



# Labor market 2017: HR trends

People Advisory Services

EY, Moscow



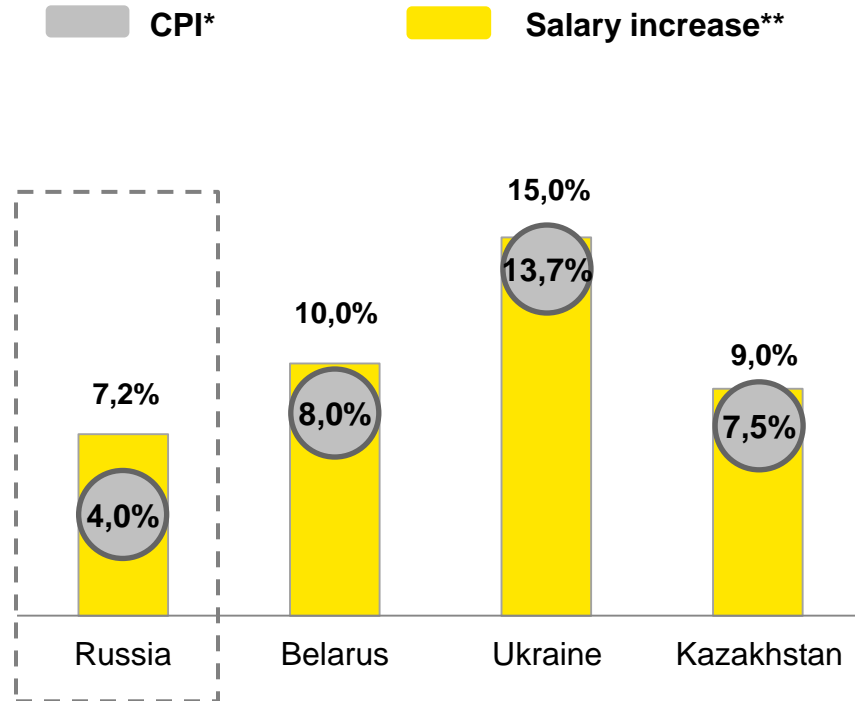
**EY**

Совершенство в бизнесе,  
улучшаем мир

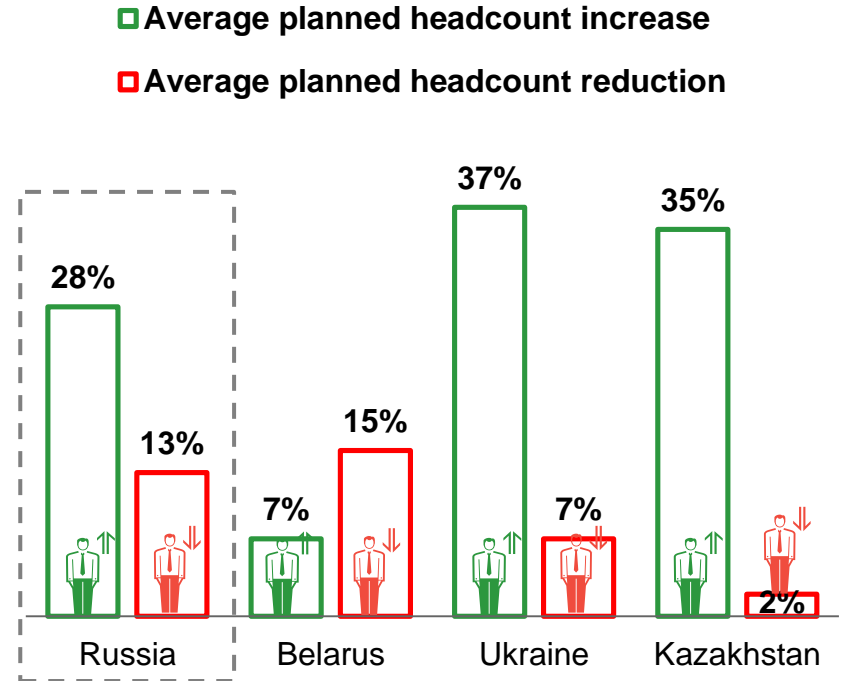
Work

# CIS Labor Markets

## Salary adjustments vs Consumer Price Index (CPI) levels



## Planned change in the headcount in 2018\*\*\*



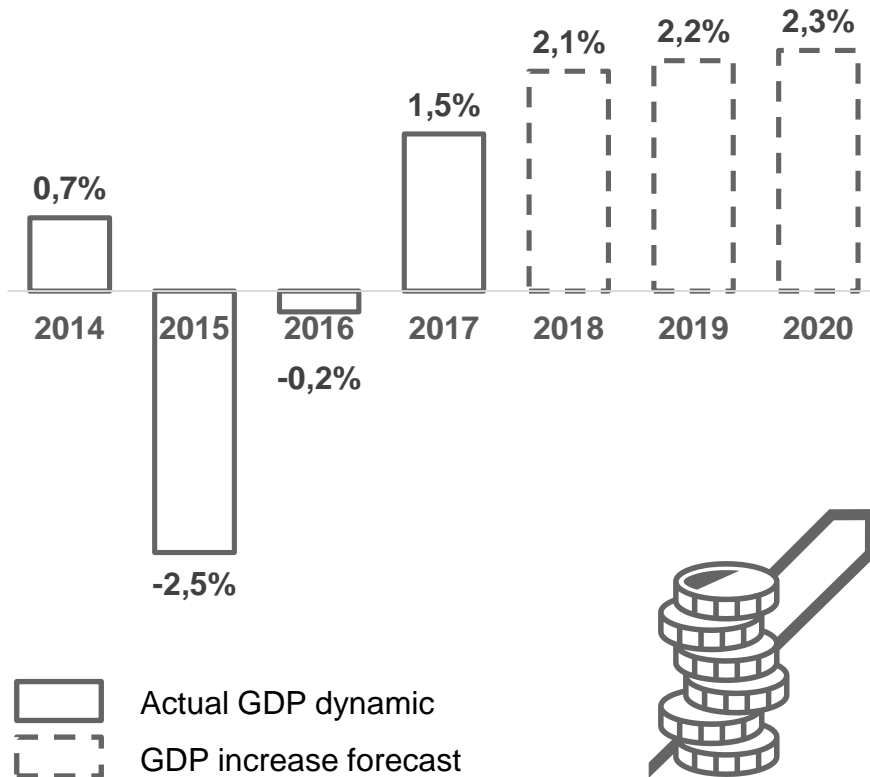
\*CPI data is presented for the period covered within EY surveys. Source: official state sources for statistics

\*\*Source: EY Compensation and Benefits Surveys. Analyzed period for Russia: May 2016 - April 2017. For Belarus: January 2017 - June 2017. For Ukraine: January 2017 - September 2017. For Kazakhstan: July 2016 - June 2017.

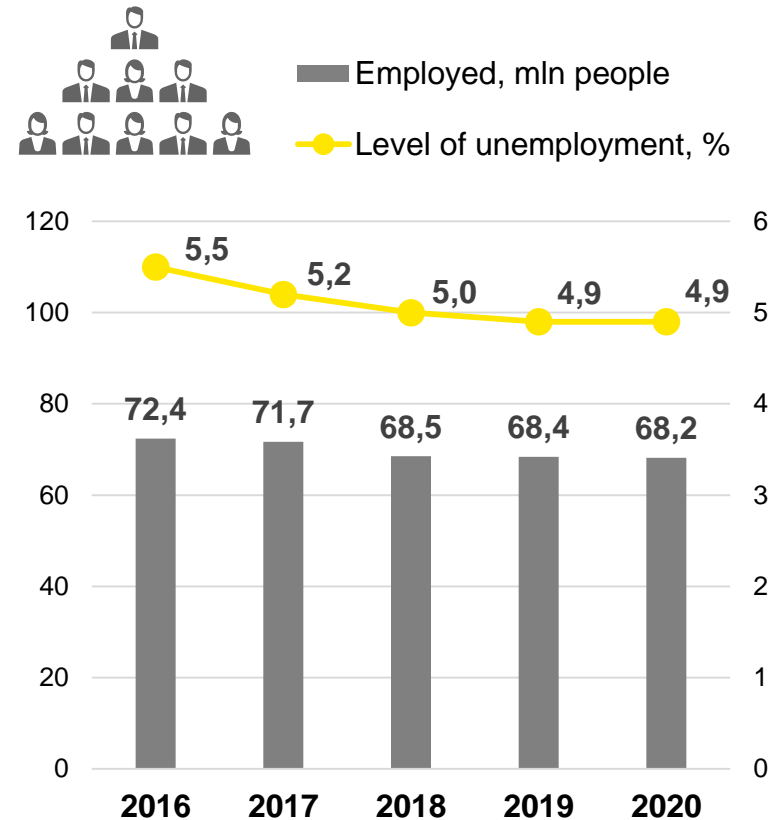
\*\*\*Source: EY Compensation and Benefits Surveys

# Russian labor market situation

## GDP in dynamic



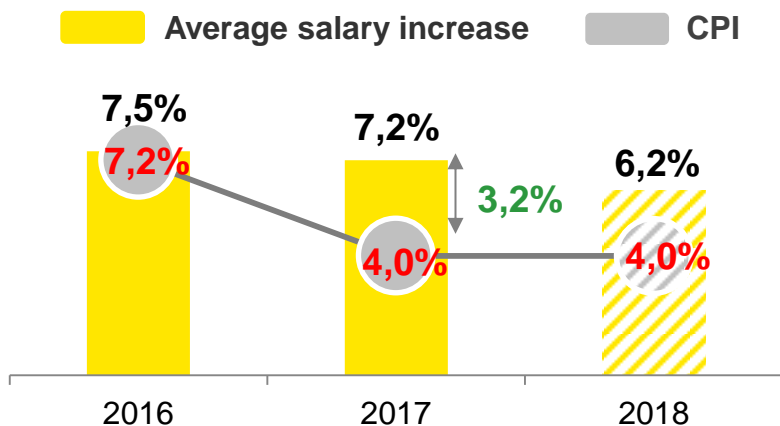
## Employment and Unemployment



Source: Rosstat, Ministry of Economic Development of the Russian Federation

# Salary changes

## Salary adjustments vs CPI changes

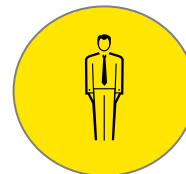


## Salary adjustments approach



**47% of companies**

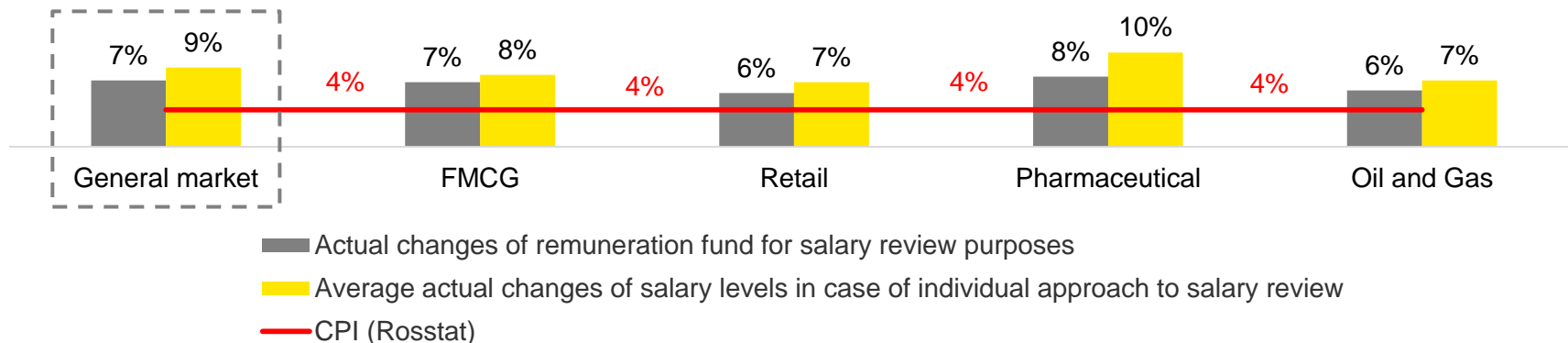
Common percentage increase for all employees



**80% of companies**

Individual approach

## Actual changes of remuneration over the period from May 1, 2016 till April 30, 2017:



# Variable compensation

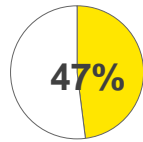
During the year

## Performance-related bonus

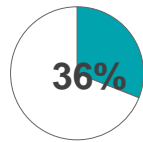
% of companies



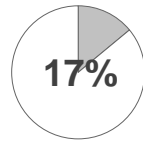
Annual



Quarterly



Monthly



Semi-annual

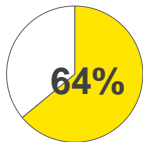
**91%** of companies have paid performance-related bonuses in 2016



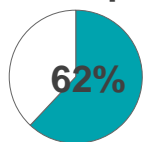
Actual size of performance-related bonus for 2016 is slightly below the target size

## Sales bonus payments

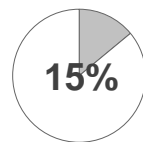
% of companies



Quarterly



Monthly



Semi-annual

**53%** of companies make sales bonus payments

Companies determine sales bonus as:

% of base salary

64%



% of sales volume

36%

## Long-term incentive plans (LTIP)

**31%** of companies

Cash based pay



58%

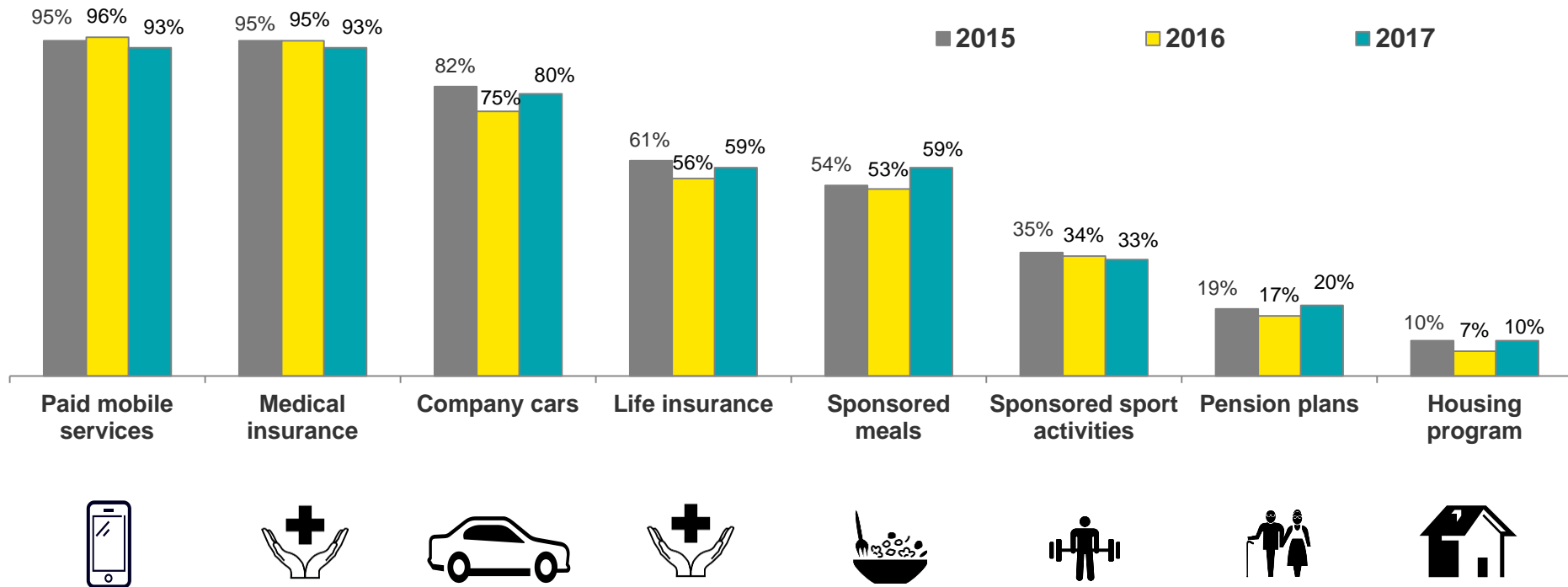
Equity based pay



42%

# Benefits

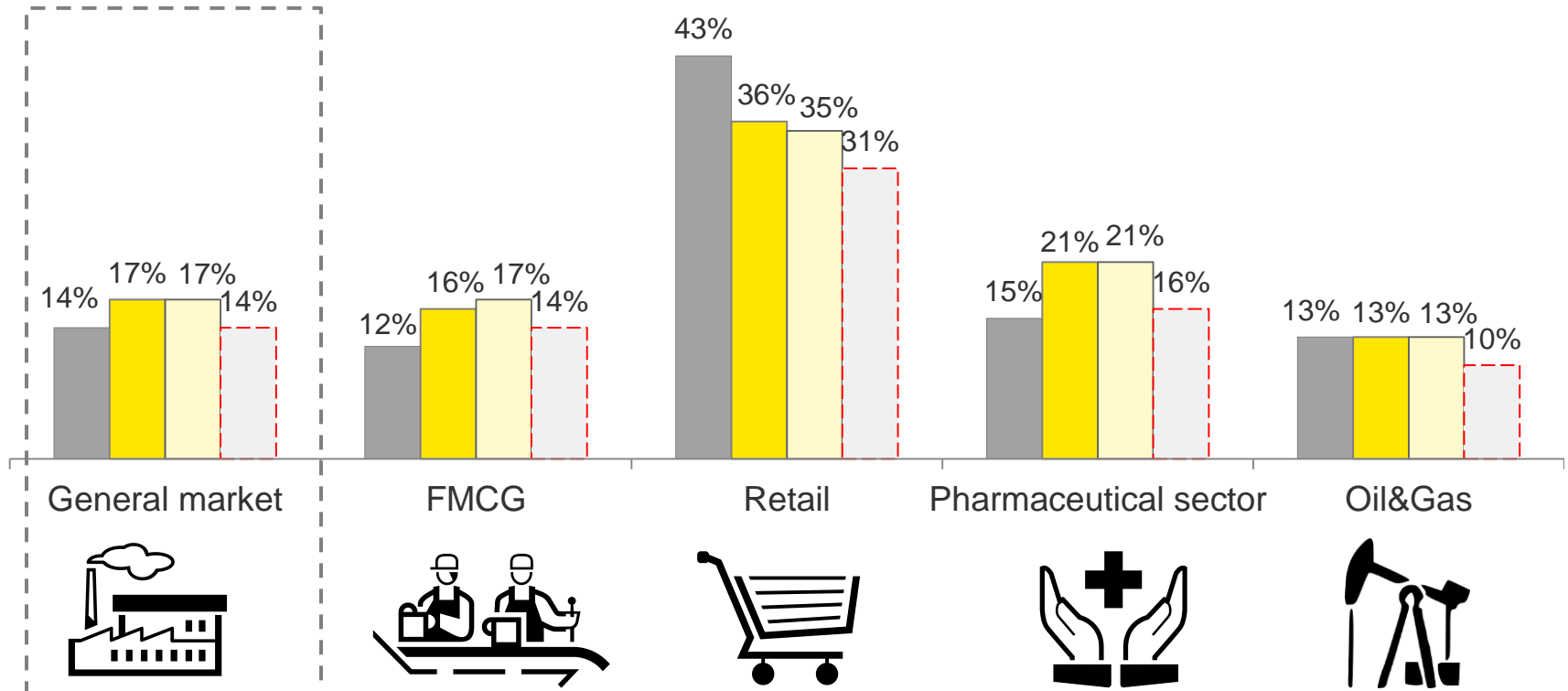
## Dynamics of benefits, % of companies:



# Turnover rate

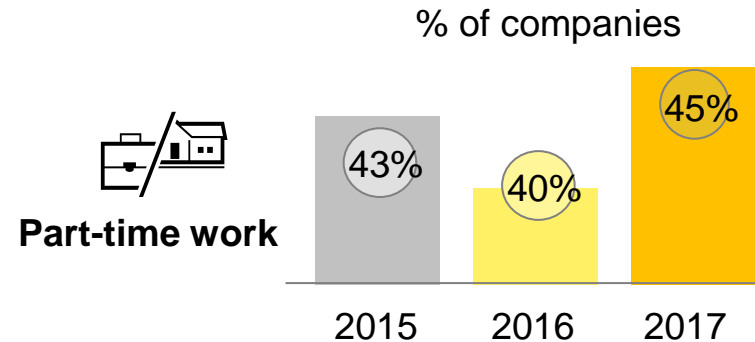
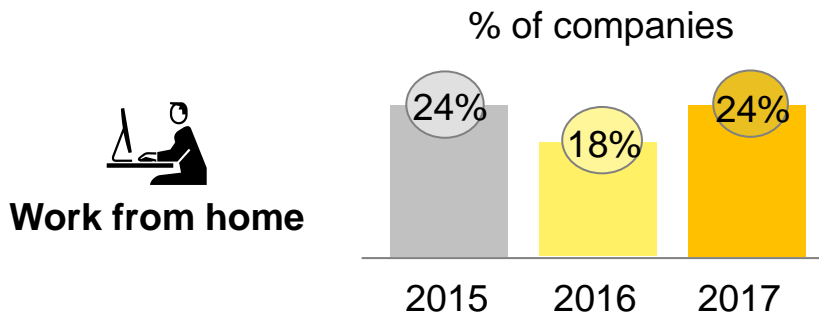
## Personnel turnover rate\*

■ 2014 ■ 2015 ■ 2016 ■ Expected rate for 2017

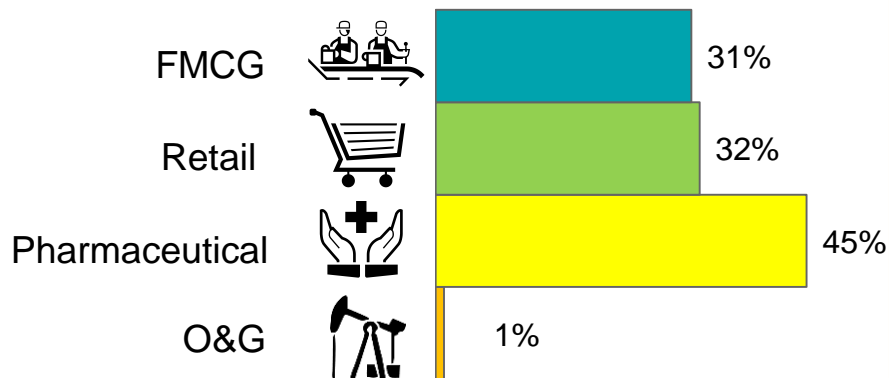


\* The average ratio between the number of dismissed employees by own will and at the initiative of the employer (excluding staff reduction and dismissal under mutual consent) and average personnel headcount for the calendar year

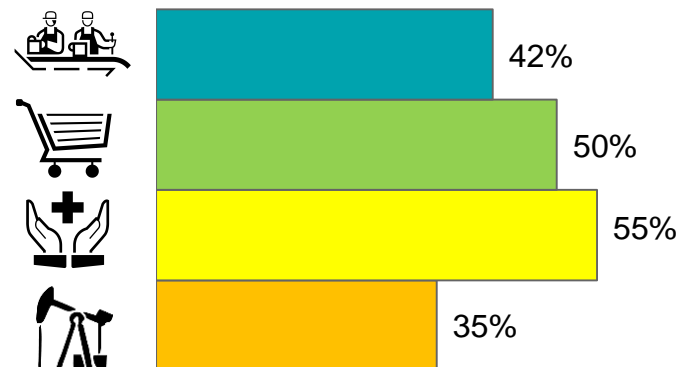
# HR trends: Working Time Arrangements



**2017**



**2017**

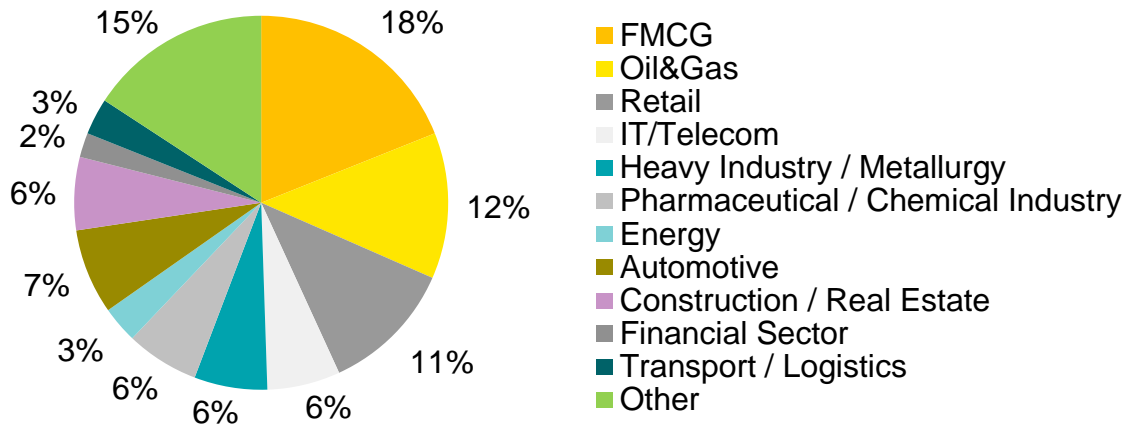




# EY Compensation and Benefits Survey 2017

EY annually gathers information on up-to-date trends in remuneration, benefits and HR policies

- ▶ **208** participants
- ▶ **21%** - companies with headcount of more than **5,000** employees
- ▶ **34%** - companies with annual sales volume of more than **1,000 mIn USD**



## Remuneration

## HR policies, practices and benefits

Data for more than **800 jobs**:  
over 400 industry-wide and 300 specific jobs  
presented by regions, but cover all Russia

Information on monthly fixed pay and annual total pay

Salary adjustment

Benefits and social programs

HR policies and practices

Convenient table and graphs format of data presenting

# Questions



## Our contacts



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Совершенство бизнеса,  
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