

Average number of training hours

Corporate training

	Average annual number of training hours per employee	Corporate (skills) training	Training breakdown by gender		Senior executives	Total training hours	
			Male	Female		Training breakdown by employee category	
						Heads of functional units	Specialists
2014	27.15	13,928	6,904	7,008	–	10,024	3,888
2015	11.08	13,472	6,944	6,528	256	6,016	7,200
2016	10.72	16,418	9,051	7,367	658	7,829	7,931
2017	10.51	17,208	7,280	9,928	1,176	5,336	10,696

Professional training

	Average annual number of training hours per employee	Professional training	Training breakdown by gender		Senior executives	Total training hours	
			Male	Female		Training breakdown by employee category	
						Heads of functional units	Specialists
2014	6.76	7,110	–	–	–	–	–
2015	31.94	25,912	12,837	13,075	488	9,158	16,266
2016	16.40	25,124	13,638	11,486	568	8,240	16,326
2017	11.20	18,337	9,773	8,564	754	6,431	11,141

	Total training hours	Average annual number of training hours per employee
2016	41,542	27.12
2017	35,545	21.71

Organizational Structure

The Exchange pays close attention to constant improvements in efficiency of its business processes and management system.

In 2017, it developed new standard market division structures, under which sales and product development are defined as key business lines to ensure greater efficiency across the markets and streamline the business processes. These organizational changes are scheduled for the first quarter of 2018.

These changes are also designed to introduce a flatter management structure at the Group's business divisions, which is in line with the goals of implementing cross-market strategic projects and growing career opportunities for employees.

The Exchange will continue improving the efficiency of its organizational structure by adopting best-in-class practices and approaches, including those aimed at enhancing career and professional development opportunities for employees.

No headcount optimization was carried out in 2016–2017, nor is it scheduled for 2018.