

---

## 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.

**938** employees  
participated in educational programs  
and training sessions

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.

MOEX's professional school is continuing its successful Internal Coaches project, as part of which Group employees run short workshops, training sessions and seminars, to promote knowledge-sharing among the company. In 2019, internal coaches ran 40 training sessions and 495 employees took part.

MOEX pays particular attention to efficiency management skills. Tools available to managers include results obtained through MOEX FeedBack, a continuous feedback resources. All managers also have the opportunity to assess managerial competences using 360-degree feedback and adjust development plans based on the resulting recommendations.

## SOCIAL SUPPORT

As part of the Group's social policy to provide social security for its employees, Moscow Exchange provides social support and guarantees over and above the basic legal minimum. Corporate social support is provided in accordance with the Regulation on Employees' Corporate Social Support approved by the Group's executive bodies in 2016. Priorities for social support include health care, maternity and support for children. All Group companies provide voluntary health insurance schemes and international medical insurance for their employees, as well as travel insurance policies including accident and sickness insurance.

The Group has a standing Social Committee which can provide financial assistance to employees in the event of an accident or force majeure not covered by insurance schemes.

The Group also promotes healthy living, including specially arranged Health Days. Running, triathlon, indoor soccer, hockey, basketball, volleyball and yachting clubs are arranged for employees. MOEX's facilities have a gym and shower rooms, as well as bicycle parking facilities for those who cycle to work.

Corporate educational and entertainment clubs operating include MOEX Smart Club, MOEX Data Science, MOEX Walk, MOEX Kitchen and MOEX Dance. All of these measures contribute to the development of MOEX corporate culture and support employee welfare and health.

## OCCUPATIONAL SAFETY AND HEALTH PROTECTION

MOEX places high value on its employees' life and health, and maintains high standards in occupational safety and health protection. Management sets relevant tasks and goals for occupational health and safety, as well as planning and financing measures to achieve these goals. Management undertakes to respect these values and calls on employees to do the same.

Provision of an optimal work-life balance is controlled through regular assessment of working conditions, maintenance of high sanitary standards, and implementation of sanitary and preventative health measures. This helps to support a high level of workplace efficiency.

In 2019, working conditions were specially assessed at 103 NCC locations. The assessment found no harmful or hazardous operational factors, and working conditions were considered acceptable.

In addition, professional risks at all MOEX and NCC locations were assessed to determine professional hazards for employees in the course of their duties, and to determine the scale of any hazards and the severity of possible consequences.