

## 2018 Results

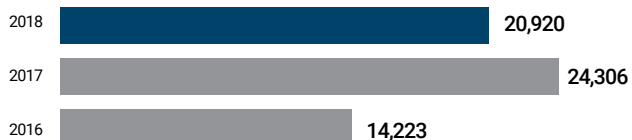
### Total Training Hours, h

Employees	2016	2017	2018	2018/2017 (%)
Managers	29,814.00	37,284.00	30,514.00	82
Skilled employees	16,202.00	26,273.00	19,597.00	75
Office employees	1,342.00	1,861.00	44.00	2
Workers	48,942.00	29,492.00	36,283.00	123
Male	48,171.00	53,184.00	55,835.00	105
Female	48,129.00	40,222.00	30,603.00	76
Total	96,300.00	98,948.00	86,438.00	87

### Annual Average Training Hours per Employee, h

Employees	2016	2017	2018	2018/2017 (%)
Managers	40.73	75.20	53.88	72
Skilled employees	10.80	16.70	41.96	251
Office employees	4.15	3.70	2.75	74
Workers	45.61	30.80	61.62	200
Male	33.62	38.80	59.16	152
Female	21.93	18.60	48.56	261
Total	26.54	28.00	53.87	192

### Training Costs, '000 RUB



### Number of Employees Covered by Production Training at TransContainer's Sites, people



### Distance Learning

Item	For 6 months 2017	2018	2018/2017 (%)
Number of users (people)	2,450	1,863	76
Number of employees who participated in distance courses (people)	221	1,452	657
Number of employees who completed remote testing (people)	253	2,260	893
Number of distance learning hours (h)	1,700	6,965	410
Number of new courses (pcs)	10	16	160

<b>Distance courses on professional development</b>	Marketing research as a tool providing for competitiveness in the transport market
	Laws and regulations in the sphere of transportation
	Services provided by TransContainer
<b>Distance courses on managerial and personal performance</b>	Basis of time management
	Management skills. Task assignment
	Management skills. Delegation
	Management skills. Control
	Management skills. Feedback
	Efficient conflict management
	Stress management
	Team building and development
	Principles of efficient presentation
	Employee motivation as per the motivation type
<b>Distance courses on software operation</b>	Order fulfilment. Planner
	Order fulfilment. Dispatcher
	Training course on Siebel CRM of the Sales and Business Development block

Distance courses developed using the resources of the HR Management Department involving in-house experts solved a range of tasks:

- maximum adjustment of training programmes to business demands and peculiarities;
- higher engagement of the employees through the participation of experts in cross-functional projects for course development;
- economic benefits from the reduction of budget costs for training;
- mobility of training programme changes with regard to business demands;

The most popular training course of 2018 was Siebel CRM course designed upon the request from the Sales and Business Development block. The course was completed by 595 people.

The employees left positive feedback. The average score for utility, comprehensible wording, quality of training material and practical effect was 4.7 out of 5 points. Training efficiency was highly appreciated by the management.

Based on the experience gained, the design of new courses on basic Google services is planned for 2019.

## Staff Assessment

In 2018, along with the Company's approved system for assessment of candidates and employees under the principle of compliance with the position held, the Company implemented a project on assessment of the Executive Office and Branch Office staff responsible for TransContainer's client service. The specialists completed a test in conflict management, client-oriented approach and stress tolerance. The survey covered more than 400 employees.

The test results revealed the underperformance areas so a programme of training events for 2019 was developed for the staff responsible for the TransContainer's client service.

## Health and Safety

In 2018, TransContainer had zero severe workplace injuries – for the third year running. The Company's health and safety initiatives aim to support the positive trend going forward.

Over the year, the Company allocated RUB 55.5 mln to health and safety improvement (up 2.6% year-on-year). In accordance with the Collective Agreement, TransContainer's annual health and safety expenses account for at least 0.3% of costs attributable to the cost of revenue. This serves as a basis for the Company's branches to plan their occupational safety measures.