

## PERSONNEL CHARACTERISTICS

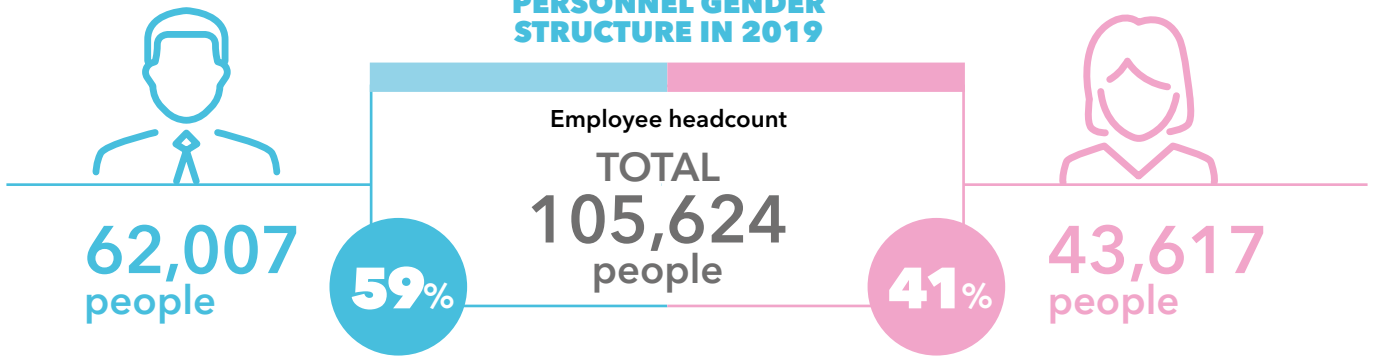
AS OF 31 DECEMBER 2019 LUKOIL GROUP ENTITIES EMPLOYED OVER

**105** thousand people<sup>1</sup>,

and the vast majority of employees worked under permanent employment contracts and full-time. The personnel structure has been stable in the past three years in terms of employee categories and age<sup>2</sup>.

There is no gender discrimination in the Company. Despite the specifics of the oil and gas industry and the traditional prevalence of men working in it, LUKOIL has maintained a balanced gender structure for many years. When hiring employees, we provide equal opportunities to men and women: the structure of newly hired employees in 2019 reflects a parity of results in this area.

### PERSONNEL GENDER STRUCTURE IN 2019



### BY CATEGORY

(% of the category headcount)



Over half of all employees (around 60%) are employed in the Refining, Marketing and Distribution business segment and more than a third (35.6%) work at exploration and production entities. 13.7% of employees work on a rotational basis.

In 2019, the turnover rate of LUKOIL Group decreased by 0.3 p.p. compared to 2018. For foreign entities the turnover rate remains relatively stable for the period between 2017 and 2019 (11.7% in 2019). In Russian entities some growth in 2018 was due to the reorganization of the Oil

Product Supply in Russia business sector; after 2018 the indicator began to decline (turnover rate was 6.6% in 2019).

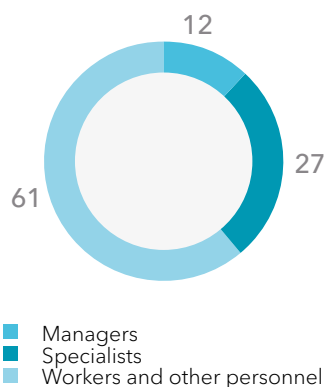
<sup>1</sup> This indicator reflects employee headcount; the average headcount was over 101 thousand employees.

<sup>2</sup> From this point onward the calculation is based on the number of employees as at 31 December in the reporting year (unless otherwise indicated).

<sup>3</sup> The "Managers" category includes: CEO of a LUKOIL Group entity, Deputy Heads, Chief Engineer, Chief Accountant, Head of a branch, TPU, or another standalone business unit, other managers.

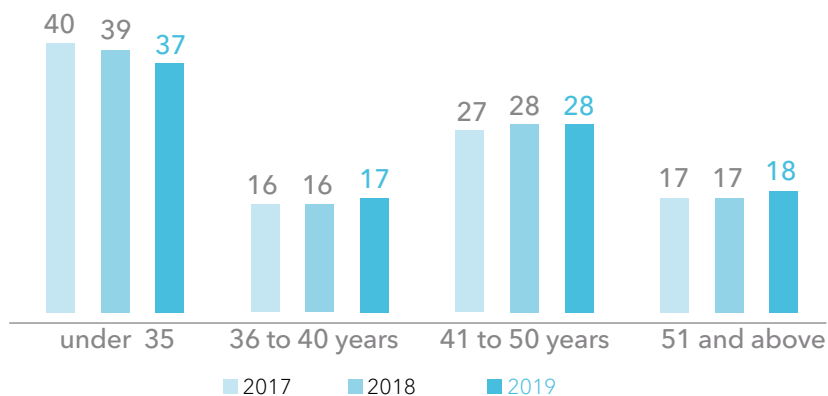
## CHARACTERISTICS OF PERSONNEL IN 2017-2019

Breakdown of LUKOIL Group employees by category, %

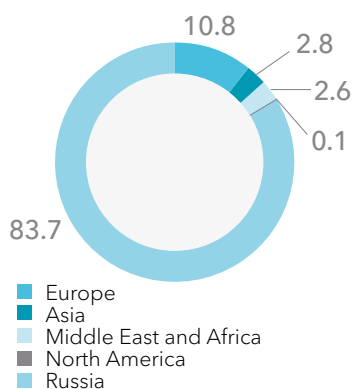


**Note.** The breakdown of employees by category did not change over the period from 2017 to 2019.

Breakdown of LUKOIL Group employees by age, %

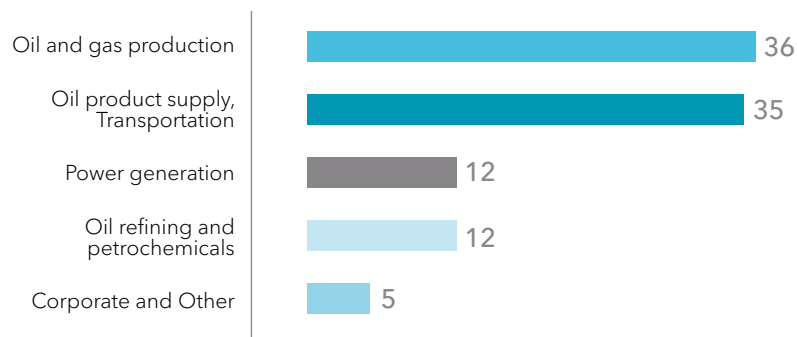


Breakdown of LUKOIL Group employees by region, %



**Note.** Data are based on the number of employees as at 31 December 2019.

Breakdown of LUKOIL Group employees by type of activity, %



**Note.** The Oil product supply, Transportation category also includes other organizations from the Refining, Marketing and Distribution business segment.

### LUKOIL Group employee headcount and turnover

	2017	2018	2019
Headcount as at 31 December each year, people	107,405	105,991	105,624
Average headcount, people	103,647	102,508	101,374
Turnover rate, %	6.7	7.8	7.5
Number of new hires, people	20,101	26,358	16,624

**Note.** The formula for calculating the turnover rate is given in [Appendix 7](#).