

SALARY SURVEY RESULTS 2013

FMCG Industry

Trends and Developments

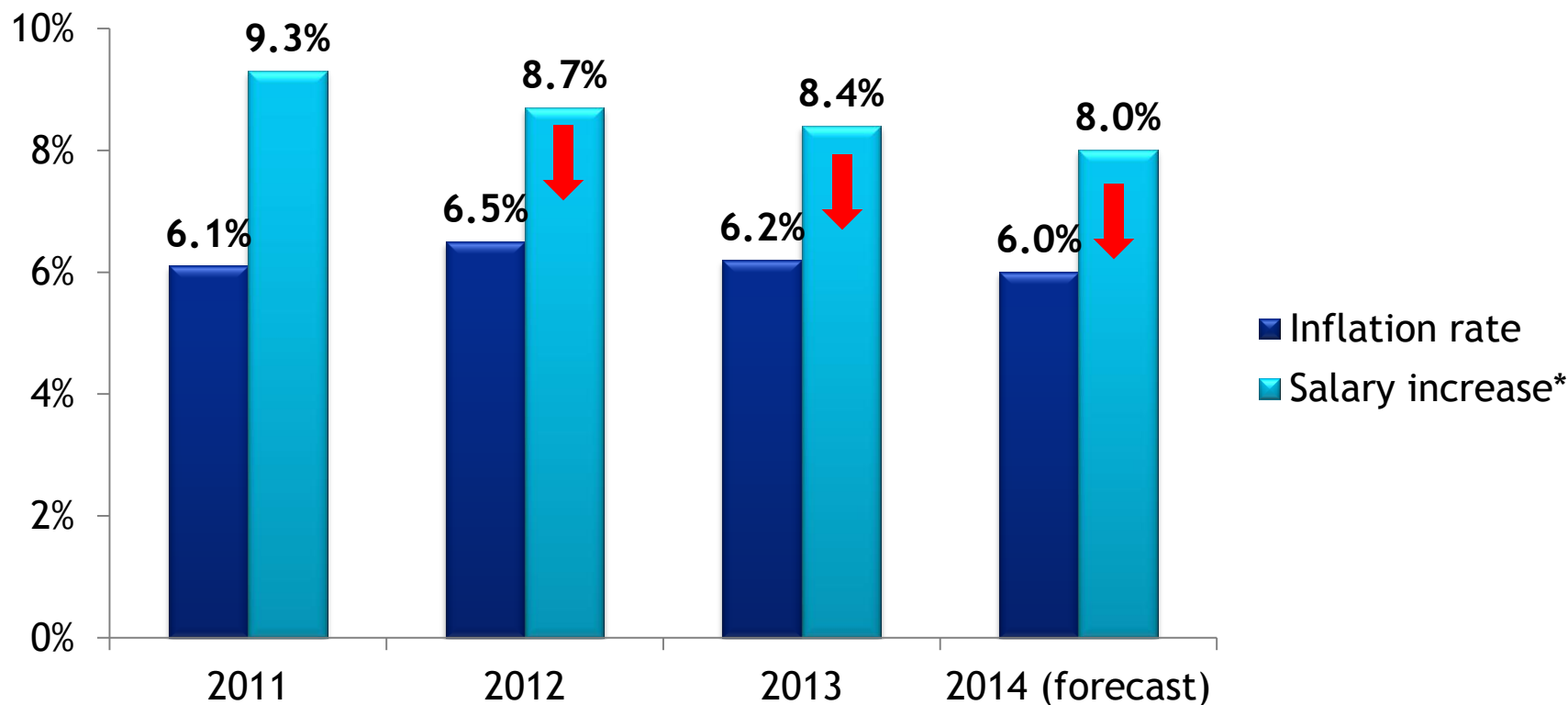


Labour Market Trends

Salary Increase vs. Inflation Rate

Salary increases are slightly **going down**.

We observe the same trend on the general industry market with median salary increase in 2013 and forecast for 2014 on the level of **8.0%**.



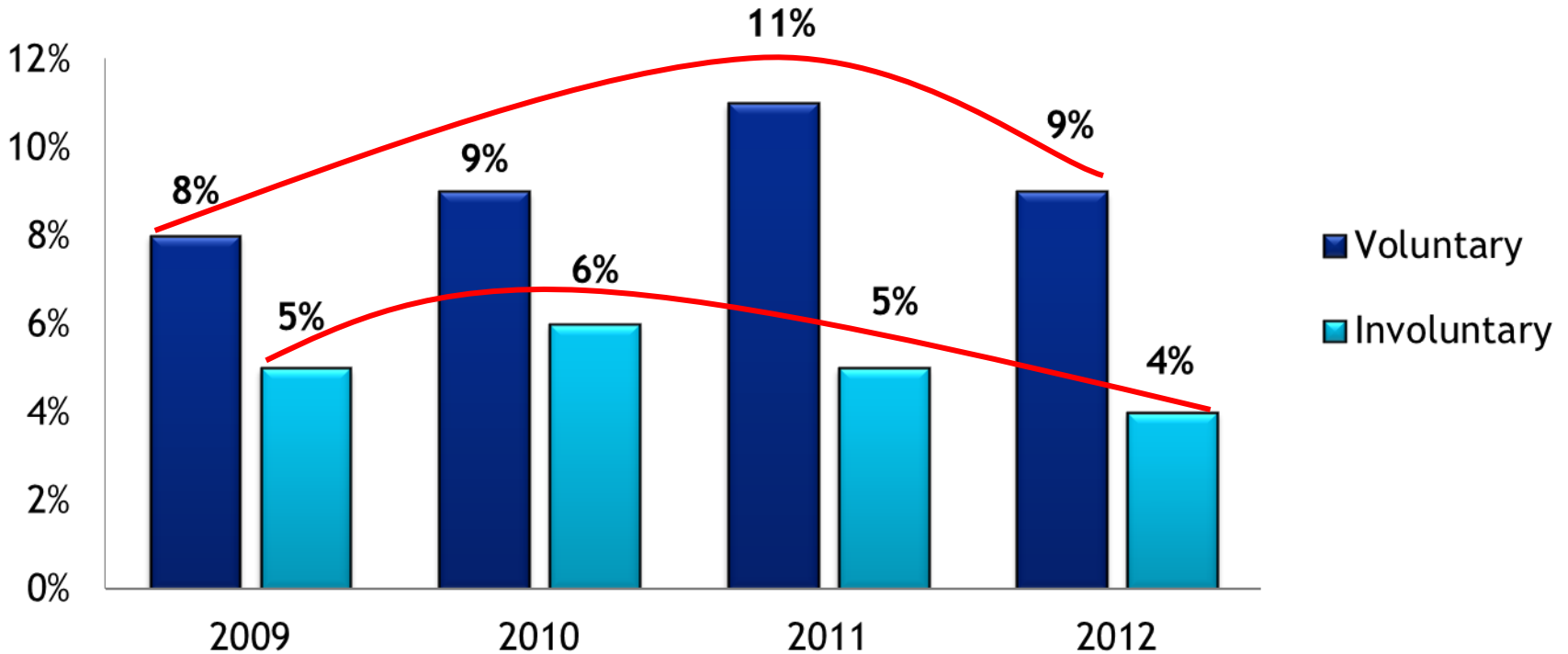
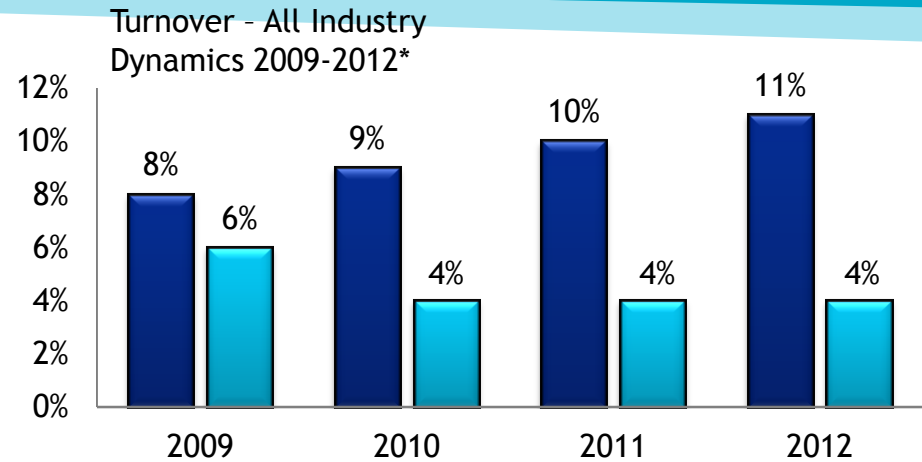
*Average value is based on median by all career streams

Source: Salary Increases: Central and Eastern European Compensation and Benefit Forum Russia, 2011-2012; Salary Movement Survey, September 2013;

Inflation rate 2011-2012: Federal State Statistics Service; Inflation rate forecast for 2013-2014: IMF, September 2013

Turnover - FMCG sector Dynamics 2009-2012*

Voluntary turnover rate for 2012 in FMCG sector is **lower** than in 2011.
On general market voluntary turnover keeps growing.

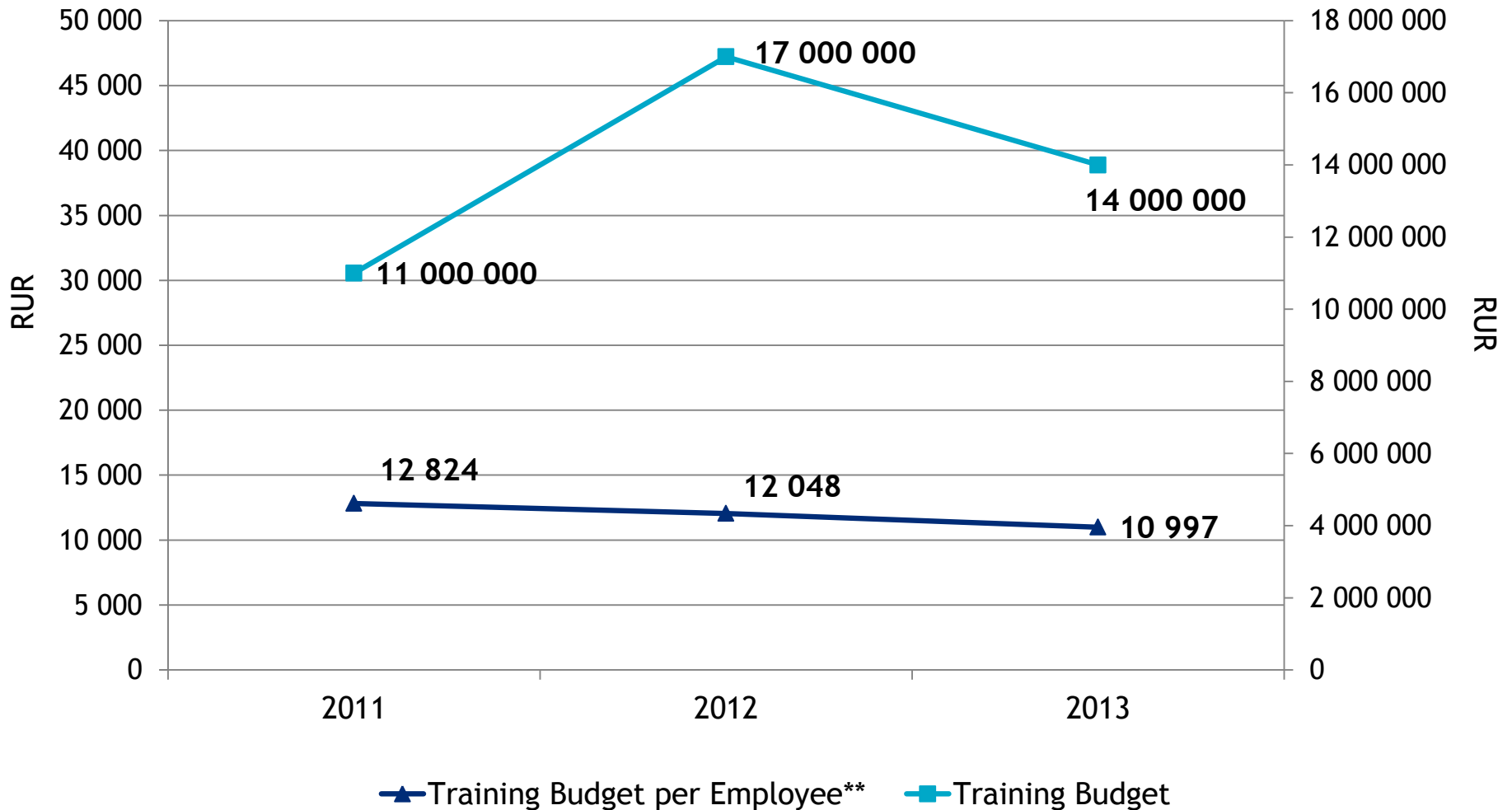


Source: Central and Eastern European Compensation and Benefit Forum Russia 2010-2013, Total Remuneration Survey Russia 2010-2013

*Turnover rate is based on calculations for the previous year, median

Training Budget*

Dynamics 2011-2013



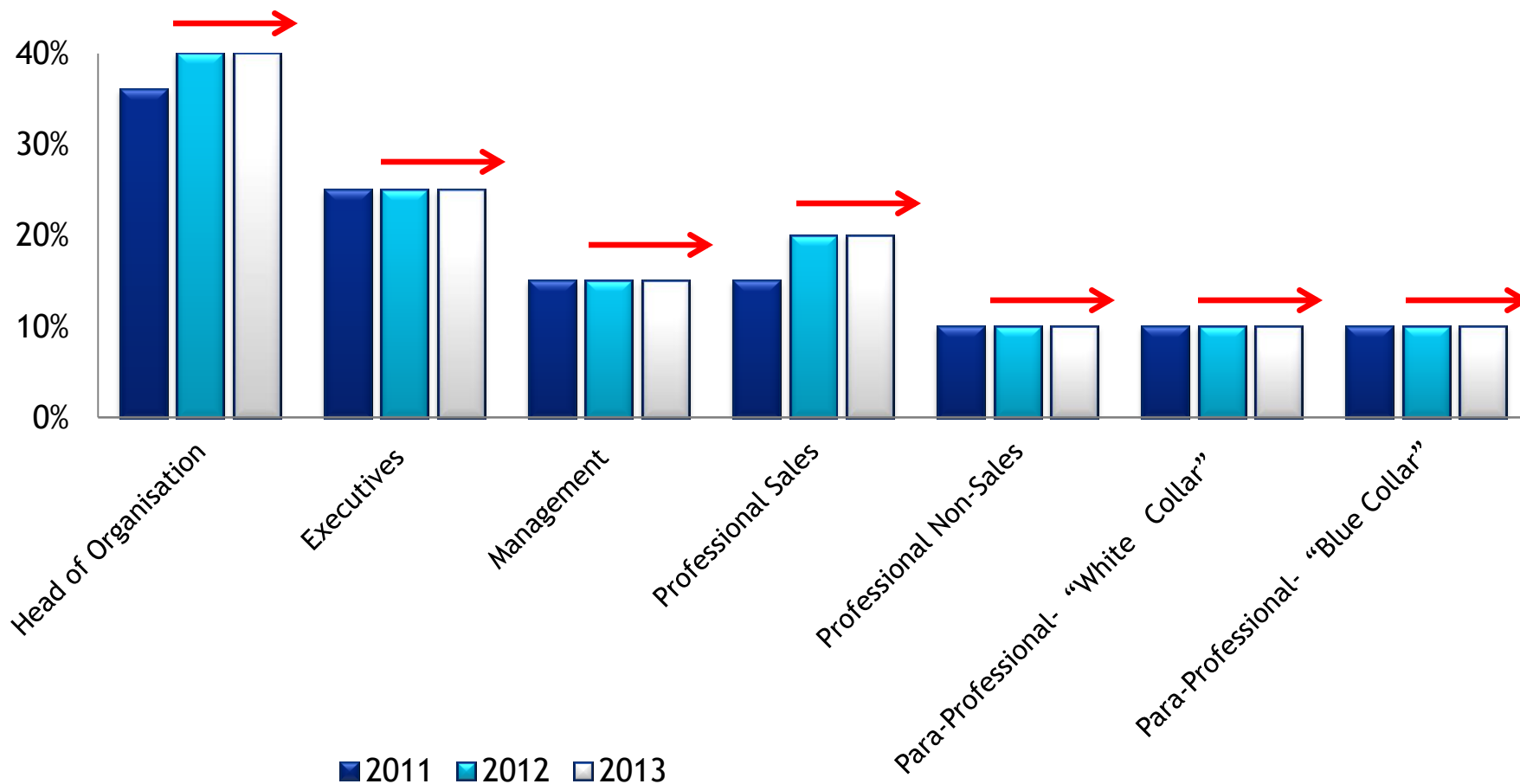
*Median

**Calculated with the division of training budget by the total number of employees

Source: Central and Eastern European Compensation and Benefit Forum Russia 2012-2013

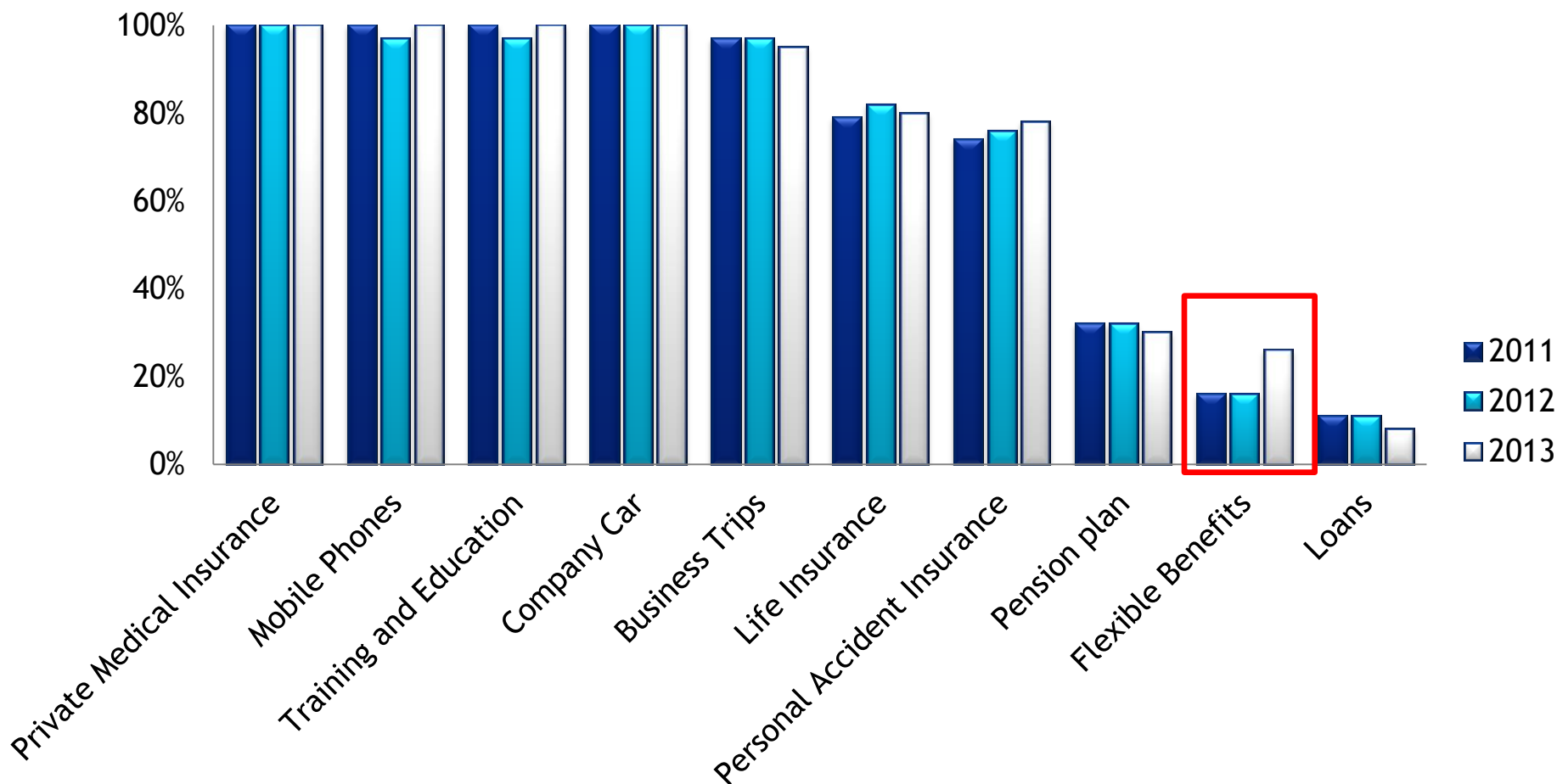
Target Bonus Percentage* Dynamics 2011-2013

Target bonus % is **stable** during the past two years.



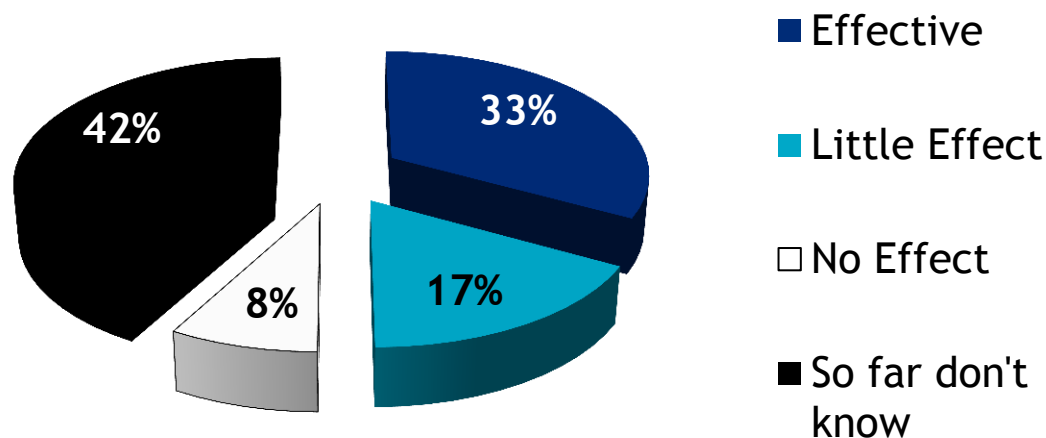
Benefits Prevalence Dynamics 2011-2013

Number of companies providing flexible benefits plans is growing - **26%** in 2013.
On general industry market **14%** of companies provide flexible benefits plan.



Flexible Benefits Implementation

Effectiveness of flexible benefits plan in terms of retention

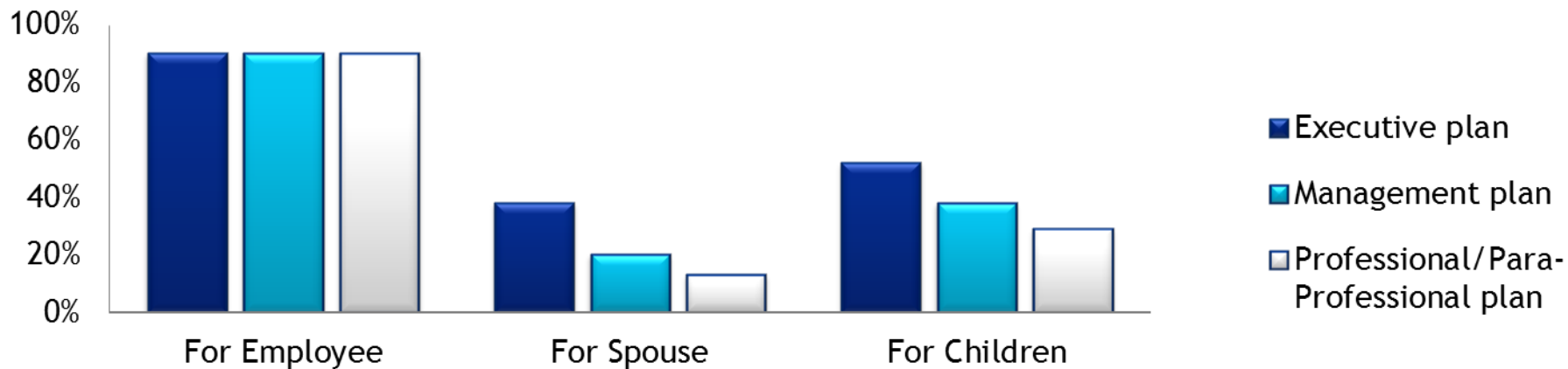


Typical benefits, included in the program:

- Private Medical Benefit: possibility to insure relatives or include additional services in the insurance plan
- Life Insurance
- Education Opportunities (for an employee, his/her relatives)
- Subscription to a sport club

Private Medical Insurance Employee's Contribution

Percentage of companies where no employee contribution is required::



Percentage of employee contribution*:

For Employee



10%

For Spouse



63%

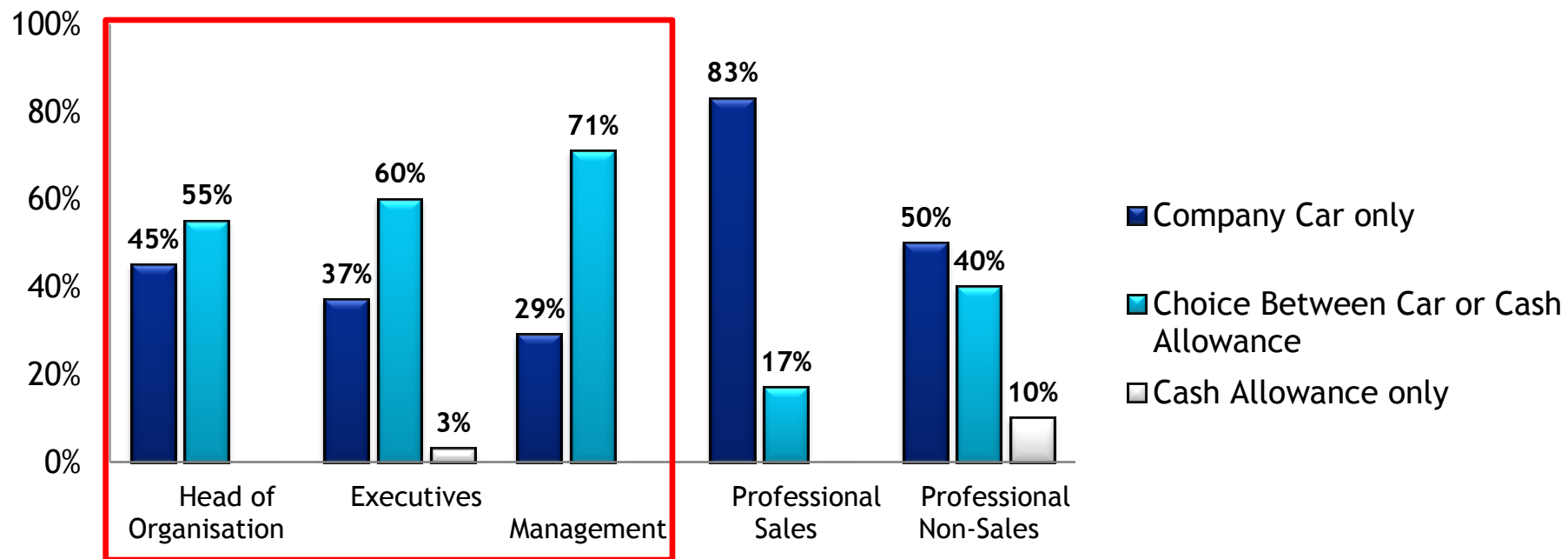
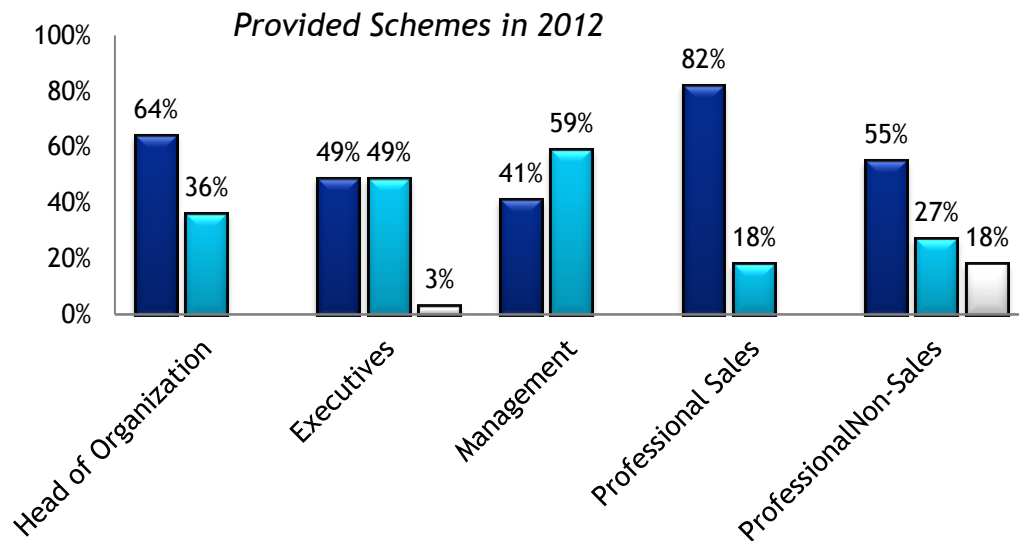
For Children



50%

Company Cars Provided Schemes

Percentage of companies providing an opportunity to **choose between car and cash allowance** for top-management positions increased in comparison to the previous year





Human Capital Solutions



MERCER