

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.

PROFESSIONAL SKILLS DEVELOPMENT MODEL OF GAZPROM NEFT //



Gazprom Neft develops programmes to train company coaches and experts as part of efforts to achieve a synergistic effect. In 2015, more than 20 of the Company's experts underwent special training and became instructors, and over 150 professional and technical courses were developed and introduced. To improve the practical component of training, Gazprom Neft opened new training classrooms at its Professional Growth Centre in St Petersburg, invested in the development of training platforms at partnering higher and secondary educational institutions, and introduced modern training methods such as online courses, technology transfer sessions and multimedia 3D models to train field personnel, among other things.

"PROconcept", a new course of the "PROmovement" integrated programme, was launched for specialists working at field development and construction projects in 2015. The course aims to develop design skills at the conceptual design level. The instructors included outside experts, managers and experienced specialists from the Upstream Division.

The Upstream Division launched the "Foreman School" line production manager training programme in 2015. The goal of the programme is to enhance the professionalism of foremen and share the experience of highly skilled employees with new and prospective colleagues, including to facilitate the development of succession candidates from among the staff. Foremen underwent training in industrial safety, production improvements, the foundations of company economics and finances, team management, production technologies and hydrocarbon treatment.

PAVEL KRYUKOV

CEO of Gazpromneft-
Noyabrskneftegaz



"It's hard to overestimate the role of foremen in oil production. They are responsible for a broad range of issues: from industrial safety to the development of professional skills among working personnel. This is why we form the talent pool for management personnel from among people working in this profession. The "Foremen School" should help us to achieve a situation where a foreman's knowledge and experience will be multiplied by the ability of all his subordinates".

PROFESSIONAL GROWTH CENTRE

The Professional Growth Centre of the Upstream Division opened at the Gazprom Neft Scientific and Technical Centre in the reporting year as part of the continuation of the Expert Evaluation Centre project that was launched in 2013. More than 3,000 employees from all the Company's enterprises have undergone training over the three years of existence of the Upstream Division's educational centre.

The Professional Growth Centre's goal is to accumulate and transfer the necessary technical knowledge to the Upstream Division's employees to provide them with opportunities for continuous professional growth and development. To this end, the Centre engages in cooperation with key Russian and foreign universities, international professional communities and leading service organisations. The catalogue of the Centre's programmes that are available to all the division's employees can be found at the Corporate Headquarters portal.