

Employees



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Our objective is to become an effective HR department for the three hundred thousand employees of the Bank and to create an environment where each one of us can become the best version of ourselves, develop ourselves, and reach new heights.

Yuliya Chupina

Deputy Chairman of the Executive Board

Sberbank considers its personnel to be the most important asset and the basis of competitiveness. Sberbank manages its human capital in such a way so as to ensure the implementation of its strategy and establish conditions for the development of the individual potential of employees, regardless of their religious beliefs, political views, gender, or age.

Corporate culture development

Recruitment in Sberbank is performed in two key position segments: This implies the formation of the principles and norms of conduct in accordance with Sberbank's mission and values as well as facilitating the achievement of business objectives.

Among the factors calling for the necessity to purposefully develop Sberbank's corporate culture are the following:

- The restriction of regulatory requirements In all geographical locations of the Group, Sberbank calls for the necessity for all employees to unconditionally follow all procedures and rules, including unwritten ones (the so-called gray zone), and also requires the consolidation of risk and compliance culture.
- The transformation of Sberbank to a trimodal, technological organization with the new cultural characteristics of a new leadership style, the absence of a hierarchy/flat structures, a high level of inter-team communication.
- Changes to the structure of Sberbank personnel:
 - Employees of generation Y by 2018 shall amount to 50% of the total number of Sberbank employees.
 - Due to the active digitalization of Sberbank, the share of IT specialists, data specialists, and others is increasing

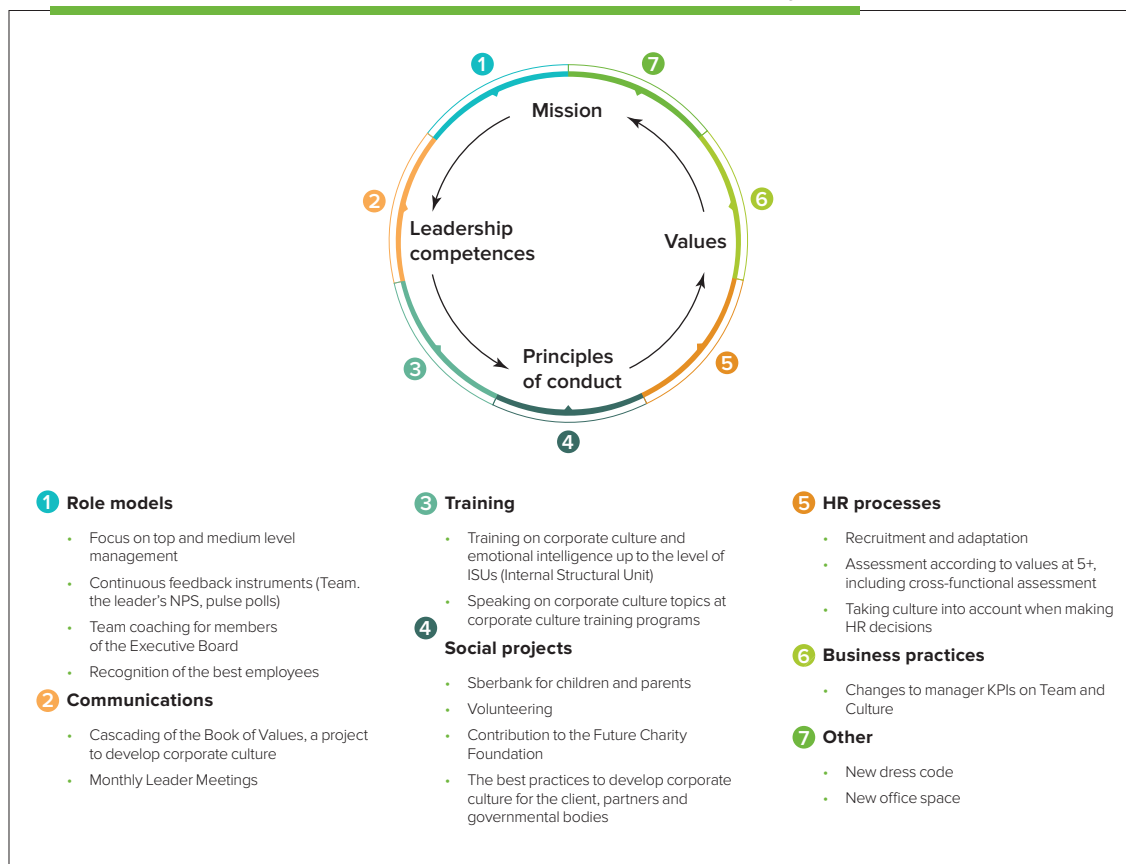
According to Russian and international research, employees of these categories expect a more open and democratic environment from their employer, and from their immediate boss, the expect continuous feedback and support in their development and self-fulfillment.

Sberbank culture is a special environment that helps employees become the best versions of themselves to make the lives of our clients and of society as a whole much better.

Top priority topics of corporate culture development:

I am a leader	We are a team	Everything for the client
Responsibility and self-development	Trust and openness, a United Team	The interests of the client are the focus of attention

Instruments to develop corporate culture form a unified ecosystem



Results of the development of corporate culture instruments in 2016

Role models:

- Pulse polls for leadership styles and involvement were introduced, work with results was performed, diagnostics of the atmosphere and involvement of Agile teams were completed, the transition to continuous diagnostics of corporate culture and involvement began.
- The "peer-to-peer Team" continuous feedback system is used by around 1,000 Sberbank managers.
- Cross-functional assessment on values for leaders in the top 200+ was launched.
- Team coaching for the top team on culture and interaction was conducted

■ Communication:

- Cascading of the project to develop corporate culture was completed, including subsidiaries, affiliated companies, and subsidiary banks.
- Leader meetings were held monthly, which served as a channel of direct communication with Sberbank managers.
- 1,500 best employees earned awards, a number of motivational events for the best employees were held, including, among others, events as part of celebrating Sberbank's 175th anniversary.

■ Training:

- Over 600 medium level managers were trained on corporate culture and emotional intellect programs.
- Training on corporate culture and empathy for line managers was debuted, including ISU (Internal Structural Unit) managers.
- Training on (transformational style) leadership for managers was debuted.

■ Social projects:

- As part of the Sberbank for children and parents program, Open Doors Day for the children of employees and Open Perspectives Day (a professional orientation for teenagers and the development of parental competencies) were held, and informational digests for children and parents were published.
- The all-Bank pool of volunteers was formed; 2,000 volunteers took part in corporate events, training for volunteers and meetings of the most active volunteers with Sberbank managers were organized.
- Sberbank Charity Foundation launched a pilot program to develop emotional intelligence in schoolchildren, agreements were made with a number of the world's leading universities (Harvard, Stanford) on the development of a report on new literacy and key competencies; coverage of the Teacher for Russia project was expanded.

■ HR processes:

- The integration of cross-functionality and collaboration in HR processes was started.

When launching/piloting the new management models (Agile, Turquoise organizations), the focus is placed on culture, new communication approaches, and training to work in a new format as regards culture and soft skills.

Cultural development objectives for 2017

The plan of action for 2017 includes the development of culture for tri-modal organization among the top 1,000+ managers, line managers, and employees with a focus on:

- Continuous feedback for self-development and team development
- Training on the fundamentals of corporate culture and emotional intelligence
- Social projects oriented toward Sberbank employees and significant for society as a whole
- Introduction of corporate culture in all HR processes