

Employee evaluation

Personnel appraisal is an integral part of VTB's HR management system, which is not only an important stage in the effective professional development of employees but also helps ensure objectivity in employee promotions.

The performance management procedure is a key instrument used by VTB Bank to assess employee performance. In 2020, this procedure includes an employee performance evaluation based on the results of 2019.

Also in 2020, we developed an employee evaluation system for cross-functional teams as part of the *600 Days* programme. The evaluation of team participants' performance was based on two parameters: personal contribution to achieving the team's goals and compliance with the Bank's values.

In order to create a corporate culture that emphasises leadership and performance, VTB Bank regularly carries out activities to assess and develop the competencies of managers and their teams.

In 2020, the number of assessment activities carried out increased by 2.5 times compared with the previous year. The results of the assessment helped participants take a more deliberate approach to further developing and improving their personal effectiveness.

A total of almost 1.3 thousand employees, from specialists to senior management, including 800 participants in the selection for the succession pool of the united regional network took part in the assessment of personal qualities in 2020. Approximately 1.7 thousand people were assessed for their IT competencies in 18 roles and specialisations.

Corporate Culture and Internal Communications

A well-developed system of internal communications, as well as well-established mechanisms for interaction between key process participants, are the most important factors for the successful functioning of the Group's business.

In 2020, systematic work was carried out to digitise internal communications channels. The project to create a new intranet portal was completed. It was transformed into a single entry point to key corporate resources and self-service services for employees.

The technical capabilities of the new portal allow employees to quickly find relevant and structured information on a variety of requests from various devices - from a computer, laptop, tablet or smartphone. The functionality of the personal account has been significantly expanded due to self-service services. The employee can view the information of interest regarding registration of vacations, calculation of bonuses and salaries, social benefits, and other information on labour management.

The portal also developed a digital version of the *Team Spirit* corporate magazine, which significantly increased its readership.

As part of the development of our communication channels, we created a community of 200 ambassadors, who create an agenda and generate unique news content from all of VTB's locations in the Russian Federation.



In 2020, reporting meetings with top and senior management were held using state-of-the-art live streaming technology.



thousand people

participated in reporting meetings in 2020

Dialogue with employees and channels for feedback

An open dialogue with employees is one of the signs of the company's organisational maturity. As a result, in addition to the main internal communication channels, such as the intranet portal and the *Team Spirit* corporate magazine, the Group's companies actively use the tool for feedback from employees.

One of the main feedback channels is communication between employees and their direct supervisors.

Another important channel for structured feedback is the VTB Group's employee engagement survey, which is conducted every two years. The survey helps assess the quality of corporate culture and the system of internal communications, the effectiveness of training programmes, satisfaction with the level of salaries, as well as the degree of employee motivation and loyalty.

Based on the results of the 2019 survey, a number of initiatives were implemented in the reporting period aimed at increasing the level of employee engagement. Particular attention was paid to expanding professional development opportunities for employees and improving the efficiency of business processes. In 2021, it is planned to conduct another engagement survey and assess the results in dynamics.

Team Spirit corporate magazine



Gravity, a portal for employee ideas

As part of the development of employee feedback channels, VTB created a special employee portal, *Gravity*, which can be accessed by any employee at the Bank. The portal is an online space where employees can publish their innovative ideas on optimising working processes and propose novel ideas on the development of the Bank and its products.

The aim of creating the portal was not only to find new, original development ideas, but also to break down boundaries and give every employee at VTB Bank a voice in the process.

In 2020, over 20 thousand employees joined the portal, publishing 2.5 thousand ideas. Of these, over 70 were approved for implementation, while eight ideas have already been implemented in 2020. About 50 more ideas are planned for implementation in 2021.

>20

thousand Bank employees

joined the portal in 2020

2.5

thousand ideas

published

In addition to working with ideas of employees, the *Gravity* portal develops a number of projects aimed at strengthening communication between employees, developing corporate culture and internal communications, as well as increasing personnel motivation.

Key projects of the portal

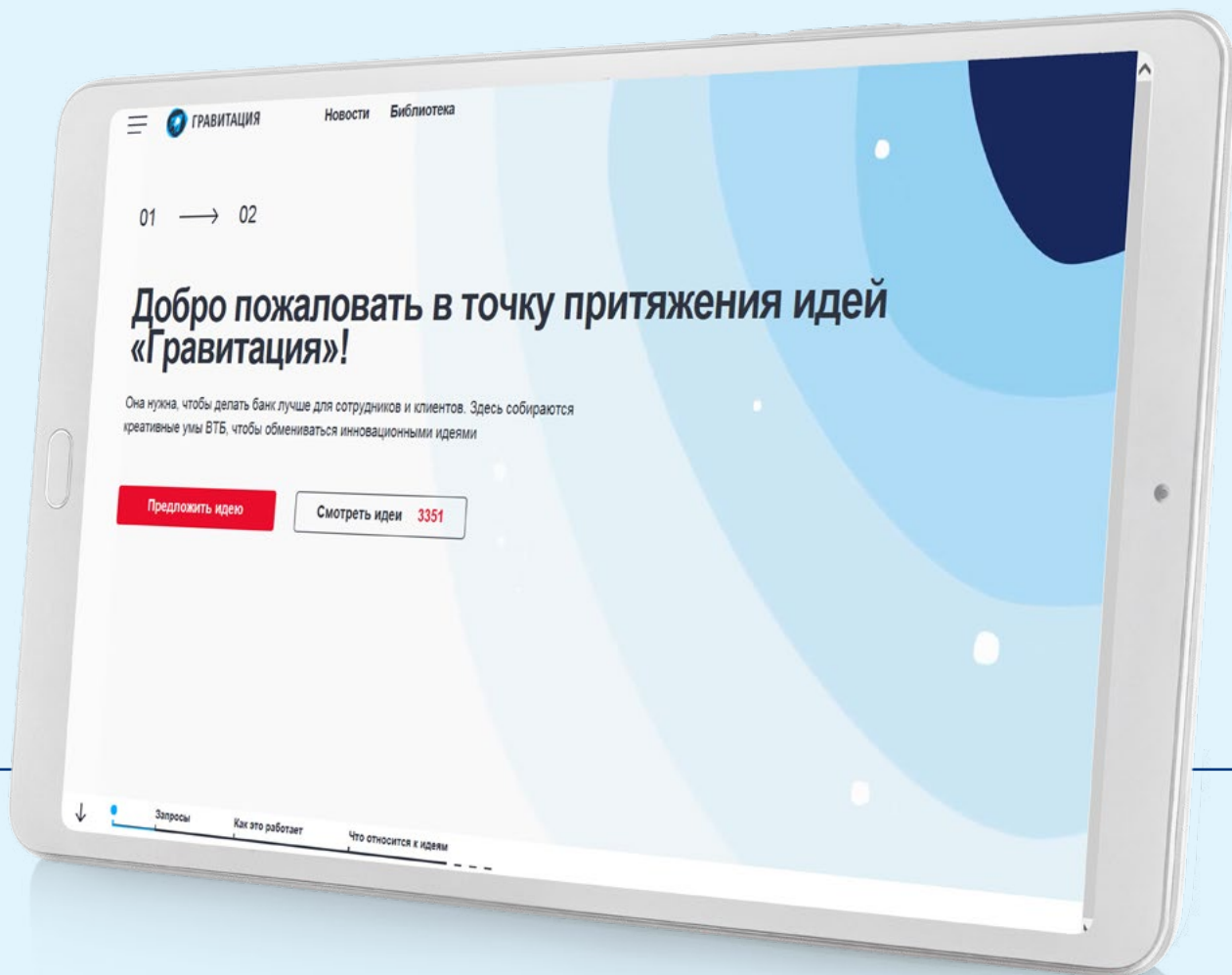


REQUESTS FROM DEPARTMENTS

Ability to collect ideas from all employees on how to solve the challenges faced by the Bank's branches

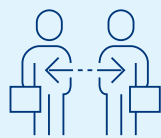


ГРАВИТАЦИЯ



INNOVATION DIGEST

Weekly email newsletter for all portal users



VTB READERS' CLUB

Reviews of books read on the development of creativity, leadership, personal performance management, modern project management methods



INNOVATIVE YOUTH CLUB

A community for young employees to discuss and develop their ideas



CONTESTS FOR EMPLOYEES

In 2020, the portal hosted five contests, where about one thousand people took part