

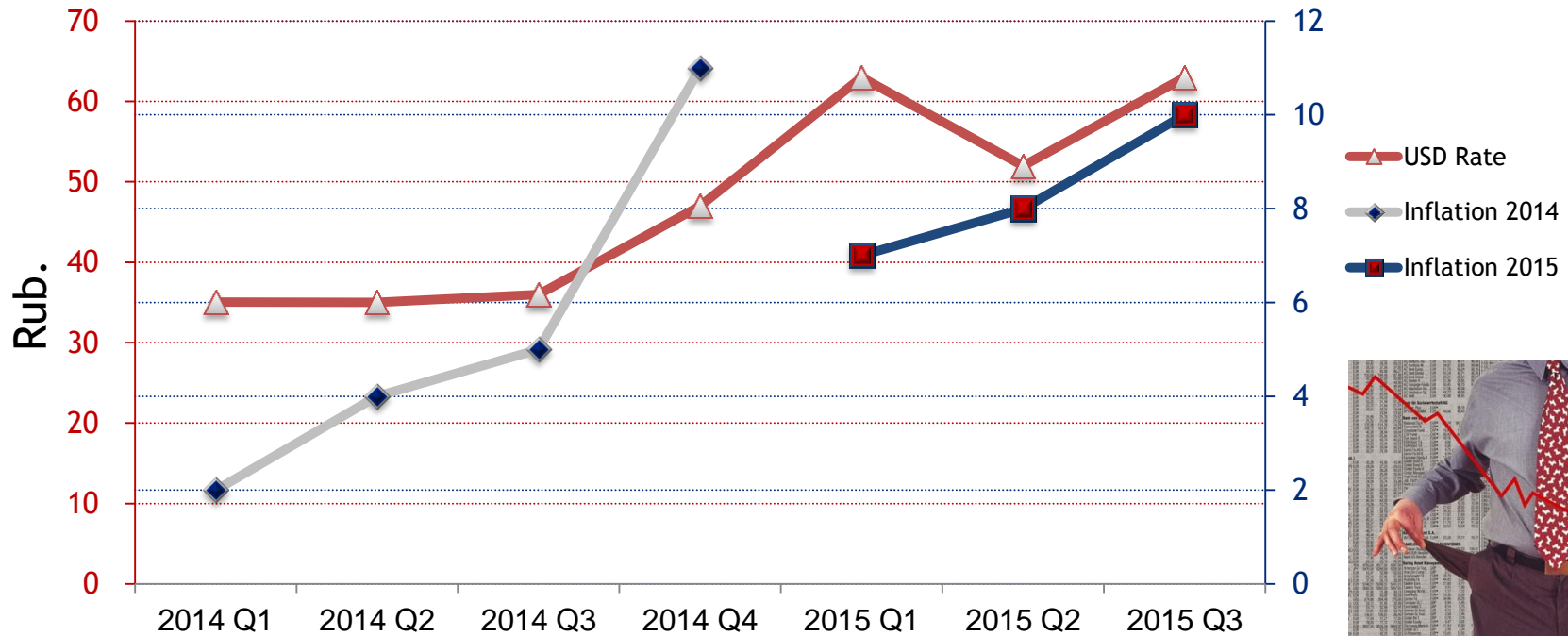
2015: typical year? or not?



2014-2015



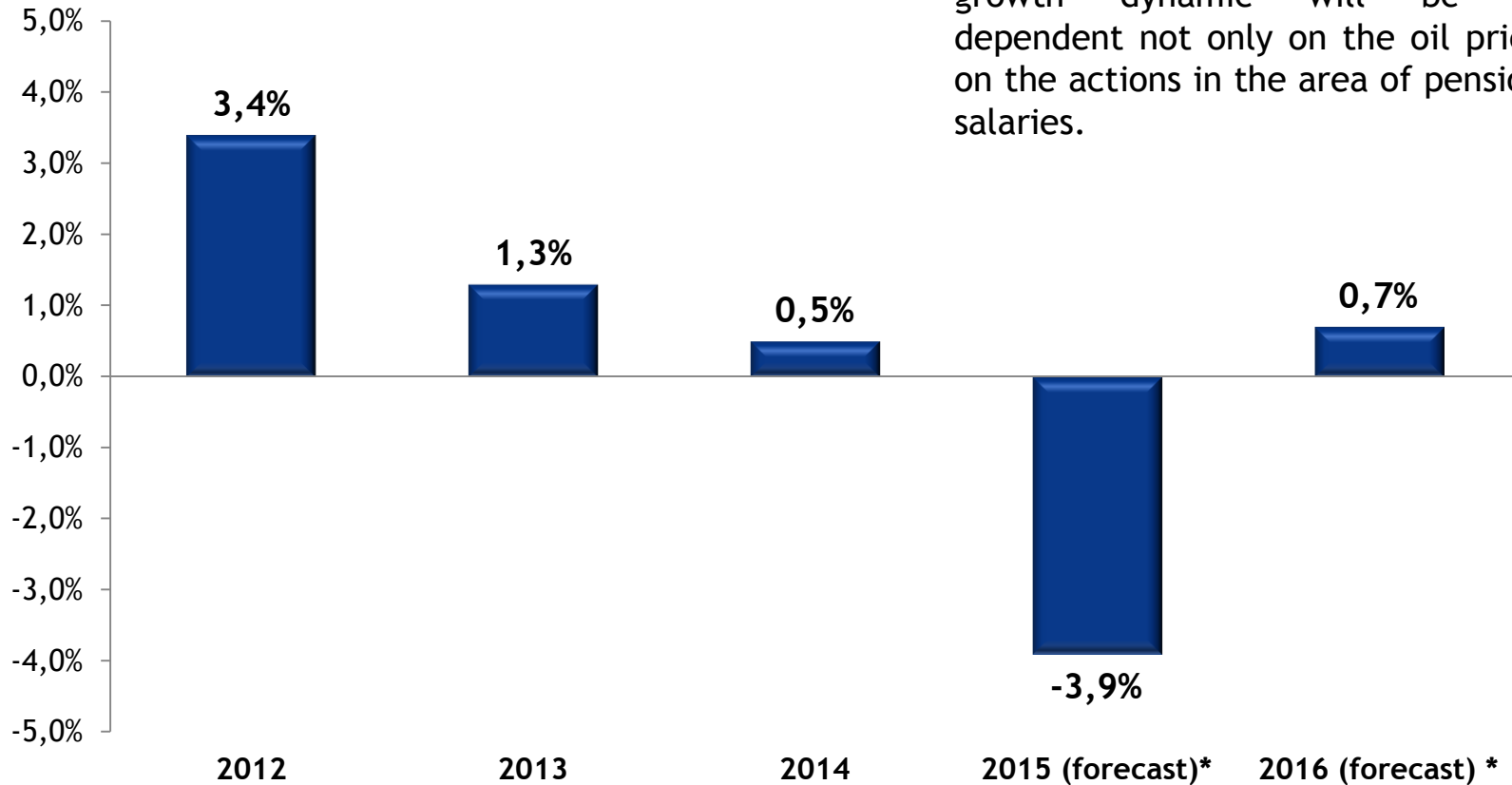
According to the Ministry of Economic Development: at the end of 2015 USD rate will be around 70 RUB; starting from the beginning of 2016 there will be slow change and till 2018 USD rate will go down to 60 Rubles.



Source: The Ministry of Economic Development, Federal State Statistics Service

GDP Growth Dynamics

According to expert opinion in 2016 GDP growth dynamic will be heavily dependent not only on the oil prices but on the actions in the area of pensions and salaries.



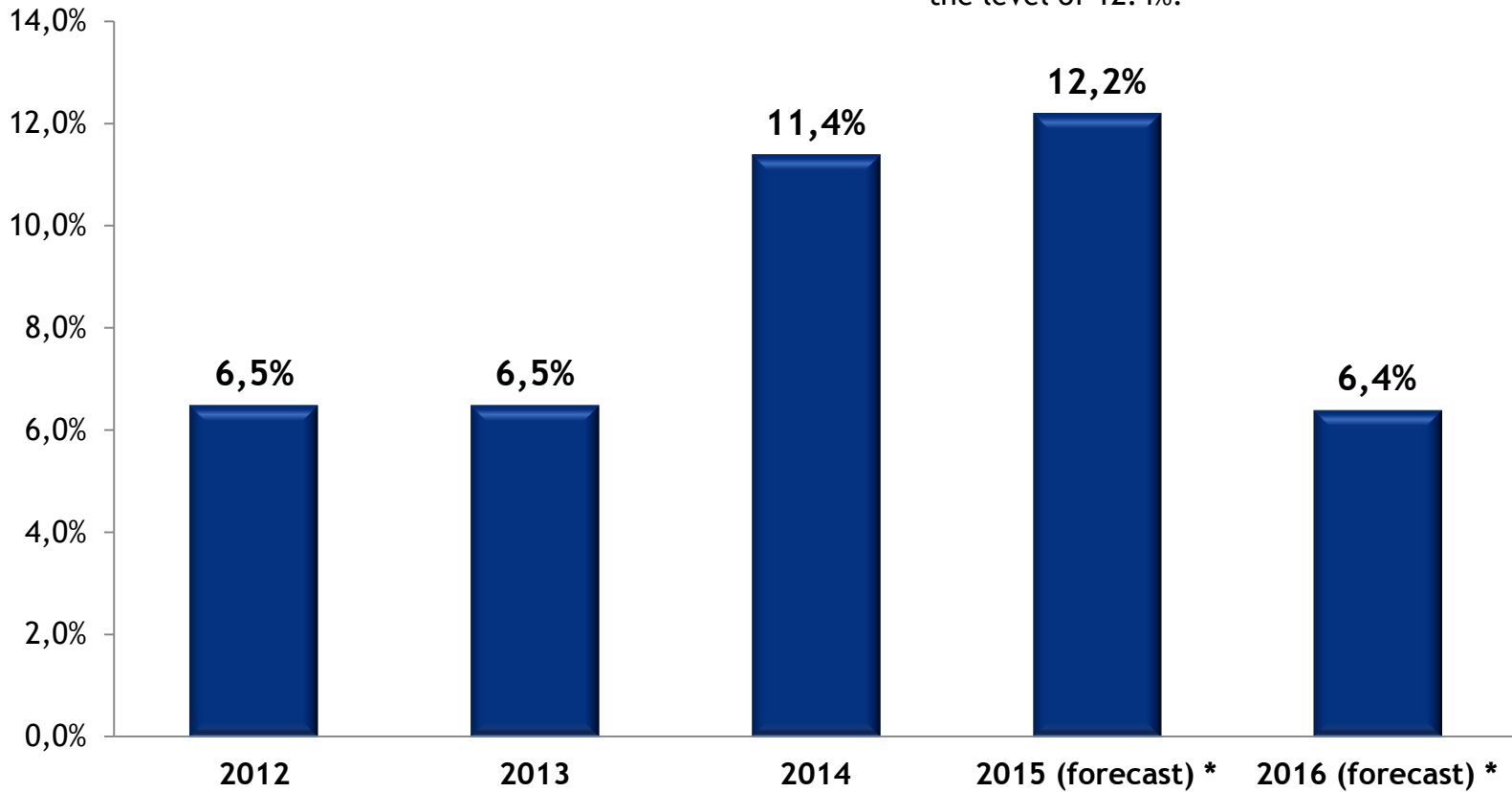
The European Commission forecasts GDP decrease at the level of 3,7% for 2015; GDP will still decrease in 2016 - 0,5%. The Central Bank of Russia forecasts GDP decrease at the level of 3,9-4,4% in 2015. According to the IMF GDP decrease will be 3,8%.

Source: The Ministry of Economic Development, Federal State Statistics Service

*Effective on October, 2015

Inflation Dynamics

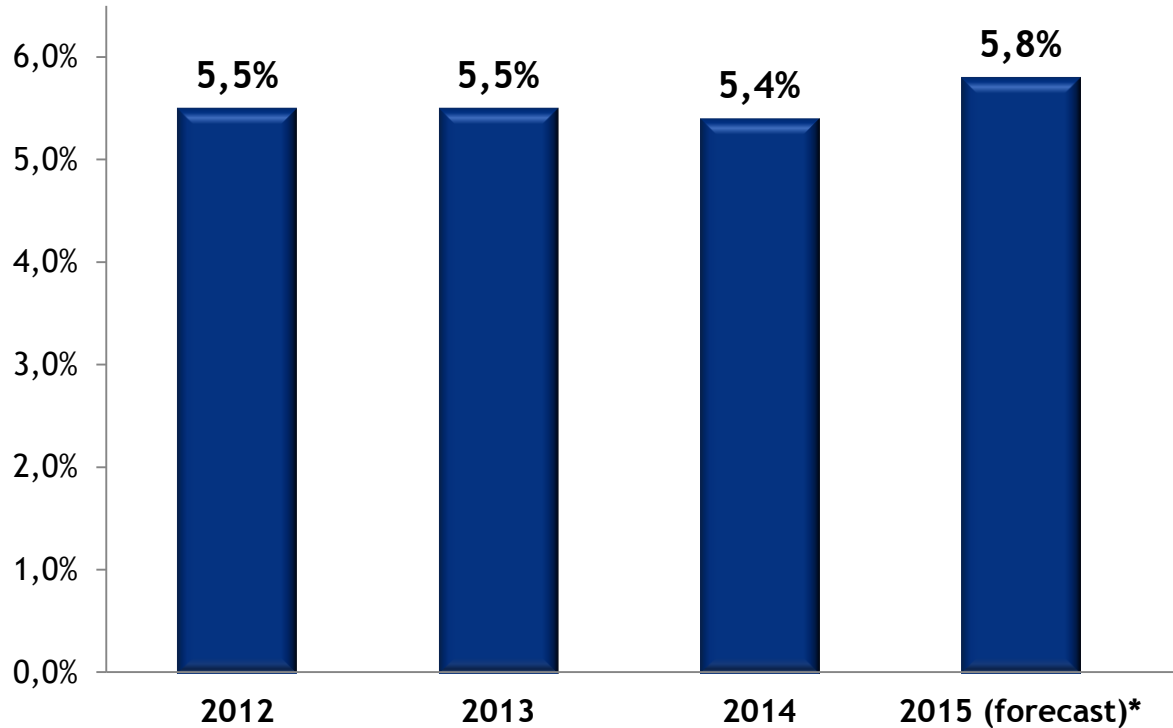
The Ministry of Economic Development forecasts the inflation rate at the level of 12%-15% for 2015.
The Ministry of Finance forecasts the inflation rate at the level of 12.4%.



According to the updated information from Federal State Statistics Service the inflation rate is 11.2% for November, 5 from the beginning of the year.

Source: The Ministry of Economic Development, Federal State Statistics Service
*Effective on October, 2015

Unemployment Rate



In 2016 Russian Economy will be growing slightly which should reduce the unemployment rate.

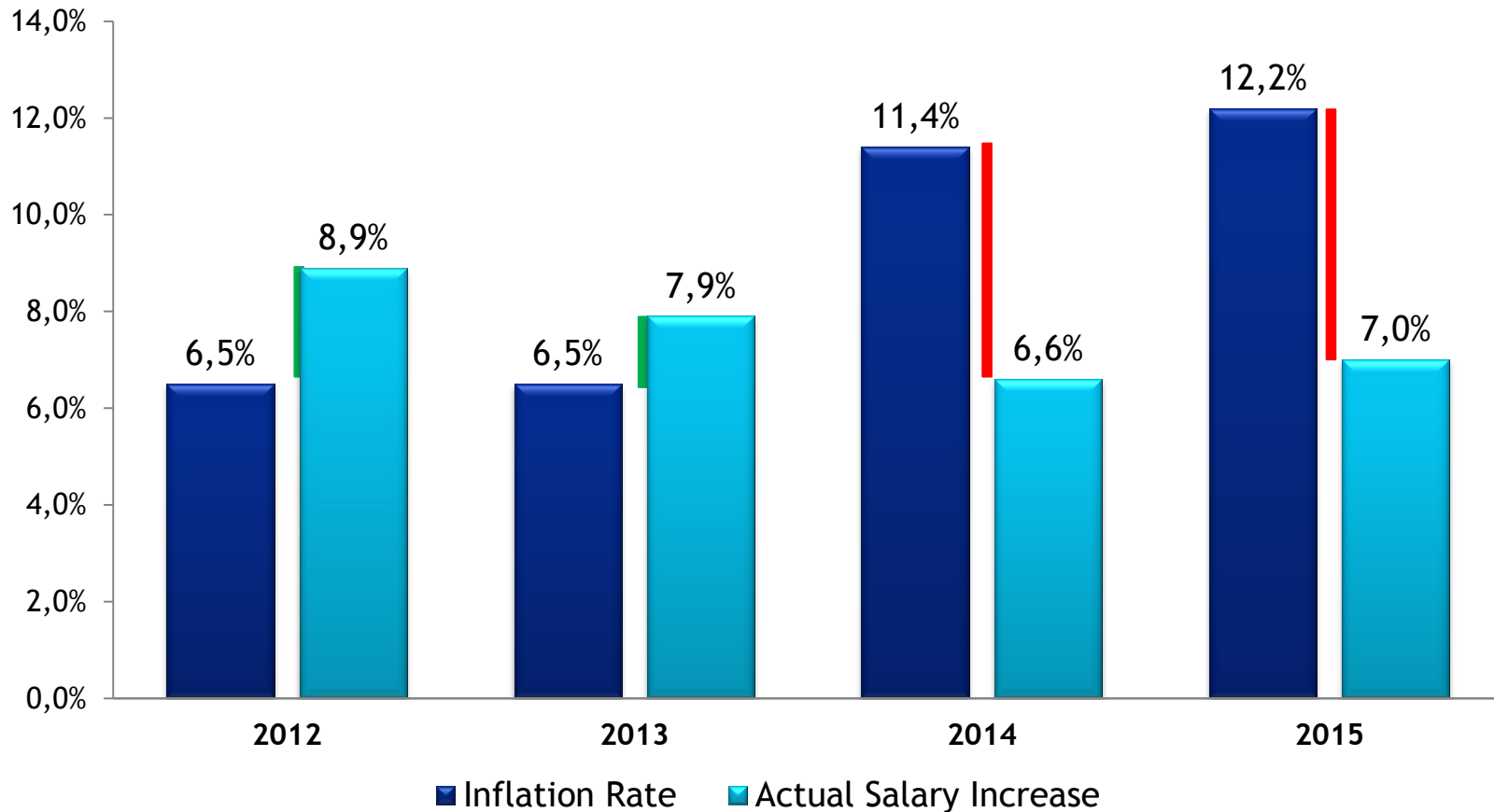
According to the forecast of the Ministry of Economic Development the demographic factor (decrease of working age population on almost 1 mln. per year in the nearest years) and decrease of labor resources costs will prevent unemployment rate from growth.

The IMF forecasts the unemployment rate at the level of 6.0% for 2015 and 6.5% for 2016.

Source: The Ministry of Economic Development, Federal State Statistics Service
*Effective on October, 2015

Actual Salary Increase vs. Inflation Rate

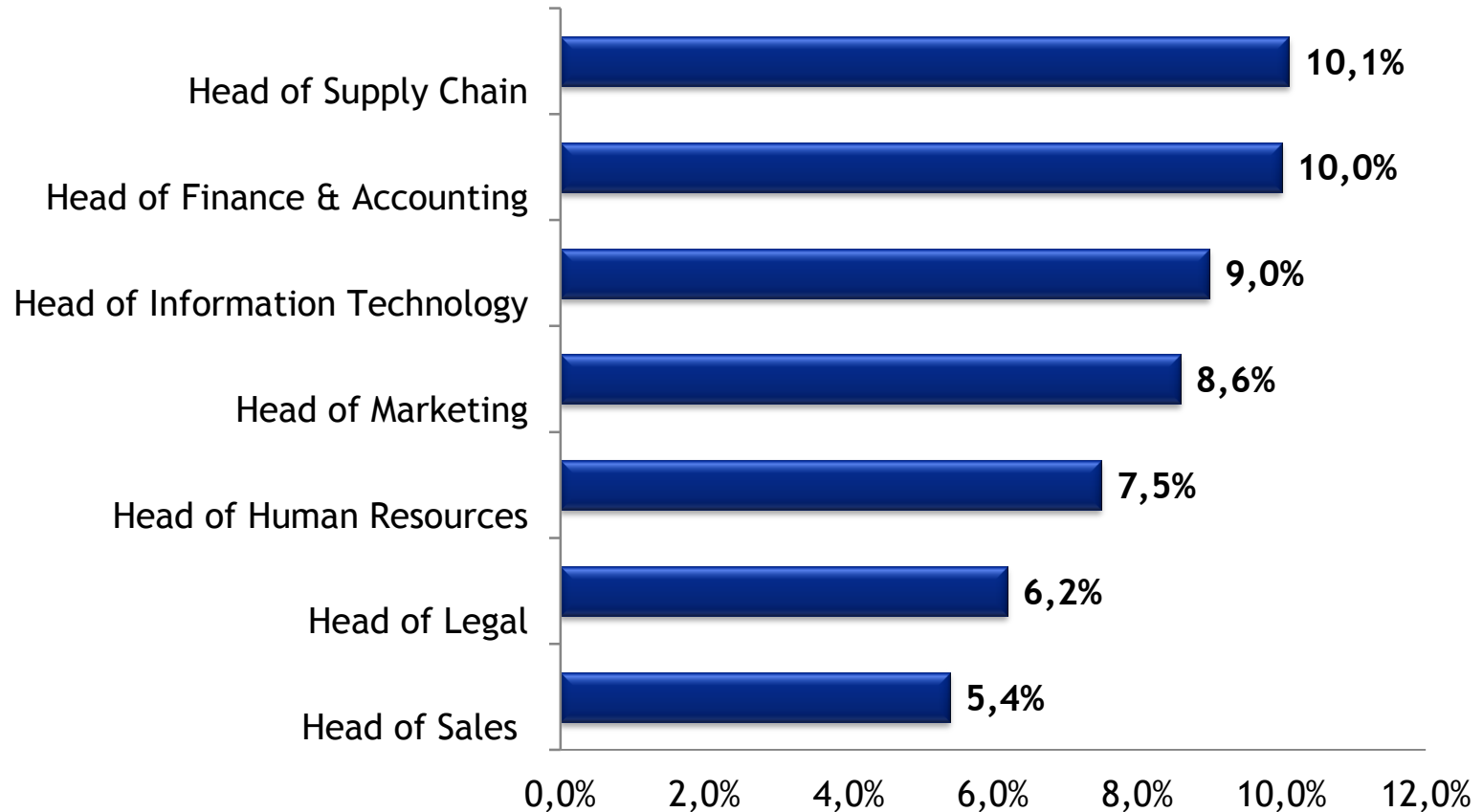
Real wages in Russia decreased on 8-9%.
We expect a change in this dynamics.



Source: Total Remuneration Survey 2015

*Note: Average on median based on all career levels

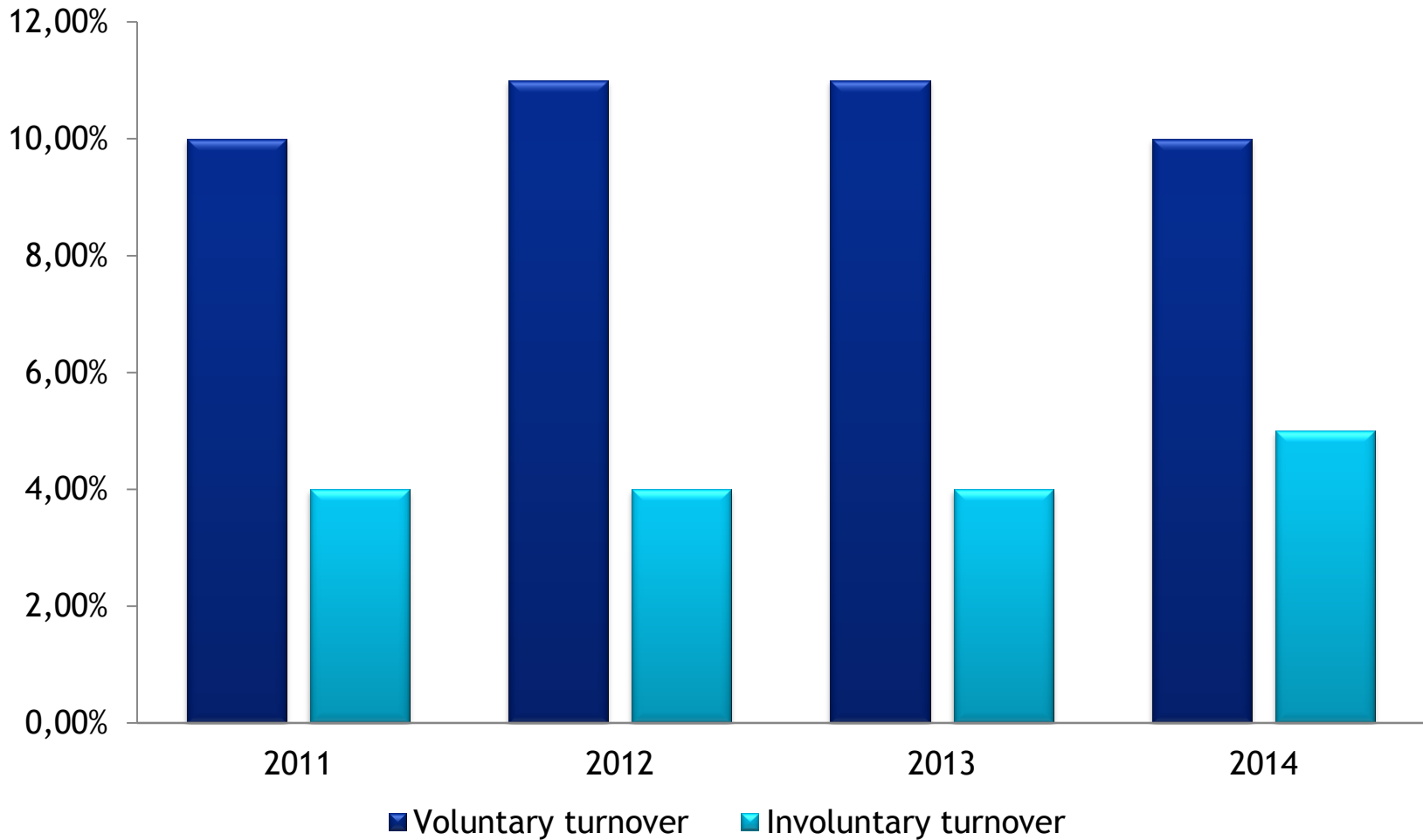
Salary Increase of Function Heads



Source: Total Remuneration Survey 2015

*Note: Function Head Level. Moscow data, median. Based on the same sample of organizations and incumbents from 2014-2015

Turnover Dynamics



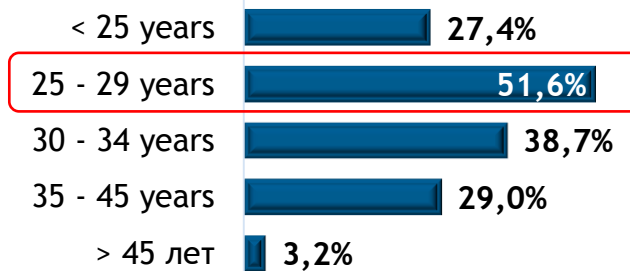
Source: Total Remuneration Survey 2015

*Note: median

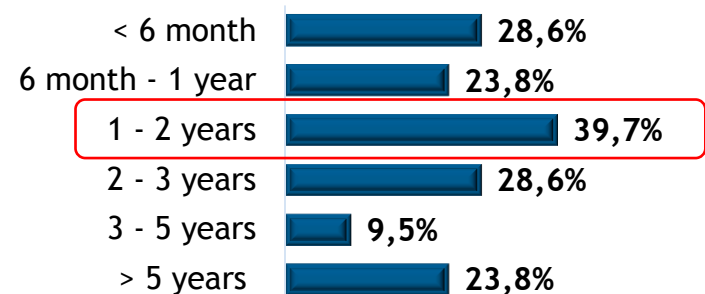
Employees “risk groups”

- Almost 40% of companies indicate that employees who has worked in the company for one to two years more often left the company; during this period the employees have enough time to get familiar with their area of work and they may lose motivation/interest.
- More than half of companies indicate that employees aged 25 to 30 years are more likely to leave .

Voluntary turnover depending on the age of employee:



Voluntary turnover depending on tenure in company:



Source: Retention Practices Report 2015

Functions with Higher Voluntary Turnover, by Regions

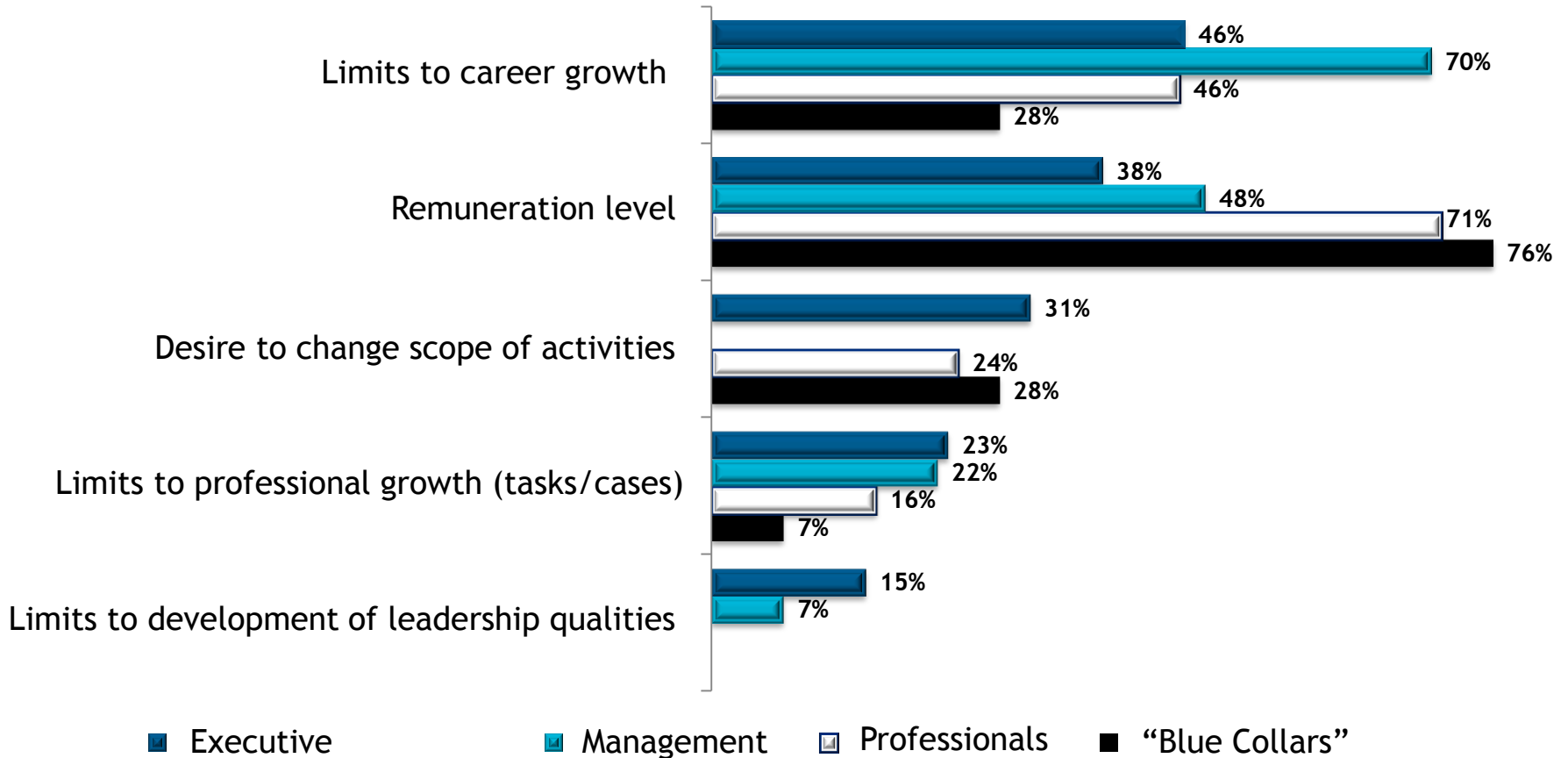


Moscow	Saint-Petersburg	Other Regions
Sales	Sales	Sales
Finance	Repair and Maintenance	Manufacturing
Supply and Logistics	Manufacturing	Repair and Maintenance

- Regardless of the region, a majority of companies (51%) noted that the highest voluntary turnover was in Sales.
- In addition, companies face high turnover evenly in all functions (30% of companies), in Manufacturing (22%), and in Supply & Logistics (21%).
- Among the functions with higher turnover are Finance in Moscow, Repair and Maintenance in the North-Western and Ural federal districts.

Source: Retention Practices Report 2015

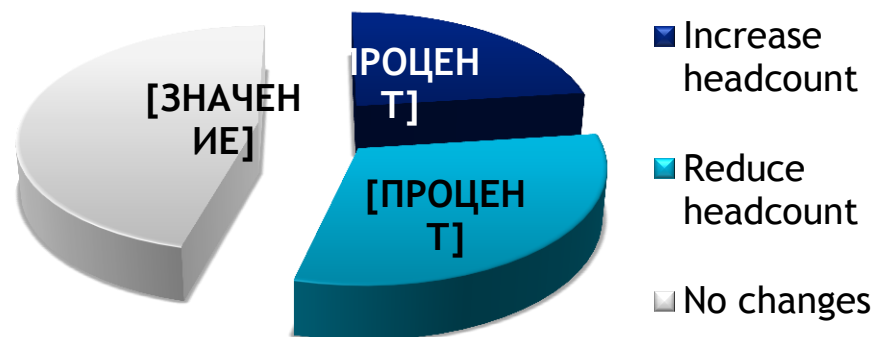
Main Reasons for Voluntary Turnover by Categories



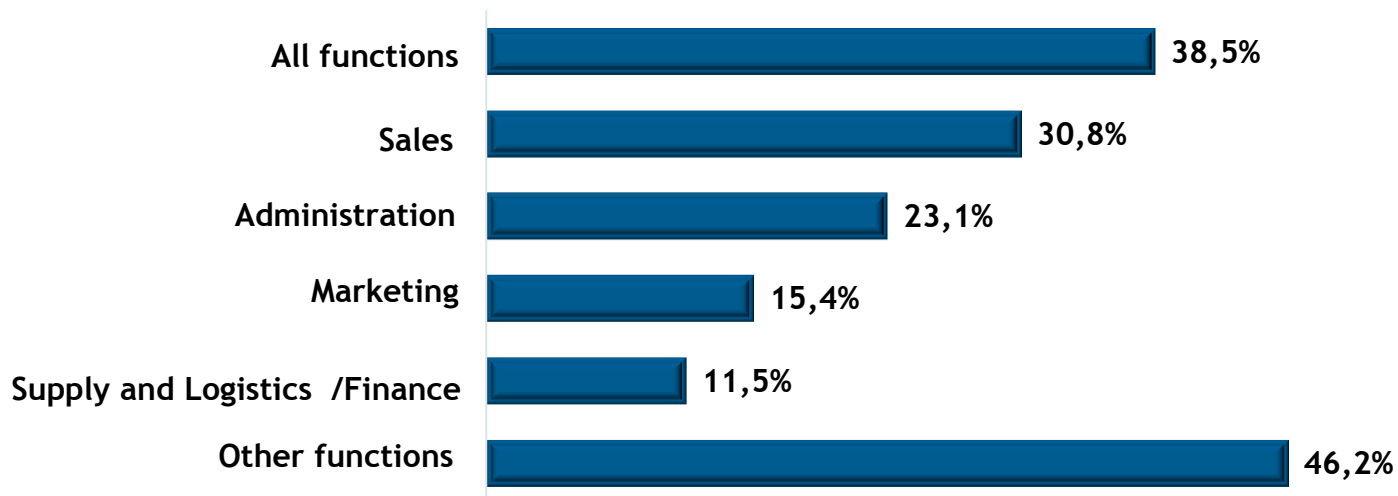
Source: Retention Practices Report 2015

Hiring Intentions

Organizations' hiring intentions by the end of 2015:



In 2015 while reducing headcount most attention is paid to:



Source: Retention Practices Report 2015

Key takeaway

So, what's your opinion? A typical year? Or not?



