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## ANTAL UZBEKISTAN:

# Companies' plans for the end of the year, Q3, 2025

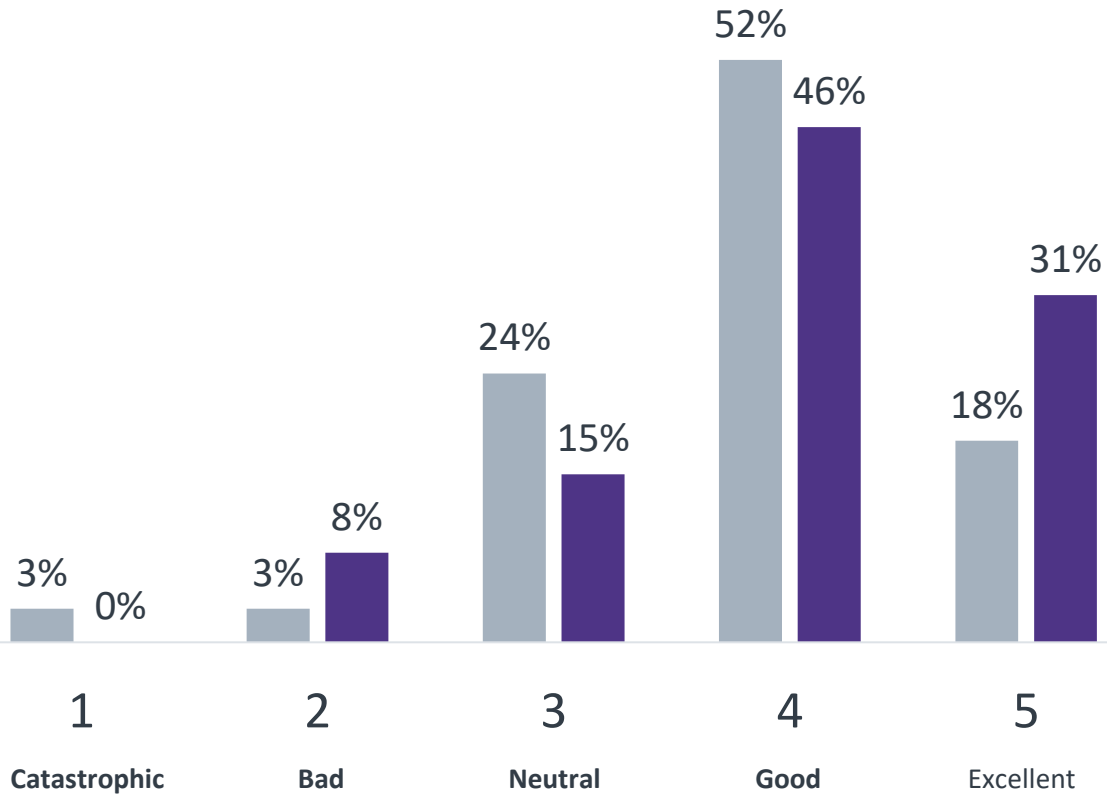
- Business situation;
- Vacancy fee rate;
- Companies' hiring plans for 2025 and 2026;
- Salary indexation in 2025 and 2026;
- Remote work;
- AI in HR;
- Labour market trends



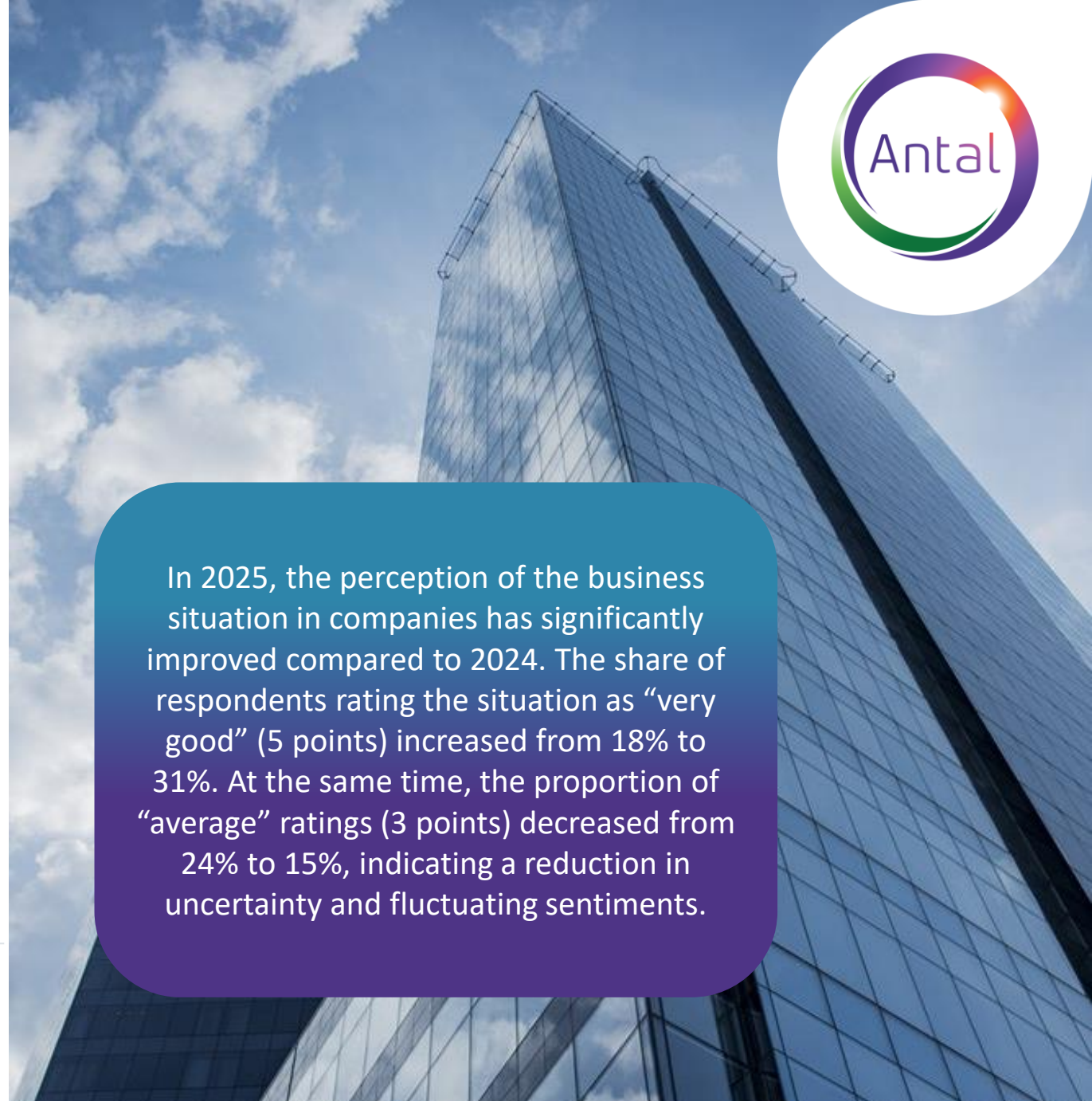
# BUSINESS SITUATION

Evaluate the business situation in your company at the moment on a 5-point scale, where 1 is a catastrophic situation, 5 is a very good situation.

■ 2024 ■ 2025



In 2025, the perception of the business situation in companies has significantly improved compared to 2024. The share of respondents rating the situation as “very good” (5 points) increased from 18% to 31%. At the same time, the proportion of “average” ratings (3 points) decreased from 24% to 15%, indicating a reduction in uncertainty and fluctuating sentiments.

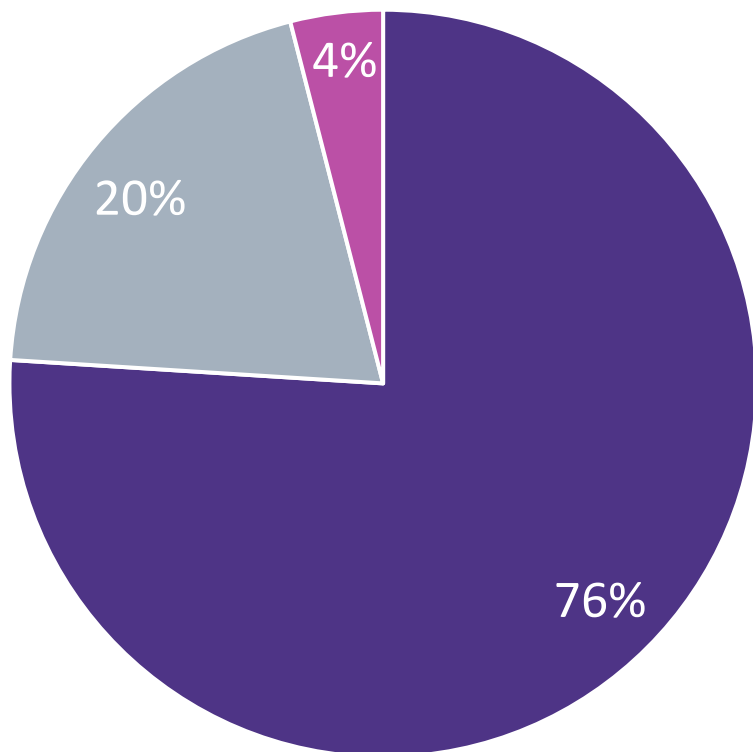




# FINANCIAL RESULTS OF THE RESPONDENT COMPANIES

What are your company's financial results in the first half of 2025 compared to the first half of 2024?

■ Better than in 2024 ■ Without changes ■ Worse than in 2024

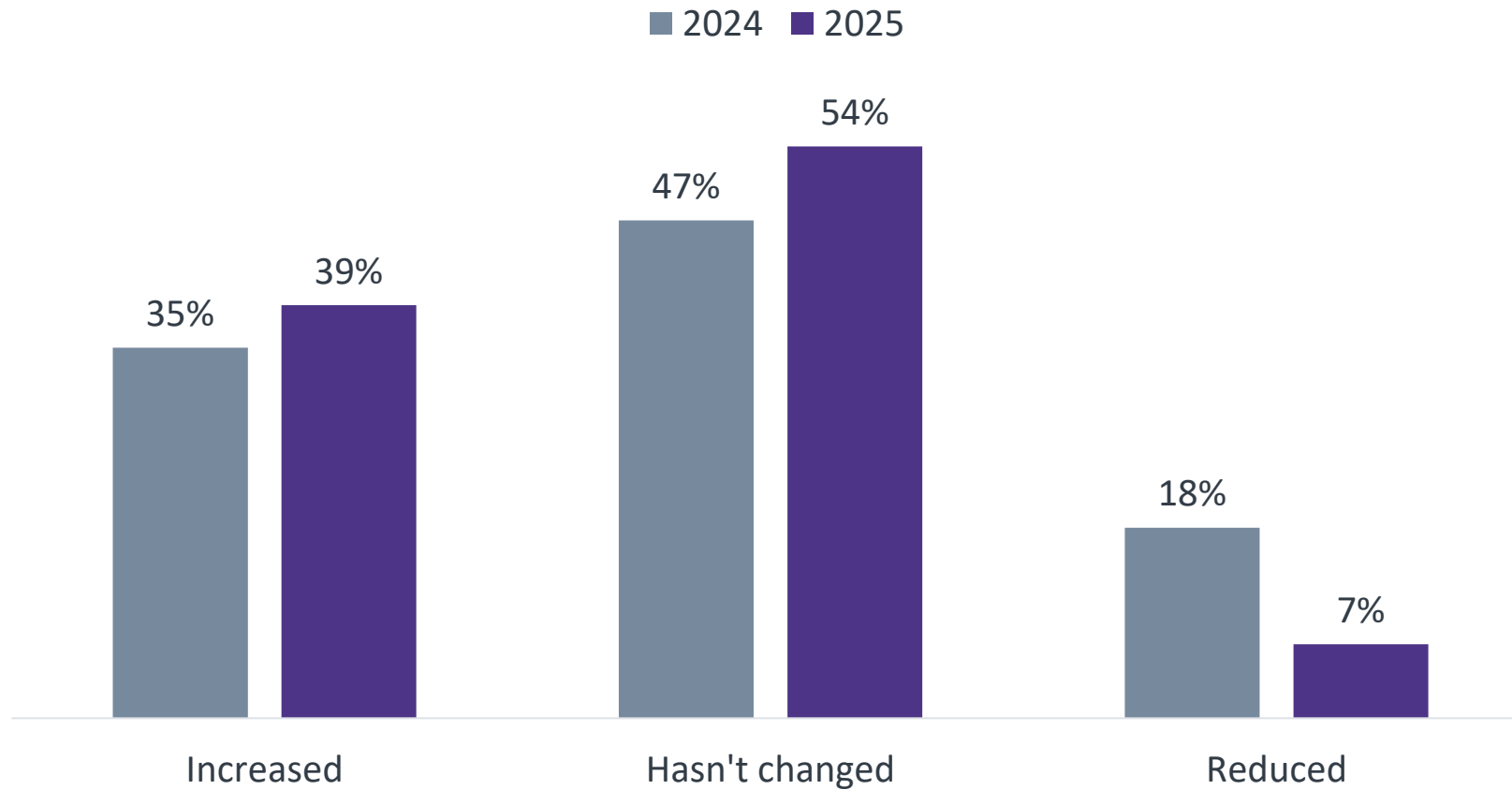


**76% of companies** reported better financial results, which reflects a clear improvement in market activity and effective adaptation to current economic conditions.



# VACANCY FEEL RATE

How has the average closing time for a company changed this year?

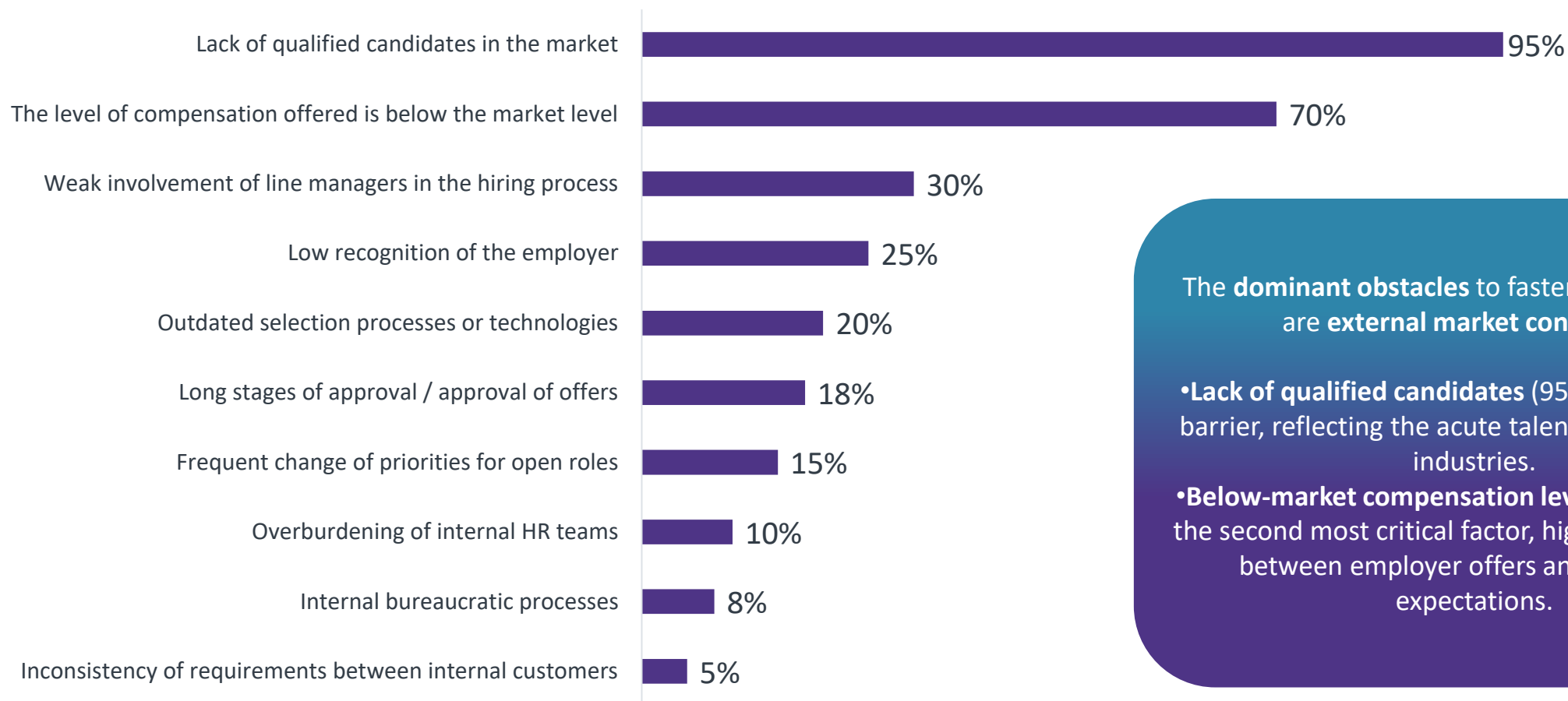


The share of companies reporting **no change** grew from **47%** to **54%**, showing that for more than half of the market, the hiring pace has stayed consistent.



# VACANCY FEEL RATE

What factors most often prevent you from closing vacancies faster?

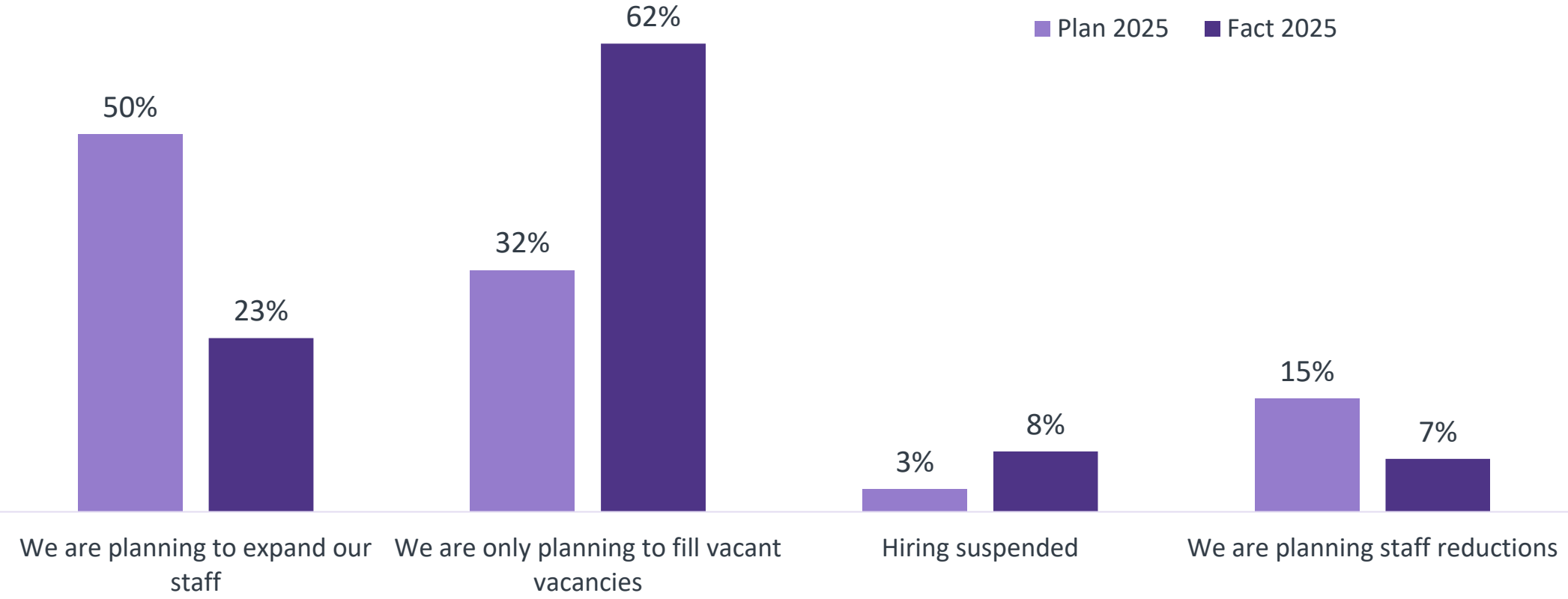


The **dominant obstacles** to faster vacancy closure are **external market constraints**:

- **Lack of qualified candidates** (95%) is the primary barrier, reflecting the acute talent shortage across industries.
- **Below-market compensation levels** (70%) remain the second most critical factor, highlighting the gap between employer offers and candidate expectations.

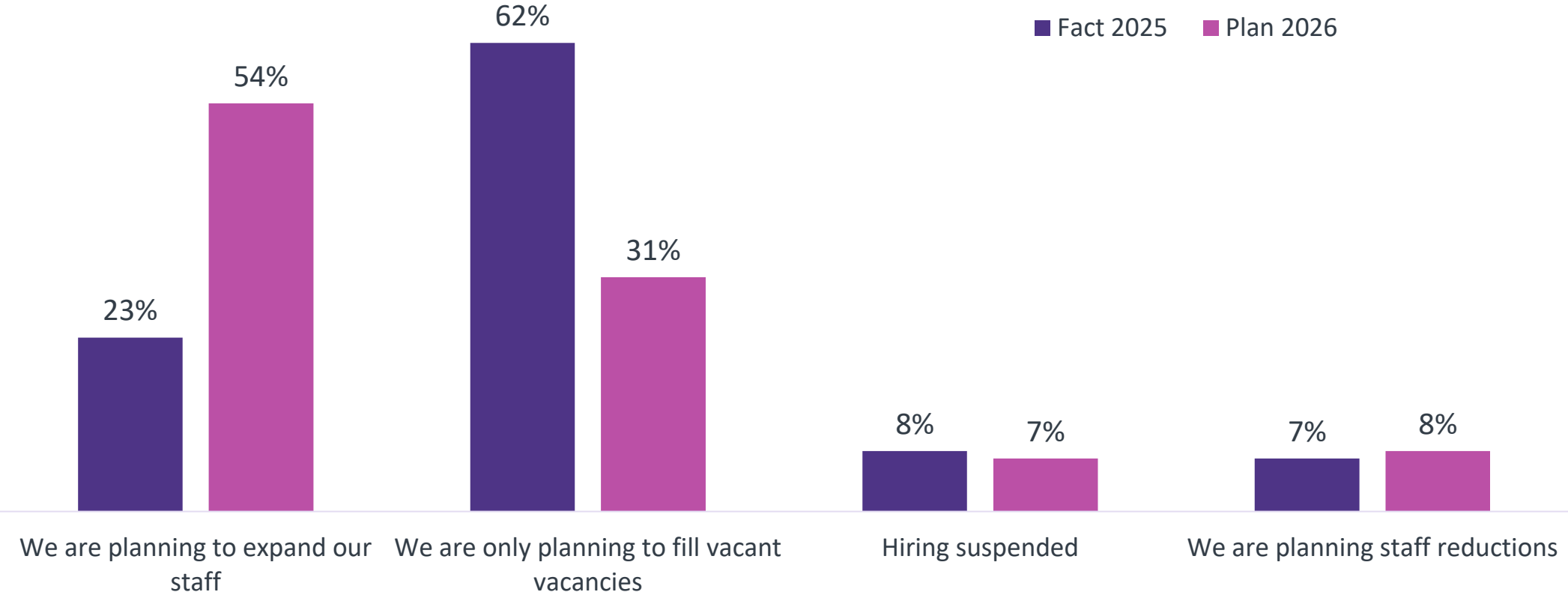
# HIRING STAFF

What are your plans for hiring staff for next year?



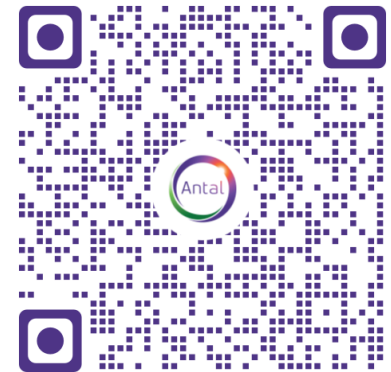
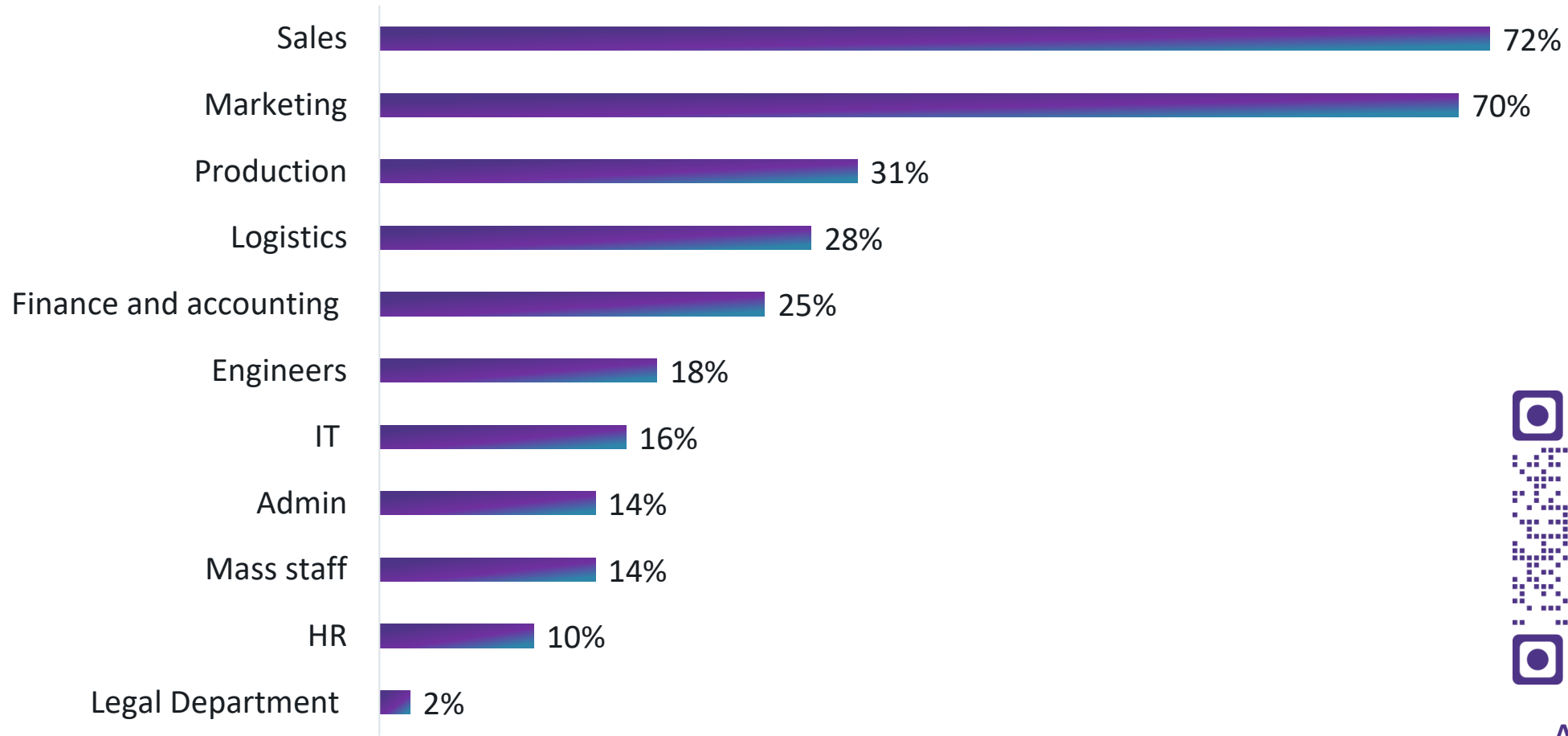
# HIRING STAFF

What are your plans for hiring staff for next year?



# HIRING STAFF

Which specialists are you planning to hire in 2026?

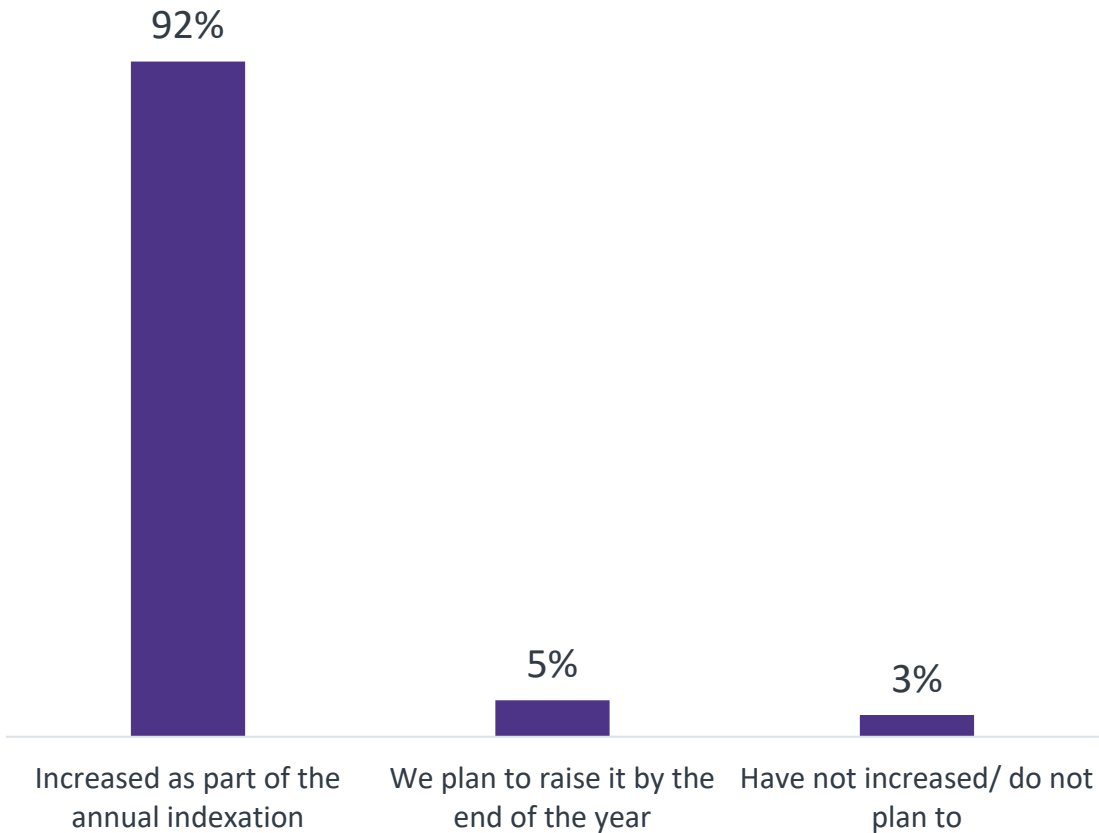


Antal Uzbekistan

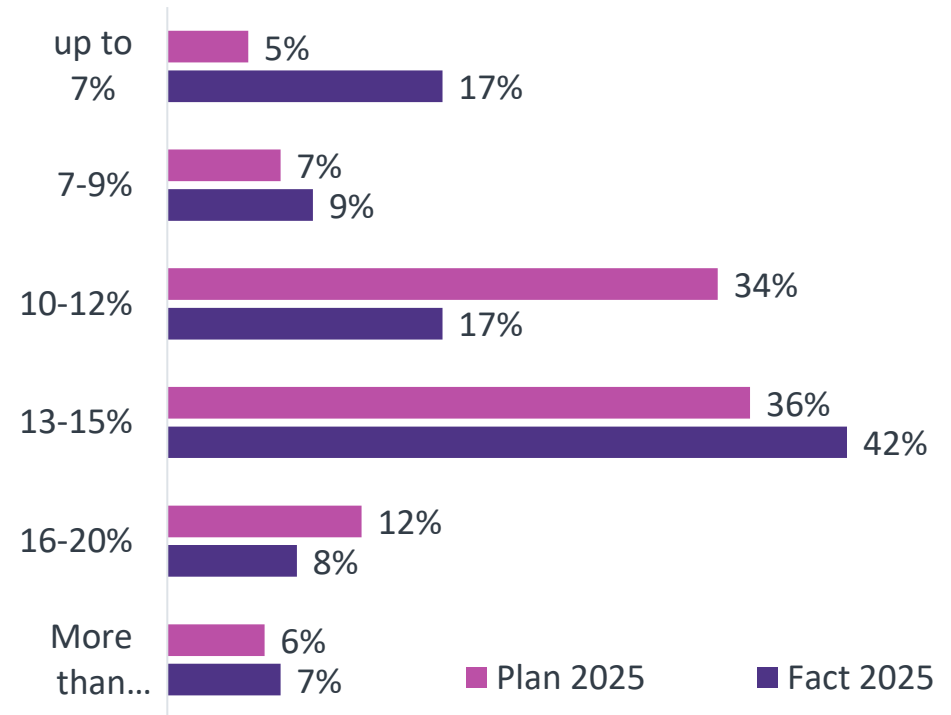


# SALARIES (2025)

How have your employees' salaries changed in 2025?



By what percentage, on average, have you increased wages this year?



**Plan** – respondents' responses in December 2024 about the plans for an increase in 2025

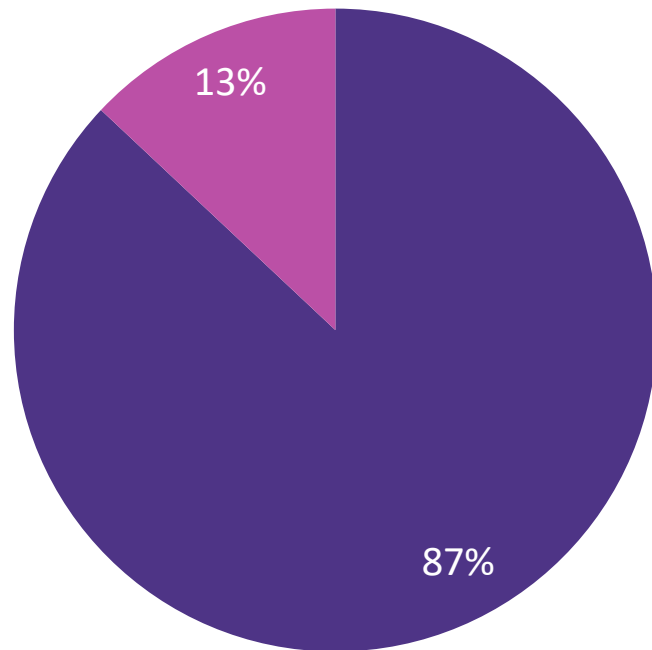
**Fact** – respondents' responses in September 2025 on the actual increase for 2025

# SALARIES (2026)

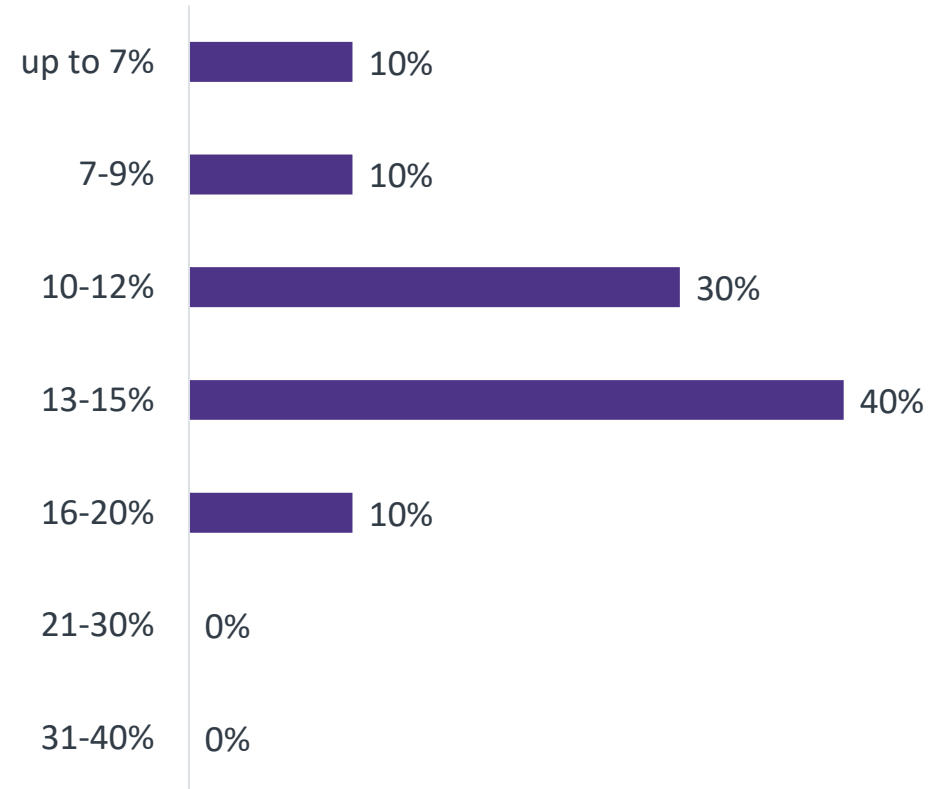


What are your plans regarding employee salaries for 2026?

■ We plan to increase    ■ Let's leave it unchanged



The planned percentage of salary increases for 2026?





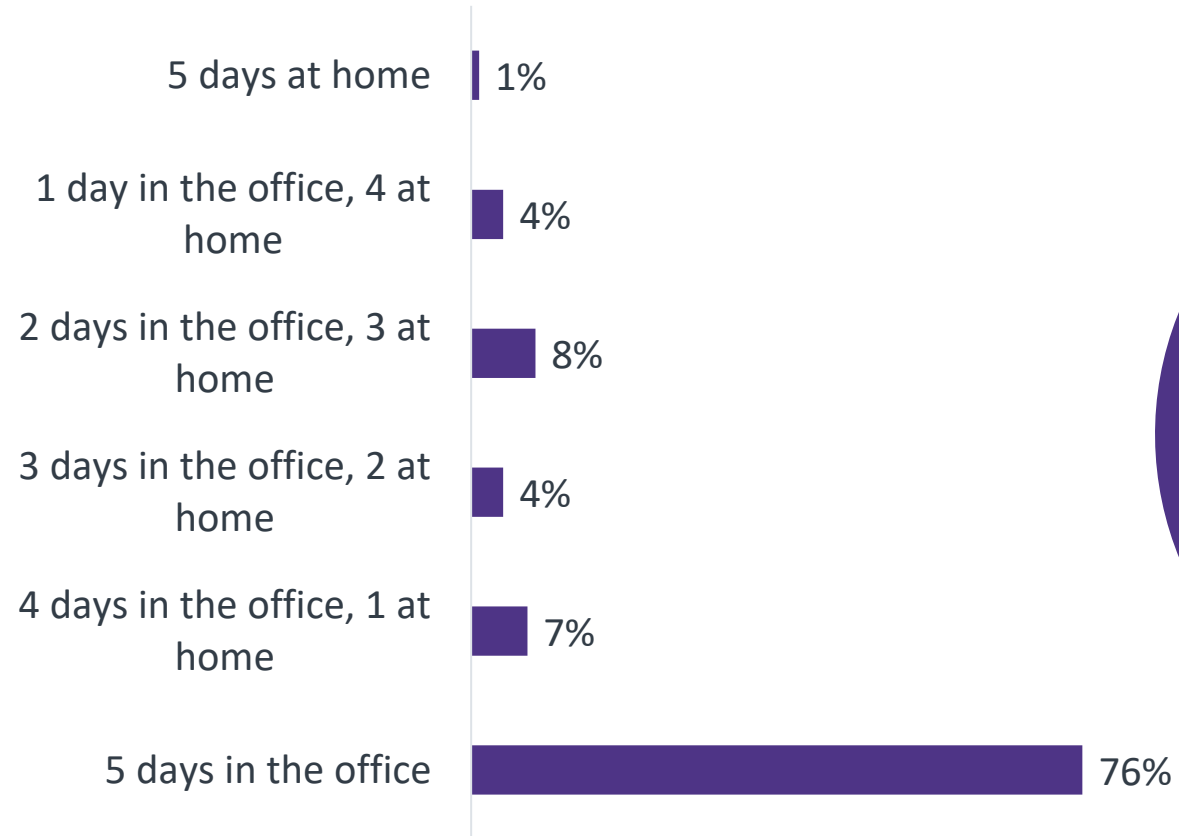
# REMOTE WORK

- Changing the format of remote work
- The format of the work

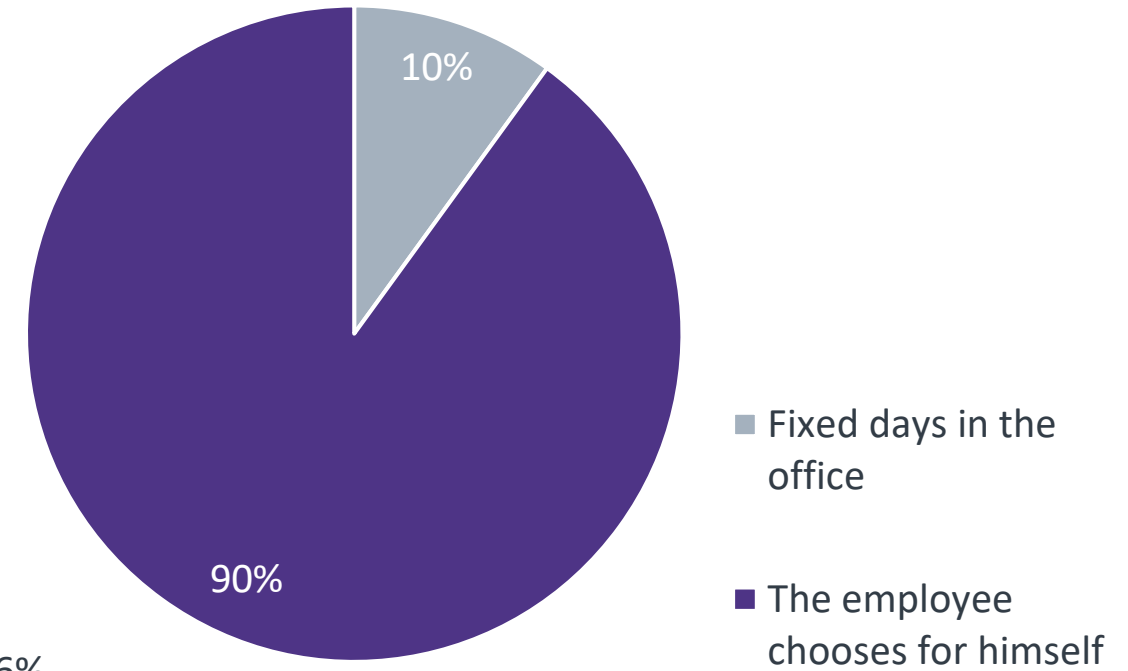
# REMOTE WORK



What format does most of the office staff work in now?



Are office days fixed in the company (for example, on Monday everyone is required to be in the office) or does each employee choose them himself?





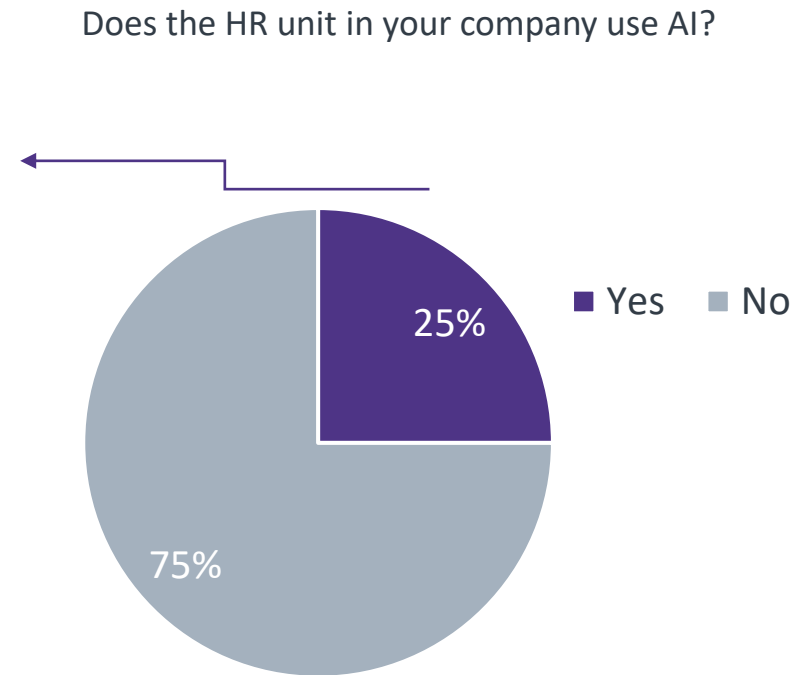
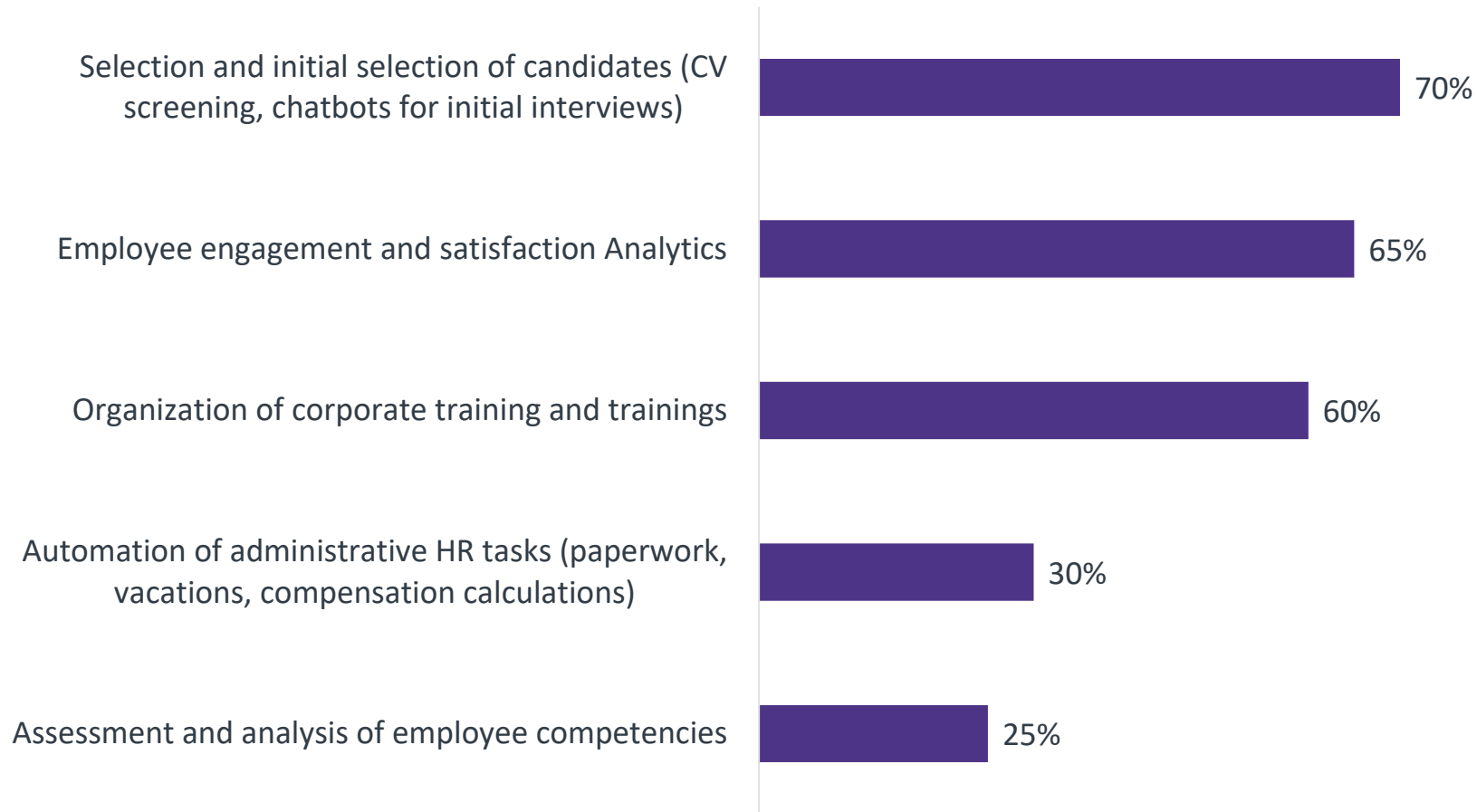
# AI in HR



# AI in HR



What tasks do you use AI solutions for in HR? (There were several possible answers)



# AI in HR



What factors are stopping you from implementing AI technologies in HR? (There were several possible answers)

80%



Lack of knowledge and understanding of the technology's capabilities

70%



We do not see the need at the current stage.

30%



Uncertainty about the effectiveness of solutions

15%



Unwillingness of management

10%



Concerns about privacy and data security

10%



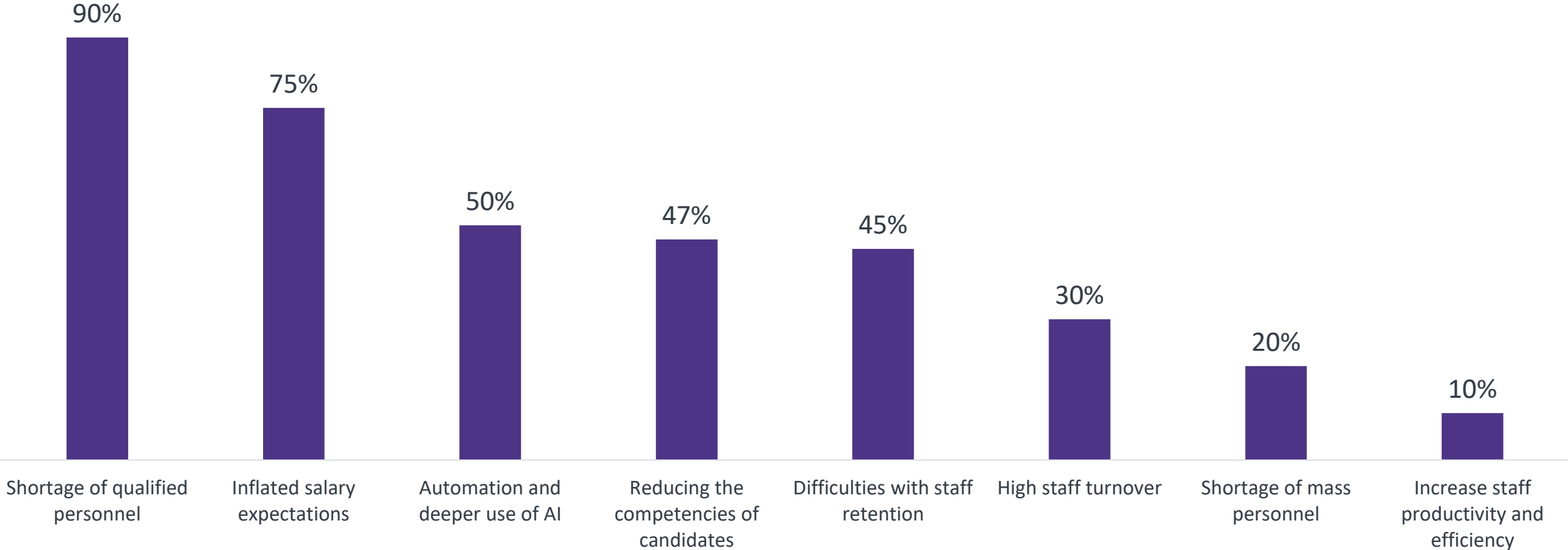
High implementation costs

The survey was conducted between August 14 and September 2, 2025. 45 companies operating in Uzbekistan participated in the survey.



# LABOUR MARKET TRENDS 2025

What are the key trends you see in the labor market in 2025?



# ABOUT ANTAL CENTRAL ASIA & CAUCASUS



Antal Kazakhstan & Uzbekistan are one of the largest recruitment companies in the Central Asia & Caucasus region, specializing in the recruitment of middle and senior managers. We are an important part of the international recruitment company Antal International, with 145 offices worldwide. Antal entered the Eastern Europe market in 1994, opening an office in Almaty in 2010 and in 2019 in Tashkent.



## ANTAL SERVICES CENTRAL ASIA & CAUCASUS

- Recruitment (middle to top, specialists)
- Outsourcing, contracting
- RPO (Recruitment Process Outsourcing)
- Customized labour market surveys
- Thomas personality analysis
- Outplacement
- Additional services (trainings, etc.)



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