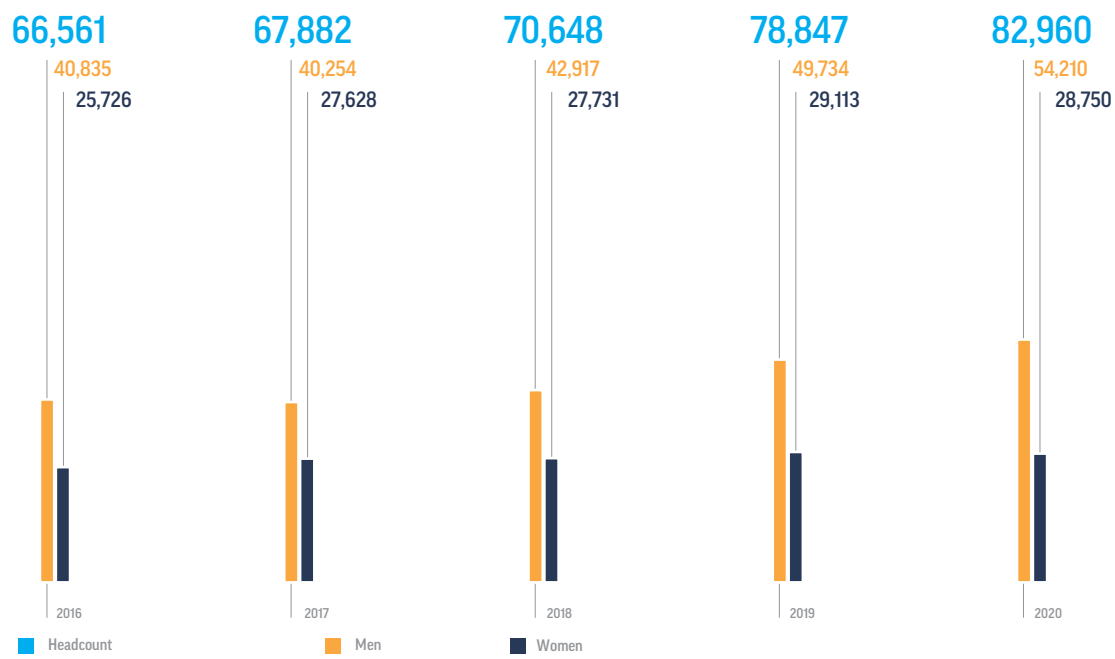


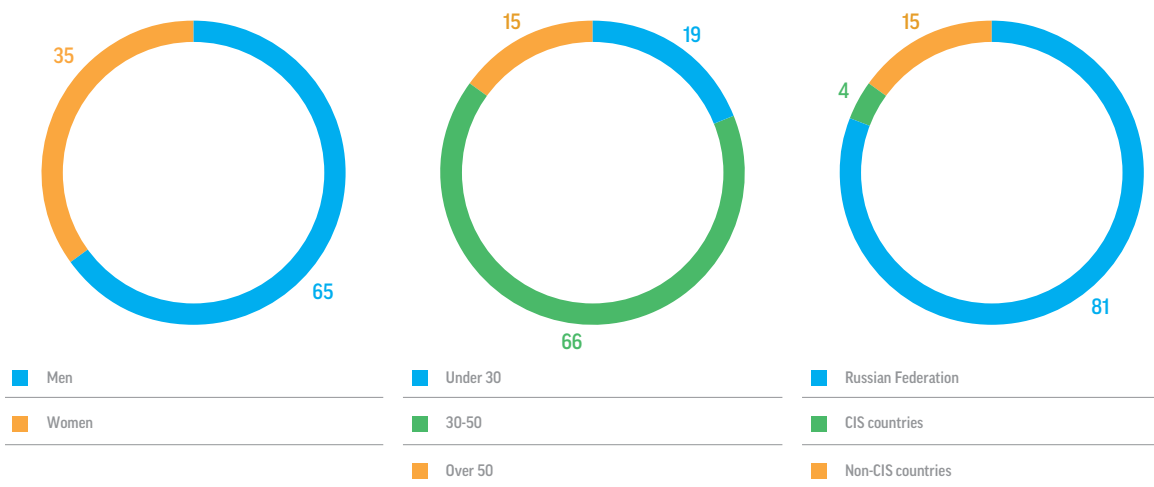
# Human resources profile

As at 2020-end, Gazprom Neft employed 82,960 people<sup>1</sup>.

Headcount by gender and age (people)



Headcount by gender/age/key region (%)



<sup>1</sup> – The headcount increased as some employees in Serbia needed to be transitioned to full-time employment in accordance with Serbian laws.

Gazprom Neft  
at a glance

Sustainable  
development  
management

Customer  
care

Health  
and safety

Environmental  
safety

Employee  
development

Social  
policy

Appendices

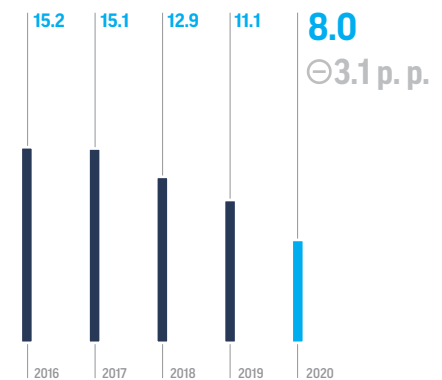
The company uses Robot Vera, an automated employee exit interview service that conducts phone surveys, to identify and analyse why employees leave the company.

The procedure used by Gazprom Neft for notifying employees of major operational changes complies with the Russian Labour Code, which outlines a minimum notice period of at least two months for major operational changes, and at least three months for rightsizing decisions that may lead to large-scale redundancies.

Gazprom Neft runs an outplacement programme to support employees at projects or enterprises slated for closure. Ahead of the shutdown of an enterprise, project or development site, the company sets up a cross-functional team and prepares an outplacement plan followed up by the Head of the HR and Organisational Development Directorate. This involves compiling a list of potential vacancies within the company, communicating it to the employees, and arranging individual meetings between the employees and the heads of the business units offering the jobs.

The Gazprom Neft Group complies with government requirements for quotas and employment of people with disabilities. Employees with disabilities are offered benefits guaranteed by the Russian Labour Code depending on their individual rehabilitation plans.

#### Turnover rate (%)



In a number of regions, Group companies that are unable to meet government quotas due to their business profile enter into agreements with third-party organisations to finance the employment of people with disabilities to meet these quotas

## Relations with trade unions

The company fosters long-term partnerships with trade unions. Trade union representatives are actively involved in developing a safety culture at the company and discussing improvements to Gazprom Neft's employee benefits system. They also attend HR management meetings and contribute to occupational safety initiatives.

Gazprom Neft is a member of the Russian Union of Oil and Gas Industry Employers and actively participates in the drafting of legislation governing relations between employers and trade unions.

Gazprom Neft has a collective bargaining framework in place. Collective bargaining agreements and local regulations outline the company's social commitments towards its employees. In 2020, collective bargaining agreements covered 47% of Gazprom Neft employees.

**47%**  
of employees  
are covered by  
collective bargaining  
agreements