# Personnel structure

At the end of 2017, the actual number of Group employees totaled 310.3 thousand people.

Further in this section, we present information on the principal Group members that have a significant influence in their regions of presence and cover 95% of the total number of employees.

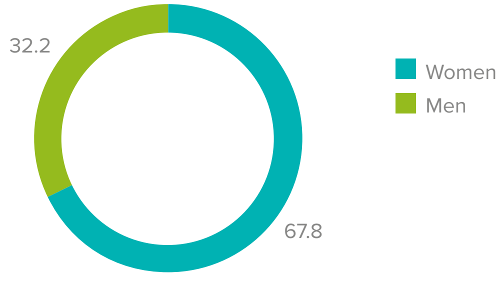
Full-time employees account for 96.8% of all Group employees , with 98.6% having a permanent employment contract. The collective bargaining agreement covers 100% of employees at Sberbank.

In all we hired 66 thousand new employees in 2017, including 53 thousand at Sberbank. Staff turnover for the Group increased by 0.8 percentage points in 2017 against the backdrop of the recovery of the Russian economy, and equaled 14.3%. Staff turnover at Sberbank itself equaled 12.6%. Staff turnover remains at the industry average for the financial sector.

**Actual headcount of the Group, people**

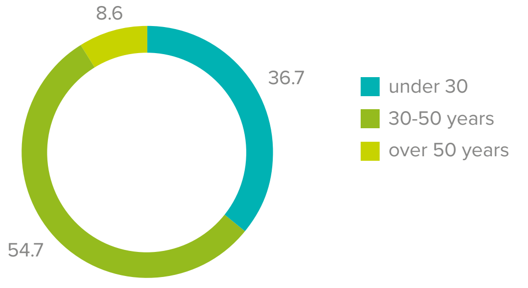
| | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|
| Sberbank | 275,723 | 271,231 | 259,999 | 251,701 |
| Subsidiary banks and companies[2] | 37,326 | 38,935 | 42,355 | 45,766 |

**Actual headcount of the Group by gender, %**

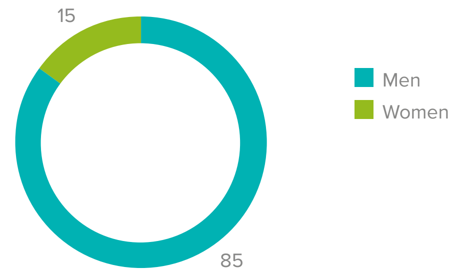



[1] Indicator calculated based on overall staff numbers, including full-time and part-time Group employees.
[2] Data on the number of employees for 2014-2017 are presented without employees of Sberbank Europe. For this reason, the data for 2014-2016 differ from the data presented in the Report for 2016.

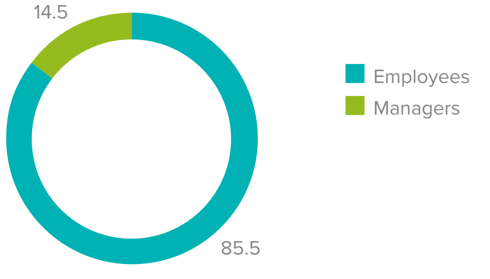
### Actual headcount of the Group by age, %



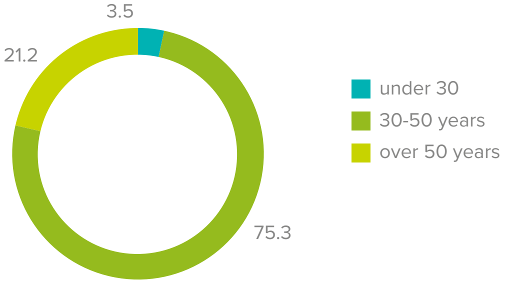

### Structure of the Group's management bodies by gender, %




### Actual headcount of the Group by employee category, %




### Structure of the Group's management bodies by age, %




### Staff turnover, %

| | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|
| Staff turnover at subsidiary banks and companies[1] | 32.7 | 28.1 | 24.3 | 24.4 |
| Staff turnover at Sberbank | 16.6 | 12.8 | 11.9 | 12.6 |
| Staff turnover for the Group | 18.4 | 14.6 | 13.5 | 14.3 |

[1] Data on the number of employees for 2014-2017 are presented without employees of Sberbank Europe. For this reason, the data for 2014-2016 differ from the data presented in the Report for 2016.