

Human resources development

In planning its talent management and development, Gazprom Neft aims to become a magnet for world-class talent by creating conditions for each and every person to unlock their potential and implementing a “right people, right place, right time” approach.

This goal is achieved through a four-stage system of company-wide end-to-end talent management processes.

1 ANALYSIS AND PLANNING

- Assessing the company's demand for talent and availability of resources at each point in time
- Forecasting the demand for resources and skills to address current tasks and future challenges

2 RECRUITMENT, SELECTION AND ONBOARDING

- Ensuring a stable inflow of talent and meeting the company's needs in an effective and timely manner

3 PERFORMANCE AND CAREER MANAGEMENT

- Ensuring comprehensive fulfilment of employees' potential, helping them to achieve maximum performance and take full advantage of their skills and experience

4 TERMINATION

- Managing demobilisation while retaining critical talent through the creation of a service to deal with low-performing employees



Gazprom Neft
at a glance



Sustainable
development
management



Customer
care



Health
and safety



Environmental
safety



Employee
development



Social
policy



Appendices

EMPLOYEE DEVELOPMENT IN 2020

- A talent management model is in place to transition from the use of uncoordinated systems and approaches to using a single cycle and corporate-wide methodologies.
- The development of personnel onboarding processes is now underway, for example, an onboarding app and chatbots have been developed and launched. These products enable an adaptive modular approach to training, with the adaptation of existing programmes and content to suit different target audiences and the development of modular programmes of varied complexity.
- An internal recruitment process has been launched to improve the objectivity and transparency of manager appointment. An evaluation procedure was implemented for appointments to 20+ grade level positions, and for 50% of managerial vacancies to be filled through internal promotions. Over 180 newly appointed managers passed the evaluation, improving HR decision quality and promotion transparency.
- Development of the career portal, a unified information space for career planning and succession for company employees and managers, was continued. This resource helps employees with required skills to be quickly found and to retain skilled personnel within the company perimeter.
- The League of Professionals cross-functional tournament was held, which is the flagship corporate training project from the Downstream Division and had a viewership of 3,000 employees and in its fourth year. The tournament offers contests for 11 professional areas taking the form of a multifunctional educational solution to a number of challenges for the development of the company's human capital. This includes professional development, comprehensive employee evaluation, cross-functional collaboration, best practice sharing and employee recognition.
- The following information and consulting services have been launched to increase employee awareness of career opportunities within the company:
 - chatbots for career consulting;
 - one-on-one career consulting service, with a fully developed methodology, 80 certified career consultants, 342 career consultations delivered, including 307 by certified in-house career consultants (90% of the total);
 - two career marathons (IT and HR functions) and a Career Day (Upstream Division) have been held.

I Career portal development

By year end 2020, 25,000 users registered on the portal. The portal contains data on 50% of all MSCs¹ in the company. Over 2,500 vacancies have been posted on the portal.

25,000
registered users

2,500+
vacancies posted

1 – MSC – managers, specialists and clerks.