



JOB MARKET OVERVIEW AND SALARY SURVEY

Kazakhstan | 2023

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Antal entered the CIS market in 1994 and is an important part of the Antal International group. Antal International employs about 1000 people in a network of over 145 offices worldwide. In 1994, the CIS office was opened, 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 relations with our clients ensure a high level of service at all stages of interaction.

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Our clients operate in virtually all sectors of the economy, including consumer goods, retail, pharmaceuticals, construction, financial services, engineering, natural resources, logistics and transportation, financial services, engineering, natural resources, logistics and transportation, agriculture, chemicals and ingredients, and many others. We help candidates find jobs in disciplines such as finance and accounting, sales, marketing and PR, information technology, supply chain management, e-commerce and many others.

OUR SERVICES

- Search for executive executives
- Recruitment of middle managers
- Recruitment of specialists
- Mass recruitment
- Outsourcing and Outstaffing
- RPO (Recruitment Process Outsourcing)
- Specialized reviews of the labour market
- HR consulting
- Staff training
- Testing of candidates
- 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.

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INTRODUCTION



Michael Germershausen

Managing Director

Antal International in the Eurasian region

Dear friends, I am sincerely glad that you have our “Job Market Overview and Salary Survey 2023-24” in front of you. We can’t believe that a year has already passed and we are once again forecasting what the future holds for the labour market!

In this year’s study we have traditionally covered topics related to job search, salaries, bonuses, staff motivation, job satisfaction and many others. 2023 is shaping up to be an interesting year for companies in many ways, as the global picture of the world is changing rapidly. But there are also constant things, such as the acute shortage of highly qualified personnel in Kazakhstan and all of Central Asia. The needs of the labor market and the economy as a whole are incredibly high right now and the success of the company as a whole depends on each of our employees. That is why it is so important to develop employees and try to retain key personnel. If your business needs fresh blood, we will be happy to help you find the best talent. For 13 years on the local labor market we have been able to form our own unique base of candidates. This is only growing every year, and we are always ready to implement any recruitment projects for you in [Kazakhstan](#), [Uzbekistan](#) and throughout [Central Asia](#).

Our survey is largely devoted to the level of salaries in the labour market of Kazakhstan and you will probably open these pages first. We at Antal Kazakhstan have been conducting [customized labour market surveys](#) tailored to your needs for several years now. Such a report helps in the formation of FOT, budgeting and forecasting of work with personnel. If you have a need, [feel free to contact us](#).

I thank the experts from Rödl & Partner, Abbott Kazakhstan, Empatia, Nobel, Woerwag Pharma, JTI, Amway, Toyota Motor Kazakhstan and Intermark Relocation for their excellent expert articles and for sharing their practices with us.

This year started with big changes. Many large and medium sized players in the market have changed or are about to change CEO’s, after 3-4 years and relatively few changes. This will have a big impact on many companies in general.

Organizational changes: due to the geopolitical situation, we are all getting used to new organizational charts. Whereas many of us used to report to a regional Russian-speaking head office in Moscow, we are now starting to report to colleagues in Dubai, Istanbul, China, Europe or America, with all their pros and cons.

Again due to the geopolitical situation, Kazakhstan and you as its “employees” have a unique chance to become a leader and center of excellence for many industries as international companies and candidates move to Kazakhstan. The problem, of course, is that prices, wages and rents are rising, but with this influx, the country as a whole will benefit greatly from new talent, technology, investment and experience. Kazakhstan and Central Asia is where you should be in the next 3-5 years!

In conclusion, I would like to thank our partners who helped to distribute the survey questionnaire, thanks to which we gathered a great sample. Thank you to Rödl & Partner, EF Education First, Empatia, German Economy Central Asia and Intermark Relocation.

I wish you an enjoyable reading experience!



ANTAL TEAM BUSINESS SOLUTIONS

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antalkazakhstan.kz



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 the changes in the industry 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 are implementing projects in various areas in all countries of Central Asia, Mongolia, and the Caucasus. We work with both local clients and large international companies.

We also offer HR audit, development of personnel records, and support in immigration issues for the employees. Our clients value the high-quality service provided by our specialists, transparent interaction, 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.

Tomiris.Adebijet@antalkazakhstan.com
Marina.Gordeeva@antalkazakhstan.com

Interesting facts:

- Every year we realize projects for more than 100 companies;
- For each project, we create a project team and assign you a contact manager who will be in touch 24/7.

Antal Business Solutions will engage as many employees as you need right now. The time from receiving your request until we start working is 1 day.

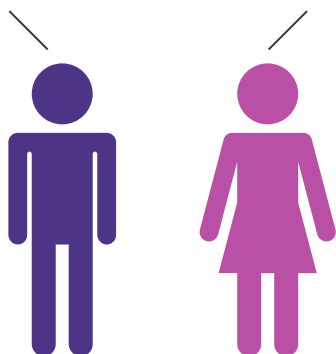
DEMOGRAPHY

1,545 respondents from top managers, middle managers and specialists participated in the 2023 survey in Kazakhstan.

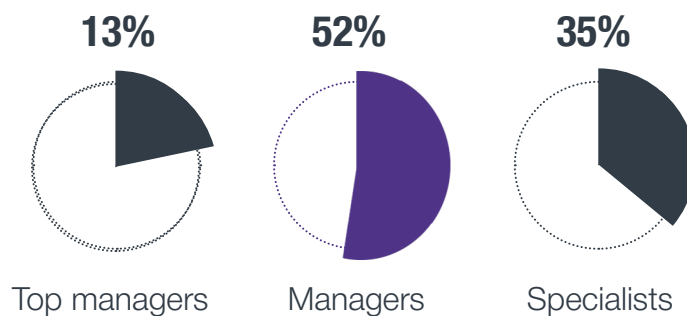
The survey was conducted from May 12 to June 30, 2023. For more details on the survey format, see the Methodology section.

DEMOGRAPHICS

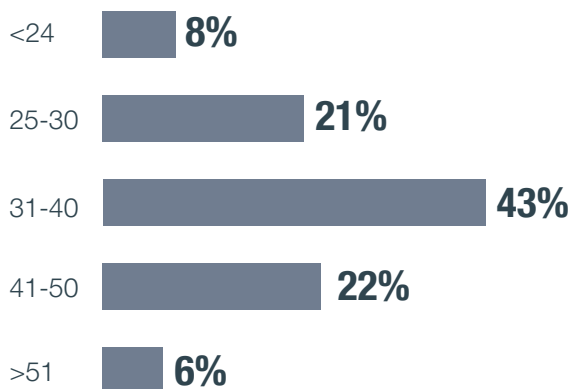
48% GENDER 52%



POSITION LEVEL



AGE



Top manager (CEO, head of a company, business owner)

Middle Manager/Line Manager (direct subordinates available)

Specialist/Unskilled Specialist (no direct subordinates)

TYPE OF EMPLOYMENT



DEMOGRAPHICS

COMPANY SIZE



LENGTH OF EMPLOYMENT WITH THE COMPANY



SPECIALISATION



* 4% - "Medicine", 2% - "Teaching", 1% - "Development and Innovation"

DEMOGRAPHICS

COMPANY INDUSTRY



19%

Pharmaceuticals and
medical
equipment



16%

IT, telecom,
internet



12%

Consumer goods /
FMCG



10%

Professional services



7%

Banks and financial
services



6%

Natural resources.
Mining industry.
Metallurgy.



5%

Logistics and
transport



5%

Construction



4%

Industrial
equipment and
components



3%

Retail and
wholesale trade



3%

Machinery and
automotive



2%

Media and entertainment
industry



2%

Public sector



2%

Ingredients and equipment
for the food industry



2%

Chemical
industry



1%

Tourism and
HoReCa



1%

Agriculture
agriculture

COMPANY TYPE

37%



Local (Kazakhstan)

63%



International

CITIZENSHIP

91%



KAZAKHSTAN

6%



RUSSIA

1%



UZBEKISTAN

1%



Kyrgyzstan

1%



Belarus

A person in a dark suit is shown from the waist down, holding a dark briefcase in their right hand. The background is a gradient of dark blue and purple. The text "JOB SEARCH" is overlaid in the upper center in a large, white, bold, sans-serif font.

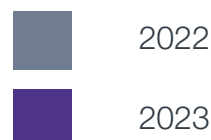
JOB SEARCH

JOB SEARCH

Among respondents who have searched for a job in the last year, “job search websites” were the most effective way to search, with a 4 p.p. increase in effectiveness compared to the same period in 2022.

* Own business -1% (2022), 2% (2023)

* This is my first job -1% (2022)



HOW DID YOU FIND YOUR CURRENT PLACE OF EMPLOYMENT?*



Job search sites

21% 17% ↑ +4 p.p.



Employer found me

19% 25% ↓ -6 p.p.



Personal contacts
(family, friends)

16% 12% ↑ +4 p.p.



Social media

11% 5% ↑ +4 p.p.



Professional contacts

12% 16% ↓ -4 p.p.



Recruitment
company

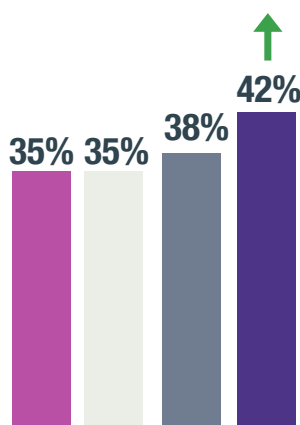
13% 15% ↓ -2 p.p.



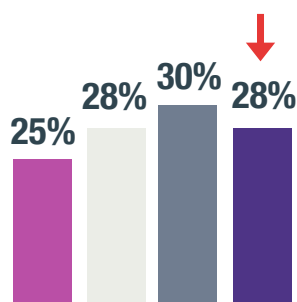
Direct contact
in-house

6% 8% ↓ -2 p.p.

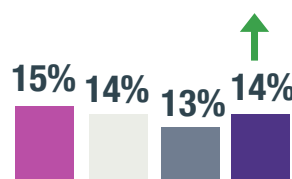
JOB SEARCH PERIOD



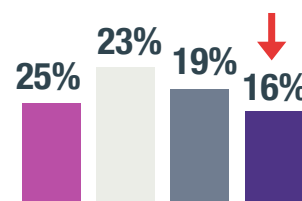
Less than 1 month



1 – 3 months



4 months or more



I wasn't looking, my employer found me.

***The graphs show the responses of respondents who have looked for work in the last year (May 2022 to July 2023).

ATTRACTING AND RETAINING YOUNG EMPLOYEES: AMWAY CENTRAL ASIA'S HOLISTIC APPROACH



Madina Aliyas
Jr HR BP
Amway Central Asia

Nowadays, the desire to attract young talent is not surprising. Young specialists bring a fresh perspective on business processes and innovative ideas to the table. A company that seeks to attract such employees has an undeniable competitive advantage. Amway Central Asia takes a holistic approach to this: it is important not only to attract young people, but also to create a favorable environment for long-term cooperation with them. In this article, I will share with you our experiences and the methods we have used to attract and retain young employees.

1. Formal internship programs with employment opportunities:

For us, as for many other companies, one of the most effective ways to attract young talent is through internships. They provide an opportunity to gain valuable experience of working on real Amway projects and to put knowledge into practice for those who have only studied theory. Upon successful completion of an internship program, we offer permanent employment to the best participants. Our team has many examples of successful career development from interns.

2. Prospects for developing junior specialists into leadership roles:

We intentionally recruit novice specialists because we recognize their potential for growth and development. We offer them clear career paths and opportunities for professional growth. Young employees are assigned mentors to help develop their skills and guide them on the path to success. This is especially true for rare specialties, such as in Innovation and Development, IT.

3. Hybrid work format:

Young talent appreciates freedom and comfort, especially at work. That is why we give them the

flexibility to choose the schedule that works best for them, not only between in-office and telecommuting, but also during the day. This allows for work-life balance and is very attractive to the new generation.

4. Easy communication with management and international teams:

Communication with management and participation in international projects are important for young employees. We offer opportunities to communicate with senior management online and offline, and to participate in projects and mentoring with peers from around the world. Novice specialists gain valuable experience working in international teams, which develops their communication and intercultural skills.

5. Additional bonuses and benefits:

In addition to the standard employee benefits, we also have some additional bonuses and benefits that are especially attractive to young employees: 50 % discount on language courses, discounts on fitness and Amway products, unlimited access to online learning platforms and the creation of a community of interest. Young people appreciate the opportunity to combine work with professional and personal development. Attracting young talent is an integral part of the company's growth and development strategy. We successfully use formal internship programs, offer leadership development opportunities, flexible work arrangements, communication with senior management and international teams, and other personal development opportunities. We are not stopping there, and in the near future we plan to enter educational platforms with interesting business master classes and workshops from our managers, who will share valuable practical advice. With the new office, we will also focus on inclusion programs and collaboration with organizations such as UN Women.

JOB SEARCH

WHY DID YOU LEAVE YOUR PREVIOUS JOB?

PART.1



32%

Low salary



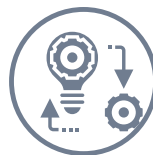
12%

Desire to change industries



25%

Lack of prospects and growth



11%

Change of leadership management



24%

Got an exciting new job offer



11%

Conflict with management/colleagues



20%

Became «boring», uninteresting tasks



10%

Bureaucracy in the company \ difficulties in approvals, etc.



15%

Instability in the company



9%

Poor benefits package



15%

Didn't like the work/life balance



8%

The company closed down



14%

Other personal reasons



8%

Lack of remote working



13%

Weak employer brand



7%

Inconvenient office location

JOB SEARCH

WHY DID YOU LEAVE YOUR PREVIOUS JOB?

PART.2



7%

Didn't like the workplace
(inconvenient office)



5%

End of contract



5%

Salaries «in an envelope»



3%

This is my first workplace



5%

I've been made redundant



2%

Too much travelling

BUILDING A CORPORATE CULTURE FROM THE GROUND UP

**Irina Loza**

Head of HR Department

Nobel

We often hear that a well-developed corporate culture helps create a positive image and appeal to external audiences: the company's future employees and customers. But this is a very superficial understanding of corporate culture.

In reality, the concept of corporate culture is much broader and deeper. It is the mechanism that either allows a company to grow and thrive, or prevents it from growing and thriving. The concept of corporate culture has many components, each of which has a very large capacity. This is our identity: mission, values, traditions; leadership style, distribution of employee functions, growth and development opportunities, performance management, tangible and intangible motivation, team unity.

BUILDING A CORPORATE CULTURE IS A LONG PROCESS BECAUSE IT INVOLVES VERY GLOBAL PROCESSES THAT TAKE PLACE IN A COMPANY.

I would like to point out right away that when building a corporate culture, it is important to involve not only the CEO, but also all the top managers of the company.

The next step is to determine what we have as a starting point for all the components of corporate culture and where we want to be. We have to collect the data of interest, do the analysis. After analyzing the data, we identify the key areas we want to work on.

Typically, focus groups consisting of the company's management are gathered to discuss the processes, steps to implement or improve them, depending on whether we had certain processes in place. In this way, we create, adapt and improve the processes we consider important for the company. It is important to realize that any new process will be met with resistance, not only from the rank and file, but also

from department heads. Be ready for it. Communicating the processes to everyone involved will help. It is easier for us to accept what we understand, what we see as having meaning. And the challenge here is to communicate that meaning to the people in the organization. It is important to involve ambassadors of innovation in this process.

These are active team members who support the change and will implement new approaches within the team. And so, step by step, we work with the processes, monitor the effectiveness of the tools implemented, and adjust as necessary.

JOB SEARCH

WHY DID YOU CHOOSE YOUR CURRENT PLACE OF EMPLOYMENT?



52%

Higher salary



20%

Official salary



34%

Wide range of responsibilities/
new tasks



19%

There wasn't a more attractive



33%

Good staff/team



18%

Convenient office and comfortable
workplace



33%

A more stable company



17%

Convenient office and comfortable
workplace



33%

New direction/specialisation/industry



17%

A more attractive employer brand



29%

Better career opportunities



17%

More attractive
compensation package



26%

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



15%

Best office location



26%

Better work-life balance



8%

Relocation/relocation



24%

A more attractive brand



2%

Other



Malika Shapiyeva
HR Manager
Abbott Kazakhstan

For 2023, we see a trend toward strengthening the external employer brand. And the role of HR in this is key. Many companies have a separate line of business and specialists dedicated to developing and building the employer brand. Speaking of tools, in the era of social networks, the most elementary thing we can do is to “revive” company accounts, filling them with the internal life of the team, showing the richness of the company culture and projects that your potential employee can be a part of. This is the first impression job seekers have of a company. Employee feedback also has an impact on employer branding.

Many companies use the Employee Net Promoter Score to measure the loyalty of their employees and their willingness to recommend you as an employer. In Kazakhstan, not all companies measure it. However, by implementing eNPS measurement and interpreting the results correctly, we can determine how loyal and engaged the workforce is, identify the causes, and develop a set of actions to improve eNPS levels and attract and retain talent.

I should note that team loyalty is not just built on motivational “perks” such as recruitment packages, remote working, and extra days off. **TODAY'S JOB SEEKERS CHOOSE COMPANIES THAT OFFER TRAINING AND DEVELOPMENT OPPORTUNITIES AND A SUSTAINABLE CORPORATE CULTURE.**

What matters to many is what the employer says, its commitment to ESG principles. And definitely an opportunity for employee development.

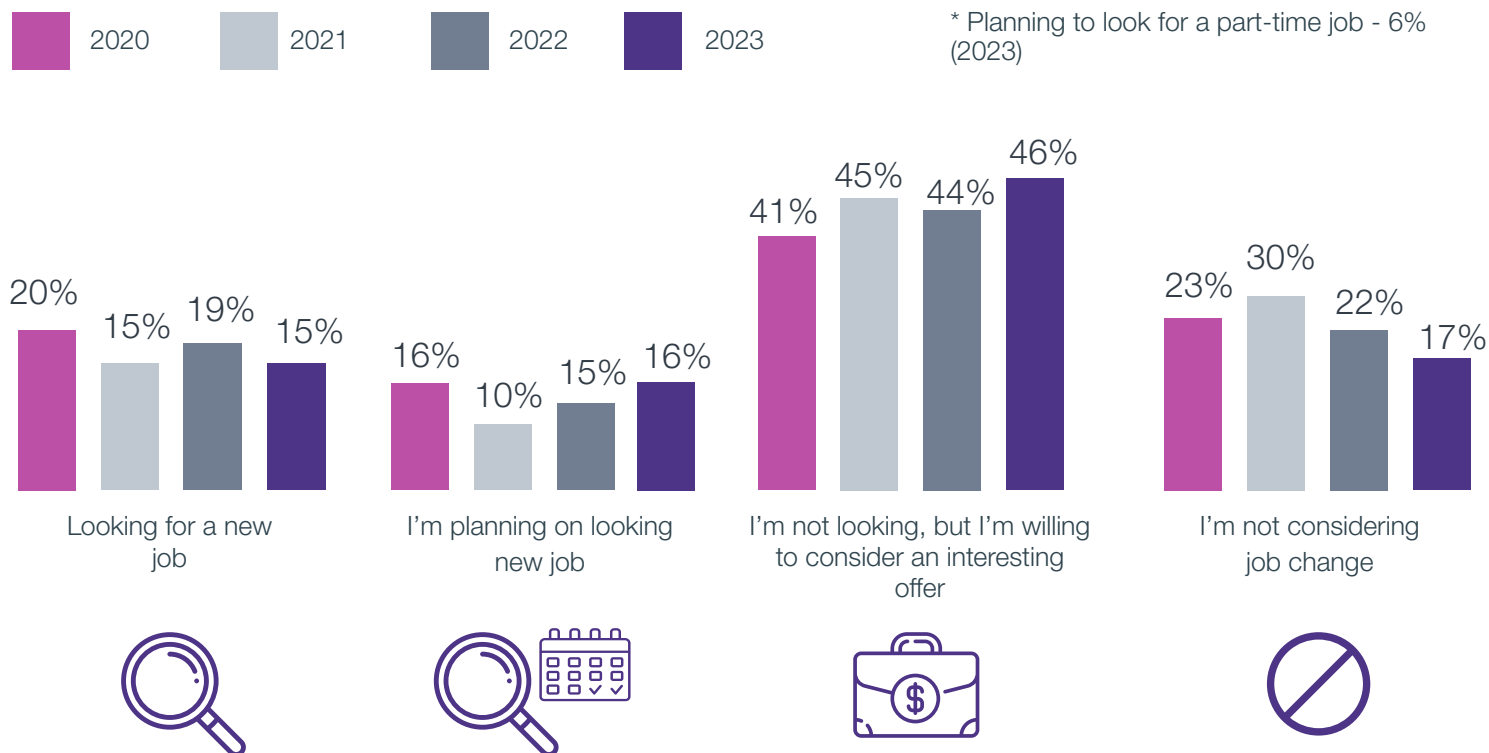
Another trend we see is **ARTIFICIAL INTELLIGENCE DEVELOPMENT**. Of course, it will not replace an HR specialist, but it can significantly simplify and speed up the candidate search process. To sum up, I would like to emphasize that **EMPLOYER BRANDING IS A COMPLEX OF MEASURES IN WHICH OTHER DEPARTMENTS SHOULD BE INVOLVED**, such as Marketing and PR, which can create emotional perceptions of the company's brand through its products and services, the personal brand of the top executive and a positive reputation in the market.

JOB CHANGE



JOB CHANGE

DO YOU PLAN TO CHANGE JOBS THIS YEAR?

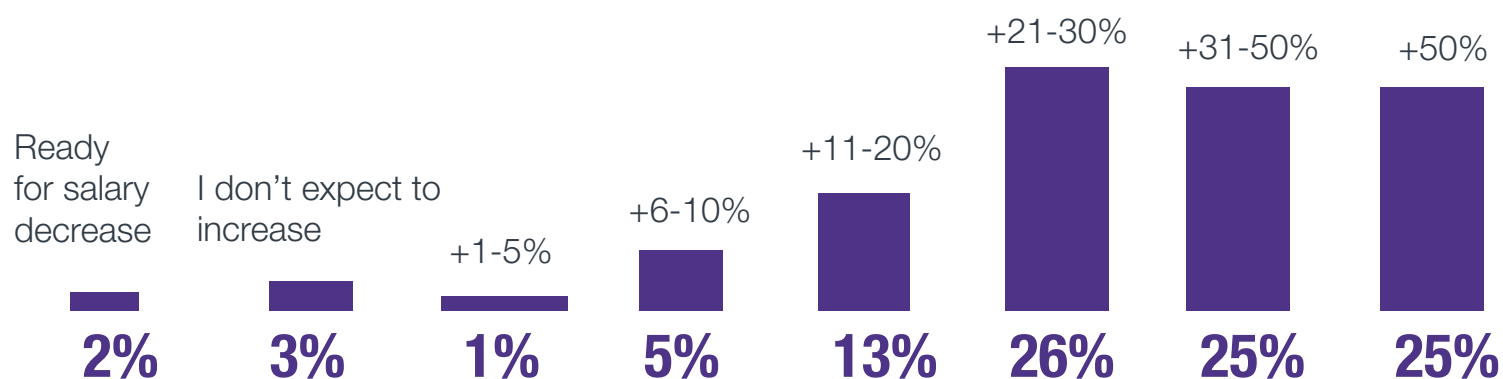


WHAT METHODS WILL YOU USE TO FIND A JOB?



JOB CHANGE

HOW MUCH OF AN INCREASE IN YOUR BASIC SALARY (WAGE) DO YOU EXPECT TO RECEIVE WHEN YOU MOVE TO A NEW NEW JOB?



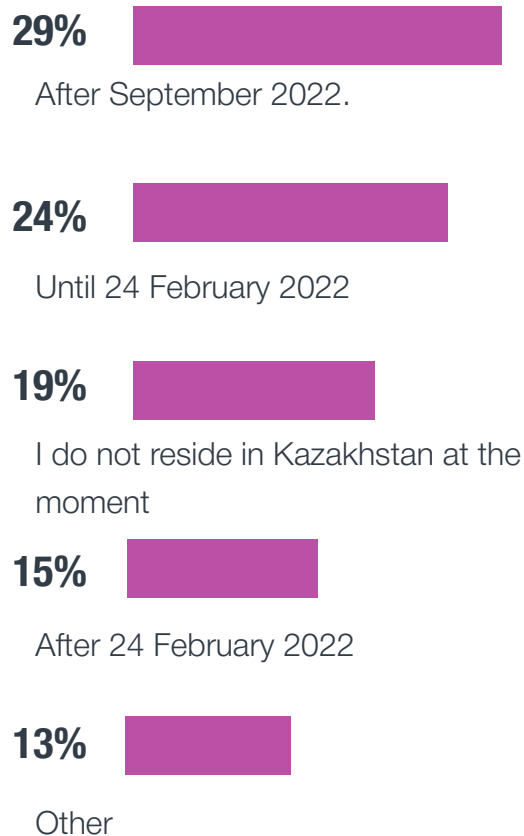


EXPATS

In this section we look into the labour market situation among re-locates from CIS countries who have moved to Kazakhstan over the last year and a half.

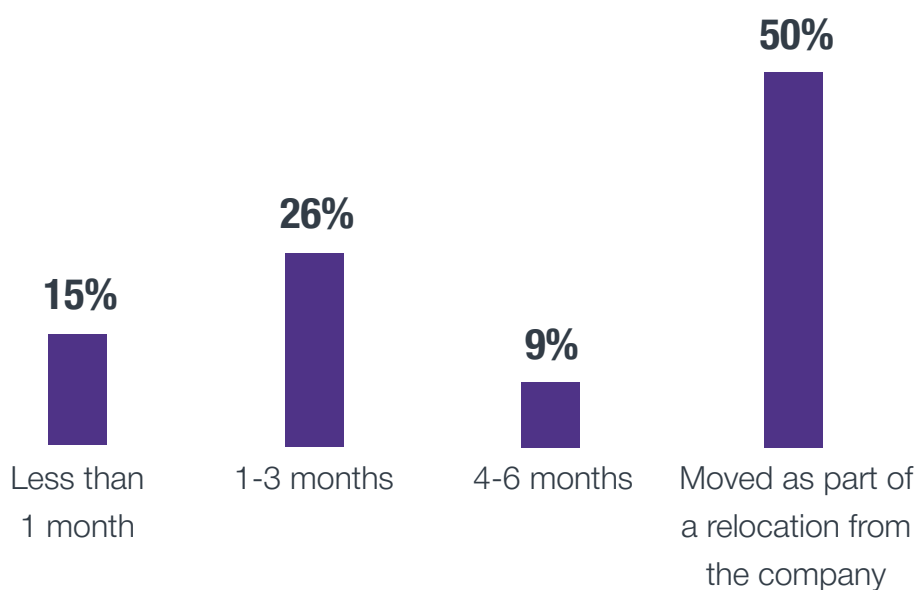
RELOCANTS

DATE OF RELOCATION TO KAZAKHSTAN



Almost a third of relocates from CIS countries moved to Kazakhstan after September 2022. This is most likely due to partial mobilisation in Russia and other changes in the region.

JOB SEARCH PERIOD IN KAZAKHSTAN

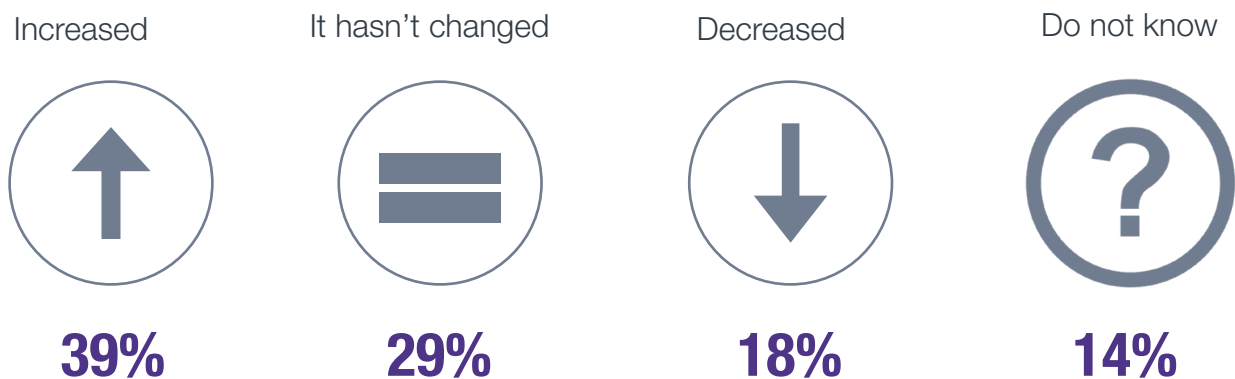




WHAT DIFFICULTIES IN FINDING A JOB IN KAZAKHSTAN HAVE YOU EXPERIENCED?



WAGE CHANGE AFTER MOVING TO KAZAKHSTAN



DO YOU PLAN TO RETURN TO YOUR COUNTRY?

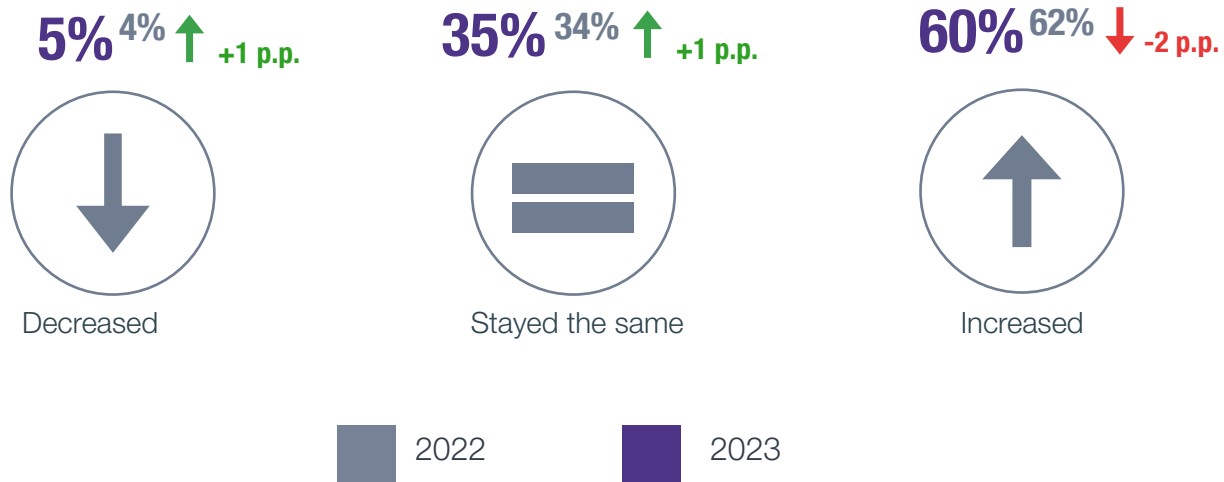


SALARIES

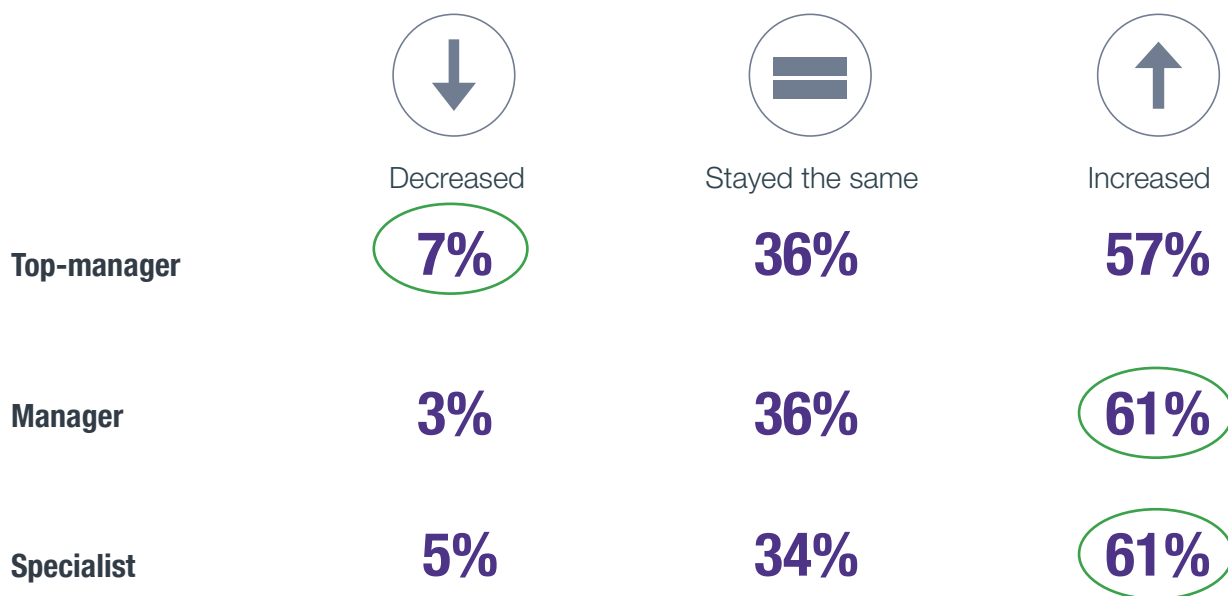


SALARIES

SALARY CHANGE COMPARED TO 2022



DEPENDING ON THE LEVEL OF THE POSITION



WANT TO LEARN MORE
ABOUT SALARIES IN SPE-
CIFIC REGIONS?

REQUEST A SPECIALISED
LABOUR MARKET SURVEY.



Top managers were more likely than specialists and middle managers to have experienced salary reductions over the past year. Salaries were increased most often for middle managers and specialists.

SALARIES

HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?

DEPENDING ON THE TYPE OF COMPANY



Local



International

5%



Decreased

4%

45%



Stayed the same

30%

50%



Increased

66%

In 66% of international companies operating in Kazakhstan, salaries have increased over the past year. Among employees of companies in Kazakhstan (local) companies such 50%.

SALARIES

SALARY INCREASE COMPARED TO THE PREVIOUS YEAR*



Banks and financial services



Equipment and technology



IT, telecom



Retail



Logistics and transport



Real estate



Machinery & automotive



Pharmaceuticals and medical equipment



Consumer goods (FMCG)



Natural resources. Mining industry. Metallurgy.



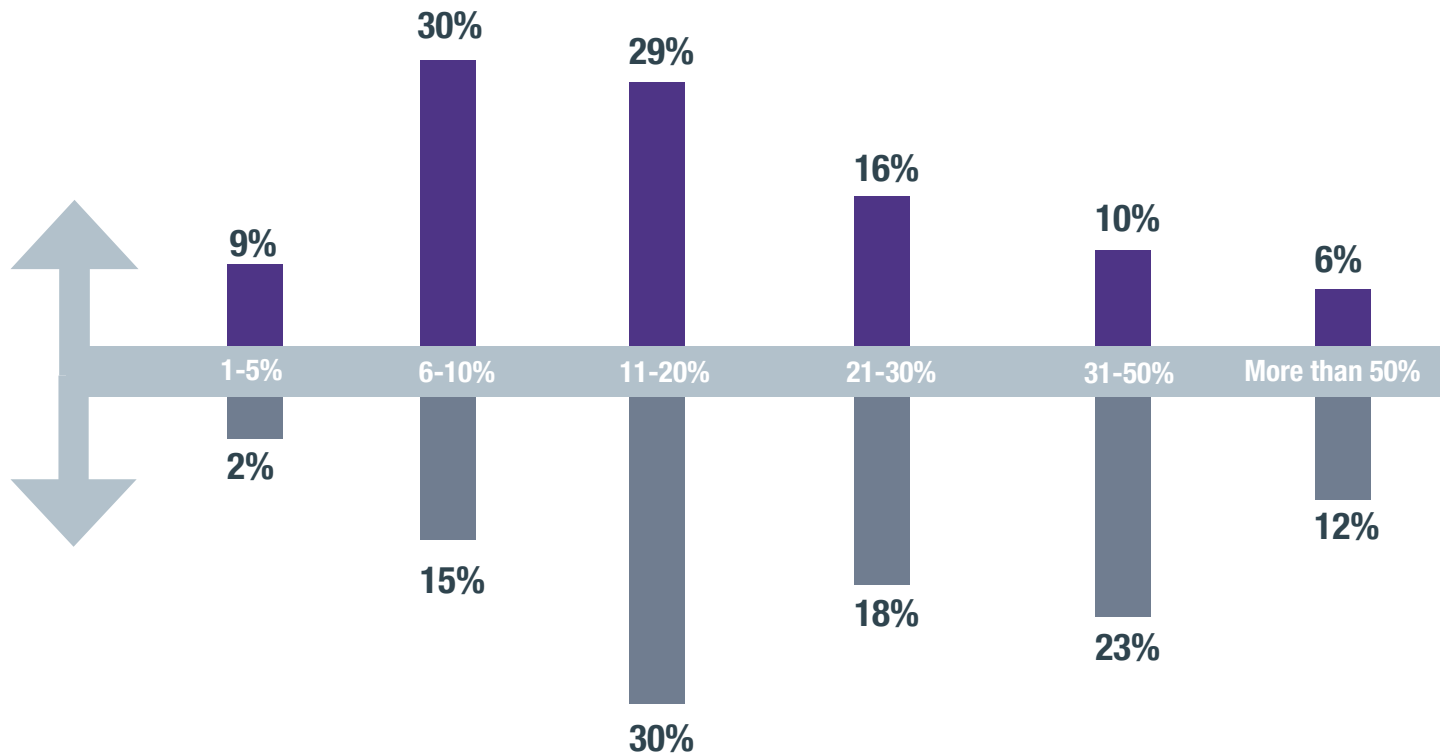
Professional services



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

SALARIES

PERCENTAGE OF SALARY INCREASES AND DECREASES



REASONS FOR SALARY REDUCTIONS



68%

Moved to a new job with a lower salary



16%

Because of the exchange rate



12%

The company reviewed salaries and lowered them

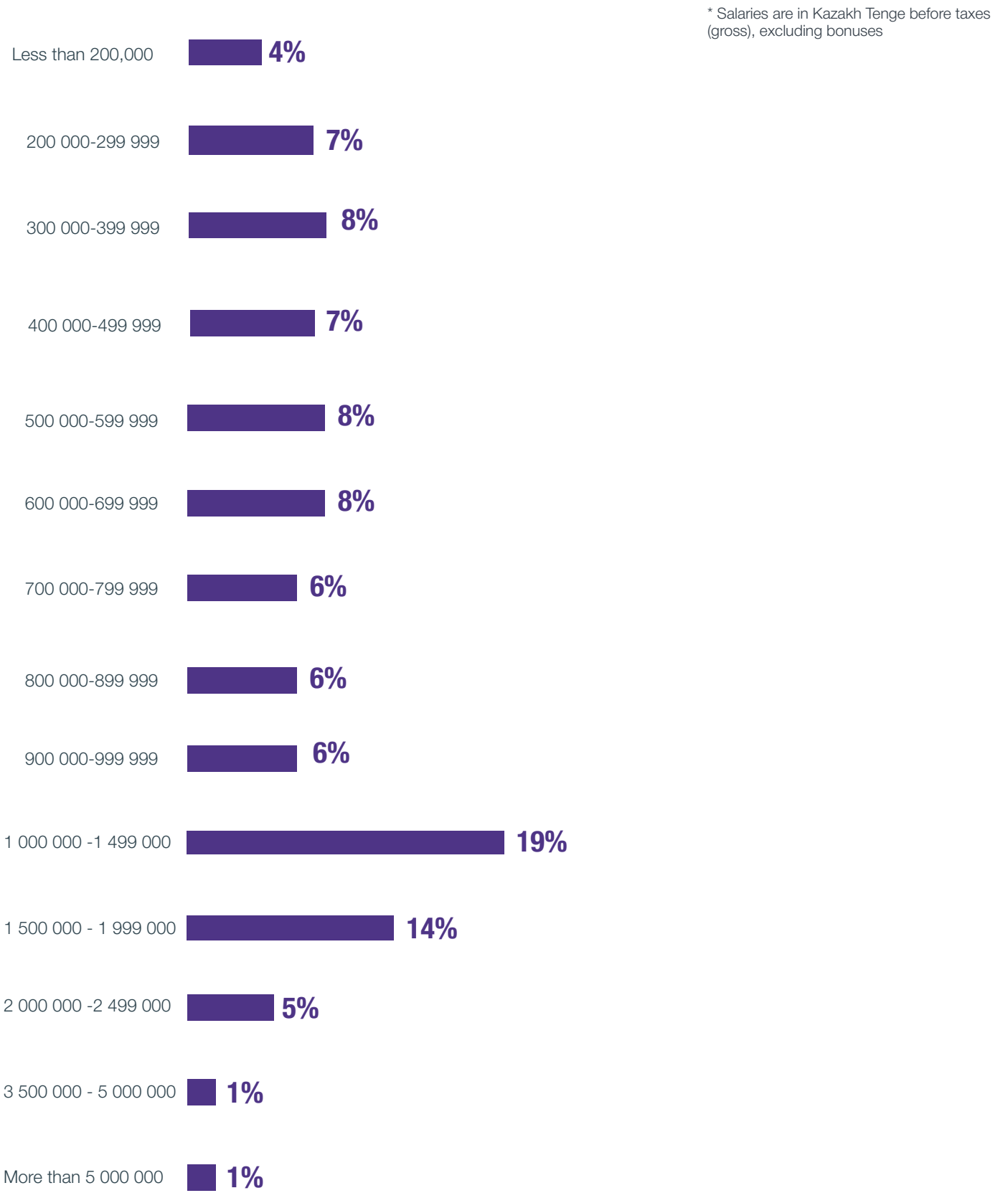


4%

I'm on maternity leave

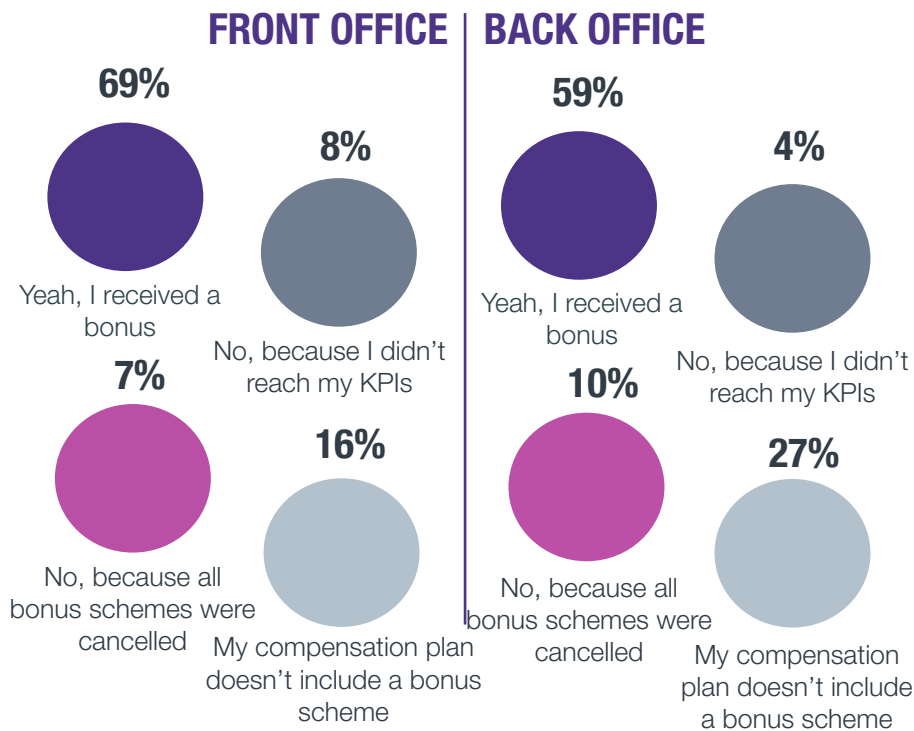
SALARIES

MONTHLY SALARY BEFORE TAXES IN TENGE



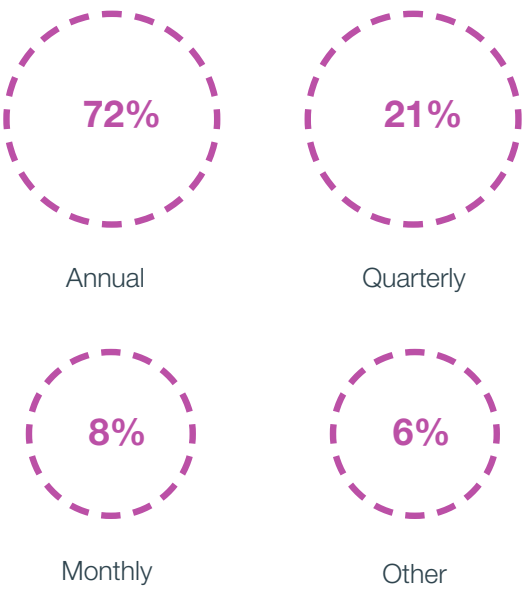
BONUS

HAVE YOU RECEIVED A BONUS IN THE PAST YEAR?

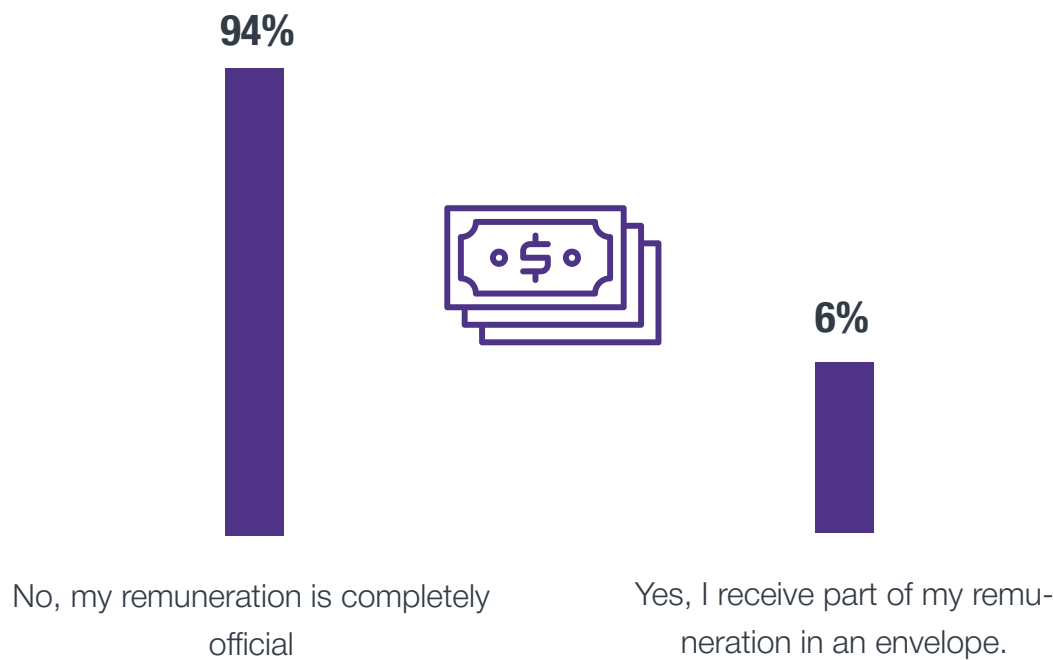


WHAT TYPE OF BONUS DO YOU HAVE?

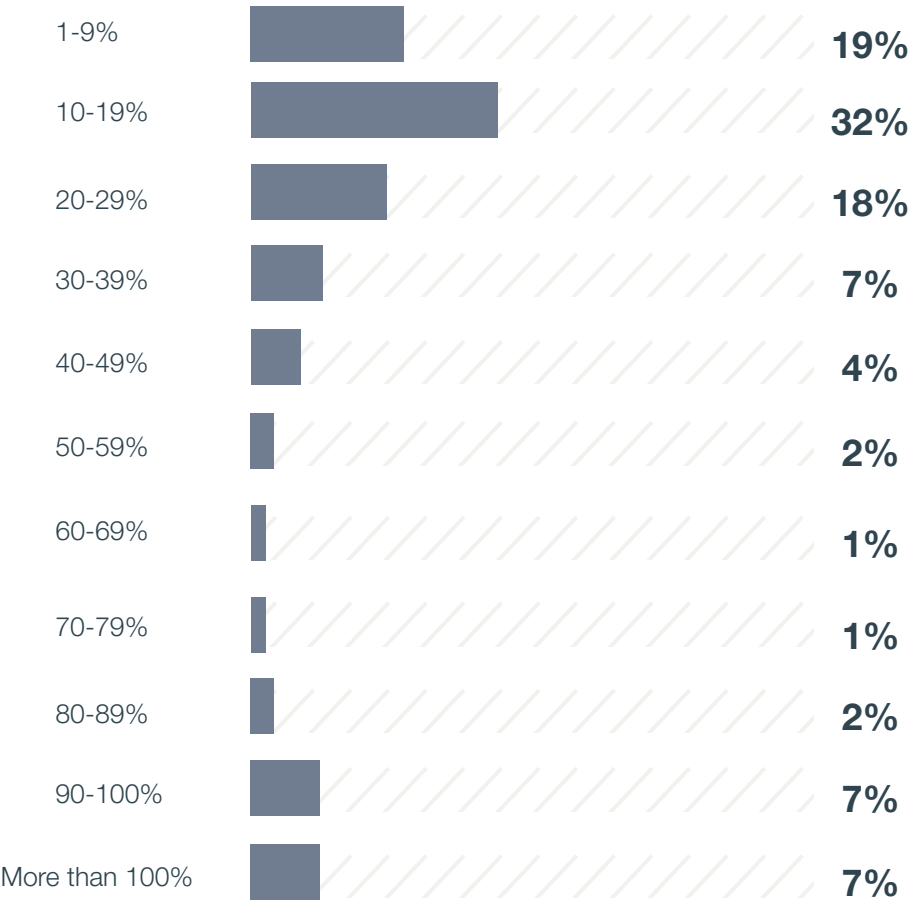
*respondents could choose several options



DO YOU CURRENTLY RECEIVE PART OF YOUR REMUNERATION “IN AN ENVELOPE”/UNOFFICIALLY?



WHAT PERCENTAGE OF YOUR ANNUAL SALARY IS YOUR ANNUAL BONUS?

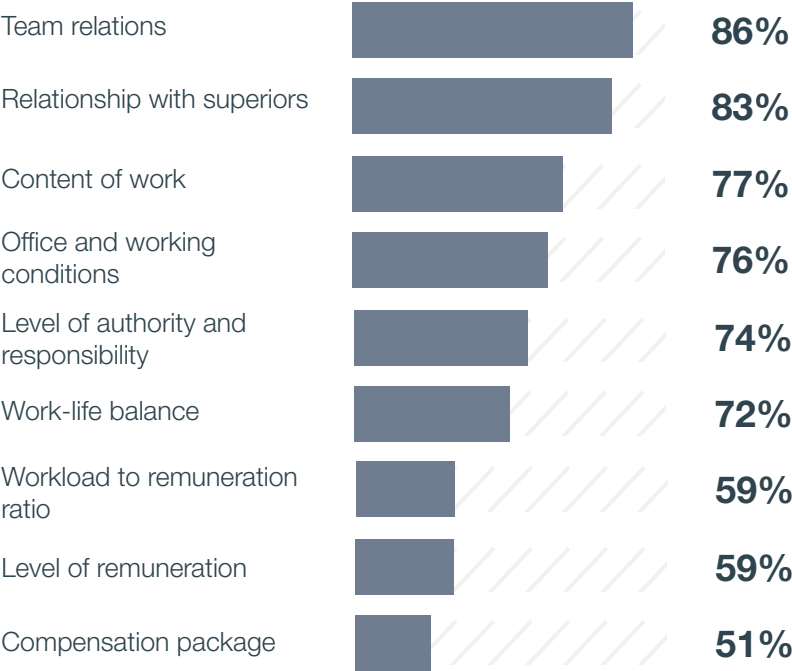


SATISFACTION AND ENGAGEMENT



SATISFACTION AND ENGAGEMENT

RATE YOUR LEVEL OF SATISFACTION WITH THE FOLLOWING INDICATORS:



NAME YOUR DREAM COMPANIES



*Google, Meta, Abbott, Apple, Mars, McKinsey, Pfizer, Tesla, Yandex, PepsiCo



Marina Khlopkova, PHRI (HRCI)
Head of HR
Toyota Motor Kazakhstan

The range of HR tasks is very wide: recruitment and onboarding, compensation and benefits, performance management, training and development, employee engagement, career development, corporate culture and communications, HR paperwork, HR analytics, work with employer brand, as well as risk management and compliance with legal and corporate requirements. Absolutely all HR work is related to people and processes around and for the people, and therefore:

Tip № 1. You should like people

When you're on the doorstep of deciding whether to start mastering HR profession, ask yourself: "Why do I want to do this? And most importantly – why?" and honestly listen to your answer. If you like to help people, support them to solve their problems, if you can listen to and encourage, help resolve a conflict or give the right direction in further development, if you are sincerely interested in helping a person reveal his/her potential, teach, you are ready to share knowledge - then you are on the right track. In HR profession, however, as in any other profession, you need to follow the call of your heart.

Tip №2. Get professional education in the field of HR

Today, company executives clearly understand the importance of HR role in driving business results. To start a career in HR, it will be enough for you to have good academic knowledge, passion to develop yourself and work hard. With this approach, you will quickly gain practical experience. It is good if, while studying at the

university, you could do your internship in HR or participated in the implementation of an interesting HR project. Furthermore, having an international HR certification, such as HRCI or SHRM, will immediately distinguish you from other applicants for the position.

Tip №3. Choose a company which culture says: "people = value"

You can be a super professional HR, but if HR issues are not a priority for the company's management, then it will be very difficult for you to promote your ideas and projects. If you feel that you do not fit in values, then you are just not on your way. Find a company which mission and corporate values match with your mindset, then, being on the same wave with the company, you will be happy to work and, thus, will be able to unleash your potential successfully.

Tip №4. Act as an "advocate" for employees

HR's role is to be a reliable bridge in the system of relationship between employees and the company's management. You need to learn not only hear people, but also to listen to them and understand their "pain". It is important to be able to correctly present the opinion of the employee (-s) to the management, as well as to have the courage to protect and defend this opinion if necessary.

Tip №5. Find the balance between needs of business and people

The goal of any business is to make money, and we must not forget about it in the pursuit



Marina Khlopkova, PHRI (HRCI)
Head of HR
Toyota Motor Kazakhstan

of meeting the needs of employees. The HR's objective is to help business achieving its goals by creating a favorable environment and conditions when people want to work for your company, and they have every opportunity for development and self-realization. Happy employees will make the company's customers happy, which means they will lead the company to success.

Tip №6. Don't make decisions based on assumptions

Every day, to perform tasks of any complexity, we need to make decisions for further actions. Meanwhile, as you know: how many people - so many opinions. Therefore, to make good and objective decisions, never rely on someone else's opinion. You need to look at the situation from different angles by yourself and collect reliable information. In our company, we use the principle Genchi Genbutsu, which can be interpreted from Japanese as "go and see yourself." The meaning of this principle is to find a reason for determining the facts to make the right decision, reach agreement and achieve goals.

Tip №7. Select people matching your company's values

If you have two final candidates: one is suitable for a position with his/her professional competencies, but there is no match with values, and the other lacks knowledge and practical experience, but he/she has similar value orientations with the company, make a choice in favor of the second candidate. Experience is gained quickly. Meanwhile the values and way of

thinking of a person is already a formed state of his/her mindset. And there is no need to change anyone and adjust to the company's values, your HR task is to find "your people". The high-quality environment contributes to the personal and professional development of each team member. A strong team with high level of employee engagement – is a powerful competitive advantage of the company and the key to its success.

Tip №8. Treat employees as your customers

Work in HR is about giving a high-quality service for internal customers (company's employees). The high level of service is not only acknowledging that a customer is right in any situation. First of all, it is communication with the customer on an equal footing and orientation to his/her needs, interests and goals. What does each customer appreciate?

- 1) speed of response to his/her request,
- 2) quality of the service received, and
- 3) comfort from interaction.

So, build open, honest and trustworthy relationships with your customers, and try not only to meet their needs, but also to exceed their expectations.

Tip №9. Have proper rest on a regular basis

The ability to relax and replenish your resource is another important skill for HR. Working with people is energy-consuming. Our profession is essentially about serving people (not to be confused with 'servile to someone', 'currying favor' or 'desire to please everyone'). A real HR sincerely devotes a lot of energy and efforts to his/her job. And one can bring value to other



Marina Khlopkova, PHRI (HRCI)
Head of HR
Toyota Motor Kazakhstan

people only from the status of inner abundance. Therefore, it is important to find your own way for proper rest and recovery to stay in a resourceful condition and maintain your energy and inspiration at a consistently high level.

Tip №10. Constantly learn and develop

Continuous improvement should become your personal philosophy. A few examples of how HR can develop:

- Reading professional literature, listening to webinars and podcasts of HR experts;
- On-the-job development through the implementation of complex projects and tasks;
- Trainings on competency development;
- Attending professional conferences;
- Using feedback as an effective tool for self-development. Do not expect it, ask for it by yourself - from managers, colleagues, clients. Constructive feedback will open new horizons for your development.

Also, be interested in and study related professions, for example, coaching - the art of asking the right questions - allows people to develop independence and responsibility in decision-making. Studying psychology helps to get to know ourselves better, and by getting to know ourselves more deeply, we can better understand other people. Develop empathy - the ability to recognize the emotions and feelings of another person, to understand his/her inner state. The easiest way to develop empathy is trying to put yourself in another person's shoes to follow his/her point of view. When you show

empathy, it is easier to understand why a person behaves this way.

When choosing a training program, focus on the long-term goals you have fixed. Your individual development plan can change and be revised over time, but its availability guarantees you systematic, rather than occasional development in HR profession.

Career development in HR depends on many factors, such as education, work experience, professional skills, and personal qualities. You need a constant hunger for knowledge in your field, positive attitude, and desire to do the high-quality work and as efficiently as possible for the benefit of people and in the interests of the company. Considering the growing importance of the goals performed by HR specialists and the importance of the HR function in the company, career prospects in this area remain high, and the opportunities for development are unlimited.

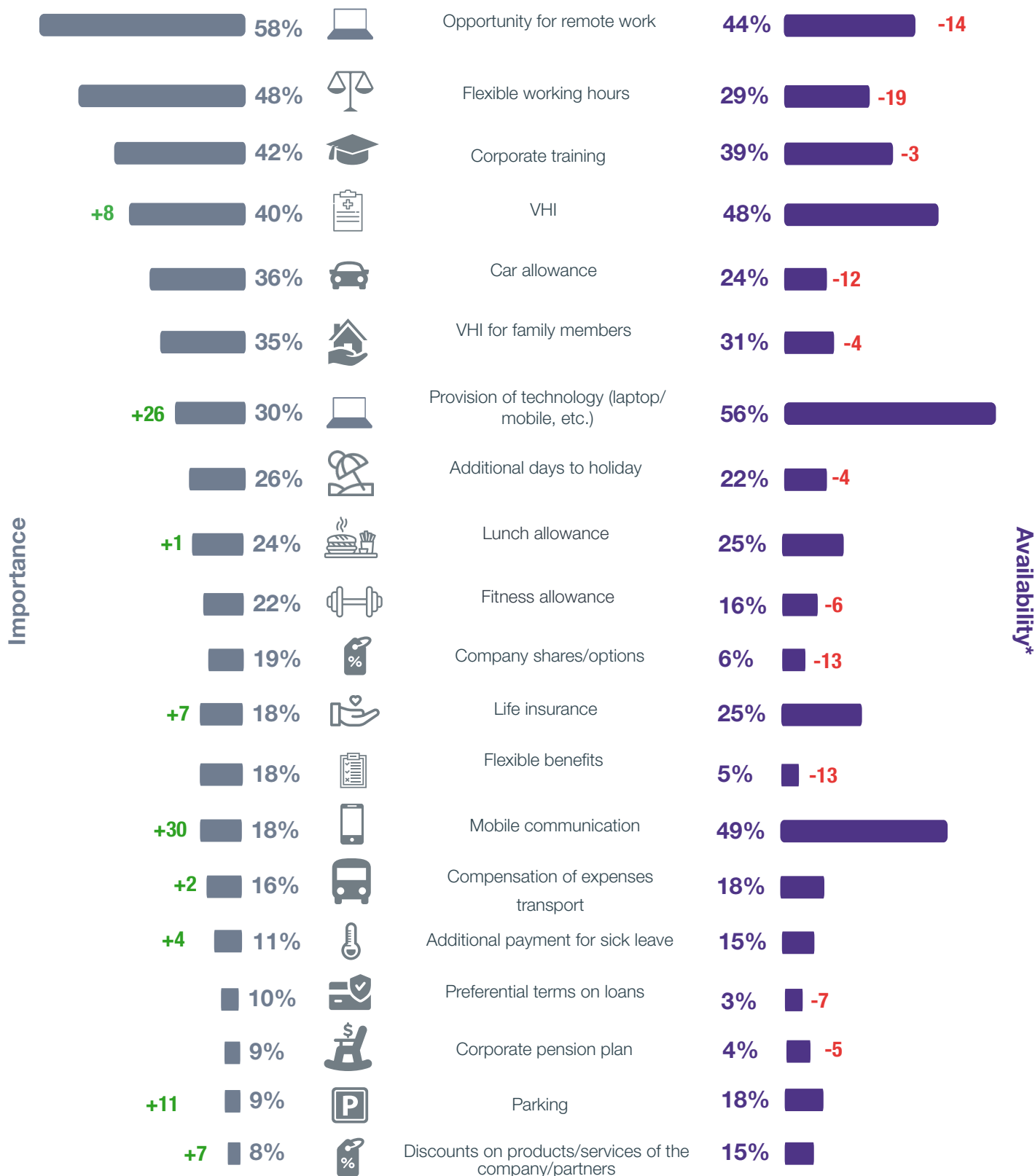
BENEFITS



BENEFITS

THE IMPORTANCE OF BENEFITS AND THEIR AVAILABILITY IN COMPENSATION PACKAGES

+1 difference between importance and availability of benefits
-1



BENEFITS

TOP 20 IMPORTANT BENEFITS FOR WOMEN AND MEN



For females

	Opportunity for remote work	60%
	Flexible working hours	47%
	Health insurance	45%
	Corporate training	44%
	Car	32%
	VHI for family members	31%
	Provision of technology (laptop, etc.)	30%
	Additional days to holiday	28%
	Lunch allowance	26%
	Mobile communication	22%
	Fitness allowance	22%
	Flexible benefits	20%
	Compensation of expenses transport	18%
	Life insurance	16%
	Additional payment for sick leave	13%
	Company shares/options	13%
	Corporate pension plan	9%
	Preferential terms on loans	9%
	Discounts on products/ services of the company/ partners	9%
	Parking	8%

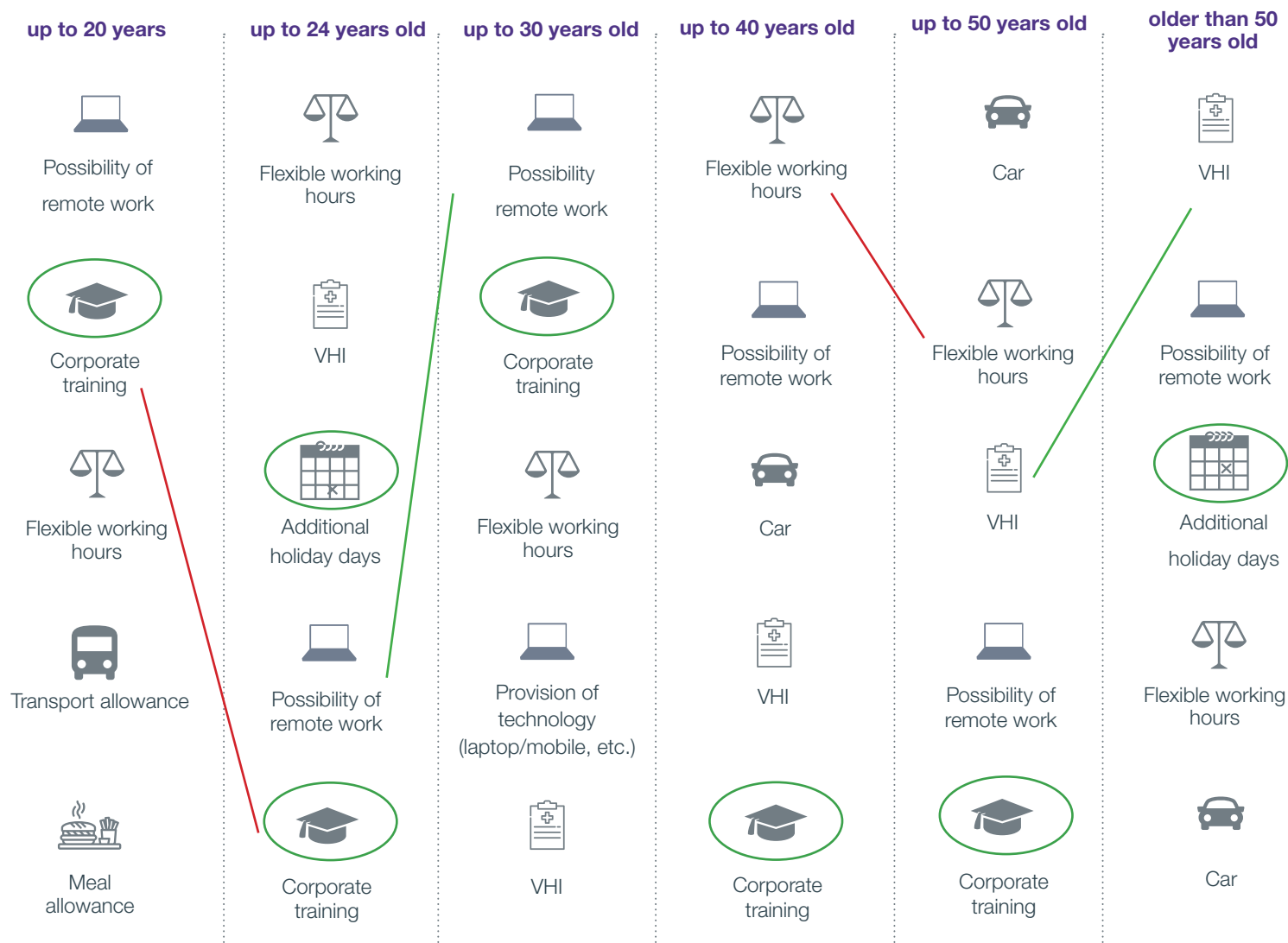


For males

	Opportunity for remote work	54%
	Flexible working hours	48%
	Car	39%
	VHI for family members	41%
	Corporate training	40%
	Health insurance	36%
	Provision of technology (laptop, etc.)	30%
	Company shares/options	25%
	Additional days to holiday	24%
	Lunch allowance	22%
	Life insurance	21%
	Flexible benefits	16%
	Mobile communication	15%
	Transport allowance	14%
	Preferential terms on loans	12%
	Parking	11%
	Additional payment for sick leave	10%
	Corporate pension plan	9%
	Discounts on products/ services of the company/ partners	8%

BENEFITS

TOP 5 IMPORTANT BENEFITS DEPENDING ON AGE



It is clearly noticeable that for respondents under 20 years of age the possibility of remote work is extremely important due to the combination with studies and internships. By the age of 30, respondents pay special attention to flexible working hours, and by the age of 50, there is a noticeable increase in the need for health insurance. At the same time, the values of “corporate training” and “flexible working hours” are decreasing.

ADDITIONAL MOTIVATION

THE IMPORTANCE AND AVAILABILITY OF ADDITIONAL MOTIVATORS

+1 difference between importance and availability of benefits
-1

● Importance
● Availability

-30

69% 39%



Comfortable workplace

-9

43% 34%



Beautiful office

-28

42% 14%



Relax room

-32

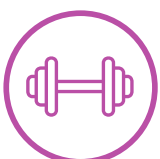
41% 8%



Career consulting

-29

37% 8%



Gym in the office

-27

32% 5%



Financial and legal counselling for employees

-27

29% 5%



Massage room

-16

28% 12%



Psychological support programmes

-12

25% 13%



Snack bar

+2

21% 23%



Internal competitions

+9

20% 29%



Participation in sporting events, corporate sports team

-1

18% 19%



Receiving the title «best employee»

+1

17% 18%



Public praise, «plaque of honour»

+3

17% 20%



Charity

-1

8% 7%



A doctor in the office

ADDITIONAL MOTIVATION

TOP 5 IMPORTANT ADDITIONAL MOTIVATORS FOR WOMEN AND MEN



Comfortable workplace



Beautiful office



Career consulting



Gym in the office



Relax room



Comfortable workplace



Beautiful office



Gym in the office



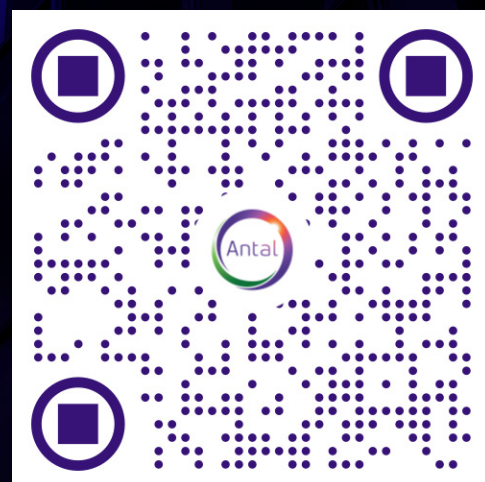
Relax room



Career consulting

**CAREER CONSULTING
FROM ANTAL KAZAKHSTAN**

In a situation of general instability and uncertainty, understanding one's career prospects is very important for employees of companies. Antal Kazakhstan offers the Career Consulting service both to job seekers who are looking for career changes and to companies that want to tell their employees more about the situation on the labour market.



WELL-BEING AND EMPLOYEE CARE IN A NEW REALITY



Anton Kushner

Executive Director and Co-Founder of PONIMAU

[Empatia.kz](https://empatia.kz)



The [EMPATIA](https://empatia.kz) Corporate Wellbeing Platform implements employee support programmes that provide professional assistance in solving employees' everyday problems. The platform provides individual consultations with psychologists, coaches, lawyers, personal finance experts, healthy lifestyle consultants, fitness trainers, mindfulness instructors and pet counsellors, as well as awareness-raising activities in the area of well-being.

Central Asia is experiencing a redistribution of business flows: international companies are coming in, management styles are changing with the emergence of new managers, and as a result, people's habitual ways of life are changing. Along with the socio-economic changes in the region in recent years, social tensions are also on the rise. And with it, the need for well-being programs.

As in other countries, the region's young, valuable workforce needs incentives beyond money. For example, an answer is needed as to why they might not choose the most prestigious profession or leave town to work for companies in traditional industries. Young workers are also less prepared than their older counterparts for the social and domestic upheavals caused by the world's geopolitical conflicts. Support programs are active in the region, but often in a limited format: only psychologist services or mentor programs. But the providers' services are resonating.

Among leaders in Central Asia (and beyond), there are still strong stereotypes:

- psychological services will not be in high demand due to the strong influence of family traditions and Islam;
- money is the only motivator you have for your employees;
- well-being is something like psychological help for white-collar workers, and it's not going to help ordinary workers.

Take a look at the statistics (see chart below), which show that the need for psychological help is great. The explanation is simple: because of traditions and certain blocks, not all problems can be addressed to the family or religious community. In addition, there are traditional industry businesses. For them, support programs are especially important in order to attract people to "unpopular" industries and to work effectively with employees in the event of an emergency.

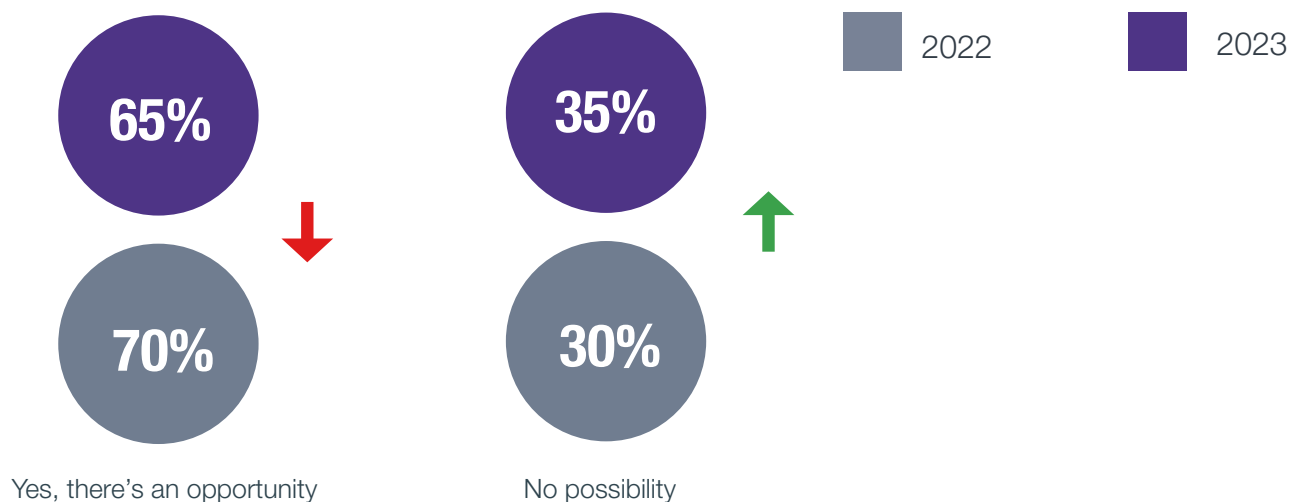
Of course, working in Central Asia requires localization and cultural awareness. But a quality service will be equally effective for people of different positions, professions, and ages — that's what a provider should keep in mind.

REMOTE WORK



REMOTE WORK

DO YOU CURRENTLY HAVE THE OPPORTUNITY TO WORK REMOTELY?



WHAT FORMAT DO YOU WORK REMOTELY IN?



IS THE AVAILABILITY OF REMOTE WORK OPPORTUNITIES AN ARGUMENT IN FAVOUR OF THE EMPLOYER?



REMOTE WORK

DEPENDING ON THE LEVEL OF THE POSITION



Yes, it's an important option



I can't answer that



No, it doesn't matter to me

Top manager

61%

8%

31%

Manager

66%

9%

25%

Specialist

68%

15%

17%

The option of remote work is important for all respondents, regardless of position level. But it is most important for employees at the “Specialist” level. 68% stated this in the survey.



Asya Avershina

HR Business Partner

Woerwag Pharma in Central Asia, Azerbaijan and Caucasus countries

It's no secret that emotional intelligence (EI) or emotional quotient (EQ) is known to almost everyone who "lives" in a business environment. In today's world, it is clear that the effectiveness of an entire team depends at least as much on EQ as it does on professional skills and experience. And yes, it is probably impossible to imagine a modern leader without a well-developed EQ, a person who is able to use emotions to improve performance and build long-term positive relationships with colleagues.

Over the past two years, **Woerwag Pharma** in Central Asia has significantly increased the number of sales representatives and formed new teams.

In order to achieve better results during the period of change, we focused on mid-level managers, team leaders: do they have the necessary professional and behavioral skills?

An annual assessment of the competency profile of regional managers revealed that emotional intelligence was the most important competency during the period of change.

Managers with a higher level EQ indicator performed better the period of change. It turns out that through flexibility and empathy, high-EQ managers not only embrace change, but facilitate change implementation throughout the team.

As a result, individual development plans were developed in performance forms on the Success-Factors platform, which included not only training materials but also practical tasks based on the 70-20-10 method, for managers and their teams to work successfully. Regular employee-manager meetings (ongoing check-ins), using the checklists developed, make it possible to monitor progress and, if necessary, set the right direction.

One of the most effective activities was a general discussion on the topic of EQ based on Goleman's Emotional Competence Framework, where each participant had the opportunity to assess themselves and the current situation in their teams, give feedback to colleagues, share practices, and develop a matrix to apply the insights gained in their work. However, this is only the first step in winning.

WE USED TO THINK OF EQ AS A QUALITY OF AN INDIVIDUAL EMPLOYEE - TEAM LEADER, BUT THEN WE CAME TO THE CONCLUSION THAT MOST OF THE WORK IN THE COMPANY IS DONE BY TEAMS, AND THEREFORE IT IS NECESSARY TO FORM A TEAM EQ, WHICH IS NOW THE NEXT STAGE FOR US.

We are currently working on building a team-wide behavioral model based on trust among team members, a sense of belonging, and overall effectiveness. After all, emotions are involved in all of this.

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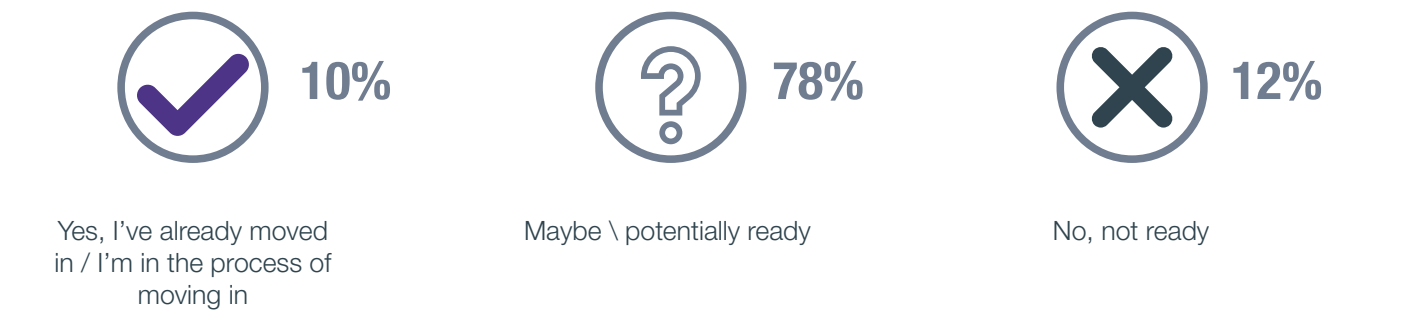
Andrey Lukash
Branch Director Kazakhstan

RELOCATION

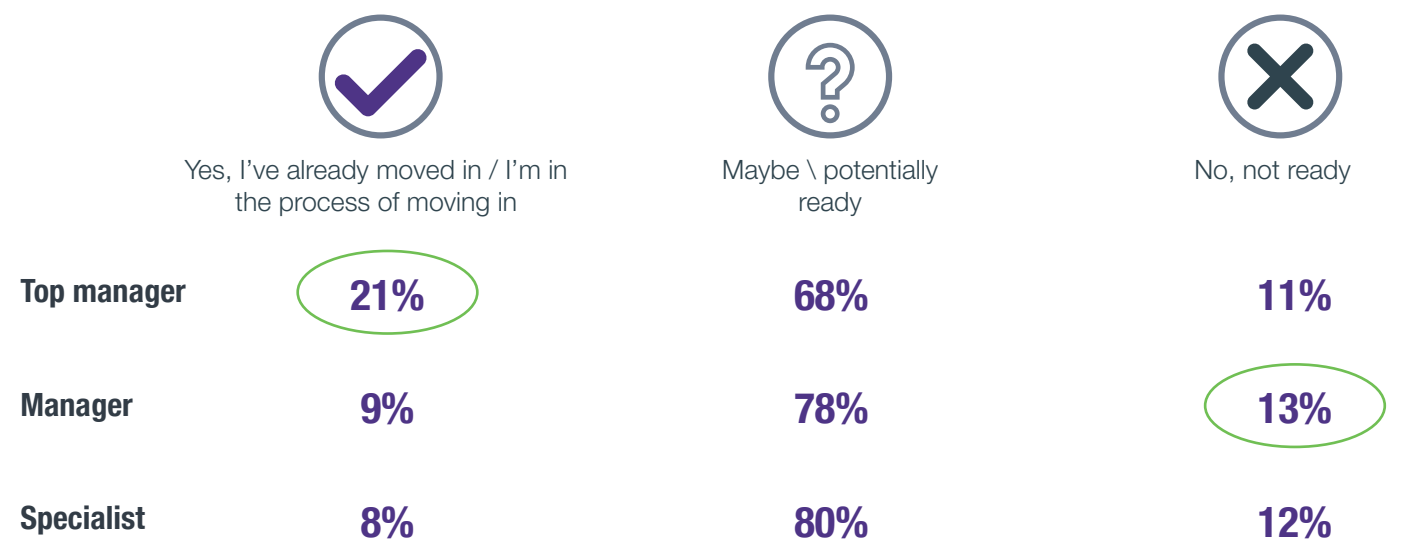


RELOCATION

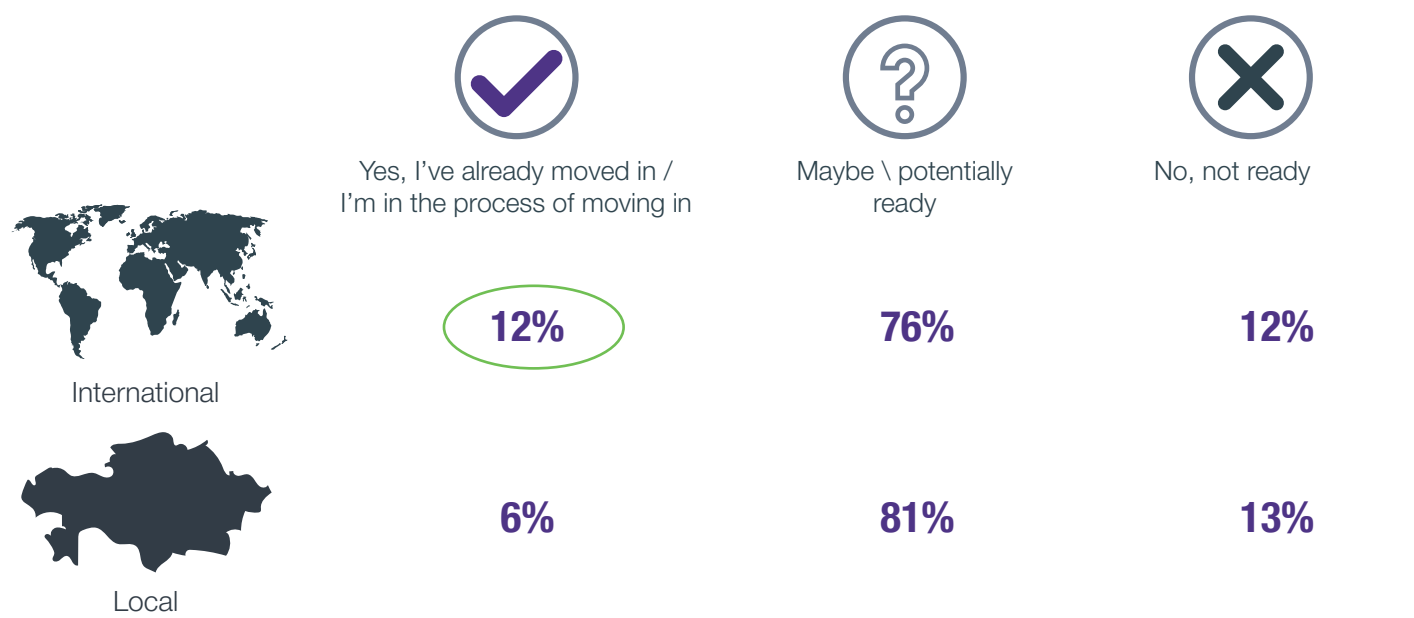
WOULD YOU BE WILLING TO MOVE TO ANOTHER COUNTRY BECAUSE OF YOUR JOB?



DEPENDING ON THE LEVEL OF THE POSITION

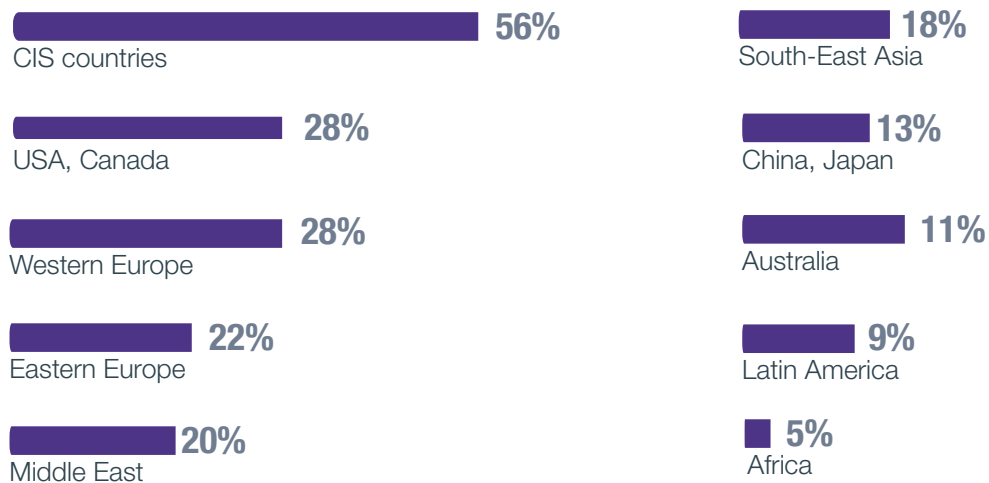


DEPENDING ON THE TYPE OF RESPONDENT'S COMPANY



RELOCATION

WHAT COUNTRY DID YOU MOVE TO?*



*Respondents who answered the question «Are you ready to move to another country because of work?» answered «Yes, already moved \ in the process of moving»

RELOCATION TO KAZAKHSTAN IN 2022-2023. IMPACT ON THE LABOUR AND REAL ESTATE MARKETS.

PAGE 1



Andrey Lukash
Branch Director in Kazakhstan
Intermark



Last year's events significantly changed the geography of international companies' presence, global logistics routes and international financial flows. World events created prerequisites and new opportunities for active growth of companies, redistribution of investments and development of new markets. New geographies attractive for living and doing business - Kazakhstan, Uzbekistan and other Central Asian countries - have entered the international arena. On the one hand, this has increased the inflow of investments into the country. However, on the other hand, the events of the last year provoked the threat of secondary sanctions and contributed to the growth of inflation.

Over the past two years, we have seen several distinct waves of relocations to Kazakhstan for various reasons. Among expats arriving in 2022-2023, three main categories can be distinguished.

- The first category is Russian citizens who made an independent decision to relocate to another country. The main wave of private relocations occurred in late September - early October 2022.
- The second category is employees of Russian companies, for whom the employer made a decision to relocate to other countries. Companies relocated both individual employees and entire business units.
- And the third category is employees of international companies that previously operated in Russia. Many companies have thought about expanding their geography to neighboring coun-

tries or relocating completely. In such cases, companies transported their entire staff, including Russian specialists.

Kazakhstan has become one of the most attractive locations for both private and business relocation. The country is consistently implementing a policy aimed at attracting foreign investment. According to the Government of Kazakhstan, in 2022 the gross inflow of foreign direct investment in Kazakhstan amounted to \$28 billion, which is 17.7% higher than the results of 2021 (\$23.8 billion). This is a record for the last 10 years. Special Economic Zones (SEZs) operate in the country. Registration of companies in SEZs provides important preferences, significant tax benefits, simplified visa and labor regimes. For example, there are no quotas on the number of foreign specialists for residents of the [Astana Hub](#) FEZ. Kazakhstan maintains a balanced policy and develops cooperation with Western countries, EAEU countries and Eastern economies.

The flow of relocations from different countries had a great impact on the situation in the real estate market of Kazakhstan. In the fall of 2022, prices for rent of one- and two-bedroom apartments in major cities of Kazakhstan soared twofold. In October alone, prices for rent of premium real estate increased by 50-70%. The jump in prices contributed to the formation of the "owner's market", a situation in which tenants are forced to make significant concessions and enter into a lease agreement on terms more favorable to landlords. Often tenants had to compete with each other for attractive properties and wait for the owner's decision. By winter 2022 to spring

RELOCATION TO KAZAKHSTAN IN 2022-2023. IMPACT ON THE LABOUR AND REAL ESTATE MARKETS.

PAGE 2



Andrey Lukash
Branch Director in Kazakhstan
Intermark



2023, real estate prices had fallen by an average of 30% from their peak values, but the subsequent decline has been modest. To date, we see no pronounced downward trend in prices and no change in the balance of supply and demand.

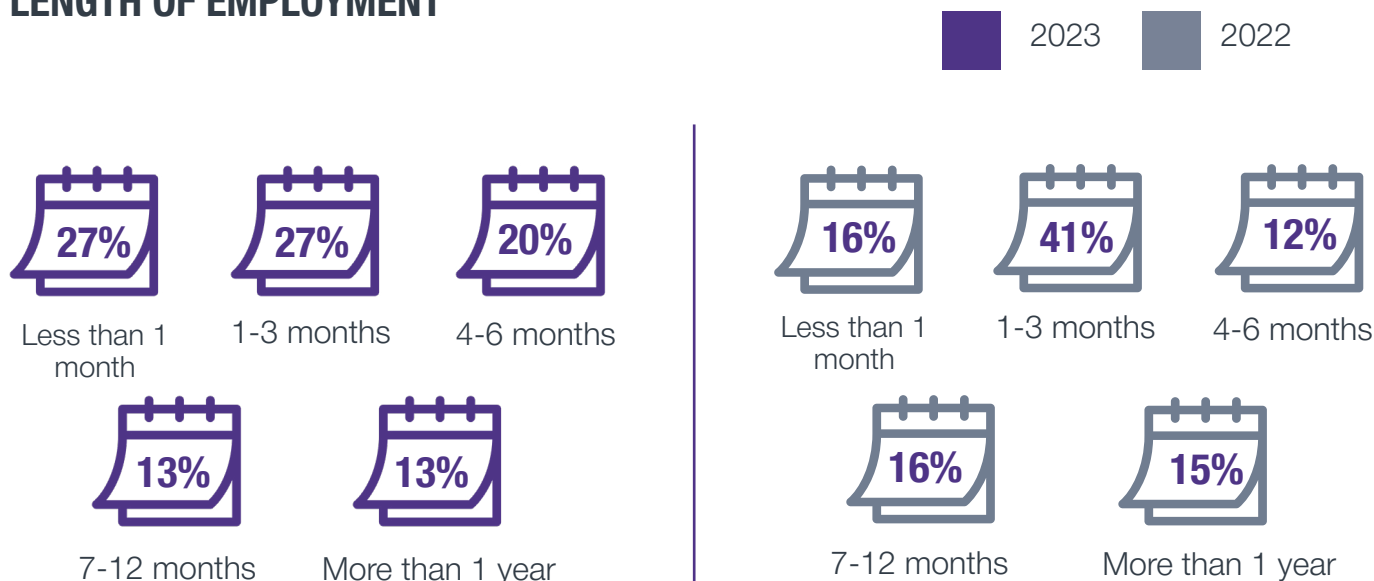
When planning a move to a new country, it is important to have a reliable partner who is familiar with the local market and will help select suitable housing for relocants, prepare an agreement aimed at protecting the interests of the tenant, ensure compliance with all requirements of immigration laws, and transport personal belongings with all customs procedures. Today Intermark Relocation is the only company in Central Asia offering clients a full cycle of relocation, immigration, transportation of belongings, as well as legal consulting. We will be happy to accompany you at every stage of relocation to make your move as smooth as possible.

UNEMPLOYED



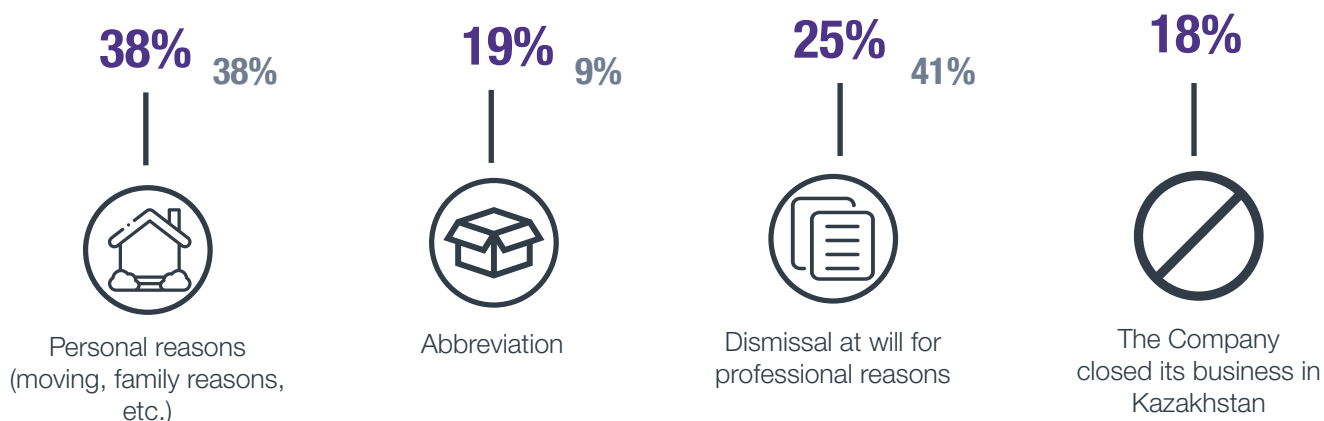
UNEMPLOYED

LENGTH OF EMPLOYMENT

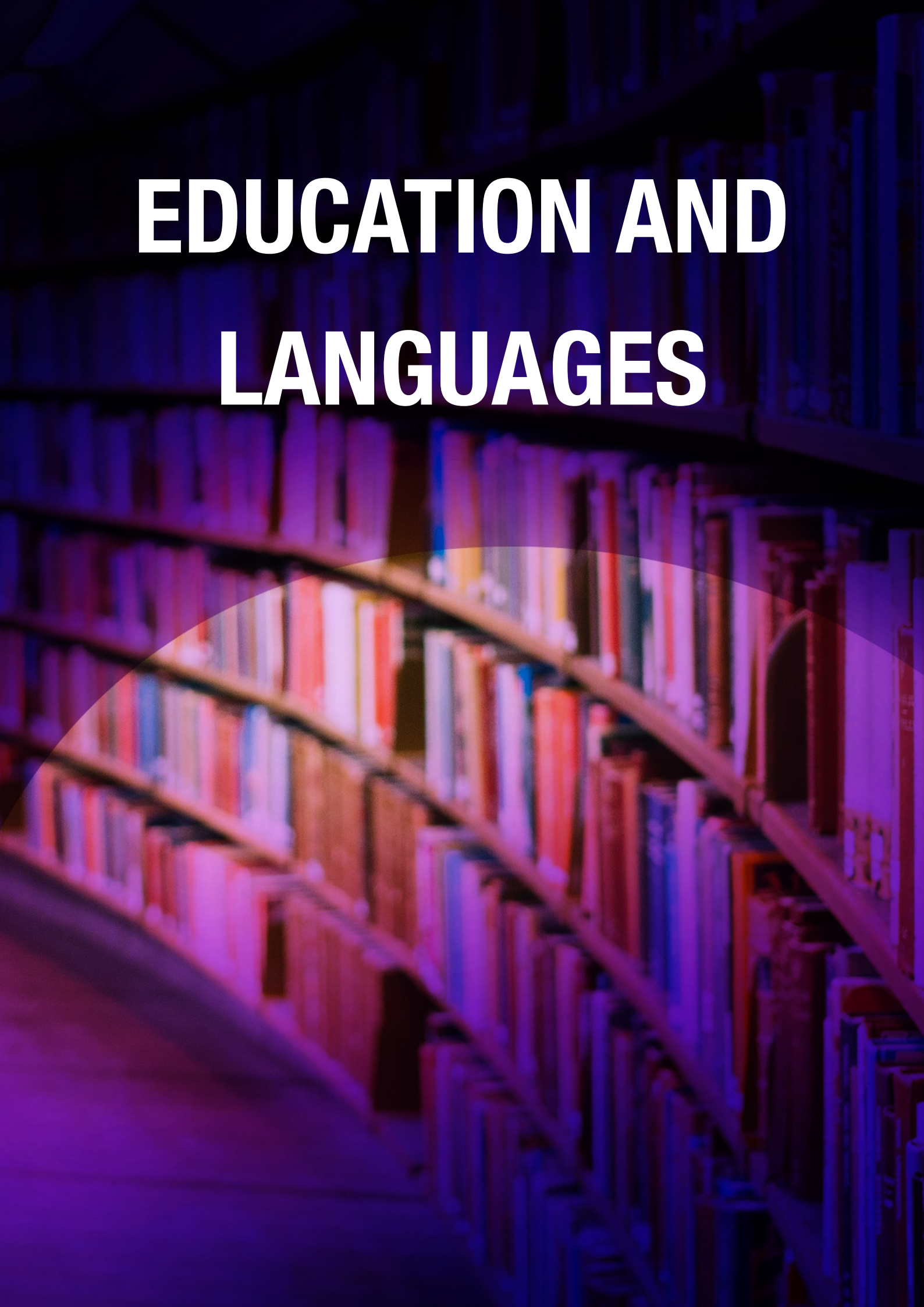


REASONS FOR LEAVING THE PREVIOUS JOB

* Conflict within the company - 12% (2022)



EDUCATION AND LANGUAGES



EDUCATION AND LANGUAGES

WHAT KIND OF EDUCATION DO YOU HAVE?*

*respondents had the opportunity to choose several answer options



69%

Higher education



14%

MBA, EMBA, DBA



23%

Two or more university degrees

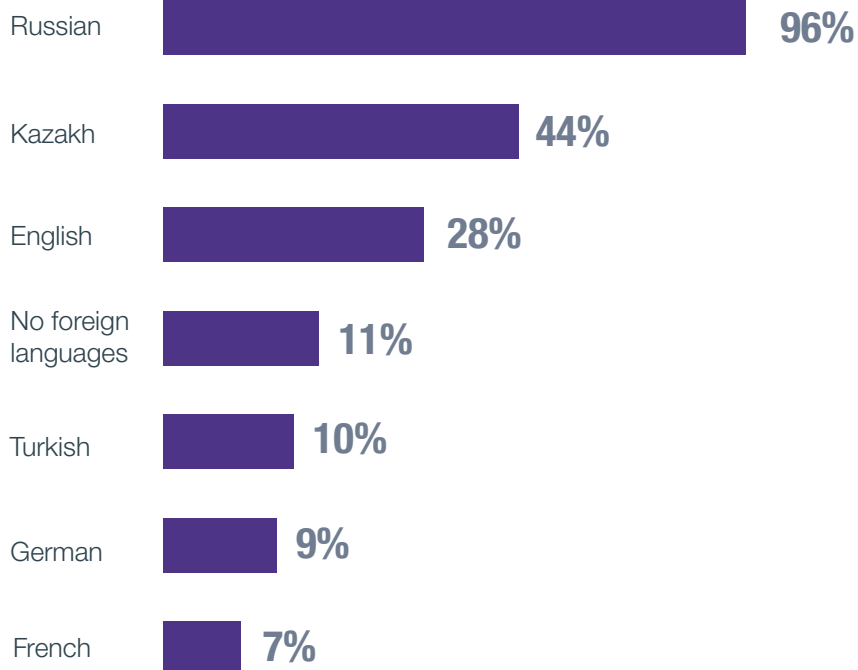


9%

Secondary education /
Secondary specialised
education / Unfinished higher
education

FOREIGN LANGUAGE PROFICIENCY**

Question from our research partner EF Education First



** answers of respondents who speak any foreign languages

TOP 10 TIPS FOR AN ASPIRING HR SPECIALIST



Kristina Shakirova
HR Manager
Rödl & Partner Central Asia

The HR specialist is an important link in any company responsible for human resource management. Newcomers to the HR profession may have some challenges on the learning curve.

IN THIS ARTICLE, WE OFFER THE TOP 10 TIPS FOR ASPIRING HR SPECIALISTS THAT WILL HELP THEM SUCCESSFULLY DEVELOP AND ACHIEVE THEIR CAREER GOALS.

1. Study the laws and regulations. The legal field plays a key role in the work of an HR specialist. Basic aspects of labor law, social security and other relevant laws should be well studied in order to apply them competently in one's work.

2. Develop competencies using the SHRM competency model. A competency model helps both entry-level and high-level employees determine how close they are to the professional standard and how much they contribute to the organization's success.

3. Develop your communication skills. HR specialists constantly communicate with employees, colleagues, and management. Effective communication and listening are key skills to be developed.

4. Keep learning. HR is constantly evolving and it is important to stay on top of the latest trends and innovations. Attending professional trainings, workshops, and conferences will help you learn and improve what you need to know.

5. Be objective and fair. It is important to be objective and fair to avoid bias and conflict.

6. Learn how to deal with conflict. Conflicts between employees are an inevitable part of the HR specialist's job. One should learn to manage such situations effectively in order to achieve constructive resolution.

7. Be analytical. An HR specialist needs to understand data and be able to analyze it to make reasoned decisions. Learn the basics of statistics and analytics to succeed in this field.

8. Be proactive. An aspiring HR specialist should seek to be actively involved in company projects and processes. Develop leadership skills to interact effectively with the team.

9. From CVs to contracts to hiring and firing documents, HR specialists often have a lot of information to work with. It's important not to overlook even the smallest details, and to be thorough and organized. This will help avoid mistakes and ensure that HR processes run smoothly in the company.

10. Develop a network of professional contacts. In HR, it is important to have good connections and contacts with other HR specialists and professionals in related fields. Participating in profile events and social media will help you expand your professional network.

Novice HR specialists need to constantly develop and improve their skills. Following these 10 tips will help you successfully adjust to the profession and succeed in your job.

TRENDS AND PROSPECTS OF THE LABOUR MARKET

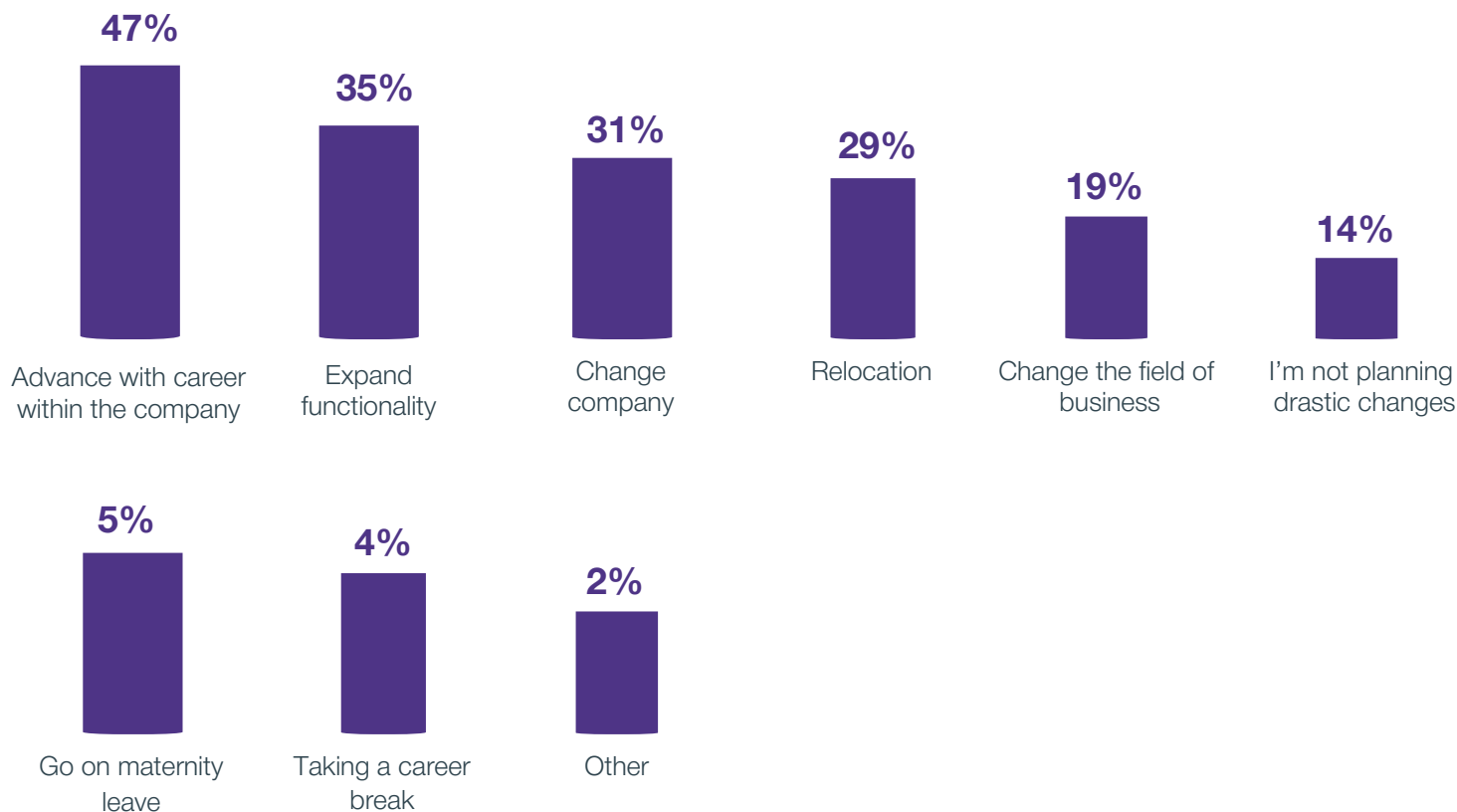


TRENDS AND PROSPECTS OF THE LABOR MARKET

HOW DO YOU SEE THE COMING YEAR FOR YOUR CAREER?



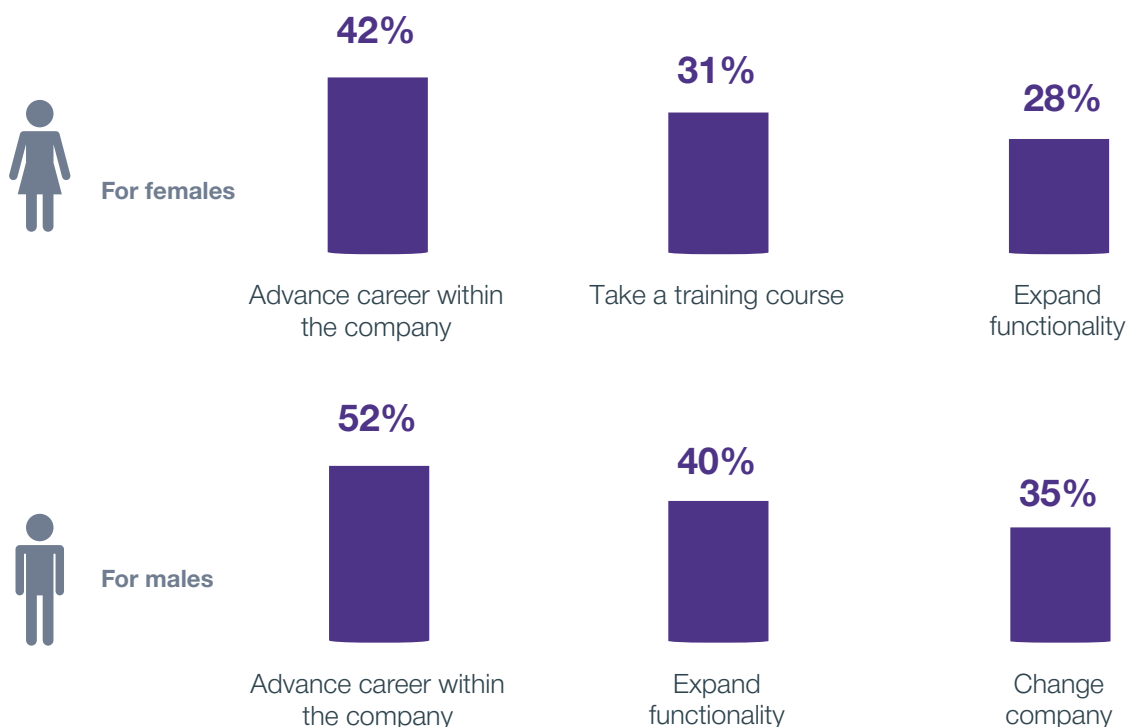
YOUR CAREER PLANS FOR THE NEXT 2 YEARS?



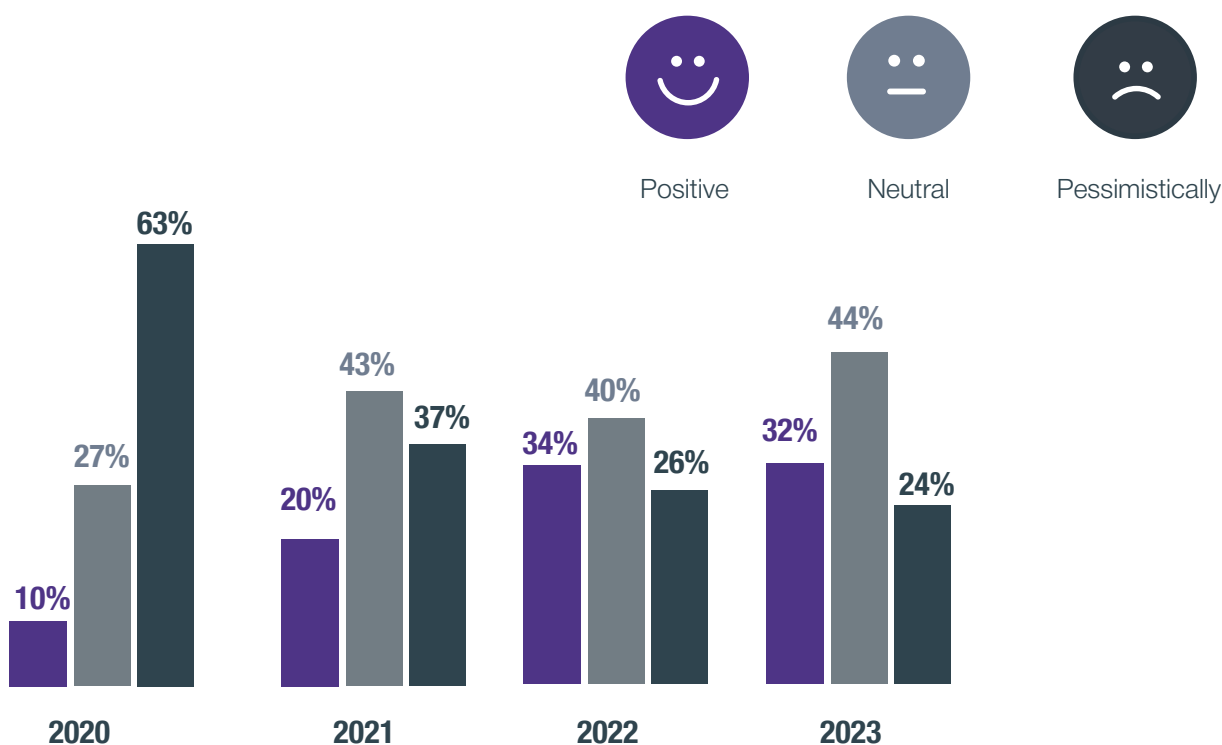
TRENDS AND PROSPECTS OF THE LABOR MARKET

YOUR CAREER PLANS FOR THE NEXT 2 YEARS?

GENDER-SPECIFIC (TOP 3)

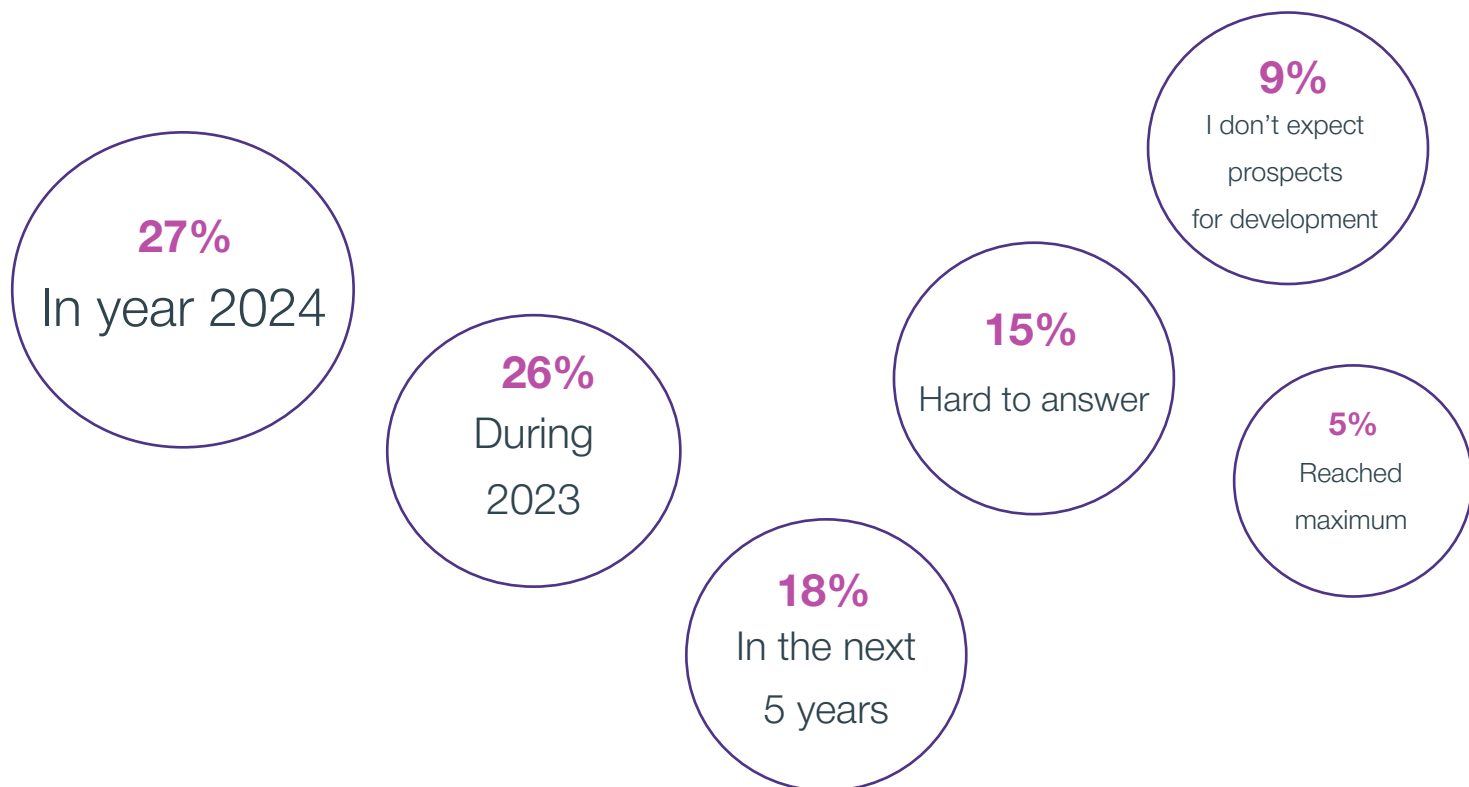


HOW DO YOU ASSESS THE FUTURE OF KAZAKHSTAN'S ECONOMY IN THE NEXT 12 MONTHS?

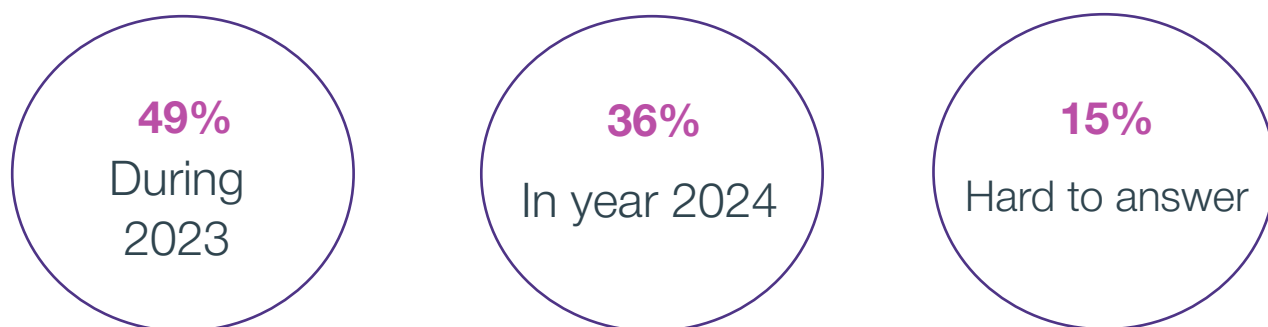


TRENDS AND PROSPECTS OF THE LABOR MARKET

WHEN DO YOU EXPECT YOUR NEXT PROMOTION TO TAKE PLACE?



WHEN DO YOU EXPECT YOUR NEXT PAY RISE?



* Respondents could choose more than one answer

HOW TO PLAN CAREER PATHS IN A COMPANY?

Company: JTI

At our company, career development is not just about linear movement. It is also horizontal and cross-functional, giving employees the opportunity to learn the business and gain expertise.

At JTI, your career path begins with an employee-manager discussion about progress on current assignments and the potential for more challenging projects and growth in other areas. And here it is very important to be honest and objective about the areas of development that are currently holding you back.

The next, equally important step is to decide and define how these zones will be developed, in what timeframe, and how progress will be measured.

The following general recommendations can be made to help grow:

- 1. Know what you want.** Have a clear idea of what you want from your career.
- 2. Talk about what you want.** Share your career expectations with your manager. Don't be afraid or embarrassed.
- 3. Be brave.** Take on new challenges at work, even if they are difficult. Rather than miss opportunities and regret it, it's better to take risks and gain new experiences.
- 4. Go above and beyond what is expected of you.** Don't be limited by your job description. Step into a new role by thinking about the future potential, not just the current opportunity.
- 5. Look for opportunities to learn and grow in every role.** Even if it's a horizontal move.

6. "Go wide to reach high". Expand your skill set and experience before moving on to other roles and locations.

7. Assess your mobility adequately. Needless to say, mobility opens up opportunities for career development. But personal and family circumstances need to be taken into account.

8. Do things differently. When faced with a problem, look for different ways to solve it.

9. Expand your networking. Make connections/acquaintances that will help you in the future.

10. "Pay it forward". Help others, share with others, support those around you.

11. Enjoy your life. Meet new people, learn about other cultures, and enjoy new experiences. What can get in the way of building a career? To answer this question, it is worth remembering a concept like career killers. These are anti-competencies, specific personality traits, qualities of a person in interaction with other people, which are obstacles to development and career success.

Let's name some of them:

- Arrogance
- Demonstrative behavior
- Changeability
- Excessive caution
- Distrustfulness
- Estrangement

HOW TO PLAN CAREER PATHS IN A COMPANY?

Company: JTI

- Insubordination
- Eccentricity
- Passive resistance
- Excessive perfectionism
- Obsequiousness

So what to do with career killers?

First, you don't have to hide them. It is important to learn how to manage them through awareness and acceptance. Next, select the most appropriate tools to help you deal with killers. And, of course, monitor progress through coaching, feedback, etc. Which competencies should we pay special attention to?

Among the many recommendations for developing hard and soft skills that contribute to professional and career development, we would highlight the development of what is known as learning agility. And we're not talking about learning ability here. Learning agility is about the willingness to learn from experience and apply that knowledge to new contexts.

It's about flexibility, which teaches us and allows us to solve complex problems quickly through openness, awareness, and a willingness to look at a problem from a different angle. In today's VUCA world, this quality is

especially important, enabling you to respond to constant change in a timely manner, adapt quickly, and deliver results.

Employees with high learning agility are open to new challenges, feel confident when facing difficulties, analyze their experiences, offer original solutions, and are able to develop constructive relationships with different people. Our willingness to learn and grow from our experiences affects not only our development as individuals and professionals, but also how we are perceived by others.



METHODOLOGY

The study analyses data from an online survey of 1,545 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 12 May to 30 June 2023. The salary survey is based on data obtained from the online survey, information contained in Antal's database and expert judgement of Antal consultants. **Salaries are in tenge before taxes and excluding bonuses and bonuses.** The study provides values of the 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, sector of the economy, company affiliation and country of origin, and are dependent on the employee's experience, qualifications and job responsibilities. The salaries identified in the survey are characteristic primarily 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, agrohholdings, 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 TABLES BY INDUSTRY

* Salaries are in Kazakh Tenge before taxes and excluding bonuses

ANTAL KAZAKHSTAN: LABOUR MARKET RESEARCH AND SALARY SURVEY | 2023



SALARIES

AUTOMOTIVE SECTOR

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



AUTOMOTIVE SECTOR



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AUTO (PRODUCTION AND RETAIL SALES)

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	1 500 000	3 000 000
Marketing, PR and Digital		
Marketing Director	1 300 000	1 500 000
Head of Product Marketing	1 000 000	1 200 000
Public Relations Manager	700 000	900 000
Public Relations Specialist	500 000	700 000
Sales/Business Development		
Commercial Director/Sales Director/Business Development Director	1 000 000	1 500 000
Sales Manager/Account Manager	600 000	900 000
Sales Specialist/Account Specialist	500 000	800 000
Key Account Manager	600 000	900 000
Business Development Manager	800 000	1 200 000
Corporate Sales Manager	1 200 000	1 500 000
Corporate Sales Specialist	500 000	800 000
Production and Engineering		
Chief Power Engineer	800 000	1 400 000
Quality Service Manager	800 000	1 700 000
Quality Manager	500 000	1 000 000
Technical Director	1 200 000	2 000 000
New Product Development Manager	600 000	900 000
Production Manager	1 000 000	1 800 000
Technical Service Manager	1 200 000	1 700 000
Health, Safety and Environment Manager	800 000	1 800 000
Capital Expenditure Project Manager	1 000 000	1 500 000
Capital Project Engineer	600 000	1 000 000
Production Shift Manager	700 000	1 000 000
Shop Manager	700 000	1 000 000



AUTOMOTIVE SECTOR

SPARE PARTS

Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	1 500 000	2 500 000
Head of Representative Office	1 500 000	2 500 000
Plant Director	1 500 000	2 500 000
Sales/Business Development		
Sales Director	1 000 000	1 500 000
Sales Manager	600 000	900 000
Sales Specialist	600 000	800 000
Key Account Manager	600 000	900 000
Partner/Dealer Manager	800 000	1 000 000
Business Development Manager	800 000	1 000 000
Production and Engineering		
Chief Power Engineer	1 000 000	2 000 000
Quality Service Manager	700 000	1 800 000
Quality Manager	900 000	1 500 000
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
Health, Safety and Environment Manager	800 000	1 500 000
Capital Expenditure Project Manager	1 000 000	1 800 000
Capital Project Engineer	700 000	1 200 000
Production Shift Manager	1 000 000	1 800 000
Shop Manager	700 000	1 000 000
Service Department Manager	1 000 000	1 800 000
Service Engineer	600 000	1 200 000
Technology/R&D/Product Support		
Technical trainer	700 000	1 200 000
Technical Support Engineer	750 000	1 500 000
Service Engineer	750 000	1 500 000



SALARIES

BANKS AND FINANCIAL SERVICES

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



BANKS AND FINANCIAL SERVICES



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COMMERCIAL/UNIVERSAL BANKS

Top management	Average minimum	Average maximum
Chairman of the Management Board	3 105 000	6 350 000
Sales/Business Development		
Head of Retail Business Unit	1 235 000	2 000 000
Head of Corporate Business Unit	1 300 000	2 000 000
Head of SME division	1 250 000	1 800 000
Head of Distribution/Sales	1 100 000	1 600 000
Head of Branch/Branch	845 000	1 230 000
Account Manager/Sales Manager	715 000	1 040 000
Sales Specialist	450 000	850 000
Head of partner sales channel	450 000	850 000
Risk/Product/Collection of Debts		
Head of Product Development	1 170 000	1 950 000
Product Development Manager	850 000	1 100 000
Consolidated Risk Management Director	850 000	1 010 000
Risk Management Manager	715 000	1 100 000
Risk Management Specialist	455 000	620 000
Head of Debt Collection Division	715 000	1 230 000
Manager of Debt Collection Unit	470 000	975 000
Finance/Operations Unit		
Financial Analyst	650 000	1 040 000
Treasury Manager	1 230 000	1 560 000
Head of Internal Control	1 300 000	1 950 000
Head of Control Assurance and Compliance	1 950 000	2 600 000
Controls and Compliance Manager	1 300 000	1 950 000
Head of Financial Institutions	975 000	1 560 000
Head of Operations/Operations Manager	1 300 000	2 015 000
Operations Manager	1 040 000	1 300 000



BANKS AND FINANCIAL SERVICES



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FUNDS/INVESTMENT BANKING SERVICES

Top management	Average minimum	Average maximum
CEO/Executive Director/Managing Director/Managing Partner	2 860 000	5 500 000
Sales/Business Development		
Partner	2 730 000	3 380 000
Vice President/Private Banker	1 690 000	2 600 000
Finance/Operations		
Head of Operations Unit/Operations Manager	1 105 000	1 560 000
Operations Manager	845 000	1 235 000
Analyst/Senior Analyst	520 000	845 000
Risk Manager	845 000	1 105 000



SALARIES

PAPER AND PACKAGING

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



PAPER AND PACKAGING



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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	2 000 000	3 000 000
Sales/Business Development		
Sales Director	1 500 000	1 800 000
Sales Manager	700 000	1 000 000
Key Account Manager	700 000	1 000 000
Regional Manager/Territory Manager	800 000	1 200 000
Business Development Director	1 200 000	1 500 000
Business Development Manager	700 000	1 000 000
Production and Engineering		
Chief Power Engineer	800 000	1 700 000
Quality Manager	800 000	1 700 000
Quality Service Manager	500 000	1 000 000
Technical Director	1 200 000	2 000 000
Production Manager	1 000 000	1 800 000
Technical Service Manager	1 000 000	1 800 000
Laboratory Manager	700 000	1 000 000
Health, Safety and Environment Manager	800 000	1 800 000
Capital Expenditure Project Manager	1 000 000	1 500 000
Capital Project Engineer	600 000	1 000 000
Shop Manager	700 000	1 000 000
Production Shift Manager	700 000	1 000 000
Technology/R&D/Product Support		
New Product Development Manager	800 000	1 300 000



SALARIES

INGREDIENTS AND EQUIPMENT FOR THE FOOD INDUSTRY

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



INGREDIENTS AND EQUIPMENT FOR THE FOOD INDUSTRY



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Top management

	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 000 000	4 000 000
Head of Representative Office	2 000 000	4 000 000
Plant Director	1 500 000	2 000 000



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Sales/Business Development

	Average minimum	Average maximum
Sales Director	1 200 000	1 500 000
Sales Manager	600 000	900 000
Sales Specialist	500 000	700 000
Key Account Manager	700 000	1 000 000
Partner/Dealer Manager	700 000	1 000 000
Business Development Manager	900 000	1 200 000



INGREDIENTS AND EQUIPMENT FOR THE FOOD INDUSTRY

Production and engineering	Average minimum	Average maximum
Chief Power Engineer	800 000	1 700 000
Quality Manager	800 000	1 700 000
Quality Manager	500 000	1 000 000
Technical Director	1 200 000	2 000 000
Production Manager	1 000 000	1 800 000
Technical Service Manager	1 000 000	1 800 000
Laboratory Manager	700 000	1 000 000
Health, Safety and Environment Manager	800 000	1 800 000
Capital Expenditure Project Manager	1 000 000	1 500 000
Capital Project Engineer	600 000	1 000 000
Production Shift Manager	700 000	1 000 000
Shop Manager	700 000	1 000 000



SALARIES

IT, TELECOM

* Salaries are in Kazakh Tenge before taxes and excluding bonuses

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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	1 800 000	4 500 000
Head of Representative Office	1 500 000	3 800 000
IT Director/Technical Director	1 500 000	4 300 000
Sales/Business Development		
Key Account Director	1 000 000	1 800 000
Key Account Manager	700 000	1 500 000
Partner Director	1 100 000	2 500 000
Partner Manager/Distribution Manager	700 000	1 500 000
Sales/Business Development		
Junior developer	300 000	500 000
Middle developer	600 000	900 000
Senior developer	1 600 000	2 200 000
Mobile developers	656 000	1 400 000
Management		
IT Project Manager	1 000 000	2 000 000
Project Manager	700 000	1 800 000
System Analyst	800 000	1 600 000
Business Analyst	700 000	1 400 000
Technical Support Specialist	500 000	800 000
Tester	500 000	1 400 000
Design		
UX/UI designer	450 000	1 200 000
Game designer	500 000	1 300 000
1C		
Senior 1C developer	1 200 000	2 000 000
1C ERP developer	1 100 000	1 800 000
Middle 1C developer	900 000	1 500 000
Junior 1C developer	500 000	700 000



SALARIES

LOGISTICS AND TRANSPORT

* Salaries are in Kazakh Tenge before taxes and excluding bonuses

LOGISTICS AND TRANSPORT



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	1 860 000	3 100 000
Head of Representative Office	1 600 000	2 300 000
Sales/Business Development/Operations		
Commercial Director	1 280 000	1 860 000
Sales Director	1 280 000	1 860 000
Sales Manager	840 000	1 000 000
Sales Specialist	540 000	750 000
Key Account Manager	630 000	935 000
Business Development Manager	820 000	1 360 000
Project Manager	1 000 000	1 360 000
Customs Specialist	350 000	520 000
Operations Director	1 350 000	1 600 000
Transport Manager	935 000	1 200 000
Transport Specialist (Operations Specialist)	562 000	875 000
Warehouse Director	1 044 000	1 430 000
Warehouse Manager	630 000	800 000
Warehouse Specialist	335 000	495 000
Customer service specialist	435 000	660 000



SALARIES

CONSUMER GOODS (FMCG)

* Salaries are in Kazakh Tenge before taxes and excluding bonuses

CONSUMER GOODS (FMCG)



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 300 000	5 500 000
Marketing, PR and Digital		
Marketing Director	2 500 000	3 500 000
Marketing Manager	2 200 000	2 800 000
Category Manager	2 000 000	2 600 000
Senior Brand Manager	1 400 000	2 000 000
Brand Manager	1 200 000	1 400 000
Junior Brand Manager	500 000	700 000
Public Relations Director	1 600 000	3 500 000
Public Relations Manager	860 000	1 200 000
Public Relations Specialist	420 000	700 000
Market Research Manager	760 000	1 200 000
Market Research Specialist	450 000	600 000
Director of Trade Marketing Department/Director of Merchandising Department	1 500 000	2 200 000
Trade Marketing Manager/Merchandising Manager	800 000	1 400 000
Trade Marketing Department Specialist / Merchandising Department Specialist	400 500	640 000
Marketing, PR and Digital		
Commercial Director	1 700 000	3 500 000
Sales Director	1 800 000	3 000 000
Sales Manager	700 000	1 600 000
Sales Specialist	500 000	620 000
Key Account Manager	1 300 000	2 000 000
Regional Director/Distribution Director	1 400 000	1 800 000
Regional Manager/Territorial Manager/Divisional Manager	1 000 000	1 400 000
Business Development Director	1 700 000	2 500 000
Business Development Manager	1 500 000	2 000 000
Project Manager	610 000	980 000
Trade Marketing Department Specialist / Merchandising Department Specialist	350 000	480 000

CONSUMER GOODS (FMCG)



Production and engineering	Average minimum	Average maximum
Chief Power Engineer	800 000	1 700 000
Quality Manager	800 000	1 700 000
Quality Manager	500 000	1 000 000
Technical Director	1 200 000	2 000 000
Production Manager	1 000 000	1 800 000
Technical Service Manager	1 000 000	1 800 000
Laboratory Manager	700 000	1 000 000
Health, Safety and Environment Manager	800 000	1 800 000
Capital Expenditure Project Manager	1 000 000	1 500 000
Capital Project Engineer	600 000	1 000 000
Production Shift Manager	700 000	1 000 000
Shop Manager	700 000	1 000 000
Technology/R&D/Product Support		
New Product Development Manager	700 000	1 000 000
Director of Research and Quality	800 000	1 500 000



SALARIES

NATURAL RESOURCES

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



NATURAL RESOURCES



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Top management	Average minimum	Average maximum
Plant director	2 000 000	3 500 000

METALLURGY AND MINING

Production/Engineering/Technologies	Average minimum	Average maximum
Drilling and Blasting Supervisor/Head of Drilling and Blasting (BWD)	800 000	2 000 000
Geologist/Chief Geologist	800 000	2 000 000
Chief Surveyor	500 000	2 000 000
Health, Safety and Environment Manager	1 000 000	1 800 000
Quality Control Manager/Director	1 000 000	1 800 000
Design and Construction Manager	1 000 000	2 000 000
Chief Production Technologist	1 000 000	2 000 000
Chief Engineer	1 000 000	2 000 000
Mine Director/Executive Director	3 500 000	5 000 000
Mine Director	3 500 000	5 000 000
Chief Operating Officer	3 500 000	5 000 000
Head of Service Department	1 200 000	2 000 000
Project Manager	1 500 000	2 500 000



SALARIES

INDUSTRIAL EQUIPMENT AND TECHNOLOGIES

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



INDUSTRIAL EQUIPMENT AND TECHNOLOGIES



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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	4 000 000
Plant Director	3 000 000	4 000 000
Sales/Business Development		
Sales Director	1 500 000	3 000 000
Sales Engineer	900 000	1 500 000
Partner/Dealer Manager	900 000	1 500 000
Business Development Manager	900 000	1 500 000
Project Manager	1 000 000	2 000 000
Production and Engineering		
Chief Power Engineer	800 000	1 500 000
Quality Manager	1 000 000	1 500 000
Quality Manager	500 000	800 000
Technical Director	1 000 000	1 800 000
Production Manager	1 000 000	1 700 000
Technical Service Manager	1 000 000	1 700 000
Health, Safety and Environment Manager	1 000 000	1 500 000
Capital Expenditure Project Manager	1 500 000	3 000 000
Capital Project Engineer	850 000	1 200 000
Production Shift Manager	850 000	1 200 000
Shop Manager	850 000	1 200 000



INDUSTRIAL EQUIPMENT AND TECHNOLOGIES

OIL AND GAS PRODUCTION

Production/Engineering/Technology	Average minimum	Average maximum
Chief Power Engineer	900 000	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	700 000	1 000 000
Process Engineer/Head of Process Department	900 000	1 500 000
Chief Engineer	900 000	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

OIL AND GAS PROCESSING

Production/Engineering/Technology	Average minimum	Average maximum
Production Manager	1 200 000	2 000 000
Chief Technologist	1 200 000	2 000 000
Chief Engineer	1 200 000	2 000 000
Chief Mechanic	1 200 000	2 000 000
Health, Safety and Environment Manager	900 000	2 000 000
Director of Quality Control	900 000	2 000 000
Quality Control Manager	700 000	1 200 000
Process Department Manager	700 000	1 200 000
Process Engineer	700 000	700 000
Project Manager	800 000	1 500 000
Operation Engineer	500 000	700 000
Service Engineer/Service Department Manager	800 000	1 500 000

ELECTRICITY

Production/Engineering/Technology	Average minimum	Average maximum
Director of Operations	2 200 000	4 000 000
Director of Capital Construction	2 000 000	4 000 000
Branch Director	2 500 000	4 000 000
Chief Engineer	1 000 000	4 000 000
Project Manager	1 000 000	4 000 000
Energy Sales Manager	800 000	1 800 000



INDUSTRIAL EQUIPMENT AND TECHNOLOGIES

OIL AND GAS PRODUCTION

Production/Engineering/Technology	Average minimum	Average maximum
Chief Power Engineer	900 000	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	700 000	1 000 000
Process Engineer/Head of Process Department	900 000	1 500 000
Chief Engineer	900 000	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

OIL AND GAS PROCESSING

Production/Engineering/Technology	Average minimum	Average maximum
Production Manager	1 200 000	2 000 000
Chief Technologist	1 200 000	2 000 000
Chief Engineer	1 200 000	2 000 000
Chief Mechanic	1 200 000	2 000 000
Health, Safety and Environment Manager	900 000	2 000 000
Director of Quality Control	900 000	2 000 000
Quality Control Manager	700 000	1 200 000
Process Department Manager	700 000	1 200 000
Process Engineer	700 000	700 000
Project Manager	800 000	1 500 000
Operation Engineer	500 000	700 000
Service Engineer/Service Department Manager	800 000	1 500 000

ELECTRICITY

Production/Engineering/Technology	Average minimum	Average maximum
Director of Operations	2 200 000	4 000 000
Director of Capital Construction	2 000 000	4 000 000
Branch Director	2 500 000	4 000 000
Chief Engineer	1 000 000	4 000 000
Project Manager	1 000 000	4 000 000
Energy Sales Manager	800 000	1 800 000



SALARIES

RETAIL

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



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Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 200 000	4 600 000
Head of Representative Office	1 800 000	3 400 000
Sales/Business Development		
Sales Director	1 500 000	2 800 000
Business Development Director	1 200 000	1 800 000
Business Development Manager	820 000	1 400 000
Manager of a department store/ shopping centre	1 000 000	1 400 000
Store/Boutique Director	850 000	1 300 000
Retail Sales Director	1 250 000	2 300 000
Marketing, PR and Digital		
Marketing Director	1 800 000	3 500 000
Marketing Manager	1 300 000	2 400 000
Marketing Communications Manager	750 000	1 100 000
Marketing Communications Specialist	520 000	740 000
Market Research Manager	820 000	1 100 000
Market Research Specialist	460 000	810 000
Director of Trade Marketing Department/Director of Merchandising Department	1 300 000	2 200 000
Trade Marketing Department Manager/Merchandising Department Manager	720 000	1 400 000
Trade Marketing Department Specialist / Merchandising Department Specialist	550 000	720 000
Security		
Security Director	1 200 000	2 000 000
Security Manager	700 000	1 200 000
Safety Manager	700 000	1 200 000
Health and Safety Manager	700 000	1 200 000



SALARIES

CONSTRUCTION

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



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INDUSTRIAL AND COMMERCIAL CONSTRUCTION

Top management	Average minimum	Average maximum
Chief Executive Officer/Executive Director/Managing Director	2 000 000	4 000 000
Sales and Business Development		
Commercial Director	1 200 000	1 700 000
Production and Engineering		
Technical Director	1 500 000	2 500 000
Construction Director	2 500 000	4 000 000
Chief Architect	2 500 000	4 000 000
Architect	900 000	1 500 000
Property Director	1 000 000	2 000 000
Property 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	1 300 000
Head of Design Department	1 000 000	1 300 000



PRODUCTION OF BUILDING MATERIALS AND STRUCTURES

Top management	Average minimum	Average maximum
Plant Director	2 000 000	4 500 000
Sales and Business Development		
Commercial Director	1 200 000	1 400 000
Sales Director	1 000 000	1 500 000
Sales Manager	600 000	900 000
Sales Specialist	500 000	700 000
Key Account Manager	700 000	900 000
Partner/Dealer Manager	700 000	900 000
Regional Director/Distribution Director	900 000	1 200 000
Regional Manager/Territorial Manager	800 000	1 000 000
Business Development Director	1 200 000	1 500 000
Business Development Manager	600 000	1 200 000
Project Manager	800 000	1 800 000
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	1 200 000	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	1 000 000
Health, Safety and Environment Manager	500 000	1 200 000
Capital Project Manager	600 000	1 200 000
Capital Project Engineer	500 000	800 000
Production Shift Manager	500 000	800 000
Shop Manager	500 000	800 000
Service Department Manager	900 000	1 500 000
Service Engineer	650 000	1 000 000
Commissioning Project Manager	500 000	800 000



SALARIES

PHARMACEUTICS

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



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Top management	Average minimum	Average maximum
General Director/Head of Representative Office	3 050 000	6 200 000
Head of Department	2 350 000	2 784 000
Commercial Department		
Commercial Manager	1 830 000	2 646 000
Head of Distributor Relations Department	1 830 000	2 074 000
Key Account Manager (Distributor Relations)	1 060 000	1 300 000
Government Affairs Department		
Market Access Manager / Market Access Manager	1 908 000	2 690 000
Government Relations Manager / GR Manager	1 908 000	2 690 000
Pharmacy Chain Department		
Key Account Manager (pharmacy chains)	976 000	1 464 000
National Sales Manager/FFM	2 100 000	2 268 000
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	940 000	1 500 000
Key Account Manager	940 000	1 300 000
Senior Medical Representative/Key Account Specialist	480 000	620 000
Medical Representative	370 000	520 000
Manufacturing and engineering		
Quality Manager	700 000	1 500 000
Production Manager	1 000 000	2 500 000
Technical Service Manager	1 000 000	1 800 000
Laboratory Manager	800 000	1 000 000
Production Shift Manager	800 000	1 000 000
Workshop manager	800 000	1 000 000



Saniya Tarasenko

Leading Consultant
Antal Kazakhstan



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Medical Director/Registration Department

	Average minimum	Average maximum
Medical Director	1 380 000	2 500 000
Medical Manager	1 200 000	1 500 000
Medical Counsellor	860 000	1 390 000
Registration Manager	1 380 000	2 500 000
Registration Manager	900 000	1 300 000
Registration Specialist	700 000	900 000
Pharmacovigilance/Drug Safety Manager	900 000	1 200 000
Pharmacovigilance/Medical Safety Specialist	700 000	900 000



Zhanel Babayeva

Senior Consultant
Antal Kazakhstan



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Marketing, PR

Marketing Manager	2 000 000	2 800 000
Product Manager and Brand Manager	1 100 000	1 700 000
Senior Brand Manager	1 300 000	1 900 000
Junior Brand Manager	900 000	950 000



SALARIES

CHEMICAL INDUSTRY

* Salaries are in Kazakh Tenge before taxes and excluding bonuses



**Gulfairuz
Kabdrakhmanova**

Executive Consultant
Antal Kazakhstan



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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	1 000 000	1 500 000
Sales Manager	700 000	1 000 000
Sales Specialist	500 000	700 000
Key Account Manager	700 000	1 000 000
Partner/Dealer Manager	600 000	900 000
Regional Director/Distribution Director	800 000	1 200 000
Regional Manager/Territorial Manager	700 000	1 000 000
Business Development Director	1 200 000	1 500 000
Business Development Manager	800 000	1 200 000
Project Manager	700 000	1 000 000
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	800 000
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	Average minimum	Average maximum
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	800 000



SALARY TABLES BY DISCIPLINE

* Salaries are in Kazakh Tenge before taxes and excluding bonuses





SALARY TABLES BY DISCIPLINE

ADMIN

	Average minimum	Average maximum
Administrative Director	800 000	1 000 000
Administrator	350 000	500 000
Department Assistant/Coordinator	300 000	600 000
Driver	300 000	500 000
Contact Centre Operator	150 000	250 000
Office Manager	300 000	700 000
Translator	300 000	600 000
Personal Assistant	400 000	1 000 000
Secretary/Receptionist	300 000	500 000

HR

	Average minimum	Average maximum
HR director	1 860 000	3 100 000
HR manager/HR business partner	1 245 000	1 865 000
HR specialist	565 000	750 000
Head of Training and Development	995 000	1 600 500
Training and Development Specialist	520 000	700 000
Head of Compensation and Benefits	1 860 000	2 480 000
Compensation and Benefits Specialist	750 000	995 000
Head of Recruitment	995 000	1 490 000
Recruitment Specialist	495 000	750 000
Head of HR Administration	870 000	1 250 000
HR Administration Specialist	560 000	820 000



SALARY TABLES BY DISCIPLINE

SUPPLY CHAIN MANAGEMENT, PROCUREMENT

	Average minimum	Average maximum
Director of Supply Chain Management	1 860 000	3 220 000
Customer Service Supervisor	1 120 000	2 720 000
Customer Service Supervisor	810 000	1 020 000
Customer Service Specialist	435 000	875 000
Planning Supervisor	1 245 000	1 760 000
Planning Department Specialist	665 000	780 000
Logistics Manager	1 210 000	1 720 000
Logistics Manager	750 000	1 260 000
Logistics Specialist	490 000	935 000
Director of Purchasing	1 450 000	2 800 000
Purchasing Manager	850 000	1 350 000
Purchasing Department Specialist	580 000	750 000
Warehouse Manager	650 000	1 240 000
Warehouse specialist	370 000	485 000

FINANCE AND ACCOUNTING

	Average minimum	Average maximum
Chief Financial Officer	2 500 000	4 000 000
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	1 400 000
Internal Control/Audit Specialist	550 000	1 000 000
Chief Accountant	1 490 00	2 100 000
Accountant	690 000	940 000
Head of Tax Department	1 490 000	2 230 000
Head of Treasury	1 200 000	1 800 000



SALARY TABLES BY DISCIPLINE

LEGAL AND COMPLIANCE

	Average minimum	Average maximum
Director of Legal Department	1 620 00	2 230 800
Senior Lawyer	874 000	1 120 700
Lawyer	750 000	935 000
Compliance Manager	1 738 00	2 736 000



SURVEY PARTNERS



Intermark Relocation is a relocation consulting company with thirty years of experience. We operate world-wide and offer a full range of services for immigration, relocation, transportation of personal belongings and animals, legal support to both large international companies and individuals. Over 30 years of work, we have accumulated extensive experience in relocation and offer comprehensive services that will help foreign employees adapt to a new environment, a new reality, and their new life smoothly and easily. On average, we help more than 200 families per month with relocation.

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EF Education First is an international education company founded in 1965 by Bertil Hult with a mission to “open the world through education. The company offers a wide range of programs for all ages, from language camps for schoolchildren, language courses and trips for adults around the world, to long-term language courses abroad, pre-entry programs to leading foreign universities and international private boarding schools.

From New York to Beijing, Mexico City to Dubai, Singapore to London, EF has more than 600 schools and offices in over 100 countries.

schools and offices in more than 100 countries. EF’s international network consists of 52,000 employees working around the world. Today, EF continues to help millions of people learn a foreign language, discover the world or get a top-notch study abroad experience.

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SURVEY PARTNERS

Rödl & Partner

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

Founded in 1977, today our company unites 5260 specialists of various profiles in 107 offices in 50 countries. The combination of many years of experience, uniform service quality standards, high professionalism and a comprehensive approach to consulting through the eyes of the entrepreneur is the hallmark of Rödl & Partner.

Rödl & Partner will support you in Central Asia in the Kazakhstan office in Almaty and the Uzbekistan office in Tashkent. Together with a team of Kazakh, Uzbek and German lawyers, tax consultants, accountants and auditors, we have been advising our clients in Central Asia since 2009 on all matters, in particular market entry and investment projects, in German, English, Russian, Kazakh and Uzbek. We are a one-stop shop for customized and multidisciplinary solutions that help our clients achieve their goals.

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empatia

The **EMPATIA's** 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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RESEARCH PARTNERS



Delegation der Deutschen
Wirtschaft für Zentralasien
Представительство Германской
экономики в Центральной Азии

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).

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