



# **JOB MARKET OVERVIEW AND SALARY SURVEY**

**KAZAKHSTAN**

**ANTAL KAZAKHSTAN**

2024-2025



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# ABOUT ANTAL KAZAKHSTAN



Antal entered the CIS market in 1994 and is an important part of the Antal International group. Antal International employs around 1,000 people in a network of over 145 offices worldwide. A CIS office was opened in 1994, in July 2010 the company opened an Antal representative office in Almaty, Kazakhstan, and in May 2019 in Tashkent, Uzbekistan.

The professionalism and responsibility of our consultants in their dealings with clients ensure a high level of service at all stages of interaction. The professionalism and responsibility of our consultants in their relationships with clients ensure a high level of service at all stages of interaction. Our clients operate in virtually all sectors of the economy, including consumer goods, retail, pharmaceuticals, construction, financial services, engineering, natural resources, logistics and transport, financial services, engineering, natural resources, logistics and transport, agriculture, chemicals, ingredients and many others. We help candidates Find jobs in disciplines such as finance and accounting, sales, marketing and PR, IT, supply chain management, e-commerce and many others.

## OUR SERVICES

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

### KAZAKHSTAN



**Michael Germershausen**  
Managing Director of Antal International  
in the Eurasian region

Key expertise: labour market trends, outstaffing and HR consulting, extensive experience in recruiting top managers for Russian and foreign companies.

### UZBEKISTAN



**Arseniy Kucheryuk**  
Head of Antal Uzbekistan

Key expertise: retail labour market trends in the CIS and Uzbekistan, head hunting and executive search, personnel assessment at all stages of recruitment, full cycle of recruitment.

#### Almaty

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[www.antalkazakhstan.kz](http://www.antalkazakhstan.kz)

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[www.antal.com](http://www.antal.com)



# INTRODUCTION



**Michael Germershausen**  
Managing Director Antal  
International for the Eurasian  
Region  
[mg@antal.com](mailto:mg@antal.com)



Kazakhstan's labour market - 2024 more or less repeats the trends of 2023.

While the number of company employees actively looking for a new job has increased, the total number of people who are not actively looking for a new job remains relatively high at 70%. Loyalty, however, remains at a fairly low level with only 20% of respondents not considering anything at all. Clearly this is a good time to be actively recruiting, a recruiter only needs to make the call with a good offer.

We, as recruiters, have been very busy due to the fact that in 2023 a lot of top managers of companies in Kazakhstan have changed. By rough estimate, among our 50 largest clients, about half of them have had a change of CEO in the last 12-18 months. Given that Kazakhstan is a relationship-based market, this has led to significant fluctuations in headcount in these companies. In addition, there is still a significant impact from the reorganisation of many international clients operating in Central Asia. While many companies used to report to an HR manager based in Moscow, local staff are now getting used to working with other regional centres, including Turkey, the Middle East or Europe.

For recruiters, all this means a lot of additional problems. Almost 50 per cent of candidates surveyed said they had found a new job in less than a month. Given that hiring managers can now sit in Dubai or South Africa, many companies lose out on the hunt for talent because they can't make decisions fast enough. We spend a lot of extra time coordinating and educating foreign hiring managers about cultural differences, etc.

When it comes to salaries and salary increases, it is interesting to note that despite a fairly high rate of inflation, almost 40% of respondents have either no change or even a decrease in their salaries. If these companies continue to fail to review salaries, they run the risk that when incomes fall, employees will not be able to afford the basic cost of living and will be forced to look for something new or take on an additional job or source of income.

In closing, a few words about the younger generation. Most of our clients are finding it difficult

# INTRODUCTION



to find and integrate young people into their organisation in a familiar way. Their values are increasingly at odds with what employers expect. As recruiters, we are seeing a much higher number of checkoffers as well as those candidates who don't turn up for interviews or their first job at all.

I wish everyone an enjoyable read and would like to thank everyone who contributed to another quality product released by the Antal team.



# JOB MARKET OVERVIEW

## KAZAKHSTAN

### 2024-2025



# DEMOGRAPHICS

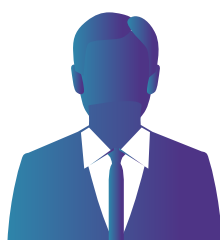
## GENDER

49%



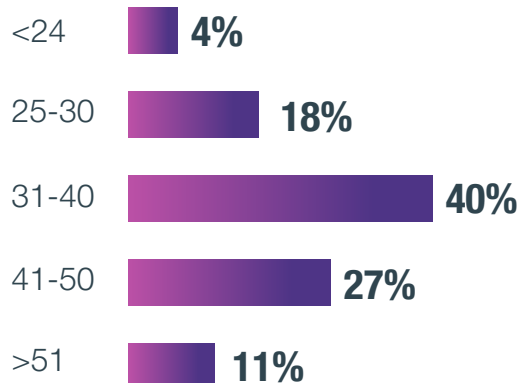
Women

51%



Men

## AGE



## POSITION LEVEL

18%



Top managers

52%



Managers

30%



Specialists

**Top manager** (CEO, company manager, business owner)

**Manager/Line manager** (have direct subordinates)

**Specialist \ Highly qualified specialist** (without direct subordinates)

## NUMBER OF CHILDREN

34%



No children

22%



1

27%



2

12%



3

5%

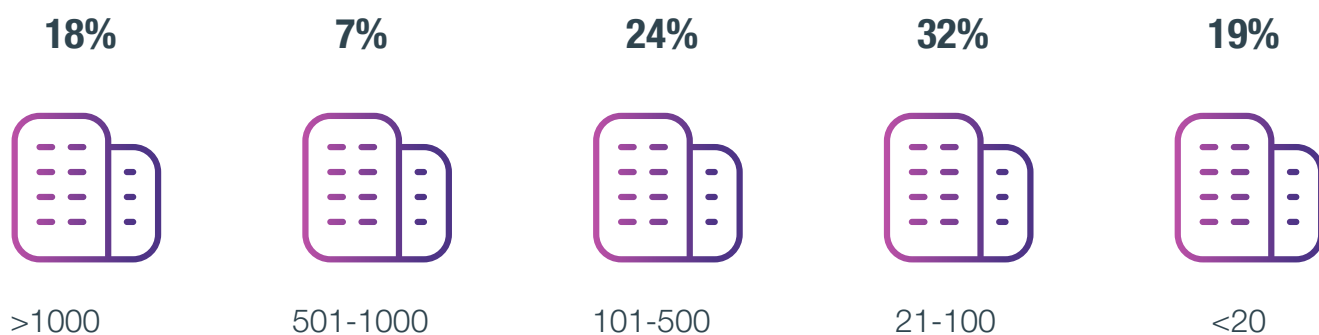


4+



# DEMOGRAPHICS

## COMPANY SIZE IN KAZAKHSTAN

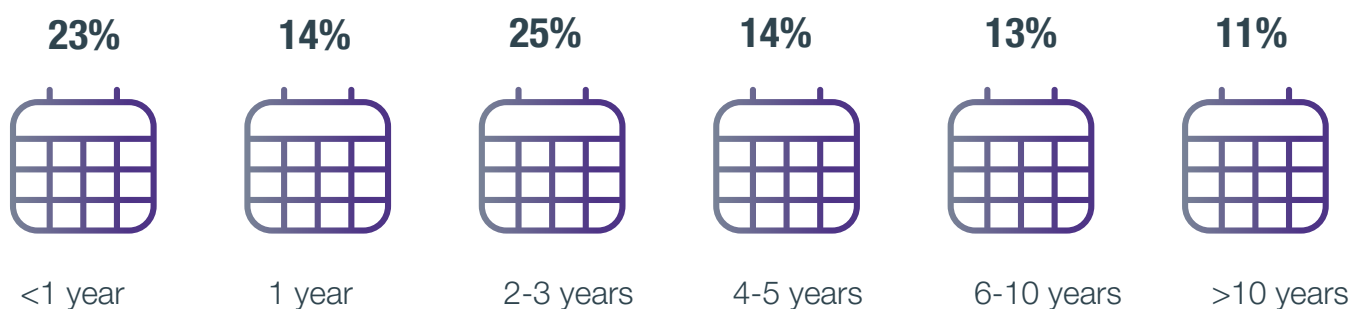


## DEPENDING ON THE TYPE OF COMPANY



89% of respondents are citizens of Kazakhstan, 6% are citizens of Russia, 2% are citizens of Uzbekistan, and 3% are representatives of other countries.

## HOW LONG HAVE YOU BEEN WITH YOUR CURRENT COMPANY?







# DEMOGRAPHICS

## SPECIALISATION\*

\*4% indicated specialisation 'other'



Administrative staff personnel  
**5%**



Marketing, PR and Digital, E-com  
**8%**



HR/Training and development  
**15%**



Data analytics / Business analytics  
**3%**



Sales/ Business Development  
**20%**



Supply Chain Management/ Procurement  
**6%**



Senior management (CEO)  
**12%**



Production and engineering  
**4%**



Finance and accounting  
**9%**



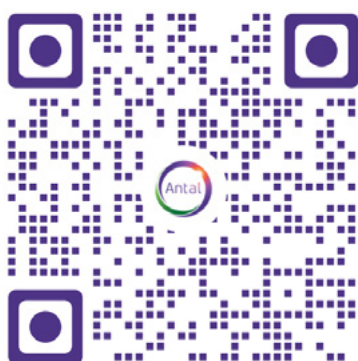
IT, software development  
**8%**



Technologies  
**3%**



Legal and compliance  
**3%**



**TELEGRAM CHANNEL**  
**WITH JOB OPENINGS FROM**  
**ANTAL. LOOK FOR**  
**WE HAVE THE MOST INTERESTING PROJECTS ON THE**  
**LABOR MARKET.**

In recent years, we have seen active development of the labour market in Kazakhstan. Almost all companies are in active search of new staff. If you are planning to change your place of job, send your CV to [cv@antalkazakhstan.com](mailto:cv@antalkazakhstan.com) to our company. If there are any current projects, we will invite you to a meeting. We will also be happy to discuss your opportunities within our company, we are always looking for talented recruiters!



# DEMOGRAPHICS

## COMPANY INDUSTRY

\*4% indicated the industry as 'other'



14%

Pharmaceuticals



14%

FMCG



13%

IT, telecom,  
internet



9%

Professional services



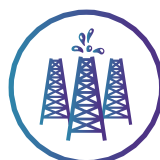
8%

Retail and  
wholesale trade



8%

Banks and financial  
services



7%

Natural resources. Mining  
industry. Metallurgy.



5%

Logistics and  
transport



5%

Construction



4%

Industrial equipment  
and components



3%

Machine building and  
automotive sector



2%

Chemical  
industry



2%

Media and  
entertainment



1%

Agriculture



1%

Tourism and HoReCa



# JOB CHANGE



# JOB CHANGE

## HOW DID YOU FIND YOUR CURRENT PLACE OF EMPLOYMENT?\*

\* responses from respondents looking for work in the last 12 months (May 2023 to May 2024).



Job boards

**25%** 21% **↑+4 pp**



Professional contacts

**16%** 12% **↑+4 pp**



Social media

**10%** 11% **↓-1 pp**



Recruitment company

**12%** 13% **↓-1 pp**



The employer found me

**24%** 19% **↑+5 pp**



Direct contact in-house

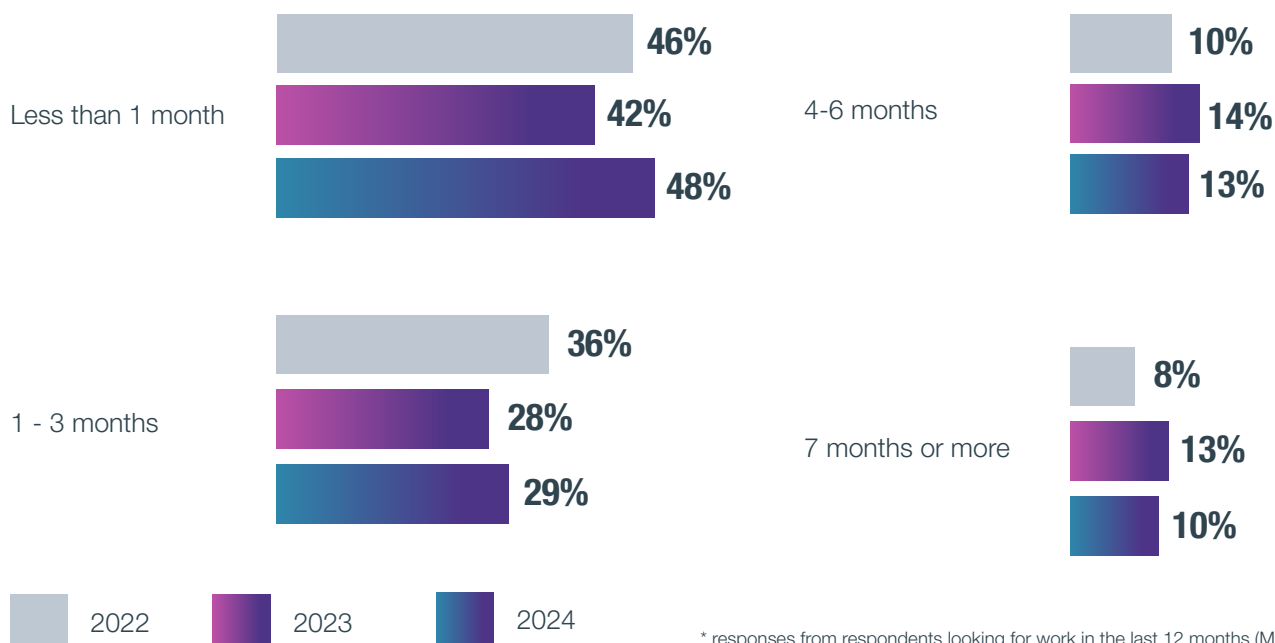
**3%** 6% **↓-3 pp**



Personal contacts (family, friends)

**10%** 16% **↓-6 pp**

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



\* responses from respondents looking for work in the last 12 months (May 2023 to May 2024).



# JOB CHANGE

## DO YOU PLAN TO CHANGE JOBS THIS YEAR?



Looking for a new job



Not looking, but I'm willing to consider an interesting offer



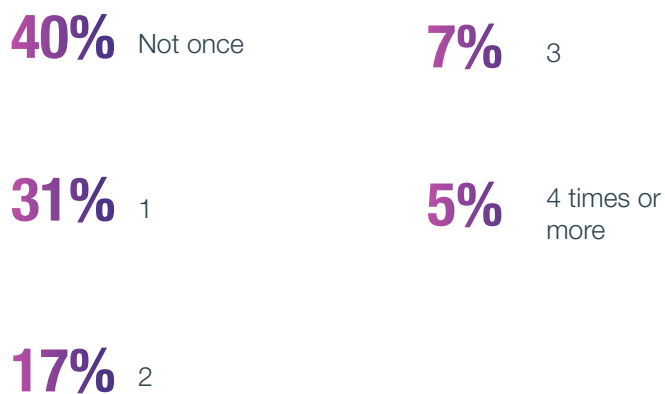
I'm planning to look for a new job



I'm not considering job change



## HOW MANY TIMES HAVE YOU BEEN PROMOTED IN THE LAST 3 YEARS?



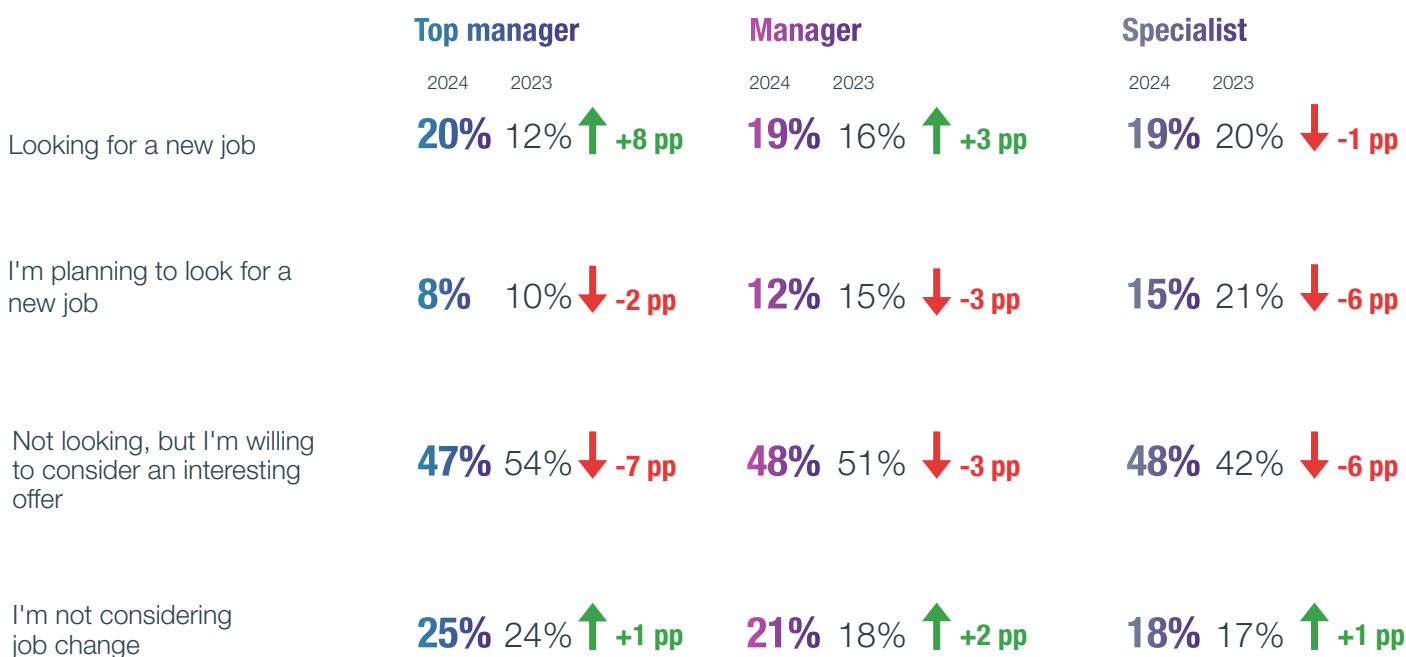
Over the last year, the number of employees of companies who are actively looking for a job has increased by 4 pp (percentage points). There has also been an increase in the number of those who are not considering changing jobs.



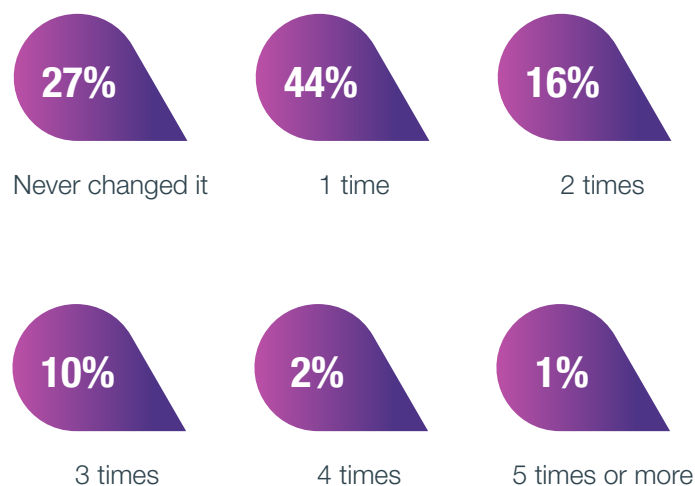
# JOB CHANGE

## DO YOU PLAN TO CHANGE JOBS THIS YEAR?

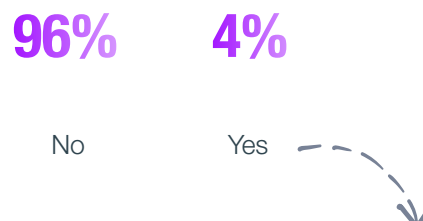
DEPENDING ON POSITION LEVEL



## HOW MANY TIMES HAVE YOU CHANGED JOBS IN THE LAST 3 YEARS?



## HAVE THERE BEEN ANY INSTANCES OF YOU FAILING YOUR PROBATIONARY PERIOD IN THE LAST 3 YEARS?

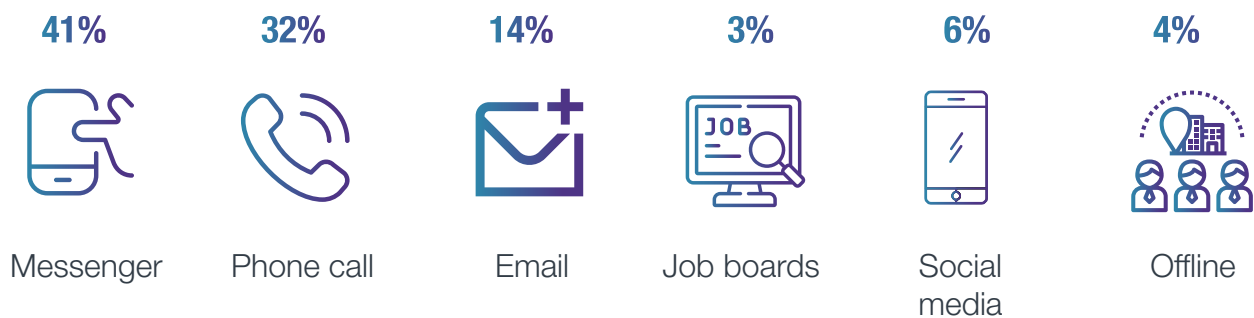


The majority of respondents who had an experience of not passing the probation period note that they left at their own request due to a conflict with the management or unfulfilled expectations from the company.



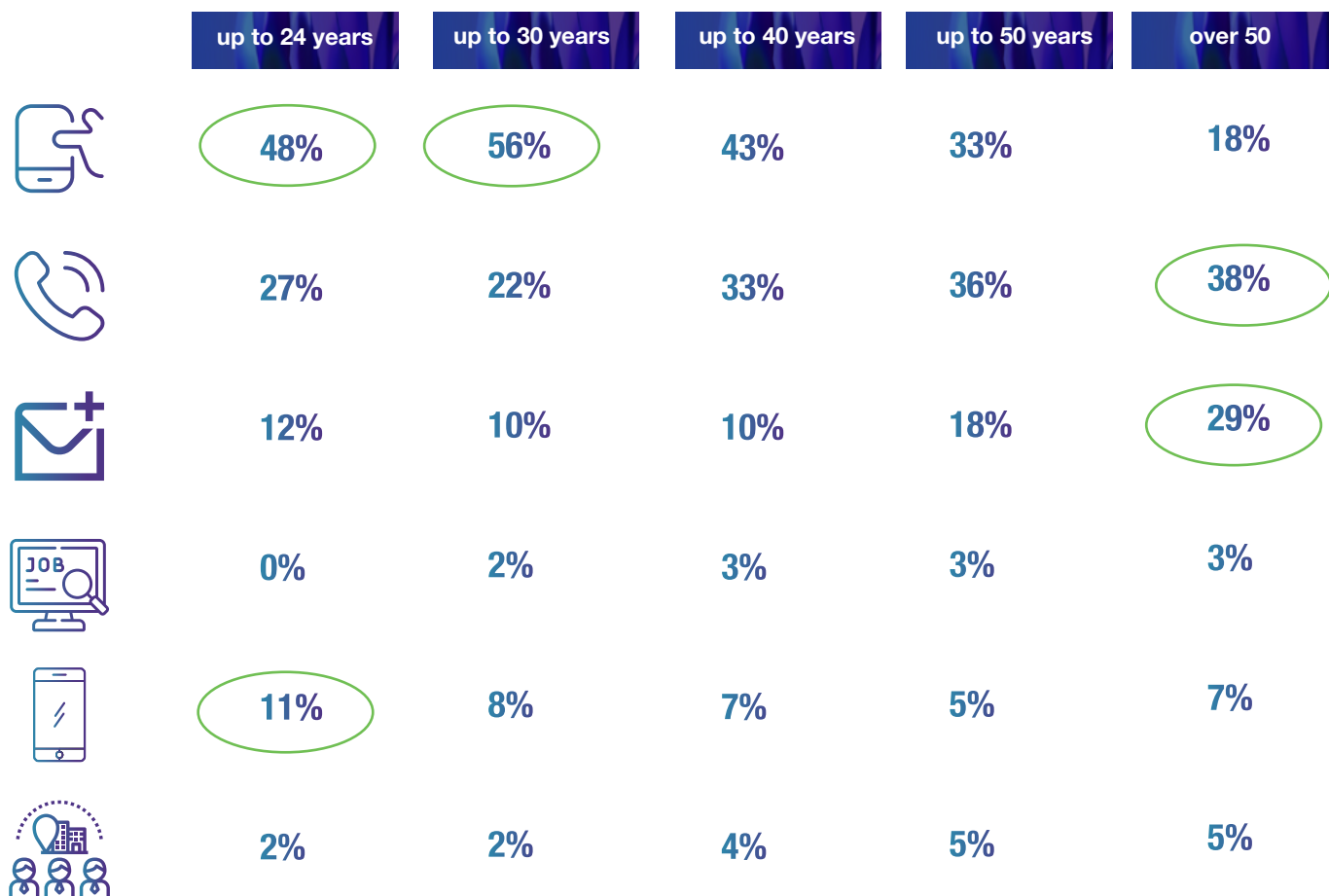
# JOB CHANGE

## 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?

DEPENDING ON AGE





# STAFFING FEATURES FOR HIRING MANAGERS, NOT RECRUITERS

1

EXPERT OPINION



## Pavel Koshkin

Head of Human Resources Department

**DeFacto**

When it comes to staffing, the focus is usually on recruiters being responsible for the initial screening of CVs and conducting interviews. However, hiring managers making the final decisions when selecting candidates are no less important participants in the process. Their approach to employee selection has its own features that need to be taken into account.

For example, hiring managers have a deep understanding of the specific features of their department. They form a list of necessary skills and qualifications, and also take into account personal qualities that will facilitate the successful integration of a new employee into the team. Managers evaluating candidates shall rely on a clear idea of the tasks and expectations that will be presented to a new employee - this is a kind of “template” according to which a hiring manager evaluates all candidates. But real people rarely fit into “templates,” and it is important not to miss a person who can make the company’s work better through an unconventional approach, innovative ideas, and a fresh look at current projects. And this is despite the fact that the skills, experience and competencies may not fully correspond to the stated profile of a candidate.

There are cases when the perfect candidate has been searched for years and never found, and employees who perform additional work remain unnoticed all this time. In such teams, employees burn out very quickly and leave, and then you have to look not for one “perfect” candidate but for a way out of the impending crisis. Flexibility in the selection matter for hiring managers comes with experience, and the main thing about it is to make the right conclusions.

Hiring managers have direct influence on the interview process and the development of evaluation criteria. They ask specific questions that help more deeply assess a candidate's professional skills and personal qualities in the context of the department's tasks. This approach provides a more detailed and informed assessment. It is very important that the selection process is focused on long-term prospects; to achieve this, it is necessary to look not only for specialists who meet current requirements, but also for those who are capable of developing and growing within the company. This helps create teams that can adapt to change and cope with future challenges.

Company culture also plays an important role. An experienced manager who considers candidates for the team takes into account how well the candidate matches corporate values and whether he or she can easily fit into the team. Harmony in a team contributes to increased performance and comfort in the workplace, so you need to carefully monitor how a candidate will interact with other team members.

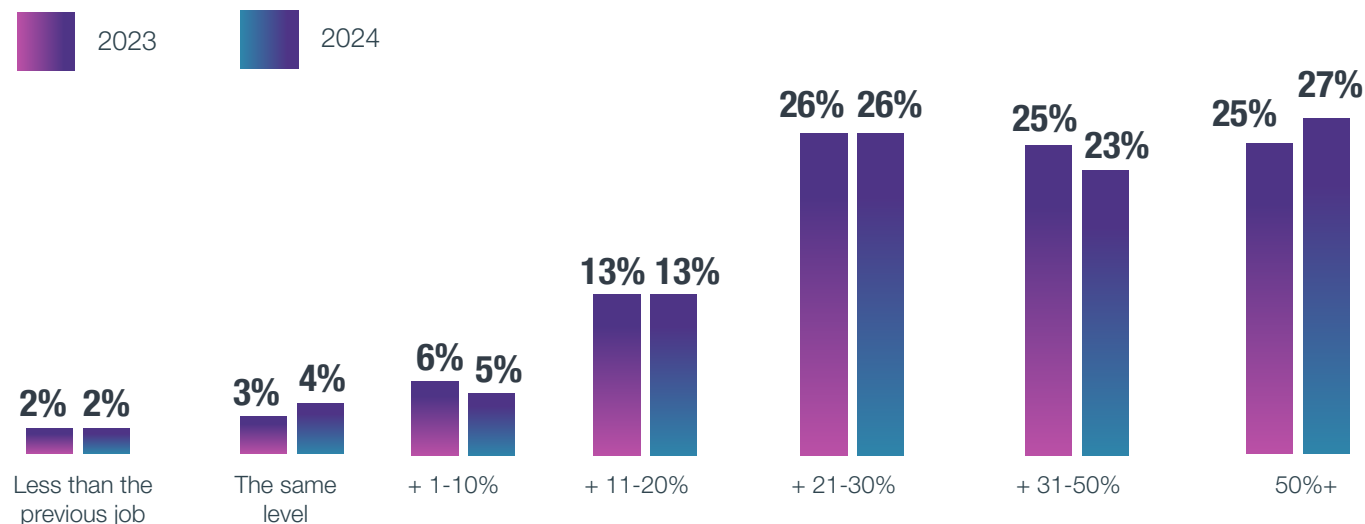
Thus, recruiting for hiring managers is a complex process that includes finding qualified specialists, attention to corporate culture, long-term prospects and operational results. This approach helps form effective and harmonious teams capable of achieving high results and contributing to the successful development of the company.





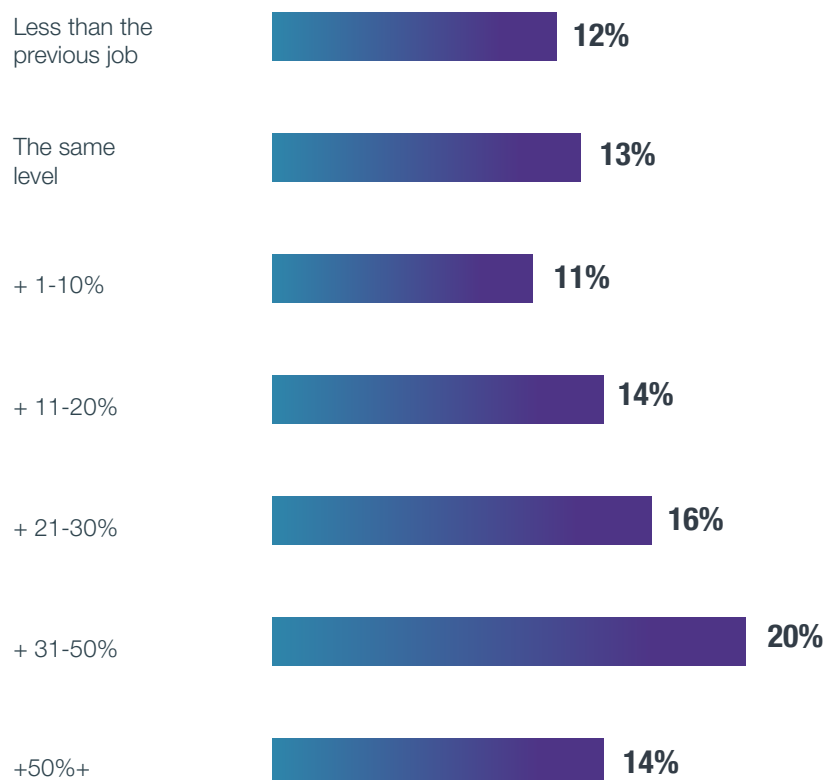
# JOB CHANGE

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



## PERCENTAGE OF SALARY CHANGE WHEN MOVING TO A NEW JOB

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



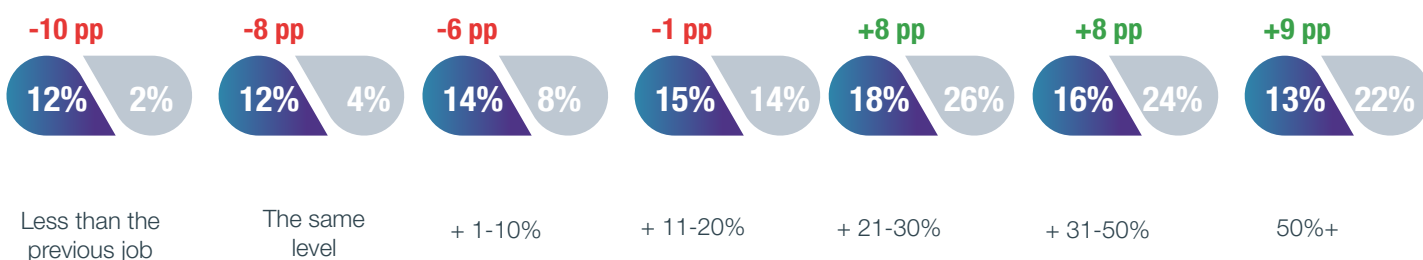


# JOB CHANGE

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



13% of women have switched to a +50% salary, with 22% of those considering changing jobs expecting such a raise.



11% men moved to a salary less than their previous job.



Actual Expectation

If you want to become part of Antal, we are waiting for you!

You can respond to our vacancies on LinkedIn, hh.kz and hh.uz or send your CV to email: Anara.Mukeyeva@antalkazakhstan.com with the remark "CV for Recruiter".



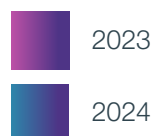


# JOB CHANGE

## WHY DID YOU CHOOSE YOUR CURRENT PLACE OF EMPLOYMENT? (PART 1)



Difference in ranking position compared to 2023. The figure next to the arrow is the number of positions by which this parameter increased/ decreased compared to the previous year.



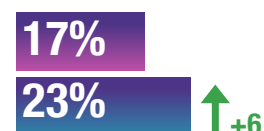
Higher salary



Good staff/team



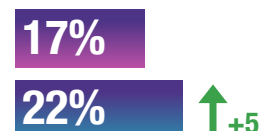
Wide scope of responsibilities/  
new tasks



Attractive brand/HR-brand



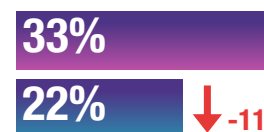
Better career opportunities



Attractive  
compensation package



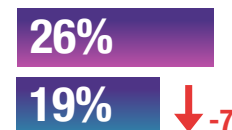
Work-life balance and personal life



New direction/specialisation/  
industry



Stable company






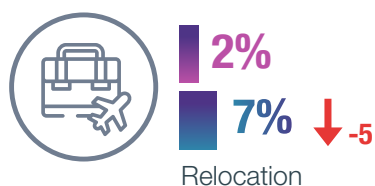
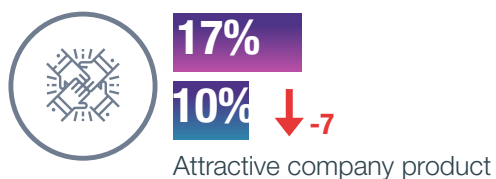
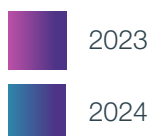
Ability to work  
remotely (full-time or part-time)



# JOB CHANGE

## WHY DID YOU CHOOSE YOUR CURRENT PLACE OF EMPLOYMENT? (PART 2)




 Difference in ranking position compared to 2023. The figure next to the arrow is the number of positions by which this parameter increased/ decreased compared to the previous year.





# DREAM JOB ON THE ANTAL TEAM

[Antal International](#) invites beginners and experienced recruiters to join our team as a Recruiter-Consultant. For over 30 years our company has been a leader in the recruitment of middle and senior management personnel worldwide. The company combines many years of experience in the local market with an international approach to doing business. When you join [Antal International](#), you will join a team of energetic, creative, open-minded, commercially orientated professionals. A great opportunity to be part of the team awaits you!

## With Antal you will get the opportunity to:

- Become a professional recruiter;
- Expand your professional expertise;
- Develop your own line of business;
- Earn more income as your position and expertise grows;
- Participate in training from our head office in London;
- Win a trip to the Antal Global Conference;
- Develop a personal brand on LinkedIn;
- Visit other Antal offices and even relocate.

## What needs to be done in our jobs:

- MULTIPLE interactions with people are required. Every day we call our clients and candidates and help them find employees and dream jobs!
- Close complex vacancies quickly and efficiently, maintain ethics, be an intermediary between the hiring party and the candidate;
- Study materials on our training portal, attend training sessions in the field of recruiting and consulting, read useful literature, participate in trainings from experienced colleagues;
- **Keeping up with labour market trends**, track the opening of new companies, launch new production across the country and in your city, attend forums, exhibitions, conferences, round tables, network, expand your client base, be open and sociable;
- **Perform** daily KPIs on the number of CVs sent, meetings with candidates and others. All information should be entered into CRM.



## Join Antal if you:

- **Professional recruiter**, working across a variety of industries and disciplines, interested in developing their own brand and in-depth industry knowledge.
- **Industry expert**, interested in changing the field of activity or mastering a new profession, ready to apply their professional knowledge in recruitment.
- **Entry-level recruiter**, ready to develop and become a professional in his/her business, to learn and achieve goals.





# DREAM JOB ON THE ANTAL TEAM

## Antal's working conditions:

- Official registration from the first working day;
- Competitive salary;
- Choice of bonus scheme;
- VHI after probation period;
- Compensation of mobile communication;
- Flexible work schedule to choose from;
- Team building and corporate events;
- Friday breakfasts from the CEO;
- Fruit days in the middle of the week;
- Participation in charity events;
- Hiking in the mountains with colleagues and the CEO;
- City centre offices:



[Antal Kazakhstan](#): 38 Dostyk Ave., Almaty, Ken-Dala Business Center



[Antal Uzbekistan](#): 23 Taras Shevchenko st., Tashkent, New level business center













**If you are interested in this opportunity and want to become a part of Antal, we are waiting for you!**

You can respond to our vacancies on [LinkedIn](#), [hh.kz](#) and [hh.uz](#) or send your CV: [Anara.Mukeyeva@antalkazakhstan.com](mailto:Anara.Mukeyeva@antalkazakhstan.com) with the remark 'Recruiter CV'.



# JOB CHANGE

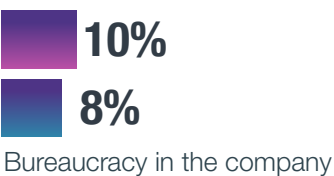
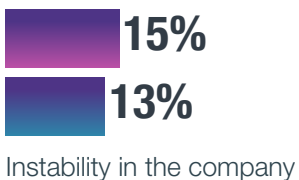
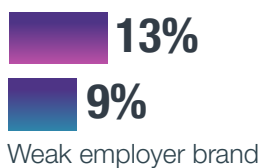
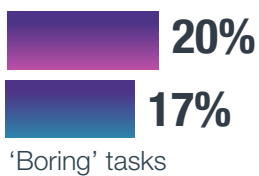
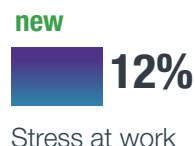
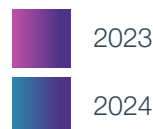
## TOP 5 REASONS TO CHOOSE AN EMPLOYER BASED ON AGE

up to 24 years	up to 30 years	up to 40 years	up to 50 years	over 50
 Higher salary	 Higher salary	 Higher salary	 Higher salary	 Work-life balance
 Best career opportunities	 Best career opportunities	 Best career opportunities	 Wide scope of responsibilities/ new tasks	 Wide scope of responsibilities/ new tasks
 Good team	 Wide scope of responsibilities/ new tasks	 Wide scope of responsibilities/ new tasks	 Best career opportunities	 Stable company
 Wide scope of responsibilities/ new tasks	 Attractive compensation package	 Work-life balance	 Stable company	 Higher salary
 Attractive employer brand	 Work-life balance	 Stable company	 Work-life balance	 Good team



# JOB CHANGE

## WHY DID YOU LEAVE YOUR PREVIOUS JOB (PART 1)

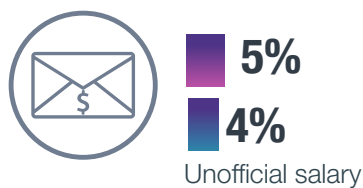
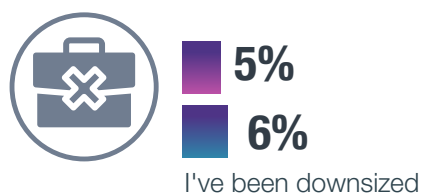
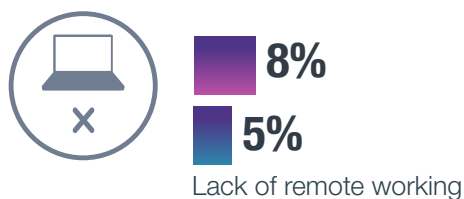
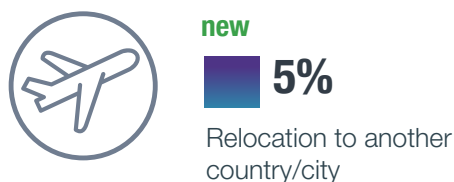
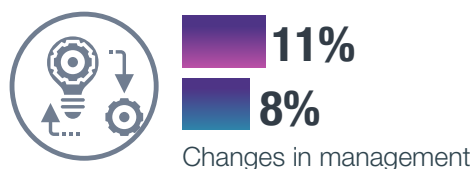
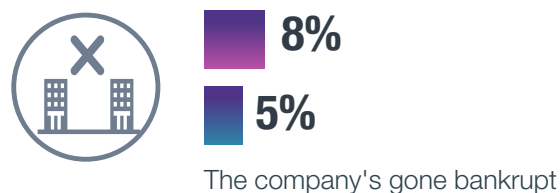
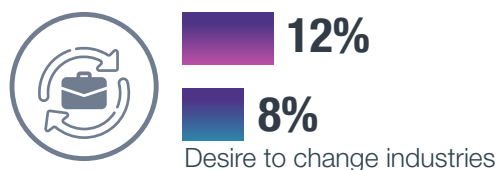
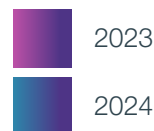






# JOB CHANGE

## WHY DID YOU LEAVE YOUR PREVIOUS JOB (PART 2)



# EXIT INTERVIEW: AN IMPORTANT TOOL FOR THE IMPROVEMENT OF WORK AND CORPORATE CULTURE

1

EXPERT OPINION



## Denis Zhilenkov

Project Manager of the HR Department  
Haileybury Kazakhstan

An exit interview is a conversation with an employee who is voluntarily leaving the company. This tool provides valuable information to improve processes, atmosphere and overall performance of the company. Employees in the process of leaving can provide candid feedback on what needs to be changed or improved within the organization, and their feedback can help reduce personnel turnover and improve performance.

### Main objectives of the exit interview

One of the main tasks of HR when conducting an exit interview is to find out the reasons for the employee's employment termination. The main reasons may include the following:

- low wages;
- lack of work-life balance;
- negative work environment;
- unsatisfactory working conditions;
- limited opportunities for career advancement.

By analyzing the reasons for employment termination, HR specialists can develop measures to eliminate issues. For example, if the main reason for leaving is low salary, you can review the compensation system or conduct a study of competitive salaries in the market. If employees report a lack of career opportunities, it may be worthwhile to focus on improving the performance appraisal and career development system so that employees can clearly see paths for growth within the company. It is important to understand that most often the results of an exit interview serve as a signal for action in case the same employment termination reasons recur.

### Team atmosphere and corporate culture

The exit interview also allows you to get an objective assessment of the current climate in the company. A leaving employee can share his or her opinion about the corporate culture and the atmosphere within the team. This data will help HR identify issues that may cause dissatisfaction among other employees and take steps to address them.

### Improving the employer's image

An important aspect of the exit interview is to obtain feedback that can help the company improve their employer image in the labor market. A leaving employee knowing that his or her opinion has been heard may leave a more positive impression of the company. It's a win-win process because the company gets valuable data for improvement and the employee feels heard.

# EXIT INTERVIEW: AN IMPORTANT TOOL FOR THE IMPROVEMENT OF WORK AND CORPORATE CULTURE

2

EXPERT OPINION



## Reduction of staff turnover

Regular analysis of data obtained from exit interviews allows HR to anticipate potential reasons for dismissals and take proactive measures to prevent them. This not only helps reduce employee turnover, but also increases overall employee job satisfaction.

## Exit interview at Haileybury Kazakhstan

At Haileybury Kazakhstan, an exit interview is conducted with every employee who has decided to leave the company of their own accord. Along with interviews, exit surveys are used, which together help collect unique data on employment termination reasons. This data is analyzed to develop strategies to improve corporate culture and reduce employee turnover.

## Topics discussed during the exit interview at Haileybury Kazakhstan:

- Main employment termination reasons
- Positive and negative impressions about the organization
- Corporate culture and communication
- Personnel training and development
- Performance evaluation and interaction with management
- Working conditions
- Recruitment and onboarding processes
- Recommendations for the improvement of the company's work
- Future plans of the resigning employee

## The Strategic Importance of Exit Interviews

From an HR strategy perspective, an exit interview is not just a formality, but an important tool for long-term improvement of the company's performance. It not only helps reduce the risks of staff turnover, but also contributes to the creation of a healthy corporate culture and building a positive employer image.

A regular and quality exit interview process allows companies to make informed decisions to improve internal processes, create a more comfortable environment for employees and strengthen their reputation in the labor market.



# COUNTEROFFER

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



Yes, I took it

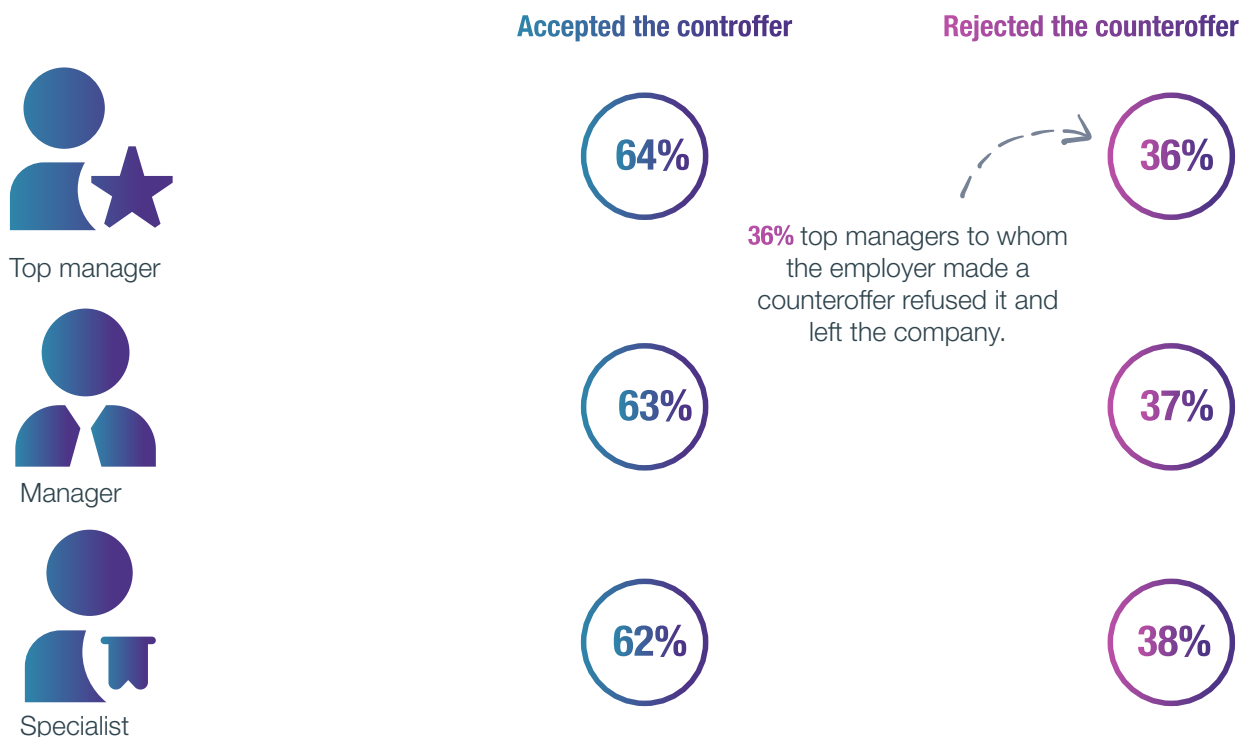


Yes, but I said no.



No

## RESPONSE TO THE COUNTEROFFER DEPENDING ON THE POSITION LEVEL (2024)\*



\*responses of respondents to whom the employer had done a counteroffer



# COUNTEROFFER

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

62%



Salary/bonus increase

32%



Promotion

27%



Change of functionality

20%



Current employer is more stable

5%



Hybrid/remote format

11%



Relocation

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

30%



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

40%



I wanted to leave the current company anyway

30%



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

# NEW TRENDS. HOW TO RETAIN AND ENGAGE KEY EMPLOYEES

1

EXPERT OPINION



## Anna Timofeeva

Expert practitioner in the field of personnel and career management, change management, automation and transformation. Career consultant. Mentor. A partner of the Birge company

We all live in a state of constant change. And whether companies want it or not, as employers they must comply with the trends dictated by the market. Today I would like to talk about this.

The first trend is a shortage of people and skills and, as a consequence, an increasingly active struggle for talent. Companies are constantly forced to come up with and implement new methods and tools to attract and retain employees.

The second trend is the search for meaning. People re-evaluate their goals and priorities in line with their inner values. Corporate culture, belief in company values and a sense of belonging are becoming increasingly important factors.

The third trend is the development and retention of talent. The transition from the attraction of talent to development and promotion within the company. Placing a bet on retention.

Any company exists to achieve strategic goals and indicators. But employees are behind all the numbers. And the desire of any company is for employees to be loyal, engaged, successful and effective. But for their part, companies shall create conditions for their employees to succeed.

But not all employees in the company are capable and willing to work with high efficiency. According to statistics, only about 20 % of staff are key employees, who are high-potential and highly effective. They are the ones who will be able to bring additional value to the company in the future, take leadership positions and manage innovation processes. And in the conditions of increasing competition and a rapidly changing market, employee engagement is becoming one of the main factors for the sustainable success of a company.

And here we see the interconnection of the three above-mentioned trends – employee retention and development not only reduces the costs of replacing the staff, especially in conditions of personnel shortages, but also contributes to the development of corporate culture and sustainable business growth.

Engaged employees feel their importance and contribution to the company's success,



they actively participate in achieving its goals, show initiative and interest in the improvement of processes, and are ready to put in more effort than just performing their job functions. They have an emotional and intellectual commitment to their work and the company. This is especially true for key employees who play an important role in achieving the company's strategic goals.

But what does a company need to do to increase engagement?

There is a common misconception that engagement is something that comes from the realm of corporate culture and fun for HR. But in fact, it is a whole complex of interconnected processes, methods, and tools:

- Recognition and reward
- Opportunities for professional and career growth
- Participation in decision making
- Creating flexible working conditions and work-life balance
- Feedback and support
- Creating a culture of trust and open communication
- Providing resources and tools
- Supporting corporate culture and values
- Positive leadership
- Personalized approach to key employees
- Leadership Development and Mentoring
- Effective change management

It is important to remember that increasing the engagement of key employees in particular is not only a task and often a pain for HR, but also an important priority for the entire company. Companies that pay attention to these aspects have engaged, motivated and productive employees who can make a significant contribution to the achievement of strategic goals.



# REMUNIRATION



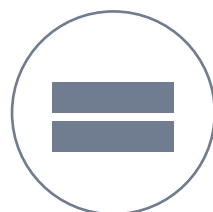


# SALARIES

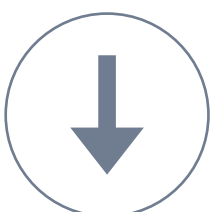
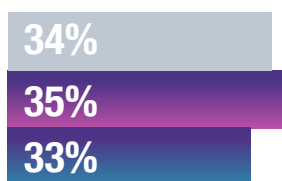
## HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?



Increased



Hasn't changed



Decreased



The trend of increasing the number of respondents who have had a salary increase in the last year has remained at the same level as last year. 62% of survey participants said they had a salary increase during 2024.

## DEPENDING ON THE TYPE OF COMPANY



Kazakh

53%



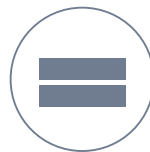
Increased

67%



International

40%



Hasn't changed

28%

7%



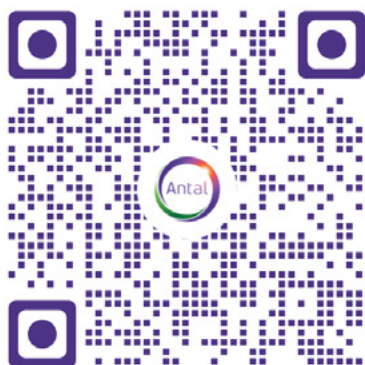
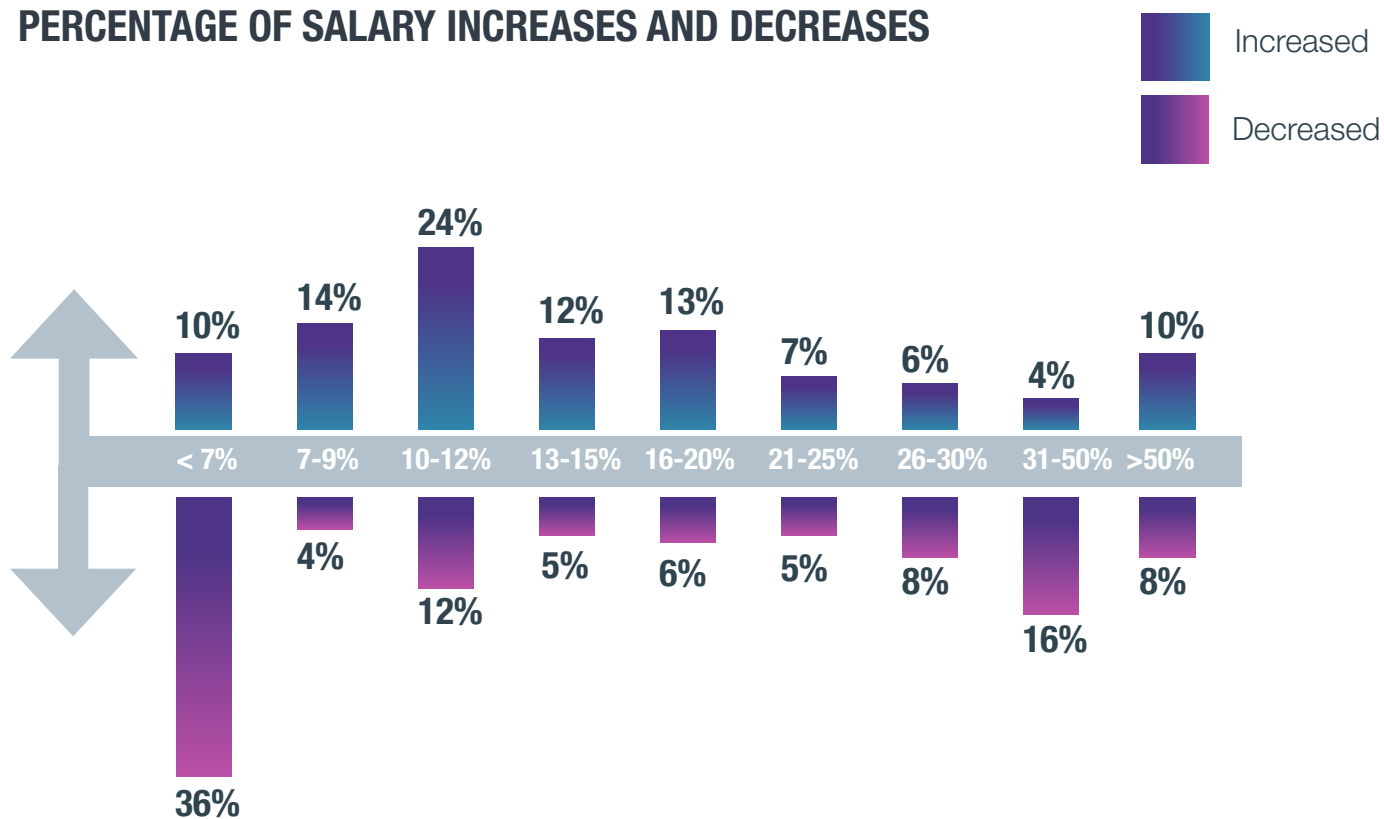
Decreased

5%



# SALARIES

## PERCENTAGE OF SALARY INCREASES AND DECREASES



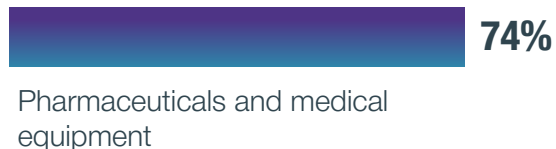
**WANT TO LEARN MORE ABOUT SALARIES IN  
YOUR INDUSTRY?**

[REQUEST A SPECIALISED LABOUR MAR-  
KET SURVEY](#)



# SALARIES

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



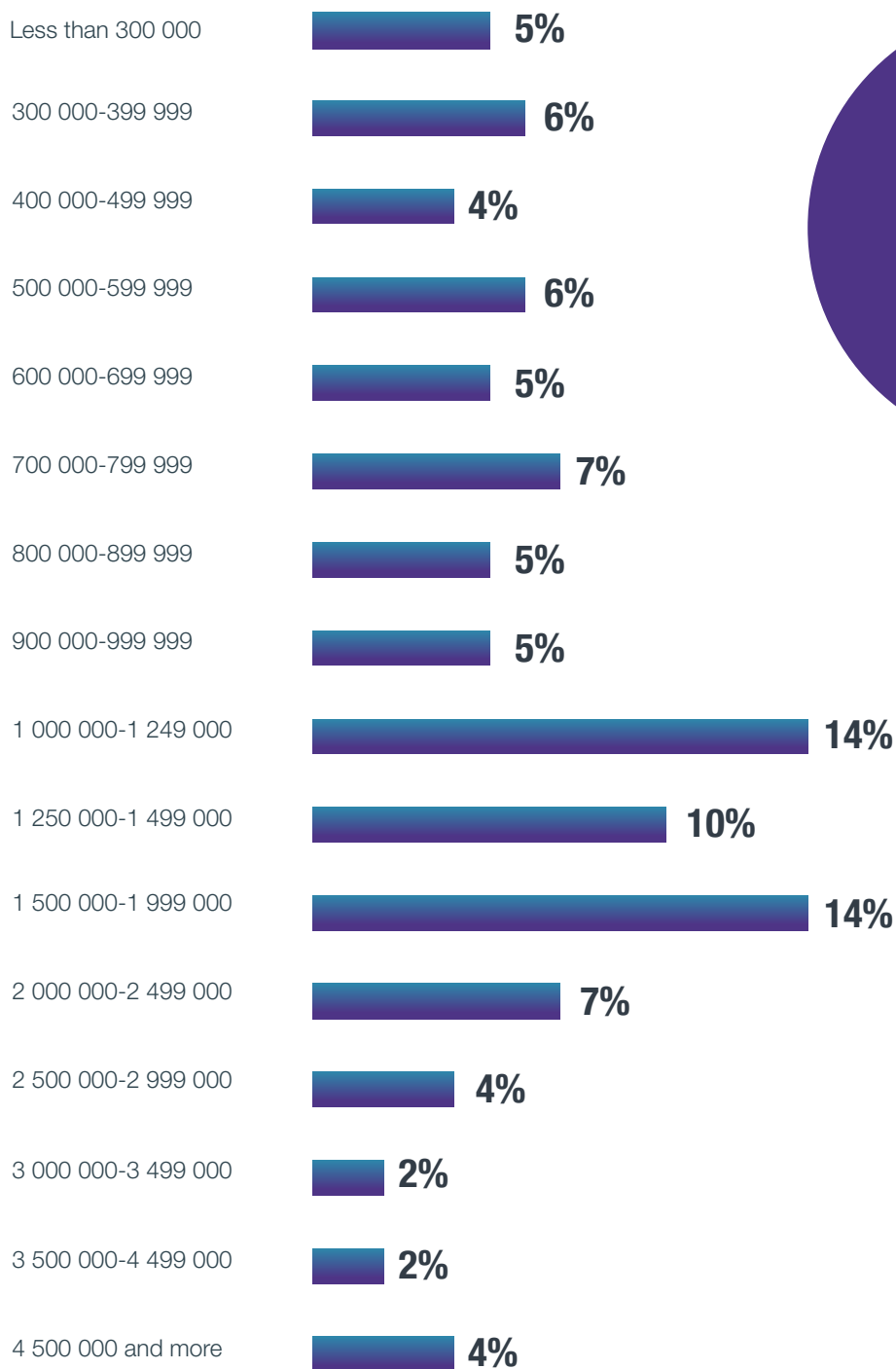
\* The percentage of industry candidates whose salary increased in the current year compared to last year is shown.



# SALARIES

## MONTHLY SALARY BEFORE TAXES IN TENGE

\* Salaries are in Kazakh Tenge before taxes (gross), excluding bonuses and bonuses



YOU CAN FIND EVEN MORE  
FREE ANALYTICS ON ANTAL'S  
[WEBSITE KAZAKHSTAN](#)

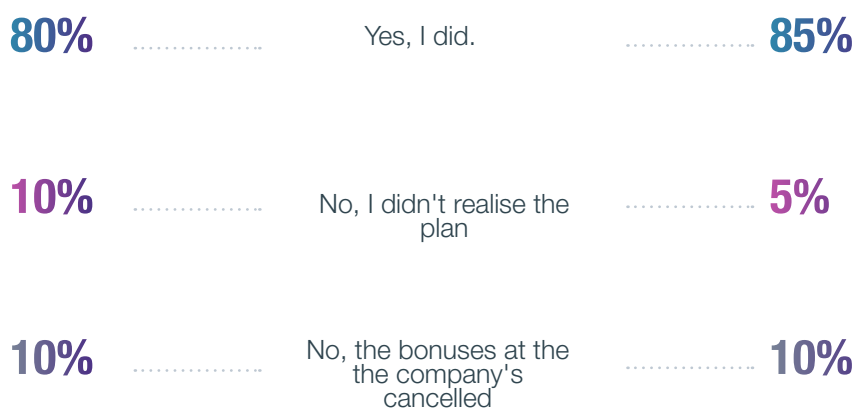


# BONUS

## HAVE YOU RECEIVED A BONUS IN THE PAST YEAR?

### FRONT OFFICE

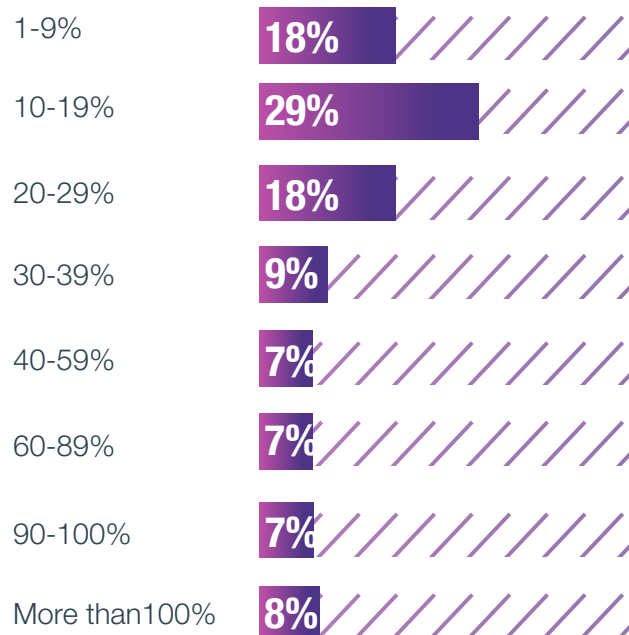
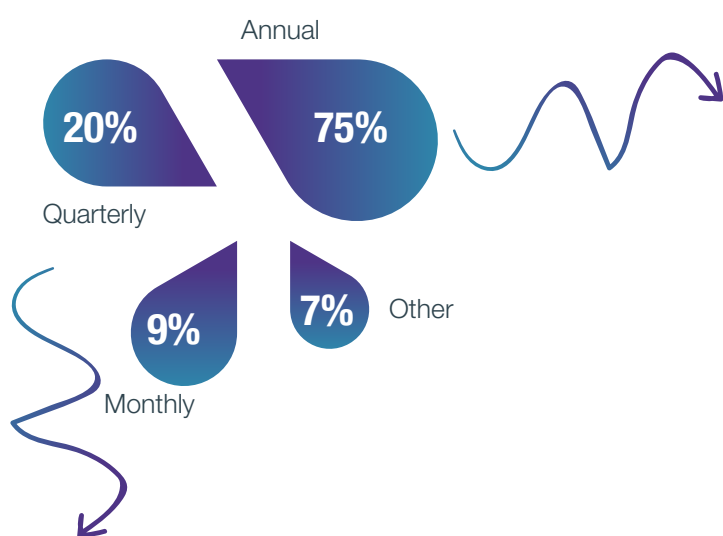
### BACK OFFICE



## WHAT TYPE OF BONUS DO YOU HAVE?

## HOW MANY MONTHLY SALARIES MADE UP YOUR ANNUAL BONUS?

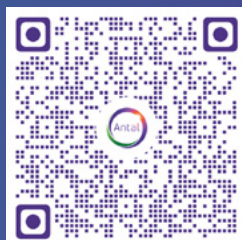
\* Respondents could choose more than one answer option





### **Marina Gordeeva**

Business Development  
Manager  
Antal Kazakhstan



### **Kira Khrushcheva**

Business Development Manager  
Antal Kazakhstan

## **ANTAL BUSINESS SOLUTIONS TEAM - 'OUTSOURCING, OUTSTAFFING, HR AUDIT AND HR CONSULTING.**

Our Antal Business Solutions team consists of professionals with a wealth of expertise in outstaffing and outsourcing projects. We keep up-to-date with industry changes to offer our clients the most relevant solutions for effective resource management. Every project is unique and our team adapts to the client's needs, providing customized and optimal solutions.

We run projects in various areas throughout Central Asia, Mongolia and the Caucasus. We work with both local clients and large international companies. In addition, we also offer HR audit services, HR document development and immigration support for employee employment.

Our clients appreciate the quality service provided by our specialists, transparent communication and friendly partnership. If you are interested in our team's services, please leave an application on our website <https://antalkazakhstan.kz/services/outsourcing-outstaffing/> or email us: [info@antalkazakhstan.com](mailto:info@antalkazakhstan.com)

### **Interesting Facts:**

- We deliver projects for over 100 companies every year;
- We create a project team for each project and assign you a KAM who stays in touch with you 24/7;
- Antal Business Solutions employs as many people as you need right now. The time from your enquiry to the start of work is 1 day.

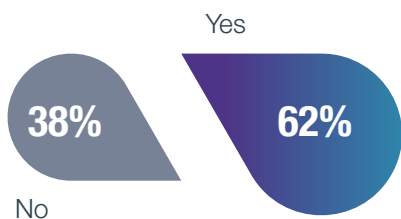


# BENEFITS



# BENEFITS

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

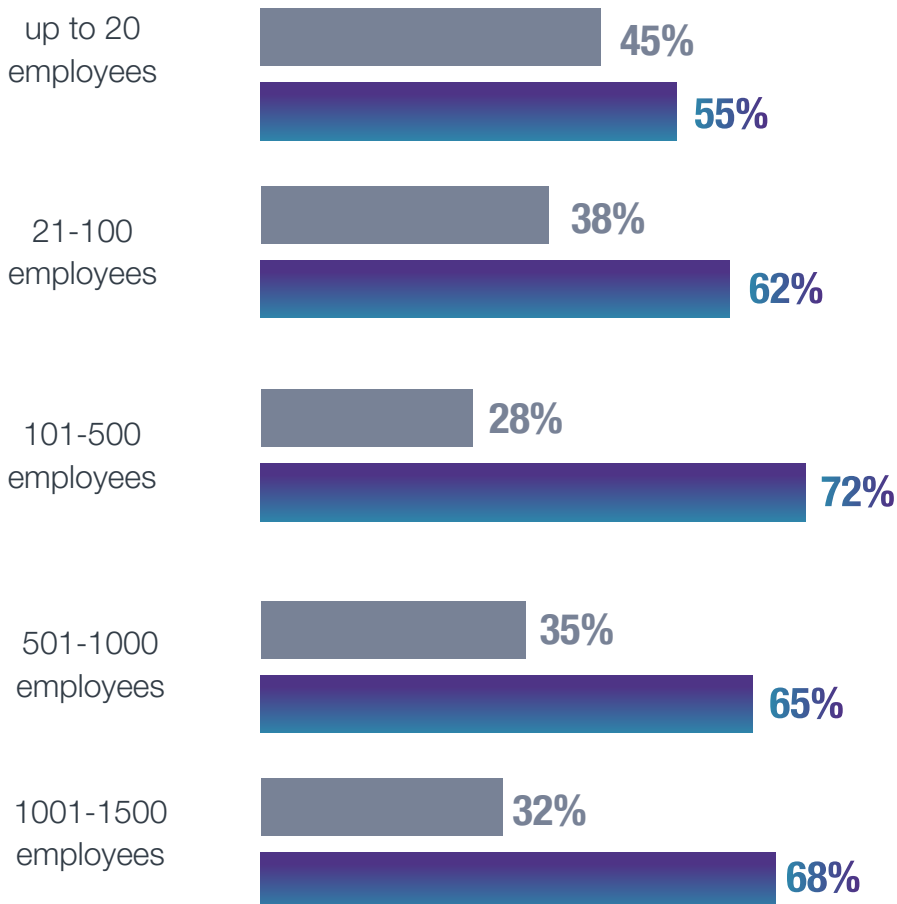


**WANT TO LEARN MORE ABOUT THE COMPENSATION PACKAGES OFFERED IN YOUR INDUSTRY?**

[REQUEST SPECIALISED LABOUR MARKET SURVEY](#)

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

DEPENDING ON THE SIZE OF THE COMPANY



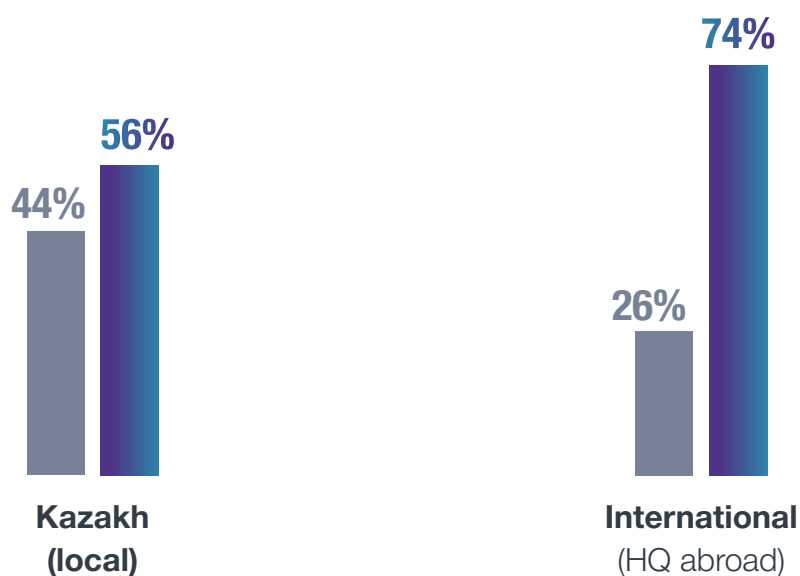




# BENEFITS

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

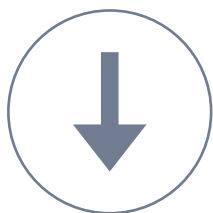
DEPENDING ON THE TYPE OF COMPANY



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

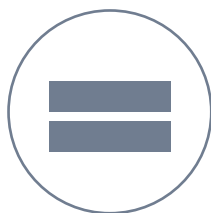
\* answers of respondents who have been working in the company for at least 1 year

9%



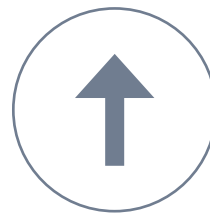
There are less benefits

65%



Nothing's changed

26%



There are more benefits

# STAFF ENGAGEMENT AS AN INDICATOR OF COMPANY SUCCESS

1

EXPERT OPINION



## Indira Turlinova

Head of Talent Management, Learning and Development

**CCI Kazakhstan**

Employee engagement is one of the indicators of a company's success. An engaged employee shares the company's ideas, views and values, feels involved and wants to be a part of the process and support the movement towards the company's goals. Engagement is based on employee well-being. It is a combination of loving what we do every day (professional well-being), having good relationships with others (social well-being), being financially secure (financial well-being), being in good health (physical well-being), and feeling proud of our contribution to society (community well-being). If all the above factors are present and in balance, the employee feels great in the company, is satisfied, he/she works better, shows initiative and creativity.

## Voice of CCI Kazakhstan

Every two years the Company conducts an employee engagement survey, the Voice of CCI. This is an employee survey to assess employee satisfaction with working conditions, processes, culture and ethics, relationships with management, safety, compensation, benefits, recognition, career development, etc. The survey provides an opportunity to see the overall picture of the Company's employee engagement. The 2022 Employee Engagement Survey resulted in a final score of 80 %, which is a very good result.

Having received the survey results, we analyze each comment, work on improvements, listen to ideas and suggestions of colleagues, make adjustments and innovations to business processes, and the list of benefits for employees.

I would like to share our experience working with parameters in the following areas: workplace, processes, career development and benefits package.

A very important part of engagement is the opportunity for professional growth, moving up the career ladder, realizing your talents and abilities. In addition to the current tools for career development of CCI Kazakhstan employees, in 2024 the Company introduced two mandatory career development meetings between an employee and a manager. During these meetings, an individual development plan is drawn up for the employee, his/her strengths and areas of development, plans for career advancement or development in the current position are discussed.



This year, the CCI Kazakhstan team moved to a new inclusive office in Almaty, which meets high requirements for comfort and ergonomics. Renovations has been carried out in some divisions of the plant, additional delivery routes have been introduced, and the canteens now offer the option of choosing healthy food.

By now, document approval processes (including personnel documents) have been automated, and it has become possible to use an electronic digital signature, which has significantly accelerated and simplified a number of processes.

In addition, the limits on gift cards for employees for the New Year and Nauryz, for Children's Day, marriage, the birth of a child, and for our "anniversaries" on the 5th, 10th, 15th, 20th, 25th, 30th anniversary of work for the Company have been increased. Maternity benefits are paid by the company in the amount of up to 100 % of the salary. When returning from maternity leave, it is possible to have a flexible work schedule until the child reaches 1 year of age.

In autumn and spring, we organize a course of health massage in the office and at factories to maintain the tone and immunity of employees.

Our morning in the office begins with exercise, we welcome and ensure the participation of all willing employees in city marathons, and provide opportunities to support the mental health of employees. In addition, CCI Kazakhstan regularly organizes medical examinations for employees who have reached a certain age.

The certain steps taken by the Company give employees the impression that their opinions matter, and we see that this policy bears fruit.

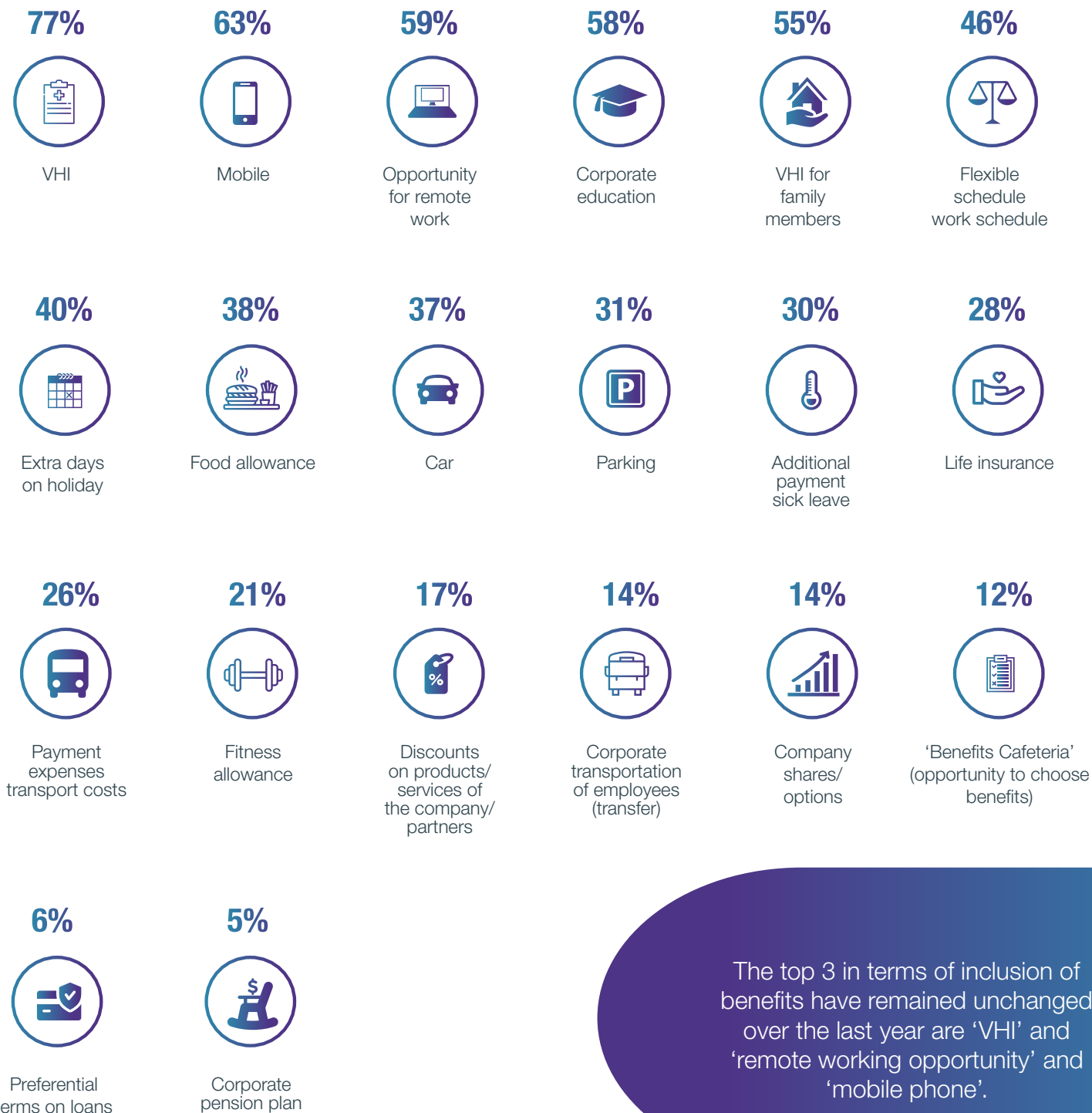
In summary, I would like to emphasize once again that an engagement survey is an important and effective tool for developing a further strategy for working with employees, HR policy and the company's activities as a whole.



# BENEFITS

## AVAILABILITY OF BENEFITS IN COMPENSATION PACKAGES\*

\* responses of respondents who have benefits in compensation packages



The top 3 in terms of inclusion of benefits have remained unchanged over the last year are 'VHI' and 'remote working opportunity' and 'mobile phone'.



# BENEFITS

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

\* responses of respondents who have benefits in compensation packages

DEPENDING ON THE TYPE OF COMPANY



VHI

78%



Corporate education

54%



Mobile

70%



Opportunity for remote work

65%



VHI for family members

61%

**Kazakh  
(local)**



VHI

83%



Mobile

70%



Opportunity for remote work

65%



VHI for family members

61%



Corporate education

60%

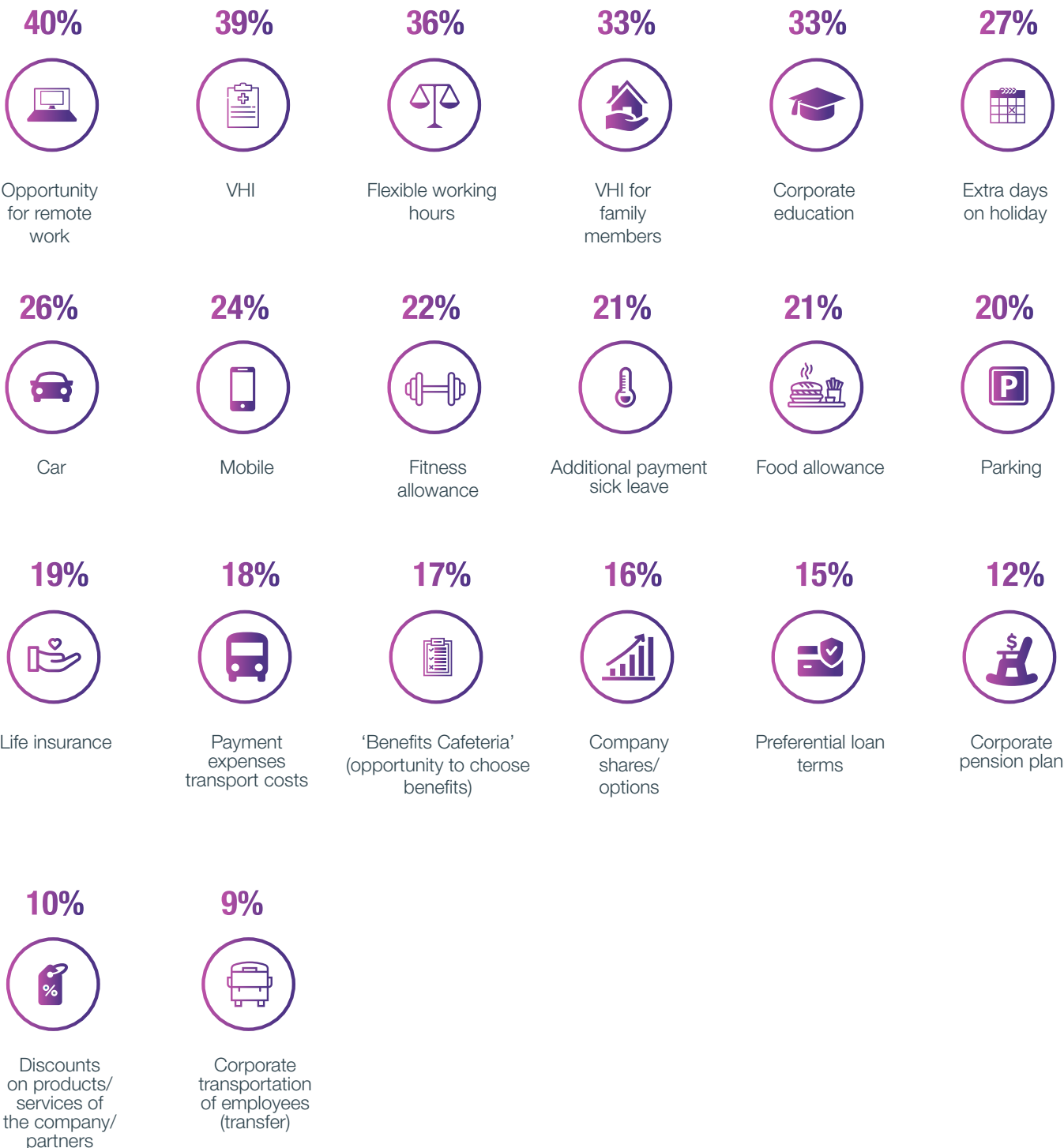
**International  
(HQ abroad)**



# BENEFITS

## THE IMPORTANCE OF BENEFITS IN COMPENSATION PACKAGES\*

\* responses of respondents who have benefits in compensation packages





# BENEFITS

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

\* responses of respondents who have benefits in compensation packages



Women



Men



45%

Opportunity for remote work



42%

VHI



36%

VHI



35%

Opportunity for remote work



39%

Flexible working hours



35%

Corporate education



33%

Flexible working hours



33%

VHI for family members



34%

VHI for family members



28%

Extra days on holiday



30%

Corporate education



29%

Car



26%

Additional payment sick leave



26%

Food allowance



26%

Extra days on holiday



22%

Parkeing



25%

Mobile



23%

Fitness allowance



22%

Company shares/ options



21%

Mobile





# BENEFITS

## TOP 10 IMPORTANT BENEFITS FOR EMPLOYEES OF DIFFERENT AGES\*

\* responses of respondents who have benefits in compensation packages

### up to 24 years

- Opportunity for remote working
- VHI
- Flexible working hours
- Corporate education
- 'Benefit Cafeteria'
- Company shares/options
- Food allowance
- Car
- VHI for family members
- Additional payment sick leave

### up to 30 years

- Opportunity for remote working
- Flexible working hours
- VHI
- Corporate education
- VHI for family members
- Extra days on holiday
- Food allowance
- Fitness allowance
- Additional payment sick leave
- Payment expenses transport costs

### up to 40 years

- VHI
- Opportunity for remote working
- Flexible working hours
- VHI for family members
- Corporate education
- Extra days on holiday
- Mobile
- Parking
- Additional payment sick leave
- Life insurance

### up to 50 years

- Opportunity for remote working
- VHI
- Flexible working hours
- VHI for family members
- Corporate education
- Car
- Extra days on holiday
- Additional payment sick leave
- Life insurance
- Food allowance

### over 50

- VHI
- Car
- Mobile
- Opportunity for remote working
- VHI for family members
- Corporate education
- Extra days on holiday
- Company shares/options
- Flexible working hours
- Life insurance

# THE NEW GENERATION IN THE LABOUR MARKET: HOW TO ATTRACT AND RETAIN THE ZOOMERS?

1

EXPERT OPINION



**Daria Fedorova**  
General Manager  
[Empatia](#)

empatia

The Zoomers (members of Generation Z, born around the mid-1990s to early 2000s) have begun to actively enter the labour market. Their skills, aspirations and ideas about a favourable workplace differ in many ways from those of their parents' generation and older. How to attract young specialists to a company, and most importantly, how to make them want to stay? Daria Fedorova, General Director of the Empatia corporate well-being platform, tells us.

## What challenges do young employees face?

1. Lack of experience. Young employees often lack work experience and the confidence that comes with it. This can make it harder and slower to complete tasks and make difficult decisions.
2. Generational conflicts. It is not uncommon for conflicts or misunderstandings to arise between Zoomers and older employees due to differences in attitudes, values and approaches to work.
3. Stress. In a fast-paced and competitive work environment, younger employees may experience stress and information overload, which can negatively affect their productivity and job satisfaction.
- 4- Difficulty in accepting criticism. Zoomers may find it difficult to take even constructive criticism and receive feedback from colleagues or superiors.
5. Uncertainty in career prospects. With rapidly changing technology and labour markets, it can be difficult for young employees to plan their careers for the long term.

Employers worry that young employees will be less effective compared to their older counterparts due to lack of experience. This, in turn, can lead to mistakes and damage the business.

Another factor that makes one question the choice of a younger employee, - low responsibility and reliability. They may not complete tasks to the end, be late or attend work irregularly.

# THE NEW GENERATION IN THE LABOUR MARKET: HOW TO ATTRACT AND RETAIN THE ZOOMERS?

2

EXPERT OPINION



Zoomers have been [known to leave](#) the office for lunch and never come back - they quit one day and report it via messengers. Recently, a correspondence between an intern and a supervisor '[boomed](#)' on the web, where the intern kept apologising for being late. Such behaviour may indicate low motivation and unwillingness to grow professionally. These and other instances are not unreasonably becoming a barrier for young people to find jobs and employment.

Young employees often lack the necessary communication skills to interact effectively with colleagues, management and customers. This can create problems in co-operation and understanding. For many members of Generation Z, making a phone call is very difficult. They are used to communicating on messengers and social media, and calling as a last resort. Older people - on the contrary, it is easier to call once and find out all the questions of interest 'by voice'.

Frequent job changes can also be a factor in employers not taking young employees seriously - no one wants to invest time and resources in training and development of an employee for nothing.

## What is happening to young people in the labour market of Central Asia?

Central Asia is at the beginning of a demographic wave, with more young people born in the early 2000s entering the labour market every year. According to the research results, a significant proportion of Zoomers prefer to work for themselves rather than be employees.

Only 19 per cent of respondents do not plan to work at all, while 40 per cent expressed a desire to start their own business. 26.8% of respondents intend to develop their career in Central Asia, while 43.8% are undecided about their plans, and 19% are ready to work wherever it is interesting. Almost 10% of respondents decided to develop abroad.

## What are the advantages of young employees?

Young employees have a number of benefits that can be valuable to the company and the business as a whole:

1. Compared to experienced colleagues, young employees are more active. At the beginning of their career, they are willing to work hard and spend more time at work. They are eager to learn and participate in educational programmes to improve their skills and performance.

# THE NEW GENERATION IN THE LABOUR MARKET: HOW TO ATTRACT AND RETAIN THE ZOOMERS?

3

EXPERT OPINION



2. Young people are easier to manage because of their openness, passion for work and willingness to help. They are willing to put in the work without expecting high rewards and are able to perform several tasks at the same time. Their flexibility with deadlines and working conditions makes them valuable team members. Sometimes it is easier for managers to 'mould' an employee to their own needs than to try to communicate with those who are used to a certain order.

3. Zoomers bring more value to employers looking to innovate and change workflows through their creative and out-of-the-box approach. Companies that are ready to evolve need young professionals who can go beyond the usual approach.

4. Young employees can be 'profitable'. Companies that hire young professionals reduce their costs - because an inexperienced employee is cheaper in monetary terms. Although newcomers need to be trained, these costs are recouped through their effort and productivity.

5. Flexibility and adaptability. Young workers are usually ready to change quickly and adapt to new technologies, market demands and working conditions.

## How do you make the zoomers want to stay?

Well-being is one of the main global business trends. Its importance is especially important in the context of instability - social, economic, political.

According to the Gallup model, well-being is made up of five main elements: professional, physical, social, financial and environment.

One of the main parameters by which zoomers define occupational well-being is freedom and flexibility in the sphere of labour. Therefore, providing the opportunity to work remotely, having flexible working hours or team building activities can be useful measures.

Young people who have grown up with countless success stories they have seen on social media are eager for personal and professional development. Therefore, various training programmes, mentoring, career development opportunities can also help to not only attract but also retain young employees.

The importance of physical wellbeing is driven by the sedentary lifestyle of Zoomers. It affects overall health - cardiovascular system, posture, sleep quality. Therefore, it is important to take care of employees' health - provide them with healthy lifestyle programmes or fitness.

# THE NEW GENERATION IN THE LABOUR MARKET: HOW TO ATTRACT AND RETAIN THE ZOOMERS?

4

EXPERT OPINION



Apart from physical health, mental health is also important to look after. Studies show that the rate of depression among Zoomers has increased significantly. This may be due to social and economic factors such as uncertainty in the labour market and high educational requirements.

Generation Z is actively striving for success and often faces burnout due to excessive expectations and workload, both in studies and at work. This leads to reduced productivity and poor mental health.

Financial wellbeing can be ensured through various bonus programmes and a transparent bonus system for employees. Zoomers often start their careers on low salaries while the cost of living, including rent and education costs, continues to rise. This makes it difficult to save and plan for the future. Therefore, financial counselling is another effective way to help young employees.

One of the main components of social well-being is corporate culture and team relations. Feedback and communication are very important to the younger generation. Zoomers value feedback and open communication with their managers and colleagues, so it is important to give them regular feedback, discuss their needs and wishes, and create an atmosphere of mutual understanding and trust.

The younger generation embraces new technologies and ideas more naturally than their older counterparts, so companies must create an innovative environment where Zoomers are given the opportunity to propose and realise new ideas. This will be the foundation of their wellbeing habitat. In addition, a modern workplace arrangement can be a big plus: for example, instead of a stationary computer, a laptop can be provided to ensure mobility, portable headphones can be offered instead of wired headphones. It is also possible to arrange the office in such a way that it is possible to work not only at a desk, but also in special 'chill'-zones with poufikami or sofas.

Brand and values play an important role for young employees. They favour companies that share their values and principles.

Attracting and retaining Zoomers in the labour market requires a personalised approach and an understanding of their needs and preferences. Speaking the same language with young people and responding to their needs can grow your team into valuable people who will benefit the business.



# JOB SATISFACTION





# JOB SATISFACTION

## LEVEL OF JOB SATISFACTION WITH THE FOLLOWING INDICATORS

\*assessment on a 5-point scale

	Relationship with manager	4,2
	Work content	4,18
	Company stability	4,12
	Levels of authority and responsibility	4,06
	Team atmosphere	4,04
	Office and working conditions (including office location)	4,01
	Work-life balance	3,94
	Compensation level	3,78
	Corporate culture	3,64
	Workload to reward balance	3,69
	Benefit package	3,09





# OPTIMIZATION OF WELL-BEING PROGRAMS: BALANCE BETWEEN CARE AND EXCESS



## Elena Lider

P&O Head Sandoz, Central Asia & Caucasus

Wellbeing programs not only help reduce staff turnover but also directly impact business performance. Implementation of wellbeing practices is important for almost any organization, regardless of activity size or type. A person spends more than a third of his/her life at work, and when this third is spent in conditions of even minimal care, the feeling of gratitude and the need for fair exchange grows. This is also where motivation, loyalty and inspiration are strengthened; employees sell more, provide better service and are more engaged. The higher the level of engagement, the more effective the business growth. For several years now, the Gallup Institute has been conducting research examining the connection between the development of well-being programs and the success of companies. According to them, in companies where 70 % of staff are satisfied with their working conditions profits grow by 27 %.

The economic situation and the external environment we work in are such that businesses need to constantly keep their finger on the pulse and be on trend. Ignoring the level of employee well-being ultimately threatens to reduce the competitiveness of the brand, the quality of hired personnel, increase the costs of retention and development, and reduce sales, revenue or profit. In addition to covering a person's basic needs in the form of a stable salary and generally accepted benefits, additional conditions are needed so that the employee considers the organization an attractive employer that he/she is willing to recommend. The financial component certainly plays an important role but you can't build a stable team on bonuses or salary increases alone.

At Sandoz, we have been consistently strengthening our wellbeing programme for several years now, focusing on increasing engagement and the attractiveness of the employer brand. We have rolled out well-being program activations in four areas: mental development and growth; physical comfort; work environment and working conditions; social impact. The results became visible within the first year of active program support: staff turnover decreased by 1.6 times, and profit per employee increased from 12 % to 21 %.

The mandatory things that work on the well-being agenda that companies shall provide include a comfortable and safe workplace, the necessary work tools, and compliance with labor laws.

This way we cover the basic security needs of our staff. When a business enters the stage of competition for talent, it is necessary to think about additional forms of care. Af-



# OPTIMIZATION OF WELL-BEING PROGRAMS: BALANCE BETWEEN CARE AND EXCESS

ter all, many people have a base today, and an employee well-being program allows you to play on completely different chords.

A common objection I hear is that not everyone has the ability to support great well-being programs due to budget constraints.

But we at Sandoz know from experience that prosperity can be built on minimal budgets and enthusiasm. We went through periods when there was no significant funding, and we built up activities using the efforts of our employees, barter, or “for free.” At the same time, if you are persistent in your intentions, opportunities will come to create a modern coworking space in the office or provide comfortable conditions for field workers by updating more than half of the vehicle fleet at once.

In activities related to well-being, HR determines a healthy balance between care and excess taking into account the business sector, company and culture development stage, and the characteristics of the team. Not all the perks of well-being programs are equally necessary or work correctly in every specific case. You need to go through cast development, planning, and preparation for the launch of the project, and involving sponsors. In this case, the product will be exactly what the company needs, and the budget for well-being programs is justified and confirmed as a good investment by the growth of HR metrics and commercial indicators.



# JOB SATISFACTION

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



**75%**

Yes

**25%**

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 as a feeling of physical and emotional fatigue; increasing mental distancing from professional duties; decreased efficiency.

### DEPENDING ON GENDER



Women

**80%**



Yes

**20%**



No



Men

**63%**



**37%**



**CAREER CONSULTANT'S CHECKLIST FOR AVOIDING EMOTIONAL BURNOUT ANTAL ON THE NEXT PAGE**

### DEPENDING ON AGE

up to 24 years

up to 30 years

up to 40 years

up to 50 years

over 50

Yes

**82%**

**82%**

**70%**

**69%**

**55%**

No

**18%**

**18%**

**30%**

**31%**

**45%**



# CHECKLIST ON AVOIDING EMOTIONAL BURNOUT



**Ekaterina Golovina**  
Career consultant  
**Antal**



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 tips on how to avoid emotional burnout:

**Tip one:** fill other spheres 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.

**Tip two:** have a clear plan for professional development, the ability to regulate routine processes and look at results. Try to reorganize your work to have 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 in order to advance further. A person burns out if the workload is beyond them.

**Tip three:** build a personal development plan, such as developing 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 work and plans for further career development. According to Antal's research, emotional intelligence is in its fourth year of this is one of the five requirements for successful professionals and is a guarantee of managing one's state of mind for the best achievement of the goal.



# CHECKLIST ON AVOIDING EMOTIONAL BURNOUT

**Tip four:** take regular vacations, as long intensive work leads to burnout. Consider how many times a year you want to vacation, how and where. Vacation is filled with positive impressions, gives a charge of vigor. Agree in advance who will pick up your projects and urgent issues, so that you can maximize distraction from the work routine and relax without a computer.

**Tip five:** keep an eye on your happiness levels. 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 this 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.

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 recruiter. We'll show you how to make a leap in your career or find a promising new job.



# JOB SATISFACTION

## WOULD YOU BE READY TO RECOMMEND YOUR EMPLOYER?

68%



Yes, I'm ready to recommend

20%



Difficult to answer

12%



No, I'm not ready to recommend

## WOULD YOU BE READY TO RECOMMEND YOUR EMPLOYER?

BY COMPANY TYPE



Yes, I'm ready to recommend



Difficult to answer



No, I'm not ready to recommend

**Kazakh**  
(local)

60%

23%

17%

**International**  
(HQ abroad)

73%

15%

12%

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





# TEAM ENERGY OF GEDEON RICHTER KAZAKHSTAN: CREATING A WORKING ENVIRONMENT FOR GREAT ACHIEVEMENTS



**Gulzira Ramazanova**

HRD

**Gedeon Richter Kazakhstan**

**Every employee deserves to work in an environment where they feel comfortable and confident.**

In the Gedeon Richter Kazakhstan HR strategy, special attention is paid to the creation of such conditions, because this directly affects the performance and satisfaction of employees, which, in turn, contributes to the success of the business.

**The company's goal is not just to offer standard working conditions, but to constantly improve them while providing an individual approach to each employee.** For example, last year we introduced a flexible benefits system that allows each employee to choose the benefits that best suit their needs.

Another key element of the company's corporate culture is open dialogue. Regular town halls and surveys help us better understand employee expectations, share news, and address issues that arise. The company is confident that we can create conditions where everyone feels heard only in an atmosphere of trust.

Regional business trips play an important role in strengthening internal relations. They help not only assess the state of business in different regions, but also improve field working conditions through eliminating identified shortcomings. **We strive to ensure that all employees, regardless of their location, feel the same level of support and comfort.**

*"The company's employees actively participate in corporate events, which helps strengthen team spirit and demonstrates concern for ensuring that work brings not only comfort but also joy. After all, a happy employee is the key to a company's success,"* noted Gulzira Ramazanova, HRD of Gedeon Richter Kazakhstan

The high level of employee engagement is confirmed not only by survey results, but also by active participation in the organization's initiatives. Last year, 70 % of employees took part in the Step by Step programme, which aims to instill healthy habits and raise awareness about healthy lifestyle. This year, Gedeon Richter Kazakhstan launched a social project that combines health care with charity. The whole company helped the regions affected by the floods, did charity work for the Mother's Houses, held a children's party for the Association of Palliative Care for the Child Population of Kazakhstan Association of Legal Entities and the Domiki Zhakyn Zhandar Center for the Support of Children with Serious Illnesses and Members of Their Families. Regional employees provided assistance to fam-





# TEAM ENERGY OF GEDEON RICHTER KAZAKHSTAN: CREATING A WORKING ENVIRONMENT FOR GREAT ACHIEVEMENTS

Employees in need of financial support, held clean-up days, and cleaned up their city. The best thing about initiating such projects is that we know that our colleagues always support our initiatives and are happy to get involved in our activities. For us, this is a good indicator of the high loyalty and involvement of our colleagues.



To share achievements and news, we have created a closed page on a social network exclusively for company employees. Here they can express gratitude, support and inspire each other.

*“The corporate culture of Gedeon Richter Kazakhstan has always been built on mutual support and recognition of the value of each employee. We continue to look for new ways to make work for the company more comfortable, interesting, and motivating. **We are creating a future in which everyone feels important, and we are happy to welcome those who share our values to our team,**”* Gulzira Ramazanova concluded.



# JOB SATISFACTION

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

I like everything

28%

30%



Lack of a clear strategy in the company

32%



Leadership style

25%



High stress levels

27%



Poor corporate culture

21%



Unhealthy team relations

8%



Differences between generations of employees

15%



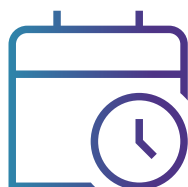
Extra work hours

16%



Lack of non-formal activities (sports, corporate, charity)

12%



Working time control

3%



Strict dress code

6%



Strict KPIs

5%



Internal competition



# TRANSFORMATION OF CORPORATE EVENTS INTO A MOTIVATIONAL TOOL



## Zharkyn Bekzhanov

Managing Director for HR

### Verny Kapital

Modern corporate events have long ceased to be just venues for business meetings. Today they are becoming a powerful tool for motivating employees, influencing the formation of corporate culture, increasing loyalty and team engagement.

In the past, corporate events were primarily formal in nature: reports, plans, presentations, a one-sided monologue from the top manager. However, this approach is losing its relevance, as employees need more than just dry figures, statistics, and passive participation. Today, events should inspire, not just inform (this has become especially important in the context of remote work).

The key to successful corporate event transformation is to focus on the participants' emotions. Inspirational speeches, gamification elements, engaging activities – all this is becoming a mandatory component of events aimed at creating positive impressions and strengthening internal motivation.

One of the key roles of corporate events is the opportunity for company leaders to directly interact with their team, sharing their vision and values. Top management speeches can be a powerful motivator for employees if they touch on not only business but also personal aspects of life. Recognizing employees' achievements at such events has a significant impact on their self-esteem and the sense of belonging to the team.

In addition, events are a tool for forming and strengthening corporate culture. Incorporating elements of company culture into a program, whether values or mission, helps employees better understand and embrace common goals and align their personal values with the company's values.

Corporate events can be a great platform for personal and professional growth of employees. Conducting master classes, workshops, and strategic sessions gives the team the opportunity not only to gain new knowledge, but also to feel support in their development. Participation in such activities helps employees better understand their capabilities and develop new skills, which directly increases their motivation and engagement in work.

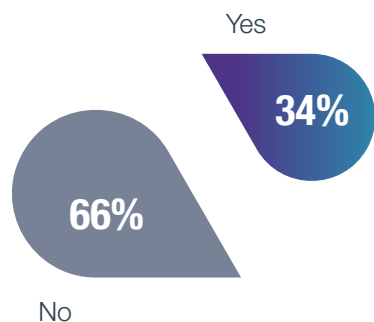
New approaches to corporate events are a requirement of the times. Employees expect not only professional exchange of experience, but also personal involvement, recognition of their achievements, and opportunities for growth and development.

Companies that can create such events will have a strong competitive advantage in retaining and motivating their talent.



# WORKLOAD

## DOES YOUR COMPANY PAY FOR EXTRA WORK HOURS?



Only a third of companies (34%) pay for overtime to their employees.

60% of employees work 8-9 hours.

## ACTUAL WORKING HOURS

Less than 8 hours	11%	10 hours	18%
8 hours	40%	11-12 hours	4%
9 hours	20%	12+ hours	7%

## DEPENDING ON THE LEVEL OF POSITION

	Less than 8 hours	8 hours	9 hours	10 hours	11-12 hours	12+ hours
Top-manager	10%	29%	24%	23%	9%	5%
Manager	9%	40%	20%	20%	7%	4%
Specialist	15%	44%	17%	13%	9%	2%

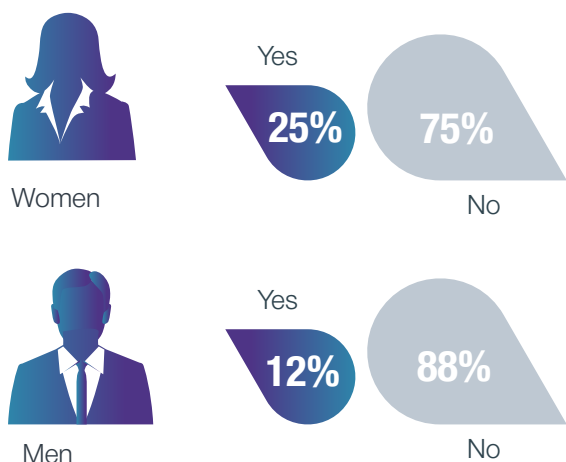
40% of managers and 47% top-managers working 9-10 hours a day



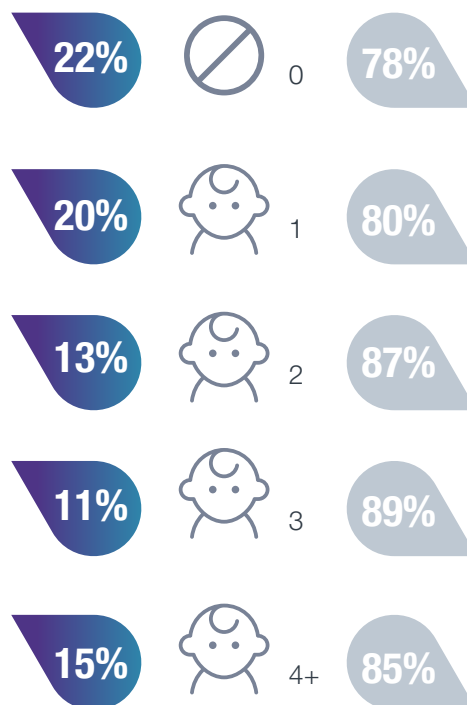
# DISCRIMINATION

## HAVE YOU FACED DISCRIMINATION (GENDER, AGE, EDUCATION LEVEL, ETC...) IN YOUR JOB SEARCH AND ON WHAT GROUNDS?

### BY GENDER

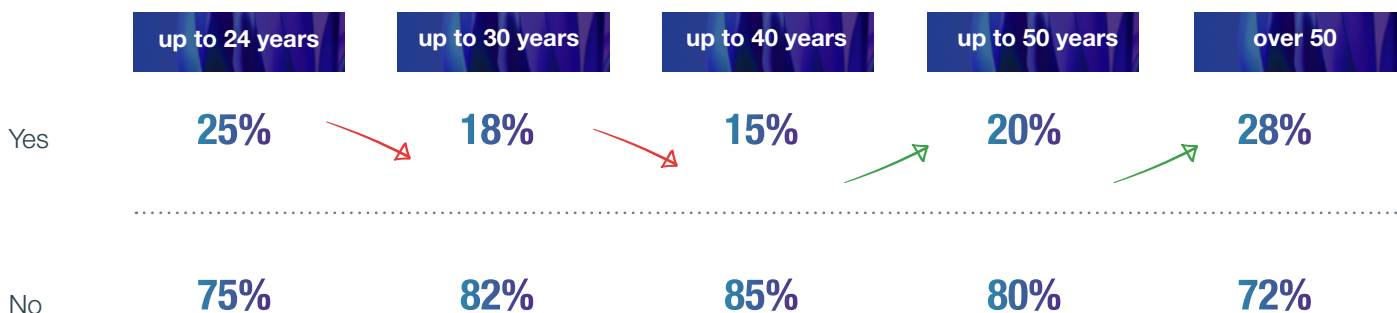


### DEPENDING ON THE NUMBER OF CHILDREN (WOMEN'S ANSWERS)



Respondents noted that most often faced discrimination based on age, gender, appearance and citizenship.

### DEPENDING ON AGE





# SOFT SKILLS

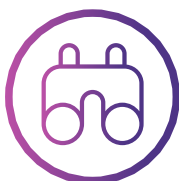
## WHAT SOFT SKILLS DO YOU PLAN TO STRENGTHEN IN YOUR-SELF IN THE SHORT TERM?

40%



People management

39%



Ability to think globally

32%



Public speaking

32%



Negotiating

30%



Critical thinking

28%



Emotional intelligence

26%



Complex problem solving

22%



Time management

20%



Ability to adapt changes

20%



Creativity

16%



Ability to make judgments and decisions

14%



Communication skills

9%



Teamwork

4%



Work ethics



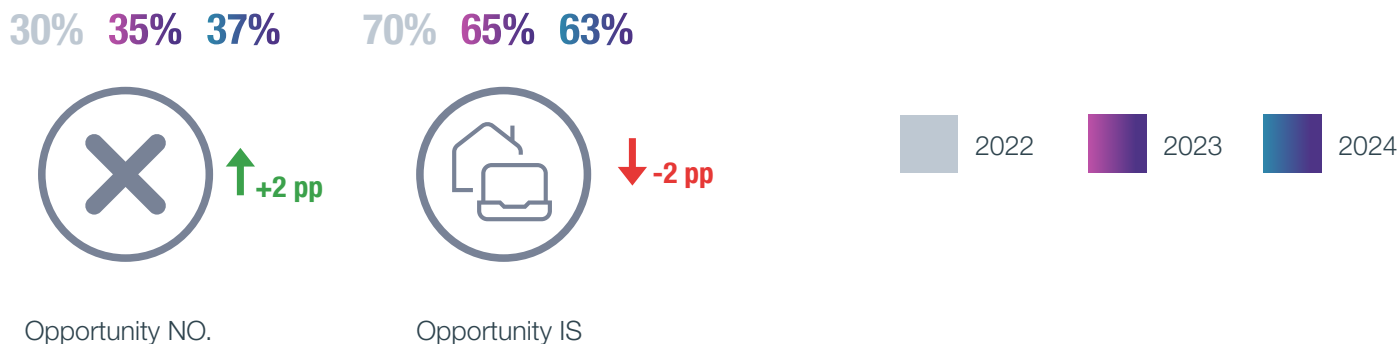
# REMOTE WORK





# REMOTE WORK

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



## WHAT FORMAT DO YOU WORK IN MOST OFTEN?



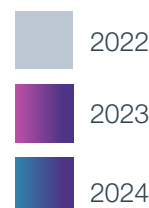


# REMOTE WORK

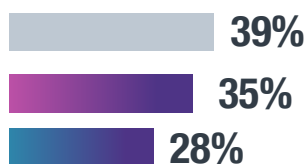
## IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?



Yes, it's an important option



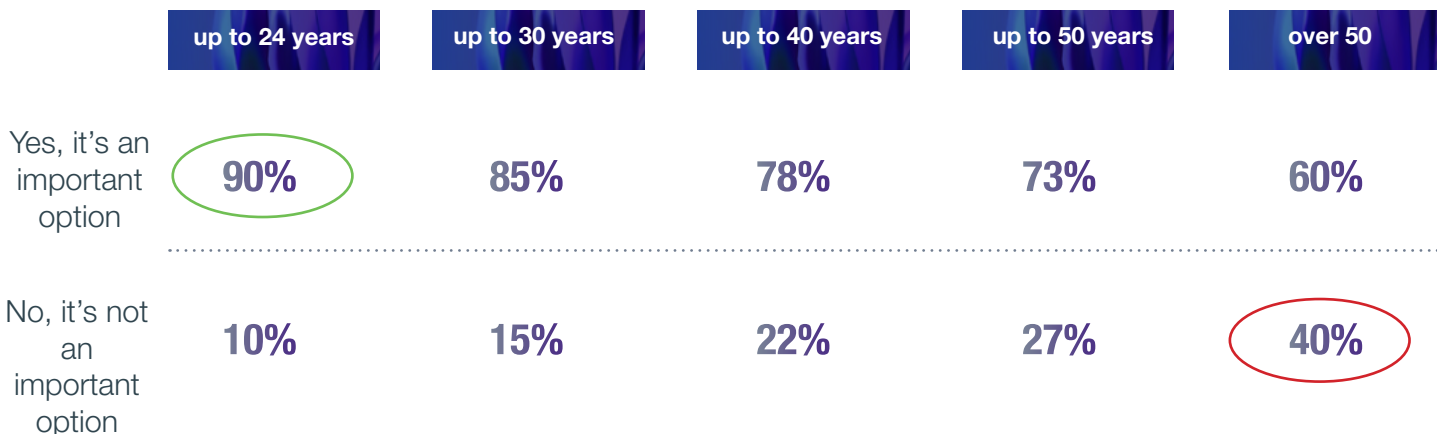
No, it's not an important option



Having the opportunity to work remotely is still important to job seekers. The number of those for whom remote work is important is growing every year.

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

DEPENDING ON AGE





# SUMMARY OF MONGOLIA'S LABOUR MARKET SITUATION



**Anton Tyapkin**  
Consultant  
**Antal Kazakhstan**



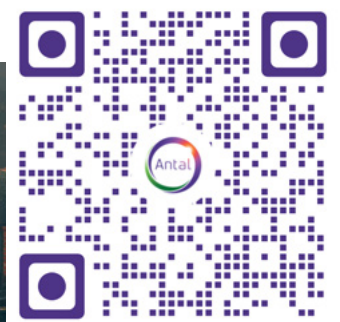
Mongolia, located in the heart of Central Asia, is a unique example of a country with a rapidly developing economy and a diverse labour market. With the transition to a market economy in the early 1990s, Mongolia faced a number of challenges and opportunities, which had a significant impact on employment structure, unemployment rates and skilled labour needs.

**Average salaries in Mongolia have risen rapidly** from 2020 and is currently around \$700 per month. This figure is only slightly below the average in Kazakhstan. For example, the salaries of middle managers in Mongolia are on average 15-20% lower than their counterparts in Kazakhstan. Average salaries vary across the country: a finance director may receive around \$2,000-3,000, a sales manager \$1,000-\$1,500, and a service manager \$1,300-\$1,600.

The highest paying sector in Mongolia is mining, followed by services. Despite economic changes, the unemployment rate in the country has been gradually decreasing every year for the last decade. In the current situation, IT specialists, engineers and sales professionals are most in demand.

In terms of job search, middle management level job seekers in Mongolia prefer to use local job sites as well as LinkedIn to search for vacancies. Companies are increasingly turning to recruitment companies to hire highly skilled and specialised professionals, and this is also a growing area of recruitment in the country. We at Antal Central Asia have implemented more than 15 projects in Mongolia over the last year. [Our company](#) is always ready to support you in building your team both in the Mongolian market and Central Asia as a whole.

**Recruitment and other  
HR services together  
with Antal**





# RELOCATION

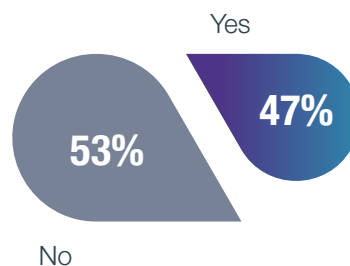


# RELOCATION

## HAVE YOU HAD EXPERIENCE OF RELOCATION



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

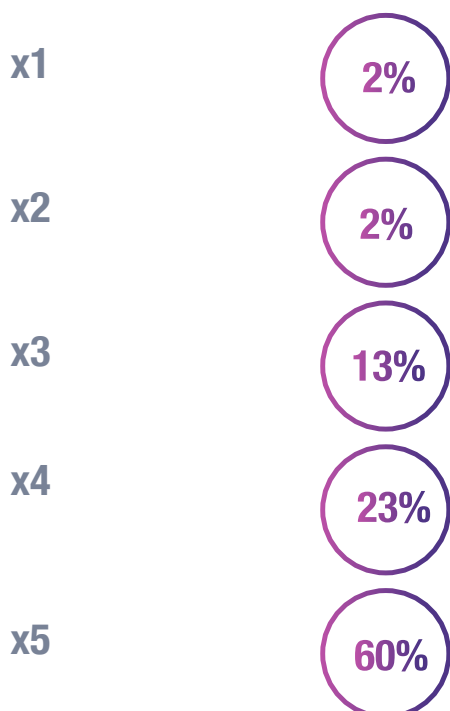


## RATE HOW SUCCESSFUL THE RELOCATION EXPERIENCE HAS BEEN FOR YOUR CAREER\*

\*5-point scale

### Moving within Kazakhstan

average 4.35



### Moving abroad

average 4.42





# OPPORTUNITIES OF EMPLOYMENT IN THE REPUBLIC OF KAZAKHSTAN WITHOUT CONCLUDING AN EMPLOYMENT CONTRACT: LEGAL ASPECTS AND PRACTICAL RECOMMENDATIONS

## LENGTH OF JOB SEARCH



**Shahmaran Zholdaskali**  
Lawyer  
Rödl & Partner

Rödl & Partner



**Satzhan Ziyatkhan**  
Lawyer  
Rödl & Partner

In the conditions of globalization and integration of the economy, the possibility of employment of foreign citizens in various countries is becoming relevant. The Republic of Kazakhstan is no exception, and special attention is paid to the legal aspects of employment of foreign workers without a local labor contract. This article highlights the key provisions related to employment in Kazakhstan, including internal corporate transfer, terms and conditions, work permit requirements, special conditions, and the process of obtaining a permit and visa.

### Intercompany translation

Intra-corporate transfer is a mechanism that allows foreign employees working for an international company to be temporarily employed in Kazakhstan without the need to conclude a local labor contract. This process requires authorization from the local executive body.

Particular attention should be paid to exceptions: citizens of Eurasian Economic Union (EAEU) countries and CEOs of companies with 100% foreign participation can benefit from a simplified employment procedure.

### Employment terms and conditions

The period of internal transfer is limited to three years, with the possibility of extension by one year. It is important to note that working conditions and labor protection are regulated





# OPPORTUNITIES OF EMPLOYMENT IN THE REPUBLIC OF KAZAKHSTAN WITHOUT CONCLUDING AN EMPLOYMENT CONTRACT: LEGAL ASPECTS AND PRACTICAL RECOMMENDATIONS

## LENGTH OF JOB SEARCH

by the receiving party, which means that it is necessary to comply with the norms and standards of the legislation of the Republic of Kazakhstan.

### Requirements for a work permit

To obtain a work permit, a foreign citizen must meet the following requirements:

- Availability of appropriate education and professional experience.
- Compliance with local labor content requirements: 70% for managers, 90% for specialists and workers.
- Exceptions apply for small enterprises and investment projects.

### Special conditions

The key requirements are also:

- Professional training, retraining or advanced training of citizens of the Republic of Kazakhstan.
- Creation of new jobs for citizens of the Republic of Kazakhstan.

### Authorization and visa process

The process of employing foreigners involves several steps:

1. Preparation and submission of an application for a permit within the established quota for foreign workers, with a deadline of October 1 of each year.
2. Payment of the state fee for the permit - 48 MRP (~355 EUR) and for the visa - 30 MRP (~222 EUR).
3. Processing time for a permit is one month, for a visa - two weeks.

Employment of foreign citizens in the Republic of Kazakhstan without concluding a local labor contract is possible, but requires compliance with a number of legal regulations and obtaining appropriate permits. Ensuring compliance with all conditions and proper execution of documents allows foreign workers to be successfully integrated into the Kazakhstani labor environment.





# TRENDS AND FUTURE OUTLOOK

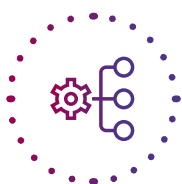


# CAREER OUTLOOK

## YOUR CAREER PLANS

FOR 1 YEAR

50%



Expand functionality

41%



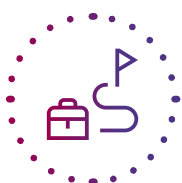
Get retraining /  
get additional  
education

45%



Advance with career  
within the company

32%



Change  
company

13%



Change the  
specialisation

15%



Relocation

8%



Taking a career  
break

FOR 5 YEARS

31%



Advance with career  
within the company

29%



Get retraining /  
get additional  
education

30%



Change  
company

26%



Expand  
functionality

23%



Change the  
specialisation

35%



Relocation

21%



Taking a career  
break

# INCLUSIVE RECRUITMENT: KEY APPROACHES

1

EXPERT OPINION



Building an Inclusive Recruitment Process: Key Approaches and Practical Recommendations for HR



**Lyubov Kiseleva**

Senior HRM

**Adidas Kazakhstan**

In today's world, diversity has become a reality, and inclusion is a conscious choice. We live in an era where people with different experiences, cultural backgrounds and world-views interact and work together.

This diversity creates a rich and dynamic environment that stimulates innovation and promotes business growth. However, diversity alone does not guarantee success. To turn this into a real advantage, you need to consciously build an inclusive culture where every employee feels valued and respected.

Inclusive recruitment is an important element of this process, as it is at the recruitment stage that the foundations for a diverse and harmonious work environment are laid. Here are some tips to help you create a good foundation for building a culture of inclusion during the recruitment process.

## Step 1: Defining DEI for Your Company

DEI (Diversity, Equity, and Inclusion) is a concept aimed at creating and maintaining a diverse, equitable, and inclusive work environment.

The first step is to determine what DEI (Diversity, Equity and Inclusion) means specifically for your company and what aspects you would like to strengthen.

Having worked in retail for a long time, I can say that the main inequality in the culture of diversity is age. Retail employees are mostly young people, students. And employees over 25-30 years old are a minority and feel uncomfortable in the team. They are the first to leave after a short period of work. In this case, we need to focus on how to make work attractive to all age groups, as well as how to develop a culture without stereotypes.

In some countries in our market there are no problems with diversity in terms of the age of employees, but the gender imbalance towards men prevails. In this case, the company needs to focus on creating an environment where men and women have the same working conditions and equal opportunities for career growth.



## Building an Inclusive Recruitment Process: Key Approaches and Practical Recommendations for HR

### Step 2: Inventory of Job Ads

The next step is to take inventory of job ads, job descriptions, and job titles. Do they match the level of inclusivity you would like to demonstrate and achieve? A few years ago we discovered that we had age restrictions in the criteria for some of the vacancies, which resulted in only young people applying. We have made our ads more inclusive and focused on hiring candidates of all ages.

Also, after inventorying the ad, it is important to check whether job ads are available to everyone or they are posted with a specific target by age, gender or other aspects. There are observations that if an ad, along with a job description, includes a photo of a girl, and the text does not indicate a gender, then the responses will be dominated by girls; the same principle works with men (more often when searching for “blue collar” workers).

### Step 3: Career Site Accessibility

Making a career site accessible to everyone is an important aspect. If you are recruiting a diverse team that is not limited by age, gender, or other criteria, your job ads and career site should be accessible to all categories of job seekers. Your ad can be placed on various resources: from TikTok to professional communities.

### Step 4: Inclusivity as a part of the brand

The next step is to highlight the company's values and plans for developing a DEI culture. This will attract candidates who share these values.

### Step 5: Recruitment Panel

How to avoid subjective opinion when choosing a candidate? Our brains are designed in such a way that we strive to work and communicate with people similar to us. This makes it difficult to make objective decisions at the interview stage. Invite different employees (from cross-functional or other departments), offer to discuss the candidate's strengths and weaknesses among colleagues after the interview. This will help avoid unconscious biases and identify where opinions about a candidate may be shaped by stereotypes.

### Step 6: Analyze the reasons for rejecting candidates

Analyzing the reasons for rejecting candidates can be a good source of information for HR about biases in hiring. You may notice that women are rejected more often than men, or



## Building an Inclusive Recruitment Process: Key Approaches and Practical Recommendations for HR

that all candidates over a certain age are rejected. Based on the identified patterns, you will definitely be able to create tools to eliminate them. Understanding the problem is already a big step towards solving it.

### **Step 7: Equal Opportunities for Internal and External Candidates**

Inclusive hiring means equal opportunities for internal and external candidates. Quite often, companies shift towards internal recruitment, without external research. This may be a good opportunity for growth within the company, but in the long run it will lead to a decrease in market competitiveness, candidate quality, and inclusivity. The bias towards external candidates also reduces the motivation of current employees. The best way to create an environment of equal opportunity is to ensure that information is available both within the company and in the external market. When making a decision, it is important to rely on the experience and knowledge of the applicant.

Organization of inclusive hiring requires integrated approach and strategic thinking. As the saying goes, diversity is an invitation to a party, but inclusion is an invitation to the dance. This means that diversity itself creates the foundation for a diverse team, but only inclusion allows every employee to feel valued and involved.

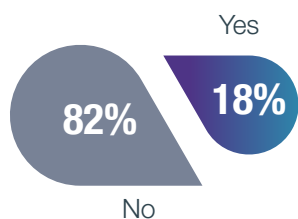
Inclusive hiring is not just a corporate slogan, but real actions and processes. Just the 7 simple steps outlined above will help you move forward in creating a fair and equal environment for all employees.

Start your way to creating a workplace where everyone feels included, diversity provide benefits, and inclusion is a key to success.

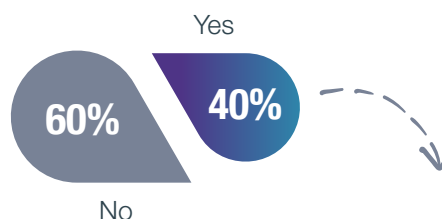


# ARTIFICIAL INTELLIGENCE

## DID YOU USE AI\ AI (ARTIFICIAL INTELLIGENCE), A NEURAL NETWORK, TO COMPOSE RESUME\ COVER LETTER



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



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

## WHAT PERCENTAGE OF WORK TASKS ARE YOU SOLVING WITH AI?



## DEPENDING ON AGE

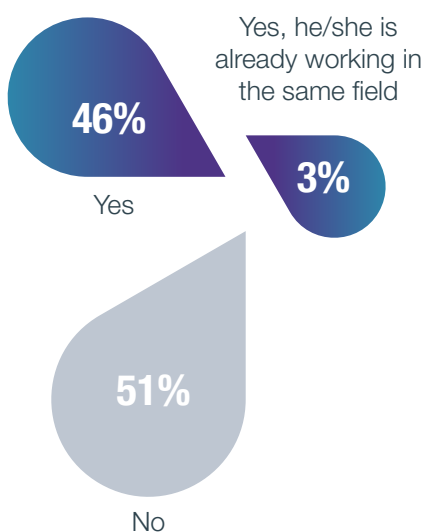
	Yes	No
up to 24 years	32%	68%
up to 30 years	37%	63%
up to 40 years	30%	70%
up to 50 years	24%	76%
older than 50	16%	74%



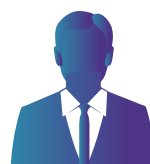
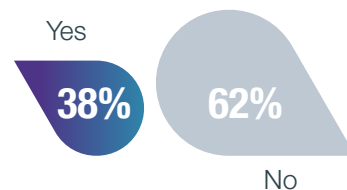
# CHILDREN'S FUTURE PROFESSION

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

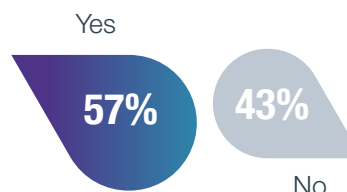
THAT WOMEN AND MEN RESPONDED



Women



Men



## HOW DO YOU ASSESS THE FUTURE OF KAZAKHSTAN'S ECONOMY IN THE NEXT 12 MONTHS?



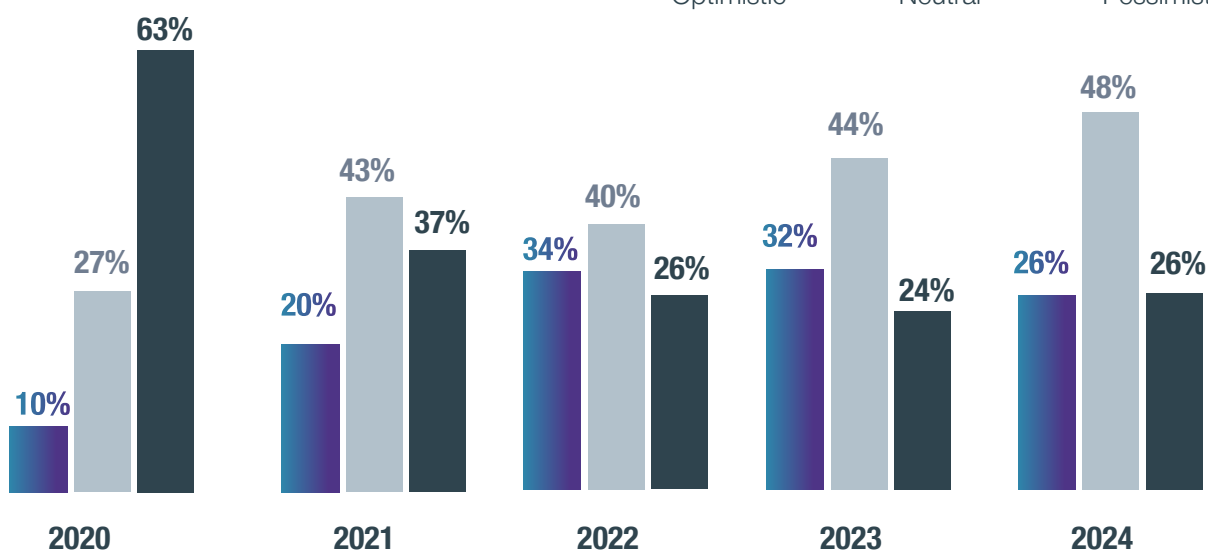
Optimistic



Neutral



Pessimistic







# METHODOLOGY

The study analyzes data obtained from an online survey of 1,629 respondents. The survey participants were specialists and middle and senior managers working in Almaty, Astana and other cities of Kazakhstan.

The survey was conducted from May 17 to June 30, 2024. The salary survey is based on data obtained from the online survey, information contained in Antal's database and expert opinion of Antal consultants. Salaries are in tenge before taxes and excluding bonuses and bonuses. The study provides values of average minimum and average maximum salaries in the industry. The average minimum and maximum values do not include extremely high or low salaries, which may occur in some cases. Salaries may vary depending on the size of the company, the sector of the economy, the company's affiliation to a particular country and depends on the employee's experience, skill level and job responsibilities. Salaries, identified in the study are primarily characteristic of employees of international companies.

## Industries represented by the respondents:

- Banks and financial services (banking industry, insurance, investment funds, payment systems, mobile payments, leasing)
- Public sector (ministries, committees, federal services and other legislative, executive and judicial authorities)
- Ingredients and equipment for food industry (flavouring and food ingredients, raw materials for food production; equipment for food production: flow lines, mixing, cutting, extrusion equipment, etc.)
- IT, telecom, internet, automation, information security (telephone and cellular communications, internet providers, software development, IT security, blockchain, big data and business analytics, artificial intelligence, machine learning, internet of things, augmented reality, virtual reality)
- Logistics and transport (transport and forwarding services; warehousing services, road, air and sea transport, customs clearance)
- Media and entertainment industry (media holdings, television, radio, print media, advertising, video games, film industry, music industry, social networks, sports and fitness clubs)
- Mechanical engineering (automotive industry, specialised machinery, road equipment, automotive components, car services)
- Consumer goods / FMCG (light and food industry, cosmetics and perfumery, household chemicals, tobacco industry, consumer electronics and other consumer goods)
- Natural resources (oil and gas production, transportation and processing; energy; mining and minerals; metallurgy)
- Professional services (recruitment, consulting, legal, educational services/teaching, market research, certification, translation services, research institutes, culture)
- Equipment and technologies (mechanical engineering, metalworking, production of electrical equipment, automated machinery, plastic and rubber products)
- Retail and wholesale trade (traditional retail, distributors, pharmacies and pharmacy chains)
- Agriculture (crop production, livestock, agroholdings, fishing/fishery)
- Construction and real estate (design, engineering and construction of commercial and industrial facilities; production of construction and finishing materials, woodworking)
- Tourism and HoReCa (tourist operators and agencies, hotel business, catering, exhibition activities)
- Packaging and paper (packaging, packaging equipment, forestry, pulp and paper industry)
- Pharmaceuticals and medical equipment (pharmaceuticals, medical equipment, clinical research, clinics/hospitals)
- Chemicals (bulk and specialty chemicals: construction chemicals, paints and adhesives, petrochemicals, plastics and rubber)



# SALARY SURVEY (INDUSTRY)



# AUTOMOTIVE SECTOR



# AUTOMOTIVE SECTOR



## Anastasia Perfilieva

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## AUTOMOBILES (PRODUCTION AND SALES)

Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	3 000 000	4 500 000
Head of Representative Office	3 000 000	4 500 000
Plant Director	2 000 000	2 500 000
Marketing, PR and Digital		
Marketing Director	1 500 000	2 300 000
Head of Product Marketing	1 300 000	2 000 000
Public Relations Manager	1 500 000	2 200 000
Public Relations Specialist	700 000	1 100 000
Sales/Business Development		
Commercial Director/Sales Director/Business Development Director	1 800 000	2 500 000
Sales Manager/Account Manager	800 000	1 200 000
Sales Specialist/Account Specialist	600 000	900 000
Key Account Manager	700 000	1 100 000
Business Development Manager	900 000	1 400 000
Corporate Sales Manager	1 500 000	2 000 000
Corporate Sales Specialist	900 000	1 200 000



# AUTOMOTIVE SECTOR

## AUTOMOTIVE PARTS

Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	3 000 000	4 500 000
Head of Representative Office	3 000 000	4 500 000
Plant Director	2 000 000	2 500 000
Sales/Business Development		
Sales Director	1 800 000	2 500 000
Sales Manager	800 000	1 200 000
Sales Specialist	600 000	900 000
Key Account Manager	700 000	1 100 000
Partner/Dealer Manager	900 000	1 400 000
Business Development Manager	1 300 000	1 600 000



# **BANKS AND FINANCIAL SERVICES**



# BANKS AND FINANCIAL SERVICES



## Tatiana Gulyayeva

Managing consultant  
FMCG & Retail  
Antal Kazakhstan & Uzbekistan



Tatiana.Gulyayeva@antalkazakhstan.com

Top management	Average minimum	Average maximum
Chairman of the Board	3 205 000	6 550 000
Sales/Business Development		
Head of Retail Business Unit	1 350 000	2 200 000
Head of Corporate Business Unit	1 430 000	2 200 000
Head of SME division	1 375 000	1 980 000
Head of Distribution/Sales	1 210 000	1 760 000
Branch/Branch Manager	930 000	1 355 000
Account Manager/Sales Manager	780 000	1 145 000
Sales Specialist	495 000	935 000
Head of Partner Sales Channel	495 000	935 000
Risk/Product/Collection of Debts		
Head of Product Development	1 287 000	2 145 000
Product Development Manager	935 000	1 210 000
Consolidated Risk Management Director	935 000	1 111 000
Risk Management Manager	785 000	1 210 000
Risk Management Specialist	500 500	682 000
Head of Debt Collection Unit	786 500	1 355 000
Manager of Debt Collection Unit	517 000	1 075 000
Finance/Operations Unit		
Financial Analyst	715 000	1 144 000
Treasury Manager	1 35 0000	1 716 000
Head of Internal Control	1 430 000	2 145 000
Head of Control Assurance and Compliance	2 145 000	2 860 000
Controls and Compliance Manager	1 430 000	2 145 000
Head of Financial Institutions	1 075 000	1 720 000
Head of Operations/Operations Manager	1 430 000	2 220 000
Operations Manager	1 145 000	1 430 000





# BANKS AND FINANCIAL SERVICES



**Madina Sabitova**

Principal Consultant  
Antal Kazakhstan



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## FUNDS/INVESTMENT BANKING SERVICES

Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director/Managing Partner	2 950 000	5 600 000
Sales/Business Development		
Partner	2 850 000	3 500 000
Vice President/Private Banker	1 900 000	2 700 000
Finance/Operations		
Head of Operations Unit/Operations Manager	1 200 000	1 700 000
Operations Manager	845 000	1 500 000
Analyst/Senior Analyst	700 000	900 000
Risk Manager	900 000	1 200 000



# PAPER AND PACKAGING INDUSTRIAL EQUIPMENT



# PAPER AND PACKAGING INDUSTRIAL EQUIPMENT



## Gulfairuz Kabdrakhmanova

Executive consultant  
Antal Kazakhstan



Gulfairuz.Kabdrakhmanova@antalkazakhstan.com

## PAPER AND PACKAGING

Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director	2 500 000	3 500 000
Manufacturing and Engineering		
Chief Power Engineer	1 000 000	2 000 000
Quality Manager	1 000 000	2 000 000
Quality Manager	650 000	1 200 000
Technical Director	1 500 000	2 500 000
Production Manager	1 500 000	2 300 000
Technical Service Manager	1 500 000	2 300 000
Laboratory Manager	850 000	1 200 000
Health, Safety and Environment Manager	1 100 000	2 300 000
Capital Expenditure Project Manager	1 500 000	2 500 000
Capital Project Engineer	800 000	1 500 000
Shop Manager	850 000	1 300 000
Production Shift Manager	850 000	1 100 000
Production and Engineering		
Chief Power Engineer	1 000 000	1 700 000

## INDUSTRIAL EQUIPMENT AND MACHINERY

Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director	3 500 000	5 000 000
Head of Representative Office	3 500 000	5 000 000
Sales/Business Development		
Sales Director	2 500 000	3 000 000
Sales Engineer	1 500 000	1 900 000
Partner/Dealer Manager	1 800 000	2 300 000
Business Development Manager	1 800 000	2 500 000



# IT AND TELECOM



# IT AND TELECOM



**Irina Gritsenko**

Senior consultant  
Antal Kazakhstan



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	1 800 000	4 600 000
Head of Representative Office	2 800 000	4 800 000
IT Director/Technical Director	1 500 000	4 300 000
Sales/Business Development		
Key Account Director	1 000 000	1 900 000
Key Account Manager	750 000	1500 000
Partner Manager/Distribution Manager	1 700 000	1 900 000
Programming, Development		
Junior Developer	400 000	600 000
Middle developer	600 000	1 000 000
Senior developer	1 500 000	2 200 000
Mobile Developers	800 000	1 600 000
Management		
IT Project Manager	1 200 000	2 000 000
Project Manager	700 000	1 800 000
System Analyst	700 000	1 600 000
Business Analyst	700 000	1 400 000
Technical Support Specialist	500 000	1 000 000
Tester	500 000	1 400 000
Design		
UX/UI designer	500 000	1 200 000
Game designer	500 000	1 300 000
1C		
Senior 1C Developer	1 500 000	2 500 000
1C ERP Developer	1 100 000	1 800 000
Middle 1C developer	1 000 000	1 500 000
Junior 1C developer	500 000	700 000



# INGREDIENTS AND EQUIPMENT FOR THE FOOD INDUSTRY



# INGREDIENTS AND EQUIPMENT FOR THE FOOD INDUSTRY



## Anastasia Perfilieva

Executive consultant  
Antal Kazakhstan



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 800 000	4 500 000
Head of Representative Office	2 800 000	4 500 000
Sales/Business Development		
Sales Director	1 600 000	2 100 000
Sales Manager	1 000 000	1 500 000
Sales Specialist	700 000	900 000
Key Account Manager	900 000	1 300 000
Partner/Dealer Manager	1 100 000	1 400 000
Business Development Manager	1 400 000	1 800 000





# LOGISTICS AND TRANSPORTATION



# LOGISTICS AND TRANSPORTATION



## Madina Abisheva

Managing Consultant  
Back Office Practice  
Antal Kazakhstan



Madina.Abisheva@antalkazakhstan.com

### Top management

	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 150 000	3 700 000
Head of Representative Office	1 870 000	2 700 000

### Sales/Business Development/Operations

	Average minimum	Average maximum
Commercial Director	1 493 000	2 200 000
Sales Director	1 370 000	1 980 000
Sales Manager	938 000	1 370 000
Sales Specialist	560 000	810 000
Key Account Manager	725 000	950 000
Business Development Manager	1 000 000	1 600 000
Project Manager	1 060 000	1 370 000
Customs Specialist	435 000	580 000
Operations Director	1 480 000	1 850 000
Transportation Manager	1 000 000	1 490 000
Transportation Specialist (Operations Specialist)	690 000	1 000 000
Warehouse Director	1 150 000	2 100 000
Warehouse Manager	690 000	920 000
Warehouse Specialist	370 000	650 000
Customer service specialist	720 000	930 000



Back Office Practice Team





# FMCG



# FMCG



## Tatiana Gulyayeva

Managing Consultant  
FMCG & Retail  
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Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director	2 800 000	6 000 000
Marketing, PR and Digital		
Marketing Director	2 800 000	3 900 000
Marketing Manager	2 500 000	3 200 000
Category Manager	2 300 000	2 700 000
Senior Brand Manager	1 900 000	2 300 000
Brand Manager	1 600 000	1 800 000
Junior Brand Manager	750 000	1 050 000
Public Relations Director	1 900 000	3 800 000
Public Relations Manager	1 050 000	1 600 000
Public Relations Specialist	720 000	920 000
Market Research Manager	1 100 000	1 500 000
Market Research Specialist	550 000	800 000
Director of Trade Marketing Department/Director of Merchandising Department	1 800 000	2 400 000
Trade Marketing Manager/Merchandising Manager	1 000 000	1 800 000
Trade Marketing Department Specialist / Merchandising Department Specialist	600 000	900 000
Sales/Business Development		
Sales Director	2 100 000	3 200 000
Sales Manager	900 000	1 900 000
Sales Specialist	620 000	750 000
Key Account Manager	750 000	2 200 000
Regional Director/Distribution Director	1 500 000	1 900 000
Regional Manager/Territorial Manager/Divisional Manager	1 000 000	1 500 000
Business Development Director	1 900 000	2 800 000
Business Development Manager	1 600 000	2 400 000



# FMCG

<b>Production and engineering</b>	<b>Average minimum</b>	<b>Average maximum</b>
Chief Power Engineer	1 000 000	2 000 000
Quality Manager	1 000 000	2 000 000
Quality Manager	650 000	1 200 000
Technical Director	1 500 000	2 500 000
Production Manager	1 500 000	2 300 000
Technical Service Manager	1 500 000	2 300 000
Laboratory Manager	850 000	1 200 000
Health, Safety and Environment Manager	1 100 000	2 300 000
Capital Expenditure Project Manager	1 500 000	2 500 000
Capital Project Engineer	800 000	1 500 000
Production Shift Manager	850 000	1 300 000
Shop Manager	850 000	1 100 000
<b>Technology/R&amp;D/Product Support</b>		
New Product Development Manager	1 000 000	1 500 000
Director of Research and Quality	1 100 000	1 700 000



# NATURAL RESOURCES



# NATURAL RESOURCES



## Gulfairuz Kabdrakhmanova

Executive consultant  
Antal Kazakhstan



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Top management	Average minimum	Average maximum
Plant Director	2 500 000	4 000 000
<b>Metallurgy and Mining</b>		
<b>Production/Engineering/Technology</b>		
Drilling and Blasting Supervisor/Head of Drilling and Blasting (BWD)	1 000 000	2 300 000
Geologist/Chief Geologist	1 000 000	2 300 000
Chief Surveyor	1 000 000	2 300 000
Health, Safety and Environment Manager	1 200 000	2 000 000
Quality Control Manager/Director	1 000 000	2 000 000
Design and Construction Manager	1 200 000	2 500 000
Chief Production Technologist	1 000 000	2 000 000
Chief Engineer	1 300 000	2 000 000
Mine Director/Executive Director	3 500 000	5 000 000
Mine Director	3 500 000	5 000 000
Director of Operations	3 500 000	5 000 000
Head of Service Department	1 200 000	2 000 000
Project Manager	1 500 000	2 500 000
<b>Oil and Gas Production</b>		
<b>Production/Engineering/Technology</b>		
Chief Power Engineer	1 000 000	1 800 000
Production Manager	1 800 000	2 500 000
Health, Safety and Environment Manager	1 200 000	2 000 000
Director of Quality Control	1 200 000	2 000 000
Quality Control Manager	900 000	1 200 000
Process Engineer/Head of Process Department	900 000	1 500 000
Chief Engineer	1 200 000	2 000 000
Automation Engineer	900 000	2 000 000
Operation Engineer	800 000	1 200 000
Service Engineer/Service Department Manager	800 000	1 500 000
Drilling Manager	700 000	1 500 000
Chief Geophysical Engineer	700 000	1 500 000
Geologist	700 000	1 500 000





# NATURAL RESOURCES

Top management	Average minimum	Average maximum
<b>Oil and Gas Refining</b>		
<b>Production/Engineering/Technology</b>		
Production Manager	1 700 000	3 000 000
Chief Technologist	1 700 000	2 700 000
Chief Engineer	1 700 000	2 500 000
Chief Mechanic	1 500 000	2 100 000
Health, Safety and Environment Manager	1 000 000	2 100 000
Director of Quality Control	1 000 000	2 100 000
Quality Control Manager	850 000	1 500 000
Process Department Manager	1 000 000	1 500 000
Process Engineer	850 000	1 000 000
Project Manager	1 100 000	2 000 000
Operation Engineer	650 000	900 000
Service Engineer/Service Department Manager	1 000 000	2 000 000
<b>Electric Power Industry</b>		
<b>Production/Engineering/Technology</b>		
Director of Operations	2 500 000	4 200 000
Director of Capital Construction	2 500 000	4 200 000
Branch Director	2 700 000	4 500 000
Chief Engineer	1 300 000	4 000 000
Project Manager	1 500 000	4 200 000
Energy Sales Manager	800 000	1 800 000



# RETAIL



# RETAIL



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FMCG & Retail  
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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 500 000	5 000 000
Head of Representative Office	2 000 000	3 800 000
Sales/Business Development		
Sales Director	1 800 000	3 200 000
Business Development Director	1 400 000	2 000 000
Business Development Manager	1 000 000	1 800 000
Department Store/ Shopping Center Manager	1 200 000	1 400 000
Store/Boutique Director	900 000	1 500 000
Retail Sales Director	1 400 000	2 500 000
Marketing, PR and Digital		
Marketing Director	2 000 000	3 800 000
Marketing Manager	1 500 000	2 500 000
Marketing Communications Manager	1 000 000	1 800 000
Marketing Communications Specialist	600 000	850 000
Market Research Manager	950 000	1 250 000
Market Research Specialist	540 000	930 000
Director of Trade Marketing Department/Director of Merchandising Department	1 740 000	2 230 000
Trade Marketing Department Manager/Merchandising Department Manager	900 000	1 600 000
Merchandising Department Specialist/Merchandising Department Specialist	630 000	870 000
Security		
Security Director	1 300 000	2 200 000
Security Manager	850 000	1 200 000
Safety Manager	850 000	1 200 000
Occupational Health and Safety Manager	850 000	1 200 000



# CONSTRUCTION



# CONSTRUCTION



## Anastasia Perfilieva

Executive consultant  
Antal Kazakhstan



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## INDUSTRIAL AND COMMERCIAL CONSTRUCTION

Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director	2 000 000	4 000 000
Sales and Business Development		
Commercial Director	1 500 000	2 000 000
Production and Engineering		
Technical Director	1 500 000	2 500 000
Construction Director	2 500 000	4 500 000
Chief Architect	2 500 000	4 000 000
Architect	900 000	1 500 000
Real Estate Director	1 000 000	2 000 000
Real Estate Manager	500 000	1 200 000
Project Manager	1 500 000	2 500 000
Chief Project Engineer	2 000 000	3 000 000
Engineering Coordinator	800 000	1 000 000
Operations Manager	1 000 000	1 600 000
Design Manager	1 000 000	1 500 000



# CONSTRUCTION



## Anastasia Perfilieva

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Antal Kazakhstan



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## PRODUCTION OF BUILDING MATERIALS AND CONSTRUCTIONS

Top management	Average minimum	Average maximum
Plant Director	2 000 000	4 500 000
Production and engineering		
Chief Power Engineer	1 000 000	1 500 000
Quality Manager	1 000 000	1 500 000
Quality Manager	650 000	1 000 000
Technical Director	1 200 000	1 800 000
Chief Architect	1 200 000	2 500 000
Production Manager	1 700 000	3 000 000
Technical Service Manager	1 000 000	1 500 000
Laboratory Manager	800 000	1 100 000
Health, Safety and Environment Manager	500 000	1 450 000
Capital Expenditure Project Manager	600 000	1 200 000
Capital Project Engineer	500 000	800 000
Production Shift Manager	500 000	800 000
Shop Manager	650 000	950 000
Service Department Manager	900 000	1 500 000
Service Engineer	800 000	1 200 000
Commissioning Project Manager	650 000	1 000 000



# CHEMICAL INDUSTRY





# CHEMICAL INDUSTRY



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 500 000	4 000 000
Head of Representative Office	2 500 000	4 000 000
Plant Director	2 500 000	4 000 000
Sales/Business Development		
Sales Director	1 100 000	1 500 000
Sales Manager	600 000	1 200 000
Sales Specialist	500 000	800 000
Key Account Manager	700 000	1 100 000
Partner/Dealer Manager	600 000	900 000
Regional Director/Distribution Director	800 000	1 300 000
Regional Manager/Territory Manager	700 000	1 200 000
Business Development Director	1 200 000	1 500 000
Business Development Manager	800 000	1 200 000
Project Manager	700 000	1 100 000
Production and Engineering		
Chief Power Engineer	800 000	1 500 000
Quality Manager	1 000 000	1 500 000
Quality Manager	650 000	1 000 000
Technical Director	1 000 000	1 800 000
Production Manager	1 000 000	1 800 000
Technical Service Manager	1 000 000	1 800 000
Laboratory Manager	500 000	900 000
Health, Safety and Environment Manager	600 000	1 500 000
Capital Expenditure Project Manager	1 000 000	1 500 000
Capital Project Engineer	500 000	800 000
Production Shift Manager	500 000	800 000
Shop Manager	500 000	800 000
Technology/R&D/Product Support		
Director of Research and Quality	1 000 000	1 500 000
New Product Development Manager	800 000	1 000 000
Technical Specialist	500 000	800 000
Application Engineer/Technologist	600 000	800 000
Engineer/Developer	600 000	1 000 000



1

EXPERT OPINION

# OVERVIEW OF THE SITUATION ON THE PHARMACEUTICAL LABOUR MARKET IN AZERBAIJAN



**Zhanel Babayeva**  
Senior consultant  
Pharmaceutical  
**Antal Kazakhstan**



The pharmaceutical sector in Azerbaijan has shown significant growth in recent years due to the increasing demand for healthcare services and medicines. With the active development of the economy and improvement of healthcare infrastructure, the country's pharmaceutical companies are facing new challenges and opportunities, which directly affects the labor market.

One of the key trends is the increasing demand for skilled labor, especially in the areas of research and development, quality control, and marketing. With globalization and the introduction of new technologies, companies are looking to hire professionals with up-to-date knowledge and skills to remain competitive. Some of the most in-demand positions are mid-level front office positions: product managers, sales managers, and others. While the search for specialists in admin areas is once every three months, business areas are searched for monthly.

The main sources in this region are contacts and acquaintances, but direct search through vacancies on open sources is also popular.

Large international companies prefer to outsource the search to agencies that have a track record of successfully closing vacancies.

In terms of salaries, it is worth noting that on average they are on par with salaries in Kazakhstan, but may differ depending on the volume of business.

Expectations of candidates, as in other regions, exceed vacancy budgets. Nevertheless, applicants and companies find a way out of this situation and come to a golden mean.





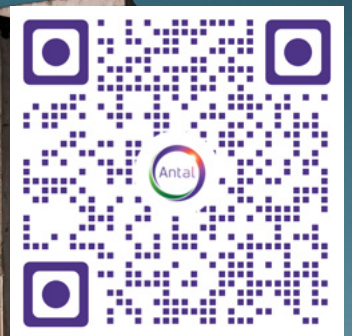
# OVERVIEW OF THE SITUATION ON THE PHARMACEUTICAL LABOUR MARKET IN AZERBAIJAN

Recruitment agencies play an important role in the negotiation process between the company and the candidate. Recruiter actively tells about the advantages of the company, interesting projects and other advantages of the employer, as well as properly motivate the candidate and sign the long-awaited Job offer.

Despite the fact that candidates actively recommend each other, it is the agency that will help to help find a candidate who 100% matches the company's request.

The labor market in the pharmaceutical sector of Azerbaijan is in a stage of transformation, which opens new horizons for professionals and creates challenges for companies in finding and retaining talent. [Antal's recruitment team](#) will be happy to assist you in strengthening your company both in Azerbaijan and in other countries of Transcaucasia and Central Asia.

Recruitment and other  
HR services together  
with [Antal](#)





# PHARMACEUTICALS





# PHARMACEUTICALS



**Marina Linnik**

Executive consultant  
Antal Kazakhstan



Marina.Linnik@antalkazakhstan.com

Top management	Average minimum	Average maximum
General Director/Head of Representative Office	3 500 500	6 200 000
Head of Department	2 500 000	2 800 000
Commercial Department		
Commercial Manager	2 400 000	2 800 000
Head of Distributor Relations Department	2 200 000	2 700 000
Key Account Manager (Distributor Relations)	1 100 000	1 700 000
Government Affairs Department		
Market Access Manager / Market Access Manager	2 200 000	2 700 000
Government Relations Manager / GR Manager	2 000 000	2 700 000
Pharmacy Chain Relations Department		
Key Account Manager (pharmacy chains)	1 100 000	1 700 000
Field Force Division		
Sales Director	2 300 000	2 800 000
National Sales Manager/FFM	2 300 000	2 500 000
Regional Manager/First Line Manager	1 000 000	1 500 000
Key Account Manager	1 000 000	1 400 000
Senior Medical Representative/Key Account Specialist	500 000	650 000
Medical Representative	420 000	570 000
Manufacturing and Engineering		
Quality Service Manager	1 100 000	1 800 000



# PHARMACEUTICALS



## Saniya Tarasenko

Leading Consultant  
Antal Kazakhstan



[Sania.Nurumbaeva@antalkazakhstan.com](mailto:Sania.Nurumbaeva@antalkazakhstan.com)

### Medical Director/Registration Department

	Average minimum	Average maximum
Medical Director	1 500 000	2 650 000
Medical Manager	1 400 000	2 000 000
Medical Advisor	900 000	1 650 000
Registration Manager	1 500 000	2 650 000
Registration Manager	1 000 000	1 500 000
Registration Specialist	700 000	1 000 000
Pharmacovigilance/Drug Safety Manager	1 000 000	1 500 000
Pharmacovigilance/Medical Safety Specialist	700 000	1 000 000



# PHARMACEUTICALS



**Zhanel Babayeva**

Senior Consultant  
Antal Kazakhstan



Zhanel.Babayeva@antalkazakhstan.com

## Marketing, PR

	Average minimum	Average maximum
Marketing Manager	2 250 000	3 100 000
Product Manager and Brand Manager	1 350 000	1 850 000
Senior Brand Manager	1 450 000	2 000 000
Junior Brand Manager	1 000 000	1 050 000





## **SALARY TABLES BY DISCIPLINE**

- Legal and Compliance
  - HR
- Finance and Accounting
- Procurement, supply chain management



# SALARY TABLES BY DISCIPLINE



**Olga Molodchikova**

Expert  
Antal Kazakhstan



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Legal and Compliance	Average minimum	Average maximum
Director of Legal Department	1 700 000	2 600 000
Senior Lawyer	1 000 000	1 550 000
Lawyer	800 000	1 000 000
Compliance Manager	1 950 000	2 700 000

HR	Average minimum	Average maximum
HR director	2 200 000	3 500 000
HR manager/HR business partner	1 500 000	2 500 000
HR specialist	500 000	700 000
Head of Training and Development	1 300 000	1 700 000
Training and Development Specialist	600 000	800 000
Compensation and Benefits Manager	1 800 000	2 600 000
Compensation and Benefits Specialist	800 000	1 200 000
Head of Recruitment	1 000 000	1 600 000
Recruitment Specialist	600 000	800 000
Head of HR Administration	900 000	1 400 000
HR Administration Specialist	650 000	900 000



# SALARY TABLES BY DISCIPLINE

Finance and accounting	Average minimum	Average maximum
Chief Financial Officer	3 000 000	3 700 000
Head of Finance Department/Finance Manager	1 500 000	1 800 000
Financial Controller/Business Controller	1 500 000	1 600 000
Reporting Manager/Budgeting Manager	1 400 000	1 500 000
Financial Analyst	1 000 000	1 200 000
Internal Control/Audit Manager	900 000	1 500 000
Internal Control/Audit Specialist	550 000	1 000 000
Chief Accountant	1 500 000	2 500 000
Accountant	700 000	900 000
Head of Tax Department	1 700 000	2 600 000
Head of Treasury	1 500 000	1 900 000

Procurement, supply chain management	Average minimum	Average maximum
Director of Supply Chain Management	2 100 000	3 200 000
Customer Service Supervisor	1 250 000	2 700 000
Customer Service Supervisor	880 000	1 200 000
Customer Service Specialist	450 000	880 000
Planning Supervisor	1 500 000	2 100 000
Planning Department Specialist	690 000	880 000
Logistics Manager	1 250 000	1 890 000
Logistics Manager	850 000	1 260 000
Logistics Specialist	550 000	950 000
Director of Purchasing	1 750 000	2 800 000
Purchasing Manager	900 000	1 500 000
Purchasing Department Specialist	650 000	850 000
Warehouse Manager	750 000	1 500 000
Warehouse Specialist	430 000	530 000



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- academic programs

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programs for all ages and language levels. EF language courses are available in English and 7 other languages, starting every Monday and lasting 2 weeks or more. EF's academic and pre-university programs help students develop the language and study skills needed to study abroad.

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The [Delegation of German Economy in Central Asia \(Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, Turkmenistan\)](#) is the foreign representation of the Association of German Chambers of Commerce and Industry (DIHK) in Central Asia and part of the global network of foreign chambers of commerce (AHK).

**Contact:**

w: <https://zentralasien.ahk.de/ru/regiony/uzbekistan>



The [EMPATIA](#) 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.

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## Rödl & Partner

**Rödl & Partner** is an international German consulting company specializing in legal, tax, audit, IT and accounting services (business process outsourcing).

As attorneys, tax advisers, management and IT consultants and auditors, we are present with 107 own offices in 50 countries. Worldwide, our clients trust our 5,260 colleagues.

What sets us apart Rödl & Partner is not a collection of accountants, auditors, attorneys, management and tax consultants working in parallel. We work together, closely interlinked across all service lines. We think from a market perspective, from a client's perspective, where a project team possesses all the capabilities to be successful and to realize the client's goals. Our interdisciplinary approach is not unique, nor is our global reach or particularly strong presence among family businesses. It is the combination cannot be found anywhere else – a firm that is devoted to comprehensively supporting German businesses, wherever in the world they might be. Rödl & Partner in Central Asia assists you in Kazakhstan from our offices in Almaty and in Tashkent. Our team of Kazakh, Uzbek and German Attorneys at Law, auditors and tax consultants has successfully supported our clients since 2009 in Almaty and since 2019 in Tashkent in all investment and project-related matters in one of the most promising markets between Europe and Asia – in the German language and from a single source.

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# JOB MARKET OVERVIEW AND SALARY SURVEY

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