

Annual Report 2019

**HARMONY OF
DEVELOPMENT**



O.V. Belozеров,
CEO, Chairman of the Executive Board of
Russian Railways

“

Russian Railways has built, and operates, a comprehensive system of professional learning for leaders: from line managers to executive managers. Today, the Company's employees, myself included, can proudly say that they study at the only Corporate University in Russia that has the international quality certificate of the Global Council of Corporate Universities.

”

End-of-year meeting of the JSCo RZD
Executive Board, December 11, 2019

Published in the newspaper Gudok, issue
No. 229 (26838), December 12, 2019



D.S. Shakhnov,
Deputy CEO of JSCo RZD, Chairman of the Executive
Board of the Russian Railways Corporate University

“

The University serves as a unique platform for developing and forming Russian Railways talent pool. It is here that the future executives hone their skills and abilities to lead the company to success and help it achieve its strategic goals.

”



S.Y. Saratov,
Head of the HR Department at JSCo RZD

“

Our company's corporate education system is rightfully recognised as one of the best not only in Russia but also in the world. It combines academic strategy with innovation and allows us to solve real business tasks.

”



R.V. Baskin,
Director of the Corporate University of Russian Railways

“

We aim to improve the skills of Russian Railways managers and form a talent pool capable of solving the industry's strategic challenges. Our mission is to motivate managers to evaluate the external environment and anticipate its megatrends. We want to not only follow the changes but to stay ahead of them. The University must give the managers an array of tools that will help them meet the challenges of the future today.

”

| New projects in 2019

- 1 We updated our talent pool development system, which consists of four stages
- 2 We developed a new manager assessment programme that uses the assessment centre method
- 3 We implemented new ways of conducting strategy sessions to solve important business unit challenges
- 4 We updated our most popular individual leadership development programmes
- 5 We introduced a new category of educational programmes supporting digital transformation
- 6 We worked to improve the Master Club project for the executives of Russian Railways Holding
- 7 We expanded our educational project cooperation with foreign railway companies
- 8 Four railway universities joined our educational franchise. We also expanded our programme portfolio
- 9 We introduced new digital services for interaction with the audience
- 10 We received an international certificate of the Global Council of Corporate Universities (GlobalCCU) confirming the quality of the university's programmes
- 11 We collaborated with the European Foundation for Management Development (EFMD)



You can find out more about our projects in the pages of the report

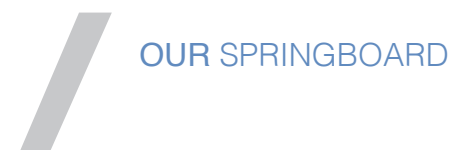
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OUR PLACE OF POWER

The Corporate University of Russian Railways has gone a long way from being the business education centre of RZD Holding, which was created in 2010 to develop Russian Railways managers, to becoming a reliable strategic partner in developing the talent pool of the railway company of the future.

Karelia, the October
Railway

Mission and Vision of the Corporate University of Russian Railways

MISSION

Creating an effective system of continuous education for various groups of Russian Railway employees and key stakeholders outside the Company. Using a value-based approach and global best practices to establish a corporate culture and provide new knowledge and competencies required to implement the strategy of Russian Railways and the transport industry in general.

VISION

Being the key driving force behind the strategic development of Russian Railways and the transport industry, creating synergies for all stakeholders, i.e. the industry, people, and society, and contributing to the growth of the national economy.

AMBITIONS

Contributing to the comprehensive strategic growth of Russian Railways and the transport industry, ensuring the development of human capital and the creation of advanced business solutions based on the best innovative corporate education practices, namely:

- anticipating the future and facilitating the development of effective business solutions;
- ensuring a deep level of interaction with / influence on the business of Russian Railways by developing the necessary employee competencies;
- establishing an expert learning environment for continuously finding, generating, and introducing innovations into the activities of Russian Railways and its stakeholders;
- accelerating growth and strategic business transformation by developing cross-industry competencies;
- supporting Russian Railways employees in career development and learning by providing them with the best educational solutions to expand their leadership capabilities;
- enriching and sharing new general knowledge, corporate values, and culture;
- contributing to the modernisation of the industry-specific educational system and the development of general education;
- promoting the importance of corporate education for sustainable business and social development;
- reinforcing the image of Russian Railways in Russia and abroad;
- conducting learning activities that surpass national and global educational standards.



GlobalCCU Certification

In 2019, the Corporate University of Russian Railways joined the international practice of assessing the compliance of its activities with international standards and received a certificate of the Global Council of Corporate Universities (GlobalCCU). The certificate confirms that the development of human capital in Russian Railways complies with the international business learning requirements.

PREPARATION

The Corporate University of Russian Railways was certified by the GlobalCCU expert commission, with the process taking six months in total. During that period, the university staff prepared an analytical report and over 100 supporting documents. Foreign experts came to Moscow twice to confirm the analytical report data and to see the university's processes and resources.

EVALUATION

In November 2019, GlobalCCU experts evaluated the university using 18 comprehensive criteria covering such aspects of its activities as academic strategy, organisational and economic management, the quality of the education and programmes, and the compliance of programmes with modern management trends. The working party particularly noted the applicability of the knowledge and skills acquired by the students, the focus of the programmes on solving the business tasks relevant to Russian Railways, the university's openness to customers and partners, as well as its

focus on creating a modern ecosystem of business education.

GlobalCCU experts praised the fact that the event was attended by the executives of Russian Railways, programme graduates, and representatives of other Russian railway transport universities.

RESULTS

The international certificate allowed the executives of Russian Railways, the Company's social and HR unit, and the Corporate University of Russian Railways to demonstrate to the international professional community the results of ten years of systematic effort to create a high-quality and efficient personnel development system.

The certificate opens up great opportunities for the Corporate University of Russian Railways and its students. The use of the best practices of corporate universities and business schools—GlobalCCU members from over 50 countries in the world—will allow the university to improve the quality of its educational programmes and widen cooperation with RZD's foreign partners, including the implementation of joint educational programmes and projects.



Roman Baskin,
Director of the Corporate University
of Russian Railways

According to GlobalCCU experts, the close interaction of the Company's senior managers with the university is one of the things that makes Russian Railways corporate learning system efficient. This competitive advantage helped us obtain a prestigious international certificate, which confirms that Russian Railways has one of the best corporate learning programmes in Russia and the world. That was possible thanks to the joint efforts of the Russian Railways team and the Corporate University. We want to thank the heads of Russian Railways, the HR Department, the Labour Organisation, the Remuneration and Motivation Department, the Business Environment and Strategic Development Department, the Railway Infrastructure Business Unit, and the Russian Academy of Transport for their involvement, support, and personal participation in the work with the GlobalCCU experts

Key Performance Indicators in 2019

87110

managers
graduated

2444

classroom
learning sessions

37171

e-courses
assigned

68188

mobile e-library
users

2185

e-books

1151

managers
completed the
competency
assessment

109

new
programmes
developed

25

strategy and
moderation
sessions

1933

applications for
open courses

44

leading Russian and
international speakers

65,1%

Net Promoter Score
(NPS), willingness
to recommend
studies at the
university

11,8

mln. euro -
total income and
contributions

10

international
technical visits

1053

individual
development plans
created using the
educational portal

GlobalCCU Compliance
Certification

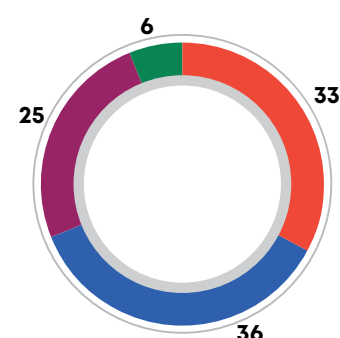
Pinpoint International
Facilitator Certification

First place in the
Ecosystem category in
the Creating the Future
competition

9,5

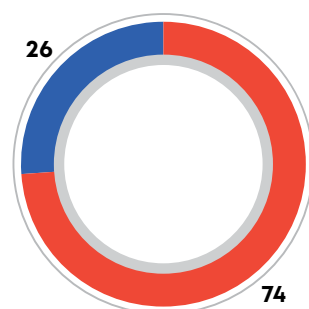
out of 10
points—
average score
on the student
feedback
questionnaire

Age groups of learners, %



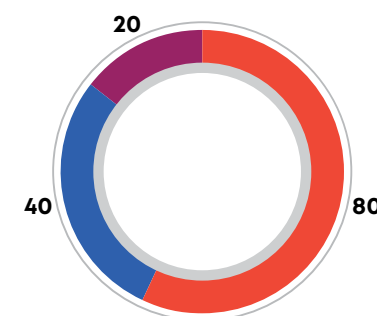
Under 35
35-45
45-55
Over 55

Gender composition of learners, %



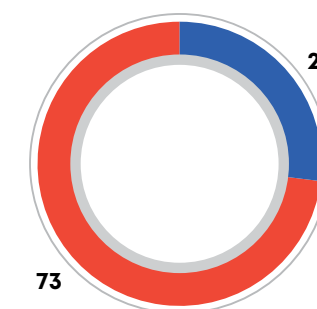
Male
Female

Business units that took part in the learning, unit.



JSCo RZD business units
JSCo RZD subsidiaries
External organisations
(universities, foreign railways, and
business partners of RZD)

Geography of students who took part in full-time learning, %



Moscow and Moscow region
Rest of Russia

Finalist of the
international
competition Excellence
in Practice (EFMD) in
the Talent Development
category with the
Forum of Generations
project, implemented
together with the
Railway Infrastructure
Business Unit (Directorate)

Programme Portfolio



TYPES OF PROGRAMMES

1

Talent Pool Development Programmes

aimed at helping Russian Railways managers to gradually master modern management practices and at improving their efficiency. Programmes that fall under this category are successive, i.e. upon enrolment, the student's results at the previous stages are considered. The learning meets the requirements of an MBA-level program.

2

Special-Purpose Programmes

Corporate-wide programmes

aimed at supporting the implementation of new management principles and methods shared by executive staff from different functional hierarchy lines and subdivisions, as well as developing key competencies and skills that are in demand for the purposes of business.

Functional programmes

aimed at the professional development of Russian Railways employees in some of the key functional areas, with an aim to successfully solving isolated tasks that are unique for the originating subdivision or business units that are monitored by it.

Individual development programmes

aimed at developing the competencies that allow the attendees to successfully perform their job duties. These programmes support the vector established by the Russian Railways talent pool development programmes.

3

Competency Assessment Programmes

allow the attendees to form a comprehensive view of their managerial potential, to identify the paths to further growth, and to gain the skills for monitoring the ways corporate competencies manifest themselves in the employees' behaviour and to use these for the purposes of the effective management of subordinates.

4

International Technical Visits

are carried out to learn about the best industry practices and to improve managerial competencies in the field of railway transportation using the experience of other countries.

5

Youth Development Programmes

aimed at providing young managers and specialists (under the age of 35) with the competencies required for effective implementation of the strategic tasks and goals of RZD Holding amid the ever-changing internal and external environments.

6

Legal Learning

ensures compliance with the requirements of the Russian legislation in the field of occupational and environmental safety, civil defence, and working at heights.

OUR TEAM

At the Corporate University of Russian Railways, we see our team as one of our main assets. We are able to achieve our goals largely thanks to the well-coordinated and professional work of the university staff, mutual support, focus on results, and the desire to improve the existing processes and technologies.

ON BOARD

employees

employees who have
previously worked at
JSCo RZD

OUR CREW

employees
under 35

40 years
the average age of
professors



DRIVING LINK

10 MBA graduates

ON DUTY

The main academic disciplines of our employees:

- pedagogy;
- psychology;
- railway university graduates



OUR WAY

The Corporate University of Russian Railways was founded nine years ago. Since then, it has created an educational ecosystem that facilitates effective interaction between the participants and helps them conceive of new projects and find new values and meanings.

Lake Baikal, East Siberian
Railway

The Educational Ecosystem

КОРПОРАТИВНЫЙ
УНИВЕРСИТЕТ
РЖД

*RUSSIAN RAILWAYS
CORPORATE
UNIVERSITY

EDUCATIONAL PROGRAMMES FOR MANAGERS

Joint programmes with experts and business education consultants

Educational franchise of the Corporate Leader and Lean Production programmes

International Internships

Mixed team learning

Learning programmes for managers of RZD's railway divisions

Supporting the international projects of Russian Railways

Educational Programmes for the Finalists of the Leaders of Russia Competition

COMPREHENSIVE DEVELOPMENT OF the JSCo RZD TALENT POOL

Talent pool learning stages

Corporate MBA

PARTNERS

SKOLKOVO, GSOM SPbU, PwC

Financial Times, IE Business School, Headspring

TalentCode

EY, PwC, Innopraktika, etc.

SSTU, RSTU, FESTU, IrGUPS, STU, USURT

Austria, Germany, Spain, China, South Korea, Finland, France, Japan

EVRAZ, Ministry of Transport of the Russian Federation

Ulaanbaatar and South Caucasus Railways

Indian Railways, KORAIL, VR Group Ltd

RANEPa

PERSONNEL ASSESSMENT, PROGRAMMES FOR ASSESSMENT SPECIALISTS

Competency assessment using the assessment centre method

Training and supervision of personnel assessment specialists

SUPPORTING THE YOUTH POLICY OF JSCo RZD

Programmes for the finalists of the New Link and Leaders of Change contests, organising youth festivals for JSCo RZD, the educational project Social Work and Volunteering at Russian Railways

WORKSHOPS

Workshops by executives of Russian Railways

Workshops by experts in management practices

Original classes for students

PARTNERS

ECOPSY, EVERYCO, Makesense

Deputy CEOs, Russian Railways directors, and heads of departments, central directorates, and railways

Nassim Taleb, E. Nikonov, E. Chereshev, O. Zamyshlyayev, M. Umarov, R. Gandapas, O. Kobayakova

Russian University of Transport (MIIT)

EXCHANGE OF BUSINESS EDUCATION AND HR MANAGEMENT EXPERIENCE

STRATEGY SESSIONS FOR OPERATIONAL DIVISIONS

INDUSTRY CONFERENCES

Organising the scientific and practical conference ForUM (TOP 100)

Supporting industry events — Pro// Motion EXPO, EXPO 1520, Forum of Generations, BIM Technologies

Presentations at the Winter Island conference in Sochi and the conferences of JSCo RZD, Sberbank, Yandex, and HSE

PARTNERS

Ministry of Economic Development of the Russian Federation, GVA

Ministry of Labour and Social Affairs of the Russian Federation

Tatburneft, SUEK, Sberbank, Rosatom, Beeline

CKADR, TzT, CSD, TSD, TD, CID, CCTM, Federal Freight, etc.

GCCU, EFMD, ICF

The seminar Working with Innovative Companies as Part of Integrated System of Interaction with Startups

The all-Russian competition, The Best HR Practices and Initiatives in State and Municipal Management

Exchange of experience with corporate universities

Membership and certification in professional organisations

A slice of blue agate

OUR PLATFORM

One of the priority tasks the Corporate University of Russian Railways is faced with is developing the talent pool of Russian Railways. We have created a four-level learning system for managers in this category, which is aimed at gradual and systematic development of the required competencies.

Middle Urals, Sverdlovsk
Railway

Russian Railways Talent Pool Development System

The talent pool development system of Russian Railways forms the central element of its business education system aimed at boosting the leadership skills of the Company's managers.

On May 13, 2019 (Minutes No. 25), the Executive Board of JSCo Russian Railways approved the new Model of Corporate Competencies of JSCo Russian Railways. As a result of that decision, a new talent pool development system consisting of four consecutive learning levels was introduced in 2020.

Learning Stages



The Russian Railways Talent Pool Development System

- ensures consistent development of the skills of the Company's managers;
- contributes to the creation of effective management teams;
- forms unified approaches to managerial activities among managers;
- supports strategic decision making amid ever-changing environments.

These programmes are aimed at senior executives who make decisions on the most significant strategic and tactical issues related to the Company's activities; as well as at key specialists and promising young employees.

Level 1 learning is mandatory for managers from the target audience and key specialists, as well as for promising young employees. The graduates who have shown the best results at the first level are invited to participate in the remaining levels.

Level 1:

**COMPETENCY
MANAGEMENT**

Has replaced the Corporate Leader programme (2010–2019).



Level 2:

EFFICIENCY MANAGEMENT

Has replaced the Corporate Management programme (2013–2019).



Programme objectives

Increasing a manager's personal effectiveness and helping them develop a leadership style based on a balanced combination of all corporate competencies and the use of methods and tools for the development of teamwork and employee potential.

Programme overview

In the context of the new Model of Corporate Competencies of JSCo RZD, this completely new programme is designed to form a unified understanding of the Company's requirements for the business and leadership qualities of employees, to introduce uniform management methods and tools, and to improve the digital literacy of Company managers. The programme is obligatory for executives and is intended for the widest possible target audience comprising all managers and key specialists of Russian Railways.

Key topics:

- a competency-based approach and the Model of Corporate Competencies of JSCo RZD;
- change management;
- effective communication skills;
- development and care for employees;
- teamwork and mutual support;
- managing employee potential;
- complex thinking;
- the use of financial tools to organise the work process;
- establishing a client-oriented culture in the Company;
- managing effectiveness;
- responsibility for results.

Programme objectives

Forming unified approaches to management through the study of a wide range of technologies and tools that help managers to run the organisation efficiently in a changing business environment.

The focus shifts from the development of a manager's personal efficiency and changing their leadership style to increasing the efficiency with which they run their organisation and studying management processes.

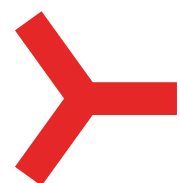
Due to the qualitative changes in the level of **learning** of the Company's managers, which are manifested in their analytical abilities and in their ability to build cross-functional interactions between various lines of hierarchy within the Company, we have revised the structure of the Corporate Management programme. The emphasis was shifted from the cross-functional communication between the Company's business units to project teamwork.

As a result, our students develop a uniform understanding of the management processes required for the Company to operate efficiently. They also gain a unified knowledge of the approaches and management tools needed to effectively solve the functional tasks of their business units as well as issues arising at the cross-functional level.

609
graduates
in 2019

Key topics:

- project management;
- innovation management;
- management in a changing environment;
- risk management;
- cost and revenue management.



2 547
railway university
graduates

478
managers studied
at the Corporate
University of Russian
Railways in 2019



Specifics of implementation

Pre-work (e-courses), individual development plans (digital designer tool), working in agile teams, business simulation games at the end of each module, assessment of knowledge acquisition; business workshops (in

2019, the university invited the Doctor of Law, Professor, and Honoured Scientist of the Russian Federation, A. I. Zernin and the Honoured Economist of the Russian Federation, Doctor of Economics, and Candidate of Philosophy Professor N.S. Stolyarov).

Specifics of implementation

Pre-work (e-courses); cross-functional project work; sessions with the use of foresight technology, moderation and facilitation techniques; business workshops (in 2019, the university invited business coach and loyalty

and business ideology consultant K.V. Kharsky, researcher of the Skolkovo Institute of Science and Technology and Candidate of Physics and Mathematics Y.A. Yanovich).

Level 3:

CHANGE MANAGEMENT

Has replaced the Corporate Strategy programme (2017–2019).



Level 4:

STRATEGIC MANAGEMENT

Расширен
запущен в 2017.
с 2017 года.



Programme objectives

Developing the competencies necessary to transition from tactical to strategic thinking and mastering the tools for analysing managerial situations, forecasting, and decision-making amid the ever-changing internal and external environments.

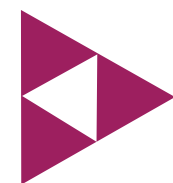
Programme overview

Level 3: Change Management is an updated and improved version of the Corporate Strategy programme. The programme continues along the vector set by levels one and two, but looks at managerial tasks on a new scale. The programme not only targets the corporate competencies of managers but also focuses on VUCA skills—the competencies of 21st-century leaders.

Key topics:

- the company's future in the 21st century;
- strategic thinking models;
- a leader's planning and forecasting horizons;
- a changing world;
- corporation management;
- strategy and tactics in the digital age;
- Big Data technologies in business intelligence;
- convincing data visualisation.

198
graduates
in 2019



Specifics of implementation

Pre-work (self-study), individual project work supervised by a tutor, workshops by experts from various business fields, computer simulations, and a new programme feature: using the Python programming language to make

forecasting tools for the business unit both during full-time training and as part of the individual project work between the modules.

Programme objectives

creating a talent pool that includes managers with a comprehensive understanding of the business, knowledge of efficient management methods, and the ability to manage the large-scale strategic projects of Russian Railways. In addition to developing corporate skills, this programme is also aimed at developing the general culture and personal identity of the students.

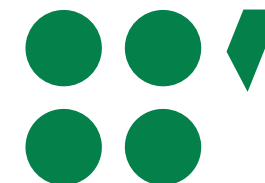
Programme overview

Meetings with the leading representatives of Russian and international scientific and expert communities and domestic and international businesses (Russian Railways, the National Research University Higher School of Economics, PwC, SUEK JSC, Deutsche Bahn, KORAIL, JSC RN-Trans, NLMK Group, VkusVill, and other companies) serve as one of the key elements of the programme and ensure its consistency with the specificities of the industry and the world's best management practices.

In 2019, the university's project review commission was headed by the CEO and Chairman of the Executive Board of JSCo Russian Railways, O.V. Belozеров. The commission also included board members and directors of JSCo Russian Railways. The commission reviewed six projects prepared by student teams over the seven months of the programme's duration.

Key topics:

- modern strategies;
- building an effective business model;
- organisational development and structure;
- Internal and external customer focus;
- change management;
- personal effectiveness: finding a balance between resources and results, setting the goals and achieving them;
- emotional intelligence in management and emotional leadership;
- the leadership and competency models of an effective manager;
- instruments of financial and economic analysis.



Specifics of implementation

Lectures, training sessions, seminars, workshops, business games, facilitation sessions, guest lectures, project work, working in small groups and game exercises; the graduates defend their projects before an expert commission

consisting of the top managers of JSCo Russian Railways.

56
graduates
in 2019

OUR SPRINGBOARD

STONE

The Corporate University of Russian Railways aims to ensure comprehensive all-round development of the human capital of JSCo Russian Railways and offer unique educational solutions that help achieve the strategic and tactical goals of the Company as a whole and of its business units.

Dombay, North Caucasus
Railway

Corporate MBA

In 2019, the top 35 graduates of the Corporate Strategy talent pool development programme continued their education under the Corporate MBA programme and studied the 'i3 (Innovations, Internationalisation, Implementation)' international module in one of the leading European business schools (IE Business School, Spain).

The international module has been developed and conducted together with Financial Times and IE Business School. This collaboration allowed us to make the programme even better by including in it the experience of the world's companies that have been most successful in introducing innovations into their production processes.

The module's programme included the following disciplines:

- The Future of the Transport Industry;
- A Customer-Centric Future;
- Business Models and Strategies that Form the Modern Competitive Environment

- Personality Traits and the Behaviour of a Modern Leader;
- Internationalisation: Collaboration Strategies;
- Rethinking Strategy Implementation.

In addition to their learning, the international module participants also visited Talgo production facilities and Wayra, a company specializing in promoting innovation.



Andrey Shobanov,
Deputy
Director for Scientific and Methodological
Work at the Corporate University of Russian
Railways

“

The Corporate MBA programme conforms to the global standards of the Master of Business Administration. It reflects the key principles of Russian Railways' corporate learning system: developing the talent pool in accordance with the international standards of business education, studying the best management practices, and obtaining hands-on experience in solving business-relevant tasks.

”



STARTUP INCUBATOR

In their project work, the students had to offer ways to accelerate the digitalisation processes at Russian Railways through the involvement of senior managers and ways to diversify the Company's business.

The task was to prepare and rationalise the concept of a new business (startup) based on the following technologies and business models: machine learning, augmented and virtual reality, the blockchain, the Internet of things, and digital business platforms.

The work was divided into several stages.

Stage 1:

The participants had to generate and select ideas for a startup. The aim of this stage was to teach the participants to see the commercial benefits and threats of a new business. With the help of a mentor, the group selected an idea and justified its choice.

Stage 2:

Before moving on to the development stage, all participants wrote an essay on the technology stack, the set of technologies they planned to use for the project. This gave them a better understanding of the capabilities and technological limitations of their projects and allowed them to study the experience of other participants and expand the functionality of their team's project. The structure of the final memorandum corresponded to the documents provided by real startups at the investment raising stage. Some of the groups not only prepared presentations and memorandums but also tested a number of hypotheses and demonstrated technological solutions (prototypes).

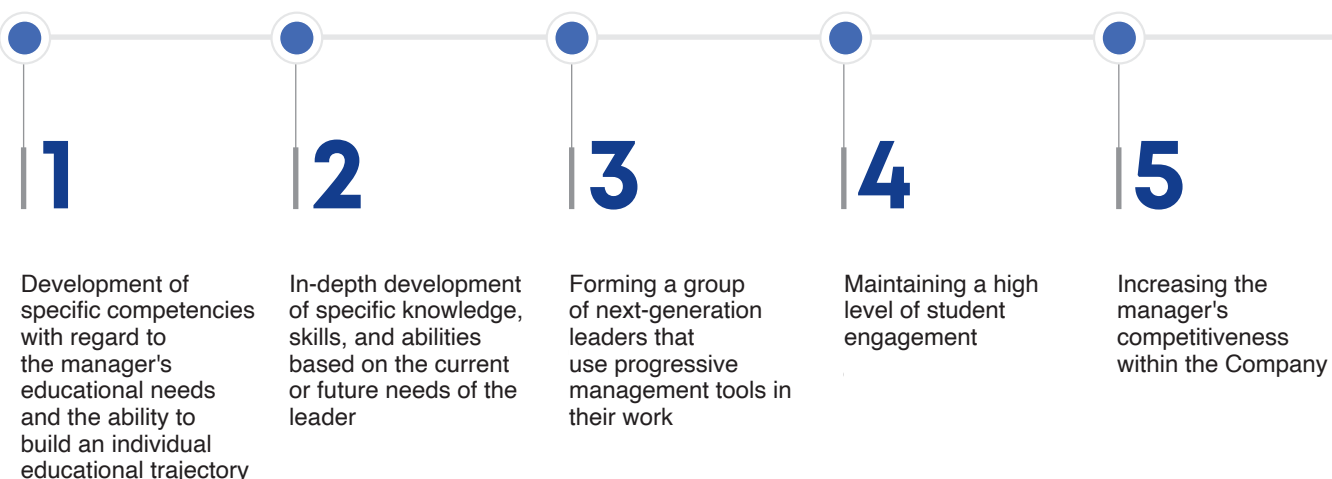
Stage 3:

During the project defence, the participants of the Corporate MBA programme presented their project solutions for the implementation of digital technologies in the work of Russian Railways' subdivisions to a commission consisting of senior managers of Russian Railways, the Corporate University of Russian Railways and invited experts.

Individual Leadership Development Programmes

Individual development programmes are an additional tool used for building the competencies of senior managers. The programmes are chosen by the participants themselves when they fill out their individual development plans.

INDIVIDUAL LEADERSHIP DEVELOPMENT PROGRAMMES HELP SOLVE A NUMBER OF IMPORTANT PROBLEMS:



It should be noted that tailored learning allows us to focus on each programme participant and give them the maximum amount of information they need to carry out their duties. All individual development programmes have been designed in accordance with job descriptions for senior management, specialists, and other positions at JSCo Russian Railways.

947
requests for individual
development
programmes in 2019



Development Vector

Our current individual development programmes not only allow the students to improve certain competencies but also create the need for it in response to the challenges of the modern world. The Corporate University actively monitors educational trends and offers its students the most relevant individual development programmes. Most of the new programmes in this category have been designed by the Corporate University's teachers and methodologists.

The list of individual development programmes is constantly growing. In 2019, the students could choose between the following programmes:

- A New Look at PowerPoint: Make your Presentation Interesting;
- Public Speaking: Present, Convince, Inspire;
- Negotiations: From Opposition to Cooperation;
- Emotional Competency as an Internal Resource for Executives;

- Time Management;
- Practical Training in Design Planning Business Appointments and Meetings;
- Operational Thinking as the Foundation for Successful Managerial Decisions;
- Project-Based Approach to Management in the Day-to-Day Activities of Executives.

In 2020, we plan to expand the list of available individual development programmes with the following blocks:

- Creating an Efficient Management Team;
- Customer Focus and Service Quality;
- Design Thinking

Most popular category programs

According to statistics, the demand for individual development programs remains high. The analysis of requests via user accounts and the open learning portal made it possible to identify the most popular programmes in 2019. In particular, 218 requests were submitted for the programme, Operational Thinking as the Foundation for Successful Managerial Decisions, and 195 for the programme, Emotional Competency as an Internal Resource for Executives.



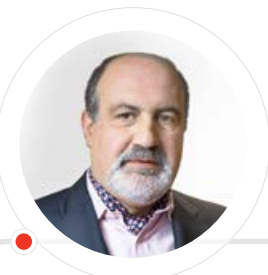
| Master Club

The module-based project Master Club occupies a special place among the corporation-wide programmes. It is aimed at developing the managerial competencies of Russian Railways board members and directors. In 2019, the project's target audience was expanded to include heads of departments, branches, subsidiaries, and affiliates of Russian Railways.

During a series of workshops held by Russian and foreign experts, top managers of Russian Railways discussed the possibility of applying the principles of generation theory in company management, tools for assessing investments in infrastructure, the financial aspects of managing a large corporation, the impact of external uncertainty

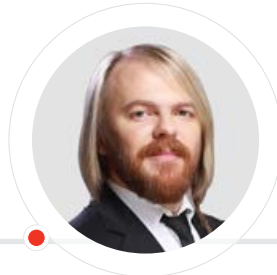
on the company's activities, ways to achieve results through personal and organisational responsibility, how to find a balance between work and rest, and other business-related issues.

Among speakers



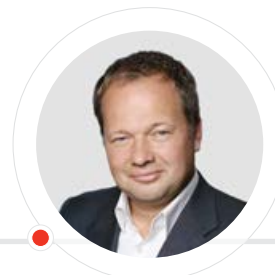
Nassim Taleb

PhD, professor at New York University. The author of the "Black Swan" theory. One of the most popular experts on decision-making under conditions of uncertainty and the impact of random and unpredictable events on the world economy. Included on the Forbes magazine list of the most influential risk management gurus.



Evgeny Chereshnev

An international expert on user rights and freedoms in the digital world, privacy issues, digital footprint management and innovative applied use of big data in the fields of Internet service development, business, and education. The first Russian IT speaker at TED New York. The developer of "digital DNA".



Vladimir Solovyov

Founder and Managing Partner of EVERYCO. An expert in strategic management, the introduction of changes, and organisational and teamwork efficiency. A leading speaker with 20 years of experience in hosting conferences and strategic sessions for top teams in the public sector and commercial companies. A business coach of the presidential talent pool training programme.



Nassim Taleb in the Corporate University classroom. November 2019



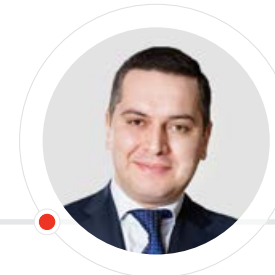
Radislav Gandapas

One of Russia's most famous business coaches on public speaking. Holds the 30th position in the world ranking of speakers. Laureate of the Runet Book Award 2013. Consultant for top managers of large companies in Russia and the CIS and deputies of the State Duma of the Russian Federation.



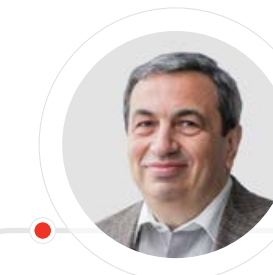
Evgeny Nikonov

One of the leading Russian experts, author of unique research on intergenerational issues and behavioural economics. Leader of RuGenerations—Russian School of Generation Theory.



Albert Eganyan

Chair of the Board of Directors at InfraONE, an independent Russian investment company. Author and co-author of federal laws and other enactments related to market regulations and regulations for public-private partnership in Russia.



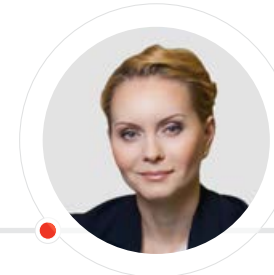
Yakov Mirkin

Professor at Financial University under the Government of the Russian Federation. Doctor of Economics. Honourable Economist of Russia. Laureate of the Russian Presidential Award. Founder of Russia's first Securities Department at Financial University. Head of International Capital Markets Department of the Institute of World Economy and International Relations under the Russian Academy of Sciences. Head of the Scientific Council of the Institute for the Economy of Growth named after P.A. Stolypin.



Mikhail Umarov

Managing Director of Comunica, a communications agency. An expert on crisis PR and reputation management. Honorary Member of the Russian Association of Public Relations.



Olga Kobayakova

Rector of the Siberian State Medical University (SSMU). Professor, Doctor of Medicine. Member of the Presidential Council for Science and Education.

Workshops with executive managers of Russian Railways

In 2019, executive managers of Russian Railways held workshops on business development, HR management, information security, anti-corruption, and other relevant topics for participants of the talent pool development programmes. The events were attended by the participants of the programmes, Corporate Leader, Corporate Management, and Strategic Management.

Workshops with the top officials of Russian Railways are an excellent opportunity for programme participants to discuss the main areas of the company's strategic development, competitive advantages, as well as technical and technological innovations with executive managers.

LIST OF 2019 TOPICS

- The transition of JSCo Russian Railways to the use of predominantly domestic software
- The development of Sochi's transport infrastructure and the reconstruction of the Moscow Central Circle
- Results and goals of Russian Railways' infrastructure complex
- Control and monitoring systems used by JSCo Russian Railways (SKIM)
- Organising and conducting internal audits in holding companies
- Areas of development of Russian Railways' transport and logistics unit
- Organisational structure and human resource management
- The Strategic development of Russian Railways
- Key aspects of the financial and economic activity of Russian Railways
- Implementing a functional strategy to guarantee train traffic safety
- Creating a comfortable social environment within the Company
- JSCo Russian Railways passenger complex

Speakers from JSCo Russian Railways:

- Deputy CEOs;
- Directors;
- Department heads;
- Heads of central directorates;
- Railway managers

19
speakers

1,2
thousand
participants



Strategy Sessions for Operational Divisions

In 2019, the Russian Railways Corporate University held **25** strategy and moderation sessions. They were attended by about **1,000** of Russian Railways' strategic and tactical managers.

A **strategy session** is a modern format where participants come together to search for solutions to a task relevant for the Company. Sessions are usually held when the organisation needs the whole management team to work together to understand how the goals of different

business units and the functions of employees are connected and when there is a need for a breakthrough, new ideas, a common vision, and the involvement and motivation of personnel.

The sessions may produce roadmaps

for the implementation of various proposals, help find a common vision of the situation, and generate new and alternative ideas.

THE STRATEGY AND MODERATION SESSIONS ARE DIVIDED INTO GROUPS DEPENDING ON THEIR OBJECTIVES:

Problem-oriented sessions

- Generating solutions to key problems
- Initiating improvement projects to increase efficiency
- Optimisation of processes and cross-functional communication

Sessions aimed at renewal

- Developing new markets / products / services
- Creating a brand / rebranding
- Looking for new development vectors together with key partners, other market players, and customers
- Supporting the implementation of changes

Creative sessions

- Research tasks
- Creative challenges for the company and business
- Practical problems solved by new methods



Key results of the strategic sessions held by the Corporate University of Russian Railways in 2019:

- specific ideas and projects aimed at solving current challenges and increasing efficiency selected during the session for further discussion and implementation;
- strategic initiatives approved for implementation and included in the protocol for the following period of one to five to ten years;
- development vectors selected for a business unit's products and services;
- roadmaps for the development and implementation of projects and initiatives with a list of projects, events, deadlines, and responsible persons.

Locations of sessions in 2019: Moscow, Kaliningrad, St. Petersburg, Nizhny Novgorod, Khabarovsk, Samara, Omsk, Irkutsk, Vladivostok, Saratov, Chita, Voronezh, Yaroslavl, and Novosibirsk.

In 2019, strategy sessions were held at the request of: the Social Development Department; Labour Organisation, Remuneration and Motivation Department; Central Infrastructure Directorate; Traction Directorate; Zheldoruchet; Track Machine Operation Directorate; Infrastructure Diagnostics and Monitoring Center; and infrastructure directorates of 16 railways.

A strategy session for the Central Infrastructure Directorate

The largest strategy session was held on December 4–5, 2019, in St. Petersburg, as part of the network meeting on the results of the track complex in 2019 and setting the targets for 2020.

Employees of the Corporate University of Russian Railways facilitated the work of ten round tables to devise measures aimed at solving the directorate's key challenges.

over **500**
managers took part in the session



Digital Business Transformation

In 2019, Russian Railways adopted its Digital Transformation Strategy. It outlines the vectors of the development of digital platforms and services, which should become a new driver of the Company's growth. An important part of the strategy is the need to prepare managers and experts who will create digital products and services. To achieve this, the Corporate University of Russian Railways has teamed up with Ernst & Young and developed the programme, Company Digital Transformation: Designing Digital initiatives, based on design thinking.

Programme objectives

Building knowledge and skills necessary for the development of digital services as part of the Company's Digital Transformation Strategy and based on the ability to create digital transformation teams in five areas of Russian Railways operations: passenger transportation, HR management, infrastructure management, cargo transportation, and the use of analysis and data processing technologies.

Target audience

Our target audience consists of Russian Railways operational and tactical specialists and managers who work in one of the five above-mentioned areas. The programme utilised design-thinking techniques for an in-depth study of the interests of the targeted clients. The training started with the participants studying the specifics of clients in each of the five areas where Russian Railways operates, identifying cutting-edge achievements in other industries, and analyzing global practices.



The programme's first module consisted of five optional disciplines focused on a specific area of activity:

- **Digital Client Services;**
- **Digital HR Management;**
- **Digital Infrastructure;**
- **Digital Cargo Transportation;**
- **Cutting-Edge Data Analysis and Processing Technologies (Data Science).**

The participants received information on their area of activity to move on to the second module and start working on real digital solution prototypes that would optimise the Company's work and increase customer satisfaction.

Digital service prototyping stages:

- filling out a stakeholder map, describing the target persona, and developing a client journey map for in-depth interviews;
- analysing customer experience,

typification of personas;

- generating digital service ideas for specific areas of operation, evaluating ideas, prioritising the key ideas;
- creating a target service scenario with subsequent prototyping;
- testing and evaluating the target user journey to determine the viability of the prototype.

144

enrollees completed
the programme in 2019

The programme ends with a team defence of their projects: prototypes of digital services. In 2019, the projects were defended before an assessment committee made up of the top managers of Russian Railways and the Corporate University of Russian Railways. Many of the projects had great practical value and applicability and received a high score.

Plans for 2020

In 2020, we plan to develop the digital area. When creating regional teams to support the changes, we will hold the training seminars, Digital Transformation Leaders for all railway divisions. The participants

will not only learn how to use digital technologies in specific Russian Railways projects, but will also create a community of professionalism and expertise to accelerate the realisation of the digital initiatives

In addition, the Corporate University will continue to develop approaches to creating products based on a detailed study of customer experience. In continuation of the programme, Company Digital Transformation:

Designing Digital Initiatives, the participants will study such tools as customer journey maps, in-depth interviews with customers, prototyping with customers, and generating a value offering, which can be used in various areas of Russian Railways' activity.

Innovation Management

Innovation management programmes develop the participants' knowledge and skills that help them, as managers and specialists, to use innovative thinking technologies in their workplace, implement and license innovations, and provide the necessary legal protection.

THE INNOVATION MANAGEMENT PROGRAMME POOL OF THE CORPORATE UNIVERSITY OF RUSSIAN RAILWAYS INCLUDES ADVANCED TRAINING PROGRAMMES:



154

enrollees attended the programmes in 2019

The programme, Innovative Process and Business Development Management in Infrastructure and Service Companies, developed in collaboration with the company Innopraktika (a non-governmental development institution founded by Lomonosov Moscow State University) occupies a special place in the category of innovation management programmes.

forecasting the scientific, technical, and innovative development of the industry

devising a strategy of scientific, technical, and innovative development (strategic analysis and goal setting)

mechanism for implementing the company's innovative development programme

assessing the efficiency of scientific, technical, and innovative development of a transport and logistics company

forming a company's innovation ecosystem

Programme objectives

Helping the participants form and develop knowledge of the principles and approaches to scientific, technical, and innovative development and of the complex tasks associated with the management of the innovative processes within the company.

Target audience of the programme

The programme's target audience is the managers and specialists of infrastructure and service companies participating in Russian Railways' innovative processes.

During their training, the participants developed and defended interesting and practically relevant projects.

26

enrollees completed the programme



Lean Production Learning

The company pays great attention to spreading the lean production approach and ensuring staff motivation during the implementation of lean production on the railways. The introduction of lean production principles helps optimise the Company's business processes by eliminating various types of losses while maximizing the focus on the consumer.

THE FOLLOWING PROGRAMMES HAVE BEEN IMPLEMENTED TO SATISFY THE NEED TO TRAIN RZD'S BUSINESS UNITS IN HOW TO USE LEAN PRODUCTION TECHNOLOGIES:

Lean Production Tools

Lean Production: A Way to Boost the Company's Efficiency

Lean Production: A Way to Boost the Company's Efficiency

Lean Production: Six Sigma

Value Stream Mapping

1 434

enrollees attended
the programmes in
2019



In 2020, the Corporate University of Russian Railways plans to significantly update the content of programmes in this category and present the comprehensive programme, Lean Production: Increasing the Efficiency of Processes. It will give an overview of various tools for improving the company's existing processes, highlight the indirect effects of lean production projects, and describe methods for managing project changes.



Traffic Safety Management Programmes

RZD's business processes are complex and continuous. That's is why their management should be based on the principles of the traffic safety management system. These are both a set of relations and the results of understanding the importance and responsibility of employees in ensuring all types of safety through the implementation of structured and managed activities.

The following programmes are available in this category.

1. Managing Functional Safety of Railway Transport.

2. Ensuring Functional Safety of Railway Transport.

3. The Project-Based Approach as a Tool for Implementing Managerial Decisions (for projects in developing a culture of safety).

4. The Personal Effectiveness of Auditors.

5. The Operational and Business Thinking of a Modern Leader.

6. Audits in the Traffic Safety Management System.

7. The Traffic Safety Management System.

8. Establishing a Culture of Safety.

The enrollees also received instruction in areas directly related to safety management:

9. Metrological Support for Railway Transport.

5. Technical Auditor of the (Business) Quality Management System.

In the programme, The Personal Effectiveness of Auditors, our Kazakh colleagues joined the Russian traffic safety auditors. Of particular interest to the participants were the workshops from the Head of the Traffic Safety Department, S. N. Shaidullin.

We have a comprehensive update of this category planned for 2020. The development of a culture of safety will become a common theme for improving safety management. We will completely revise the programmes Ensuring Functional Safety of Railway Transport and Traffic Safety Management System. New case studies from the practice of Russian Railways and international companies will be added to the programme based on the feedback from the participants. Risk-based safety management will be improved with the help of such tools as management based on the minimum practically acceptable risk (ALARP), responsibility matrices (RACI), risk mapping, etc.



10 740

enrollees completed
the programmes in
2019



Development Programmes for Promising Leaders

Multipurpose professional programmes are aimed at the development and acquisition of new professional competencies by highly efficient Russian Railways employees. As occupational retraining programmes, they allow the graduates to engage in new types of professional activities and support the growth vector set by the general talent pool development programmes.

Pillar of the Central Infrastructure Directorate

Customer: Central Infrastructure Directorate.

The Central Infrastructure Directorate's talent pool development programmes are aimed at managers of four levels: middle managers, deputy heads of business units, heads of business units, and heads of directorates.

Each of the four programmes consists of two modules. In the first module, the participants analyse problem areas and select projects for improvement. They then go over their projects in more detail during the inter-module period and submit them for preliminary review in the second module. Once they have completed their workplace training, the participants defend their projects. The best projects get the green light and the necessary resources.

New Realities of HR Management

Customer: Human Resources Department of JSCo Russian Railways.

The programme is aimed at boosting the professional and corporate competencies of HR department heads, which they need to efficiently manage human resources.

The programme consists of four modules with an interval of one to one and a half months. The programme's full-time modules introduce the participants to the basic management concepts and give them specialised instruction in the field of HR management. In the period between the modules, the participants study remotely via webinars and the Bitrix24 platform. They also work on group projects aimed at improving the efficiency of the Company's social and HR unit.

Organisational Structure and Human Resource Management

Customer: Labour Organisation, Remuneration, and Motivation Department of JSCo Russian Railways.

The programme is aimed at acquiring the new qualification, HR and Organisational Structure Management Specialist, which is required to work in the labour organisation, remuneration, motivational work and organisational design. The programme consists of six modules with an interval of one to two months. The modules are carried out in network form in cooperation with the Russian University of Transport (MIIT).

During the full-time part of the programme, the students learn about the classic methods and tools that can improve their efficiency, as well as the basic management concepts and the specific disciplines that they will need to perform their new duties. The programme aims to give the participants a comprehensive image of their new profession.

One of the key development methods used by the students throughout the programme is creating and

implementing group projects aimed at improving the business unit's performance.



Programmes for Participants of Youth Project Competitions

Programmes for participants and winners of RZD's youth projects competitions hold a special place among the educational programmes and projects of the Corporate University of Russian Railways.

These programmes are aimed at providing young managers and specialists (under the age of 35) with the competencies required for effective implementation of the strategic tasks

and goals of RZD Holding, amid the ever-changing internal and external environments. It also offers the development of specific required competencies.

PROGRAMMES FOR YOUNG MANAGERS AND SPECIALISTS OF JSCo RZD

New Link: From Concept to Planning

The 174 semi-finalists of the New Link—2019 project competition were invited to attend the educational programme, New Link: From Concept to Planning, aimed at developing the competencies needed to implement new technological projects that increase the efficiency of the Company.

New Link: Innovation Culture

As part of the final stage of the 12th Annual JSCo RZD Youth Festival, 126 young workers attended the New Link: Innovation Culture programme.

Team 2030: Bringing the Future Closer

The 495 participants of the 12th Annual JSCo RZD Youth Festival attended the educational programme, Team 2030: Bringing the Future Closer. It was aimed at developing the competencies required for the effective implementation of the strategic tasks and goals of RZD Holding, the improvement of cross-functional communication, and the introduction of innovations.

Programmes for participants of the JSCo RZD Youth Festival

The participants of the 12th Annual JSCo RZD Youth Festival were invited to participate in the following educational programmes: HR. Numbers and People, Safety: Knowledge in Action, Engineering Technologies and Practices, RZD Volunteers: a Development Measures, and Teamwork Algorithms in the Era of Digital Transformation.

In June 2019, the Corporate University of Russian Railways took part in Creating the Future—the 5th Russian Competition of Best Employer Practices in HR Development. The Corporate University's project, JSCo RZD Youth Festival System, won in the Ecosystem category. It was chosen as the best ecosystem project for creating a favourable environment that allows employees to fully realise their potential.



RZD Holding's approach to working with young people received high praise from the government in 2019. On December 12, the Civic Chamber of the Russian Federation awarded the Youth Projects Centre of the Corporate University of Russian Railways a letter of gratitude from the Deputy Prime Minister of the Russian Federation, Olga Golodets, for the project JSCo RZD Youth Festival System.

The Education Franchise at Railway Universities

In 2019, the Corporate University continued transferring its programmes, Corporate Leader. The Basics of Management Efficiency and The Basics of Lean Production to railway transport universities to expand the access of line managers to such management programmes.

CORPORATE LEADER. THE BASICS OF MANAGEMENT EFFICIENCY

In 2018, the Corporate Leader. The Basics of Management Efficiency programme franchise was for the first time transferred to four railway universities: Ural State University of Railway Transport (USURT), Irkutsk State Transport University (IrGUPS), Far Eastern State Transport University (FESTU), and Siberian Transport University (STU). In 2019, the project developed in terms of both geography and content. Two more universities joined the education franchise: Rostov State Transport University (STTU) and Samara State Transport University (SSTU). The education franchise gave us the opportunity to transfer the first stage of developing leaders to the operational level of the Company's management.

The key goal of the programme is to develop a manager's own leadership style based on their knowledge of leadership, the Russian Railways corporate competency model, the management cycle and its main tools, and strategic thinking skills.

This project includes the training and certification of university professors, the certification of educational infrastructure, as well as the transfer of content developed by the Corporate University of Russian Railways.

2 547
managers of Russian
Railways completed
the Corporate
Leader. The Basics
of Management
Efficiency
programme in 2019

31
university professors
certified in 2019



THE BASICS OF LEAN PRODUCTION

In 2019, the Corporate University of Russian Railways transferred the franchise for The Basics of Lean Production programme to four railway transport universities: Siberian Transport University (STU), Ural State University of Railway Transport (USURT), Irkutsk State Transport University (IrGUPS), and Far Eastern State Transport University (FESTU). To implement the programme, the universities selected, by way of competition, professors with expertise in the field of lean production, experience in teaching adults and skills in delivering the educational material in a training format.

The selected university professors had to have a desire to teach lean production and understand the importance of such work. The professors completed the Training for Trainers—Basic Level and The Basics of Lean Production programmes. That allowed them to expand their knowledge and skills in the field of adult education, to understand the contents of the programme by studying it as a participant, and to learn the methodology and programme specifics from the trainers of the Corporate University of Russian Railways. Upon completing their training, the professors were certified to teach the programme participants.

The university classrooms used for the programme were also certified to create a comfortable educational environment for the participants, and the universities were provided with the necessary materials.

During the implementation of the franchise programmes, considerable attention was given to the quality control of teaching in the universities. The Corporate University of Russian Railways developed a supervision system, which, at the end of 2019, was used to confirm the right of all the professors to conduct the learning.

966
RZD line managers
completed The
Basics of Lean
Production
programme at
universities in 2019





New Vision of the TOP 100 Conference

Since 2013, the Corporate University of Russian Railways has been holding the TOP 100 Research-to-Practice Conference for teaching and administrative staff of Russian railway transport universities and managers of the social/personnel and production units of JSCo RZD.

In 2019, the conference was rebranded. The updated project received the name ForUm. More than 80 representatives of railway universities took part in the event. It was held at the Irkutsk State Transport University (IrGUPS).

EVENT OBJECTIVES

1

creating a platform for direct interaction between educational organisation representatives and the management of social/personnel and production units of JSCo Russian Railways

2

generating solutions in the area of interaction between JSCo RZD and railway transport universities

3

informing the collectives of educational institutions about the vectors of RZD Holding's technological and organisational development

As part of the event, we organised presentations of the heads and deputy heads of JSCo RZD departments and directorates and conducted the workshop The Future of Universities: Trends and Tendencies with D.Y. Guzhelya, an education expert. We held the panel discussion, The Present and Future Interaction Between Universities and Russian Railways and set up two communication platforms on the topical issues of higher, secondary, and additional professional education.

80

representatives of
railway universities
participated



Svetlana Suleymanova,
Deputy Director of the Corporate University of
Russian Railways

“

The main task of the ForUm participants in 2019 was to devise an action plan for implementing the Programme for the Development of Interaction Between JSCo RZD and Railway Transport Universities up to 2025. To this end, the moderators of the Corporate University of Russian Railways held a strategy session, during which the participants discussed the relationship between the universities and the holding company and the requirements the employer has for the graduates. They also identified various topical issues.

”



| Forums of Generations

In 2019, the work with mentors from the Central Infrastructure Directorate (CID) was taken to a new level thanks to the Forums of Generations—events at which students could meet their potential mentors from among the current CID employees. The Forums were held at the facilities of all railway universities in the country and were attended by more than **1,700 students and 650 mentors**.

The history of the Forums of Generations began at the 4th Infrastructure Directorate Youth Festival, held in Sochi in 2018, where young workers presented the project Generation Z—Mentoring in Infrastructure 2025. The authors of the project proposed to hold Forums of

Generations at railway universities with the participation of contract students and mentors from the ranks of the CID business unit employees. The project took first place at the festival and received a special award from the Head of Russian Railways' HR Department, S.Y. Saratov.

The Scope of the Forum of Generations Project



EDUCATION AS A MOTIVATOR

Education is a strong motivator for employees involved in mentoring. The Corporate University of Russian Railways set up the learning session, the Theory of Generations as a Reference System for Mentors at all the Forums of Generations to teach mentors how to effectively communicate with young people.

Some 450 CID employees were also given access to the online programme, Techniques of Employee Development: Mentoring and Coaching. The programme aims to provide the mentors with the necessary knowledge on mentoring and coaching and teach them to use coaching methods and tools to effectively develop employees.

During the Forums of Generations, we polled the students and mentors about mentoring processes and organising internships. Based on the results, managerial decisions will be made to improve these processes.

The Forums of Generations have become very popular with students, mentors, and university and directorate administrations. We consider the project a success. We plan to hold these events

every year, perfecting communication between the future and current employees of the Central Infrastructure Directorate.

Mentor Selection

Last year we selected 92 mentor employees based on the results of the Forums of Generations. They have been assessed using SHL tools, and their results will be compared to the composite profile of an employee with good mentoring potential for further participation in the competition, The Best CID Mentor.

Plans for the Future

In 2020, CID plans to continue developing its mentoring system. The Central Infrastructure Directorate has declared 2020 the Year of Mentoring and Adaptation. One of our main tasks for the current year is to create a cross-functional mentoring system, from the central level to the business units, which will cover managers of all levels and involve them in the process of mentoring and adaptation.

240,5
thousand people
work at the Central
Infrastructure
Directorate. Almost 10%
of the employees act as
mentors.



Alexander Korkin,
Deputy Director of the Corporate University of
Russian Railways

Summing up, we can say with confidence that this project is an example of a successful partnership between the Central Infrastructure Directorate, the Corporate University of Russian Railways, and other railway universities. Since the challenges solved in the course of the project are of great strategic and social importance for the development of RZD Holding, we have decided to bring the project to the international level. In 2020, the project Forum of Generations reached the finals of the prestigious international competition, Excellence in Practice of the European Foundation for Management Development (EFMD) in the Talent Development category.

Developing Partnerships Through Collective Learning

In 2019, the Corporate University of Russian Railways launched a project to support the development of partnerships in the transport industry. The project aims to create a communications platform that would provide new opportunities for interaction and collaboration between companies working in the transport industry.

The project's curriculum is based on the educational programmes of the Corporate University of Russian Railways. The participants study in mixed groups according to the principle "One desk—one culture": the managers of the partner company study together with the managers of JSCo Russian Railways.

In 2019, joint learning was carried out under the advanced training programme, Strategy for Partnership Development for the managers of TK EvrazHolding

LLC and JSCo Russian Railways.

The programme utilised the business simulation and strategy session formats and allowed the participants to build a new system of communication between partners, form a shared vision of problem areas of interaction, develop consolidated solutions, and build cross-functional management teams.

Summing up the results of the programme, the Deputy CEO of Russian Railways, A.N. Shilo and the Vice-President

of EVRAZ I.O. Shirokobrod thanked the Corporate University of Russian Railways for the efficient training programme and expressed hope that the companies would continue to work together in this format.

Educational Programmes for the Finalists of the Leaders of Russia Competition

The Corporate University of Russian Railways, together with the leading coaching experts, has developed and implemented individual training programmes for the finalists of the Leaders of Russia competition.

Leaders of Russia is an open all-Russian competition for managers. The goal of the competition is to find, prepare, and support promising managers with highly developed leadership qualities and managerial competencies. The project is implemented by the Presidential Commission for Civil Service and Management Personnel Pool. The competition was first held in 2017–2018.

The programmes of the Corporate University of Russian Railways for the finalists of the Leaders of Russia competition are aimed at improving strategic thinking skills, teamwork, and communication skills, mastering influence techniques, implementing changes, innovation management, social responsibility, and development of leadership qualities.

Each programme developed in 2019 had its own features, since it was created in accordance with the individual requests and needs of each finalist. The programmes used coaching techniques to effectively achieve the customer's educational goals.



Here are some of the experts and business coaches who took part in the project: T.N. Ezhova, A. A. Ishchenko, I. S. Marushkina, Y. N. Proskurnya, N.V. Zvereva, coaching experts from EY Academy of Business LLC and IksTrek LLC.



2019 PROGRAMMES FOR COMPETITION FINALISTS

1

Development
of Leadership
Competencies

2

Prosci Change
Management

3

Agile
Methodologies and
Product Management

4

Public Speaking
Mastery for Leaders

5

A Modern Leader:
Communication, Image,
Promotion

Geography of International Educational Projects in 2019

1

Spain

Internship for the Award-Winners of the JSCo RZD Youth Festival—an annual programme for the award-winners of the New Link youth contest held by JSCo RZD

2

France

Studying the experience and technologies of French railways—a programme for benchmarking the technologies of business processes in the world's leading railway companies

3

Germany

RZD CFO Academy – CFO Space—a programme for employees of the Financial Unit of JSCo RZD, financial divisions of branch offices, and business units of JSCo RZD

5

Austria

Studying the Experience and Technologies of Austrian Railways—a programme for benchmarking the technologies of business processes in the world's leading railway companies

7

Russia – Finland

Specifics of Organising International Railway Transportation—a learning programme for the KORAIL delegation in Russia and Finland

4

Germany – Austria

Specifics of Organising Rail Passenger Transportation in Germany and Austria—a programme for members of the passenger service team of RZD Holding

6

Finland

A programme for JSCo RZD and VR Group to share experience in personnel management

8

China

Studying the Experience and Technologies of Chinese Railways—a programme for benchmarking the technologies of business processes in the world's leading railway companies

9

China

Specifics of Developing Railway Transportation in China—a programme for first deputy CEOs of railways

10

South Korea

RZD CFO Academy (Best international practices in financial management)—a programme for employees of the Financial Unit of JSCo RZD, financial divisions of branch offices, and business units of JSCo RZD

11

South Korea

12

Japan

Studying the Experience and Technologies of Japanese Railways—a programme for benchmarking the technologies of business processes in the world's leading railway companies

A programme for JSCo RZD and VR Group (Finnish Railways) to share experience in personnel management

From November 24 to 26 2019, the Corporate University of Russian Railways organised a visit to Finland for a group of managers of JSCo RZD's HR Department headed by the Deputy CEO of Russian Railways, Dmitry Shakhanov.

The delegation visited the facilities of VR Group Ltd (Finnish Railways), where it studied the HR management practices of their Finnish colleagues.

As part of the programme, the managers of Russian Railways' HR unit got to see the company's HR policy and recruiting and talent management systems. They also visited the HR Services Center and the new headquarters of the Finnish Railways.

Specifics of Developing Railway Transportation in China—a programme for first deputy heads of railways

From July 13 to 18, 2019, the First Deputy CEO of Russian Railways A.A. Krasnoshchek, and the first deputy heads of JSCo RZD railways visited China.

As part of the internship, the Russian delegation met with the management of the Shanghai and Jinan Railways and the CEO of the China Railway Eryuan Engineering Group, studied the work practices of the world's largest ports, Shanghai (first place in the world in terms of container

turnover) and Qingdao (eighth place in the world in terms of container turnover), and visited the key passenger and freight railway facilities in China: the Shanghai Railway operational control centre; the maglev high-speed train; the Shanghai-Xuzhou and Xuzhou-Qingdao high-speed railways; Shanghai Hongqiao Railway Station, one of the largest multifunctional transport hubs in Asia; Xuzhou North, the second-largest marshalling yard in China; the construction site of the Heze-Rizhao high-speed railway; and a superstructure ballastless slab factory.

Learning for Foreign Partners of JSCo Russian Railways

The Corporate University of Russian Railways continued to train representatives of foreign railway companies in Russia. The aim is to create a unified communication platform for the exchange of best practices in the field of railway transportation. In 2019, we implemented two comprehensive programmes for Indian and South Korean railway workers.

The learning programme, Russian Railways: Experience, Technologies, Development Strategy for Indian Railways representatives

In March and September 2019, the Corporate University of Russian Railways conducted a five-day training session for 180 Indian Railways trainees.

The programme was developed in response to an official request from Indian Railways to the management of Russian Railways and involved visits to the railway facilities of Russian Railways in Moscow and St. Petersburg.

The participants visited the largest marshalling yards in Russia (Bekasovo, Luzhskaya), travelled on the Lastochka (Moscow Central Circle) and Sapsan (Moscow – St. Petersburg) trains, studied the work of the Operational Control Center and a depot servicing the high-speed trains Sapsan and Lastochka, and also visited the Russian Railway Museum in St. Petersburg. As part of the internship, the trainees met with Russian Railways specialists from the company's various divisions.



The training programme Specifics of Organising International Railway Transportation for KORAIL representatives

On December 16–21, 2019, the Corporate University of Russian Railways organised an internship for 16 representatives of the national South Korean railway operator (KORAIL) in Russia.

The internship was arranged in response to an official request from the President of KORAIL Mr. Son Byung-seok to the CEO of Russian Railways, O. V. Belozerov.

The programme was held in three cities (Moscow, St. Petersburg, and Helsinki) and on the territory of two countries (Russia and Finland). It allowed the representatives of Russian, Finnish, and South Korean railway operators, which participate in the development of transport infrastructure on the Eurasian continent, to build a trilateral dialogue.

In Russia, the internship programme included visits to the modern infrastructure facilities of Russian Railways. The participants visited the Bekasovo marshalling yard, Vorsino, the largest container terminal in the Moscow Region, the Operational Control Center of JSCo RZD, the



Buslovskaya border station, which services freight and passenger traffic between Russian and Finland, and the multifunctional terminal and logistics centre Baltiyskiy.

Our South Korean colleagues travelled to the final point of the internship, the city of Helsinki, on an Allegro high-speed train. There they exchanged experience with our Finnish colleagues at the Finnish Railways, Rail Traffic Management Centre.

In 2019, the Corporate University of Russian Railways expanded the export of its main educational programmes to boost the leadership competencies of the managers of the foreign railways included in RZD Holding. The learning programmes were attended by the managers of the Mongolian and Armenian railways.

In continuation of the 2018 educational project for our partners at South Caucasus Railway CJSCo (Republic of Armenia), we organised learning under the Corporate Leader – 2019 advanced learning programme (levels 1 and 2). The programme is aimed at boosting the company's performance by increasing the individual efficiency of its management team. Each level consisted of two learning modules. Some 46 managers of South Caucasus Railway received advanced learning certificates. We organised learning for the

employees of the Mongolian-Russian JSCo Ulaanbaatar Railway (Mongolia) in Ulaanbaatar. The participants attended the advanced training programmes, Corporate Leader – 2019 (level 2) and Corporate Management – 2019 (level 2). As a result, advanced learning certificates were awarded to 28 people. Both participants and faculty noted the efficiency of the programmes as a whole and of each individual event, achieved despite organisational issues, cultural differences, and language barriers.

Legal Learning

The Corporate University of Russian Railways runs mandatory programmes on occupational and environmental safety, civil defence, and protection against emergencies to ensure compliance with the mandatory requirements of the Russian legislation in relevant areas.

Occupational safety programmes make up the biggest subcategory of the Corporate University of Russian Railways mandatory programmes in terms of the number of graduates:

- Occupational Safety for Senior Managers and Specialists of JSCo RZD;
- Occupational Safety for Senior Managers and Specialists of Transenergo, a branch of JSCo RZD;
- Occupational Safety for the Protection of Trade Unions, Safety Inspectors and Chairmen of Shop-Floor Trade Union Organisations;
- Safe Methods and Techniques for Working at Heights for Group III Employees.

Objectives

The programmes aim to establish a culture of healthy and safe labour.

The participants gain knowledge and skills in the following areas:

- labour legislation requirements;
- forming and implementing occupational safety management systems at JSCo RZD;
- assessing occupational hazards at branches and business units of JSCo RZD;
- occupational safety documents;
- investigating employee accidents with regard to the specifics of the holding company's activities;
- providing guarantees and compensation for work in unsafe working conditions to the employees of JSCo RZD, etc.

Upon completion, the participants are admitted to the final review of their knowledge of occupational safety requirements. The percentage of successfully passed reviews remains consistently high.



> 64,000 enrollees

completed our
compulsory
programmes in 2019

> 43,000 enrollees

passed the final
review of their
occupational safety
knowledge in 2019

> 7,000 students

tested their knowledge
of the safe methods
and techniques of
working at heights in
2019

Throughout the year, the Corporate University of Russian Railways organised offsite visits of the occupational safety knowledge review commission to the business units of Russian Railways branches located on the territory of the Oktyabrskaya, Kuybyshevskaya, Gorkovskaya, and West Siberian railways. The commission conducted questionnaire surveys to check if the received occupational safety training met the expectations of the learners. The average score on the feedback questionnaires came to 9.3 out of 10 points.

The advanced learning programme, Occupational Safety Management System, holds a special place in the category of compulsory programmes.

It is aimed at executives and professionals who are members of the occupational safety team at JSCo RZD and who don't have any field-specific education. Some 93 people completed the programme in 2019.

As part of their full-time learning, the learners take part in round-table discussions where they defend their projects. They also attend workshops with representatives of the Department of Occupational Safety, Industrial Safety, and Environmental Monitoring of JSCo RZD. The final review is carried out in the form of an exam, which determines if the learners are ready to fulfil their work duties.

Graduates who have mastered the advanced learning programme possess such professional competencies as:

- the ability to analyse the mechanisms of work hazards, determine the impact of environmental hazards on the human body with regard to the toxic nature of harmful substances, and assess the energy impact and the combined effect of harmful factors;
- the ability to identify hazardous and extremely hazardous areas, as well as areas of acceptable risk;
- the ability to apply the current laws and regulations to ensure the safety of hazardous locations;
- the ability to promote the goals and objectives of health and environmental safety;
- the ability to use basic economic knowledge to assess the effectiveness of professional activities.

The Corporate University of Russian Railways also offers the following compulsory programmes:

- Environmental Safety for Managers and Specialists of Russian Railways (2,172 graduates in 2019);
- Civil Defense and Protection of the Population and Territories from Emergencies for Managers and Specialists of Russian Railways (7,346 graduates in 2019).

OUR KEY TO INNOVATIONS

For any educational programme to be successful in the 21st century, it needs to be flexible and multi-format. The line between full-time and part-time education is blurring. The Corporate University of Russian Railways uses a wide range of digital technologies and tools to achieve its educational goals.

Distance Learning Technologies

When the Corporate University of Russian Railways was founded some ten years ago, its educational system consisted of a classic educational portal with e-courses. The educational technologies have advanced greatly since then, and so has our distance learning system. Today, the Corporate University of Russian Railways uses a whole set of distance learning technologies and tools that make the educational process more effective and diverse.

EDUCATIONAL PORTAL: OPPORTUNITIES FOR STUDENTS

The educational portal of the Corporate University of Russian Railways offers a comprehensive distance learning environment. Its main task is to provide high-quality distance education. The e-courses and practical exercises offered to the students on the Educational Portal as pre-work and inter-module training are an effective way to prepare for classroom learning sessions and review the material studied.

- e-courses;
- tests;
- webinars;
- project work;
- communication with the professors;
- rating;
- organisational notifications;
- surveys;
- e-copies of certificates;
- course summaries, full-time learning materials, and more.

Today, the users of the Educational Portal have access to:

Attendance of the Educational Portal

>500
users per day

>40 000
users per year

>1 000
IDPs are created on the portal annually

Automated Individual Development Plans (IDP) occupy a special place among the Educational Portal tools. The system allows the students to plan and implement IDPs within a single interface.

Depending on the chosen development goal, the students are provided with a selection of e-courses and business literature that should help them gain new knowledge and skills. Users fill out reports on the results of their work. All participants of the talent pool development program, Stage 1: Competency Management must use IDPs.

EDUCATIONAL PORTAL: OPPORTUNITIES FOR UNIVERSITY STAFF

The Educational Portal offers efficient organisational and technical support, which is crucial for an effective learning process. The administrative framework of the Educational Portal allows university staff to:

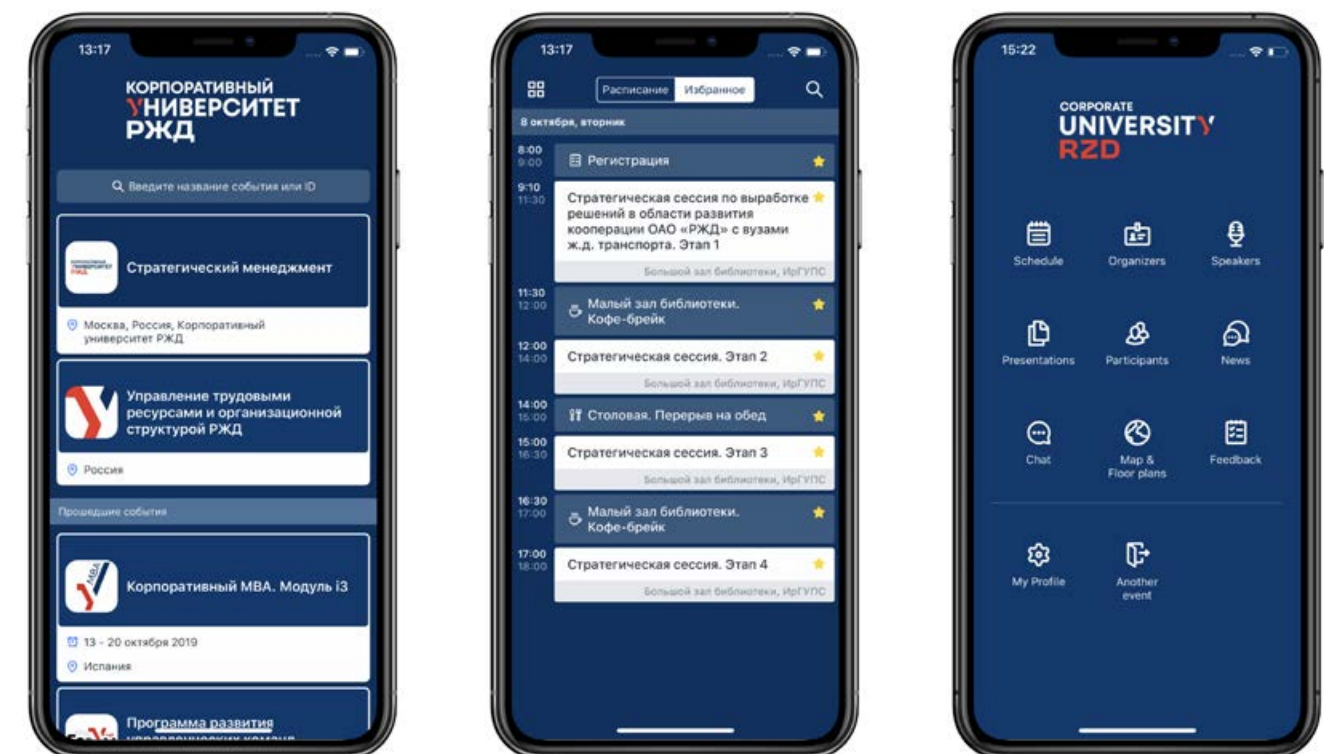
- keep track of students;
- generate the necessary documents and reports on educational activities;
- calculate the rating of students based

on the results of e-courses, tests, and assessments of student activity submitted by professors during full-time learning (if stipulated by the programme).

MOBILE APPLICATION

To support users during the events, we have created a mobile application that enables full organisational support of the education process. The interface is available in Russian and English.

In 2019, the application allowed us to provide full support for seven events.



MOBILE E-LIBRARY

Technological development creates new self-study opportunities for learners. Corporate University learners and RZD employees actively use the mobile e-library of the Corporate University of Russian Railways, created together with the publishing house Alpina Publisher for iOS and Android, as an additional personal development tool.

The mobile e-library of the Corporate University of Russian Railways not only constantly expands its list of provided books, but also always looks for new ways to work with content. In 2019, our students received access to:

- video lectures (presentations / book reviews and short educational videos about popular soft skills),
- records of popular science lectures from the Evolution Foundation,
- video courses.

Learners can also access the mobile e-library from their user accounts on the Service Portal for Russian Railways Staff.

2 185
unique books

321
audiobooks

68 188
users

442
book summaries

79
video lectures by
authors and experts

83 082
downloads

10
new books per month
(on average)

20 994
hours of reading

Educational Sets

In 2019, we created educational sets—a new format of e-courses based on the books from the mobile library. An educational set is electronic material in the form of a case study of a specific book with key ideas and questions

for reflection, a self-assessment test, and a one-page summary. In 2019, we created educational sets for business literature bestsellers on operational thinking, project management, analytics, the Internet of things, the blockchain, business development, personal efficiency, and other topics.

20
sets for business
literature bestsellers

1 839
sets assigned to users

THE TOP 5 BUSINESS BOOKS OF 2019



THE TOP 5 FICTION BOOKS OF 2019



To request a PIN code to access to the mobile e-library, send an email to mlib@curzd.ru

OPEN E-COURSES

Since 2018, the Corporate University of Russian Railways offers free access to Open E-Courses for all interested employees of Russian Railways.

1 933

employees applied for Open Courses

832

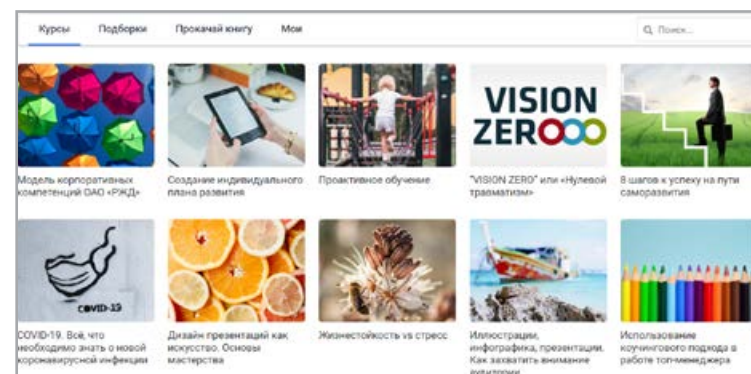
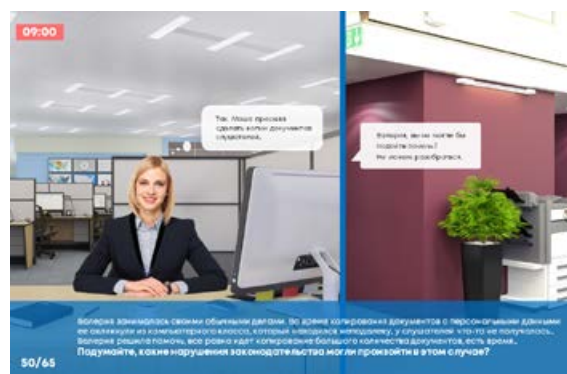
applications submitted for the most popular course **Creating an Individual Development Plan**

AUDIENCE INTERACTION SERVICES

The use of distance learning technologies allows the Corporate University of Russian Railways to expand and supplement the opportunities offered for full-time training. Our students actively use the mobile applications and audience interaction services Eventicious and WhenSpeak. These technologies allow us to create a special communication environment. Thanks to their simplicity, convenience, and similarity to social networks, we can effortlessly provide students with the necessary information and receive feedback from them.

Our learners now also have access to online training sessions. In 2019, the Corporate University of Russian Railways introduced its new online platform called Training Space, which makes it possible to conduct full-time educational activities in a distance-learning format. The students work in groups, generate ideas and structure them with the help of professors, and training dialogues: all in a virtual classroom. The platform's simple intuitive interface ensures active student involvement in the training process.

The introduction of new digital services, e-course technologies and tools, an updated design, and practice-oriented formats have increased the interest of students in distance learning. In 2020, the Corporate University of Russian Railways plans to expand its list of available distance learning formats and technologies.



Digital University Management Technologies

As the university expands its activities, its internal processes get more complicated. In addition to the documents required by the legislation on education, we must ensure transparency and continuous improvement of the efficiency of our business units.

For the past three years, the university has been using the Automated Educational Process Management System powered by 1C: University. The system perfectly meets the requirements of the Corporate University's educational process stages: from the moment a customer decides they need training to the after-training reports.

The system is based on the standard educational process operations stipulated by the Russian legislation on education. But it also takes into account the specifics of the university's activities: programme categories, types of students, etc.

The system allows us to:

- make training schedules and keep track of the professors' working hours;
- catalogue educational programmes;
- keep track of job orders for educational programmes;
- keep a record of students; compose summary reports on planned data and previous periods;
- formulate closing documents (acts);
- store participants feedback data, and more.

Today, the Automated Educational Process Management System allows us to plan and implement educational programmes of any structure and for any number of students. The interconnection of all stages of the process and automatic checks ensure the university departments are operating in the best possible way. The system allows you to quickly receive

reports based on planned and actual data in various sections, depending on requests.

University Infrastructure

5 000+

m² area

3

training centres

30

classrooms

5

computer classes

2

conference halls

450

persons—the total
capacity of all
classrooms

Lounges, libraries, cafes, medical room, and much more



DIGITAL LABORATORY

In August 2018, a digital laboratory was launched at the Corporate University of Russian Railways that enables the students to study and practice digital technologies.

More than 500 students visited the laboratory in 2019.

During the visits, students learn about modern additive and digital technologies and their interconnection and development prospects. The laboratory is equipped with 3D printers, virtual reality glasses, 3D scanners, a holographic screen, and a 360-degree camera. In 2019, the laboratory received hardware and software system

sets based on VR headsets. They are designed for psychophysical training of skills that allow us to control the functional state of the body. This system is a collaboration of mobile virtual reality and human biological signal sensors. Thanks to visual feedback, a person learns to be aware of the relationship between well-being and sensor readings and can learn to influence them.

The digital laboratory's equipment was used to make video and photo materials for the programmes, New Reality of HR Management (Top HR) and Intellectual Property Management: TRIZ and Offer Management, film a workshop on the project's approach, and broadcast

the Youth Festival for the branches of the Russian Railways infrastructure complex with a "360 effect", which creates the feeling of being present at the event.

JALINGA AUGMENTED REALITY STUDIO

In 2018, the university acquired a Jalinga augmented reality studio, which can be used to create interactive video presentations and hold webinars. More than 15 educational and informative videos filmed in the Jalinga studio are

used in the educational process. They also help us familiarise our customers with the specifics of the work of the Corporate University of Russian Railways.

EXCHANGE OF EXPERIENCE AND BEST PRACTICES

OUR KNOWLEDGE

Every year, the Corporate University of Russian Railways boosts its competencies in the field of publication activity and participation in industry conferences. We believe that by sharing knowledge, experience, best practices, and interesting solutions we can create amazing synergies.

Uvs Lake, near the Ulaanbaatar Railway

Business Education Associations

The Corporate University of Russian Railways uses the best practices of corporate universities and business schools to improve the quality of its educational programmes and widen cooperation with RZD's foreign partners, including the implementation of joint educational programmes and projects.

In 2017, the Corporate University of Russian Railways became a member of the Global Council of Corporate Universities (GlobalCCU), an international association of corporate education founded in 2005. It unites corporate universities of leading companies from more than 60 countries worldwide and from various industries: transport (Deutsche Bahn, Airbus), energy (Rosatom), metallurgy (ArcelorMittal), banking (Sberbank, Banco Bradesco, Santander), communications (Saudi Telecom), food (Barilla), etc.

In 2019, the university joined the European Foundation for Management Development (EFMD), an international non-profit organisation with more than 30 years of experience in the development of corporate education and training leaders.

With 900 member organisations from 91 countries, the EFMD is one of the largest and most reputable international platforms for sharing experience and conducting research in management development.

The EFMD includes large companies and consulting firms, well-known European business schools, retraining centres, small business support centres, chambers of commerce and industry, and employers' associations, which makes it unique in the sense that it simultaneously represents the interests of "consumers" and "suppliers" of educational services in the field of management.



Pinpoint International Certification

In 2019, employees of the Corporate Competence Development Centre of the Corporate University of Russian Railways received international Pinpoint facilitator certificates.

Pinpoint certificates attest to the facilitator's professional skills and give them the right to join the International Club of Certified Practicing Pinpoint Facilitators and share experiences with colleagues both in Russia and abroad.

Group work is one of the key components

of the Corporate University of Russian Railways' educational programmes. Our professors need to make the work process comfortable for all participants and ensure that ideas are captured, reflected upon and evaluated. So having certified Pinpoint facilitators is important for building the decision-making process.

What is Pinpoint? The Pinpoint Facilitation technique is based on the European facilitation process that uses lightweight, portable boards, cards, and visualisation tools designed to capture ideas, solutions, and action plans. Pinpoint Facilitation relies on the methodology and algorithm of a group discussion that ensures active involvement and the productivity of participants in the process of group work. The technology helps the facilitator to encourage the participants to look at problems from different angles and use different styles of thinking (logical, visual, kinesthetic, etc.)



Participation in Industry Conferences

The Corporate University of Russian Railways pays special attention to events that allow it to share its experience and best practices with industry partners and position itself in the professional community, i.e., conferences, exhibitions, forums, round-table discussions, and contests.

In 2019, experts from the Corporate University of Russian Railways took part in and gave presentations at more than 28 events in the field of personnel management and development.

The events covered the following topics:

- corporate training;
- talent pool management;
- HR analytics;
- personnel assessment;
- e-learning;
- group discussion management tools;
- game-based learning;
- digital business transformation;
- building smart production systems, etc.

The most significant professional events of 2019:

1. Corporate Education Force 2019 Conference (April 4, Moscow);
2. The 10th Conference of Russian Facilitators, Practices of Successful Teams (April 4–5, Moscow);
3. The 9th Corporate Learning & Corporate Universities Summit – 9th Annual Corporate Learning & Corporate Universities Summit (May 5–7, São Paulo, Brazil);
4. TRIZ in Development International Conference (June 13–15, Minsk, Belarus);
5. Industrial Learning 2019 Forum (September 27, Moscow);
6. EFMD Executive Development Conference (November 11–13, Barcelona, Spain).

As part of these events, the management and experts of the Corporate University of Russian Railways held presentations on the following topics:

- building a modern corporate academy;
- implementing multipurpose professional programmes;
- the fusion approach to facilitation, tailored to specific requests;
- using the TRIZ methodology to train engineers;
- developing the managerial competencies of line managers through the mechanism of educational franchises in industry-specific universities, etc.

15

nationwide events
in Russia

14

international events



In addition to training programmes and educational projects, the Corporate University of Russian Railways is always open to potential partners and invites you to hold industry-specific events at its facilities.

Some of the biggest industry-specific events in 2019 in which the Corporate University of Russian Railways participated:

1. The 6th International Fair of Railway Equipment and Technology EXPO 1520;
2. The International Railway Fair 1520 PRO//Motion. An Expo with the participation of the CEO of Russian

- Railways, O.V. Belozerov;
3. The scientific and practical conference, The Basics of Using BIM Technologies;
4. JSCo Russian Railways Seminar for the Leaders of Digital Transformation with the participation of the CIO of Russian Railways, E. I. Charkin.

Publication Activities

Publications and interviews in specialised and corporate media contribute to the improvement of our teaching methodology, the development of employee competencies, and the university's positioning in the professional community.

In 2019, experts of the Corporate University of Russian Railways became authors and co-authors of 90 publications on the university's educational programmes and general issues of corporate business education.

CORPORATE MEDIA

RZD TV corporate television channel: news stories and a series of studio interviews for RZD TV.



Pult Upravleniya magazine: the regular column Manager's Library with abstracts of new business books.



THE SOCIAL MEDIA ACCOUNTS OF THE CORPORATE UNIVERSITY OF RUSSIAN RAILWAYS



Instagram:
[instagram.com/universitet_rzd](https://www.instagram.com/universitet_rzd)



VKontakte:
vk.com/curzd



Facebook:
facebook.com/curzd



THE MAGAZINE HR PARTNER: TIME. CHALLENGES. SOLUTIONS

THE MAGAZINE HR PARTNER: TIME. Challenges. Solutions—a professional publication of the Corporate University of Russian Railways that writes about leadership and modern trends and practices in team management. Topics covered in the third issue: digital business transformation and the digitalisation of HR management, forming productive age-diverse teams

in the digital age, promoting the HR brand of state-owned companies, and the possibilities of modern personnel assessment tools.



The digital version of the magazine is available on the university's official website



OUR PILLAR

The Corporate University of Russian Railways' performance assessment system consists of a set of indicators reflecting the generalised assessment of the Corporate University of Russian Railways' activities; indicators showing the applicability of knowledge and skills in the workplace, and training quality indicators.

Sartakovsky Railway Bridge, the Gorky Railway

The Corporate University of Russian Railways' Performance Assessment for 2019

Indicator	Description	Fact	Guideline(target) value
Composite Performance Assessment Score			
Integrated Loyalty Index (NPS - Net Promoter Score)	Willingness to recommend studies at the university (survey)	65.1 %	65 %
Applicability of knowledge and skills at the workplace			
Index of the applicability of knowledge and skills by graduates	Assessment of relevance of the knowledge and skills received for the actual practical work of the graduates (survey)	7.9 points	7 points
Index of customer satisfaction with the applicability of knowledge and skills	Assessment of the effect that the knowledge and skills applied by the graduates of the university have on the work of the Company's business units (survey)	8.5 points	7 points
Changes in the level of development of corporate competencies	Share of graduates who show progress in the development of their corporate competencies (results from the Assessment Centre)	77 %	70 %
Education Quality			
Satisfaction with course contents and education process	Assessment of the compliance of education quality and education process with student expectations (analysis of feedback questionnaires)	Full-time: 9.5 Distance: 8.8	9 points
Results of knowledge testing	Average percentage of successful knowledge testing results (analysis of test results for full-time training and e-courses)	Full-time: 86 % Distance: 84 %	80 %



OUR START

"Education is an industry of the future." Sergey Kapitsa, Soviet and Russian physicist, Vice President of the Russian Academy of Natural Sciences, 1928–2012.

Lake Kuiguk, the source of Siberian rivers, Ust-Koksinsky District, Altai Mountains

Development Projects in 2020

- 1 Updating educational programmes in accordance with the new corporate competency model
- 2 Implementing educational programmes for the partners of RZD Holding
- 3 Creating "functional schools"—specialised programmes for the development of promising leaders in specific areas of operations
- 4 Expanding the range of educational solutions to support the digital transformation of Russian Railways
- 5 Implementing the Master Club educational project to regional railway divisions
- 6 Expanding the pool of partner universities for our educational franchise
- 7 Developing international educational projects
- 8 Providing educational support for the updated special programme JSCo RZD Youth
- 9 Positioning the university on Russian and international platforms
- 10 Upgrading the university's educational infrastructure

Taking into account the epidemiological situation in the country and the world at the time of the report, as well as the likelihood of long-term restrictions on full-time learning, we have added the following development projects in 2020:

- 1 Selecting and introducing digital platforms and tools for the implementation of online educational programmes and events
- 2 Adapting educational programmes into the full-time online learning format
- 3 Expanding the relevant open microlearning educational content, i.e., mini-courses on remote work, business correspondence, stress management, personal development, healthy lifestyle, etc.
- 4 Launching the project Live Knowledge, regular publications by university professors in social networks on the development of managerial competencies, open webinars by RZD's distance learning team.
- 5 Online-workshops for foreign railway operators and logistics companies
- 6 Translating the university programmes into English and increasing their availability in the international educational environment





The Corporate University of Russian Railways is Celebrating it's 10-Year Anniversary in 2020!

Some ten years ago, JSCo Russian Railways decided to establish a Corporate University. This was the first time a business education system was created in a company with more than a million employees, both in Russia and in the world.

Over the past years, the university has gone from a single programme for the development of managerial skills to a selection of programmes covering more than 50 topics. Today, the university offers unique educational products to the managers and partners of RZD Holding, including digital business transformation courses. It utilises state-of-the-art staff assessment tools, shapes managerial culture, creates an effective educational environment, and disseminates the best management practices, ideas, and initiatives.

The Corporate University of Russian Railways plays a key role in the creation of an educational ecosystem for the railway industry in Russia and abroad.

>250

full-time and distance learning programmes

>270

a thousand graduates over ten years

15

professional HR and T&D awards

A Member of the Global Council of Corporate Universities (GlobalCCU) and a holder of the valid certificate (Compliance)

A Member of the European Foundation for Management Development (EFMD) and a winner of the international competition Excellence in Practice

We collaborate with leading international and Russian business schools, academic universities, agencies, and educational associations

We promote international cooperation by organising educational projects in the countries of the Asia-Pacific region (Japan, South Korea, China) and Europe (France, Germany, Finland, Austria) and by developing the managers of foreign railway companies

We provides a comfortable educational environment on three campuses in Moscow. Learning takes place in 30 classrooms, including multimedia classes, a video studio, and a digital laboratory equipped to meet the needs of modern business education

We will not rest on our laurels. Our goal is to become the best corporate university in the world!



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[instagram: universitet_rzd](https://instagram.com/universitet_rzd)
[#университетржд](https://twitter.com/университетржд)