
	IT	7 hours	All management	1	14	Internal with the external experts
■ People & Teams	Leadership	12 hours	All management	82	2021	Internal
	Emotions Management and Resilience	3 hours	TBD	TBD	TBD	TBD
	Client Orientation	9 hours	All management	Pilot delivery in December 2020	0	Internal

	Team Management	TBD	All management	Pilot delivery in December 2020	0	Internal with the 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	139	Internal
	Train-the-Trainer 2.0 Trainer and group	2 days/ 12 academic hours	Internal trainers	3	28	Internal
	Train-the-Trainer 3.0 Training for master trainers	1 days/ 8 academic hours	Internal trainers	In design phase	0	Internal
	16 training skills development programs	duration of each program/ 2 academic hours	Internal trainers	44	512	Internal
■ Onboarding	NLMK manager	TBD	TBD	TBD	TBD	TBD

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 solutions design and delivery, for example:
 - *Leaders Teach Leaders* approach with 300+ managers as internal trainers.
 - NLMK Group top managers are part in of the Council that is responsible for learning solutions architecture and portfolio approval;
- Cooperation with the best learning international communities, global business schools, high-quality local providers and industry experts;
- NLMK CU portfolio is strongly aligned with NLMK Group strategic objectives;
- NLMK CU is an important part of NLMK Group employer branding policy/activities;
- NLMK CU provides the Company employees with life-long learning system;
- Basic remote learning infrastructure and competences are implemented as a response to COVID 19 challenge and limitations.

Opportunities

- Transformation of the learning function towards the digital demands constant upgrade of NLMK CU learning solutions portfolio: COVID 19 crisis has already contributed to a more rapid transition of CU learning solutions into the remote format;
- NLMK CU ambition is to be Number 1 learning organization in the field of industrial metallurgy, to have the world-class campus with innovative learning environment. This will give opportunity for new experience and enable investment in the most profitable areas;
- Adaption of NLMK CU Operating Model (see Annex 3) to the current requirements of the business environment;
- Institutional development of NLMK CU through active participation in the international community of corporate universities and networking.

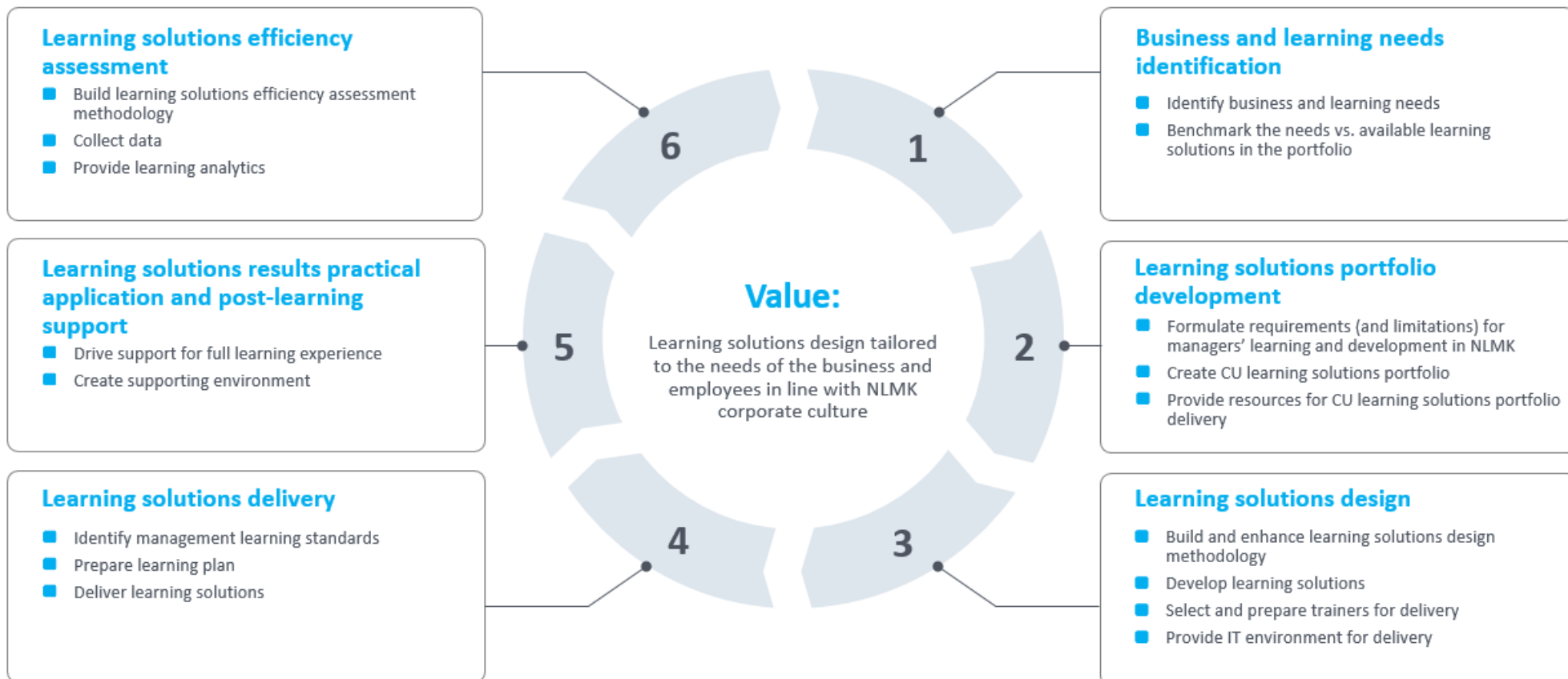
Weaknesses/Development challenges

- NLMK CU is still in T&D role then in L&D business strategic partner, a center of learning expertise and consulting of NLMK Group;
- Insufficient level of integration of NLMK CU into NLMK Group HR-cycle (involvement in the regular performance, assessments and other evaluations, etc.);
- Lack of professional LMS and a comprehensive remote learning infrastructure (incl. Virtual Campus) to support and automate operational activities and learning solutions design;
- Low speed of developing new/adopting existing learning solutions as a rapid response to new requests in strategic learning;
- Limited number of innovative learning technologies and formats (VR/AR, social learning, liquid learning, flipped classroom etc.);
- Unstructured approach in developing post-learning control methods and tools to support knowledge and skills practical application to work tasks;
- Some of CU target audience does not have access to computers & special devices for remote learning – microphones, web cameras. The Wi-Fi is often unstable at the workplace;
- Insufficient level of digital skills of the NLMK CU team.

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;
- As NLMK CU develops and builds partnership with NLMK Group ecosystem the learning function needs to get centralized;
- Specific professional learning requires f2f formats, such as mentoring, on-the-job learning (difficult to deliver in remote format).

Annex 2. NLMK CU Operating Model



Annex 3. NLMK CU Business Model

<p>Key business and ecosystem partners: </p> <ul style="list-style-type: none"> NLMK Group top managers NLMK Group CEO NLMK HR Vice President NLMK Functional VPs responsible for learning solutions implementation Heads of HR at NLMK sites General directors at NLMK sites NLMK internal trainers NLMK internal experts External experts <ul style="list-style-type: none"> NLMK Partners (T.A. Management, Freight One, etc.) NLMK key/strategic customers Local administration of regions where NLMK operates NLMK Group international companies 	<p>Key types of activities: </p> <ul style="list-style-type: none"> Development of learning content: f2f and remote programs, content for sessions and conferences Learning solutions delivery Provision of information – data library Creating a platform/environment for knowledge management Training the trainers <p>Primary resources: </p> <ul style="list-style-type: none"> Learning solutions content designers Learning methodology experts Internal experts from functions Knowledge management environment Information resources (library) External experts 	<p>NLMK CU value proposition (CU offer advantages): </p> <ul style="list-style-type: none"> Speed of learning Convenient time and place of learning Internal trainers practicality (can answer specific questions) Cultural integrity of the trainer and the target audience being from the same company NLMK specifics is part of any learning solution Recognizable, driving emotion interesting learning solutions Various forms and types of learning 	<p>Basis of relationships with clients/partners: </p> <ul style="list-style-type: none"> CU learning solutions are obligatory for managers Internal trainers from functions are engaged based on their expertise free of charge, 4-10 days per year All top managers act as trainers CU ensures training skills development (coaching, facilitation, supervision, presentation at conferences, etc.) <p>Content delivery channels: </p> <ul style="list-style-type: none"> Speakers at sessions and conferences Knowledge management environment: Internet, mass media, magazine. 	<p>The clients – learning solutions' target audience: </p> <ul style="list-style-type: none"> NLMK Group managers (by management level, production/non-production type, top/middle/line managers, new personnel, talent pool) Internal trainers State authorities of regions where NLMK operates Key account managers and managers responsible for strategic partners
<p>CU costs/expenses structure: </p> <ul style="list-style-type: none"> Budget Working time of internal trainers and experts Own Campus in the nearest future 		<p>CU deliverables/performance results: </p> <ul style="list-style-type: none"> Quality of understanding and communication - common understanding environment created Enhanced managerial competences of leaders - improved management efficiency New management corporate culture of dialog and engagement established <i>Leaders teach leaders</i> approach introduced and proved successful 		

Annex 4. NLMK CU Campus as of December 2020

