



PEOPLE DEVELOPMENT

GOALS TO 2025:

Raising employee satisfaction and loyalty

to 65%

Increasing average annual training hours per employee

by 50%

GLOBAL SUSTAINABLE DEVELOPMENT GOALS:

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



WE SEEK TO DELIVER ON OUR TARGETS BY RUNNING THE FOLLOWING PROGRAMMES:

Implementing a remedial action plan based on employee survey results

Developing and implementing e-learning modules on blue-collar jobs, occupational safety, and managerial skills

Developing and implementing online training courses on personal competencies

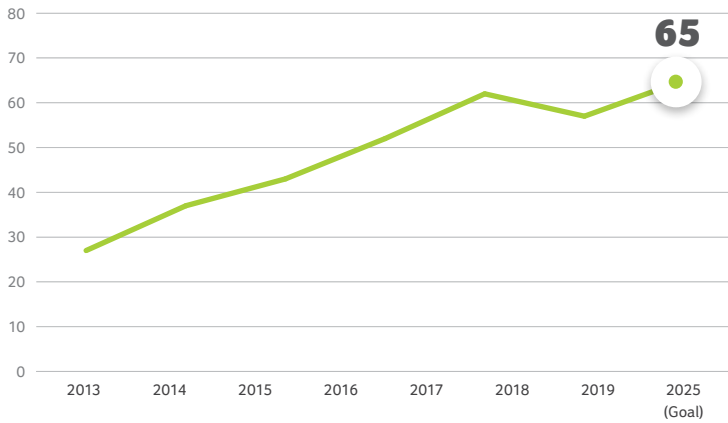
Developing a system of corporate libraries, guidelines, and knowledge management at large



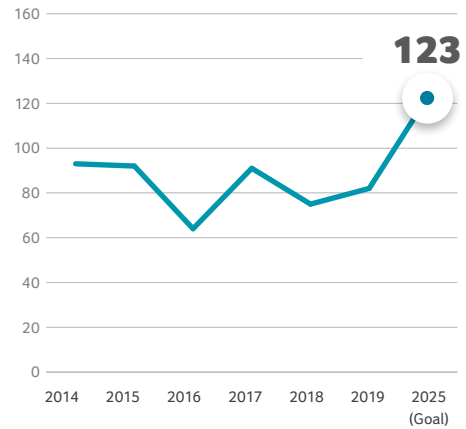




Employee loyalty and satisfaction index, %



Average annual training hours per employee (excluding paid educational leave hours)



INTEGRATED HR MANAGEMENT FRAMEWORK

Our HR management principles

As part of our employee value proposition, we offer:

- a chance to work for one of the world's largest companies;
- competitive and fair pay;
- professional and creative growth opportunities;
- a selection of training and retraining programmes;
- a discrimination-free working environment;
- a range of social benefits, and employee support and health programmes;
- a compelling employer brand;
- a comprehensive incentive programme aligned with the Company's goals;
- a framework for assessing each employee's individual contributions;
- a fair and robust framework for assessing people development;
- equitable remuneration and performance rewards.

In keeping with our commitment to generally accepted ethical business standards, we pay special attention to developing, implementing and overseeing employee social security programmes.

In November 2019, the Board of Directors approved a new version of the Company's Personnel Management Policy, introducing additional guarantees to protect human rights, ensure zero discrimination, and prevent child and forced labour. It also approved a transparency statement under the UK Modern Slavery Act.

We believe that a robust performance management system that covers all levels – from individual employees to the Company as a whole – is key to PhosAgro's continued growth in line with its goals and vision.



PhosAgro relies on talented, professional, and committed employees sharing our corporate values. They are the backbone of our success.

> 5,000

employees received additional human rights and corporate ethics training in 2019, which is set to continue in 2020