

# Labor Market Trends

## Part 1

# Survey profile

Yakov  
& Partners



In January 2023 Yakov & Partners completed a two-month-long opinion poll in partnership with hh.ru, the largest online recruiting platform, to **investigate the 2022–2023 labor market trends.**

Based on the poll, we made an in-depth **analysis and identified the key trends among job seekers and employers**

~7300

job seekers across Russia  
with widely different  
sociodemographics

- Region
- Age
- Gender
- Education
- Type of employment
- Marital status
- Family members

>220

employers across Russia  
with widely different  
characteristics

- Region
- Company size
- Company type
- Industry

# Executive summary



## Section 1. What has changed for job seekers?

There is a trend towards a return to an employee's market

Financial considerations are still the single most important factor guiding the choice of employer, so job seekers are ready to spend more time in pursuit of an optimal job offer



## Section 2. Mental health

Job seekers consider an individual approach to their needs and availability of rest areas essential, with the latter regarded as a sign of employer's attention towards employees' mental health

Only a fraction of companies currently give consideration to their employees' mental health

# Section 1.

## What has changed for job seekers?

### 2022

saw a return towards an employee's market

### >70%

of the respondents found their most recent job in less than 2 months

### 42%

of the respondents are ready to spend more than 2 months looking for a job in pursuit of an optimal job offer

### ~40%

of job seekers are ready to go self-employed

### 97%

of job seekers are ready to retrain to remain competitive in the market

### 36%

of job seekers devote several months per year to self-education

### ~60%

of Russian citizens are ready to move abroad for the sake of better career prospects, yet only **6%** are taking steps to do so

### >60%

of Russian citizens currently working abroad are ready to return due to personal reasons or in pursuit of career opportunities



# Section 1.

## What has changed for job seekers?



Financial considerations are the most important factor guiding the choice of employer, which is in line with the general global trends



Russian job seekers ranked the readiness to take on the responsibility and lead others as low as the 15<sup>th</sup> among the most important criteria guiding the choice of employer (vs. 2<sup>nd</sup> place globally)



Like most job seekers around the world, Russian citizens prefer working for large companies



Like most job seekers around the world, Russian citizens consider the USA and Canada as their priority countries for relocation and employment



Job seekers are ready to relocate to big cities in search of higher salaries



# Job seekers in Russia value high remuneration levels and employer’s financial stability above all else

## Factors guiding the choice of future employer



**01** Despite all the changes happening in Russia, the two most important factors guiding the choice of future employer remain unchanged compared to 2020

**02** Remuneration levels remain the deciding factor for job seekers in Russia and around the world<sup>1</sup>

**03** Job seekers in Russia pay increasingly more attention to good working relationships and job security. These factors have increased in importance and are now ranked respectively 3<sup>d</sup> to 5<sup>th</sup> vs. 5<sup>th</sup> to 7<sup>th</sup> in 2020

**04** Job seekers in Russia do not particularly care about potential employer’s ESG agenda, as this factor is ranked among the least important. In contrast, a third of job seekers in the UK would turn down a job offer from an employer with a poor environmental reputation<sup>2</sup>

**05** The importance of work-life balance is increasing both in Russia and around the world, yet in Russia it is yet to hit the top 3 factors

Question: "How important do you find each of the following remuneration components?"  
 Question: " How important do you find each of the following aspects of work and corporate culture?"  
 Question: "How important do you find each of the following aspects related to your duties and development areas?"  
 Question: "How important do you find each of the following aspects related to employer’s reputation and image?"  
 The survey was carried out by Yakov & Partners in partnership with hh.ru

# Russian citizens are starting to pay more attention to their work-life balance

The importance of work-life balance

	Very important / important	Not at all important / unimportant
Intern	80%	7%
Employee	78%	2%
External worker	76%	3%
Unemployed	75%	3%
Out of the workforce (other reasons)	75%	2%
Individual entrepreneur	74%	5%
Student	68%	4%
Retired	63%	2%

**>76%**

of job seekers believe a proper work-life balance is important vs. the global average of **69%**<sup>1</sup>

While work-life balance was ranked the 7<sup>th</sup> most important factor guiding the choice of employer in Russia, it has been ranked in the top 3 globally for the past several years<sup>1</sup>

**48%**

of job seekers around the world are ready to change jobs if the work-life balance at their current place of work changes for the worse<sup>2</sup>

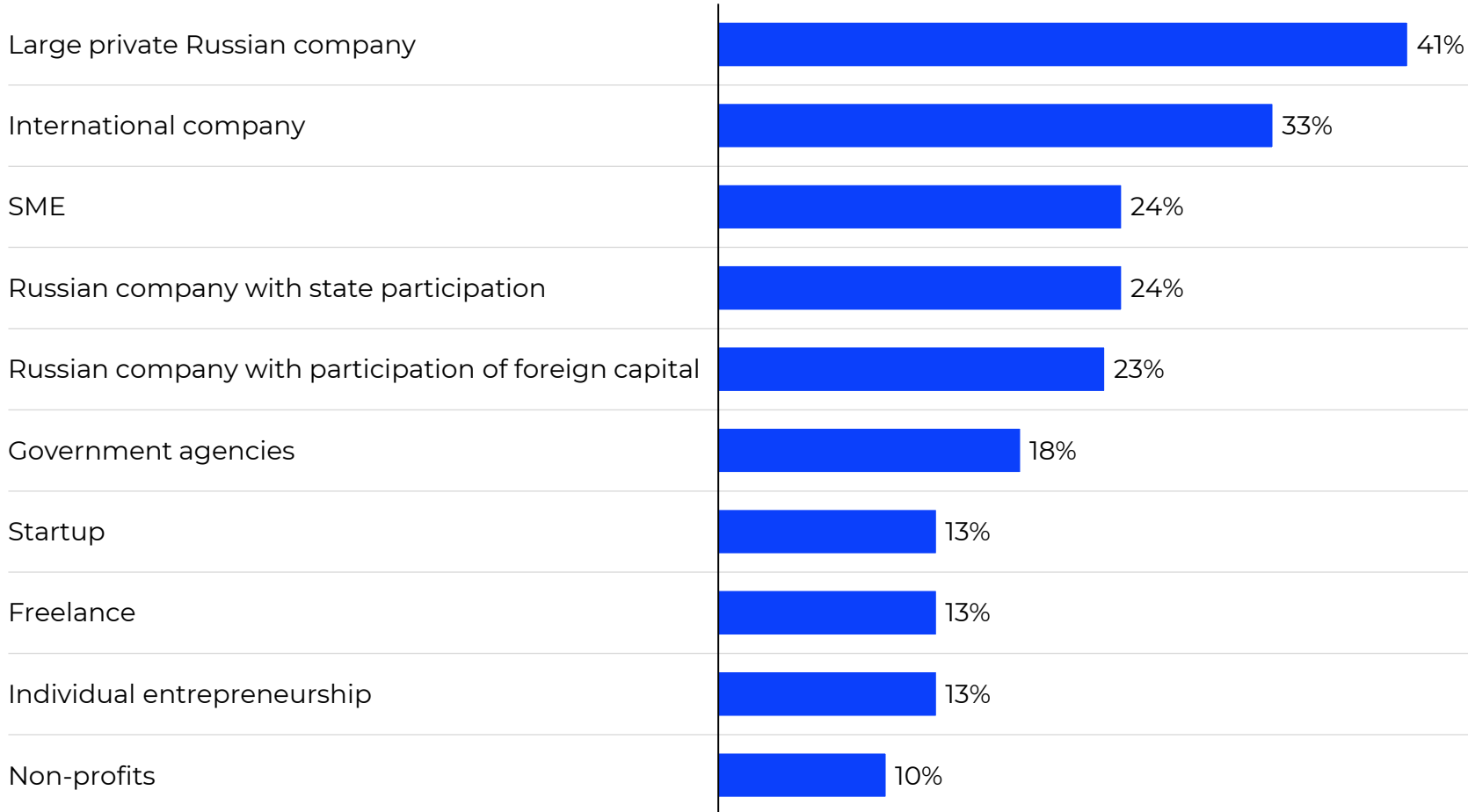
Question: "How important do you find each of the following aspects of work and corporate culture?"

1. BCG Report: What Job Seekers Wish Employers Knew, 2023
2. Randstad's Workmonitor report, 2023

The survey was carried out by Yakov & Partners in partnership with hh.ru

# Four out of 10 job seekers prefer working for large private Russian companies

Types of employment



Job seekers in Russia and around the world prefer working for large companies<sup>1</sup>

**~20%**

of job seekers in Russia are interested in working for the government vs. **41%** of job seekers around the world<sup>1</sup>

Non-profits are the least popular among job seekers

Question: "How important do you find the following types of employment? (Very important, important, rather important, rather unimportant, unimportant, not at all important)"

Question: "Are you ready to go self-employed?"

1. BCG Report: What Job Seekers Wish Employers Knew, 2023

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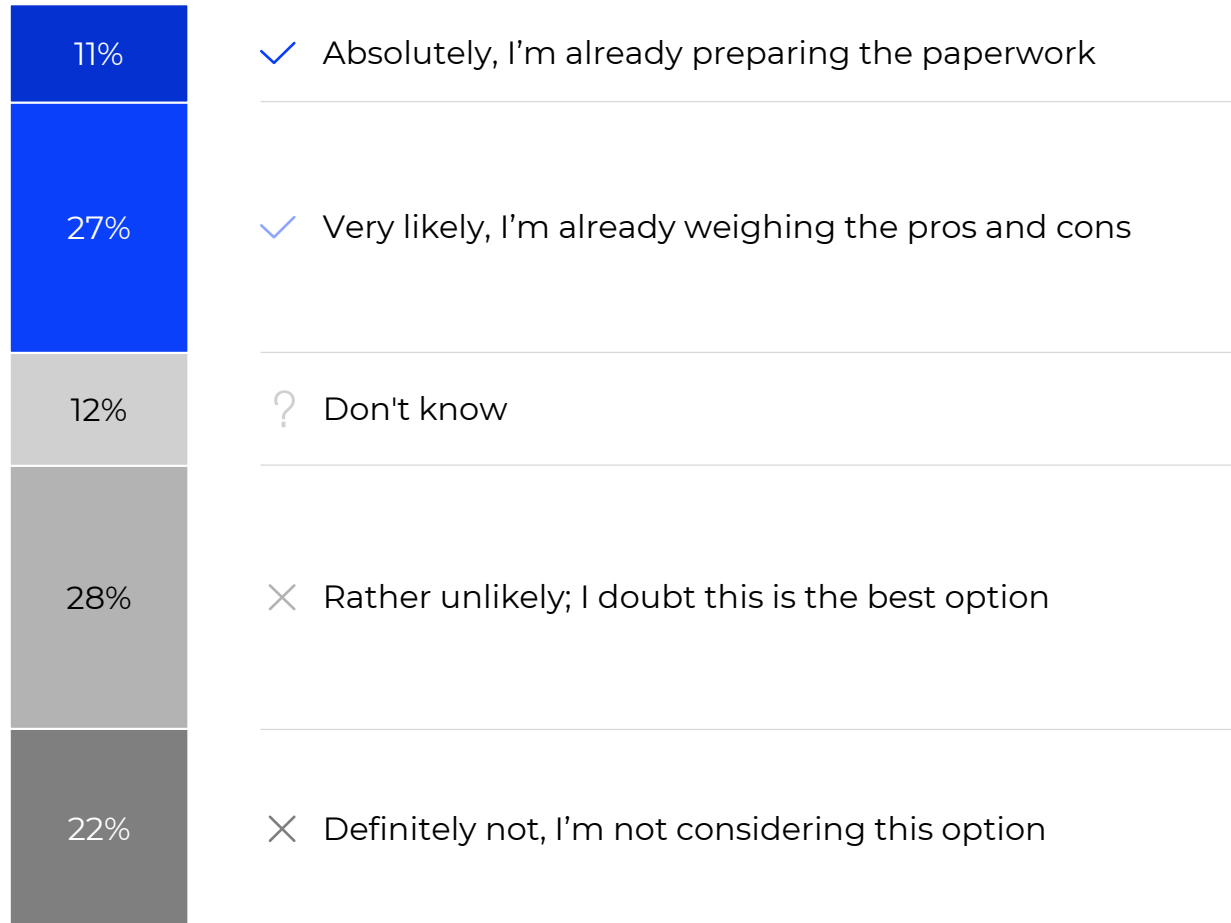


# Almost 40% of Russian citizens are ready to go self-employed

The level of readiness

# 38%

of Russian citizens consider becoming self-employed



# 11%

of the respondents are taking specific steps to become self-employed

# 27%

of the respondents are ready to consider this option

# 50%

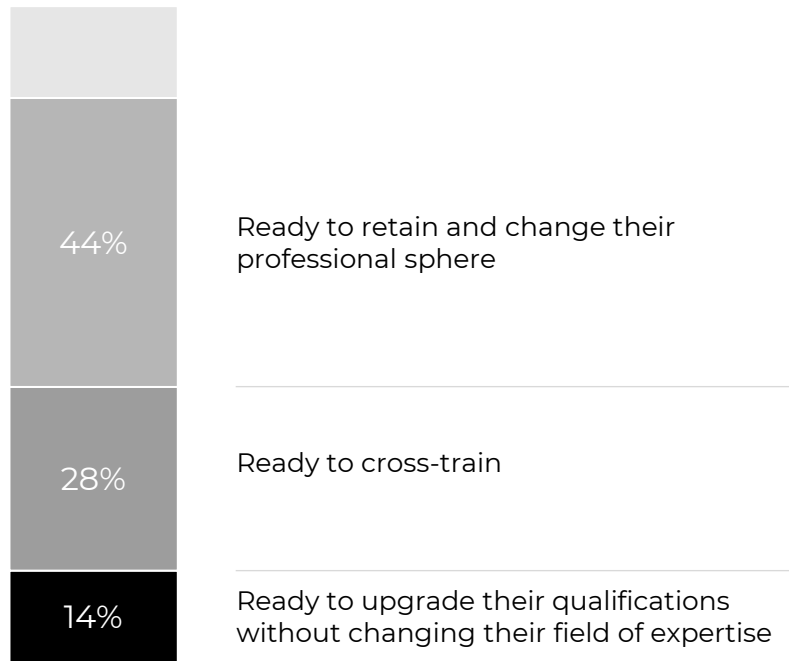
of Russian citizens are not yet ready to go self-employed or even consider this option

# Nearly every job seeker in Russia is ready to retrain to stay competitive

2020

## 86%

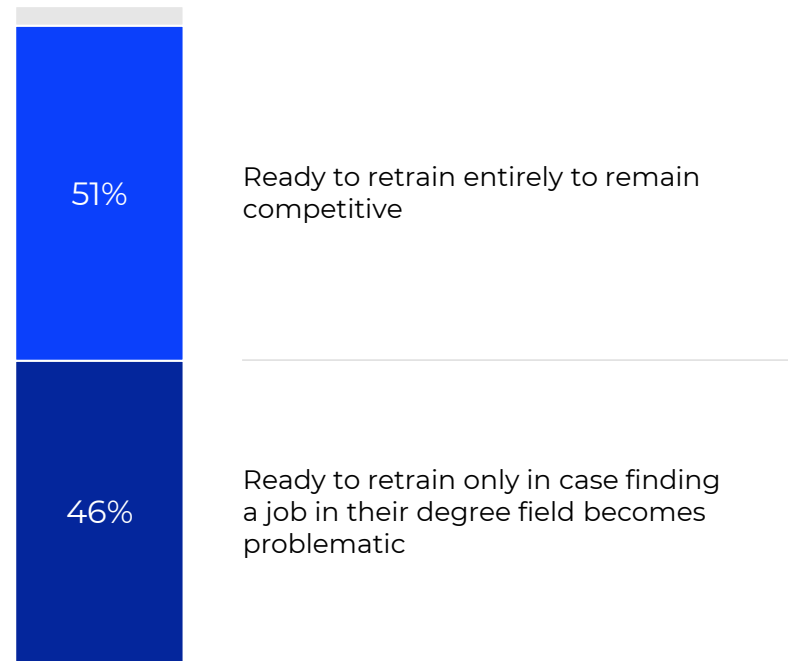
of Russian citizens said they were ready to retrain



2022

## 97%

of Russian citizens are ready to retrain to remain competitive in the labor market



## 11 p.p.

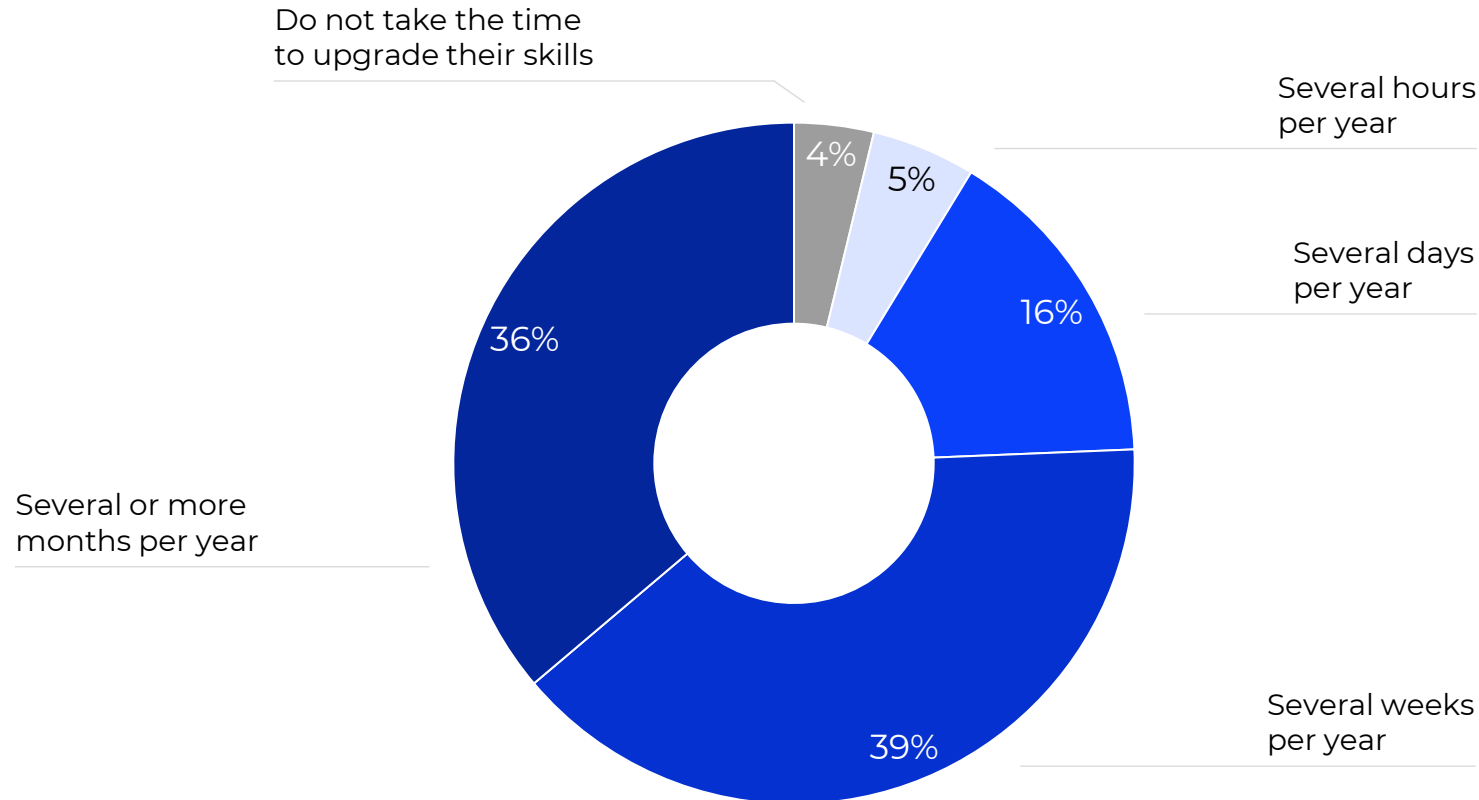
increase in the number of job seekers who are ready to retrain vs. the 2022 figures

## 7 p.p.

increase in the number of job seekers who are ready to retrain **in any case**

# Nearly every job seeker in Russia takes the time to learn and improve their skills, and 36% invest several months per year

Time devoted to skill improvement



**96%**

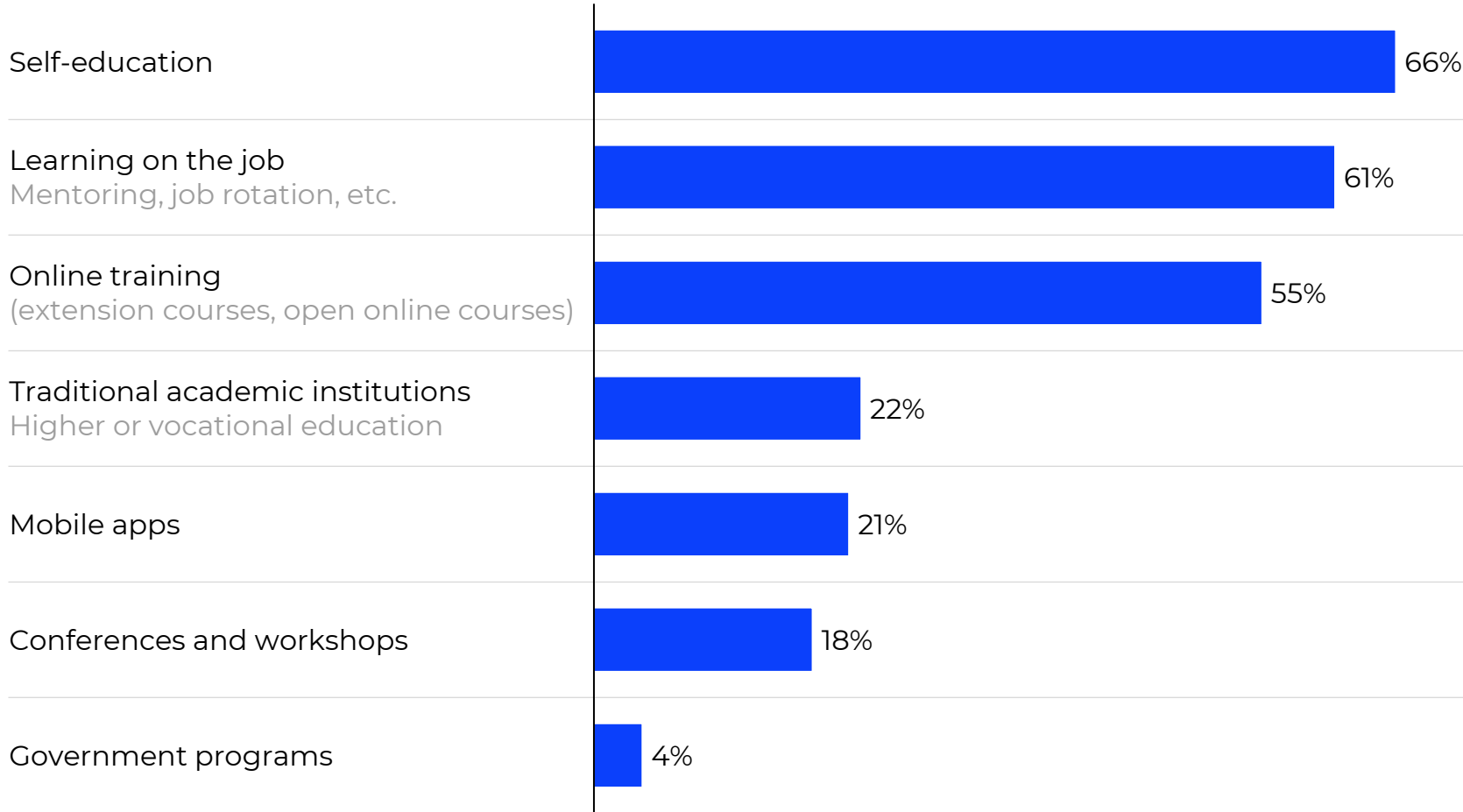
of Russian citizens take the time to improve their skills

**36%**

of Russian citizens invest several months per year in honing their skills

# 66% of job seekers take the time to self-educate

Ways of improving skills and competencies



>50%

of job seekers rely on various online resources to upgrade their qualifications

Government programs are yet to gain traction

# Employers value communication and problem-solving skills more than job seekers

## Competencies

X Job seekers' ranking

X Employers' ranking

1	3	∨ 2	Analytical skills
2	9	∨ 7	Agile ways of working
3	1	∧ 2	Communicative skills
4	2	∧ 2	Strong problem-solving skills
5	5	− 0	Collaboration
6	13	∨ 7	Creative approach
7	11	∨ 4	Creative thinking
8	4	∧ 4	Adaptability
9	7	∧ 2	Leadership
10	8	∧ 2	Emotional intelligence
11	14	∨ 3	Innovation
12	10	∧ 2	Risk taking
13	15	∨ 2	Intercultural exchange
14	6	∧ 8	Hard skills
15	12	∧ 3	IT skills

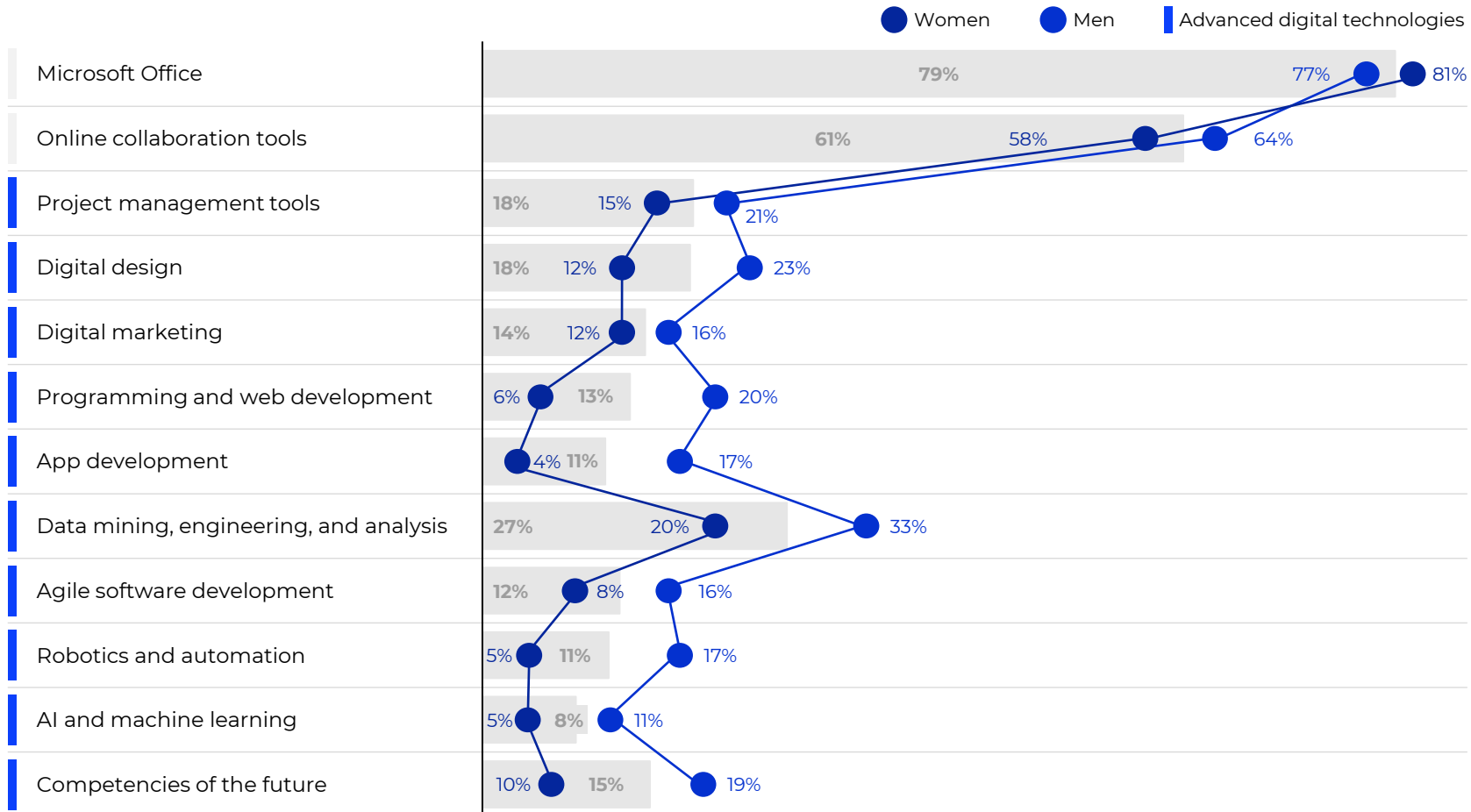
Employers value managers with good social and analytical skills capable of solving complicated problems

Job seekers ranked adaptability the 8<sup>th</sup> most important skill, while employers ranked it in the top 5

While job seekers did not rank hard skills and IT competencies as important, some employers found those skills important, ranking them 6<sup>th</sup> and 12<sup>th</sup>, respectively

# Job seekers are lacking in advanced digital skills

## Digital skills



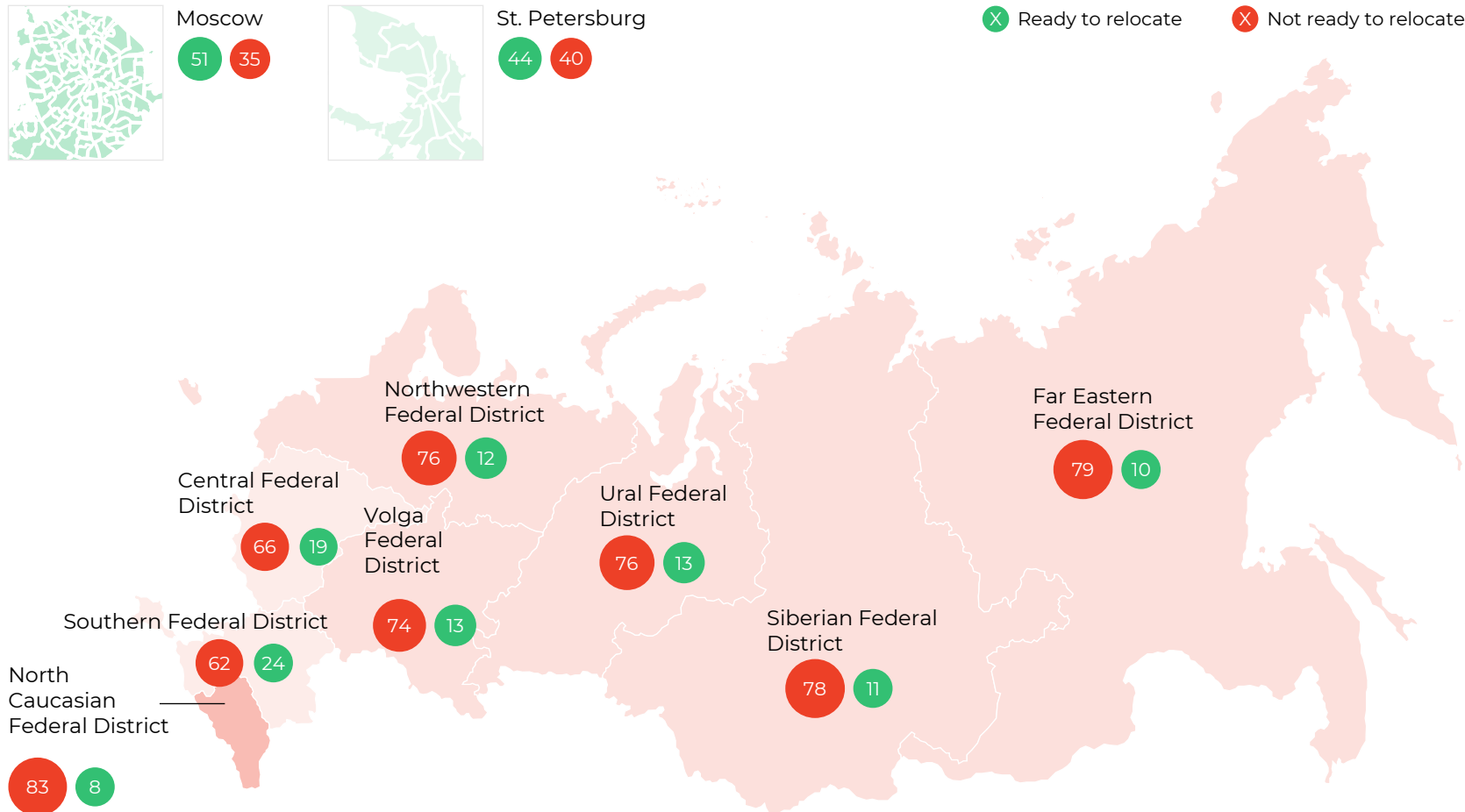
# 79%

of job seekers (77% of men and 81% of women) believe they have advanced or expert Microsoft Office / online collaboration skills, but only **33% of the respondents** claim they have strong skills in other areas

Men generally believe they have a better command of digital technologies, particularly in programming and web development, than women

# Job seekers are ready to relocate to other regions of the country in pursuit of higher salaries

Russian regions to which job seekers are ready to relocate in pursuit of higher salaries



# >40%

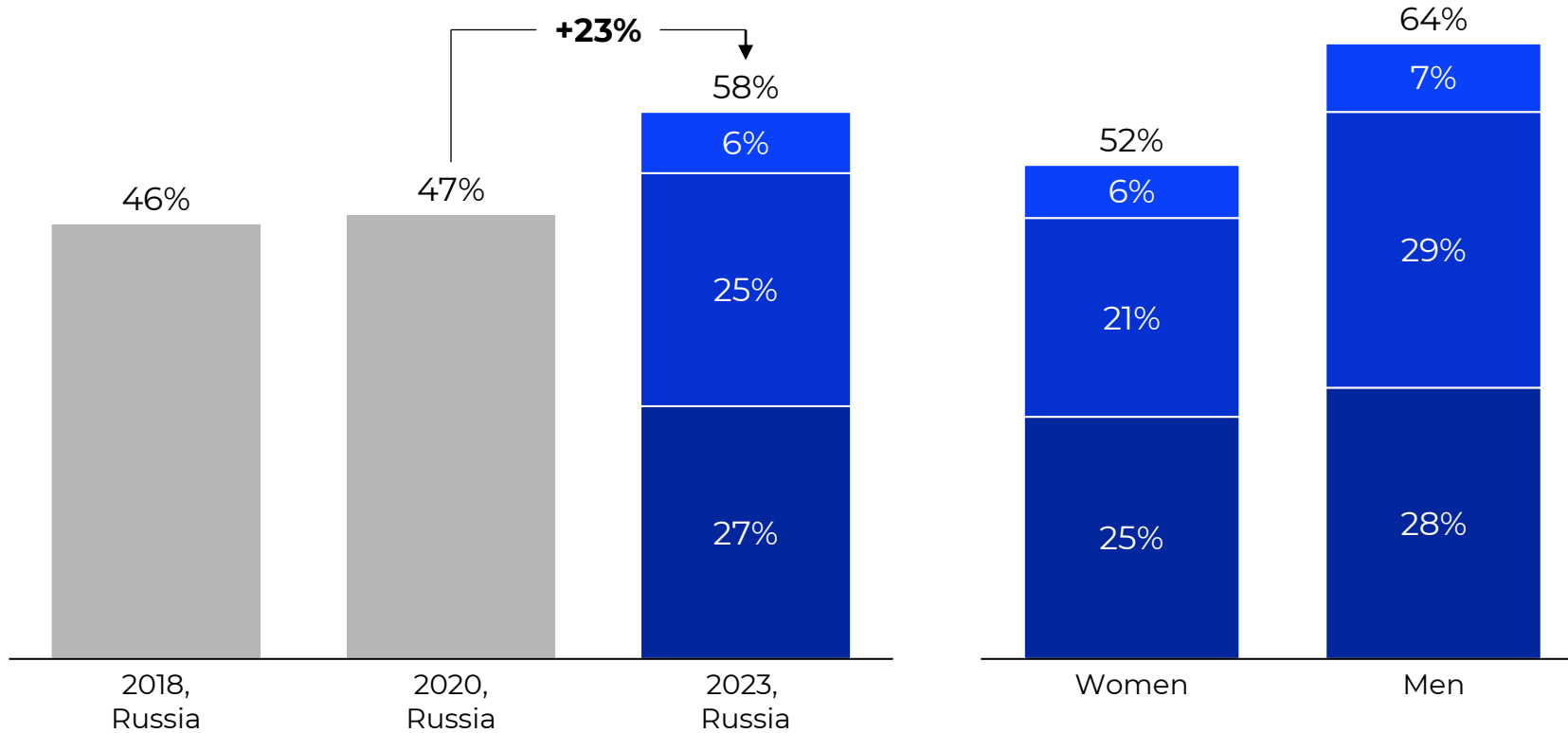
of job seekers are ready to relocate to big cities, e.g. Moscow and St. Petersburg, to improve their financial situation

The least popular region in terms of relocation is the North Caucasian Federal District

# Share of the respondents who are ready to move abroad

Respondents who are ready to move abroad

- Ready and actively looking for such opportunities
- Not ready unless absolutely necessary
- Ready, yet not actively looking for such opportunities



6%

of Russian citizens are actively searching for ways to move abroad and get employed there

~60%

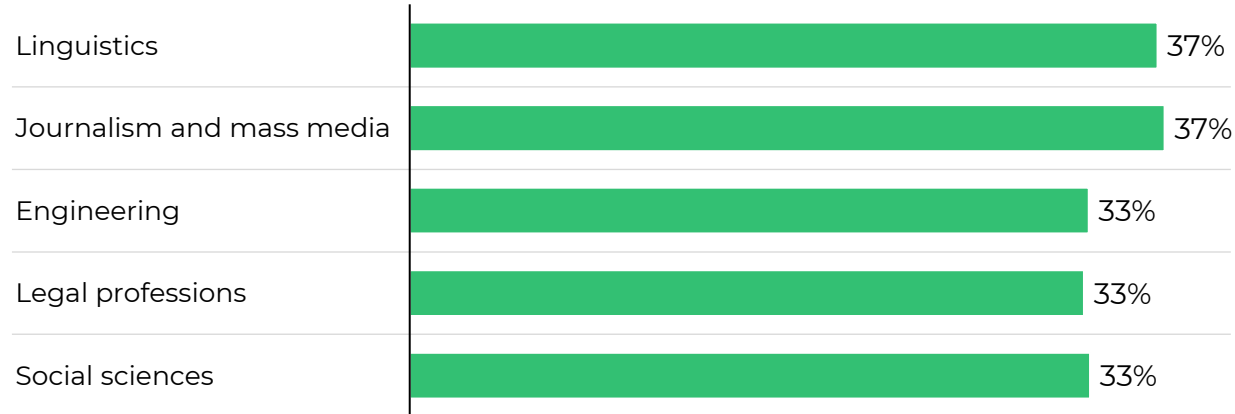
of Russian citizens are ready to move abroad vs. 50%<sup>1</sup> globally

Men appear to be more mobile than women; men without a college degree are the most willing to relocate

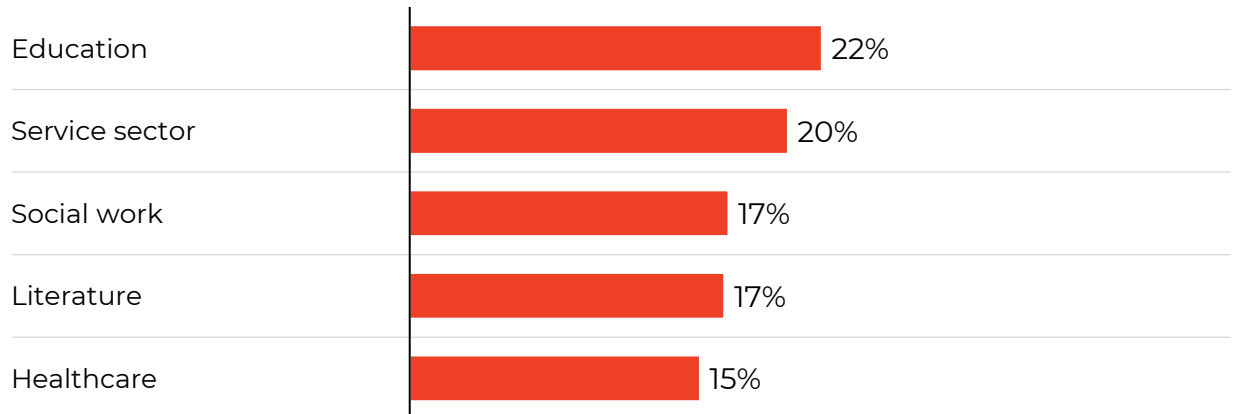


# IT specialists did not make the top 5 groups of professionals willing to leave the country

## Top-5 professions among those willing to relocate



## Professions of those least interested in relocation



37%

Linguists and journalists appear to be the most mobile among the surveyed professionals

15%

Medical professionals are the least ready to relocate

# The lists of preferred countries in terms of relocation and employment look similar in Russia and around the world

## Most popular countries among Russian respondents in 2022

- 1 Canada
- 2 USA
- 3 Cyprus
- 4 Turkey
- 5 Germany
- 6 Belarus
- 7 Georgia
- 8 Kazakhstan
- 9 Uzbekistan
- 10 Azerbaijan
- 11 Kyrgyzstan, China, Tajikistan, UAE,
- 19 Spain, France, Australia, Japan, Austria

## Most popular countries among other nationals, global average, 2021<sup>1</sup>

- 1 Canada
- 2 USA
- 3 Australia
- 4 Germany
- 5 UK
- 6 Japan
- 7 Switzerland
- 8 Singapore
- 9 France
- 10 New Zealand

Job seekers in Russia choose the USA and Canada as their priority countries for relocation and employment, which is in line with the general global sentiments<sup>1</sup>

Cyprus rounds out the top 3 most popular countries for relocation among Russian citizens

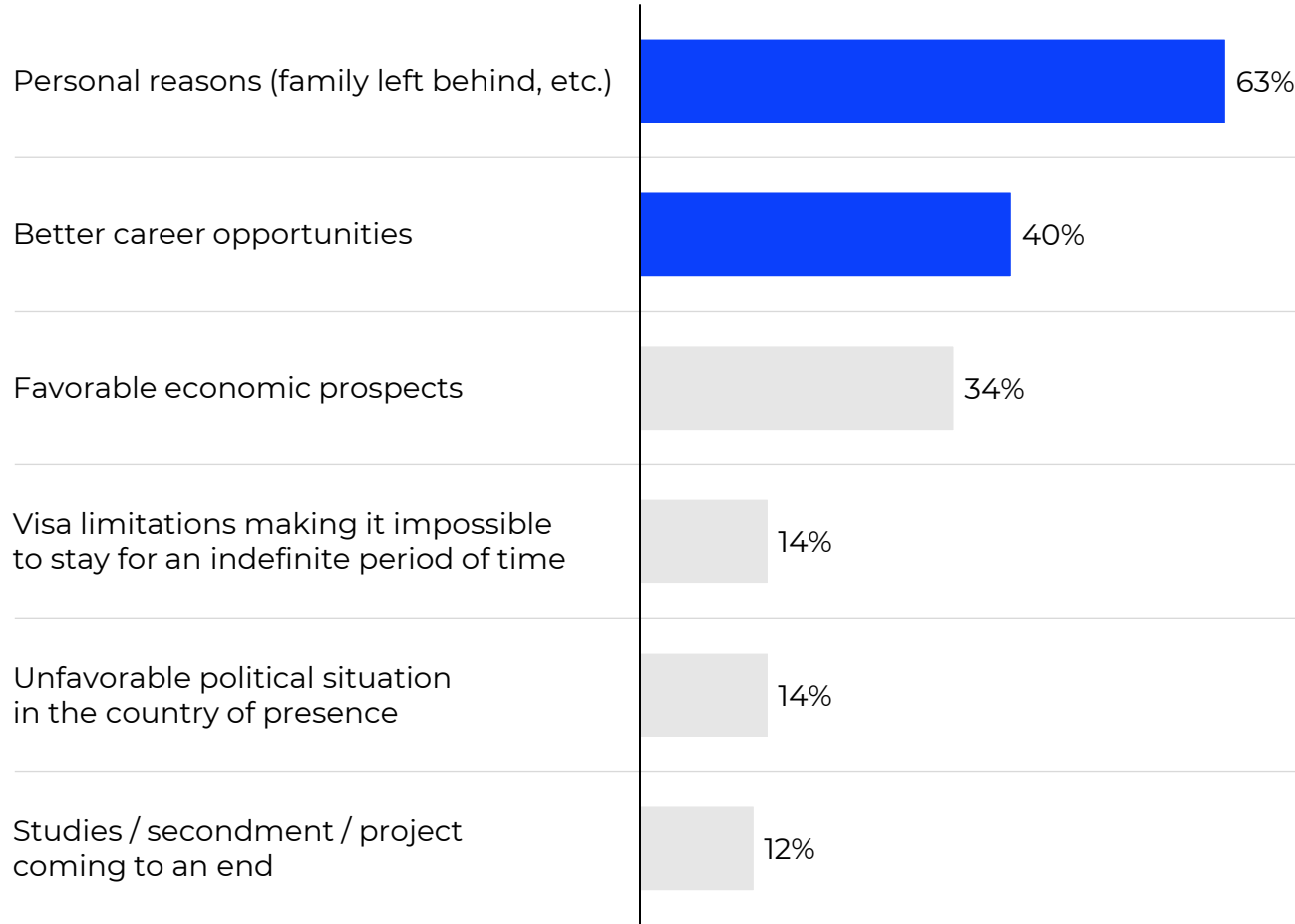
Russian job seekers are more willing to relocate to Eastern countries

Contrary to the popular belief, the UAE did not make the top 10

# More than 60% of Russian citizens currently working abroad are ready to return in the near future

The respondents cited the following reasons

**62%**  
are ready to return to Russia in the near future in pursuit of employment opportunities



The respondents named two key reasons for their return to Russia

**63%**  
personal reasons

**40%**  
Better career opportunities

Question: "On a scale of 1 to 6, where 1 means "totally disagree" and 6 means "totally agree", please rate your level of readiness to return to your native country in the near future for work"

Question: "What are the primary reasons that could compel you to consider returning to your native country?"

The survey was carried out by Yakov & Partners in partnership with hh.ru

## Section 2. Mental health

# 1

One in three Russian citizens admit their performance was affected by their emotional state

Jobs seekers in the IT industry felt the negative impact most; job seekers in the power generation, construction, and real estate industries turned out to be the most resilient

# 2

One in two employers are ready to support employees' mental health if necessary

Above all job seekers value individual approach and designated rest areas

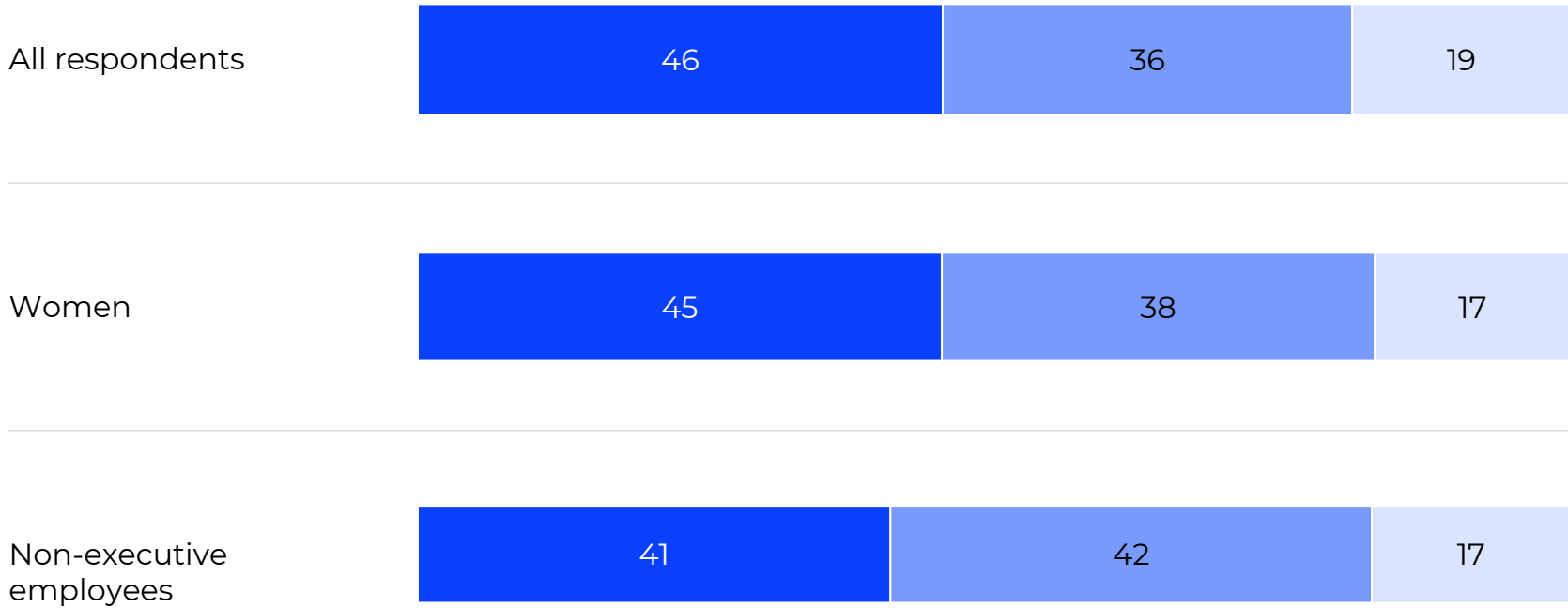
Only 6% of employers are taking steps to support the mental health of their employees, mostly through team-building measures



# One in three people admit their emotional state affected their performance at work in the past 12 months

Impact of emotional state on performance

■ No impact
 ■ Negative impact resulting in impaired performance
 ■ Positive impact resulting in better performance



## 19%

of those surveyed said changes in their emotional state boosted their work performance, with men outnumbering women in that group

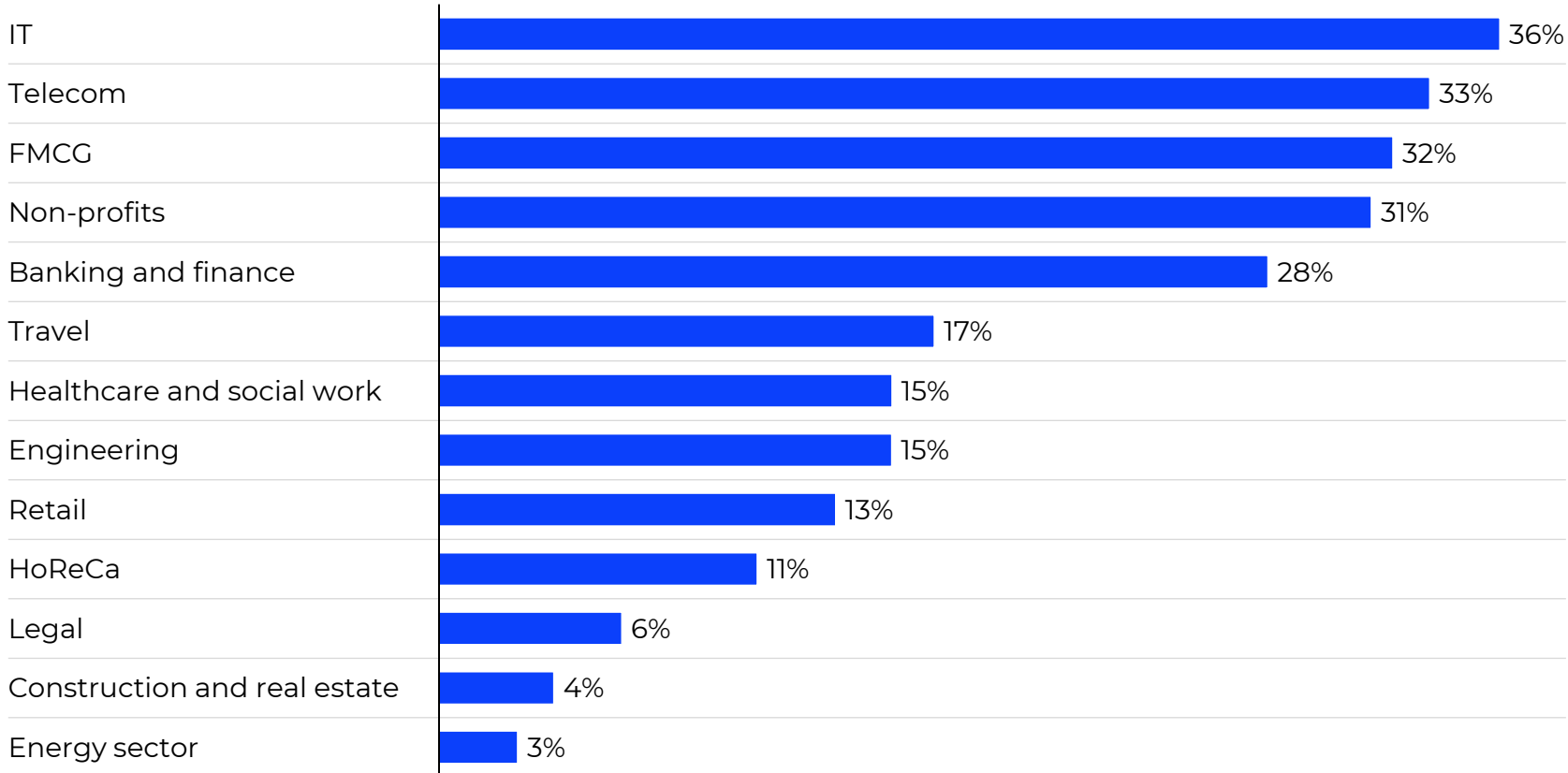
Non-executive employees are more susceptible to negative impact of emotional state and impaired performance than members of the executive group

## 30%

of job seekers without a college degree report a positive impact of their emotional state on their work performance, but the share was twice as low among **job seekers with a Master's and Doctorate degrees**

# Professionals in the energy, construction, and real estate sectors seem to be the least susceptible to the negative impact of emotional state

Impact of professionals' emotional state on work performance by activity sphere



Professionals in the IT, telecom, and FMCG industries were the most likely to feel that their performance was affected by their emotional state

# Job seekers find a personal touch in the workplace important

Mental health support initiatives on the part of employers

	Important	Not important
Individual approach <small>Flexible schedule, convenient format or work, choice of workload</small>	73%	25%
Individual rest areas	61%	36%
Reimbursement for qualified psychological assistance	47%	49%
Monitoring of employees' emotional state	45%	51%
Team-building budget	41%	54%
Qualified psychological assistance	33%	63%
Mental health trainings and master classes	24%	70%
Therapist in the office	16%	80%
Meditative practices	14%	79%
Massage therapist in the office	11%	85%

**73%**

of Russian citizens believe an individual approach to employees is important

**61%**

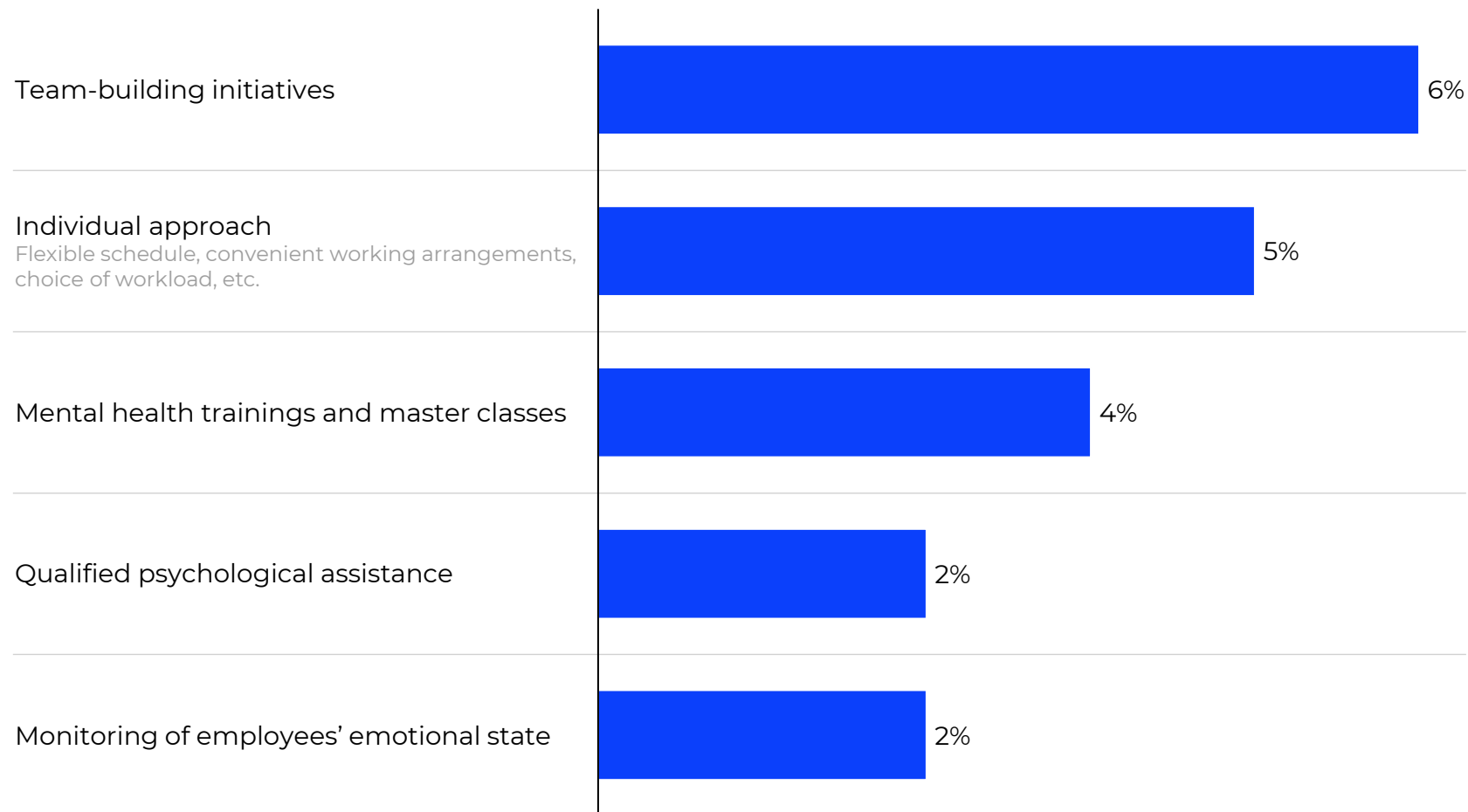
of job seekers find having individual rest areas important

**~80%**

of the respondents attach no importance to having a therapist, a massage therapist, or meditative practices in the office

# Only a fraction of employers take measures to support employees' mental health

Tools employed to support employees' mental health



6%

of employers focus on employees' mental health

55%

reported they were ready to support employees' mental health if necessary

6%

of employers in Russia increased the budget allocated for psychological assistance to their employees



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