



LUKOIL

Human Capital
Management Policy
PJSC LUKOIL

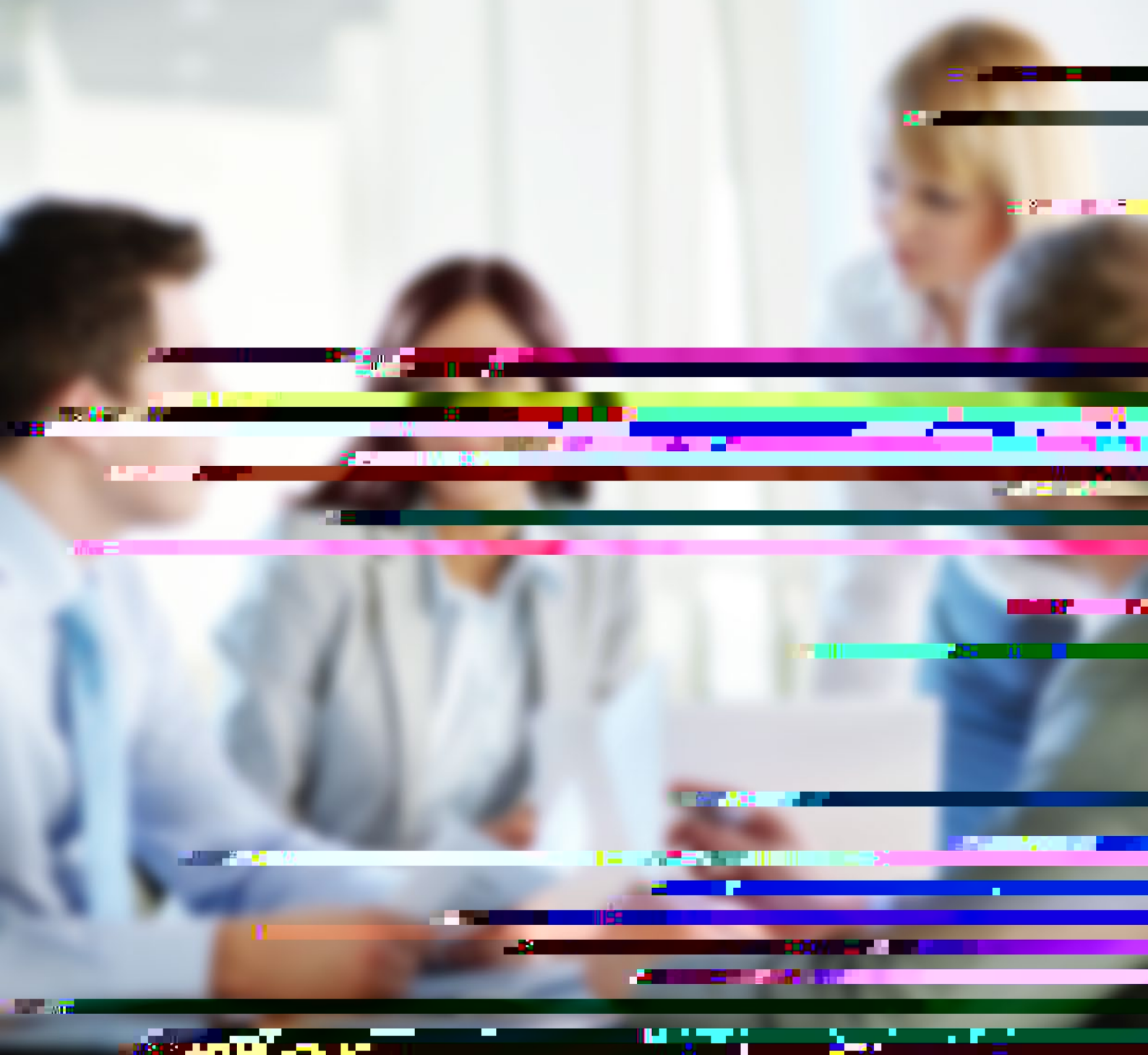


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1. GENERAL PROVISIONS AND ROLE IN BUSINESS STRATEGY

1.1.

2. GOALS, OBJECTIVES AND PRINCIPLES OF THE POLICY

1. s [redacted] r r n
n s, s -s r s n r r r
n r n n n n ns r n s r n r

.. n n n [redacted] r s s n n r r n r
r s n n. [redacted] s r r s r
n s s s n.
n n s s r n r s n
r ss n r
n n ss r r s ns s n -s n n r s s.
n r s s n n s n [redacted] n.

3. [redacted] s s s s r r r n r s.
r s n n n
r s n r s
r s n r ns
r s n n.

4. n [redacted] n s n r n n r n r
r n n s r r r r n s s s r r
-s. [redacted] r -s s ss r r r n , n
-s n n n n n r [redacted] n r n s n r r .

5. r s r n n n n n s s n
s r s n r n n r s n s
n r n r r r n n r n .

.. n n s ns r [redacted] n
n n r n n n s n n r n n n n s.

.. n r r [redacted]
r n n r n n s n n s s n s r r n
s.
n r n n n s n n [redacted] s.
r n r r s n r n r n ns.
r r n r r n n r ns.
ns r n s ss n n, n n r n n ns.

8. n s s r n n -s r s [redacted]
s r r r n n n n r r s [redacted]
-s n n s.

3. POLICY IMPLEMENTATION

3.1. Business process

3.2. [Redacted]

3.3. [Redacted]

3.4. [Redacted]

3.5. [Redacted]

3.6. [Redacted]

5. PERFORMANCE AND EMPLOYEES EFFICIENCY MANAGEMENT

5.1.

6. MOTIVATION AND REWARD MANAGEMENT





.1. — n s s r n n s s — n n s n r — n r ns r r , r n




.3. **Non-financial rewards** — n r s r — n n n n r — n r n —
r s — n. n n n r r s — n **both** s n **corporate** r s.
— n n n s — n n n s s — n n n n r r s.


.4. n n r r s — n r **direct financial** r r r n **indirect financial** r r .


.5. r n n r r r n s s s **fixed part** (s s r n — n s
n **variable part** (s r r — n n n — n s s — n s, n — n n — n s.

.6. n r n n r r n — s **social support programs for employees** (n — n — n r
n / r — n n r r — s n — n r n / r r r r r — s n **benefits** (
— s n / r r — r — r s — s.

.7. — n r n n r r r —  n s n
r — (s — n n s n n — , r r n — r
(— r —
r r n n r s s n — s, r n s r r n n (— r r
n r n — r (— r —
— s r r — n n r s s r r n r — , r n n s
r n r —
— s n  r — r ( s n s n s
n r — r n r (s n  r r — n
r — .

.8.  s n n — r — r , 
s n — n s r r s r — r s n r n n n r s
n s — n — r — s — s n s n s r s — n n
r  n — n s r s n — s, n — n s n
r n — n, n — r — r — s
n n s r — n r r s n s — n s **average rates** — r —
n n s r s n s s n s, — s — s, s — s — r s
n — n s n — r , n s, r n n r s — r s.

.9.  n n r s n r — r s s n r s s n r n n
n n r r s n n n — r n n n r s — r s.

.10. r r r r r n s n  , s s r r n s
— n s, r n — n s s r s, — s — n s r — n — s, n — n r s n n
n — n — n s — .

.11. s s — n s — n s s r s n — r — — n n — — s
— s s s n n r s n s r — n — , r
n r r — s n r s, n s. r — r — n — n n n — , —
n r r n r s.

.1 .

ANNEX

Terms and Definitions

Career planning – n n – s – s r ss n – n n s n
r – n.

Competencies – n – , s s, s n r r r s s n ss r r – n s n.

Corporate culture – s – n s, – s n s s – r – n n n n n – r n
n n n r ss s s s r – n s – r – s n
n – r ns r n r s ns .

Corporate values – r r – r – n s r s r – r – r n – n s
– s n s r s r – n r – n .

Grade (category) – r – s ns s – r n r – s – s r r n .

Human capital management system – s s – n – r s s s n r n n
– s n – n , r – n – n – s r r – n n s s – n s r .

Key position – s n r s r s – s, – r s n r s ns s s s
n n n – n s r ns, s s s r s n s ns, s – r – r n
s n n – s – n / r s ns – n s n r s s r s n
r – ns n / r – r r ns n – n s s n .

Leader – n – r s – ss n r n , s s – s s r s
n r s, s n r r s ns s n s – s n n r s s r – s n r n r s
– n n – n r s r s (– n n r s) .

Mission – s n n – n s n s s r – r s – r r n ns.

Motivation – ns s n n n r n n n – s, s s
– s n r s – s n n n r s – n – n s .

Motivation system – n n n n n n n r r s r n n –
n s – s n r r n – r n n r n r s r r n n
– n s .

Preferred employer – s n n – r n r r r n s n –
– r r r s r n ns.

Succession management – r ss n n s r s ns n – n
n r s s n r s s r – r r s s ns.

Superior position – s n r s r s – s, r s n r s ns s s
r r n n n – n s r ns, s s s r s n s ns, s – r – r n
s n n – s – n / r s ns – n s n r s s r s n
r – ns n / r – r r s ns n – n s s r r s n .