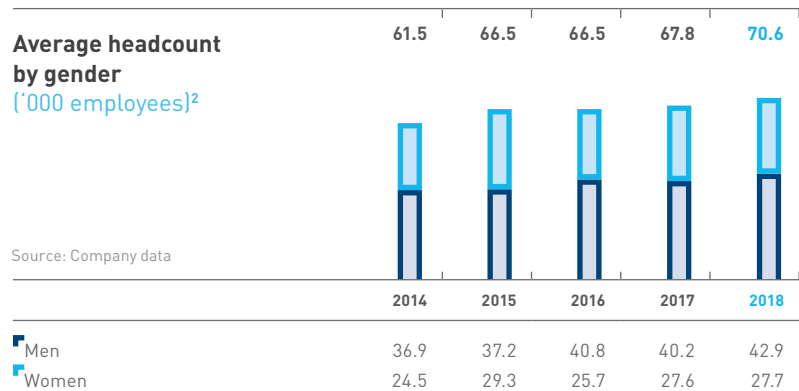


PERSONNEL PROFILING

In the reporting year, Gazprom Neft had 70,600 employees¹, with blue-collar and white-collar workers making up 47% and 53% of the total headcount, respectively. 16,808 employees joined the Company and 15,205 people left. The average headcount was up 4.1% y-o-y driven by stronger labour demand caused by changes in the production assets' operational programmes, growing output, and the expanding operating range of the subsidiary service providers.

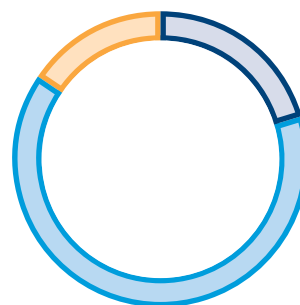
In 2018, the turnover rate was 12.9%, down 2.2 pp y-o-y. To get a better understanding of the causes of attrition at subsidiaries, the Company is introducing a new tool – Robot Vera, an automated interview service for the outgoing staff. The service allows making calls to virtually all employees leaving the Company. Monthly analysis of the actual reasons behind resignations and ensuing remedial actions helped reduce the turnover rate in the regions with the highest personnel loss ratios by 5% y-o-y.

Gazprom Neft has a job placement programme for employees of the projects/facilities that are scheduled for shutdown. Some 6–8 months prior to the shutdown of a facility, project, or a development site, the Company forms a cross-functional team and develops a job placement plan to be implemented by the Head of Organisational Development and HR Management. Under this plan, the Company makes up a list of potential vacancies within the corporate structure, informs employees about such vacancies, and arranges personal sessions for employees to talk to the managers of business units offering the potential job placement.



2018 headcount by age (%)

Source: Company data



20 below 30 years
 64 31–50 years
 16 over 50 years

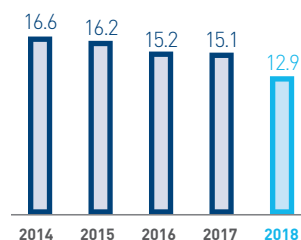
Headcount by staff category (people)

Source: Company data



37,646 White-collar employees
 33,002 Blue-collar employees

Turnover rate (%)



¹ Full-time employees only (no records of part-time employees are kept).

² For more details on HR management, including personnel costs, professional training figures by category, etc., see Appendix 1 (Additional information and sustainable development metrics).