



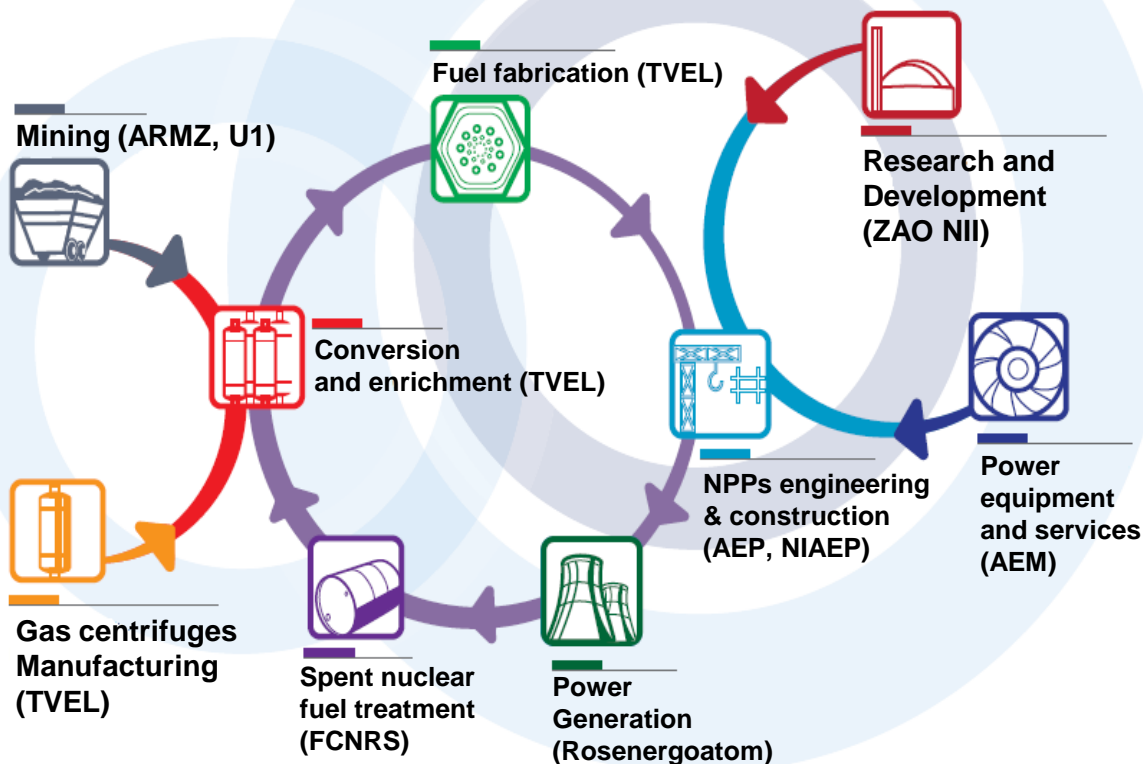
ROSATOM

The State Atomic Energy Corporation "Rosatom"

Building capacity through leadership development programmes in nuclear industry

T.Terentyeva

Moscow
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Facts and figures:

Income: 487,2 bln. RUR (\$13,9 bln.)
EBITDA 155,2 bln. RUR (\$ 4,4 bln.)

More than 250 companies
260 000 employees

World's #2 in Uranium mining
Russia's #2 in installed capacity
Europe's #2 in nuclear power generation
World's #1 in new NPP construction

Rosatom – 2020: key strategic objectives



2020 Targets

Rosatom is **among Top 3 nuclear companies** (by revenue in key segments)

More than **50% of revenue** comes from **global operations**

More than **25% of revenue** is generated by **overseas assets**

Key Actions

▶ **Localize** all business segments operations in key markets

▶ Benefit from **global talents** and **local workforce**

▶ Establish multiple **alliances and partnerships** with global and local players

▶ **Source, develop and transfer technologies** to maintain global leadership

▶ Take full advantage of **global capital market**

▶ Ensure **business transparency** as a key operating standard

Globalization of operations is the key priority

HR policy targets are closely linked to the ambitious business objectives



Continuously attract and win the right people to sustain success

- Right people means: with the right competencies, at the right place, in the right amount, at the right time, sharing the nuclear safety culture and Rosatom values

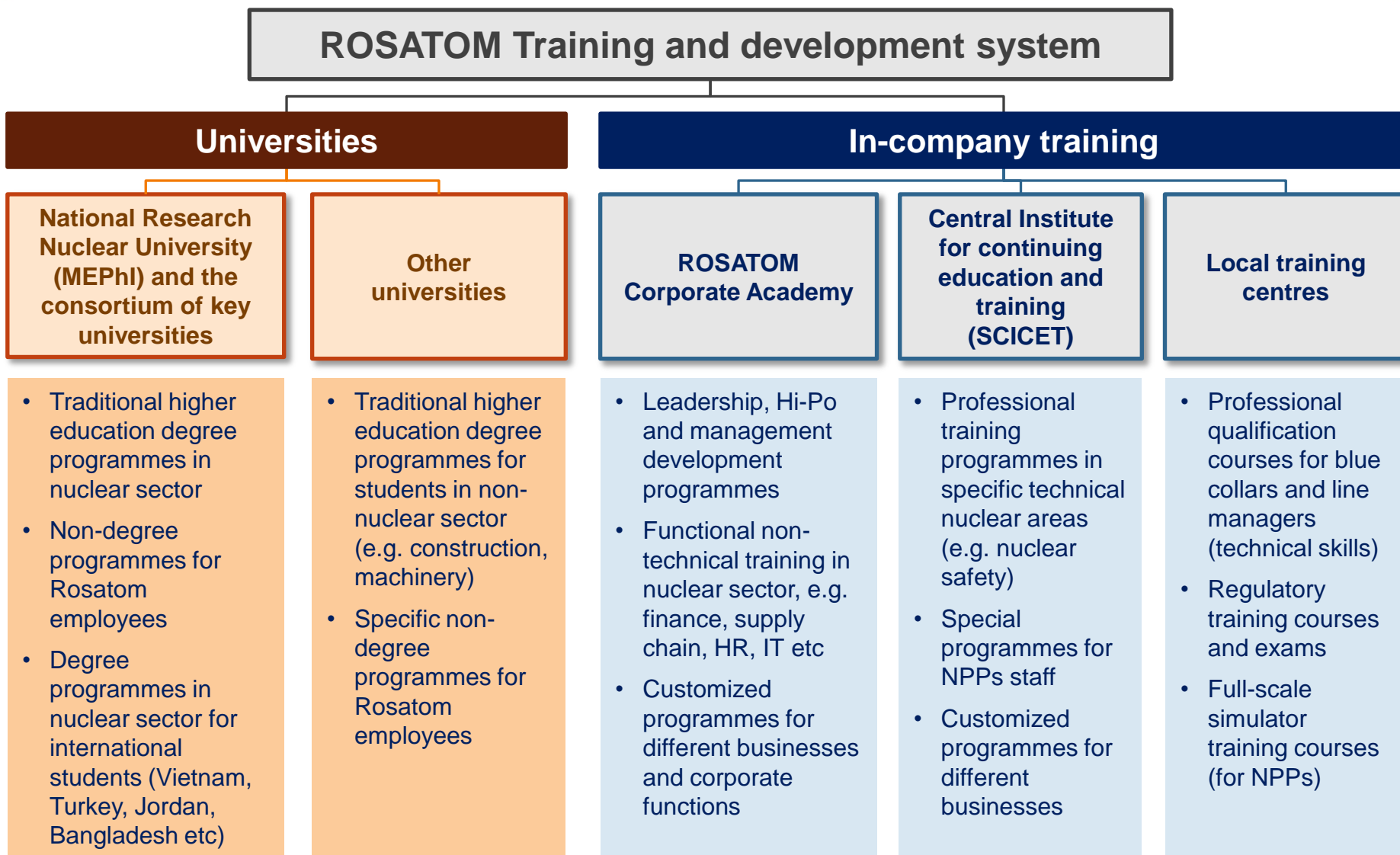
Encourage life-long learning and development

- Provide learning, development and advancement opportunities tailored to the identified target groups

Increasing engagement of our employees

- Measure and improve engagement in time of change

The structure and the key elements of the Training and Development system of ROSATOM



Identifying and selecting talents: key selection criteria at different levels

at Schools:

- Interest in nuclear industry
- Abilities in mathematics and physics
- Interest in research activities
- High average score



at Universities (for students and graduates):

- Relevant (nuclear and technical) faculties
- Abilities: verbal and numerical
- Interest / motivation to work in nuclear industry
- Leadership potential
- Professional knowledge
- High average score

on the job (for employees):

- Formal criteria (age, education, practical experience)*
- Performance
- Corporate competencies
- Professional knowledge*
- Leadership skills and leadership potential
- Motivation for new challenges
- Mobility



* - may vary from level to level

Identifying Talents in schools and attracting them to nuclear industry



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Rosatom key contests for schools:

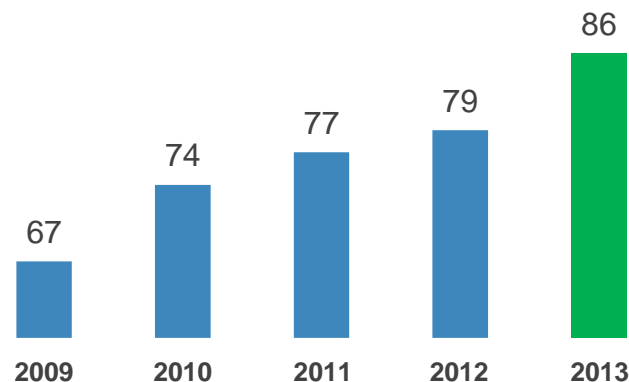
- All-Russian Industrial **physics and mathematics Olympiad** for school-children
- «**Junior**» – all-Russian competition of scientific papers for school-children
- **Engineering Olympiad** of school-children
- «**Energy of future generations**» – a contest of research projects of school-children from the cities with nuclear industry facilities (NPPs, fuel fabrication plants, research centres etc)

- 37 cities
- over 15 000 participants every year

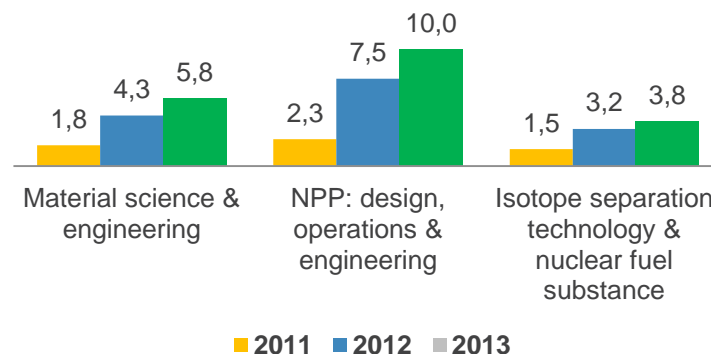
Outcomes:

- Increasing the competition to enter technical universities (nuclear faculties)
- Increasing the quality of applicants to Universities
- Building professional and educational communities with common ideas

GPA dynamics of National Research Nuclear University “MEPhI applicants (based on Unified National Exam data)



MEPhI competitive examination data for target degree programs (person per place)



The Consortium of thirteen Rosatom supporting universities

- Rosatom estimates its needs in personnel and communicates with the Universities
- The Consortium provides Rosatom with well-qualified personnel according to the needs

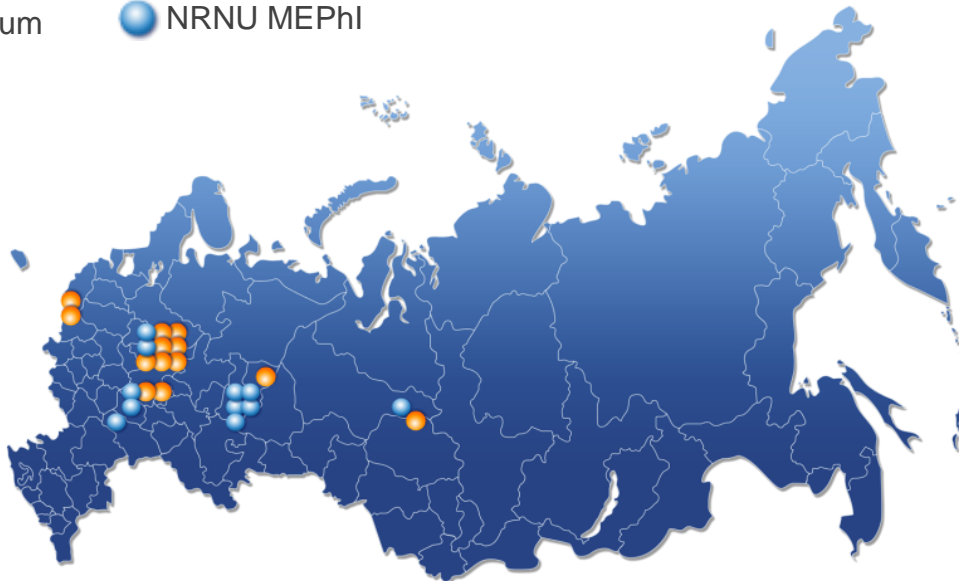
Consortium universities graduates' share in Rosatom yearly employment – 60%



● Consortium

● NRNU MEPHI

- NRNU MEPHI – our strategic partner
- It provides about 30% of Rosatom yearly employment



Rosatom supporting universities

1. NRNU MEPHI
2. ISPU
3. MGSU
4. MSTU
5. MPEI
6. MISIS
7. NSTU
8. Lobachevsky UNN
9. Mendeleyev UCTR
10. SPSU
11. SPbSPU
12. TPU
13. UrFU

The Consortium of Rosatom supporting universities is :

- 13 leading universities of Russia including a National University and 9 research universities
- Over 300 000 students and 50 000 lecturers in 23 cities of 19 regions of Russia, including all closed cities
- 56 scientific and educational centers with leading enterprises of the sphere
- 5 universities are participants of “Skolkovo” project

«Tournament of Emerging Professionals» (TEMP) – an effective tool for selecting and developing talented students



Aim: to popularize nuclear industry and to motivate high-potential young people with technical education to work in Rosatom and its enterprises

Key objectives:

1. To select high-potential graduates from key Rosatom universities through a multi-stage competition and employ them at Rosatom enterprises (NPPs, fuel plants, research institutes etc)
2. To provide opportunities for graduates and students to apply theoretical technical knowledge while working on real case-studies and projects provided by Rosatom enterprises
3. To involve subject matter experts and TOP-managers of Rosatom into interactions with high-potential students and graduates

Tournament participants (2014):

- 2300 students and graduates from 50 universities: NRNU MEPHI, Bauman MSTU, MSU, MISAA (MISIS), NSTU and others
- 34 Rosatom enterprises from 8 business divisions
- More than 100 subject matter experts from Rosatom supporting participants via online platform

Professional awards of TEMP:



Winner, HR-project
of the Year, 2012



Winner,
HR-brand - 2012



Winner,
Eventiada - 2013

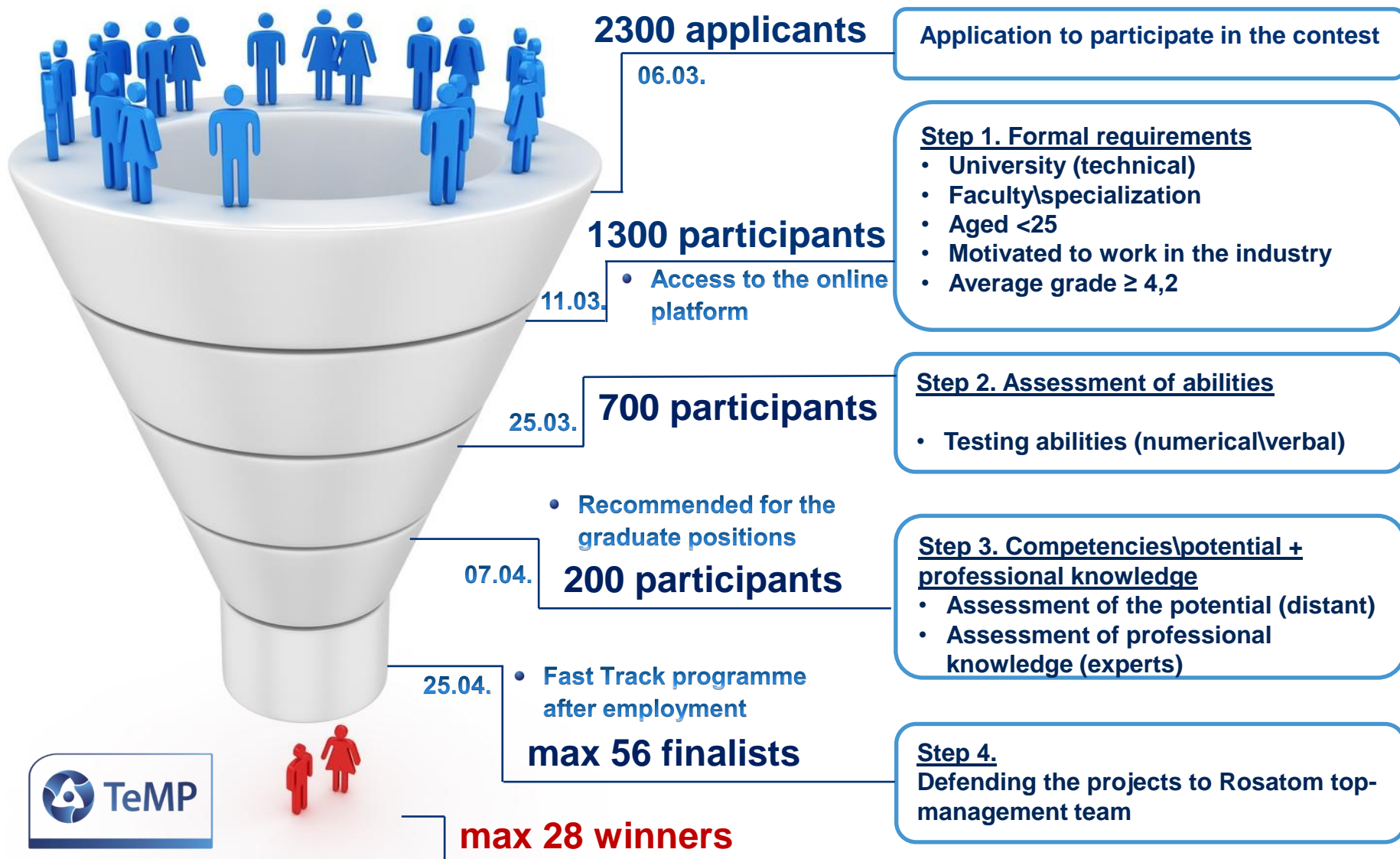


Rosatom has moved to TOP-10 of the employers for engineers according to the Universum 2014 survey

Selecting Talents amongst students and graduates: key stages based on the example of TEMP-2014



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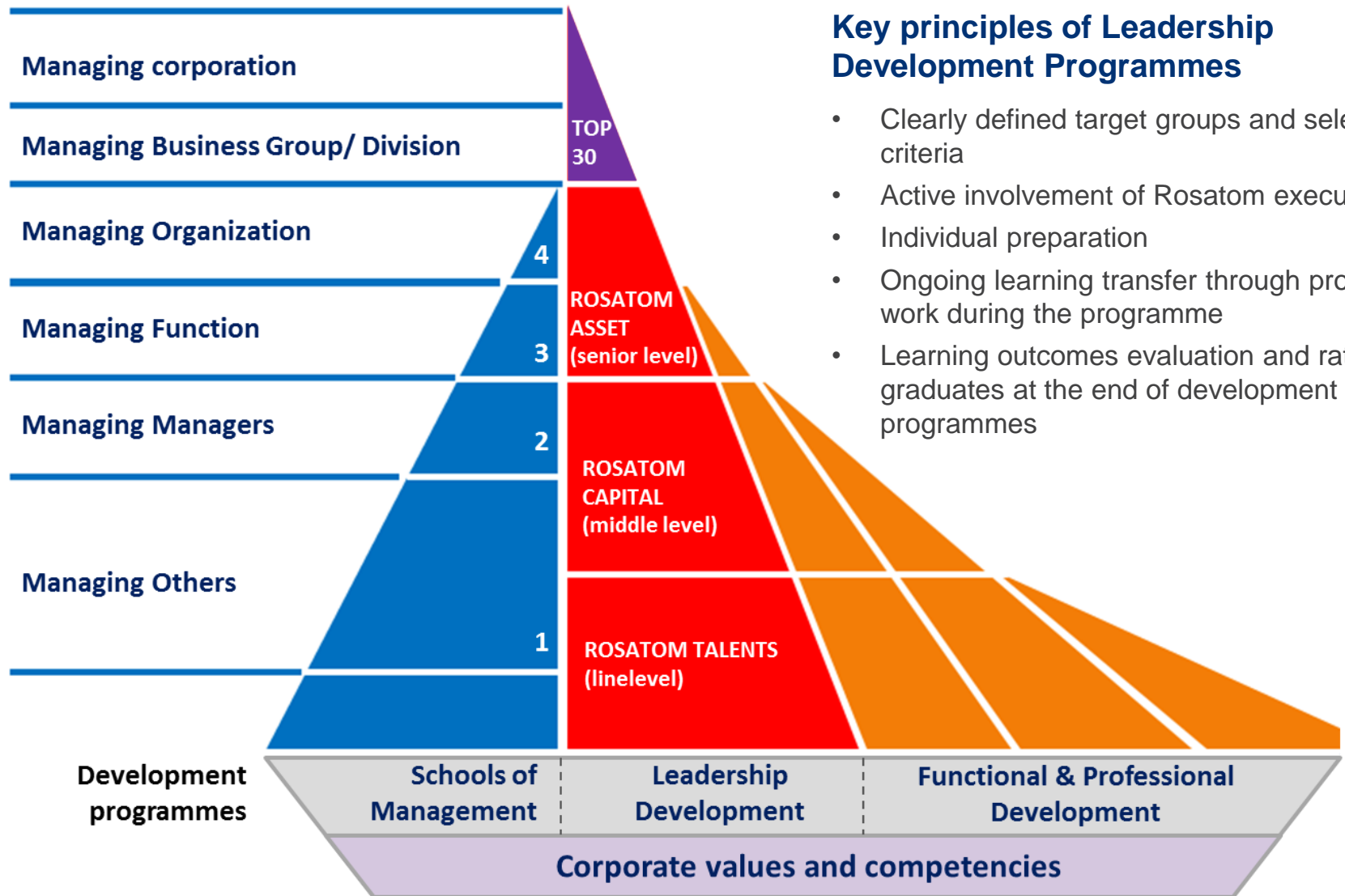


Selection process



The system of personnel development in ROSATOM

Management Levels



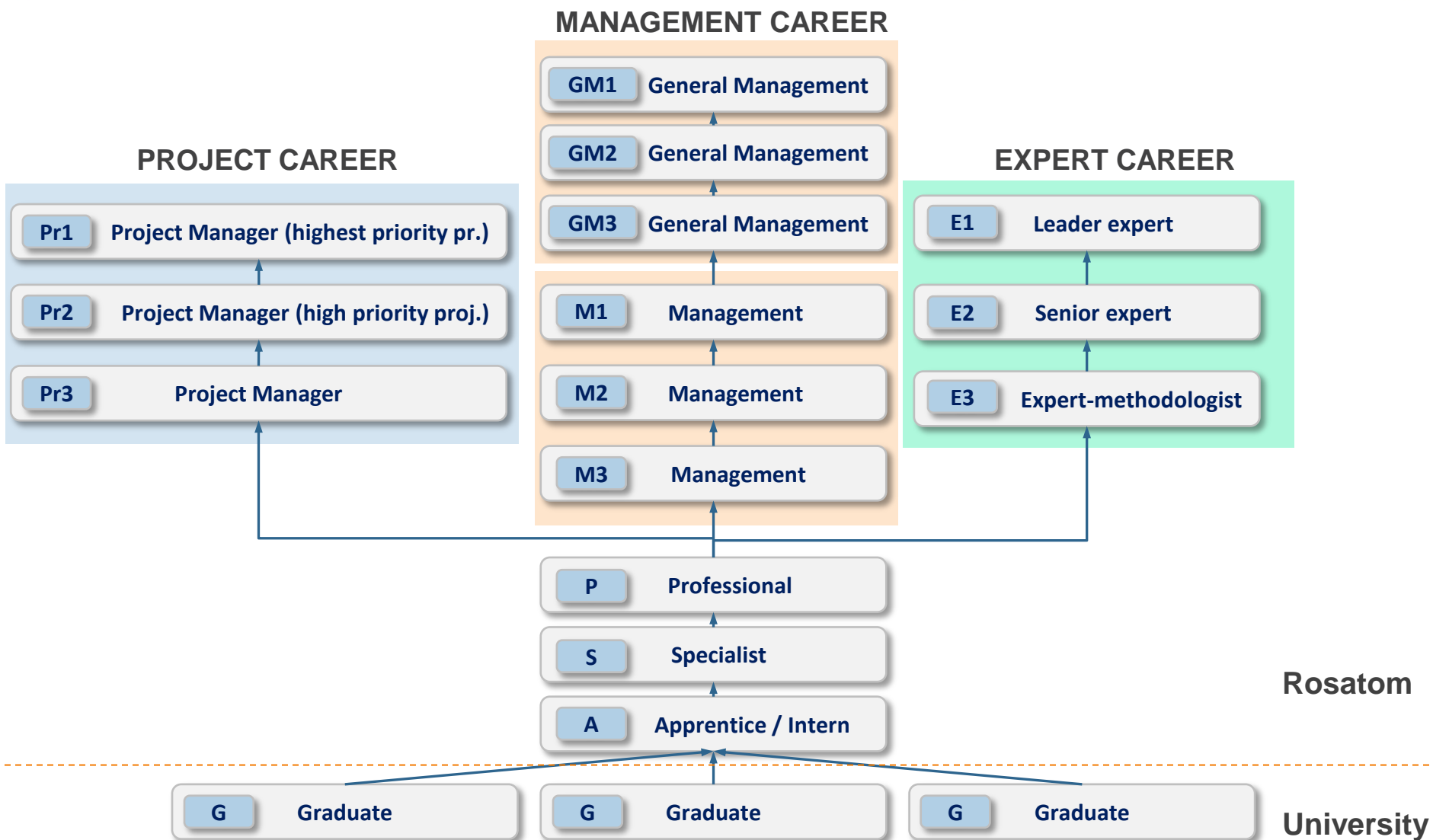
Key principles of Leadership Development Programmes

- Clearly defined target groups and selection criteria
- Active involvement of Rosatom executives
- Individual preparation
- Ongoing learning transfer through project-work during the programme
- Learning outcomes evaluation and rating of graduates at the end of development programmes

Career management system at Rosatom: three key career paths



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Rosatom

University



Rosatom has a huge human capital potential. Our talents must not just share our values, but live by them.

Sergey Kirienko
the General Director of ROSATOM



Thank you for your attention!