

# Human Resources

## HR Policy

The Exchange seeks to become a first-choice employer, offering its employees equal opportunities to harness their skills, talents and potential regardless of age, race, gender or social background.

Moscow Exchange's HR policy has three main objectives:

- ▶ to attract, incentivize and retain highly qualified specialists and managers;
- ▶ to facilitate continuous professional development of employees; and
- ▶ to create an atmosphere conducive to fulfillment of the Group's strategic objectives by unlocking its HR potential and achieving performance excellence.

In accordance with the applicable laws of the Russian Federation and the Code of Business Ethics adopted in 2016, the Group shall tolerate no labor discrimination, be it restricting an employee's labor rights and freedoms or giving advantages on the basis of gender, race, color, nationality, language, background, financial, marital, social or professional status, age, place of residence, religion, beliefs, membership in non-governmental organizations, social group or any other factor not related to the employee's professional qualifications. The Exchange shall also respect each employee's culture, opinions and lifestyle and refrain from any actions that may lead to intimidation, hostility, offences or humiliation in the workplace.

The Code of Business Ethics is published on the Exchange's intranet portal and incorporated by reference in all job descriptions and employment contracts. On top of that, the Group's mandatory training includes a business ethics course providing examples of acceptable behavior. As part of the onboarding program, all new employees are provided with a New Employee's Handbook that includes a business ethics section. Matters related to business ethics, conflict of interest or use of insider or confidential information are also explained to newcomers by the Internal Control Service as part of the onboarding program.

In its systematic effort to build an effective organizational structure, Moscow Exchange implements cutting-edge management practices and technologies, including through continuous improvement of HR management processes and training of employees across business lines.

In 2017, the Group's HR strategy was revised. As Moscow Exchange pays special attention to the protection and comfort of its employees, it plans to develop and implement initiatives that would give its workers greater flexibility in terms of their workplace, schedule and working hours.

The Group continues to develop its HR Digital platform, an HR environment intended to underpin policy implementation with advanced HR technologies, ensure deeper automation of transaction-related HR business processes, support management decision-making and strengthen the role of managers.

## THE 70/20/10

Learning model:  
focus on self-study and  
on-the-job experience

### Personnel structure by category<sup>1</sup>

Employees excl. those with a second job in the Group <sup>2</sup>	2014		2015		2016		2017	
	Male	Female	Male	Female	Male	Female	Male	Female
Senior executives	10	6	11	5	17	4	17	4
Heads of functional units	263	191	247	179	243	176	256	176
Specialists	472	595	499	568	533	609	564	589
Labourers	37	0	33	0	31	0	31	0
<b>Total</b>	<b>782</b>	<b>792</b>	<b>790</b>	<b>752</b>	<b>824</b>	<b>789</b>	<b>868</b>	<b>769</b>
		<b>1,574</b>		<b>1,542</b>		<b>1,613</b>		<b>1,637</b>

### Personnel structure by age<sup>1</sup>

Employees excl. those with a second job in the Group <sup>2</sup>	2014		2015		2016		2017	
	Male	Female	Male	Female	Male	Female	Male	Female
Under 25	50	60	65	46	42	29	56	32
26–35	265	306	272	300	278	283	304	274
36–55	370	393	367	375	392	421	395	411
Over 56	97	33	86	31	112	56	113	52
<b>Total</b>	<b>782</b>	<b>792</b>	<b>790</b>	<b>752</b>	<b>824</b>	<b>789</b>	<b>868</b>	<b>769</b>
		<b>1,574</b>		<b>1,542</b>		<b>1,613</b>		<b>1,637</b>

### Staff turnover

	2014		2015		2016		2017	
	Turnover rate, %		Turnover rate, %		Turnover rate, %		Turnover rate, %	
	Male	Female	Male	Female	Male	Female	Male	Female
Under 25	10.4	24.9	31.0	33.3	5.6	2.7	16.1	15.6
26–35	9.6	8.0	9.7	8.7	13.8	6.2	10.9	10.6
36–55	6.5	3.6	4.2	4.3	7.9	3.3	7.1	4.6
Over 56	1.8	0	3.7	5.1	3.0	9.2	7.1	9.6
<b>Total</b>	<b>7.0</b>	<b>6.2</b>	<b>7.1</b>	<b>7.1</b>	<b>9.2</b>	<b>4.7</b>	<b>9.0</b>	<b>7.5</b>
		<b>6.6</b>		<b>7.1</b>		<b>7.0</b>		<b>8.3</b>

<sup>1</sup> As at the end of the period.

<sup>2</sup> Excl. employees with a second job in the Group (incl. maternity leaves).

## 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.