



## **NEW REALITY OF MANAGEMENT**

Mikhail Karisalov spoke about the impact of the pandemic on SIBUR's development.

At the end of May, the New Reality of Management forum held by Forbes Congress took place, focused on strategic leadership and effective HR management. Mikhail Karisalov, Chairman of the Management Board and CEO of SIBUR, took part in the event, describing the impacts of the pandemic on the Company's development.

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The CEO noted that 2020 was a year that tested the Company, primarily in terms of values. With office activities scattered across sites, remote-work arrangements rolled out, and rotational shifts introduced at facilities, the long-established corporate interfaces were disrupted. Digitalisation, which has been the Company's key area of focus over the past 10 years, has helped to cope with this problem. The proven digital solutions made it possible to optimise work processes, regularly hold webinars where management answered questions from employees, and invited experts ranging from doctors to cosmonauts explained how to stay healthy and survive self-isolation. The pandemic highlighted the need for further development of digital infrastructure. If previously a 70% to 80% automation rate had been enough for SIBUR, today the Company is targeting 100%.

At the same time, development activities have become the main challenge for SIBUR. The reduction of in-person activities at the Corporate University, and in areas related to information sharing and networking, border closures, falling demand, and logistics constraints all required a significant acceleration in decision-making. This led to shifts in the existing hierarchy, where in some cases it was reduced from four levels to two. The Company has redefined the business value of daily processes, with up to 30% of existing policies revised to simplify them and make them better aligned to the needs of the wider business.

The pandemic did not affect the development of the Company's diversity agenda, as SIBUR has always been extremely mindful of equal opportunities and talent development. Corporate University training modules, as well as continuing education opportunities, are available to each employee. Work is underway to address career development and generational shifts.

