



ANTAL CENTRAL ASIA: Companies' plans for the rest of 2026 and for 2027

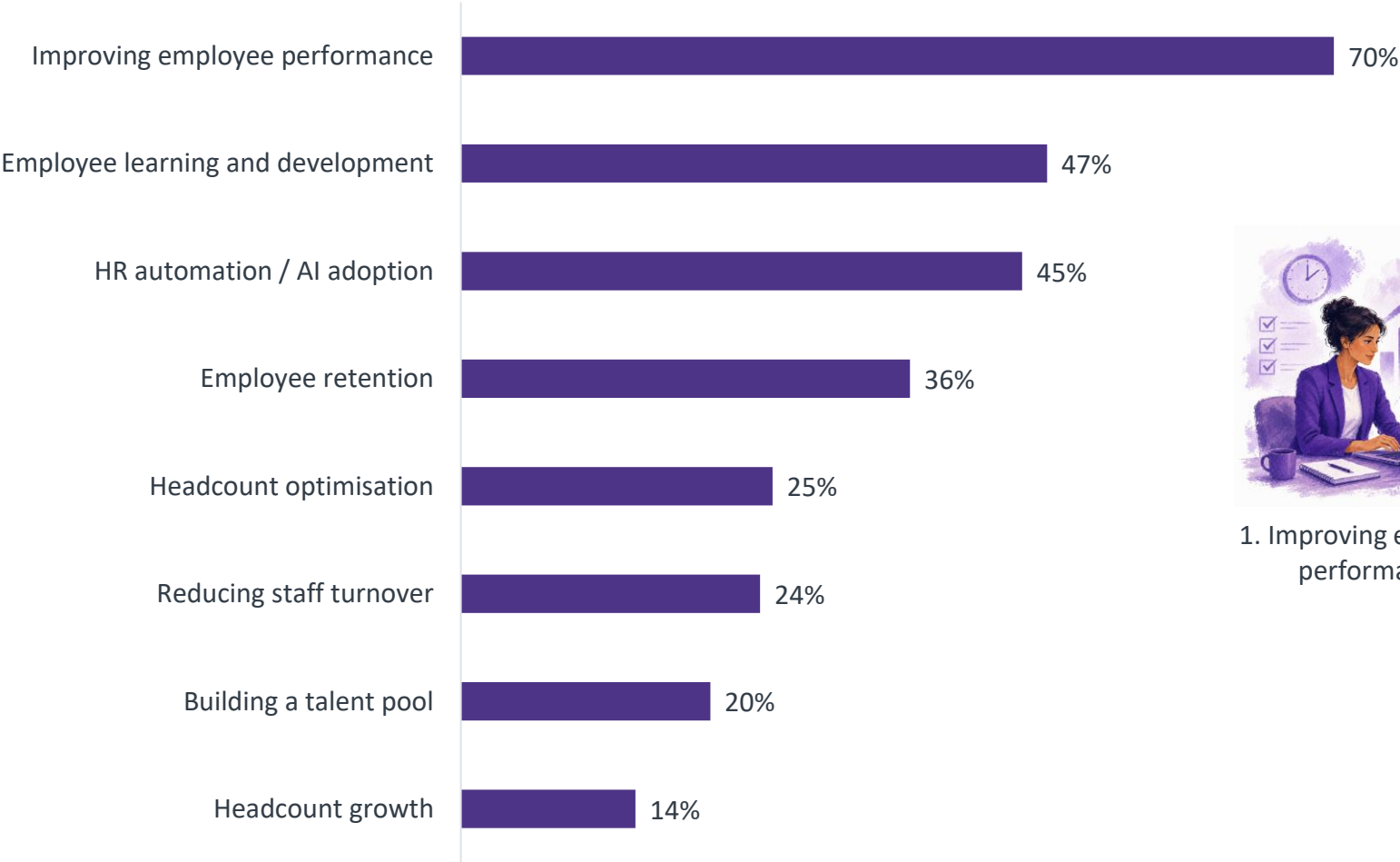
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CURRENT HR PRIORITIES AND KEY WORKFORCE TASKS



Which HR priorities are most relevant to your company today?



Top 3 priorities:



1. Improving employee performance



3. HR automation and AI adoption



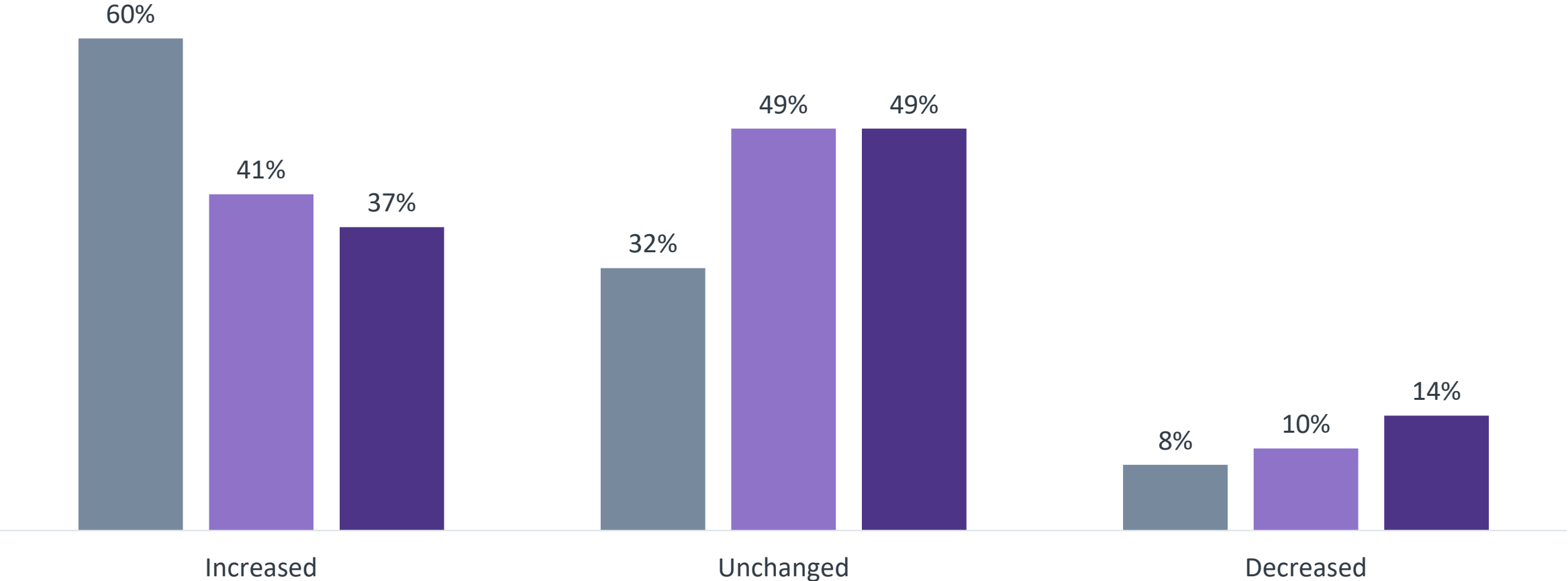
2. Employee learning and development

TIME TO FILL VACANCIES

How has your company's average time to fill vacancies changed this year?



■ 2024 ■ 2025 ■ 2026

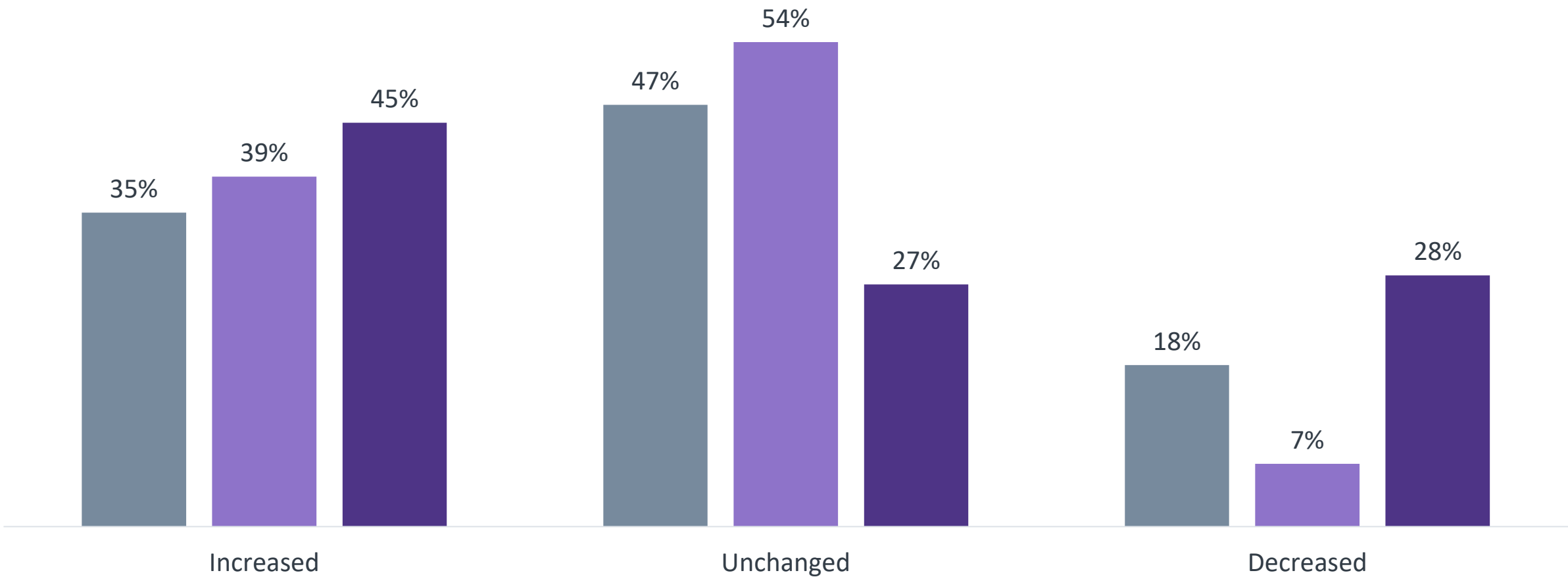


TIME TO FILL VACANCIES

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2024 2025 2026



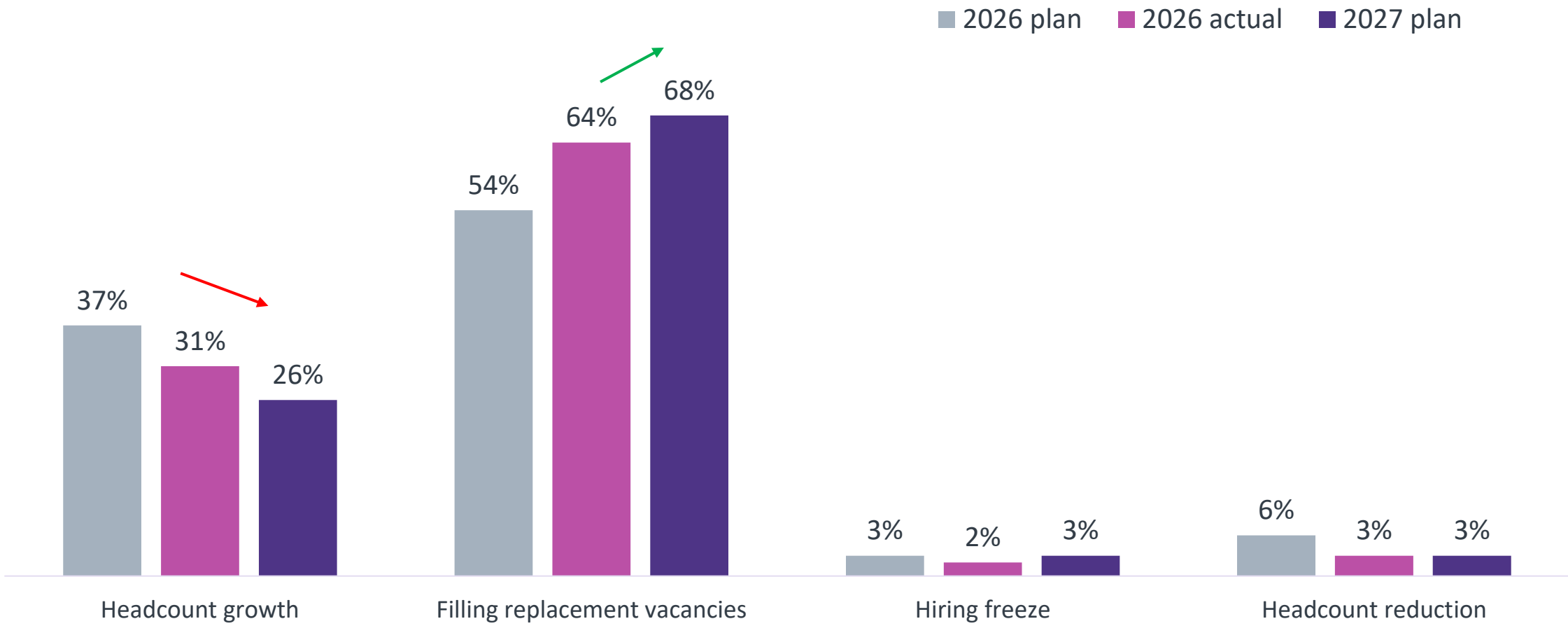
TIME TO FILL VACANCIES

How long does it take to fill roles at different levels?

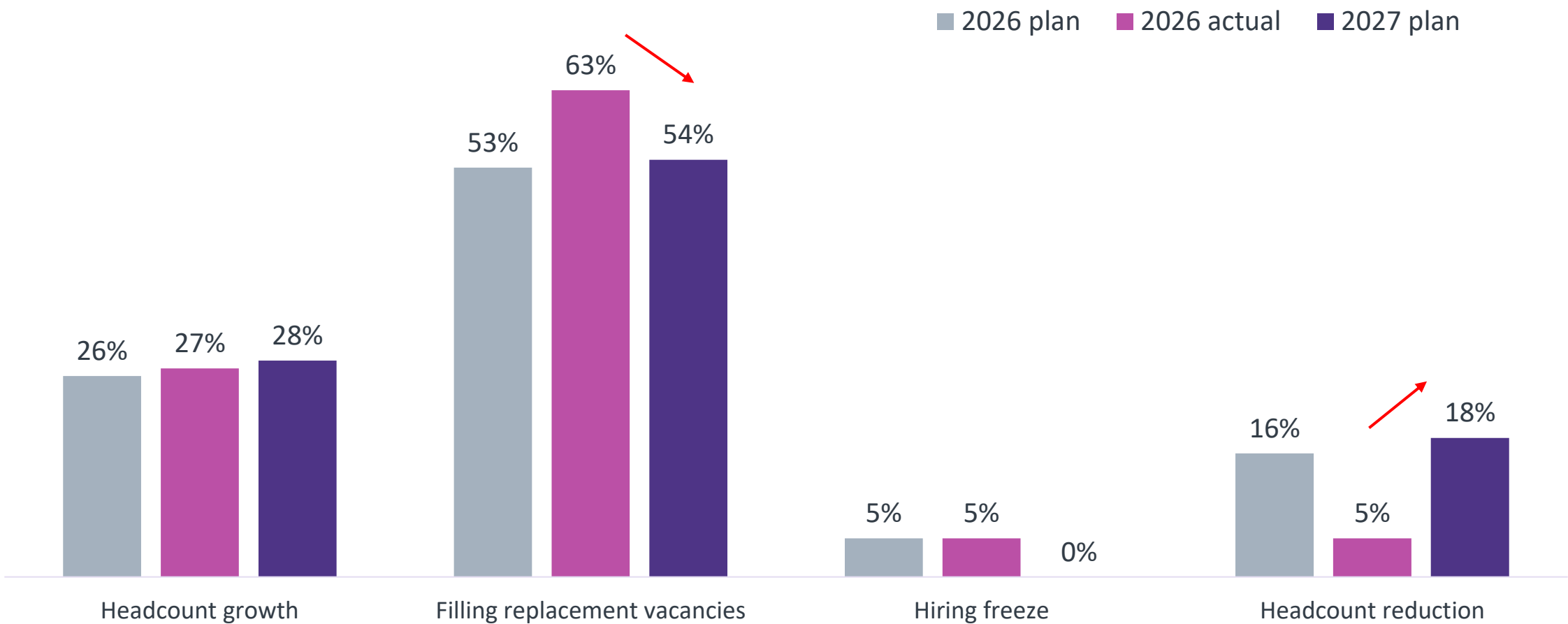


	Up to 2 weeks	Up to 1 month	1-3 months	4-6 months	Over 6 months
Senior management	0%	7%	46%	31%	14%
Middle management	3%	29%	50%	16%	3%
Specialists	9%	50%	35%	6%	0%
Mass positions	41%	45%	14%	0%	0%

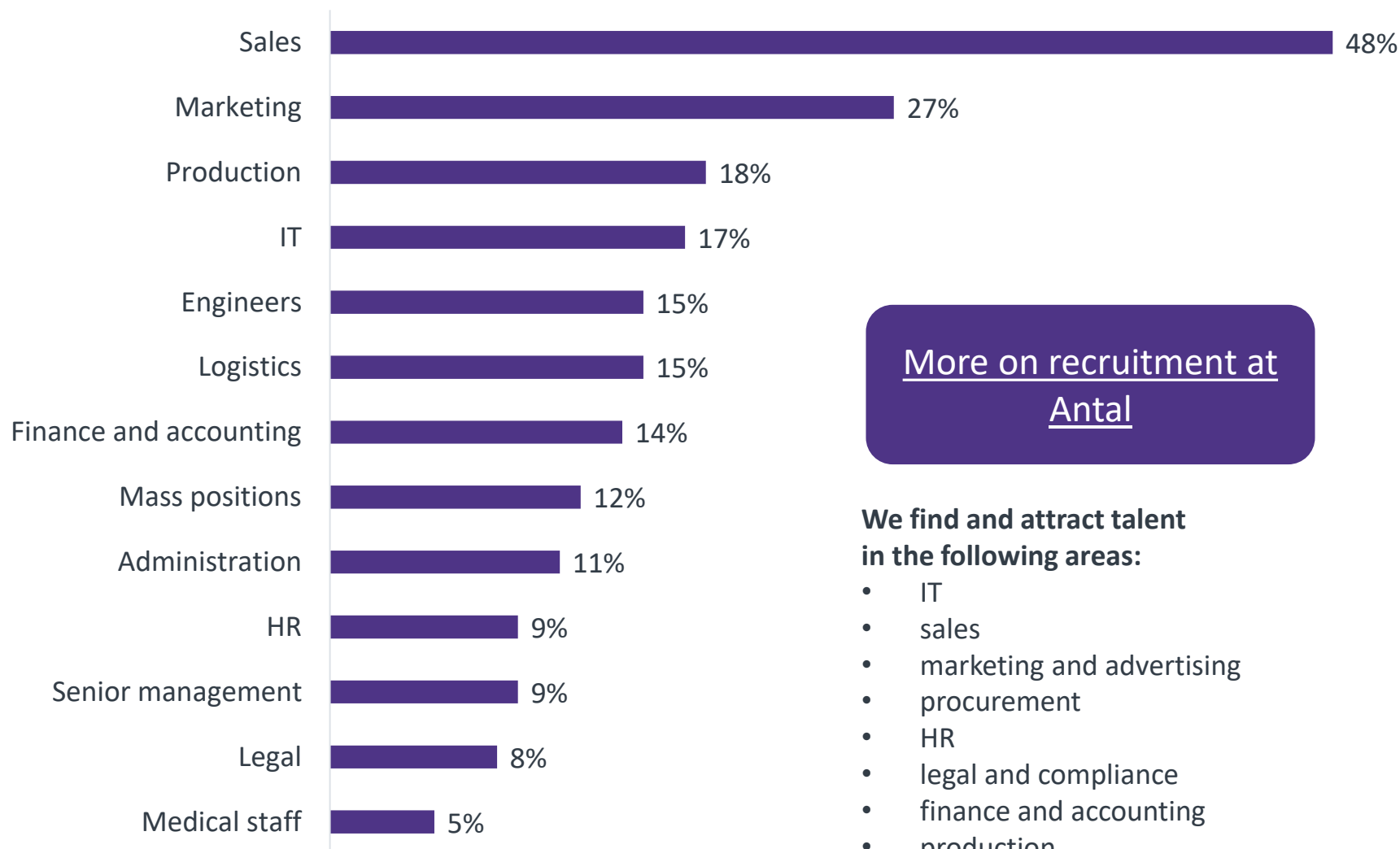
YOUR WORKFORCE PLANS FOR THIS YEAR AND NEXT YEAR



YOUR WORKFORCE PLANS FOR THIS YEAR AND NEXT YEAR



WHO WILL COMPANIES HIRE IN 2027?



[More on recruitment at Antal](#)

We find and attract talent in the following areas:

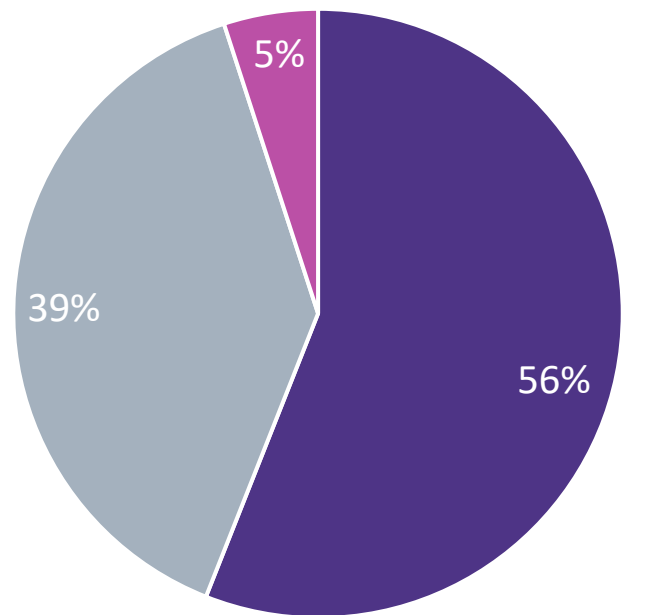
- IT
- sales
- marketing and advertising
- procurement
- HR
- legal and compliance
- finance and accounting
- production



SALARY INCREASES IN 2027

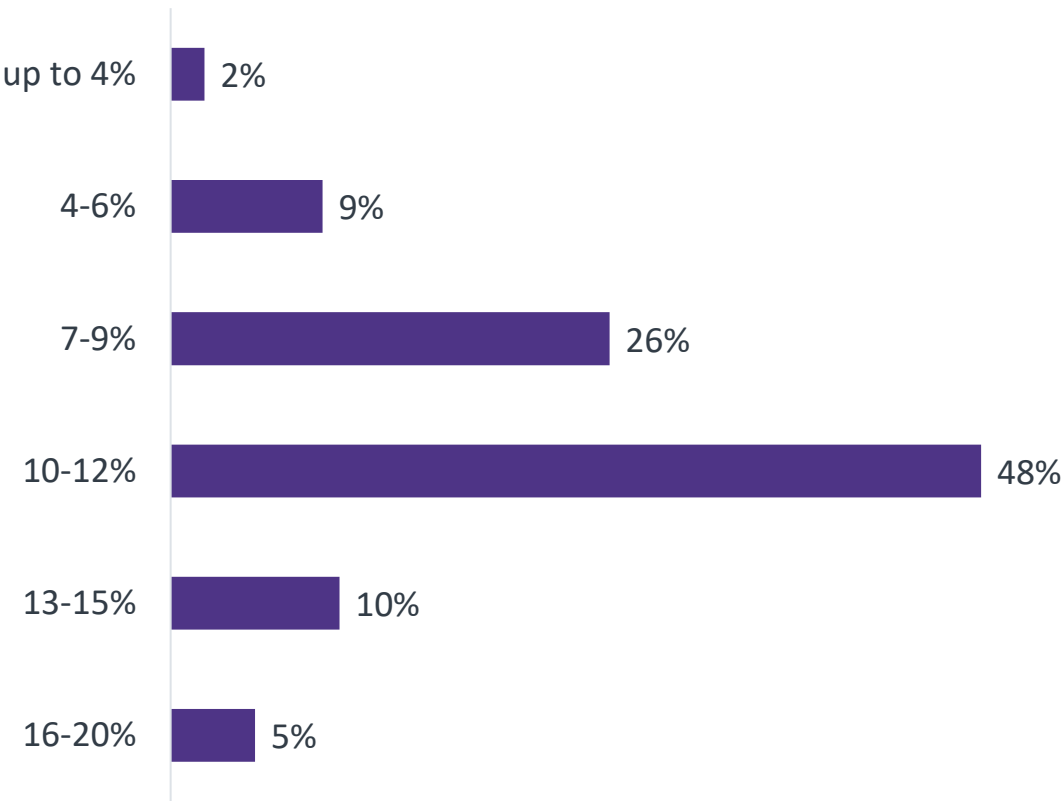


What are your plans for employee salaries in 2027?



- Plan to raise salaries for all staff
- Plan to raise salaries for selected staff
- Keep salaries unchanged

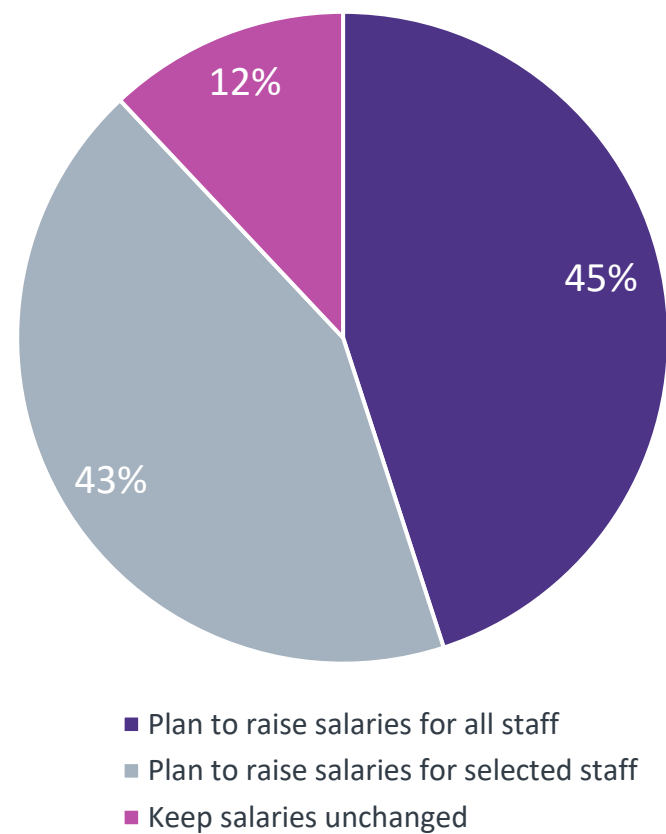
What salary increase percentage do you plan for 2027?



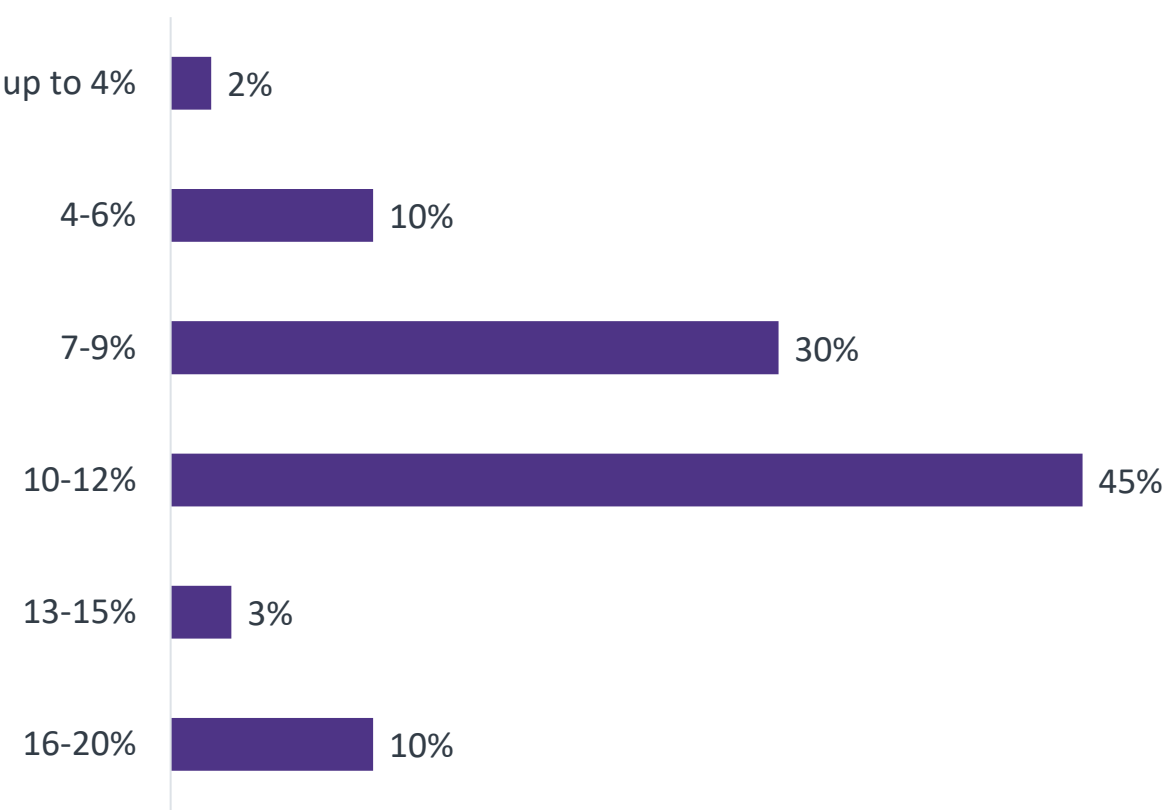
SALARY INCREASES IN 2027



What are your plans for employee salaries in 2027?

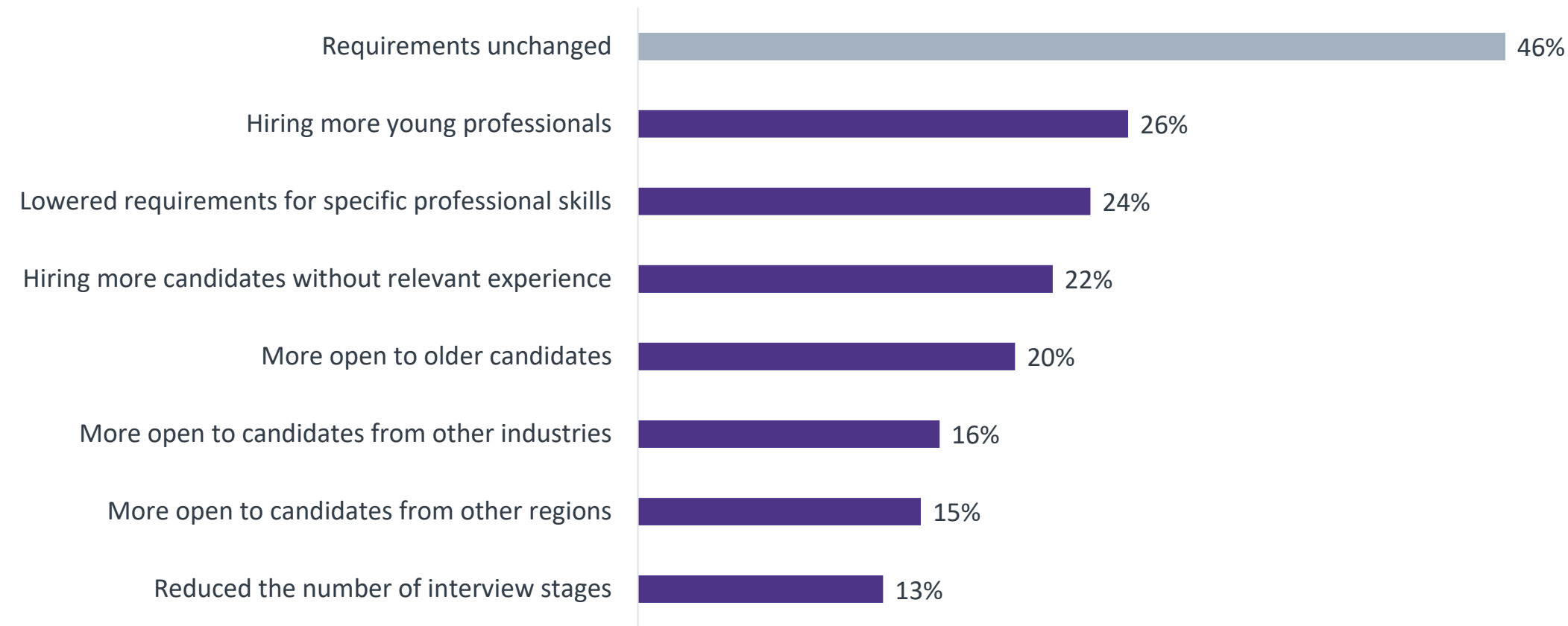


What salary increase percentage do you plan for 2027?



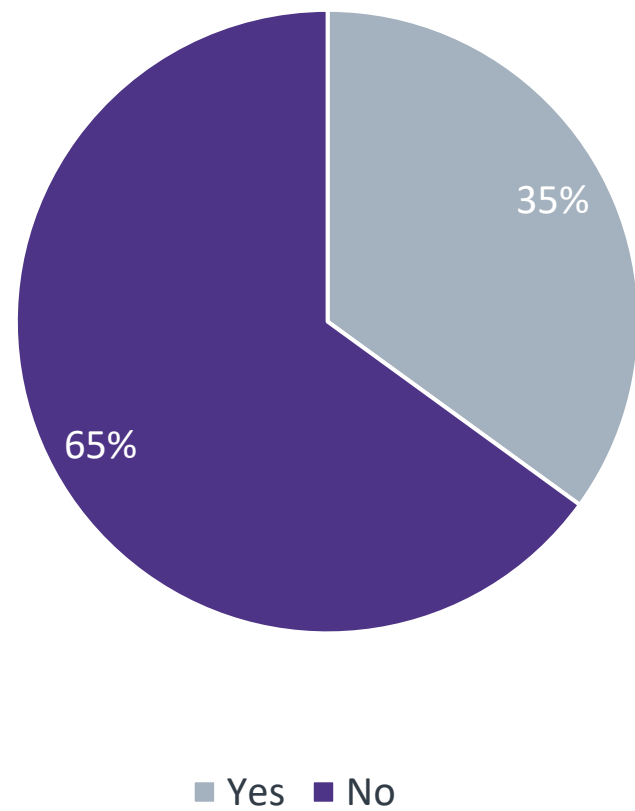
CHANGES IN CANDIDATE REQUIREMENTS

Which candidate requirements has your company revised over the past year?

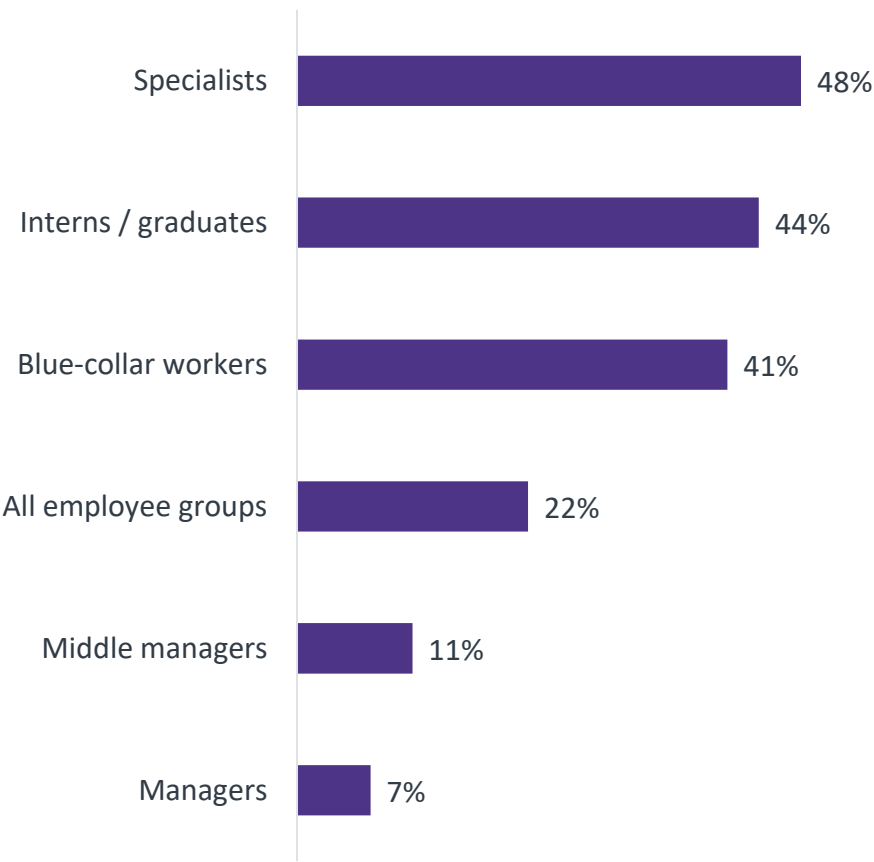


TRIAL DAYS IN COMPANIES

Does your company use trial days for new employees?

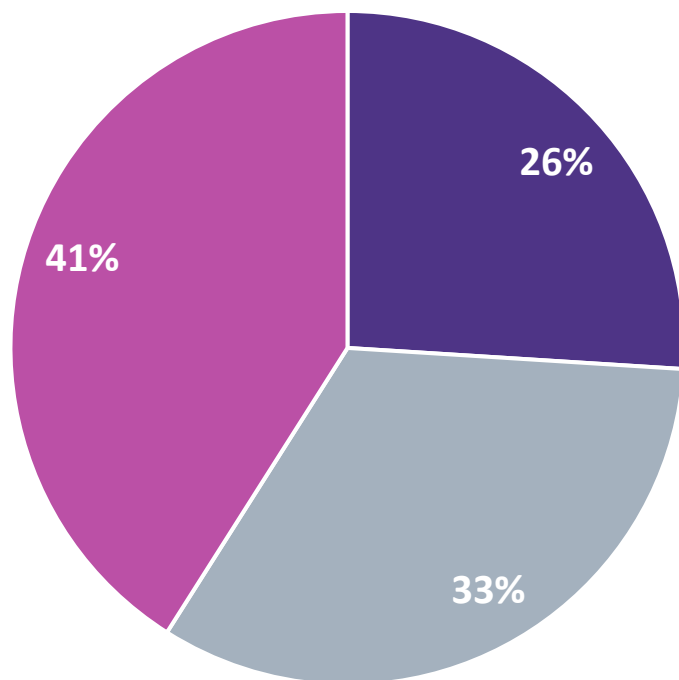


Which employee groups do you use trial days for?



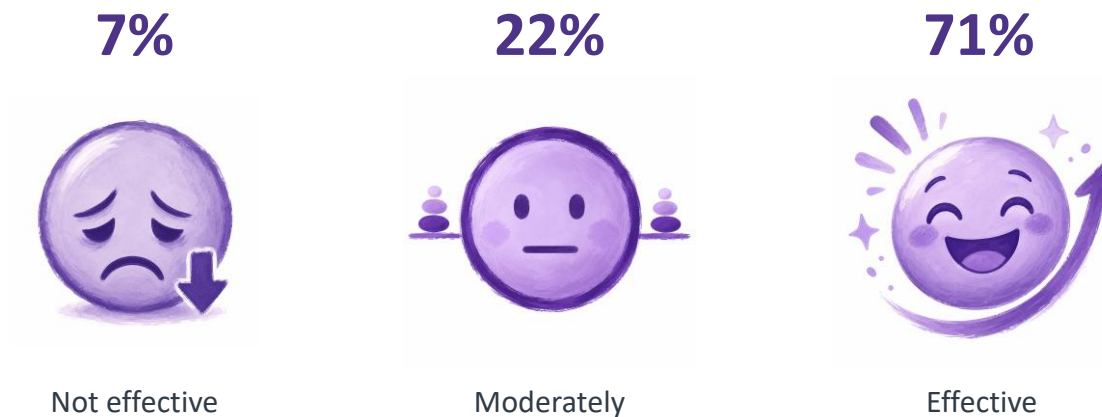
TRIAL DAYS IN COMPANIES

Are trial days paid?



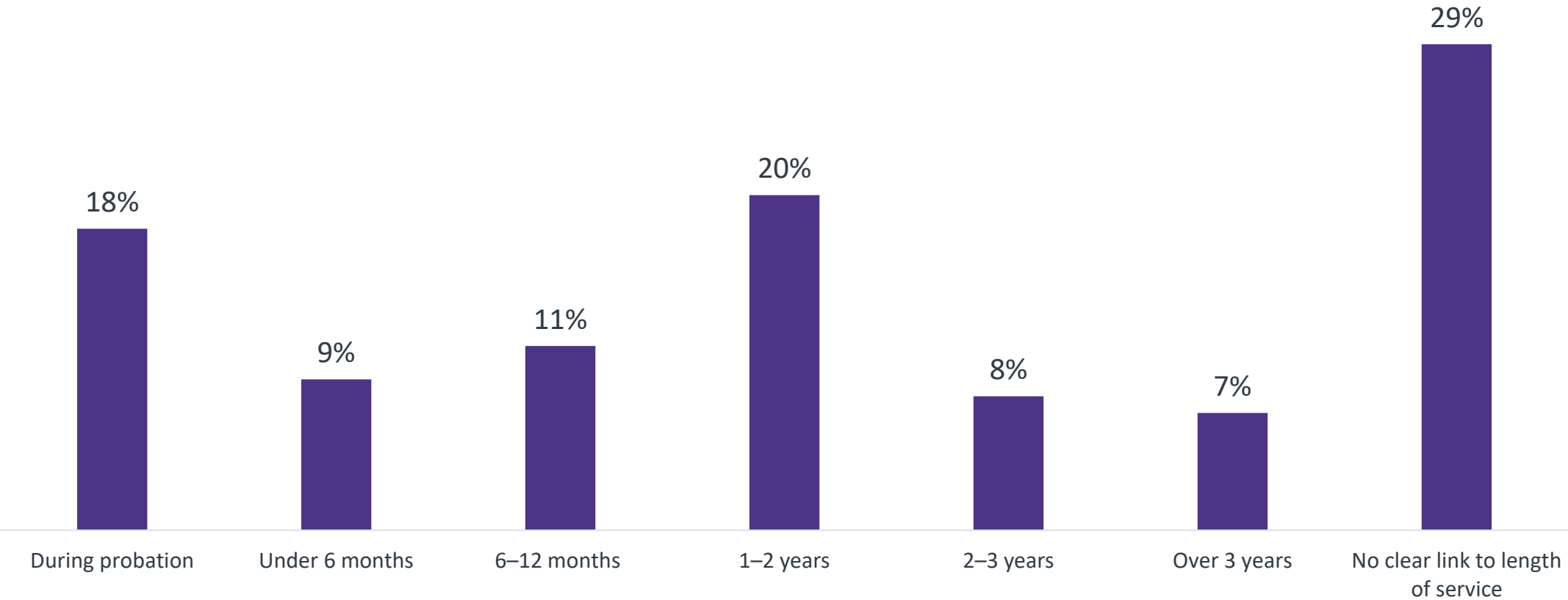
■ Yes, always ■ Sometimes, depending on the role ■ No

How effective have trial days been?



EMPLOYEE EXIT PROCESS

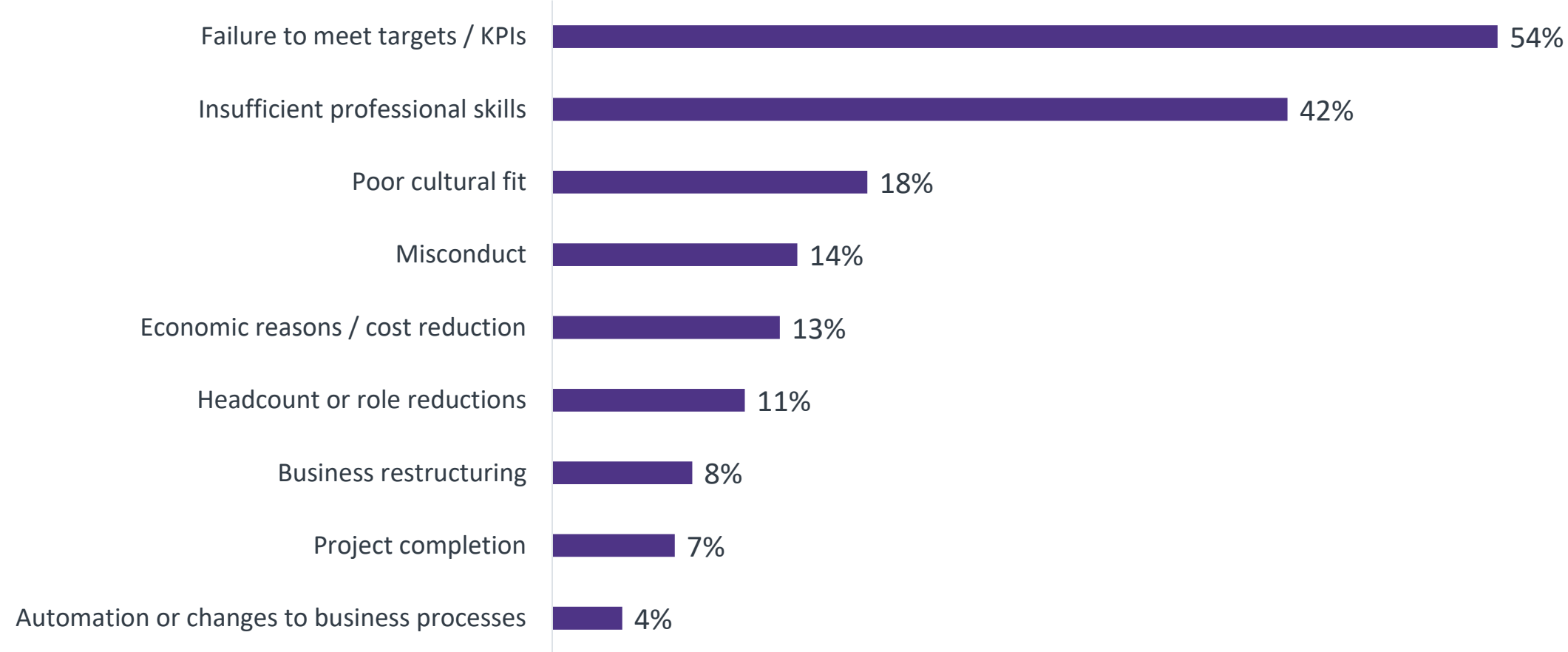
At what stage of employment do employees most often leave the company?



EMPLOYEE EXIT PROCESS

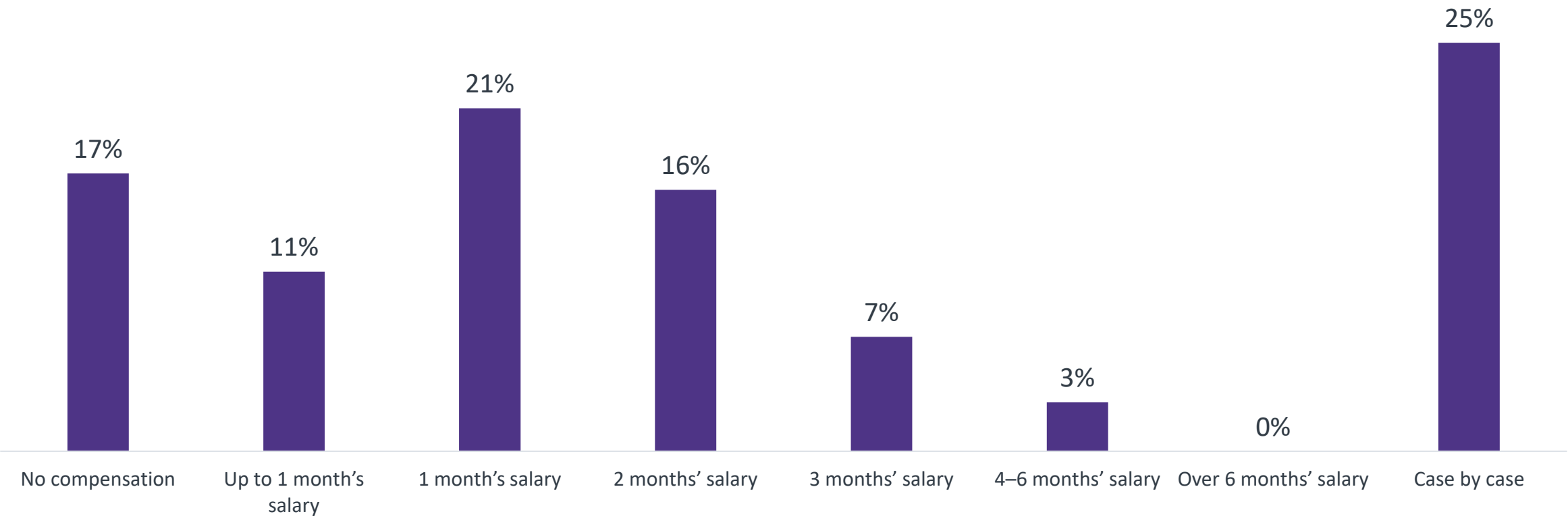


What are the most common reasons for employer-initiated dismissals in your company?



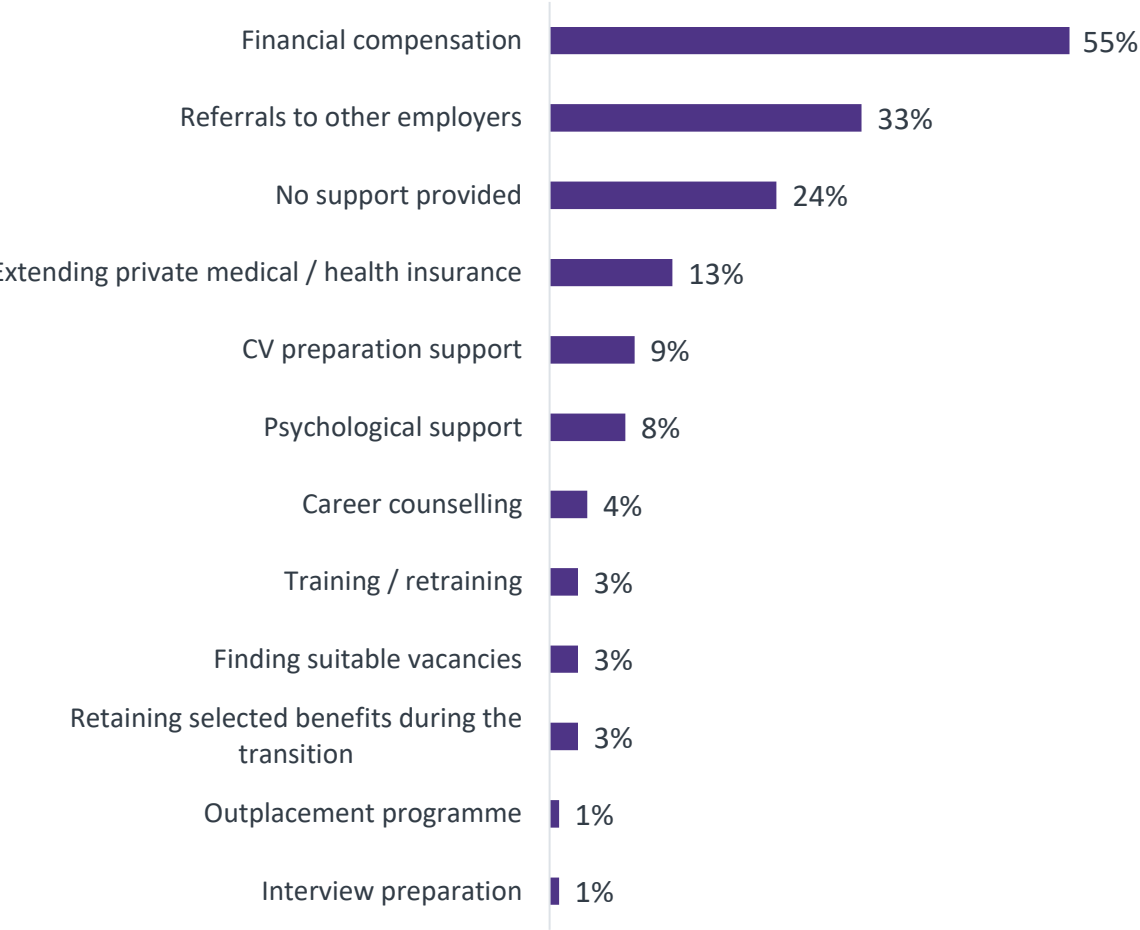
EMPLOYEE EXIT PROCESS

What compensation does your company usually offer employees leaving by mutual agreement?

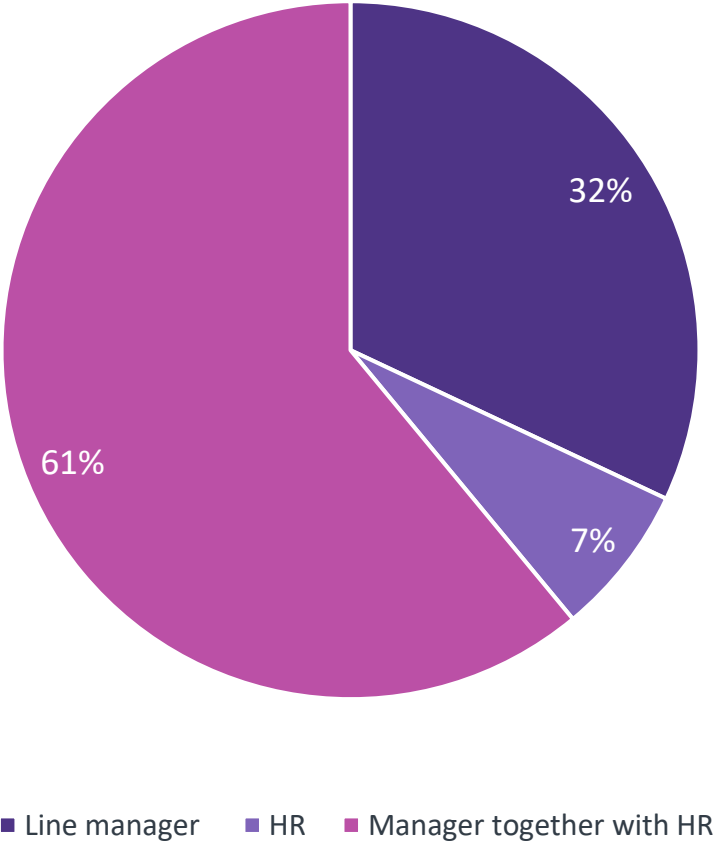


EMPLOYEE EXIT PROCESS

What support does your company offer employees facing dismissal or redundancy?

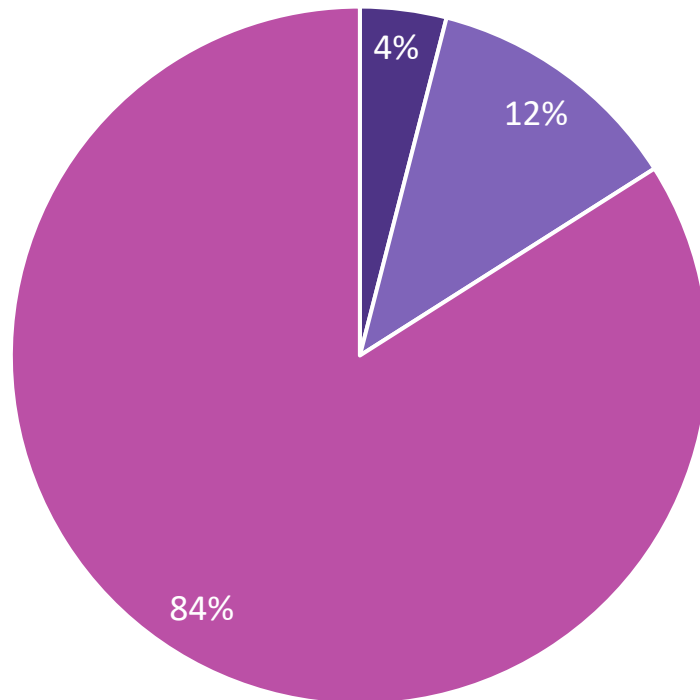


Who informs employees of their dismissal?



EMPLOYEE EXIT PROCESS

Does your company use outplacement when dismissing employees?



■ Yes ■ Considering using it ■ No

Outplacement is more than dismissal: it is a managed transition back into the labour market, with support to prepare for a new job search and adapt to current market conditions. It reduces risks and stress for both the employer and the employee.

Antal's experience shows how important clear communication and employee support are during workforce reductions. This approach helps protect the employer's reputation and maintain a positive working environment for the remaining team.



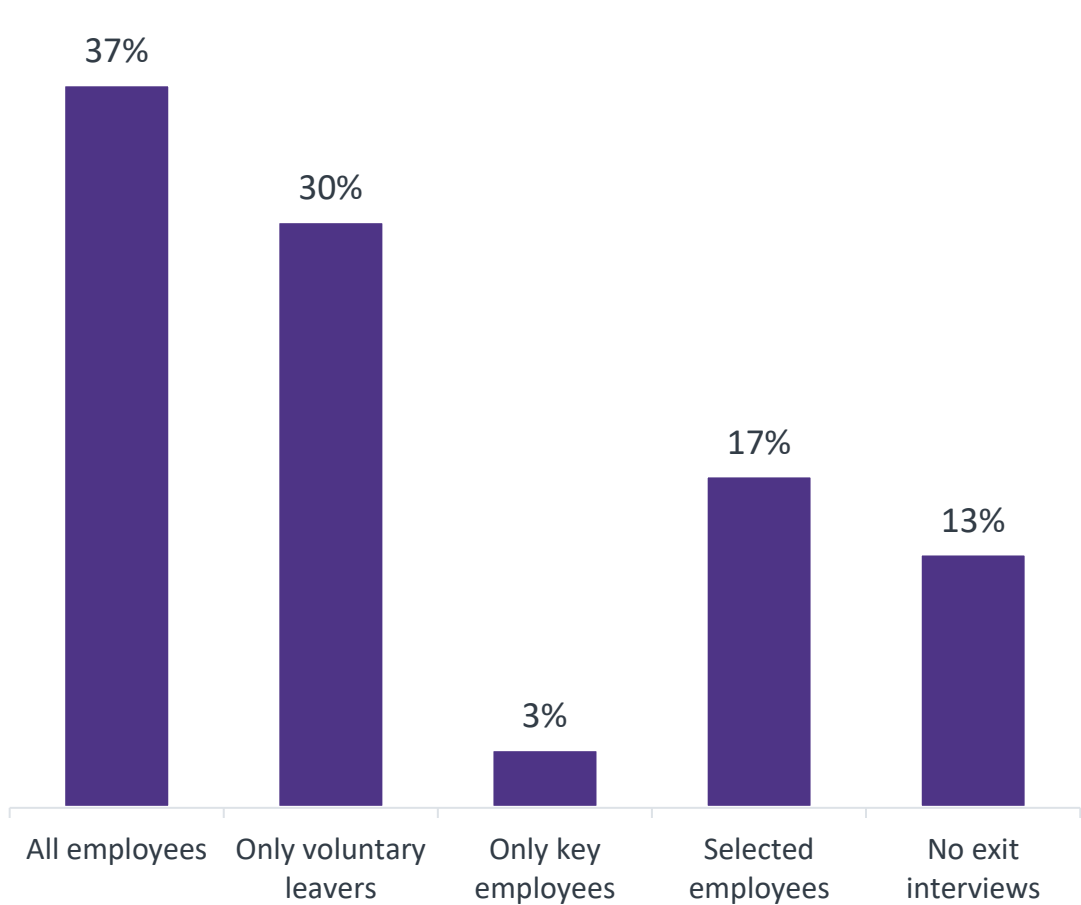
Learn more
about outplacement
at Antal



EMPLOYEE EXIT PROCESS



Does your company conduct exit interviews with departing employees?



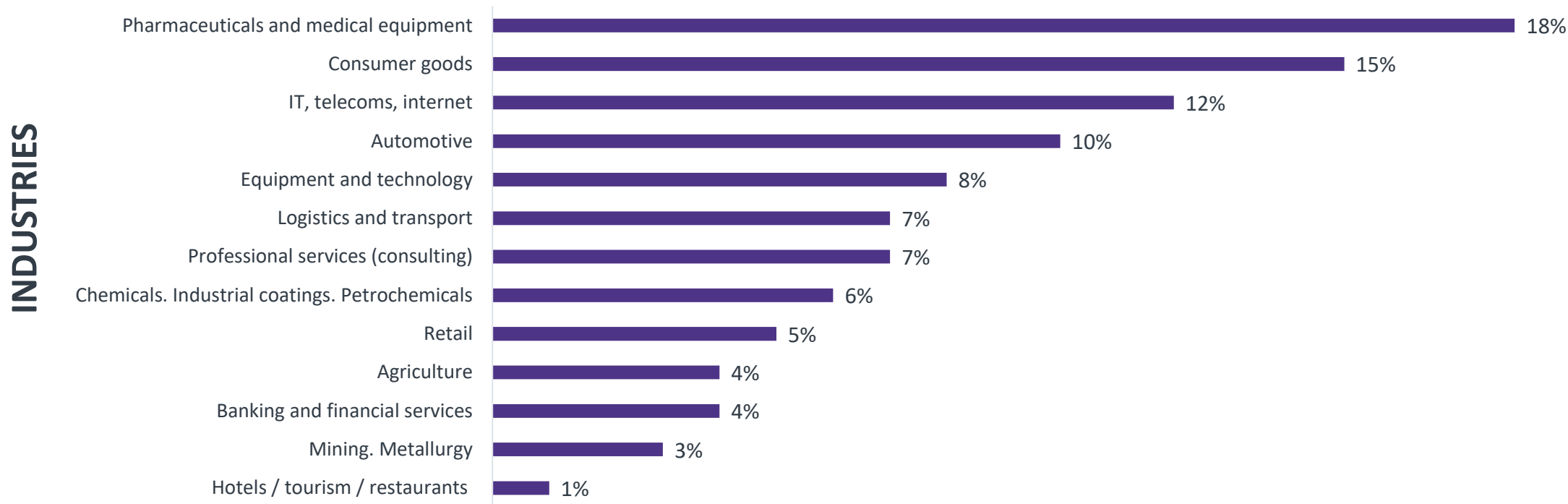
What matters most to your company when an employee leaves?



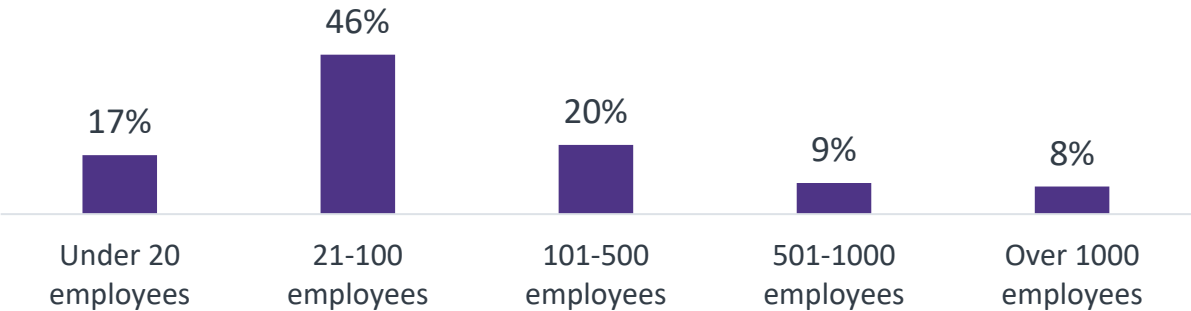
SURVEY DEMOGRAPHICS



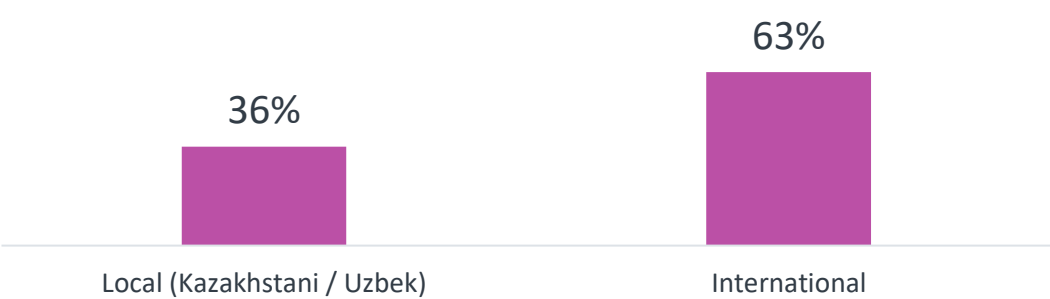
THE SURVEY RAN FROM 31 AUGUST TO 18 SEPTEMBER 2026. IT COVERED 105 COMPANIES OPERATING IN KAZAKHSTAN AND UZBEKISTAN.



COMPANY SIZE



COMPANY TYPE



ABOUT ANTAL CENTRAL ASIA & CAUCASUS



Antal is one of the largest recruitment companies in the CIS and Central Asia, specialising in middle and senior management recruitment. We are an integral part of the global recruitment company [Antal International](#), with **145 offices worldwide**. The company Antal entered the CIS market in 1994, opened its Almaty office in 2010 and its Tashkent office in 2019.



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ANTAL SERVICES IN CENTRAL ASIA

- Recruitment (middle and senior management, volume hiring)
- Outstaffing
- In-house recruitment support
- Labour market and salary surveys
- Assessment
- Outplacement
- Additional services (training, etc.)



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