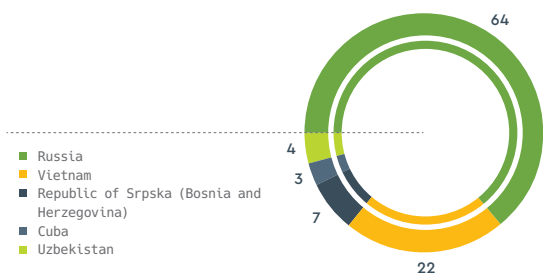


# Staff selection

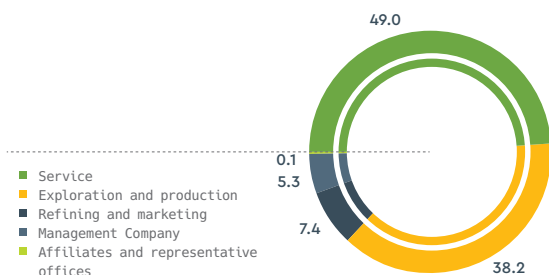
The Group's main task when selecting employees is to meet the business needs for highly qualified specialists. When filling vacancies, priority is given to internal candidates. Programs for the development of a talent pool and staff rotation have been developed and introduced for this purpose.

## STRUCTURE OF EMPLOYEES HIRED IN 2020, %

### By country of operation



### By activities

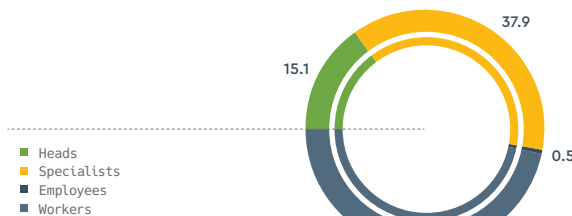


In 2020, the Group continued recruiting personnel in Uzbekistan for its new subsidiary JV ANDIJANPETRO, which was established in August 2019. In Russia, employees were recruited for the new production facilities of ZARUBEZHNEFT-Dobycha Kharyaga, JC RUSVIETPETRO, RMNTK Nefteotdacha, and Zarubezhneftstroyontazh, while the number of foreign assets (Vietnam) continues to decline

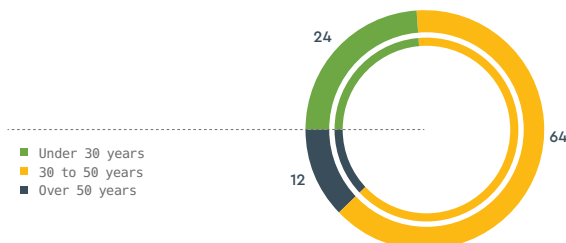
A matrix of assessment procedures was approved in 2020 to unify the evaluation procedures for candidates to join the Group. The matrix includes such tools as SHL tests of verbal and numerical abilities, English language proficiency test, test assessment, and professional tests for certain categories of positions.

## STRUCTURE OF EMPLOYEES HIRED IN 2020, %

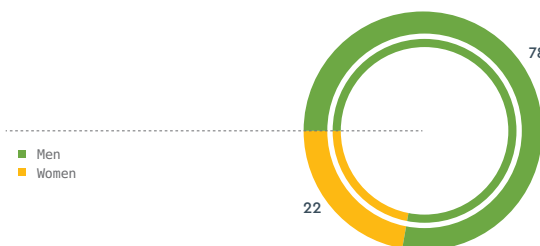
### By position categories



### By age



## GENDER BALANCE OF EMPLOYEES HIRED IN 2020, %



The employee adaptation system was transferred to the online format in 2020.

The Company uses the WebTutor automated system: during their first day on the job, new employees of the Company create a personal account and receive an invitation to take an online adaptation seminar and mandatory introductory courses as well as review materials about the Company, including the New Employee Guide, Code of Corporate Ethics, and other documents.

The Company is implementing a project to automate the recruitment process and create a unified database of candidates and employees in order to reduce the decision-making time on candidates.