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CHAMPION TEAM
Every day, SPD is trying to be the best company in the market. We care for employees’ health, assist their professional development, implement innovations, and improve the corporate culture. These aspects are the key advantages of working in our team; it is what makes the Salym Petroleum team unique.
Please accept my congratulations on the occasion of your professional holiday — The Day of Oil and Gas Industry Workers!

This holiday unites all of those who have created and are developing the Salym project by contributing to development of the Khanty-Mansiysk Autonomous Okrug — Yugra and, without any exaggeration, of Russia’s oil industry.

It is usual to look back on this day and reflect on the past; however I think we should look to our future. Quite recently all company employees have received Salym Petroleum’s updated strategy. Strategy 2025 reflects the company’s ambition; building on our achievements and setting a new pace of development. It is a strategy built on the behaviours and values of our company. One team of professionals — SPD and contractor employees — it is setting our ambition for a Goal Zero work place, one without harm or spills. It is setting an exciting challenge to grow our production, improve our efficiency and productivity, implement new technologies, successfully executing our projects and embracing a digital future.

We can be proud of the first part of the year. The most vivid achievements include the 1st place in Shell’s Well, Reservoir and Facility Management (WRFM) League Table and Salym Petroleum’s victory in the productivity leaders contest for A.K.Gastev Cup in the category of Business Systems Development. The company put into operation the South Hub dehydration unit; it was a great recovery from a difficult period last year. Our infrastructure program continues as we improve the conditions for accommodation of the rotational workers at the Salym group of oil fields. The consolidation of the Moscow and Tymen support offices is largely complete, and we have started a transformational project in our SAP enterprise management system. These are all a key part of our future.

Though we must reflect that we have not achieved our Goal Zero. A number of our colleagues have been hurt and we have had spills; protecting our people, process and ensuring the integrity of our equipment must be a priority.

As individuals we are representatives of various vocations, form diverse backgrounds. As a team we are part of the culture that makes Salym Petroleum unique. This is something to recognise, support and work to improve every day.

I thank each and every one of you and your families for your daily contribution to the company’s development, adherence to Safety Culture and devotion to the vocations we have chosen. We empower the future together.

Stay safe and look out for each other.

Respectfully,

Michael Collins,
SPD CEO
SPD took the 1st place in Shell Well, Reservoir and Facility Management (WRFM) League Table

Shell published Global Well, Reservoir and Facility Management (WRFM) League Table based on the results of Q2 2018. SPD took the first place, getting 99% scores in total and leaving far behind its collagues taking the 2nd (87%) and the 3rd (79%) positions. There are 71 assets in the WRFM League Table.

“We all should be very proud of what has been achieved. These WRFM performance results are a perfect demonstration of teamwork by all parties in SPD. I would like to take this opportunity to thank all colleagues for supporting and assisting me and my team in developing and improving our activities of Well, Reservoir and Facility Management. Thank you very much! I am confident that with such an attitude, together we can not only keep leading positions in the Shell League Table but also achieve more in WRFM. — Andrew Mabian, Deputy Operations Manager and WRFM Manager at SPD, commented.”

SPD is regularly in Top Quartile with Shell Global WRFM League Table. Specifically, in Q3 2017 the company was ranked second. In 2016, SPD took the first place in Shell WRFM Data Quality Ranking in Global Data Quality Dashboard.

SPD commissioned DHP

SPD commissioned the Dehydration Plant (DHP) next to the multi-phase pumping station at the Upper Salym field.

“DHP launch is an important stage of developing and upgrading the production infrastructure in the Salym group of oil fields as well as implementing the company’s long-term strategy,” noted Pavel Kiriлин, Deputy Technical Manager for Capital Construction. “In the future, it will help SPD successfully curtail rising up oil volumes produced at the Upper Salym field, including the development of the South Hub reservoirs. Specifically, launching DHP has already enabled us to increase daily production by 1,600 tons. On my own behalf and on behalf of the whole Management Team I would like to thank all SPD and contractor employees involved in this project for their high professional level, orchestrated and safe team work as well as successfully overcoming challenges and obstacles arising during its implementation.”

DHP design capacity is 12,000 m3 of fluid in 24 hours. SPD has currently exceeded this measurement and reached the level of 14,500 m3 per day. The major equipment of the dehydration plant includes: high-pressure separators inlet, water treatment facility, low-pressure flare facility, pumping station for separated water as well as auxiliary process equipment.

SPD shareholders approved DHP construction in the 2nd half of 2014. In 2015 – 2016, the company developed the design documentation, obtained a positive opinion from Glavgaspertroz Hunter (Senior State Expert Evaluation Office of Russia) and selected the contractor. The plant construction lasted from early 2017 to the end of Q1 2018. Over the last months, the company was preparing commissioning and start-up of the new production facility.

Shell

Shell is expanding its network of gas stations in Siberia as many stations are currently in operation in the Kemerovo Oblast.

“The arrival of such a global giant to Kuzbass sets new standards of service for the population and the quality of fuel delivered to the region; creates jobs and aligns with the strategy of the Kemerovo Oblast development until 2035 and its plans to become the leader in the Siberian Federal District,” Sergey Tsivilev, Governor of the Kemerovo Oblast, noted in his greeting.

The gas station in Kemerovo meets the most advanced standards on environmental and industrial safety. For instance, four-product double-stage fuel dispensers are equipped with an active system of sucking and returning the fumes from the car’s gas tank into the station’s reservoir during the filling. Fuel dispensers’ nozzles include a system monitoring the fuel filling level and preventing overfills.

The applied technologies provide a high safety and level of security for gas station clients and personnel and are also fully compliant with the regulations of the Russian Federation and the highest Shell standards.
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**EMPOWER THE FUTURE**

**STRATEGY 2025**

- HSSE: 0 INJURY & INCIDENTS
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- TECHNOLOGY & INNOVATION: #1 COMPANY
- SAFETY: INDUSTRY LEADER
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- EFFICIENCY: COMPETITIVE SCOPING
- BREAKTHROUGH: GO DIGITAL TECHNOLOGY HUB

**ONE TEAM**

- DELIVER WHAT WE SAY
- HONESTY, INTEGRITY & RESPECT
- UNIQUE CULTURE
Salym Petroleum has updated the company’s development strategy. **Strategy 2025** contains long-term objectives of SPD development.

SPD Management has updated the company’s long-term development strategy. The previous revision of this document, Strategy 2020 adopted in 2015, reached to 2020. The new strategy contains target objectives for a longer period — until 2025.

SPD mission — We Empower Future — stayed unchanged. It is based on the company’s intention of being an active player in the oil and gas industry and offering breakthrough solutions that developing the Salym group of oil fields by actively applying the latest technologies in all areas of its activity — from well construction and oil production to environmental protection and social investments. This way, the company makes a significant contribution to the social and economic development of the Khanty-Mansiysk Autonomous Okrug — Yugra and Russia.

Implementation of the Salym project by SPD is opening up new opportunities for its employees (through professional skills and expertise development) and for the oil industry (by applying cutting-edge technologies and developing new reserves) as well as for the society (through implementation of social projects) and the business (by signing new contracts and taking contractors to a higher level).

Within its Development Strategy 2025, SPD sets ambitious tasks for itself in four dimensions — safety, production, costs, and innovations. The company’s goal in Health, Safety, Security and Environment (HSSE) stays the same — operating with no harm to people or the environment (Goal Zero). SPD strives to become

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Goal Zero means operating with no harm to people or the environment

SPD is planning to give momentum to the development of the whole industry
the industry leader in this dimension, focusing on changing the Safety Culture and complying with corporate rules and legislative requirements.

In production, SPD intends to ramp up its oil production volumes steadily. The company’s goal in the mid-term is hitting the annual oil production volume of 7+ million tons of oil. This is achievable through efficient production management and rigorous work on developing SPD resource base. The company intends to continue developing its resource portfolio, maintaining its explored reserves at the level of 50 million tons.

To be cost-effective in the long-term, SPD needs not only to increase its production and reserves volumes but also to do it efficiently. The goal of Strategy 2025 in this dimension is unit operating costs and unit development costs of $4 per barrel. The company intends to focus even more on its operational efficiency, actively implementing best industry technologies and methods, specifically by building new-generation wells.

The fourth element of the strategy is innovations. SPD wants to be the industry leader in cutting-edge technologies. This can be achieved through company’s digital transformation by becoming a technological hub for our shareholders with whose help Shell and Gazprom neftegaz can quickly test and implement latest technical and technological developments.

Successful implementation of Strategy 2025 relies on principles of working as One Team and our corporate values — deliver what we say; honesty, integrity and respect; unique corporate culture. SPD culture is one of the company’s key competitive advantages in the market and the main driver behind its team’s success. Following its principles of working as One Team and living its values, SPD will achieve the defined goals and reach the new level of its development. It will be able not only to become the industry leader in safety, cost-effectiveness and technologies but also to create a dynamic, interesting and reliable future for its employees, contractors, partners, and local residents.
Improving professional skills is a natural, inherent need of every true master of their trade. Salym Petroleum employees are continuously upgrading and developing their professional competence and practical skills. Best in Trade competition of professional mastery held by the company among its employees on June 4 and 6, 2018 gave professionals but also to share experience, learn new approaches from each other, and identify the most efficient and safest work methods in their disciplines.

46 SPD employees challenged for the top place. They made it possible for our colleagues not only to establish their professional skills and develop their potential. I thank all participants of the Best in Trade professional skills competition for their daily contribution to developing a great production culture and demonstrating the highest professional mastery standards.”

Sergey Ryzhov, HR Manager:

Best in Trade is exhibition performances by true professionals competed in seven nominations: Best Oil and Gas Production Operator, Best CPF Operator (Desalination and Dehydration), Best CTF Operator (Tank Farm Operations), Best Process Compressor Operator, Best Maintenance Technician (Field Equipment), Best Water Injection Pump Operator, Best Chemical Analysis Laboratory Assistant. 2018 was the first year nominations of the All-Russian Best in Trade professional skills competition organized by the Ministry of Labor of the Russian Federation. It emphasizes the significance of these jobs not only for individual facilities but also for the country as a whole.

The contest was organized by HR, Operations, and Field Management: they prepared the venues for competitions at oil field production facilities, creating the required conditions for safe performance. Before the competition, all participants had to demonstrate their first aid skills. Correct cardiac and respiratory resuscitation in the right sequence was also assessed within the contest. Before the practical part of the contests, all participants also completed a written test on theoretical knowledge within their jobs. These skills and knowledge was also scored by company experts.

The practical part of the competition took place at the oil field’s various production venues. Chemical Analysis Laboratory Assistants competed at the Custody Transfer Point (CTF) laboratory; Oil and Gas Production Operators, at one of the well pads in the West Salym field. When the jury assessed practical assignments completed by contestants, it took into account criteria like work place preparation before starting the work, right sequence and correctness of work operations, work place cleaning upon completing the work, time rates, applying rational and safe labor practices, knowing rules and instructions for applying rational and safe practices. Three Best in Trade participants were identified in each nomination. Seven SPD employees who scored the highest in their respective nominations became the winners.

The winners and a number of runners-up of the professional skills contest represented Salym Petroleum at the next round of the competition. On August 17, SPD team participated in the Best in Trade contest in Noyabrsk held at Gazpromneft-Noyabrskneftegaz JSC production facilities.

Yury Enert, Maintenance Technician, came 3rd in his nomination against representatives of 13 teams from Gazpromneft PJSC producing companies. The competition’s jury also recognized Andrey Zakharov, Water Injection Pump Operator, for safe methods and practices of work performance.

The focus is on the most efficient and safest work methods on occupational health and safety and fire safety, employing amateurish work techniques, poorly handling machinery, mechanisms, tools and fixtures; for work defects, dangerous work techniques, incorrect first aid provision / non-provision to the injured person. Members of the committee were also able to reward contestants with additional points for applying rational and safe practices. Three Best operators were also able to reward contestants for applying rational and safe practices.
“It was a wonderful event for honing and demonstrating my professional skills and knowledge level. I wasn’t even worried at the stage of the SPD competition since we do this work every day and know the requirements to it. I am grateful to my colleagues, jury members, and organizers for the attention they pay to blue-collar workers whose competence and professional level drives the achievement of the company’s target indicators on production and safety.”

Yury Enert, Maintenance Technician:

SPD employees continuously improve their professional skills.
Safety is the main priority in the competition and on rotation

Those who continuously improve themselves are the best
— Alexander, where were you born, where did you grow up and how did you select your vocation?

— I was born in 1979 in Chernigov that used to belong to the Ukrainian Soviet Socialist Republic. I can hardly describe the place where I grew up in a single sentence. My parents, myself and my sister moved a lot — Mongolian, Hungarian, Georgian and all of the Soviet Union. My father was a military pilot. I graduated from high school in the Ukraine and even back then I planned to live in Nizhny Novgorod where I live now with my family. I spent my whole childhood at an airfield and of course I dreamt of being a pilot but I failed the eyesight test. Then I decided to become an interpreter. Besides my father, I have always been greatly influenced by my uncle, Stanislav Shishulin, he was a simultaneous interpreter and I saw the way he lived and worked. He worked on rotations and told me a lot of interesting things about the project in Kazakhstan. That is why I chose the N.A. Dobrolyubov Nizhny Novgorod State Linguistic University and enrolled there; my background is in languages and I am also a military interpreter. After graduation I served as an officer in the Subarctic and then worked at a ship-building company in Nizhny Novgorod for a short while.

On the whole, I had no significant practical experience prior to SPD. Of course I looked for a job where I could practice English. Besides I was not immune to romanticism. So I responded passionately to an offer of working as an interpreter on rotations at a village in West Siberia. I had many expectations and a great majority of these were realized.

— What was your first experience of working at Salym Petroleum?

— I started at Salym Petroleum as an interpreter in 2004. Steve Farlow, Head of Field Operations, was my supervisor and I worked as an interpreter and radio dispatcher at the field accommodation camp in South Balyk and then at CPF and Quarry 5. My first rotation lasted from February to April when land surveyors were surveying the future export pipeline route. The temporary accommodation camp was located approximately in the middle of the future line. Interpreters accompanied colleagues who went to inspect the surveying work every day. We set forth on all-terrain vehicles, then skied through the forest. There were two interpreters on rotation and we under construction were established. And when the company started building the Central Processing Facility (CPF) I had a feeling of belonging to something significant that would come into being due to our combined efforts. I worked as an interpreter in Construction for a while, just when CPF was being built.

— How did you change your job and become HSSE Incident Investigator?

— I worked as HSSE (Health, Safety, Security and Environment) Incident Investigator from 2007 to 2011. I have always been interested in solving mysteries, finding connections where there seemed to be none at first and even second glance, clarifying technical issues, etc. I have always been fascinated by solving difficult problems, finding causes and effects. That is why it was very interesting and at the same time very intense work.

I came to HSSE Department in 2005 to participate in implementing the Fountain system which is still used to monitor and analyze data on incidents and the results of audits and investigations, all HSSE information is registered there. As data accumulated in the system I started thinking that we had problems with the quality of investigations. I shared my opinion with Mikhail Kozlov, HSSE Manager, during one of his visits to the field. That was how this position was introduced at the company. And...
after one of my colleagues had it for a while and quit, I was offered the job. Working with informational flows of incident data in the Fountain system made me understand a series of problems; we discussed them with colleagues and started working on improving the quality of investigations. We developed and implemented a regulation on conducting investigations, implemented Tripod BETA method developed by Shell, created a training course on conducting investigations. SPD supported our decision to investigate not only major and critical incidents. All this laid the ground for safety knowledge and skills that contributed to preventing a series of incidents. Improving the quality of investigations, the company and its employees identify the risks and causes of their occurrence, thus reducing their impact.

— What was special about working as HSSE Incident Investigator?

— Any investigation associated with identifying causes that harmed people’s health and lives cannot but influence the emotional and mental state of people conducting it. This is hard work directly at the place of the incident, in extreme conditions, sometimes before the arrival of the police, as well as dealing with injured people’s colleagues and relatives. It is very important here to stay focused on investigation objectives, not to sweep aside people’s pain and concerns yet at the same time develop a sufficient resistance in yourself. When I started on the job, I had to participate in investigating several cases of fatal injuries. It was emotionally hard.

— How did your further career develop at SPD?

— In 2006, I enrolled to the Law Department of the Nizhny Novgorod State University. I was very interested in studying the new profession, learning about application of legal regulations to work situations that I faced in practice as well as studying psychology. During my days off, I completed an internship at a law firm specializing in corporate and employment law. In 2009, a time came when I realized that I was ready to try my hand at this new vocation. I knew the company well by the time and really enjoyed working here. I am very grateful to Chris Hyde, Field Manager in 2005–2011, who supported me then. Together, we created my individual development plan and Chris helped me start its implementation. In 2011, I joined the team of Field Infrastructure and Personnel Transportation that I am currently heading. Our unit is responsible for the quality of field employees’ accommodation and work as well as the safe roads condition. Today, the team numbers 350 people per rotation who work at all facilities of the Salym group of oil fields. The most important thing is approaching learning as a continuous process and SPD supports that
that continuously sets new tasks for us.

— What did rotational work teach you?

— Working on rotations teaches you the importance of mutual understanding between back-to-backs. All communications on implemented projects depend on the orchestrated work of colleagues replacing each other on rotations. If back-to-backs do not follow the same path, if their priorities and actions are not aligned, it reduces not only their efficiency but also the efficiency of everyone in the same projects with them who depends on their performance. Working and living in an accommodation camp gives you other valuable skills, too. For instance, I learnt not to prolong work-related disputes beyond discussions at work. You can argue and disagree with someone concerning work and watch movies together in the evening as if nothing were wrong. And this skill is shaped, to a significant extent, under the influence of the team when we see how our colleagues build their relations.

Working on rotations has other important advantages, too: for example, it’s convenient to balance work and studies.

— Are you continuing your studies now?

— I received a grant by participating in Leaders of Russia project and making it to the finals; in the fall, I am going to apply for Executive MBA*. I started thinking of doing an MBA program some time ago. And in 2017, I saw an announcement about this Alliance Russian competition. I read on the Internet that this competition was initiated by the Russian Academy of National Economy and Public Administration (RANEPA) and supported by the Administration of the President of the Russian Federation. This competition is aimed at shaping a talent pool of managers for public offices. Any Russian citizen can participate in the competitive selection. The winner receives a grant for improving their qualification and further education. I decided to try my hand at the competition. Besides receiving an educational grant, my goals were seeing my place in the ranking, comparing my level to what other participants know and can do, as well as the opportunity of receiving an individual development program and a mentor from among top managers of the biggest companies and public officials.

— How soon did you feel the competition?

— The first round was video self-presentations by contest-ants, which I believe wasn’t difficult at all; I talked about myself, my education, work experience, achievements, and goals of participating in the competition. The initial number of participation applications exceeded 190,000 but most withdrew after the first round. After multi-level online testing which constituted the next stage, 13,000 contestants were left. This was significant competition since only 300 people were supposed to go to the finals. In general, it wasn’t hard for me and was actually interesting to answer test questions, do assignments, and find solutions to the presented tasks. In the semi-finals, all contestants saw each other. We worked in teams, were rotated between teams, solved business cases and puzzles. Experts assessed us in work, management competence and leadership experience. Participation in competitions is also a kind of development: we go beyond the daily routine, communicate with new people, get feedback and move ahead. GPA included me in their talent pool and assigned a mentor for me; it also guides me along my individual development plan that we created together. I am now working on developing financial and digitalization skills. I have clear goals and tasks for one year and five years ahead.

I can confidently say that many of my colleagues already have sufficient management and leadership experience at their level, they have great education and can easily try their hand at such a contest; they can win. Moreover, SPD culture teaches us both management competence and working as One Team, which is one of the skills for the future. If more SPD employees participate in Leaders of Russia competition it could enhance the image of Gazprom Neft as a company of the future and of course it would contribute to everyone’s professional, career, and personal growth.

When I applied for this competition I realized that my training will enable me to make it to the finals confidently. But I couldn’t even imagine how many new dimensions of applying my knowledge would open up to me. Besides GPA’s support of my development program I received support from the Government of the Nizhny Novgorod Oblast. There were six finalists from this region, and the Governor is supervising our subsequent progress in issues of state and municipal governance.

* Executive MBA program is the most comprehensive Master of Business Administration (MBA) program covering all aspects of business. MBA is a master’s academic degree in Economics, Management and Human Resources. This program not only provides theoretical knowledge on running a business but also yields a profound understanding of all business processes and, consequently, the ability to manage a company of any type and size. Executive MBA is oriented at companies’ top managers or people in the “talent pool” i.e. those who are ready to rise above the level of a functional unit manager to head the company. That is why an Executive MBA program features a strict selection process to identify the person’s readiness to run a business and the presence of managerial spatial thinking.
We participated in creating the strategy of the Nizhny Novgorod Oblast development until 2035; we take part in the operation of Public Chamber committees. This is mostly remote work — studying documents and preparing comments to them. We are now discussing a project with the Transportation Department, and both my own and Salym Petroleum’s experience in infrastructure management at the Salym group of oil fields is particularly valuable here; it can be applied at the regional scale.

— How do you find time for your family with such a busy schedule? How do you relax?

— I am very grateful to my wife Tatiana for the understanding and support she gives me in all my endeavors. She even came to the competition to support me. Of course I miss my wife and my daughter Masha a lot, it is their support that gives me strength. When I happen to have some free time I try to share it all with them. We recently bought a country house that takes a lot of work and care to provide amenities for. My family and I went to the countryside during FIFA World Cup to avoid being in the thick of mass events and facing the excessive activity of fans. I try to go to the gym 2–3 times a week to stay healthy and fit; I also cycle but not as a professional sport. Physical exercise helps unload the brain and recharge your power.

A leader is someone who pursues their goals

habits and my healthy lifestyle helped me survive the chemo, and so did my relatives’ support, of course. At such times, you start to see the world differently, value your life and relations between people. These seem to be obvious things but the disease highlights them, showing their true value. The company’s support also helped me a lot during the treatment. Vladislav Lekomshev (Field Manager in 2016 — Editor’s Note) who was my supervisor at the time said: “Get treatment, get better, don’t worry about a thing, and let me know if you need any help.” And I knew for sure that I had someone to ask for help if I needed it.

— Today, when SPD is going on a new round of development, how do you see your future at the company?

— My whole career grew together with SPD. And I am proud that the company is gaining traction, setting new ambitious tasks and achieving them. I like being a part of SPD team. Along with my colleagues, I go through transformational processes that affected the Tyumen office. I respond to everything that is happening at the company and with the company and I think what I would do if I were in the manager’s place. At the same time I realize that I will probably have to get out of the comfort zone for the sake of further development, since development is a continuous process and SPD always supports it, helping its employees with that.
RULES OF MANAGEMENT LIFE

The idea of collecting Rules of Management Life and sharing them with readers is nothing new. New Horizons have borrowed it from one of the world-known publications featuring sports, art, Internet and business stars. Rules of celebrities’ lives reflect their individuality, charisma, and perspective.

Inspired by this format, SPD offered participants of Leadership Code leadership competence development program to share their rules with colleagues — rules of management life. The experience of SPD employees proved to be no less inspiring!

Aim at the Sun and you will hit the Moon even in the worst case scenario.

Demand more from yourself: my best rival is myself.

Respecting other people’s boundaries and not letting anyone violate yours.

Do not answer to messages provoking strong emotions immediately. This will bring you the results quicker.

You enhance your positions by creating a strong and independent team.

Promise only the things you can do. It helps maintain composure and health and stay responsible for the result.

Not being afraid of mistakes and falls. Learning to get up and using your mistakes as steps on a ladder.

Prepare for negotiations: during negotiations, decisions are not made but selected from the previously prepared ones.

Healthy sleep means next day’s clear thinking and effective solutions.

Promise only the things you can do. It helps maintain composure and health and stay responsible for the result.

Alexander Remeiko, Head of Field Maintenance and Integrity

Marina Prorubschikova, Head of Business Planning and Economics
Giving feedback to employees both on successes and on failures. Accepting feedback from them.

Conveying a single understanding of the goal to the team, articulating tasks, priorities and expectations clearly.

Helping team members get out of the comfort zone and achieve greater productivity.

Helping colleagues learn and adapt to the changing environment quickly.

Irina Ovsyannikova, Chief Accountant

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Helping colleagues learn and adapt to the changing environment quickly.

Alexander Abramov, Head of Field Infrastructure and Personnel Transportation

Alexander Strokolist, Head of Field Operations

The ability to listen is a rule necessary for a manager. Feedback is the basis of learning lessons.

Write down your thoughts and ideas. Looking through records, it is easier to recreate events and correlations and find ideas that can be applied at the new stage. Sometimes, a blunt pencil is more reliable than a sharp memory.

Tell your colleagues “Thank you!” more often.

Never make decisions relying only on current emotions.

Delegate responsibilities: if you bear it all yourself, you can run out of time or miss something.

Stay human in any situation.

Learn and develop continuously. An idle year takes you 10 years back.

Accept changes, lead changes.

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Personnel training is one of the significant investments made by the company to develop its employees. SPD annually creates educational programs that can help employees not only improve their knowledge and skills but also broaden their professional and career horizons. SPD has provided its employees with an opportunity to learn English from the very start of its operations.

**WHY?**

At a glance it would seem that Russian-language environment is currently predominant at the company. However, all official messages are issued in Russian and English simultaneously since SPD still employs experts coming from various countries, and English remains the language of business communication. Speaking a foreign language improves interaction and mutual understanding between colleagues both in the office and at the Salym group of oil fields; some production facilities of the latter use imported equipment and documentation in English. SPD employees communicate with representatives of one of the company’s shareholders, Shell, in English and use Shell’s educational resources — Shell Open University. Being fluent in English makes it possible to share experience at international conferences and during visits of foreign experts and oil and gas companies. That is why SPD continues to provide its employees with opportunities for improving their language skills.

Today, it is 150 academic hours over 14 months of continuous learning. Over this time, an employee can learn something from scratch or upgrade their knowledge to the intermediate level. Training is available for employees whose current level is below Intermediate. This is a middle level of knowing a foreign language, making it possible to speak more or less fluently, discuss professional and everyday topics, and understand almost everything spoken at normal speed. Based on company’s experience, people who reached the Intermediate level can speak fluently, correspond, and read foreign literature. This way, SPD creates and maintains conditions for developing employees’ language skills to the level required to perform production tasks and improve interaction at Shell Open University,” says Anatoliy Boris, Lead Mechanical Maintenance & Integrity Engineer. “I am confident that English lessons at the field along with self-education help improve your knowledge and provide great opportunities for professional development.”

**WHAT?**

Today, HR Department is seeing peak popularity of learning English at the company. "Despite this interest in learning English we observe certain patterns like typically reduced interest by the end of the learning cycle. For example, there are 45 people in a group at the start of the learning cycle and only 38 by the end of training,” says Maria Sedneva, Senior Learning & Development Specialist. "We observe this process both at the Salym group of oil fields and in the offices. On average, over 70 people across the company stop attending lessons. That is why we, together with our training contractors, are looking for ways to make lessons more appealing."

"Learning English at the oil field is an opportunity to improve and maintain your knowledge without leaving work. I attend lessons with great enthusiasm because our teachers are more than professional: they also have their hearts in what they are doing. You can learn rules and memorize words on your own, which I do, but live communication in this language when the teacher hints you how to express your thoughts is indispensable. My knowledge of English enabled me to complete a series of educational programs, including Maintenance in Upstream, the final part of which took place at Shell office in Rijswijk, Netherlands. It is now easy for me to read specialized technical literature but reading original English books is still hard; I have to read adapted literature, so there is still room for development! I thank the company for this opportunity to learn and improve English both at the field and beyond!"

**English groups by proficiency level:**

- **A1 Beginner/ Starter:** Survival level
- **A2 Elementary:** Waystage level
- **B1 Pre-Intermediate:** Threshold level
- **B2 Intermediate:** Vantage level
- **C1 Upper-Intermediate:** Effective Operational Proficiency level
- **C2 Advanced:** Mastery / Proficiency level

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**English lessons are new development opportunities**

At a glance it would seem that Russian-language environment is currently predominant at the company. However, all official messages are issued in Russian and English simultaneously since SPD still employs experts coming from various countries, and English remains the language of business communication. Speaking a foreign language improves interaction and mutual understanding between colleagues both in the office and at the Salym group of oil fields; some production facilities of the latter use imported equipment and documentation in English. SPD employees communicate with representatives of one of the company’s shareholders, Shell, in English and use Shell’s educational resources — Shell Open University. Being fluent in English makes it possible to share experience at international conferences and during visits of foreign experts and oil and gas companies. That is why SPD continues to provide its employees with opportunities for improving their language skills. Today, it is 150 academic hours over 14 months of continuous learning. Over this time, an employee can learn something from scratch or upgrade their knowledge to the intermediate level. Training is available for employees whose current level is below Intermediate. This is a middle level of knowing a foreign language, making it possible to speak more or less fluently, discuss professional and everyday topics, and understand almost everything spoken at normal speed. Based on company’s experience, people who reached the Intermediate level can speak fluently, correspond, and read foreign literature. This way, SPD creates and maintains conditions for developing employees’ language skills to the level required to perform production tasks and improve interaction at Shell Open University,” says Anatoliy Boris, Lead Mechanical Maintenance & Integrity Engineer. “I am confident that English lessons at the field along with self-education help improve your knowledge and provide great opportunities for professional development.”

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for solutions that would help our colleagues stay focused on learning and contribute to achieving results.” With this in mind, the company reviewed its approach to training in 2018: instructors have shifted to more efficient teaching methods — communicative and emotionally-semantic ones; classrooms at the field have been equipped with wall-mounted plasma panels to show films and interactive graphics. Teachers have organized a film club and a game club on Sundays, the resource library for students’ independent learning is also continuously replenished.

“SPD does a lot to develop its employees,” says Lada Zarubina, English teacher at the Salym group of oil fields. “This year, the company purchased NAVIGATE innovative training and methodical complex. It is based on the concept of learning a language through the Guided Discovery method, making it possible to develop communication skills quickly and efficiently. The vocabulary of the course is selected based on Oxford 3000TM word minimum to learn the set of words and phrases for communication as quickly as possible. As an instructor, I am very happy that I can engineer my teaching process using the most advanced methods and techniques. Videos on various topics and online practice for students’ independent work during days off are integrated in the program. Each module of NAVIGATE course is divided into individual units devoted to a common topic to reinforce reading, speaking and listening skills in the already familiar context. This way, our students — SPD employees — can practice all the material using different perception channels, which contributes to great retention of the course content.”

By creating new and more efficient conditions for corporate learning the company also approaches the issue of quality control in a new manner. For this purpose, SPD is introducing quarterly and final English knowledge level assessments. This approach will stimulate employees to assume responsibility for the results of their learning process — achieving their defined goals after starting the training. It will also provide an opportunity to obtain information on the effectiveness and quality of the learning process.”

“SPD provides a great venue for learning, practicing, and applying the English language. As a student and then during my post-graduate studies I took German. There was no need to learn English before joining SPD. Here, my colleagues told me that English lessons were provided at the oil field, available to anyone who is willing to attend because the courses were free. I decided not to miss such an opportunity and started going to classes. At first it was difficult to switch from German but over a year I was able to improve my level significantly. I am learning English to read academic and technical literature and communicate with foreign colleagues. I am sincerely grateful to SPD management for this learning and development opportunity, for getting new knowledge and of course for competent selection of the teaching staff. Our group’s teacher showed that learning a foreign language can be easy and interesting. Her ability to explain complicated things in simple and understandable terms and work with the audience actively is perfectly invaluable. New opportunities of professional growth are now open to me.”

Dinar Kinzibaev, Laboratory Engineer at SPF:

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started attending English classes at the Salym group of oil fields. I had a feeling that my eyes were opened to all secrets and rules of learning English,” Artem Pavlov, Mechanical Maintenance and Integrity Engineer, shares his impressions. Everything turned out to be so easy, even though I have previously learnt German and it was hard for me to find the right approach to a new language on my own. I developed an interest in learning this moving me to study English, and I have previously learnt German and found it to be present at group lessons but also to have a conscious approach — doing home assignments, working with educational resources independently, passing quarterly and final tests. Regular attendance, participation in classes, and progress in knowledge guarantee that the employee will retain their place in the group provided by the company and receive additional learning opportunities. Learning materials as well as company news on teaching English to employees are available at the webpage of Learning & Development Team within HR Department.

“How?”

How to start learning? An employee working on rotations has to reflect on this need in their Individual Development Plan (IDP) from December 1 to January 31 of the current year selecting the option of “Learning English at the field.” Then a Learning & Development Specialist will form and schedule learning groups. If an unscheduled need for learning emerges you can consult Learning & Development Team within HR Department at SPD-Moscow-LD@salympetroleum.ru. At the same time, when you are beginning your studies it is important to realize that learning a foreign language will require the employee not just to be present at group lessons but also to have a conscious approach — doing home assignments, working with educational resources independently, passing quarterly and final tests. Regular attendance, participation in classes, and progress in knowledge guarantee that the employee will retain their place in the group provided by the company and receive additional learning opportunities. Learning materials as well as company news on teaching English to employees are available at the webpage of Learning & Development Team within HR Department.

“I am learning English to understand other people and make myself understood. My goal is fluent communication on professional topics. SPD provides a great venue for learning, practicing, and applying the English language. Training is held in well-equipped classrooms, in a diverse manner and an informal environment. On Sundays, teachers invite our colleagues — native speakers — to meet in the conversation club format. Sometimes I have to discuss technical issues with foreigners and translate detailed documentation since some of the equipment at SPD is manufactured abroad, so there is a place for practicing English in my daily work. And I am also trying to apply my knowledge outside of work. I am buying things online, reading original books, watching films and TV shows. I prefer to plan my routes myself when I go on vacation abroad and communicate with the locals. To my mind, speaking English is a key to discovering the world.”

Lev Dovnar was awarded at the annual Salym Petroleum event — Safety Day.

“AS A LIFESTYLE”

Lev Dovnar, Area Supervisor at Lesnye Tekhnologii LLC, an SPD contractor, received two titles simultaneously: Goal Zero Hero and Goal Zero Champion. As a manager, Lev Dovnar supervises the work of organizing wood felling, preparing areas for well pads, and arranging wood strip roads. He always pays special attention to the quality of roads at the oil field: it is a part of his job. This had a lot to do with preventing a dangerous incident. Lev Dovnar was awarded at the annual Salym Petroleum event — Safety Day.

— Lev, you have received two awards. This means real recognition from the company. What do you feel?
— Of course I feel proud for being honored with these titles. But even if I wasn’t recognized at all, I would still do the same thing. Any person arriving at the Salym group of oil fields changes their attitude to safety. Safety culture that exists at SPD permeates all areas of your life and becomes a part of it. You start to realize that your family members’ and colleagues’ safety is your personal responsibility, too.
— What were you recognized for? What incident did you prevent?
— We were driving to the work site together with Viktor Uz- enger, Driver, and Nikita Vazhenin, Excavator Operator. There is a crossing above Transneft oil pipelines near Well Pad 16 of the Upper Salym field. It is temporary — backfilled and covered with slabs. While we were crossing, I noticed from the car window that gaps formed under the slabs. It was springtime — when the snow melted, it created a river flood.

Lev Dovnar was awarded at the annual Salym Petroleum event — Safety Day.

— Lev, you have received two awards. This means real recognition from the company. What do you feel?
— Of course I feel proud for being honored with these titles. But even if I wasn’t recognized at all, I would still do the same thing. Any person arriving at the Salym group of oil fields changes their attitude to safety. Safety culture that exists here transforms you forever. Things you have never paid attention to begin to matter. This relates not only to production issues but also to daily life. You check if everyone has their safety belts fastened in the car, you don’t start repair works without a helmet, safety goggles and gloves, you pay extra attention when you are dealing with electric power. The safety culture that exists at SPD permeates all areas of your life and becomes a part of it. You start to realize that your family members’ and colleagues’ safety is your personal responsibility, too.

Colleagues’ and family members’ safety is a personal responsibility.
which caved the crossing slabs. And this is where special machinery is moving all the time. I decided to intervene. We stopped and had a look at this place. Four slabs were washed out. We stopped dump truck traffic and put a fence around. I called SPD Dispatcher whose tasks include quick problem response. In his turn, he informed this infrastructure facility’s supervisor — Andrey Kamaev, Civil Specialist at Facilities Development, SPD. The latter arrived to the site, assessed the situation and made the optimal decision. The temperature was low and it was impossible to remove the slabs because they froze to the ground, so it was decided to backfill the emerging gaps with crushed stone. This is quite a reliable material for solving such problems — water cannot wash it out for sure. The dangerous area was eliminated almost within an hour and traffic over the crossing resumed.

— So an accident could have happened?
— It was possible. Both special machinery and people could suffer. In this situation, there was also a risk of damaging the oil pipeline, in which case the consequences would be even more severe. Of course every oil pipeline has protection but before it is triggered, oil can spill. A lot of it, or a little: environmental risks are always very serious, though, since they can cause soil and forest contamination and endanger the wildlife of the Salym region. This is difficult to remedy. Besides, in this case the company incurs huge losses. Numerous pieces of machinery are required, additional experts get involved. It can take up to five weeks to eliminate an incident.

— What was your attitude to this issue before safety became a part of your life?
— As soon as I joined SPD I saw that they put a lot of emphasis on Safety Culture here, and I immediately felt close to it. I always treat every given production task seriously and I am convinced that it must not be solved at the expense of safety. Achieving results at the cost of human health or lives is not acceptable. All SPD safety rules are developed specifically to make sure that the work is performed competently and without harming employees’ health. You just need to follow the rules, and everything is going to be all right. I know that. And I have never been really skeptical about it.

— You have worked at SPD for more than a year. What was new to you that other companies don’t have?
— Other oil and gas companies where I have worked don’t have such a serious approach to Safety Culture. At Salym Petroleum, it is everyone’s personal business, from the top person to each employee. And this means caring not just about yourself but also about your colleagues. SPD is not talking about performance at any cost. You have the right to stop working if it is potentially dangerous, and you have no doubt that the management will support you. Caring and intervening in dangerous situations is encouraged here. If you see that an employee is at risk while doing a job — intervene, or your indifference will cause someone their health or even life. Now, I no longer ponder how a person will react when I remind them of their safety. I just come up to them and say it. Safety issues are now driving my life.

— What Safety Culture activities are the most efficient, in your opinion?
— Each activity has a value of its own. Safety trainings held both for Salym Petroleum employees and contractor personnel encourage you to think about safety once again, assess production risks, and ask yourself ‘Am I doing everything right?’ Here, you can always ask questions you are interested in, discuss things, share the latest information. Safety Culture communities operate at the company, and any employee working at the Salym group of oil fields can join them. Safety Culture communities are an open venue for discussing any safety aspects. I think Safety Culture Orientation sessions are particularly important since everything starts with them. This is the first thing they tell you as soon as you come to the oil field. It makes a strong impression: you understand that safe work conditions are created here and that company management wants you to come home safe and sound. This is a very correct approach and something that differentiates Salym Petroleum from other oil and gas companies.
From September 1 to October 31, Salym Petroleum is conducting a regular annual employee survey. When you participate in the People Survey you help improve the conditions for your colleagues’ professional realization and company development. Please contact Maria Sedneva on all issues concerning the survey (ext. 2822, Maria.Sedneva@salympetroleum.ru)