

## Attracting and Retaining Personnel

In 2020, the Bank continued to develop its employer brand, which was highly praised by the market.

In 2020, despite the coronavirus pandemic and changes in business processes during the transition to a remote working environment, VTB recruited over 11.7 thousand employees, including 1.2 thousand for management positions, over 1.4 thousand for IT positions and 7.5 thousand for positions in the Bank's regional network. More than 1.1 thousand highly qualified employees were hired as part of the development of one of the Bank's key strategic projects, the *600 Days* programme.

### Innovative recruitment technologies

One of the important initiatives in 2020 was the introduction of robotised technology in the recruitment process, making it possible to implement a convenient and paperless path from initial candidate job application to employment, as well as to improve the quality of recruitment processes and reduce recruitment time by almost half. In 2020, automated technology was used to hire around 3.5 thousand employees in VTB's nationwide network units, representing 46% of all hires in the Bank's network.

In 2020, the vtbcareer.com career portal was further developed. A special place on the website was taken by a section describing VTB's values, which are also communicated through the success stories of the Group's employees. In 2020, the overall number of unique visitors to the portal exceeded 600 thousand, of whom 40 thousand applied to VTB's jobs.

### Career Planning at VTB

An important initiative introduced in 2020 was a large-scale *Career Paths* programme for employees working in VTB's regional network. The programme aims to create a comprehensive and effective system for promoting people within the organisation, developing and retaining high-performing employees and reducing the time required for them to adapt to their new roles. The programme is automated, is delivered through the Bank's Corporate Training Portal and is a platform that allows employees to plan their careers, declare their interest in specific job openings and formulate further steps for development.



**For the second year in a row, the Bank is among the top 10 employers in the country according to Forbes, and regularly ranks among the top 5 of the *Best Employer in Banking* category according to *HeadHunter*, *FutureToday*, *Universum* and *Best Company Award* ratings.**

**600**

thousand users of the vtbcareer.com portal

**>200**

higher education institutions became partners of VTB

**524**

people

completed an internship at VTB Bank in 2020



## Attracting young talent

The VTB Group puts great emphasis on attracting young talent and engaging with potential employees – students from major universities both in and outside Russia. Every year the Bank concludes agreements with the largest universities in the regions of operation and provides internships for students.

VTB Bank has cooperation agreements with over 200 universities nationwide. In 2020, 23 agreements on cooperation with universities were concluded. The main objectives of cooperation are to improve the professional skills of graduates of Russian universities and to provide students with internships and traineeships at the Bank. During the year, VTB Bank organised 193 online events for university students.

### Personal grants programme *One Step Ahead*

In 2020, VTB Bank launched the *One Step Ahead* programme to support talented undergraduate students. More than 9 thousand students from 350 Russian universities in 16 cities took part in the competition. A total of 50 students were named finalists, each of whom received RUB 100,000 from VTB Bank for their professional development.

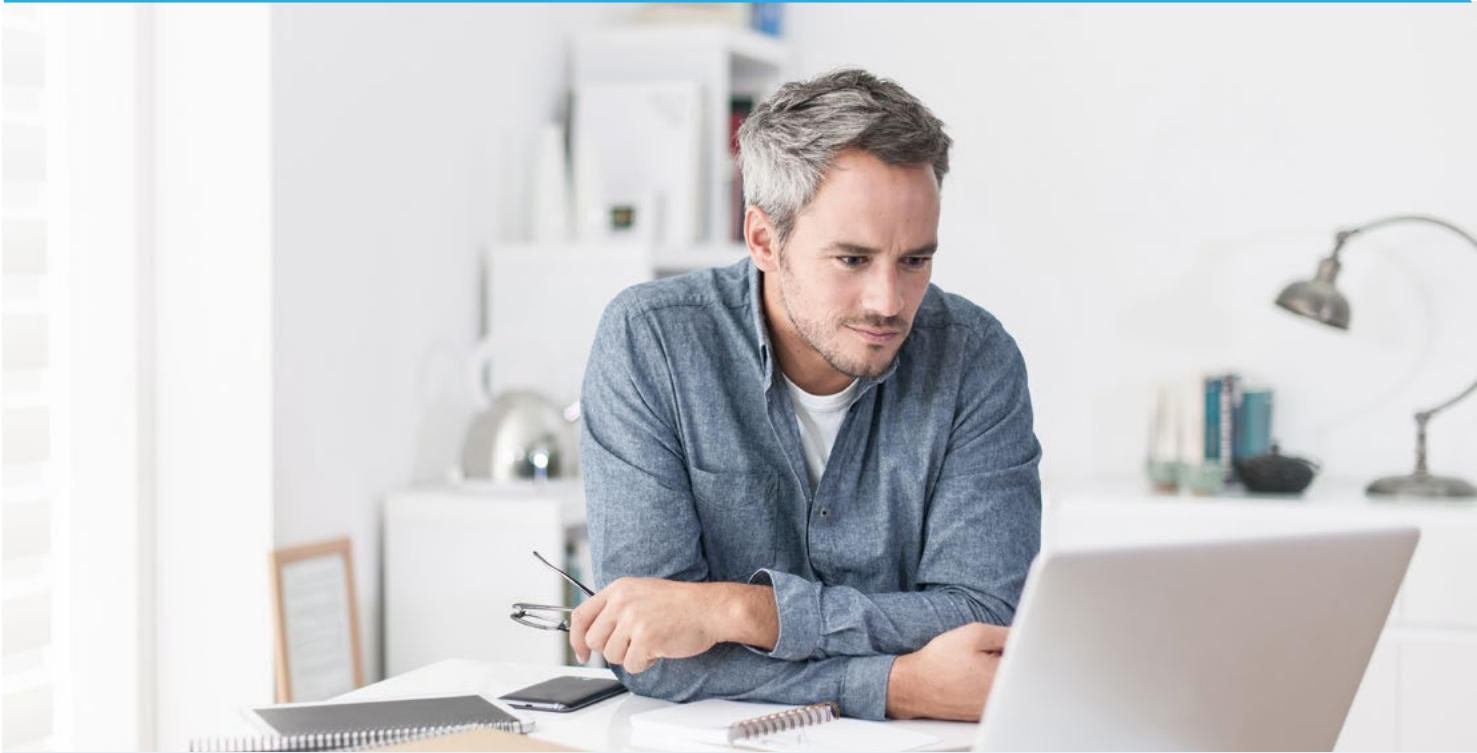
## Online Hackathon

The Online Hackathon was held for the first time in 2020 in two development areas: web and mobile. A total of 470 young IT specialists took part in the competition. A set of measures to work with young IT specialists helps VTB to build its positioning among the IT audience.

## VTB Internship Programme

The Bank continues to develop its internship programme for students and young specialists. A total of 524 students participated in internships in 2020, resulting in 184 new employees being hired by the Bank.

Special attention is paid to IT internships. In 2020, a new direction "IT Specialist School" was opened - development programmes combining intensive theoretical training and work in project teams with practical application of knowledge in the following directions: Java, DevOps, iOS, and automated testing. A total of 150 interns joined VTB's IT team in 2020 (along with IT Junior graduates).



## VTB Bank's Regional Network Mentoring Institute

In order to help new employees adapt and train them professionally, in 2020 VTB Bank continued to actively develop its Mentoring Institute project. The current employees of the regional branches who have passed the selection procedure and specialised training are appointed as mentors.

As part of the training, the future mentors studied the functionality and tools to work with interns and learned the key aspects and effective methods of working as VTB Bank's mentors, as well as motivation and approaches to training adults. Particular attention in the training was paid to building the skills of establishing contact with the intern, effective communication, setting training goals, and providing feedback to the intern. 29 webinars were held for 619 mentors, and 250 mentors were trained in 18 online training sessions.

In 2020, training for mentors was conducted as part of the IT Junior

and IT Specialist School programme for young specialists. The training programme was developed taking into account the specifics of the target audience and the specifics of the internship programmes. As a result of the training, 58 mentors have improved their competencies in transferring knowledge and experience to interns, received algorithms for setting goals and objectives, feedback, as well as conducting mentoring meetings. By means of this approach, the interns were able to immerse themselves in the Bank's IT processes and become part of the VTB team of experienced developers.

**18**  
online trainings

conducted

**250**  
mentors

trained

## Increasing employee engagement

As part of the implementation of the human capital and corporate culture development strategy, an employee engagement survey is conducted every two years.

In the reporting period, a number of initiatives aimed at increasing the level of employee engagement were implemented based on the results of the 2019 survey. It is planned to conduct another engagement survey and assess the results in the dynamics in autumn 2021.

### 2020 initiatives aimed at increasing the level of employee engagement



**Automation of key processes, which allowed employees to perform their professional duties faster and more effectively, including by working remotely**



**Greater opportunities for professional growth and development**



**Large-scale transition to cross-functional teams**



**Introduction of an innovative way to develop and launch new products**



**Scaling up the succession pool programme and career paths (career development) for employees**