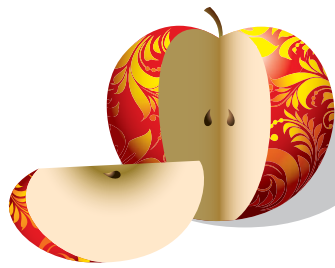


KAZAN



Awara



SALARY SURVEY KAZAN, REPUBLIC OF TATARSTAN, RUSSIA, 2014



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This salary survey was conducted in order to provide an overview of the job market and average salaries in Kazan, the capital of the Republic of Tatarstan one of Russia's largest and most prosperous cities. In order to keep the survey manageable yet meaningful, only the most in-demand positions are displayed (you can request a more detailed salary survey from us to fit your needs).

What becomes obvious is that the most sought for positions among employers are Sales Directors.

In general, salaries (especially for executives) in Kazan' are on the rise. At the same time, mostly due to this phenomenon, it is difficult to state a definite salary figure as the pay for most positions can vary considerably depending factors such as

the size of the company and the level of experience of the employee, especially among the top ranks, wherefore the salaries listed are variable estimations.

The first column displays the salary of the major part of employees. To give an idea of the earning possibilities in Kazan, we introduced a "Top Earners" column, displaying an average salary level at the top end of the job market. Top Earners usually have a higher level of education and specialize in higher technologies or work for international companies.

More and more large, internationally operating companies are entering the Kazan markets. People providing the needed skills in the higher positions of these companies are rare and thus very well paid.

Methodology

In order to provide our clients with up-to-date and reliable salary information we have relied on extensive research from a diverse pool of professional sources. The figures were accumulated from online surveys and personal interviews with participants consisting of executives and specialists working in or related to the Kazan', representatives of leading employers, job candidates, career portals, and estimations by Awara's experienced specialists.

The salary estimate quotes in the tables to follow portray average monthly gross salary ranges which do not include bonuses. The figures are presented in RUR.

Spheres studied for the survey:

- Sales
- Finance and Accounting
- Legal support (In-house)
- Legal support (Law firms)
- IT

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Monthly Gross Salary, RUR

Sales

POSITIONS	AVERAGE SALARY	TOP EARNERS*
Sales Director	95,000	210,000
Sales Person	28,000	45,000

Finance & Accounting

POSITIONS	AVERAGE SALARY	TOP EARNERS*
Chief Accountant	45,000	100,000
Accountant	38,000	80,000
Assistant Accountant	22,000	35,000

*Top Earners usually have a higher level of education and specialize in higher technologies or work for international companies.

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**Legal support (In-house)**

POSITIONS	AVERAGE SALARY	TOP EARNERS*
Senior Lawyer	36,000	70,000
Lawyer	30,000	50,000

Legal Support (Law firms)

POSITIONS	AVERAGE SALARY	TOP EARNERS*
Senior Associate	38,000	80,000
Associate	32,000	50,000

IT

POSITIONS	AVERAGE SALARY	TOP EARNERS*
IT Manager	55,000	90,000
IT System Administrator	31,000	45,000
IT Programmer	40,000	70,000

*Top Earners usually have a higher level of education and specialize in higher technologies or work for international companies.

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Recruitment Service with Awara Direct Search

Awara Direct Search is a leading international recruitment and executive search firm in Russia, Ukraine and the rest of the CIS, offering case by case tailored services to multinational large and middle-sized companies and entrepreneurs across industries. We have a special competitive edge in finding the best and most motivated people. As a leading social media and Internet recruitment company, we have the largest pool of available candidates in terms of quality, quantity, and speed of candidate placement. Furthermore, we make use of all available sources in our recruitment process: our wide network of contacts, headhunting, internet, social media, job portals, trade fairs, talent scouts, schools, etc.

Our secret formula is the great amount of applications we receive from active job hunters combined with our direct search approach, which means that we apply headhunting methods to each recruitment assignment. We are ready to fill vacancies quickly.

With our international background and superior knowledge of local market practices, we possess the solid experience needed to provide quality services in this part of the world.

We invoice our clients only upon a successful recruitment, meaning that we charge no retainer fees.

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In addition to direct search, we also assist in other related topics:

- Assistance with elaborating a Russia strategy
- Adjusting the Russian corporate culture to the Group's corporate culture
- Assistance with integrating the selected candidate into the organization
- Search of Board Members (independent directors, non-executive directors). Assistance with organizing the board in Russia, meeting the challenges of the culture, corporate governance rules and compliance issues
- Interim management resources
- CEO succession service
- Advising on incentives and bonus systems
- Consulting on labor law issues
- Work permit support

Awara Direct Search is the recruitment arm of Awara Group, which offers a wide array of advisory services for strategic business development, establishment and investment, and the implementation and execution of our advice, covering all areas of corporate management, management consulting, law, accounting, audit, financial administration, IT-solutions, recruitment and executive search, HR services, training and development, marketing and market research.

No other recruitment or executive firm can boast with presence of own staff all over the wide geographic area covering nine

time zones and 300 million people. During two decades, Awara has developed a wide network and flexible working methods by which we are able to fulfill our client's business needs all over this vast geographic area.

We would be happy to provide your company with a tailored salary survey to fit your needs. Please order one, or get in touch to discuss how we can help your business grow.

It would be our pleasure to work with you!

Yours truly,

Helenika Hellevig and Samuli Pesu

Awara

OUR CONSULTANTS

We give the headhunter a face



JON

HELLEVIG

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Positions: Country Managers, CEOs, Board Members, Counselors

Industries: Top level in a broad sector of industries, and Banking and Finance, Management Consulting, Law



SAMULI

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Positions: General Managers, CFOs, Sales & Marketing Directors, HR Directors

Industries: Telecoms, Information Technologies, Construction



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Industries: Hospitality, Retail



MIKA

KOKKONEN

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Positions: General Managers, CFOs, Financial Controllers, CAs, HR Directors, Sales Directors

Industries: Hospitality, Retail, FMCG, Construction



EVA

HUA

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Positions: Consultants, Sales Managers, Marketing Managers

Industries: Information Technologies, Retail, Manufacturing



EKATERINA

LAZAREVA

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Positions: General Managers, CFOs, Sales Directors, Marketing Directors, HR Directors

Industries: Retail, FMCG, Banking, Luxury Goods, Pharmaceutical, B2B Services



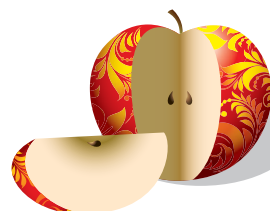
HELENIKA

HELLEVIG

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Positions: Sales, Key Account Managers, Logistics (import/warehouse) Managers, Operations Managers, Executive Chefs, Administrative Positions

Industries: Transport and Logistics, Hospitality, Manufacturing, FMCG, B2B Services, Metals/Mining



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