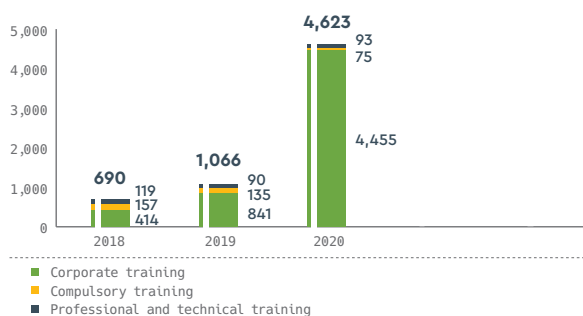


**STUDENTS IN THE CORPORATE CENTER,**  
*people courses*

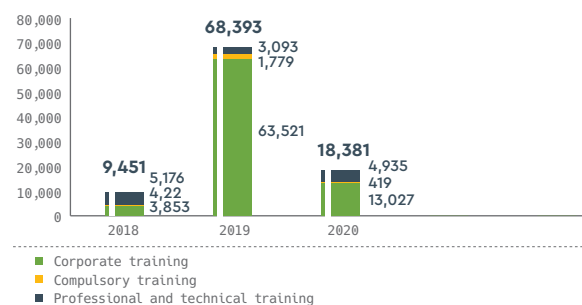


The Company devotes special attention to developing talented specialists with a high level of professional and managerial expertise as well as working on the Company's new and existing projects.

The program expands the horizon of skills that have already been acquired and shapes a global vision of leading trends in the world energy industry and how a company should function in a turbulent business environment. Such training will serve as a kind of bridge that connects the educational process as well as the career and further professional growth of trainees.

In the first module, project teams actively work with moderators. Groups present their graduation projects and receive EMBA professional retraining diplomas during the final module in 2021. The course instructors include leading Russian lecturers and honored teachers from Gubkin Russian State University as well as foreign speakers.

**STRUCTURE OF EXPENSES ON TRAINING**  
*IN THE CORPORATE CENTER, thousand RUB<sup>1</sup>*



The goal of the training and development programs for the winners and finalists of Nestro Lead is to form an effective and cohesive team to work at foreign assets, taking into account the Company's strategic interests, to assess and develop the personal potential of each team member, and to improve communication skills in the international environment.

In addition, during the period of remote work, the competition winners were assigned online training on the Eduson platform with access to 1,000 e-courses and business cases to develop their professional and leadership skills.

The process of submitting applications for online training was introduced for the operational planning of employee training, which made it possible to reduce labor costs on preparing and analyzing proposals submitted by employees to organize training events. In 2021, the Company plans to further develop the WebTutor automated staff management system in order to introduce a new module called Talent Management and Career Development.

## Staff assessment

The Group employs a flexible and transparent system of employee performance management that aims to promptly and thoroughly achieve strategic objectives.

The annual staff assessment:

- ▶ Systematically and objectively assesses the performance indicators of employees
- ▶ Identifies high-potential employees and motivates them to produce positive work results and display a high level of professionalism
- ▶ Determines focuses for both the professional and personal development of employees

The staff assessment is conducted based on the following indicators:

- ▶ An employee's achievement of individual goals/objectives for the preceding year
- ▶ The level of development of professional skills
- ▶ The level of development of corporate and managerial skills
- ▶ The fulfillment of the development map/individual development plan for the preceding year
- ▶ The level of an employee's potential for further career growth and development

Based on these indicators, the ultimate efficiency of an employee's activities for the reporting year is determined.

<sup>1</sup> In 2019, the training the winners of the Nestro Lead competition accounted for a substantial amount of spending on corporate training.

Based on the results of the annual assessment:

- ▶ Employees receive detailed and substantiated information about their performance and the level of development of their skills
- ▶ Proposals are drawn up and a decision is made on the feasibility of enhancing an employee's professional status or promoting the employee to a higher position, including an employee in the talent pool
- ▶ Priorities are determined for the development of an employee's key skills and individual goals for the next year

The Company is engaged in external assessment activities such as the Assessment Center, assessments using the 180/360 degree method, and various types of testing to identify the level of development of professional knowledge and skills, business and personal qualities as well as verbal and numerical abilities.

Appraisal activities are carried out throughout ZARUBEZHNEFT GROUP in order to implement a unified staff appraisal policy.

The Company strives to keep pace with the times and apply modern automated HR technologies. Assessment, training, and development tools are automated and integrated into a single system and logic using the WebTutor software product. Thanks to the introduction of the WebTutor system, there has been a significant reduction in labor costs, preparation time, assessment procedures, and the analysis of results, and the share of employees trained at the Company is increasing through distance courses. This system is integrated into almost all ZARUBEZHNEFT GROUP's subsidiaries and helps to ensure appraisal procedures are conducted online and to organize remote training.

## Work with young professionals and collaboration with educational institutions

When implementing its innovative development and youth policy program, Zarubezhneft actively cooperates with leading higher educational institutions in Russia to attract and recruit high-potential students, provide students with practical training, and organize the retraining and advanced training of employees. The Company has concluded cooperation agreements with each partner university and organized scientific and technical cooperation, which makes it possible to quickly resolve issues associated with training employees and young professionals of ZARUBEZHNEFT GROUP. The Company engages in collaboration in various areas of activities — educational, scientific, technical, social, and cultural.

The highest demand is for graduates from the following universities:

- ▶ Gubkin Russian State University of Oil and Gas (fields: oil and gas business, development and operation of oil and gas fields, physical processes of oil and gas production, geology, economics, and management of oil and gas enterprises)
- ▶ Lomonosov Moscow State University (fields: geology, law, mathematics, physics, economics, and Vietnamese and English translators/interpreters)

- ▶ Moscow State University of International Relations (MGIMO) (field: international economic relations)
- ▶ Tomsk Polytechnic University (fields: development and operation of oil and gas fields and training at Heriot-Watt)
- ▶ Ukhta State Technical University (field: development and operation of oil and gas fields)
- ▶ Samara State Technical University (fields: development and operation of oil and gas fields, machinery and equipment for oil and gas fields, and economics and management at enterprises)
- ▶ Moscow Technological University (field: chemistry)
- ▶ Moscow Institute of Physics and Technology (fields: mathematics and physics)

The Group regularly works to attract students from leading universities for training and internships.

No students were accepted for internships in 2020 due to COVID-19. However, the Company plans to resume internships in 2021 taking into account the epidemiological situation.

At Zarubezhneft's expense, 46 students and children of Russian specialists from JV Vietsovpetro were trained at Russian higher educational institutions in 2020.