



# HR challenges and digital solutions in Kazakhstani organizations





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**AUTOMATION IS ABOUT HELPING  
A PERSON TO PERFORM BUSINESS  
FUNCTIONS, WHILE DIGITALIZATION  
IS ABOUT REPLACING A PERSON  
IN PERFORMING THESE FUNCTIONS**

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# Human capital challenges in digital Kazakhstan

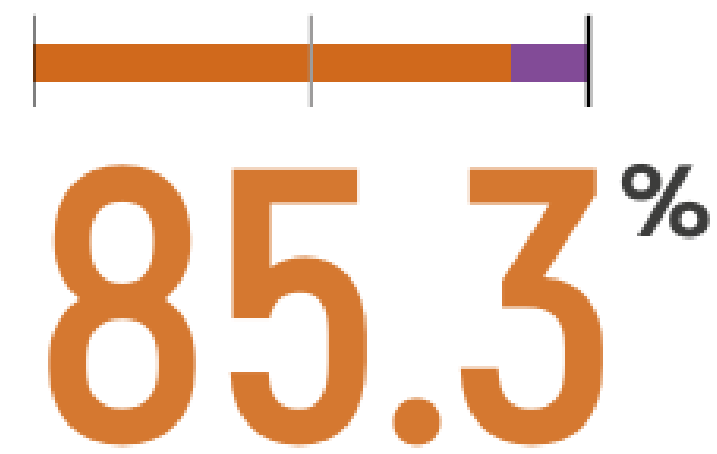


# Digital Kazakhstan



## 8th place in the world

online services index (UN ranking)



the level of digital literacy of the population, in rural areas – **82.2%**



of public services can be obtained online



Kazakhstan's readiness to introduce frontier technologies is above average, it ranks **62** out of **158** countries



According to the current state of digitalization in 2020, Kazakhstan took **55<sup>th</sup>** place out of **90** countries, and in terms of the pace of digitalization it ranked **20<sup>th</sup>** place.



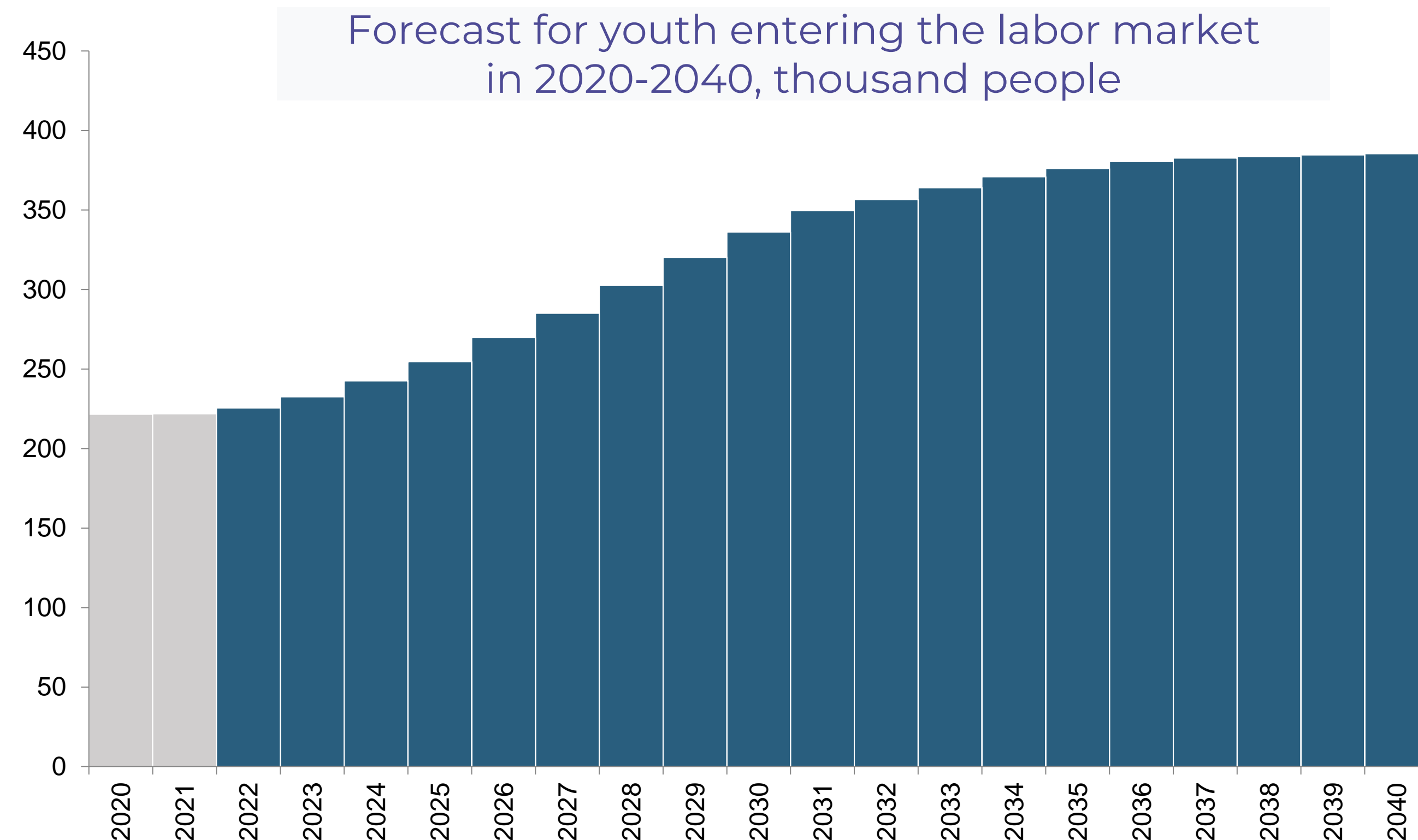
# Labor market of Kazakhstan

Fertility rate in Kazakhstan  
**29% higher**  
 than the world average

Natural increase rate of population  
**52% higher**  
 than the world average.

Kazakhstan's labor market is under severe pressure due to accelerating youth influx amid weak job creation

300-400 thousand young people will reach working age annually



# Potential for job replacement through automation, robotics and the use of AI in Kazakhstan

**29%** of employee functions can be automated

**13%** of employee functions can be performed using AI

**25%** of jobs are considered to be at risk of automation,

**36%** of jobs in large cities

**12%** of jobs are likely to be powered by AI



# Automation and digitalization of HR processes in Kazakhstan



The level of complete automation of HR processes in Kazakhstan is on average 10%

	Kazakhstan	Public sector	State owned organizations	Private sector
We carried out complete digitalization of HR processes	9%	14%	3%	7%
Partially implemented individual digital projects	56%	69%	66%	33%
We are engaged in automation, thinking about issues of Digitalization	20%	14%	14%	33%
Digitalization is not yet relevant for us (no budget, no opportunities)	10%	3%	14%	13%
Nothing has been automated in our company yet.	5%	0%	3%	13%

The main barriers to automation are outdated IT applications and lack of digital skills



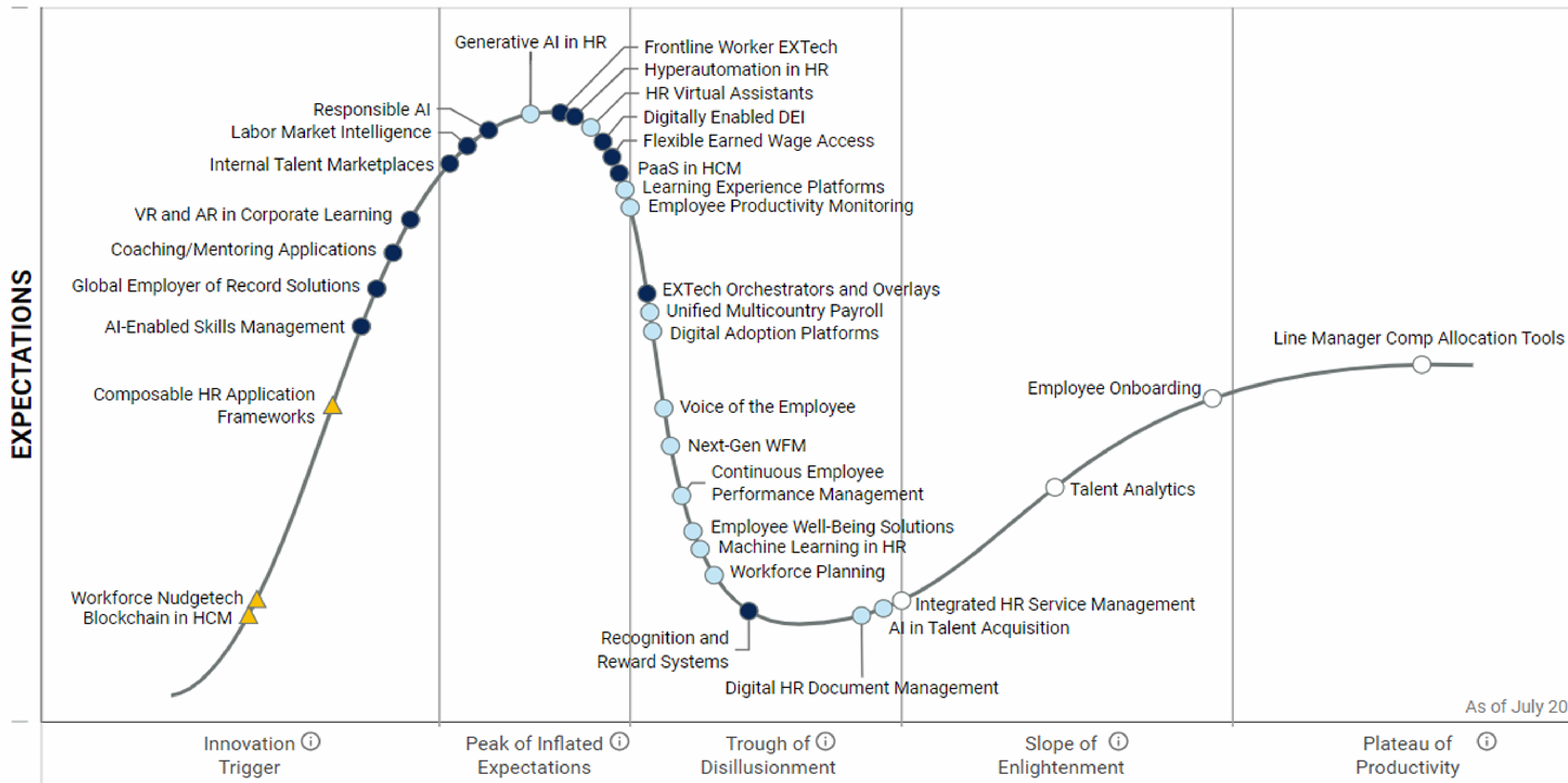
# Digital solutions ...

# Are HR technologies up to the challenges?



Time To Plateau Will Be Reached:

- < 2 yrs.
- 2-5 yrs.
- 5-10 yrs.
- ▲ > 10 yrs.



**Solution is  
innovation culture  
and behavior  
of labor resources**

