

## PERSONNEL MANAGEMENT

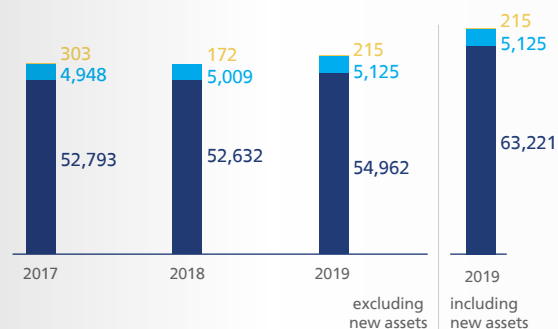
A result-oriented, initiative-driven, well-knit team is by far the most important component in implementing the VTB Group's Development Strategy for 2022. That is why Group companies' efforts in developing a highly effective organisation and culture, continuously increasing employee engagement, and improving remuneration and training systems are an immediate priority for VTB.

In addition to streamlining all processes, the VTB Group is actively expanding its business. The Group's average headcount rose to 68,561 <sup>②</sup>, in 2019, a 19% increase YoY. Out of that number, 14% was due to newly acquired assets.

The voluntary turnover rate in 2019<sup>1</sup> was around 21%, both including and excluding newly acquired assets. The total employee turnover (outflow of staff <sup>②</sup>)<sup>2</sup> was 28% with new assets included and 27% with new assets excluded.

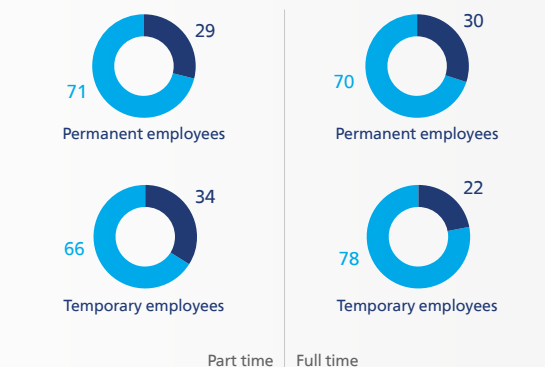


② VTB GROUP'S AVERAGE HEADCOUNT IN 2017–2019<sup>3</sup>



- Russia
- CIS and Georgia
- Europe

② VTB GROUP'S HEADCOUNT ON 31 DECEMBER 2019, % (INCLUDING NEW ASSETS<sup>3</sup>)



- men
- women

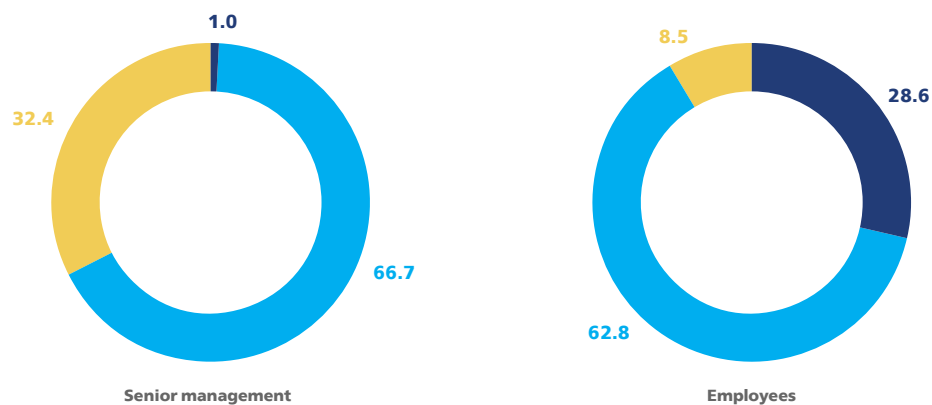
<sup>1</sup> Voluntary turnover is the ratio of the total of employees who left the company of their own accord to the average headcount.

<sup>2</sup> The total turnover is calculated as the ratio of the total of employees who left the company of their own accord, were terminated for other reasons, retired, or died as an employee of the company to the average headcount.

<sup>3</sup> The data on the average headcount for the previous years differ from those in previous sustainability reports because of changes to the asset base.

<sup>4</sup> Our new assets include Vozrozhdenie Bank, Sarovbusinessbank, and Zapsibkombank.

### VTB GROUP'S HEADCOUNT BY AGE GROUP ON 31 DECEMBER 2019 (including new assets<sup>3</sup>)



- Under 30
- 30-50
- Over 50

### VTB GROUP'S VOLUNTARY TURNOVER RATE IN 2019, % (including new assets<sup>3</sup>)

Employee category	Rate
<b>By gender</b>	
Men	18
Women	21
<b>By age</b>	
under 30	32
30-50	17
over 50	8

<sup>1</sup> Our new assets include Vozrozhdenie Bank, Sarovbusinessbank, and Zapsibkombank.



## HUMAN RIGHTS, GENDER EQUALITY, AND INCLUSION

VTB Bank's Code of Ethics prohibits discrimination on political, religious, ethnic, gender, or other similar grounds in hiring, remunerating, and promoting employees. The Code of Ethics also prohibits securing unwarranted privileges or advantages in hiring, promoting, and rewarding employees.

VTB provides equal opportunities for men and women, creating equal conditions for training and career advancement. In 2019, women accounted for 34% of senior managers and 66% of all employees hired in the reporting period. The average annual number of training hours per employee totalled 43 academic hours for men and 45 academic hours for women. Fair remuneration and workplace equality are the purpose of a grading system the Bank put in place to objectively assess all jobs it offers.

The Group also puts great emphasis on promoting employment for socially vulnerable groups. In 2019 the VTB Group employed 154 people with disabilities, a 12% increase YoY.

VTB Bank operates an anonymous employee complaint hotline. In 2019 the hotline received 16 complaints regarding professional ethics, employee–management relationships, and fair remuneration. All the complaints were reviewed and resolved.