

NEW WAYS OF THINKING

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Natalia Yamshchikova,
DIRECTOR OF HUMAN RESOURCES
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Q: What are your focus areas for corporate culture development?

A: As the business grows and diversifies, we are centring our culture around two key areas: long-term relationships with a broadened range of stakeholders, including multi-sector customers, partners, colleagues and local communities, and ensuring we take a sustainable approach to everything we do in our day-to-day work. To underpin this, we aim to nurture an outstanding team that demonstrates integrity and commitment to our values of innovative thinking and collaboration.

We have increased our focus on developing a customer-oriented culture, fostering a 'B2C mindset' to complement our B2B skills across the organisation. Ultimately, a huge proportion of our end customers are our families and friends whose homes we power and heat. Our employees need to be multi-skilled and broadminded, with an understanding of both the economics of production and of client needs and preferences.

Q: How will the evolved culture help to deliver the corporate strategy?

A: A workforce of qualified and committed employees who believe in SUEK's mission, share our values, and prioritise safe, professional and honest work is critical to ensure we achieve our strategic goals.

One of the challenges of growth is talent management. We want to build the processes and culture that will allow us to have the 'right' people in the 'right' places. To this end, we are creating a unified system to manage our talent pipeline. We will interconnect processes for attraction, recruitment, adaptation, performance management, employer brand development, talent management, training, development and rotation system, taking into account the needs of our business and performance. This is also important for our employees, as it gives them confidence in our ability to manage human resource capacity by attracting talent, developing skills and

succession planning, to help propel forward a growing and constantly learning SUEK team.

We are strengthening our relations with trade unions, who will be genuine partners in promoting safer working patterns at our production facilities.

We are also placing greater emphasis on team interaction and feedback, which means more open and frequent internal communications that will help to increase employee engagement.

Q: How do you motivate people to uphold SUEK's corporate values?

A: We will be expanding our KPI system to establish the connection between annual goal-setting and mid-term goals. We will also add KPIs related to talent management, succession planning, increasing the attractiveness of the employer brand, corporate culture and social policy.

One more important step in this direction is introducing a new element of performance assessment ('Dialogue on performance and development') to discuss the results of the assessment period and identify areas for further development. This tool will help us synchronise efforts across manager-employee-HR interaction and ensure team development. This also gives executives an opportunity to increase efficiency in achieving their unit's goals, and it gives employees a clear understanding of how they can improve their own performance and development prospects.

Q: What are your priorities for employees?

A: Our aim is to develop and retain a diverse and talented workforce and help our teams to make a meaningful impact in their work. This is especially important when we talk about the regions located far from the centre of the country, where we see a shortage of vocational training institutions, underdeveloped housing infrastructure and, as a result, brain drain.

Therefore, we will keep investing in our people, offering real opportunities to grow their knowledge, skills and capabilities as well as strive to increase the quality of living/housing conditions for them and their families.

NATALIA'S EXPERIENCE

Natalia is a highly-experienced leader who contributes to SUEK by bringing organisation development expertise, gained from working across a wide range of industries.

She has worked in HR executive positions for Coca-Cola, the Automobile Dealers' Association Musa Motors Corp. and headed the Project Office, Production System Implementation Programme, Corporate University and dealt with organisational changes in SIBUR.

Natalia supports a Women's Leadership, which is a women's business community.

#innovation | #development

IMPLEMENTING YOUNG SPECIALISTS' INNOVATIVE IDEAS

One of the directions of our strategy is the development of young specialists and the support of their rationalisation ideas. Young specialists have a lively mind, they sometimes see things that one who has worked in position for many years does not notice. And any suggestions for improvement, even small ones, contribute to safe and productive culture, and, ultimately, the profitability of production.

We implement a whole range of programmes aimed at developing the competencies of young specialists, including the Corporate University, the Mining School scientific and practical forum, visits to the world's leading mining and energy companies, and provide additional training on demand.

SUEK pays attention to rationalisation ideas. Among them, for example, optimisation of the locomotives movement to reduce their downtime and prevent



possible accidents, changes in the technology of assembling engines,

motors and other parts, proposals for improving household conditions and others.