



**JOB MARKET
OVERVIEW
AND SALARY
SURVEY**

RUSSIA | 2019

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INTRODUCTION



Michael Germershausen

Managing Director
Antal Russia



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This year, we have two anniversaries: twenty-five years ago, Antal started operating in Russia, and ten years ago, we carried out our first job market overview and salary survey.

Over these years, we have raised over 1,000 recruiters in our Russian team and have helped over 20,000 candidates find employment. As we never stop developing, we have had a number of changes over the past year, ranging from a renovation of our Moscow office (where we are always happy to see you) to a switch to a new CRM system which will help both our clients and ourselves work faster and more efficiently. Also, we have altered our company's structure. Now the focus on team specialisation is even more pronounced, which will help us fill positions in an even faster and more professional fashion. Another important event was the opening of a new Antal office in Uzbekistan this year.

Still, one of the greatest achievements of the 25-year history of Antal in Russia is the unique ecosystem which unites over a thousand loyal clients across all industry sectors. I'm convinced that the future holds a lot of interesting work and joint projects in store for us for at least another twenty-five years! I want to say a big thank-you to the professional community for their trust and support.

So, what has turned out to be the most important aspect of the 2019 job market survey?

First, it's the focus on a person. Paradoxically, today, when we see tremendous technological development with robotization reshaping whole industries, the unique qualities of humans, such as intuition, new expertise, and emotional intelligence, are getting even more important.

Second, it's the focus on the experience of our clients.

Making macroeconomic forecasts is the task of other agencies. As for us, all these ten years we have been collecting insights from candidates and employees – the HR function's "internal" clients. This is because expectations of employers and candidates don't always match. Meanwhile, we are all affected by employee sentiment.

In 2019, the "Relations among employees" index of employee satisfaction was 62%, and the "Employee-management relations" satisfaction index was 59%. Last year, however, the number of employees satisfied with these aspects of their job was higher by 5 percentage points. Perhaps it's time to think about how to make the number of happy people greater in our companies. In this year's survey, we not only studied the level of satisfaction of employees and the relevance and availability of benefits in their compensation packages, but also asked our respondents questions about additional types of non-material motivation in their company and about their reasons for leaving their last job and choosing the new one. We have also found out how conflicts in the team affect employees.

Third, it's the focus on changing needs. What attracts and retains the best employees? Only changes are constant. This is a paradigm which inspires successful businesses and true professionals alike.

Do you know what benefit is placed one of the first today? 43% of respondents consider corporate learning programmes important. Before, this kind of benefit wasn't a top priority at all. Ten years ago, the list of the most important benefits was headed by health insurance, bonuses, allowances, and other financial benefits. Voluntary health insurance still remains one of the first in the list for most candidates. But now, it is accompanied by knowledge and freedom.



Knowledge, however, goes beyond webinars and corporate training programmes. It's also the experience of one's colleagues. Today, a single team can unite people of various cultures and generations. **Now, Generation Z – the most mysterious generation – starts to lay claims on the star part on the job market.** These specialists grew in another set of conditions, they have different requirements, and they are simply less numerous – this is the smallest generation since the 40s.

If you would like to receive a detailed review of salary levels and compensation packages for positions that weren't included in this survey, or for specific regions, we'll be happy to help you. If you have any questions about this publication or about your customized survey, you can contact your consultant or email us at survey@antalrussia.com.

Enjoy your reading!

Traditionally, in this publication you'll find data on salary changes and main salary brackets for key positions in over 15 industry sectors. In 2019, 47% of the participants of our survey received a pay rise. This is 6 pp more than a year earlier, and 11 pp more than 5 years ago. However, the majority (61%) of respondents had only a minor increase of under 10%.

25 years of Antal Russia





ANTAL 2.0.

ANTAL RUSSIA HAS A NEW STRUCTURE



One of the greatest strengths of Antal is the narrow specialisation of its consultants. To consolidate our expert approach to recruitment, we have restructured our Moscow office.

Starting from 2019, the Moscow office of Antal Russia is focused on 5 main sectors:

- FMCG, Retail & Agro
- Healthcare
- Industry
- IT, Internet & Telecom
- Professional services

In each sector, the consultants are focused on sourcing highly specialised candidates with relevant experience in this field.

What are the benefits of the new company structure for the clients of Antal Russia?

The new structure helps you find employees with special skill sets that match your demands perfectly. Analysts, financial specialists, Internet marketers, cybersecurity experts, and other professionals – the candidates we offer are even better suited for your vacancies now. For example, we can find digital specialists or developers with an experience in Pharma or FMCG. Now, each sector can provide customized services to its key clients.

OUR SERVICES

- Executive search
- Middle management selection
- Specialist recruitment
- Mass recruitment
- Outsourcing and outstaffing
- RPO (Recruitment process outsourcing)
- Customized Labour Market Surveys
- HR-consulting
- Trainings for personnel
- Personal Profile Analysis
- Outplacement
- Career consulting

“This year, Antal Russia turns 25. For a quarter of a century now, we’ve been striving to provide services of the highest quality to our clients in Russia. We are constantly developing and adding new services and new lines of work. Restructuring is an important move which will help us cater to our clients even better. We value every company which has placed its trust in Antal Russia as a recruiter, HR consultant, or partner during all these years. We’ll continue to do everything in our power to live up to the high expectations of our clients,” – Michael Germershausen, Managing Director of Antal Russia.



OUR TEAM



Michael Germershausen
Managing Director Antal Russia

Key area of expertise: labour market trends in Russia and worldwide; outstaffing and HR-consulting; executive search for Russian and international companies; doing business and successful team building in Russia and the CIS.



Konstantin Bryauzov
Associate Partner, Head of recruitment in Moscow

Key area of expertise: trends of labour market in the industrial sector, personnel management, the secrets of building a successful career, business development in the regions of Russia.



Nadezhda Styazhkina
Head of IT, Telecom & Internet Department

Key area of expertise: methods and principles of hiring and personnel adaptation, assessment, and development, transformational coaching, labour market trends, relocation projects



Tatiana Baklagova
Head of Professional Services Department

Key area of expertise: closing positions for Banking, Financial institutions, Asset Management, and Financial Consulting; wealth management, stock market, economics



Ekaterina Panferova
Head of Healthcare Sector

Key area of expertise: formation of professional recruitment teams. Education and training of specialists to effectively search, select and evaluate the candidates. Selection of middle and top managers in sales and marketing. Appraisal 360, career counseling, facilitation sessions



Antonina Koroleva
Operational manager in FMCG, Retail & Agro sector

Key area of expertise: labour market trends in FMCG/Retail industries; middle management selection and executive search for B2C sales and marketing; formation and development of teams



Vladimir Telyatnikov
Head of the Antal Business Solutions practice

Key area of expertise: outsourcing, outstaffing, mass recruitment; hiring for industrial positions; hiring across Russia



Tatiana Martyusheva
Head of the Saint-Petersburg Office of Antal Russia

Key area of expertise: excellent knowledge of regional labour market; executive search



Anna Kovinskaya
Director of Antal Kazakhstan

Key area of expertise: labour market trends in Kazakhstan and Central Asia; recruitment and staff management; secrets of successful career building.



MIDDLE MANAGEMENT RECRUITMENT

OUR CLIENTS SEEK:

SHORT TIME-TO-HIRE

We introduce 90% of our clients to great candidates within 2 weeks.

- We have over 285,000 handpicked high calibre management candidates with varying experience. Having interviewed over 90,000 of them over the last five years we know which candidates are right for your roles.
- We looking candidates across 145 offices around the world.

QUALIFIED EMPLOYEES

98% of our placed candidates pass probation, if they are not the right fit we'll find their replacement for free.

- Conduct a competence-based interview. This will help to predict the candidate's behaviour based on his or her employment background
- Show you candidates from companies with similar corporate culture.
- Assess the candidate's personality using the Thomas PPA System and compare the results with your requirements.

AGREEMENT ON COMPENSATION PACKAGES

Antal applies the 360-degree principle: the same consultant works both with you and the candidates. This allows us to ensure everybody has the best outcome possible.

- Antal's labour market surveys provide objective industry benchmarks for salary based on your industry. Make sure you stay competitive and don't miss out on the best talent for your role.

PROMOTION OF POSITIVE IMAGE IN THE LABOUR MARKET

Antal is a major international company. With over 25 years of experience in the Russian market, we use our name to support your openings.

- Antal can provide candidates with an objective viewpoint on the great opportunity working for you represents. We will act as your influential referral partner to ensure candidates understand the benefit of working for you over your competitors. An opinion survey amongst their peers will help to highlight the benefits of working for you and paint a representative picture of what it is like to work for you.

Let's discuss what kind of information about the market and prospective hires' opinion you need?

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ДОБРОВОЛЬНОЕ МЕДИЦИНСКОЕ СТРАХОВАНИЕ ДЛЯ КОРПОРАТИВНЫХ КЛИЕНТОВ



- Персональный менеджер
- Административный менеджер
- Врач-куратор
- Организация консультаций в ведущих медицинских центрах России и мира
- Служба VIP-врачей-кураторов (индивидуальное сопровождение, круглосуточный доступ)
- Служба контроля качества и защита прав застрахованных



Более 9500 договоров с медицинскими организациями



Круглосуточная поддержка специалистов медицинского контактного центра ПАО СК «Росгосстрах»



Современные цифровые сервисы (личный кабинет застрахованного, кабинет HR-менеджера, мобильное приложение, электронные полисы)

Департамент добровольного медицинского страхования корпоративных клиентов:
dmszapros@rgs.ru

0530 БИЛАЙН, МЕГАФОН, МТС, TELE2
ЗВОНОК БЕСПЛАТНЫЙ

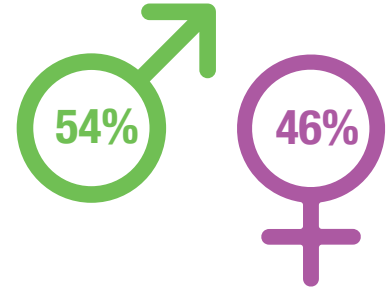
www.RGS.ru



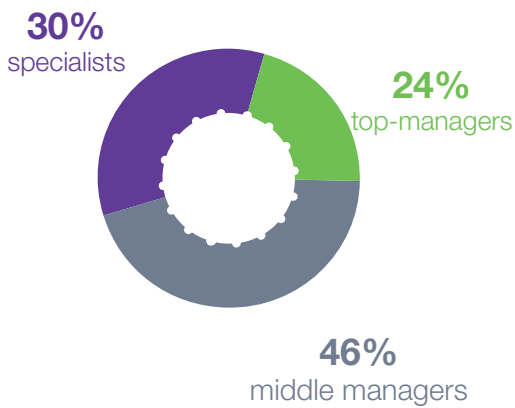
DEMOGRAPHICS

This year, our survey covered **7,523** middle and senior managers and specialists. **93%** of our respondents are citizens of Russia, **3%** represent other CIS countries, and **4%** are expatriates.

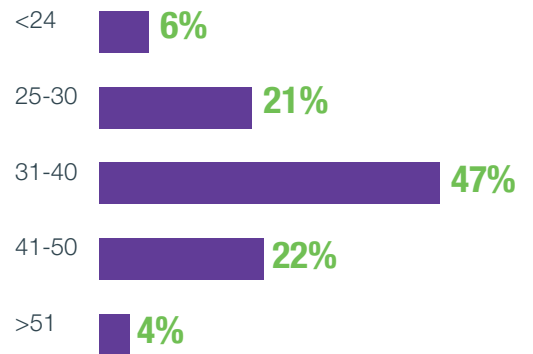
Gender of respondent



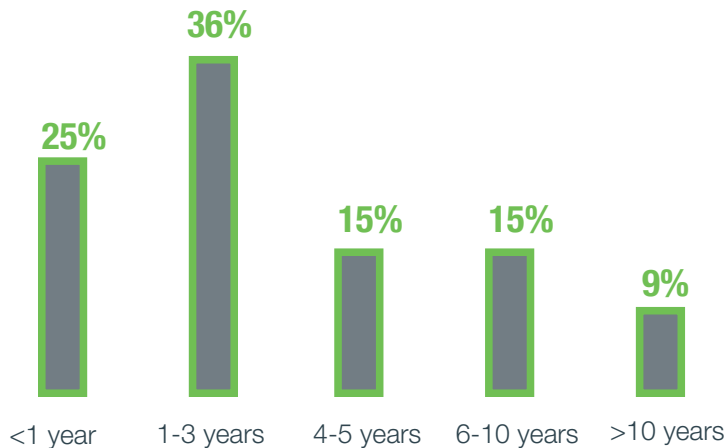
Level



Age



Length of working in current company



Manager's gender



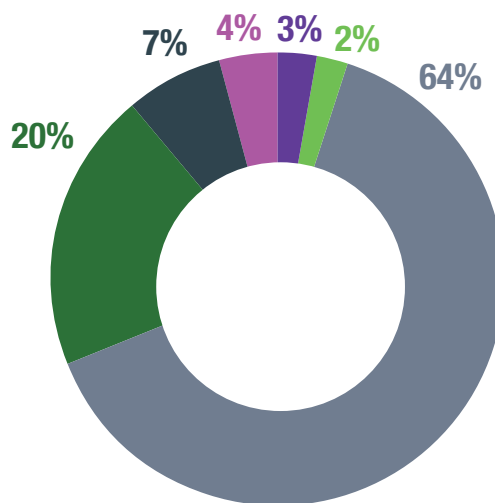
*4% - no manager



EDUCATION

Basic education

- Incomplete higher education
- Secondary education
- Higher education
- Two and more higher education
- MBA, EMBA, DBA
- Candidate's degree



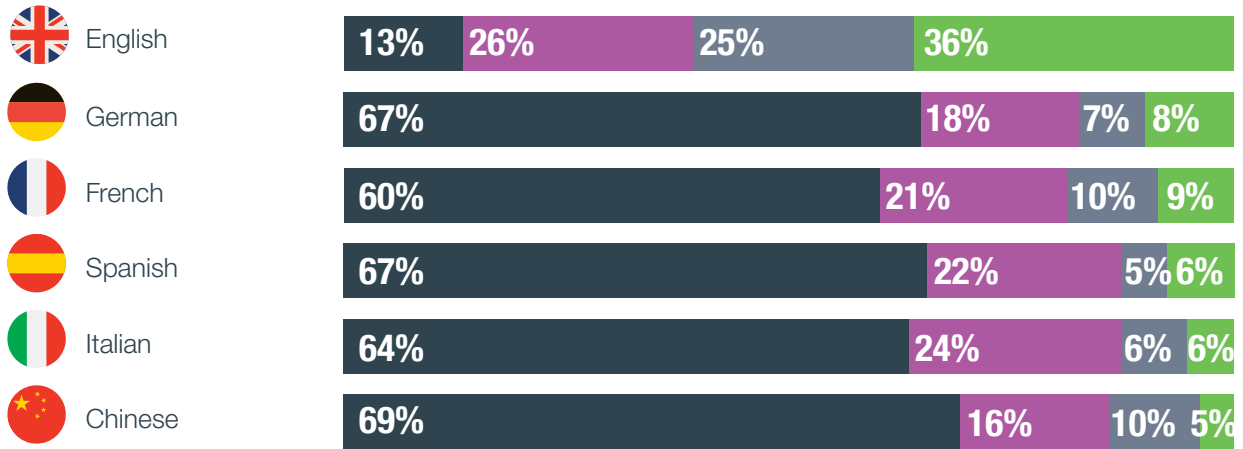
Additional business/management education





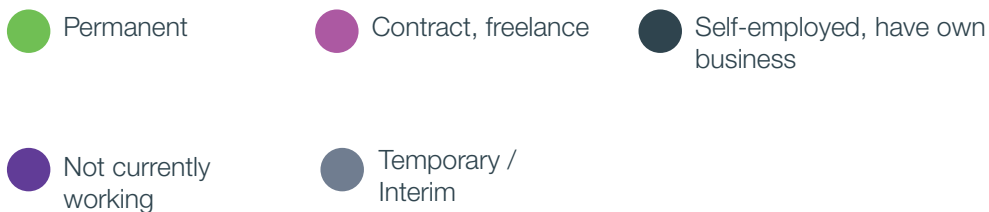
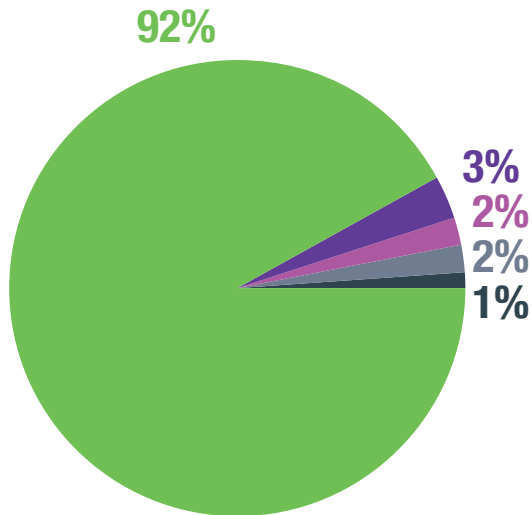
FOREIGN LANGUAGES

Foreign language skills



TYPE OF EMPLOYMENT

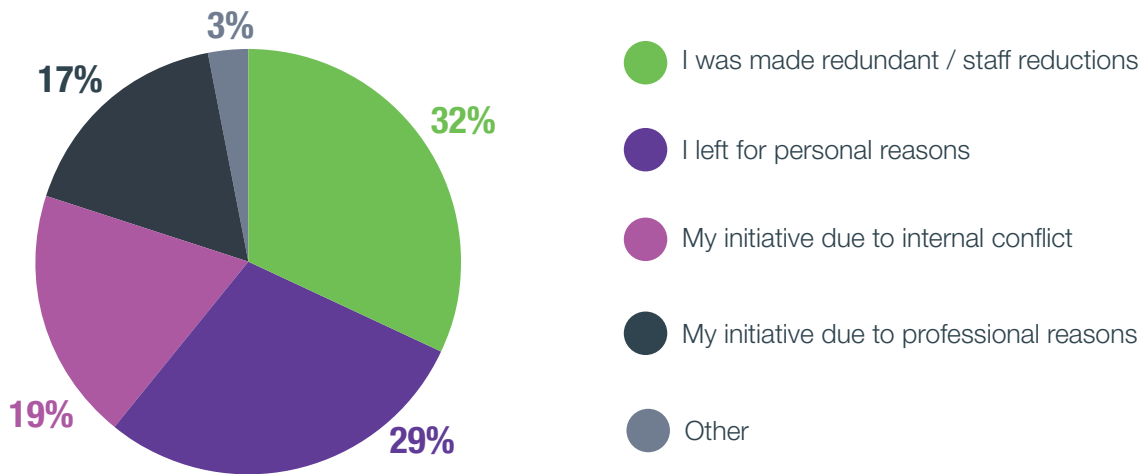
Type of employment



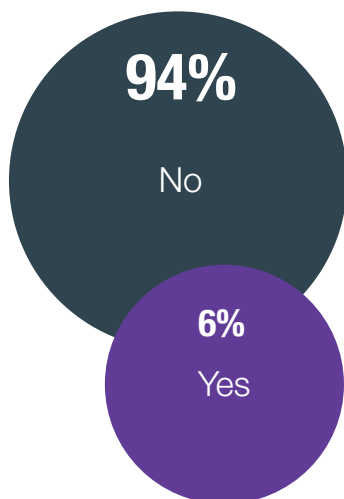


REASONS FOR LEAVING

What was the reason for leaving your recent work place?



Have your employer offered you outplacement service?



Outplacement is an assistance to a dismissed employee with a job search.

Antal Russia helps your former employees to find new jobs: updating CV, cover letter, and social media profiles, developing job search strategy, screening vacancies and sending CV, rendering support in negotiations with potential employers.

This allows companies to avoid reputational and financial risks when they dismiss an employee.

How many months' salary did you receive upon dismissal?



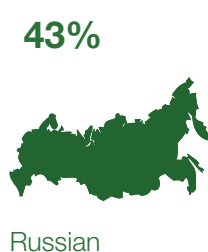
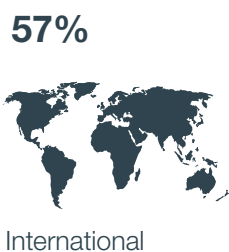


RESPONDENTS' COMPANIES

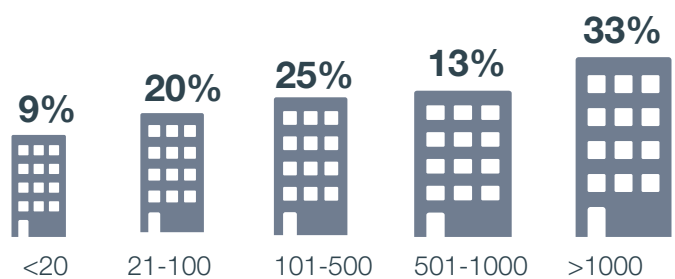
Industry



Type of company



Number of employees

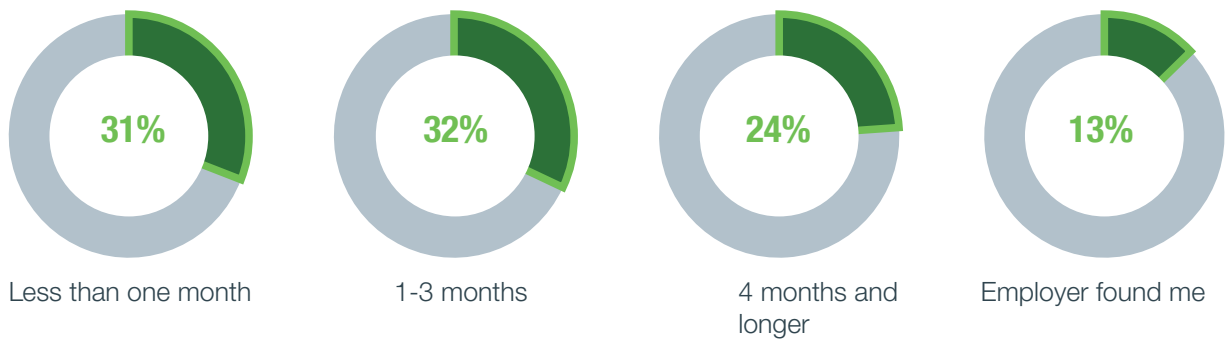




JOB SEARCH

The majority of the participants of our survey found a new job in 3 months. Of these, **31%** of respondents managed to do this in under a month, and another **32%** found employment in 1 to 3 months. The share of respondents who spent over 4 months searching for a job is **24%**. The remaining **13%** of the respondents said they weren't looking for a job, the employer found them.

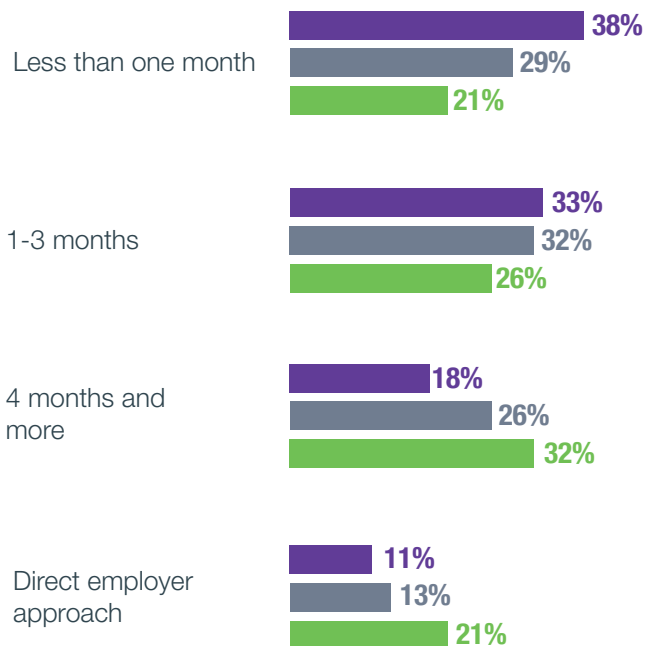
Length of job search



As might be expected, **specialists find new positions faster than managers do.** However, the percentage of respondents who weren't looking for a job and were found by the employer is noticeably higher among top managers.

Length of job search by level

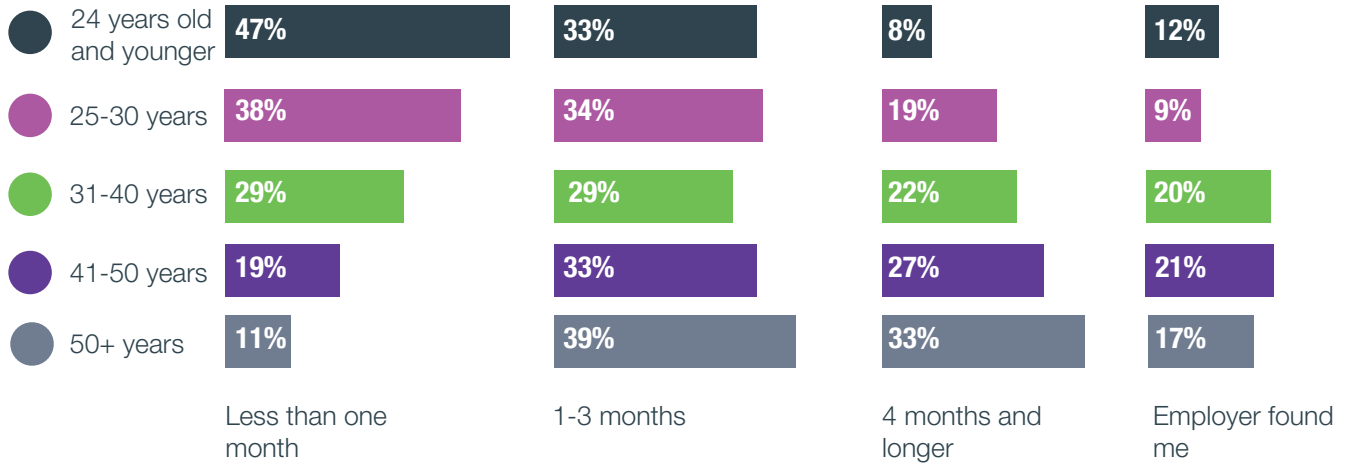
- Specialist
- Middle manager
- Top-manager





The results of the survey also demonstrate that length of job search often correlates with the candidate's age. In the age group of over 51, as few as 51% of the surveyed managed to find employment in under 3 months, while in the 21-24 age group the corresponding figure is **80%**.

Length of job search by age



Die Mehrheit der Bewerber findet jetzt eine Anstellung auf spezialisierten Websites. Bemerkenswerterweise wenden Frauen diese Arbeitssuchmethode häufiger an als Männer. Umgekehrt nutzen männliche Kandidaten ihr Netzwerk beruflicher Kontakte häufiger.

Job search methods



Job search methods men vs. women



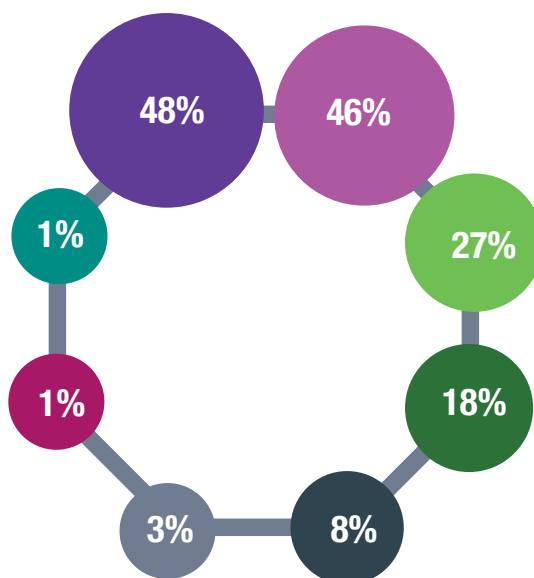


WHERE CVs ARE POSTED

When searching for a job, the majority of candidates make their CV publicly visible on professional social networking websites or on job boards. However, **18%** of the survey participants prefer not to publish thier CV anywhere.

Platforms where CVs are posted

- LinkedIn
- HH.ru - CV is visible to everyone
- HH.ru - CV is only visible to companies whose vacancies I respond to
- I don't publish my CV anywhere
- SuperJob.ru - CV is visible to everyone
- SuperJob.ru - CV is only visible to companies whose vacancies I respond to
- Other job search websites
- I have my own website with my CV/portfolio



Where to post your CV?

In 2019, Antal Russia switched to a new CRM system, which has already made working with candidate database even faster and even more effective.

Over the twenty-five years of our work, we have helped more than 20,000 candidates find employment. About one-third of these grew to become top executives later. The Antal Russia database now contains 265,000 hand-picked candidates for middle and senior management positions. Of these, 90,000 we have interviewed personally over the last five years.

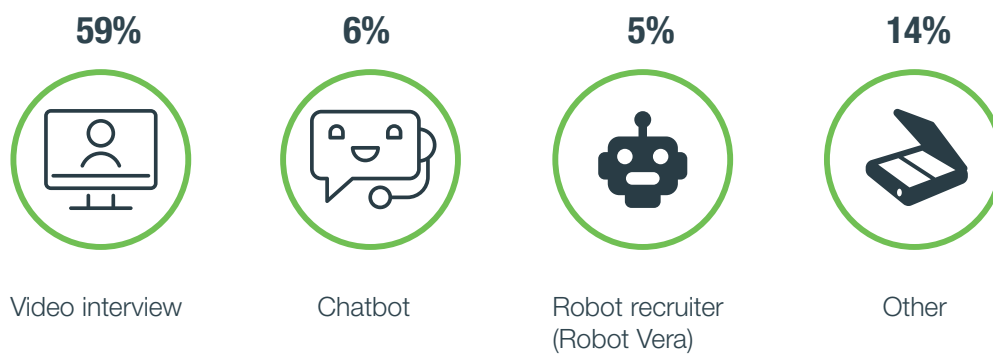
If you would like your CV to be added to Antal Russia current database, send it to cv@antalrussia.com.



RECRUITMENT AUTOMATION AS VIEWED BY CANDIDATES

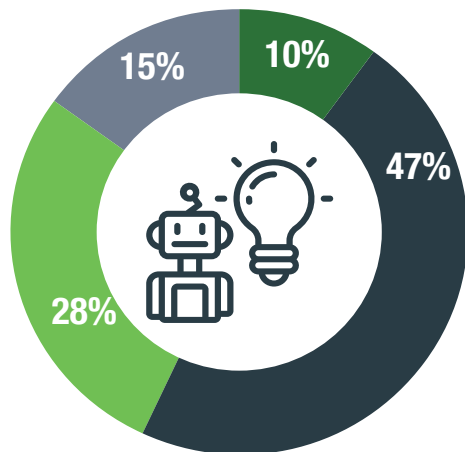
63% of the participants of our survey have come across recruitment automation tools while looking for a job. 59% had a video interview at least once, 5% spoke with a robot recruiter over the phone and 14% took other services.

Automation in recruitment*



*37% of respondents have no experience in automated recruitment

Candidates' attitude towards interview automation



- Negative. I prefer talking with a human
- Neutral
- Positive, because it saves my time as a job applicant
- Not sure / Never tried it

Meanwhile, not all candidates welcome new recruitment technologies. 47% of the respondents take a negative attitude towards recruitment automation tools and would rather interact with humans at all stages of the recruitment process. As few as 15% of the participants of our survey currently demonstrate a positive attitude towards using new technologies in interviews.



How much can you save by using professional recruitment software?



Vladimir Kurilo Founder and CEO CleverStaff

It's over a decade now since specialized recruitment software systems of various kinds have emerged. However, neither the suppliers

of these tools, nor the recruiters who use them have a clear idea of how to measure their economic effect. I have decided to estimate it and I have obtained the following results.

- Through a survey of recruiters and a detailed analysis of the norms and standards of our profession, we have discovered that it usually takes around 32.8 hours to fill a vacancy. With a software system, the average time to fill a vacancy goes down to 28.4 hours due to a customized internal CV database, an easy-to-use search function, and a possibility to post vacancies directly from the system, as well as save CVs to the database in one click. For a vacancy from the internal database, it is as little as 15.1 hours. An average economy of time is 20% per each recruited employee, or 2.4 months a year per each recruiter.
- According to CleverStaff data, every fifth vacancy is filled with a candidate from the internal database, which is 54% faster than searching for new candidates.
- Now, the money side. If we balance the 2.4 months against an average salary of a recruiter in Moscow, we'll get an average economy of \$2.880 per recruiter.

- To calculate ROI of buying a software program, we must divide the net economy by the cost of the software. Given an average salary of a recruitment specialist of \$850 to \$1200, and the cost of the software of \$40 per user monthly, we find that ROI of recruitment software will be 325 to 500%.

Whether to use professional recruitment software is no longer a dilemma, nor a debatable issue. Recruitment software is a global trend. I hope that my calculations and conclusions will help your company decide in favour of buying a professional recruitment software program, and it will pay off as much as in my calculations, or more.



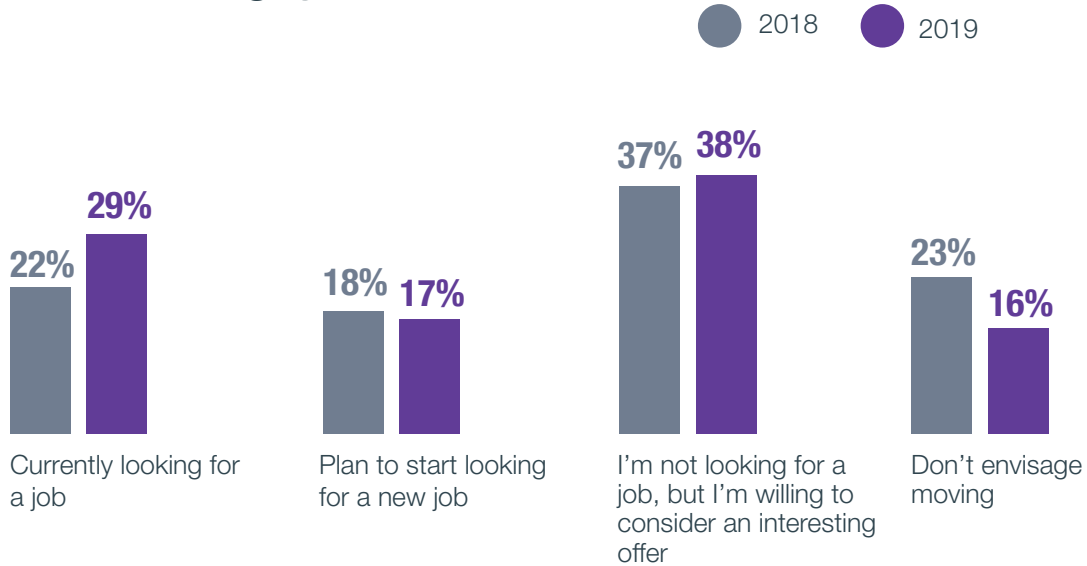


CHANGING JOBS

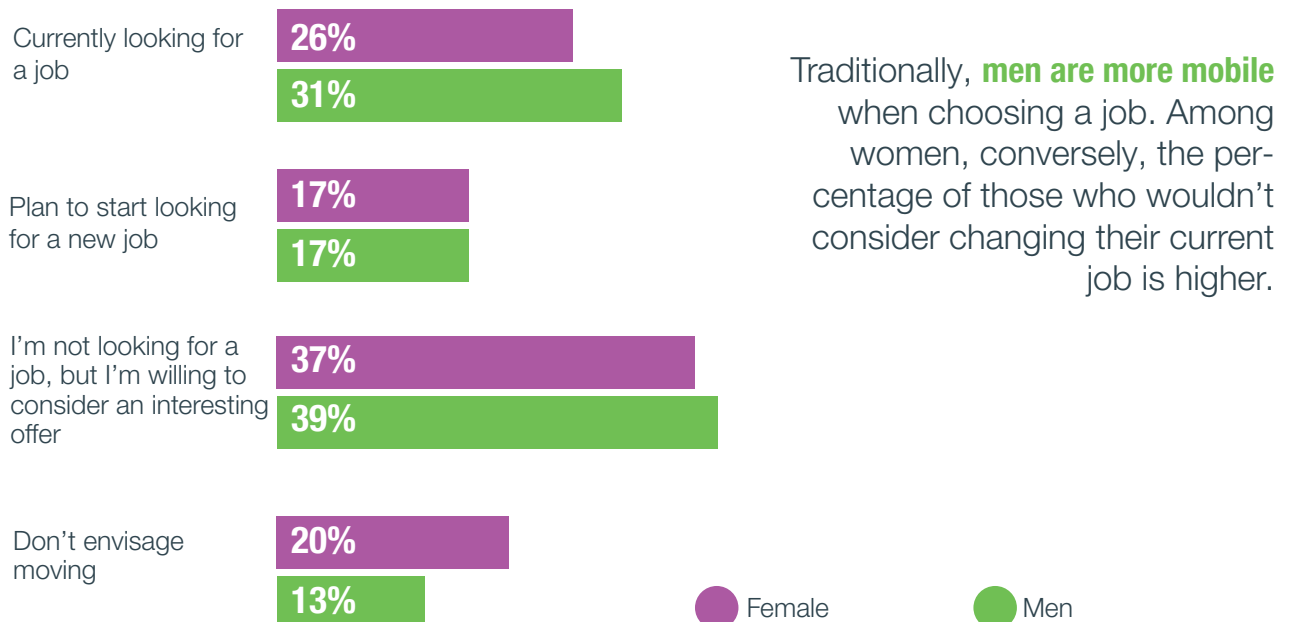
PLANS TO CHANGE JOB

In 2019, there was a noticeable increase in the number of respondents who are currently looking for a new job. As many as **29%** are now in the process of searching for a job, while as few as **16%** don't consider new job opportunities. Last year, the number of employees loyal to their current employer was greater: **23%** of respondents were unwilling to change their current job, while **22%** were actively searching for a new position.

Plans to change job



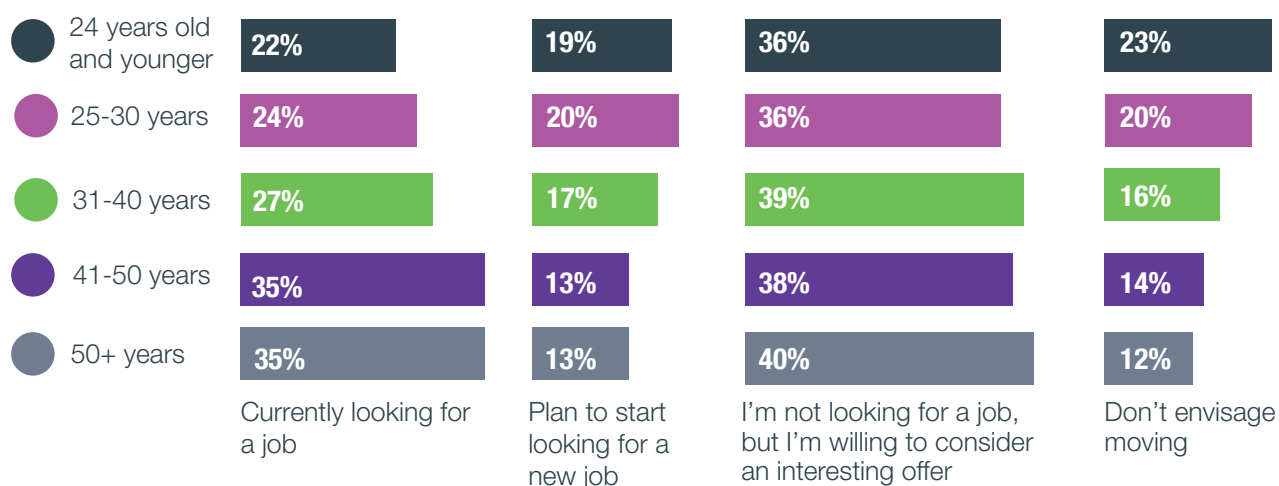
Plans to change job, men vs. women





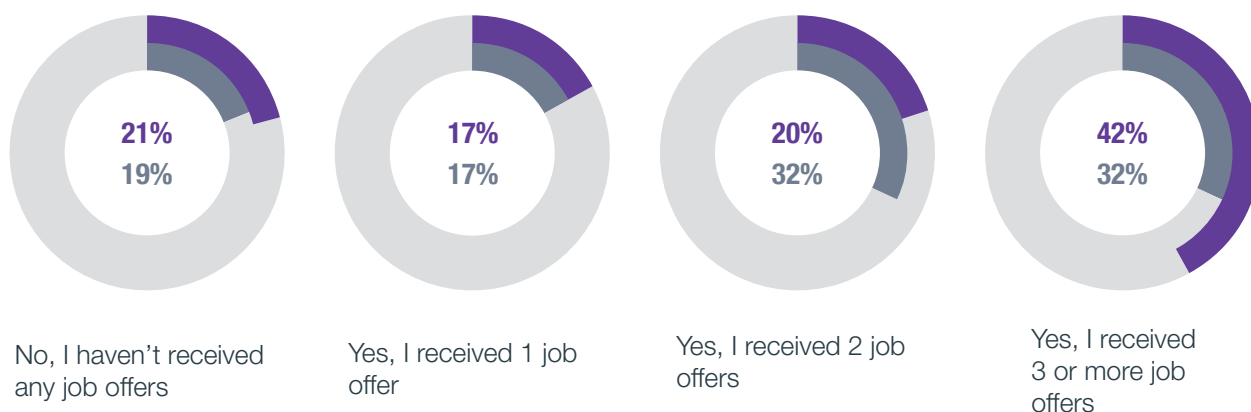
Interestingly, older respondents explore new career opportunities more actively, and they are also more willing to consider job offers. Meanwhile, respondents aged under 24 demonstrate the greatest loyalty towards their current employer. In this age group, **23%** of the respondents aren't planning to change their current job.

Plans to change job (by age group)



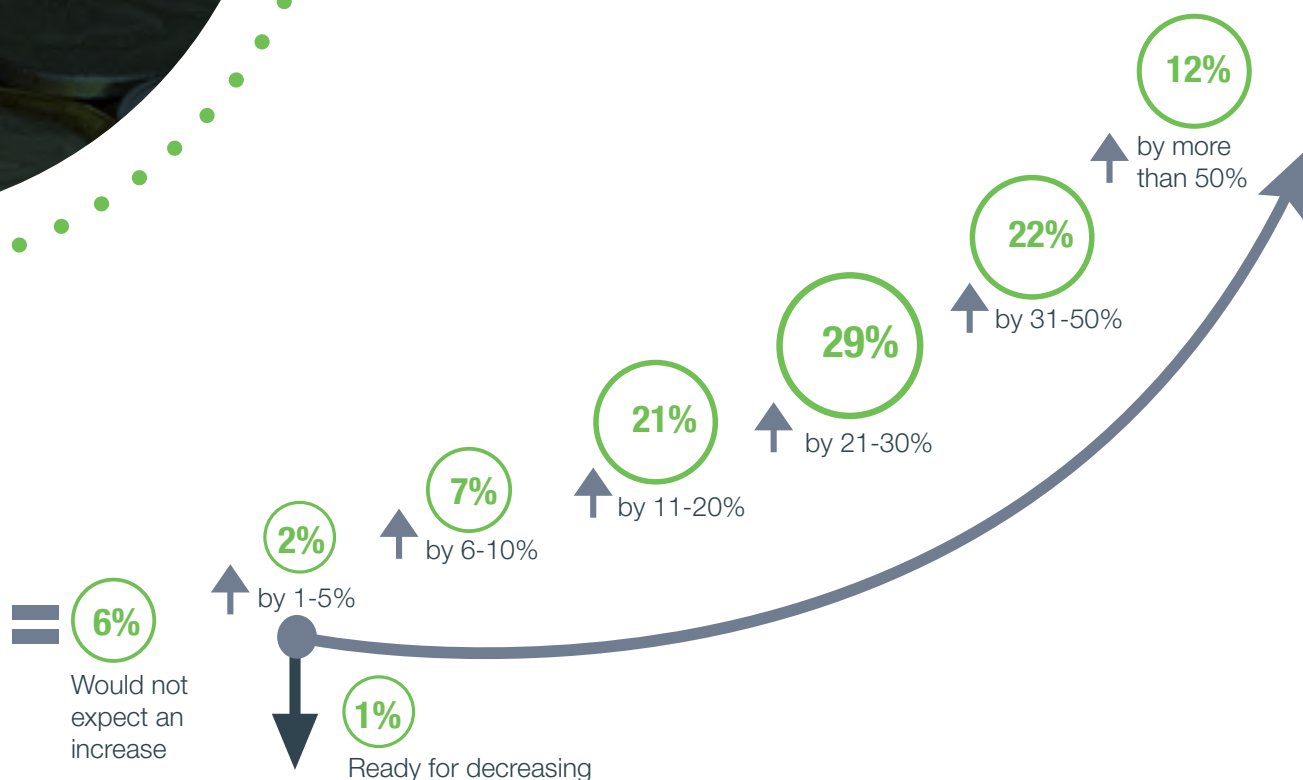
Meanwhile, employers are active on the job market too. **42%** of respondents said they had received three or more job offers over the past year. Last year, as few as **32%** of respondents mentioned that they had received so much attention.

Have you received any offers to consider by other employers or recruitment companies over the past year?





Expectations of pay rise when changing jobs



Reasons for leaving previous job, men vs. women

TOP-5 REASONS AMONG MEN



Poor benefit package



Poor bonus potential



Work in open space



Absence of career opportunities



Conflicts with management

TOP-5 REASONS AMONG WOMEN



Too many business trips



Conflicts with colleagues



Absence of corporate education



Unofficial salary



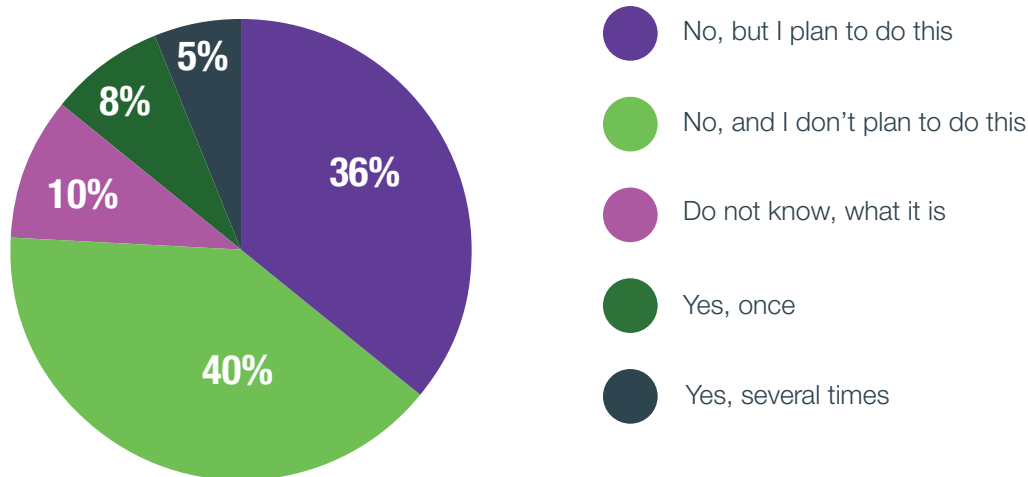
Inconvenient office location



CAREER CONSULTING

Competition on the job market has been very strong for a number of years. This is why candidates are not only thinking about professional development in order to stay competitive on the job market but also seek assistance in matters of career planning. **13%** of the participants of our survey have already used career consultation services, while other **36%** are planning to do so.

Have you ever ordered personal career consulting for yourself?



The aim of career consulting is to help the candidate work out a career development strategy and optimize the job search process in the shortest possible time.

Career consulting can be beneficial to specialists, managers, and executives who are actively searching for a job in their professional field or wish to shift the focus of their career.

At Antal Russia, a career consultant will help you:

- Devise a career strategy and optimize the process of job search;
- Update and enhance your CV;
- Write a good cover letter;
- Identify your strengths and motivating factors;
- Understand current job market trends.



Top-10 reasons to leave previous job



Expert comment



Svetlana Orel

Manager
Customized Labour Market
Surveys Practice
Antal Russia



Svetlana.Orel@antalrussia.com



+ 7 (812) 309 43 19, ext. 610



“After several years of a steady growth in the number of candidates unwilling to consider new job offers, we see that the trend is reversed: the share of respondents who consider changing their current job has grown again. There are several possible reasons for this. On the one hand, businesses have adapted to the current economic conditions, so candidates face the prospect of changing their job in a slightly more confident way. On the other hand, the desire to increase one’s income remains one of the strongest motivations for considering a move. You can’t expect any significant growth in your earnings if you stay at your current job because the salary increase percentage is going down: in 2019, salaries were mostly adjusted **by less than 10 percent**. Meanwhile, your chances of increasing your income are traditionally better at a new place,” – Svetlana Orel.





Why it is essential to develop “female” competences to achieve success?



Marina Karban
Director of Executive Education
Department
Moscow School of Management
SKOLKOVO

In autumn 2018 our colleagues from the Moscow School of Management SKOLKOVO carried out a study related to the competences of the future. The research showed that traditional companies are distinguished by the following competencies - the ability to manage stocks and industry expertise. Meanwhile, companies of the new type (which have rocketed in the past decade) are characterized by two features: good customer experience management and ability to build strategic partnerships. Interestingly, these qualities are typical of female CEOs.

Moreover, we found out that for successful self-realization it is extremely important to have hobbies that contribute to the development of qualities that are very useful for building a career - perseverance, patience, ability to cope with emotions, thoughtfulness of yourself and others.

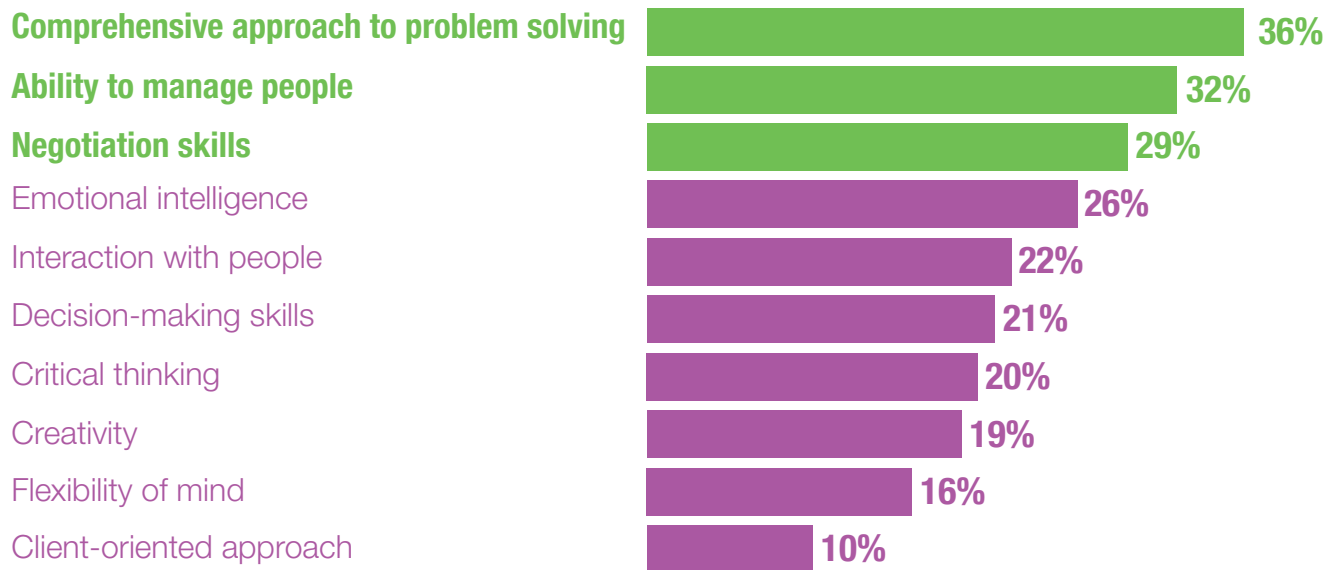
Thus, we can say that we are entering an era of the “female” economy. And to achieve success, it is no longer possible to be an effective loner, a workaholic who does not know how to cope with other people. It is essential to have strength and energy to be able to create something new and find opportunities from collaboration with other companies.

And for this, it is worth investing your time in studying creative practices, that provide us with new opportunities to think out-of-box and create something new and valuable.





Which of the competences below are you planning to develop in the nearest future to stay competitive on the job market?



Emotional intelligence is the ability to build effective relationships with other people in order to achieve your work objectives or attain the desired quality of life.

The concept of emotional intelligence (EI) can be summarised as “the capacity to harmonise thought and emotion”, by which we mean an individual’s ability to understand and control their own emotions, as well as recognise and manage those of others. This requires a person to be self-aware, perceptive and able to regulate emotional responses in various social situations.

Emotional intelligence is important for such aspects of work as leadership and management, team work and project work, as well as for all spheres connected with relationships with clients. It has an effect on our family and social life too.

Since EI affects the quality of both naturally occurring and arranged (e.g. colleague) relationships, and the effectiveness of an organisation is hugely dependent upon happy and motivated employees, it follows that EI has a critical role to play in improving morale, productivity, efficiency, communication and so on.

Managers face particular emotional demands when delivering results with and through people. Having higher EI can support a manager towards engaging and leading their people to fulfil their potential and can also protect them from the negative effects of emotionally challenging interactions with others.

RELOCATION AND IMMIGRATION TRENDS BY INTERMARK RELOCATION



MARINA SEMENOVA
Managing Director

Despite the recent trend of the increasing number of local specialists among top management in foreign companies, when speaking of staff recruitment for such positions, most foreign companies still prefer to hire expats. The relocation package remains one of the most important matters for such candidates when considering a job offer and moving to Russia. The key elements of a standard relocation package are housing selection and payment, plus payment for children education in the international schools and kindergartens; the company should also provide for the costs of work visa and work permit registration, and in some cases the cost of moving personal items of the employee.

According to the Intermark's 2018-2019 report it is highly qualified specialists from **France, Italy and Japan** who are most often invited to work in Russia. The average rental rate for an apartment in Moscow is **4885 USD** per month, and we can say, that foreign experts in Moscow prefer to choose real estate in close proximity to **Leningradsky Avenue, Arbat and Tverskoy districts**.

The distinguishing feature of relocation market in recent years has been that both foreign and Russian companies in the IT, Retail and FMCG sectors now offer relocation packages and support not only to foreign top managers, but also to mid-level employees being relocated around Russia. This allows employers to be more competitive in the search for the highly qualified candidates. While employees, receiving the professional support from the relocation agency in the process of searching a new house, school for their children and moving, can fully concentrate on their professional tasks and perform them more efficiently. According to our 2018-2019 report, employees most often relocate to **Moscow, St. Petersburg, Yekaterinburg and Sochi**.



Download full Housing Report
2018-2019 by Intermark



OLGA MAKESHINA
Director for Immigration Services

Work permit for highly qualified specialists remains the most popular work authorization procedure for foreign managers and skilled professionals assigned by foreign companies to Russia. The number of issued work permits for this category of employees remains overall at the same level (migration statistics show that **28,183** work permits were issued in **2018** against 26,531 in 2017). Despite the minimum salary level of **RUB 167,000 per month** for most categories of employers, the companies benefit from simplified process of obtaining necessary permit and visa which takes **1,5-2** months in average compared to multistep quota-based procedure which may take 4-5 months and longer. The employees at their turn are entitled to 90-day registration-free period, extended list of relatives who can accompany them to Russia and may also seek a residence permit in Russia for the duration of their assignment.

The recent major change in the employment process of foreign personnel addressed the migration registration procedure. The concepts of "place of stay" and "host party" have been redefined so that foreign nationals can be registered exclusively at the place of their actual living. Employers no longer enjoy the right to register their foreign employees at the company's address. Instead, a company or a landlord that have provided accommodation directly to a foreign national are responsible for carrying out the registration. Now only those companies which directly provide their foreign personnel with housing continue to carry registration responsibilities.

Also the statistics show the decrease in the number of issued temporary residence permits (**268,200** in **2018** against 295,761 in 2017) and increase in the number of permanent residence permits which is a superior immigration status (**191,445** in **2018** against 185,800 in 2017).



OUR SERVICES

Intermark Relocation is the leading relocation consultancy working in Russia and CIS countries since 1993. We provide comprehensive and customized solution to our corporate client making sure every relocation is successful.



RELOCATION

- Orientation tours and accommodation search
- Help-Desk
- Lease renewal and termination
- Cross-cultural training courses and consultancy
- Serviced apartments



IMMIGRATION

- Work permits
- Registration of residence permit
- Migration notification
- Legalization of documents and authentication of duplicates



MOVING

- International moving
- Local moving in Moscow and Russia
- Vehicle moving
- Stock and storage

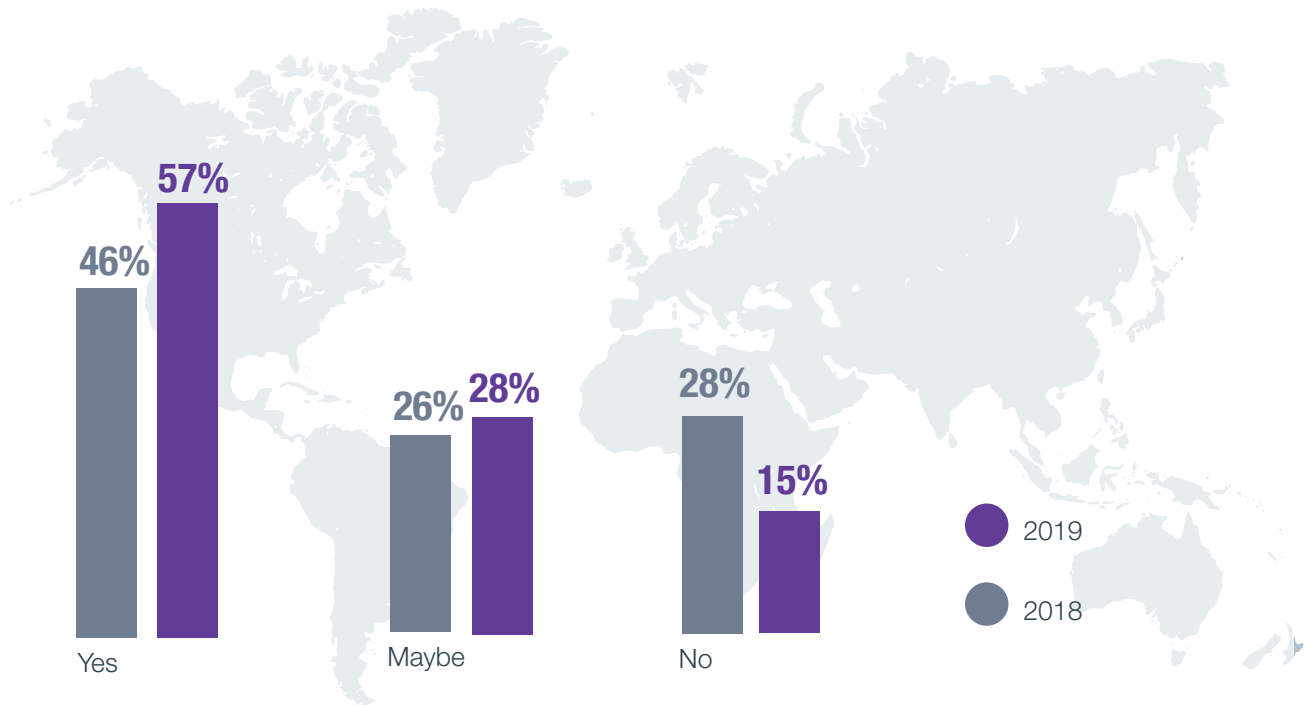


RELOCATION

57% of respondents said that they would be willing to move to another country for an interesting job, if such an opportunity arose, while another 28% said that they would at least consider such an option. As few as 15% of the respondents state categorically that they wouldn't leave Russia for career reasons.

Compared to last year, there has been a significant increase in the number of people willing to try their hand at working abroad. In 2018, as few as 46% of respondents were ready to relocate to another country, while 28% would decline such an offer.

Would you like to move to another country for your career?



Western Europe, the USA, and Canada are the most popular destinations for relocation for Russian candidates. Over a half of the respondents would like to move there. One-third of respondents would consider Australia and Eastern Europe as a destination, and 20% are ready to continue their career in Japan or China.



Western Europe



USA/Canada



Eastern Europe



Australia

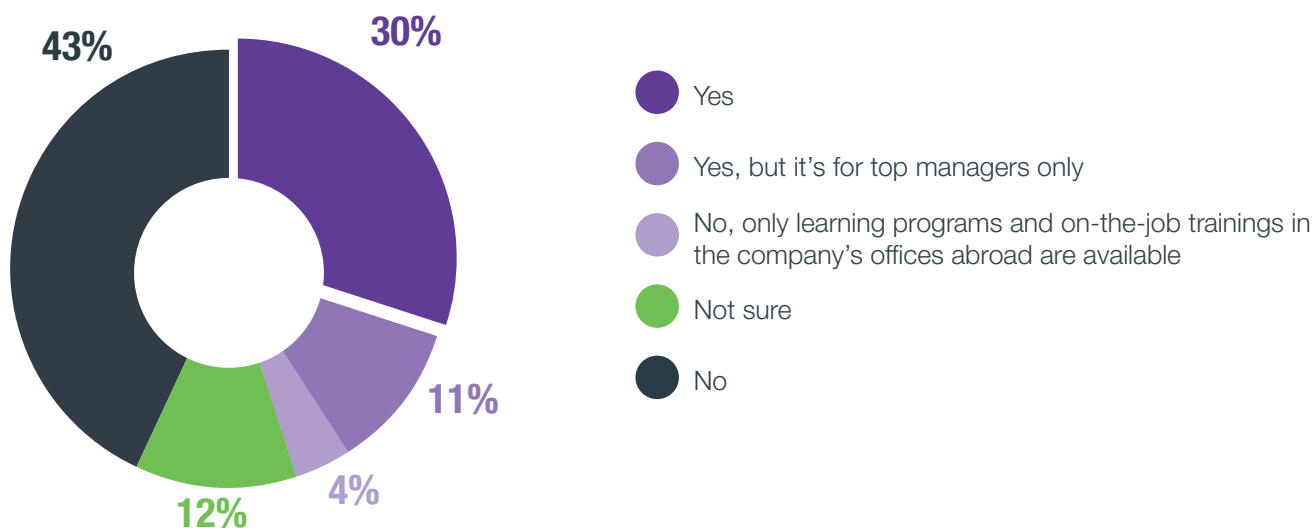


China, Japan

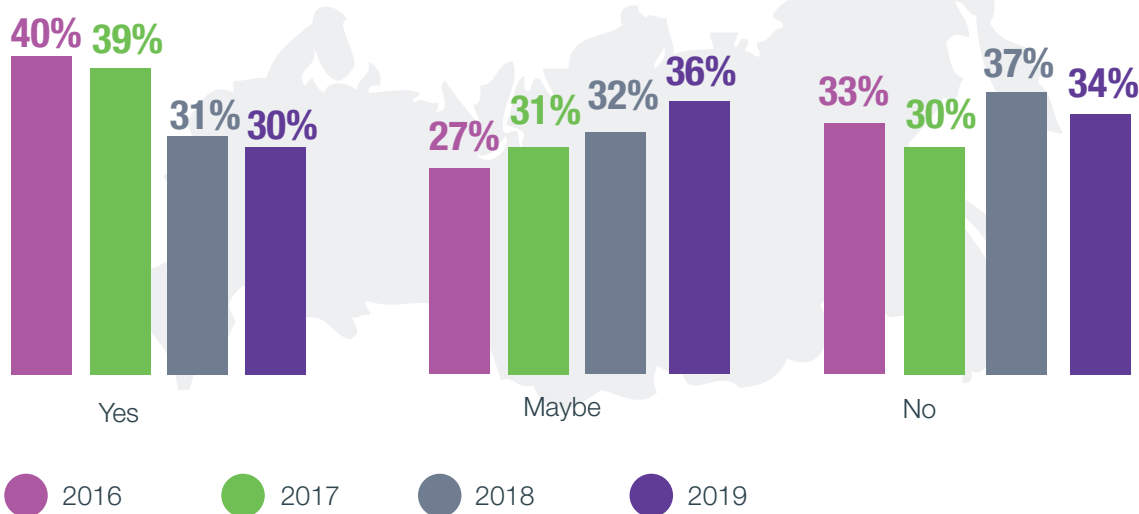


30% of the participants of our survey state that their company offers opportunities for international relocation, 11% say that relocation within the company is available to top management only, and 4% have a chance to do an on-the-job training course in one of the company's foreign offices.

Does your company provide opportunities for international relocation?



Would you consider relocating to other Russian regions / within the country for a suitably attractive opportunities?



Meanwhile, workforce mobility within the country has been going down in recent years. While 40% of employees were definitely willing to move to another city of Russia for an attractive job in 2016, this year the corresponding figure is as low as 30%.

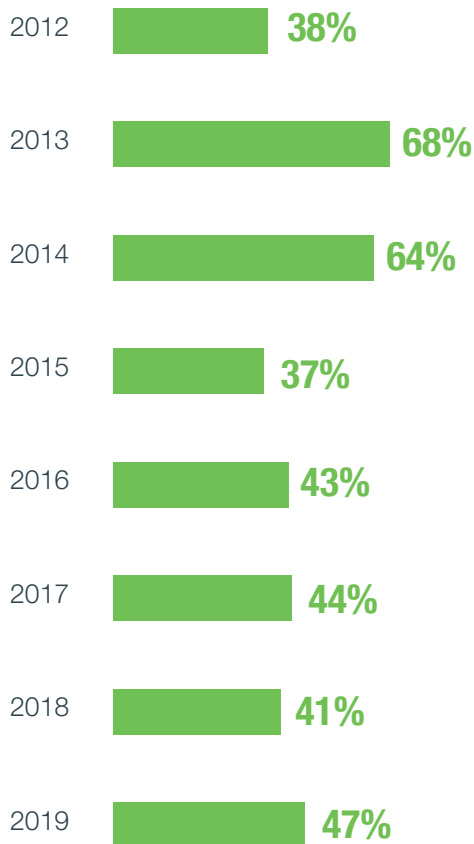


REMUNERATION

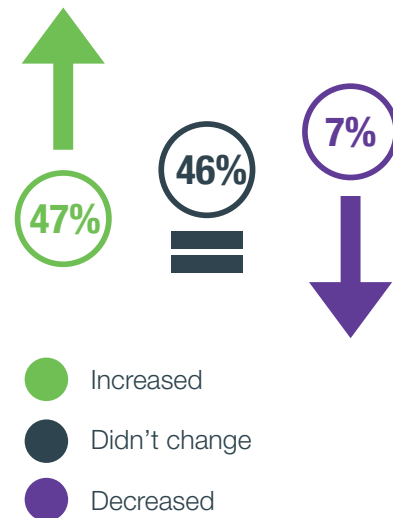
SALARIES

In 2019, **47%** of the participants of our survey received a pay rise. This is 6 pp more than a year earlier. The number of those who stated that their salary had decreased has stayed practically unchanged since 2018.

Salary change dynamics from 2012 to 2019



Salary changes in 2019

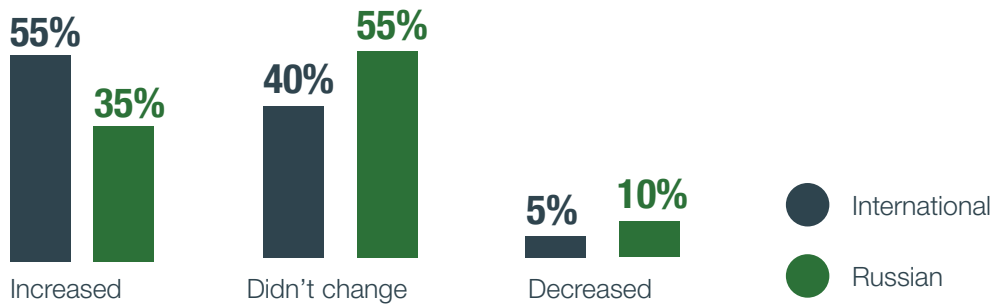


“Over the last five years, employers haven’t been increasing salaries very actively due to a challenging economic situation. However, as far back as last year, we noticed that the number of requests for our customized salary surveys was steadily growing. This means companies are concerned about their competitiveness regarding salaries,” – Svetlana Orel, Manager, Customized Labour Market Surveys, Antal Russia, commented on the results of the survey.



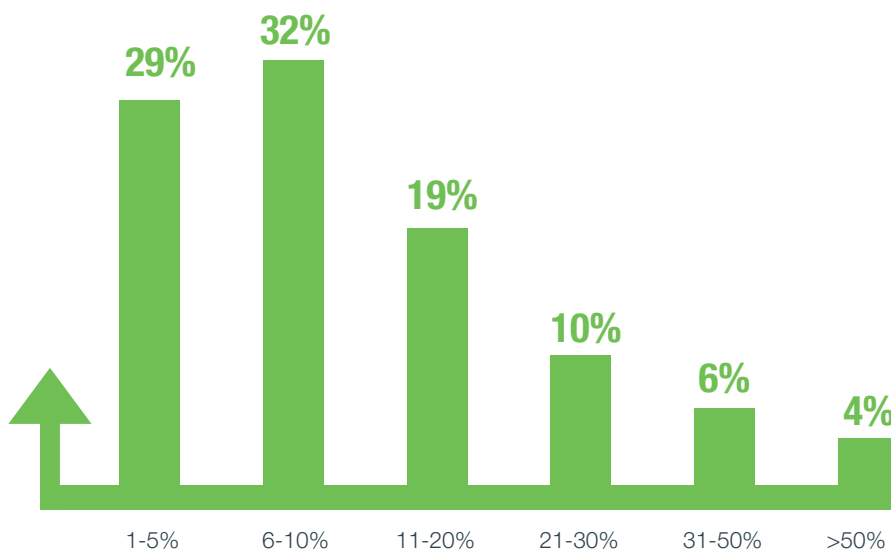


Salary changes in Russian and international companies



Employees of international companies mention a pay raise nearly twice as often as those working in Russian companies. Among the employees of Russian companies, by contrast, the share of those who noted a pay cut or said that their salary had stayed unchanged, is greater. Last year the results of our survey showed the same tendencies.

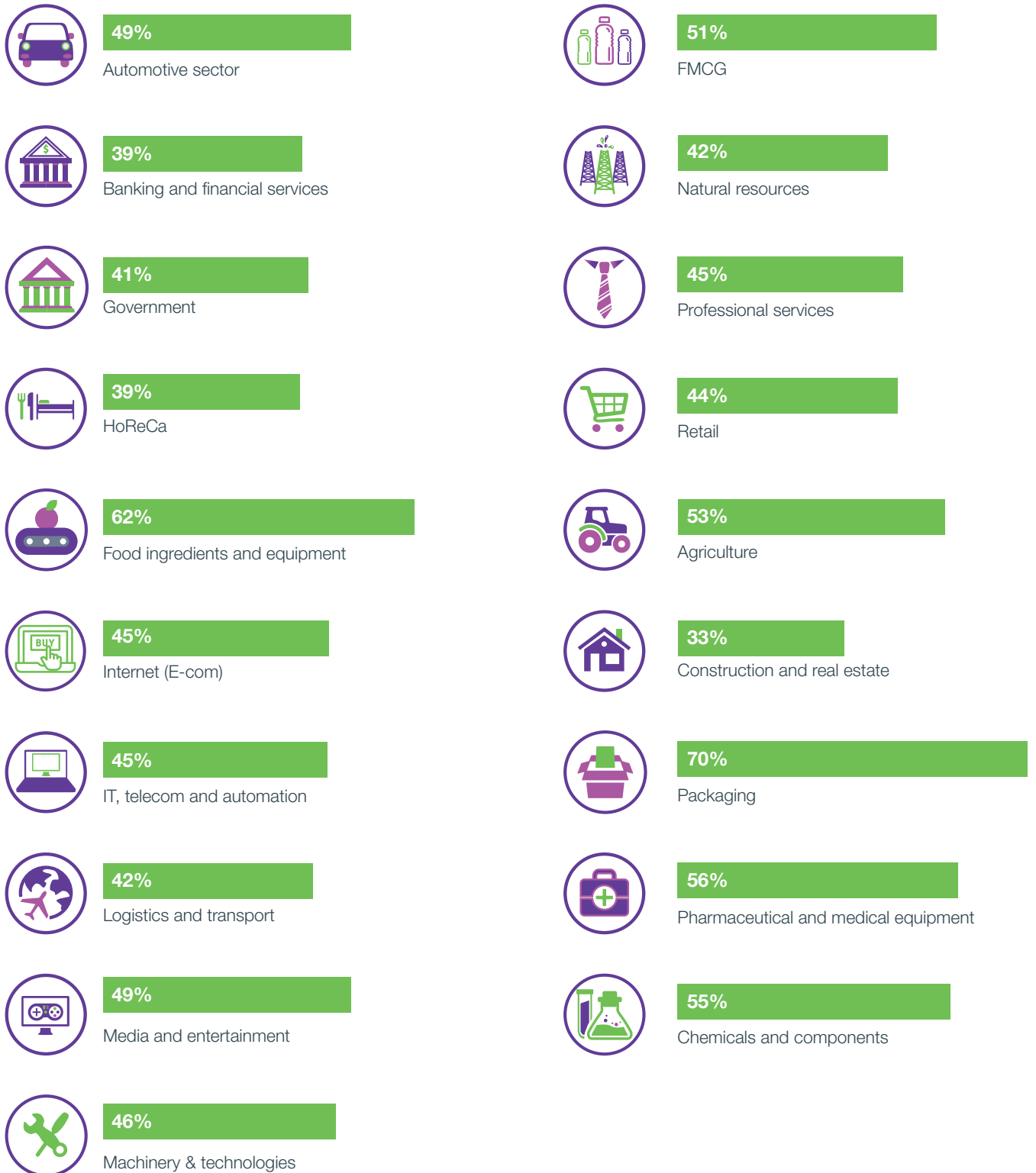
Salary growth percentage in 2019



Similar to last year, **61%** of the respondents had a pay rise of no more than **10%**.

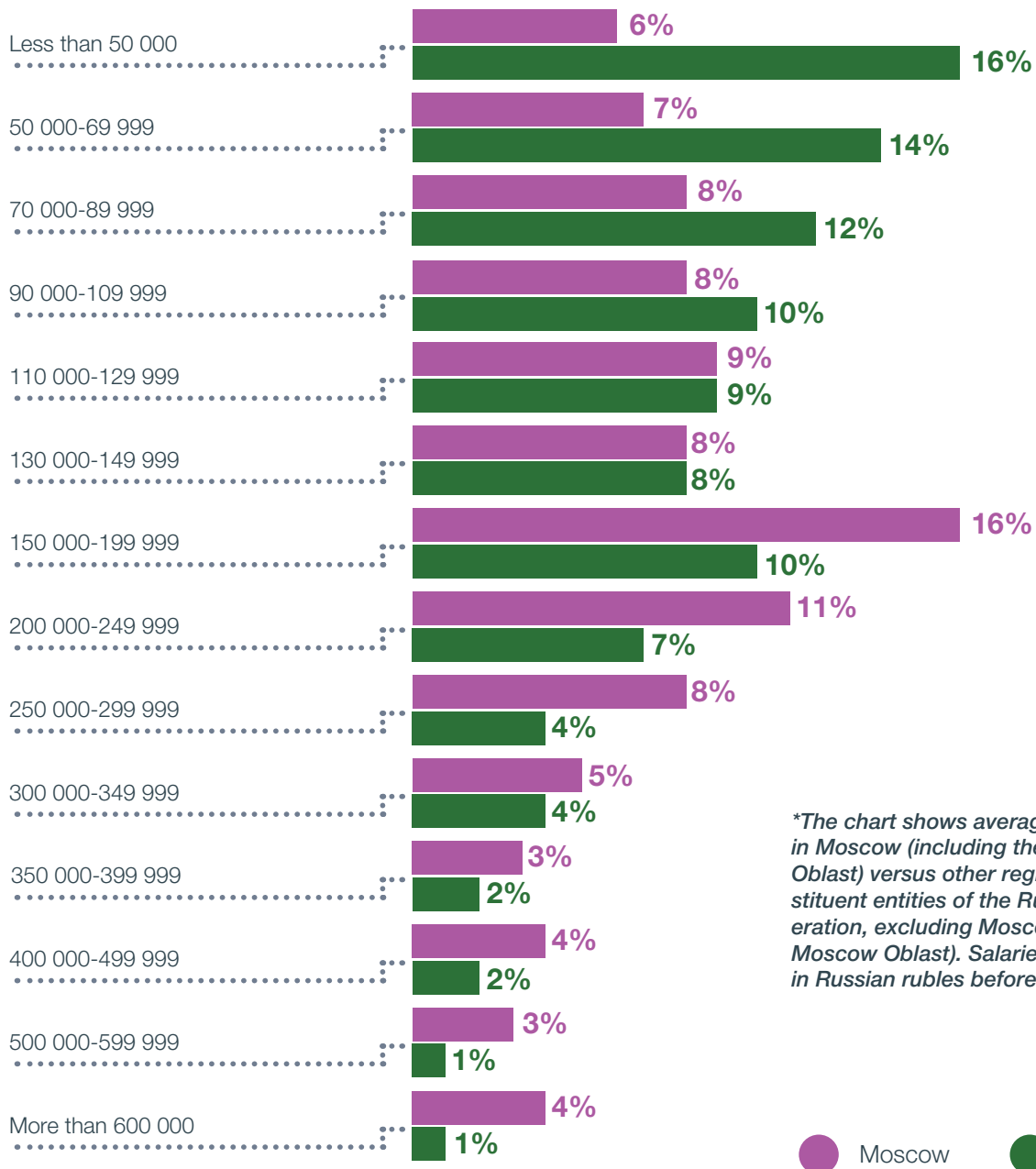


Salary growth by industry in 2019

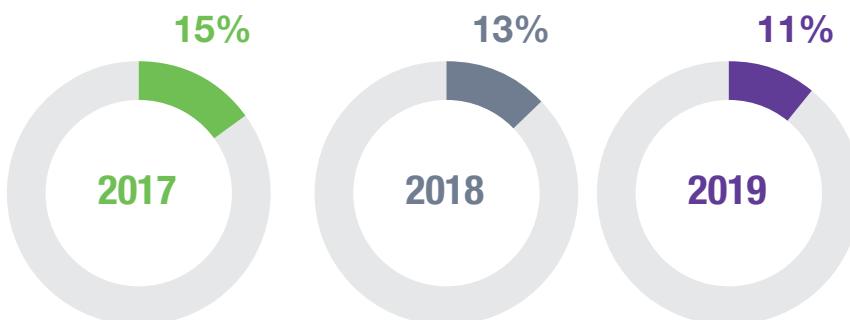




Salaries in Moscow vs. other regions*



Unofficial salary



In the last two years, the number of companies which pay unofficial salaries has been decreasing. In 2019, as few as **11%** of the respondents say that they receive part of their remuneration unofficially.

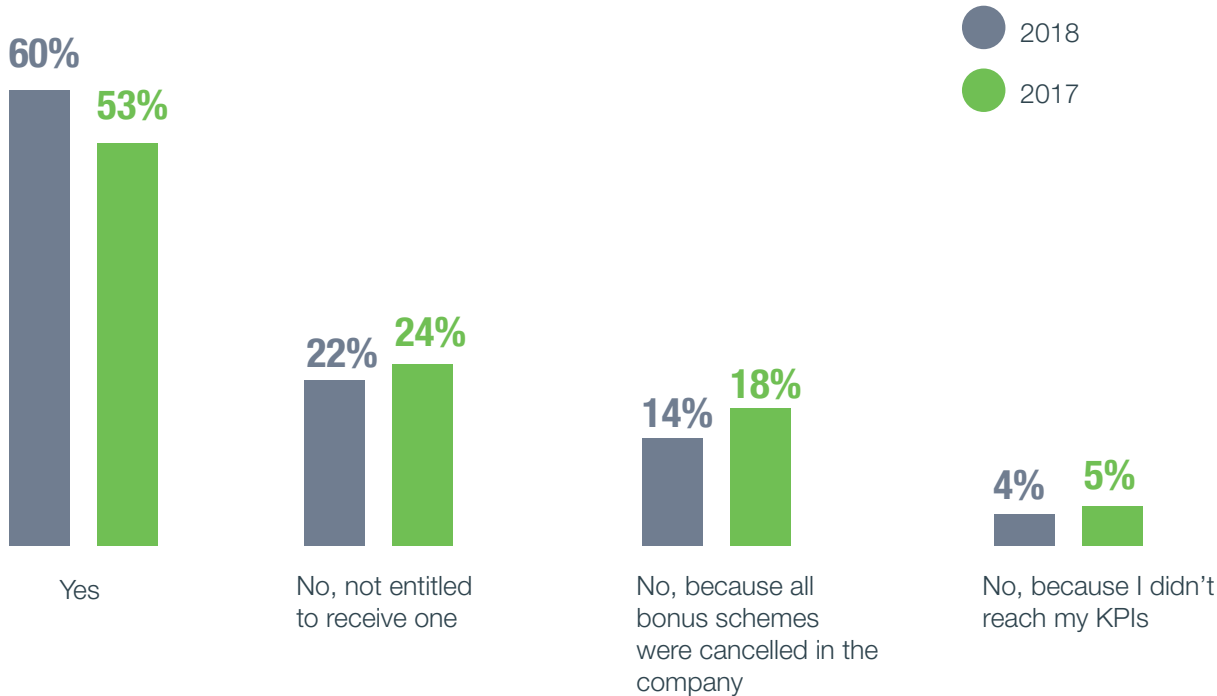


BONUSES

The share of the respondents who received their annual bonus in 2019 has increased by **7 pp** compared to 2018. The share of those who don't have a bonus in their compensation package has decreased by **2 pp**.



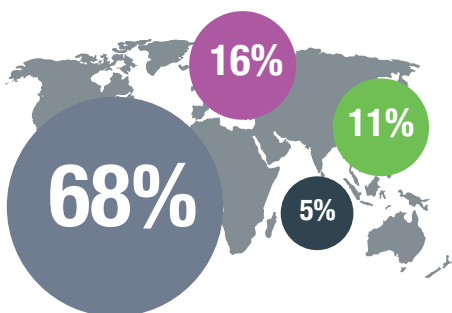
Have you received an annual bonus in the most recent financial year?



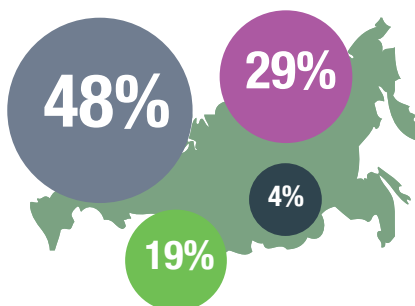
Annual bonus in Russian and international companies

- Yes
- No, not entitled to receive one
- No, because all bonus schemes were cancelled in the company
- No, because I didn't reach my KPIs

INTERNATIONAL

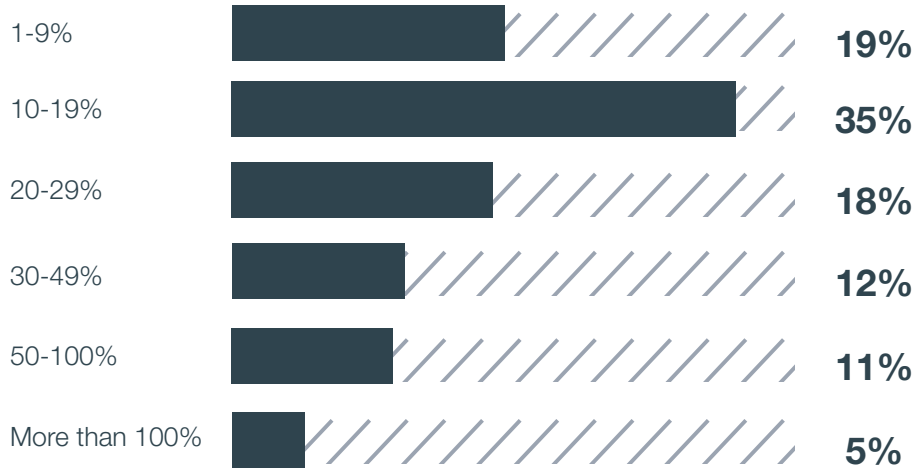


RUSSIAN

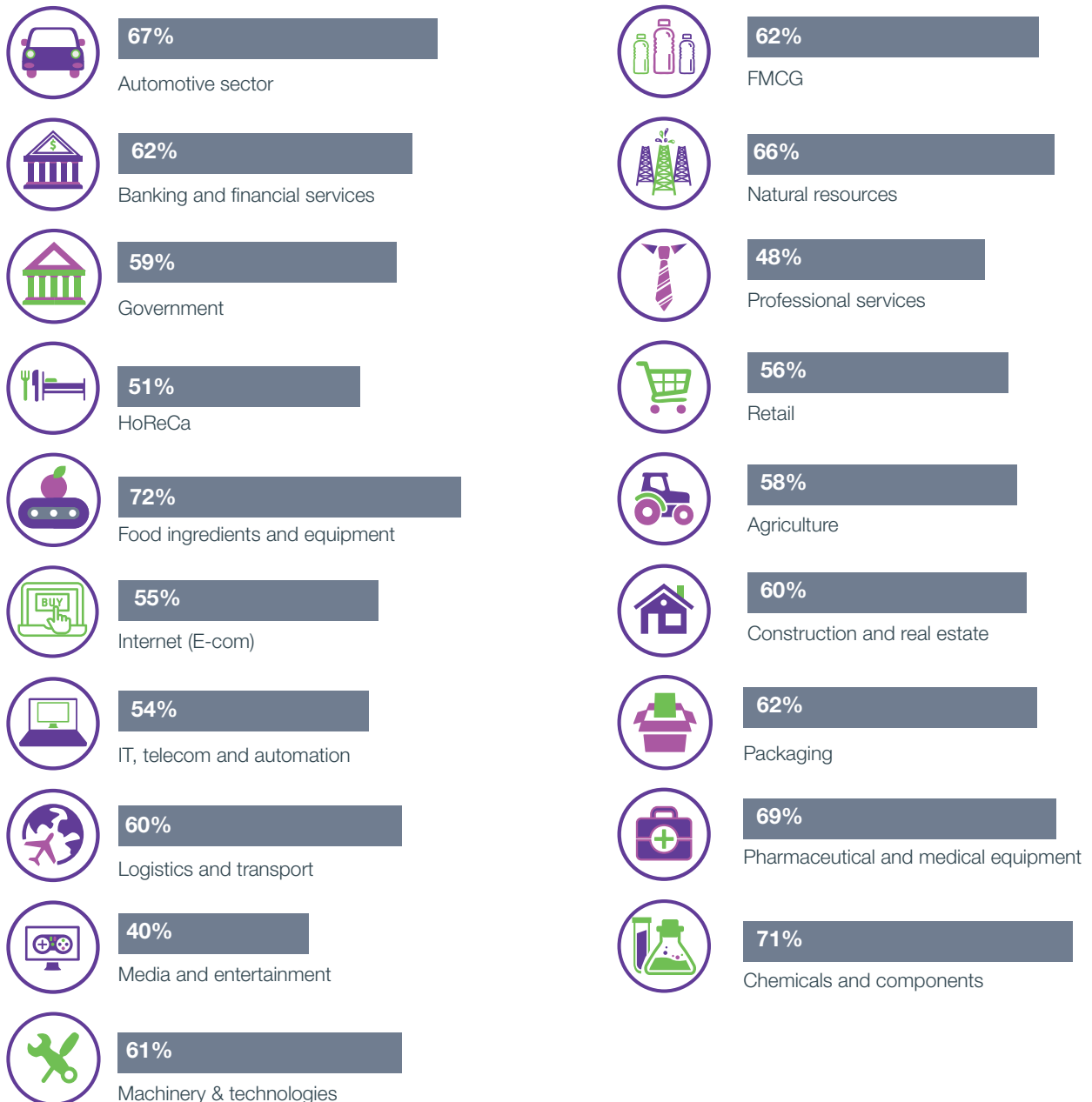




Amount of annual bonus



Annual bonuses by industry





Do employers have to look after the welfare of their employees beyond salaries and standard benefits?



Yulia Volkova
HR Director
LLC IKEA
Purchasing
Services
Russia

For IKEA, the answer is obvious – yes, they do.

Based on company values and corporate culture, an employer creates an atmosphere inside the company – a microclimate, so to say, that supports talent development. Employees, in their turn, take conscious steps to stimulate business growth and general progress of the company. Evidently, there are different ways of taking care of your personnel, depending on their circumstances and on the target group. To become an excellent place of work, attract talent, build lasting relationships with employees, you need more than just salaries and some benefits.

In order to meet the market requirements, be competitive, and cater to the needs of our employees, we are constantly working to support their well-being. Here are some real-life situations. When an employee's child starts school, we provide the parent with a day of paid leave so that he or she could accompany the child to school and celebrate the child's first steps to grown-up life. Starting from five years of working in

the company, we celebrate anniversaries. When an employee retires, we hold a ceremony with flowers and gifts. When a child is born, we give the parent a present from IKEA's product range, and we also provide the new father with a paid leave day. Regardless of this, all the benefits related to long-term absence from work (such as parental leave) are fully accessible.

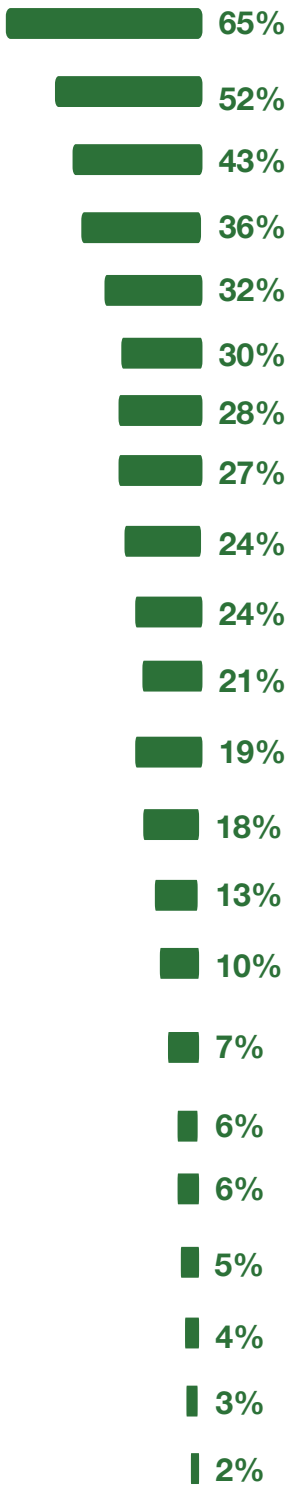




BENEFITS

Availability of benefits in compensation packages and their importance for respondents

Presence



Voluntary health insurance

Mobile phone allowance

Bonus scheme

Corporate education

Flexible working

Life insurance

Lunch allowance

Extra vacation days

Parking

Car or car allowance

Additional payment for sick leave

Discounts on company products/services

VHI for family members

Fitness allowance

Transport expenses allowance

Preferential rates when obtaining a bank loan

Good company pension scheme

Share incentive

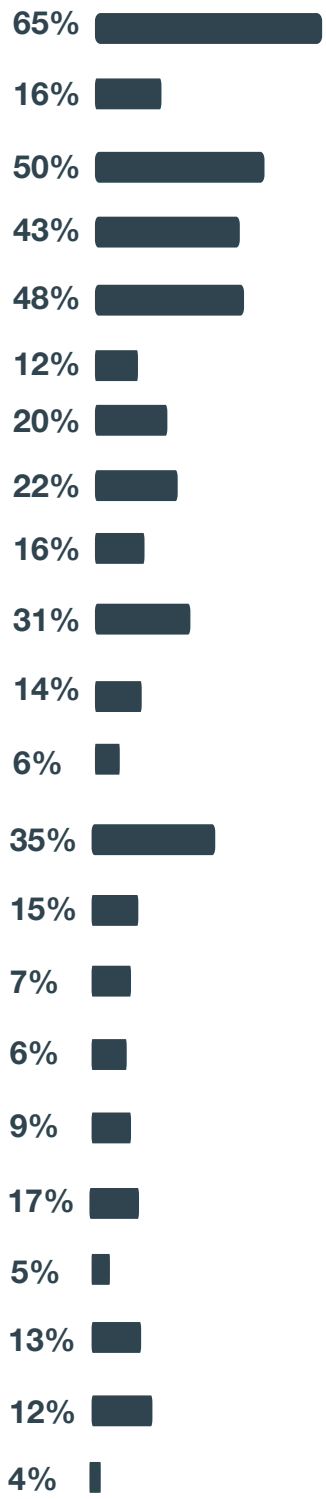
Additional payment for maternity leave

Housing allowance

Flexible benefits (ability to choose benefits from a range of options)

Personal driver

Importance



10% - do not have any benefits



This year, we asked more questions about types of non-material motivation offered to our respondents. Besides flexible hours and an option for remote working, which have already become a part of a standard compensation package in many companies, employers pay a lot of attention to their **employees' comfort at work**. Also, they lay much **emphasis on sports activities and charity events** involving the employees.

What types of non-material motivation does your employer have?



39%

Remote working options



34%

Comfortable workplace



25%

Creative office space



24%

Participation in sports events, corporate sports team



20%

Contests at work



19%

Participation in the company's charity projects



18%

Employee appreciation, recognition bulletin boards



15%

Best employee awards



11%

Employee lounge



10%

Creative job titles



8%

One-on-one session or dinner with executive or CEO



8%

Office gym



5%

Psychological support programs for employees



1%

Bonuses for employees who don't take sick leaves



1%

Bonuses for employees who don't smoke



TOP-5 benefits mentioned through recent 5 years





Well-Being: How employers care about their staff?



Yulia Kartashova
HR Director
Qrator

As we cherish the well-being of our staff, we are constantly working on a number of factors that affect it, such as career development, social and financial aspects, and physical fitness.

The essence of the career component of well-being is simple: our team members really like what they are doing. Communication in our company is horizontal. Every staff member is valuable and his or her opinion is important. Employees build their career paths themselves. 100% of our Lead Developers have grown professionally within the company having started from entry level.

A good work-life balance is one of the values of our company. This is why our employees adjust their working hours themselves. As for the social factor, we have a friendly atmosphere and foster sports activities. Our team members are on friendly terms outside

work too, they share interests and hobbies. Some of them take part in the Hero Race, go in for bicycling or roller-skating.

Also, we share additional profits between all the staff members. This gives our employees a salary above market average thanks to their own achievements.

The results are impressive: the Employee Engagement Index in our company is 86%. The length of working in our company averages from 5 to 7 years.



RECRUITMENT AND CUSTOMIZED SALARY SURVEYS IN UZBEKISTAN

Antal has more than 25 years of experience in Russia, Kazakhstan, Uzbekistan and other CIS countries. We have been dealing with vacancies in this wonderful location via our Moscow and Almaty colleagues until we have opened an owned office in Tashkent earlier this year.

We are happy to find, place and relocate candidates to Uzbekistan. This destination becomes popular among Russia, Asian and western candidates. Therefore, we will be ready to support your business with the best selection of the candidates from all over the world.

We help employers

- Close vacancies in the shortest time
- Enter Uzbekistan market
- Attract the best candidates from other countries, including Europe and Russia
- Build a team from scratch
- Learn the level of salaries and candidates' expectations through specialized labor market research
- Negotiate compensation or relocation package with the candidate
- Take various assessments including TEIQ & DISC
- Conduct trainings for employees
- Solve any other HR-related issues

We help candidates

- Find a suitable job in Uzbekistan
- Take personality tests
- Get professional career consultation

Contact us

Leave a request for recruitment, salary survey, HR consulting:

+99 89 4415 4416

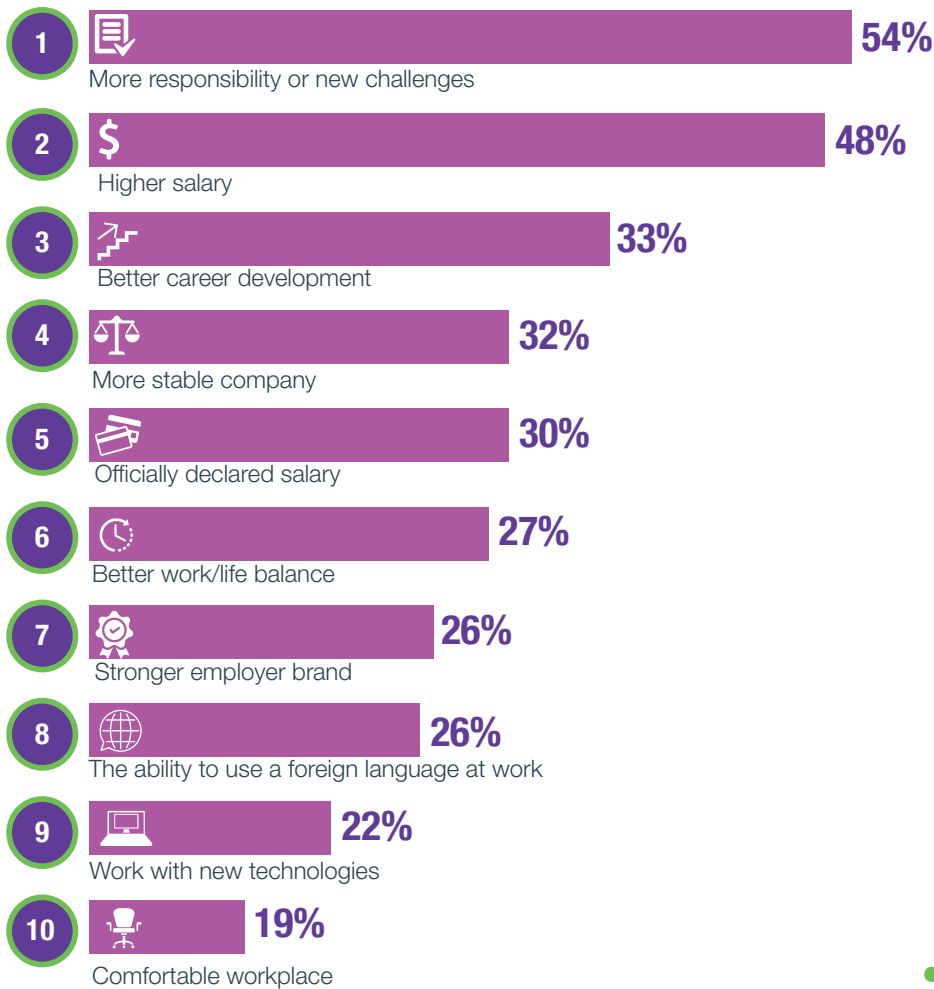
info@antaluzbekistan.com



JOB SATISFACTION AND MOTIVATION

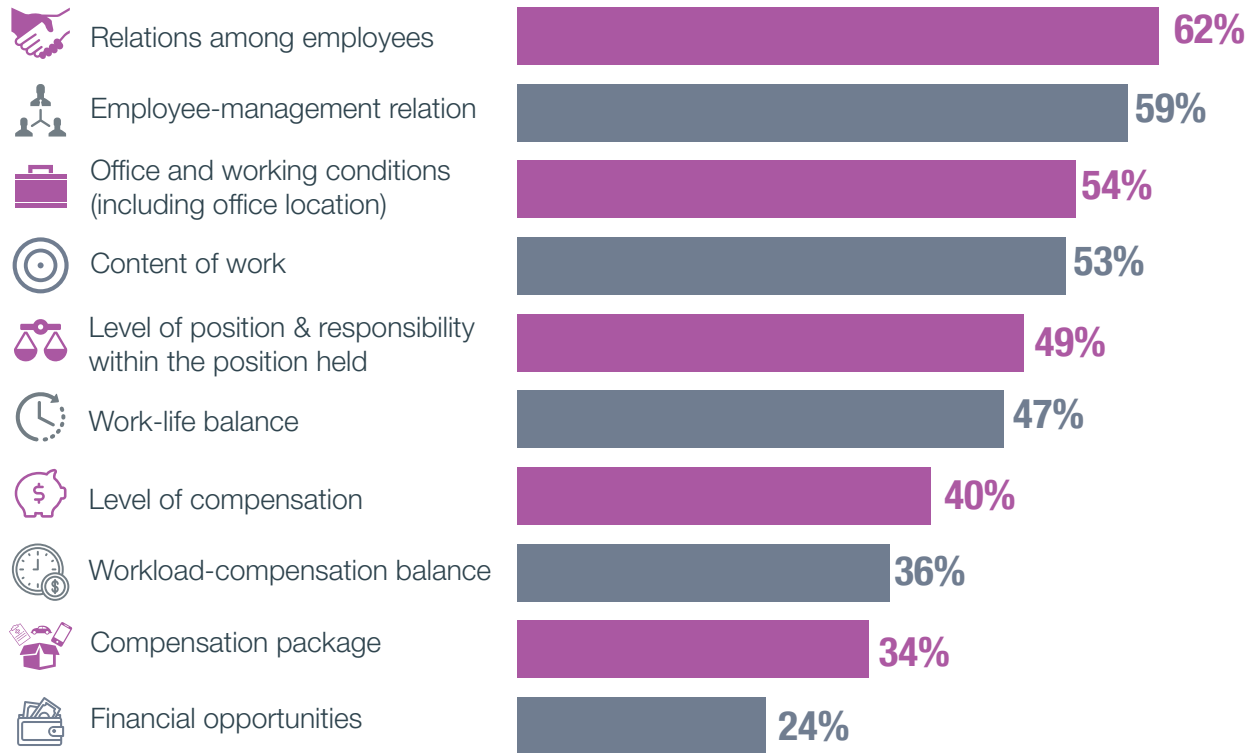
MAIN DRIVERS WHILE SELECTING NEW WORK PLACE

TOP-10 drivers when choosing a new job





Job satisfaction with various aspects of work among employees of different levels



Only **33%** of respondents answered the question about the company they would be happy to work in. The top 10 companies which were mentioned the most frequently comprise two Russian and eight international companies.

TOP-10 dream companies



The list of dream employers also includes **SpaceX, Netflix** and **Tesla**.



How to Become a Dream Employer



Ekaterina Novikova **Organizational Development Director** **Russian Towers**

Before discussing how to become a dream employer and what benefits and bonuses to offer to your current and prospective employees, you must decide what kind of employees your company needs and find out what they mean by a dream employer.

Today, a dynamic innovative company requires a team of ambitious, bold, and persevering people with strong personal involvement in what they are doing. Their idea of a dream job is usually centred round challenging tasks without tight constraints or tiresome paperwork. They also long for opportunities to prove themselves and want their compensation to be in direct correlation with the results they get. And naturally, they need a chance to feel proud of the company's achievements, as well as of their own contribution to these.

These qualities are just what you should keep in mind when cultivating your company's image as a dream employer. In HR-speak, your company should have

a sufficiently lateral organizational structure, a democratic corporate culture, and no more red tape than strictly necessary to support administrative processes. A company of this type must introduce form of project and team work. An effective system of staff training with an emphasis on an individual development path becomes crucial, while the remuneration system should be flexible, with swift recognition of achievements which are important for the company.

These rules may seem simple, but to follow them, your company must have a strong corporate culture supporting such values as continuous development, ambitious plans, and impressive achievements.

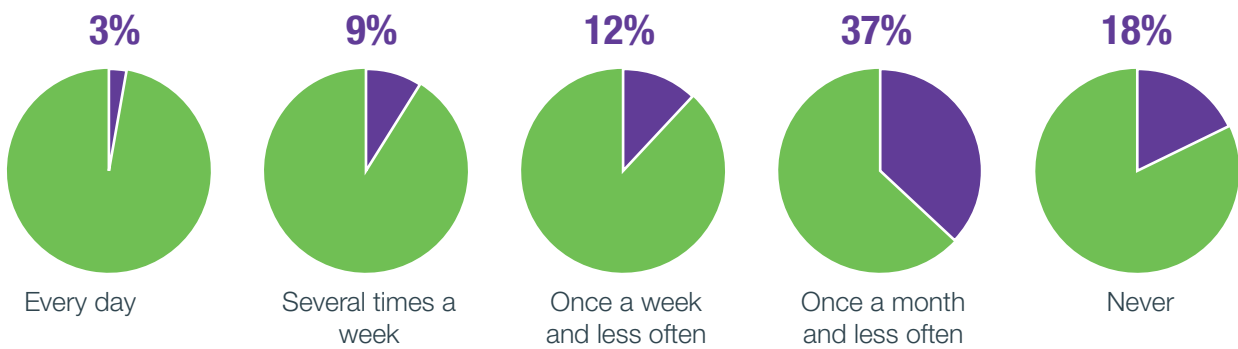


CONFLICTS AMONG EMPLOYEES

For several years in a row, when assessing their satisfaction with various aspects of their job, many respondents notice highly positive level of thier relations with co-workers around. This year we decided to study the problem of conflicts in more detail because this seems to be a crucial factor in job satisfaction.

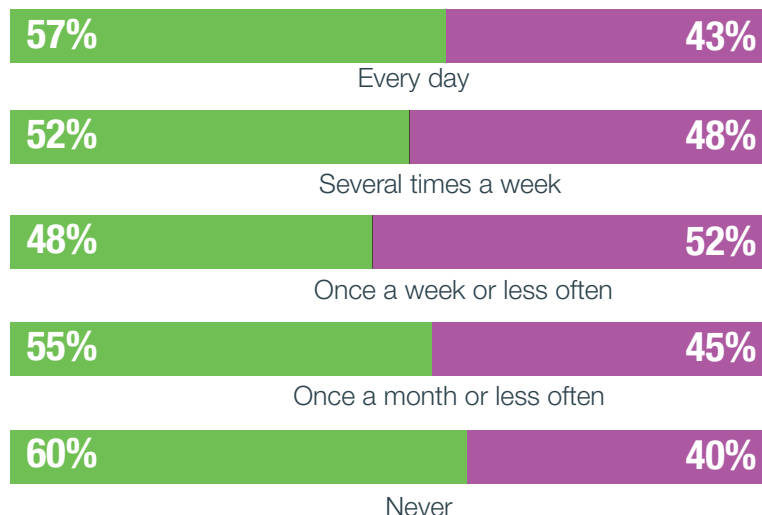
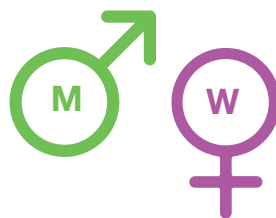
The survey shows that **21%** of respondents have conflicts at work as often as once a week or more frequently, while **37%** come into conflicts with their colleagues at least once a month.

How often do conflicts arise at your work?



***21%** of respondents are not sure

Conflicts and gender

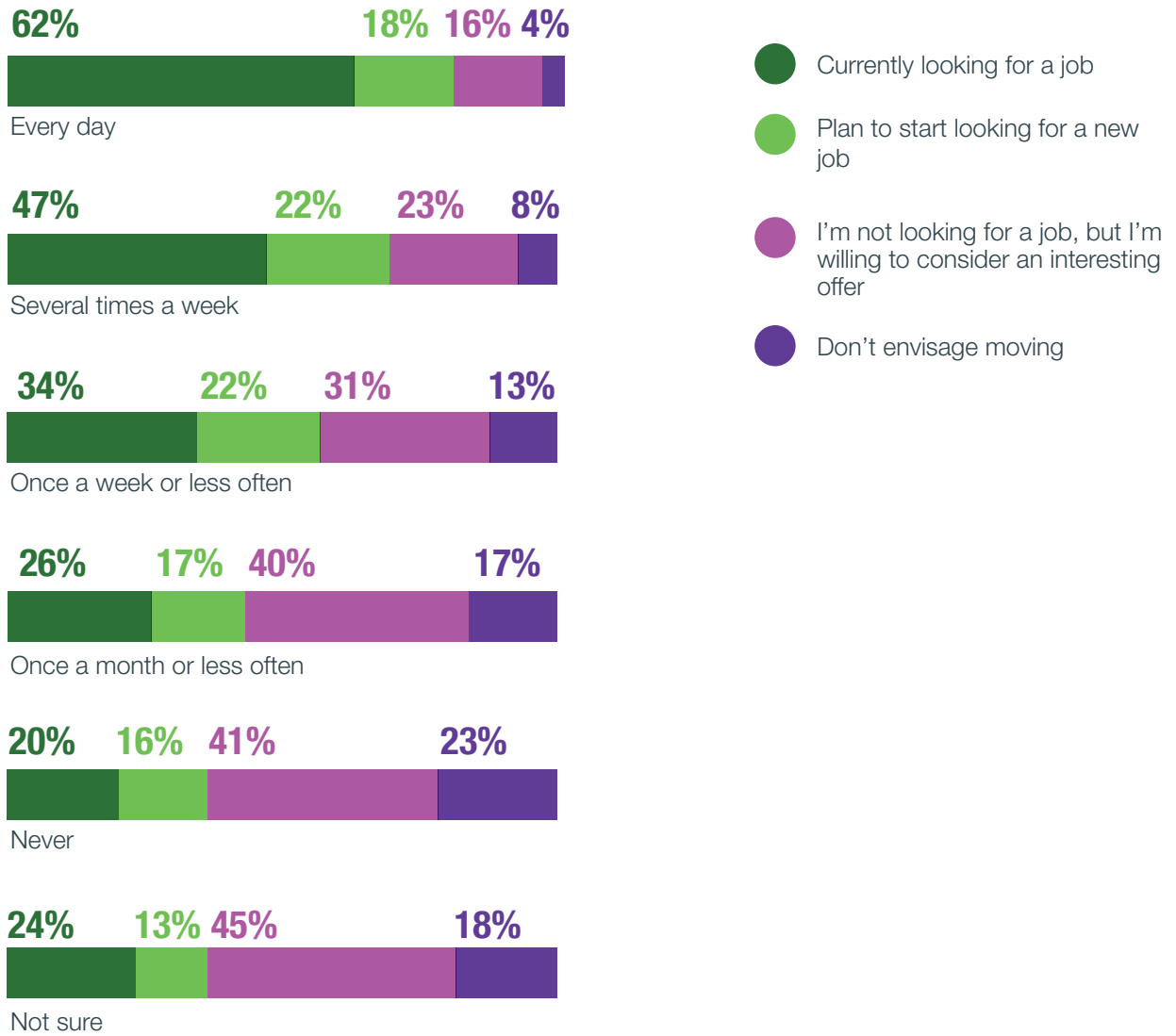


***51%** men and **49%** women are not sure



The survey shows a direct correlation between the number of conflicts at work and plans to change one's job. The more frequently conflicts arise, the higher the percentage of respondents who say that they are searching for a new job.

Conflicts & co-relations with changing job





How to prevent conflicts among employees?



Elena Balashova
Member of the Board at the
Russian-German Chamber
of Commerce
Head of the Personnel Committee

Partner
Balashova, Bruck & Partners

Many would say that the best way to prevent conflicts in the company is to outsource the accounting function so that none of the staff members knows how much their colleagues get paid. Doubtless, the financial aspects of work and the problem of unequal pay depending on an employee's gender, length of working in the company, and being (or not) on friendly terms with the management provide fertile ground for disagreements and conflicts in the company. However, our experience of working with personnel in various companies shows that a common reason for quarrels is a lack of documented job profiles, internal policies, or regulations setting the scope of responsibility and tasks of each individual employee.

Another significant factor is adequate communication between divisions and departments. Nothing can have so bad an effect on the company's image and reputation among clients and partners, as well as on relationships between staff members, as a lack of

understanding who does what for each project and what tasks they are currently working on. One way to cultivate a healthy atmosphere in the company is to organise corporate professional and recreational events, hold motivation training sessions for personnel, and switch to agile project management. Not only will this bring the employees together but it will also foster team-working so that the team as a whole, rather than individual team members, will be responsible for the final result.

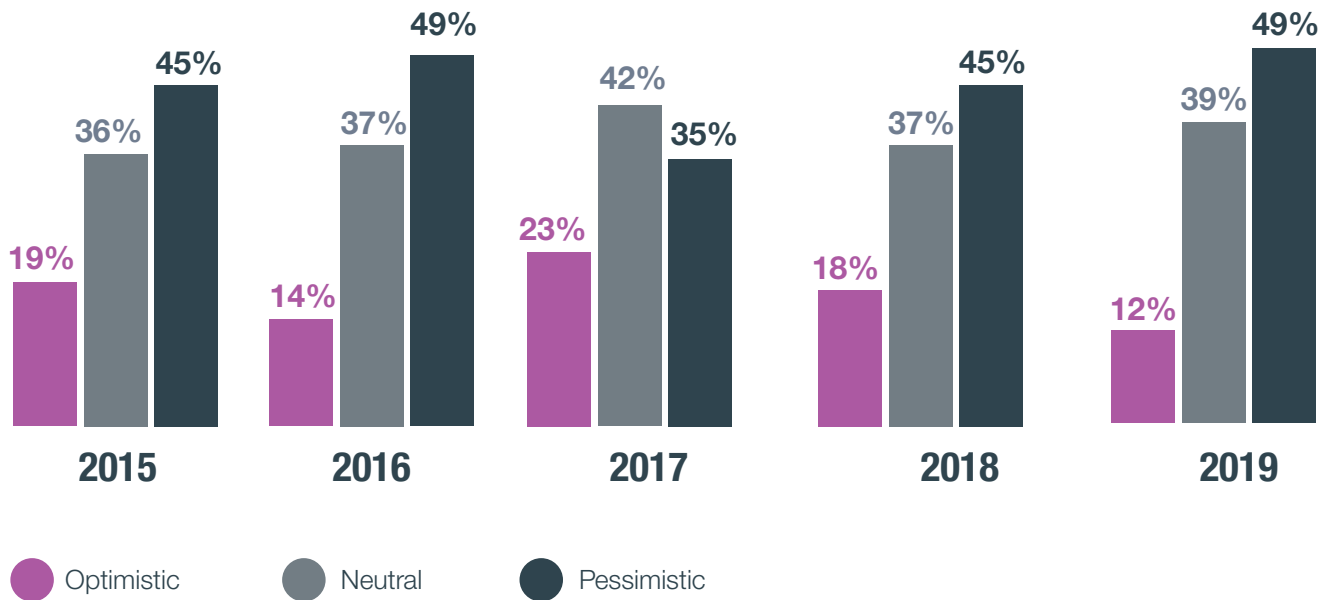




FORECAST FOR ECONOMIC PROSPECTS

2019 demonstrated the lowest level of the optimism towards economical perspectives through recent 5 years. As few as **12%** of the respondents are positive about the future. Conversely, the number of those who give a negative forecast continues to grow. This year, **49%** of the participants of our survey give a pessimistic forecast.

Forecast for the prospects of the Russian economy over the last five years





How the role of the HR function will change in the next decade



Sergey Gremushkin Human Resource Director Bonduelle

In the next decade, the role of the HR function will continue to evolve along the HR admin – HRBP – Chief employee happiness path. As long as operational processes continue to be automated and delegated to bots and other “non-humans”, human HR specialists will end up with tasks requiring complex cognitive and emotional skills. The focus will be on building internal company culture and corporate ethics, increasing emotional involvement, and resolving conflicts and crises. Systems thinking will become increasingly relevant for an HR professional, as well as an ability to build complex corporate ecosystems of people, machines, and AI.

The balance of power in the Company – Employee partnership will be changed. As information transparency, dominance of Generations Y & Z, and general diversity everywhere continue to grow, ordinary staff members will play an increasingly important part

in decision-making and in company management (choosing managers, taking strategic decisions). The top-down management model will become less practicable. This is why staff relations will require approaches that involve an active use of moderation techniques and facilitation skills.





Saint-Petersburg



Tatiana Martysheva

Head of St Petersburg Office of
Antal Russia
Saint-Petersburg



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“ The most dynamic job markets in St Petersburg today are knowledge-intensive fields such as IT and pharma. These are the sectors with the most generous and diverse compensation packages and corporate wellness programmes. This is also where flexible hours and an option for remote working are offered the most often.

Many IT companies open divisions abroad so that their employees could relocate there as part of professional retreat. So, work is gradually turning into a way of life (a change driven by candidates rather than employers), which forces companies to create a favourable environment.

As for job requirements, we see a marked tendency towards ultra-narrow specialisation on this market. At the same time, we notice a “universal soldier”, or “cosmonaut”, effect, when an employee must possess an extensive range of skills and competences to qualify for a top management position in Sales, Production, or HR. Our main task in such projects is the necessity to prioritise the requirements.

Increasingly often, one of the crucial criteria is the candidate’s willingness to relocate. With differences between Russian cities gradually getting blurred, St Petersburg remains a popular destination for relocation. The wage gap between Moscow and St Petersburg is still present, but St Petersburg remains a leading Russian city from the point of view of living standards. This is why students, young specialists, and employees with children are usually delighted to move here. Even when the money gain is low, they profit by an improvement in their living standards. Residents of St Petersburg often say: “When you go to Moscow, it’s a career move, but when you go to St Petersburg, it’s a love story.”





Saint-Petersburg



Svetlana Orel

Manager
Customized Labour Market
Surveys
Antal Russia



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“ Antal Russia’s department of customized labour market surveys has been operating since 2016. Over the past three years, we have observed that the demand for this service is constantly growing. Over this time our analytical team in St Petersburg has prepared over 100 salary surveys tailored to individual requirements of our clients.

Such a great interest proves that companies consider it vital to understand the market situation for assessing their own competitiveness and attractiveness both for their current and prospective employees. Besides the focus on individual positions, our customized surveys help employers review the situation in specific regions.

Apart from salary levels, our clients seek to know the composition of a standard compensation package, KPI’s, and the candidates’ chief expectations of a new employer. We’ll be happy to help our clients find relevant answers to all these questions. ”

A salary survey is a tool that helps employers:

- Draw up their budget;
- Fight staff turnover;
- Compare salaries in their company with the market average;
- Assess regional levels of salaries;
- Discuss salaries with employees in a well-argued way;
- Shape company structure and job profiles;
- Find new incentives for their staff;
- Strengthen the company’s HR brand.



Kazakhstan



Anna Kovinskaya

Country manager

**Kazakhstan, Uzbekistan and
Central Asian countries**



Anna.Kovinskaya@antalkazakhstan.com



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According to the results of our job market survey in Kazakhstan, 2018 was rather a fortunate year from the point of view of salary growth. 51% of the participants of our survey said their salary had increased.

However, if we take a closer look at the data, we'll see that the situation on the labour market isn't as uniform and favourable as it may seem. Employees of international companies mentioned pay rises nearly twice as often as people employed in Kazakhstani companies did. Moreover, regardless of the company's nationality, the majority of the respondents acknowledged that the increment rarely exceeded 1-10%. Certainly, this is better than nothing, but many people aren't content with "a bird in the hand" when it comes to income. This is why candidates' mobility on the labour market is increasing. The desire to improve one's financial position now prevails over fear of being unable to find a new job or of being made redundant at a new place.

This year, nearly half of the participants of our survey in Kazakhstan are ready to start looking for a better position or are actually in the process of job search. As for considering job offers without an active search – naturally, the overwhelming majority of respondents are willing to do that. Besides, we observe a growing activity regarding relocation. An increasing number of respondents in Kazakhstan are ready to move to another country for an interesting and promising job.

This indicates that Kazakhstani employers will have to find ways, time and time again, to win the battle for best employees. They will have to find means to retain and motivate their current employees and attract new ones, competing not only with each other but also with employers from the countries where Kazakhstani candidates would like to move.



Kazakhstan

Still, the growing competition on the job market doesn't mean it's a candidate's market now. Choosing an employee and choosing a job is always a two-sided process which is complicated for both parties. Companies continue to raise the bar. Increasingly often, job requirements go beyond experience and education putting well-developed soft skills first. As a growing number of technical and routine tasks in many spheres are automated, successful interaction with one's team and colleagues starts to prevail. This is why respondents name problem solving skills, ability to manage people, and well-developed emotional intelligence as the primary competences that are worth developing in order to build a career. “



Leave a request for a full version of Job market overview and salary survey in Kazakhstan:
www.antalkazakhstan.com/salary-survey

Changing jobs (Kazakhstan, 2019)

The number of respondents searching for a new job increased in 2019. 23% of respondents are currently looking for a job, 16% are planning to start doing that, while 47% don't take any active steps but would be willing to consider a job offer if they received one. As few as 14% of the respondents aren't planning to change their current job. Last year, the number of respondents loyal to their current employer was greater by 9 pp.

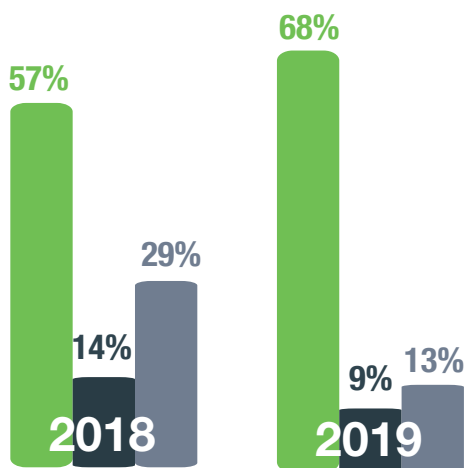




Kazakhstan

Relocation (Kazakhstan, 2019)

Would you like to move to another country for your career?



68% of respondents said that they would be willing to move to another country for an interesting job, if such an opportunity arose, while another 23% said that they would at least consider such an option. As few as 9% of the respondents state categorically that they wouldn't leave Kazakhstan for career reasons. Compared to last year, there has been an increase in the number of people willing to try their hand at working abroad. In 2018, only 57% of respondents wanted to move to another country, while 14% would decline such an offer.

● Yes ● No ● Maybe

Remuneration (Kazakhstan, 2019)

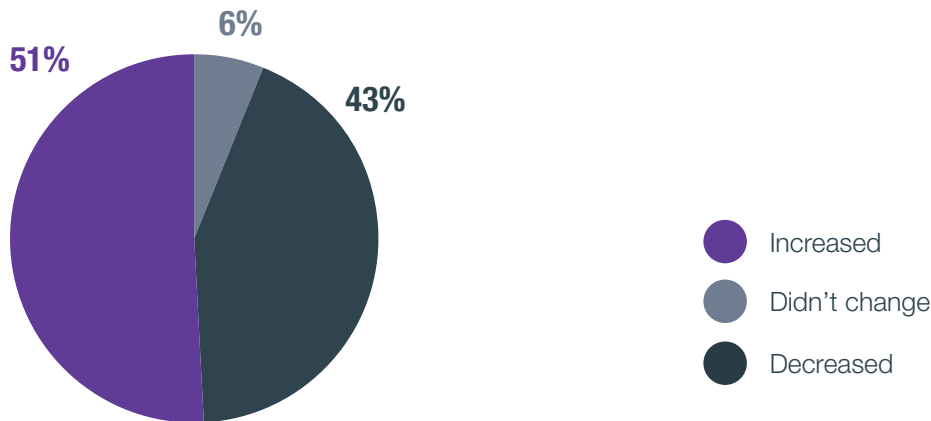
In 2019, 51% of the participants of our survey received a pay rise. This is 3 pp more than a year earlier. The number of those who stated that their salary had decreased has stayed practically unchanged since 2018.

Employees of international companies mention a pay rise nearly twice as often as those working in Kazakh companies. Last year the results of our survey showed the same tendencies. On average, companies adjust their salaries by 1 to 10%. This was the increment received by 54% of the respondents this year.



Kazakhstan

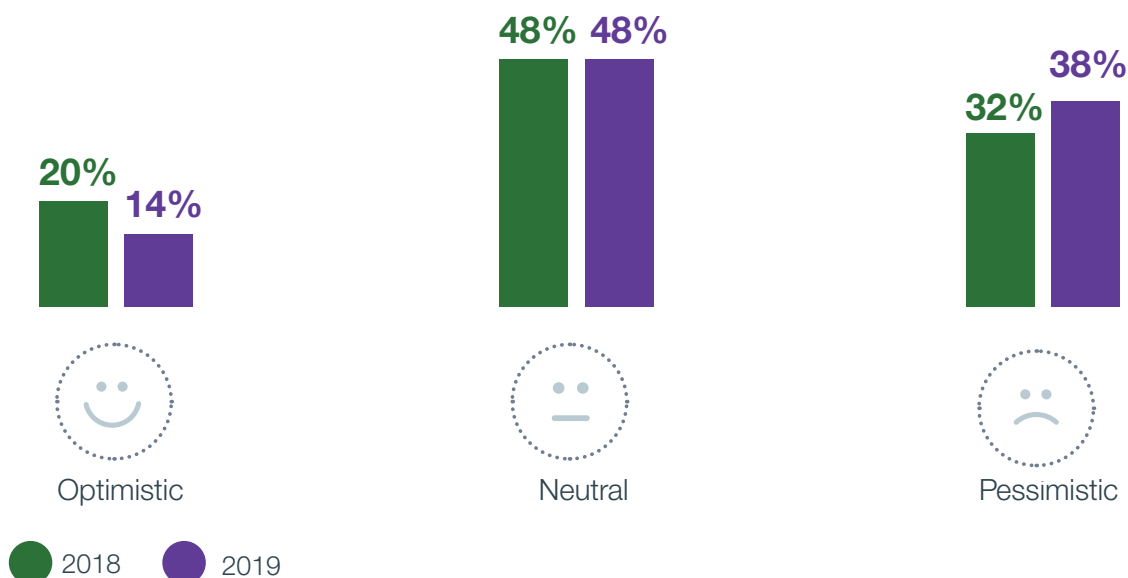
Salary changes in 2019



Forecast for economic prospects (Kazakhstan, 2019)

Compared to 2018, a greater number of Kazakhstan citizens give a negative forecast for the prospects of the country's economy. Last year, 20% were optimistic, while this year the figure is as low as 14%. The number of those who give a pessimistic forecast, conversely, has increased from 32 to 38%.

Forecast for the prospects of the Kazakh economy





SURVEY PARTNERS



Deutsch-Russische
Auslandshandelskammer
Российско-Германская
внешнеторговая палата

The German-Russian Foreign Chamber of Commerce (COC) and its predecessor, the Association of the German Economy in the Russian Federation, have represented the interests of the German economy in Russia, as well as the Russian economy in Germany, since 1995. The COC currently incorporates approximately 850 members, largely from the middle class.

The enormous success of the German economy in Russia requires a body like the COC, which provides excellent organisation and representation of interests. Being a member of the COC means being the member of a strong community. In order to represent and support our members and all German enterprises operating in Russia, we have set the following Business Mission:

- **Impulse:** support entry to the market, establish and maintain contact with business partners, provide market information and advice.
- **Lobby:** lobbying and representation of interests at the political and administrative level, economic and political dialogue, contact with all Russian trade federations.
- **Service:** talks and workshops on topical issues, comprehensive, up-to-date information, COC magazine Impuls, Referral to service providers (e.g. law, taxes, conveyance), Project support, at government level if required, Organising press conferences, supporting PR, Information exchange with specialists, Address searches, Maintaining contact with and providing exclusive information on the region, Advertising vacancies in the web-based database JobXchange, free of charge.

Contact:

ahk@rusland-ahk.ru
www.rusland-ahk.ru



Regional Public Organisation of Disabled People “Perspektiva” was set up in 1997 and is now one of the leading organisations defending the rights of disabled people in Russia.

The company’s mission is to achieve full inclusion of disabled people in all aspects of society and improve the quality of their life.

One of the key areas of activity for Perspektiva is helping people with disabilities to find a job. The organisation provides them with employment services such as advice

on labour law, the selection of suitable jobs, training for further employment, job fairs and publication of helpful literature, as well as providing consultation and training for employers. Over the past three years Perspektiva has helped more than 600 people with disabilities to find a job.

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ПРОФЕССИОНАЛЬНОЕ СООБЩЕСТВО
ЭКСПЕРТЫ РЫНКА ТРУДА

Non-profit organization “Labour Market Experts” — the global professional community, created for partnership support among professionals in the field of human resource management, recruiting, labor law, education, mass media, governmental and non-governmental organizations, the enterprises and the academic institutes.

“Labour market Experts” represent interests of small, medium, large business in Russia, and also represent subjects of individual business, covering the activity of all labor market participants.

“Labour market Experts” is the maximum involvement into dialogue of all labor market participants and development of the professional community consolidated position on the most pressing questions of the personnel industry. This influence of each community participant on the political agenda concerning employment questions.

Contact:

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www.lmexperts.ru



The Moscow School of Management SKOLKOVO is one of the leading private business schools in Russia and the CIS. It was founded in 2006 by members of the business community. The school's founding partners are 9 Russian and multinational companies and 11 individuals, who are the leaders of Russian businesses.

Over a period of 12 years, we have helped:

- To develop businesses for over 100 clients.
- To train about 18 000 corporate programmes attendees.
- To develop businesses in the oil and gas industry, banking, telecoms, IT, chemistry, and other sectors.
- To develop competences like flexibility, decision-making and drive for results, creativity, strategic vision and business thinking, client-oriented approach, etc.

We develop companies by developing people!

Contact:

info@skolkovo.ru
www.skolkovo.ru



«CleverStaff» is a recruiting software that is available in the cloud and enterprise versions.

The system was created by the request of a recruiting agency and combines all the tools and technologies for the effective recruiters' work and detailed analytics for managers. With CleverStaff, a recruiter closes vacancies faster, more efficiently and makes a profit thanks to the value of hired employees, as well as by reducing the costs of the recruitment process.

CleverStaff system:

- saves 10 working weeks for hiring by parsing resumes from job sites and LinkedIn, automatically uploading resumes from email to the database, auto selection of recommended candidates and much more. During this saved time, you can close 3 complex vacancies or find 11 line specialists;
- saves money - equivalent to 2.4 the average salary of a recruiter per year. In April 2019, this is an average of \$2,880 for an IT recruiter in Russia;
- allows you to get ROI by investing in recruiting software about 325%;
- allows you to close every 5 vacancy using your base, it is 54% faster than searching for new candidates.

CleverStaff mission: make recruiting a strong side of the business.

Contact:

www.cleverstaff.net
contact@cleverstaff.net



«HackerU» is global college offering vocational training in IT, Cyber Security & Big Data open to both individuals and enterprises seeking superior practical training or ongoing professional development, also functions as a placement center for its graduates, guaranteeing them employment upon completion of their course.

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Automotive



Yulia Malyutina

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TOP-5 required professionals in the Automotive industry

- 1 Regional sales manager
- 2 Marketing manager
- 3 Project manager
- 4 Service manager
- 5 Regional sales director

Auto (production and retail sales)

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	500 000	1 100 000
Country manager/Head of representative office	350 000	520 000
Plant manager/Factory manager	600 000	1 200 000
Marketing, PR and Digital		
Marketing director	250 000	400 000
Marketing manager	170 000	300 000
Marketing communications manager	140 000	200 000
Head of product	180 000	250 000
Product manager	150 000	200 000
Product specialist	115 000	160 000
Dealer marketing manager/Team leader	180 000	250 000
Dealer marketing specialist	120 000	150 000
Sales/Business development		
Commercial director/Sales director/Business development director	350 000	500 000
Sales manager/Account manager	150 000	200 000
Sales specialist/Account specialist	115 000	150 000
Key account manager	140 000	180 000



Business development manager	150 000	250 000
Head of corporate sales	200 000	350 000
Production/Engineering		
Chief power engineer	120 000	180 000
Quality director	130 000	220 000
Quality manager	80 000	130 000
Technical director	250 000	350 000
New product development manager	150 000	220 000
Production manager	200 000	300 000
Maintenance manager	150 000	220 000
HSE manager	120 000	200 000
LEAN manager	100 000	180 000
CAPEX project manager	150 000	220 000
CAPEX project engineer	80 000	150 000
Shift manager	80 000	110 000
Workshop manager	120 000	180 000
Back office		
CFO	350 000	450 000
Chief accountant	250 000	350 000
HR Director	200 000	450 000

Spare parts

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	600 000
Country manager/Head of representative office	230 000	350 000
Plant manager/Factory manager	350 000	550 000
Sales/Business development		
Sales director	250 000	400 000
Sales manager	150 000	200 000
Sales specialist	115 000	170 000
Key account manager	140 000	180 000
Business development manager	170 000	250 000
Production/Engineering		
Chief power engineer	90 000	150 000
Quality director	120 000	180 000
Quality manager	80 000	120 000
Technical director	180 000	250 000
New product development manager	90 000	180 000
Production manager	120 000	220 000
Maintenance manager	120 000	180 000
HSE manager	100 000	180 000
LEAN manager	90 000	170 000
CAPEX project manager	100 000	170 000
CAPEX project engineer	70 000	100 000
Shift manager	70 000	100 000
Workshop manager	80 000	120 000
Technology/R&D/Product support		
R&D director	180 000	250 000
Technical/Product trainer	150 000	180 000
Technical support engineer	120 000	170 000
Engineer/Developer	120 000	170 000
Service engineer	120 000	200 000



Banking and Financial Services



Tatiana Baklagova

Head of Sector
Professional Services

Banking, asset management, investment banking, Insurance, Leasing, Factoring, Consulting & Professional Services. Middle & Top Management

Antal Russia



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TOP-5 required professionals in the Banking and Financial Services

- 1 Chief Risk Officer
- 2 Chief Operation Officer
- 3 Chief Marketing Officer
- 4 Chief Digital Officer
- 5 Private Banker

Commercial banking

Top management	Average minimum	Average maximum
Chairman of the board	700 000	3 500 000
Front office		
Head of retail	300 000	800 000
Head of corporate/coverage	250 000	600 000
Head of SME	250 000	600 000
Head of the branch office	150 000	450 000
Key account manager/Sales manager	130 000	350 000
Middle office		
Head of product	150 000	550 000
Product manager	100 000	350 000
Chief risk officer	350 000	1 500 000
Risk manager	170 000	500 000
Head of collection	200 000	500 000
Collection manager	50 000	200 000



Back office

Head of operation/Chief operating officer	250 000	700 000
Head of treasury	300 000	650 000
Finance director	500 000	700 000

Funds/Investment banking

Top management

	Average minimum	Average maximum
General director/Executive director/Managing director/Managing partner	650 000	3 000 000

Sales/Business development

Director/Private banker	350 000	1 200 000
Vice-President	160 000	550 000
Associate/Private banker	120 000	350 000
Asset allocator	300 000	700 000

Insurance

Top management

	Average minimum	Average maximum
General director/Executive director/Managing director/Managing partner	550 000	1 300 000

Front office

Head of retail sales	80 000	220 000
Head of corporate sales	150 000	200 000
Head of partners channel	130 000	220 000

Middle office

Head of retail underwriting	60 000	180 000
Head of claims	120 000	250 000
Actuary	150 000	260 000
Head of reinsurance	70 000	150 000

Back office

Head of risk-engineering	100 000	220 000
Head of methodology	120 000	150 000



HoReCa



Anna Volkova

Principal Consultant

B2C sector

Retail, HoReCa, FMCG

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St. Pete



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TOP required professionals in the HoReCa

- 1 Receptionist (hotel)
- 2 Sous Chef
- 3 Waiter and chambermaid
- 4 Sales manager

HoReCa	Average minimum	Average maximum
MICE Director	130 000	170 000
MICE Manager	60 000	100 000
Director of housekeeping	90 000	130 000
Manager of housekeeping	40 000	50 000
Director of hotel sales	150 000	300 000
Manager of hotel sales	55 000	70 000
Concierge	35 000	45 000
Director of Food & Beverage	150 000	200 000
Executive Chef (Hotel)	150 000	250 000
Sous Chef (Hotel)	70 000	90 000
Restaurant director	80 000	200 000
Restaurant manager	50 000	100 000
Waiter	40 000	65 000
Bartender	45 000	70 000
Executive Chef (Restaurant)	100 000	200 000
Sous Chef (Restaurant)	50 000	80 000



IT, Internet, Telecom



Nadezhda Styazhkina

Head of sector

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“ Today, both local and global trends are centred around digital transformation which is particularly noticeable in digital companies in the IT & Telecom sector. These trends include uberisation of business processes, sharing economy, online retailers gravitating towards hybrid marketplace models like Amazon and Aliexpress, transformation of IT companies into ecosystems through mergers and acquisitions. Banks, retail networks, communications service providers, tour operators, restaurants – everyone enters the digital world at a faster or slower pace. This affects supply and demand as far as human resources are concerned, drives their migration, and transforms the very approach to work. In the context of an overheated job market in such niches as big data, cyber security, AR & VR, mobile and cross-platform software development, omnichannel marketing, etc, there is a growing need to take new approaches to attracting talent in these fields, invest into educating young professionals, and promote an open exchange of knowledge on the job market, sometimes sharing the efforts of the leading experts (such as heads of Data Science departments, digital transformation advisers to board members, CTOs, and development leads) between several market players.





Yury Bocharov

Senior Consultant
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C-level practice (CEO, CIO, CTO)

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IT, Telecom

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	500 000	1 800 000
Head of representative office	350 000	850 000
Sales/Business development		
Commercial director	300 000	700 000
Sales/Business development director	300 000	600 000
Sales/Business development manager	180 000	350 000
Key account director	250 000	500 000
Key account manager	180 000	300 000
Channel director/Partner sales director	250 000	500 000
Channel manager/Partner manager/Distribution manager	180 000	300 000
Presales director	300 000	500 000
Presales engineer	150 000	300 000
Sales support specialist	100 000	150 000
Core network/Transport network/Radio		
Head of core department	200 000	250 000
Head of core service	200 000	250 000
Head of planning and development department	200 000	250 000
Head of planning and development service	150 000	180 000
Head of maintenance department	200 000	250 000
Head of maintenance service	150 000	180 000

Automation

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	1 000 000
Head of representative office	300 000	700 000
Plant manager/Factory manager	300 000	400 000
Sales/Business development		
Sales director	280 000	560 000
Sales manager	140 000	330 000
Key account manager	150 000	280 000
Distribution manager	150 000	220 000
Business development manager	200 000	330 000
Technology/R&D/Product support		
Product manager	170 000	270 000
Service engineer	80 000	150 000
Application engineer	90 000	150 000



Natalia Avdeeva

Managing Consultant
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Back-office practice
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Administration	Average minimum	Average maximum
Administrative director	130 000	200 000
Contact center operator	40 000	50 000
Office manager	70 000	90 000
Translator/Interpreter	50 000	100 000
Personal assistant	100 000	150 000
Secretary/Receptionist	45 000	60 000
IT		
IT director/CIO	200 000	550 000
IT manager	150 000	300 000
Project manager	150 000	260 000
Business/Systems analyst	100 000	200 000
Head of development	180 000	350 000
Devops	180 000	350 000
GO Developer	180 000	250 000
Java Developer	150 000	250 000
PhP Developer	140 000	220 000
Frontend Developer	180 000	300 000
C++ Developer	100 000	200 000
Mobile developer (ios, android, windows)	150 000	250 000
SAP Consultant	140 000	250 000
Lead Tester/Test Engineer	80 000	150 000
System administrator	60 000	110 000
Marketing, PR и Digital		
Marketing director/Head of marketing	350 000	750 000
Marketing manager	200 000	400 000
Chief Product Officer	250 000	370 000
Product manager	130 000	230 000
Brand manager	180 000	250 000
Brand specialist	200 000	260 000
PR director/Head of PR	120 000	170 000
PR manager	80 000	120 000
Digital marketing manager	140 000	200 000
Digital marketing specialist	80 000	140 000
Research manager	150 000	180 000



Human Resource Management	Average minimum	Average maximum
HR director	250 000	600 000
HR manager/HR business partner	175 000	300 000
Learning & development manager	140 000	300 000
Compensation & benefits manager	168 000	310 000
Recruitment manager	135 000	250 000
Recruitment specialist	75 000	130 000
IT recruiter	80 000	180 000
HR administration manager	110 000	200 000
Supply chain, procurement		
Supply chain director	250 000	800 000
Head of planning	250 000	400 000
Head of logistics	200 000	400 000
Logistics manager	150 000	250 000
Purchasing director	300 000	500 000
Head of purchasing	250 000	350 000
Purchasing specialist	100 000	150 000
Warehouse director	200 000	450 000
Warehouse manager	180 000	250 000
Finance and accounting		
CFO/Finance director	300 000	800 000
Head of finance/Finance manager	200 000	400 000
Finance controller/Business controller	140 000	350 000
Reporting manager/Budget manager	170 000	250 000
Finance analyst	120 000	200 000
Internal control/Audit manager	180 000	400 000
Internal control/Audit specialist	100 000	170 000
Credit controller	120 000	180 000
Chief accountant	140 000	350 000
Accountant	90 000	130 000
Head of tax	200 000	350 000
Head of treasury	200 000	350 000
Treasury specialist	120 000	170 000



Arthur Chupakhin

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Internet, digital

Sales/Business development/Marketing	Average minimum	Average maximum
E-commerce director	350 000	700 000
E-commerce manager	150 000	250 000
Head of sales and marketing	200 000	500 000
Motivation programs manager	150 000	230 000
Affiliate manager	200 000	350 000
Omnichannel director	250 000	700 000
Key account director	200 000	300 000
Head of e-mail marketing	150 000	200 000
E-mail marketing manager	120 000	150 000
Performance marketing manager	200 000	250 000
Product/Service/Analytics		
Product director	250 000	500 000
Product manager	120 000	280 000
Web analyst	130 000	280 000
SEO & traffic manager	100 000	200 000
Head of business intelligence	250 000	450 000
Business intelligence analyst	80 000	180 000
Contact center manager	100 000	250 000
Credit controller	120 000	180 000
Chief accountant	140 000	350 000

Payment services/Agregators/Mobile payments

Sales/Business development/Marketing	Average minimum	Average maximum
Sales director	300 000	650 000
Sales manager	150 000	250 000
Sales specialist	60 000	125 000
Marketing director	250 000	400 000
Marketing manager	150 000	190 000
Strategic development director	200 000	420 000
Strategic development manager	150 000	230 000
Head of business intelligence	200 000	450 000
Business intelligence analyst	150 000	250 000
SMM manager	90 000	150 000



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Associate consultant
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Technology/Product support	Average minimum	Average maximum
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Chief technical officer	200 000	420 000
Head of technical development	200 000	330 000
Head of service department	150 000	300 000
Service manager	120 000	180 000
Service specialist	90 000	135 000
Project manager	150 000	220 000

System integration/IT consulting	Average minimum	Average maximum
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Partner	300 000	2 500 000
Director/Principal	250 000	600 000
Manager	150 000	350 000
Consultant	70 000	180 000
Service Specialist	90 000	135 000

Adaptive technologies

Blockchain	Average minimum	Average maximum
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Blockchain architect	250 000	350 000
Blockchain developer	200 000	250 000

Big data & BI	Average minimum	Average maximum
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BI developer	90 000	200 000
BI project manager	200 000	300 000
Head of BI	300 000	380 000
DWH developer	90 000	200 000
Data Scientist	90 000	250 000
Data Engineer	180 000	300 000
RnD engineer (incl.Computer vision, NLP)	150 000	300 000
ML engineer	200 000	300 000
Technology director	280 000	500 000

Adaptive technologies	Average minimum	Average maximum
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Product manager (IoT)	180 000	350 000
AR/VR applications developer	130 000	450 000
IoT architect	180 000	350 000

Cyber security	Average minimum	Average maximum
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Cyber security director	150 000	400 000
Cyber security specialist	80 000	160 000
Cyber security engineer	100 000	200 000
Web applications security specialist	120 000	300 000
Antifraud manager	100 000	250 000

Fleet Outsourcing

Operational leasing is a long-term car rental with a full range of services included

BENEFITS



Employee safety

Telematics installed in the vehicle ensures its proper maintenance and safe driving



Positive employer brand

Attractive compensation package
Vehicle purchase according to the specification and car policy



Risks outsource

Arval takes all risks: compliance, financial, operational



Transparent budgeting and cost control

Fleet costs are fixed for the future periods
1 stop shop: 1 invoice for all services



Headcount optimization

Arval takes on responsibility for managing your fleet
All staff may be concentrated on key business



TERMS & CONDITIONS



0% advance payment



Contract even for 1 car



Cars and LCV



Rental period up to 60 months



200 000 km maximum mileage



For legal entities and representatives

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* Not a public offer

** Terms of service are to be agreed individually



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We care about you.*

* Мы заботимся об автомобилях. Мы заботимся о Вас.



Food ingredients and equipment



Ivan Laptev
 Principal consultant
 Industrial sector
Food Ingredients & Equipment
 Antal Russia



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TOP-5 required professionals in food ingredients & equipment industry

- 1 Sales Manager
- 2 Key Account Manager
- 3 Manager – Technologist
- 4 Technologist
- 5 Customer Service

Top Management	Average minimum	Average maximum
General director/General manager/Chief executive officer	300 000	600 000
Head of representative office	200 000	400 000
Plant manager/Factory manager	200 000	270 000
Sales/Business development		
Sales director	200 000	400 000
Sales manager	120 000	180 000
Key account manager	80 000	130 000
Area manager/Territory manager	180 000	250 000
Business development director	150 000	250 000
Business development manager	150 000	250 000
Production/Engineering		
Chief power engineer	70 000	120 000
Quality director	120 000	160 000
Quality manager	80 000	120 000
Technical director	120 000	180 000
Production manager	100 000	180 000
Maintenance manager	90 000	150 000
Head of laboratory	70 000	120 000



Production/Engineering	Average minimum	Average maximum
HSE manager	80 000	130 000
LEAN manager	80 000	150 000
CAPEX project manager	100 000	150 000
CAPEX project engineer	60 000	90 000
Shift manager	40 000	70 000
Workshop manager	80 000	130 000
Technology/R&D/Product support		
R&D director	150 000	250 000
Technical support engineer	80 000	150 000
Engineer/Developer	100 000	200 000
New product development manager	120 000	250 000
Back office		
CFO	350 000	450 000
Chief accountant	250 000	350 000
HR director	230 000	450 000



Logistics and transport



Anastasia Kovaleva

Operations Manager

Industrial sector

Machinery and Technology

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TOP-5 required professionals in logistics and transport industry

- 1 Business development manager
- 2 Sales director
- 3 Key account manager
- 4 Warehouse director
- 5 Project manager

Top Management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	1 200 000
Head of representative office	280 000	600 000
Sales/Business development/Operations		
Commercial director	300 000	600 000
Sales director	250 000	450 000
Sales manager	120 000	180 000
Sales specialist	110 000	150 000
Key account manager	120 000	180 000
Business development director	270 000	450 000
Business development manager	150 000	250 000
Project manager	150 000	200 000
Customs director	200 000	400 000
Customs manager	180 000	250 000



Customs specialist	70 000	120 000
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Sales/Business development/Operations

Operations director	200 000	400 000
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Head of transport department	150 000	280 000
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Warehouse director	200 000	400 000
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Warehouse manager	150 000	250 000
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Warehouse specialist	80 000	120 000
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Customer service manager	150 000	250 000
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Customer service specialist	90 000	130 000
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Back office

CFO	300 000	450 000
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Chief Accountant	250 000	350 000
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HR director	250 000	450 000
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Machinery and technology

Industrial equipment



Evgeny Malakhov

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Industrial sector
Industrial equipment
Antal Russia



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TOP-5 required professionals in Industrial equipment

- 1 Sales manager
- 2 Sales engineer
- 3 Service engineer
- 4 Sales director
- 5 Project manager

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	600 000
Head of representative office	300 000	400 000
Plant manager/Factory manager	350 000	600 000
Sales/Business development		
Sales director	300 000	450 000
Sales engineer	150 000	200 000
Business development manager	180 000	250 000
Project manager	150 000	220 000
Sales/Business development		
Chief power engineer	90 000	170 000
Quality director	130 000	200 000
Quality manager	70 000	130 000
Technical director	150 000	270 000
Production manager	120 000	220 000
Maintenance manager	90 000	150 000



Production/Engineering	Average minimum	Average maximum
HSE manager	120 000	200 000
LEAN manager	90 000	170 000
CAPEX project manager	110 000	180 000
CAPEX project engineer	80 000	110 000
Shift manager	60 000	90 000
Workshop manager	80 000	130 000

Technology



Oksana Nyrchenko

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Technology
Antal Russia



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TOP-5 required professionals in technology sector

- 1 Key account manager
- 2 Partner Channel Manager
- 3 Business development manager
- 4 Marketing manager
- 5 Pre-sales Engineer

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	500 000	1 100 000
Head of representative office	350 000	850 000
Sales/Business development		
Commercial director	350 000	750 000
Sales/Business development director	300 000	550 000
Sales/Business development manager	130 000	330 000
Key account manager	150 000	350 000
Channel manager/Partner manager	160 000	280 000
Product manager	130 000	250 000
Presales engineer	120 000	280 000
Back office		
CFO	250 000	450 000
Chief accountant	180 000	350 000
HR director	250 000	450 000



FMCG



Elena Merzlyakova

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Sales
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TOP-5 required professionals in FMCG

- 1 Key account director
- 2 Regional Sales Director
- 3 Marketing director
- 4 Key Account Manager
- 5 Product manager

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	500 000	1 500 000
Head of representative office	350 000	650 000
Plant manager/Factory manager	200 000	450 000
Sales/Business development		
Commercial director	350 000	800 000
Sales director	300 000	750 000
Sales manager	100 000	180 000
Sales specialist	50 000	85 000
Key account director	240 000	500 000
National key account manager	120 000	180 000
Senior key account manager	180 000	300 000
Regional director/Distribution director	230 000	410 000
Area manager/Territory manager/District manager	95 000	260 000
Local key account manager	85 000	140 000
Business development director	250 000	380 000
Business development manager	140 000	330 000
Project manager	150 000	300 000



Marketing, PR	Average minimum	Average maximum
Marketing director/Head of marketing	350 000	750 000
Marketing manager	200 000	400 000
Product director	250 000	370 000
Product manager	130 000	230 000
Category manager	180 000	250 000
Senior brand manager	200 000	260 000
Brand manager	120 000	170 000
Junior brand manager	80 000	120 000
PR director	300 000	400 000
PR manager	140 000	200 000
PR specialist	80 000	140 000
Head of trade marketing/merchandising	180 000	400 000
Trade marketing/merchandising manager	180 000	240 000
Trade marketing/merchandising specialist	110 000	160 000



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Antal Russia



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Digital & E-commerce	Average minimum	Average maximum
Head of Digital or Country Digital Manager	350 000	750 000
Digital Marketing Manager	150 000	500 000
Digital Product Manager	150 000	350 000
Digital Specialist	90 000	150 000
Performance Manager	200 000	300 000
Head of e-commerce	350 000	600 000
E-commerce Manager	150 000	300 000
E-commerce Specialist	90 000	150 000
SEO	100 000	250 000
SMM	90 000	250 000



Alina Gazaryan

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Production
Antal Russia



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Production and Engineering	Average minimum	Average maximum
Chief power engineer	90 000	150 000
Quality director	160 000	280 000
Quality manager	80 000	150 000
Technical director	170 000	250 000
Production manager	90 000	180 000
Maintenance manager	90 000	150 000
Head of laboratory	80 000	130 000
HSE manager	90 000	180 000
LEAN manager	90 000	180 000
CAPEX project manager	130 000	180 000
CAPEX project engineer	80 000	130 000
Shift manager	50 000	90 000
Workshop manager	90 000	130 000
Technology/R&D/Product support		
New product development manager	100 000	200 000
R&D director	220 000	320 000
R&D manager/Team leader	100 000	160 000

Professional services



Elena Artemova

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Finance, consulting and
professional services sector
Professional services
Antal Russia



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TOP-5 required professionals in professional services

- 1 Transformation director
- 2 Project management officer
- 3 Big data analyst
- 4 Client experience team lead
- 5 Business process and service architecture methodologist

Sales/Business development	Average minimum	Average maximum
Commercial director	300 000	700 000
Sales manager	100 000	200 000
Key account director	150 000	350 000
Key account manager	100 000	200 000
Business development director	200 000	600 000
Business development manager	100 000	200 000
System integration/IT consulting		
Partner	300 000	2 500 000
Director/Principal	250 000	600 000
Manager	150 000	350 000
Consultant	70 000	180 000
Management consulting/Tax/Audit		
Partner	500 000	4 000 000
Director/Principal	160 000	900 000
Manager	110 000	700 000
Consultant	60 000	450 000
Back office		
CFO	400 000	1 000 000
Chief accountant	300 000	600 000
HR director	300 000	500 000



Natural resources



Polina Stolina

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Industrial sector
Natural resources
Antal Russia



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TOP-5 required professionals in natural resources

- 1 General manager / Executive director
- 2 Chief engineer
- 3 Chief geologist
- 4 Chief Mechanic / Head of Service Center
- 5 Sales manager

Natural resources

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	600 000	1 200 000
Head of representative office	400 000	750 000
Sales/Business development		
Commercial director	300 000	600 000
Sales director	300 000	550 000
Sales manager	150 000	250 000
Key account manager	150 000	250 000
Business development director	350 000	500 000
Business development manager	180 000	270 000
Project manager	200 000	400 000



Oil&Gas upstream

Production/Engineering/Technology	Average minimum	Average maximum
Chief power engineer	150 000	250 000
Production manager	200 000	350 000
HSE manager	150 000	300 000
Quality director	250 000	400 000
Quality manager	150 000	225 000
Project engineer/Project manager	200 000	350 000
Process engineer/Process manager	180 000	300 000
Chief engineer	200 000	350 000
Automation engineer	100 000	200 000
Service engineer/Service manager	180 000	250 000
Drilling manager	150 000	250 000
Drilling engineer	85 000	150 000
Chief geophysicist	160 000	250 000
Reservoir geologist	100 000	190 000
Geologist	90 000	180 000

Downstream & Petrochemistry

Production/Engineering/Technology	Average minimum	Average maximum
Site director	200 000	350 000
Chief technologist	150 000	250 000
Chief engineer	130 000	250 000
Chief mechanic	115 000	230 000
HSE manager	130 000	250 000
Quality director	220 000	400 000
Quality manager	150 000	300 000
Technology manager	250 000	400 000
Engineer technologist	150 000	250 000
Project manager	180 000	280 000
Service engineer/manager	180 000	280 000

Power generation

Production/Engineering/Technology	Average minimum	Average maximum
Operations director	250 000	350 000
Head of capital construction	250 000	450 000
Energy markets director	300000	450 000
Regional branch executive director	200 000	300 000
Chief engineer	130 000	250 000
Project manager	150 000	250 000
Engineering manager	150 000	250 000
Energy trading manager	130 000	230 000



Metals and mining

Production/Engineering/Technology	Average minimum	Average maximum
Drill & Blast manager	150 000	230 000
Geologist/Chief geologist	150 000	280 000
Chief surveyor	150 000	280 000
HSE manager	180 000	280 000
Head of quality department/Quality director	140 000	280 000
Head of design & construction/Head of capital construction	160 000	290 000
Chief technologist	130 000	250 000
Head of technology department	130 000	210 000
Chief engineer	140 000	280 000
Mine director/Executive director	200 000	350 000
Head of mining processing plant	300 000	450 000
Operations director	300 000	500 000
Head of service department	150 000	250 000
Project manager	200 000	400 000
Back office		
CFO	600 000	1 200 000
Chief accountant	350 000	600 000
HR director	350 000	600 000

WE'RE THERE FOR YOU!

We create and implement HR development programs in cooperation with you. We are internationally active in native language in more than 20 European countries with certified trainers and more than 3000 training days.

МЫ РАБОТАЕМ ДЛЯ ВАС!

Совместно с вами мы разрабатываем и реализуем программы по профессиональному развитию персонала. Наши сертифицированные тренеры, имеющие опыт более 3000 тренинговых дней, проводят тренинги в 20 странах Европы на языке соответствующей страны.

Training focal points:

- Management
- Sales
- Communication
- Personality

Core competence:

- Training
- Coaching
- Consulting

Сферы тренингов:

- Менеджмент
- Продажи
- Коммуникация
- Развитие личности

Ключевые

компетенции:

- Тренинг
- Коучинг
- Консалтинг

We live our passions:

- Competent advice and selection of optimum measures
- Practice-based modular training modules and implementation of successful qualification programs
- Perceptible success with realisation by the participants of our competence development concept

Мы любим то, что мы делаем:

- Квалифицированное консультирование и выбор оптимальной программы
- Тренинги, ориентированные на практику, и внедрение программы профессионального роста ваших сотрудников
- Устойчивые результаты тренинга с практической реализацией участниками концепции развития компетенций

Our top priorities are:

- Your business success and increase in your appeal as an employer
- Long-term employee loyalty
 - reduced fluctuation
 - securing efficiency and knowhow

Наши главные приоритеты:

- Успех вашего бизнеса и улучшение вашей привлекательности как работодателя
- Долгосрочная лояльность персонала
 - сокращение текучести кадров
 - гарантия сохранения эффективности и ноу-хау



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* Данное предложение действует при бронировании корпоративного тренинга до 31.10.2019 г.



Retail

Fashion, Mass Market, Sport



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Fashion, Mass Market, Sport
Antal Russia



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TOP-5 required professionals in Fashion, Mass Market, Sport

- 1 Wholesale manager / Sales manager
- 2 Key account manager
- 3 Area retail manager
- 4 E-commerce manager
- 5 Training & development manager

	Average minimum	Average maximum
General director/General manager/CEO	600 000	2 000 000
Commercial director	350 000	700 000
Retail director	250 000	650 000
Wholesale and franchising director	250 000	700 000
Wholesale and franchising manager	110 000	180 000
Area manager	160 000	250 000
Territory manager	90 000	180 000
Key Account Manager	110 000	220 000
Store/Boutique director	50 000	120 000
Marketing director	250 000	750 000
Brand manager	150 000	275 000
Buyer	120 000	180 000
Head of PR and marketing	125 000	300 000



Food & Non-Food & DIY & Household



Arseniy Kucheryuk

Consultant

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Food & Non-Food & DIY & Household

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TOP-5 required professionals in Food & Non-Food & DIY & Household

- 1 Commercial director
- 2 Category director
- 3 Regional director
- 4 Category manager
- 5 Sourcing manager

	Average minimum	Average maximum
General director/General manager/CEO	900 000	1 500 000
Commercial director	500 000	800 000
Category director	300 000	600 000
Sales director	300 000	450 000
Senior category manager	150 000	250 000
Category manager	100 000	200 000
Division manager	150 000	500 000
Marketing director	200 000	500 000
Marketing communications director	100 000	250 000
Marketing communications manager	70 000	100 000
Head of trade marketing/merchandising	100 000	200 000
Trade marketing/merchandising manager	60 000	120 000
Territory manager	120 000	200 000
Security director/Country security director	150 000	500 000
Store/Boutique director	70 000	150 000



Luxury, fashion



Elizaveta Demina

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Luxury, Fashion
Antal Russia



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TOP-5 required professionals in Luxury, Fashion

- 1 Brand manager
- 2 Training manager
- 3 Marketing manager
- 4 Wholesale manager
- 5 Store/Boutique director

	Average minimum	Average maximum
General director/General manager/CEO	700 000	1 500 000
Sales manager	350 000	700 000
Territory manager	150 000	250 000
Wholesale and franchising director	350 000	600 000
Retail sales director	300 000	600 000
Marketing director	250 000	450 000
Buyer	150 000	250 000
Brand manager	180 000	250 000
Head of PR and marketing	200 000	350 000
Store/Boutique director	180 000	350 000



Agriculture



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Agriculture
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TOP-5 required professionals in agro industry

- 1 Sales manager
- 2 Agronomist consultant
- 3 Chief agronomist
- 4 General manager
- 5 Sales director

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	550 000
Plant manager/Factory manager	200 000	350 000
Sales/Business development		
Sales director	250 000	400 000
Sales manager	120 000	180 000
Sales specialist	60 000	130 000
Key account manager	90 000	270 000
Technology/R&D/Product support		
Technologist (farm animals)	90 000	170 000
Technologist (crop science)	120 000	160 000
Technologist (feeding)	110 000	250 000
Veterinarian	80 000	150 000
Agronomist	80 000	130 000
Back-office		
CFO	350 000	700 000
Chief Accountant	180 000	400 000
HR Director	200 000	400 000

*international companies



Construction



Anna Silva

Senior consultant

Industry sector

**Resources and materials
construction materials
& engineering**

Antal Russia



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TOP-5 required professionals in construction

- 1 Project sales manager
- 2 Key account manager DIY segment
- 3 Area sales manager
- 4 Product manager
- 5 Technical support engineer

Industrial and commercial construction

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	300 000	600 000
Country manager/Head of representative office	300 000	450 000
Plant manager/Factory manager	300 000	450 000
Sales/Business development		
Commercial director	300 000	550 000
Sales director	180 000	550 000
Sales manager	80 000	180 000
Key account manager	85 000	200 000
Area manager/Territory manager	60 000	130 000
Business development director	200 000	350 000
Business development manager	150 000	250 000
Project manager	180 000	230 000



Production and engineering

Chief power engineer	90 000	130 000
Quality director	90 000	180 000
Quality manager	70 000	140 000
Technical director	220 000	350 000
Production manager	120 000	250 000
Maintenance manager	90 000	180 000
Head of laboratory	70 000	130 000
HSE manager	90 000	180 000
LEAN manager	90 000	150 000
CAPEX project manager	130 000	200 000
CAPEX project engineer	80 000	150 000
Shift manager	50 000	75 000
Workshop manager	80 000	130 000
Service engineer	70 000	150 000
Commissioning manager	70 000	130 000
Chief designer-engineer	130 000	180 000
Design engineer	60 000	100 000

Technology/R&D/Product support

Technical specialist	70 000	160 000
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Packaging



Natalia Nezhdanova

Senior consultant

Industry sector

Packaging

Antal Russia



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TOP-5 required professionals in packaging industry

- 1 Area sales manager
- 2 Key account manager
- 3 Service engineer
- 4 Marketing manager
- 5 Product manager

Top management	Average minimum	Average maximum
General director/General manager/CEO	320 000	1 200 000
Head of representative office	200 000	450 000
Plant manager/Factory manager	200 000	350 000
Sales/Business development		
Sales director	200 000	500 000
Sales manager	100 000	250 000
Key account manager	150 000	350 000
Area manager/Territory manager	100 000	200 000
Business development director	150 000	270 000
Business development manager	120 000	220 000
Production/Engineering		
Chief power engineer	70 000	150 000
Quality director	100 000	160 000
Technical director	130 000	200 000
Production manager	90 000	170 000
Maintenance manager	80 000	150 000



Production/Engineering

Head of laboratory	70 000	150 000
HSE manager	80 000	180 000
LEAN manager	90 000	170 000
CAPEX project manager	80 000	150 000
CAPEX project engineer	70 000	100 000
Workshop manager	60 000	130 000
Shift manager	65 000	100 000

Technologies/R&D/Product support

New product development manager	90 000	180 000
Technical support engineer	60 000	95 000



Pharmaceutical and medical equipment

Pharmaceutical



Nargiz Guschina

Operations manager
Healthcare sector

Top management
Antal Russia



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TOP-5 required professionals in Pharmaceutical industry

- 1 General director/Head of representative office
- 2 Commercial director
- 3 Sales director/National sales manager
- 4 Business unit head
- 5 Head of KAM

Top management	Average minimum	Average maximum
General director/General manager/CEO/Head of representative office	400 000	1 400 000
Sales/Business development		
Commercial department		
Head of sales and marketing	450 000	800 000
Commercial director	300 000	530 000
Key account director (distributors)	260 000	380 000
Key account manager (distributors)	170 000	250 000
Government		
GR manager	250 000	350 000
Federal access manager	230 000	350 000
Regional access manager	150 000	200 000



Pharmacy chains

Head of pharmacy chains	250 000	330 000
Key account manager (pharmacy chains)	180 000	250 000

Field force

Sales director/National sales manager	290 000	550 000
Territory manager	220 000	290 000
Regional manager	160 000	220 000
Key account manager	130 000	230 000
Senior medical representative/Key account specialist	95 000	130 000
Medical representative	70 000	95 000
Sales Force Effectiveness Manager	180 000	250 000
Sales Force Effectiveness Analytics	130 000	170 000



Oxana Kolokolova

Managing Consultant
Healthcare sector

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TOP-5 required professionals in Pharmaceutical industry (Marketing, PR)

- 1 Marketing director
- 2 Product manager
- 3 Communications director
- 4 Digital marketing manager
- 5 Business development manager

Marketing, PR	Average minimum	Average maximum
Marketing director	400 000	700 000
Marketing manager	300 000	450 000
Communications director	270 000	400 000
Digital marketing manager	180 000	260 000
Business development manager	250 000	320 000
Product director	270 000	350 000



Product manager	160 000	230 000
Senior brand manager	230 000	300 000
Brand manager	150 000	200 000
Junior brand manager	100 000	140 000
Regulatory affairs/Medical department		
Medical director	450 000	700 000
Medical manager	300 000	370 000
Medical advisor	160 000	230 000
Regional medical advisor	130 000	170 000
Head of regulatory affairs	240 000	520 000
Regulatory affairs manager	170 000	250 000
Regulatory affairs specialist	100 000	170 000
Pharmacovigilance manager	140 000	300 000
Pharmacovigilance specialist	70 000	140 000
Clinical trials		
Clinical trials manager	230 000	300 000
Clinical trials project manager	200 000	280 000
Senior clinical trials specialist	200 000	250 000
Clinical trials specialist	120 000	200 000
Clinical quality assurance manager	180 000	260 000
Production/Engineering		
Chief power engineer	90 000	150 000
Quality director	180 000	300 000
Quality manager	100 000	180 000
Technical director	180 000	250 000
Production manager	170 000	250 000
Maintenance manager	150 000	200 000
Head of laboratory	100 000	180 000
HSE manager	100 000	200 000
LEAN manager	100 000	180 000
CAPEX project manager	150 000	220 000
CAPEX project engineer	90 000	150 000
Shift manager	60 000	80 000
Workshop manager	80 000	120 000
Back office		
HR director	300 000	600 000



Medical equipment



Timur Omelchenko

Operations manager
Healthcare sector
Medical equipment
Antal Russia



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TOP-5 required professionals in medical equipment industry

- 1 Product specialist
- 2 Clinical support specialist
- 3 Regulatory affairs specialist
- 4 Marketing manager
- 5 Business development manager

Top management	Average minimum	Average maximum
General director/General manager/CEO/Head of representative office	600 000	1 000 000
Plant manager/Factory manager	150 000	250 000
Marketing/Product support		
Product manager	140 000	250 000
Product specialist	120 000	140 000
Application specialist	90 000	155 000
Sales/Business development		
Business unit head/Business unit manager	300 000	600 000
Sales director/National sales manager	300 000	500 000
Business development manager	210 000	350 000
Regional manager	140 000	250 000
Key account manager	120 000	180 000
Production and engineering		
Chief power engineer	100 000	140 000
Quality director	100 000	160 000
Quality manager	70 000	100 000
Technical director	120 000	250 000
Production manager	120 000	200 000
Maintenance manager	120 000	180 000
Head of laboratory	100 000	150 000
HSE manager	90 000	150 000
LEAN manager	100 000	150 000
CAPEX project manager	100 000	180 000
CAPEX project engineer	80 000	120 000
Shift manager	500 000	700 000
Workshop manager	70 000	100 000
Back office		
HR director	250 000	450 000



Chemicals and components



Lyudmila Primako

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Industry sector
Chemistry
Antal Russia



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TOP-5 required professionals in chemical industry

- 1 Key account manager
- 2 Sales manager
- 3 Technical service engineer
- 4 R&D specialist
- 5 Technologist

Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	350 000	800 000
Head of representative office	300 000	420 000
Plant manager/Factory manager	280 000	400 000
Sales/Business development		
Sales director	310 000	430 000
Sales manager	130 000	250 000
Sales specialist	110 000	160 000
Key account manager	170 000	260 000
Distribution manager	120 000	250 000
Regional director/Distribution director	180 000	250 000
Area manager/Territory manager	100 000	160 000
Business development director	250 000	380 000
Business development manager	200 000	280 000
Project manager	160 000	200 000



Production/Engineering	Average minimum	Average maximum
Chief power engineer	90 000	160 000
Quality director	80 000	160 000
Quality manager	65 000	140 000
Technical director	180 000	330 000
Production manager	145 000	250 000
Maintenance manager	100 000	150 000
Head of laboratory	80 000	140 000
HSE manager	75 000	190 000
LEAN manager	95 000	170 000
CAPEX project manager	120 000	220 000
CAPEX project engineer	85 000	135 000
Shift manager	75 000	120 000
Workshop manager	95 000	150 000
Technology/R&D/Product support		
R&D director	190 000	320 000
New product development manager	85 000	150 000
R&D manager/Team leader	95 000	200 000
Technical specialist	120 000	350 000
Application engineer/Application technologist	100 000	170 000
Engineer/Developer	75 000	120 000



RPO (RECRUITMENT PROCESS OURSOURCING)

Business processes rely too heavily on the human factor: sick leaves, holidays, dismissals, qualification gaps. Meanwhile, every company needs to ensure business continuity, receive high-quality results, and keep up its corporate image on the labour market.

Antal offers its customers a practical solution – Recruitment Process Outsourcing (RPO).

OUR SOLUTION:

We will ensure your continuous operation using our own workforce. Guided by the client's request, Antal creates a **dedicated team which independently sources personnel for the client**. The RPO team partners closely with the client's HR department and, if necessary, with the functional executives of the departments where new employees are to be recruited. As a result, the client will no longer have to worry about whether the candidate is skilled enough to perform the task, whether there is enough time for an interview, or whether the candidate's personal profile matches the values and the corporate culture of the company.

BENEFITS FOR THE CLIENT:

- o Shorter recruitment time
- o Measured results: we work in strict compliance with the SLA/KPI's agreed with the client
- o Budget savings – reduced internal and external costs
- o Clear budget planning: the client knows the total cost of the project, there are no variable costs
- o Best practices for each specific project: with our 25 years' experience and a history of 15000+ filled vacancies, we offer the best and the most effective solutions
- o Individual approach: the RPO team works with vacancies of one client ONLY, so our staff commitment is 100%.

Need more information? Contact us by email or phone:
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Administrative



Margarita Glazkova

Manager

Specialist recruitment practice

Antal Staffing Solutions



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TOP-5 required professionals in Administrative

- 1 Receptionist
- 2 Department assistant
- 3 Office manager
- 4 Personal assistant
- 5 Interpreter

Administrative	Average minimum	Average maximum
Administrative director	130 000	210 000
Administrator	60 000	90 000
Department assistant/Coordinator	60 000	80 000
Personal driver	60 000	110 000
Call-center operator	40 000	50 000
Office-manager	80 000	100 000
Interpreter	60 000	130 000
Personal assistant	100 000	150 000
Secretary/Receptionist	45 000	60 000



Supply chain, procurement



Ekaterina Glukhova

Senior consultant

Industry sector

Machinery and technology

logistics, planning & purchasing

Antal Russia



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TOP-5 required professionals in supply chain & procurement

- 1 Supply chain director
- 2 Demand planning lead
- 3 Procurement manager
- 4 Customer service manager
- 5 Warehouse head

Supply chain, procurement	Average minimum	Average maximum
Supply chain director	300 000	800 000
Head of customer service	180 000	350 000
Customer service supervisor	120 000	180 000
Customer service specialist	90 000	125 000
Head of planning	270 000	400 000
Planning manager	190 000	250 000
Planning specialist	120 000	160 000
Head of logistics	200 000	450 000
Logistics manager	180 000	250 000
Logistics specialist	90 000	150 000
Purchasing director	300 000	500 000
Head of purchasing	250 000	350 000
Purchasing manager	180 000	230 000
Purchasing specialist	100 000	150 000
Project logistics manager	180 000	300 000
Workshop director	200 000	450 000
Workshop manager	180 000	250 000
Workshop specialist	90 000	140 000



Human resources



Irena Alekritskaya

Manager
Industry sector
Antal Russia



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TOP-5 required professionals in HR

- 1 IT-recruiter
- 2 Compensation & benefits manager
- 3 HR business partner
- 4 Learning & development manager
- 5 Internal communications manager

Human Resources	Average minimum	Average maximum
HR director	275 000	520 000
HR business partner	180 000	300 000
HR specialist	65 000	125 000
Learning & development manager	150 000	310 000
Learning & development specialist	80 000	130 000
Compensation & benefits manager	180 000	340 000
Compensation & benefits specialist	85 000	150 000
Recruitment manager	140 000	255 000
Recruitment specialist	80 000	140 000
HR administration manager	120 000	235 000
HR administration specialist	65 000	120 000
Internal communications manager	150 000	250 000



Finance and Accounting



Artyom Vasiliev

Executive recruitment consultant

Industry sector

Finance

Antal Russia



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TOP-5 required professionals in finance

- 1 Management accounting specialist / Finance analyst
- 2 Financial planning and Analysis manager
- 3 Head of Accounting Shared Services Center
- 4 Chief accountant
- 5 CFO

Finance and Accounting	Average minimum	Average maximum
CFO / Finance director	350 000	850 000
Head of finance / Finance manager	200 000	430 000
Finance controller / Business controller	140 000	380 000
Reporting manager / Budget manager	170 000	290 000
Finance analyst	120 000	220 000
Internal control/ Audit manager	180 000	330 000
Internal control / Audit specialist	100 000	170 000
Credit controller	100 000	170 000
Chief accountant	140 000	400 000
Accountant	60 000	130 000
Head of tax	200 000	400 000
Head of treasury	230 000	450 000
Treasury specialist	110 000	160 000



Legal and compliance



Kirill Bakhtigaraev

Senior Consultant
Professional Services

Legal and Compliance search

Laurence Simons

Laurence Simons



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TOP-5 required professionals in the legal and compliance discipline

- 1 Lawyer generalist
- 2 Contract lawyer
- 3 Litigation lawyer
- 4 Head of legal
- 5 Compliance manager

Banking and financial services

	Average minimum	Average maximum
Lawyer, retail/corporate banking, general support	110 000	180 000
Lawyer, Investment banking	180 000	250 000
Senior lawyer/Senior Legal Counsel (retail/corporate banking, general support)	170 000	280 000
Senior lawyer, Investment banking	250 000	370 000
Head of Legal	250 000	400 000
Deputy Legal Director	300 000	450 000
Legal Director	450 000	700 000

Investments, Private equity, Venture capital

	Average minimum	Average maximum
Lawyer	150 000	300 000
Senior lawyer	280 000	490 000
General counsel	500 000	1 000 000

*Laurence Simons is a British recruitment company, specialises in legal and compliance recruitment, covering permanent and interim solutions. Laurence Simons in Russia is a member company of Antal International.



Industrial (heavy equipment, chemicals, ingredients, packaging, paper)	Average minimum	Average maximum
Lawyer	100 000	150 000
Senior lawyer/Legal Counsel	150 000	250 000
Sole lawyer	250 000	350 000
Head of legal/General Counsel	400 000	1 500 000
Compliance Manager/Chief Compliance Officer	200 000	400 000
IT, Telecoms	Average minimum	Average maximum
Lawyer/Legal Counsel	120 000	250 000
IP lawyer	130 000	280 000
Patent Attorney	120 000	250 000
Sole lawyer	150 000	280 000
Senior lawyer/Senior Legal Counsel	170 000	350 000
Legal Manager	230 000	380 000
Head of Legal/General Counsel	350 000	550 000
Director/Head of Legal and Compliance	380 000	600 000
Compliance Manager	200 000	380 000
Compliance Director/Chief Compliance Officer	450 000	600 000
FMCG	Average minimum	Average maximum
Lawyer	110 000	160 000
Sole lawyer	140 000	250 000
Senior lawyer	180 000	300 000
Head of Legal	300 000	560 000
Head of Legal and Compliance	400 000	900 000
Retail	Average minimum	Average maximum
Lawyer	90 000	150 000
Senior lawyer	120 000	230 000
RE lawyer	100 000	225 000
Head of Division	240 000	350 000
Head of Legal	350 000	800 000
Real Estate & Construction	Average minimum	Average maximum
Lawyer/Legal Counsel	130 000	180 000
Senior lawyer/Senior Legal Counsel	160 000	230 000
Head of Legal/General Counsel/Legal	300 000	600 000
Pharmaceutical	Average minimum	Average maximum
Lawyer	150 000	200 000
Senior lawyer/Legal Counsel	180 000	400 000
Sole lawyer	220 000	350 000
Head of Legal/General Counsel	350 000	550 000
Legal and Compliance Director	500 000	700 000
Compliance Manager	250 000	350 000
Compliance Director/Chief Compliance Officer	380 000	650 000



The first office in Russia was opened in 1994, and today business in Russia and the CIS represents an important part of Antal International, which has about 1000 employees in more than 145 offices around the world. Antal successfully places candidates across the length of Russia, from Kaliningrad to Kamchatka, as well as throughout the CIS, particularly in Kazakhstan and Uzbekistan. Today there are approximately 150 consultants in Antal CIS working in four offices in Moscow, St. Petersburg, Almaty and Tashkent.

In 1994 the office in Moscow was opened, in July 2010 Antal opened the representative office in Almaty (Kazakhstan), in summer 2016 – office in St. Petersburg, in May 2019 - in Tashkent (Uzbekistan).

In 2015 Antal launched a separate division known as ‘Antal Staffing Solutions’, a new brand concentrating on outstaffing (payrolling), outsourcing, contracting and specialist recruitment services, namely secretarial and administrative staff for clients in Russia and Kazakhstan.

Antal’s client base in Russia covers almost all industry sectors, including FMCG, IT & telecoms, retail, pharmaceuticals/healthcare, construction & real estate, financial services, heavy equipment and machinery, natural resources, automotive, logistics, transportation and agriculture. Antal consultants help candidates to find their ideal jobs in a broad range of disciplines such as finance and accountancy, HR, sales, IT, marketing, PR, supply chain/logistics, e-commerce, admin and many more.

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- Executive search
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- Mass recruitment
- Outsourcing and Outstaffing
- RPO (Recruitment process outsourcing)
- Customized labour market surveys
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- Personal Profile Analysis
- Outplacement
- Career consulting

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Antal has earned a leading position in middle and senior management recruitment in Russia and the CIS and has had a significant presence in the market over the last 25 years.

Acknowledgements:

We thank all the experts who provided comments for our publication and the partners and participants of the survey, who helped us to collect interesting data and monitor the actual changes in the labour market.

Thanks to your participation, we transferred 75 230 rubles (10 rubles for each completed questionnaire) to Perspektiva, non-governmental organisation which helps people with disabilities find a job.

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ЭКСПЕРТЫ РЫНКА ТРУДА



CleverStaff



Methodology:

This job market overview is based on the data received from an online survey of 7,523 respondents. We surveyed specialists and mid-to-- senior level managers employed in Moscow, St. Petersburg and other key cities of Russia. This survey was conducted from March 22 to April 29, 2019.

Our salary survey is based on the figures from an online questionnaire, from our own database, and on expert estimations of Antal consultants. Salaries are shown in Russian rubles before tax, excluding bonuses.

The survey gives average minimum and average maximum values of salaries in each sector. The ranges of average minimum and average maximum do not include extremely high or extremely low salaries that are sometimes found.

Salaries can vary according to industry sector and the company's origin and size, and depend on an employee's experience, qualifications and responsibilities. The salaries quoted in the survey are mainly characteristic of international companies located in Moscow.

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