### HR Operational costs How to keep

### the balance

# No stone to be unturned







Stores' incentive programs



Quarterly payments for management teams

About 5 hundred managers with personal targets and results Immediate rewarding of results achievements and not achievements

> 2 waves from 1.01.2016 from 01,07,2016





# Medical insurance





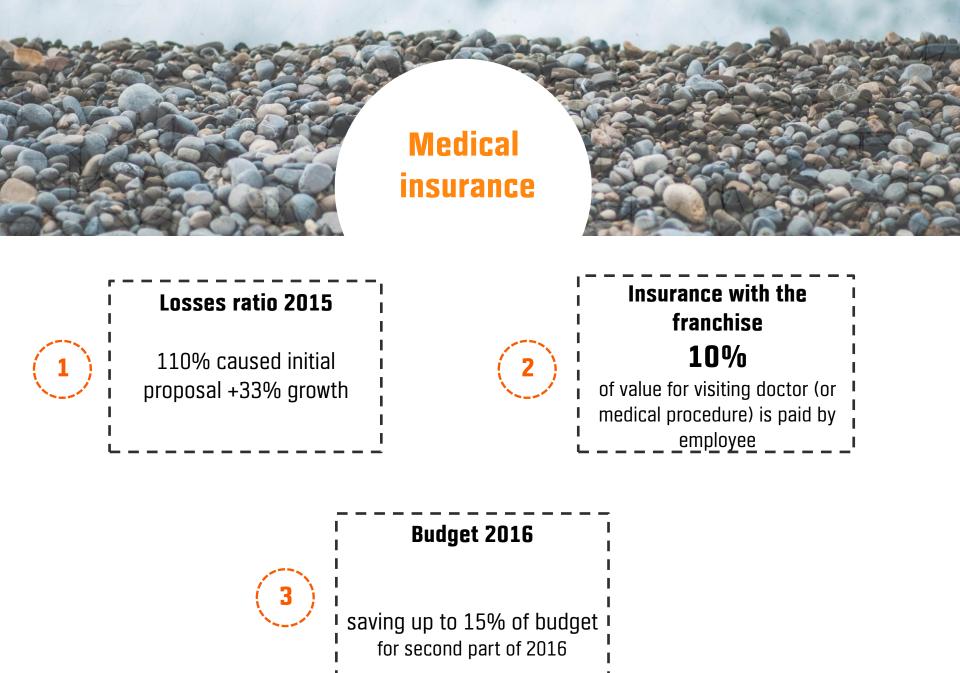
#### 10% franchise



### Stores and office

Only policlinic and dental care

started from 1.07.2016



## Ohhhh nooooo...





Pilot project started in May in SPB – 5 stores

All stores in November – about 4000 employees

Communications are very complicated

Catering companies are very specific



