
CORPORATE CULTURE

A strategic priority for the Group is to build a corporate culture aimed at:

- ▶ developing the most effective behavioural models that enable employees to achieve business goals;
- ▶ increase employee engagement in delivering the Exchange's strategy;
- ▶ improve effective cooperation among employees (vertical, horizontal, cross-functional).

The Exchange's values serve as a basis for strengthening corporate culture:

- ▶ We are responsible for the company's future;
- ▶ We are developing and ready for changes;
- ▶ We cooperate with clients;
- ▶ We are open and honest.

In 2019, one of the Exchange's corporate goals was to create and develop a compliance culture. In the coming years, embedding a compliance culture will be one of the main priorities within the development of the Group's corporate culture.

To strengthen cross-functional cooperation, strategic sessions were organised for front-the front-office and divisions supporting business processes. In 2019, five strategic sessions were held for 160 employees.

TRAINING AND DEVELOPMENT

Training and development opportunities for employees include educational programs and tools for self-directed learning and development. The Exchange believes it is important that employees should take responsibility for their own professional development, and to support this provides advanced technologies, resources and additional opportunities. In 2019, 938 employees participated in educational programs and training sessions.

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In 2019, MOEX focused on developing corporate competences, leadership skills and the necessary personal efficiency skills for employees to implement the Exchange's strategic projects. Up to 67% of employees completed corporate trainings. In 2019, a new corporate school, the Personal Efficiency School, was opened, and 209 employees successfully completed training sessions.

At Personal Efficiency School sessions, employees study influencing and persuasion techniques, systems thinking, and new approaches to and ways of generating unconventional and innovative ideas.

In autumn 2019, a management school was also launched, divided into two levels. At the first level, line managers study the basics of operational management, including how to set tasks for their direct reports, organize teamwork, motivate employees and ensure tasks are completed. The second level of the school is designed for mid-level managers who already have some experience. At this level, the objective is to help participants update and upgrade their management skills, to introduce new management techniques, and to improve skill levels in the use of some practical instruments.

At the beginning of September every year, MOEX runs a Week of Knowledge for the whole Group, which includes daily two-hour workshops on different topics with top speakers. During the week, 220 employees attended the workshops.