

# Employee training and development

**Gazprom Neft is proceeding with the development of its competency-based continuous training programme. Learning paths are based on employee performance and evaluation of their potential, the selection of promising technologies to be implemented, and the unit manager's vision of personnel training requirements.**

The Gazprom Neft training and development system is open to all employees of the company and its contractors, as well as target groups of prospective employees, namely school and university students.

Average training hours per employee decreased in 2020, as in-person training was halted and some practical training could not be done remotely.

## Corporate University

The company's training function is led by the Corporate University, whose structure consists of faculties subdivided into departments. The university develops training programmes according to demand, monitors the implementation of business development and transformation strategy and creates mechanisms to monitor training results and efficiency.

### Advanced educational technologies leveraged by the Corporate University

- Automated planning of training
- Adaptive modular approach, whereby programmes of varied complexity are tailored to the needs of target audiences
- Programme selection in line with individual development plans
- Uniform and transparent approaches to training cost planning, estimation and control
- The University acts as an expert in the accreditation of higher education institution programmes, in accordance with industry and business requirements, and their subsequent use

The system adaptability is facilitated by feedback from both participants and training organisers within the company.

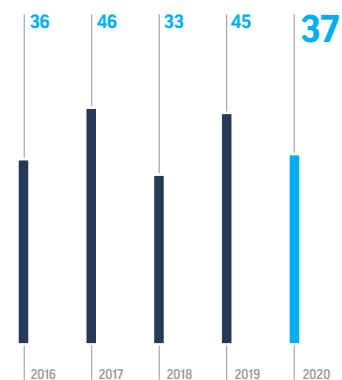
### New training programmes and approaches

The company is continuing to improve the role and organisational structure of the University, and create new training programmes and approaches based on its successful practices in order to increase business involvement in transformation processes and form a system for collaboration.

**1.7 billion**  
invested in employee training and development

**37** training hours per employee on average

Training hours per employee



# Developing a green mindset

The Corporate University launched a comprehensive educational portal where employees can learn about climatic and environmental outlooks and their impact on business, politics and society. The project enables the identification of new business approaches that take care of the environment and encourages a change in participant behaviour through new daily habits that help to preserve the environment.

## Future skills

The Strategic Competencies Department in the Downstream Division has been running a future skills programme for two years now. The programme includes six future skills, 24 topics, 18 development tools, including innovations, such as virtual classes, chatbots, training shows, online tournaments, case games, etc. Over 1,500 employees have taken the programme. An evaluation found that future skills help employees to perform better in changing environments and to successfully complete various projects.

## League of Professionals

In 2020, a qualifying round was added to the traditional cross-functional tournament, the League of Professionals, which helped to expand the number of participants tenfold from 120 to 1,250. Rather than disrupting the tournament, the external conditions of 2020 catalysed the use of new approaches and formats. New challenges allowed tournament participants to develop a wide range of competencies, and with most project activities migrating into a digital environment, this has facilitated IT skills development.

## Expert programme

The theme for the annual Expert Platform contest for educational product developers in 2020 was podcasts. Over 150 employees of the Downstream Division – blue-collar workers, specialists, and managers – mastered the new training format which had never been used in the company before. The contest participants independently scripted, voiced and mixed their podcast into a finished product.

In 2020, the company created 68 new adaptive modular programmes, with over 80% of them delivered with a hybrid approach (in person and remotely).

## TOP 5 NEW COMPREHENSIVE TRAINING PROGRAMMES CREATED TO RESPOND TO BUSINESS' DEMAND

1. SCRUM Master School
2. Practical Ecology School
3. Project Management School
4. Remote Team Management
5. Think Big

## TRANSFORMATION OF APPROACH TO TRAINING REQUESTS IN 2020

### Before

- Generic programmes on offer
- Repetition of what is offered on the market
- Feedback monitoring

### After

- Programmes tailored to specific requests
- Added programmes take into account business development and transformation strategies
- Monitoring results and efficiency of training



Gazprom Neft  
at a glance



Sustainable  
development  
management



Customer  
care



Health  
and safety



Environmental  
safety



Employee  
development



Social  
policy



Appendices

# The following new educational programmes have been developed to support Gazprom Neft's transformation processes:

## EFFECTIVE MANAGER

- Motivational Skills
- Motivating Others
- The Human Factor in Business
- "Feedback: Dialogue"
- Self-development
- Decision Quality and Problem Solving
- Priority Management
- Systematic Management
- Think Big
- Change Sponsorship
- Fundamentals of Conceptual Thinking
- Change Management
- Focus on Results
- Leadership Skills

## OPERATIONAL EFFICIENCY

- HR Academy
- Development of Product Capabilities
- Induction Course
- Routine Management Practices

## DIGITAL LITERACY

- Business Thinking in Digital Reality
- Digital Literacy
- Artificial Intelligence
- SCRUM Master School
- Product-based Approach and Agile
- Agile and Scrum in Projects and Products
- Agile Basic

The implementation of a new approach to employee training with a redefined manager role commenced in 2020. Managers are now actively involved in training budget planning and control, and approve training chosen by employees at their respective units. To help drive these changes, the Knowledge Portal functionality was significantly expanded, and new user interfaces for employee and manager accounts were created

## The professional department development at the Corporate University

In 2020, the company placed considerable emphasis on developing the professional departments at the Corporate University. The key focus areas of the University's development in 2020 were closer ties with business; the creation of a system for interaction, training and development; codifying internal and external expertise; better definition of the institution's role and organisational structure; growing its impact on the industry and codifying a system to evaluate the contribution of individual departments to the company's business.

The Corporate University opened a Digital Transformation Faculty with seven professional departments.

**The faculty will focus on improving employees' digital literacy and skills by developing uniform training programmes, as well as providing broader support for the company's digital transformation**

**8** new professional departments opened

**7** departments in Digital Transformation

**40** university departments in total

## In-house coach development

In 2020, the company developed uniform approaches to the management, development and performance evaluation of coaches, and defined their categories and career path.

A package of online and offline training programmes has been prepared for each category.

Also in 2020, Gazprom Neft created a system to keep records of coaches' activities on the Knowledge Portal, including the hours spent training and coaching, as well as student coverage and responses to feedback questionnaires. New training programmes developed by coaches are included in standard curriculum templates. The In-house Coach Library was launched on the Knowledge Portal, and each coach's online account now features a widget with their personal statistics.

### Career path for coaches:

- communicating coach;
- developing coach;
- mentoring coach.

**2,186** in-house coaches

**6,000** training sessions delivered

**105,000** people trained



Two professional standards have been developed as part of the overall effort to create a system of professional qualifications at Gazprom Neft: Offshore Oil, Gas and Gas Condensate Field Operation Specialist, as well as Dehydrator and Desalter Operator. A total of 10 professional training programmes have been developed for operational staff, along with an integrated programme to train teaching staff from higher educational institutions and a methodology document for professional standard implementation across subsidiaries

### Corporate Knowledge Portal

Expansion of the corporate Knowledge Portal's functionality continued in 2020. Certificates are now issued automatically upon completion of training, a new service to evaluate and rank training providers based on training participant and organiser feedback has been launched, and data on department activities and employees' training needs are now collected automatically. The Knowledge Portal's basic services have been made more mobile friendly.

**156%** increase  
in total visits to the  
Knowledge Portal

## Awards and recognition



Company projects won in two categories at the prestigious Crystal Pyramid 2020 awards: Corporate Training of the Year (for the Shaping Our Future innovative educational ecosystem project) and the Talent Management System of the Year, while coming second in the Corporate University of the Year category.



The company's innovative educational chatbot to develop emotional intelligence has been praised by the expert community: at the EdCrunch Award 2020, an international technology project contest, it won in the Online Psychology and Self-discovery category, while being named the Best Online Training at the SMART Pyramid 2020 Awards.



The Expert Platform competition for educational product developers won a prize at the HR Tech Forum & Award 2020 for its achievements in business digitisation and human capital management.



The Crystal Pyramid  
2020 Awards



Awards for chatbot



The Expert Platform  
Awards


## Key achievements of the Corporate University in 2020


Managers who did not participate in the corporate culture transformation events last year took part in corporate culture workshops in 2020. These efforts aim to create an information space for all company managers, with data on the corporate culture transformation, corporate values and employee engagement management all available. Over 2,000 managers attended Workshop 1.0 in 2020. The programme was shifted online for ease of training. Workshop 1.0 materials were integrated into the new manager onboarding programme.

In 2020, managers started to take training on Workshop 2.0<sup>1</sup> Engaging Leadership Practices. Workshop 2.0 aims to strengthen each manager's role as an engaging leader and to help them master and regularly practice actions that create an engaging environment. In 2020, Gazprom Neft senior managers took part in Workshop 2.0.

In 2021, the Corporate University will continue consolidating Gazprom Neft's leadership in corporate training by creating its own, unique programmes, both for the company and the external market, while implementing a comprehensive approach to building up a talent pool, helping managers grow, using new and innovative methods and digital services, as well as building a comprehensive system for evaluating training efficiency.

# Recognition of the Corporate University's achievements

 The On Your Marks onboarding and accelerator programme for young specialists won a Trainings award in the More than Just Training category. Trainings is an annual award for companies and individuals active in HR management, training and development.

 Gazprom Neft's corporate culture workshops ranked first in a contest for the oil and gas industry project that did the most social impact in 2020.

<sup>1</sup> – A programme for senior and top management

**173,000+**  
training courses  
delivered to  
employees

**105+** new  
online courses  
developed

**8** new departments  
opened

**250** managers  
trained in Workshop  
2.0

  
Gazprom Neft  
at a glance

  
Sustainable  
development  
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Appendices