



# **JOB MARKET OVERVIEW & SALARY SURVEY**

**RUSSIA | 2024-2025**

**ANTAL TALENT**



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# ABOUT ANTAL TALENT



Antal entered the Russian market in 1994, opening an office in Moscow. In September 2022, the company was rebranded and continues its work as **Antal Talent**.

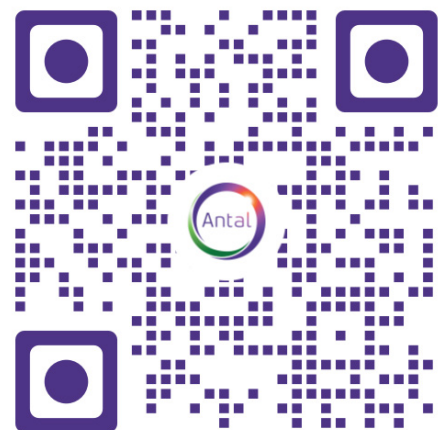
In 2015, the company launched Antal Staffing Solutions, a new brand concentrating on outsourcing, IT outsourcing, and mass recruitment. Our consultants' expertise and commitment guarantee that our services meet the highest standards at all stages of the recruitment process.

Antal's client base in Russia covers almost all industry sectors, including FMCG, retail, pharmaceuticals, construction, financial services, machinery, natural resources, logistics and transportation, agriculture, chemicals and components etc.

Our consultants help candidates find jobs in a broad range of disciplines such as finance and accounting, sales, IT, marketing and PR, supply chain, e-commerce, and many more.

## OUR SERVICES

- Executive search
- Middle Management recruitment
- Entry Level Staff Recruitment
- Mass recruitment
- Outsourcing & Outstaffing
- RPO (Recruitment Process Outsourcing)
- Customized Labour Market Surveys
- IT-outsourcing
- HR consulting
- Trainings
- Personal Profile Analysis
- Outplacement
- Career consulting (B2B и B2C)



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# INTRODUCTION



**Konstantin Bryauzov**  
General Manager  
**Antal Talent**



**Vladimir Telyatnikov**  
General Manager  
**Antal Staffing Solutions**

Dear friends, we are glad that you are holding the 15th “**Job market overview & salary survey**” in front of your eyes. It is hard to imagine how much the Russian labor market has changed over the years! The turbulent 2010s, the difficult 2020s and other challenges we all faced have flown by like a blink of an eye. Especially in honor of the anniversary review, we have posted the most interesting studies [on our website](#).

Today we see the following trends: acute staff shortages, difficulties in retaining staff, and an overheated salary market. What awaits us tomorrow? In the [article by Svetlana Orel](#), Head of Salary Survey Sector at Antal Talent, we discuss the current trends and the 5-year outlook.

Every year, when preparing the survey, we try to cover the maximum number of topics related to the labor market. That is why our questionnaire consists of 70 questions (!). **Thanks to all participants for their patience and completed data!** On their basis, we prepare various correlations in order to make a complete picture of the labor market.

In the current survey you will traditionally find an overview of salaries for more than 500 positions. If some of the data is not enough for you to make strategic decisions within the company, we are always happy to prepare a [customized survey for you](#).

We would like to thank experts from **Merck, Mareven Food Central, Mayoly, HAIER Russia, Lindaily, Iridium Service, Motivity, Ponimayu** and our colleagues from **Antal Talent** for preparing articles with interesting cases for the study.

This year **Antal Talent in Russia celebrates 30 years of presence in the market**. We are sincerely grateful for your trust and support throughout these years.

Each of you has become an integral part of our history, and we are proud that we have been able to grow and develop together with you. We hope that our cooperation will continue, and we look forward to new successes together! You can always entrust your [team building to Antal Talent and personnel outsourcing to the Antal Staffing Solutions team](#).

Best regards,  
Konstantin and Vladimir





# JOB MARKET OVERVIEW RUSSIA 2024-2025



Deutsch-Russische  
Auslandshandelskammer  
Российско-Германская  
внешнеторговая палата



motivity



American  
Chamber of  
Commerce in  
Russia



Education First

Aquatherm  
CONNECT

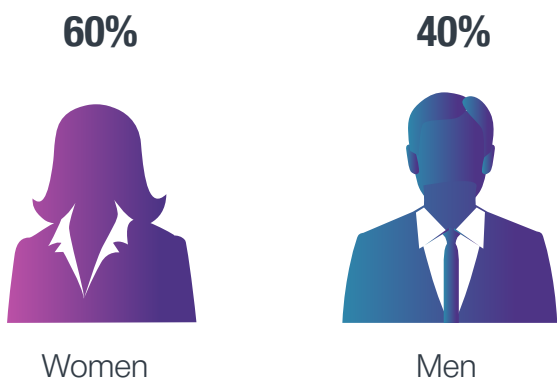


fitmost

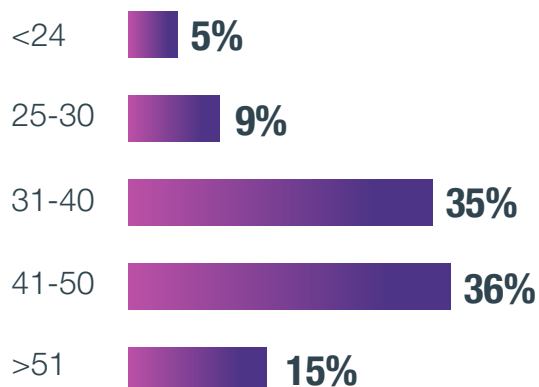


# DEMOGRAPHY

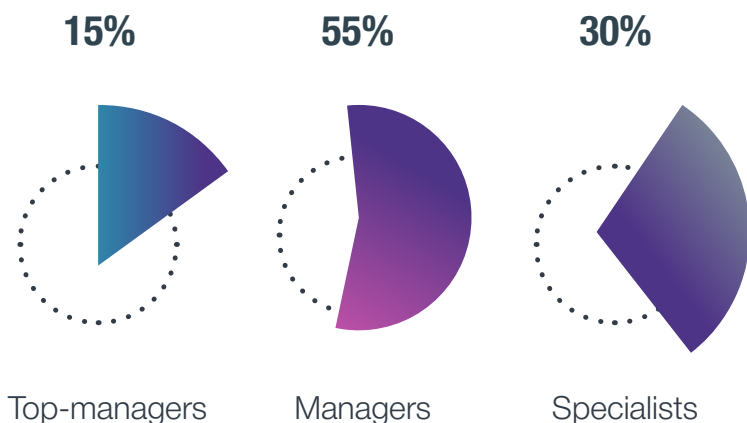
## GENDER



## AGE



## POSITION LEVEL

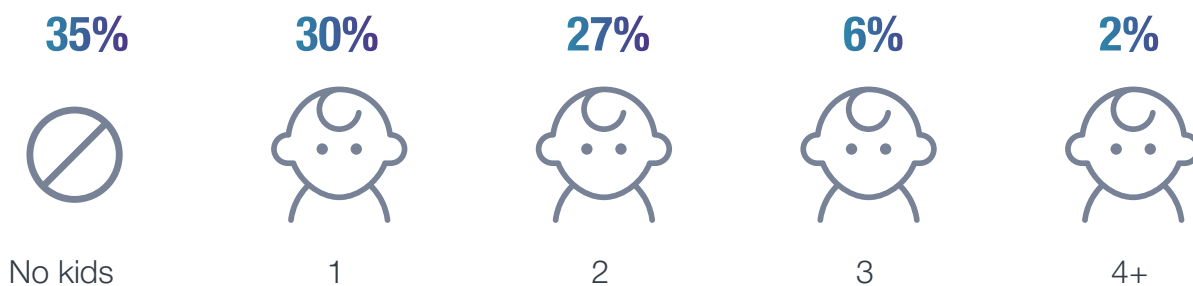


**Top manager** (CEO, head of a company, business owner)

**Middle Manager/Line Manager** (direct employees available)

**Specialist** A highly qualified specialist (without direct subordinates)

## NUMBER OF KIDS

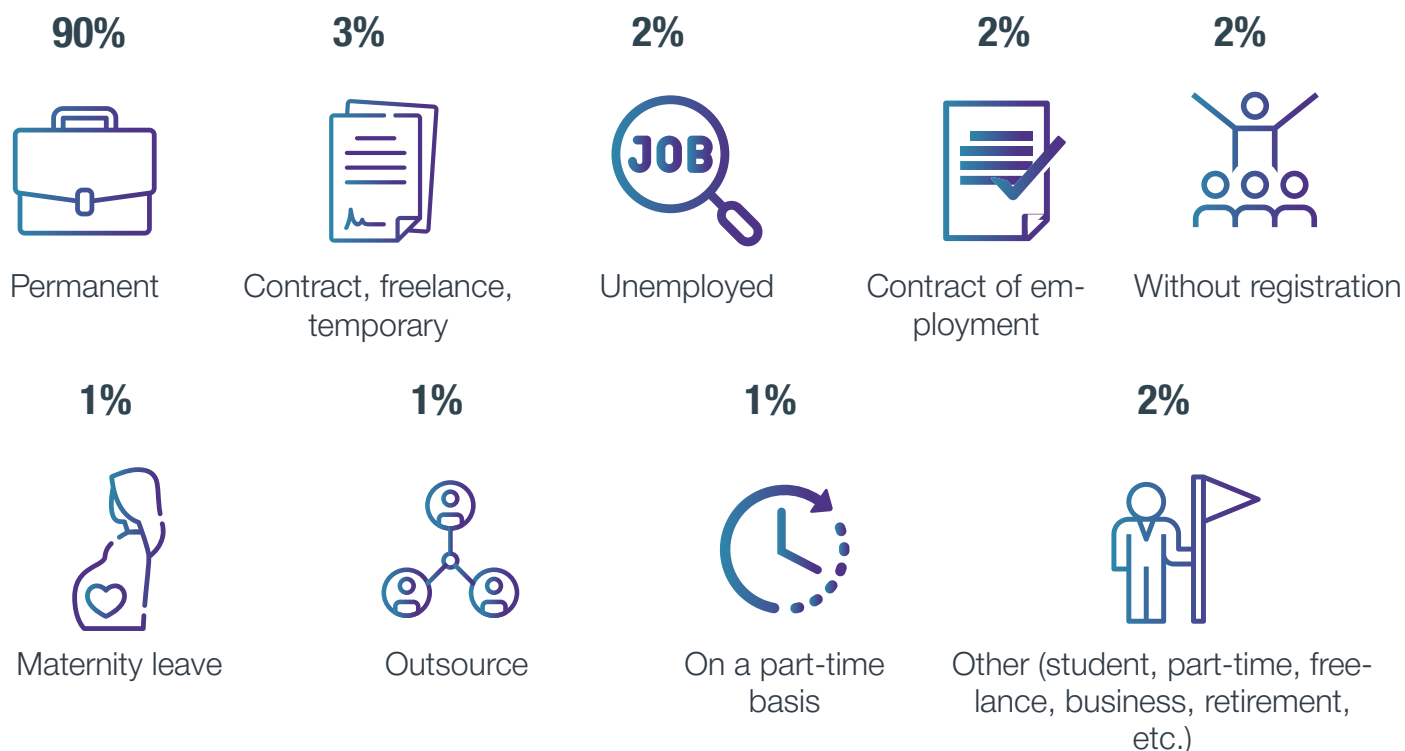




# DEMOGRAPHY

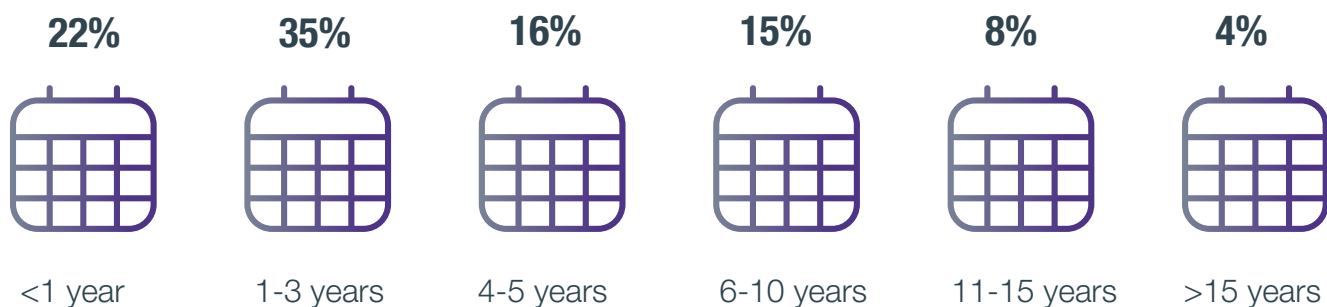
## TYPE OF EMPLOYMENT\*

\* Respondents could choose more than one answer option



72 % of respondents work in Moscow, the Moscow Region, 10% work in St. Petersburg or the Leningrad Region, 15% work in cities with a population of over a million people, 3% work outside the Russian Federation.

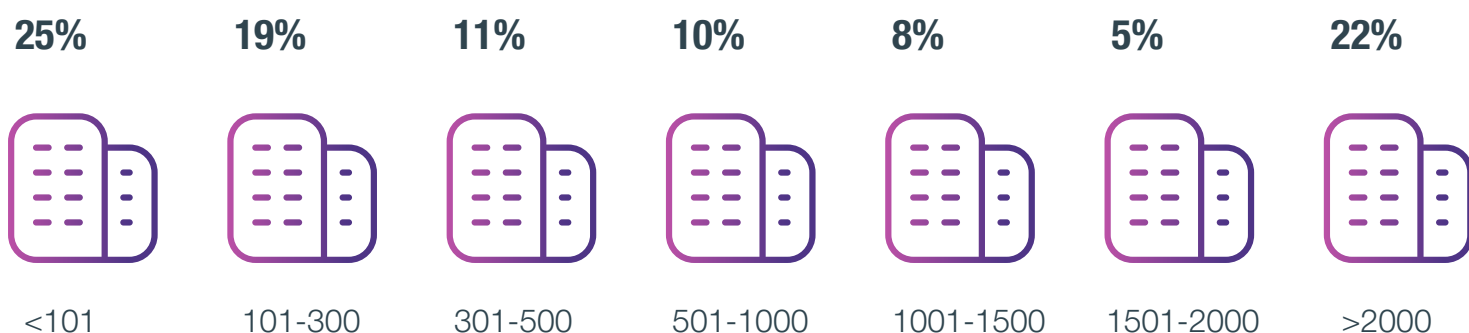
## LENGTH OF WORKING IN CURRENT COMPANY





# DEMOGRAPHY

## COMPANY SIZE IN RUSSIA

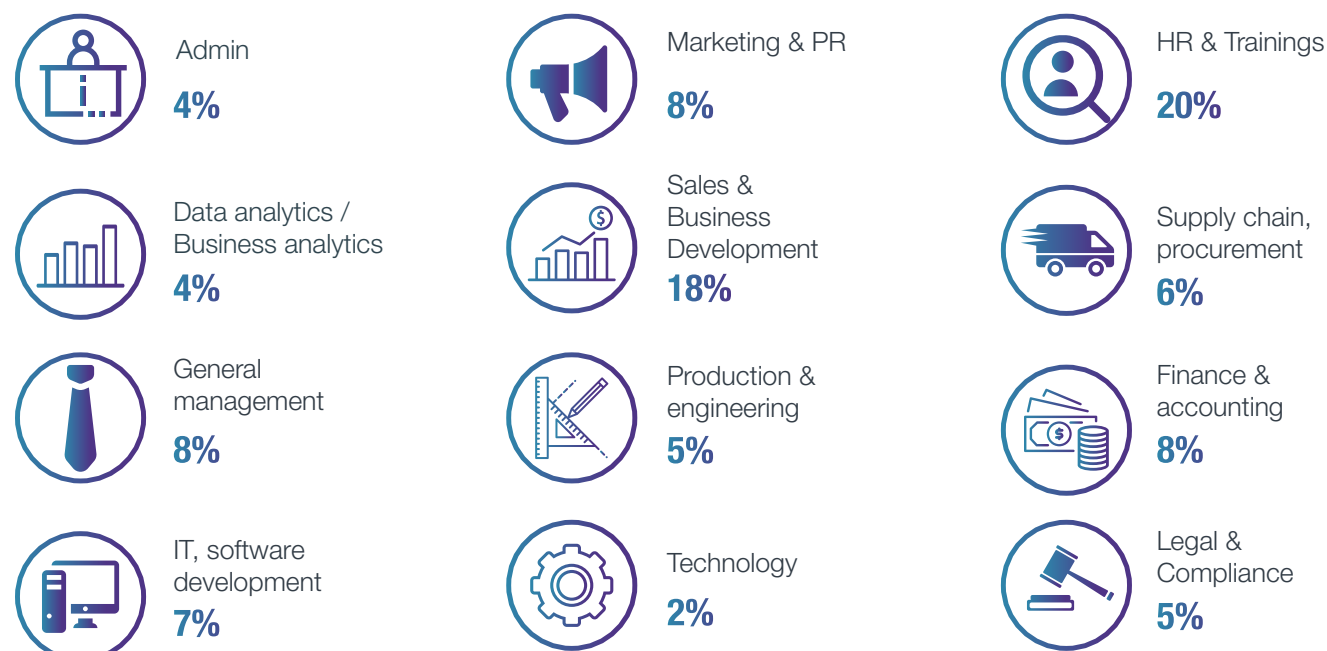


## TYPE OF COMPANIES



## SPECIALISATION\*

\*5% specialize in "other"





# DEMOGRAPHY

## COMPANY INDUSTRY



16%

Pharmaceuticals and medical equipment



13%

IT, telecom, internet



12%

FMCG

Pharmaceutical market (production and sale of medicines) **75%**

Medical equipment and laboratory diagnostics market (production and sale of equipment and consumables) **13%**

Pharmaceutical distributors and distributors of equipment\ consumables **5%**

Medical services/ health services (private and public) **5%**

Clinical trials (commercial services) **1%**

Services and services for pharmaceutical business (analytics, market research) **1%**



7%

Logistics and transport



7%

Retail and wholesale trade

Food **40%**

Electronics (including small and large household appliances) **10%**

Other consumer goods **8%**

Cosmetics **15%**

Alcohol **5%**

Drinks **5%**

Home Goods **6%**

Tobacco **4%**

Chemical products **6%**

Children's goods **1%**



6%

Banking and financial services



6%

Professional services



5%

Construction



# DEMOGRAPHY

## COMPANY INDUSTRY\*



4%

Mechanical engineering and automotive sector



4%

Natural resources. Mining industry. Metallurgy



4%

Industrial equipment and components



3%

Chemical industry



2%

Media and entertainment



2%

Agriculture



1%

Public sector



1%

Ingredients and equipment for the food industry



1%

Tourism and HoReCa



1%

Packaging and paper

\*5% specialize in "other"





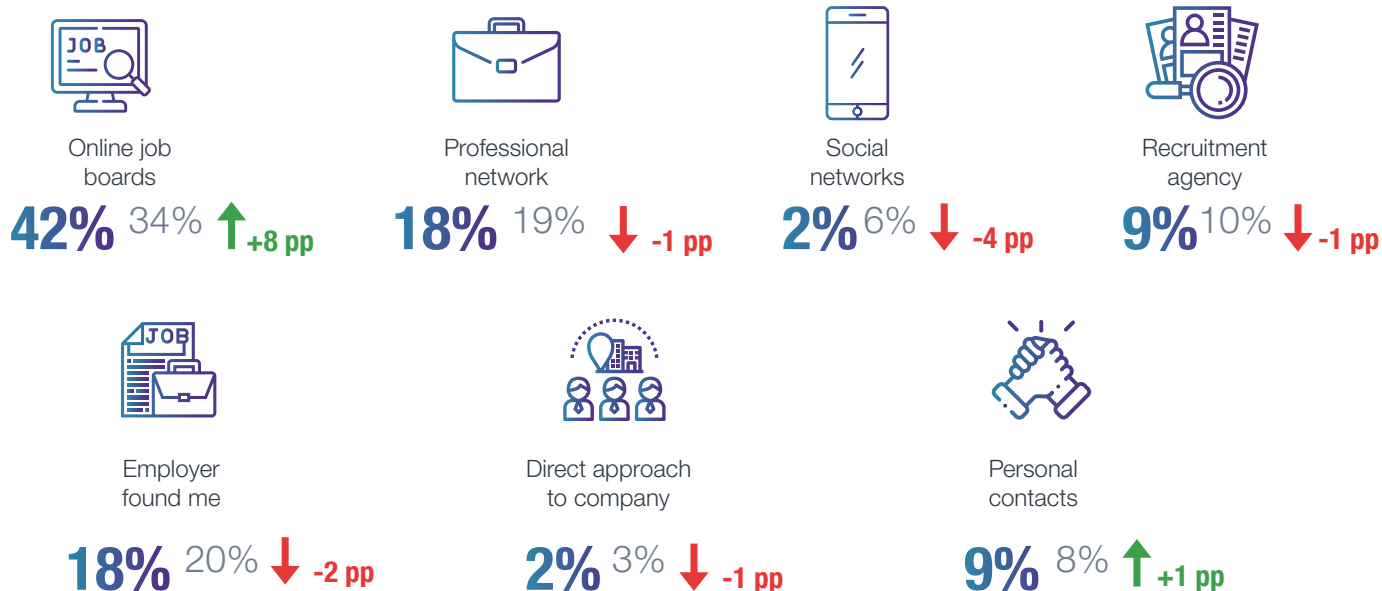
# JOB SEARCH



# JOB SEARCH METHODS

## HOW DID YOU FIND YOUR CURRENT JOB?\*\*\*

\*\*\* The graphs show the answers of respondents who have looked for work in the last year (May 2023 to May 2024).



## HOW DID YOU FIND YOUR CURRENT JOB?\*

DEPENDING ON THE LEVEL OF POSITION

	Top-manager	Manager	Specialists
Online job boards	22%	41%	52%
Professional network	26%	20%	13%
Social networks	4%	3%	2%
Recruitment agency	12%	9%	4%
Employer found me	23%	19%	19%
Personal contacts	13%	8%	10%







\* The graphs show the answers of respondents who have looked for work in the last year (May 2023 to May 2024).



# JOB SEARCH METHODS

## HOW DID YOU FIND YOUR CURRENT JOB?\*

### AGE-WISE

	< 24 years	up to 30 years old	up to 40 years old	up to 50 years old	> 50 years old
 Online job boards	45%	45%	50%	38%	25%
 Professional network	11%	15%	15%	23%	30%
 Social networks	3%	6%	3%	2%	2%
 Recruitment agency	3%	6%	7%	9%	8%
 Personal contacts	18%	11%	7%	10%	13%
 Employer found me	20%	17%	18%	18%	22%

\* The graphs show the answers of respondents who have looked for work in the last year (May 2023 to May 2024).



# BUILDING A REFERRAL PROGRAM IN A COMPANY



## **Nguyen Trong Duong** Managing Director **Mareven Food Central**

In today's business environment, great attention is paid to building a sustainable HR brand. This is important not only for strengthening your reputation in the market, but also for increasing employee loyalty and team building. Internal ambassadors supporting team spirit and, among other things, attracting new employees play a significant role in this process.

Referral programs, due to which the most active employees invite their acquaintances to respond to the company's open vacancies are popular in the labor market.

Several years ago, we introduced the "Refer a Friend" program at Mareven so that employees could use their networking to increase the number of candidates for our vacancies and receive additional compensation for this proactive approach. Over the four years of the program's existence, it has been constantly modified, including the amounts and terms of payments to employees, as well as communication channels we regularly improve.

The share of hiring through the referral program in our company is constantly growing and already amounts to 20 %. This source is now in second place after work sites in terms of the number of employed colleagues (more than 250 people during the program's implementation) among blue-collar and production personnel. At the same time, the cost of staff attraction is significantly lower than for other channels, and getting into the company profile is at maximum!

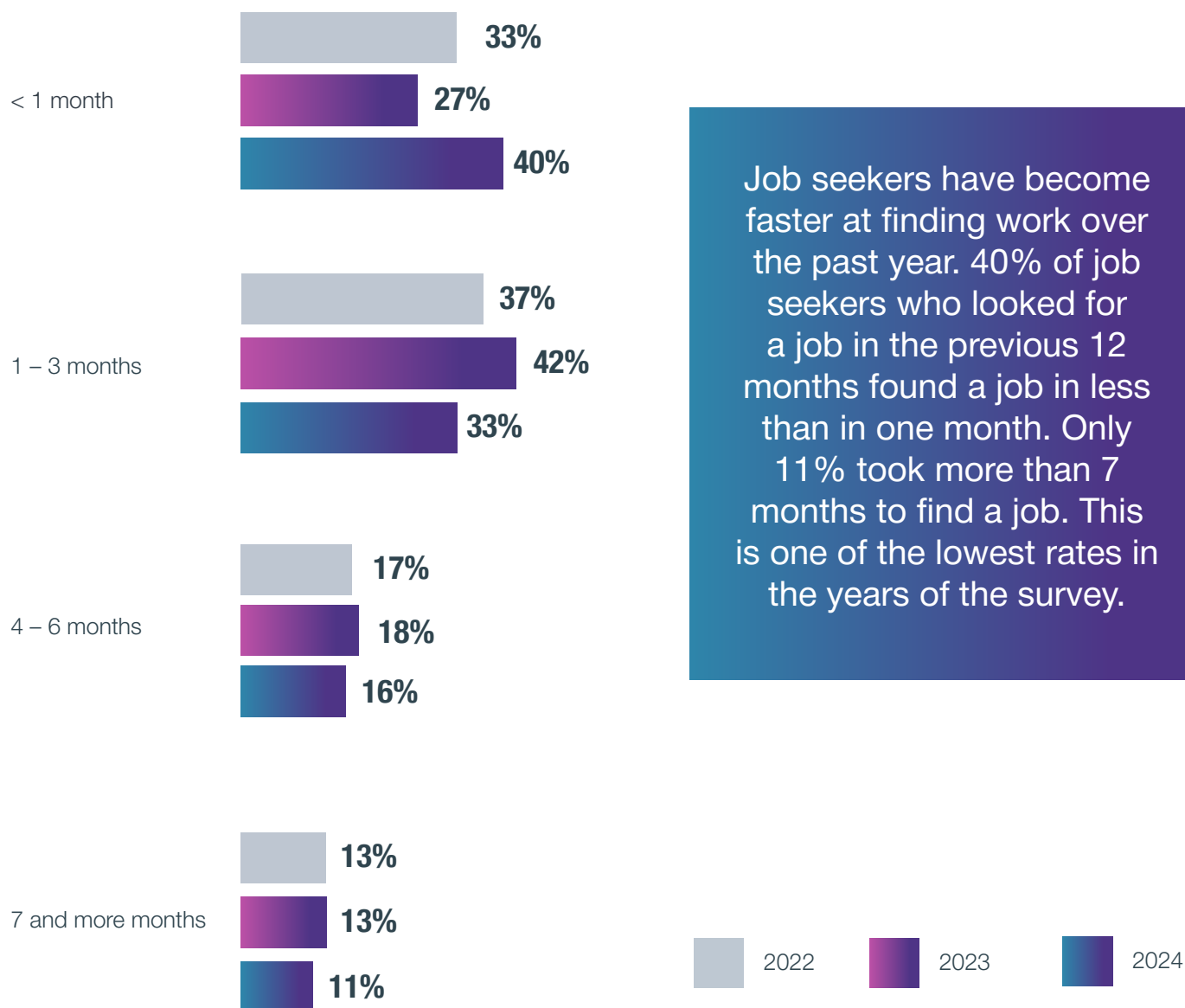
According to our data, factory staff with high turnover stay with the company 18 % longer if the employees are hired through the referral program. We certainly encourage internal ambassadors with bonuses, the amount of which depends on the category of employees attracted through recommendations.

"This year, we plan to increase awareness of the Refer a Friend program using internal communications, articles on the corporate portal, posts on social networks, and more. We are convinced that this is a useful tool for business, especially demonstrating its effectiveness in the attraction of so-called "blue collar workers" who are in acute shortage in the labor market," Nguyen Trong Duong, Managing Director of Mareven Food Central, told.



# LENGTH OF JOB SEARCH

## HOW LONG DID IT TAKE YOU TO FIND YOUR CURRENT JOB/LAST JOB?\*

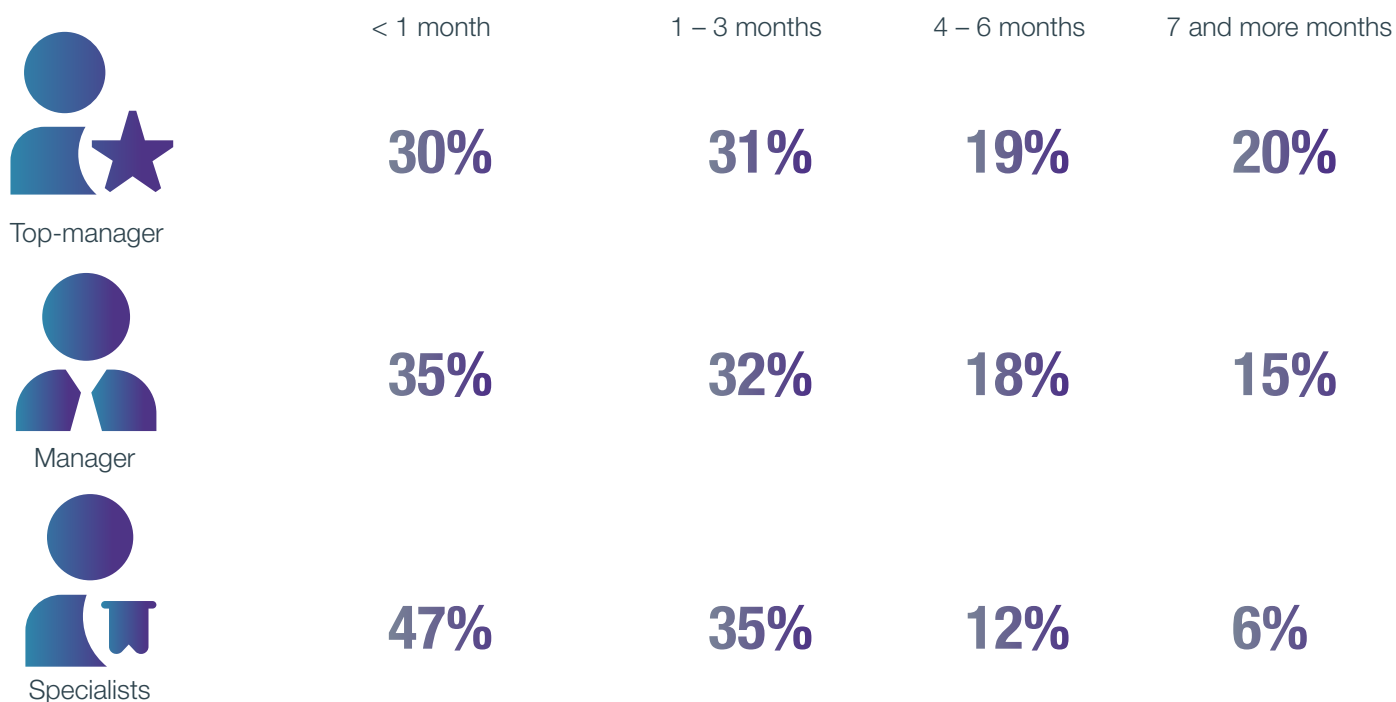


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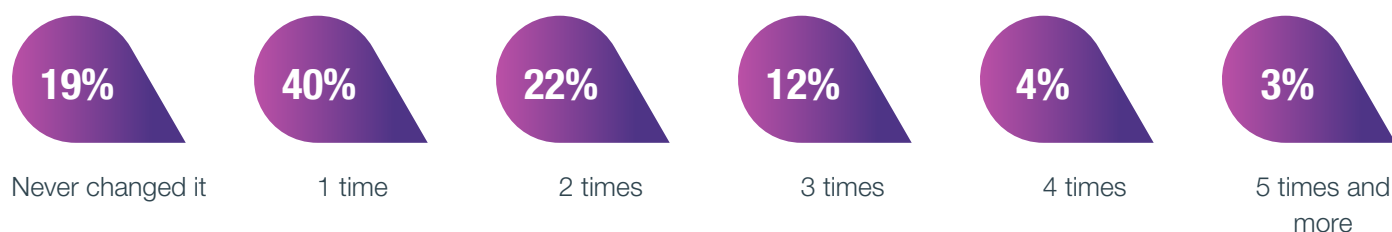
# LENGTH OF JOB SEARCH

## HOW LONG DID IT TAKE YOU TO FIND YOUR CURRENT JOB/LAST JOB?\*



\* The graphs show the answers of respondents who have looked for work in the last year (May 2023 to May 2024).

## HOW MANY TIMES HAVE YOU CHANGED JOBS IN THE LAST 4 YEARS?



40% of respondents have changed their place of work once in the last 4 years, another 22% started their career in a new company twice during this period. The least frequent job changes were made by specialists in “production” (49%), and more frequent in “finance” - 3 times and more.

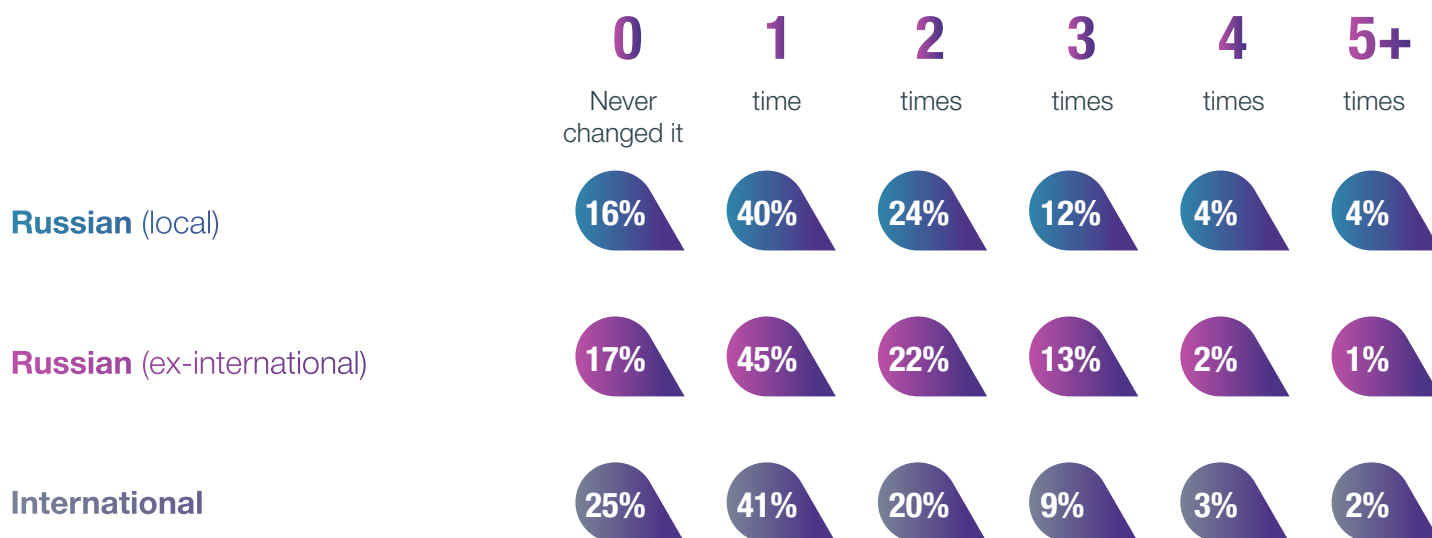




# LENGTH OF JOB SEARCH

## HOW MANY TIMES HAVE YOU CHANGED JOBS IN THE LAST 4 YEARS?

DEPENDING ON THE TYPE OF COMPANY



A quarter of employees of international companies have not changed jobs in the last 4 years. Every fifth employee of a Russian (local) company has changed jobs 3 times or more.

## HAVE THERE BEEN ANY INSTANCES OF YOU FAILING PROBATION IN THE LAST 4 YEARS?

95%

No

5%

Yes



The majority of respondents who had an experience of not passing the probation period note that they left at their own will because of a conflict with the management or unfulfilled expectations from the company.



# UNEMPLOYED

## HAVE YOU BEEN DOWNSIZED IN THE LAST YEAR?



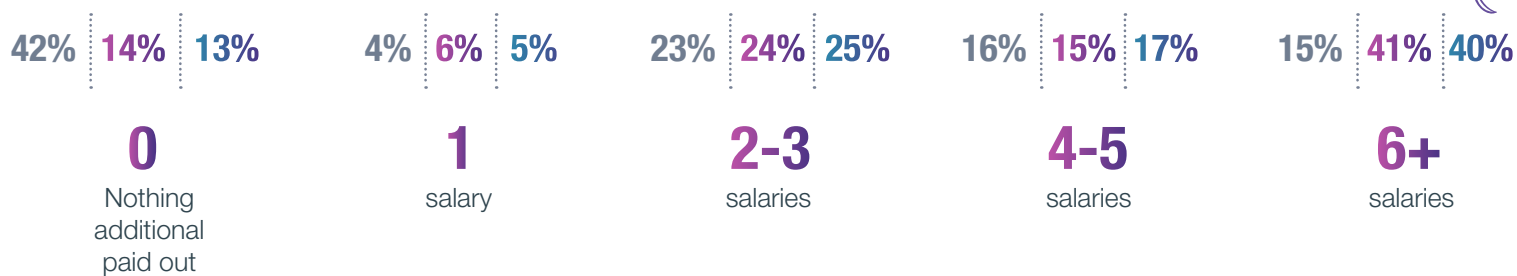
The number of those hit by the cuts in 2024 is 8 pp (percentage points) lower than in 2023. This is due to the fact that the main waves of layoffs and company departures occurred in 2022-2023.



## HOW MUCH MONTHLY SALARY WERE YOU PAID WHEN YOU WERE MADE REDUNDANT?



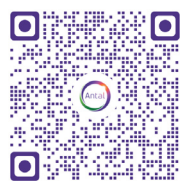
8% paid 12 or more salaries



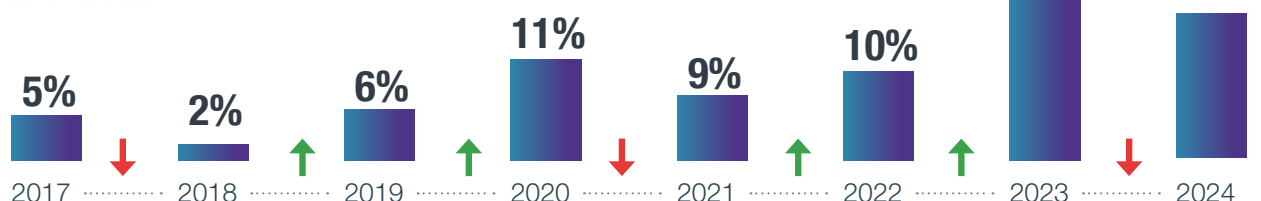
## WHEN YOU WERE MADE REDUNDANT, DID YOUR EMPLOYER OFFER YOU AN OUTPLACEMENT SERVICE?

Outplacement - support in finding a new job at the company's expense/career counseling.

\* the graph shows the percentage of respondents to whom the employer offered outplacement services during downsizing



Request outplacement terms and conditions from [Antal Talent on our website.](#)





# PLANS TO CHANGE JOBS

## PLANS TO CHANGE JOB



Currently looking for a job



Plan to start looking for a new job



I'm not looking for a job, but I'm willing to consider an interesting offer



Don't envisage moving



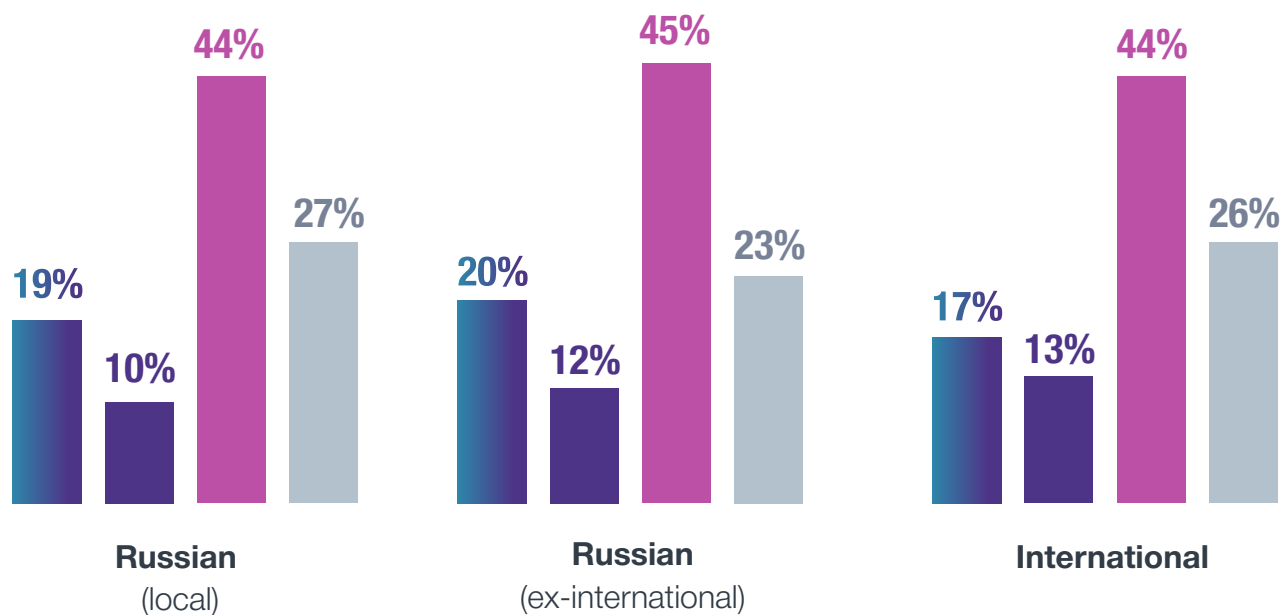
Over the last year, the number of company employees who are not ready to change jobs has increased by 6 pp (percentage points). At the same time, the number of candidates who are actively looking for a new job has decreased. Thus, it is becoming more difficult for companies to lure new employees.



# PLANS TO CHANGE JOBS


## DO YOU PLAN TO CHANGE JOBS THIS YEAR?


DEPENDING ON THE TYPE OF COMPANY



 Currently looking for a job

 I'm not looking for a job, but I'm willing to consider an interesting offer

 Plan to start looking for a new job

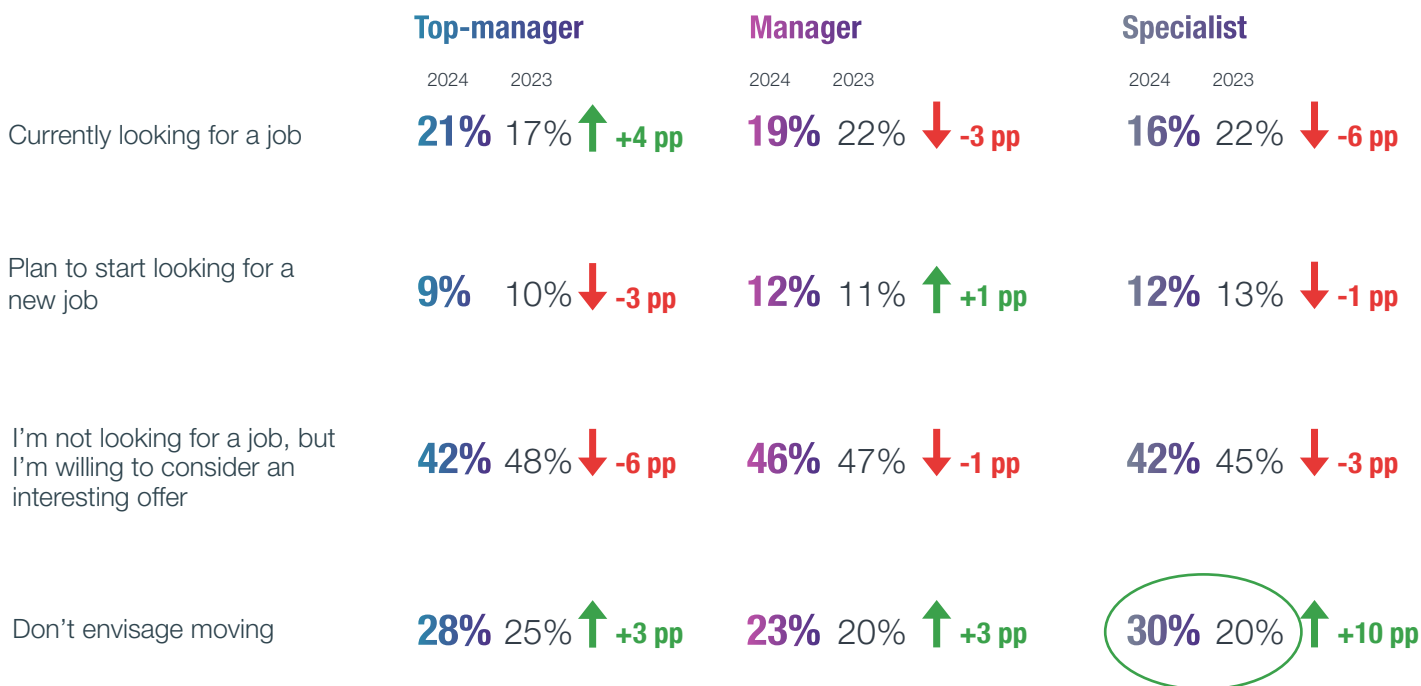
 Don't envisage moving



# PLANS TO CHANGE JOBS

## DO YOU PLAN TO CHANGE JOBS THIS YEAR?

### DEPENDING ON THE LEVEL OF THE POSITION

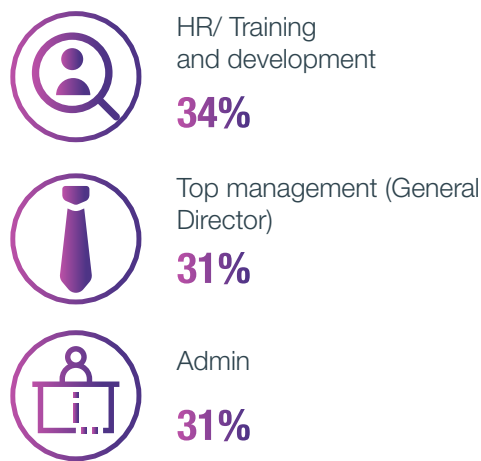


### DEPENDING ON SPECIALIZATION

#### TOP 3 SPECIALISATIONS IN THE ACTIVE JOB SEARCH\*



#### TOP 3 SPECIALISATIONS NOT READY FOR A JOB CHANGE\*\*



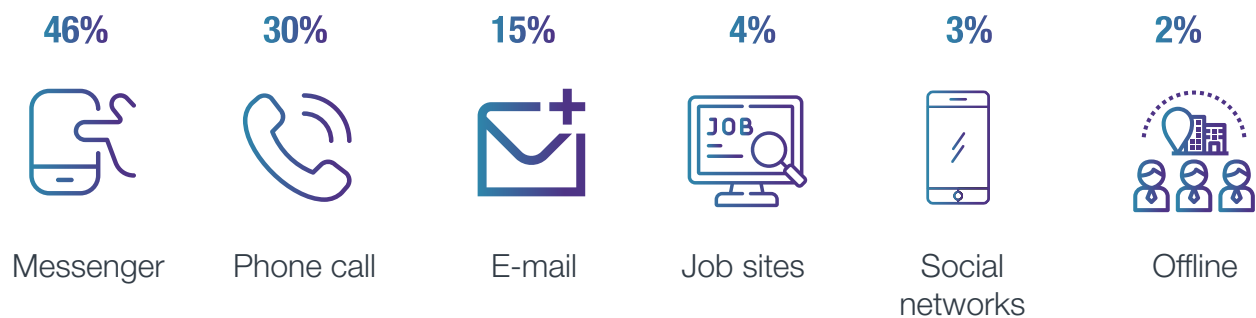
\* answers of respondents who, when asked "Do you plan to change your place of work this year?" chose the option: "Currently looking for a job"

\*\* answers of respondents who, when asked "Do you plan to change your place of work this year?" chose the option: "Don't envisage moving"



# WAYS OF COMMUNICATION WITH THE EMPLOYER

## HOW DO YOU FEEL COMFORTABLE COMMUNICATING WITH THE RECRUITER/HIRING MANAGER FOR THE FIRST TIME?



## HOW DO YOU FEEL COMFORTABLE COMMUNICATING WITH THE RECRUITER/HIRING MANAGER FOR THE FIRST TIME?

### AGE-WISE

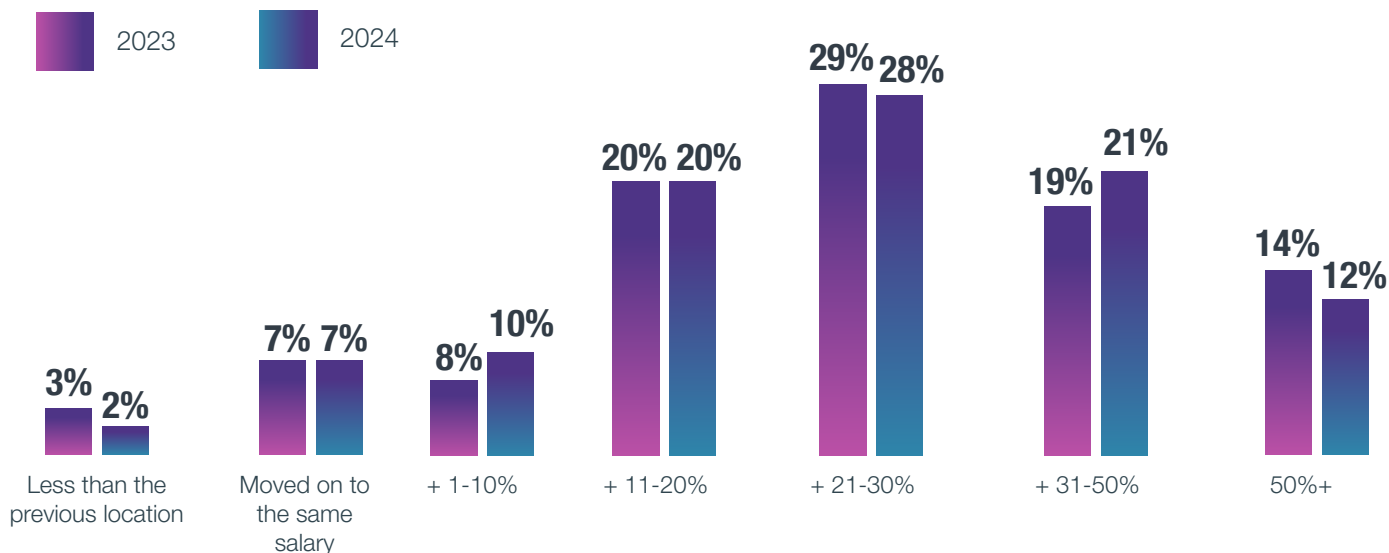
	< 24 years	under 30 years	under 40 years	under 50 years	over 50 years
	57%	60%	53%	40%	31%
	21%	22%	29%	37%	31%
	8%	12%	12%	16%	27%
	3%	4%	2%	3%	4%
	8%	1%	2%	1%	4%
	3%	1%	2%	3%	3%





# SALARY CHANGES WHEN CHANGING JOBS AND EXPECTATIONS

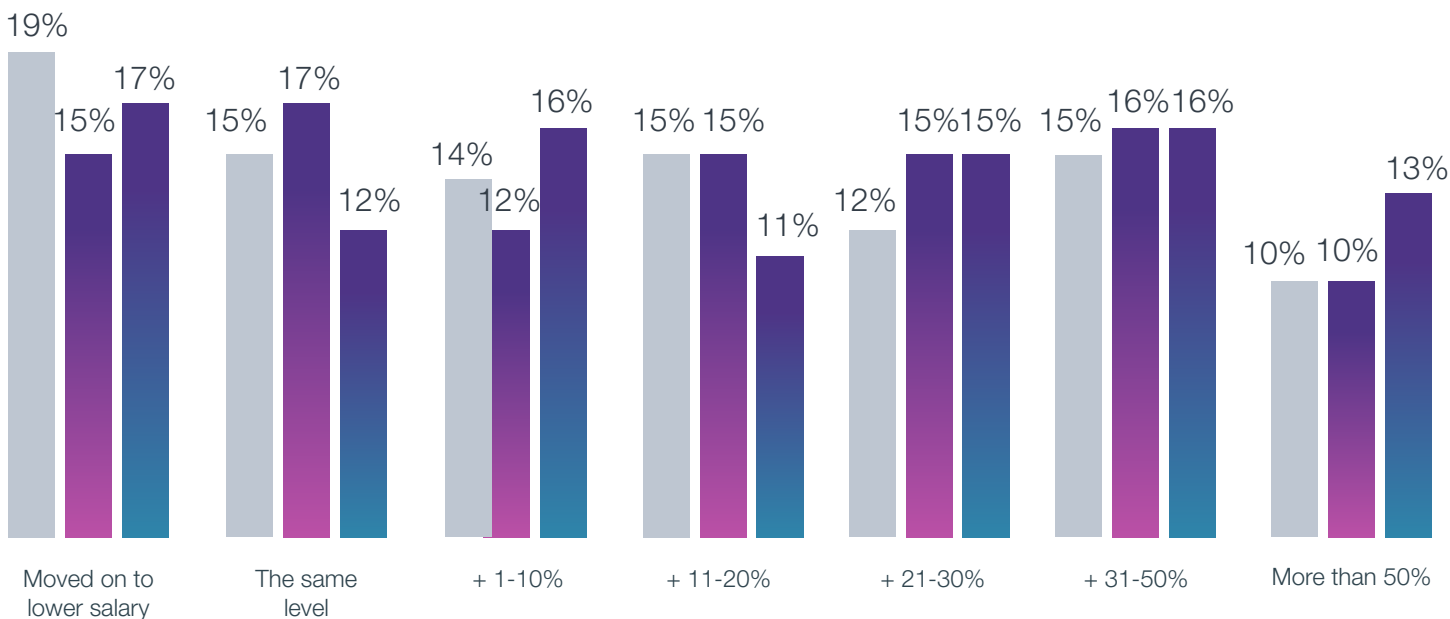
## WHAT INCREASE IN YOUR BASE SALARY (WAGE) DO YOU EXPECT WHEN YOU MOVE TO A NEW JOB?



## PERCENTAGE OF CHANGE IN SALARY UPON TRANSITION

\* responses of respondents who have looked for a job in the last 12 months

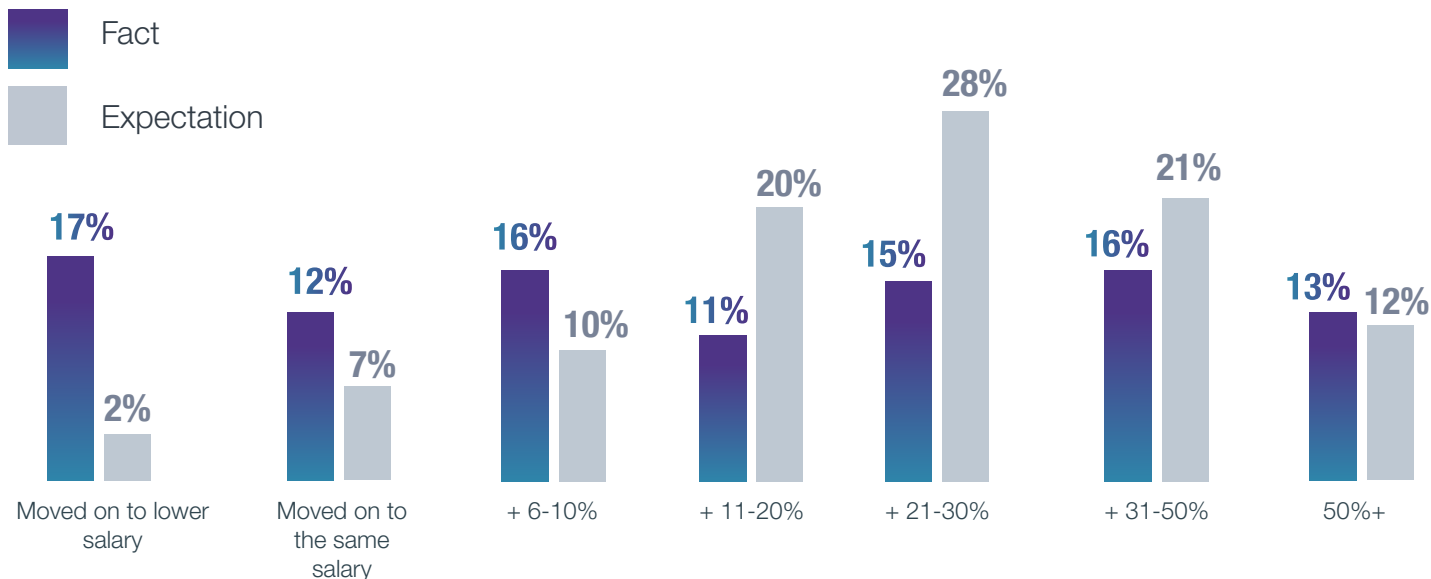
2022 2023 2024\*





# SALARY CHANGES WHEN CHANGING JOBS AND EXPECTATIONS

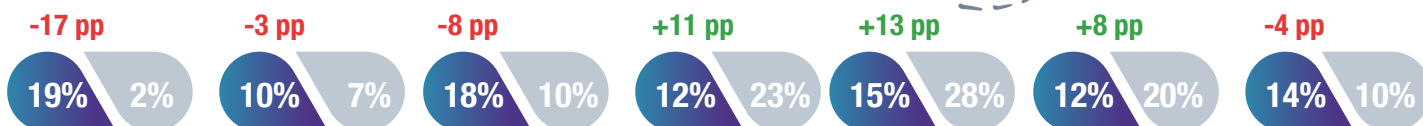
## EXPECTATION AND ACTUAL PERCENTAGE OF CHANGE IN WAGES AT TRANSITION



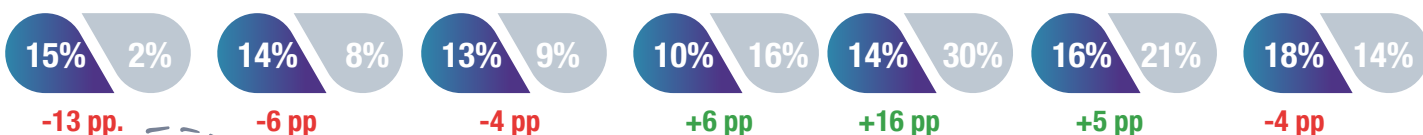
## EXPECTATION AND ACTUAL PERCENTAGE CHANGE IN WAGES AT TRANSITION FOR WOMEN AND MEN



15% of women have switched to a salary of +21-30%, while 28% of those considering a job change expect such a raise.



Moved on to lower salary      Moved on to the same salary      + 1-10%      + 11-20%      + 21-30%      + 31-50%      50%+






15% men moved to a salary less than their previous job.





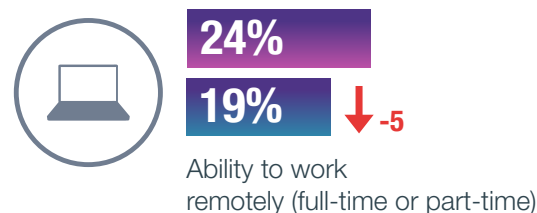
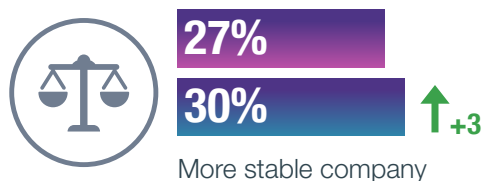
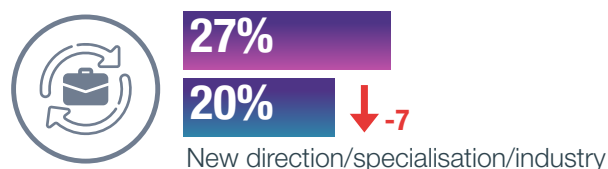
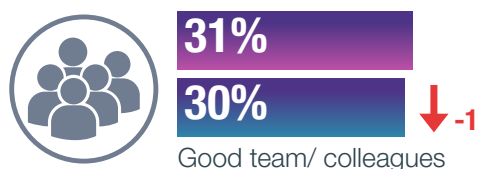


# REASONS FOR CHOOSING ONE'S CURRENT COMPANY

## REASONS FOR CHOOSING ONE'S CURRENT COMPANY (PART 1)




 Difference in percentage points (pp) compared to 2023. The number next to the arrow is the number of pips by which this parameter increased/decreased compared to the previous year.

 2023  
 2024



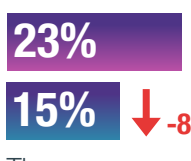


# REASONS FOR CHOOSING ONE'S CURRENT COMPANY

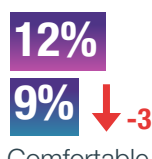
## REASONS FOR CHOOSING ONE'S CURRENT COMPANY (PART 2)

= Difference in percentage points (pp) compared to 2023. The number next to the arrow is the number of pips by which this parameter increased/decreased compared to the previous year.

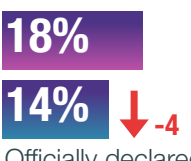
2023  
 2024



There were no other more interesting proposals



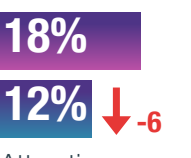
Comfortable workplace



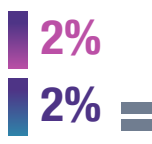
Officially declared salary



Recommendations of acquaintances / partners / friends



Attractive company product



Relocation



Better office location



Company participation in charitable projects

In terms of reasons for choosing a company, the top 2 remain unchanged - higher salary and a wider range of responsibilities/new tasks. The third place was moved to “better career growth opportunities”. The same reason also showed the largest increase compared to 2023. The importance of “compensation package” and “attractiveness of employer brand” also increased.



# REASONS FOR CHOOSING ONE'S CURRENT COMPANY

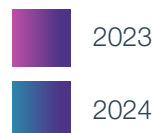
## TOP 5 REASONS TO CHOOSE AN EMPLOYER BASED ON AGE

< 24 years	up to 30 years years	up to 40 years old	up to 50 years old	up to 50 years old
 Higher salary	 Higher salary	 Higher salary	 Higher salary	 More responsibility or new challenges
 Better work/life balance	 Better career development	 More responsibility or new challenges	 More responsibility or new challenges	 More stable company
 Better career development	 Good team/colleagues	 Better career development	 More stable company	 Higher salary
 More responsibility or new challenges	 More responsibility or new challenges	 Good team/colleagues	 Good team/colleagues	 Good team/colleagues
 Good team/colleagues	 Better work/life balance	 More stable company	 Better career development	 New direction/specialisation/industry

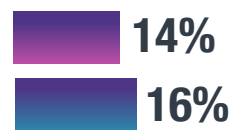


# REASONS FOR LEAVING PREVIOUS COMPANY

## REASONS FOR LEAVING PREVIOUS COMPANY (PART 1)



Got an interesting new job offer



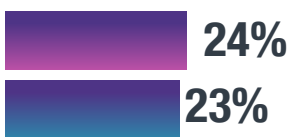
Redundancy



Absence of career development



Conflict with management /colleagues



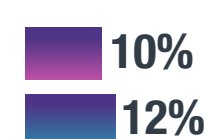
Low salary



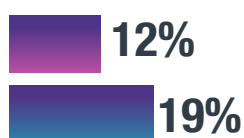
Instability in the company



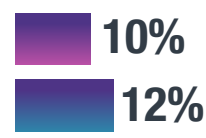
«Boring», tasks are no longer interesting



Poor employer brand



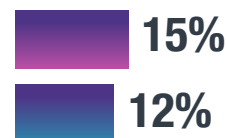
Poor work/life balance



Change of management



Stress at work



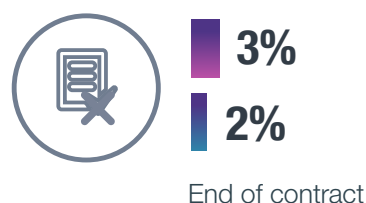
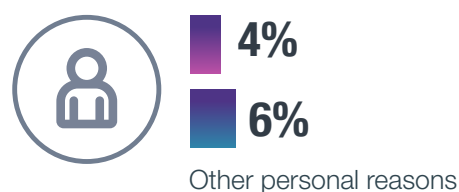
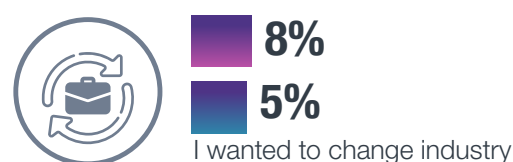
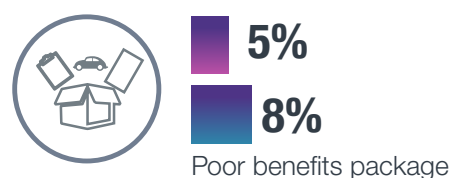
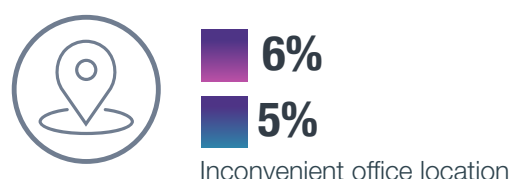
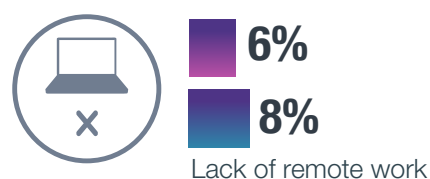
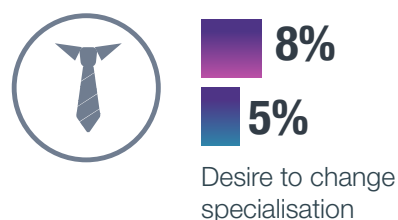
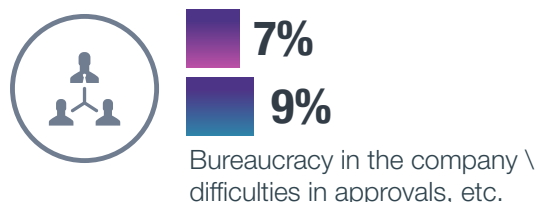
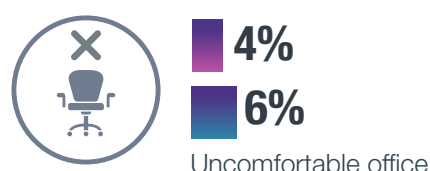
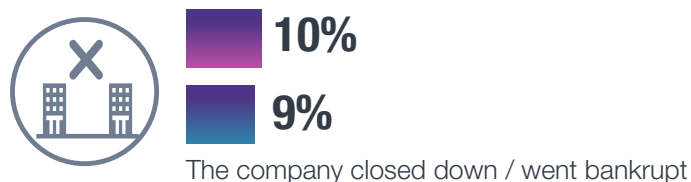
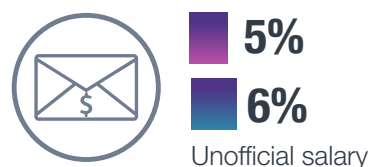
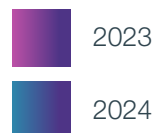
Professional burnout





# REASONS FOR LEAVING PREVIOUS COMPANY

## REASONS FOR LEAVING PREVIOUS COMPANY (ЧАСТЬ 2)





# HOW TO GET BENEFITS FROM AN EXIT INTERVIEW



## Natalia Labuzova

HR business partner

**Merck**

The main goal of any company is, of course, to retain valuable employees. When employees start leaving an organization, it is extremely important to find out the reason. And the most useful tool ignored by most managers is exit interviews. According to research by Harvard Business Review, many companies don't even conduct these interviews. Some people collect data from exit interviews but do not analyze it. Some analyze this but do not share their findings with senior managers who can take appropriate action. Only a few of them collect, analyze, share and act on data.

In modern business, competent employees are the key to an organization's success. So companies need to find out from them why they stay, why they leave, and how the organization needs to change. A well-designed exit interview (EI) process can ensure a continuous flow of feedback on all three fronts.

When done correctly, EI, whether through face-to-face interviews, questionnaires, surveys, or some combination of these methods, can help develop managers' listening skills, identify what is and is not working in the organization, uncover hidden problems and opportunities, and gain valuable information about competitors. This can help improve employee engagement and retention by showing employees that their opinions matter. And it can turn leaving employees into ambassadors for years to come. Indeed, of all talent management processes, a strategic EI program aimed at achieving ongoing and long-term benefits may be one of the most effective yet it is the least studied one to date.

Often, EI programs fail to either retain employees or provide useful information, and there may be two reasons for this. The first is data quality. The usefulness of EI depends entirely on the honesty and integrity of the employee being dismissed.

The second reason is the lack of a unified approach to conducting EI and working with its results. Many organizations use exit interviews as an excuse to not conduct stay interviews with current employees in order to retain them with the company.

Regardless of how it is conducted, the effectiveness of exit interviews should be measured by the positive changes they produce. Harvard Business Review researchers asked executives whose companies had such programs to name specific actions taken as a



# HOW TO GET BENEFITS FROM AN EXIT INTERVIEW

result of EI (policy changes or interventions in HR, operations, marketing, or some other function). Less than a third were able to give an example. Thus, two-thirds of existing programs appear to be mostly conversations with little productive follow-up. It's no wonder that many people find exit interviews unproductive.

## What are the purposes of exit interviews:

### 1. Identify issues related to internal policies.

Companies that conduct exit interviews almost always keep this goal in mind but often focus too narrowly on salary and benefits. There are many other reasons that can influence an employee's decision to leave.

### 2. Understand how employees perceive the work itself.

This includes workplace organization, working conditions, culture and colleagues. This can help managers improve employee motivation, efficiency, coordination and performance.

### 3. Gain insight into leadership styles and manager performance.

This allows the organization to support positive managers and identify toxic ones.

### 4. Find out about HR performance (salaries, benefits) in competing organizations.

No comments are needed here, it is always important for a company to check the market and know the conditions in similar companies in your niche.

### 5. Encourage innovation by coming up with ideas to improve the organization.

The exit interview program should go beyond the individual's immediate experience and cover broader areas such as company strategy, marketing, operations, systems, competition, and the structure of his or her department. One emerging best practice is to ask every leaving employee something like, "Please complete this sentence." - "I don't know why the company doesn't just ". This approach can reveal trends.

### 6. Create company ambassadors outside the company.

Treat leaving employees with respect and gratitude. This may encourage them to recommend their former companies to potential employees, use and recommend those companies' prod-



# HOW TO GET BENEFITS FROM AN EXIT INTERVIEW

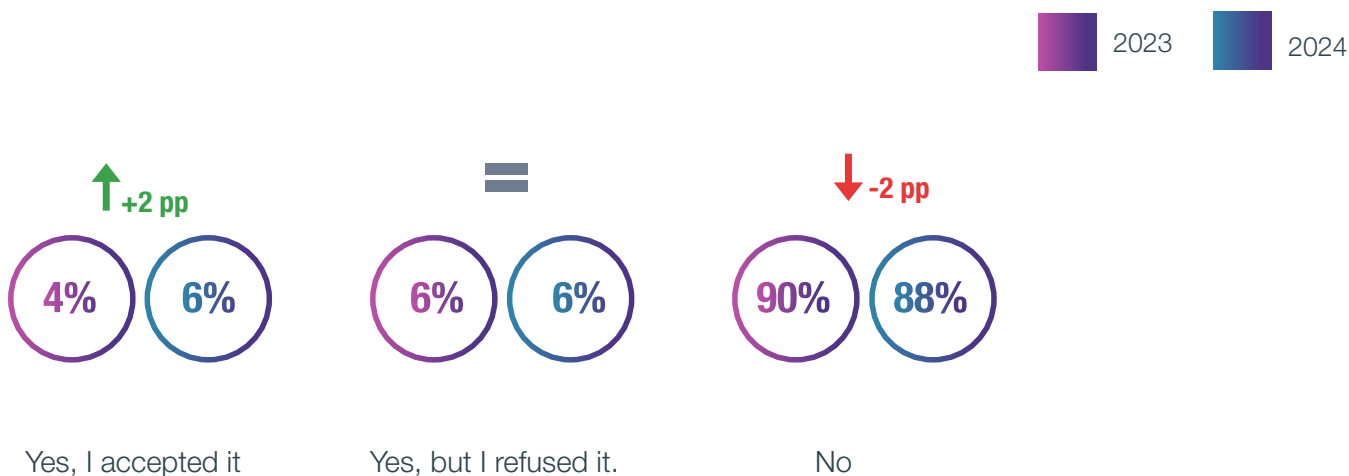
ucts and services, and create business alliances between their former and new employers.

For too long, exit interviews have been considered a separate event associated with organizational errors. Exit interviews should be the culmination of a series of regular retention conversations with employees with a focus on organizational learning and relationship building. This should not be the first conversation a company has with an employee about his or her feelings and ideas. Exit interviews are an important way to share feedback with employees but it is better to implement stay interviews into the company's practice in order to retain employees at an earlier stage.



# COUNTROFFER

## HAVE YOU RECEIVED A COUNTEROFFER FROM YOUR EMPLOYER IN THE LAST YEAR?



## DEPENDING ON THE LEVEL OF THE POSITION (2024)\*



\*Responses of respondents to whom the employer made a counteroffer



# COUNTROFFER

## WHAT DID YOUR CURRENT EMPLOYER OFFER YOU THAT MADE YOU DECIDE TO STAY WITH THE COMPANY?\*

68%



Salary increase/bonus part

34%



Promotion

34%



Change of functionality

12%



Current employer is more stable

10%



Hybrid/remote format

4%



Relocation

## FOR WHAT REASON DID YOU REJECT THE COUNTEROFFER FROM YOUR CURRENT EMPLOYER?

46%



Not satisfied with the offered conditions (position, functionality, etc.)

36%



Wanted to leave the current company anyway

33%



Not satisfied with the financial component of the offer (salary/bonuses)

\* Respondents could choose more than one answer option



# INTERNSHIP PROGRAMS AT ANTAL TALENT



**Anna Chivileva**

HR and Administration Director

**Antal Talent**



In today's labor market, young professionals face a number of issues when looking for work. The main issue is the lack of experience, which becomes an obstacle to employment with the company. At the same time, companies are interested in attracting talented young people who are ready for development and training. According to the [results of the Antal Talent study](#), **47%** of young professionals find a job in less than a month, which indicates high competition in the labor market for talented graduates. The solution to this problem could be the creation and implementation of internship programs.

Our company is no exception; for many years we have been attracting students and graduates to internship programs, and some of them have become full-time employees. Over the past 2.5 years over 80 interns joined us, and over 95 % of them intern in business units. The remaining 5 % choose back-office areas, with marketing and IT departments being particularly popular here. After the internship, 9 people joined the company's staff. Their work results are usually higher than those of employees with minimal experience, who have not previously trained with us.

Based on the results of our analysis, the main expectations of students and graduates from the internship program are gaining work experience, knowledge and skills in a specific field, education, and training. They also want to decide on the scope of their activities. Of course, one of the main goals is earnings. Earlier we could attract interns for free internships, now almost all interns want to receive compensation for their work. For some students, it is important to have completed and obtain documents for internship.

Our main sources of recruitment are job search websites, professional contacts: classmates who have previously completed an internship with us, and personal contacts: family and friends. We are very pleased to offer internships to our employees' children. [The results of overview of Antal Talent's job market](#) among young job seekers also confirm this trend: **20%** of interns are found by the employer themselves, **45%** come through job search websites, **11%** and **18%** find a job through professional contacts and friends.

For us, the university where our future intern studies and his/her specialty are not the determining factors when hiring for the program; a candidate's specific soft skills, his/her outlook





# INTERNSHIP PROGRAMS AT ANTAL TALENT

and analytical abilities are the most important factors in selection. However, according to statistics, the best performers are those from RANEPA, the Higher School of Economics, and the Plekhanov Russian University of Economics.

Interns can study together with all employees and attend any training that corresponds to their level: training on standards, recruitment, specialized recruitment, any training on soft skills, master classes. We also provide them with full access to our LMS system and library. They take part in all internal events and attend corporate parties. We give them corporate merch and test them using the DISC methodology, just like all full-time employees.

We pay special attention to conducting Induction on the first day of the internship, setting goals and objectives for the entire internship duration. Most interns belong to the zoomer generation, and for them, clarity of tasks and deadlines for their completion are especially important.

We love learning from our interns; we learn how to connect and build relationships with the zoomer generation. Every time we do better and better! They are open-minded and are not afraid to share ideas and express their opinions. They offer new and useful procedures; one girl made a checklist for interns. The most involved ones give us gifts, for example, they draw stickers for employees.

## OUR CHECKLIST FOR LAUNCHING AN INTERNSHIP PROGRAM NOW LOOKS LIKE THIS:

- Define the internship goals for the company
- Understand who is needed and the sources for finding program candidates
- Determine the scope of work, the form of work (is remote work possible, how to combine it with studies?)
- Select supervisors/mentors
- Set clear goals for the internship, update/supplement them as necessary
- Don't differentiate between interns and full-time employees
- Involve them in the life of the company
- Make the offer the coolest

The main goal of the internship program at [Antal Talent](#) is to make a potential employee fall in love with recruitment, to make him/her understand the importance of his/her role in the process of [TALENT](#) selection and to feel how his/her contribution can change the lives of people and the company.





# DREAM JOB IN THE ANTAL TALENT TEAM

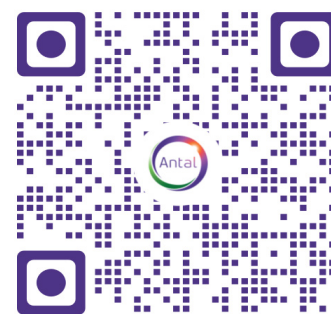
Recruitment consulting is a business about the constant expansion of the network, the ability to identify needs, competently interest and persuade, systematically look at the market, flexibly respond to the needs of clients and candidates, skillfully manage relationships with them.

If you've reached a point in your professional development where you want to gain new experience, but feel supported by the knowledge and skills you've already acquired that will help you speak the same language with candidates and the "business" - consider the position of "Recruitment Consultant".

Grade (position level) can be determined during the interview.

## Responsibilities:

- Developing client relationships and sourcing candidates;
- Closing Middle/Top level positions within your industry (FMCG & Retail, Healthcare, IT, Logistics Operators, Professional Services, Industry);
- Participation in the company's marketing activities (speaking at exhibitions and conferences, organizing round tables and panel discussions).



Become part of  
Antal

## Условия:

- Registration according to the Labor Code of the Russian Federation;
- After probation period: VHI (including dental care), partial reimbursement of English language training;
- Motivation: fix + % bonus (no upper limits);
- Participation in Antal Global Conference (once a year, each year a new country, for 3-4 days: trainings, excursion and exchange of experience with colleagues abroad).





# REMUNERATION



# SALARIES

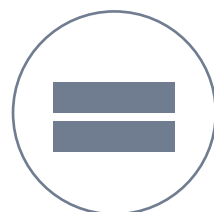
## HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?



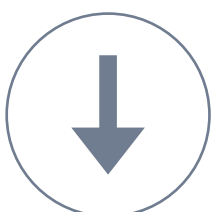
Increased



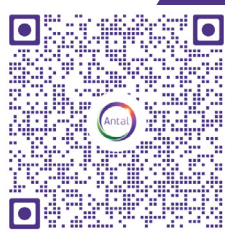
More than half of respondents (56%) had a salary increase in 2024.



Didn't change



Decreased



WANT TO LEARN MORE ABOUT SALARIES IN YOUR INDUSTRY?

[REQUEST SPECIALIZED JOB MARKET OVERVIEW](#)

## REASONS FOR SALARY INCREASES

\*Respondents could choose more than one answer option



64%

Indexation in the company



13%

Change of functionality



21%

Moving to another company



3%

Other



15%

Promotion

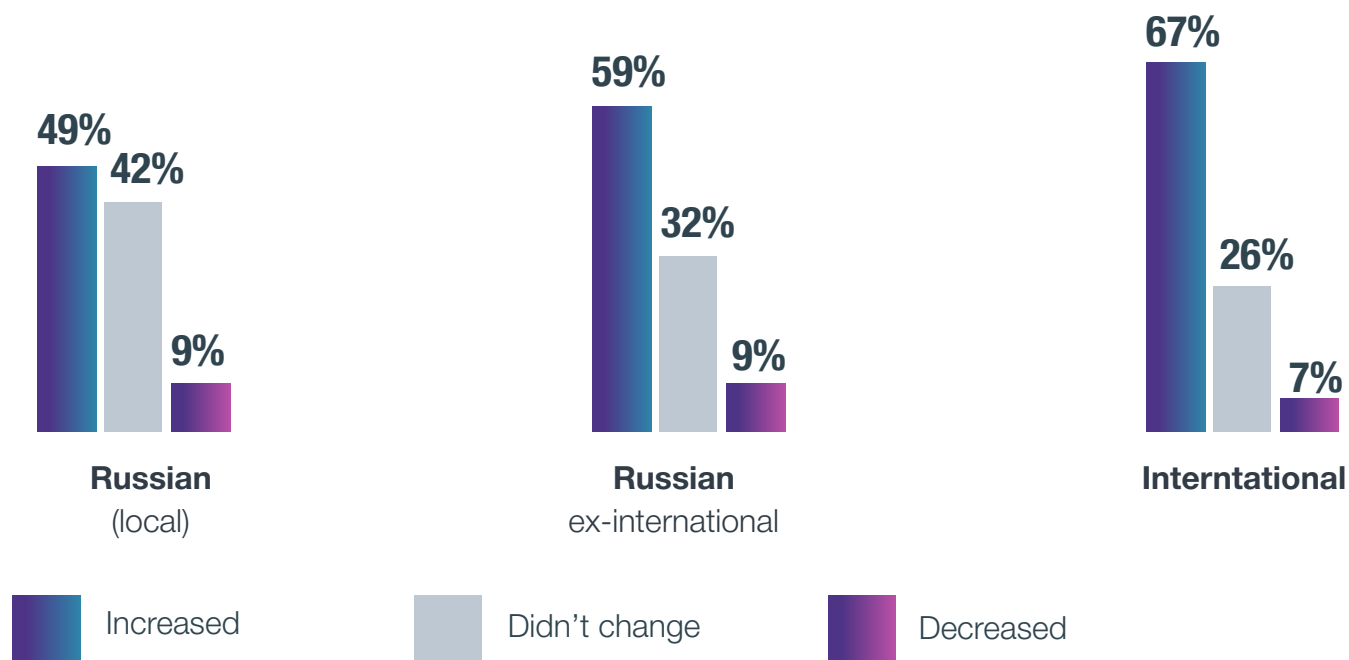
- counteroffer raise;
- relocation;
- transition within the group of companies;
- system/grade change.



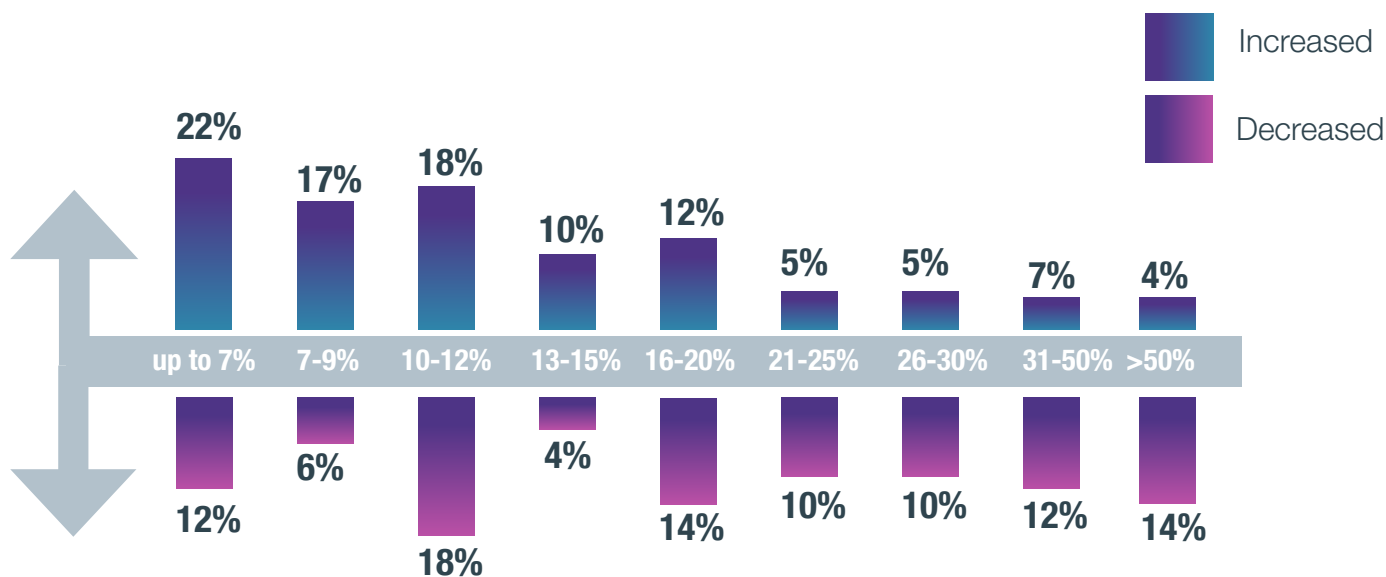
# SALARIES

## HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?

DEPENDING ON THE TYPE OF COMPANY



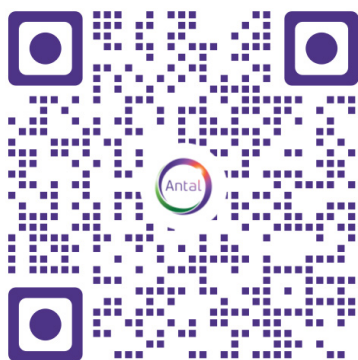
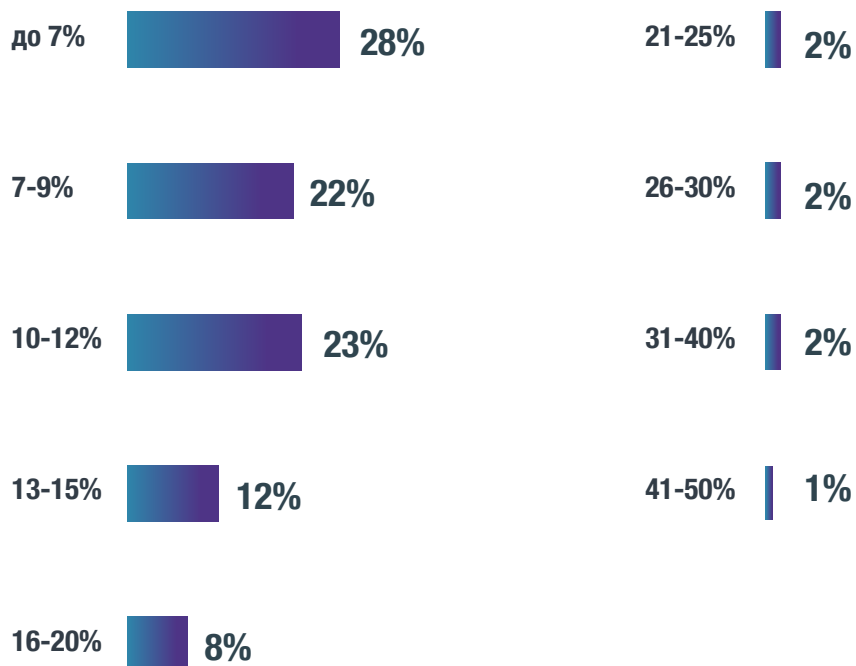
## PERCENTAGE OF SALARY INCREASES AND DECREASES





# SALARIES

## PERCENTAGE OF SALARY INCREASE UNDER INDEXATION



**TELEGRAM CHANNEL**  
**WITH JOB OPENINGS FROM**  
**ANTAL TALENT. SEARCH**  
**WE HAVE THE MOST INTER-**  
**ESTING PROJECTS ON THE**  
**LABOR MARKET.**







# SALARIES

## SALARY INCREASE COMPARED TO LAST YEAR\*\* (COMPANY SECTOR)



Banking and financial services



53%



Equipment & technology



56%



Food ingredients and equipment



50%



Retail



52%



IT, telecom



58%



Agriculture



54%



Logistics and Transport



53%



Construction and real estate



54%



Media & Entertainment



45%



HoReCa



52%



Automotive



50%



Paper & packaging



54%



FMCG



58%



Pharmaceutical and medical equipment



68%



Natural resources



56%



Chemicals & components



55%



Professional services



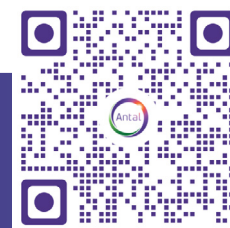
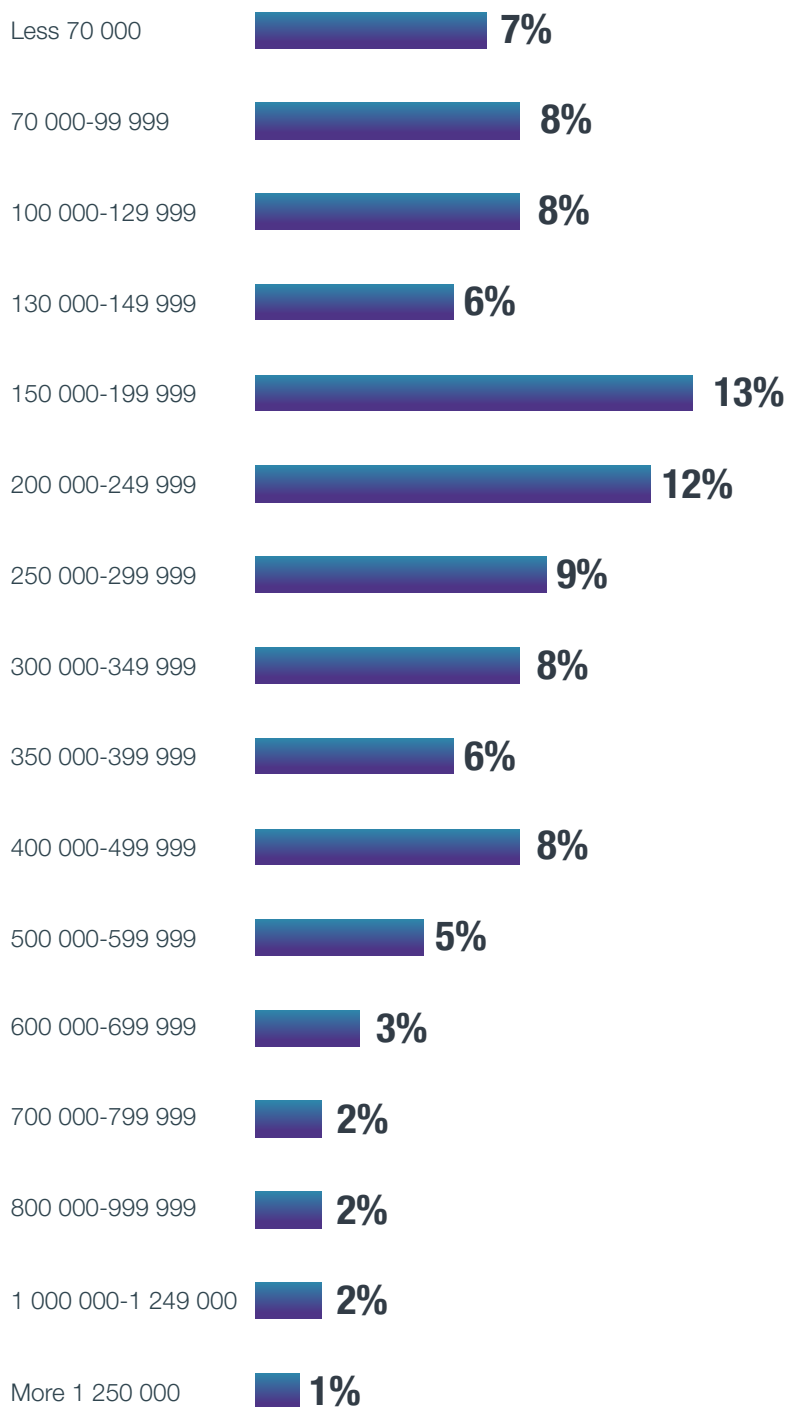
51%

\* The chart shows the percentage of candidates in the industry whose salary is now higher than it was last year.



# SALARIES

## MONTHLY SALARY BEFORE TAXES IN RUBLES



YOU CAN FIND EVEN MORE  
FREE ANALYTICS ON [ANTAL  
TALENT'S WEBSITE](#) UNDER THE  
"BLOG" SECTION

## ARE YOU CURRENTLY RECEIVING AN UNOFFICIAL SALARY?





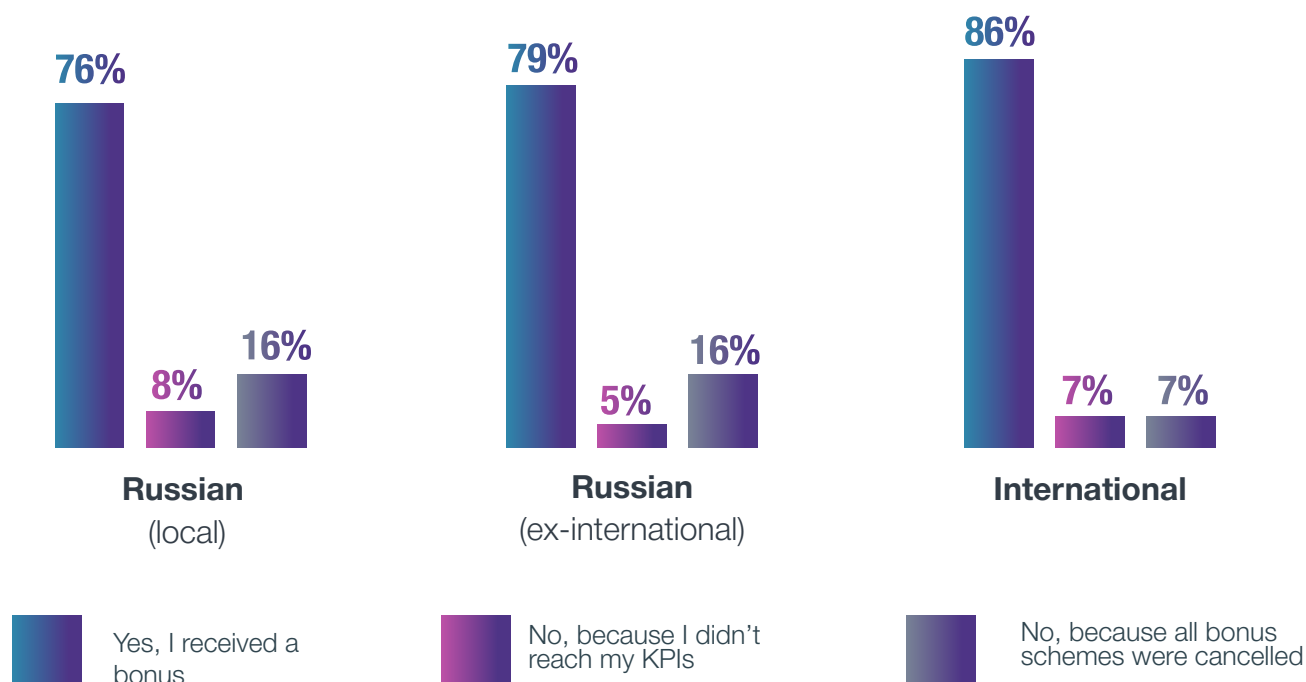
# BONUSES

## DID YOU RECEIVE A BONUS FOR THE PAST YEAR?



## DID YOU RECEIVE A BONUS FOR THE PAST YEAR?

DEPENDING ON THE TYPE OF COMPANY



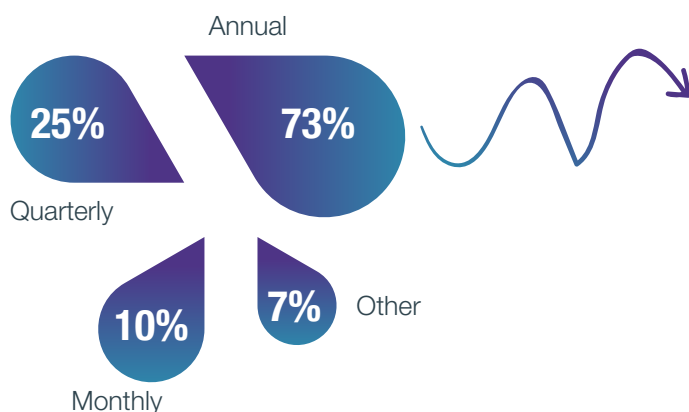




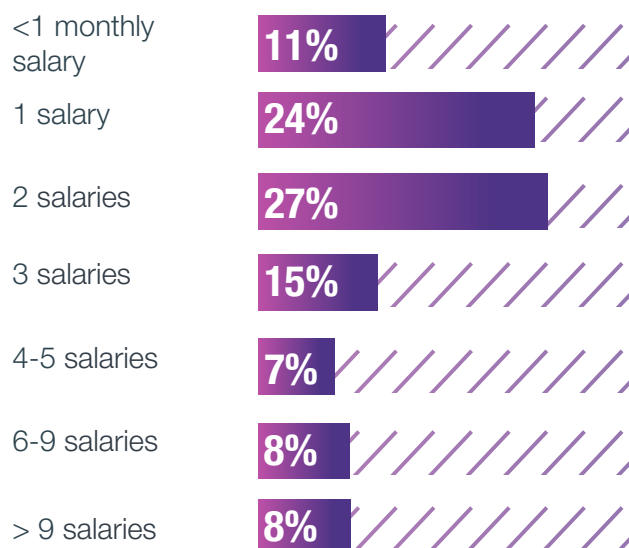
# BONUSES

## WHAT TYPE OF BONUS DO YOU HAVE?\*

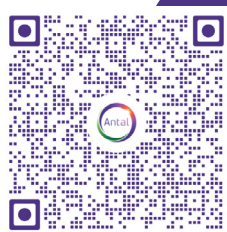
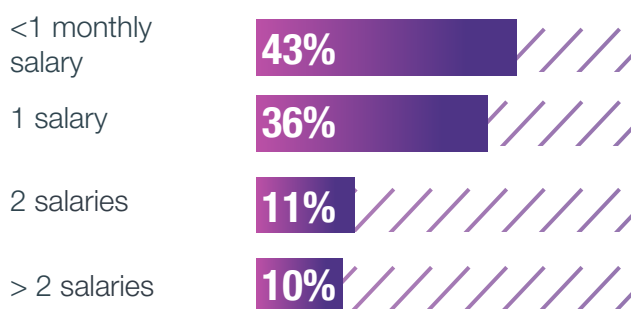
\*Respondents could choose more than one answer option



## HOW MANY MONTHLY SALARIES COMPRISED YOUR ANNUAL BONUS?



## HOW MANY MONTHLY SALARIES COMPRISE YOUR QUARTERLY BONUS?



**WANT TO LEARN MORE ABOUT SALARIES IN YOUR INDUSTRY?**

[REQUEST SPECIALIZED JOB MARKET OVERVIEW](#)

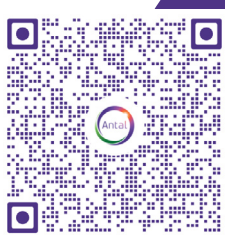
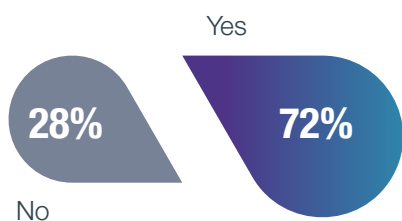


# BENEFITS



# BENEFITS

## DOES YOUR COMPANY HAVE BENEFITS (COMPENSATION PACKAGE)?

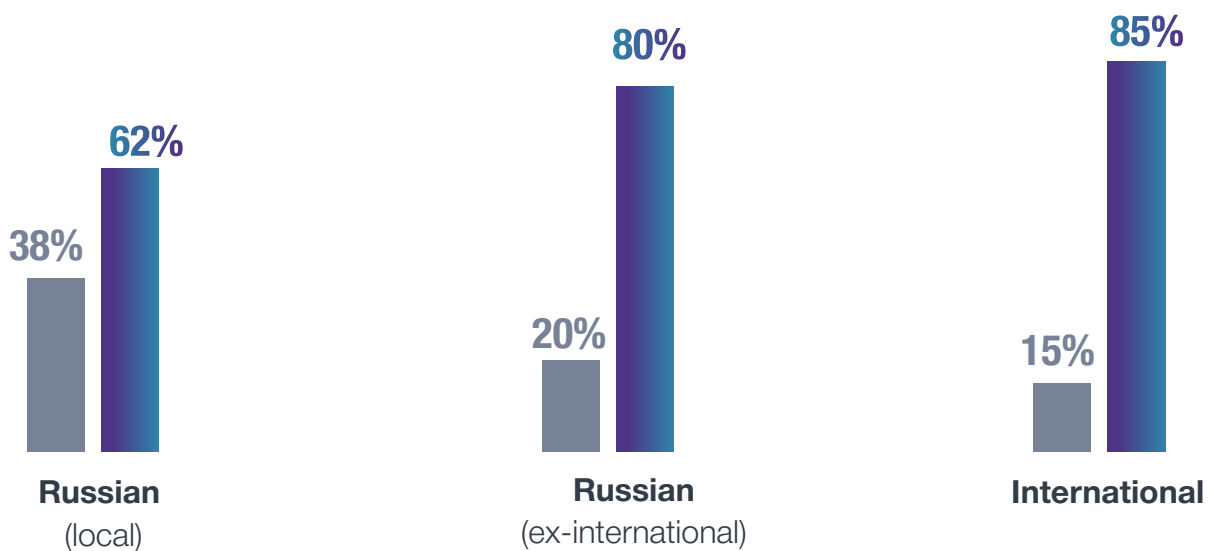


WANT TO LEARN MORE ABOUT SALARIES IN YOUR INDUSTRY?

[REQUEST SPECIALIZED JOB MARKET OVERVIEW](#)

## DOES YOUR COMPANY HAVE BENEFITS (COMPENSATION PACKAGE)?

DEPENDING ON THE TYPE OF COMPANY

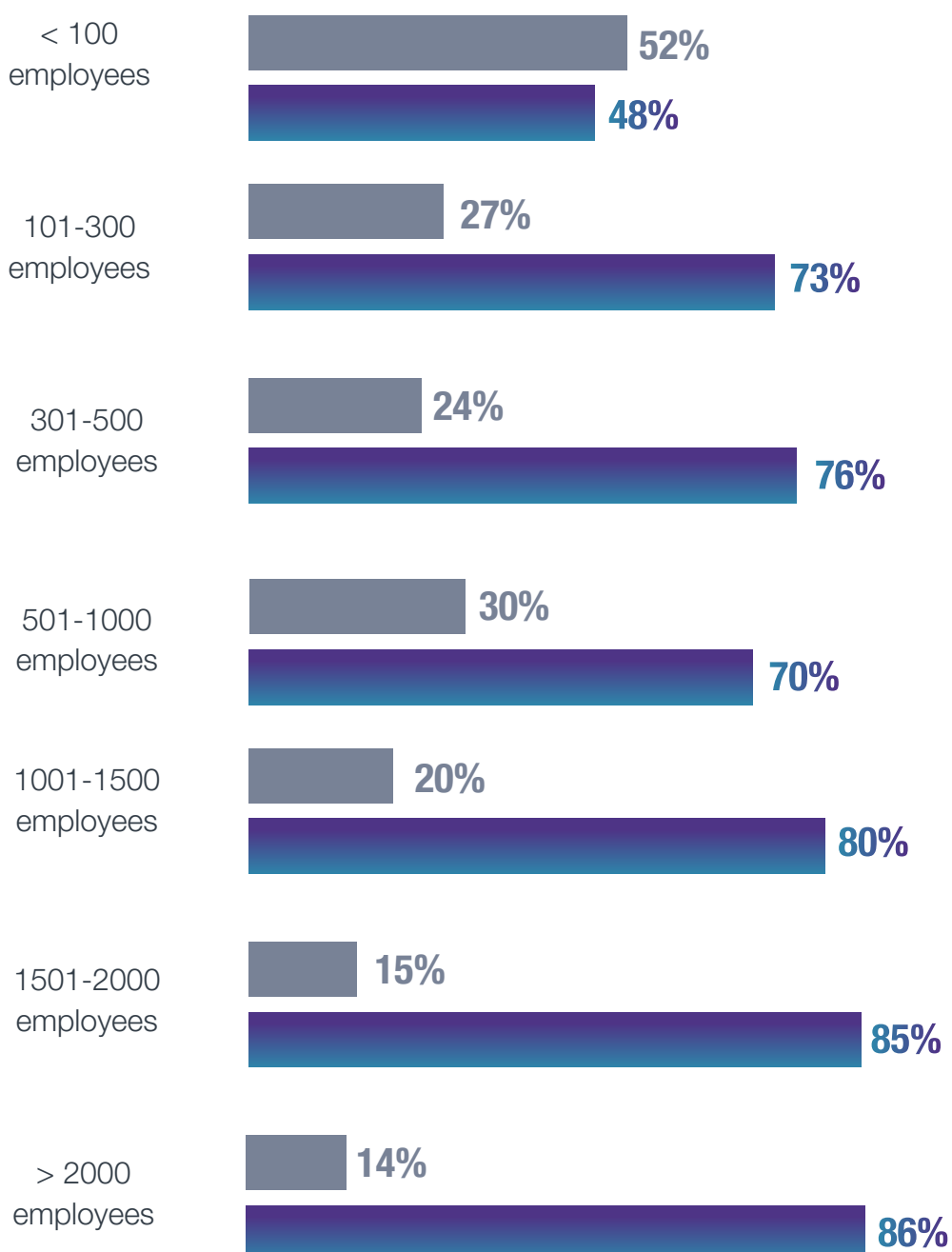




# BENEFITS

## DOES YOUR COMPANY HAVE BENEFITS (COMPENSATION PACKAGE)?

DEPENDING ON THE SIZE OF THE COMPANY



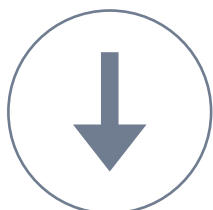


# BENEFITS

## HOW HAS YOUR BENEFITS PACKAGE CHANGED OVER THE LAST YEAR WITH THE COMPANY?

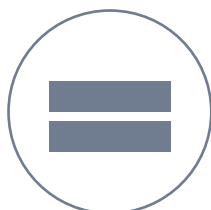
\* answers of respondents who have been working in the company for at least 1 year

10%



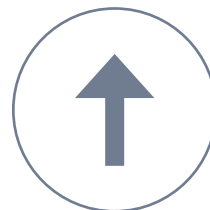
There are **less** benefits

70%



Nothing's changed

20%



There are **more** benefits



- cut the VHI
- removed the food allowance
- removed cell phone compensation
- took away the fitness compensation



- food allowance
- improved the VHI
- introduced tuition reimbursement

## DEPENDING ON THE TYPE OF COMPANY

**Russian**  
(local)

**Russian**  
(ex-international)

**International**



9%

14%

8%

There are **less** benefits



70%

71%

74%

Nothing's changed



21%

15%

18%

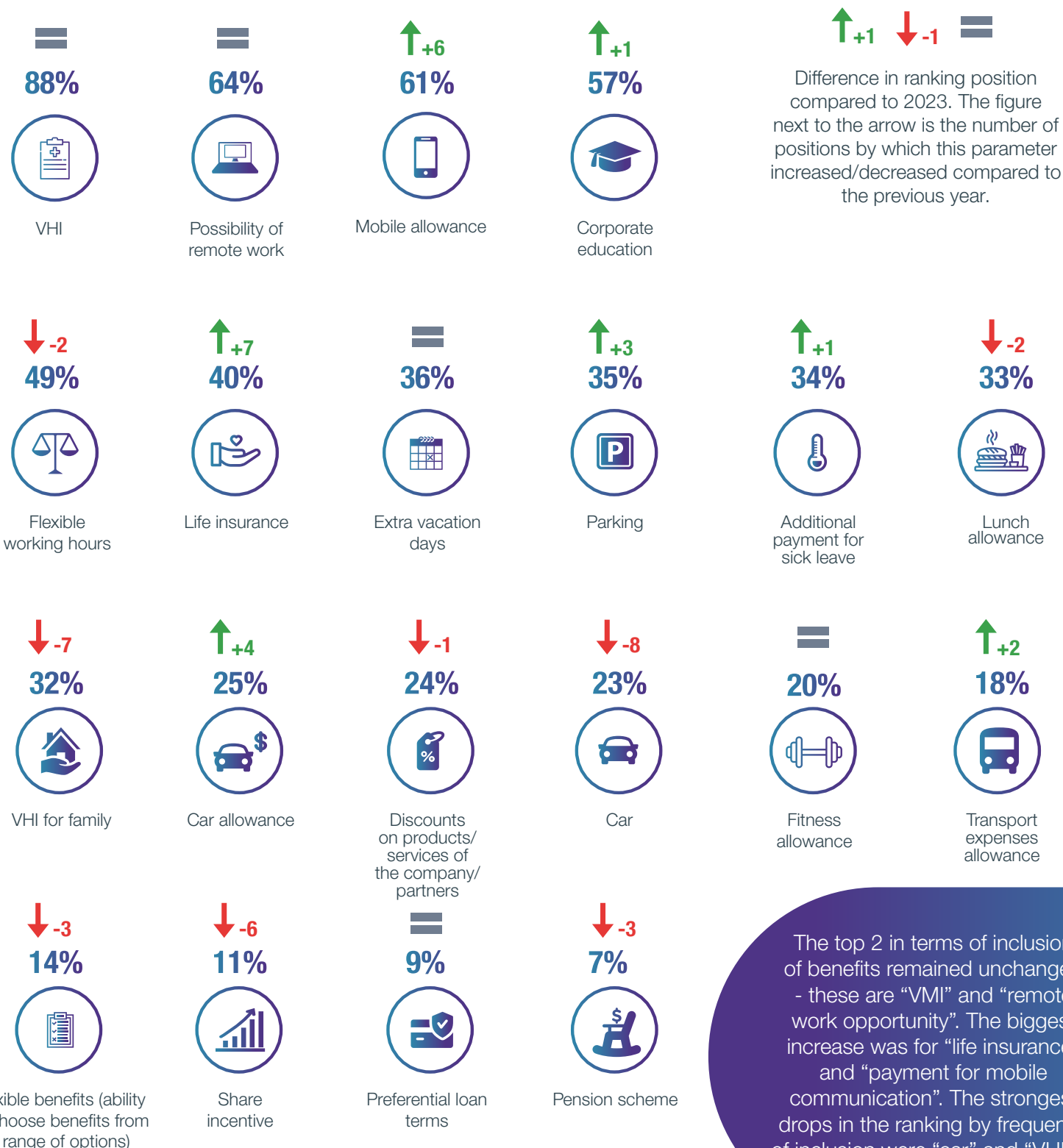
There are **more** benefits



# BENEFITS

## AVAILABILITY OF BENEFITS IN COMPENSATION PACKAGES\*

\* responses of respondents who have benefits in compensation packages



The top 2 in terms of inclusion of benefits remained unchanged - these are "VMI" and "remote work opportunity". The biggest increase was for "life insurance" and "payment for mobile communication". The strongest drops in the ranking by frequency of inclusion were "car" and "VHI for family members".



# BENEFITS

## TOP 5 BENEFITS BY AVAILABILITY OF COMPENSATION PACKAGES\*

\* responses of respondents who have benefits in compensation packages

DEPENDING ON THE TYPE OF COMPANY





# BENEFITS

## THE IMPORTANCE OF BENEFITS IN COMPENSATION PACKAGES\*

\* responses of respondents who have benefits in compensation packages

61%



VHI

51%



Opportunity for remote work

41%



Flexible working

35%



Corporate education

34%



VHI for family

26%



Additional payment for sick leave

26%



Mobile allowance

25%



Extra vacation days

24%



Life insurance

23%



Parking

22%



Car

21%



Lunch allowance

20%



Car allowance

18%



Fitness allowance

16%



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

14%



Transport expenses allowance

13%



Share incentive

13%



Pension scheme

12%



Preferential rates when obtaining a bank loan

9%



Discounts on company products/services





# BENEFITS

## TOP 10 IMPORTANT BENEFITS FOR WOMEN AND MEN\*

\* responses of respondents who have benefits in compensation packages



Women



65%

VHI



55%

Opportunity for remote work



42%

Flexible working



33%

Corporate education



39%

VHI for family members



29%

Additional payment for sick leave



28%

Extra vacation days



27%

Mobile allowance



27%

Life insurance



24%

Lunch allowance



Men



55%

VHI



45%

Opportunity for remote work



39%

Flexible working



36%

VHI for family members



32%

Car



30%

Corporate education



28%

Parking



26%

Car allowance



24%

Mobile allowance



23%

Additional payment for sick leave



# BENEFITS

## TOP 10 IMPORTANT BENEFITS DEPENDING ON AGE\*

\* responses of respondents who have benefits in compensation packages

up to 24 years old

up to 30 years old

up to 40 years old

up to 50 years old

over 50 years old





# EFFECTIVE INTERNSHIP PROGRAMS: HOW TO GROW THE PERFECT EMPLOYEE FROM SCRATCH?



## Tatyana Preobrazhenskaya

HR and Organizational Development Director

### HAIER RUSSIA AND CIS

At all times and in all industries, companies think about how to provide themselves with perfect employees. The labor market is going through unprecedentedly difficult times, and finding competent, loyal and at the same time motivated employees has become a huge challenge. The idea of raising that very employee “from scratch” within the organization is far from new, but in the current reality it is seen not as an additional tool, but as a practically key strategic task for HR services and top managers. Why? Let’s figure it out.

Companies that hire interns and young professionals and actively collaborate with universities, secondary professional education institutions and schools and shape the path of future talent within their organization. Looking at it more broadly, internships, practical training, career days, excursions, off-site events, including those for schoolchildren – all this helps expand the channel for future perfect employees. As interns and trainees develop competencies and move up the career ladder (not necessarily vertically), the need for external search decreases. The influx of young talent also gives the organization an advantage in terms of digital erudition, new technologies, and tools.

At **HAIER** we use completely different formats of work with young employees, both in sales and in production. Our company also takes part in government programs of targeted training for future professionals. Work structured in this way has been producing excellent results for several years in a row.

**1. It is very important that the internship program is thought out in advance.** What does demotivate and turn off tomorrow’s workers? They come to the office for the first time with enthusiasm; they already have knowledge accumulated by the 2nd or 3rd year, and they are put to work copying documents or shredding. But the employer has complete carte blanche to adapt the program to the specific business needs and train the intern to do so. Thus, the skills acquired during the internship will correspond to the real goals and objectives of the Company. When developing an internship program, experts need to consider not only the tasks but also the resources available to an intern. In other words, the intern must understand where he/she can independently obtain information, be it a portal, work folders, access, passwords, data structure. It is also important to take the time to introduce the intern to the team in order to remove possible barriers and immerse them in the context.

**2. An effective internship, like practical training, assumes that a newcomer is assigned a mentor.** Since an internship involves not only a business focus but also a learning focus, it is best to choose a mentor who has both expertise and soft skills. The format of mentoring can be completely different, depending on the situation. In addition to classic mentoring, you can consider buddying (a buddy is a friend who will help you navigate within the organization). The buddy is addressed with various



# EFFECTIVE INTERNSHIP PROGRAMS: HOW TO GROW THE PERFECT EMPLOYEE FROM SCRATCH?

everyday questions, and this will help reduce the initial stress of the intern, and will also prevent management from being distracted by unimportant matters. At our company, we recently launched a “Buddy” program where buddies undergo internal training. Another option often used is immersion in real-world issues similar to shadowing. During shadowing, an intern follows the experienced employee, observes, and attends all meetings and conferences with him/her. This allows you to form an understanding of the processes and roles within the company in practice.

**3. No one can grow a perfect employee from scratch in an unfavorable environment.** And this means that HR will be constantly engaged in strengthening the culture of development and learning in the company, a part of which is the transfer of knowledge within. Very often we hear from businesses that there is no time, no one to deal with interns, etc. Therefore, who if not HR, will remind us of the importance of investing time and effort of experienced managers in future talents? By the way, at **HAIER** there are examples where yesterday’s interns who came to us as third-year students have already become specialists and senior specialists and act as mentors themselves. This would not have happened if at a certain point those very investments had not been made in them.

**4. An effective internship is a two-way process.** I consider it a mistake when the focus is on inserting, sometimes one-way “cramming” information into a young specialist. Interns are often able to share the most unconventional business ideas in response. They have an open mind, they are committed to contributing to the company’s development, they are willing to offer creative solutions, and are eager to learn. Therefore, it is extremely important to ask interns for their opinions, involve them in discussions, and get feedback from them. In turn, feedback from a mentor and colleagues is invaluable for an intern, and there is never too much of it. This may be the kind of feedback that you remember for a lifetime!

And in conclusion, I will quote the words of our current and former interns about successful internships: “It is important not to be afraid to be proactive and take responsibility.”

“You need to develop and use communication skills; don’t think that you seem stupid if you ask a lot of questions at first.” “What distinguishes an effective internship from an ineffective one is the presence of real practical experience, sensitive mentoring from supervisors, feedback and integration into the team.



# SATISFACTION



# SATISFACTION

## LEVEL OF SATISFACTION WITH THE FOLLOWING INDICATORS\*

\*assessment on a 5-point scale

	Relationship with manager .....	<b>4,18</b>
	Office and working conditions (including office location) .....	<b>4,11</b>
	Company stability .....	<b>4,10</b>
	Team environment .....	<b>4,08</b>
	Content of work .....	<b>4,04</b>
	Level of authority and responsibility .....	<b>4,02</b>
	Level of remuneration .....	<b>3,85</b>
	Work-life balance .....	<b>3,83</b>
	Workload to remuneration ratio .....	<b>3,69</b>
	Corporate culture .....	<b>3,67</b>
	Compensation package .....	<b>3,30</b>





# “SIDE EFFECTS” OF RECOGNITION AND PRAISE OF AN EMPLOYEE



**Nadezhda Kamyshnikova**

Ex-HRD

**Rigla pharmacy chain (Protek Group)**

Many organizations use formal recognition and praise programs (e.g., “employee of the month,” “best mentor,” etc.) as a way to publicly recognize an individual’s outstanding achievements and get him or her motivated to continue to perform at a high level.

In my practice, I always develop and implement such programs, because I believe that they play a key role in increasing motivation and performance.

However, for some leaders, it remains unclear whether emphasizing individual achievements leads to positive changes.

I would like to provide some evidence of the “side effects” of implementing individual recognition programs in teams.

## 1. Improving performance

Recognition increases an employee’s performance, especially when it is provided to top performers. This is because employees strive to meet high standards and maintain their reputation ([Bradler et al., 2013](#)).

## 2. Increased satisfaction and motivation

Employee recognition is associated with increased employee motivation and job satisfaction. Organizations that implement effective recognition programs achieve high levels of employee performance and satisfaction ([Aruna, 2015](#)).

Recognition is especially important for employees with high levels of stress as it helps reduce their tension and increase engagement ([Bergin & Jimmieson, 2020](#)).

## 3. Positive impact on health and quality of life

Recognition for work is associated with improved quality of life and reduced risks of hypertension and high cholesterol in workers over 50. Recognition promotes psychological health and overall life satisfaction ([Weziak-Bialowolska & Bialowolski, 2021](#)).



# “SIDE EFFECTS” OF RECOGNITION AND PRAISE OF AN EMPLOYEE

## 4. Reduced burnout

Recognition in the workplace is a protective factor against burnout. Respect and caring from coworkers and managers help reduce emotional exhaustion and depersonalization in employees ([Renger et al., 2019](#)).

## 5. Effect on teamwork

Recognition of one team member positively influences the performance of the entire team through social influence processes. This is especially effective when a recognized employee occupies the central position in the team ([Li et al., 2016](#)).

As you can see, employee recognition and praise are powerful tools for increasing motivation, performance, and overall well-being. These simple yet effective techniques can greatly improve your work environment and results.





# SATISFACTION

## LEVEL OF SATISFACTION WITH THE FOLLOWING INDICATORS

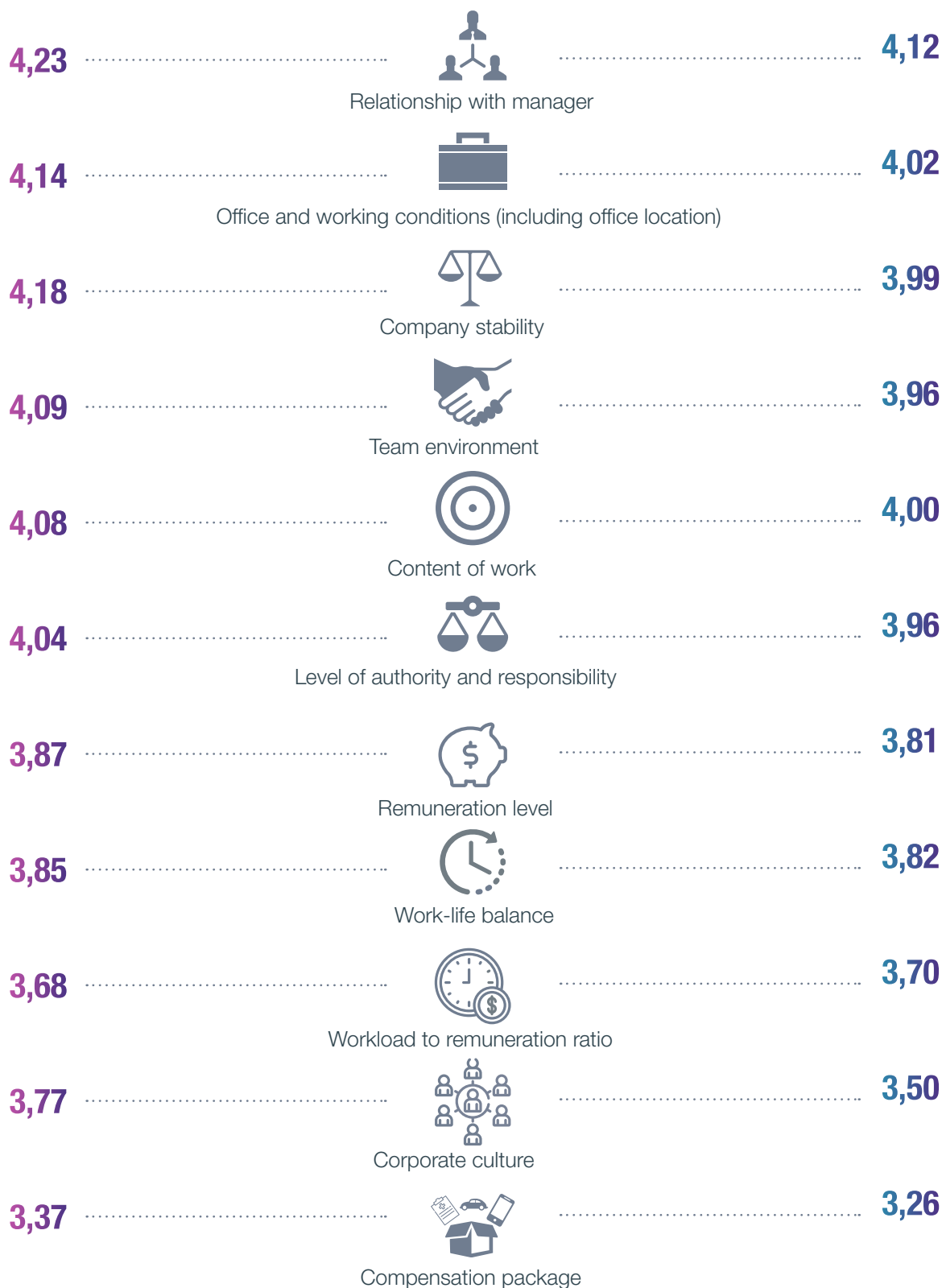
\*assessment on a 5-point scale



Women



Men





# SATISFACTION

## HAVE YOU EXPERIENCED EMOTIONAL BURNOUT IN THE LAST TWO YEARS?



**71%**

Yes

**29%**

No

Emotional burnout syndrome is characterized by a state of mental and emotional exhaustion, a feeling that a person cannot recover in short periods of time. Symptoms may manifest themselves in a feeling of physical and emotional fatigue; increasing mental distancing from professional duties; decreased efficiency.

### GENDER-DEPENDENT



Woman

**76%**



Yes

**24%**



No



Men

**64%**



**36%**



**A CHECKLIST FOR AVOIDING  
EMOTIONAL BURNOUT FROM A  
CAREER COUNSELOR  
ANTAL TALENT >>>>**

### AGE-WISE

up to 24 years old

up to 30 years old

up to 40 years old

up to 50 years old

over 50 years old

Yes

**75%**

**77%**

**76%**

**68%**

**59%**

No

**25%**

**23%**

**24%**

**32%**

**41%**



# CHECKLIST FOR AVOIDING EMOTIONAL BURNOUT



**Ekaterina Golovina**  
Career counselor  
**Antal Talent**



It is known that residents of large cities have to adjust to the fast rhythm of life and work, long distances, competition for jobs, high demands for performance and regular over-work. These conditions lead to emotional and physical exhaustion, which manifests itself in reduced efficiency, procrastination, fatigue and apathy, and sometimes even irritability and aggression.

Employee productivity decreases, conflicts with colleagues and management occur, leading to an unhealthy environment in the company as a whole. To protect yourself from emotional burnout at work means to ensure productive work for years to come. Here are some recommendations on how to avoid emotional burnout:

**First tip:** fill other areas of life not related to work. Remember that you have various hobbies, sports, the opportunity to have a great time with family and friends, attend exhibitions, travel. Keep a balance between work and personal life, take time for time management and prioritization of tasks.

**Second tip:** have a clear professional development plan, the ability to regulate routine processes and look at results. Try to reorganize your work so that there are fewer operational tasks. A clear and transparent plan of what you need to be able to do at each particular grade will allow you to get the next one faster instead of being anxious, grasping at everything at once, trying to prove yourself to get further ahead. A person burns out if the workload is beyond them.

**Third tip:** build a personal development plan, for example, to develop emotional intelligence. By taking a simple test, you can get an assessment of your current state and, with the help of a coach, build a development plan for the year, taking into account the specifics of your job and plans for further career development. [According to Antal Talent research](#), emotional intelligence is one of the top five requirements for successful professionals for the fourth year in a row and is a guarantee of managing your state of mind to best achieve your goals.

**Fourth tip:** take regular vacations, as long intensive work leads to burnout. Think about

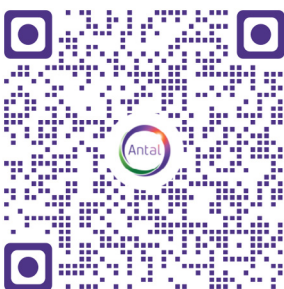


# CHECKLIST FOR AVOIDING EMOTIONAL BURNOUT

how many times a year you want to vacation, how and where. Vacations are filled with positive impressions and give you a charge of vigor. Agree in advance who will pick up your projects and urgent issues so that you can maximize your distraction from the work routine and relax without a computer.

**Fifth tip:** Monitor your level of happiness. Monitor your state and prevent anxiety, sadness or anger from developing by recognizing them at an early, manageable stage when you can influence them. Make a list of the things that make you happy and let the list include simple and achievable things such as a cup of your favorite tea or coffee, a conversation with a colleague who is always supportive and in a good mood, a shared lunch or a short walk. Monitor your happiness level. Monitor your state and prevent anxiety, sadness or anger from developing by recognizing them at an early, manageable stage when you can influence them. Make a list of the things that make you happy and include simple and achievable things such as a cup of your favorite tea or coffee, a conversation with a colleague who is always supportive and in a good mood, a shared lunch or a short walk.

Finally, an important piece of advice: set yourself achievable and measurable goals based on your personal characteristics and capabilities. Writing an action plan at the end of the day and further adjusting it as new tasks arise will allow you to understand how much you are able to accomplish and will help you to adjust your workload. You will feel confident and satisfied when performing all the planned tasks, which will help to maintain a good internal state and avoid emotional burnout.



Sign up for [personalized career training](#) with an Antal Talent recruiter. We will tell you how to make a leap in your career or find a new promising job



# SATISFACTION

## WOULD YOU BE WILLING TO RECOMMEND YOUR EMPLOYER?

67%



Yes, I'm ready to recommend

19%



Difficult to answer

14%



No, I'm not ready to recommend

## WILLINGNESS TO RECOMMEND YOUR EMPLOYER TO INDUSTRIES\*



Banking and financial services



70%



Professional services



68%



IT, telecom



74%



Retail



66%



Logistics and transport



67%



Construction



65%



FMCG



64%



Pharmaceuticals and medical equipment



66%



Natural resources



58%

\* responses of respondents who chose the answer option "Yes, I'm ready to recommend" when answering the question "Are you ready to recommend your employer?"



# INTERNAL HR BRAND AS A WAY TO INCREASE EMPLOYEE ENGAGEMENT



## Marina Efremenkova

HR business partner

### HAIER RUSSIA

In today's competition for talent, companies are increasingly paying attention to the creation of an attractive internal environment, namely, the development of a strong HR brand. And this is not just a fashionable and beautiful name but a strategic tool that increases engagement and, as a result, efficiency.

An internal HR brand is a company image that is formed in the minds of employees. These are not only values and a mission, but a set of feelings, emotions and impressions that employees receive during their work.

So how does a strong internal HR brand increase engagement and loyalty?

It's very simple. Employees who feel cared for perform better and are more enthusiastic about their work. When there is confidence that the work is valued by the company, employees are less likely to quit and are willing to put in the effort to achieve the common goal. And pride in your company and the desire to work for it make you spread positive reviews thus attracting former colleagues (often rare specialists on the labor market).

### Secrets to building a strong internal HR brand:

- **Really “working” values and mission**

We don't broadcast motivational videos with top managers or write slogans on the walls of the office, but we put our values into practice every day: ecosystem thinking, entrepreneurial approach, zero distance in working with clients and within teams.

- **Open communication**

In addition to general informational newsletters, transparency is supported by function heads: through stay-interviews with key employees and regular team meetings.





# INTERNAL HR BRAND AS A WAY TO INCREASE EMPLOYEE ENGAGEMENT

- **Corporate culture**

Adaptation programs at the entrance and involvement in sports competitions where HAIER is traditionally the general partner.

- **Employee development**

We invest in training – we have connected a platform with 2000 courses on soft and hard skills, agreed on special professional training for analysts and programmers, and even launched a Chinese language course!

- **Well-being**

We have a comfortable modern office, a hybrid work format with a flexible start of the working day and many offers for employees through a special privilege program.

- **Active involvement**

We conduct an annual opinion poll called “The Voice of HAIER” where each employee can anonymously express their attitude and suggestion on any issue of the company’s work.

Internal HR branding is not just a trend but a strategy that takes your company to a new level. Create one and you will have not just a team but a community that works effectively towards a common goal.





# SATISFACTION

## WOULD YOU BE WILLING TO RECOMMEND YOUR EMPLOYER?

DEPENDING ON THE TYPE OF COMPANY



Yes, I'm ready to recommend



Difficult to answer



No, I'm not ready to recommend

**Russian**  
(local)

**64%**

**18%**

**18%**

**Russian**  
(ex-international)

**63%**

**25%**

**12%**

**International**

**72%**

**17%**

**11%**

## WILLINGNESS TO RECOMMEND YOUR EMPLOYER BASED ON THE SIZE OF THE COMPANY

**< 100**  
employees



**1001-1500**  
employees



**101-300**  
employees



**1501-2000**  
employees



**301-500**  
employees



**Более 2000**  
employees



**501-1000**  
employees



\* answers of respondents who chose the answer option "Yes, I'm ready to recommend" when answering the question "Would you be willing to recommend your employer?".



# PSYCHOLOGICAL HEALTH OF EMPLOYEES: THE ROLE OF HR IN CREATING A SUPPORTIVE ENVIRONMENT



**Yulia Mostakova**

HR Director

**Iridium Service LLC**

In modern society, many psychological problems have become widely known even to those who do not have a special education. Burnout, anxiety, stress, decreased engagement and motivation - all these terms have become common and discussed. Many of these conditions most often manifest in the workplace. Employee well-being at work is becoming an increasingly important component of successful HR management. To improve the efficiency of each team member, as well as the company as a whole, it is important to create a comfortable working environment. Physical comfort certainly matters. Comfortable and ergonomic workstations, sufficient lighting and ventilation, equipped areas for rest and meals.

However, along with physical comfort, emotional well-being is of particular importance. The company's corporate culture, HR management strategies, and building trusting relationships within the team play a key role in creating a favorable working environment. Let's look at this in more detail.

**Corporate culture** is a company's internal atmosphere, which completely influences its functioning and development. Corporate culture is formed by top management, the HR department and the company leader. When forming a corporate culture, it is necessary to take into account that all its components, such as values, traditions, standards of behavior, and communication norms, are reflected in the emotional state of employees and their attitude to work.

**HR strategies** are a set of strategies aimed at working with employees, including attraction, development and retention.

One of an important tools used by the HR department is systematic measurement. Analysis of key aspects such as employee motivation, engagement, loyalty and satisfaction, as well as team performance, is carried out through regular surveys and measurements. Receiving feedback from employees allows us to quickly identify weak points and correct the situation in the company thus ensuring the improvement of work processes and, what is important, creating emotional comfort for the work of employees and the team as a whole.



# PSYCHOLOGICAL HEALTH OF EMPLOYEES: THE ROLE OF HR IN CREATING A SUPPORTIVE ENVIRONMENT

**Building trusting relationships within a team** is essential to achieving common goals, effective communications, and a healthy atmosphere within the team. Openness and a friendly attitude help build trust between colleagues. Properly organized communication is of great importance, including feedback both between the manager and the employee and with the involvement of the HR department. This process not only helps evaluate results and control the implementation of tasks but is also aimed at understanding the level of satisfaction, motivation, and sufficiency of resources among employees. Personal meetings, as well as collective meetings and general unifying events organized by the HR department, contribute to the establishment of internal comfort among employees.



# SATISFACTION

## WHAT FACTORS DO YOU NOT LIKE ABOUT YOUR CURRENT COMPANY'S CORPORATE CULTURE?

I like everything

23%

\* Respondents could choose more than one answer option

38%



Lack of a clear strategy in the company

33%



Management style

31%



High stress levels

25%



Weak corporate culture

21%



Poor team relations

20%



Work format (no remote work, open space, etc.)

19%



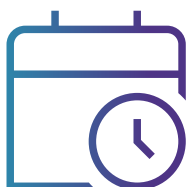
Overwork

14%



Lack of informal activities (sports, corporate, charitable)

9%



Working time control

5%



Internal competition

3%



Strict dress code

3%



Hard KPIs

# AGE AS AN ADVANTAGE: HOW COMPANIES CAN INTEGRATE AND SUPPORT EMPLOYEES OVER 50

1

EXPERT OPINION



**Daria Fedorova**  
General Manager  
**Ponimau**



In modern business, more and more attention is paid to issues of team diversification and integration of different employee generations. With longer working lives, talent shortages and changing demographics, there is a growing number of employees over 50 who make a significant contribution to the success of companies. Daria Fedorova, CEO of the Ponimau corporate well-being platform, talks about why mixed teams are good and, most importantly, how to help older employees feel comfortable.

## What challenges do older employees face?

One of the most obvious difficulties is age discrimination. According to the results of a [study](#) conducted by the World Health Organization (WHO) in 57 countries around the world, every third participant experienced a negative attitude towards themselves precisely because of their age.

Other challenges include, for example, low digital literacy. Older generations may have difficulty with rapid changes in technology and software, which can slow them down and reduce their performance.

Employers are often concerned about the health and physical condition of older employees, as well as the impact of these factors on the quality of work. It is known that, people's physical and cognitive abilities decline with age. However, this happens closer to 70 years.

In Western countries, it is increasingly said that 40 is the new 30 and 50 is the new 40. This trend is gradually reaching Russia. Life expectancy is increasing alongside with the age we consider youth and maturity.

There are many reasons for this. Improved healthcare has led to the fact that [we are living longer](#); average life expectancy has increased by 6 years since 2000. Modern technologies and preventive programs help identify serious diseases at early stages and significantly improve the quality of life.

# AGE AS AN ADVANTAGE: HOW COMPANIES CAN INTEGRATE AND SUPPORT EMPLOYEES OVER 50

2

EXPERT OPINION



People are becoming increasingly aware of the importance of a healthy lifestyle. Healthy eating, regular exercises and stress management have become priorities, which has a positive impact on physical and mental health. Modern medical devices and telemedicine allow you to monitor your condition and receive help anytime, anywhere.

Society is changing too. Stereotypes about age are being broken down and people over 50 are being seen as active and valuable members of society. Companies are picking up on this trend by adapting their policies and working conditions. More than 70 % of employers recognize the value of older employees and offer support programs for them.

## How are things with employees 50+ in Russia?

Often employers become hostages to stereotypes and do not want to hire employees whose age exceeds the company average. Concerns include: lack of knowledge of modern technologies, a slower pace of work, conservatism and a reluctance to change the usual approach to work. However, according to [statistics](#), in 2023 in Russia the number of offers to candidates over 50 years old increased by 2.5 times compared to 2022. [According to analysts' forecasts](#), by 2030 the number of employees aged 40 to 59 will increase by 3.7 million and will amount to almost 44 million people.

## What are the benefits of older employees?

- Older employees have years of experience and knowledge that can be critical to a company, especially in specialized areas.
- Many older employees continue to learn and adapt to new technologies and ways of working, and it makes them valuable resources for the company.
- Older employees often exhibit greater stability and loyalty to their employer, which reduces staff turnover and the costs of hiring and training new employees. They are also often distinguished by a responsible approach to work and high professionalism. These qualities are especially valuable in complex and responsible tasks where a high level of reliability and attention to detail is required.
- Candidates over 50 years of age usually lack the impulsiveness that is typical of younger employees. They have consciously chosen their profession and path in life, and most likely will not suddenly change their lives for the sake of some extreme circumstances.





# AGE AS AN ADVANTAGE: HOW COMPANIES CAN INTEGRATE AND SUPPORT EMPLOYEES OVER 50

- Older employees are more resistant to stress. They have experience in overcoming crises and understand that difficulties are temporary. They are able to remain calm and focused even in difficult situations.
- Older employees in the team encourage a diversity of opinions and approaches to problem solving, which can stimulate innovation and creativity.
- Companies that embrace age diversity demonstrate their commitment to equality and inclusion, which has a positive impact on their reputation.
- Integrating older workers can reduce the costs of hiring and training new workers and reduce staff turnover.
- Young employees value mentoring in the work environment. Experienced older employees can act as mentors for younger colleagues, helping them adapt and develop professionally.

## How to support and integrate employees 50+ into the team:

According to the Gallup Institute model, employee well-being, including the elderly, consists of the following elements: professional, social, financial, physical, and living environment.

1. Professional well-being can be achieved through training and development. The business environment is changing rapidly, so it is important to provide employees with training opportunities. At the same time, there is no point in depriving someone of this, believing that it is more important for young people. Training programs, mentoring and experience sharing will help them stay up to date with the latest trends and use their experience for the benefit of the company.
2. Respect and importance are what make up social well-being. Senior employees often have valuable experience, knowledge and professional connections that can be important to the successful development of a business. It makes sense to involve them in discussions of strategic issues and making important decisions.
3. Employees over 50 are approaching retirement. To support them financially, in addition to the usual contributions to the Pension Fund, companies offer employees access to non-state pension programs that can help them ensure financial stability after retirement.
4. More and more companies are seeking to provide their employees with expanded voluntary health insurance programs. Employees over 50 are offered age-based check-ups, critical



# AGE AS AN ADVANTAGE: HOW COMPANIES CAN INTEGRATE AND SUPPORT EMPLOYEES OVER 50

4

EXPERT OPINION



illness insurance, fitness programs (yoga, qigong), and participation in volunteer programs. In the West, support for women during menopause is provided more and more frequently.

5. Physical comfort at the workplace is important for any employee, regardless of age. But the need for good lighting, more ergonomic furniture and comfortable workwear only increases with age. By listening to employees' requests for better workplaces, businesses can "kill two birds with one stone": save on training younger employees and retain valuable professional staff. Also, participation in volunteer activities, community and cultural events promotes social activity and a sense of belonging among older employees.

More and more companies, from small firms to large enterprises, are looking to retain older employees in their workplaces. For example, BMW made [minor upgrades](#) to work stations on the assembly line thus providing workers with more comfortable shoes, more comfortable chairs and monitors. The total amount spent by the company was \$50 thousand. It would seem that it would be possible to simply hire new, younger employees. But the fact is that the time that would have to be spent on their training and upgrading would have cost much more money than the job renovation that has been actually carried out.

Particular attention should be paid to the mental health of employees over 50 years of age. Here are the main problems they may face:

- Decreases in cognitive functions such as memory and concentration can cause anxiety and frustration;
- A narrowing social circle often leads to feelings of loneliness and social isolation, which negatively affects mental health;
- Mental issues can manifest through physical symptoms, making diagnosis and treatment difficult;
- Age discrimination and stereotypes negatively affect employees' self-esteem and confidence;
- Constant changes in the workplace, such as the introduction of new technologies, can cause stress and anxiety;

# AGE AS AN ADVANTAGE: HOW COMPANIES CAN INTEGRATE AND SUPPORT EMPLOYEES OVER 50

5

EXPERT OPINION



- Balancing work and personal life, as well as caring for elderly parents or supporting adult children, can lead to emotional and physical burnout.













Modern understanding of age is changing due to improved health care, changing lifestyles, advances in technology, and changes in society. Today, 50 years really does feel like 40 years in the not-so-distant past. This allows older people to remain active, healthy and full of energy. Such changes open up new opportunities for personal and professional fulfillment, which in turn contributes to improved quality of life and overall well-being.



# SATISFACTION

## WHAT FACTORS DO YOU NOT LIKE ABOUT IN THE CORPORATE CULTURE OF YOUR CURRENT COMPANY?

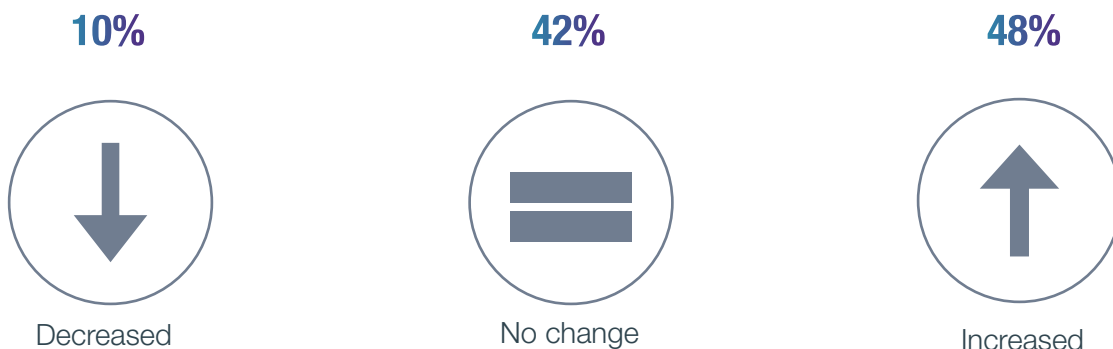
\* Respondents could choose more than one answer option

	Russian (local)	Russian (ex-international)	International
 Lack of a clear strategy in the company	42%	40%	32%
 Management style	33%	37%	28%
 High stress levels	29%	35%	31%
 Weak corporate culture	30%	22%	17%
 Poor team relations	19%	19%	18%
 Work format (no remote work, open space, etc.)	15%	12%	10%
 Overwork	19%	19%	19%
 Lack of informal activities	16%	11%	11%
 Working time control	10%	8%	7%
 Internal competition	5%	8%	5%
 Strict dress code	3%	3%	2%
 Hard KPIs	3%	3%	4%



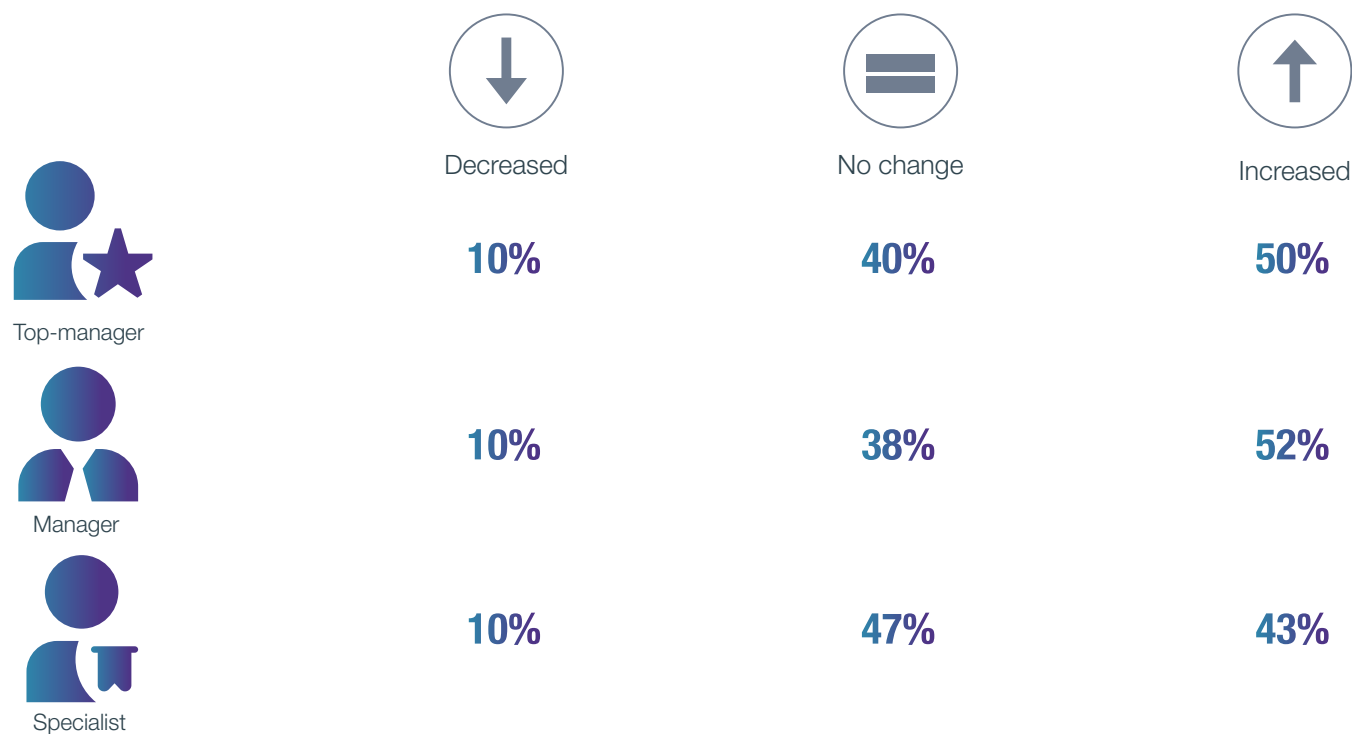
# WORKING LOAD

## HOW HAS YOUR WORKLOAD AT WORK CHANGED OVER THE PAST TWO YEARS?



## HOW HAS YOUR WORKLOAD AT WORK CHANGED OVER THE PAST TWO YEARS?

DEPENDING ON THE LEVEL OF POSITION

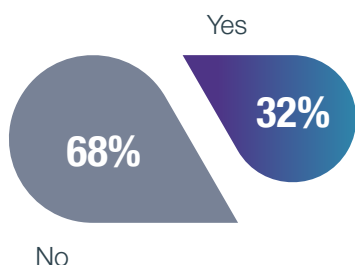


94% of respondents work on a 5/2 schedule

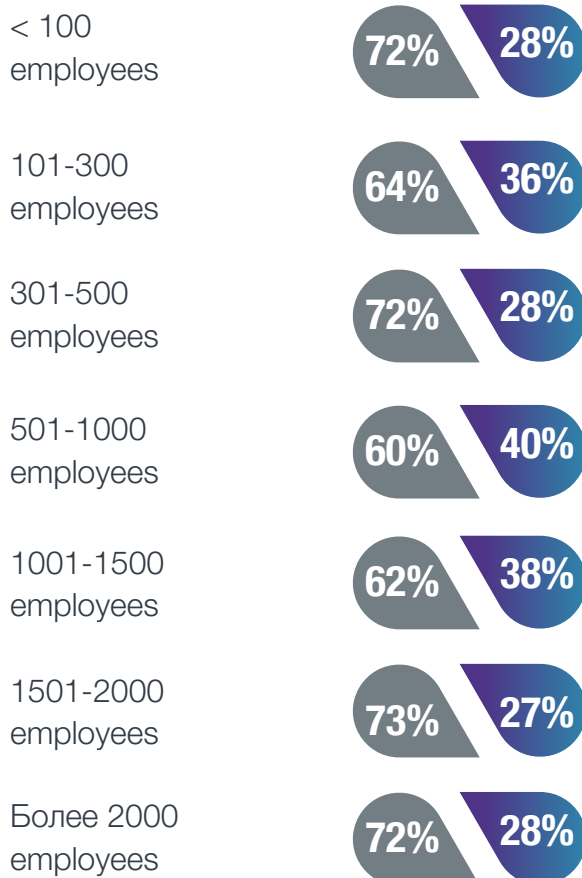


# WORKING LOAD

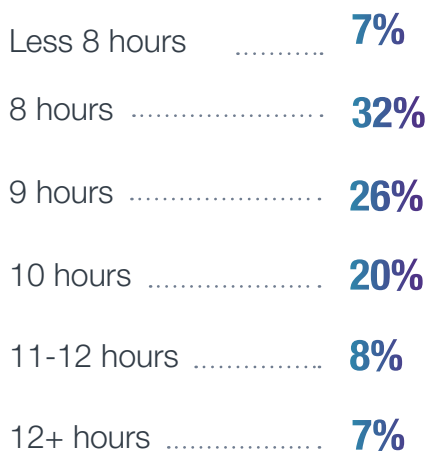
## DOES YOUR COMPANY PAY FOR OVERWORK?



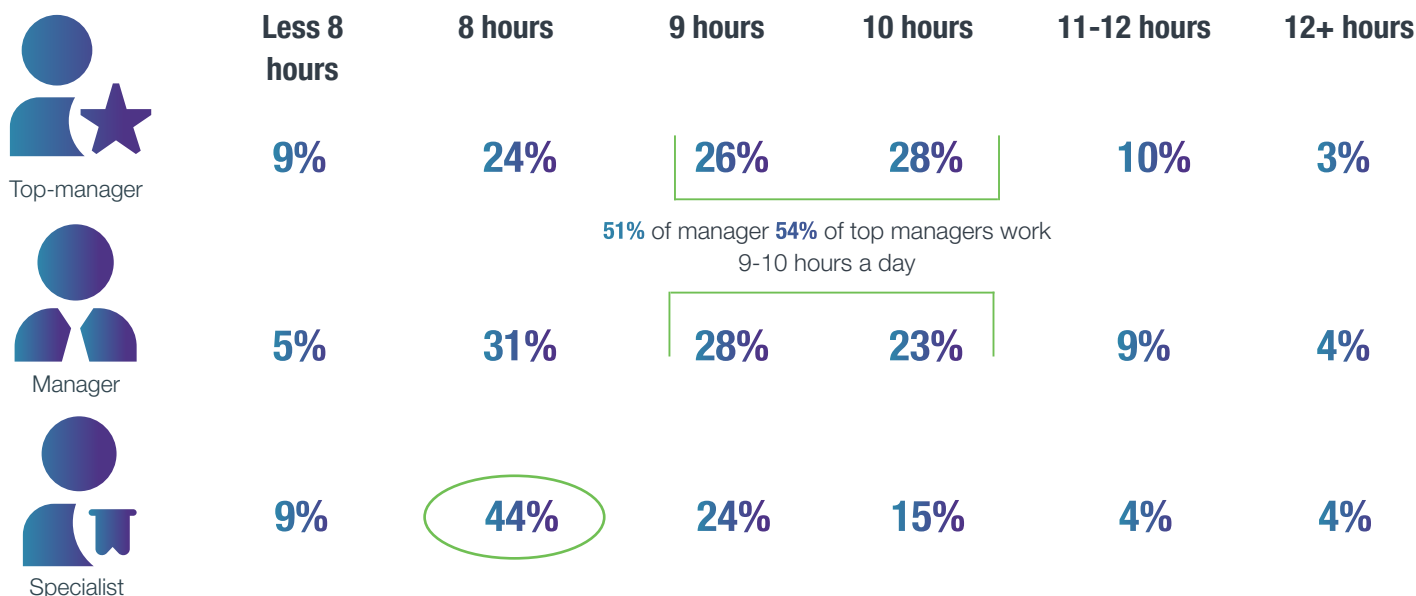
### DEPENDING ON COMPANY SIZE



## ACTUAL WORKING HOURS



### DEPENDING ON THE LEVEL OF POSITION

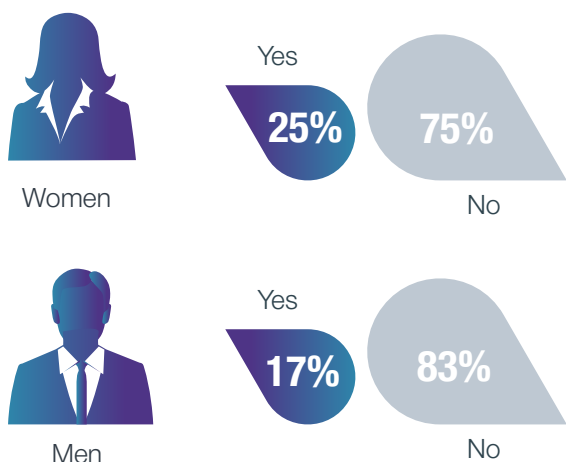




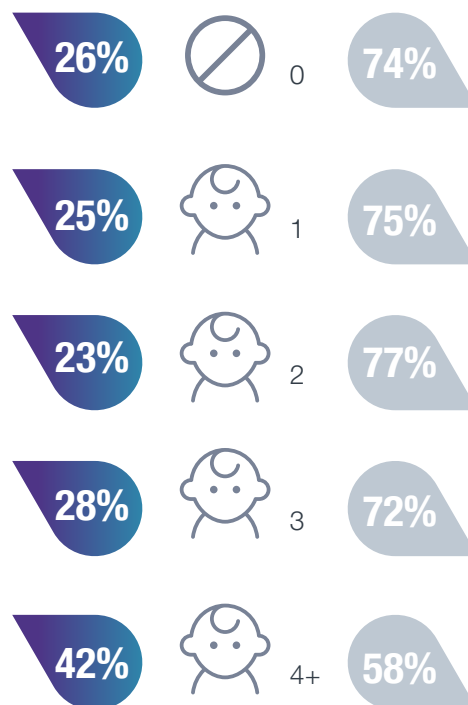
# DISCRIMINATION

## HAVE YOU FACED DISCRIMINATION (BY GENDER, AGE, EDUCATION LEVEL, ETC.) WHILE LOOKING FOR A JOB AND ON WHAT GROUNDS?

### GENDER-DEPENDENT

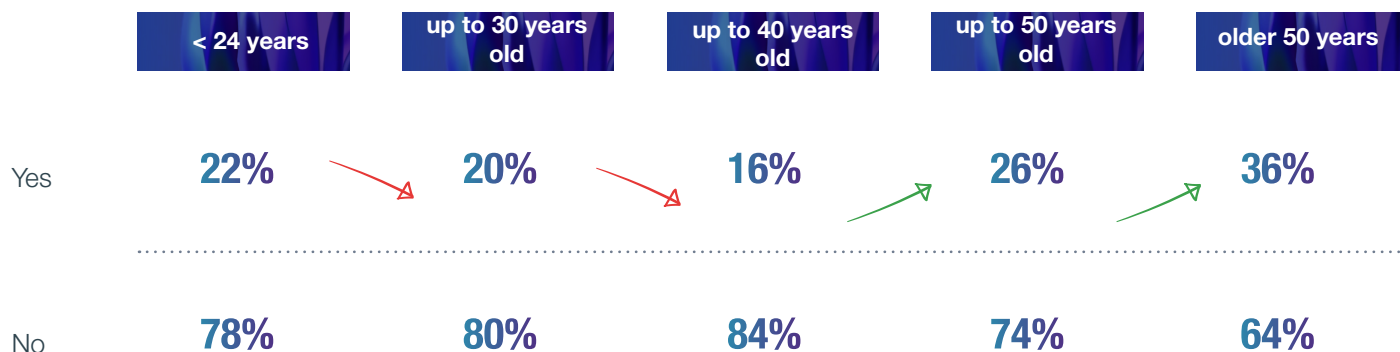


### DEPENDING ON THE NUMBER OF CHILDREN (WOMEN'S ANSWERS)



Respondents noted that most often encountered discrimination based on gender, age, presence/absence of children, appearance and citizenship.

### AGE-WISE





1

EXPERT OPINION

# THE IMPORTANCE OF CONTINUOUS LEARNING



**Alexey Kantuzov**

Head of Methodology

Department

**Motivity**



**motivity**

We live in times when human-centeredness has become almost the main trend in business. It is the employee - their competencies, needs and opinions - that matters now. It is easier and cheaper for a company to invest in the development of existing employees than to look for new ones, and people, seeing their value to the employer, work with greater efficiency. To understand whether training has achieved its goals, you need to evaluate its effectiveness. Let's reflect on this topic.

## Why is continuous learning important?

Employee development plays a big role in business growth. And here's why:

- 1. Productivity and efficiency increases.** Continuous learning allows employees to learn new skills and improve existing ones. This leads to better quality of work, fewer errors and increased productivity. Trained employees adapt to change faster and find effective ways to accomplish tasks.
- 2. Resilience to changes in the marketplace emerges.** Continuous learning helps employees stay up-to-date with the latest trends and innovations, enabling the business to remain competitive and adapt to new challenges.
- 3. Employee engagement and satisfaction increases.** Investing in training shows employees that their development matters to the business. This increases engagement and job satisfaction, which in turn reduces turnover and recruitment costs.
- 4. Developing a corporate culture.** Creating an environment that values continuous learning fosters a culture of innovation and collaboration. Employees begin to share knowledge and experience with each other, which strengthens team spirit and contributes to the overall growth of the company.
- 5. Сотрудники готовятся к будущим вызовам.** Employees prepare for future challenges. Continuous learning helps prepare employees for changes in the industry. This includes both technical skills and the development of critical thinking, creativity and leadership skills needed to meet challenges.





# THE IMPORTANCE OF CONTINUOUS LEARNING

**6. The company's reputation improves.** A business that actively invests in employee training is perceived as a more attractive employer. Improving the company's reputation in the labor market will help attract talent.

**7. Compliance with legal requirements.** Some industries (such as occupational health and safety or data protection) have mandatory training requirements for employees. Ongoing training helps companies comply with these requirements and avoid fines.

Often businesses implement training programs without fully understanding the end result. Because of this, they don't have the proper effect, wasting employee time and costing the business money. Therefore, it is important to have an idea of what you want to achieve and be able to evaluate the actual results of training.

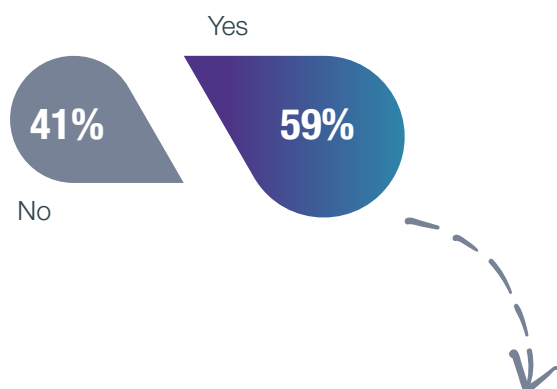


# **TRAINING AND FLEXIBLE SKILLS (SOFT SKILL)**

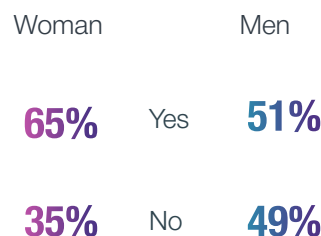


# TRAINING

## IN THE LAST 3 YEARS, HAVE YOU TAKEN ANY COURSES\ ONLINE TRAINING RELATED TO YOUR CAREER?

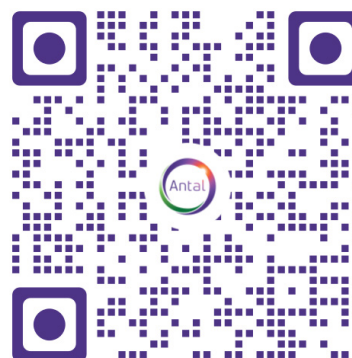
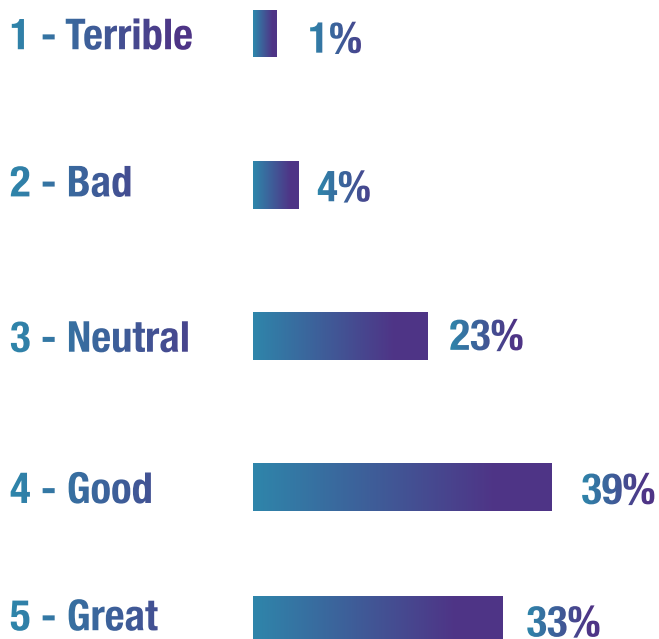


### GENDER-DEPENDENT



## EVALUATE THE EFFECTIVENESS OF THE COURSES YOU HAVE TAKEN IN RELATION TO YOUR WORK

\*assessment on a 5-point scale



**TELEGRAM CHANNEL**  
**WITH JOB OPENINGS FROM**  
**ANTAL TALENT. SEARCH**  
**WE HAVE THE MOST INTER-**  
**ESTING PROJECTS ON THE**  
**LABOR MARKET.**



# CORPORATE TRAINING, PLACEBO OR A CURE FOR ALL OF A COMPANY'S PAINS?



**Oxana Kolokolova**  
Training manager  
**Antal Talent**



Training of employees by employers is one of the key trends of recent years that allows personnel to develop within companies and contributes to business growth as a whole.

However, the “magic pill” has its side effects. Moreover, if the goals and objectives in training are defined incorrectly, the result may not be so obvious.

We propose to consider in more detail how to conduct diagnostics most accurately and measure the effectiveness of training. First of all, it is necessary to answer the following questions: “Who needs this and why? How will we know when we have achieved the result? The answer options may vary greatly depending on the company’s business goals, strategy, and issues that require improving the skills of specific employees.

For example, at Antal Talent, we first assess the training needs using various tools. We carefully analyze the collected data and correlate it with the company’s goals and strategy. It is very important to follow the right course and focus on business objectives. Next, a training plan is drawn up. It allows each team member to see the value of the development contribution for themselves and the company as a whole.

## We have developed a targeted training system for different employees:

- **Training newcomers as assistance in quick adaptation and a successful start in recruitment.** Antal Talent has had a Newcomer school for several years now. Here all new employees, regardless of their position level, go through a “young recruiter school,” learn about the company’s values, services, internal structure, and the world of recruitment in general.
- **Improving the skills and competencies of experienced employees.** Expanding knowledge is necessary to effectively perform work tasks, especially in a competitive environment. For example, one of the most popular trainings within the company is counteroffer. How to work with it, how to predict that the candidate may agree to a counteroffer from the current company and motivate them to make a choice in favor of the customer company? Experienced colleagues discuss these and other issues together with new employees.
- **Training of executives and managers in modern management and leadership technologies.** Recruitment is one of the most dynamic areas of business, which absorbs digital trends, which must be regularly followed and implemented into work.



# CORPORATE TRAINING, PLACEBO OR A CURE FOR ALL OF A COMPANY'S PAINS?

- **Soft skills training** helps employees more easily adapt to changing market conditions and business requirements. For example, the topic of emotional burnout at work. What preventive measures exist and what to do if you already have symptoms. By the way, you can find [a checklist for avoiding emotional burnout here in the article from our career consultant](#).

Once the goals and objectives are correctly defined, the learning process follows. It is important to monitor its effectiveness throughout its development path. There are many methods for evaluating the effectiveness of corporate training, such as testing, observation, performance analysis, and interviews with participants and experts. [Read about the models](#) for assessing the effectiveness of training in the article by our colleagues from Motivity.

It is important to collect data and analyze assessment results, compare them with the set goals and identify possible problems and successes. Are we moving in the right direction and at the right speed? It is equally valuable to identify problems at an early stage and constantly work to find the most effective tools and technologies to improve the learning process.

“Not moving forward means moving backwards.”

According to Antal Talent's “**Job market overview and Salary Survey 2024-2025**”, the inclusion of corporate training in an employee's compensation package is among the top 5 benefits and is an important motivating factor when choosing an employer. It is worth noting that training is especially important for young employees. During periods of acute staff shortages, many companies are willing to hire less experienced employees and train them from scratch thus independently forming a personnel reserve.

In a rapidly changing world, it is important to remember that a company's success depends on its people, their knowledge and their willingness to change. One of the key HR tasks at the moment is the retention of highly qualified specialists. In this case, corporate training can become one of the effective tools thus increasing employee loyalty and thereby reducing staff turnover.



# SOFT SKILLS

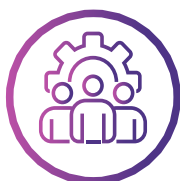
## WHAT SOFT SKILLS DO YOU PLAN TO STRENGTHEN IN THE SHORT TERM?

37%



Public speaking

35%



People management skills

34%



Negotiation

30%



Ability to adapt to changing situations

28%



Emotional intelligence

25%



Ability to allocate your time and complete tasks on time

24%



Critical thinking

24%



Ability to solve complex problems

15%



Ability to form judgments and make decisions

14%



Creativity

10%



Communication

7%



Teamwork

5%



Work ethics

\* Respondents could choose more than one answer option



# THE ROLE OF HR IN THE COMPANY'S DIGITAL TRANSFORMATION PROCESS



## Evgeniya Nefedova

Director of Human Resources and Administration

## Mayoly

### 1. What key HR tasks were set at the start of the company's digital transformation process?

Today, digital transformation has become an integral part of the development of any business, which requires changes not only in technological processes, but also in personnel management. The HR department taking responsibility for attracting, managing and developing personnel plays a key role in this process. It also provides the necessary resources and support for the successful implementation of changes in business processes.

One of the key tasks was to analyze the company's needs for the necessary resources (including expert employees), find them, and develop a strategy for managing changes within the company.

### 2. What are the main stages of digital transformation that have been outlined and which one is the company currently at?

Let's look at the main stages of digital business transformation and where we are now.

**The first stage** is understanding the organization's development strategy, that is, what goals the company wants to achieve through the implementation of digital technologies.

**The second stage** is an analysis of the current situation: the identification of bottlenecks, opportunities and obstacles to digital business transformation, assessment of employee competencies and current processes.

**The third stage** is the search for resources. Who and how will implement AI, digital tools, how to create a culture of innovative thinking that will promote new ideas and solutions? These are the questions we faced at this stage.

**The fourth stage** is the direct implementation of digital tools and innovations in the company, process testing and establishment.

We are now at the crossroads between the third and fourth stages of the company's digi-





# THE ROLE OF HR IN THE COMPANY'S DIGITAL TRANSFORMATION PROCESS

tal transformation, actively prepare and start to implement innovations in work processes. The main focus of HR in this process is facilitating projects and discussions, providing the necessary support and motivation for employees to accept the upcoming changes.

### **3. Tell us about the main difficulties and/or challenges you faced? How did the company deal with them?**

One of the challenges we faced on the path to digital transformation was not only identifying the necessary resources for successful project implementation, but also their availability within the company. We primarily invest in the training and development of our employees, conduct internal programs to develop innovative thinking and develop a culture of awareness and understanding of market trends (including industry trends).

Another challenge is finding the right solutions and the right digital technology providers. It is important for us to find reliable partners who can offer high-quality and innovative products and services, as well as provide support during implementation and subsequent operation. We select potential suppliers, evaluate their experience and results of previous work. At the moment, we clearly understand what is inside, what we want to develop and are at the stage of searching for optimal resources.

### **4. What recommendations can you give to HR colleagues who are just starting the process of digital transformation of the company?**

Be actively involved in the digital business transformation, be its strategic partner who understands and helps achieve business goals and objectives. Look for resources within yourself and within your team, focus on those who are willing and ready to implement innovations. Foster innovation by creating a company environment that encourages innovation and the development of innovative thinking.



# SOFT SKILLS

## WHAT SOFT SKILLS DO YOU PLAN TO STRENGTHEN IN THE SHORT TERM?\*

GENDER-DEPENDENT

39% 33%



Public speaking

36% 34%



People management

37% 29%



Negotiation

31% 27%



Ability to adapt in a changing situation

26% 29%



Emotional intelligence

26% 24%



Ability to allocate your time and complete tasks on time

25% 26%



Critical thinking

23% 28%



Ability to solve complex problems

16% 12%



Ability to form opinions and make decisions

14% 15%



Creativity

8% 11%



Communicability

7% 8%



Teamwork

5% 7%



Work ethics



Women



Men

\* Respondents could choose more than one answer option



# EVALUATING AND MODELING THE EFFECTIVENESS OF TRAINING



## Alexey Kantuzov

Head of Methodology

Department

**Motivity**



**motivity**

## What is learning assessment?

This is an analysis of development programs and course quality assessment information.

## There are 5 main criteria for assessing learning:

1. Students' opinion about the training program: its content, usefulness, interestingness, quality of materials, results, comfort when taking classes.
2. Learning of the material: assessed by means of tests, quizzes, control works, tests and exams.
3. Behavioral changes: shows how the training has affected the employee's behavior when he/she returns to work, e.g., whether he/she has become more safety conscious, has learned how to resolve conflicts with colleagues and customers, can make decisions in crisis situations, etc.
4. Reflection on the job: changes in the employee's behavior when he/she returns to work.
4. Reflection at work: whether the results of the department or company have changed, whether there is a benefit after the employee has received training, etc.
5. Cost-effectiveness: the benefits that the business will receive after training employees should exceed the cost of the training itself.

Evaluating training helps you understand whether it is worth the investment, helps you "sell" it to management, and helps you maximize the correlation between work and development.

## What is instructional effectiveness?

It is common to conflate this term with learning assessment, considering the two to be synonymous. There is indeed a relationship between the two, but there is also a difference: learning effectiveness focuses on improving work processes, while evaluation focuses on improving learning itself.

Employee development should focus on empowering employees, building skills, and strength-



# EVALUATING AND MODELING THE EFFECTIVENESS OF TRAINING

ening organizational practices. Training effectiveness shows the extent to which new knowledge improves the quality of employee performance. For example, in the case of the account department, the result can be seen as an increase in the number of presales to existing customers.

Training effectiveness measures what staff learn and how they apply the skills in the workplace. If employees learn only because they are told to and do not put their new knowledge into practice, it can be considered a waste of company resources.

**To get a comprehensive view of training effectiveness, give answers to two questions:**

1. What knowledge or new skills did employees acquire during the training?
2. How do the staff use the training materials and skills in their daily work?

While the answer to the first question can be obtained by collecting feedback from employees, the second is more complicated. To measure the effectiveness of training, you will have to use advanced training evaluation indicators and introduce key performance indicators (KPIs). In this way, it will be possible to determine how an employee was doing before the training and how he or she is doing after it.

## How to evaluate the effectiveness of training: 3 models

A systematic approach to training evaluation is needed to ensure the success of the program. To do this, one of the following models can be used, based on the specifics and objectives of the business.

### Kirkpatrick's model

Kirkpatrick's model fits a variety of business areas including:

- Corporate Learning - helps you measure how much training affects employee performance and achievement of business goals.
- Sales and Marketing - helps measure how training affects sales and customer service.
- Manufacturing Processes - helps determine if work quality and safety have improved after training.
- Service sector - assesses how training affects customer satisfaction and service levels.



# EVALUATING AND MODELING THE EFFECTIVENESS OF TRAINING

- IT and Technology - helps to understand how new knowledge helps in solving problems and improving performance.

This model is effective because it covers all levels of evaluation - from participant reactions to the end results for the business, providing a complete picture of the impact of training.

Kirkpatrick's model answers 4 questions and provides 4 stages of evaluation:

- 1. Reaction.** How much did the trainee enjoy the program? Are the participants satisfied with the training?
- 2. Training.** What did participants learn from the program?
- 3. Behavior.** Have employees changed their attitude to work, do they apply the acquired skills in their work?
- 4. Results.** Did the behavioral change affect the company? What was the impact? Did it reduce costs, improve quality, etc.?

It is important to evaluate the training in as much depth as possible at each stage. Completeness of answers will help to prove the effectiveness of the training and defend it to management.

## Hamblin's grade level

The Hamblin Learning Assessment Model is well suited for the following industries and business specifics:

- Education - to evaluate the effectiveness of training programs and courses.
- Corporate Training - to analyze employee development programs.
- Healthcare/ Effective for evaluating medical staff training and the implementation of new techniques.
- Technology companies - to evaluate training on new products and technologies.
- Financial sector - to evaluate training on compliance and financial products.
- Manufacturing sector - to evaluate programs to improve the skills of workers.



# EVALUATING AND MODELING THE EFFECTIVENESS OF TRAINING

- Project Management - to assess training in project management methodologies.

Hamblin's level of assessment allows for the evaluation of both quantitative and qualitative learning outcomes, which is important for different industries. According to this model, the processes that occur after a successful training program are divided into 4 levels:

- 1. Response level** — learners form opinions and attitudes about the training, the usefulness and interest of the content, their own emotions during the training, engagement, etc.
- 2. Level of training** — employees acquire knowledge and skills that they can apply on the job.
- 3. Level of work behavior** — the knowledge gained is reflected in the behavior of employees at work.
- 4. Level of functioning** — how behavioral change due to training affects the company.

All of these levels are closely interrelated, so evaluation should be carried out at each of them. Data on each stage can be collected both during and immediately after the training, or even some time later. It is desirable to compare them with the indicators recorded before the training.

## Warr's evaluation system

The Warr Assessment Framework is suitable for the following purposes and contexts:

- Evaluating training effectiveness - to analyze the results of training programs and professional development.
- Instructional design - to help identify which aspects of training need improvement.
- Corporate training - to evaluate new employee onboarding and performance improvement programs.
- Talent Management - to analyze and assess employee competencies during their career development.
- Talent Search and Retention - helps identify employee strengths and weaknesses to facilitate better recruitment.
- Feedback - to collect feedback on training programs for their further optimization.

Another name for the Warr evaluation system is CIRO (C - context, I - input, R - reaction, O - outcome). Let's consider each stage separately.

1. Context assessment (C) - involves assessing training needs as a basis for making a decision to start training.





# EVALUATING AND MODELING THE EFFECTIVENESS OF TRAINING

2. Input Assessment (I) - examines and utilizes the factors and opinions about human and material resources that form the basis for deciding on a training method.

3. response evaluation (R) - tracking the training process - both administrative mechanisms and feedback from employees.

4. outcome evaluation (O) - measuring the effects of the training. Conducted in 3 stages:

a. Immediate Outcomes - assessing the skills and knowledge of employees immediately upon completion of the training.

b. Intermediate outcomes - assessing how the knowledge gained affects work processes.

c. Long-term results - how the trainings and their effects have affected the functioning of the company.

Warr's evaluation system emphasizes practical results and applicability of knowledge, which is important for achieving the listed objectives in different areas.



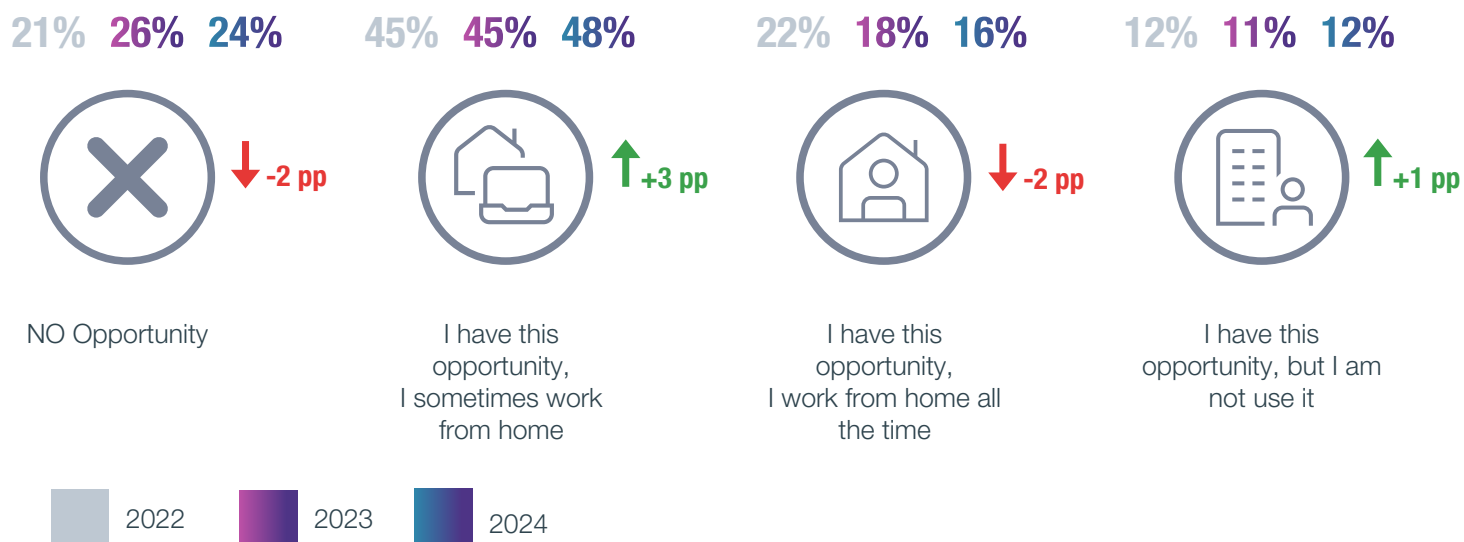


# REMOTE WORK



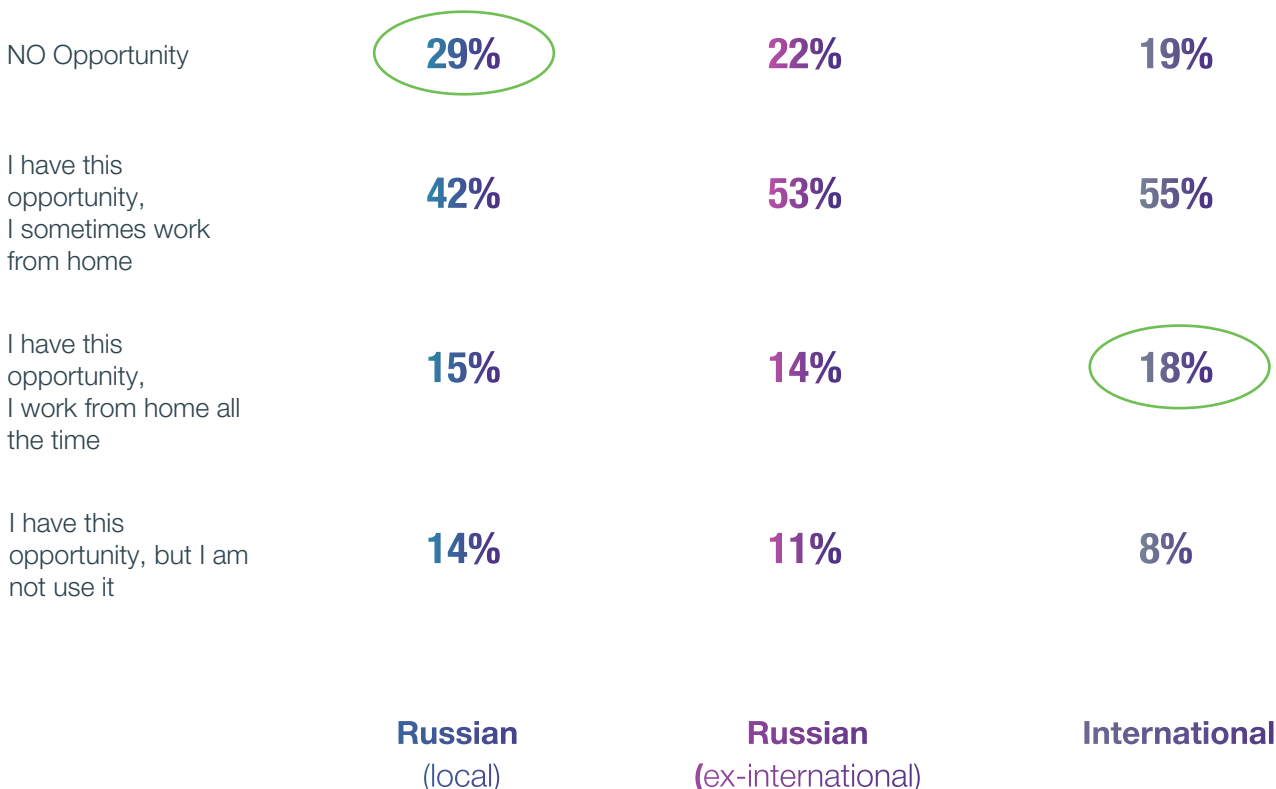
# REMOTE WORK

## DO YOU CURRENTLY HAVE THE OPPORTUNITY TO WORK REMOTELY?



## DO YOU CURRENTLY HAVE THE OPPORTUNITY TO WORK REMOTELY?

DEPENDING ON THE TYPE OF COMPANY

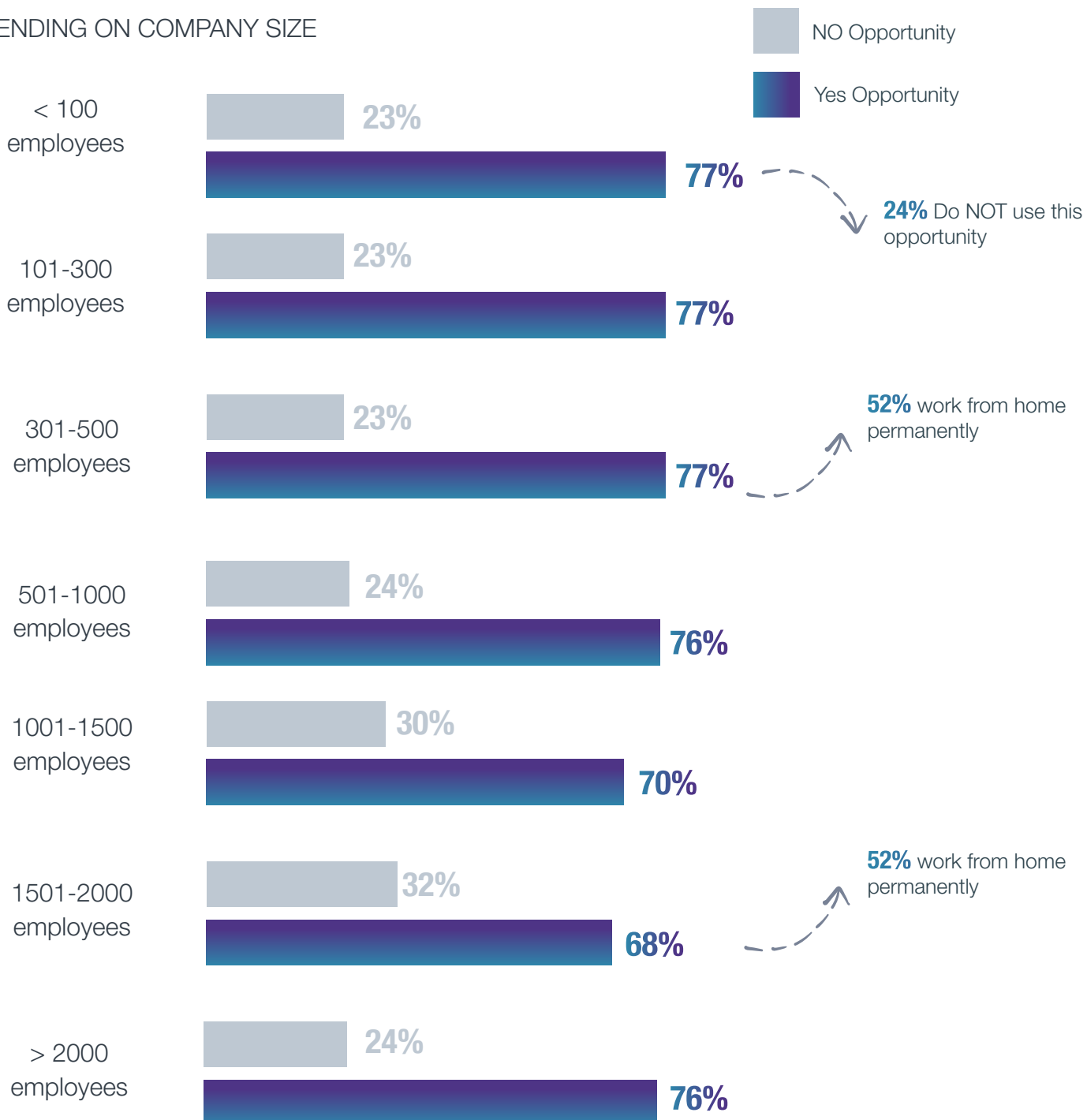




# REMOTE WORK

## DO YOU CURRENTLY HAVE THE OPPORTUNITY TO WORK REMOTELY?

DEPENDING ON COMPANY SIZE





# REMOTE WORK

## WHAT FORMAT DO YOU WORK IN MOST OFTEN?



4 days in the office, 1 at home

38%

Among employees of local (Russian) companies **45%** work in a 4-1 (office-home) format.



3 days in the office, 2 at home

28%

Among employees of international companies in the Russian Federation **39%** work in a 3-2 (office-home) format.



2 days in the office, 3 at home

17%



1 days in the office, 4 at home

17%

\*question for respondents working in a hybrid format

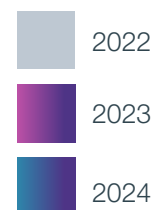


# REMOTE WORK

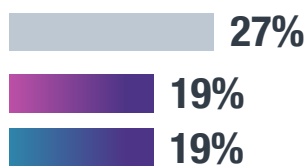
## IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?



Yes, it's an important option



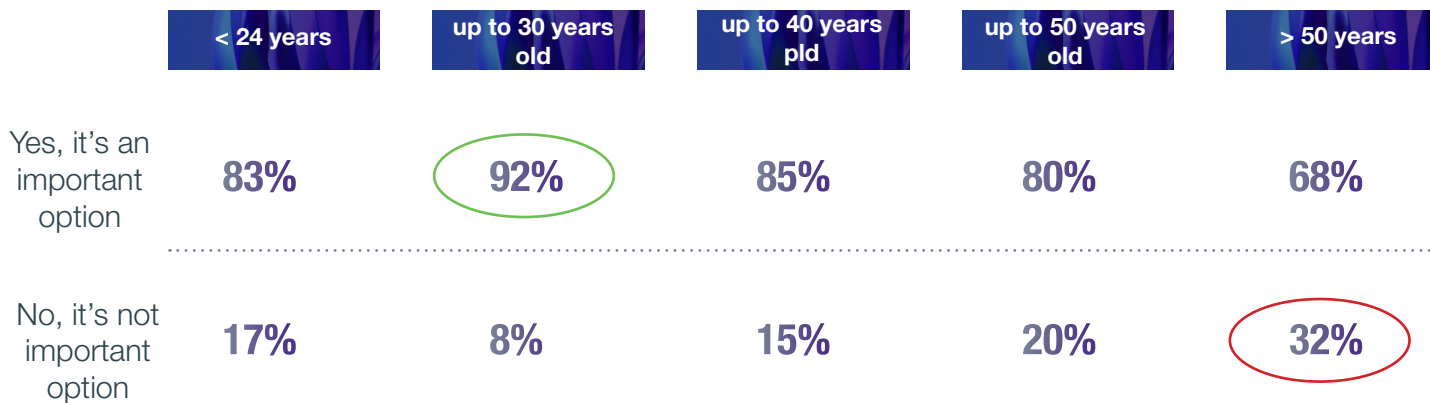
No, it's not important option



Having the opportunity to work remotely is still important to job seekers. However, compared to 2023, the number of those to whom it is important has slightly decreased.

## IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?

### AGE-WISE





# REMOTE WORK

## IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?

GENDER-DEPENDENT



Women

**86%**

Yes, it's an important option

**14%**

No, it's not important option








Men

**74%**

**26%**

## TOP 5 DISCIPLINES WHOSE RESPONDENTS FIND IT IMPORTANT TO BE ABLE TO WORK REMOTELY

	Yes, it's an important option	No, it's not important option
 Маркетинг, PR и Digital, E-com	<b>89%</b>	<b>11%</b>
 Management Personnel/ Training and development	<b>86%</b>	<b>14%</b>
 IT, software development	<b>84%</b>	<b>16%</b>
 Legal and compliance	<b>84%</b>	<b>16%</b>
 Finance and accounting	<b>83%</b>	<b>17%</b>



# RELOCATION





# RELOCATION

## HAS THERE BEEN ANY EXPERIENCE OF RELOCATING FOR WORK?



20%

Yeah, moving inside Russia



7%

Yeah, I moved abroad



73%

No

## RATE HOW SUCCESSFUL THE RELOCATION EXPERIENCE HAS BEEN FOR YOUR CAREER\*

\*assessment on a 5-point scale

### Those who moved inside Russia

Average 4.45

1 - Terrible



2 - Bad



3 - Neutral



4 - Good



5 - Great



### Those who moved abroad

Average 4.24





# RELOCATION

## HAVING EXPERIENCE OF RELOCATION FOR WORK AND ASSESSING SUCCESS FOR CAREER DEVELOPMENT

DEPENDING ON THE LEVEL OF POSITION



Top manager

Yeah, moving inside Russia

25%

SUCCESS RATE

4.45

Yeah, I moved abroad

17%

4.24



Manager

Yeah, moving inside Russia

21%

4.46

Yeah, I moved abroad

7%

4.26



Specialist

Yeah, moving inside Russia

14%

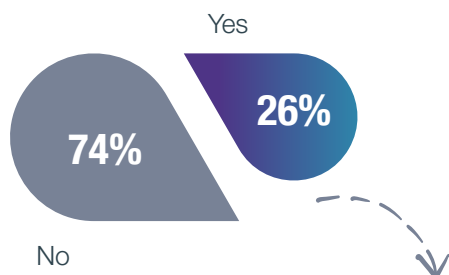
4.43

Yeah, I moved abroad

3%

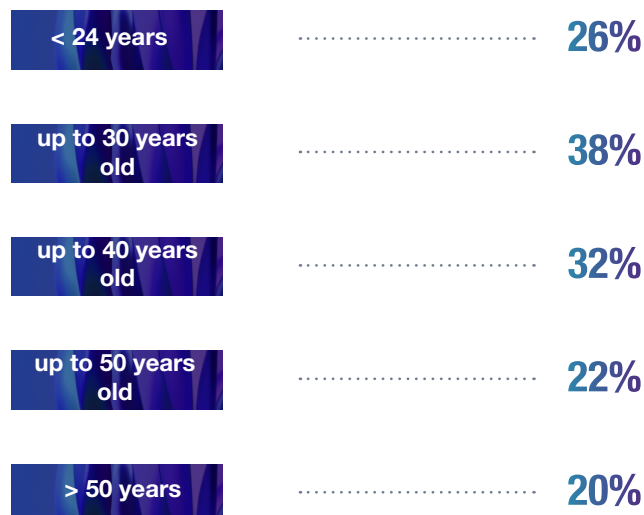
4.17

## HAVE YOU LOOKED FOR WORK ABROAD IN THE LAST TWO YEARS?



35% of IT professionals have looked for work abroad in the last two years

AGE-WISE\*



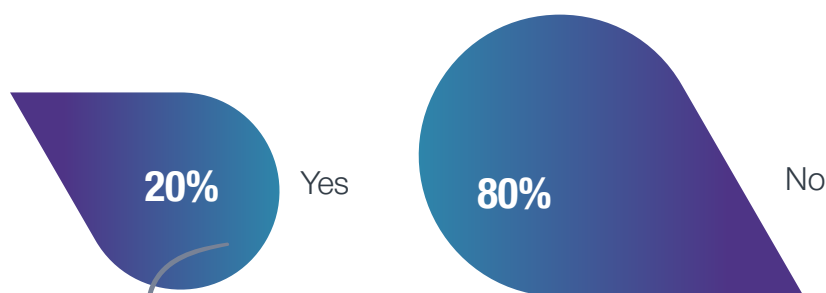
\*percentage of respondents who answered "yes"



# INTERNATIONAL EMPLOYEES

## EXPERIENCE OF TRANSITION FROM AN INTERNATIONAL COMPANY TO A RUSSIAN COMPANY

In the last two years, have you had any experience of moving from an international company to a Russian one?



## DIFFICULTIES IN TRANSITIONING FROM AN INTERNATIONAL COMPANY TO A RUSSIAN COMPANY\*

What difficulties did you encounter when moving from an international company to a Russian one?

\* Respondents could choose more than one answer option

71%



Differences in business processes and approaches to work

45%



Limitations in international cooperation opportunities

30%



Differences in income level (downward)

22%



Difficulties regarding career growth and development

19%



Difficulties with integration into a new team

18%



There were no difficulties



# STEPS IN ASSESSING THE EFFECTIVENESS OF TRAINING



**Alexey Kantuzov**

Head of Methodology

Department

**Motivity**



**motivity**

**There are 5 steps to evaluate the effectiveness of training programs:**

**1. Define objectives.** For example, it can be a more effective recruitment of personnel, preparing employees for the introduction of new technologies, expanding operations, identifying and developing employees with leadership potential, etc. The purpose of training should be linked to the values and goals of the business itself.

**2. Select the appropriate model.** Above we have already listed some of them. Each model uses a different approach to assessing the effectiveness of training. Which one to choose depends on the area of business activity.

**3. Identify meaningful learning indicators.** For example, it could be course completion, cost per employee, increased revenue for the company, etc.

**4. Collect data.** This can be done using self-completed learning evaluation forms, personal interviews, focus groups, personal observations after training, digital tools such as the Motivity LMS platform. Use multiple sources of data - the types and number of sources may change at each stage.

**5. Analyze the data.** Based on the analysis, determine what employees have learned and how they apply the new knowledge in their work. This result will be the benchmark for the development of future training programs.

It is important to monitor employee reactions even after training. Collect feedback on satisfaction with work processes (what has changed, is it easier to work) and income. Show employees that their opinions are important to the company and use the results of the surveys to improve training and motivation.

Evaluating the effectiveness of training is one of the key aspects of successful organizations in a rapidly changing world. Continuous learning contributes to employee develop-



# STEPS IN ASSESSING THE EFFECTIVENESS OF TRAINING

ment and ensures sustainable company growth. Training effectiveness evaluation steps help structure the process by providing a systematic approach to collecting data and analyzing results. It is important to remember that evaluation is not a one-time process, but a continuous cycle that allows to adapt training programs to the real needs of the business and employees. Thus, effective learning assessment is not only a way to measure success, but also a powerful tool for strategic planning and improving the quality of learning programs. By investing in learning assessment, organizations take a step towards creating a more competent and adaptive workforce ready for the challenges of the future.



# TRENDS AND A GLIMPSE INTO THE FUTURE



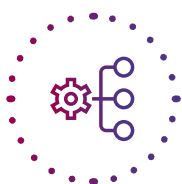
# CAREER PROSPECTS

## YOUR CAREER PLANS

\* Respondents could choose more than one answer option

### FOR 1 YEAR

49%



Expand functionality

37%



Get retrained\ to get additional education

32%



To advance a career path within in-house

31%



Change company

10%



Change the sphere of business

7%



Moving\ relocation

6%



Take a career break

### FOR 5 YEARS

36%



To advance a career path within in-house

30%



Get retrained\ to get additional education

29%



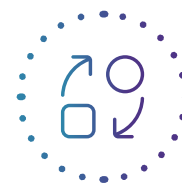
Change company

28%



Expand functionality

19%



Change the sphere of business

17%



Moving\ relocation

6%



Take a career break





# LIFE LONG LEARNING: INVESTMENTS IN THE FUTURE IS THE KEY TO SUCCESS IN ATTRACTING TALENT



## Elizaveta Trykina

Leading specialist in recruitment and employer brand development

## Lindaily

The modern business world requires constant learning and development. Life Long Learning, continuous learning, is becoming not just a fashionable trend but a necessary condition for the successful functioning of both individual employees and entire organizations. Traditional recruitment methods are increasingly proving to be ineffective and expensive.

In the current situation, Life Long Learning offers companies an alternative approach to attracting and selecting personnel based on investing in the development of young specialists.

Lindaily company is a shining example of the successful Life Long Learning application in recruitment. “School of Customer Care or How to Become a Superhero for a Client” is a youth project that allows a company to fill even the most difficult vacancies in the customer service sector with minimal recruitment costs. As part of the project, young specialists take training courses, gain practical skills and knowledge, and after completing the program can find employment at Lindaily.

Using the example of the above-mentioned youth project, which has been held at Lindaily for the second year in a row, we propose to consider how this method affects the effectiveness of personnel selection.

## Why is Life Long Learning so important for a company?

- **Fast recruitment:** youth programs allow you to fill simple to complex vacancies with minimal recruitment costs. Instead of spending months searching and selecting candidates, companies can attract young professionals who are ready to quickly acquire the necessary professional skills and get involved in the work process. The “School of Customer Care” project lasts for 3 months but as a result the company receives not one candidate, but several suitable specialists in different professional fields who automatically fill currently open vacancies, and most importantly, this format works for the future, i.e. not only open positions for selection are closed, but also vacancies that were only planned to open in the near future.



# LIFE LONG LEARNING: INVESTMENTS IN THE FUTURE IS THE KEY TO SUCCESS IN ATTRACTING TALENT

- **Cost-effectiveness:** Life Long Learning is a more cost-effective method of recruiting personnel than traditional recruitment. Investments in training young professionals pay off in the short term as new employees quickly become valuable assets to the company. Using the example of the “School of Customer Care” project, it was clear that the organization costs of this training project were several times lower. The cost of the project can be equal to filling one complex vacancy in the selection using different tools: working with an agency, advertising, publishing the vacancy on several sites, etc. As a result of the project, the company receives not one candidate, but a pool at once for the same amount.
- **High motivation and loyalty:** young professionals who have had the opportunity to undergo training and develop in the company are more motivated and loyal. They feel investments in their future and are committed to making a difference to the company they work for. All participants of the “School of Customer Care” project are motivated to gain new knowledge in practice and, if possible, to receive a job offer from a company that will always be happy to hire a new young specialist in the near future or after graduation.
- **Strengthening the employer brand:** Life Long Learning programs make the company more attractive to young professionals and strengthen its positioning as an innovative and socially responsible employer. Lindaily brand awareness among young people increased 1.5 times after the launch of the “School of Customer Care” project.

## What are the benefits of Life Long Learning for Young People?

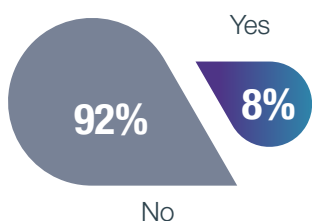
- **New knowledge and skills:** young professionals are eager to gain new knowledge and develop their skills. They are committed to professional growth and are willing to invest time and effort into their learning.
- **Opportunity to prove yourself:** youth programs allow young professionals to prove themselves, gain practical experience and build a career in a field that interests them.
- **Career Opportunities:** training within the youth programs opens up opportunities for further professional growth and career advancement within the company.

Life Long Learning is not just a fashion trend but a necessary tool for modern companies. By investing in the development of young specialists, companies get the opportunity to quickly and effectively fill vacancies, form a team of motivated and loyal employees, and gain a competitive advantage in the market. Lindaily’s “School of Customer Care” is a shining example of the successful Life Long Learning application in practice and it proves that investments in the future can bring huge dividends in the present.

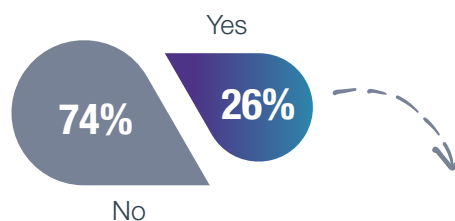


# ARTIFICIAL INTELLIGENCE

## HAVE YOU USED AI (ARTIFICIAL INTELLIGENCE), NEURAL NETWORKING IN YOUR RESUME/COVER LETTER

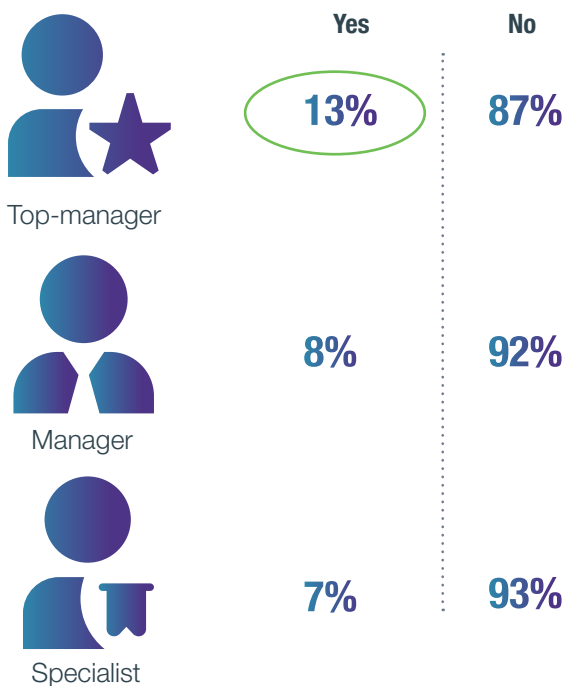


## DO YOU USE AI (ARTIFICIAL INTELLIGENCE) TOOLS, NEURAL NETWORK, ETC. IN YOUR WORK?

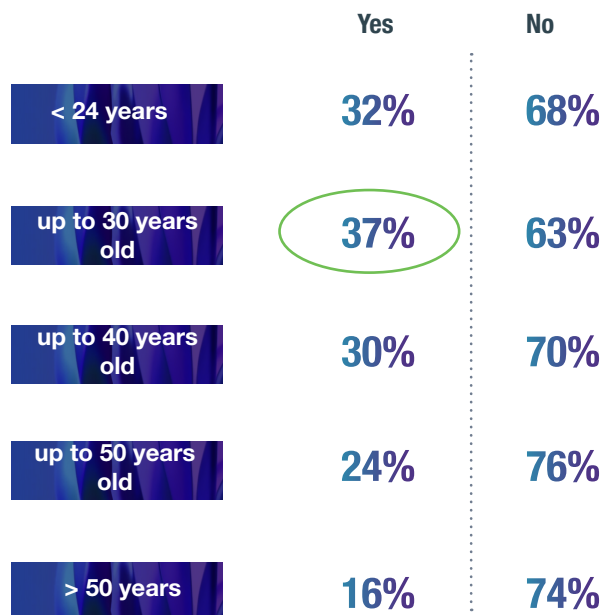


AI is most often used for word processing, presentations, code, and image generation,

### DEPENDING ON THE LEVEL OF POSITION



### AGE-WISE





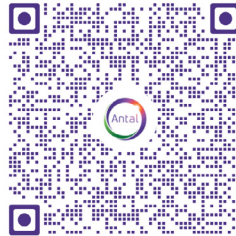
# KEY TRENDS IN THE LABOUR MARKET FOR THE NEXT 5 YEARS



## Svetlana Orel

Head of [Salary Survey](#) Sector

**Antal Talent**



In recent years, the rapidly changing situation on the labor market has not given companies time to take a breather and calmly plan their HR strategy for the long term. However, addressing current challenges can be more productive if viewed in the context of global and long-term trends.

[In May 2024, Antal Talent](#) conducted a survey among employers and asked business and HR representatives to define key trends in the labor market for the next 5 years. Based on the responses received, we were able to formulate a top 10 list of factors that influence not only operational processes, but also have longer-term consequences. We would like to touch upon some of them in this review.

The respondents unanimously identified **the shortage of personnel** as the main trend. A small generation of people born in the late 90s and early 2000s is entering the labour market. The situation may become somewhat better after 2030 when the “maternal capital” generation reaches working age but in the next 5 years Russia will continue to experience the consequences of the demographic hole.

The record low unemployment rate (3.1 % in 2023 and a decrease to 2.6% by the end of Q1 2024) is leading to two more important trends in the labor market - **difficulties in hiring** specialists at all levels and **problems in retaining** key employees.

Traditionally, the specialists who are the most sought-after by companies are those in the fields of sales, production and IT; recently, mass personnel have not been inferior to them. Companies keenly feel the shortage of candidates with necessary qualifications, and are also experiencing a noticeable shortage of young specialists.

At the same time, companies are increasingly forced to resort to monetary incentives both to attract and retain employees. Intense competition for limited human resources on the one hand and persistent high inflation on the other lead to the fact that, apart from constant revision of the level of fixed and variable remuneration, there are almost no other effective methods. **These global processes reveal a fourth important trend** – overheating of the wage market.

Over the past 5 years, the average annual remuneration review rate across companies has increased from the traditional 3-5 % to 10-12 %. In this way, companies are trying to keep up with



# KEY TRENDS IN THE LABOUR MARKET FOR THE NEXT 5 YEARS

the ever-growing expectations of job seekers and reduce the risk of key employees leaving.

However, simply increasing compensation levels may not always solve hiring problems. The shortage of qualified personnel leads to another trend, namely, **a decrease in the level of requirements** to candidates from companies. Employers are more likely to be forced to compromise and are willing to consider candidates from other industries and regions by providing them with training and a relocation package and are also more likely to abandon age or gender restrictions in order to attract new categories of applicants to the profession.

At the same time, **remote work**, which became a salvation for companies and office workers during the pandemic, has become a mandatory requirement for many categories of applicants. The demand for hybrid and fully remote work formats continues to grow and is particularly noticeable among young professionals and women. Companies are resorting to various tricks in an attempt to bring employees back to the office but are increasingly forced to give in to changes in work practices.

Additionally, based on the companies' responses, we can identify trends in the **automation of business processes**, including that with the help of artificial intelligence, **human-centricity** and a focus on well-being programs, strengthening **diversity** programs (age, gender, etc.) and increasing the role of the **self-employed** in the economy.

Every company has to look for solutions to the global challenges of the time to a greater or lesser extent. [Antal Talent](#), for their part, is always happy to help find the best path and support colleagues with their expertise.

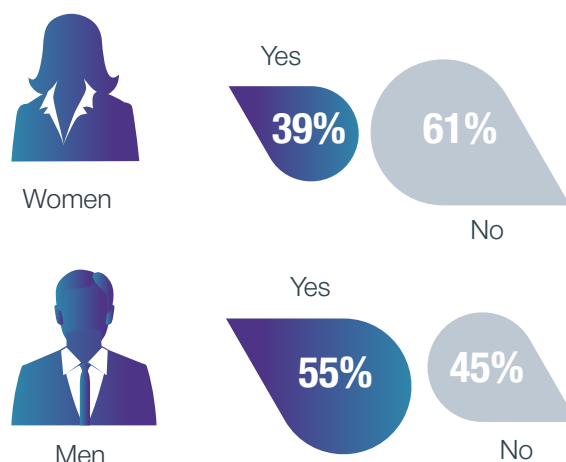
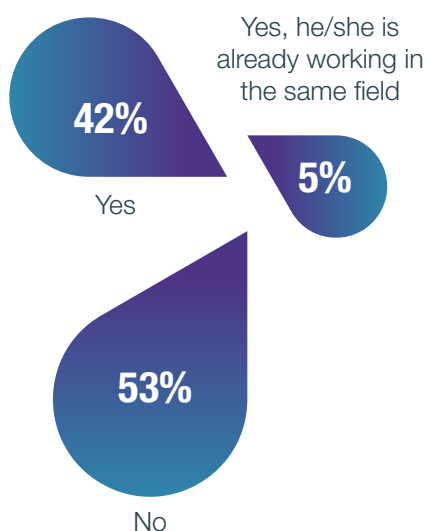




# CHILDREN'S PROFESSIONS

## WOULD YOU WANT YOUR CHILD/YOUR CHILDREN TO WORK IN THE SAME FIELD AS YOU?

THAT WOMEN AND MEN RESPONDED



## HOW HAVE WE SEEN THE MARKET OVER THE LAST 5 YEARS?

[DOWNLOAD JOB MARKET OVERVIEW FROM ANTAL FROM 2019 TO 2023](#)





# SALARY TABLES BY INDUSTRY





# SECTIONS

## INDUSTRIES

- [IT, telecom](#) .....
- [Logistics and transport](#) .....
- [FMCG](#) .....
- [Retail](#) .....
- [Pharmaceuticals and medical equipment](#) .....
- [Mining industry](#) .....
- [Food ingredients and equipment](#).....
- [Industrial equipment](#).....
- [Agriculture](#) .....
- [Construction and engineering](#) .....
- [Packaging and paper](#) .....
- [Chemicals](#) .....
- [Industrial sector: Back office](#) .....



# INFORMATION TECHNOLOGY (IT) AND TELECOM



# IT, TELECOM



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Head of IT sector  
Antal Talent



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Top management	Average minimum	Average maximum
General Director/Executive Director/Managing Director	900 000	2 100 000
Head of Representative Office	500 000	1 100 000
INTERNET, DIGITAL BUSINESS		
E-com		
E-commerce director	380 000	860 000
E-commerce manager	200 000	350 000
Head of sales and marketing	320 000	600 000
Motivation programs manager	200 000	360 000
Affiliate manager	230 000	410 000
Omnichannel director	320 000	800 000
Key account director	280 000	400 000
Head of e-mail marketing	230 000	300 000
E-mail marketing manager	160 000	220 000
Performance marketing manager	220 000	330 000
Sales		
Commercial Director	430 000	800 000
Director of Sales and Business Development	450 000	700 000
Sales and Business Development Manager	230 000	410 000
Key Account Director	350 000	500 000
Key Account Manager	220 000	370 000
Director of work with partners	320 000	550 000
Account Manager/Distribution Manager	230 000	360 000
Director of Technical Sales Support	360 000	540 000
Technical Sales Support Engineer	200 000	350 000
Sales Support Engineer	120 000	210 000



# IT, TELECOM



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Team lead IT practice  
Antal Talent



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Marketing, PR and Digital	Average minimum	Average maximum
Marketing Director	450 000	800 000
Marketing Manager	280 000	430 000
Product Director	390 000	550 000
Product Manager	250 000	450 000
Brand Manager	270 000	410 000
Brand Specialist	180 000	280 000
Public Relations Director	300 000	550 000
Public Relations Manager	150 000	270 000
Digital Marketing Manager	160 000	310 000
Digital Marketing Specialist	150 000	220 000
Market Research Manager	160 000	260 000

## ARCHITECTURE

ARCHITECTURE	Average minimum	Average maximum
Citrix Architect	230 000	650 000
System Architect	300 000	650 000
Network Engineer	145 000	350 000
Information Security Project Architect	280 000	500 000
Senior Architect	250 000	550 000
Server Infrastructure Architect	250 000	550 000

## DESIGN

design	Average minimum	Average maximum
UX/UI designer	160 000	250 000
Senior UX/UI designer	270 000	450 000
Web designer	200 000	450 000



# IT, TELECOM

## BIG DATA AND ANALYTICS

BIG DATA AND ANALYTICS	Average minimum	Average maximum
Data Scientist	200 000	400 000
Data Engineer	200 000	420 000
RnD engineer (incl. Computer vision, NLP)	230 000	570 000
ML engineer	220 000	480 000
Product analyst	180 000	280 000
Lead Systems Analyst	300 000	400 000
System analyst	250 000	350 000
1C analyst	180 000	280 000
Game Analyst	200 000	310 000
Business Analyst	180 000	350 000

## ADMINISTRATIVE

ADMINISTRATIVE	Average minimum	Average maximum
DevOps Engineer	150 000	500 000
SRE Engineer	230 000	400 000
System Administrator	150 000	300 000
Database Administrator	120 000	260 000

## TESTING

TESTING	Average minimum	Average maximum
Test Engineer	180 000	300 000
Test Team Leader	280 000	450 000
Automated Testing Engineer	200 000	380 000



# IT, TELECOM

## DEVELOPMENT AND PROGRAMMING

DEVELOPMENT AND PROGRAMMING	Average minimum	Average maximum
Python Developer	150 000	300 000
Lead Python Developer	320 000	450 000
Java Developer	150 000	330 000
Lead Java Developer	280 000	400 000
PHP Developer	200 000	300 000
Lead PHP Developer	250 000	400 000
C# Developer	180 000	250 000
Lead C# Developer	250 000	400 000
C++ Developer	150 000	350 000
Lead C++ Developer	250 000	380 000
Android Developer	200 000	350 000
Lead Android Developer	350 000	400 000
IOS Developer	200 000	350 000
Lead IOS Developer	350 000	400 000
1C Developer	200 000	350 000
Lead 1C Developer	280 000	400 000
Backend developer	180 000	400 000
Frontend developer	150 000	400 000
Full Stack developer	280 000	600 000

## MANAGEMENT

Management	Average minimum	Average maximum
Product Manager	250 000	550 000
Project Manager	250 000	550 000
Product Owner	300 000	600 000
Technical Director	500 000	1 000 000
Development Manager	500 000	900 000
Information Technology Director	500 000	1 100 000



# IT, TELECOM



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Consultant  
IT practice  
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### Back office

Average  
minimum

Average  
maximum

#### Finance and accounting

Chief Financial Officer	500 000	700 000
Chief Accountant	200 000	400 000
Accountant	100 000	150 000

#### HR

HR director	350 000	600 000
HR Manager/HR Business Partner	300 000	500 000
Recruiter	110 000	200 000

#### Supply chain management, procurement

Director of Purchasing	250 000	450 000
Head of Procurement	200 000	400 000
Purchasing department specialist	150 000	250 000





# LOGISTICS AND TRANSPORT



# LOGISTICS AND TRANSPORT



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Head of Logistics Providers Sector  
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Top management	Average minimum	Average maximum
General Director/Executive Director/Managing Director	350 000	1 000 000
Head of Representative Office	300 000	600 000
Sales\Business development\Operations		
Commercial Director	350 000	800 000
Sales Director	300 000	600 000
Sales Manager	140 000	250 000
Key Account Manager	150 000	250 000
Customer service specialist	80 000	150 000
Supply chain management/procurement		
Logistics Manager	180 000	450 000
Logistics Manager	150 000	250 000
Logistics specialist	100 000	180 000
Purchasing Manager	200 000	400 000
Purchasing Department Specialist	150 000	200 000
Warehouse Director	180 000	400 000
Warehouse Manager	150 000	250 000
Warehouse Specialist	100 000	150 000
Fleet Operator	180 000	350 000
Claims and Downtime Specialist	150 000	250 000
Operations Specialist	150 000	250 000



# LOGISTICS AND TRANSPORT



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Senior Consultant  
Logistic Providers  
Antal Talent



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### Finance and accounting

	Average minimum	Average maximum
Chief Financial Officer	350 000	800 000
Chief Accountant	250 000	500 000
Accountant	100 000	150 000
Head of Treasury	300 000	500 000
Deputy Treasurer	200 000	350 000
Treasurer	150 000	200 000
Financial Analyst	150 000	270 000
Financial Controller/Business Controller	200 000	310 000

### Human Resources Management

HR Director	300 000	600 000
HR Manager/HR Business Partner	220 000	350 000
HR specialist	120 000	200 000
Head of Training and Development	220 000	350 000
Head of Recruitment	220 000	400 000
Recruiter	120 000	200 000
Head of HR Administration Department	180 000	320 000



# FMCG



# FMCG



## Elena Merzlyakova

Head of Sector  
FMCG & Retail  
Antal Talent



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### Top management

	Average minimum	Average maximum
General director/General manager/Chief executive officer	400 000	1 800 000
Head of representative office	450 000	650 000
Plant manager/Factory manager	300 000	800 000

### Sales/Business Development/Operations

Commercial Director	600 000	1 000 000
Sales Director	550 000	750 000
Sales Manager	100 000	150 000
Sales Specialist	80 000	130 000
Key Account Director	400 000	600 000
Key Account Manager	350 000	600 000
National Key Account Manager	180 000	270 000
Senior Key Account Manager	220 000	300 000
Regional Director/Distribution Director	300 000	550 000
Regional Manager/Territorial Manager/Divisional Manager	200 000	300 000
Local Key Account Manager	140 000	180 000
Business Development Manager	280 000	450 000



# FMCG



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Principal Consultant  
FMCG  
Antal Talent



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Marketing, PR	Average minimum	Average maximum
Marketing Director	450 000	850 000
Marketing Manager	300 000	550 000
Product Director	300 000	400 000
Product Manager	200 000	250 000
Category Manager	270 000	400 000
Senior Brand Manager	300 000	350 000
Brand Manager	220 000	250 000
Junior Brand Manager	170 000	220 000
Public Relations Manager	180 000	280 000
Public Relations Specialist	130 000	190 000
Trade Marketing Manager	200 000	380 000
Trade Marketing Department Specialist / Merchandising Department Specialist	140 000	180 000
Supply chain management, procurement		
Director of Supply Chain Management	450 000	1 000 000
Head of Planning	350 000	600 000
Logistics Manager	350 000	500 000
Logistics Manager	200 000	300 000
Director of Purchasing	380 000	850 000
Purchasing Manager	300 000	420 000
Category Manager of the Purchasing Department	220 000	300 000
Purchasing Department Specialist	150 000	210 000
Warehouse Manager	200 000	360 000
Planning Manager	200 000	300 000
Planning Specialist	180 000	230 000
Human Resources Management		
HR Director	350 000	800 000
HR Manager/HR Business Partner	220 000	350 000
HR specialist	120 000	170 000
Head of Training and Development	300 000	600 000
Head of Compensation and Benefits	280 000	450 000
Head of Recruitment	250 000	380 000
Recruiter	150 000	220 000
HR Administration Manager	220 000	320 000



# FMCG



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FMCG Practice  
Antal Talent



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### Finance and production

Manufacturing and engineering	Average minimum	Average maximum
Chief Power Engineer	200 000	350 000
Quality manager	350 000	800 000
Quality Service Manager	160 000	280 000
Technical Director	300 000	500 000
Occupational Health and Safety Manager	250 000	350 000
Production Manager	230 000	290 000
Technical Service Manager	190 000	250 000
Laboratory Manager	190 000	250 000
Health, Safety and Environment Manager	170 000	240 000
Production Performance Improvement Manager	200 000	270 000
Production Shift Manager	120 000	210 000
Shop Manager	130 000	210 000
Finance and accounting		
Chief Financial Officer	350 000	1 400 000
Head of Finance Department/Finance Manager	300 000	400 000
Financial Controller/Business Controller	280 000	350 000
Reporting Manager/Budgeting Manager	230 000	350 000
Planning & Analytics Manager (FP&A)	380 000	530 000
Financial Analyst	190 000	280 000
Chief Accountant	260 000	450 000
Accountant	130 000	200 000
Revenue control and management manager (RGM)	300 000	650 000





# RETAIL



# RETAIL



## Elena Merzlyakova

Head of Sector  
FMCG & Retail  
Antal Talent



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## FASHION, MASS MARKET, SPORT

Fashion, Mass Market, Sport	Average minimum	Average maximum
General Manager	550 000	2 100 000
Commercial Director	450 000	900 000
Operations Director	580 000	1 700 000
Retail Sales Director	450 000	650 000
Wholesale and Franchising Director	400 000	600 000
Wholesale and Franchising Manager	180 000	290 000
Territory Manager	140 000	220 000
Store Director	80 000	220 000
Marketing Director	230 000	700 000
Brand Manager	250 000	480 000
Bayer	175 000	330 000
Head of Production Department	230 000	1 000 000
Head of e-commerce department	300 000	800 000



# RETAIL



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Retail  
Antal Talent



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## BACK OFFICE

Finance and accounting	Average minimum	Average maximum
Chief Financial Officer	450 000	900 000
Financial Analyst/Controller	230 000	350 000
Chief Accountant	300 000	575 000
Accountant	140 000	220 000
Human Resources Management		
HR Director	350 000	650 000
Head of recruitment department	220 000	350 000
HR manager	150 000	300 000
C&B Manager	250 000	650 000
HR specialist	120 000	180 000
Supply chain management		
Director of Supply Chain Management	400 000	900 000
Logistics Manager	300 000	500 000
Logistics Manager	220 000	270 000
Logistics Specialist	140 000	180 000
Macro-regional director	300 000	450 000
Director of Procurement	450 000	800 000
Purchasing Manager	280 000	380 000
Category Manager of Procurement Department	140 000	260 000
Purchasing Department Specialist	130 000	200 000



# RETAIL



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## FOOD & NON-FOOD & DIY & HOUSEHOLD

Food & Non-Food & DIY & Household	Average minimum	Average maximum
General Manager	900 000	2 000 000
Commercial Director	900 000	2 000 000
Category Director	550 000	900 000
Sales Director	350 000	900 000
Head of Product Line	250 000	600 000
Category Manager	150 000	270 000
Division Director	200 000	500 000
Marketing Director	250 000	500 000
Marketing Communications Director	250 000	400 000
Marketing Communications Manager	150 000	250 000
Territory Manager	150 000	200 000
Security Director	250 000	500 000
Store Director	120 000	180 000



# PHARMACEUTICS AND MEDICAL EQUIPMENT



# PHARMACEUTICS AND MEDICAL EQUIPMENT



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Head of Healthcare Sector  
Antal Talent



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Top management	Average minimum	Average maximum
General director/General manager/CEO/Head of representative office	750 000	1 500 000
Sales/Business development		
Commercial department		
Head of sales and marketing	610 000	1 100 000
Commercial director	450 000	690 000
Key account director (distributors)	380 000	460 000
Key account manager (distributors)	240 000	340 000
Government		
GR Director	550 000	750 000
GR Manager	350 000	550 000
Federal Access Manager	370 000	550 000
Regional Access Manager	270 000	370 000
Pharmacy chains		
Head of pharmacy chains	350 000	430 000
Key account manager (pharmacy chains)	220 000	300 000
Business Efficiency Department		
Director of business effectiveness	500 000	700 000
Field force effectiveness manager	280 000	390 000
Field Force Effectiveness Analyst	180 000	230 000
Market Research and Analysis Manager	240 000	360 000
Market Research and Analysis Analyst	170 000	230 000
Sales Analyst	170 000	270 000
Business Reporting Manager	300 000	410 000
Business Reporting Analyst	190 000	250 000
Personnel Training and Development Manager	310 000	430 000
Personnel Training and Development Manager	220 000	280 000



# PHARMACEUTICS AND MEDICAL EQUIPMENT



## Yaroslav Andrienko

Managing Consultant  
Healthcare  
Sales



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Sales and business development	Average minimum	Average maximum
<b>Field force</b>		
Sales director/National sales manager	450 000	680 000
Territory manager	280 000	330 000
Regional manager	180 000	280 000
Key account manager	180 000	320 000
Senior medical representative/Key account specialist	130 000	170 000
Medical representative	110 000	150 000
<b>Marketing, digital, PR and communications</b>		
Marketing Director	550 000	750 000
Marketing Manager	450 000	550 000
Product Group Manager	400 000	500 000
Senior Product / Brand Manager	300 000	400 000
Product Manager / Brand Manager	270 000	350 000
Junior Brand Manager	190 000	220 000
External and Internal Communications Director	370 000	510 000
External/Internal Communications Manager	270 000	350 000
Public Relations Manager	230 000	320 000
Trade Marketing Manager	250 000	370 000
Internet Marketing Manager	300 000	370 000
<b>Business development</b>		
Business Development Director	550 000	850 000
Business Development Manager	350 000	490 000
New Product Portfolio Development Manager	300 000	430 000
Strategic Partners Manager	400 000	480 000
<b>Manufacturing and engineering</b>		
Executive Director	370 000	550 000
Chief Power Engineer	200 000	330 000
Head of Quality Service	310 000	370 000





# PHARMACEUTICS AND MEDICAL EQUIPMENT

<b>Manufacturing and engineering</b>	<b>Average minimum</b>	<b>Average maximum</b>
Quality Service Manager	170 000	250 000
Technical Director	280 000	500 000
Chief Engineer	180 000	230 000
Production Manager	310 000	450 000
Technical Service Manager	210 000	280 000
Laboratory Manager	170 000	220 000
Health, Safety and Environment Manager	170 000	230 000
Operational Excellence Manager	150 000	230 000
Capital Expenditure Project Manager	210 000	270 000
Capital Project Engineer	130 000	200 000
Production Shift Manager	100 000	140 000
Shop Manager	140 000	230 000
Technologist	120 000	150 000
Chromatographer	110 000	150 000



# PHARMACEUTICS AND MEDICAL EQUIPMENT



**Yulia Zhavoronkova**

Senior consultant

HealthCare

**Back-office**



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Human Resources Management	Average minimum	Average maximum
HR director	500 000	850 000
HR manager / HR business partner	250 000	410 000
Compensation & benefits manager	280 000	500 000
Head of recruitment	250 000	350 000
Recruiter	140 000	210 000
HR administration manager	210 000	330 000
Finance and accounting		
CFO / Finance director	500 000	850 000
Head of finance / Finance manager	320 000	460 000
Finance controller / Business controller	250 000	350 000
Finance analyst	170 000	290 000
Internal control/ Audit manager	190 000	310 000
Credit controller	160 000	250 000
Chief accountant	250 000	450 000
Accountant	180 000	250 000
Supply chain and procurement		
Director of Supply Chain Management	420 000	650 000
Head of Planning	290 000	400 000
Planning Specialist	230 000	350 000
Head of Logistics	310 000	430 000
Logistics Manager	190 000	310 000
Director of Purchasing	430 000	630 000
Purchasing Manager	330 000	400 000
Procurement Specialist	160 000	230 000
Warehouse Director	230 000	350 000



# PHARMACEUTICS AND MEDICAL EQUIPMENT



**Anton Krylov**  
Managing Consultant  
Healthcare  
**Medical devices**



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Top management	Average minimum	Average maximum
General director/General manager/CEO/Head of representative office	650 000	1 300 000
Business unit head/Business unit manager	450 000	800 000
Marketing/Product support		
Product manager	210 000	340 000
Clinical Specialist	180 000	200 000
Product specialist	150 000	190 000
Application specialist	130 000	190 000
Service Engineer	130 000	190 000
Sales/Business development		
Sales director/National sales manager	440 000	560 000
Business development manager	250 000	420 000
Regional manager	230 000	300 000
Key account manager	150 000	230 000
Registration of medical devices		
Head of RA&QA	320 000	600 000
Regulatory manager	270 000	320 000
Regulatory specialist	150 000	250 000



# PHARMACEUTICS AND MEDICAL EQUIPMENT

## MEDICAL AFFAIRS

Medical/Registration	Average minimum	Average maximum
Medical director	450 000	800 000
Medical manager/Therapeutic Head	320 000	450 000
Medical adviser	230 000	420 000
MSL	230 000	320 000
Clinical Trials		
Head of clinical research department	370 000	500 000
Clinical project manager	230 000	300 000
Senior CRA	210 000	280 000
CRA	150 000	220 000
Clinical quality assurance manager	210 000	290 000

## RA, QA, PV

Pharmacovigilance department	Average minimum	Average maximum
PV Head	360 000	550 000
PV Manager	230 000	340 000
PV Specialist	140 000	200 000
Quality Assurance department		
Quality Responsible Person	220 000	300 000
Quality Specialist	150 000	260 000
Quality Manager	260 000	350 000
Head of quality	350 000	540 000
Serialization Specialist	150 000	200 000
Registration of medicines		
Regulatory Specialist	140 000	250 000
Regulatory Manager	250 000	400 000
Regulatory Head	400 000	630 000



# MINING INDUSTRY



# MINING INDUSTRY



## Ekaterina Tretyakova

Head of Industrial Sector  
Antal Talent



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Top management	Average minimum	Average maximum
Mine Director	750 000	1 000 000
Mining		
Mine Technical Director	300 000	500 000
Drilling Supervisor/Head of Drilling and Explosive Works (BWD)	220 000	350 000
Drilling&Explosive works specialist	170 000	270 000
Head of Quarry	170 000	400 000
Mining Surveyor	250 000	400 000
Head of Mineral Processing	250 000	400 000
Geologist/Chief Geologist	250 000	400 000
HSE Director	400 000	550 000
Ecology Manager	200 000	300 000
Head of Construction	600 000	1 200 000
Construction Project Manager	450 000	750 000
Mechanical Manager	170 000	270 000
Head of Automation	200 000	270 000
Geomechanics	250 000	450 000



# FOOD INGREDIENTS AND EQUIPMENT





# FOOD INGREDIENTS AND EQUIPMENT



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Top management	Average minimum	Average maximum
General Director	550 000	850 000
Production Director	400 000	650 000
Sales/Business development		
Sales Director	450 000	550 000
Sales Manager	170 000	250 000
Technical Services Manager	150 000	200 000
Key Account Manager	220 000	300 000
Regional Sales Manager	180 000	220 000
Business Development Director	270 000	350 000
Business Development Manager	220 000	280 000
Technology/R&D/Product support		
Research & Development Manager	250 000	400 000
Applications Engineer/Technologist	170 000	250 000
New Product Development Manager	180 000	270 000



# INDUSTRIAL EQUIPMENT



# INDUSTRIAL EQUIPMENT



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### Top-management

	Average minimum	Average maximum
General Director/Executive Director/Managing Director	550 000	850 000
Head of Representative Office	350 000	450 000
Production Director	350 000	700 000

### Sales\Business development

Director of Sales	280 000	420 000
Key Account Manager	150 000	250 000
Sales manager	150 000	250 000
Business Development Manager	150 000	300 000
Area Manager/Territory Manager	100 000	150 000
Marketing Director	200 000	300 000
Marketing Manager	120 000	200 000

### Engineering and Service

Service Engineer	90 000	250 000
Project Manager	150 000	300 000
Sales Support Manager	150 000	220 000
Sales Engineer	150 000	250 000



# AGRICULTURE



# AGRICULTURE



## Kirill Ivshin

Senior Consultant  
Antal Talent



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Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	600 000	1 000 000
Plant manager/Factory manager	300 000	550 000
Sales/Business development		
Sales Director	250 000	500 000
Sales Manager	100 000	140 000
Key Account Manager	150 000	250 000
Commercial Representative	70 000	120 000
Marketing		
Marketing director	250 000	500 000
Marketing manager	170 000	250 000
Marketing specialist	110 000	170 000
Technology/R&D/Product Support		
Head of agro support	200 000	300 000
Head of seed production	180 000	300 000
Technologist (farm animals)	120 000	200 000
Technologist (crop science)	120 000	160 000
Technologist (feeding)	120 000	250 000
Veterinarian	100 000	170 000
Agronomist	100 000	170 000



# CONSTRUCTION AND ENGINEERING



# CONSTRUCTION AND ENGINEERING



**Anna Silva**  
Principal Consultant  
Antal Talent

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Top management	Average minimum	Average maximum
General Manager	650 000	900 000
Head of Representative Office	300 000	450 000
Production Director	400 000	700 000
Sales and business development		
Business Development Director	350 000	600 000
Sales Director	300 000	400 000
Key Account Manager	220 000	320 000
Regional Sales Manager/Territory Sales Manager	130 000	180 000
Sales Representative	100 000	150 000
Project Sales Manager	140 000	220 000
Head of marketing	250 000	500 000
Marketing Manager	150 000	250 000
Head of E-com	200 000	250 000
E-com manager	120 000	200 000
Technology/Product support/R&D		
Technical Specialist	120 000	180 000
Product manager	170 000	250 000
Design engineering		
Project Manager Architect	150 000	250 000
Chief Design Engineer	180 000	250 000
BIM Engineer	100 000	150 000
Design Engineer	150 000	200 000
Senior Design Engineer	200 000	280 000





# PACKAGING & PAPER



# PACKAGING & PAPER



## Ekaterina Tretyakova

Head of Industrial Sector  
Antal Talent



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### Top-management

	Average minimum	Average maximum
General Director/Executive Director/Managing Director	450 000	1 200 000
Head of Representative Office	370 000	550 000
Production Director	350 000	600 000

### Sales\Business development

Commercial Director	450 000	900 000
Key Account Manager	180 000	300 000
Sales Manager	100 000	200 000
Marketing Director	220 000	500 000
Marketing Manager	120 000	220 000
Product Manager	150 000	200 000

### Engineering and Service

Service Engineer	150 000	200 000
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# CHEMICALS



# CHEMICALS



## Ekaterina Tretyakova

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Antal Talent



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### Top management

	Average minimum	Average maximum
General Director	600 000	900 000
Commercial Director/Development Director	450 000	650 000
Director of Production	550 000	800 000

### Sales/Business development

Sales Director	350 000	500 000
Sales Manager	130 000	250 000
KAM	170 000	300 000
Regional Sales Manager/Territory Sales Manager	120 000	170 000
Business Development Director	250 000	450 000
Business Development Manager	220 000	300 000
Project Manager	200 000	300 000
Marketing Expert	200 000	400 000
Product Manager	170 000	250 000

### Technology/Product support

R&D director	220 000	350 000
New product development manager	120 000	220 000
Technical specialist	120 000	220 000
Application engineer/Application technologist	138 000	230 000
Engineer/Developer	150 000	287 000



# INDUSTRIAL SECTOR: BACK OFFICE



# INDUSTRIAL SECTOR: BACK OFFICE



**Artyom Vasiliev**

Expert

**Finance**

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## FINANCE AND ACCOUNTING

Top management (holding companies)	Average minimum	Average maximum
CFO, group of companies	1 000 000	2 500 000
Chief accountant, group of companies	750 000	1 700 000
Director for Corporate Finance/Treasury, group of companies	800 000	1 800 000
Financial Controller, group of companies	750 000	1 300 000
Finance and accounting		
CFO	450 000	750 000
Head of Finance / Finance Manager	350 000	700 000
Finance Controller / Business Controller	250 000	550 000
Finance Reporting Manager	250 000	400 000
Finance Analyst	180 000	300 000
Internal Audit Manager	220 000	400 000
Internal Auditor Specialist	180 000	250 000
Treasury Manager	350 000	550 000
Treasurer	180 000	250 000
Credit Controller	150 000	250 000
Chief Accountant	220 000	550 000
Tax Manager	270 000	450 000
Accountant	100 000	180 000



# INDUSTRIAL SECTOR: BACK OFFICE

## SUPPLY CHAIN AND PROCUREMENT

Supply chain and procurement	Average minimum	Average maximum
Supply Chain Director	450 000	870 000
Purchasing Director	350 000	600 000
Planning Manager	250 000	350 000
Planning Specialist	120 000	200 000
Head of transportation logistics	180 000	300 000
Purchasing manager	180 000	275 000
Indirect Procurement Manager	180 000	275 000
Category Manager	180 000	275 000
Logistics specialist	120 000	180 000
Warehouse Logistics Manager	250 000	400 000
Customer Service Manager	180 000	280 000
Customer Service Specialist	120 000	180 000



# INDUSTRIAL SECTOR: BACK OFFICE



**Irena Alekritskaya**

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## HUMAN RESOURCES

Top management (holding companies)	Average minimum	Average maximum
HR Director (group of companies)	570 000	1 300 000
Head of Recruitment (group of companies)	350 000	500 000
C&B Director (group of companies)	350 000	500 000
Learning & development Director	350 000	500 000
Shared Services Center Director (HR)	320 000	470 000
Human Resources Management		
HR Director	350 000	600 000
HR Manager / HR Business Partner	250 000	370 000
T&D Manager	230 000	350 000
C&B Manager	250 000	420 000
Head of Recruitment and Adaptation	230 000	350 000
Recruitment Manager	100 000	200 000
Recruitment expert (Executive Search)	180 000	300 000
HR Administration Manager	180 000	280 000





# INDUSTRIAL SECTOR: BACK OFFICE

## PRODUCTION

Production	Average minimum	Average maximum
Operations Director	650 000	900 000
Production Director/Plant Director	550 000	750 000
Chief Engineer/Technical Manager	200 000	400 000
Production Manager	200 000	400 000
Head of HSE	185 000	250 000
HSE Manager	120 000	200 000
Chief Technologist	180 000	320 000
Chief Designer	180 000	320 000
Investment Project Manager	180 000	350 000
Operational Efficiency Project Manager	250 000	450 000
Operational Efficiency Manager	180 000	280 000
Chief Power Engineer	160 000	250 000
Chief Mechanic	160 000	250 000
Workshop Manager	120 000	200 000
Production Line/Site Manager	120 000	200 000



# SALARY TABLES BY DISCIPLINE



# SECTIONS

## DISCIPLINES

[Admin](#) .....

[Procurement, supply chain management](#) .....

[Production](#) .....

[Human Resources Management](#) .....

[Finance and accounting](#) .....

[Legal and compliance](#) .....



# ADMIN



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**Maria Lenskaya**  
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Admin	Average minimum	Average maximum
Administrative Director	150 000	250 000
Administrator	70 000	100 000
Department Assistant/Coordinator	80 000	120 000
Driver	100 000	150 000
Contact Center Operator	50 000	65 000
Office Manager	80 000	130 000
Translator	80 000	120 000
Personal Assistant	120 000	200 000
Secretary/Receptionist	70 000	100 000



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For more information write to our consultants.



[Daria.Feoktistova@antaltalent.com](mailto:Daria.Feoktistova@antaltalent.com)



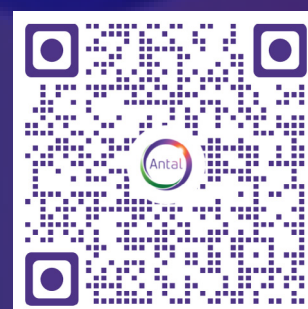
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# SUPPLY CHAIN MANAGEMENT, PROCUREMENT

<b>Logistics and transport</b>	<b>Average minimum</b>	<b>Average maximum</b>
Logistics Manager	180 000	450 000
Logistics Manager	150 000	250 000
Logistics specialist	100 000	180 000
Purchasing Manager	200 000	400 000
Purchasing Department Specialist	150 000	200 000
Warehouse Director	180 000	400 000
Warehouse Manager	150 000	250 000
Warehouse Specialist	100 000	150 000
Fleet Operator	180 000	350 000
Claims and Downtime Specialist	150 000	250 000
Operations Specialist	150 000	250 000
<b>FMCG</b>		
Director of Supply Chain Management	450 000	1 000 000
Head of Planning	350 000	600 000
Logistics Manager	350 000	500 000
Logistics Manager	200 000	300 000
Director of Purchasing	380 000	850 000
Purchasing Manager	300 000	420 000
Category Manager of the Purchasing Department	220 000	300 000
Purchasing Department Specialist	150 000	210 000
Warehouse Manager	200 000	360 000
Planning Manager	200 000	300 000
Planning Specialist	180 000	230 000
<b>Retail</b>		
Director of Supply Chain Management	400 000	900 000
Logistics Manager	300 000	500 000
Logistics Manager	220 000	270 000
Logistics Specialist	140 000	180 000
Macro-regional director	300 000	450 000
Director of Procurement	450 000	800 000
Purchasing Manager	280 000	380 000
Category Manager of Procurement Department	140 000	260 000
Purchasing Department Specialist	130 000	200 000



# SUPPLY CHAIN MANAGEMENT, PROCUREMENT

Industry*	Average minimum	Average maximum
Director of Supply Chain Management	450 000	870 000
Purchasing Director	350 000	600 000
Head of Planning	250 000	350 000
Planning Specialist	120 000	200 000
Transportation Logistics Manager	180 000	300 000
Raw Materials Procurement Manager	180 000	275 000
Indirect Procurement Manager	180 000	275 000
Category Manager of Purchasing Department	180 000	275 000
Logistics Specialist	120 000	180 000
Warehouse Logistics Manager	250 000	400 000
Customer Service Manager	180 000	280 000
Customer service specialist	120 000	180 000
<b>Pharmaceutical</b>		
Director of Supply Chain Management	420 000	650 000
Head of Planning	290 000	400 000
Planning Specialist	230 000	350 000
Head of Logistics	310 000	430 000
Logistics Manager	190 000	310 000
Director of Purchasing	430 000	630 000
Purchasing Manager	330 000	400 000
Procurement Specialist	160 000	230 000
Warehouse Director	230 000	350 000
<b>IT, Telecom</b>		
Director of Purchasing	250 000	450 000
Head of Procurement	200 000	400 000
Purchasing department specialist	150 000	250 000

\*The "industry" sector includes the following industries: machinery, logistics and transportation, food ingredients and equipment, machinery and technology, natural resources, construction, packaging and paper, and chemicals.



# PRODUCTION

FMCG	Average minimum	Average maximum
Chief Power Engineer	200 000	350 000
Quality manager	350 000	800 000
Quality Service Manager	160 000	280 000
Technical Director	300 000	500 000
Occupational Health and Safety Manager	250 000	350 000
Production Manager	230 000	290 000
Technical Service Manager	190 000	250 000
Laboratory Manager	190 000	250 000
Health, Safety and Environment Manager	170 000	240 000
Production Performance Improvement Manager	200 000	270 000
Production Shift Manager	120 000	210 000
Shop Manager	130 000	210 000
Industry		
Operations Director	650 000	900 000
Production Director/Plant Director	550 000	750 000
Chief Engineer/Technical Manager	200 000	400 000
Production Manager	200 000	400 000
Head of HSE Service	185 000	250 000
HSE Manager	120 000	200 000
Chief Technologist	180 000	320 000
Chief Designer	180 000	320 000
Investment Project Manager	180 000	350 000
Operational Efficiency Project Manager	250 000	450 000
Operational Efficiency Manager	180 000	280 000
Chief Power Engineer	160 000	250 000
Chief Mechanic	160 000	250 000
Shop Manager	120 000	200 000
Production Line/Site Manager	120 000	200 000
Pharmaceuticals		
Quality Service Manager	170 000	250 000
Technical Director	280 000	500 000
Chief Engineer	180 000	230 000
Production Manager	310 000	450 000
Technical Service Manager	210 000	280 000
Laboratory Manager	170 000	220 000
Health, Safety and Environment Manager	170 000	230 000
Operational Excellence Manager	150 000	230 000
Capital Expenditure Project Manager	210 000	270 000
Capital Project Engineer	130 000	200 000
Production Shift Manager	100 000	140 000
Shop Manager	140 000	230 000
Technologist	120 000	150 000
Chromatographer	110 000	150 000





# HUMAN RESOURCES

<b>Logistics and transport</b>	<b>Average minimum</b>	<b>Average maximum</b>
HR Director	300 000	600 000
HR Manager/HR Business Partner	220 000	350 000
HR specialist	120 000	200 000
Head of Training and Development	220 000	350 000
Head of Recruitment	220 000	400 000
Recruiter	120 000	200 000
Head of HR Administration Department	180 000	320 000
<b>FMCG</b>		
HR Director	350 000	800 000
HR Manager/HR Business Partner	220 000	350 000
HR specialist	120 000	170 000
Head of Training and Development	300 000	600 000
Head of Compensation and Benefits	280 000	450 000
Head of Recruitment	250 000	380 000
Recruiter	150 000	220 000
HR Administration Manager	220 000	320 000
<b>Industry (MC of large holdings)</b>		
HR Director, Group of Companies	570 000	1 300 000
Director of Recruitment, Group of Companies	350 000	500 000
Director of Compensation and Benefits, Group of Companies	350 000	500 000
Director of Training and Development	350 000	500 000
Director of CRO - Human Resources Management	320 000	470 000
<b>Industry</b>		
HR Director	350 000	600 000
HR Manager/HR Business Partner	250 000	370 000
Head of Training and Development	230 000	350 000
Head of Compensation and Benefits	250 000	420 000
Head of Recruitment and Adaptation Department	230 000	350 000
Recruitment Manager	100 000	200 000
Executive Search Expert (Executive Search)	180 000	300 000
Head of HR Administration	180 000	280 000
<b>Retail</b>		
HR Director	350 000	650 000
Head of recruitment department	220 000	350 000
HR manager	150 000	300 000
C&B Manager	250 000	650 000
HR specialist	120 000	180 000



# HUMAN RESOURCES

<b>Pharmaceuticals and medical equipment</b>	<b>Average minimum</b>	<b>Average maximum</b>
HR director	500 000	850 000
HR Manager/HR Business Partner	250 000	410 000
Head of Compensation and Benefits	280 000	500 000
Head of Recruitment	250 000	350 000
Recruiter	140 000	210 000
Head of HR Administration	210 000	330 000

<b>IT, Telecom</b>		
HR director	350 000	600 000
HR Manager/HR Business Partner	300 000	500 000
Recruiter	110 000	200 000



# FINANCE AND ACCOUNTING

<b>Logistics and transport</b>	<b>Average minimum</b>	<b>Average maximum</b>
Chief Financial Officer	350 000	800 000
Chief Accountant	250 000	500 000
Accountant	100 000	150 000
Head of Treasury	300 000	500 000
Deputy Treasurer	200 000	350 000
Treasurer	150 000	200 000
Financial Analyst	150 000	270 000
Financial Controller/Business Controller	200 000	310 000
<b>FMCG</b>		
Chief Financial Officer	350 000	1 400 000
Head of Finance Department/Finance Manager	300 000	400 000
Financial Controller/Business Controller	280 000	350 000
Reporting Manager/Budgeting Manager	230 000	350 000
Planning & Analytics Manager (FP&A)	380 000	530 000
Financial Analyst	190 000	280 000
Chief Accountant	260 000	450 000
Accountant	130 000	200 000
Revenue control and management manager (RGM)	300 000	650 000
<b>Retail</b>		
Chief Financial Officer	450 000	900 000
Financial Analyst/Controller	230 000	350 000
Chief Accountant	300 000	575 000
Accountant	140 000	220 000
<b>Industry (MC of large holdings)</b>		
Chief Financial Officer of the Group of Companies	1 000 000	2 500 000
Chief Accountant of the Group of Companies	750 000	1 700 000
Director for Corporate Finance/Treasury of the Group of Companies	800 000	1 800 000
Financial Controller of the Group of Companies	750 000	1 300 000
<b>Industry</b>		
Chief Financial Officer	450 000	750 000
Head of Finance Department/Finance Manager	350 000	700 000
Financial Controller/Business Controller	250 000	550 000
Financial Reporting Manager	250 000	400 000
Financial Analyst	180 000	300 000
Internal Control/Audit Manager	220 000	400 000
Internal Control/Audit Specialist	180 000	250 000
Treasury Manager	350 000	550 000
Treasurer	180 000	250 000
Credit Controller	150 000	250 000
Chief Accountant	220 000	550 000
Head of Tax Department	270 000	450 000
Accountant	100 000	180 000



# FINANCE AND ACCOUNTING

<b>Pharmaceuticals and medical equipment</b>	<b>Average minimum</b>	<b>Average maximum</b>
Chief Financial Officer	500 000	850 000
Head of Finance Department/Finance Manager	320 000	460 000
Financial Controller/Business Controller	250 000	350 000
Financial Analyst	170 000	290 000
Internal Control/Audit Manager	190 000	310 000
Credit Controller	160 000	250 000
Chief Accountant	250 000	450 000
Accountant	180 000	250 000

<b>IT, Telecom</b>		
Chief Financial Officer	500 000	700 000
Chief Accountant	200 000	400 000
Accountant	100 000	150 000



# LEGAL AND COMPLIANCE



## Kirill Bakhtigaraev

Managing consultant  
Legal and compliance



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### Banking and financial services

	Average minimum	Average maximum
Legal Director	360 000	1 350 000
Compliance Director	380 000	600 000
Compliance Manager	190 000	370 000
Head of Legal	250 000	600 000
Senior Lawyer, investment banking	300 000	650 000
Senior Lawyer/Senior Legal Counsel (retail/corporate banking, general support)	150 000	260 000
Lawyer, investment banking	190 000	380 000
Lawyer, retail/corporate banking, general support	110 000	180 000

### IT & Telecom

Legal and Compliance Director	400 000	950 000
Director of Legal Department	380 000	900 000
Sole lawyer	200 000	330 000
Senior Legal Counsel	220 000	450 000
Personal Data Protection Lawyer	190 000	460 000
Intellectual Property Lawyer	160 000	300 000
Legal Advisor	110 000	160 000
Legal Advisor (retail, corporate lending, general legal support)	110 000	180 000

### FMCG

Director of Legal Department	320 000	700 000
Legal and Compliance Director	400 000	850 000
Compliance Manager	200 000	400 000
Legal Counsel	120 000	250 000
Senior Legal Counsel	180 000	450 000
Sole Legal Counsel	180 000	320 000



# LEGAL AND COMPLIANCE

Industry*	Average minimum	Average maximum
Legal Director	300 000	1 850 000
Sole lawyer	200 000	370 000
Senior Legal Counsel	180 000	450 000
Legal Counsel	90 000	200 000
<b>Retail</b>		
Director of Legal Department	280 000	800 000
Head of Legal Department	240 000	500 000
Senior Legal Advisor	150 000	300 000
Real Estate Transaction Support Lawyer	130 000	250 000
Legal Advisor	90 000	160 000
<b>Pharmaceuticals, medical equipment</b>		
Director for Legal (and Compliance) Affairs	450 000	1 000 000
Legal Director	400 000	800 000
Compliance Director	400 000	650 000
Compliance Manager	230 000	400 000
Sole Legal Counsel	250 000	450 000
Senior Legal Counsel	190 000	460 000
Legal Counsel	150 000	260 000

LAW FIRM SALARIES ARE PRESENTED IN THE “SALARIES BY INDUSTRY” SECTION



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“LEGAL AND COMPLIANCE IN RUSSIA”  
2023-24



RESEARCH 2024-25 WILL BE AVAILABLE IN NOVEMBER 2024 UPON REQUEST AT [PR@ANTALTALENT.COM](mailto:PR@ANTALTALENT.COM)

\*The “industry” sector includes the following industries: machinery, logistics and transportation, food ingredients and equipment, machinery and technology, natural resources, construction, packaging and paper, and chemicals.



# SALARIES IN ST. PETERSBURG



# SAINT PETERSBURG



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Senior Consultant  
Saint Petersburg



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Finance and accounting	Average minimum	Average maximum
Chief Financial Officer	250 000	700 000
Chief Accountant	173 000	400 000
Accountant	84 000	180 000
HR		
HR director	173 000	500 000
HR Manager/HR Business Partner	150 000	400 000
Recruiter	120 000	150 000
Sales		
Commercial Director	250 000	700 000
Sales and Business Development Director	400 000	600 000
Sales and Business Development Manager	180 000	300 000
Key Account Manager	150 000	300 000
Partner Manager	173 000	400 000
Marketing, PR и Digital		
Marketing Director	200 000	500 000
Marketing Manager	150 000	300 000
Marketing Specialist	140 000	200 000
Product Manager	150 000	300 000
Supply chain management, procurement		
Director of Supply Chain Management	500 000	900 000
Planning Manager	250 000	500 000
Planning Manager	173 000	350 000
Planning Specialist	150 000	300 000
Director of Procurement	280 000	700 000
Purchasing Manager	250 000	400 000
Procurement Specialist	140 000	250 000
Production		
Technical Director	300 000	600 000
Chief Engineer	250 000	350 000
Production Manager	250 000	350 000
Technologist	100 000	150 000





# METHODOLOGY

This job market overview is based on the data received from an online survey of **3 325** respondents. The survey covered middle and senior managers and specialists employed in Moscow, St Petersburg, and other cities of Russia. The survey was conducted from May 17 to June 30, 2024. The 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 depending on company size, market sector, origin, and employee's experience, qualification and responsibilities. Salaries shown in the survey are mostly characteristic of international companies located in Moscow.

## Respondents represent the following industries:

- Banking and financial services (banking, insurance, investment funds, payment systems, mobile payments, leasing)
- Public authorities (ministries, committees, federal agencies and other legislative, executive, and judicial authorities)
- Ingredients and equipment for the food industry (flavoring and food ingredients, raw ingredients for food production; equipment for food production: production lines, equipment for mixing, cutting, extrusion, etc.)
- IT, telecom, Internet, automation, information security (phone and mobile phone services, internet providers, software development, IT security, blockchain, big data and business analytics, artificial intelligence, Internet of Things, augmented reality, virtual reality)
- Logistics and transport (transportation and forwarding services, logistics centres, warehousing services, air transportation, overseas transportation)
- Media and entertainment (media holdings, television, radio, print media, advertising, video games, cinema, music industry, social networks, sports and fitness clubs)
- Medical equipment (clinical trials, clinics/hospitals)
- Machinery and automotive sector (motor vehicle production, motor vehicle parts and accessories, car showrooms, car service centres)
- FMCG (clothing and footwear industry, food industry, beauty care and perfumery products, household chemicals, tobacco industry, consumer electronics, and other fast-moving consumer goods)
- Natural resources (oil & gas upstream, downstream and petrochemistry, power generation, metals & mining)
- Professional services (recruitment, consulting, legal services, educational services / teaching, marketing research, certification, translation services, research institutes, culture and entertainment)
- Equipment and technology (machine-building industry, metal fabrication, electrical machinery production, automation technology)
  - Retail and wholesale trade (conventional retail trade, distributors, pharmacies and pharmacy chains)
  - Agriculture (crop science, farm animals, agricultural holdings, fishing/aquafarming)
  - Construction & Real estate (construction, engineering, architecture and design, sale and rental of residential and industrial property, building materials, woodworking)
  - Tourism and HoReCa (tour operators and agencies, hotel segment, public catering, event industry)
  - Paper & Packaging (wood industry, pulp and paper industry)
  - Pharmaceuticals and medical equipment (pharmaceuticals, medical equipment, clinical trials, outpatient clinics, hospitals)
  - Chemicals and components (fertilizers, petrochemicals, plastics industry, manufacture of rubber products, coatings and adhesives)



# SURVEY PARTNERS 2024-2025



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# THE RUSSIAN-GERMAN CHAMBER OF COMMERCE



**Deutsch-Russische  
Auslandshandelskammer**  
Российско-Германская  
внешнеторговая палата

[The Russian-German Chamber of Commerce](#) is a powerful network of 1,000 member companies and the largest foreign business community in Russia. CC offers support to German companies in Russia and does everything to represent and defend the interests of its German, Russian and international member companies as effectively as possible.

Every year, the Russian-German Chamber of Commerce holds over 250 events dedicated to current economic topics in the context of relations between Russia and Germany. The business association is constantly working to update its information products, responding to the increasing demand for reliable and timely data on the Russian economy and the life of the Russian-German business community.

In a rapidly evolving business world, companies have to constantly adapt their business processes and goals to new conditions. To ensure the best possible support for companies, the Russian-German CC offers various business solutions.

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# PONIMAU



The [PONIMAU](#) corporate wellness platform implements employee support programs to provide professional assistance in solving employees' daily problems. The goal of the program is to promote the overall health and well-being of employees.

The employee support program includes individual consultations with psychologists, coaches, lawyers, personal finance experts, healthy lifestyle consultants, fitness trainers, mindfulness instructors, and animal consultants, as well as well-being awareness raising events.

Consultations for employees offered by the service are voluntary and confidential and can be conducted in any convenient format (video call, phone call, chat). Employees have the option to choose experts for consultations themselves based on their experience and qualifications, as well as ratings and reviews of other users. Employees can also choose any convenient time and day to receive consultation.

Today, PONIMAU serves more than 1.5 million employees of corporate clients throughout Russia via its own web platform and mobile app. The platform's clients include such companies as Sberbank, VK, Ozon, JTI, etc.

PONIMAU is a member of leading international professional associations: Employee Assistance European Forum and Employee Assistance Professional Association.

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# SURVEY PARTNERS



Motivity — is a web and mobile platform for employee engagement, development and retention. Using a ready-made methodology, we help to digitize the main HR processes: adaptation, training, motivation, evaluation and communication.

Thanks to its modular structure, Motivity allows you to customize processes to meet specific business needs. The platform can be used to create interactive training programs, organize internal communications and implement non-financial motivation systems that foster a positive corporate culture.

Motivity is available on multiple devices, allowing you to use it anytime and anywhere. This solution helps to make training accessible and the working environment comfortable and friendly for all employees.

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# SURVEY PARTNERS



[Aquatherm Connect](#) — is an online community for specialists of heating and water supply, ventilation, air conditioning and refrigeration industries, organized by Aquaflame Moscow and AirVent Moscow exhibitions. Aquatherm Connect platform is a networking and business communication 365 days a year, industry online events, news and analytics, opinions of key market players. All industry participants can publish their news and articles in the business community, promote products and services, ask questions to experts and hold video meetings.

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[The American Chamber of Commerce in Russia, AmCham Russia](#) is the leading foreign business association in Russia. Founded in 1994, AmCham represents the interests of major U.S. corporations, Russian companies, as well as companies from Europe and Asia.

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# SURVEY PARTNERS



[EF Education First](#) — is an international educational company founded in 1965 by Bertil Hult with a mission to “open the world through education”. The company offers a wide range of programs for all ages from language camps for schoolchildren, language courses and trips for adults around the world to long-term language courses abroad, preparation programs for admission to leading foreign universities and international private boarding schools.

From New York to Beijing, Mexico City to Dubai, Singapore to London, EF has more than 600 schools and offices in more than 100 countries. EF’s international network consists of 52,000 employees working around the world. Today, EF continues to help millions of people learn a foreign language, discover the world or get a top-notch study abroad experience.

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[fitmost](#) - is a single gym and self-care membership with access to 1,700+ centers in 18 Russian cities. Fitmost is a convenient and cost-efficient way to enjoy yoga, manicure, or massage near your home or office. Also, more than 200 companies in Russia already use Fitmost as a benefit for their employees.

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