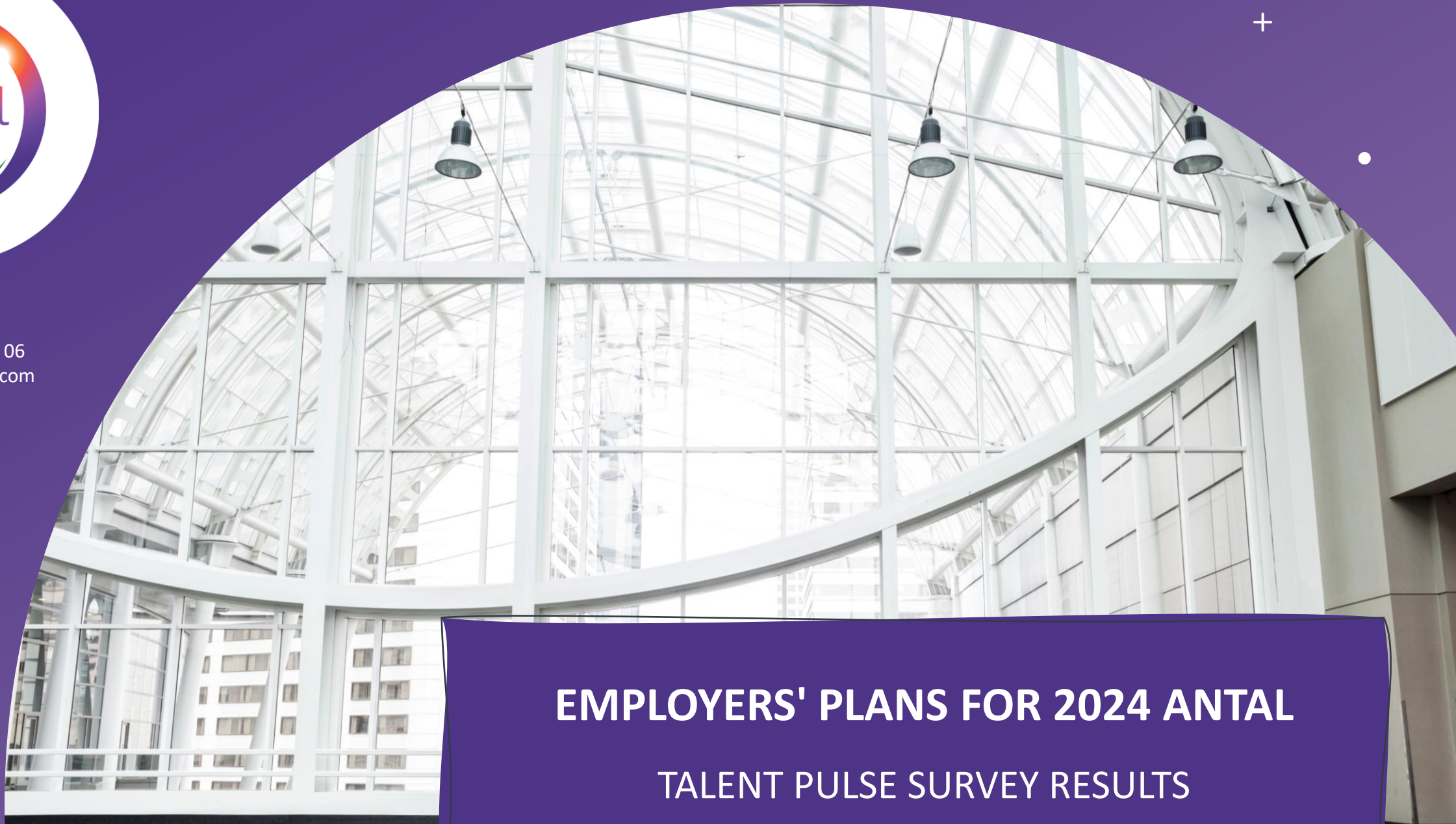




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e: [pr@antaltalent.com](mailto:pr@antaltalent.com)  
w: [antaltalent.ru](http://antaltalent.ru)



# EMPLOYERS' PLANS FOR 2024 ANTAL TALENT PULSE SURVEY RESULTS



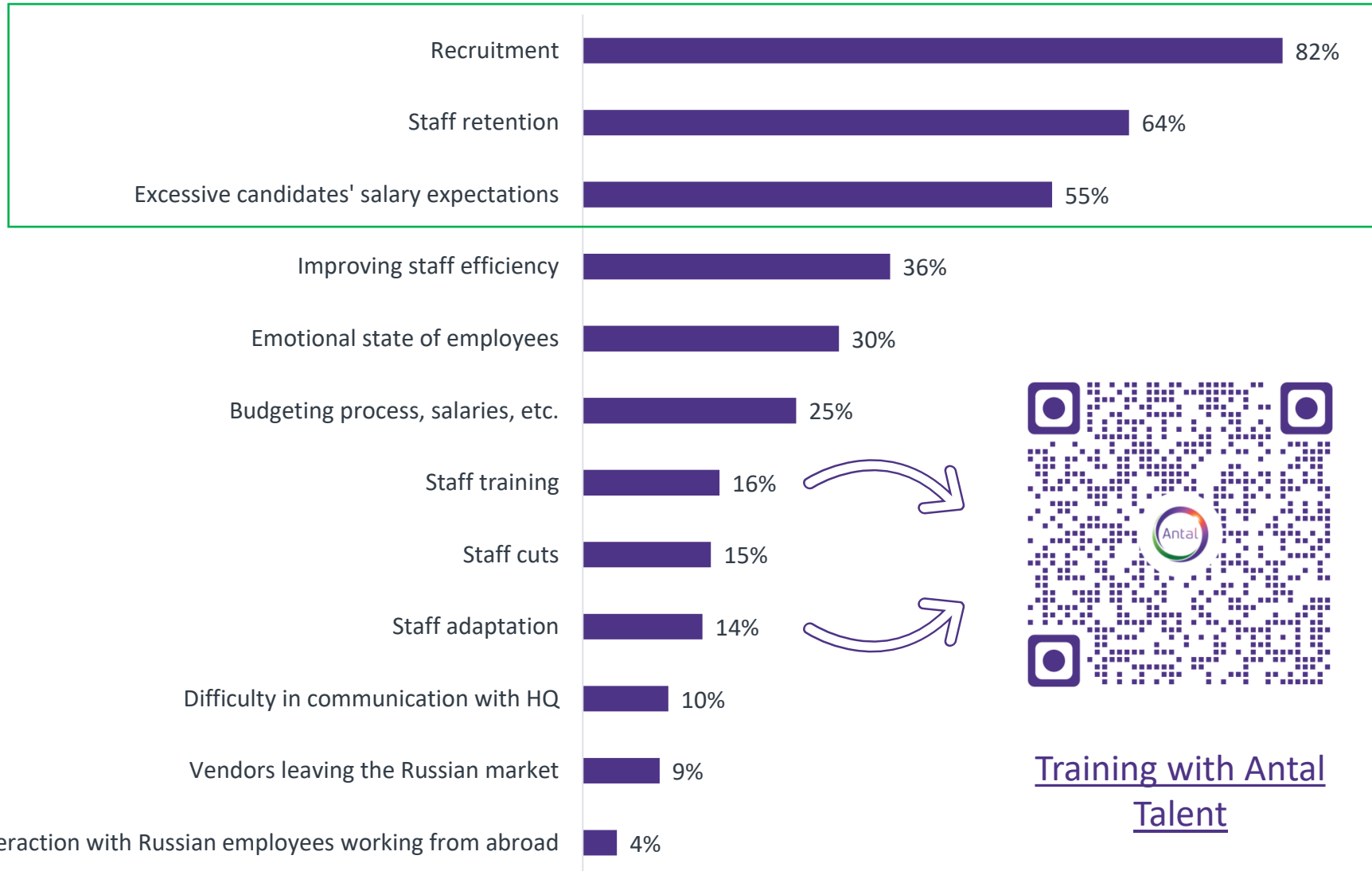
# CONTESTS



- The most critical issues regarding staff ..... 3
- Staff Hiring. Permanent recruitment ..... 4-13
- Staff Hiring. Temporary recruitment ..... 14-19
- Salaries. Indexation for 2024 ..... 20-31
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# THE MOST CRITICAL ISSUES REGARDING STAFF





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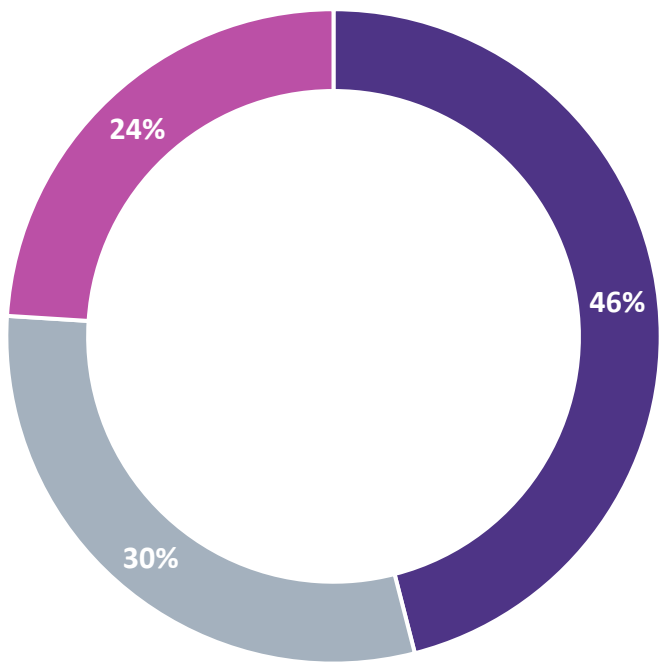
# RECRUITMENT OF STAFF FULL-TIME EMPLOYEES





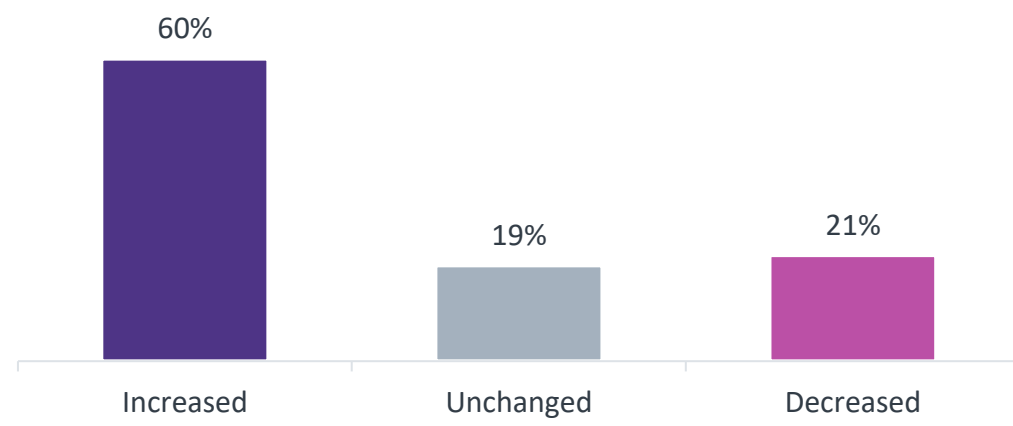
# HIRING 2023. PERMANENT RECRUITMENT

How has the number of full-time employees of your company in Russia changed over 2023?

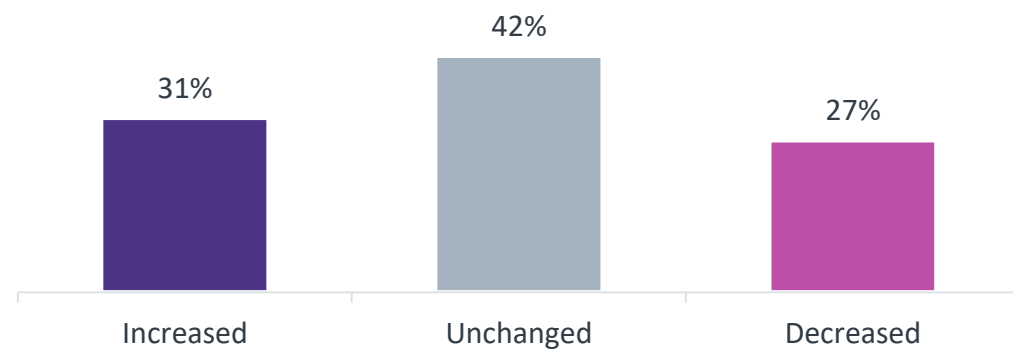


■ Increased ■ Unchanged ■ Decreased

## RUSSIAN COMPANIES



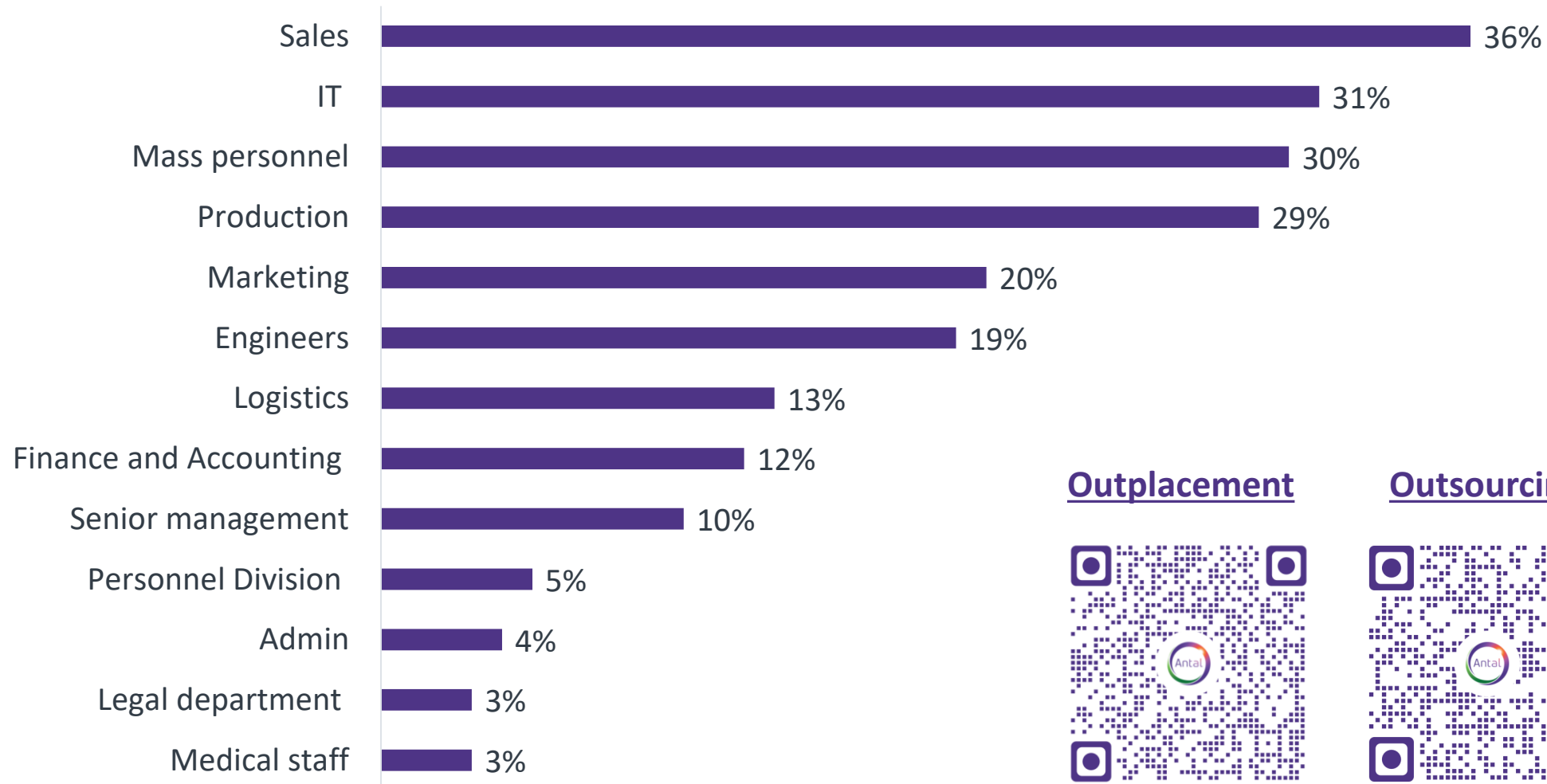
## INTERNATIONAL COMPANIES



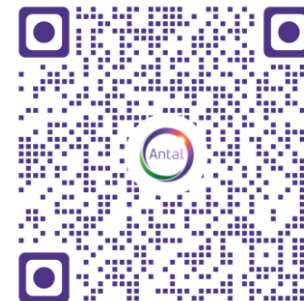


# HIRING 2023.

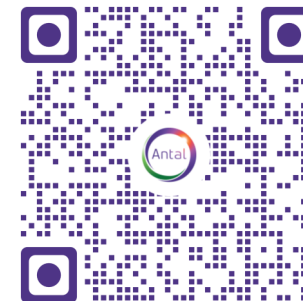
Which specialists do you feel most challenged to find during 2023?



Outplacement



Outsourcing





# IMPROVED RECRUITMENT

What solutions are you implementing to improve your hiring situation?

65%



Review salary levels

63%



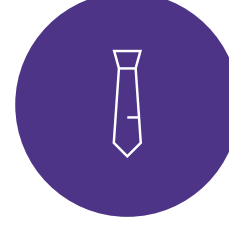
Include additional search sources

53%

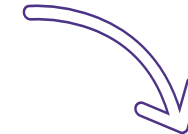


Expanding the candidate funnel

37%



Engaging recruitment companies



Connect us 😊

36%



Strengthen the referral system

25%



Strengthen marketing tools for attracting candidates

12%

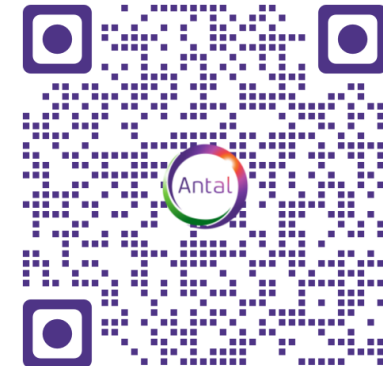


Create/promote a career website

11%



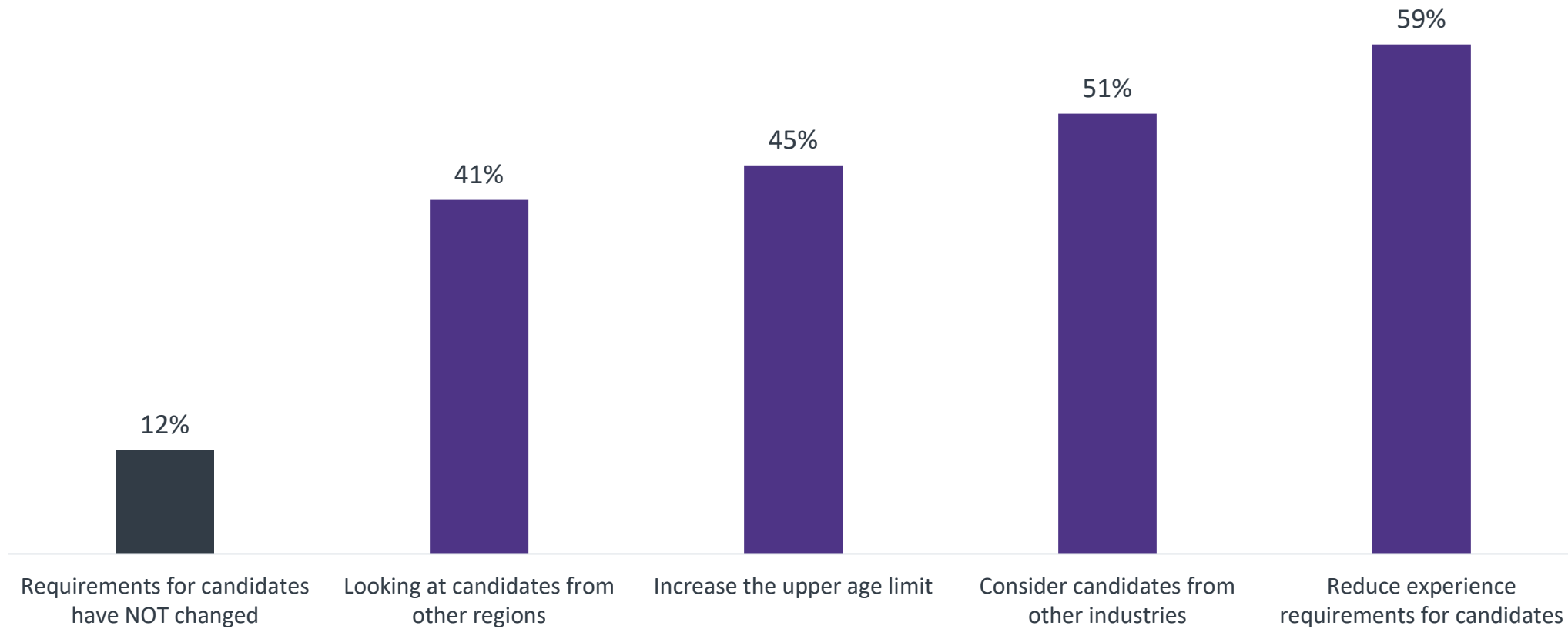
Engaging outsourcing





# CANDIDATE FUNNEL EXPANSION

What criteria do you use to expand your candidate funnel?

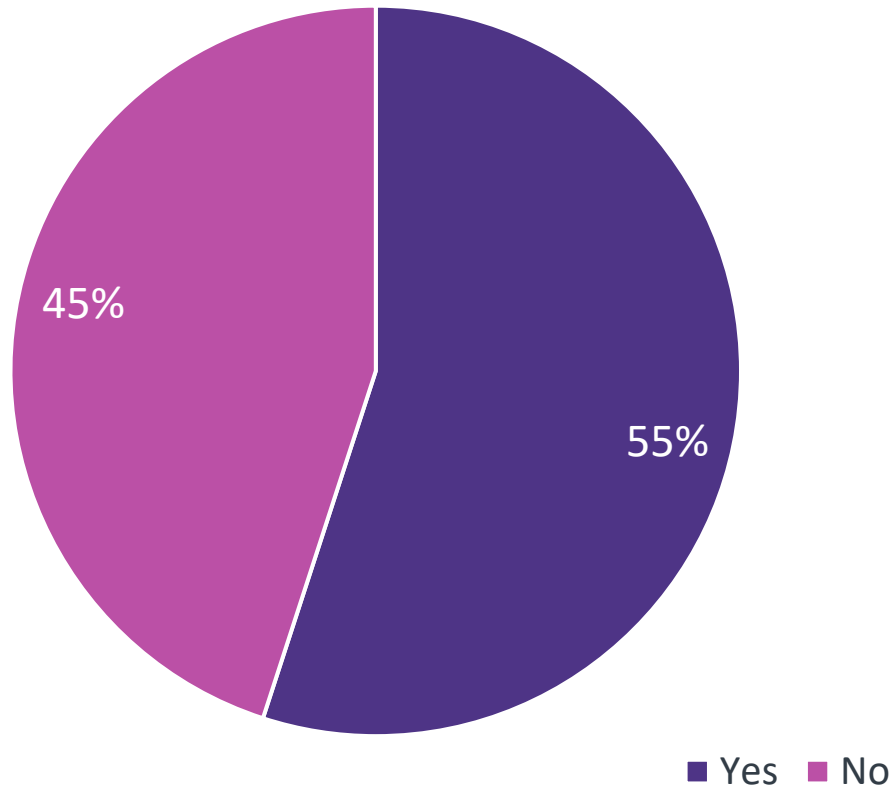




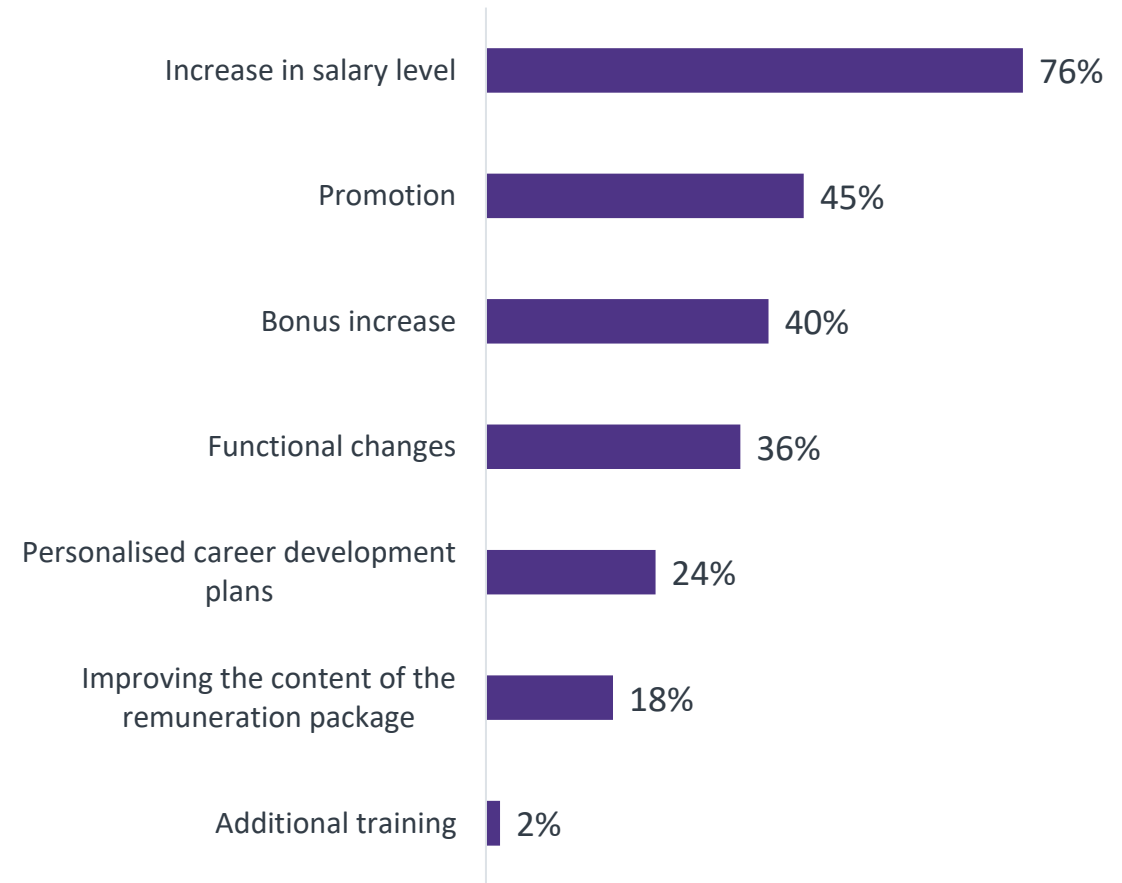


# STAFF RETENTION

Have you had to retain employees more often this year?



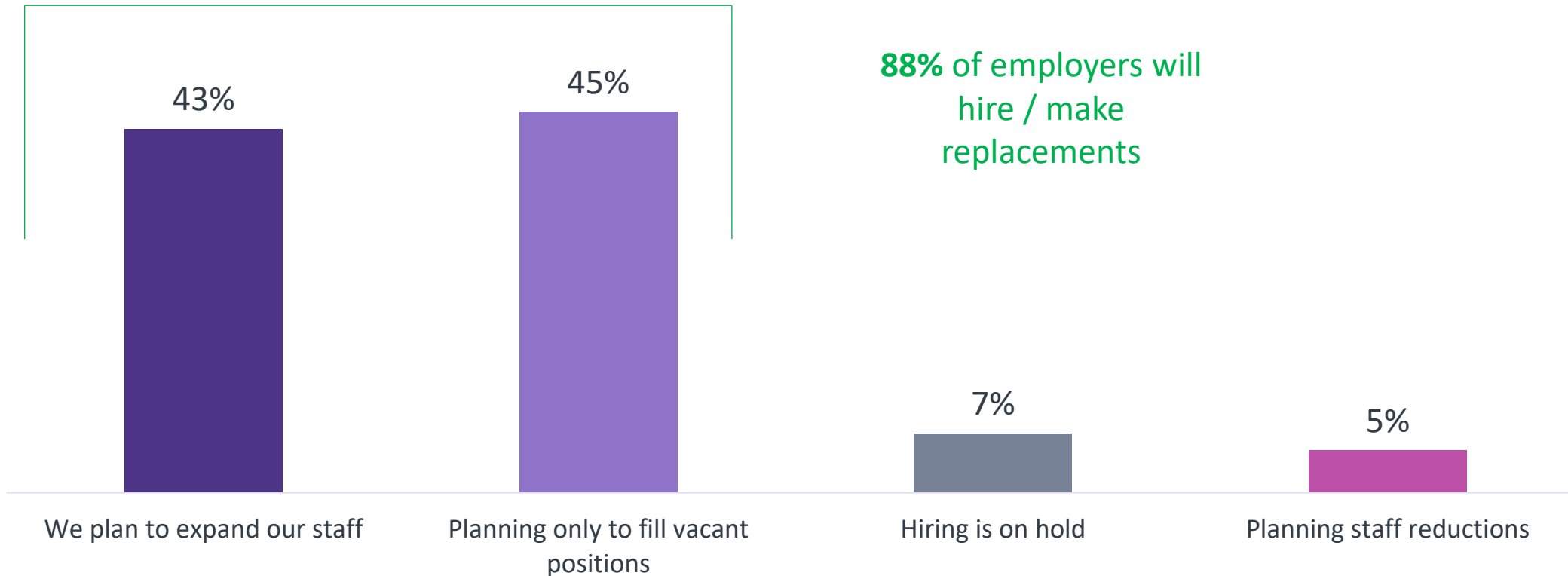
At what expense do you retain employees?





# HIRING 2024. PERMANENT RECRUITMENT

What are your plans for recruitment in 2024?



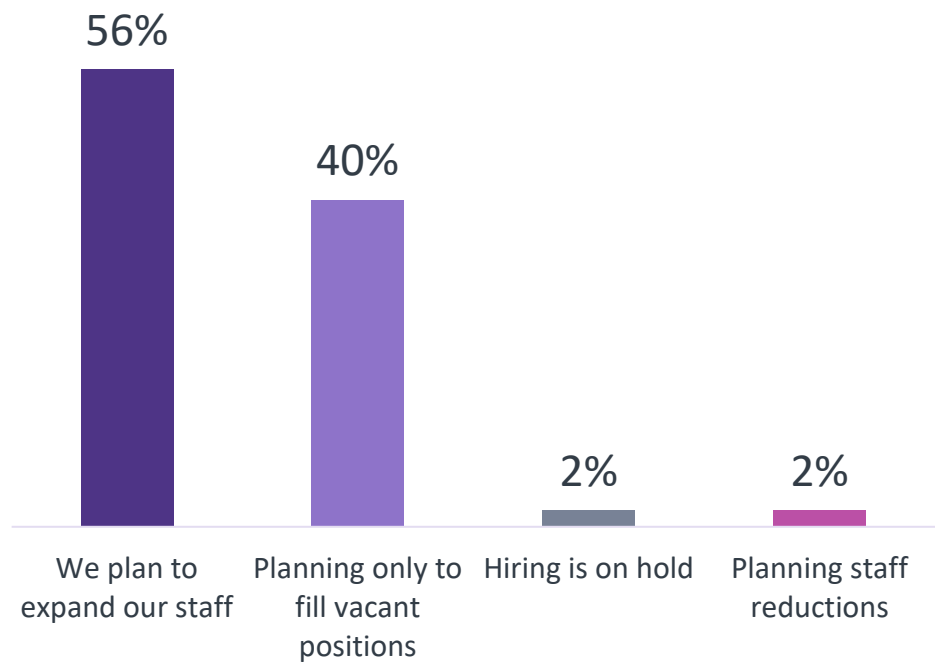


# HIRING 2024. PERMANENT RECRUITMENT

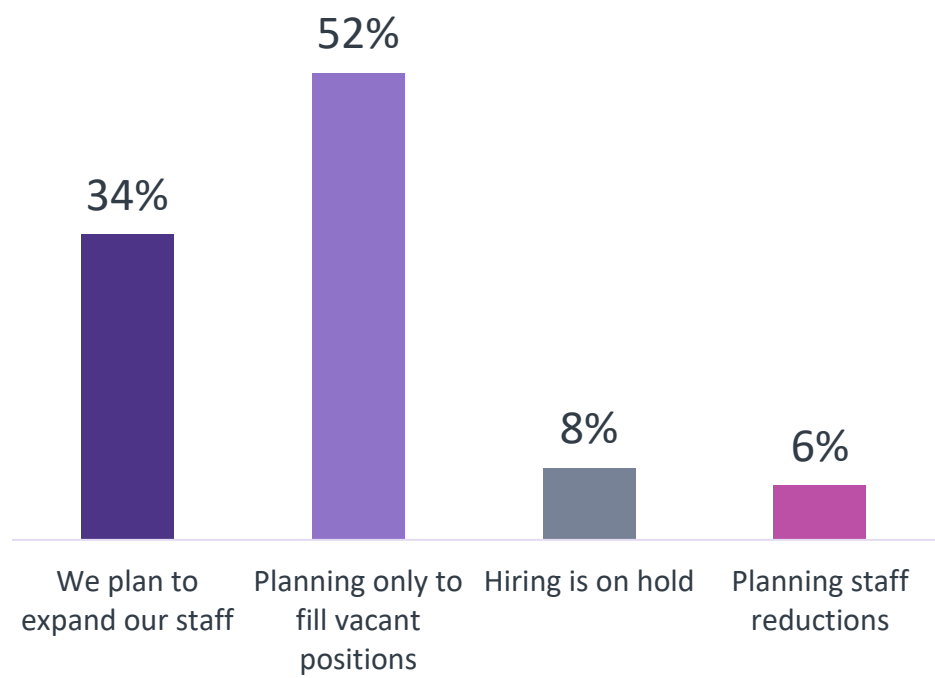
Local companies will be hiring more actively in 2024 than international brands operating in Russia.

What are your plans for recruitment in 2024?

## RUSSIAN COMPANIES



## INTERNATIONAL COMPANIES





# HIRING 2024. PERMANENT RECRUITMENT

\* The "industry" sector includes companies from the following business areas: agribusiness, paper and packaging, mining, machinery, chemicals, construction, equipment and technology, and food ingredients.

What are your plans for recruitment in 2024?

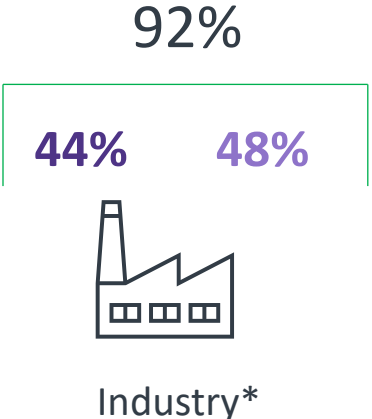
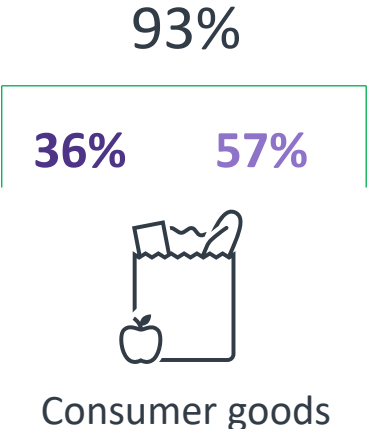
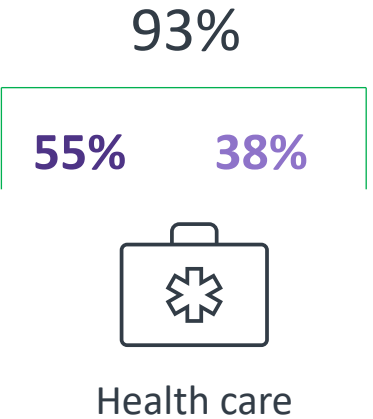
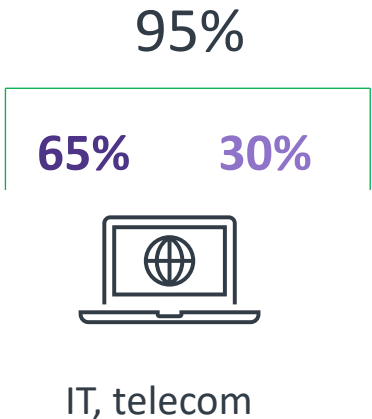


Active recruitment



Replacement of departing staff

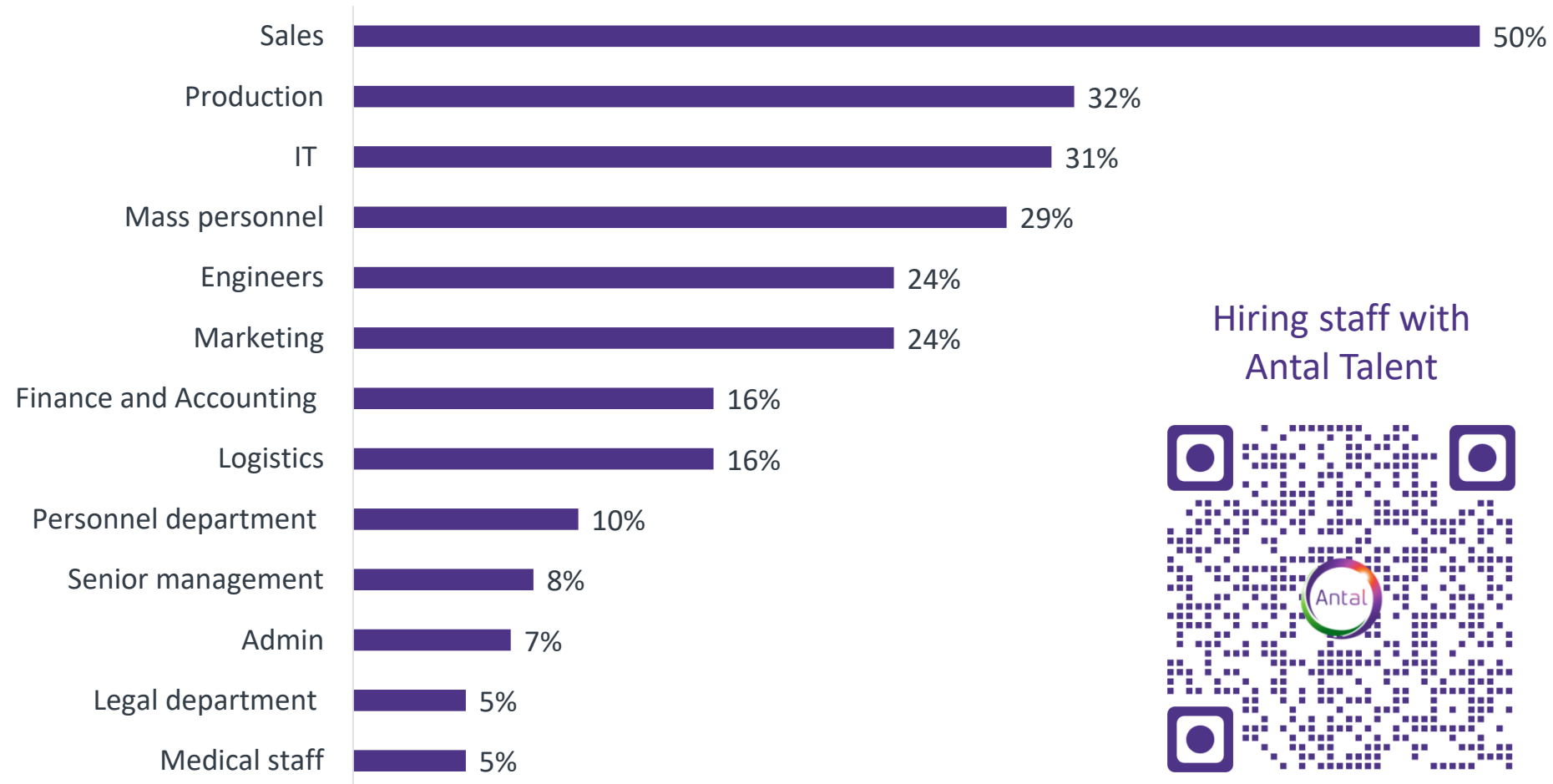
## INDUSTRIES THAT WILL BE HIRING



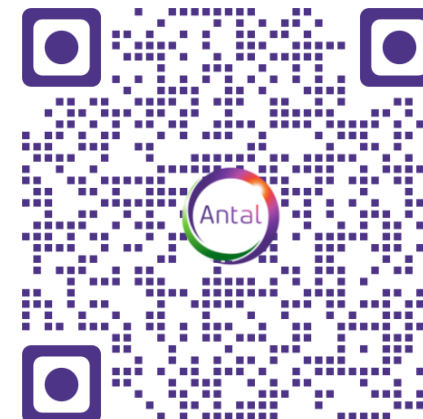


# HIRING 2024. PERMANENT RECRUITMENT

Which specialists do you plan to hire in 2024?

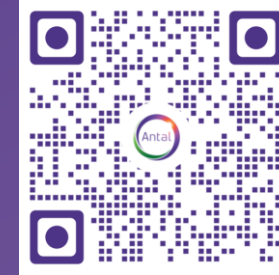


Hiring staff with  
Antal Talent





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# STAFF HIRING.

## Temporary recruitment



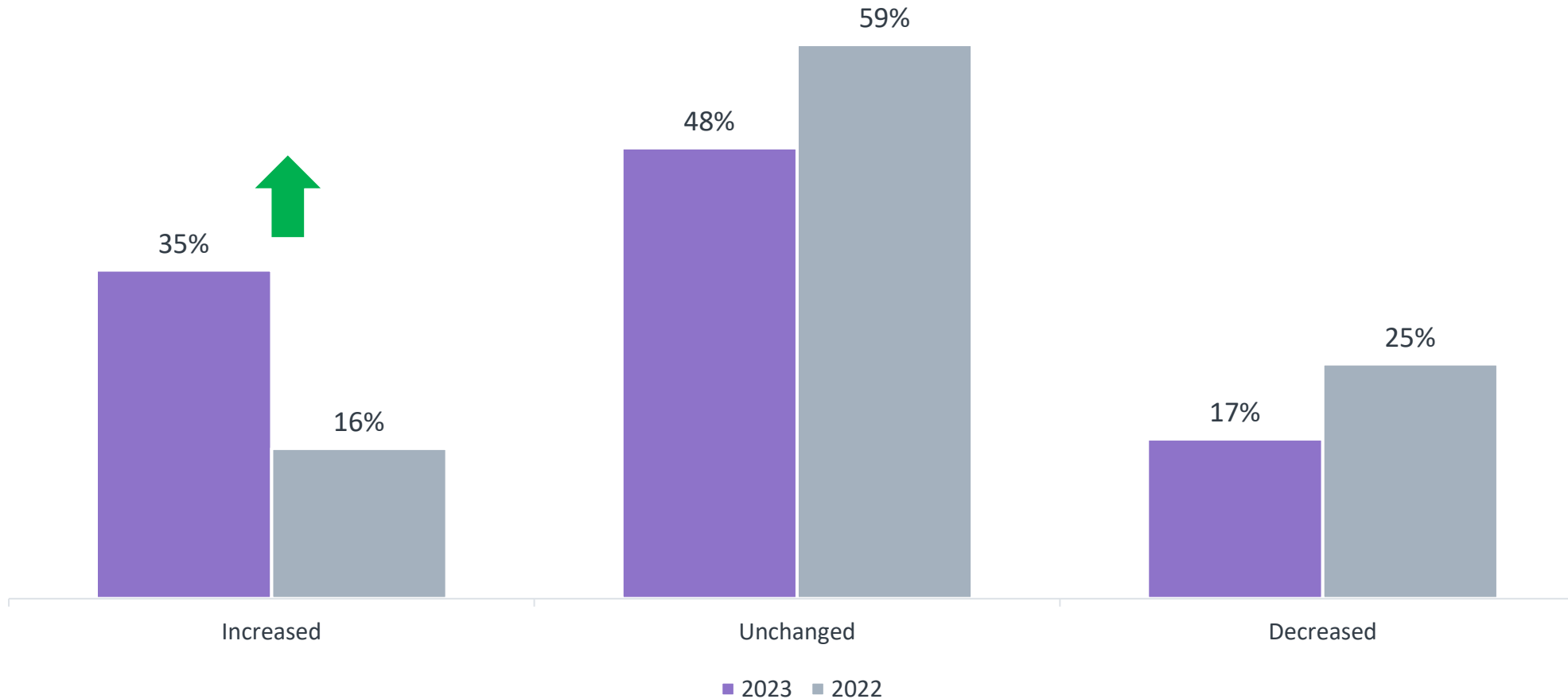
\*Responses from companies with temporary employees

# HIRING 2023. TEMPORARY RECRUITMENT

\*\* for 2022 responses based on the Antal Talent pulse survey conducted between December 8 and 19, 2022. The survey involved 368 companies operating in Russia.



How has the number of temporary employees of your company changed in Russia?

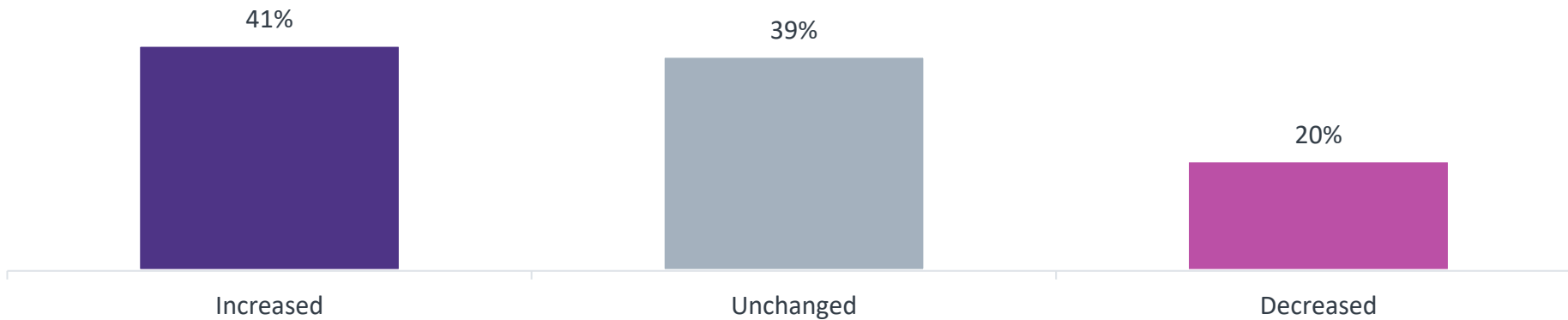


\*Responses from companies with temporary employees

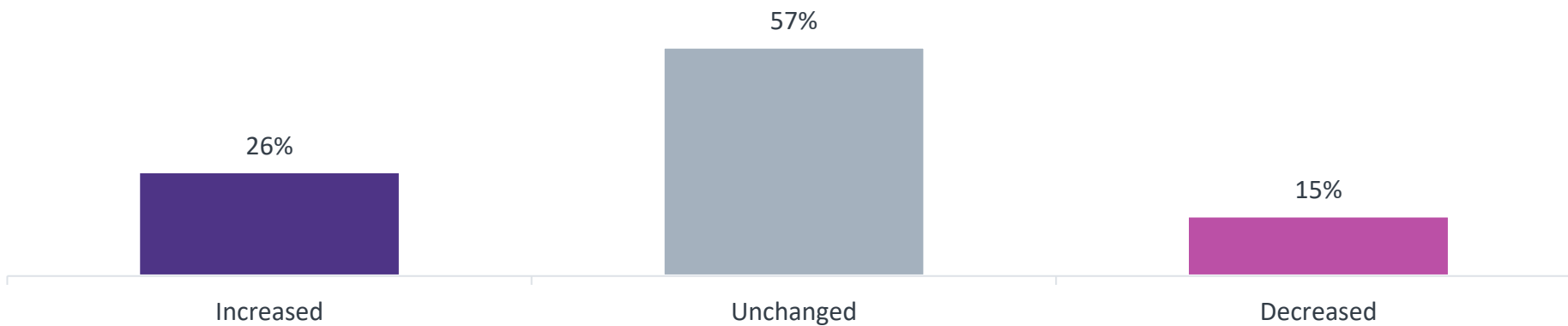
# HIRING 2023. TEMPORARY STAFF.

How has the number of **temporary employees** at your company in Russia changed over 2023?

## RUSSIAN COMPANIES



## INTERNATIONAL COMPANIES



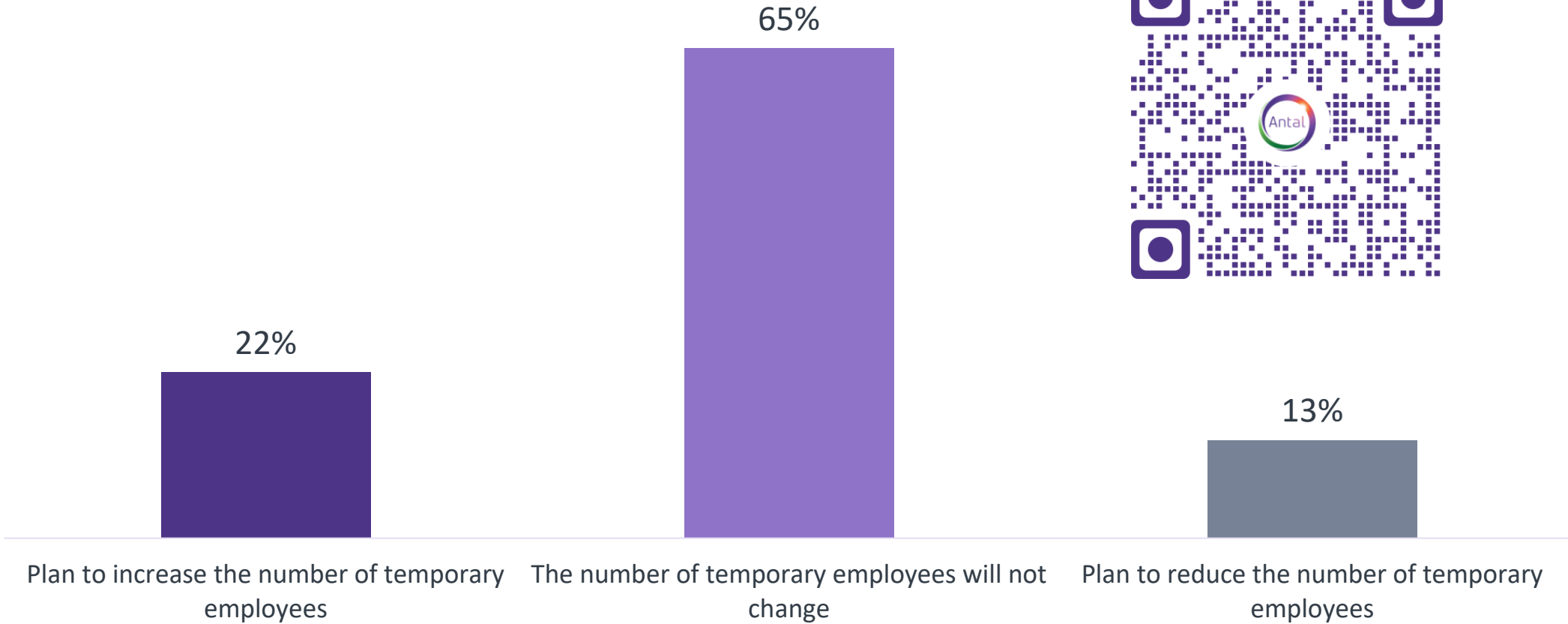


\*Responses from companies with temporary employees

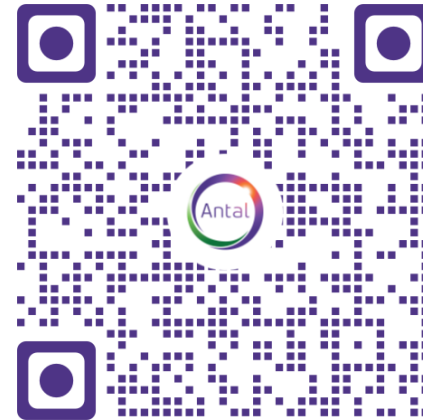


# HIRING 2024. TEMPORARY STAFF.

Your plans for temporary staffing in 2024?



Personnel outsourcing  
with Antal Talent

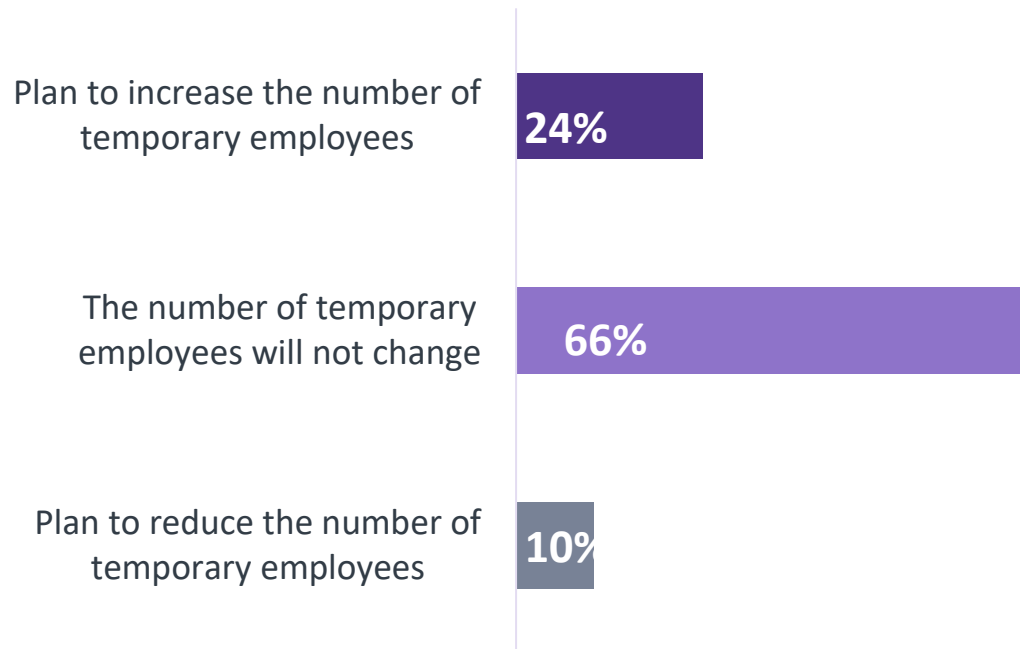


\*Responses from companies with temporary employees

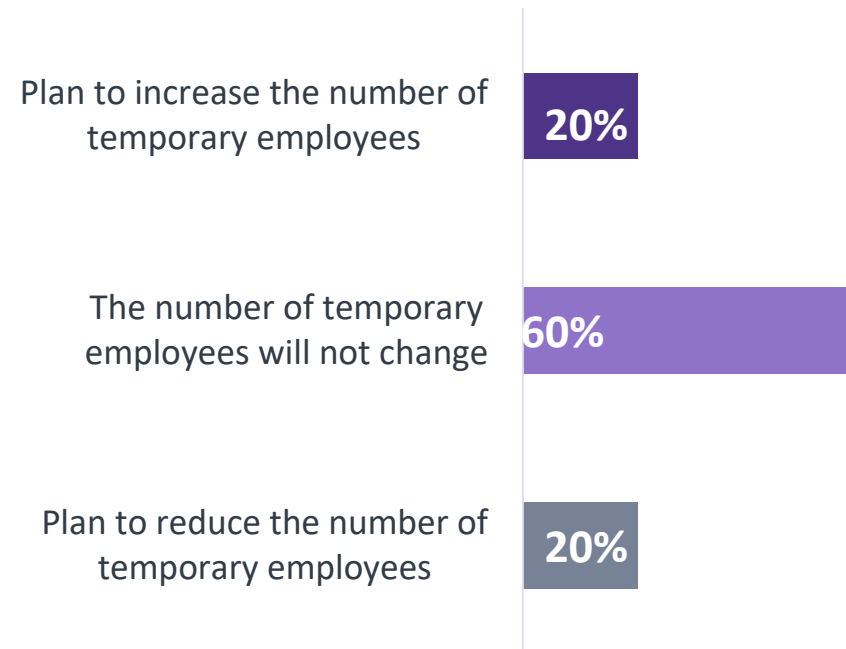
# HIRING 2024. TEMPORARY STAFF.

Your plans for temporary staffing in 2024?

## RUSSIAN COMPANIES



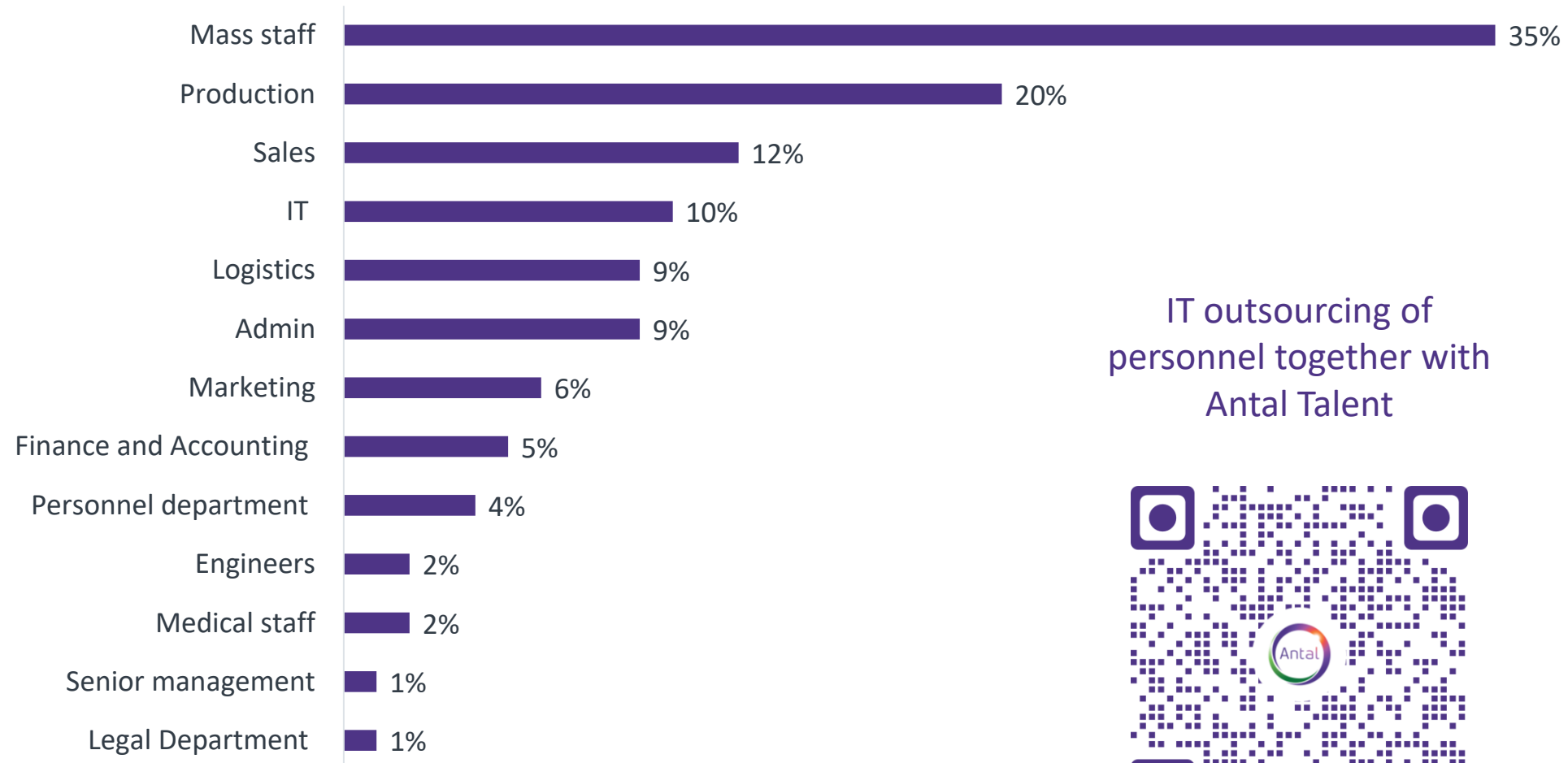
## INTERNATIONAL COMPANIES



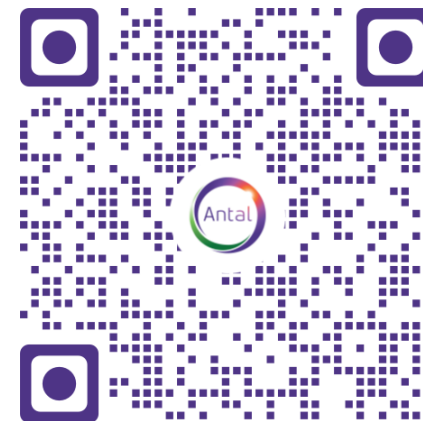


# HIRING 2024. TEMPORARY STAFF.

What specialists do you plan to formalise for temporary employment in 2024?

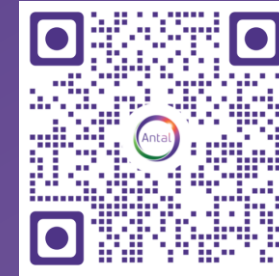


IT outsourcing of  
personnel together with  
Antal Talent





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# SALARIES. Indexation for 2024

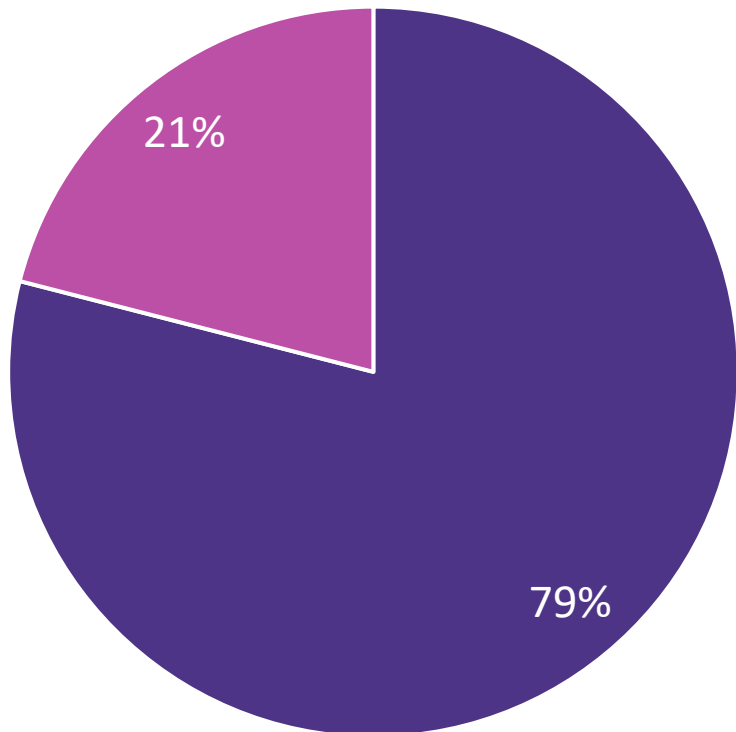




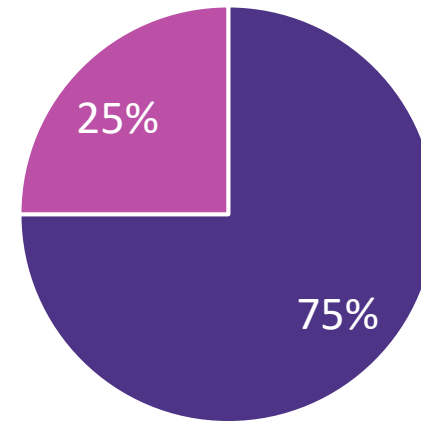
# SALARIES

Employee salary plans for 2024:

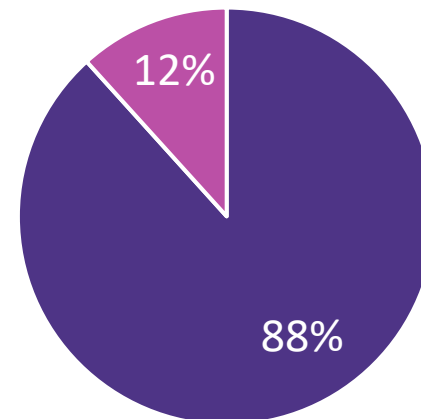
- Plan to raise
- Leave unchanged



## RUSSIAN COMPANIES



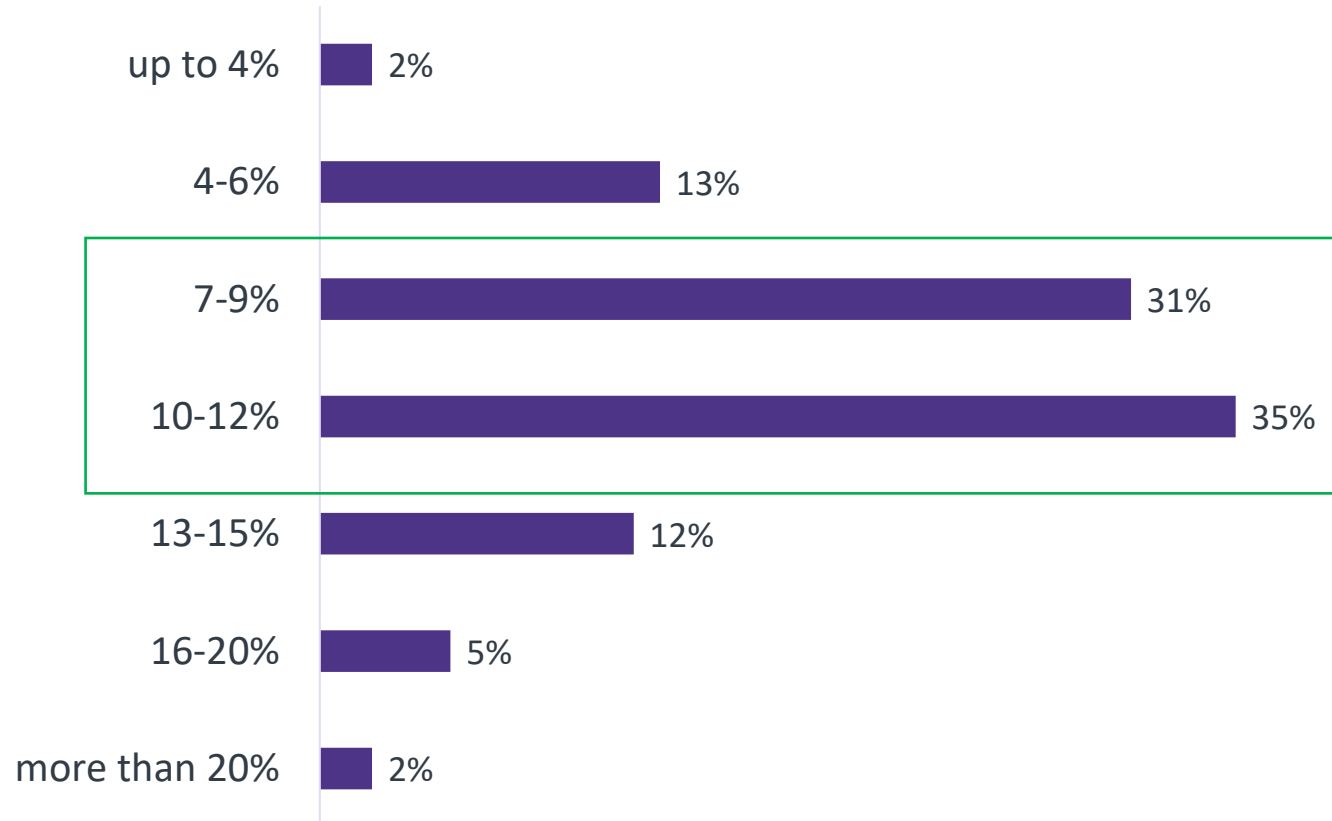
## INTERNATIONAL COMPANIES



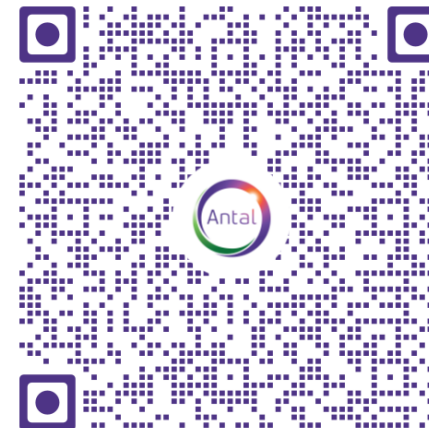


# SALARIES

By what percentage on average do you plan to raise salaries?



Customized salary survey

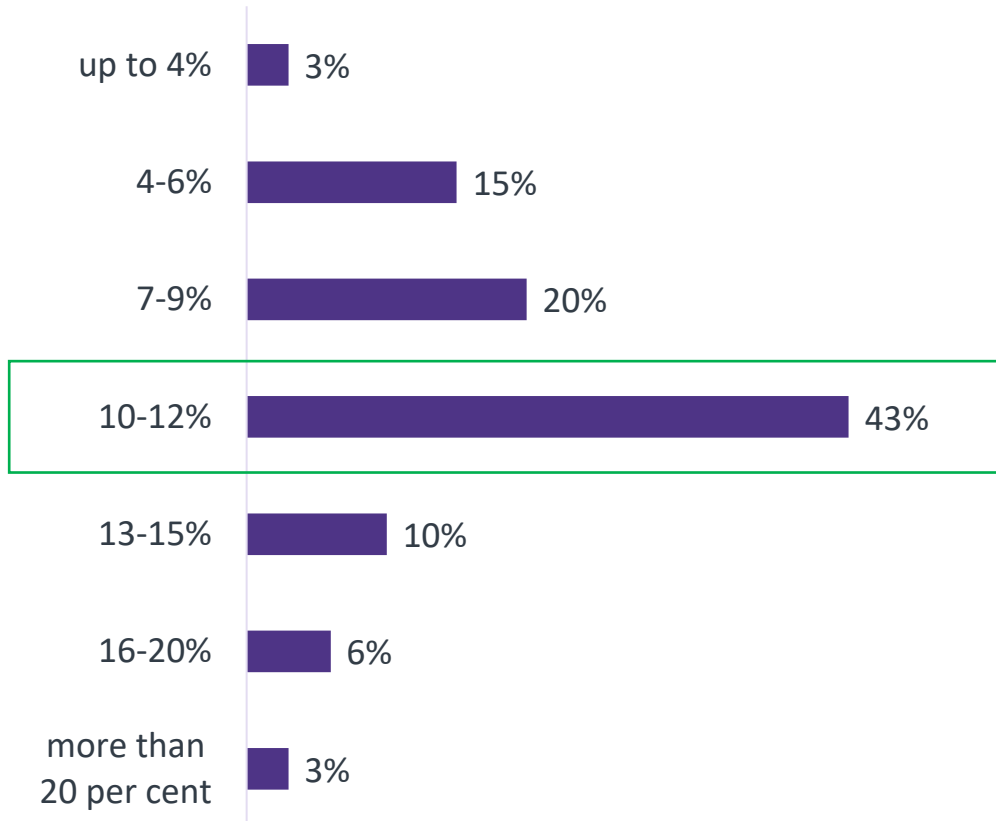




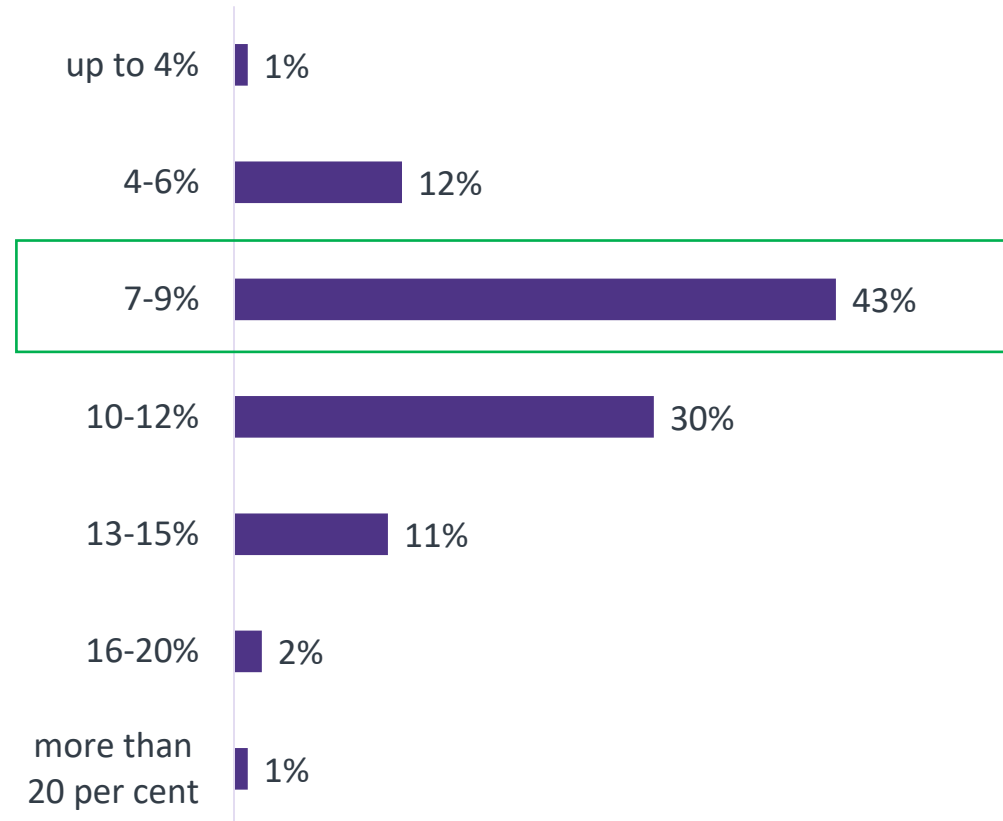
# SALARIES

By what percentage on average do you plan to raise salaries?

## RUSSIAN COMPANIES



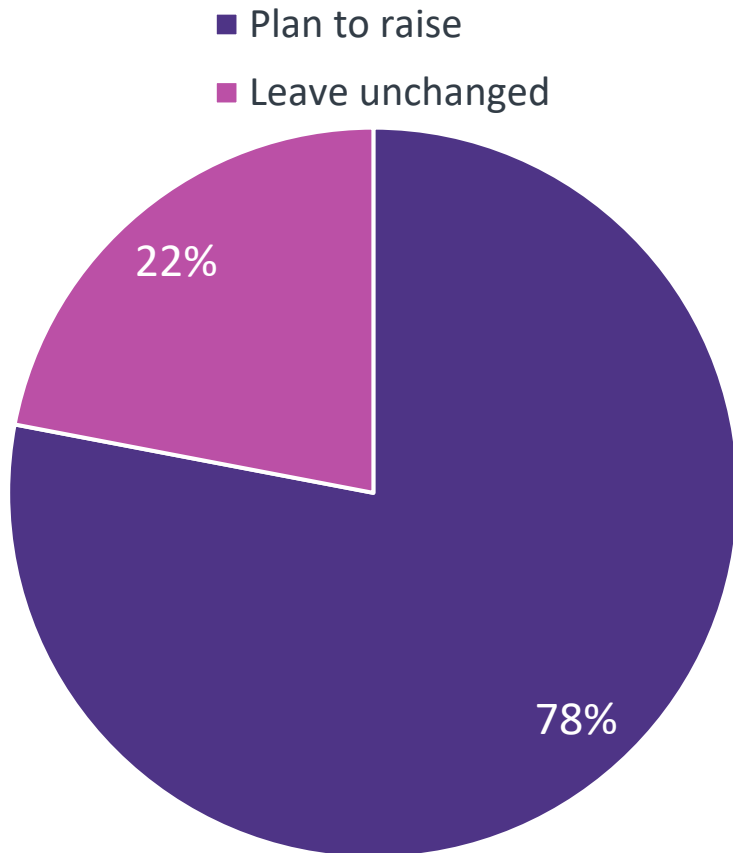
## INTERNATIONAL COMPANIES



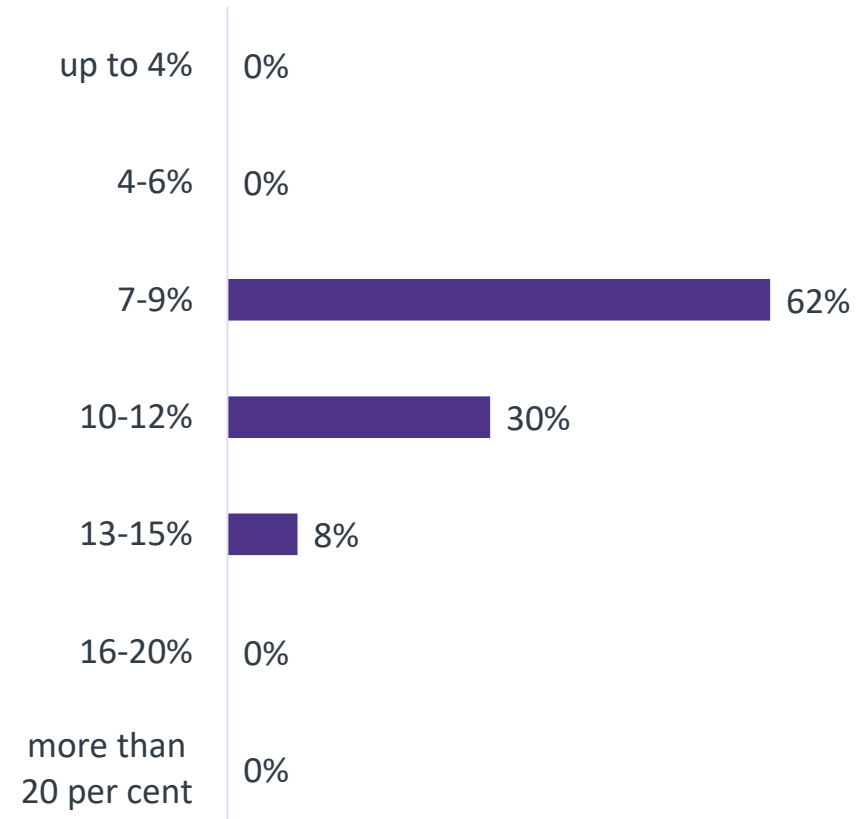


# SALARIES. HEALTHCARE SECTOR

Employee salary plans for 2024:



By what percentage on average do you plan to raise salaries?

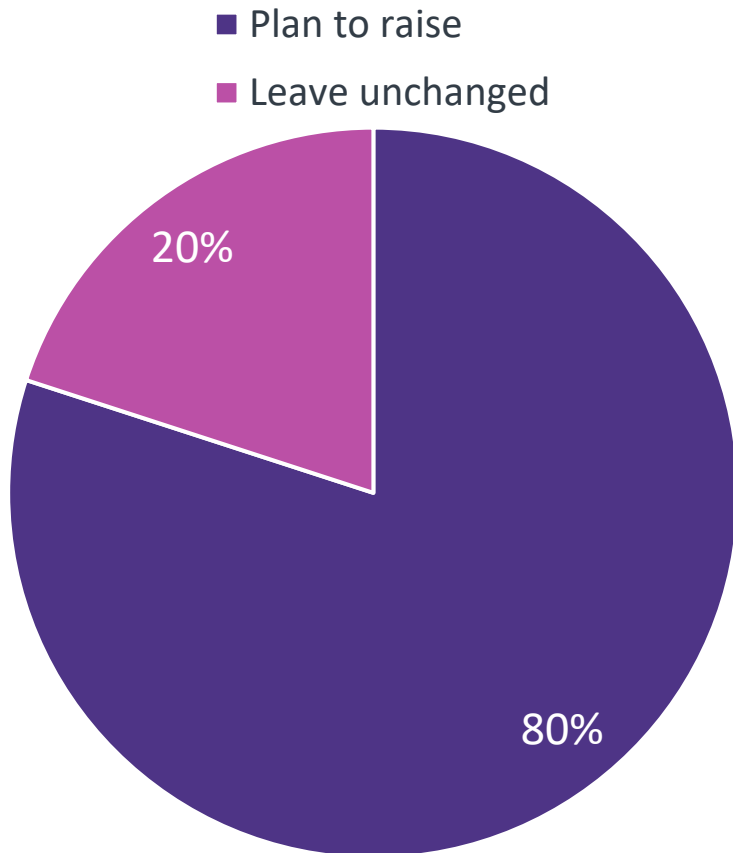




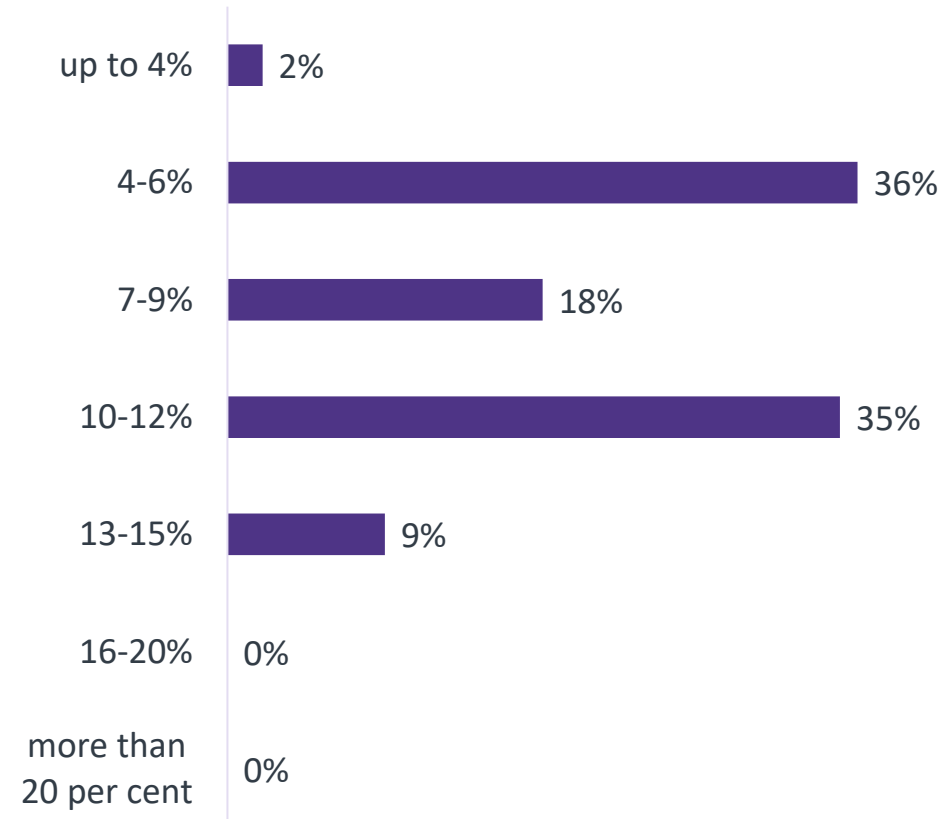


# SALARIES. RETAIL SECTOR

Employee salary plans for 2024:

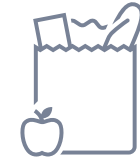


By what percentage on average do you plan to raise salaries?

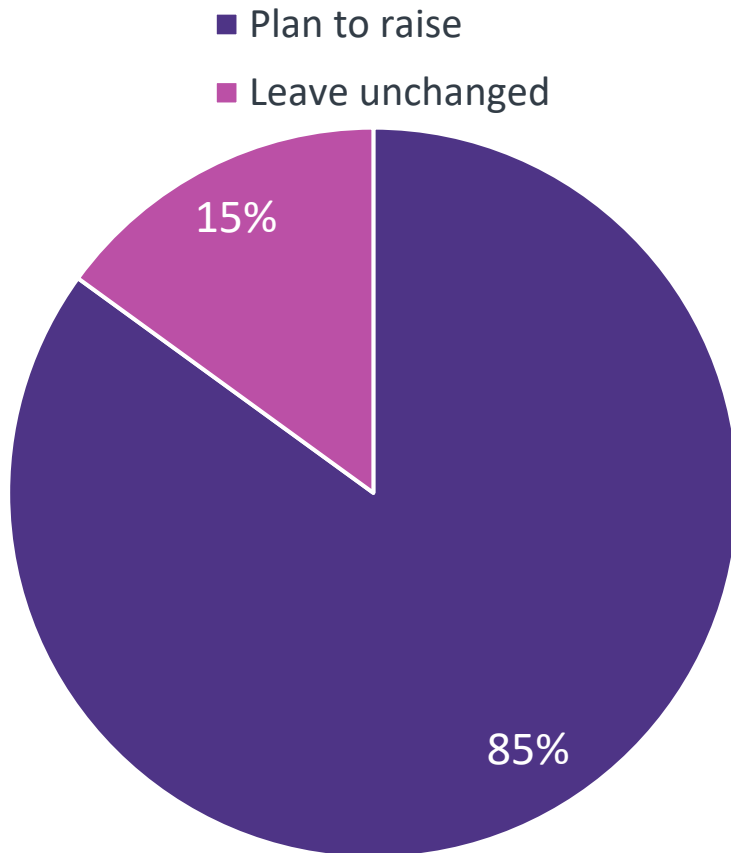




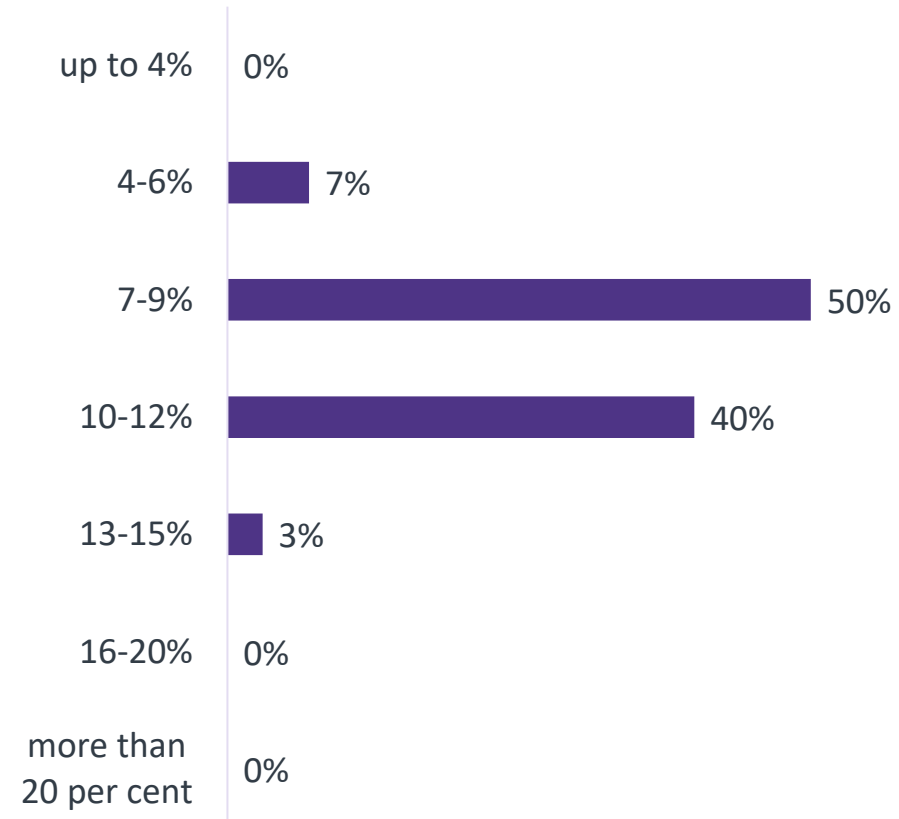
# SALARIES. FMCG SECTOR



Employee salary plans for 2024:



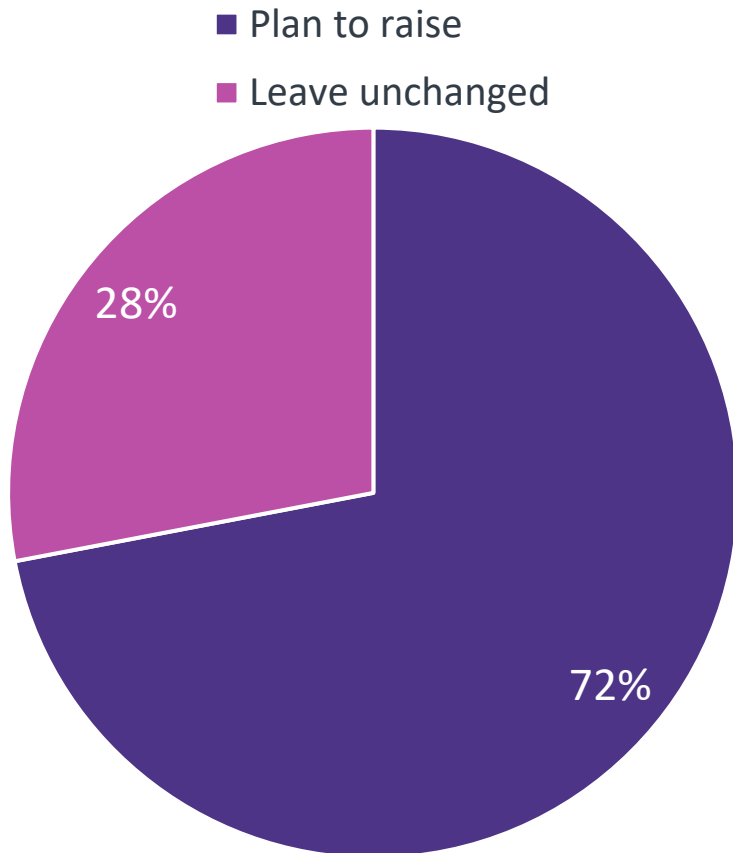
By what percentage on average do you plan to raise salaries?



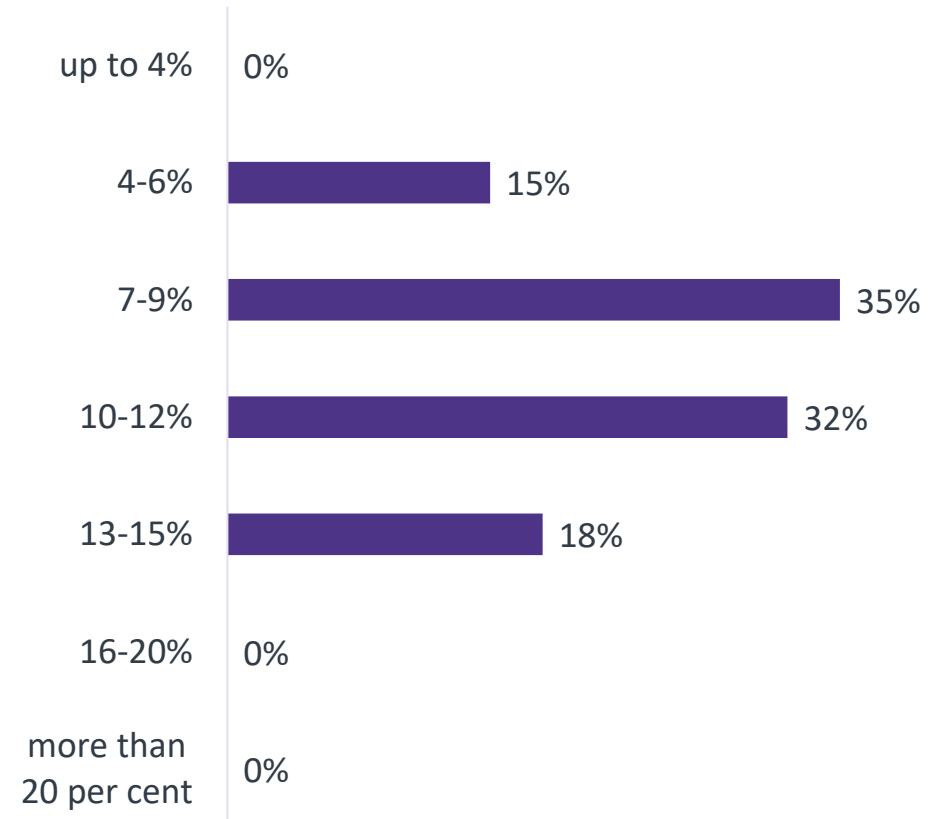


# SALARIES. PROFESSIONAL SERVICES (CONSULTING)

Employee salary plans for 2024:



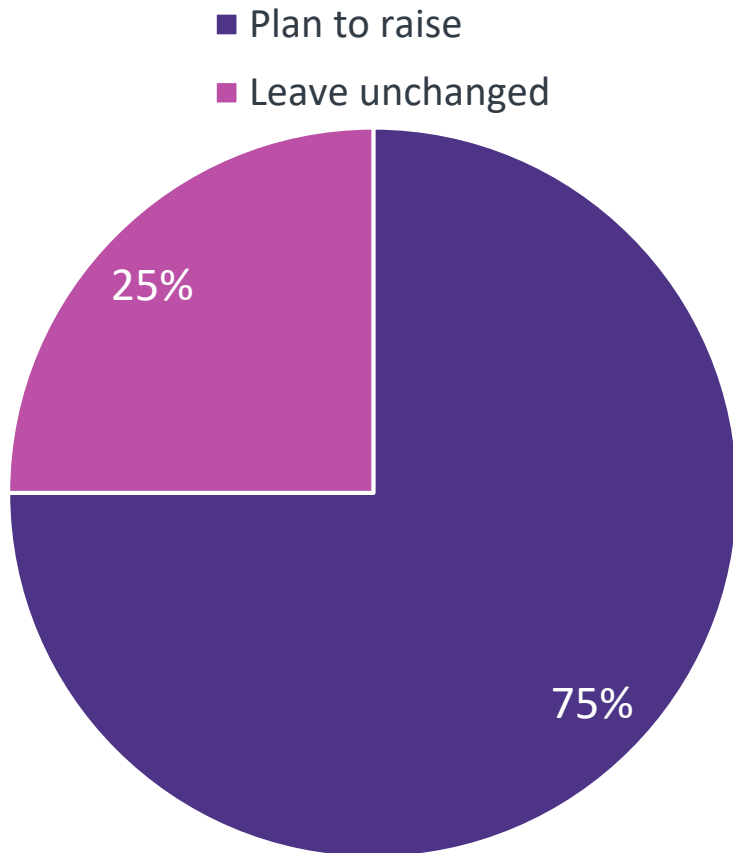
By what percentage on average do you plan to raise salaries?



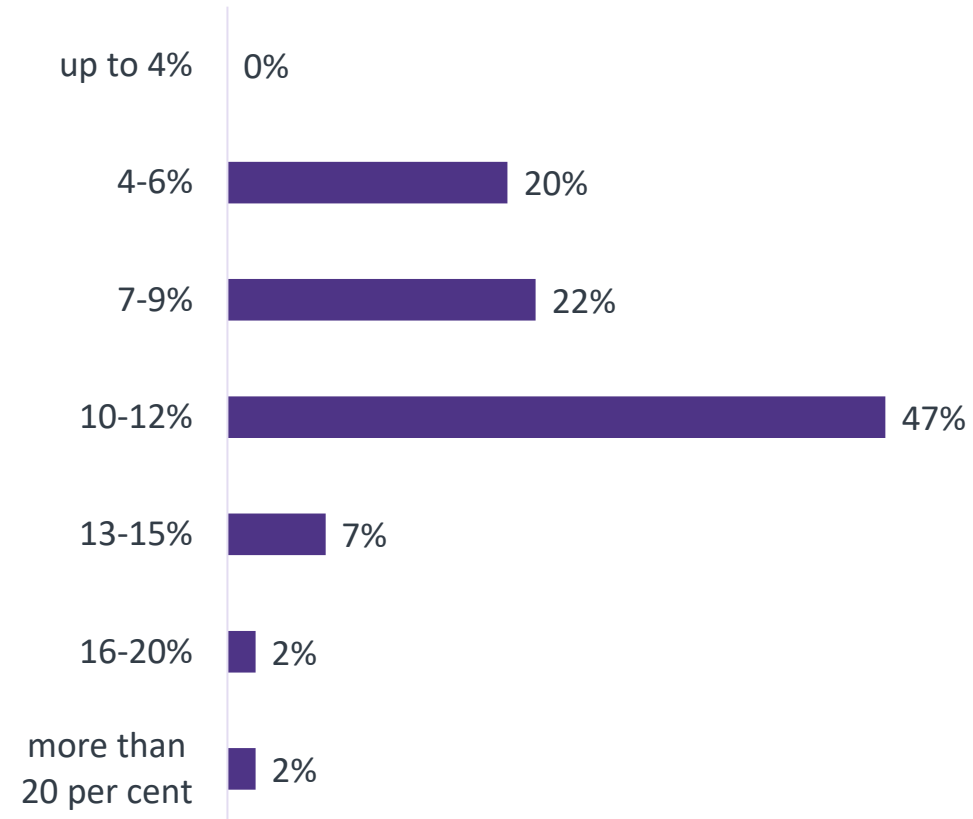


# SALARIES. IT SECTOR

Employee salary plans for 2024:



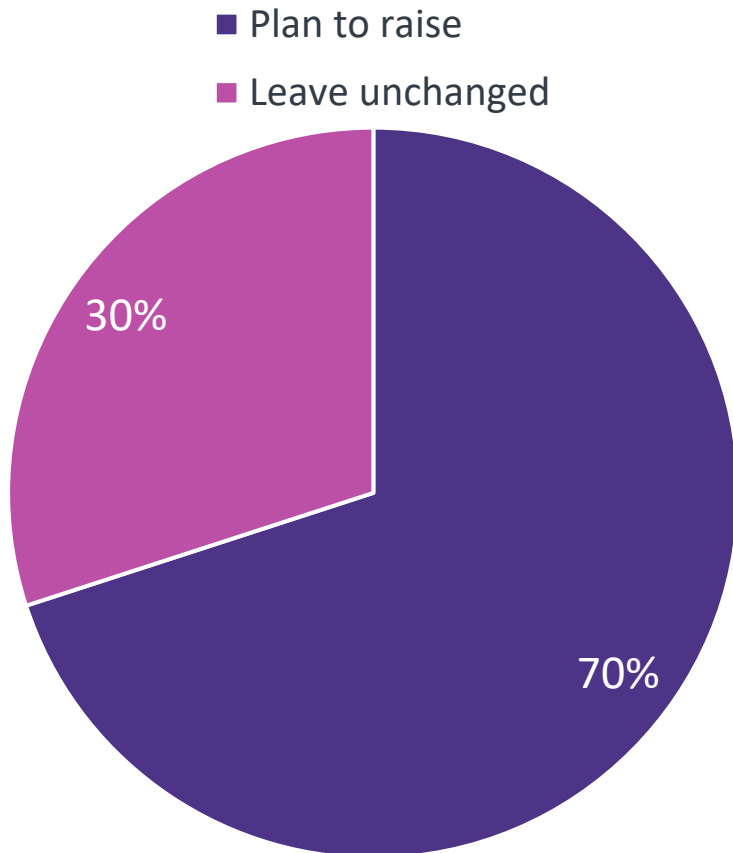
By what percentage on average do you plan to raise salaries?



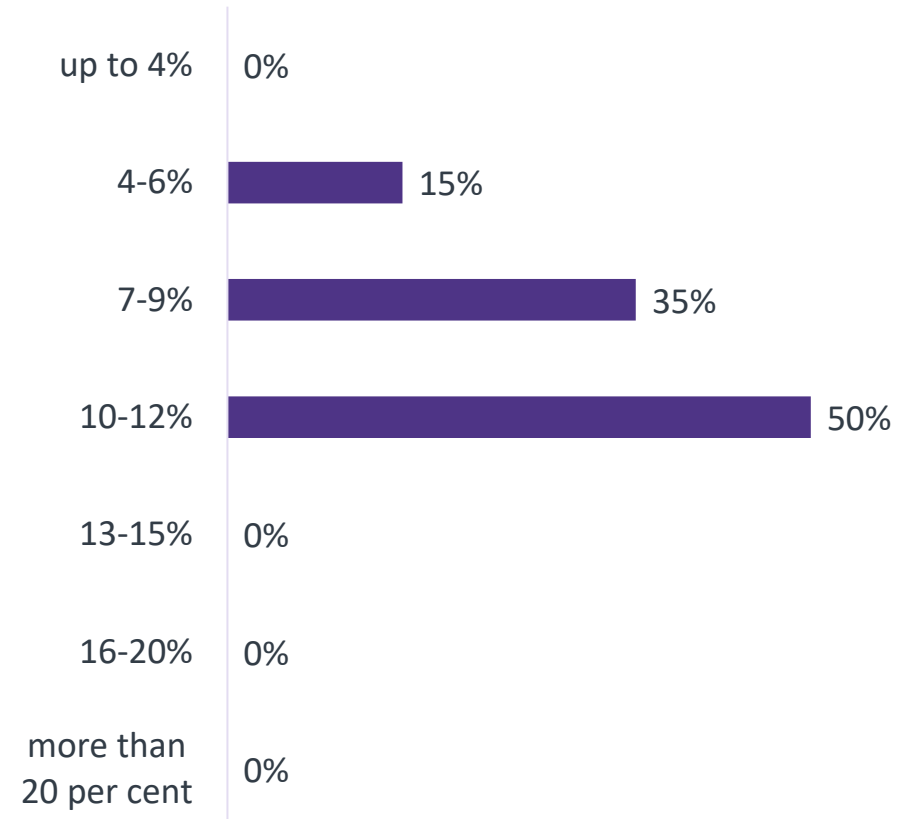


# SALARIES. BANKS AND FINANCIAL SERVICES SECTOR

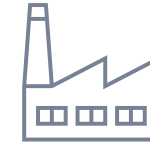
Employee salary plans for 2024:



By what percentage on average do you plan to raise salaries?



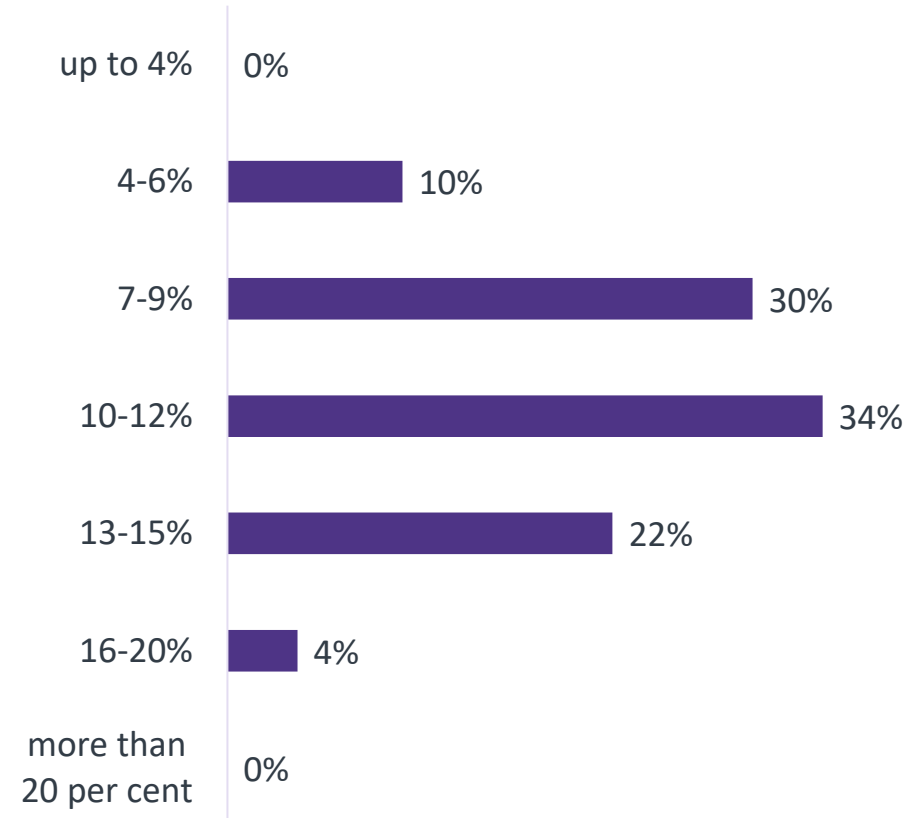
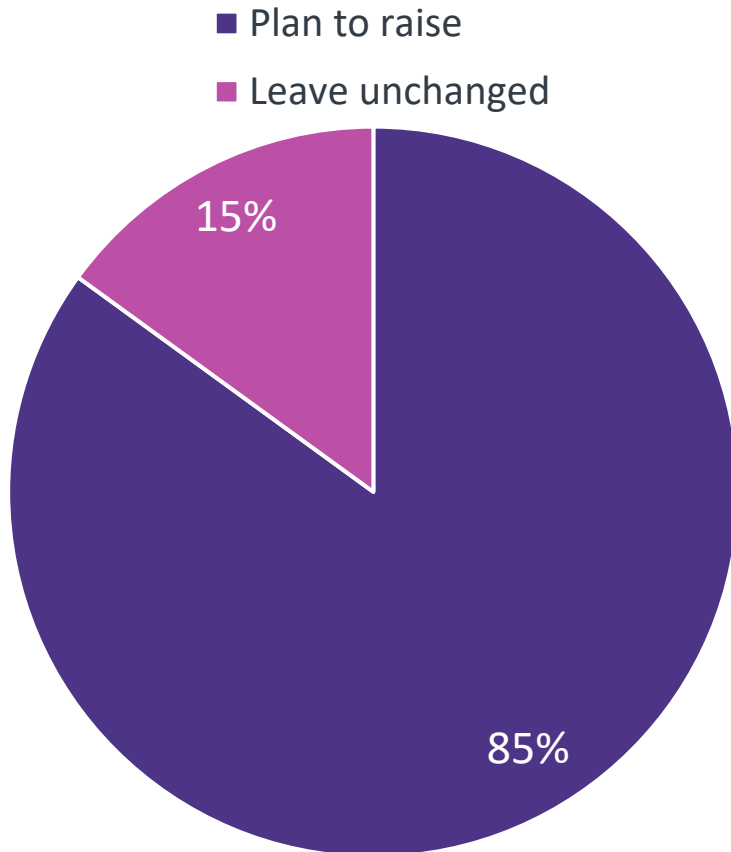
\* The "industry" sector includes companies from the following business areas: agribusiness, paper and packaging, mining, machinery, chemicals, construction, equipment and technology, and food ingredients.



# SALARIES. INDUSTRY SECTOR

Employee salary plans for 2024:

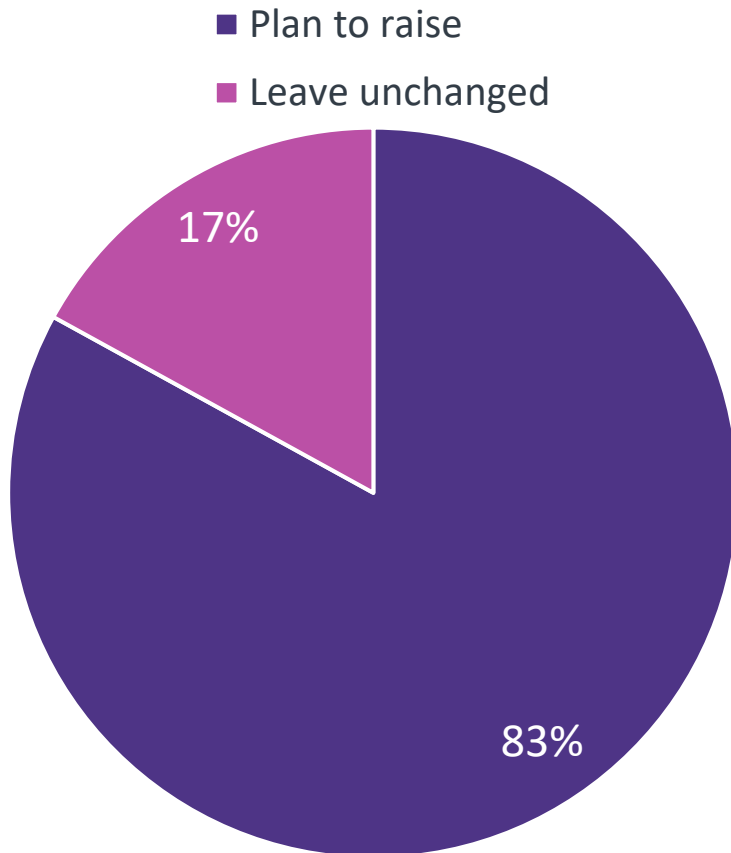
By what percentage on average do you plan to raise salaries?



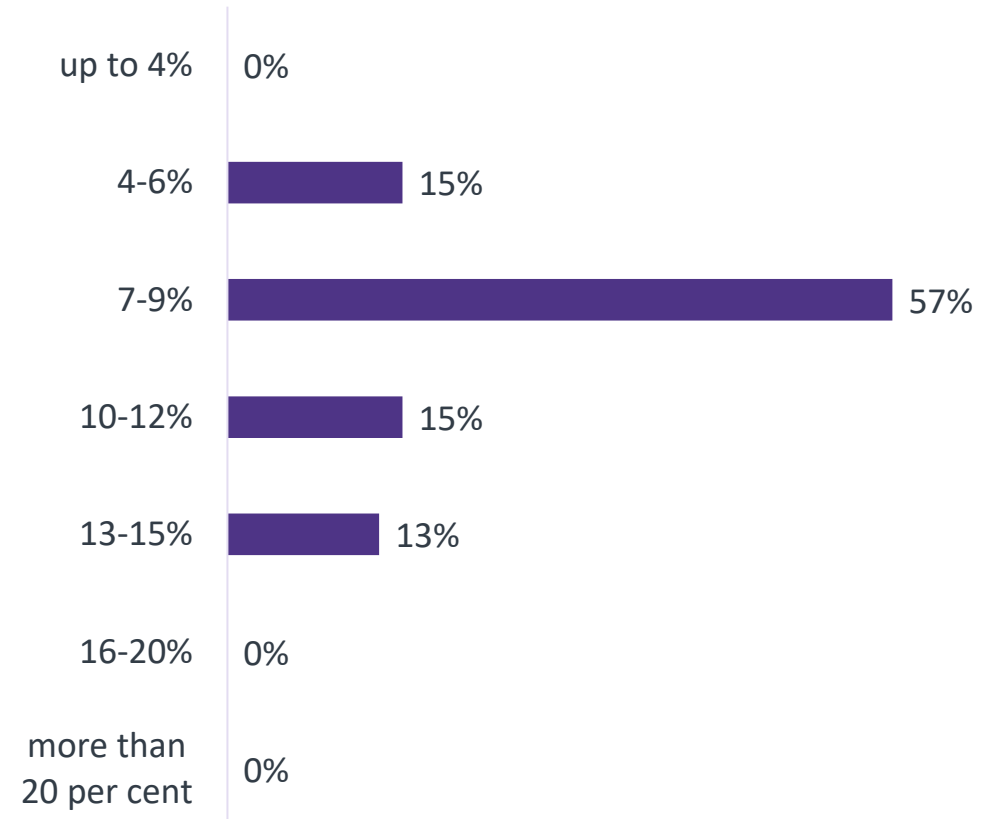


# SALARIES. LOGISTICS AND TRANSPORT SECTOR

Employee salary plans for 2024:

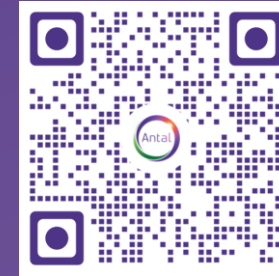


By what percentage on average do you plan to raise salaries?





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# HR-budget

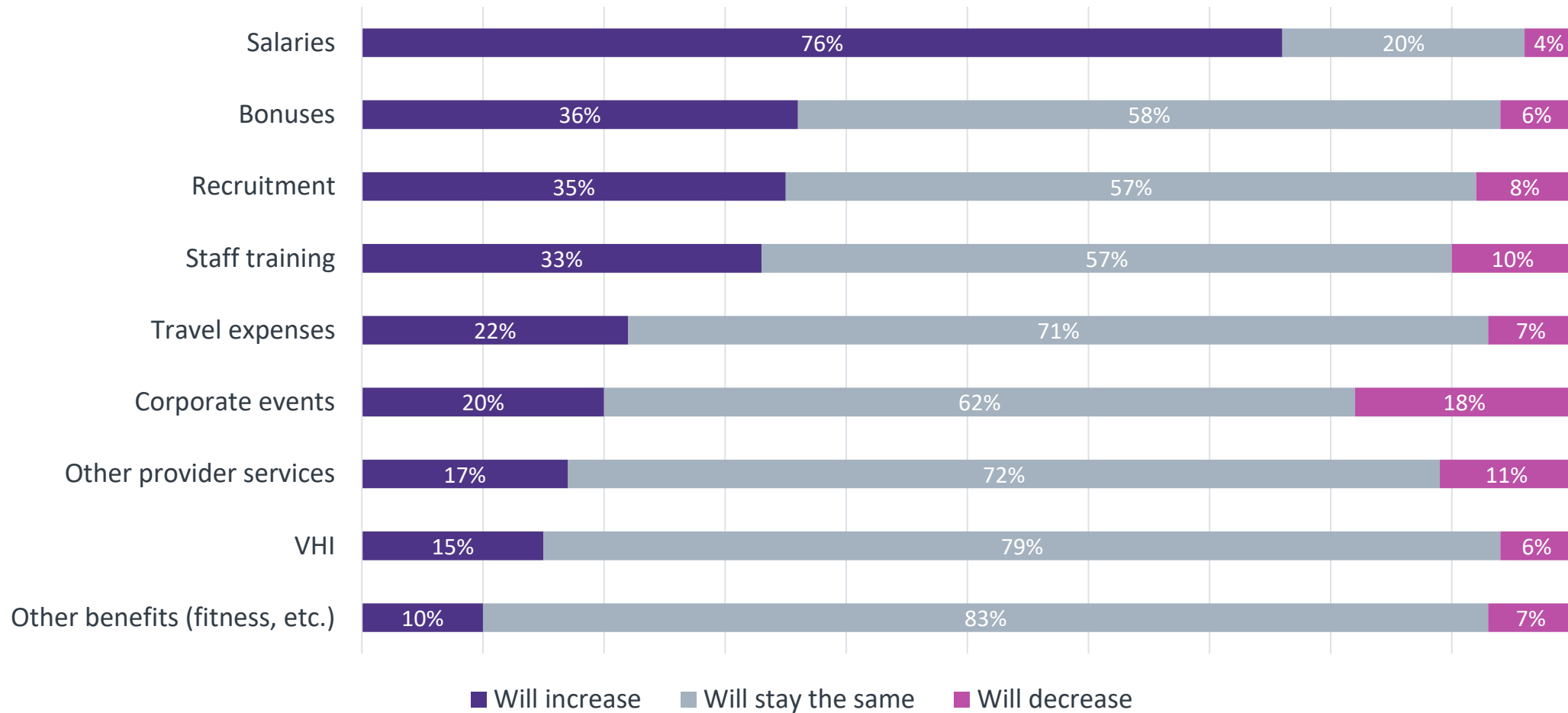






# HR-BUDGET

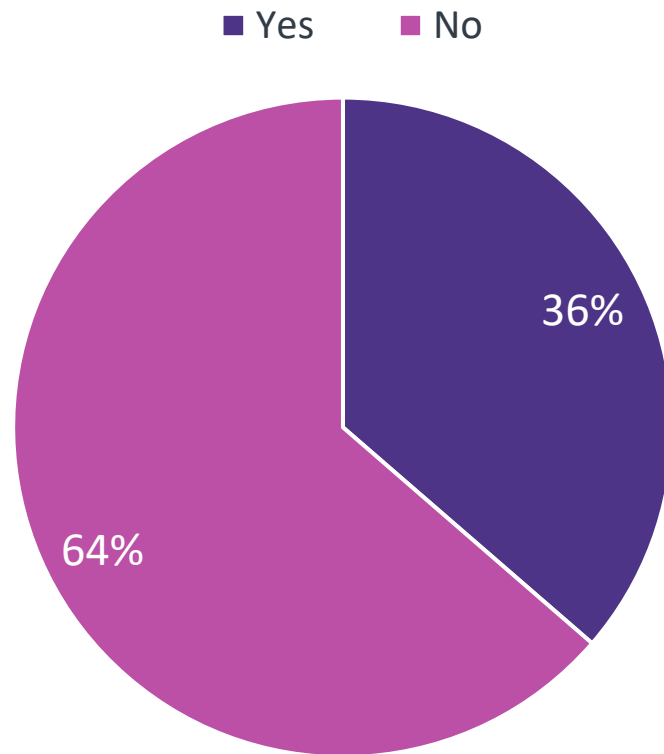
Your plans for the HR budget for 2024 compared to 2023?



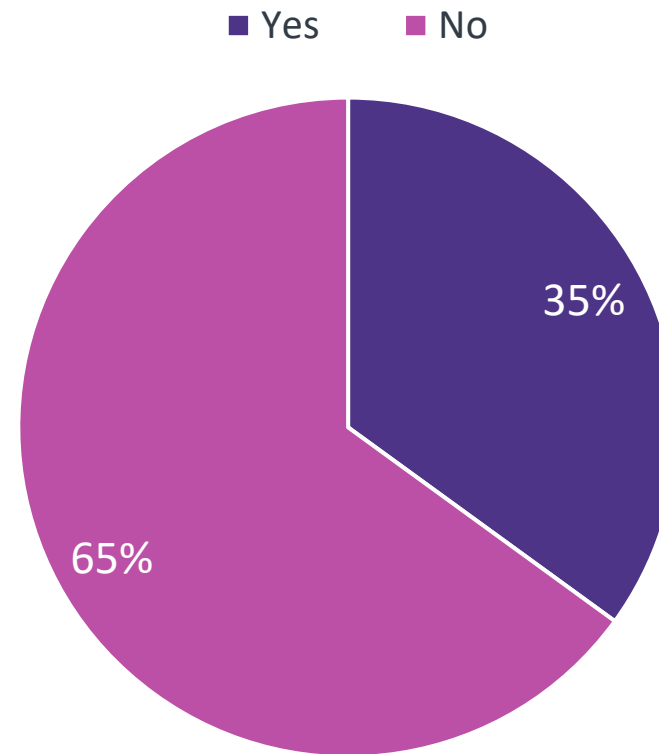


# COMPANY COMPENSATION PACKAGES

Have there been any changes to your company's compensation packages in **2023**?

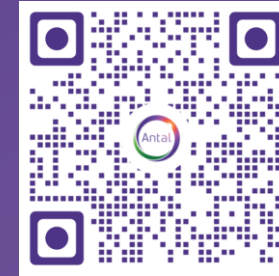


Are there any changes planned to your company's compensation packages for **2024**?





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# TRENDS AND PLANS FOR 2024

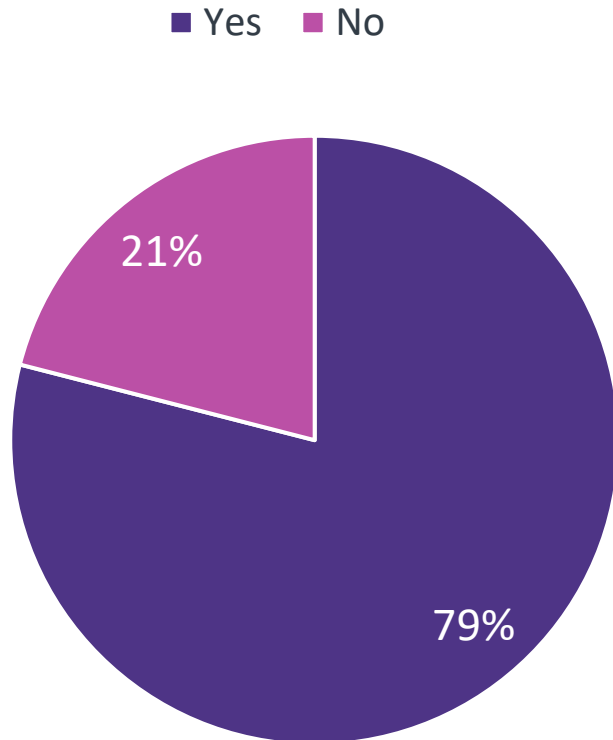
## BUSINESS SITUATION



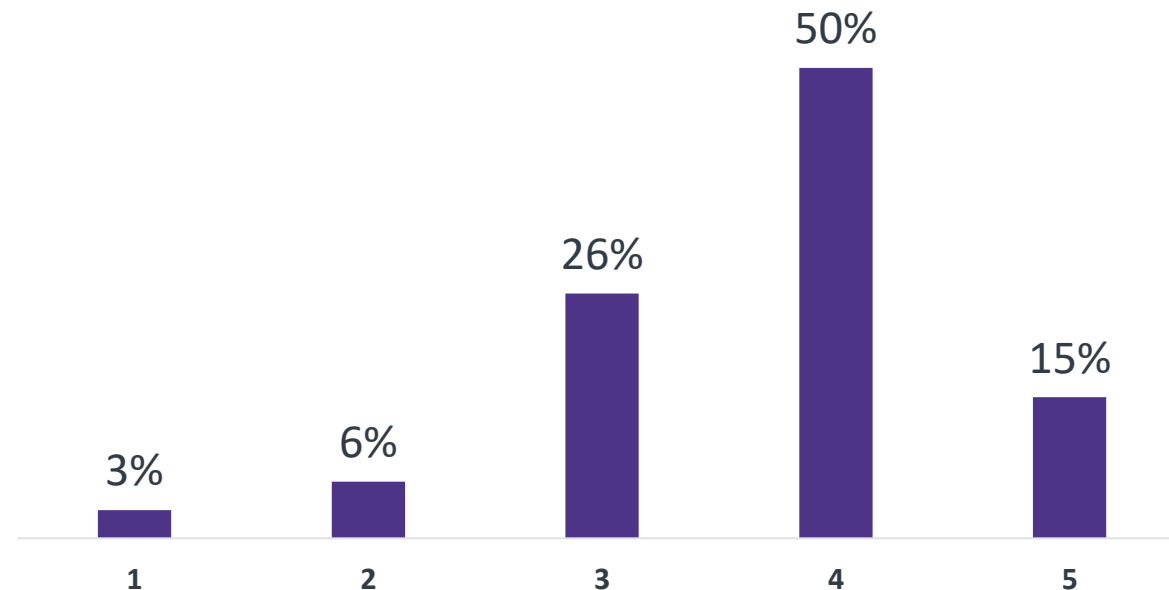


# BUSINESS SITUATION

Will your company's financial plan be met in 2023?



Rate the current business situation in your company on a 5-point scale, where 1 is a catastrophic situation and 5 is a very good situation.



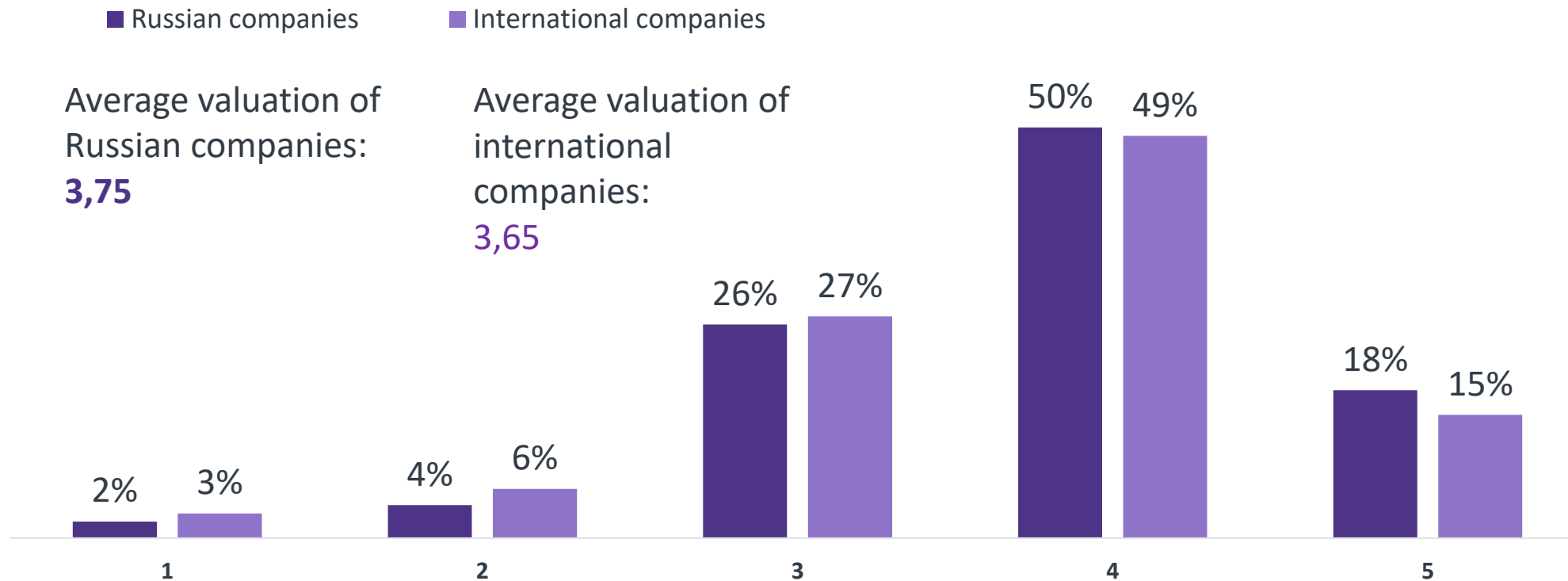
On average, companies rate the business situation **3.7** out of 5.0.





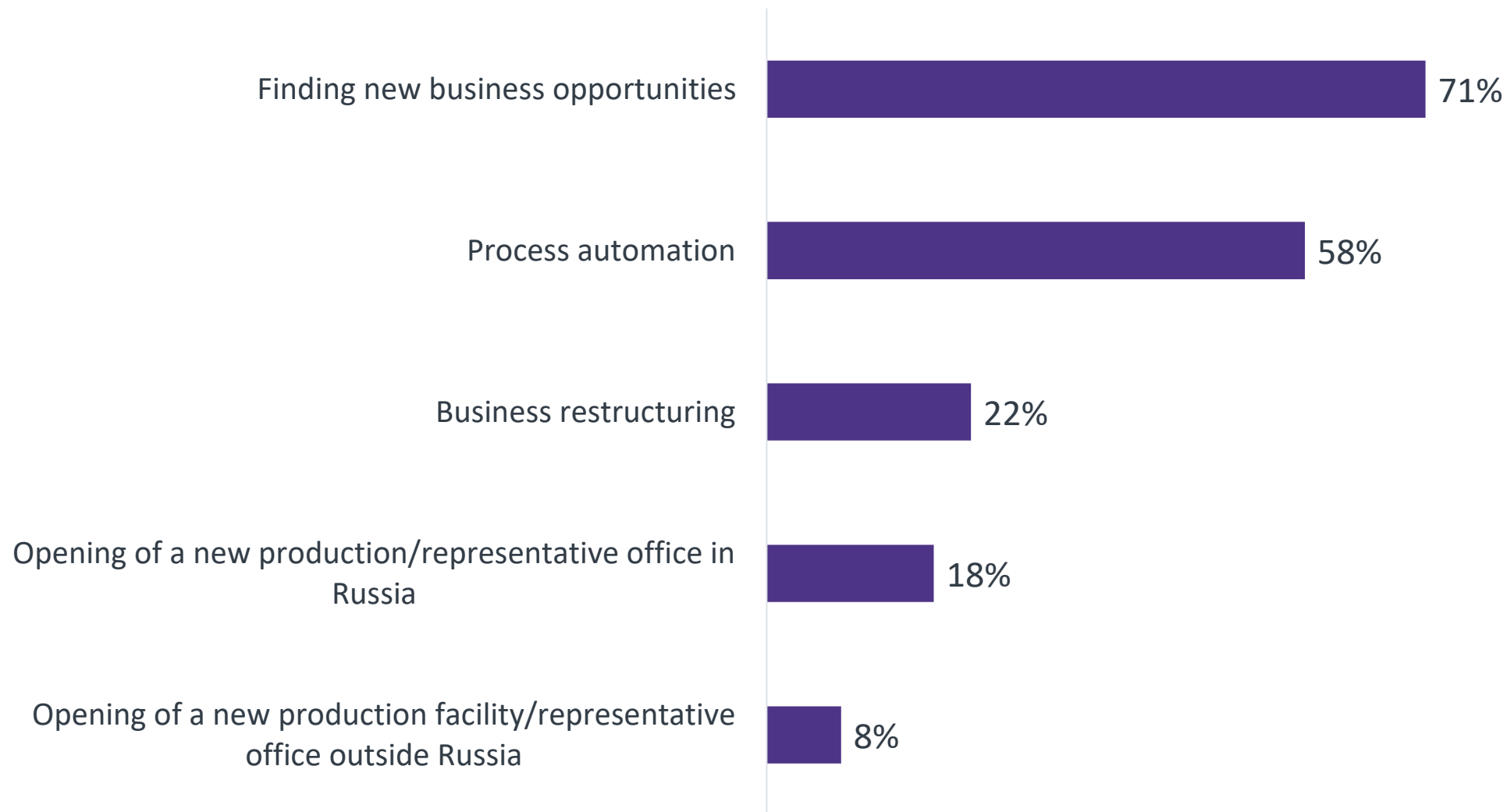
# BUSINESS SITUATION

Rate the current business situation in your company on a 5-point scale, where 1 is a catastrophic situation and 5 is a very good situation.





# COMPANY PLANS FOR 2024





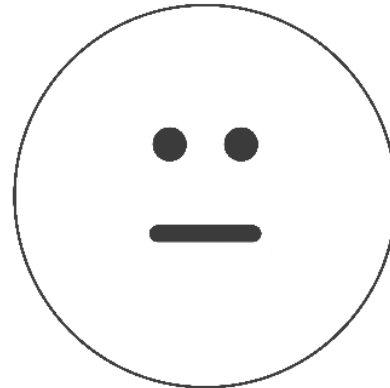
# HOW DO YOU SEE 2024 FOR YOUR COMPANY?

57%



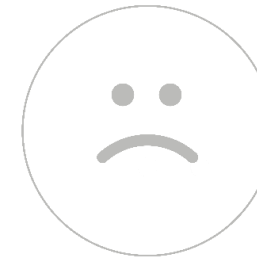
Everything will be **better** than 2023

26%



Nothing's going to change

17%



It's going to be **worse** than 2023





# MAIN LABOUR MARKET TRENDS FOR 2024 IN YOUR OPINION

(OPEN QUESTION)

## Part 1

1. Staff retention
2. Shortage of highly qualified personnel (production, IT, sales)
3. Shortage of mass staff
4. Excessive salary expectations for all positions
5. Hybrid work schedule
6. Increasing efficiency of employees
7. Person-centredness
8. Staff training
9. Lack of expertise, candidate qualifications
10. Expanding the search funnel



*Candidates have become more expensive, with competences and experience not matching employers' expectations.*



*Retention of staff and not only key employees is an unquestionable trend for the long term. It is becoming more difficult and expensive to find new staff.*







# MAIN LABOUR MARKET TRENDS FOR 2024 IN YOUR OPINION

(OPEN QUESTION)

## Part 2

11. Implementation of AI (artificial intelligence) in HR
12. Soft skills development
13. Automation of HR processes
14. Temporary employees
15. Attracting interns, staff without experience
16. Work & Life balance
17. Increasing the recruitment period
18. Weak freelance recruiters
19. Strengthening HR function
20. Search for new sources of candidates



*A large number of weak freelance recruiters, due to which the closing time of the vacancy is increasing and the submitted candidates do not meet the company's requirements.*



*High demand for production staff and staff shortages in almost all areas.*





# MAIN LABOUR MARKET TRENDS FOR 2024 IN YOUR OPINION

(OPEN QUESTION)

## Part 3

21. Adaptation of personnel to changing conditions
22. Personnel outflow from the Russian Federation
23. Need for flexible business approach
24. Controllers
25. Strengthening HR brand and company's reputation on the market
26. Prevention of professional burnout
27. Change of ownership in foreign companies
28. Working with employees and engagement
29. Flexible approach to organising the working day
30. Entry of companies from China and other Asian countries into the Russian labour market



*Movement towards human-centredness in organisations. The importance of having a hybrid format of work, work-life balance.*



*Continuous training of employees, development of soft skills.*

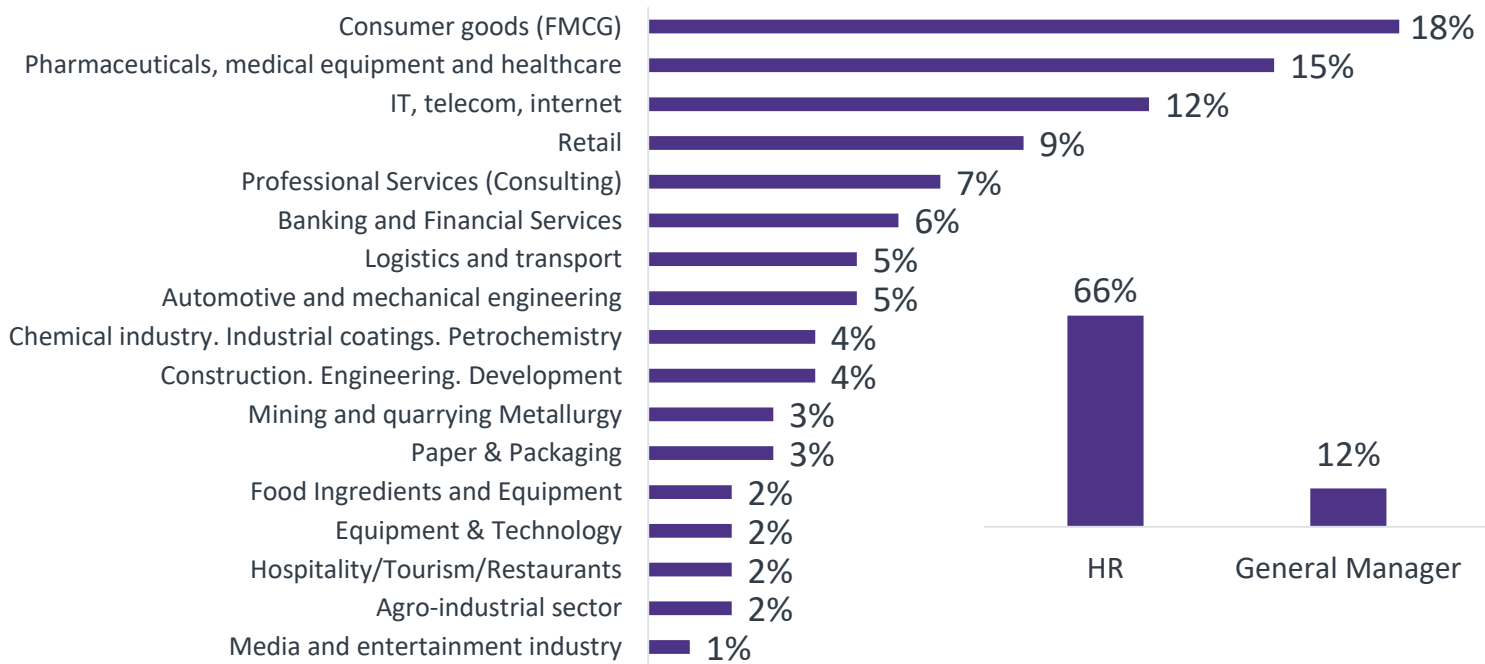




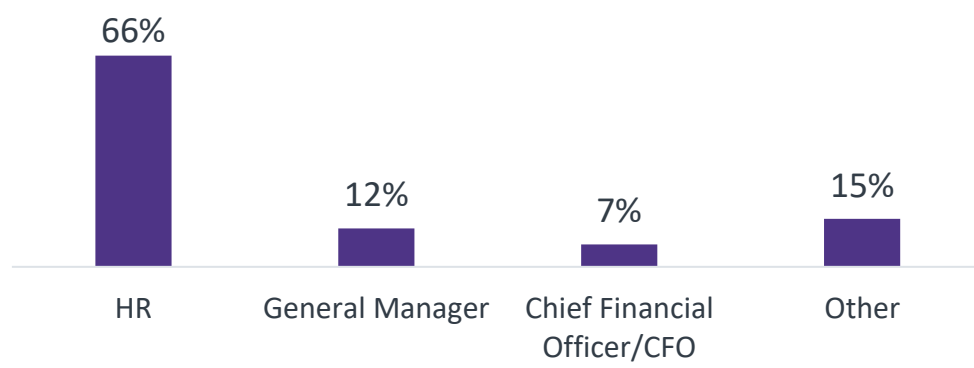
\* Antal Talent Employer Pulse Survey (Q4 2023). The survey was conducted between 7 and 22 November 2023. 265 companies operating in Russia took part in the survey.

# RESEARCH DEMOGRAPHICS

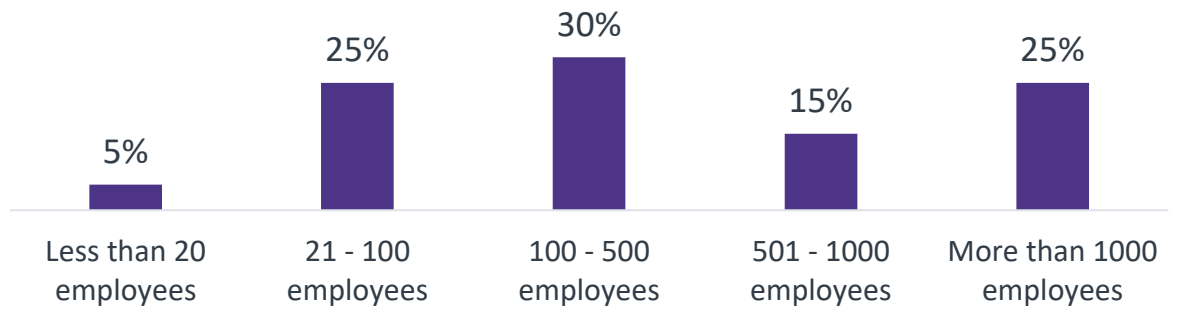
INDUSTRIES



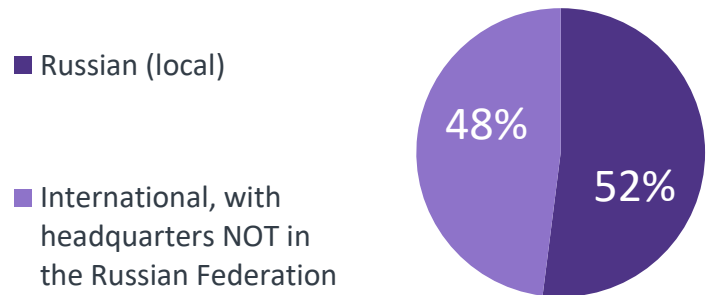
## POSITION



## SIZE OF COMPANY IN RUSSIA



## TYPE OF COMPANY





# ABOUT ANTAL TALENT

**ANTAL TALENT** - is one of the largest recruitment companies in Russia, specialising in the selection of middle and senior managers. The company has been present in Russia since 1994. Antal's clients operate in virtually all sectors of the economy, including IT, consumer goods, retail, pharmaceuticals, banking and financial services, engineering, natural resources, logistics and transport, and others.

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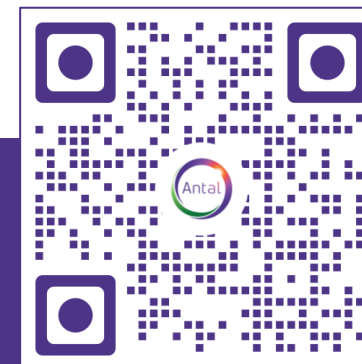
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General Manager  
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**Ekaterina Tretyakova**  
Industry sector



**Anastasia Kovaleva**  
Consulting services and logistics  
providers



**Nargiz Gushchina**  
Healthcare (Pharmaceuticals and medical  
equipment)



**Elena Merzlyakova**  
FMCG and retail



**Svetlana Orel**  
Specialized labour market surveys



**Olga Gubernieva**  
IT and financial consulting sector



**Alena Skibina**  
Recruitment in the North-West  
Federal District



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## ANTAL TALENT RESEARCH

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