

## CULTURAL TRANSFORMATION

Gazprom Neft is implementing a large-scale project to transform its corporate culture. Its new engagement philosophy involves a shift from top-down management to facilitative leadership.

Corporate culture transformation involves shaping behaviour in a way that helps the company to achieve its goals. This behaviour needs to be supported by appropriate processes, organisational structure and operational settings. Gazprom Neft has developed a leadership behaviour model where:

- A leader is a role model for all employees;
- A leader creates an engaging environment for the team;
- A leader is committed to continuous development.

To implement a new corporate culture, the company is using international best practices, tailoring

them to its specific needs.

The supporting elements are:

- Providing a rationale for the cultural transformation and target vision;
- Developing new behaviour models for employees;
- Making changes to processes to encourage such behaviour;
- Ongoing communication.

## 2019 achievements

In 2019, the company continued to develop its corporate culture workshops for managers. By March 2019, more than 6,000 managers throughout all Gazprom Neft subsidiaries had attended the workshop. Given the need for managers to take specific actions to create an engaging environment, Gazprom Neft developed Workshop 2.0 'Facilitative Leadership

Practices'. This is a format that will be used to train all top managers and will then be cascaded through the management hierarchy.

The company is developing a community of change ambassadors to drive its corporate culture. 2019 saw the launch of a project to train a second wave of change ambassadors across Gazprom

Neft subsidiaries. To do so, Gazprom Neft employees formed a community of 142 in-house coaches who ran corporate culture workshops throughout the year. In addition, the company developed a special training and recognition programme for change ambassadors, which includes training courses and an annual forum.

## Gazprom Neft's values

The company's values are shaped by its vision, mission, and strategy. The target corporate culture at Gazprom Neft is a synthesis of multiple cultures:

a culture of rules, of success, and of consensus. Gazprom Neft's values support this process: the culture of rules is underpinned by responsibility and safety;

the culture of success is centred around efficiency and determination; and the culture of consensus is based on collaboration and innovation.

