



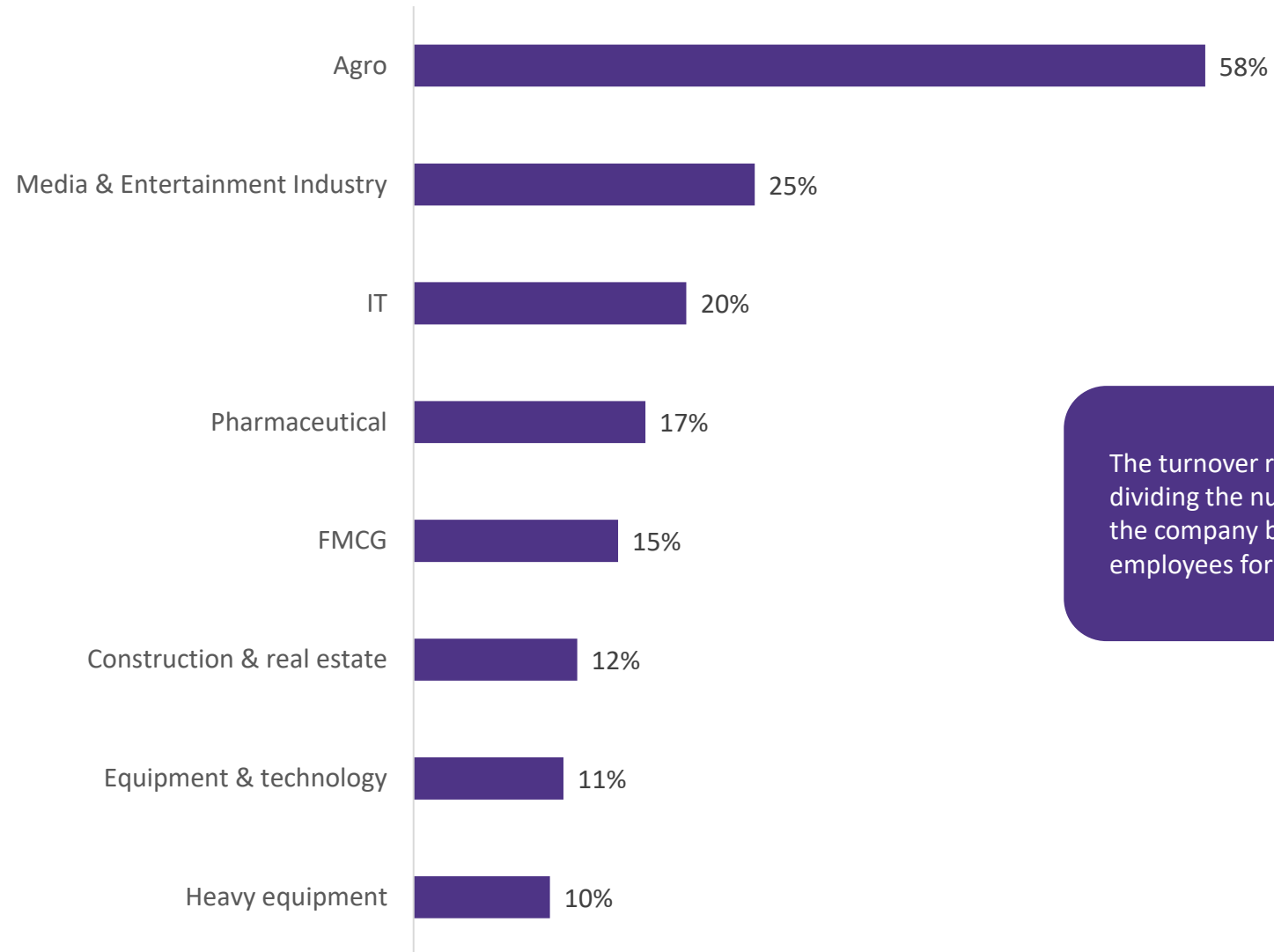
and let thy feet
millenniums hence
be set in midst of knowledge



STAFF TURNOVER 2022

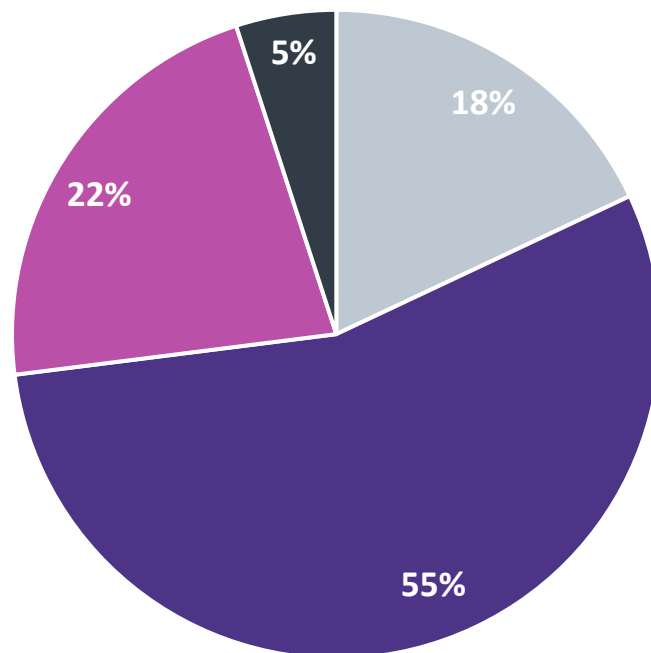
KAZAKHSTAN

RATE OF STAFF TURNOVER IN COMPANIES FOR 2021



The turnover rate is the value obtained by dividing the number of employees who left the company by the average number of employees for the year.

HOW DID THE RATE OF TURNOVER IN COMPANIES CHANGE COMPARED TO 2020?

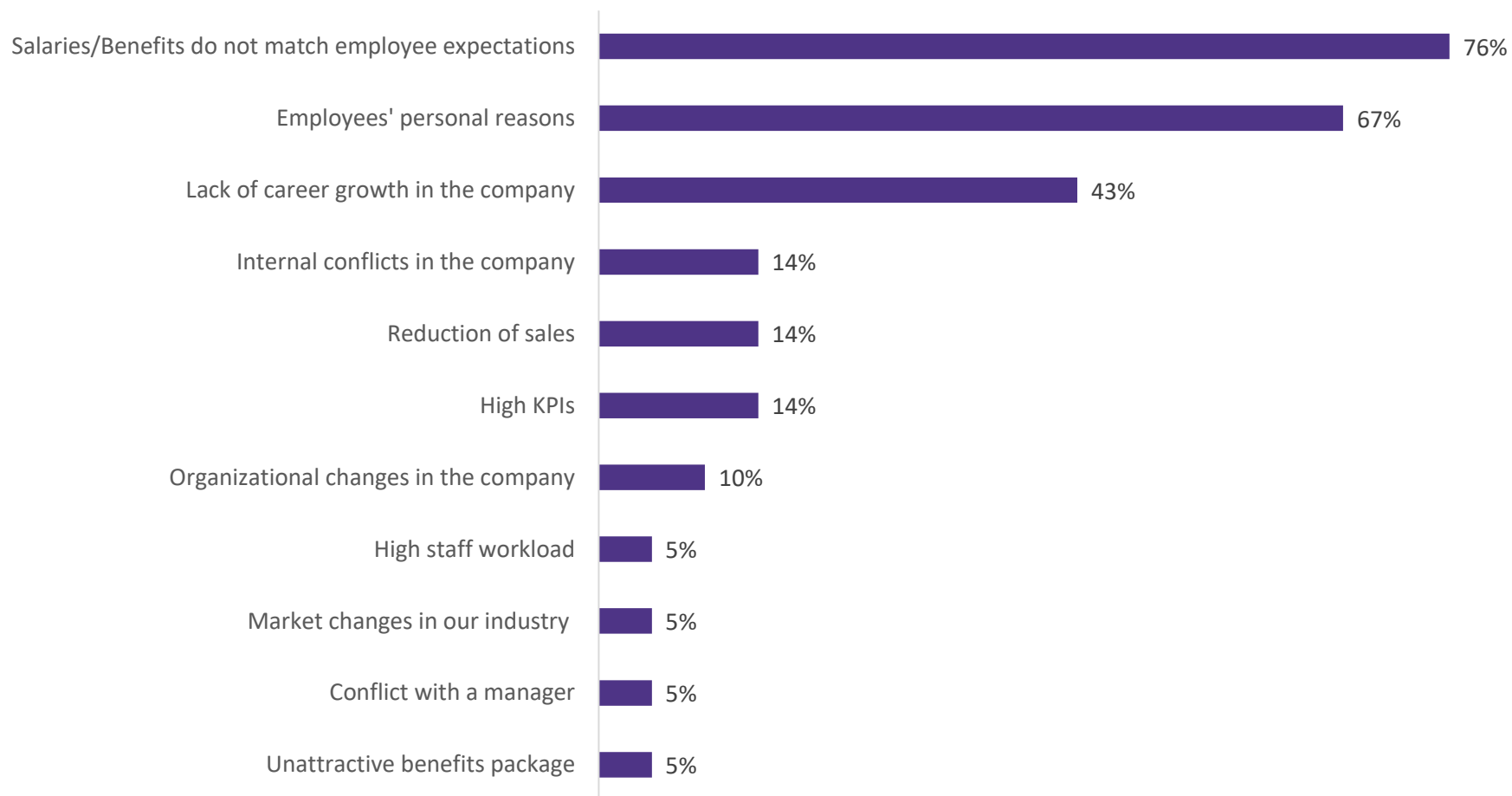


■ Decreased ■ Increased ■ Remained at the same level ■ Difficult to answer

THE MAIN CAUSES OF TURNOVER, ACCORDING TO EMPLOYERS

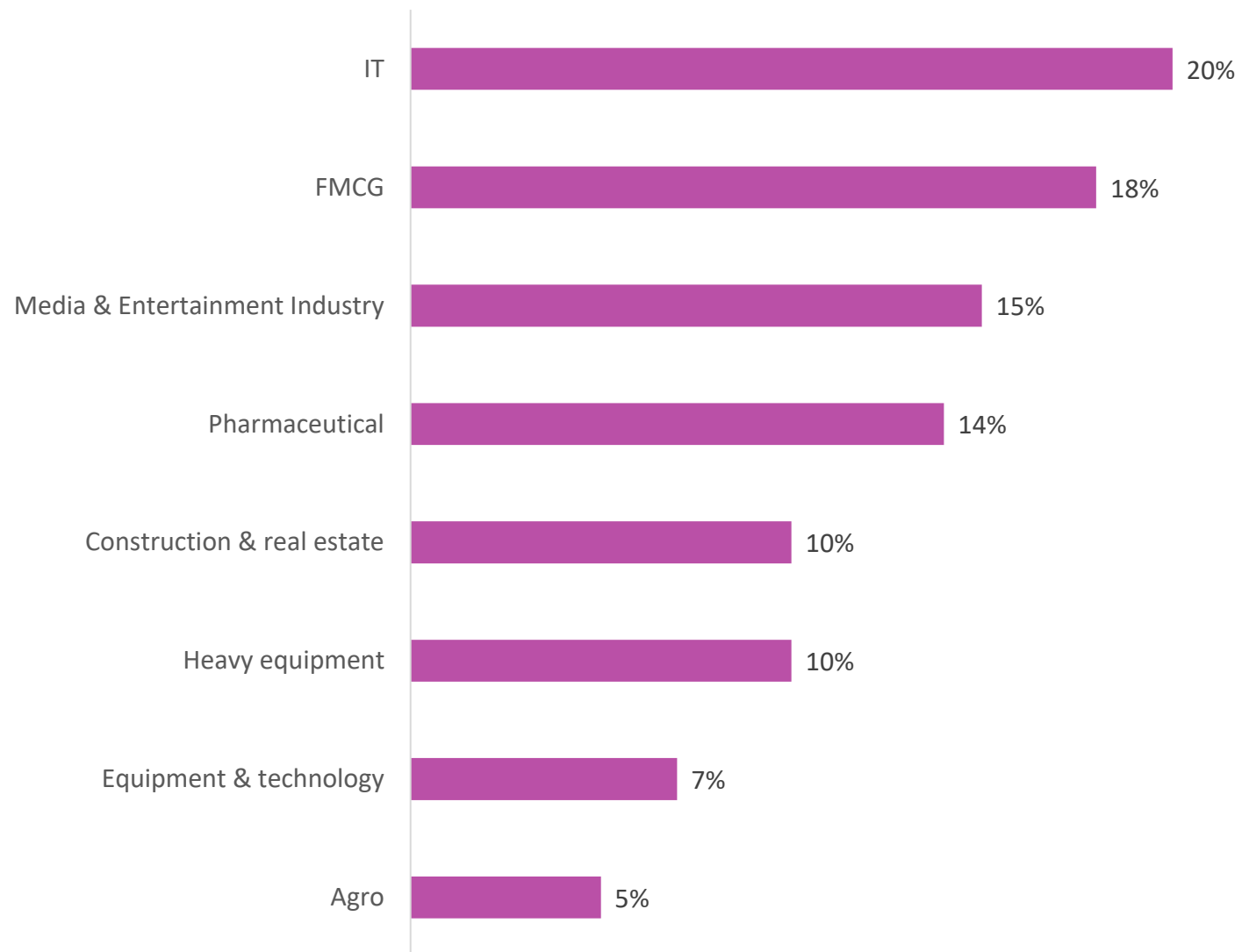


Respondents had the opportunity to choose several answers.



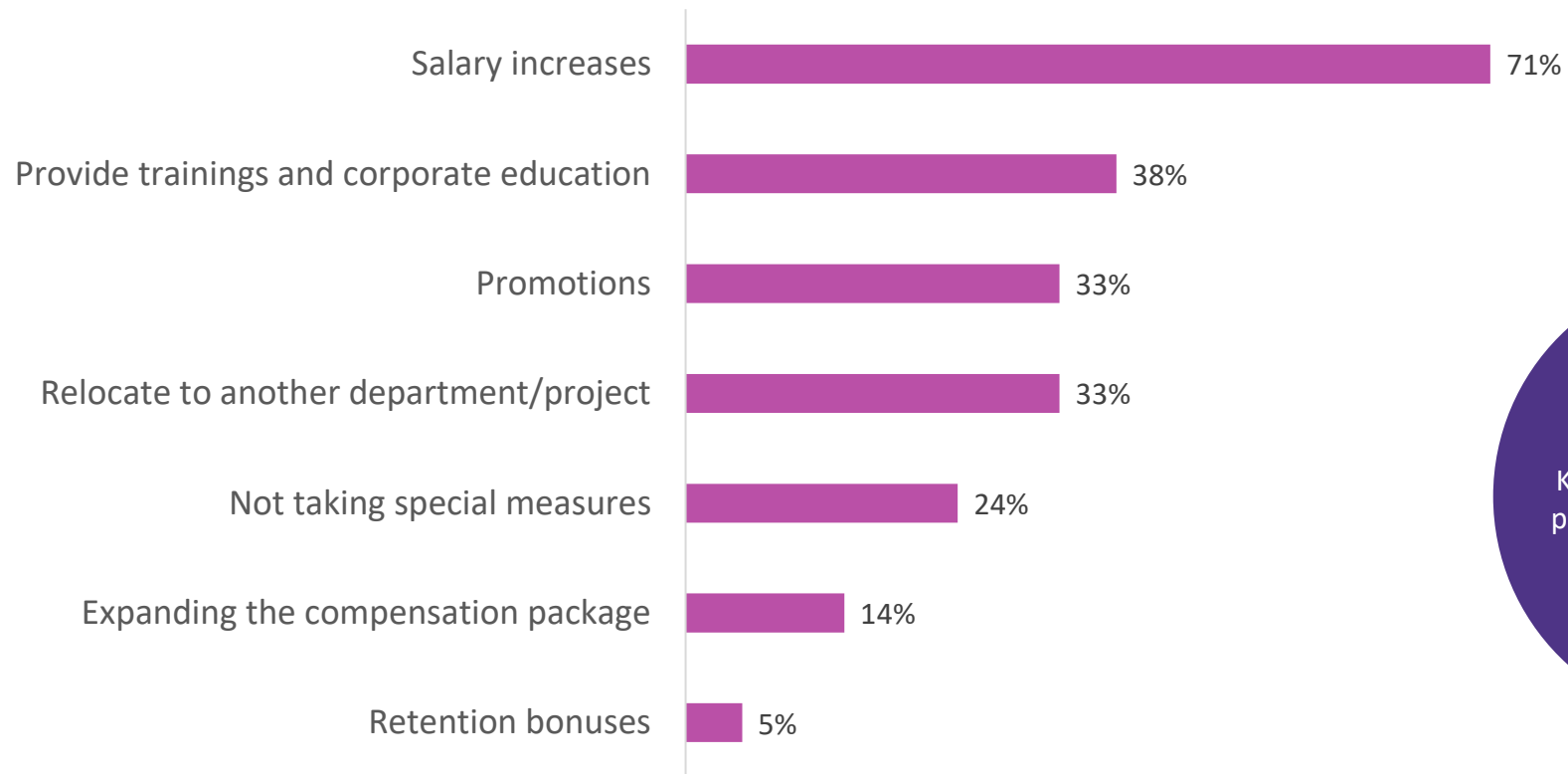
TURNOVER RATE FORECAST FOR 2022

(AT THE MOMENT OF THE SURVEY: FEBRUARY 18 TO MARCH 25, 2022)



WAYS TO REDUCE STAFF TURNOVER

Respondents had the opportunity to choose several answers.



19% of companies in Kazakhstan have tools for predicting the dismissal of employees.

WHAT PERCENTAGE OF SALARY INCREASE WOULD YOU BE READY TO OFFER TO EMPLOYEES IN DIFFERENT DEPARTMENTS TO KEEP THEM IN THE COMPANY?



	Less than 10%	10-20%	More than 20%	N/A
Top management	20%	40%	5%	35%
Sales / Business Development	11%	53%	16%	20%
Supply chain/ purchasing	40%	0%	20%	40%
Administrative	56%	11%	0%	33%
Legal Department	38%	19%	0%	43%
HR	22%	33%	6%	39%
Technology / Product support	13%	0%	38%	49%
Finance and accounting	35%	24%	12%	29%
Marketing, PR, Digital	25%	25%	13%	37%
IT	20%	13%	14%	53%
R&D	14%	14%	15%	57%

EMPLOYEE APPRAISAL SYSTEMS IN INTERNATIONAL AND RUSSIAN COMPANIES



Availability of employee appraisal systems in companies



International companies

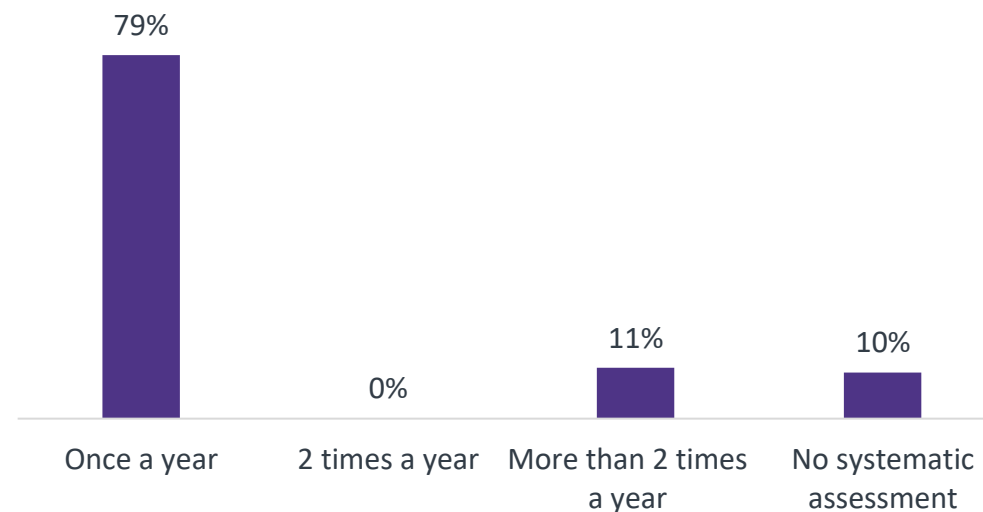
86%



Kazakh companies

50%

How often do you assess employees?



WHAT ARE THE EMPLOYEE APPRAISAL SYSTEMS IN COMPANIES?



Respondents had the opportunity to choose several answers.



Face-to-face discussion with the manager to evaluate achievement of KPIs and setting new ones

74%



Automated appraisal system

21%



Testing/assessment

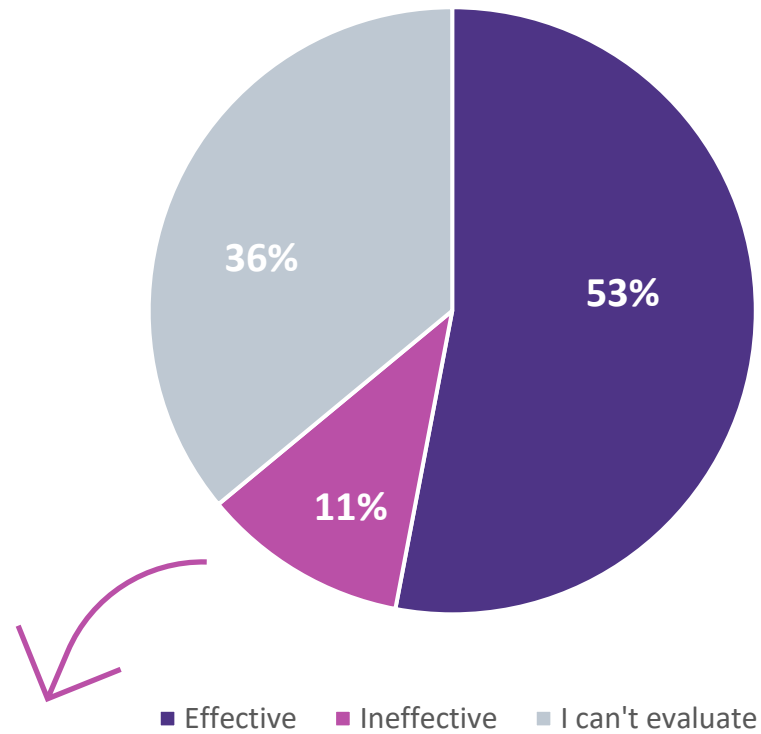
16%



Passive evaluation system (the manager makes the decision himself)

21%

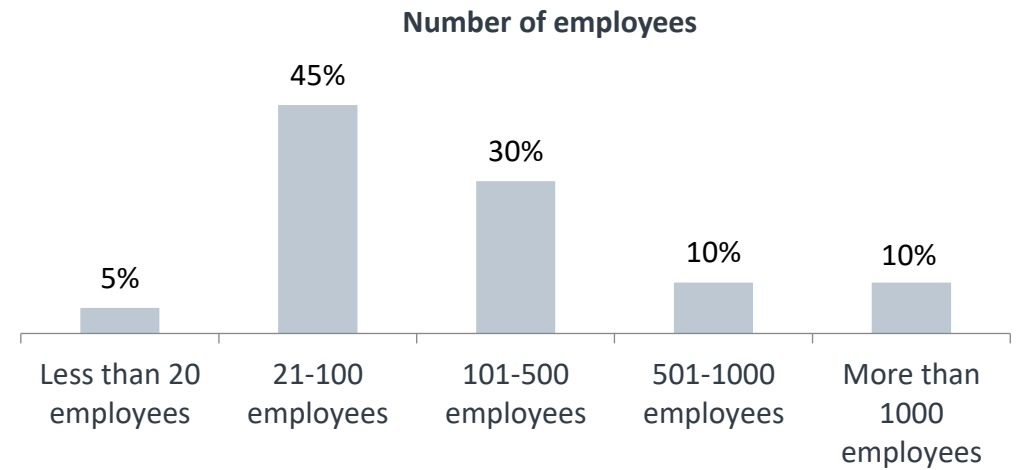
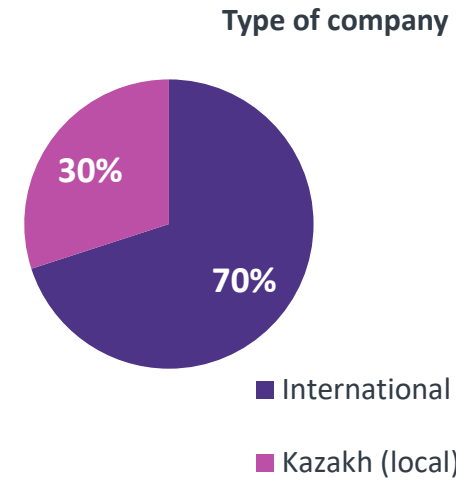
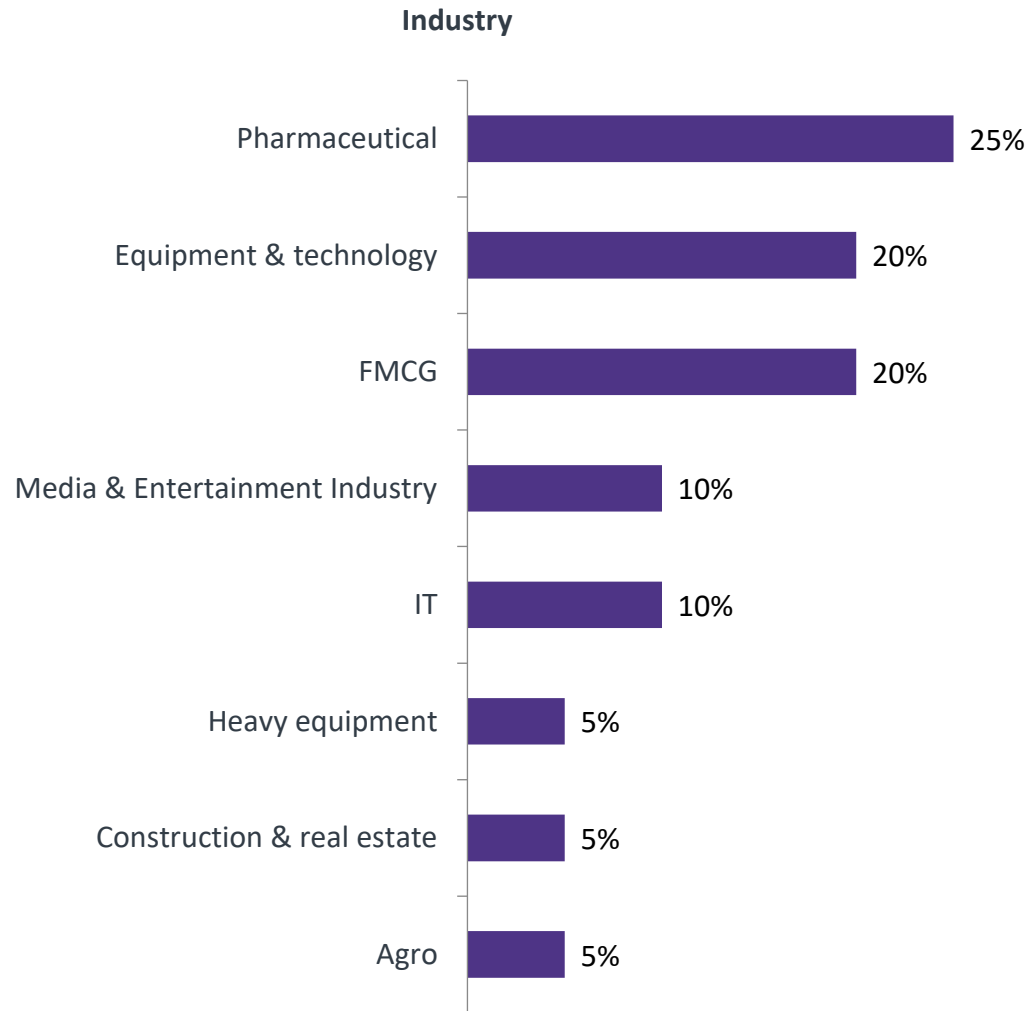
EFFECTIVENESS OF EMPLOYEE EVALUATION TOOLS



Most often, employers find automated employee assessments of employees by their managers.

DEMOGRAPHICS

The survey was conducted from February 18 to March 25, 2022.
63 companies took part in the survey.





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