

STAFF TRAINING

Staff training is one of the priorities of the Company personnel policy and is governed by the provisions of the Personnel and Social Policy of PJSC IDGC of Siberia, as well as the requirements of the Staff Rules in the Electric Power Industry of the Russian Federation and other regulatory documents. 90% of the staff training program falls on courses of compulsory education. Siberian Corporate Power Training Center (Private Institution of Continuing Professional Education) (SibCPTC (PI CPE)) is a corporate training center that is a key supplier of educational services to the Company. In 2018, 93.3% (14,773 people) of the total number of employees trained passed professional training, retraining and further training in SibCPTC (PI CPE). 7% of employees trained fall on the share of third-party organizations accordingly.

Share of employees that passed compulsory training by segments, %

Employees	2016	2017	2018	2018 (plan)
Average for the Group	42.5	62.6	83.8	83.8
Altay Region (Altayenergo)	17.9	38.6	83.0	83.0
Republic of Altay (Gorno-Altayskiye Power Grids)	48.1	83.5	97.6	97.6
Republic of Buryatia (Buryatenergo)	34.3	64.6	83.7	83.7
Krasnoyarsk Region (Krasnoyarskenergo)	19.6	42.2	52.6	52.6
Kemerovo Region (Kuzbassenergo – Regional Electric Grids)	89.7	69.8	99.0	99.0
Omsk Region (Omskenergo)	31.9	67.5	93.1	93.1
Republic of Khakassia (Khakasenergo)	70.0	90.0	107.9	107.9
Zabaikalye Region (Chitaenergo)	28.8	44.7	55.0	55.0
Total for PJSC IDGC of Siberia	38.4	56.9	80.2	80.2

From 2016 the Company keeps increasing the share of employees having passed compulsory training, but equal increase in the share of trained employees between the branches has not been achieved yet due to different financial situations in the regional departments.

Average hours of training (all types) per employee, hour

Employees	2016	2017	2018	2018 (plan)
Per employee	31.5	46	59.6	59.6
Per employee by categories:				
workers	43.7	63.9	83.1	83.1
specialists, office workers and technical executives	27.7	40.5	52.6	52.6
heads	22.9	33.1	43.1	43.1

WORK WITH SPECIALIZED UNIVERSITIES

IDGC of Siberia actively uses potential of universities in the Siberian region to develop its personnel potential. Agreements on cooperation are made with nine universities. In 2018, 323 young specialists from among the graduates were employed.

Within the frames of university programs, Company specialists annually implement a lot of measures, such as:

- Professional orientation of high school students and students of specialized educational institutions (including participation in the work of admission commissions of specialized educational institutions). In 2018, 272 schools were covered, 252 excursions were held, and students were involved into 28 activities on professional orientation. All in all, 11,267 pupils and students took part in the professional-orientation program
- Organization of student power crews and on-the-job training of students from specialized educational institutions. In 2018, 417 people took part in the power crews, and 1,516 people passed on-the-job training

- Formation of Company candidate pool from among students of specialized educational institutions receiving corporate scholarship. Placement of the reservist list on the Company website. Company candidate pool in 2018 included 300 young specialists
- Updating training and practical programs of specialized educational institutions, including equipment in classrooms, laboratories and departments. Organization of teachers' training, formation of topics for graduate qualification papers, and participation in state examination commissions

In 2018, a training polygon was established on the base of Chita Polytechnic College, the Institute of Power Supply of Industrial Enterprises at Altay State University was equipped, and the polygon on the base of Buryat Republican Industrial College was equipped. These activities were cost-free for the Company due to transfer of discarded equipment.

PERSONNEL ASSESSMENT

Personnel, including top executives and top managers, are assessed using various methods. The main tool for assessment of a level of competence development is called "360 degrees", implying questioning of the employee and people around. A typical questionnaire shall be filled out by the employee, its immediate supervisor, line manager, representatives of superior organizations interacting with the employee, colleagues from related subdivisions and subordinates. Based on the analysis of the questionnaires, weak and strong points of the employee are revealed and zones of its competence development are formed.

Labor efficiency, profit

Branch name	2016	2017	2018	2018 (plan)	Change, %	2019 (plan)
Altay Region (Altayenergo)	845.34	879.77	857.35	908.73	-2.55	970.37
Republic of Altay (Gorno-Altayskiye Power Grids)	1,001.38	1,033.39	991.31	981.54	-4.07	1,341.72
Republic of Buryatia (Buryatenergo)	1,015.82	1,051.08	994.38	988.52	-5.39	1,092.82
Krasnoyarsk Region (Krasnoyarskenergo)	1,154.04	1,563.85	1,757.79	1,778.80	12.40	1,976.68
Kemerovo Region (Kuzbassenergo – Regional Electric Grids)	821.51	1,214.20	1,384.37	1,335.41	14.01	1,483.83
Omsk Region (Omskenergo)	1,005.52	939.92	952.28	1,036.50	1.32	1,127.43
Republic of Khakassia (Khakasenergo)	838.61	1,093.12	304.10	1,037.79	-72.18	1,440.71
Zabaikalye Region (Chitaenergo)	1,193.83	1,233.65	1,240.37	1,220.75	0.54	1,494.19
total for PJSC IDGC of Siberia	971.67	1,120.95	1,122.12	1,183.98	0.10	1,344.01

Labor efficiency is calculated as a ratio of profit (less federal grid companies and territorial grid organizations) to number of man-hours worked; this indicators directly depends on the abovementioned factors, increase in labor efficiency in this context is possible in case of increase in profit or reduction of man-hours worked.

In addition to the method "360 degrees", specialists laying claims for career growth shall have an interview on the competences with an employee of the DPM or external experts. Moreover, psychological testing and practical testing is performed, if necessary, based on cases enabling to assess a level of competence development.

Based on the results of testing, correspondence of employees' education and work experience to the approved qualification requirements, including professional standards, for the relevant type of activity is assessed.