

Motivation and Remuneration

VTB Group is working actively to improve its personnel remuneration system and working conditions. This not only helps us attract and retain the most effective employees but also improves their performance.

The incentive system in the Group's companies aims to ensure a competitive remuneration level and provide comprehensive social support for employees.

Remuneration of labour

The VTB Group cares about its employees and offers them competitive salaries. Each year, Group companies carry out surveys on the salaries of their peers in order to make timely adjustments to remuneration levels, if necessary.

One significant development in 2020 was the introduction of cross-functional teams, which include experts from business, information technology, and other support and monitoring departments, creating and developing products and services to meet complex customer needs. An appropriate annual bonus system was developed for such teams, where each employee's compensation is simultaneously dependent on the team's fulfillment of business objectives and an individual performance evaluation determined jointly by his/her functional and administrative managers.

Social benefits

The group has a well-developed system of social benefits. The details of the social package offered vary depending on the size of the business and the specific nature of each of the Group's companies.

In 2020, VTB Bank allocated about RUB 2.9 billion for social programmes, including RUB 1.6 billion (55%) for VHI. All of the Bank's employees, including those on maternity leave, participate in the programme.

2.9
billion RUB

allocated for social programmes for the employees in 2020

VTB's social benefits for employees



Health

- VHI Programme;
- Management of pregnancy and labour;
- Accident insurance.



Family

- Payment in addition to maternity benefit;
- One-off payments for family emergencies;
- Paid compassionate leave.



Financial stability

- Corporate pension programme;
- Financial aid in the event of exceptional circumstances;
- Payment in addition to the statutory amount of temporary disability benefits.



Improving standards of living

- Partial reimbursement of tuition fees under job-related higher-education programmes;
- Retirement and jubilee benefits;
- Compensation of expenses in connection with moving to a new place of work;
- Corporate discounts and special offers from VTB partners.

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