



JOB MARKET OVERVIEW AND SALARY SURVEY

Kazakhstan | 2022

CONTENTS

<u>Introduction</u>	3
<u>Our team</u>	4
<u>About Antal</u>	5
<u>Demographics</u>	6
• <u>Education</u>	10
<u>The Unemployed</u>	11
<u>Job search</u>	13
• <u>Methods of job search</u>	14
• <u>Length of job search</u>	15
• <u>Reasons for changing jobs</u>	16
• <u>Reasons for choosing your current company</u>	17
<u>Changing jobs</u>	20
• <u>Plans to change jobs 2022</u>	21
• <u>Salary expectations when changing jobs</u>	22
<u>Remuneration</u>	24
• <u>Salaries</u>	25
• <u>Bonus</u>	29
<u>Benefits</u>	30
<u>Satisfaction and Motivation</u>	34
<u>Remote work</u>	39
<u>Relocation</u>	43
<u>Relocation to Kazakhstan in 2022</u>	45
<u>Economic Outlook</u>	47
<u>Methodology</u>	49
<u>Salaries by Industry</u>	50
Automotive sector	51
Banks and Financial Services	54
Paper and packaging	57
Food Ingredients & Equipment	59
IT, Internet, Telecom	62
Logistics and Transportation	64
Equipment and Technology	66
FMCG	68
Natural Resources	71
Retail	74
Construction	76
Pharmaceutical	79
Chemistry	82
<u>Salaries by discipline</u>	85
Information Technology	86
Human Resources	87
Finance and Accounting	87
Supply Chain, Procurement	88
Legal and Compliance	88
<u>Survey Partners</u>	89



INTRODUCTION

This is now my second salary survey which I am overseeing living in Kazakhstan. The biggest challenges we are facing in 2022 are shortage of qualified staff, salary and inflation pressures as well as big logistical challenges as well as an increasing number of immigrants joining the local employment market. Some of these trends can be seen in the results of our survey.

JOB SEARCH AND JOB CHANGE

As part of our research, we always find out people's plans to change jobs. This is one of the most important indicators for us as recruiters. In 2022, 78% of respondents were ready to change jobs, which is higher than the previous year. Mostly, employees in industries such as Chemicals, Engineering, and Professional Services are looking to change companies.

In addition, in 2022, we are seeing employees find jobs faster, meaning that search times are shortening. 67% of job seekers in 2022 found a job in less than 3 months. Here, as always, it is the IT field that stands out - half of IT candidates find a job in a month or less. To avoid missing out on important IT professionals for your company, [send us a request for IT recruitment](#). We work with the best candidates on the market who aren't looking for work, so we'll have the right people for you within days.

We have seen how job boards are becoming less and less effective year after year - our candidates are less and less likely to get hired through these services. At the same time, we are pleased to see that the percentage of people who have found jobs with the help of recruiting companies has increased in the last few years. This confirms once again that we play an important role in the careers of our candidates.

SALARIES

This year, 62% of our respondents received a salary increase. That's much higher than in previous years: 44% in 2020 and 49% in 2021. Of course, this high rate is due to inflation. This year, 56% of employees got raises of up to 15%. Only 7% of respondents had their salaries increased by more than half.

More often than others, salaries were raised in companies in the following industries: IT, Telecom, Banking and Financial Services, Professional Services, Pharmaceuticals, FMCG.

The issue of salary increase remains one of the most pressing for HR and company management. How often do competitors index wages this year? By how much do they raise employee salaries in various industries? The answers to these and other questions will help you plan and budget for the coming period. [You can ask our experts for terms and conditions for purchasing a customized salary survey.](#)

BENEFITS

The structure of the compensation package is as important a reason for choosing a company as the level of salary and career prospects.

Most of all the benefits provided by the employer, employees appreciate the ability to work flexible hours, corporate training and the providing of a car. «Voluntary medical insurance» is on the 4th place by importance for employees, 36% of respondents would like to have such a benefit, while 45% of respondents already have it.

EMPLOYEE SATISFACTION AND MOTIVATION

As in previous years, about 90% of our respondents are satisfied with the atmosphere in the team and relations with the management. However, not so many are satisfied with the level of compensation (60%) and the compensation package offered by the company (54%).

This year we decided to add such an important topic as charity in companies. We were pleasantly surprised that 55% of our



Michael Germershausen

Managing Director
for the Eurasian Region

respondents in Kazakhstan participate in charitable projects on their personal initiative or within the company. And another 17% would like to become participants in corporate charity programs. For employers, it is a great opportunity to use this tool as an intangible motivator for staff.

REMOTE WORK

«Remote work remains one of the most pressing topics for employers even as the pandemic is setting in. Is it worth preserving the possibility of remote work for employees? What format to choose? And how to track the effectiveness? These questions are still being asked by HR in companies. According to our survey, 70% of employees now retain this option. 37% work on a hybrid schedule (several days a week from home, the rest from the office). At the same time 61% of respondents indicated that the availability of remote work for them is an important criterion for choosing an employer. Mostly it was mentioned by young candidates under 30 years old. Obviously, this indicator decreases as the age of the candidate increases.

This year, apart from our traditional questions, we paid attention to the topic of relocation of expats from the CIS to Kazakhstan, we learned how different the desired income differs from the real one and how CSR affects the motivation of personnel.

I would like to thank our experts who shared with us and our readers their experience and interesting cases in working with personnel. I would also like to thank our partners from EUROBAK, with whom we have been conducting research for several years in a row, as well as our colleagues from EF Education First and Rödl & Partner for supporting the project.

I wish you an interesting reading experience!



OUR TEAM

CENTRAL ASIA

KAZAKHSTAN



Michael Germershausen
Managing Director of the Eurasian Region

Key areas of expertise: industrial labour market trends, personnel management, business development in regions of Russia

UZBEKISTAN



Arseniy Kucheryuk
Head of Antal Uzbekistan

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

RUSSIA

RECRUITMENT, LABOUR MARKET SURVEYS, OUTPLACEMENT



Konstantin Bryauzov
General Manager Antal Talent

Key areas of expertise: job market trends, outstaffing and HR consulting, extensive experience in top management recruitment for Russian and foreign companies.

OUTSOURCING, IT OUTSOURCING, MASS RECRUITMENT



Vladimir Telyatnikov
General manager Antal Business Solutions

Key areas of expertise: outsourcing, outstaffing, mass recruitment; hiring for industrial positions; hiring across Russia.

OUR OFFICES

KAZAKHSTAN

Almaty

Business-center «Ken-Dala»
Prospekt Dostyk, dom 38
t: +7 (727) 339 89 98
e: info@antalkazakhstan.kz
www.antalkazakhstan.com

UZBEKISTAN

Tashkent

Prospekt Amira Temura, 107-B,
Business centre
IBC, 9th floor, Block A, of. A-8
t: +998 937 000 618
e: info@antaluzbekistan.com
www.antaluzbekistan.com

RUSSIA

Moscow

Tryokhprudny per, 9 bld. 1, of. 301
t: +7 495 935 86 06
e: info@antaltalent.com
www.antaltalent.ru

Saint Petersburg

Business-center «Preobrazhenskij Dvor»
Litejnyj pr., 26, office 203
t: +7 (812) 332-53-91
e: spb@antaltalent.com
www.antaltalent.ru

**MORE INFORMATION
ON OUR WEBSITE**

ANTALKAZAKHSTAN.KZ



ABOUT ANTAL

Antal entered the CIS market in 1994 and is an important part of the Antal International group. Antal International has approximately 1,000 employees in a network of more than 145 offices worldwide. It opened an office in Moscow in 1994, opened an Antal office in Almaty (Kazakhstan) in July 2010, opened an office in St. Petersburg in the summer of 2016, and opened an office in Tashkent (Uzbekistan) in May 2019.



The professionalism and responsibility of our consultants in their dealings with our clients ensures a high level of service at all stages of interaction. Our clients operate in almost all industries, including FMCG, Retail, Pharmaceuticals, Construction, Financial services, Machinery, Natural Resources, Logistics and Transport, Agriculture, Chemicals & Ingredients and many others. We help candidates find jobs in disciplines such as finance and accounting, sales marketing and PR, information technology, supply chain management, e-commerce, and many others.

OUR SERVICES

- Executive search
- Middle management recruitment
- Specialists recruitment
- Mass recruitment
- Outsourcing and Outstaffing
- RPO (Recruitment process outsourcing)
- Customized labour market surveys
- HR-consulting
- Trainings for personnel
- Personal Profile Analysis
- Outplacement
- Career consulting



HAVEN'T FOUND AN HR-SERVICE YOU ARE INTERESTED IN? CONTACT US, WE WILL DO OUR BEST TO FIND A SOLUTION FOR YOU! +7 727 339 89 98 | INFO@ANTALKAZAKHSTAN.COM



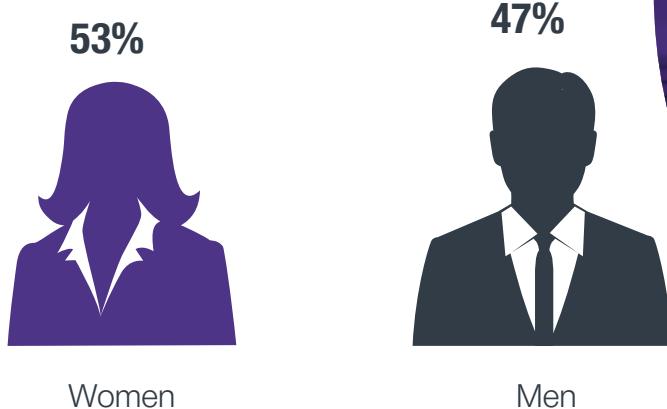
DEMOGRAPHICS

In 2022, our survey covered 2 501 middle and senior managers and specialists.

The survey was conducted between May 16 and June 30, 2022. For more information about the format of the survey, see the Methodology section.

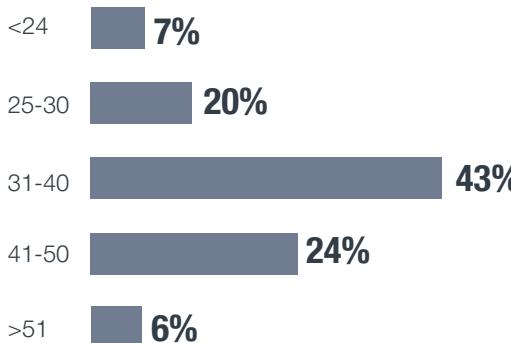


GENDER

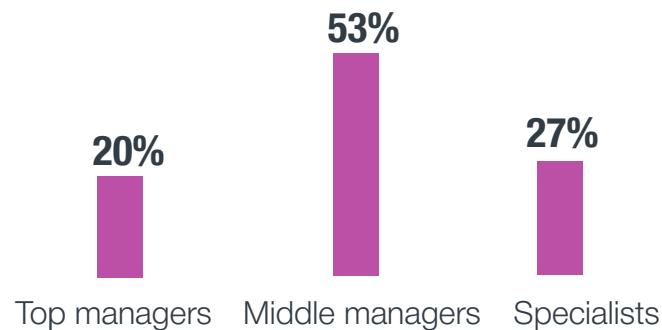


83% of respondents work in Almaty and Astana.

AGE



POSITION LEVEL



DEMOGRAPHICS

TYPE OF EMPLOYMENT

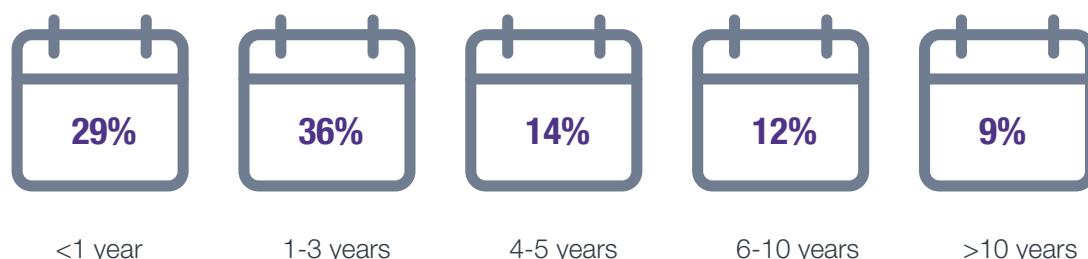




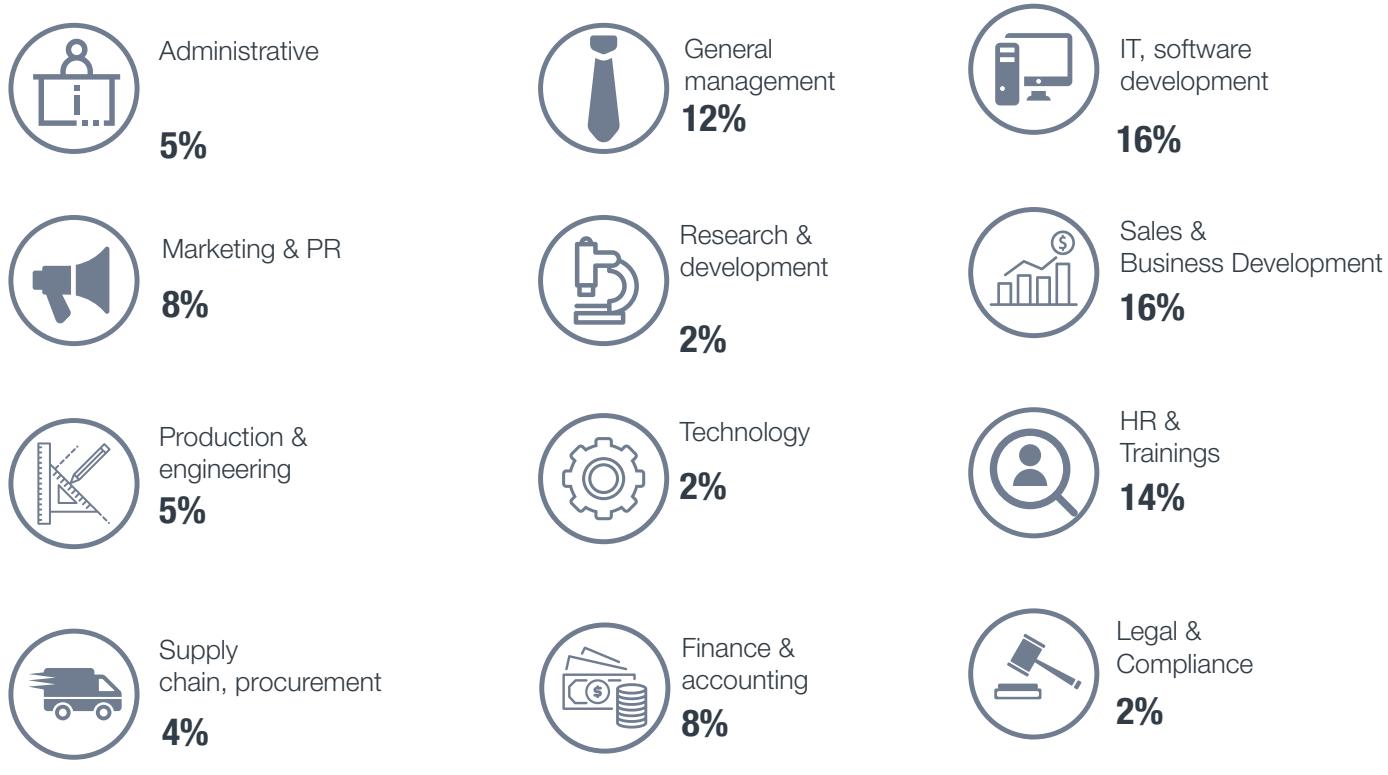
NUMBER OF STAFF IN KAZAKHSTAN



LENGTH OF WORKING IN CURRENT COMPANY



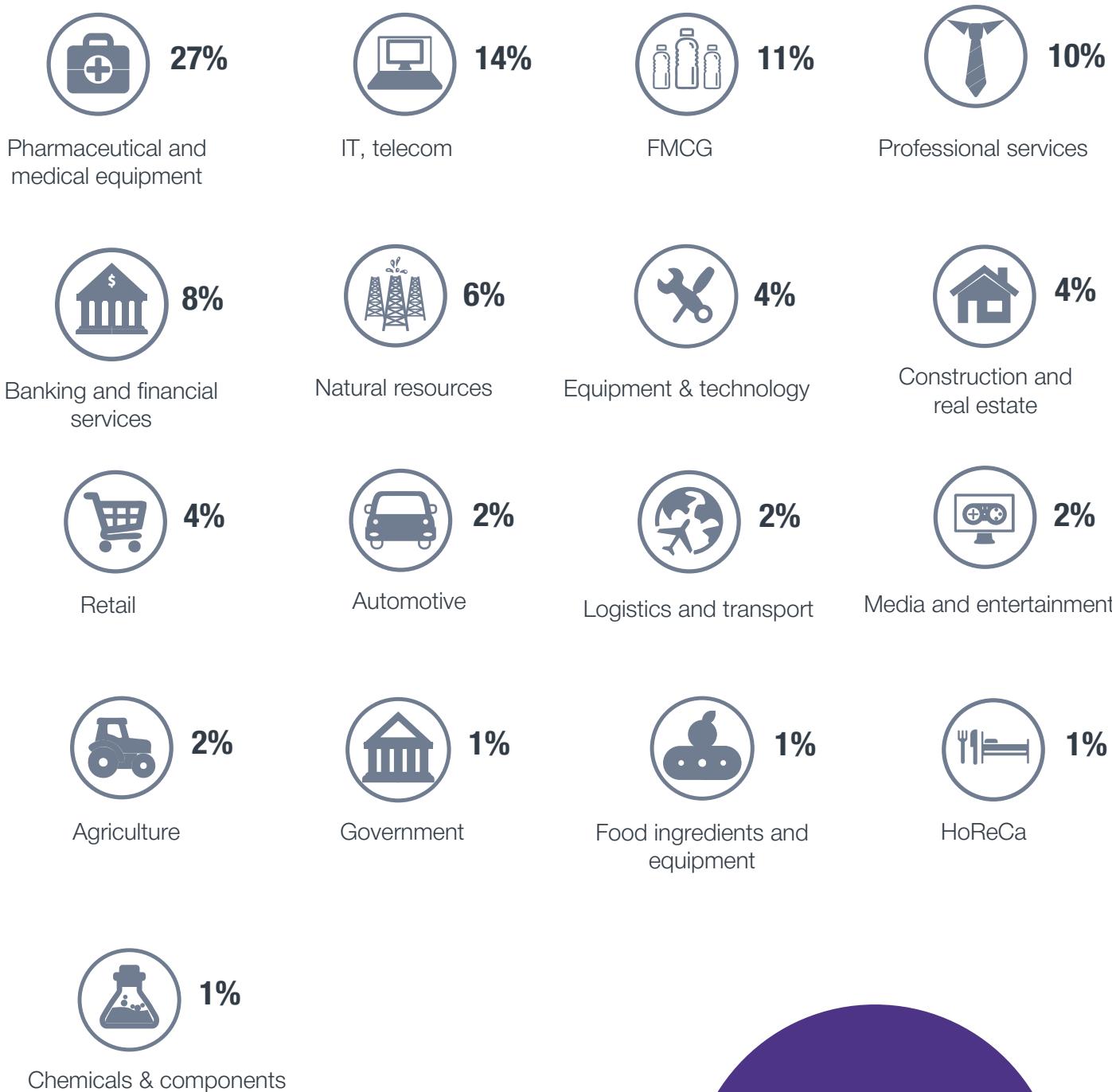
PROFESSIONAL DISCIPLINES



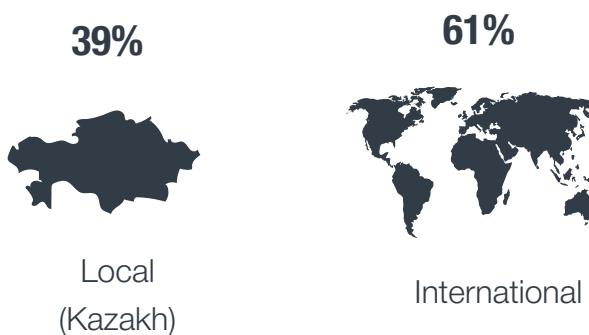
DEMOGRAPHICS



INDUSTRIES



TYPE OF COMPANY



* For detailed descriptions of industries, see the Methodology section.

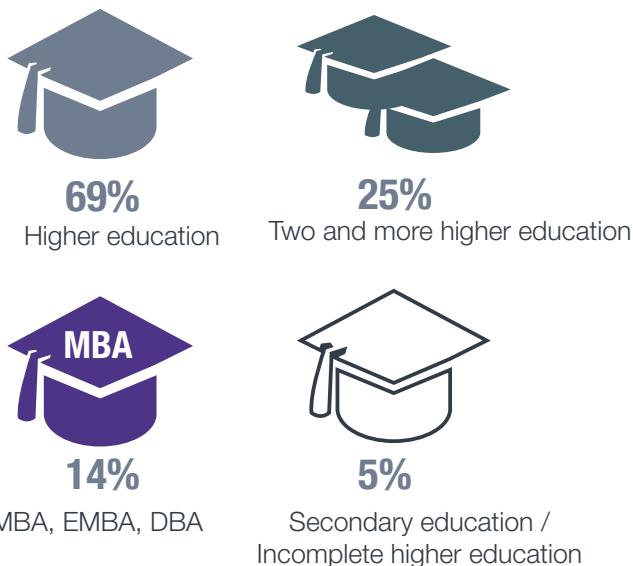
DEMOGRAPHICS



EDUCATION

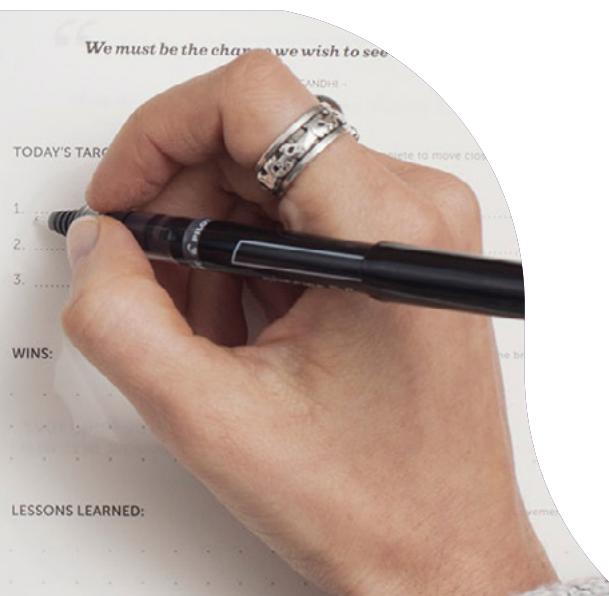
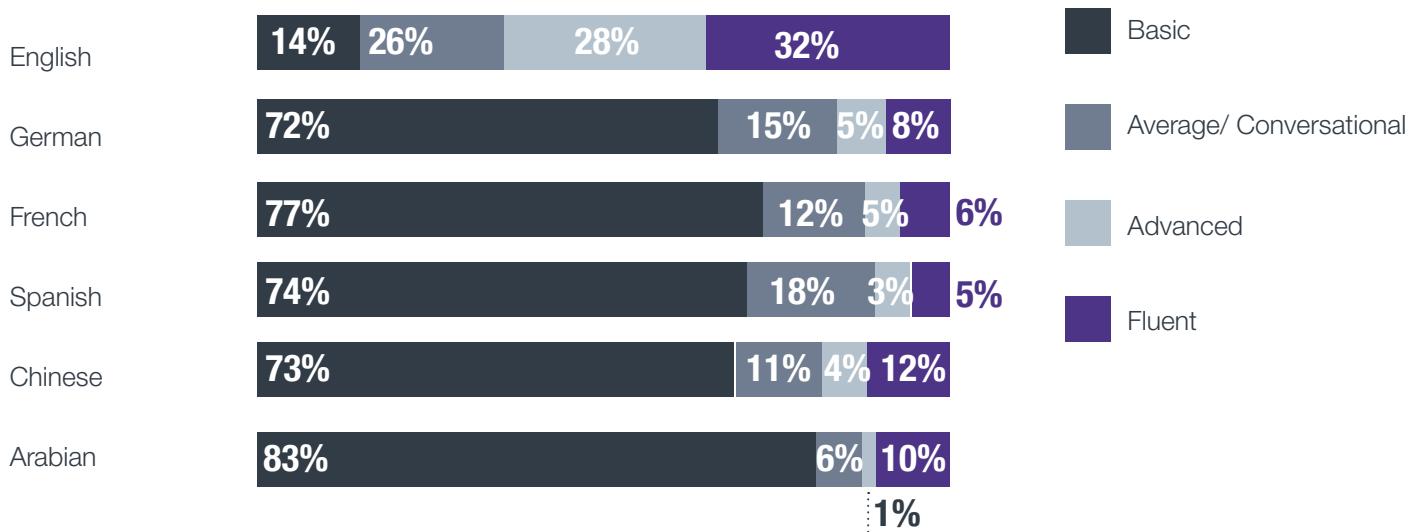
WHAT EDUCATION DO YOU HAVE?*

*Respondents could select several options



FOREIGN LANGUAGE SKILLS

answers of respondents who speak any foreign languages





UNEMPLOYMENT





UNEMPLOYMENT

HOW LONG HAVE YOU BEEN OFF WORK?



16%



41%



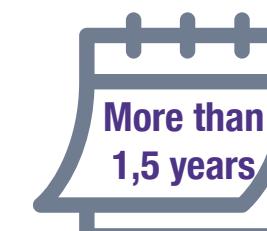
12%



16%



6%



9%

41% of respondents who were unemployed at the time of the survey were laid off in February-May 2022, and another 16% were laid off in May-June.

Nearly 80% of respondents who were unemployed at the time of the survey left the company of their own volition. Only 9% were laid off.

WHAT WAS THE REASON YOU LEFT YOUR JOB?



I was laid off



Self-dismissal for professional reasons



Personal reasons (relocation, family circumstances, etc.)



Conflict within the company



JOB SEARCH





JOB SEARCH

HOW DID YOU FIND YOUR CURRENT JOB?*



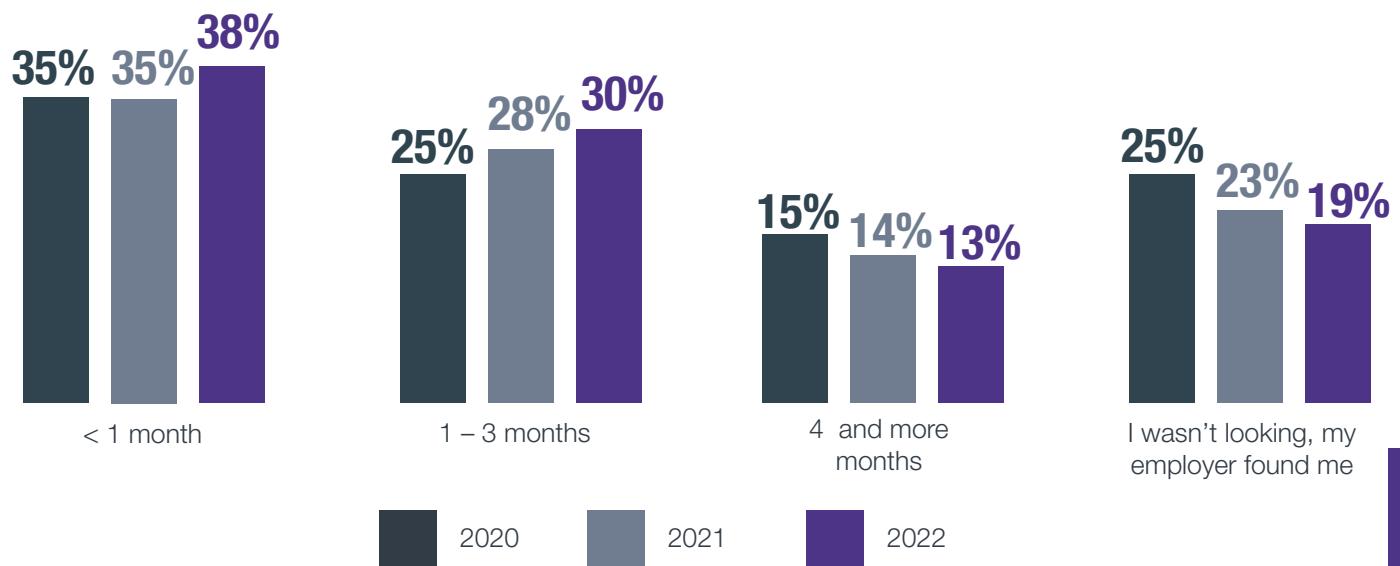
TOP 3 WAYS, DEPENDING ON POSITION LEVEL



* answers of respondents who searched for a job in the last year



LENGTH OF JOB SEARCH

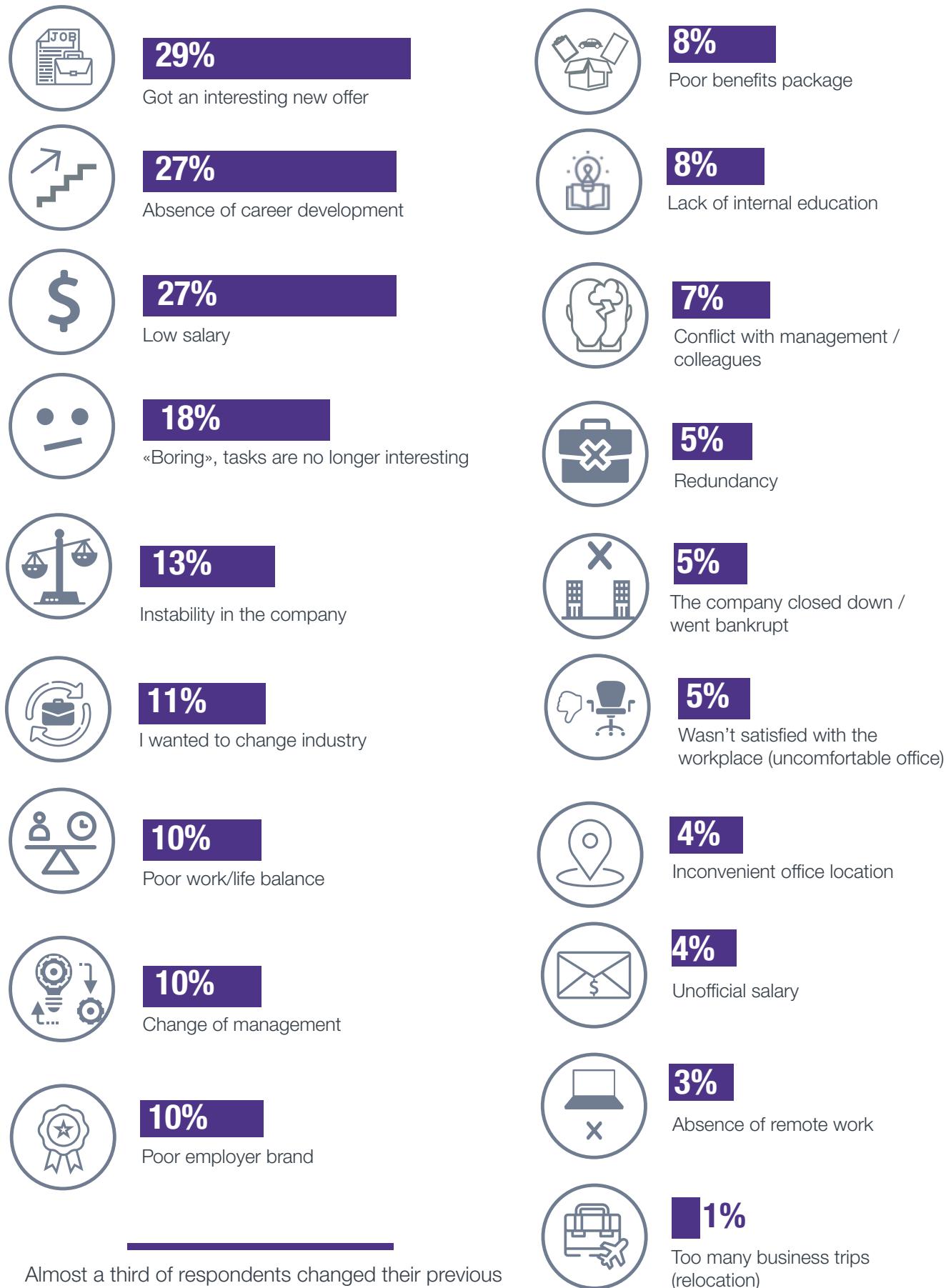


JOB SEARCH





REASONS FOR LEAVING PREVIOUS COMPANY



Almost a third of respondents changed their previous jobs because they received an interesting offer from their current employer. Just as in previous years, the majority of respondents (27%) change jobs due to low salaries and lack of prospects and career growth.



REASONS FOR CHOOSING ONE'S CURRENT COMPANY



48%

47%

Higher salary



26%

24%

Better work/life balance



20%

15%

Option of remote work



19%

21%

Improved benefits package



17%

19%

Comfortable workplace



13%

12%

Better office location



7%

6%

Relocation



27%

34%

Stronger employer brand/ Attractive corporate culture

2022

2021

JOB SEARCH



REASONS FOR CHOOSING ONE'S CURRENT COMPANY

DEPENDING ON POSITION LEVEL (TOP 3)

Specialists	Managers	Top Managers
		
More stable company	Higher salary	More responsibility or new challenges
		
Good team/colleagues	More stable company	Higher salary
		
Higher salary	Good team/colleagues	Better career development



EMPLOYEE ASSESSMENT: BEST PRACTICES



Aigul Nogaibayeva

Head of HR
Al Hilal Bank

The main purpose of employee assessment is to ensure that the organisation and all its subsystems are working in cohesion to achieve the expected results. It's fair to say that the crucial role in setting the priorities and the tasks is played by line managers and heads of teams. This is why last year we introduced the Line Manager Index as the main KPI for all line managers who head a team.

It's important for us to know the extent to which line managers are able to communicate the organisation's strategic goals to their teams correctly, exactly, and in easily understandable terms; and also to know whether they are able to set clear goals, maintain communications, give feedback, and support their teams.

This confidential online survey lets all team members voice their opinions and give feedback about their experience of working with their line managers. The survey covers such important job aspects as company values, behaviour, leadership qualities, the line manager's skills and efficiency, the support they provide, the degree to which they value diversity.

The results of the survey give the HR department the much-needed and valuable information on the atmosphere in the team. They also help determine possible causes of staff turnover, identify the strengths of line managers and areas for development, receive general feedback from the team. As a result, the HR department can offer suggestions for improvement.



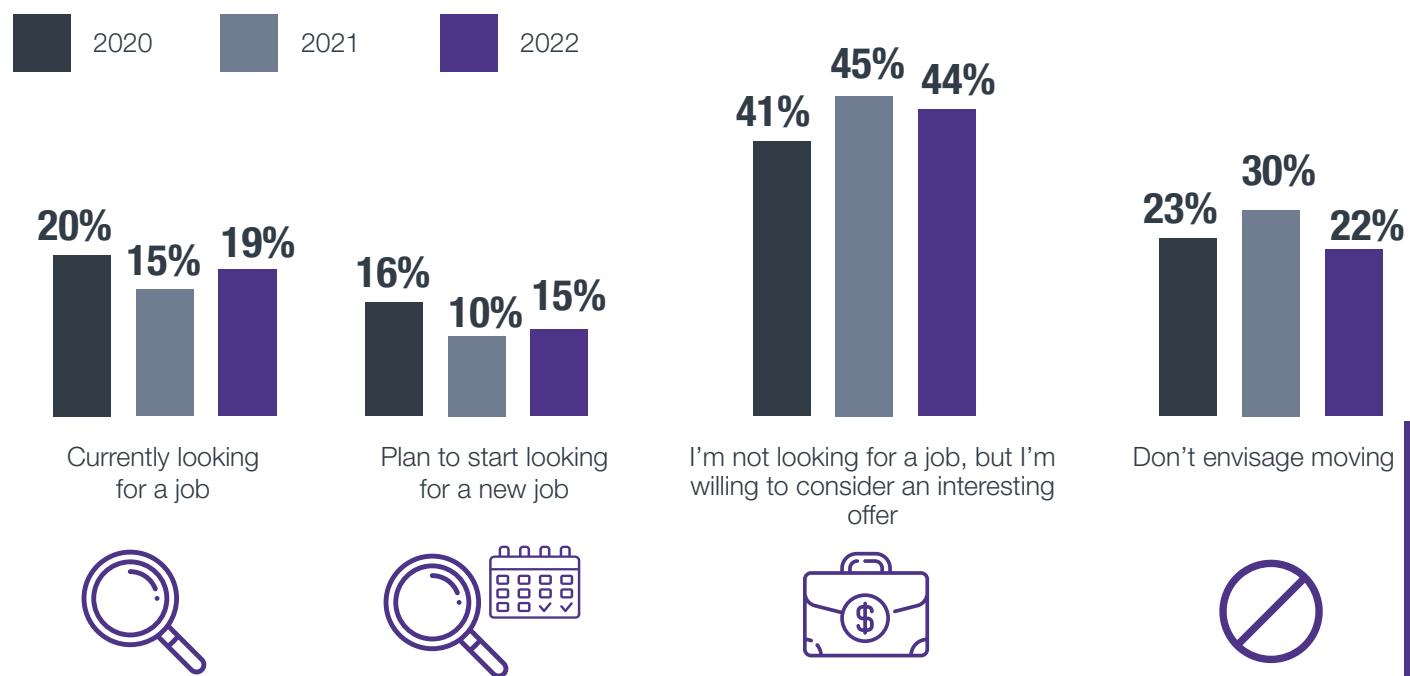
JOB CHANGE



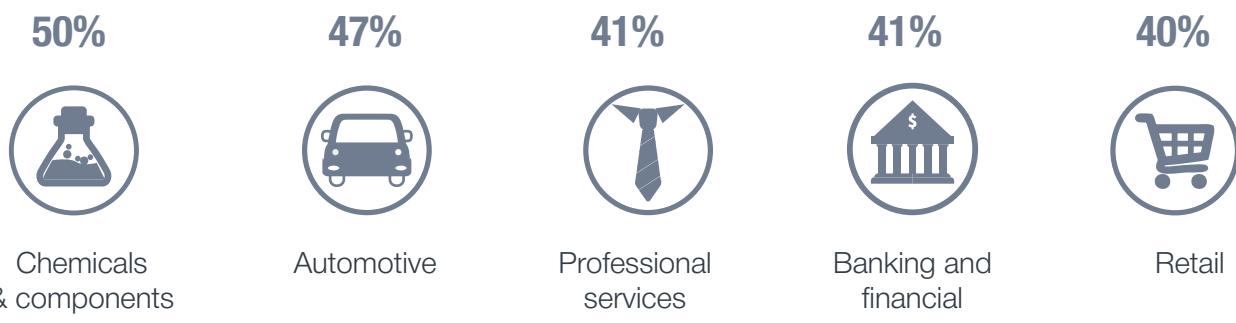


JOB CHANGE

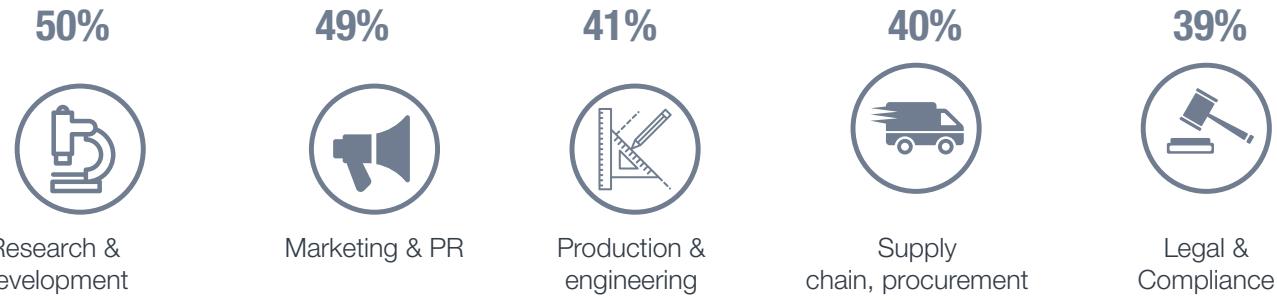
PLANS TO CHANGE JOB



TOP 5 INDUSTRIES IN JOB SEARCH*



TOP 5 SPECIALIZATIONS IN JOB SEARCH*



* answers of respondents who chose to answer the question "Are you planning to change your job this year?"

- Looking for a new job
- Planning to look for a new job

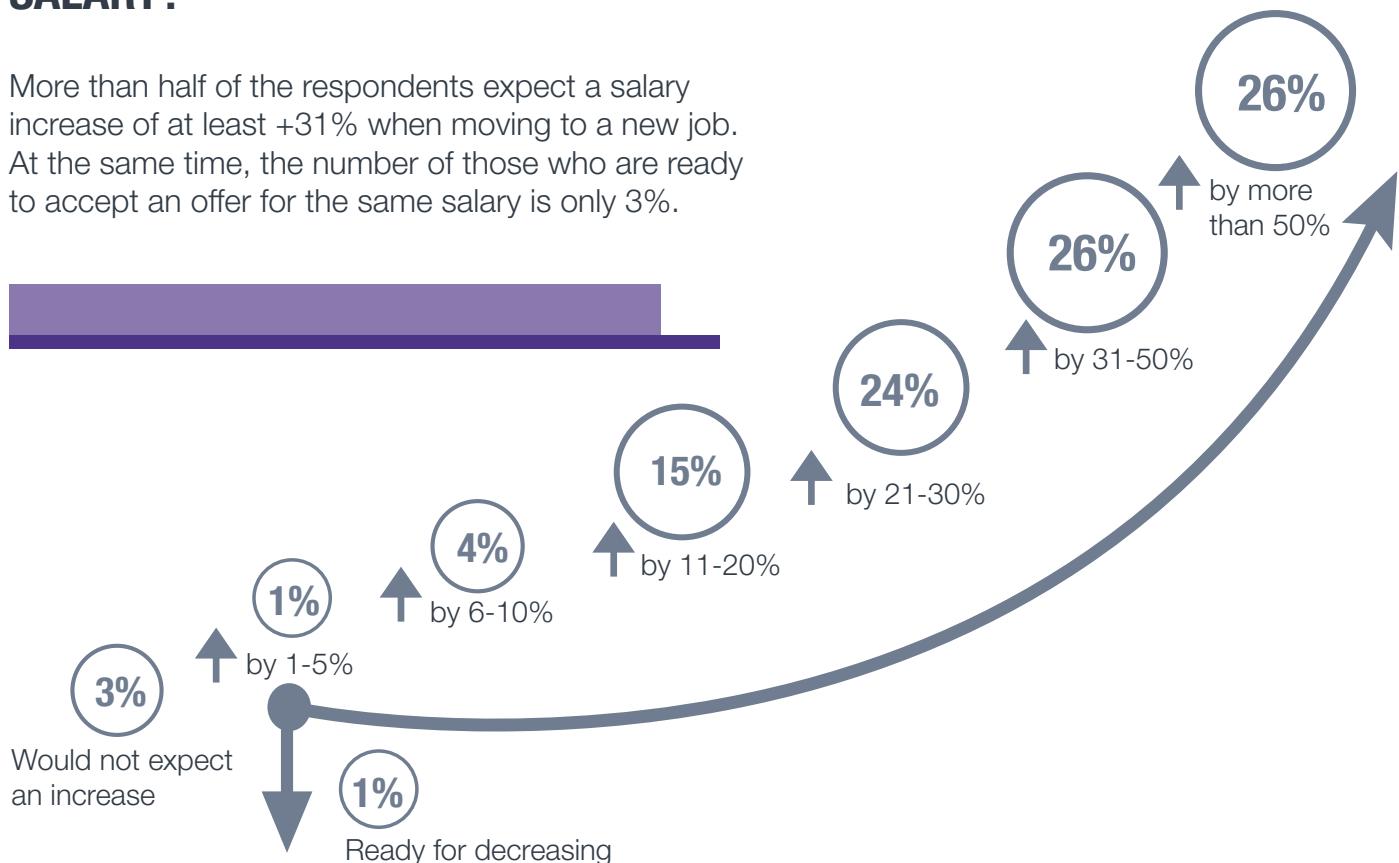
FIND OUT ABOUT OUR VACANCIES





IF YOU WERE CONSIDERING A NEW ROLE (EXTERNALLY), WHAT WOULD YOU PERCEIVE TO BE AN ACCEPTABLE INCREASE IN BASIC SALARY?

More than half of the respondents expect a salary increase of at least +31% when moving to a new job. At the same time, the number of those who are ready to accept an offer for the same salary is only 3%.



EMPLOYEE RESPONSES FROM INTERNATIONAL VS. LOCAL COMPANIES (2022)

International



by 1–5%	1%
by 6–10%	5%
by 11–20%	17%
by 21–30%	25%
by 31–50%	26%
by 50%+	22%
Would not expect an increase	3%
Ready for decreasing	1%

Local



by 1–5%	2%
by 6–10%	3%
by 11–20%	12%
by 21–30%	22%
by 31–50%	24%
by 50%+	32%
Would not expect an increase	4%
Ready for decreasing	1%

Employees of local companies more often expect a more solid increase when changing jobs. An increase of +50% is expected by 32% of respondents from local companies against 22% from international companies.



JOB SEARCH METHODS IN 2022



WHAT SEARCH METHODS WILL YOU USE TO FIND A JOB?

DEPENDING ON POSITION LEVEL (2022)

JOB CHANGE

	Top Managers	Managers	Specialists
Online job boards	52%	67% ←	72% ←
Professional network	69% ←	65%	55%
Recruitment agency	65% ←	61%	45%
Social network	52%	55%	53%
Direct approach to company	32%	40%	43%
Personal contacts	38%	36%	34%

When searching for a new job, top managers most frequently plan to use their professional network (69%) and recruitment companies (65%). Middle managers and specialists will use job search websites (67% and 72% respectively).



REMUNERATION





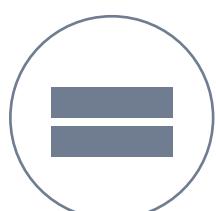
HOW HAS YOUR SALARY CHANGED FROM LAST YEAR?



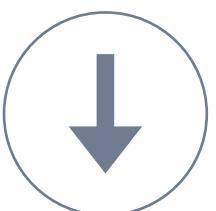
Increased



It should be noted that much more respondents received a salary increase in 2022 compared to last year. In 2022, salaries increased for 62% of respondents, an increase of 13 p.p. over 2021 and 2020. Salaries declined for 4% of respondents.



Didn't change



Decreased



WANT TO KNOW MORE ABOUT SALARIES IN YOUR INDUSTRY?

request specialized labor market research



SALARIES

DEPENDING ON THE COMPANY TYPE



68%

Increased



52%

Increased

29%

Didn't change



International

3%



Decreased



42%

Didn't change



6%

Decreased



DEPENDING ON A COMPANY'S INDUSTRY



Banking and financial services

61%



Professional services

61%



Government

59%



Equipment & technology

65%



Food ingredients and equipment

33%



Retail

59%



IT, telecom

62%



Agriculture

69%



Logistics and Transport

57%



Construction and
real estate

48%



Media & Entertainment

71%



HoReCa

57%



Automotive

44%



Pharmaceutical and medical
equipment

64%



FMCG

62%



Chemicals & components

71%



Natural resources

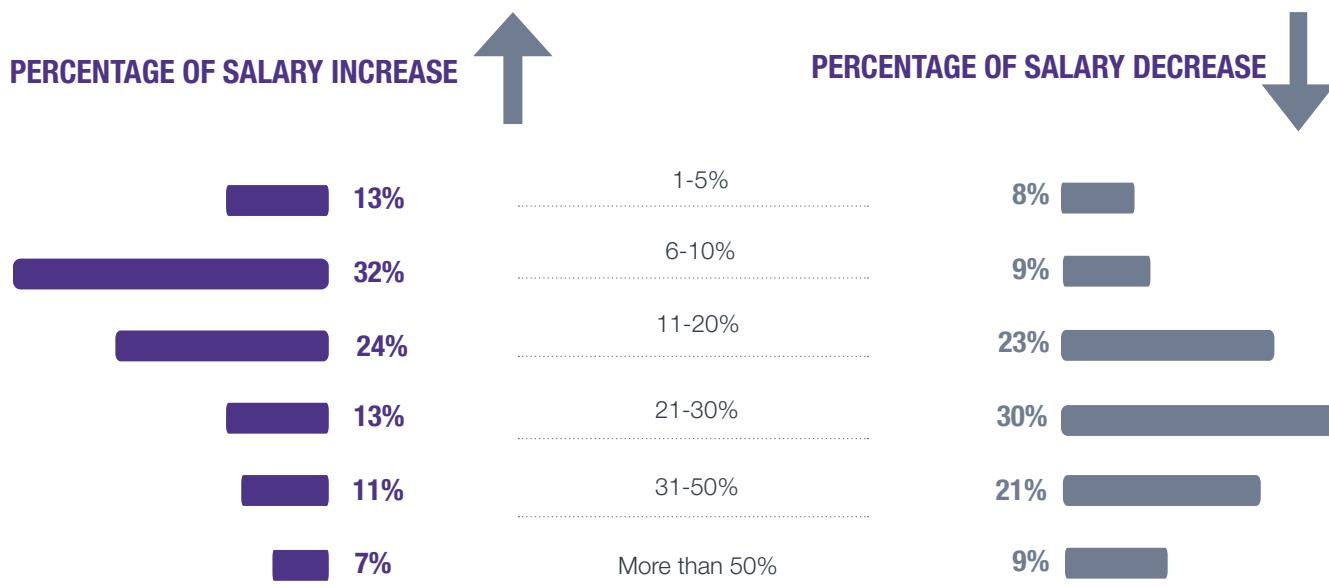
68%

SALARIES

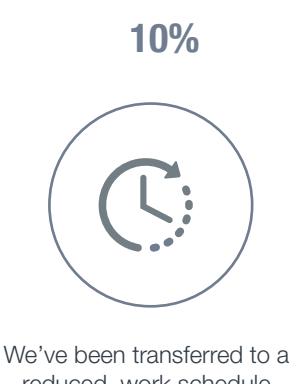
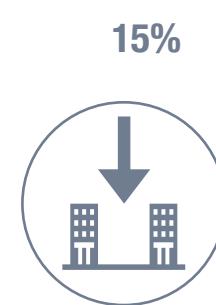
* The chart shows the percentage of candidates in the industry whose salary is now higher than it was last year.



PERCENTAGE OF SALARY CHANGES COMPARED TO THE PREVIOUS YEAR*



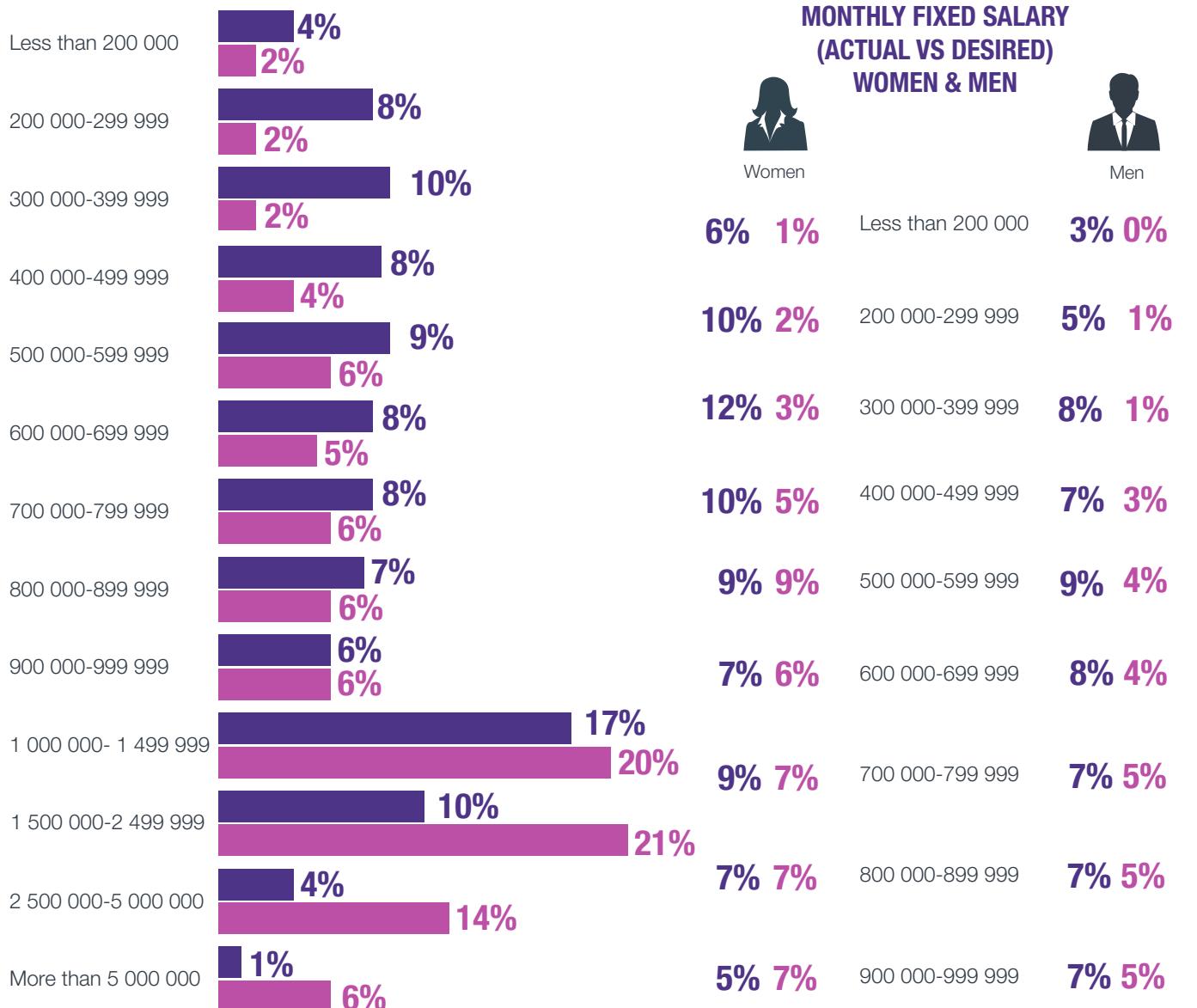
REASONS FOR THE SALARY CUT





MONTHLY FIXED SALARY (ACTUAL VS DESIRED)*

95% of respondents stated that their income is fully official, while the other 5% receive their salary or part of it "in an envelope".



Actual Desired

At the level of salary of 900,000 - 999,999 tenge per month there is no difference between the answers of respondents in terms of percentage. Most men (23%) expect an income of 1,500,000-2,499,999 tenge per month, and women (21%) expect an income of 1,000,000-1,499,999 tenge per month.

MONTHLY FIXED SALARY (ACTUAL VS DESIRED) WOMEN & MEN



Women



Men

Less than 200 000 3% 0%

200 000-299 999 5% 1%

300 000-399 999 8% 1%

400 000-499 999 7% 3%

500 000-599 999 9% 4%

600 000-699 999 8% 4%

700 000-799 999 7% 5%

800 000-899 999 7% 5%

900 000-999 999 7% 5%

1 000 000- 1 499 999 20% 19%

8% 19% 1 500 000-2 499 999 13% 23%

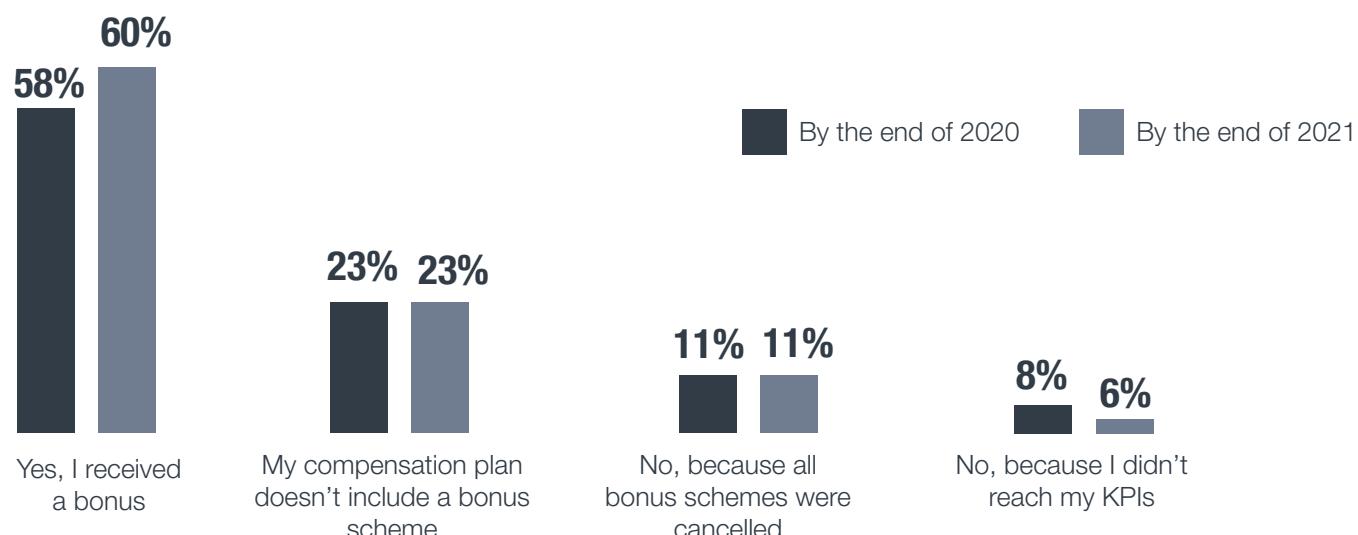
2% 9% 2 500 000-5 000 000 5% 19%

1% 4% More than 5 000 000 1% 11%

* The chart shows actual levels of respondents' salaries and the salaries they would like to have. Salaries are shown in Kazakh tenge before tax, excluding bonuses.



DID YOU RECEIVE A BONUS FOR THE PAST YEAR?



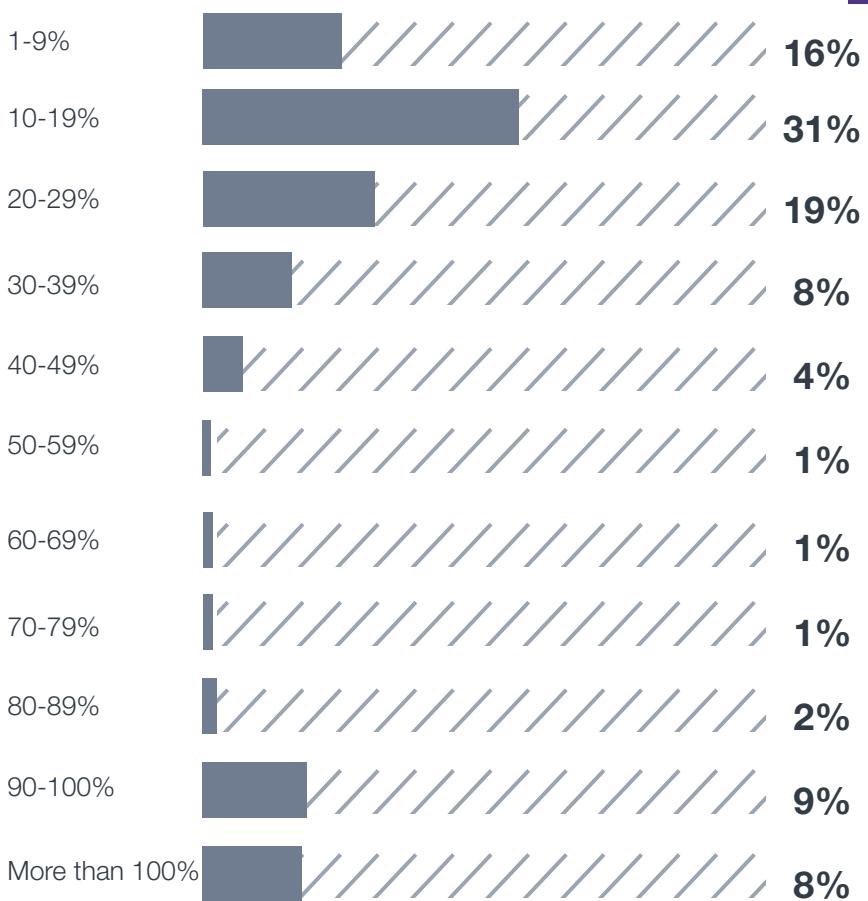
PERCENTAGE OF EMPLOYEES WHO RECEIVED A BONUS IN COMPANIES



WHAT TYPE OF BONUS DO YOU HAVE?



WHAT PERCENTAGE OF YOUR YEAR'S SALARY WAS YOUR ANNUAL BONUS?





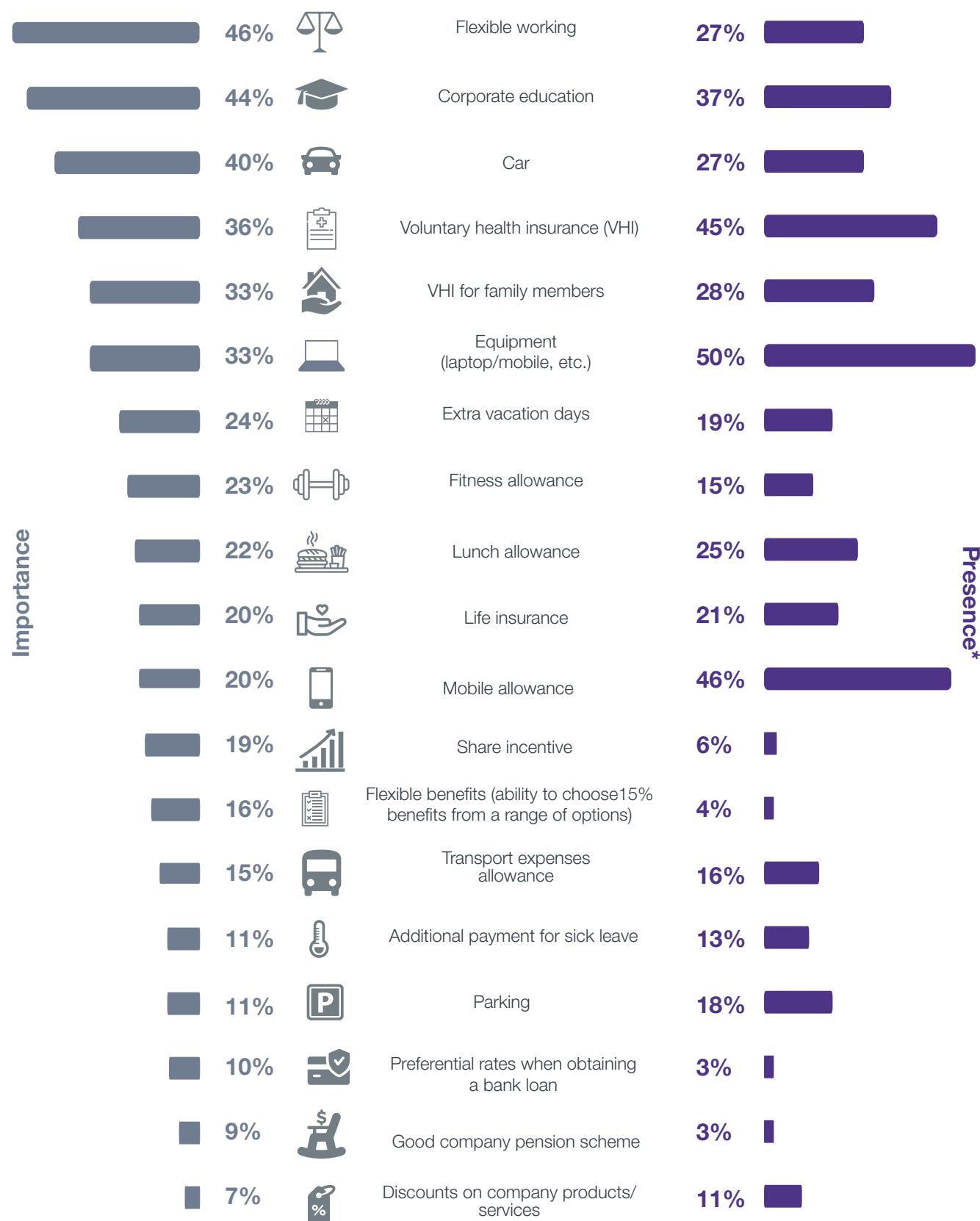
BENEFITS





BENEFITS

SELECT THE 5 MOST IMPORTANT BENEFITS FOR YOU WHEN CHOOSING A NEW JOB AND SPECIFY WHAT BENEFITS YOU CURRENTLY HAVE IN YOUR COMPENSATION PACKAGE



BENEFITS

*15% - do not have any benefits



TOP 5 MOST IMPORTANT BENEFITS FOR WOMEN AND MEN



Women

47%		Flexible working
45%		Corporate education
38%		Car
38%		VHI
31%		Equipment (laptop/mobile, etc.)



Men

44%		Flexible working
43%		Car
42%		Corporate education
35%		Equipment (laptop/mobile, etc.)
35%		VHI for family members

In 2022, «flexible schedule,» «corporate training,» and «car» topped the list of benefits desired by our respondents, with «VMI» coming in 4th place.

The most common benefits that companies already have are: « providing equipment», «mobile communication» and «VHI».

WHAT COMPENSATION OPTIONS DO YOUR COMPETITORS OFFER?

ORDER A SPECIALISED LABOUR MARKET SURVEY

- As part of the service we will provide an overview of the level of remuneration and compensation packages in the group of companies you are interested in.
- We will comment on the labour market situation in a particular region.
- With the help of independent survey we will help substantiate the necessity of changes for other participants of decision making process.



BENEFITS



INTERNSHIPS AND ATTRACTING YOUNG SPECIALISTS

With the IT market rapidly expanding year after year and competition growing, companies face a severe shortage of labour.

Many IT companies wish to attract talent and all of them are trying to make their offer attractive to potential employees. It's very important for specialists to know about the unique value offer that we as an IT company can give them, so today Nazargul Sandibekova, HRG at ONE Technologies, is sharing her experience with solving staffing issues and forming a value offer.

For our company, human capital is the most valuable resource, it's the basis for development. Not only do we help our employees fulfil their potential but we also open new doors for students and graduates of IT universities. To develop this line of work, our company offers internships in our own laboratory, OneLab.

Our internships are gaining in popularity, not only within Kazakhstan but across all CIS countries. We are receiving applications from IT graduates from Russia, Kyrgyzstan, Ukraine, Belarus, Uzbekistan. Analytics shows that on average a OneLab intern stays on the staff for 18 months, which is a fairly good level of company loyalty.

To stay competitive on the market, we're trying to create all the necessary conditions for our employees to work comfortably either from the office or remotely from anywhere in the world. We adhere to our company's ideology where the people who work with us are the core, and we strive to achieve transparency and openness in communication within the team. Every employee knows that they can openly share their ideas and take part in dealing with tasks.

Recruitment processes in the company are automated, with several stages of selection and hiring to ensure efficiency. We also have clear guidelines for swift onboarding. When sourcing and selecting candidates, we use analytics to make timely adjustments to the recruitment process. This way we study the market and get an overview of candidates that we can attract.



Nazargul Sandibekova

HRG
One Technologies

If we perceive a shortage of specialists in specific IT areas, we launch courses in these fields in OneLab, thus replenishing our talent pool. To find out more, see our accounts in social media, such as Instagram, Facebook and LinkedIn.

This format of personnel selection helps us hire high-quality professionals who are well versed in technology stacks and share our values. This way we are minimizing the time needed for employee adaptation.

We have an internal training programme which contributes to continuous professional development of our employees. We also have IT committees where specialists can discuss projects, put forward ideas, share their experience, and get feedback to their requests.

We value our employees and are doing everything possible to help everyone fulfil their potential and achieve professional growth in the company because it's having a strong team that leads a company to success and keeps it competitive.



JOB SATISFACTION AND MOTIVATION





JOB SATISFACTION

JOB SATISFACTION LEVEL OF WORK CONDITION



JOB SATISFACTION

In terms of job satisfaction, there have been no changes for several years: the respondents are more satisfied with the relationships in the team, and less satisfied with material factors.

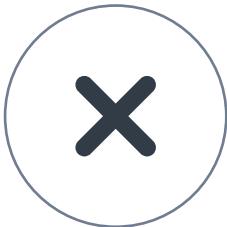




CORPORATE SOCIAL RESPONSIBILITY

DO YOU PARTICIPATE IN CSR PROJECTS?

28%



No, I don't

34%



Yes, on my own initiative

21%



Yes, within the company

17%



No, but I would like to



WOMEN VS MEN



Women



Men

22%



No, I don't

34%

17% would like to participate in charitable projects. For employers it is a great opportunity to use this tool as an non-material motivation of staff.

37%



Yes, on my own initiative

31%

23%



Yes, within the company

19%

18%



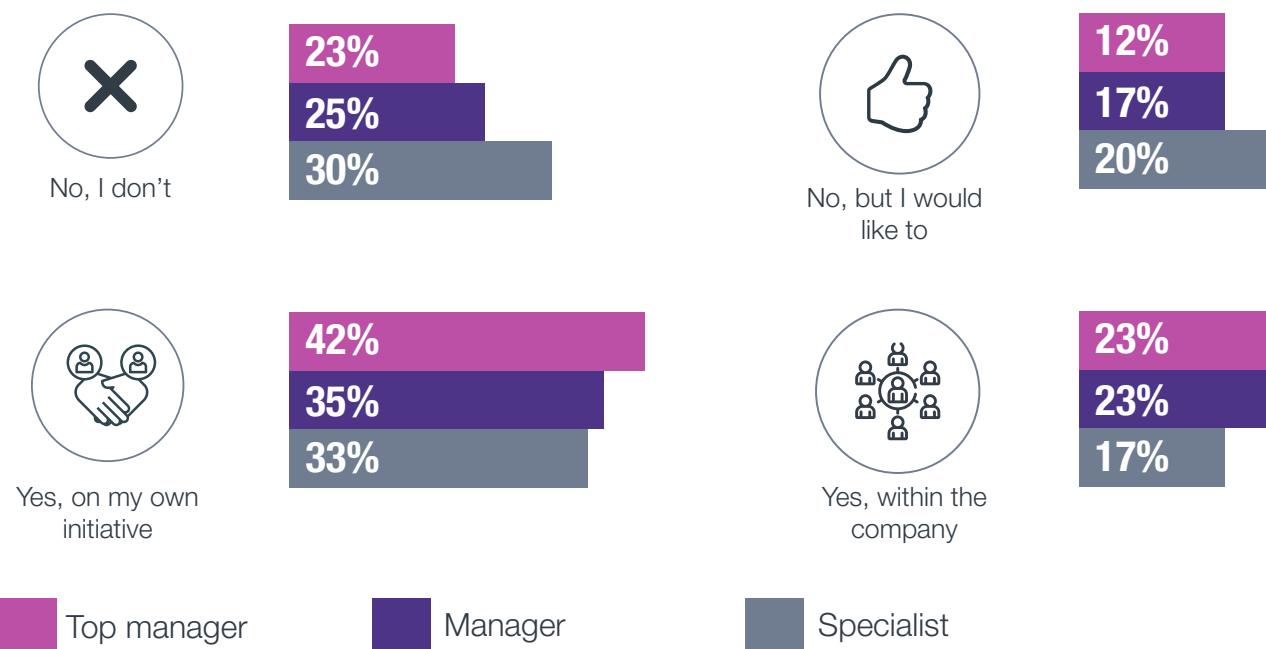
No, but I would like to



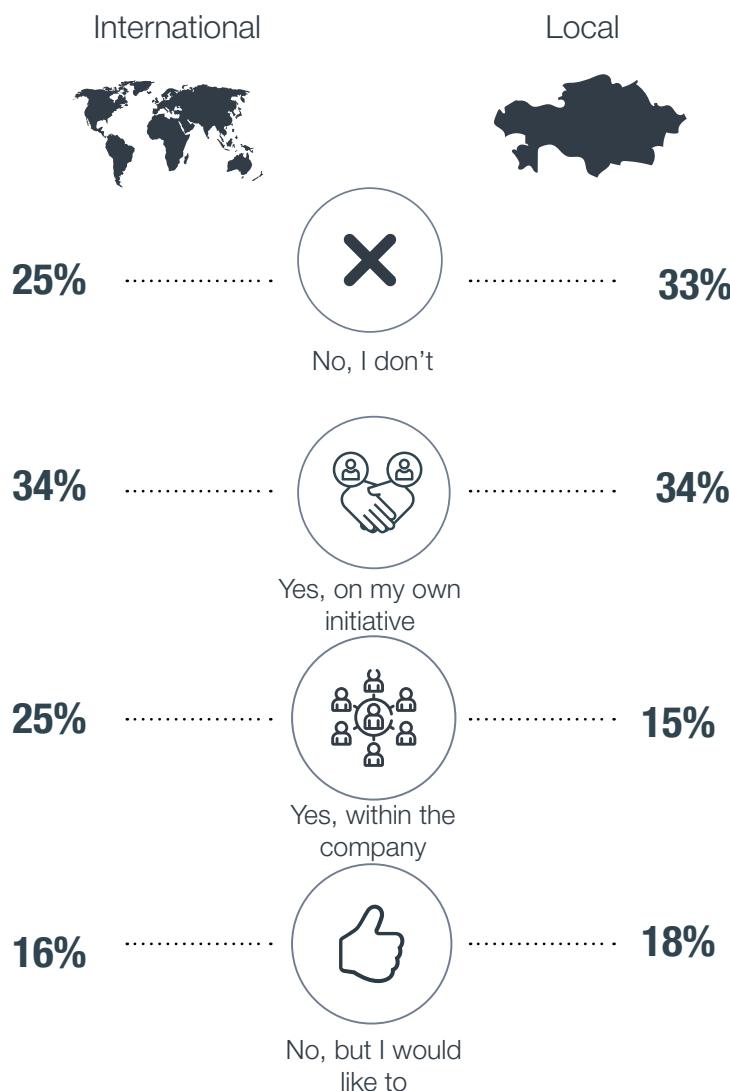


DO YOU PARTICIPATE IN CSR PROJECTS?

POSITION LEVEL



COMPANIES TYPE





INTERNSHIPS AND ATTRACTING YOUNG SPECIALISTS

In every society it's very important to give young professionals a start in life. These days employers often voice their dissatisfaction with young specialists' level of training. The core element is, naturally, the educational process itself which deserves separate attention. But elementary practical skills are also of great importance. Below I will describe the experience of our international law firm, Dentons, with developing practical skills of young specialists through internship programs.

In our firm, we focus on young specialists. For instance, for five years in a row now we have been running the Dentons Young Talents program which provides internship for graduates and last-year students of law faculties. Selection for internship is competition-based and has several stages. The course takes place in summer and takes up to three months. Many graduates work with us today, holding positions of assistant lawyers and junior lawyers and being an inherent part of our firm.

The second program was launched this year. It's called Dentons Newly Qualified Lawyers Program and aims to provide internship for young professionals with work experience of one to three years. Here, the selection is also done on a competitive basis and in several stages. This course is designed for a period of three— to six months. Each intern is assigned to one or two specific practices and has a permanent mentor.

Understanding and acknowledging new job market realities even during the pandemic, we never suspended our programmes. On the contrary, we quickly adapted and moved our internships online. The result wasn't long in coming as we managed to attract an even greater number of talented young specialists.

Having assessed the results of these programs, we are fully convinced that we made the right decision when we devised and implemented them. We got acquainted with a great number of talented young people, hired many of them and are keeping in touch with everyone. We sincerely believe that such programs are necessary for employers, young specialists, and our society as we all used to be beginners once and somebody helped us take our first steps in our work. I'd really like to see a greater number of similar programs launched by employers.



Shaikenov Abai

Managing Partner
Dentons Kazakhstan



REMOTE WORK

“Do they offer remote work in this company?”

This is one of the most popular questions our recruiters hear from candidates. For some specializations, a remote work option has long been a vital necessity. Given the trend towards relocation and the growing desire of candidates to work from any location in the world, a negative reply to the above question can reduce the employer's chances to receive a positive reply to their offer.



REMOTE WORK

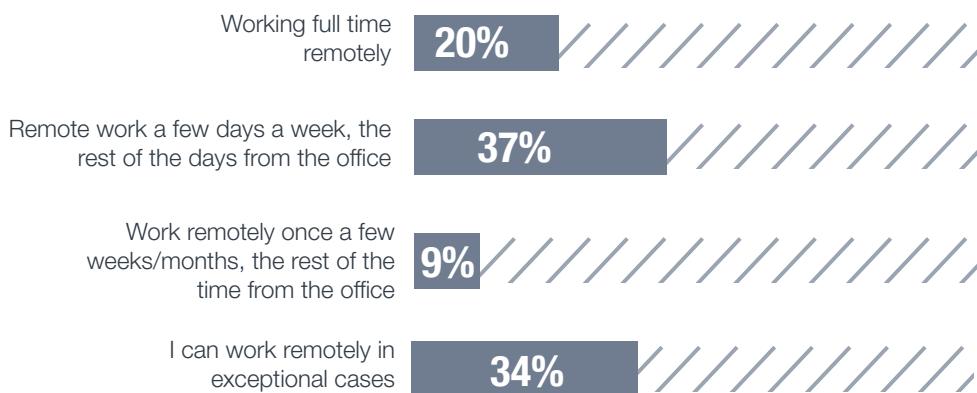
DO YOU HAVE THE OPPORTUNITY TO WORK FROM HOME?



DEPENDING ON THE COMPANY SIZE

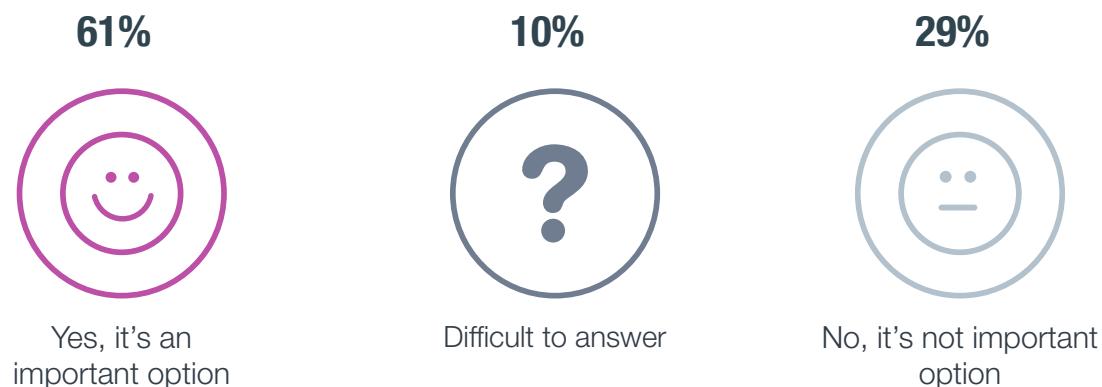


IN WHAT FORMAT DO YOU WORK REMOTELY?

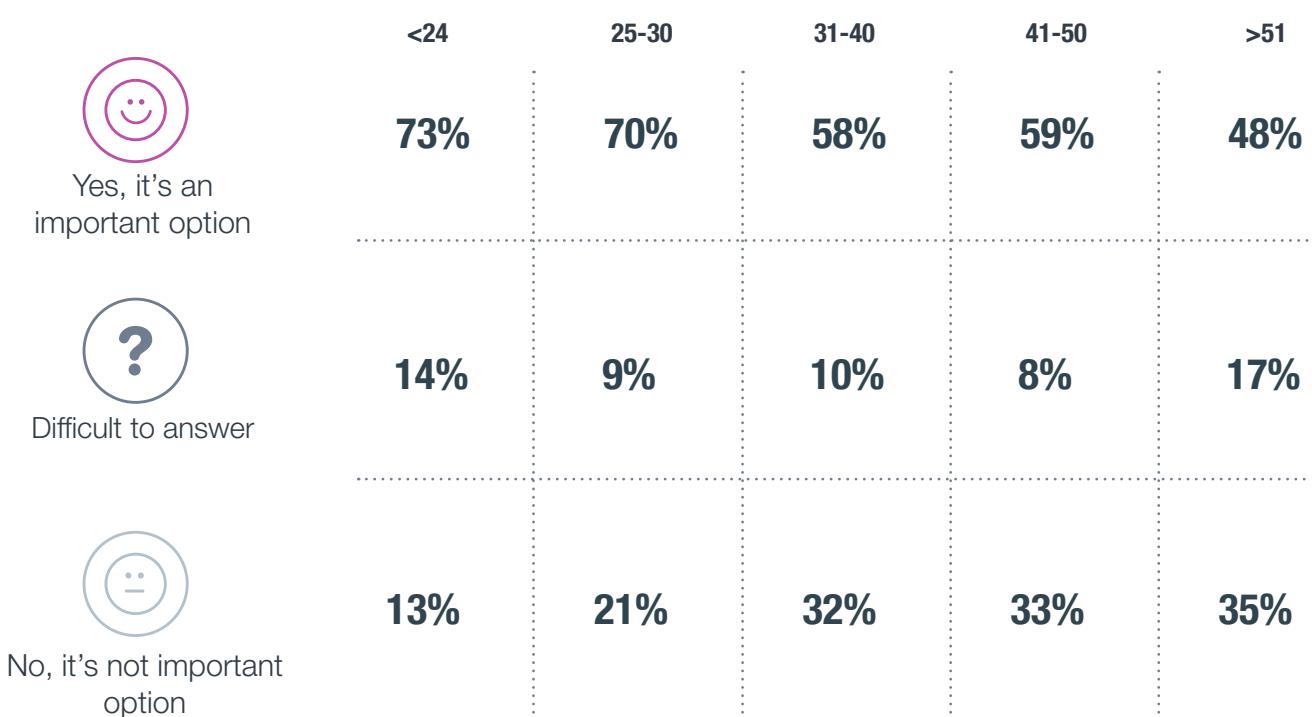




IS THE OPPORTUNITY TO WORK REMOTELY A POINT IN FAVOUR OF THE EMPLOYER?



DEPENDING ON AGE



REMOTE WORK



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

TOP 3 SPECIALIZATIONS WITH GREATEST IMPORTANCE ATTACHED TO REMOTE WORK*



TOP 3 SPECIALIZATIONS WITH SMALLEST IMPORTANCE ATTACHED TO REMOTE WORK**



TOP 5 INDUSTRIES WITH GREATEST IMPORTANCE ATTACHED TO REMOTE WORK*



* The chart shows the percentage of respondents who replied “Yes, this is an important option” to the question “Is the opportunity to work remotely a point in favour of the employer?”

** The chart shows the percentage of respondents who replied “No, it does not matter to me” to the question “Is the opportunity to work remotely a point in favour of the employer?”



RELOCATION





ARE YOU READY TO MOVE FROM KAZAKHSTAN TO ANOTHER COUNTRY BECAUSE OF YOUR JOB?



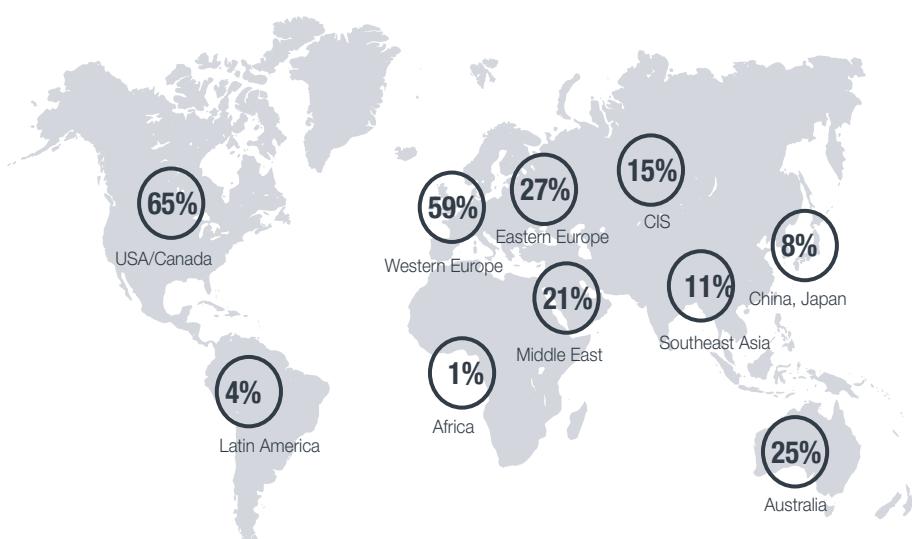
*In 2022, the «yes» option includes the answers «yes, ready/planning to move» (48%), «yes, I have already moved» (2%), and «yes, in the process of relocation» (2%).

WHY HAVEN'T YOU MOVED YET?*



* The chart shows the replies of respondents who replied "Yes, I plan to do it" to the question "Would you consider relocating to other COUNTRY for a suitably attractive opportunity?"

WHERE WOULD YOU RATHER RELOCATE TO?





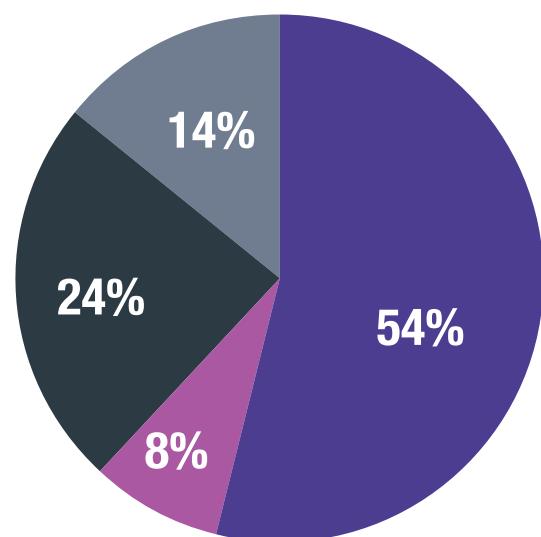
RELOCATION TO KAZAKHSTAN IN 2022

The questions in this section were asked of citizens of CIS countries who work in Kazakhstan.





WHEN DID YOU MOVE TO KAZAKHSTAN?

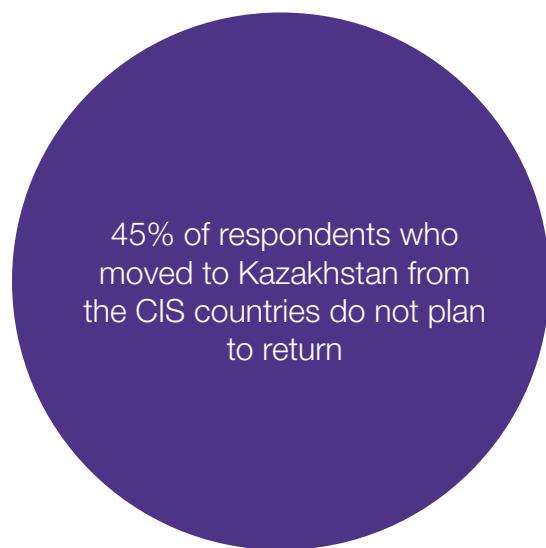
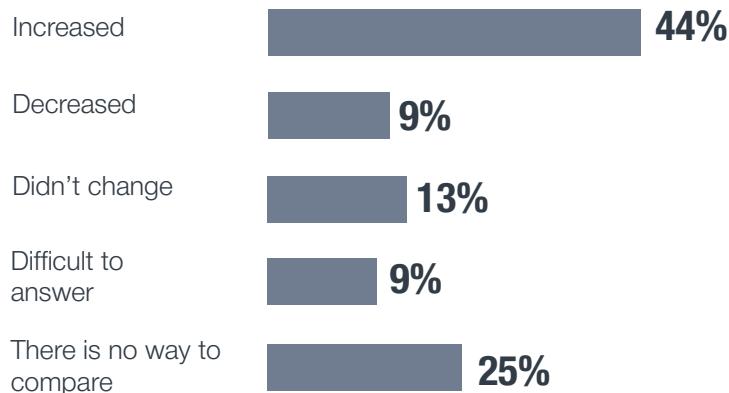


- Until February 2022
- After February 2022
- Not living in Kazakhstan at the moment
- Other

3% of our survey respondents in Kazakhstan are citizens of other CIS countries. This year we decided to learn a little more about relocation to Kazakhstan.

RELOCATION
TO KAZAKHSTAN

CHANGE OF SALARY AFTER RELOCATION TO KAZAKHSTAN





FORECAST FOR ECONOMIC PROSPECTS

Every year, we ask our respondents about their outlook for the prospects of the country's economy in the nearest 12 months. The year 2022 we have discussed above. What will 2023 be like?

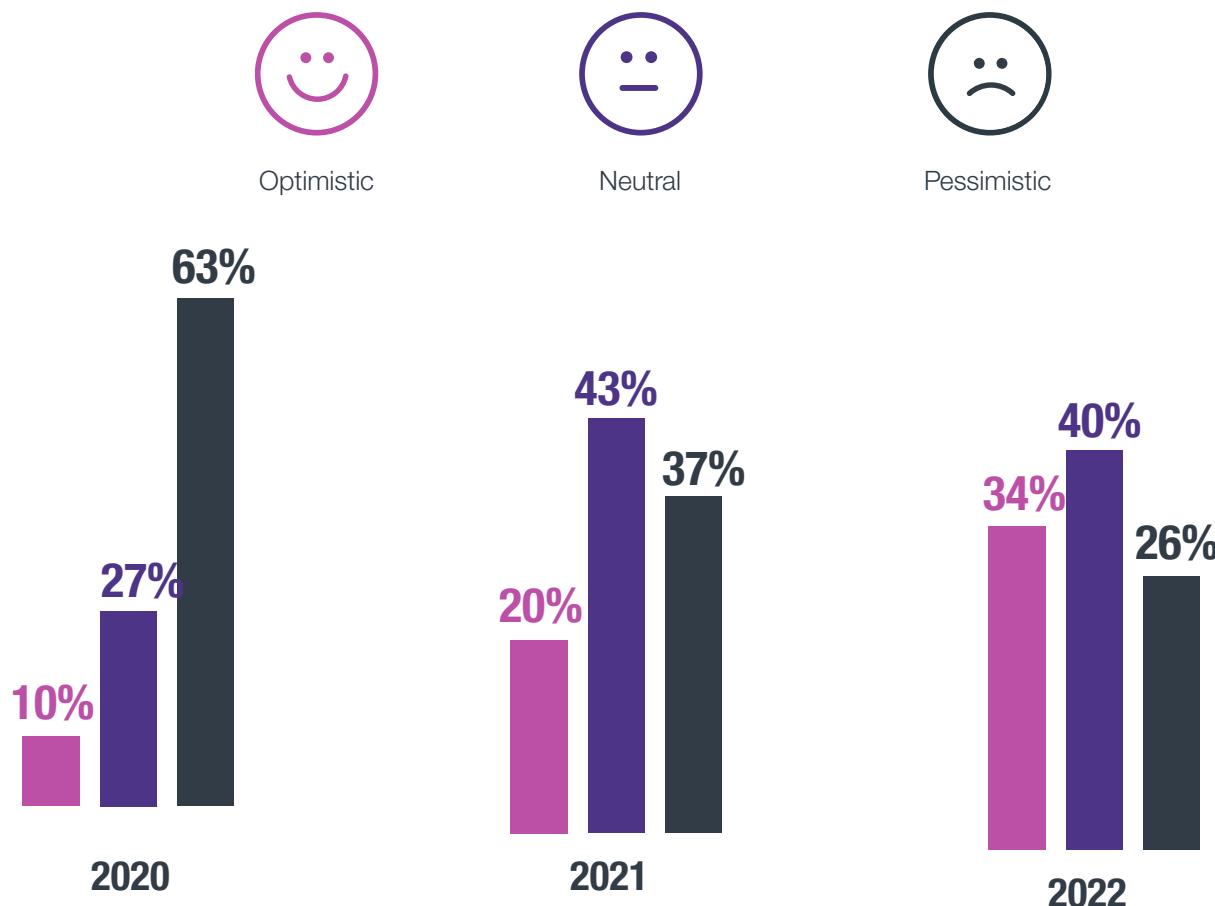




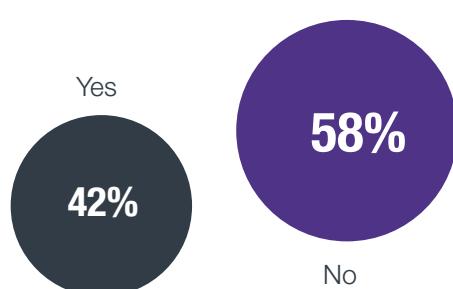
HOW DO YOU EVALUATE YOUR CAREER IN THE NEXT 12 MONTHS?



HOW DO YOU SEE THE FUTURE OF THE KAZAKHSTAN ECONOMY IN THE NEXT 12 MONTHS?



IN YOUR OPINION, WILL THE ARRIVAL OF MIGRANTS FROM CIS COUNTRIES AFFECT YOUR CAREER THIS YEAR?





METHODOLOGY

The survey presents an analysis of the data obtained through an online survey of **2,501** respondents. The participants of the survey were specialists and managers of middle and top levels working in Almaty, Astana and other cities of Kazakhstan.

The research has been conducted since 16 May till 30 June 2022. The salary survey was prepared based on the data obtained through an online survey, information from the Antal database, and an expert assessment by Antal consultants. Salaries are stated in Kazakhstani Tenge before taxes, excluding bonuses and bonuses. The study provides the values of average minimum and average maximum salaries in the industry. The limits of the values of the average minimum and maximum do not include extremely high or low salaries, which may occur in individual cases. Salaries can vary depending on the size of the company, the sector of the economy, the company's country of origin, and depends on the employee's work experience, skills, and job responsibilities. The salaries of the salaries surveyed are primarily for the employees of international companies.

Respondents represent the following industries:

- Banking and financial services (banking, insurance, investment funds, payment systems, mobile payments, leasing)
- Public authorities (ministries, committees, federal agencies and other legislative, executive, and judicial authorities)
- Ingredients and equipment for the food industry (flavoring and food ingredients, raw ingredients for food production; equipment for food production: production lines, equipment for mixing, cutting, extrusion, etc.)
- IT, telecom, Internet, automation, information security (phone and mobile phone services, internet providers, software development, IT security, blockchain, big data and business analytics, artificial intelligence, Internet of Things, augmented reality, virtual reality)
- Logistics and transport (transportation and forwarding services, logistics centres, warehousing services, air transportation, overseas transportation)
- Media and entertainment (media holdings, television, radio, print media, advertising, video games, cinema, music industry, social networks, sports and fitness clubs)
- Machinery and automotive sector (motor vehicle production, motor vehicle parts and accessories, car showrooms, car service centres)
- FMCG (clothing and footwear industry, food industry, beauty care and perfumery products, household chemicals, tobacco industry, consumer electronics, and other fast-moving consumer goods)
- Natural resources (oil & gas upstream, downstream and petrochemistry, power generation, metals & mining)
- Professional services (recruitment, consulting, legal services, educational services / teaching, marketing research, certification, translation services, research institutes, culture and entertainment)
- Equipment and technology (machine-building industry, metal fabrication, electrical machinery production, automation technology)
- Retail and wholesale trade (conventional retail trade, distributors, pharmacies and pharmacy chains)
- Agriculture (crop science, farm animals, agricultural holdings, fishing/aquafarming)
- Construction & Real estate (construction, engineering, architecture and design, sale and rental of residential and industrial property, building materials, woodworking)
- Tourism and HoReCa (tour operators and agencies, hotel segment, public catering, event industry)
- Paper & Packaging (wood industry, pulp and paper industry)
- Pharmaceuticals and medical equipment (pharmaceuticals, medical equipment, clinical trials, outpatient clinics, hospitals)
- Chemicals and components (fertilizers, petrochemicals, plastics industry, manufacture of rubber products, coatings and adhesives)



SALARIES BY INDUSTRY



SALARY SURVEY

AUTOMOTIVE SECTOR



AUTOMOTIVE SECTOR



Anastasia Perfilyeva

Executive Consultant
Antal Kazakhstan



Anastasia.Perfilyeva@antalkazakhstan.com



AUTO (PRODUCTION AND RETAIL SALES)

	Average minimum	Average maximum
Top management		
General director/General manager/Chief executive officer	2 000 000	3 000 000
Country manager/Head of representative office	2 000 000	3 000 000
Plant manager/Factory manager	1 500 000	2 500 000
Marketing, PR & Digital		
Marketing director	750 000	900 000
Head of product	550 000	750 000
PR manager	400 000	800 000
PR specialist	300 000	600 000
Sales/Business development		
Commercial director/Sales director/Business development director	1 000 000	1 300 000
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
Head of corporate sales	1 200 000	1 500 000
Corporate sales specialist	500 000	800 000
Production/Engineering		
Chief power engineer	600 000	900 000
Quality director	500 000	1 200 000
Quality manager	350 000	650 000
Technical director	850 000	1 500 000
New product development manager	400 000	500 000
Production manager	900 000	1 500 000
Maintenance manager	900 000	1 500 000
HSE manager	700 000	1 200 000
LEAN manager	700 000	1 200 000
CAPEX project manager	500 000	700 000
CAPEX project engineer	500 000	700 000
Shift manager	500 000	700 000



AUTOMOTIVE SECTOR

SPARE PARTS

	Average minimum	Average maximum
Top management		
General director/General manager/Chief executive officer	1 500 000	2 500 000
Country manager/Head of representative office	1 500 000	2 500 000
Plant manager/Factory manager	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	500 000	800 000
Key account manager	600 000	900 000
Dealer Manager	700 000	1 000 000
Business development manager	700 000	1 000 000
Production/Engineering		
Chief power engineer	1 000 000	2 000 000
Quality director	400 000	1 500 000
Quality manager	700 000	1 200 000
Technical director	850 000	1 500 000
Production manager	850 000	1 500 000
Maintenance manager	850 000	1 500 000
HSE manager	550 000	1 100 000
LEAN manager	550 000	1 200 000
CAPEX project manager	550 000	800 000
CAPEX project engineer	550 000	1 200 000
Shift manager	500 000	800 000
Head of service department	550 000	900 000
Service engineer/manager	600 000	1 200 000
Technologies/R&D/Product support		
R&D director	550 000	900 000
Technical support engineer	750 000	1 500 000
Service engineer	750 000	1 500 000





SALARY SURVEY

BANKING AND FINANCIAL SERVICE



BANKING AND FINANCIAL SERVICE



Tatiana Gulyaeva

Managing Consultant
Antal Kazakhstan

Tatiana.Gulyaeva@antalkazakhstan.com



COMMERCIAL BANKING

	Average minimum	Average maximum
Top management		
Chairman of the board	2 700 000	5 500 000
Sales/Business development		
Head of retail	950 000	1 600 000
Head of corporate/coverage	900 000	1 600 000
Head of SME	850 000	1 300 000
Head of distribution/sales	850 000	1 300 000
Branch manager	650 000	950 000
Account manager/Sales manager	550 000	800 000
Sales specialist	350 000	650 000
Head of partners channel	350 000	650 000
Risks/Product/Debt collection		
Head of product	900 000	1 500 000
Product manager	650 000	850 000
Chief risk officer	650 000	780 000
Risk manager	550 000	850 000
Risk specialist	350 000	480 000
Head of collection	550 000	950 000
Collection manager	360 000	750 000
Finance/Operations		
Finance analyst	450 000	650 000
Head of treasury	950 000	1 200 000
Head of internal control	400 000	600 000
Head of compliance	500 000	1 000 000
Compliance manager	380 000	650 000
Head of financial institutions	750 000	1 200 000
Head of operation/Chief operating officer	850 000	1 550 000
Operations manager	800 000	1 000 000



BANKING AND FINANCIAL SERVICE



Madina Sabitova

Principal Consultant
Antal Kazakhstan



Madina.Sabitova@antalkazakhstan.com

FUNDS/INVESTMENT BANKING

	Average minimum	Average maximum
Top management		
General director/Executive director/Managing director/Managing partner	2 200 000	4 300 000
Sales/Business development		
Partner	2 100 000	2 600 000
Director/Private banker	1 300 000	2 000 000
Finance/Operations		
Head of operation/Chief operating officer	850 000	1 200 000
Operating manager	650 000	950 000
Analyst	400 000	650 000
Risk manager	650 000	850 000





SALARY SURVEY

PAPER AND PACKAGING



PAPER AND PACKAGING



**Gulfairuz
Kabdrakhmanova**
Executive Consultant
Antal Kazakhstan

Gulfairuz.Kabdrakhmanova@antalkazakhstan.com

	Average minimum	Average maximum
General director/General manager/CEO	2 000 000	4 000 000
Head of representative office	2 000 000	4 000 000
Plant manager/Factory manager	1 500 000	2 500 000
Sales/Business development		
Sales director	1 200 000	1 500 000
Sales manager	600 000	900 000
Key account manager	600 000	900 000
Area manager/Territory manager	600 000	900 000
Business development director	1 200 000	1 500 000
Business development manager	600 000	900 000
Production/Engineering		
Chief power engineer	800 000	1 500 000
Quality director	800 000	1 500 000
Quality manager	500 000	800 000
Technical director	1 000 000	1 500 000
Production manager	1 000 000	1 500 000
Maintenance manager	800 000	1 000 000
Head of laboratory	500 000	800 000
HSE manager	600 000	1 500 000
CAPEX project manager	800 000	1 000 000
CAPEX project engineer	400 000	600 000
Workshop manager	500 000	800 000
Shift manager	500 000	800 000
Service engineer	500 000	800 000
Technologies/R&D/Product support		
New product development manager	600 000	1 000 000



SALARY SURVEY

FOOD INGREDIENTS AND EQUIPMENT

FOOD INGREDIENTS AND EQUIPMENT



Anastasia Perfilyeva

Executive Consultant
Antal Kazakhstan



Anastasia.Perfilyeva@antalkazakhstan.com

Top management

	Average minimum	Average maximum
General director/General manager/Chief executive officer	2 000 000	4 000 000
Head of representative office	2 000 000	4 000 000
Plant manager/Factory manager	1 500 000	2 000 000



Gulfairuz Kabdrakhmanova

Executive Consultant
Antal Kazakhstan



Gulfairuz.Kabdrakhmanova@antalkazakhstan.com

Sales/Business development

	Average minimum	Average maximum
Sales director	800 000	1 200 000
Sales manager	600 000	900 000
Key account manager	500 000	700 000
Area manager/Territory manager	600 000	900 000
Business development director	600 000	900 000
Business development manager	800 000	1 200 000





FOOD INGREDIENTS AND EQUIPMENT



Production/Engineering	Average minimum	Average maximum
Chief power engineer	800 000	1 500 000
Quality director	800 000	1 500 000
Quality manager	500 000	800 000
Technical director	1 000 000	1 500 000
Production manager	1 000 000	1 500 000
Maintenance manager	1 000 000	1 500 000
Head of laboratory	500 000	800 000
HSE manager	600 000	1 200 000
CAPEX project manager	800 000	1 000 000
CAPEX project engineer	500 000	800 000
Shift manager	500 000	800 000
Workshop manager	500 000	800 000



SALARY SURVEY

IT, TELECOM



IT, TELECOM



Aigerim Sandybayeva

Managing Consultant
Antal Kazakhstan



Aigerim.Sandybayeva@antalkazakhstan.com

Top management

	Average minimum	Average maximum
General director/General manager/Chief executive officer	1 500 000	4 200 000
Head of representative office	1 450 000	3 800 000
Technical director	1 300 000	4 300 000

Sales/Business development

Key account director	800 000	1 500 000
Key account manager	600 000	1 200 000
Channel director/Partner sales director	800 000	2 000 000
Channel manager/Partner manager	450 000	1 500 000
Junior developer	250 000	450 000
Middle developer	500 000	700 000
Senior developer	1 200 000	1 600 000
Project Manager	450 000	1 500 000
System analyst	400 000	1 300 000
Business analyst	300 000	1 000 000

AUTOMATION

Sales/Business development

Sales director	1 000 000	2 000 000
Key account manager	500 000	800 000
Business development manager	800 000	1 500 000



SALARY SURVEY

LOGISTICS AND TRANSPORT



LOGISTICS AND TRANSPORT



Madina Abisheva

Principal Consultant
Antal Kazakhstan



Madina.Abisheva@antalkazakhstan.com

Top management

	Average minimum	Average maximum
General director/General manager/Chief executive officer	1 430 000	2 600 000
Head of representative office	1 320 000	1 770 000

Sales/Development/Operations

Commercial director	995 000	1 430 000
Sales director	1 020 000	1 489 000
Sales manager	640 000	870 000
Sales specialist	398 000	600 000
Key account manager	524 000	830 000
Business development director	960 000	1 445 000
Business development manager	638 000	950 000
Project manager	864 000	1 180 000

Logistics, planning and purchasing

Customs manager	504 000	677 000
Customs specialist	267 000	436 000
Operations director	1 120 000	1 430 000
Head of transport department	810 000	1 050 000
Warehouse director	870 000	1 100 000
Warehouse manager	525 000	750 000
Warehouse specialist	248 000	420 000
Customer service specialist	370 000	562 000



SALARY SURVEY

EQUIPMENT AND TECHNOLOGY



EQUIPMENT AND TECHNOLOGY



**Gulfairuz
Kabdrakhmanova**
Executive Consultant
Antal Kazakhstan



Gulfairuz.Kabdrakhmanova@antalkazakhstan.com



	Average minimum	Average maximum
General director/General manager/Chief executive officer	2 000 000	4 500 000
Head of representative office	2 000 000	3 500 000
Plant manager/Factory manager	2 000 000	3 000 000
Sales/Business development		
Sales director	1 200 000	2 200 000
Sales engineer	800 000	1 300 000
Key account manager/Distribution manager	700 000	1 200 000
Business development manager	700 000	1 200 000
Project manager	700 000	1 800 000
Production/Engineering		
Chief power engineer	800 000	1 500 000
Quality director	800 000	1 200 000
Quality manager	250 000	800 000
Technical director	900 000	1 700 000
Production manager	900 000	1 700 000
Maintenance manager	700 000	1 700 000
HSE manager	800 000	1 500 000
LEAN manager	700 000	1 500 000
CAPEX project manager	500 000	700 000
CAPEX project engineer	500 000	700 000
Shift manager	500 000	700 000



SALARY SURVEY

FMCG



Tatiana Gulyaeva

Managing Consultant
Antal Kazakhstan



Tatiana.Gulyaeva@antalkazakhstan.com



Top management	Average minimum	Average maximum
General director/General manager/Chief executive officer	2 000 000	4 500 000
Country manager/Head of representative office	1 400 000	2 500 000
Sales/Business Development		
Commercial director	1 500 000	3 000 000
Sales director	1 400 000	2 800 000
Sales manager	560 000	1 200 000
Sales specialist	380 000	550 000
Key account manager	900 000	1 600 000
Regional director/Distribution director	1 000 000	1 400 000
Area manager/Territory manager/District manager	800 000	1 300 000
Business development director	1 200 000	1 500 000
Business development manager	700 000	1 200 000
Project manager	400 000	700 000
Marketing, PR & Digital		
Marketing director/Head of marketing	1 800 000	3 000 000
Marketing manager	1 600 000	2 000 000
Category manager	1 200 000	1 500 000
Senior brand manager	1 000 000	1 400 000
Brand manager	780 000	1 200 000
Junior brand manager	300 000	500 000
PR director	1 000 000	2 500 000
PR manager	750 000	1 000 000
PR specialist	360 000	600 000
Research manager	750 000	1 100 000
Research specialist	350 000	500 000
Head of trade marketing/merchandising	950 000	1 800 000
Trade marketing/merchandising manager	500 000	1 000 000
Trade marketing/merchandising specialist	350 000	480 000



Production/Engineering	Average minimum	Average maximum
Chief power engineer	600 000	1 200 000
Quality director	700 000	1 500 000
Quality manager	500 000	1 000 000
Technical director	1 000 000	1 500 000
Production manager	1 000 000	1 500 000
Maintenance manager	1 000 000	1 500 000
Head of laboratory	500 000	900 000
HSE manager	800 000	1 500 000
CAPEX project manager	700 000	1 200 000
CAPEX project engineer	500 000	700 000
Shift manager	500 000	700 000
Workshop manager	500 000	700 000
Technology/R&D/Product support		
New product development manager	500 000	800 000
R&D director	500 000	1 000 000



SALARY SURVEY

NATURAL RESOURCES



NATURAL RESOURCES



**Gulfairuz
Kabdrakhmanova**
Executive Consultant
Antal Kazakhstan



Gulfairuz.Kabdrakhmanova@antalkazakhstan.com



Top management

	Average minimum	Average maximum
General director/General manager/Chief executive officer	2 000 000	4 000 000
Country manager/Head of representative office	1 500 000	2 800 000
Plant manager/Factory manager	1 500 000	3 000 000

METALS AND MINING

Production/Engineering/Technology

	Average minimum	Average maximum
Drill & Blast manager	600 000	1 500 000
Geologist/Chief geologist	800 000	1 500 000
Chief surveyor	500 000	1 000 000
HSE manager	800 000	1 500 000
Head of quality department/Quality director	800 000	1 500 000
Head of design&construction/Head of capital construction	800 000	1 500 000
Chief technologist	800 000	1 500 000
Chief engineer	800 000	1 800 000
Mine director/Executive director	2 000 000	3 500 000
Head of mining processing plant	2 000 000	3 500 000
Operations director	1 500 000	3 500 000
Head of service department	1 000 000	1 500 000
Project manager	1 000 000	1 500 000



NATURAL RESOURCES



OIL&GAS UPSTREAM

Production/Engineering/Technology	Average minimum	Average maximum
Chief power engineer	700 000	1 500 000
Production manager	1 800 000	2 500 000
HSE manager	1 000 000	1 500 000
Quality director	1 000 000	1 500 000
Quality manager	500 000	800 000
Project engineer/Project manager	700 000	1 000 000
Chief engineer	700 000	1 500 000
Automation engineer	700 000	1 500 000
Field engineer	500 000	800 000
Service engineer/Service manager	500 000	1 200 000
Drilling manager	500 000	1 000 000
Chief geophysicist	500 000	1 000 000
Geologist	500 000	1 000 000

DOWNSTREAM & PETROCHEMISTRY

Production/Engineering/Technology	Average minimum	Average maximum
Site director	1 000 000	1 500 000
Chief technologist	1 000 000	1 500 000
Chief engineer	1 000 000	1 500 000
Chief mechanic	1 000 000	1 500 000
HSE manager	700 000	1 500 000
Quality director	700 000	1 500 000
Quality manager	500 000	700 000
Technology manager	500 000	700 000
Engineer technologist	500 000	700 000
Project manager	800 000	1 500 000
Field engineer	500 000	700 000
Service engineer/manager	800 000	1 500 000

POWER GENERATION

Production/Engineering/Technology	Average minimum	Average maximum
Operations director	1 800 000	3 500 000
Head of capital construction	1 500 000	3 500 000
Regional branch executive director	2 200 000	3 500 000
Chief engineer	800 000	3 500 000
Project manager	800 000	3 500 000
Energy trading manager	600 000	1 500 000



SALARY SURVEY

RETAIL



RETAIL



Tatiana Gulyaeva

Managing Consultant
Antal Kazakhstan



Tatiana.Gulyaeva@antalkazakhstan.com



	Average minimum	Average maximum
Top management		
General director/General manager/Chief executive officer	1 800 000	4 000 000
Head of representative office	1 600 000	3 000 000
Sales/Business development		
Sales director	1 250 000	2 500 000
Business development director	1 000 000	1 600 000
Business development manager	650 000	1 200 000
Department store/Shopping center director	850 000	1 300 000
Store/Boutique director	700 000	950 000
Retail director	1 000 000	2 000 000
Marketing, PR & Digital		
Marketing director/Head of marketing	1 600 000	3 000 000
Marketing manager	1 000 000	2 000 000
Marketing communications manager	650 000	900 000
Marketing communications specialist	450 000	600 000
Market research manager	700 000	950 000
Market research specialist	400 000	700 000
Head of trade marketing/merchandising	1 100 000	1 800 000
Trade marketing/merchandising manager	650 000	1 100 000
Trade marketing/merchandising specialist	400 000	600 000
Security		
Security director/Country security director	1 200 000	1 800 000
Territory security manager/Regional security manager	600 000	1 000 000
Technical security manager	600 000	1 000 000
Health and Safety manager/Risk manager	600 000	1 000 000



SALARY SURVEY

CONSTRUCTION



CONSTRUCTION



Anastasia Perfilyeva

Executive Consultant
Antal Kazakhstan



Anastasia.Perfilyeva@antalkazakhstan.com

INDUSTRIAL AND COMMERCIAL CONSTRUCTION

Top management	Average minimum	Average maximum
General director/Executive director/Managing director	2 000 000	4 000 000
Sales/Business development		
Commercial director	1 200 000	1 700 000
Production/Engineering		
Technical director	1 200 000	2 000 000
Construction director	2 000 000	3 000 000
Chief architect	1 800 000	2 500 000
Architect	700 000	900 000
Real estate director	800 000	1 500 000
Real estate manager	350 000	800 000
Project director	1 000 000	2 000 000
Chief engineer	1 500 000	2 000 000
Engineering Coordinator	500 000	800 000
Head of maintenance department	800 000	1 000 000
Project engineer	700 000	1 000 000



CONSTRUCTION

PRODUCTION OF BUILDING MATERIALS

	Average minimum	Average maximum
Top management		
Plant manager/Factory manager	2 000 000	3 500 000
Sales/Business development		
Commercial director	900 000	1 400 000
Sales director	900 000	1 400 000
Sales manager	600 000	900 000
Sales specialist	500 000	700 000
Key account manager	600 000	900 000
Key account manager	600 000	900 000
Regional director/Distribution director	900 000	1 200 000
Area manager/Territory 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/Engineering		
Chief power engineer	800 000	1 500 000
Quality director	500 000	1 200 000
Quality manager	500 000	800 000
Technical director	1 200 000	1 500 000
Chief architect	1 200 000	2 500 000
Production manager	1 500 000	2 500 000
Maintenance manager	800 000	1 200 000
Head of laboratory	600 000	900 000
HSE manager	500 000	1 200 000
CAPEX project manager	600 000	1 200 000
CAPEX project engineer	500 000	800 000
Shift manager	500 000	800 000
Workshop manager	500 000	800 000
Head of service department	800 000	1 200 000
Service engineer	500 000	800 000
Commissioning manager	500 000	800 000



SALARY SURVEY

PHARMACEUTICAL



PHARMACEUTICAL



Marina Linnik

Executive Consultant
Antal Kazakhstan



Marina.Linnik@antalkazakhstan.com

	Average minimum	Average maximum
Top management		
General director/Head of representative office	2 949 540	5 400 000
Head of department	2 110 000	2 770 000
Sales/Business development		
Commercial department		
Commercial director	1 926 000	2 646 000
Key account director (distributors)	1 284 000	1 908 000
Key account manager (distributors)	760 200	898 800
Government		
Market Access manager	1 908 000	2 520 000
GR Manager	1 765 500	2 520 000
Pharmacy chains		
Key account manager (pharmacy chains)	873 120	934 110
Field force		
Sales director	2 118 600	2 288 000
National sales manager/FFM	2 100 000	2 268 000
Regional manager	675 800	945 000
Key account manager	858 000	926 640
Senior medical representative/Key account specialist	470 000	600 000
Medical representative	370 000	510 000
Clinical trials		
Clinical trials manager	600 000	800 000
Production/Engineering		
Quality manager	550 000	740 000
Production manager	1 000 000	2 500 000
Technical director	1 000 000	1 500 000
Head of laboratory	600 000	800 000
Shift manager	600 000	800 000
Workshop manager	600 000	800 000



PHARMACEUTICAL



Sania Tarassenko

Leading Consultant
Antal Kazakhstan



Sania.Nurumbaeva@antalkazakhstan.com



Regulatory affairs/Medical department

	Average minimum	Average maximum
Medical director	1 250 000	2 000 000
Medical manager	1 100 000	1 400 000
Medical advisor	760 000	1 250 000
Head of regulatory affairs	1 250 000	2 000 000
Regulatory affairs manager	870 000	1 250 000
Regulatory affairs specialist	600 000	840 000
Pharmacovigilance manager	800 000	1 100 000
Pharmacovigilance specialist	600 000	840 000



Zhanel Babayeva

Senior Consultant
Antal Kazakhstan



Zhanel.Babayeva@antalkazakhstan.com

Marketing, PR

	Average minimum	Average maximum
Marketing director	1 926 000	2 675 000
Marketing manager	1 500 000	2 350 000
Product and brand manager	970 000	1 500 000
Senior brand manager	1 000 000	1 600 000
Junior brand manager	800 000	900 000



SALARY SURVEY

CHEMICALS AND COMPONENTS



CHEMICALS AND COMPONENTS



**Gulfairuz
Kabdrakhmanova**
Executive Consultant
Antal Kazakhstan



Gulfairuz.Kabdrakhmanova@antalkazakhstan.com



Top management

	Average minimum	Average maximum
General director/General manager/CEO	2 500 000	4 000 000
Head of representative office	2 500 000	4 000 000
Plant manager/Factory manager	2 500 000	4 000 000

Sales/Business development

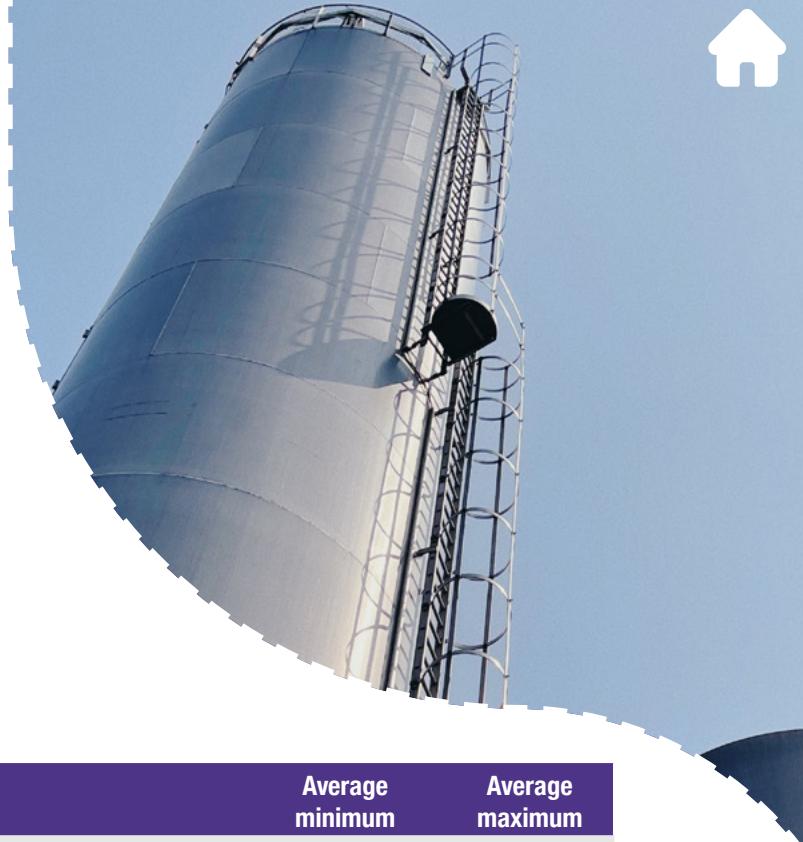
Sales director	900 000	1 400 000
Sales manager	600 000	900 000
Sales specialist	500 000	700 000
Key account manager	600 000	900 000
Partner / Dealer Manager	600 000	900 000
Regional director	800 000	1 200 000
Regional manager / Territory manager	700 000	1 000 000
Business development director	1 200 000	1 500 000
Business development manager	800 000	1 200 000
Project manager	600 000	900 000

Production/Engineering

Chief power engineer	800 000	1 500 000
Quality director	800 000	1 500 000
Quality manager	500 000	800 000
Technical director	1 000 000	1 500 000
Production manager	1 000 000	1 500 000
Maintenance manager	1 000 000	1 500 000
Head of laboratory	500 000	800 000
HSE manager	600 000	1 500 000
CAPEX project manager	800 000	1 000 000
CAPEX project engineer	500 000	800 000
Shift manager	500 000	800 000
Workshop manager	500 000	800 000



CHEMICALS AND COMPONENTS



Technology/R&D/Product support	Average minimum	Average maximum
R&D director	800 000	1 000 000
New product development manager	500 000	800 000
Technical specialist	400 000	600 000
Application engineer/Application technologist	400 000	600 000
Engineer/Developer	400 000	600 000



Antal

SALARY SURVEY BY DISCIPLINE

SALARY SURVEY BY DISCIPLINE

INFORMATION TECHNOLOGY

	Average minimum	Average maximum
IT director/CIO	1 350 000	2 900 000
IT manager	900 000	1 400 000
Project manager	800 000	1 500 000
IT specialist	450 000	900 000
Business/Systems analyst	970 000	1 600 000
Head of development	1 500 000	2 000 000
Developer	850 000	1 100 000
Consultant (ERP/CRM)	700 000	980 000
Lead Tester / Test engineer	800 000	1 100 000
Cyber security manager	800 000	1 150 000
Cyber security specialist	650 000	950 000
System engineer	450 000	700 000
System administrator	400 000	950 000
Technical Support Specialist	400 000	680 000
Network Engineer	430 000	750 000

SALARY SURVEY BY DISCIPLINE

HUMAN RESOURCES

	Average minimum	Average maximum
HR director	1 000 000	2 500 000
HR manager/HR business partner	700 000	1 500 000
HR specialist	350 000	500 000
Learning & development manager	800 000	1 300 000
Learning & development specialist	400 000	550 000
Compensation & benefits manager	1 000 000	1 800 000
Compensation & benefits specialist	500 000	700 000
Recruitment manager	800 000	1 000 000
Recruitment specialist	250 000	350 000
HR administration manager	500 000	700 000
HR administration specialist	250 000	450 000

FINANCE AND ACCOUNTING

	Average minimum	Average maximum
CFO/Finance director	1 550 000	3 350 000
Head of finance/ Finance manager	1 250 000	1 850 000
Finance controller/Business controller	950 000	1 350 000
Reporting manager/ Budget manager	850 000	1 250 000
Finance analyst	500 000	800 000
Internal control/ Audit manager	600 000	1 300 000
Internal control/ Audit specialist	600 000	900 000
Chief accountant	800 000	1 400 000
Accountant	400 000	600 000
Head of tax	800 000	1 500 000
Head of treasury	500 000	1 500 000

SALARY SURVEY BY DISCIPLINE

SUPPLY CHAIN, PROCUREMENT

	Average minimum	Average maximum
Supply chain director	1 590 000	2 350 000
Head of customer service	790 000	1 145 000
Customer service supervisor	630 000	860 000
Customer service specialist	398 000	575 000
Head of planning	960 000	1 390 000
Planning manager	810 000	960 000
Planning specialist	490 000	700 000
Head of logistics	930 000	1 430 000
Logistics manager	590 000	970 000
Logistics specialist	390 000	560 000
Head of purchasing	900 000	1 610 000
Purchasing director	1 210 000	2 200 000
Purchasing manager	710 000	1 130 000
Purchasing specialist	480 000	625 000
Warehouse manager	436 000	1 050 000
Warehouse specialist	250 000	370 000

LEGAL&COMPLAINE

	Average minimum	Average maximum
Legal Director	1 300 000	2 300 000
Senior Lawyer	600 000	900 000
Lawyer	400 000	700 000
Compliance manager	1 200 000	2 000 000



SURVEY PARTNERS



EUROPEAN BUSINESS ASSOCIATION OF KAZAKHSTAN

The European Business Association of Kazakhstan (EUROBAK) was established in 1999 upon the joint initiative of EU companies and the Delegation of the European Union. It is a non-commercial organisation. EUROBAK Membership is made up of 130 companies, including leading global, European and Kazakhstani companies, as well as Diplomatic Missions from Europe and other countries. EUROBAK plays a key role in promoting and nurturing mutual understanding between Kazakhstan and the countries of the European Union in business as well as social spheres. Nowadays EUROBAK is one of leading associations in Kazakhstan.

One of the main EUROBAK priorities is to create an effective platform for constructive dialogue between business and government for improving investment climate in the Republic of Kazakhstan.

European Business Association of Kazakhstan is accredited by various ministries and is a member of a number of governmental working groups and councils.

Contact information:

w: www.eurobak.kz

e: eurobak@eurobak.kz

t: +7 727 258 28 21/20

a: InterContinental Almaty, 110 Office, 181 Zheltoksan Str., Almaty, Kazakhstan



EF EDUCATION FIRST

EF Education First is an international education company that specializes in language training, educational travel, academic degree programs and cultural exchange. The company was founded in 1965 by Bertil Hult in the Swedish university town of Lund. For over 50 years the company's mission has been to open the world through education and to give confidence and freedom to people of all ages, nationalities and backgrounds. EF has more than 600 schools and offices in more than 100 countries. EF is an industry leader with 52,000 employees all around the world.



SURVEY PARTNERS

Rödl & Partner

RÖDL & PARTNER

Rödl & Partner is an international audit and consulting company focusing on rendering IT, legal, tax, audit and accounting services (Business Process Outsourcing).

After the foundation in 1977, our company is today represented by 5,260 employees at 107 own locations in 50 countries. Unique feature of Rödl & Partner is a combination of many years of experience, common quality standards of service, high professionalism and a comprehensive consulting approach from the point of view of the entrepreneur himself.

Rödl & Partner will provide the consulting and advisory support in the Central Asia – in the Kazakhstan office based in Almaty city and in the Uzbekistani office based in Tashkent city. Having the team of Kazakhstani, Uzbekistani and German lawyers, tax advisors, accountants and auditors, we advise our clients in the Central Asia since 2009 on all matters particularly relating the entry to the market and investment projects in German, English, Russian, Kazakh and Uzbek. We offer the one-stop individual and multi-disciplinary solutions pursuing objectives of our clients.



Limitation of use:

Commercial use, distribution, full or partial publication of the present survey without the written approval from Antal Kazakhstan is prohibited.
When quoting data, reference to Antal Kazakhstan is obligatory.

info@antalkazakhstan.com | +7 (727) 339 92 95 | antalkazakhstan.kz

Join Antal Kazakhstan social networks



This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act on the information contained in this publication without obtaining specific professional advice. No representation or warranties (express or implied) are given as to the accuracy or completeness of the information contained in this publication, and to the extent permitted by law, Antal International, its member companies, employees and agents do not accept or assume any liability, responsibility or duty of care for any consequences of you or any other acting or refraining to act in reliance on the information contained in this publication or any decision based on it.

© 2022 Antal Kazakhstan. All rights reserved. "Antal" refers to LLP Antal Business Solutions and/or one or more of Antal International member firms, each of which is a separate legal entity.

Photos by unsplash.com, freepic.com, pexels.com, freepic.com, flaticon.com