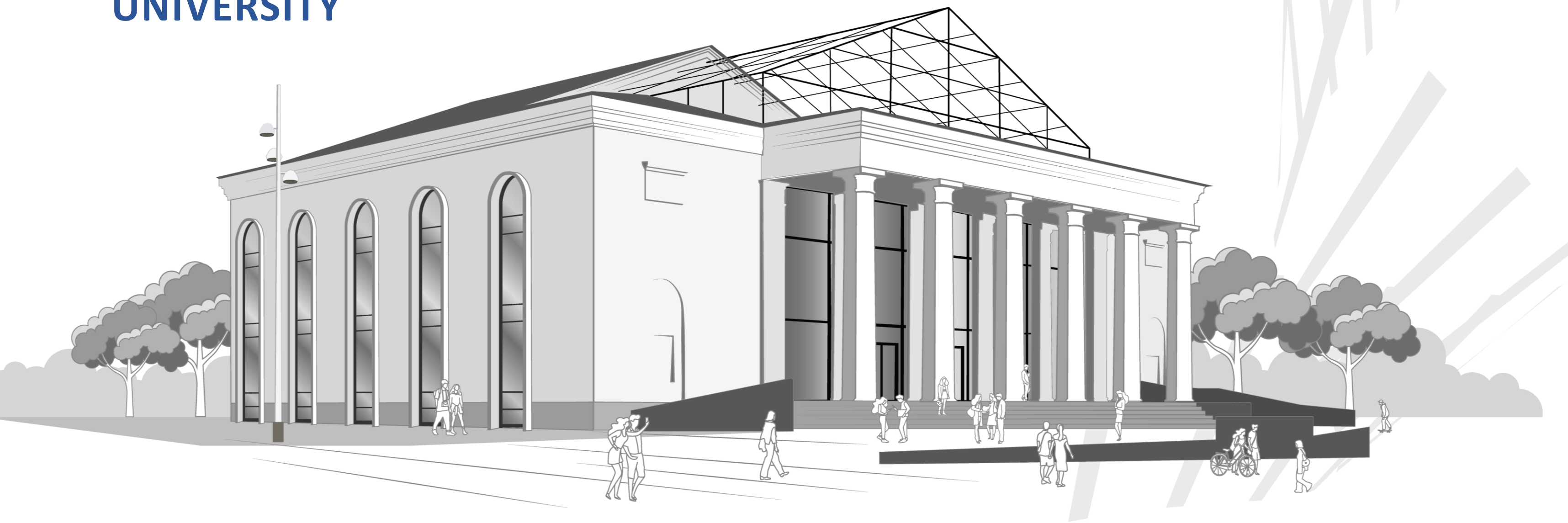




CORPORATE UNIVERSITY

# NLMK GROUP CORPORATE UNIVERSITY





NLMK CU

Founded

IN  
2016

Centre for advanced  
learning solutions of NLMK  
Group

CU team —

57 EMPLOYEES

Target audience —

OVER 6900 PEOPLE

CU CAMPUS —

in Lipetsk

7

learning clusters in the regions of Russia

## OBJECTIVES

- Grow NLMK leaders and develop their leadership potential
- Improve NLMK's management system by training to a set of unified work standards
- Systematize and disseminate best practices – ultimately leading to the creation of a self-motivated learning organization
- Support administrative changes and strategic projects

## OUR MISSION

We create an effective learning environment to develop leaders capable to ensure the sustainable growth of NLMK Group's business

## OUR AMBITION

Designing the best learning solutions to grow NLMK's leaders and building the environment to enhance Company's competitive advantage



# NLMK CU VALUE PROPOSITION

## LEADERS TEACH LEADERS

This approach is a basis of NLMK CU operation. The majority of NLMK CU trainers are NLMK managers and leading experts.

## DISTINCTIVE KNOWLEDGE

NLMK CU learning solutions are the synthesis of knowledge accumulated by the Company, world-known best practices, and international expertise.

## GLOBAL EXPERIENCE AND BEST PRACTICES

NLMK CU is a member of international learning communities such as EFMD, ECLF и ETCO, as well as a partner of leading global business schools.



## CENTER OF EXPERIENCE AND EXPERTISE EXCHANGE

NLMK CU campus is a multifunctional centre, which has no rivals in the region.

The campus can hold an event in any form with the support of video conferencing and simultaneous interpreting into several languages.

EFMD (European Foundation for Management Development) — an established international association to accredit business-schools, corporate universities, education programs, e-learning courses.

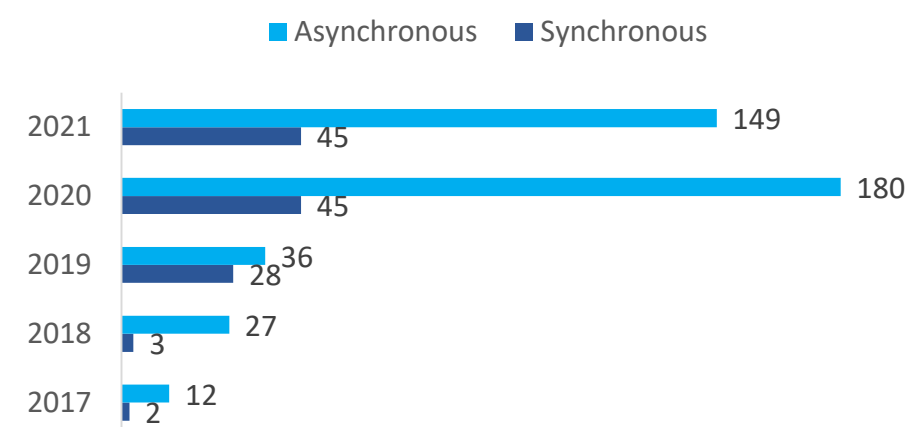
ECLF (Executive Corporate Learning Forum) — a forum for corporate education leaders.

ETCO (Education and Training Committee) — a part of World Steel Association. The Corporate University regularly participates in ETCO meetings, as well as arranges participation of NLMK employees in such Worldsteel events as steelManagement and steelTalks.



# NLMK CU FACTS AND FIGURES (2021)

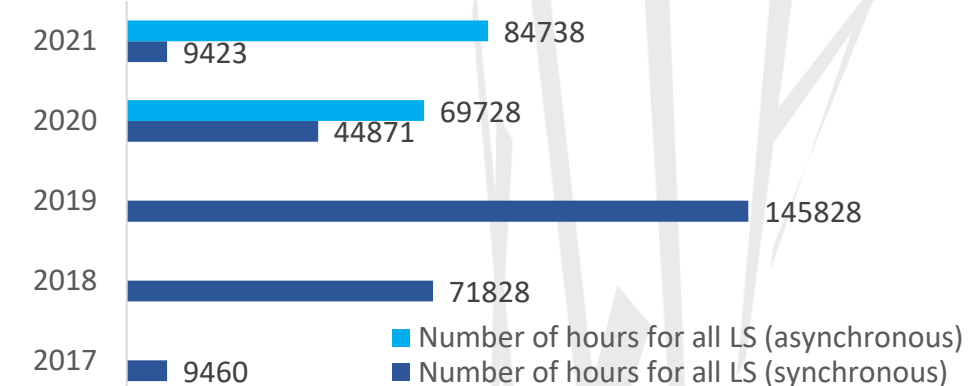
## NUMBER OF LEARNING SOLUTIONS



## AVERAGE ACTUAL CAPACITY FOR A LEARNER PER YEAR, HOURS

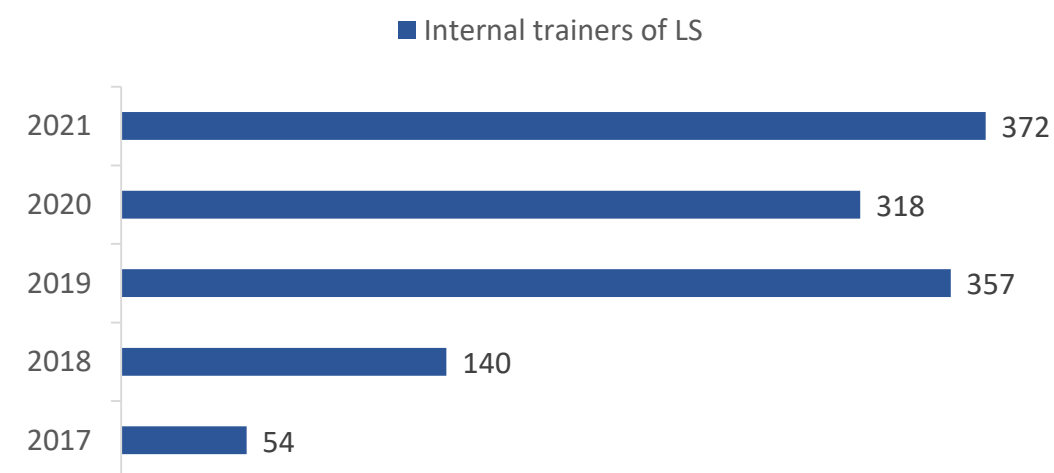
2017	2018	2019	2020	2021
15,6	18,9	27,8	20,7	15,3

## TARGET AUDIENCE PER YEAR, HOURS \*\*

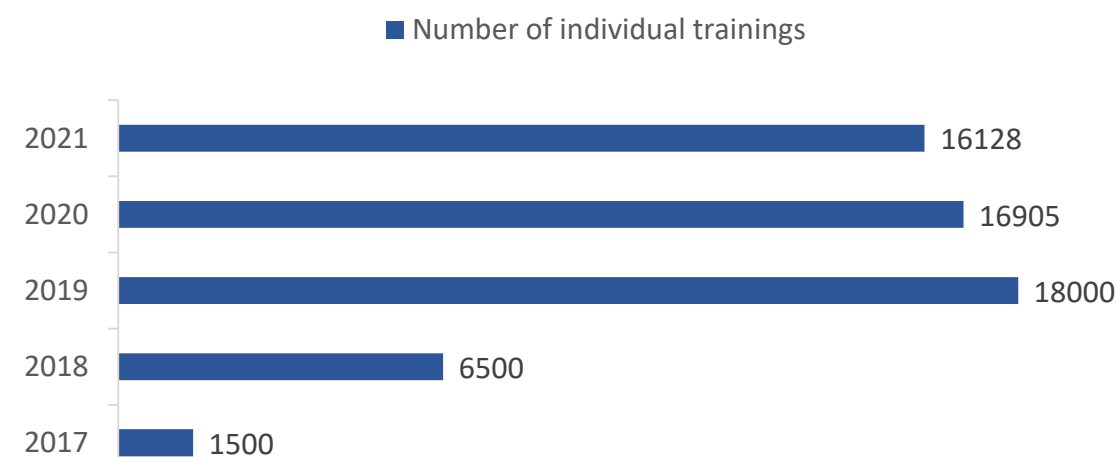


\*\*data without sessions and conferences

## NUMBER OF INTERNAL TRAINERS, PEOPLE

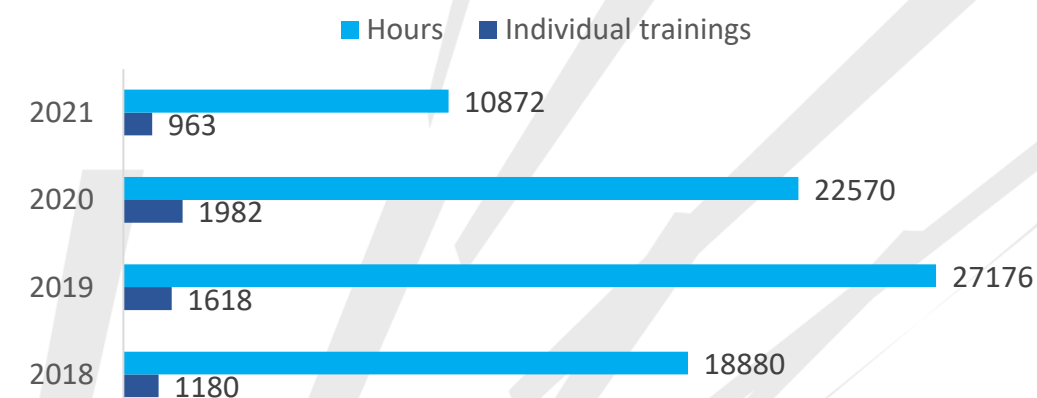


## TARGET AUDIENCE PER YEAR\*



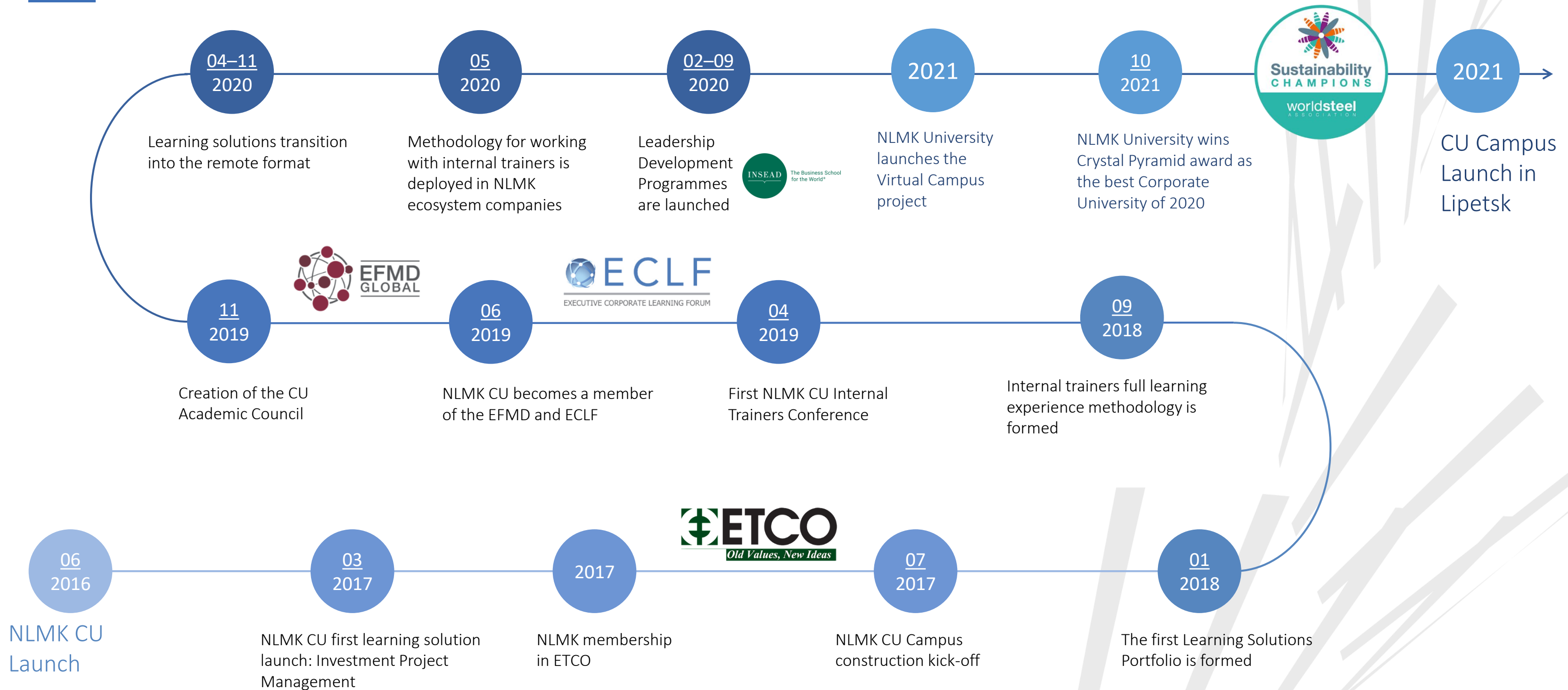
\*before 2020 sessions and conferences were included in the statistics

## ATTENDING CONFERENCES AND SESSIONS PER YEAR





## OUR PATH 2016–2021





# CU LEARNING SOLUTIONS PORTFOLIO 2022

4 Schools, 45+ synchronous, 150+ e-courses, 3 Leadership Development Programmes

## STRATEGY AND VALUE MANAGEMENT

- The NLMK Company
- Impact of Management Decisions of the Value of the Company
- Value-based Management
- Economics of Production
- Systems Thinking and Decision Making

## OPERATIONAL EFFICIENCY AND SAFETY

- NLMK Production System (PS), PS Tools
- Change Management
- Leaders' Work Standard
- Leadership in Occupational Health and Safety

## LEADERSHIP AND TEAMWORK

- Leadership
- My team
- Client Orientation
- Basic Facilitation Tools
- Effective communication

## PROJECT MANAGEMENT

- Investment Project Management
- Investment Activity Management
- IT in NLMK
- Digitalization in NLMK

## LEADERSHIP DEVELOPMENT PROGRAMMES\*

- DREAM 100 Executive Development Programme
- «Level Up» Talent Pool Development Programme
- The Foremen School Programme

\*Long-term programmes consisting of several modules to develop leaders' knowledge and skills





# OUR APPROACH TO LEARNING SOLUTIONS DESIGN AND EXECUTION

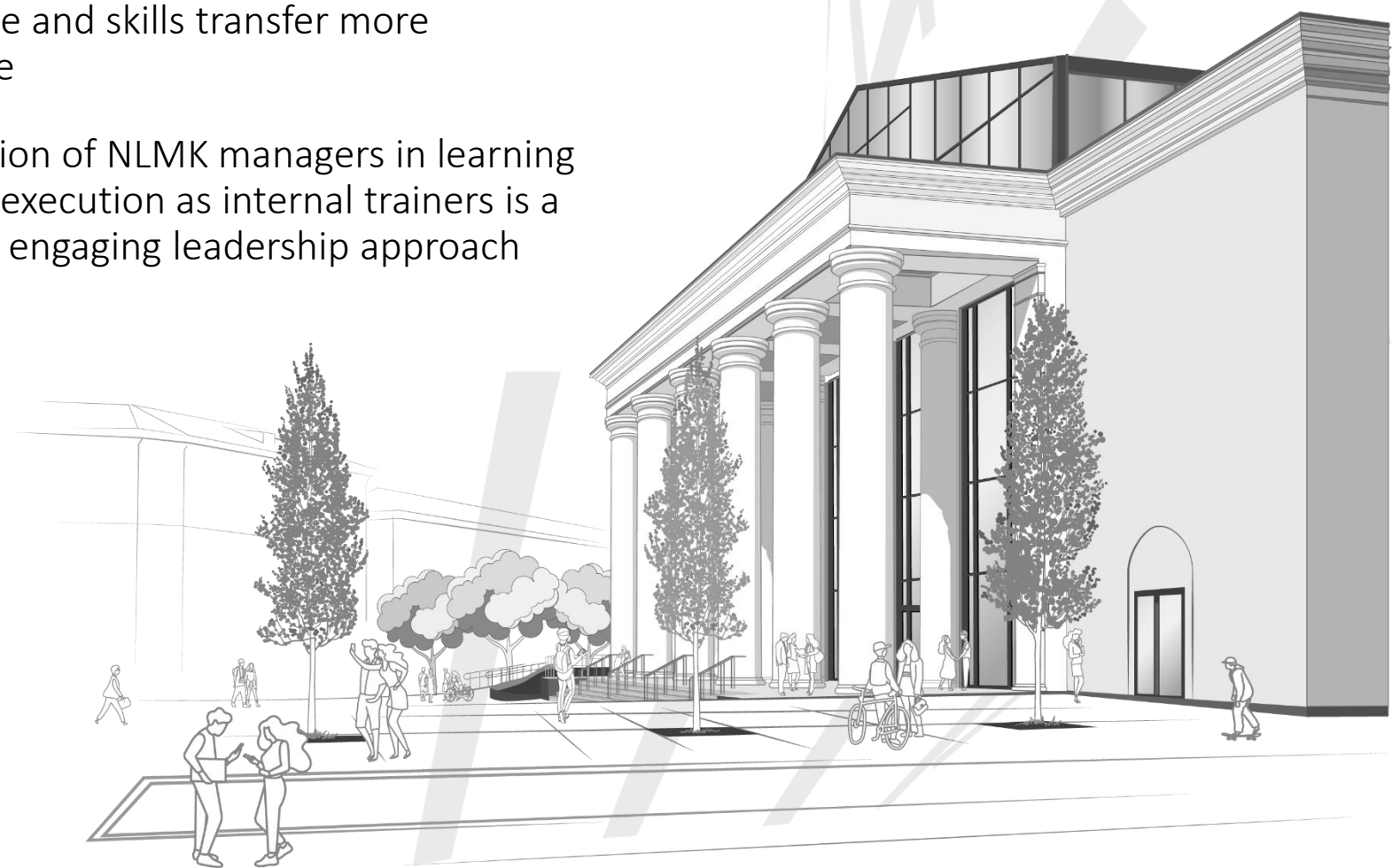
## OUR APPROACH TO LEARNING SOLUTIONS DESIGN

- We develop learning solutions with our internal experts on the basis of NLMK best practices
- We use a wide range of modern pedagogical methods to implement full learning experience
- We focus on transferring the results of learning into practice
- We use The Phillips-Kirkpatrick's evaluation model to assess learning solutions efficiency
- We focus on changing the behavior of participants that impacts business results

90% of our learning solutions are developed internally and carried out by NLMK managers and experts

## OUR APPROACH TO LEARNING SOLUTIONS EXECUTION

- The majority of our learning solutions are carried out by our internal trainers – NLMK managers and best experts
- Management involvement in execution of our learning solutions forms the involvement of employees and makes knowledge and skills transfer more qualitative
- Participation of NLMK managers in learning solutions execution as internal trainers is a system of engaging leadership approach roll-out



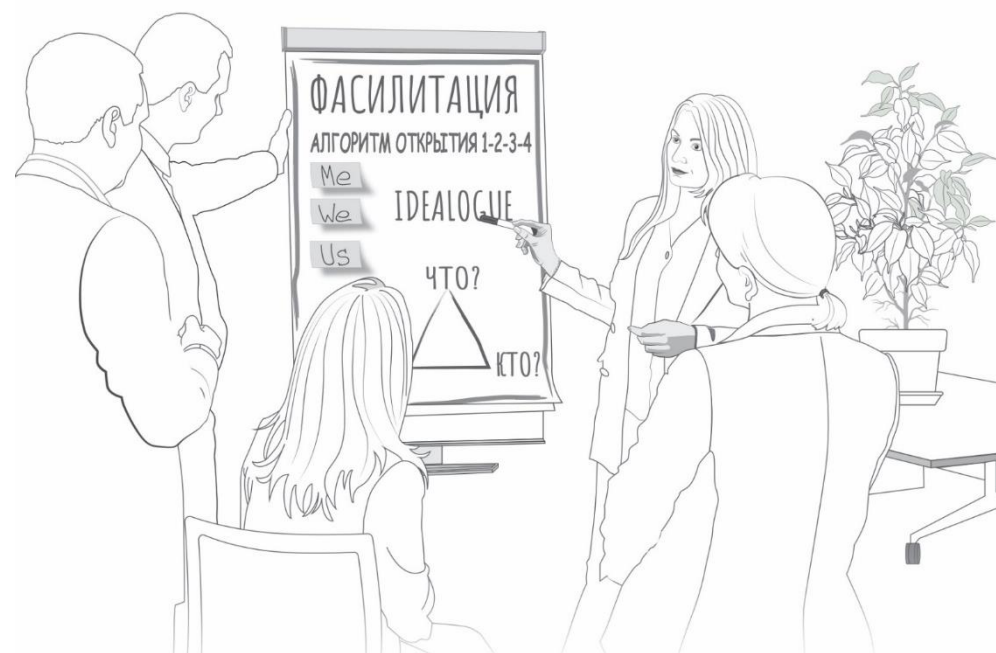


# OUR APPROACH TO LEARNING SOLUTIONS DESIGN AND EXECUTION

## LEARNING FORMATS ▼

The balance of face-to-face, blended, online and e-formats

Diversity of learning forms: business simulations, micro learning, project work, case study, social learning, coaching, adaptive mentorship, etc.



## WHO WE TEACH ▼

NLMK managers of all levels

Talent pool for managerial positions

Ecosystem managers

PDP

## WHO TEACHES ▼

Internal trainers: NLMK managers and best experts, CU trainers

External trainers: global business schools, Russian training institutions, invited motivational speakers





# INTERNAL TRAINERS PREPARATION AND DEVELOPMENT

## 3 LEVELS OF PREPARATION

### LEVEL 3

Master trainers development



### LEVEL 2

Facilitation skills development



### LEVEL 1

Fundamentals of training skills

Basic trainer skills development

Content curation

Independent execution of supervisions and learning solution content transfer to other trainers

Selection for a role of a Master trainer

Participation in trainers' sessions and conferences, supervisions, trainer skills development programmes

Receiving feedback after learning solution execution from CU experts

Independent learning solution execution by a trainer

Learning to work with a group and transfer learning solution content to the group

Selection for a role of an internal trainer



## OUR PLANS FOR 2022

### ● DESIGN OF NEW LEARNING SOLUTIONS

Focus on personalization and global trends in learning and development. Design of learning solutions on the development of the competence of the future, design thinking, effective communication, tools for remote work with one's team

### ● DEVELOPMENT OF MARKETPLACE

Creation of a platform which allows individual selection and enrollment in our learning solutions

### ● DIGITALIZATION AND DEVELOPMENT OF VIRTUAL LEARNING ENVIRONMENT

Development of a digital environment allows individual learning management, its 24/7 availability and understanding of all learning possibilities

### ● GLOBAL RECOGNITION — START OF CLIP

#### ACCREDITATION PROCESS

The quality sign of corporate education, a possibility for best practices exchange

### ● CORPORATE UNIVERSITY CAMPUS OPENING CEREMONY

A specially equipped innovative centre allows cooperation and effective working atmosphere for NLMK ecosystem representatives as well as participation in different forms of learning solutions



## NLMK CU KEY SERVICES

### NLMK CU SERVICES

System proposition for clients

Support in the development of managers of all levels

Key services of NLMK CU are built around the development of managers as leaders, trainers, designers of learning solutions

#### CONSULTING

Diagnostics and analysis of the request, detailed study of the expected results, development of solutions, subsequent implementation and support

#### DESIGN OF LEARNING SOLUTIONS

Support in the implementation of a learning solution using global best practices in management development

Transfer of existing learning solutions, their adaptation or development from scratch to meet client's needs

#### INTERNAL TRAINERS PREPARATION

Individual approach to each trainer, supervision, training skills development programmes

It is possible to transfer a 3-level methodology for training trainers, adapt the methodology to client's needs

#### SESSIONS AND CONFERENCES

Personalized approach to the request: conducting a diagnostic interview, immersion in the specifics of the client's activity, determining key results, designing a scenario for a session (or a series of sessions) or a conference, holding an event and reporting on the results

#### EVENT MANAGEMENT

Development of the concept of the client's corporate event

Organization of events end-to-end at various venues, including NLMK CU Campus





## NLMK CU CAMPUS

### INNOVATIVE LEARNING ENVIRONMENT



### INVESTMENTS

4 BILLION RUB

### 25 LEARNING SPACES

High-technology equipment, modern communication and online broadcasting facilities

Multi-functional transformable lecture halls

### GLASSROOM

A virtual lecture hall uses advanced multimedia technologies to create the sense of direct contact between the speaker and students



### A MODERN TRANSFORMABLE CONFERENCE HALL AND A STAGE

FOR 500 PEOPLE



A unique mechanism of a stage allows to transform it to a form of an amphitheater or a flat space





## NLMK CU TEAM

25 DESIGNERS

of learning solutions certified in 6D methodology

24

PUBLICATIONS

13

CERTIFIED COACHES

8 LANGUAGES

English, German, French, Spanish, Italian, Slovak,  
Greek, Serbian

6

BOOKS

2 MBA PROGRAM  
GRADUATES

1 PhD

### VALENTINA SATAROVA

Head of Corporate  
University,  
PhD, MBA,  
ICF coach







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