

Appendix 2

GRI content index and individual GRI indicators

2.1. GRI Index

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GRI Standards and Indicators Table

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102-5	Ownership and legal form Information about share capital and PJSC LUKOIL's securities is available on the corporate website: http://www.lukoil.com/InvestorAndShareholderCenter/Securities/sharecapital	About the Company	
102-6	Markets served	About the Company Product quality assurance	11, 28
102-7	Scale of the organization	About the Company	10-11
102-8	Information on employees and other workers The information on employment agreements is consolidated by the Company without a breakdown by permanent and temporary employees. Workers that are legally recognized as being self-employed, or individuals other than employees or supervised workers, are not significantly engaged in operations.	Personnel	68-69
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102-10	Significant changes to the organization and its supply chain No significant changes in the structure of LUKOIL occurred in the reporting year. Data about the supply chain are not consolidated.		
102-11	Precautionary Principle or approach As part of its existing risk management system, the Company employs the precautionary approach in the exercise of Environmental and Social Impact Assessment (ESIA) procedures and in planning its Environmental Safety Program activities.		
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102-49	Changes in reporting The reporting boundaries and scope have essentially not changed compared with the LUKOIL Group Sustainability Report for 2015-2016. The boundaries of indicators, which differ significantly from reporting boundaries, including due to their specifics, are given in the Report (see Appendix 1). Some indicators, whose boundaries differ slightly from reporting boundaries, are accompanied by relevant comments in the notes.	Appendix 1 Reporting boundaries	
102-50	Reporting period		4
102-51	Date of most recent report	About this report	
102-52	Reporting cycle		
102-53	Contact point for questions regarding the report Contact information on issues related to the content of the Report: Coordination Center for Corporate Activities Tel.: +7(495) 981-79-77, +7(499) 973-70-56. E-mail: csr@lukoil.com Investor Relations Department Tel.: +7(495) 627-16-96. E-mail: ir@lukoil.com Press Service Tel.: +7(495) 627-16-77. E-mail: media@lukoil.com		4
102-54	Claims of reporting in accordance with the GRI Standards	About this report	4, 88
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201-3	Defined benefit plan obligations and other retirement plans	Work-related performance incentives	72
GRI 202 Market Presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage The standard entry level wage in the Russian organizations of the LUKOIL Group is presented in comparison with local minimum wages prevalent in the regions where the Company operates. Wages do not differ according to gender.	Work-related performance incentives	72
202-2	Proportion of senior management hired from the local community	Compliance with employment entitlement rights	69
GRI 203 Indirect Economic Impacts			

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204-1	Proportion of spending on local suppliers	Supply chain	27
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GRI 302 Energy			
103-1, 103-2, 103-3	The management approach and its components Regulations: <i>PJSC LUKOIL Standard STO LUKOIL 1.20.6-2013 Energy Management System of LUKOIL Group organizations</i> Department responsible – <i>Department of Energy Efficiency and Energy Supply of PJSC LUKOIL</i>	Energy efficiency and energy conservation	36
302-1	Energy consumption within the organization	Energy efficiency and energy conservation	37
GRI 303 Water			
103-1, 103-2, 103-3	The management approach and its components Department responsible – <i>HSE Department of PJSC LUKOIL</i>	Water use	45
303-1	Water withdrawal by source	Water use	46
303-3	Water recycled and reused Does not include the total volume of water recycled and reused as a percentage of total water withdrawal, since the methodology is under development	Water use	45
GRI 305 Emissions			
103-1, 103-2, 103-3	The management approach and its components Department responsible – <i>HSE Department of PJSC LUKOIL</i>	Climate-related risks. Environmental safety program	49
305-1	Direct GHG emissions	Impact assessment	33
305-5	Reduction of GHG emissions		
305-6	Emissions of ozone-depleting substances (ODS) The Company does not use ozone-depleting substances (ODS) on an industrial scale		
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Managing environmental impacts	49
GRI 306 Effluents and Waste			
103-1, 103-2, 103-3	The management approach and its components Department responsible – <i>HSE Department of PJSC LUKOIL</i>		
306-1	Water discharge by quality and destination Information on volumes and quality of wastewater is provided without its destination	Water use	48
306-2	Waste by type and disposal method	Managing environmental impacts	50
306-3	Significant spills	Ensuring the integrity of production facilities	58
GRI 308 Supplier environmental assessment			

Index	Indicators	Section of the Report	Page
103-1, 103-2, 103-3	The management approach and its components Regulations: <i>Regulations on Holding Tenders to Select Suppliers and Contractors of LUKOIL Group Subsidiaries; the HSE policy of PJSC LUKOIL in the 21st Century; PJSC LUKOIL Standard Health, Safety and Environment Management System: Contractors Requirements</i> Department responsible – <i>HSE Department of PJSC LUKOIL</i>	Supply chain	28
308-1	New suppliers that were screened using environmental criteria	Supply chain	28
GRI 401 Employment			
103-1, 103-2, 103-3	The management approach and its components Regulations: <i>The Social Code of PJSC LUKOIL, The Personnel Management Policy</i> Department responsible – <i>Personnel Policy Department of PJSC LUKOIL</i> For more information see the corporate website: http://www.lukoil.com/Responsibility/SocialPartnership/HumanResources	Personnel	68
401-1	New employee hires and employee turnover Employee turnover disclosure is presented. Disclosures related to new hires are not material for the Company	Personnel	68
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees Social benefits are granted to all employees, regardless of the type of employment	Work-related performance incentives	72
GRI 402 Labor/Management Relations			
402-1	Minimum notice periods regarding operational changes	Appendix 2 GRI Index and Individual GRI Indicators	97
GRI 403 Occupational Health and Safety			
103-1, 103-2, 103-3	The management approach and its components Regulations: <i>STO LUKOIL 1.6.14-2016 Health, Safety and Environment management system. Procedure for registration, recording and investigation of accidents and incidents.</i> Department responsible – <i>the HSE Department of PJSC LUKOIL</i>	Employee health and safety	60
403-1	Workers representation in formal joint management-worker health and safety committees	Employee health and safety	65
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities The lost day and absentee rates are not presented in the Report, as the Company does not apply these indicators to HSE management reporting system. The Report includes indicators used for the internal and external reporting purposes of the Company.	Employee health and safety	62-63
403-3	Workers with high incidence or high risk of diseases related to their occupation	Employee health and safety	64
403-4	Health and safety topics covered in formal agreements with trade unions	Appendix 2 GRI Index and Individual GRI Indicators	98
GRI 404 Training and Education			
103-1, 103-2, 103-3	The management approach and its components Department responsible – <i>Department of Personnel Assessment and Development of PJSC LUKOIL</i>	Staff development	74
404-1	Average hours of training per year per employee The number of individuals that underwent training is presented in the Report. The number of training hours per year per employee by gender and by employee category is not available within the current reporting system.	Staff development	74

Index	Indicators	Section of the Report	Page
404-2	Programs for upgrading employee skills and transition assistance programs	Appendix 2 GRI Index and Individual GRI Indicators	89
404-3	Percentage of employees receiving regular performance and career development reviews	Staff development	73
Information is provided without breakdown by gender and categories of employees, as this information is not consolidated and is not used to manage this issue in the Company			
GRI 411 Rights of Indigenous Peoples			
103-1, 103-2, 103-3	The management approach and its components	Indigenous peoples of the North	85
Department responsible – <i>Regional Communications Department of PJSC LUKOIL</i>			
411-1	Incidents of violations involving rights of indigenous peoples	Indigenous peoples of the North	85
GRI 412 Human Rights Assessment			
103-1, 103-2, 103-3	The management approach and its components	Human rights	
412-1	Operations that have been subject to human rights reviews or impact assessments	Compliance with employment entitlement rights	72
GRI 413 Local Communities			
103-1, 103-2, 103-3	The management approach and its components	External social policy priorities	78
Department responsible – <i>the Public Relations Department of PJSC LUKOIL</i>			
413-1	Operations with local community engagement, impact assessments, and development programs	External social policy priorities	78
All Company subsidiaries have programs in place related to local community engagement. For the list of Company subsidiaries see the Annual Report for 2017, page 143			
GRI 419 Socio Economic Compliance			
103-1, 103-2, 103-3	The management approach and its components	Ethics and statutory compliance	23
Regulations: <i>the LUKOIL Group Antimonopoly Policy</i> . Department responsible – <i>Department of Legal Support of International Disputes of PJSC LUKOIL</i>			
419-1	Non-compliance with laws and regulations in the social and economic area	Ethics and statutory compliance	23

2.2 Individual indicators of GRI Standards

GRI 102. GENERAL INFORMATION

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External initiatives

- The National Council for Professional Qualifications of the President of the Russian Federation
- The Council for Professional Qualifications in the Oil and Gas Industry of Russia

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Membership of associations

- The Airport Civil Aviation Association – LUKOIL-AERO is a member.
- The Bulgarian Oil and Gas Association.
- The Macedonian-Russian Chamber of Commerce and Industry, the Chamber of Commerce of Montenegro.
- The National Oil Committee of Serbia, which is a member of the WPC (World Petroleum Council). Representatives from LUKOIL Serbia PLC Belgrade occupy positions in the management bodies (the Board of Directors and Executive Council); participate in ongoing activity, including committee work (for example, in the Young Specialists Committee). The Company does not provide substantial financing outside standard membership dues, and does not consider its membership to be strategic.
- The Association of Fuel Distribution Companies of Turkey (ADER). Akpet GAZ A.S. and LUKOIL Eurasia Petrol A.S are members of the organization; a LUKOIL representative was its chairman in 2017.
- The Association of Oil and Petroleum Product Distributors of Montenegro.
- The Union of Energy and Extractive Industry of Montenegro – LUKOIL Montenegro DOO is a member of the Management Board of the organization.
- The Union of Oil Companies of Serbia. Representatives from LUKOIL Serbia PLC Belgrade hold positions in the management bodies; the subsidiary is an active participant in all the organization's undertakings.
- The Turkish LPG Association (Türkiye LPG Derneği) and the Union of Chambers and Commodity Exchanges of Turkey (TOBB). LUKOIL subsidiaries participate actively in discussions of practical issues related to the development of the Turkish gas market.
- The Belgian Petroleum Federation.
- The Croatian Energy Regulatory Agency (Hrvatska energetska regulatorna agencija). LUKOIL Croatia Ltd. does not occupy a position in the management bodies and regards its membership as strategic.
- The Croatian Chamber of the Economy (Hrvatska gospodarska komora) – LUKOIL Croatia Ltd. does not occupy a position in the management bodies and views its membership as being strategic.
- The Netherlands Organization for the Energy sector.

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Collective bargaining agreements

- The Company's obligations to its workforce are set forth in the Social Code of PJSC LUKOIL, specified in the course of collective negotiations with trade-union organizations, and enshrined in the Agreement between the Company and the unions, as well as in internal regulations. The freedom of collective negotiations is set out in the following points of the Agreement:
 - "2.5.7. To provide representatives of trade-union organizations with the ability to participate in the work of the management bodies of the controlled organizations".
 - "2.5.9. To adopt internal regulations and decisions with due consideration for the opinions of (by agreement with) the union committee (council) of the corresponding trade-union organization in cases stipulated by the Russian Labor Code, the Industry Agreement, this Agreement, and the collective agreements of the controlled organizations".
- Trade unions are also granted the right to participate in management decision-making processes on an equal basis with the Company's management (members of the Board of Directors).

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Entities included in consolidated financial statements

Russian organizations of the LUKOIL Group (the share of PJSC LUKOIL is 50 % and over)	OOO LUKOIL-Nizhnevolzhsknefteprodukt	PJSC LUKOIL
OOO Astrakhanskies Teplovyie Seti	OOO LUKOIL-Nizhnevolzhskneft	JSC RITEK OOO Rostovskie Teplovyie Seti
OOO Varandey Terminal	OOO LUKOIL-Permnefteorgsintez	AO RPK-Vysotsk LUKOIL-II
OOO Volgodoskie Teplovyie Seti	OOO LUKOIL-Permnefteprodukt	OOO Saratovorgsintez
OOO Volzhskie Teplovyie Seti	OOO LUKOIL-PERM	OOO Stavrolen
OAo KamyshinTeploEnergo	OOO LUKOIL-Primoryeneftegaz	OOO UralOil
OOO LLK Marin Rus	OOO LUKOIL-Rezervnefteprodukt	AO Arkhangelskgeolrazvedka
OOO LLK-International	OOO LUKOIL-RNP-Trading	OOO LUKOIL-Nizhnevolzhskneft-Kalmykia
OOO LUKOIL-AIK	OOO Rostovnefteprodukt	NK Yugranefteprom
OOO LUKOIL-Astrakhanenergo	OOO LUKOIL-Rostovenergo	OOO Perm-Invest
OOO LUKOIL-AERO	OOO LUKOIL-Severo-zapadnefteprodukt	OOO RITEK-ITC
OOO LUKOIL-BUNKER	OOO LUKOIL-Stavropolenergo	OOO SP Neftestroy
OOO LUKOIL-Volganefteprodukt	OOO LUKOIL-Trans	OOO TURSUNT
OOO LUKOIL-Volgogradneftepererabotka	OOO LUKOIL-Uralnefteprodukt	OOO UTTIST
OOO LUKOIL-Volgogradenergo	OOO LUKOIL-Ukhtaneftepererabotka	OOO Chumpassneftedobycha
OOO LUKOIL-Western Siberia	OOO LUKOIL-Tsentrnefteprodukt	OOO AERO-NEFTO
OOO LUKOIL-Engineering	OOO LUKOIL-Chernozemyenefteprodukt	OOO Volgodoskaya Teplovaya Generatsia
OOO LUKOIL-INFORM	OOO LUKOIL-Ekoenergo	OOO Donbunker
OOO LUKOIL-Kaliningradmorneft	OOO LUKOIL-Energoengineering	OOO INTESMO
OOO LUKOIL-Komi	OOO LUKOIL ENERGO SERVICE	OOO Kamyshin CHPP
OOO LUKOIL-Kubanenergo	OOO LUKOIL-ENERGOSETI	K.N. Holding OOO LICARD (LUKOIL-Inter-Card)
OOO LUKOIL-MarineBunker	OOO LUKOIL EPU Service	OOO LUKOIL-AVIA
OOO LUKOIL-Nizhegorodnefteorgsintez	OOO LUKOIL-Yugnefteprofukt	OOO LUKOIL-AERO

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Entities included in consolidated financial statements

OOO LUKOIL-Aero Volgograd	AO SOVEKS	LAND POWER S.A.
OOO LUKOIL-Aero Domodedovo	OOO SP Volgodeminoil	LITASCO SA
OOO LUKOIL-Aero Nizhniy Novgorod	OOO TZK Volga	LITASCO Middle East DMCC
OOO LUKOIL-Aero Perm	OOO TZK Severo-Zapad	LUKINTER FINANCE B.V.
OOO LUKOIL-Aero Samara	OOO Tsentrikaspneftegaz	LUKOIL Accounting and Finance Europe s.r.o.
OOO LUKOIL-Aero Surgut	Foreign organizations of the LUKOIL Group	LUKOIL Americas Corporation
OOO LUKOIL-Aero Tyumen	LUKOIL-Bulgaria Bunker EOOD	LUKOIL ASIA PACIFIC PTE LTD.
OOO LUKOIL-Aero Chelyabinsk	LICARD Euro Services GmbH	LUKOIL Aviation Bulgaria EOOD
OOO LUKOIL-Varandey-AVIA	LUKOIL-Inter-Card-Bel	LUKOIL Belgium N.V.
OOO LUKOIL-KGPZ	LUKARCO B.V. (group of sub-consolidated reporting)	LUKOIL Benelux B.V.
OOO LUKOIL-KNT	LUKARCO Finance B.V.	LUKOIL Capital Markets Ltd
OOO LUKOIL-Nizhegorodniinefteproekt	LUKOIL INTERNATIONAL GmbH (group of sub-consolidated reporting)	LUKOIL Croatia Ltd.
OOO LUKOIL-URTs Volgograd	AC MANAGEMENT COMPANY LIMITED	LUKOIL Eurasia Petrol Anonim Sirketi
OOO LUKOIL-URTs Perm	Akdeniz Boru Hatlari Nakliyat ve Isletmecilik Ic ve Dis Tic. Ltd Sti	LUKOIL Europe Holdings B.V.
OOO LUKOIL-TSUR	Akpet Akaryakit Dag. A.S.	LUKOIL Hamburg GmbH
AO LUKOIL Chernomorye	Akpet Gaz A.S.	LUKOIL Holding B.V.
OOO LUKOIL PERSONNEL	ARJ LTD	LUKOIL Holding GmbH
AO Maritime Agency Novotorik	Auto Maas Tankstations B.V.	LUKOIL International Finance B.V.
OOO Sports and cultural complex	EIGER SHIPPING SA	LUKOIL INVESTMENTS CYPRUS LTD
OOO Teplovaya Generatsia G. Volzhskogo	IMMANIS N.V.	LUKOIL ISRAEL LIMITED (Cyprus)
OOO TZK-Arkhangelsk	IRAQ PETROLEUM TRADING DMCC	BRAZOS PETROLEUM OVERSEAS LIMITED
AO LUKOIL-Aero-Sheremetievo	ISAB S.r.l.	LUKOIL Istasyon Isletmeciligi Limited Şirketi
OOO Gas-Oil trading	ISTASYON YONETIMI VE PETROL URUNLERI TICARETI ANONIM Sirketi	LUKOIL Italia S.r.l.
ZAO KalmTtaneft	Kiinteisto Oy Nurmijarven Liikennepalvelukeskus	LUKOIL MACEDONIA LTD Skopje
OOO KNGK		LUKOIL MONTENEGRO DOO
OOO Oil Company Vostok NAO		LUKOIL Netherlands B.V.
OOO PermTOTIneft		LUKOIL Neftohim Burgas AD

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Entities included in consolidated financial statements

LUKOIL NORTH AMERICA LLC	LUKOIL Pan Americas, LLC	LUKOIL LUBRICANTS EAST EUROPE S.R.L.
LUKOIL International Upstream Holding B.V.	LUKOIL ROMANIA S.R.L.	LUKOIL Lubricants Europe GmbH
Esh El Mallaha Petroleum Company (ESHPETCO)	LUKOIL SERBIA PLC Belgrade	LUKOIL Lubricants Mexico S.de R.L.de C.V.
LUKOIL International Secondment B.V.	LUKOIL Sweden AB	LUKOIL LUBRICANTS UKRAINE, TOV
LUKOIL International Upstream West Inc.	OOO LUKOIL Uznefteprodukt	LUKOIL MARINE LUBRICANTS DMCC
LUKOIL MID-EAST LIMITED	LUKOIL-Azerbaijan, ZAO	LUKOIL Marine Lubricants Germany GmbH
LUKOIL Overseas Anaran Ltd.	LUKOIL-BULGARIA EOOD	LUKOIL MARINE LUBRICANTS USA INC.
LUKOIL Overseas Aral Ltd.	LUKOIL-Georgia Ltd.	LLK-NAFTAN
LUKOIL Overseas Atash B.V.	LUKOIL-Moldova S.R.L.	LUKOIL Technology Services GmbH
LUKOIL OVERSEAS EGYPT LIMITED	Lumex Holding B.V.	VARIS
LUKOIL Overseas Etinde Cameroon Sarl	Lumex Amatitlan B.V.	
LUKOIL OVERSEAS GHANA TANO LIMITED	Lumex Amatitlan Holding S. de R.L. de C.V.	
LUKOIL Overseas Iraq Exploration B.V.	Lumex Operacion S. de R.L. de C.V.	
LUKOIL Overseas Karachaganak B.V.	Petrolera de Amatitlan, S.A.P.I. de C.V.	
LUKOIL Overseas Kumkol B.V.	MEROIL TANK S.L.	
LUKOIL Overseas Nigeria Limited	Op-Ay Akaryakit Tic. Ltd. Sti.	
LUKOIL Overseas North Shelf AS	Oy Teboil Ab	
LUKOIL Overseas Riyadh Ltd.	PETROTEL-LUKOIL S.A.	
LUKOIL Overseas Shah Deniz Ltd.	S.C. LUKOIL ENERGY & GAS ROMANIA S.R.L.	
LUKOIL Overseas Shah Deniz Midstream Ltd.	TOTAL Opslag en Pijpleiding Nederland N.V.	
LUKOIL Overseas Supply and Trading Ltd.	Verolma Mineralol GmbH	
LUKOIL Overseas Uzbekistan Ltd.	LITASKO Central Asia	
LUKOIL SAUDI ARABIA ENERGY LIMITED	LUKOIL Belarus	
LUKOIL UPSTREAM MEXICO, S. de R.L. de C.V.	LUKOIL Lubricants (China) Co., Ltd.	
LUKOIL Uzbekistan Operating Company LLC	LUKOIL LUBRICANTS International Holding GmbH (group of sub-consolidated reporting)	
SOYUZNEFTEGAZ VOSTOK LIMITED	LUKOIL Lubricants Middle East Madeni Yag Sanayi ve Ticaret Limited Sirketi	
TURGAI-PETROLEUM JSC	LUKOIL Lubricants Central Asia LLP	

102-46**Defining report content and topic boundaries**

In the process of preparing reporting information, we performed an analysis of whether the Company's activity complies with the Sustainable Development Targets of the 2030 Agenda for Sustainable Development and with the procedure for identifying material topics in accordance with GRI Standards.

The procedure for identifying material topics includes an analysis of the following sources:

- topics raised by the Company's management and senior executives during their public speeches and presentations in Russia and abroad

- a survey of the heads of the main structural departments
- queries for information received from stakeholders during the reporting year
- personal visits with the representatives of stakeholders in various formats (round tables, conferences, working meetings, etc.)
- publications on the Company in business and public-affairs periodicals, as well as in internet publications
- the reports of Russian and foreign oil & gas companies that are commensurate in scale
- analyzing events that are important to the industry which occurred during the

reporting period, including legislative requirements on the disclosure of non-financial information, the requirements of financial marketplaces, etc.

- monitoring non-financial reporting systems and the main initiatives in this area

The Report also reflects certain indicators of the Environmental Responsibility Rating of Oil & Gas Companies (WWF-Creon), as well as the indices Responsibility and Openness and Vector of Sustainability (RUIE).

402-1**Minimum notice periods regarding operational changes**

Region	Minimum notice period
Belgium	3 months
Russia, Azerbaijan, Bulgaria, Moldova, Serbia, and Uzbekistan	2 months
Austria	6 weeks
Germany, Switzerland, Italy, Macedonia, Norway	1 month
Romania	For specialists 20 days; for executives 45 days
Finland, Turkey	14 days
Kazakhstan	15 business days or 1 month
Belarus	7 days (in the event of staff reductions or the liquidation of the enterprise – 2 months)
Egypt	1 week
Georgia	3 days
Iraq, Montenegro, Mexico	No notice period is established for employees
The USA	No universal period has been established for substantial changes to working conditions, however, under certain circumstances the law may prescribe special procedures and periods. For example, during mass staff reductions, a notice period of at least two months

403-4 | Health and safety topics covered in formal agreements with trade unions

A key document is the Agreement between the Employer and the Trade-Union Association of PJSC LUKOIL for 2015–2020.

Section 6, Health, Safety, and the Environment of this document includes the obligations of PJSC LUKOIL and its subsidiaries to preserve the health and safety of their employees, including:

- financing measures to improve working conditions
- informing employees about safety related issues (working conditions,

appropriate personal protection, etc.)

- registering and tracking the circumstances and causes of accidents, as well as ensuring that union representatives can participate in investigations
- supporting the activity of the union association’s technical labor inspection and union safety officers
- supporting the activity of the social insurance commission
- conducting safety and environmental competitions

- providing compensation for working under harmful conditions
- additional guarantees for pregnant women
- additional guarantees to employees with medical contraindications for work they previously performed, etc.

404-2 | Programs for upgrading employee skills and transition assistance programs

EMPLOYEE SKILLS DEVELOPMENT PROGRAMS

Type of training	Training programs and courses
In-house training courses	DLS: over 300 educational courses on the following topics: Quality Management and Lean Manufacturing, Organizational Change Management, Project Management, Management, Personal Effectiveness, Foreign Languages, Corporate Spirit, IT Courses (Outlook, Excel, PowerPoint), Public Speaking and Presentations, People Management, Human Resources Management, Effective Negotiations, Production Orientation, Petroleum Product Supply, Risk Management, IT Security, Civil Defense and Emergency Protection, Industrial Safety, Occupational Safety, Fire Safety.
External training or education	Professional retraining, education in MBA, EMBA, DBA programs The Company pays 50% of the cost of employee education.
	If the employee receives an additional professional education, including a postgraduate degree, where the employer is not the initiator, then educational leave is granted, and the respective employee receives a guarantee that they will not lose their positions while studying.

EXTERNAL TRAINING PROGRAMS TO DEVELOP MANAGERIAL AND PROFESSIONAL COMPETENCIES

Program	Frequency; educational institution
Master’s in Business Administration – Oil & Gas Management	Annually. Gubkin Russian State University of Oil and Gas
Development of the company’s management resources	Annually. The Russian Presidential Academy of National Economy and Public Administration
Professional training for the general directors of LUKOIL Group subsidiaries	Annually
Head of Oil and Gas Production Department	Annually
LUKOIL Integrated Project Management System (IPMS)	Once (2015-2017). Skolkovo Moscow School of Management
Training experts in the independent assessment of professional qualifications	Once (2017)