

Cooperation with trade unions

When drafting and implementing its personnel and social policy programmes, the Company develops partnerships with trade union organisations.

Gazprom Neft views the objectives of this partnership as ensuring greater involvement by trade unions in the Company's activities and expanding the skills of trade union leaders, which should enable them to protect the long-term interests of employees with an understanding of the Company's key goals and objectives, economic developments and the balanced interests of all stakeholders.

Trade union representatives take part in discussions of changes to the Company's social benefits system, meetings of HR service executives and activities to create safe work conditions. The Company has a Youth Commission that protects the interests of young workers and the new young specialists taking part in adaptation programmes.

Gazprom Neft takes part in forming industry-based agreements for each area of the Company's business jointly with trade unions in the industry and the Russian Union of Industrialists and Entrepreneurs.

Personnel training and development

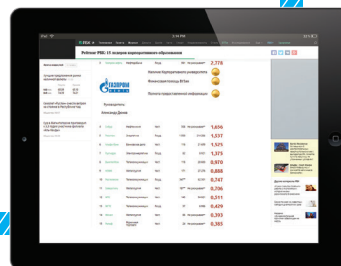
Gazprom Neft continuously increases investment in personnel training and development while introducing the most effective practices in this area. The scope of training programmes is determined by the Company's strategic objectives and the results of an evaluation of the management and professional skills of employees.

RUB **690.1** mn
totalled spending on training
in 2015

RBK LEADER RATING

Gazprom Neft placed among the top three in RBK's "Corporate Education Leader" rating in 2015. The Company's position in the rating was determined by its proportion of employee salary spending within the payroll, growth in educational expenses in recent years, an increase in the number of employees enrolled in educational programmes and greater information transparency by the Company in this regard.

50,395
company employees underwent
training in 2015



PERSONNEL TRAINING //

Indicators	2011	2012	2013	2014	2015
TOTAL PERSONS TRAINED	20,080	16,990	24,212	50,939	50,395
INCLUDING:					
managers and specialists	13,870	11,090	14,383	27,381	32,904
workers	6,210	5,900	9,829	23,558	17,491
men	12,249	10,364	14,769	31,073	30,741
women	7,831	6,626	9,443	19,866	19,654
BY TYPE OF TRAINING:					
advanced training	6,167	6,625	6,867	16,940	20,861
training per occupational and industrial safety requirements	13,913	10,365	17,345	33,999	29,534
BY LOCATION OF TRAINING:					
training centres (sites, plants)	6,957	5,183	8,673	17,000	14,767
in-company (outside of training sites)	13,124	11,808	15,540	33,940	35,628
TOTAL DURATION OF TRAINING – HOURS	791,600	685,280	1,010,680	2,054,092	1,927,478
INCLUDING:					
managers and specialists	443,840	354,880	460,256	876,192	1,052,928
workers	347,760	330,400	550,424	1,177,900	874,550
men	482,876	418,021	616,515	1,252,996	1,175,762
women	308,724	267,259	394,165	801,096	751,716

Source: Company data

PROFESSIONAL SKILLS DEVELOPMENT

The Company strives to be the technological leader in its industry and implements production projects that require high skill levels among personnel. In order to achieve its goals, Gazprom Neft invests substantial resources into the continuous professional development of its employees.

Spending on the professional and technical training of employees increased 18% in 2015 compared with 2014. Professional training accounted for 73% of total spending on personnel training.

The employee professional development plans are based on the professional and technical skills models of each position. The Company employs an individual approach to the professional development of employees based on an annual evaluation. In addition, production units carry out programmes to exchange practices both within the Company as well as with the partners and contractors of Gazprom Neft. During the reporting year, Gazprom Neft and Sakhalin Energy Investment Company Ltd

TRAINING AND DEVELOPMENT

One essential tool for an employee's career growth at the Company is the individual development plan, which involves specific responsibilities by three parties: the employee prepares and implements the development plan, the manager provides assistance, support and feedback, sets educational objectives and involves the employee in projects, and the Company creates an environment and conditions for training and development.

concluded a cooperation agreement to arrange internships for personnel. Over the course of five year, the companies will accept specialists from different disciplines at their respective sites and provide them with the opportunity to study the advanced experience accumulated during the development of offshore fields.