

Yakov  
& Partners

# Russian Federation Labor Market Study

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# Key Conclusions

## 1 **Russian labor market data for 2018–2023 indicate that a shortage of workers has arisen**

Number of vacancies up 80%

Salary offers up 100%

Record low unemployment level of 3% in September 2023

## 2 **By 2030 the shortage will increase to between 2 and 4 million workers**

There will be a shortage of 1.1–2.2 million semi-skilled workers and 0.7–1.4 million highly-skilled workers

The lack of specialists will be most acute in the manufacturing sector (0.8–1.1 million), logistics (0.3–0.5 million) and retail (0.3–0.5 million)

Conventional approaches will not fully resolve the problem

- Pay rises and poaching of staff are inevitable but will not in themselves resolve the overall shortage
- Most migrants in Russia do unskilled jobs and can offset only 10% of the shortage
- Raising productivity is essential, but at the predicted growth rates this will not be enough to address the shortage problem

## 3 **Many large companies have already recognized the new reality and begun taking a strategic approach to recruiting staff But in order to continue mitigating the adverse impact of the shortage on the economy, business and government need to join forces: define critical specializations and positions, invest in vocational training, recruitment, retainment and development of talent, and in support programs to attract qualified migrants and boost labor productivity**

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# Data on vacancies, salary offers and unemployment for 2018–2023 indicate that a shortage of workers has already arisen

## 1 The number of published vacancies has been growing at a fast pace in all regions

Overall increase of 84% in the number of vacancies

Vacancies have grown fast – at a rate of 66–108% – in all regions

## 2 The median pay offer has doubled, with growth mainly in the regions

Pay offers have doubled, considerably outpacing GDP growth<sup>1</sup>, inflation and PPI<sup>2</sup>

Pay rises are highest in the regions: salaries have risen by 50% in Moscow and by 85–114% in other regions

The biggest shortage is for specialists with at least 3 years' experience in construction and industry (pay offers in this segment have grown by 2.5–3 times)

## 3 Russia recorded a record low unemployment rate of 3% in September 2023

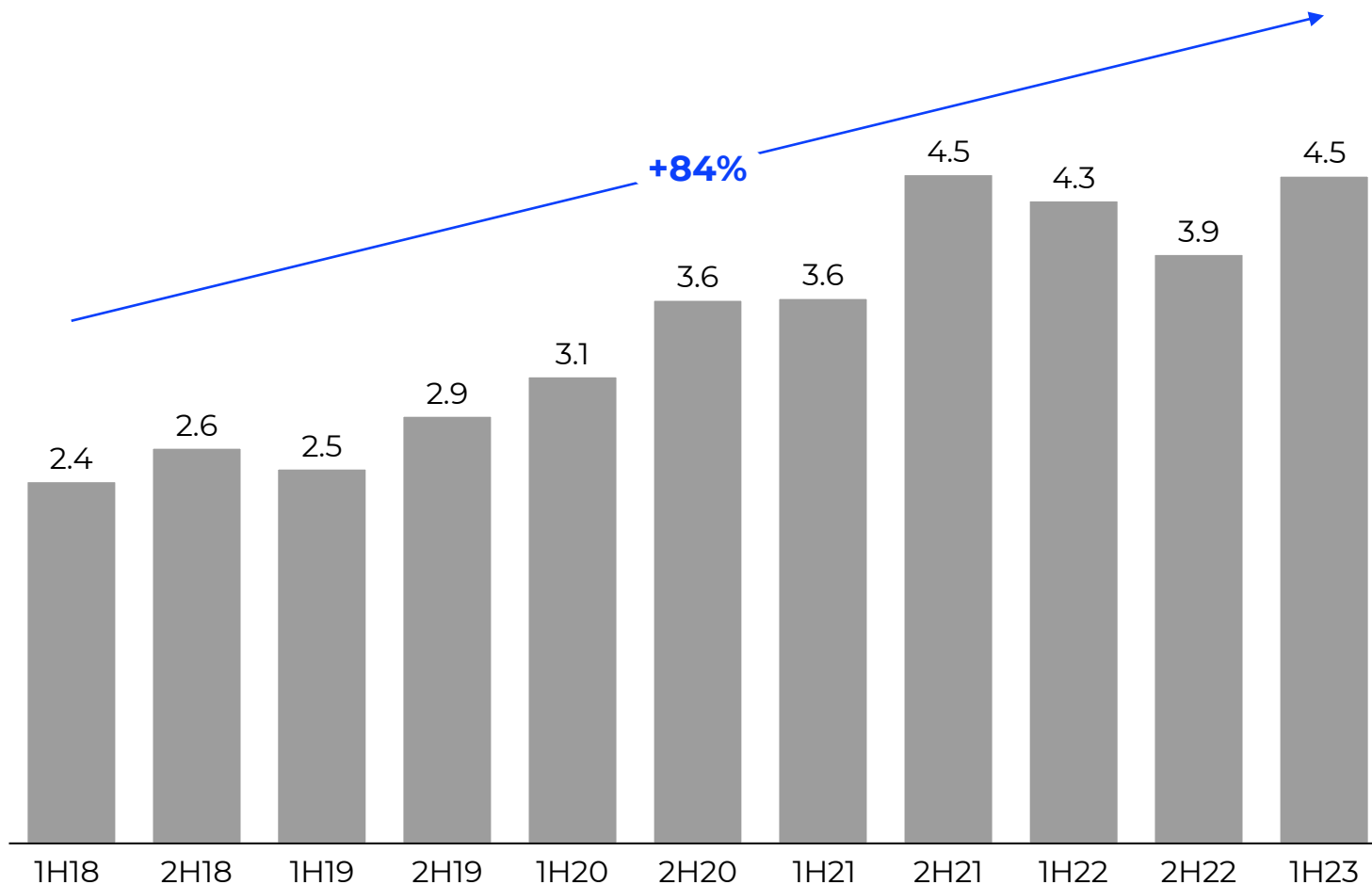
## 4 The average time taken to fill a vacancy has increased from 2 to 3 months<sup>3</sup>





# Since 2018 the number of vacancies published has increased by 84%

Unique vacancies<sup>1</sup>, million



The number of vacancies published has been growing continuously since 2018 at an average annual rate of 13%

The market has already fully recovered from the temporary decline of 2022

A record number of vacancies was published in August 2023 – 1.2 million

Growth in the number of vacancies published indicates an increase in demand for workers

“Anyone who thinks that the worker issue can be resolved by someone on the outside, such as the government, is in for a fall”

HR manager of an agri-industrial corporation

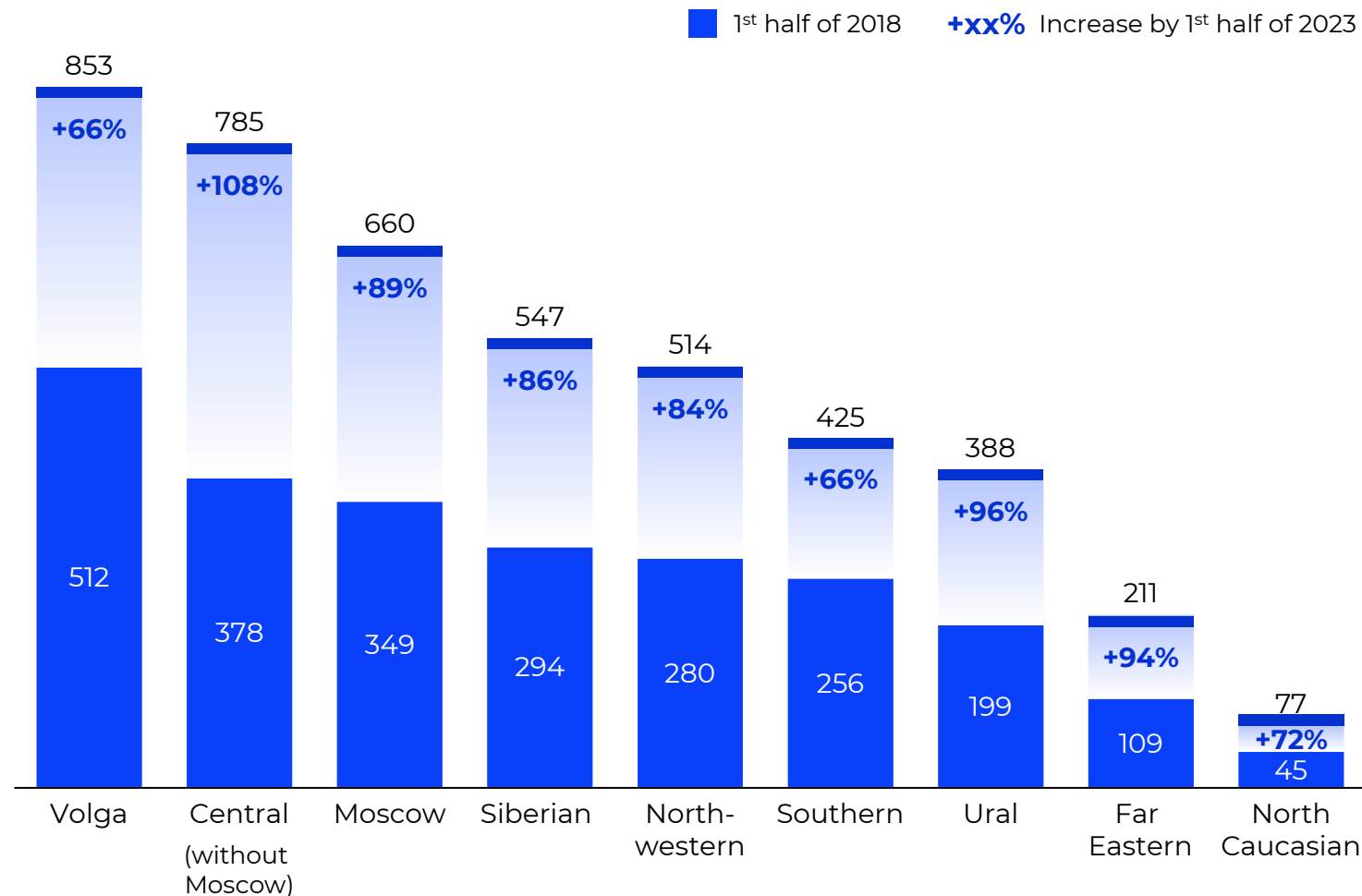
1. New unique vacancies published in each half-year on the three biggest jobseeker platforms; excludes duplication of vacancies on different platforms, repeat openings, extensions etc. – see page 27 for more detail

Sources: All-Russian Research Institute of Labor, using data from Rabota Rossii, HeadHunter, SuperJob; Yakov & Partners analysis

1

# The number of vacancies has been growing at a fast pace in all regions

Number of vacancies published in each half-year<sup>1</sup> by federal district, thous



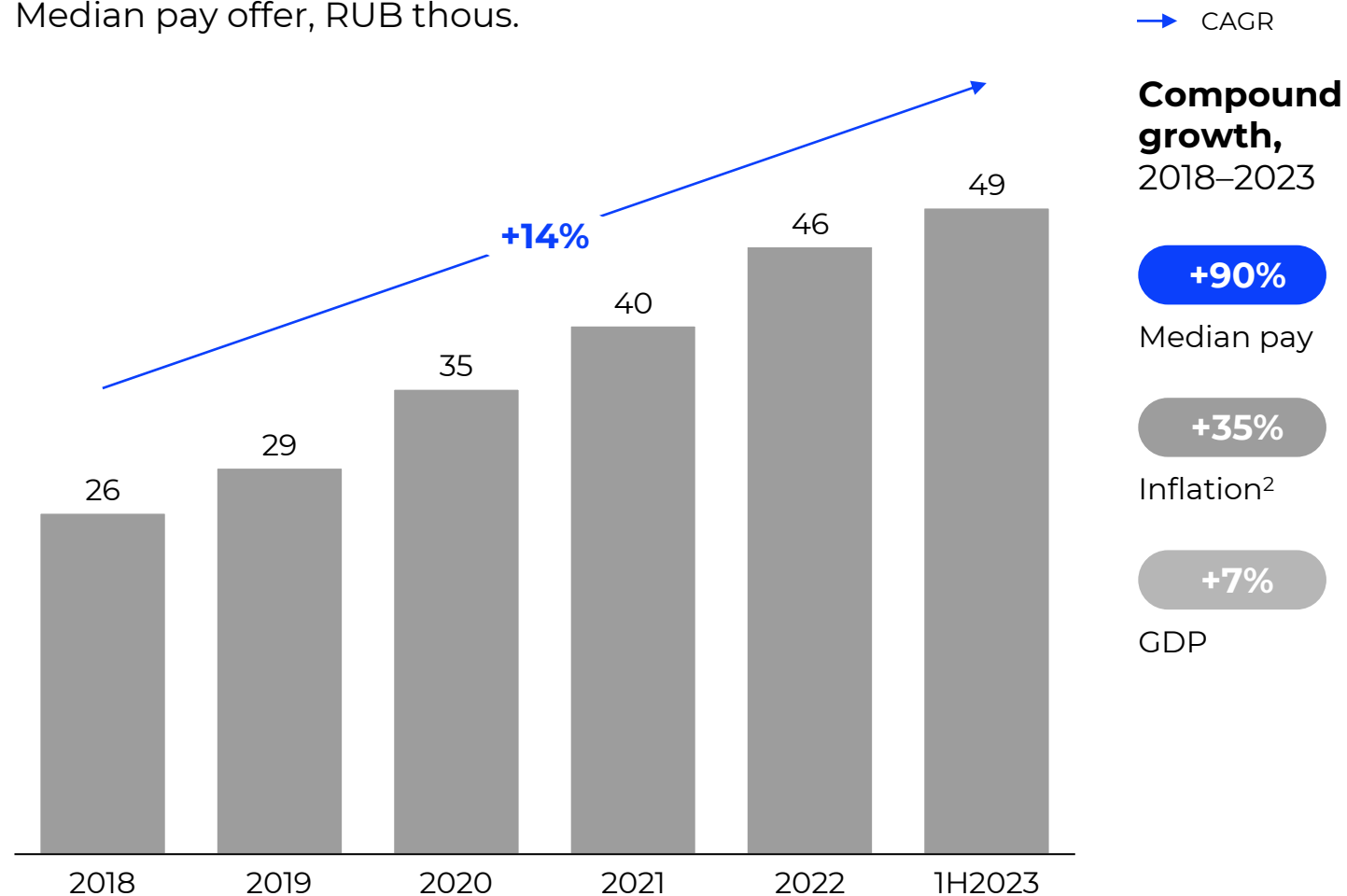
## Labor demand has grown in all federal districts

Highest growth rates:

- 108%** Central Federal District (without Moscow)
- 96%** Ural Federal District
- 94%** Far Eastern Federal District
- 89%** Moscow
- 86%** Siberian Federal District

# Pay offers have grown by 90% since 2018

Median pay offer, RUB thous.



Pay offers have been growing by an average of 14% per annum since 2018

Over a period of 5 years, pay offers have grown faster than GDP, inflation and CPI<sup>1</sup>, pointing to stiffer competition for staff

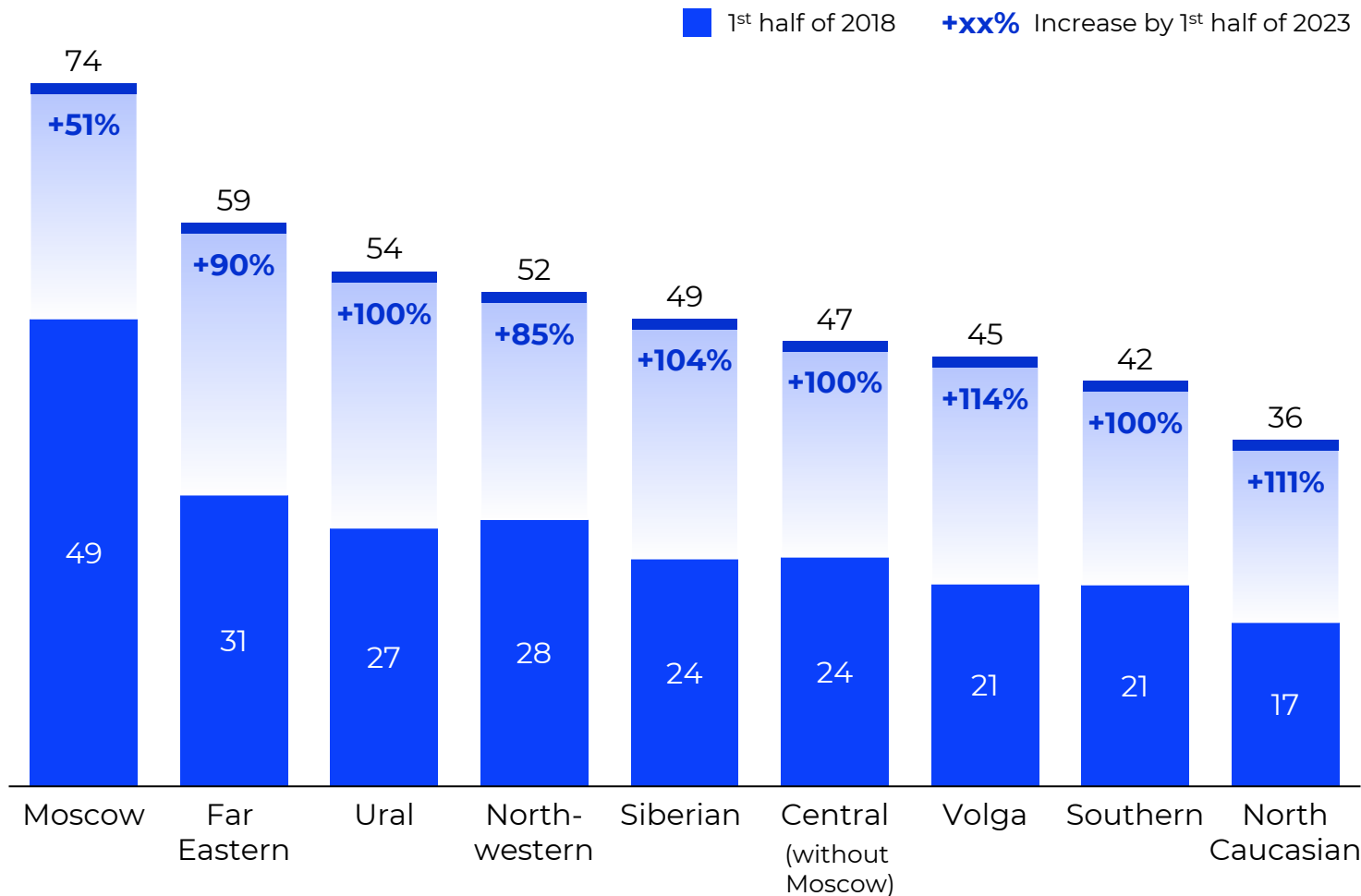
“ ...To attract staff and incentivize people to move, companies are having to offer above-average pay rises<sup>2</sup>”

M.G. Reshetnikov  
Minister of Economic Development of the Russian Federation

2

# Pay offers in the regions are growing faster than in Moscow

Median pay offers by federal district, RUB thous.



From 2018 to 2023, salaries offered grew by 85–114% in the federal districts, and by just 51% in Moscow

The difference between salaries offered in Moscow and the regions has shrunk from 58–188% to 25–105%

Despite the reduction in the salary gap, Moscow is still able to lure workers from the regions by higher pay



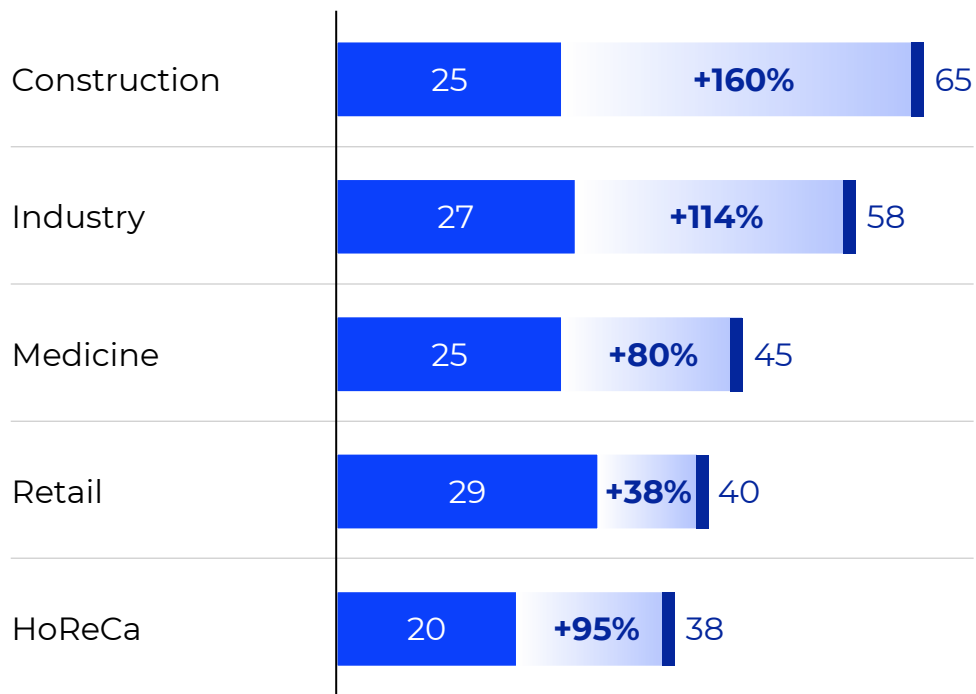
2

# Growth in vacancies and pay offers is highest in construction and industry

## Median pay offer, RUB thous.

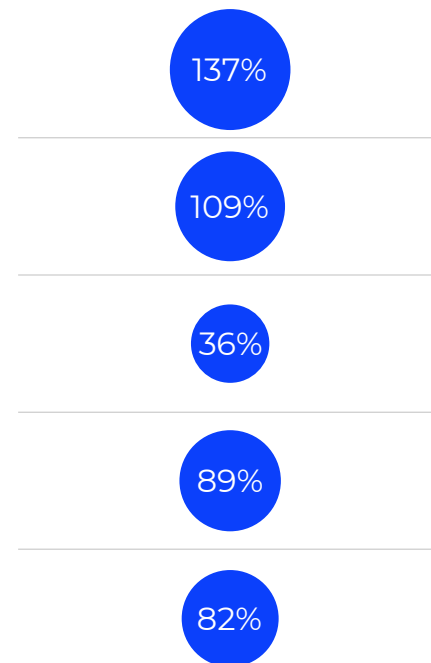
■ 1<sup>st</sup> half of 2018

+xx% Increase by 1<sup>st</sup> half of 2023



## Growth in the number of published vacancies<sup>1</sup>, %

○ x% 1H2018 – 1H2023



In vacancies typical for construction and industry<sup>2</sup>, pay offers have more than doubled

The number of published vacancies and pay offers have grown strongly in:

- Construction
- Industry
- HoReCa

“There is no-one to do the engineering work. You can't find a low-current engineer for RUB 200,000+ a month”

HR manager of a major developer

1. New unique vacancies published in each half-year on the three biggest jobseeker platforms; excludes duplication of vacancies on different platforms, repeat openings, extensions, etc. – see page 27 for more detail

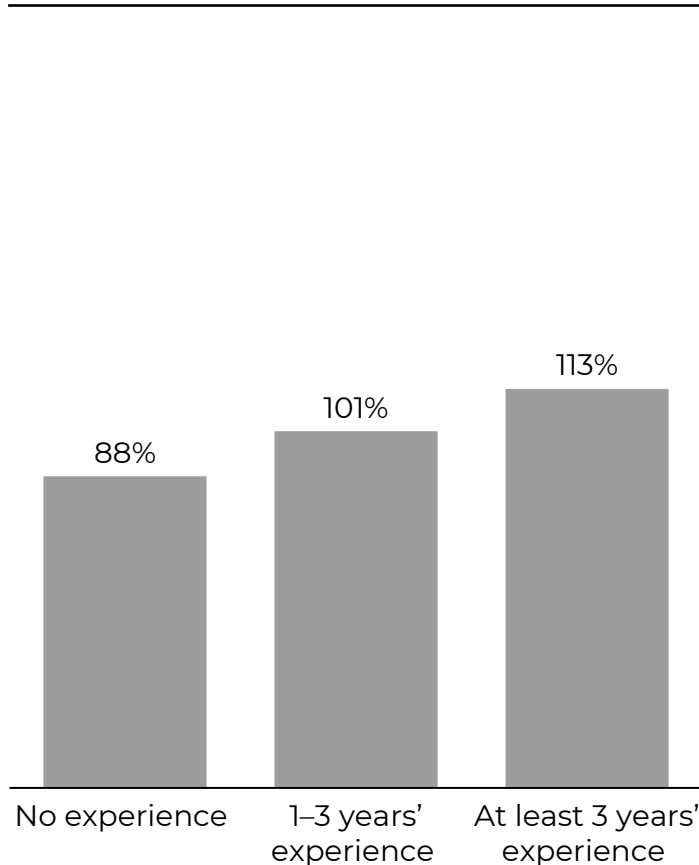
2. Vacancies typical for construction and industry – see page 28

Sources: All-Russian Research Institute of Labor, using data from the Rabota Rossii portal, HeadHunter, SuperJob; Yakov & Partners analysis

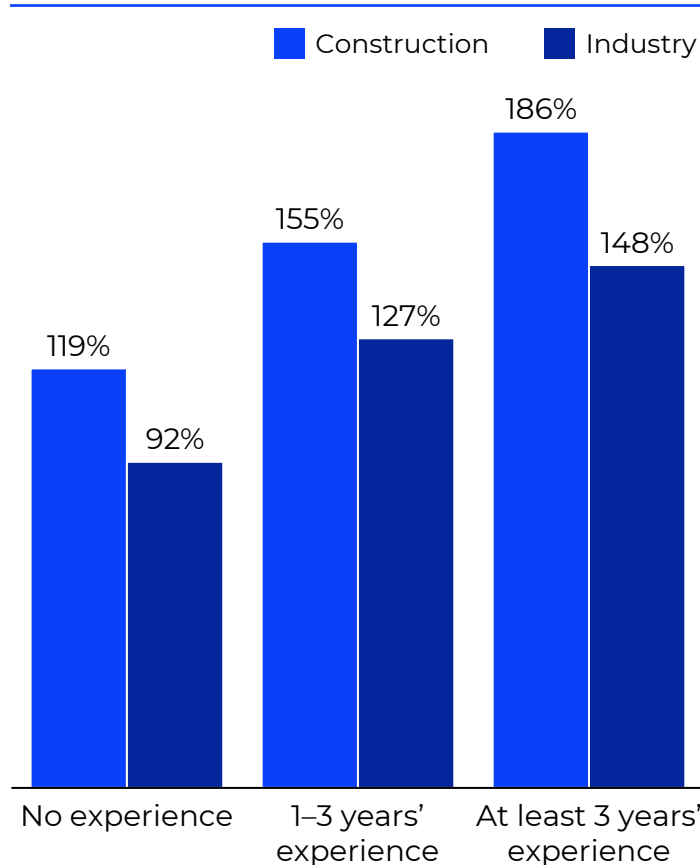
# Salaries offered to experienced specialists have grown fastest

Increase in median salary offers in 1H2018 – 1H2023, %

## Total market



## Major sectors<sup>1</sup>



Since 2018, pay for specialists with experience in industry<sup>2</sup> has grown by 2.5 times, and in construction – by 3 times

Higher-than-average growth in pay for specialists with experience probably indicates a large shortage of workers in this category

“ The rate of growth of salary offers for qualified staff in the regions confirms the willingness of regional employers to invest in such a vital resource as qualified staff, as they understand the significance of their role in the success and development of the business

V.I. Dzhuma

Director, Center for Digital Transformation and Data Analysis, All-Russian Research Institute of Labor

1. Groups with large numbers of vacancies

2. Vacancies typical for construction and industry – see page 28

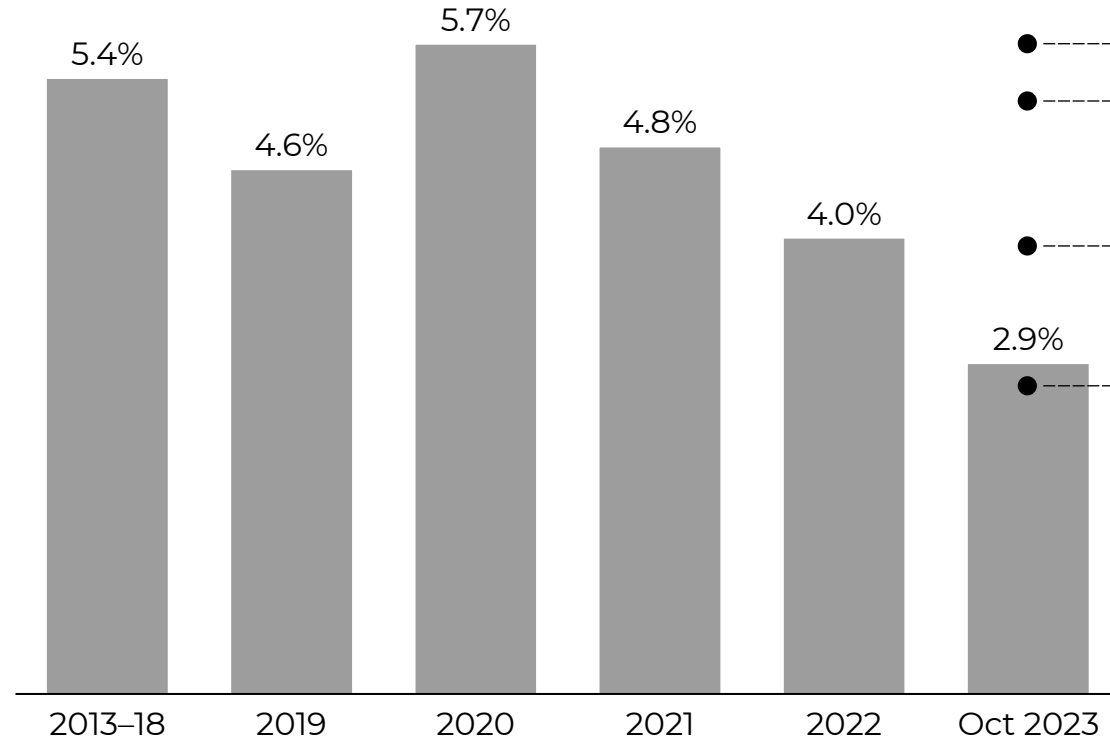
Sources: All-Russian Research Institute of Labor, using data from the Rabota Rossii portal, HeadHunter, SuperJob; Yakov & Partners analysis



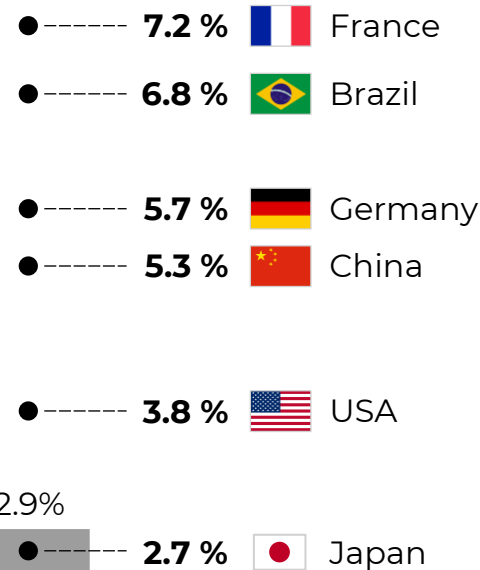
# In 2023, Russia recorded a record low level of unemployment

Unemployment, %

## Russian Federation



## Other countries<sup>1</sup>



In October 2023, Russia recorded its lowest unemployment level since 1991 – 2.9%

This is also a very low level compared to other countries, both industrially developed and developing

“ Our country has never had such a low level of unemployment<sup>2</sup> ”

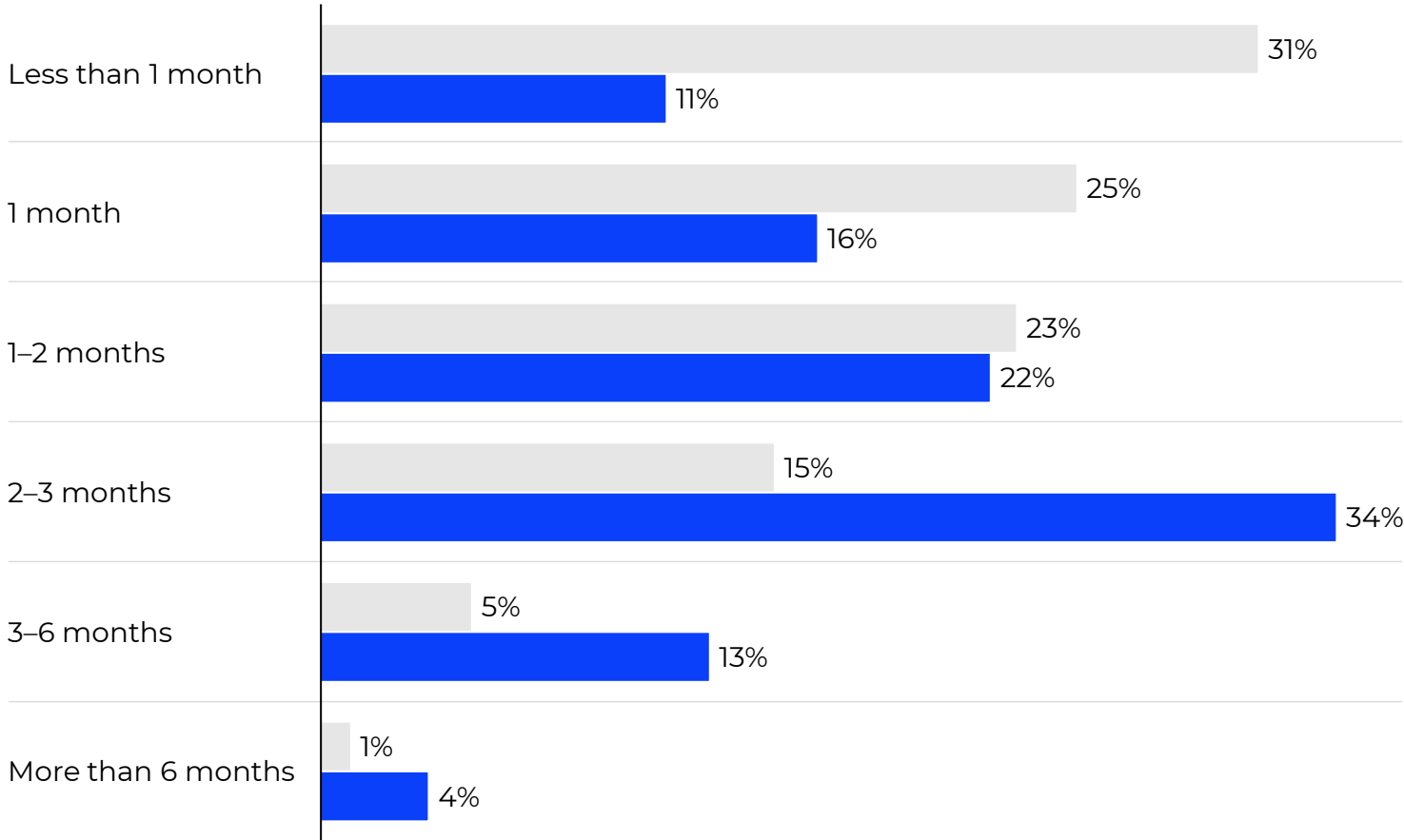
M.S. Oreshkin  
Aide to the Russian President

4

# The average time taken to fill a vacancy has increased from 2 to 3 months

Candidate recruitment time

Previously Now



# 88%

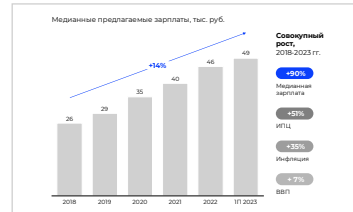
of vacancies were filled within two months in the past, but now it takes more than three months

# Taken together, all these factors indicate that a shortage has arisen on the labor market

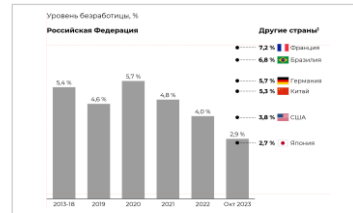
**1 Growth in the number of published vacancies**



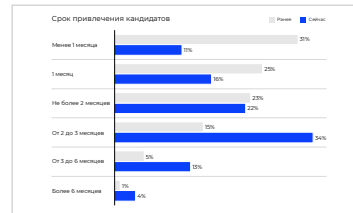
**2 Exponential growth in salaries offered**



**3 Record low unemployment**



**4 Increase in time spent recruiting candidates**



The Russian labor market is already experiencing a shortage of workers

The biggest shortage is for specialists with at least 3 years' work experience in industry and construction

There are hardly any workers left in the economy<sup>1</sup>

E.S. Nabiullina  
Head of the Russian Central Bank

1. Novosti Banka Rossii, Remarks by Elvira Nabiullina at a joint meeting of committees of the State Duma on the main thrusts of the unified state monetary policy in 2024–2026 (November 9, 2023)



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# By 2030, the labor shortage will increase, and conventional approaches will not solve the problem

- 1** By 2030, the labor shortage will be between 2 and 4 million workers
- 2** 90% of the shortage will relate to workers with vocational or higher education
- 3** The shortage will be most acute in the manufacturing industry (between 800,000 and 1.1 million), transport (between 300,000 and 500,000) and the retail sector (between 300,000 and 500,000)
- 4** Conventional approaches will not overcome the shortage

Increasing productivity is essential, but historical and predicted growth rates will not be sufficient to resolve the problem. Overcoming a shortage of 2–4 million workers will require a doubling of the growth rate compared to the average increase over the past 10 years

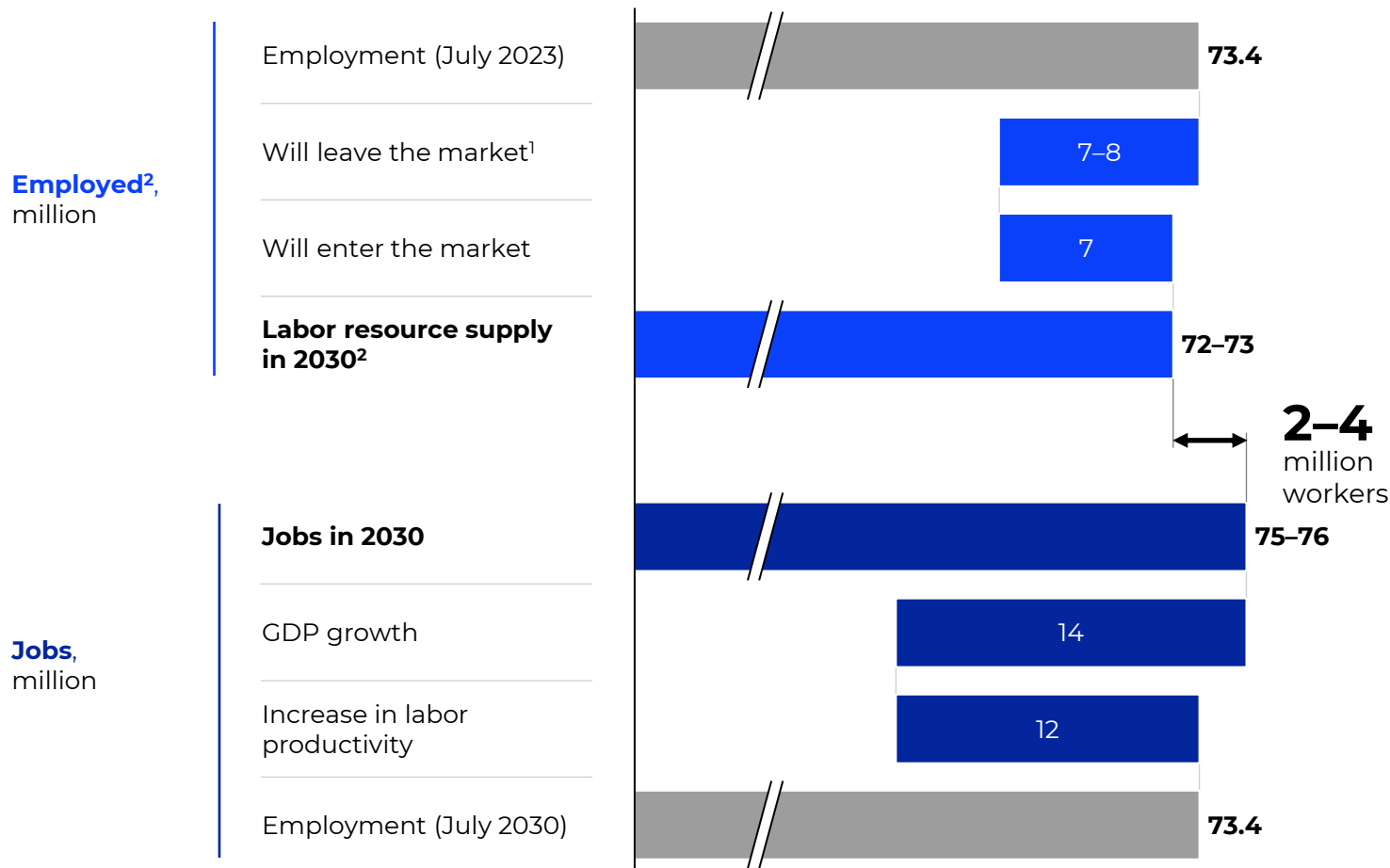
Salary rises and poaching of workers are inevitable but will not in themselves be sufficient to resolve the overall shortage

As most migrants in Russia do unskilled jobs, the current approach to recruiting them will only offset 10% of the shortage by 2030





# By 2030, there will be a labor shortage of between 2 and 4 million workers



The pension reform will only partly resolve the labor market shortage

Taking the pension reform into account, 7-8 million workers will leave the market

But only 7 million workers will enter the labor market upon completing higher, vocational or secondary education

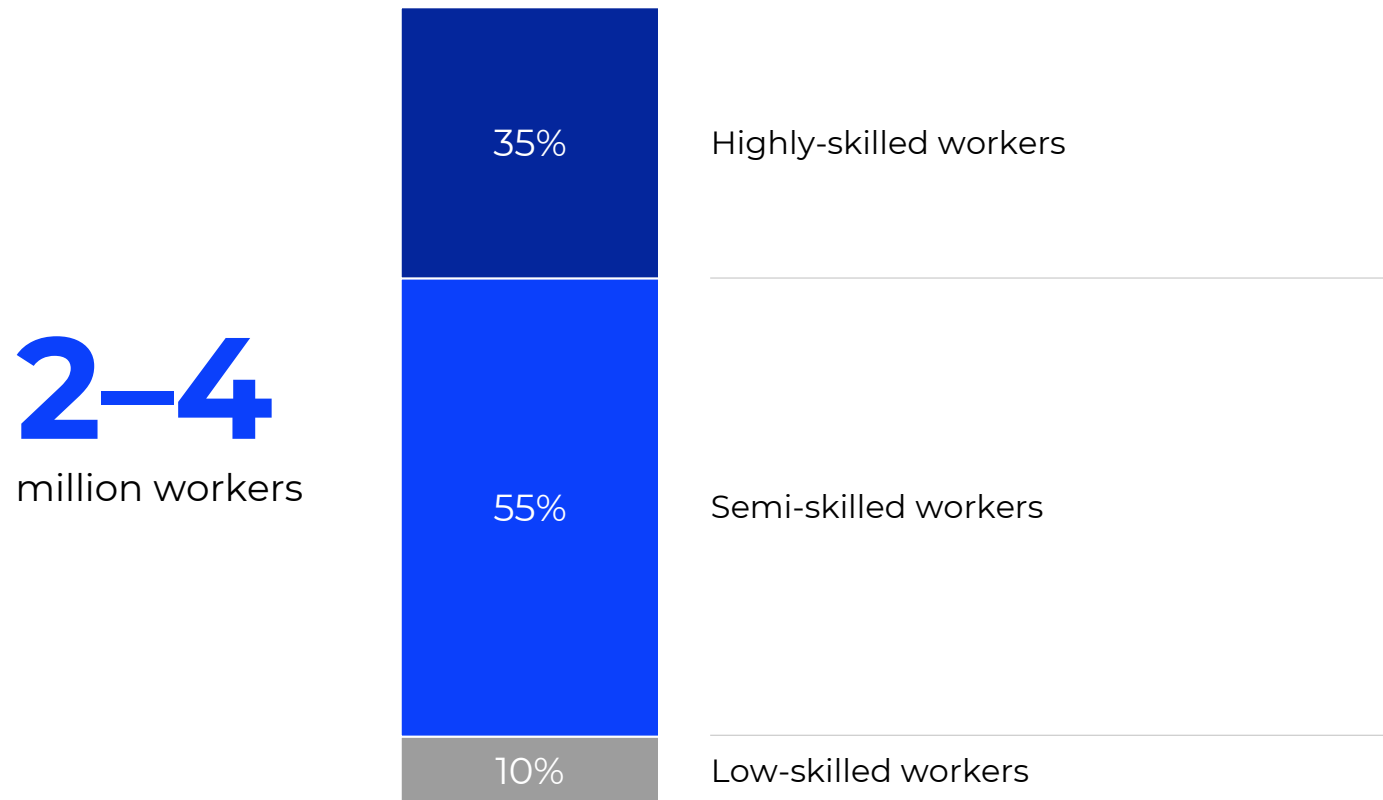
The overall requirement for workers will increase, driven by the growth and restructuring of the economy, priority projects in industry and transport, and insufficient growth in labor productivity

1. With due consideration for the pension reform  
 2. Including migrants; unemployment level taken as unchanged (3%)  
 Sources: Rosstat; Ministry of Economic Development (letter from the Russian Ministry of Economic Development No. 36804-ПК/ДОЗи dated September 28, 2022); Yakov & Partners modeling

2

# In 2030, 90% of the shortage will relate to workers with secondary and higher qualifications

Structure of workforce shortage in 2030, million workers



**2-4**  
million workers

The current approach to recruiting labor migrants in Russia will satisfy demand only in the low-skilled workers segment, which accounts for just 10% of the overall shortage

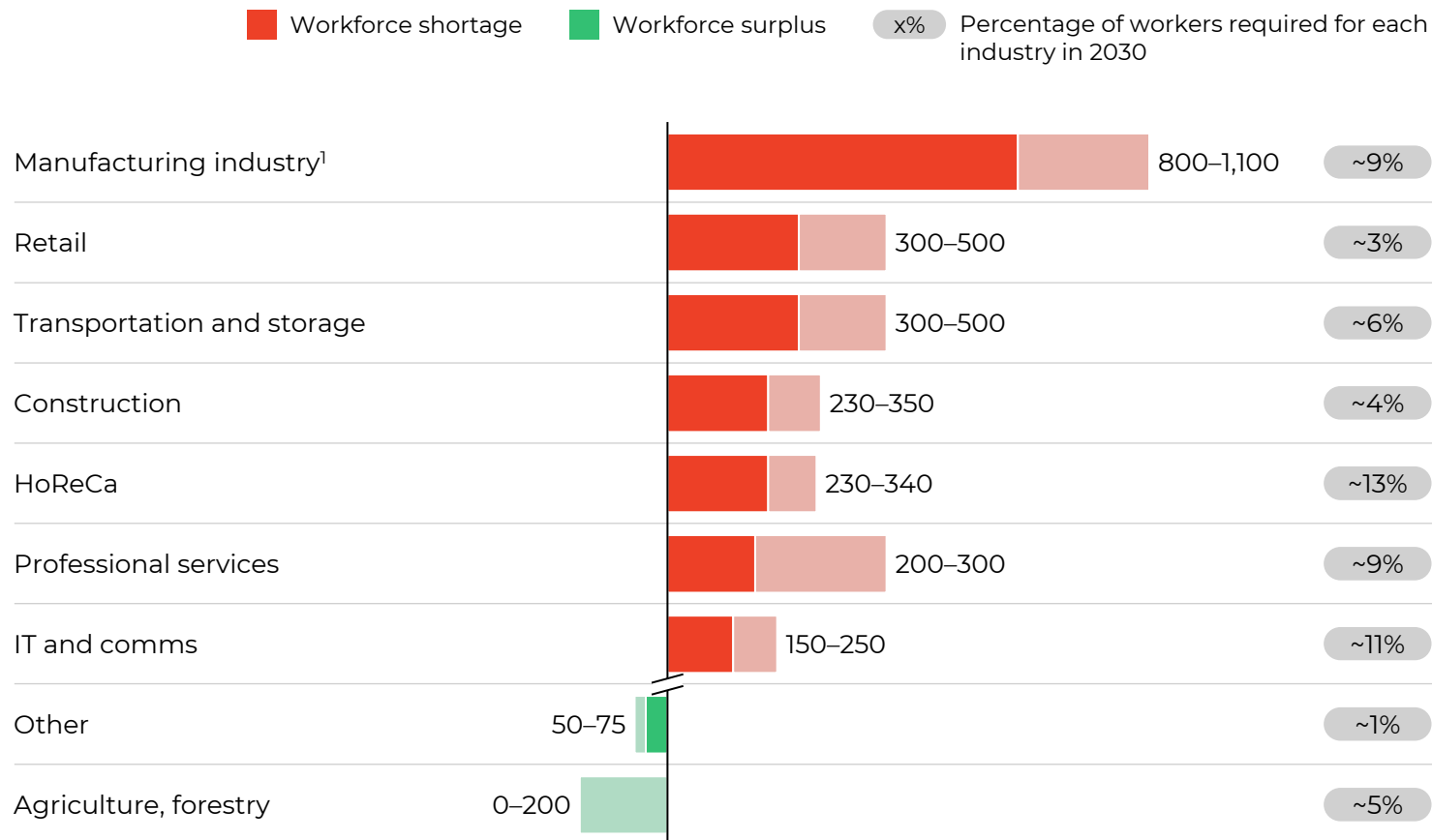
Most of the worker shortage in 2030 will relate to semi-skilled (for example, lathe and mill operators, etc.) and highly-skilled workers (for example, programmers, engineers, managers, etc.)

This structure of the workforce shortage is mainly caused by growth in labor productivity and digitalization driving demand for qualified specialists

3

# The labor shortage will hit the manufacturing industry hardest

Forecast of workforce shortage by 2030, with breakdown by industry, thousands of workers



## Key reasons for growth in staff requirements

- **Manufacturing industry** – import substitution
- **Retail** – development of e-commerce in the regions
- **Transportation and storage** – displacement of external and domestic trade flows, and development of e-commerce
- **Construction** – priority projects, including industrial projects and infrastructure

At the same time, **there is considerable scope for productivity growth in all sectors** through, inter alia, digitalization and robotization, which could partly offset the shortage

However, a lack of investment (especially in small and medium-sized enterprises) and impeded access to technology could slow down productivity growth and the release of workers to cover the shortage in these and other sectors



4

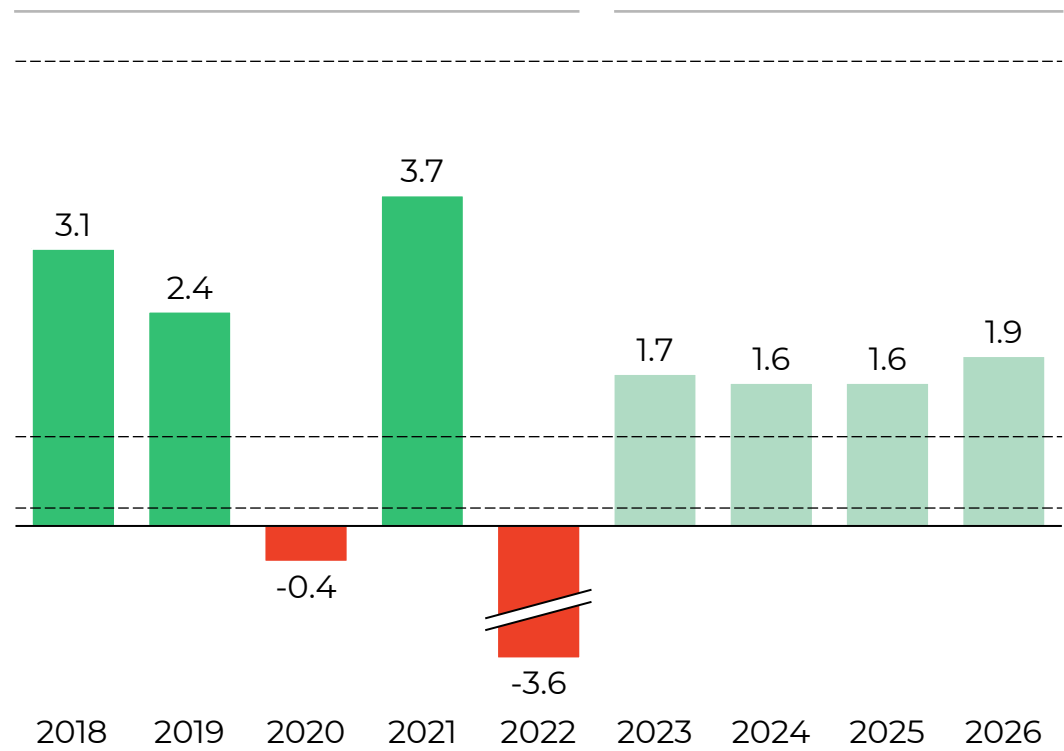
# To overcome the labor shortage, productivity must grow by at least 2.4% per annum – twice the historical growth rate

Change in labor productivity, %

## Russia

### Actual

### Forecast



## Other countries<sup>1</sup>

5.2 China

1.4 South Korea

1.0 USA

0.2 Germany

The average rate of productivity growth in Russia over the past 10 years – 1.2% per annum

Limited access to technology and closure of a number of markets due to anti-Russian sanctions could slow growth

The forecast is based on more aggressive productivity growth rates (1.6–1.9% in 2024–2026) than have been achieved in the past

To offset the shortage, labor productivity must grow by 5.7% by 2030, i.e. the growth rate must be accelerated to **2.4%** per annum on average which is double the average growth rate over the past 10 years and above the current forecast of the Russian Ministry of Economic Development

1. Average growth in labor productivity, 2018–2022  
Sources: Rosstat; World Bank; Ministry of Economic Development (letter from the Russian Ministry of Economic Development No. 36804-ПК/ДОЗи dated September 28, 2022); Yakov & Partners modeling

# Up to 50%

of the shortage could be offset by conventional tools

Tools	Impact, million workers	Why this is insufficient
<b>Poaching of specialists</b>	<b>0</b>	Pay rises and poaching of specialists are inevitable but will not in themselves solve the overall labor shortage problem
<b>Recruitment of migrants</b>	<b>0.4</b>	The current approach to attracting labor migrants: labor migrants in Russia are mainly low-skilled workers who could fill only 10% of the shortage. High volatility of the rouble and the unfavorable geopolitical situation are complicating recruitment of qualified migrants
<b>Additional 1% annual increase in labor productivity growth</b>	<b>0.7</b>	Average labor productivity growth over 10 years is 1.2%; growth in labor productivity is limited by sanctions on the most efficient technologies and equipment, and partly by a lack of investment (especially in small and medium-sized enterprises)
<b>Total</b>	<b>1.1</b>	



The staff situation is not going to change. Therefore we are going for process automation to reduce headcount

HR director of a steel smelting company

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# To mitigate the adverse impact of the shortage on the economy and development projects, business and government need to work together

- 1** A labor shortage on this scale creates substantial risks for businesses and the economy as a whole
- 2** Businesses need to realize right now that the shortage is the new reality and start working at a strategic level with the government and educational establishments on labor supply, investing in vocational training, recruitment, retention and development of talent, and in support for migration programs targeting highly-skilled workers
- 3** The government could facilitate a solution to the staff shortage problem through the following measures: alignment of the education system with the needs of the labor market, joint programs with employers to recruit people in difficult social groups, repatriation and recruitment of qualified migrants, and expansion of programs to boost labor productivity



# A labor shortage on this scale creates risks for the economy, business and society as a whole



## Economy

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### 1-2%

annual GDP shortfall

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### Up to 10%

inflation growth over 5 years

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Failure of projects to achieve technological sovereignty and realign the economy



## Business

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### Up to 5%

reduction in EBITDA

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Termination of investment projects

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Low competitiveness

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Product quality risks

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Risk of cessation of operations



## Possible actions for business: improve working conditions, raise productivity, build long-term relationships with universities and colleges

Areas of activity	Possible actions
<b>Improvement of employer attractiveness</b> 	Improve working conditions, corporate culture and management style
	Increase financial and non-financial components of compensation
	Improve employee brand recognition and reputation
<b>Staff retention and development</b> 	Introduce loyalty and bonus programs tied to length of service
	Identify pool of most in-demand workers and draw up retention programs for those categories
	Offer individual career plans, training and mentoring for crucial positions
<b>Labor productivity growth</b> 	Accelerate investment projects and automation or robotization programs with the biggest impact on labor productivity
	Employ the best available technologies in planned investment projects
	Create centers of excellence for advanced technologies
<b>Work with universities and colleges</b> 	Set up departments in regional and specialized universities and colleges
	Offer part-time jobs and summer internships to graduate students
	Participate in the development of training programs in specialisms of key importance to the business
<b>Search for additional sources of workers</b> 	Recruit specialists from other regions (for a limited or extended period, with relocation assistance)
	Recruit candidates from difficult categories to suitable jobs: invalids, women with children, students and school pupils for temporary employment, etc.)
	Recruit qualified migrants

“ Anyone who is late getting into universities and vocational colleges will be left with nothing

HR director of a steel smelting company

# Possible areas of activity by the government

## Areas of activity

### Alignment of the education system with the needs of the market



## Possible actions

Increase in the number of state-funded and targeted training places in the most needed specialties

Expansion of further vocational education programs to provide additional training in most needed specialties

Publication of data on the real demand for graduates in the labor market (share of graduates who find jobs and salaries)

### Support for labor productivity growth programs



Expansion of the existing labor productivity programs

Employing technologies with maximum impact on productivity in projects with public funding or state support

Dedicated labor productivity programs for major employers

### Repatriation of specialists and recruitment of qualified migrants



Repatriation of Russian-speaking specialists, providing assistance with relocation, job-seeking and adaptation

Targeted recruitment of qualified migrants to fill specialist shortages (for example, IT)

Simplified visa and work permit procedures for highly-skilled specialists

### Support for employers



Joint funding of retraining and recruitment programs for people in difficult categories, such as the disabled or people of preretirement age

Joint funding and support for relocation programs for specialists from other regions

Subsidizing of interest rates for investment projects with a substantial impact on labor productivity

Improvement of the popularity of professions with worker shortages

“ It’s not popular to be a worker or an engineer now. When did you see a movie that popularizes workers?”

HR director of a steel smelting company

# Appendix

# Study profile

## Study aim

To identify the key problems of the Russian labor market to 2030

## Areas of analysis

- 01** Analysis of historical development and forecasting of key labor market metrics
- 02** Assessment of workforce sufficiency to ensure economic growth to 2030
- 03** Identification of risks and mitigation tools for business and government

## Data used

- 01** Data on vacancies published in the three biggest recruitment portals – Rabota Rossii, HeadHunter and SuperJob – from January 2018 to September 2023. The total number of unique vacancies reviewed is 38 million<sup>1</sup>
- 02** Forecast of socio-economic development of the Russian Federation to 2026: GDP, labor productivity – letter of the Russian Ministry of Economic Development No. 36804-ПК/ДОЗи dated September 28, 2022
- 03** Rosstat: distribution of the population by age, mortality, level of employment, distribution of employment according to the All-Russian Classifier of Occupations and by type of economic activity, labor productivity, gross domestic product, consumer price index, producer price index, level of unemployment

1. The following were not included within the study perimeter: vacancies relating to military specialties; vacancies in the Donetsk, Lugansk, Kherson and Zaporozhye Regions (due to absence of historical data)

# Breakdown of vacancies by industry group

## Medicine

Obstetrician  
Dental assistant  
Veterinarian  
Veterinary technician  
Veterinary paramedic  
Doctor (miscellaneous)  
Doctor (supervisor)  
Health center doctor  
Clinical laboratory diagnostician  
Manual therapist  
General practitioner (family doctor)  
Physical therapy doctor  
Medical prevention doctor  
General hygienist  
Palliative care practitioner  
Emergency room doctor  
Ambulance doctor  
Sports medicine doctor  
Forensic doctor  
Ship doctor  
Sonographer  
Physiatrist  
Functional diagnostician  
Obstetrician gynecologist  
Allergist immunologist  
Intensivist  
Bacteriologist  
Biologist  
Gastroenterologist  
Hematologist  
Geneticist  
Geriatrician  
Dermatovenerologist  
Nutritionist  
Infectious disease doctor  
Cardiologist  
Clinical pharmacologist  
Coloproctologist  
Consultant doctor  
Cosmetic doctor  
Plastic surgeon, etc.

## Construction

Rigger (area not specified)  
Road construction foreman  
Production and technical department engineer  
Asphalt worker  
Civil works supervisor  
Quantity surveyor  
Installation, adjustment and testing engineer for instruments, machinery and equipment  
Insulator  
Engineer (construction and revamping)  
Technical / construction supervision engineer  
BIM engineer  
Motor grader driver  
Pipelayer driver  
Cable splicer  
Bricklayer  
Color technician  
Painter  
Metal painter  
Civil foreman  
Roofing foreman  
Loading machine operator, road construction machinery operator  
Bulldozer operator  
Roller operator  
Crane driver/operator  
Excavator operator  
Reinforced concrete builder  
Sheathing installer  
Elevator installer  
Steel/RC structure erector  
Stretch ceiling installer  
Electronics installer  
Sanitary engineering system installer  
Ventilation and air conditioning system installer  
Surveyor, etc.

## Industry

Aviation technician/mechanic  
Equipment operator (area not specified)  
Driller / rig operator  
Mill operator  
Shot-firer  
Vulcanizer operator  
Casting technician  
Cable harness maker  
Geotechnical engineer  
Chief welder  
Screener  
Non-destructive testing specialist / engineer  
Lapping machine operator  
Mortise machine operator  
Crusher operator  
Sheet metal technician  
Engineer (generic)  
Rate setting engineer / specialist  
IT engineer  
Instrumentation engineer  
Quality control engineer  
Metrology engineer  
Dresser  
Welding engineer  
Technical support / service engineer  
Surveying engineer  
Geologist / Hydrogeologist  
Design engineer  
Design engineer (shipbuilding)  
Mechanical engineer  
Planning engineer  
Radio engineer  
Heating engineer  
Process engineer  
Process engineer (shipbuilding)  
Process engineer / woodworking technologist  
Chemical engineer / process chemist

Environmental engineer  
Electrical engineer  
Electronics engineer  
Power engineer  
Riveter  
Furniture designer / process engineer  
Supervisor (area not specified)  
Foundry inspector  
Gas utility inspector  
Technical quality controller (QC)  
Forging and press works supervisor  
Welding supervisor  
Machine tool and locksmithing supervisor  
Die press operator  
Foundryman  
Veneer sander operator  
Foreman / site foreman / workshop foreman (area not specified)  
On-the-job training foreman  
Boiler room operator  
Mobile welding machine operator  
Compressor plant operator  
Logging equipment and skidder operator  
Pumping plant / pumping equipment operator  
Machine operator  
Warehouse/loading machine operator  
Extruder operator  
Front loader operator / driver  
Turbine equipment inspection engineer  
Copper smith  
Docking machine operator  
Mechanic (area not specified)  
Engine mechanic  
Coil winder, etc.

## Hotels and Catering

Banquet manager  
Bartender/waiter/barista  
Canteen worker  
Restaurant/cafe director  
Semi-finished food manufacturer  
Food inspector  
Blender  
Kitchen worker  
Butcher  
Meat deboner  
Food production operator  
Cook  
Food production worker  
Fish handler  
Sommelier  
Fast food / public catering employee  
Cheesemaker  
Meat mincer  
Maid  
Hostess

## Retail

Store administrator  
Telecom store director  
Account manager  
Telecom store manager  
Sales manager  
Sales cashier  
Sales consultant  
Sales specialist  
Mystery shopper  
Packer  
Florist

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Labor Market  
Trends, Part 1



Labor Market  
Trends, Part 2



The Impact of  
Social Trends on  
the Labor Market

#### Russian Federation Labor Market Study

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