

Staff turnover

The average turnover rate is quite low, which indicates the stability of the Company's staff. This is the result of ongoing measures to build a corporate culture, increase employee loyalty, and ensure a decent level of income and social package.

The high level of turnover in the 'Service' segment in Russia is a result of measures to increase labor productivity at Giprovestokneft and the

termination of fixed-term employment contracts with Zarubezhneftstroyromontazh and RMNTK Nefteotdacha, while the high turnover in the 'Refining and Sales' segment is associated with measures to increase the efficiency of activities at branches and representative offices due to a small number of employees.

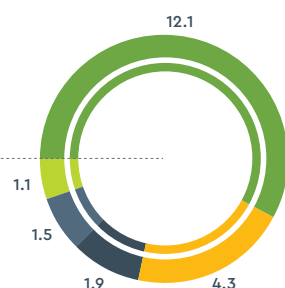
Overall, active staff turnover at the Group decreased in 2020 compared with 2019 and amounted to 3.5%.

STAFF TURNOVER BY BUSINESS IN 2020, %

Active

3.5%

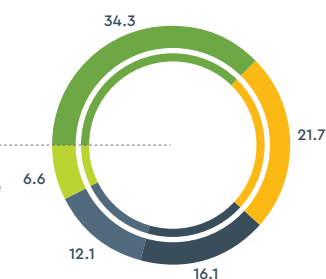
- Service
- Affiliates and representative offices
- Management Company
- Exploration and production
- Refining and marketing



Full

12.8%

- Service
- Affiliates and representative offices
- Management Company
- Exploration and production
- Refining and marketing



ACTIVE TURNOVER BY COUNTRY OF OPERATION, %

Country of operation	2018	2019	2020	+/-
Russia	9.3	8.9	8.0	-0.9
Vietnam	1.8	1.3	1.1	-0.2
Republic of Srpska (Bosnia and Herzegovina)	1.6	3.2	1.1	-2.1
Cuba	0.0	0.0	11.1	11.1
Uzbekistan	0.0	0.0	22.2	22.2
TOTAL FOR THE GROUP	4.0	4.0	3.5	-0.5

FULL STAFF TURNOVER BY COUNTRY OF OPERATION, %

Country of operation	2018	2019	2020	+/-
Russia	15.9	22.9	23.4	0.5
Vietnam	4.1	3.5	5.2	1.7
Republic of Srpska (Bosnia and Herzegovina)	6.7	21.8	16.1	-5.7
Cuba	54.5	36.4	44.4	8.0
Uzbekistan	0.0	0.0	29.6	29.6
TOTAL FOR THE GROUP	8.2	12.5	12.8	0.3

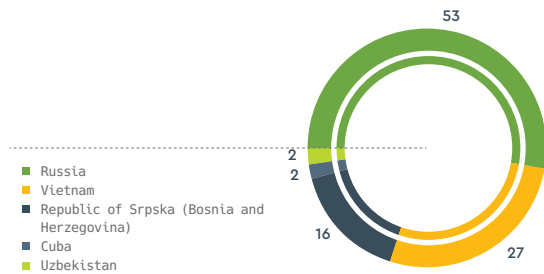
The level of full staff turnover increased slightly in 2020 and amounted to 12.8% (12.5% in 2019), which is mainly due to the retirement of JV Vietsovpetro employees (including early retirement) as part of measures to improve operational efficiency.

The high staff turnover rate in Cuba is due to the small number of employees in the region. The high level of both active and full turnover in Uzbekistan is associated with a small number of enterprises (less than 100 people)

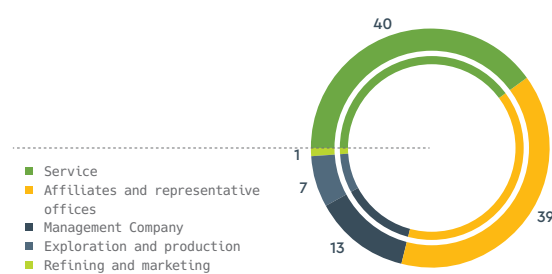
and the fact that most of the recruitment for the team of JV ANDIJANPETRO, which was established in August 2019, took place in 2020.

STRUCTURE OF EMPLOYEES DISMISSED IN 2020 (FOR ALL REASONS), %

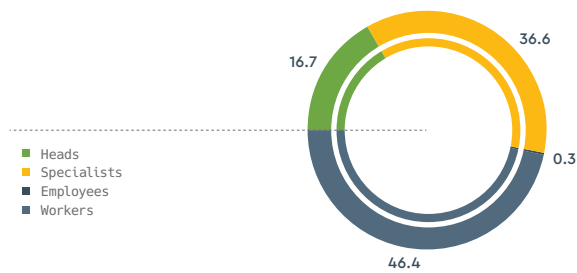
By country of operation



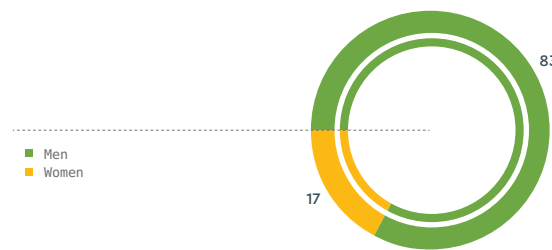
By segment



By position category



By gender



By age composition

