

TALENT POOL DEVELOPMENT PROGRAMMES

Updates were made in 2017 to the manager development programmes: 'First Step' and 'Growth Manager' for line managers at subsidiaries, 'Professional Management' for line managers at the Corporate Centre, 'Bachelor of Management' for the Company's mid-level management, and 'Master of Management' with strict criteria for selecting experienced executives who hold high positions and have significant influence on the Company's business. The new programmes aim to solve business problems, including the analysis of internal cases, and cover modern economic and technological trends such as digitalization, robotics, the fourth industrial revolution, the economy of joint consumption, and continuing education, among others. The Company's senior executives are the supervisors of the programmes.

“Over the six months of the programme, the participants had to solve unconventional problems. In addition to their professional skills, they were required to demonstrate the ability to respond quickly to changing external factors. So they not only obtained the knowledge they will need in their everyday work, but also got an understanding of the principles of personal growth”.

Nikolay Dolgov

Head of the Gazprom Neft
Staff Development and Training Department

The 'Growth' career planning portal became accessible to all the Company's employees in 2017, providing each of them with the opportunity to take part in the management of their professional and career development. The portal allows

employees to envision themselves as professionals, select a career path using this resource, assess their skills, and get recommendations for further development.

GOALS AND OBJECTIVES FOR 2018

STAFF MOTIVATION

- Develop a unified model of comprehensive incentives that aims to balance out the compensation package for different groups of staff and synchronize it with other HR management tools
- Launch a project to upgrade the bonus system based on the integrated performance evaluation process for departments and employees
- Update the bonus programme for long-term and major projects involving the construction and reconstruction of facilities in accordance with the current operating models
- Update of the system of compensation and benefits for the Downstream Division and switch the Division's subsidiaries to a unified wage scale

STAFF TRAINING AND DEVELOPMENT

- Improve the quality and expand the coverage of targeted development programmes and executive development programmes at the Corporate University
- Further develop professional communities and internal training
- Develop personal educational trajectories
- Provide comprehensive support to transform the corporate culture of Gazprom Neft, develop skills to manage changes at the Company, and offer methodical support to the teams that are implementing the transformation projects
- Evaluate the activities of the Corporate University's departments, select the most effective approaches, and introduce them as best practices at the Company
- Further develop the Corporate University's portal and introduce artificial intelligence technologies in distance learning programmes