

RECRUITING AND RETAINING STAFF

GAZPROM NEFT IS AMONG THE COUNTRY'S BEST EMPLOYERS. THE COMPANY HAS DEVELOPED AN EMPLOYER'S VALUE PROPOSITION THAT IS BASED ON THE DEMANDS AND EXPECTATIONS OF TARGET AUDIENCES TAKING INTO ACCOUNT THE COMPANY'S STRATEGIC PLANS AND ITS COMPETITIVE POSITION IN THE INDUSTRY.

The value proposition is built into the processes of recruiting and hiring staff as well as the adaptation and training of managers. The Company has been developing employee incentive tools based on the value proposition since 2016. More than 4,500 managers took the electronic course 'Value proposition as a tool for non-financial incentive' in 2017.

In an effort to enhance the effectiveness of work to attract highly qualified candidates, Gazprom Neft opened a Recruiting Centre, which includes the Interregional Recruiting Centre and regional recruiting centres. The Centre employs a new operating

model to attract candidates based on the SAP platform that is integrated with the career portal of Gazprom Neft <http://www.gazprom-neft.com/career/>. The portal, which was updated in 2017, is the sole interface for the Company's interaction with applicants. By creating a personal account, candidates can respond to vacancies, track the status of their involvement in competitions for positions, and update their resumes. The SAP Success Factors model makes it possible to quickly obtain information about the labour market and communicate with candidates through standardization and automation in order to make the selection processes more transparent and effective.

THE LEADER IN EMPLOYER RATINGS

Gazprom Neft confirmed its status as one of the country's best employers in 2017 by winning a number of awards.

The Company ranked first among Russian companies in the most prestigious sector for employment in the country – the oil and gas industry – based on the results of the International Randstad Award 2017, and finished second in the Employers of Russia rating compiled by the recruiting company HeadHunter. Gazprom Neft was also among the top three employers in Russia for engineering students according to the Universum Top 100 Russia rating.

■ Gazprom Neft established its own category 'New Approaches' for innovative projects in HR management in 2017 as part of HeadHunter's HR brand award.

"SAP Success Factors enables you to quickly and efficiently work with big data about applicants. Without such a system, it would be impossible to effectively hire over 10,000 people a year and process millions of responses and hundreds of thousands of resumes".

Yelena Surmeyko

Head of the HR Management and Corporate Culture Relations Office at Gazprom Neft