



IMD World Competitiveness Yearbook 2022

COUNTRY
PROFILE

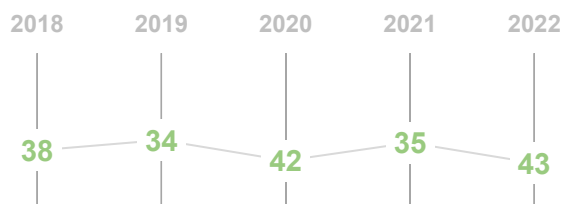
KAZAKHSTAN



Kazakhstan

Competitiveness Trends – Overall

OVERALL PERFORMANCE (63 countries)



CHALLENGES IN 2022

- Political transformation.
- Increase in household incomes and reduction of inequality.
- Strengthening human rights institutions.
- Provision of food security.
- Decentralization of local self-government.

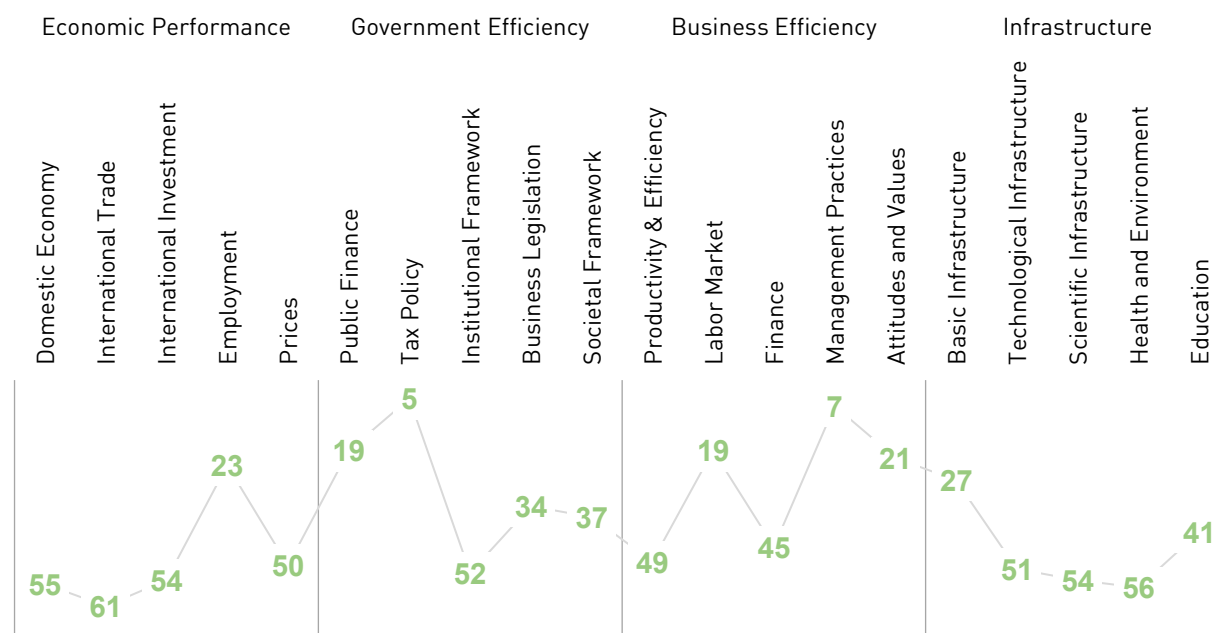
BASIC FACTS

Rank

Capital	Nur-Sultan	
Land area (square km '000)	2,725	2021
Exchange Rate (per \$)	425.908	2021
Population - market size (millions)	19.00	2021 30
Gross Domestic Product (GDP) (US\$ billions)	190.8	2021 46
GDP (PPP) per capita (US\$)	28,570	2021 46
Real GDP growth (%)	4.0	2021 45
Consumer price inflation (%)	8.00	2021 59
Unemployment rate (%)	4.90	2021 21
Labor force (millions)	9.26	2021 29
Current account balance (% of GDP)	-2.97	2021 54
Direct investment stocks inward (\$bn)	151.4	2020 36
Direct investment flows inward (% of GDP)	4.33	2020 11

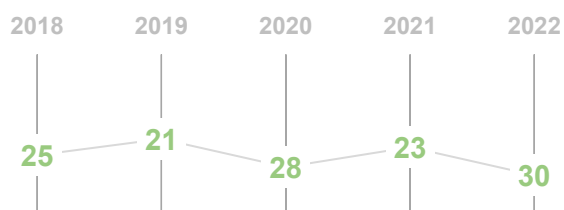
PROVIDED BY: Economic Research Institute, JSC of the Ministry of National Economy of the Republic of Kazakhstan, Nur-Sultan

COMPETITIVENESS LANDSCAPE

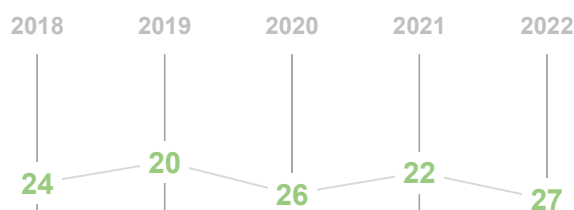


PEER GROUPS RANKINGS

EUROPE - MIDDLE EAST - AFRICA (40 countries)



POPULATIONS < 20 MILLION (36 countries)



Kazakhstan

Competitiveness Evolution & Attractiveness Indicators

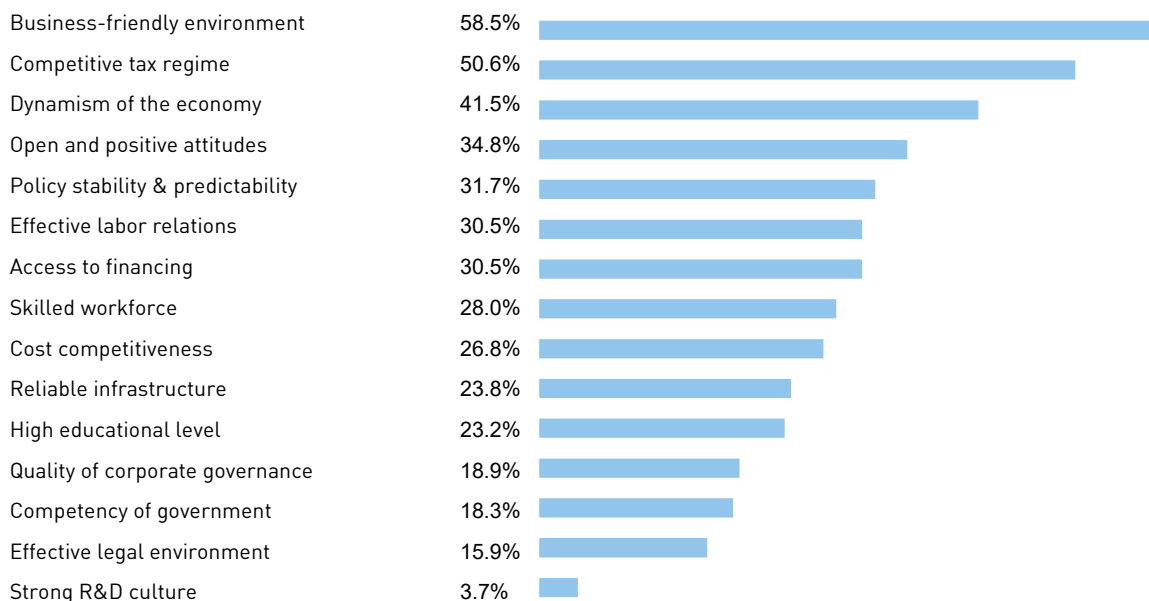
COMPETITIVENESS EVOLUTION

The criteria below highlight the 15 biggest Improvements and the 15 biggest Declines in the overall performance of the economy. They are determined by the largest percentage changes in the value of each criterion from one yearbook to the next.

	WCY 2021	WCY 2022		WCY 2021	WCY 2022
IMPROVEMENTS			DECLINES		
4.3.18 Number of patents in force	1.3	11.2	1.1.13 Economic complexity index	-0.04	-0.14
1.1.14 Real GDP growth	-2.6	4.0	1.1.18 Gross fixed capital formation - real growth	13.76	-0.20
1.1.15 Real GDP growth per capita	-4.49	2.68	1.2.25 Tourism receipts	1.36	0.34
4.5.01 Total public expenditure on education	2.6	4.8	4.4.13 Safely treated waste water	79.7	35.7
3.4.14 Total early-stage Entrepreneurial Activity	11.32	19.91	4.1.07 Population - growth	1.96	1.32
4.3.16 Patent applications per capita	4.87	8.25	2.3.13 Bribery and corruption	5.59	4.41
4.5.09 Student mobility inbound	0.79	1.23	4.5.05 Pupil-teacher ratio (secondary education)	6.96	8.28
3.3.10 Stock market capitalization (%)	22.94	35.35	1.5.01 Consumer price inflation	6.80	8.00
2.1.02 Government budget surplus/deficit (%)	-7.09	-4.10	1.5.06 Gasoline prices	0.41	0.48
2.4.12 New business density	2.0	2.8	3.2.21 Brain drain	4.31	3.64
2.5.02 Homicide	5.06	3.23	2.5.04 Risk of political instability	5.68	4.82
3.4.13 Entrepreneurial fear of failure	18.37	12.08	2.4.09 State ownership of enterprises	5.80	4.93
1.2.08 Exports of goods (\$bn)	46.45	60.63	2.3.10 Adaptability of government policy	5.78	4.98
2.2.01 Collected total tax revenues	17.34	12.12	2.5.01 Justice	5.76	4.96
1.4.04 Employment - long-term growth	-4.22	-3.12	2.4.05 Capital markets	5.41	4.66

KEY ATTRACTIVENESS INDICATORS

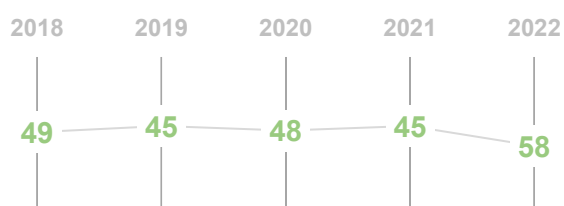
From a list of 15 indicators, respondents of the Executive Opinion Survey were asked to select 5 that they perceived as the key attractiveness factors of their economy. The chart shows the percentage of responses per indicator from the highest number of responses to the lowest.



Kazakhstan

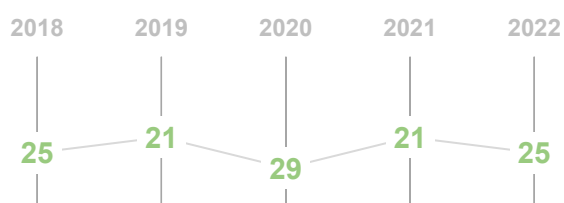
Competitiveness Trends – Factor Breakdown

ECONOMIC PERFORMANCE



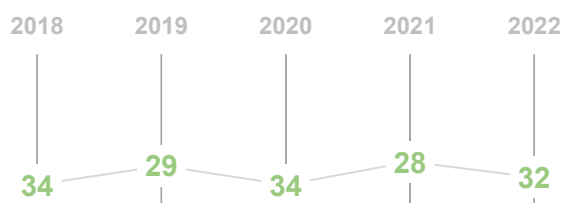
SUB-FACTOR RANKINGS :	2021	2022
Domestic Economy	37	55
International Trade	58	61
International Investment	47	54
Employment	24	23
Prices	13	50

GOVERNMENT EFFICIENCY



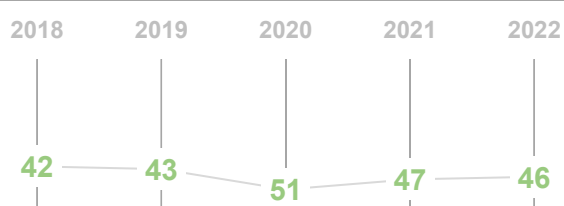
SUB-FACTOR RANKINGS :	2021	2022
Public Finance	19	19
Tax Policy	05	05
Institutional Framework	46	52
Business Legislation	25	34
Societal Framework	29	37

BUSINESS EFFICIENCY



SUB-FACTOR RANKINGS :	2021	2022
Productivity & Efficiency	43	49
Labor Market	20	19
Finance	46	45
Management Practices	13	07
Attitudes and Values	23	21

INFRASTRUCTURE



SUB-FACTOR RANKINGS :	2021	2022
Basic Infrastructure	25	27
Technological Infrastructure	52	51
Scientific Infrastructure	57	54
Health and Environment	55	56
Education	45	41

Kazakhstan

Balance Sheet – Factor Breakdown

ECONOMIC PERFORMANCE

STRENGTHS		Rank	WEAKNESSES		Rank
1.5.06	Gasoline prices	01	1.5.01	Consumer price inflation	59
1.4.09	Youth unemployment	02	1.5.05	Food costs	58
1.5.02	Cost-of-living index	02	1.2.24	Terms of trade index	58
1.3.08	Direct investment stocks inward (% of GDP)	13	1.2.18	Export concentration by product	57
1.4.10	Youth exclusion	18	1.2.12	Exports of commercial services (\$bn)	57
1.1.09	Gross fixed capital formation (%)	19	1.1.13	Economic complexity index	56
1.4.07	Unemployment rate	21	1.1.15	Real GDP growth per capita	55
1.2.17	Export concentration by partner	26	1.2.25	Tourism receipts	54
1.3.02	Direct investment flows abroad (% of GDP)	31	1.2.02	Current account balance	54
	-	-	1.1.18	Gross fixed capital formation - real growth	52

GOVERNMENT EFFICIENCY

STRENGTHS		Rank	WEAKNESSES		Rank
2.1.04	Total general government debt (%)	06	2.5.16	Freedom of the Press	59
2.2.10	Employee social security tax rate	07	2.4.05	Capital markets	59
2.2.01	Collected total tax revenues	08	2.3.16	Democracy Index	58
2.2.09	Employer social security tax rate	08	2.3.14	Rule of law	58
2.2.02	Collected personal income tax	08	2.3.03	Interest rate spread	57
2.5.06	Gini coefficient	11	2.3.08	Exchange rate stability	57
2.2.11	Real personal taxes	11	2.4.11	Parallel economy	53
2.4.16	Labor regulations	11	2.1.08	Tax evasion	52
2.4.13	Creation of firms	12	2.3.05	Central bank policy	52
2.5.09	Income distribution - lowest 40%	13	2.5.13	Unemployment rate - gender ratio	52

BUSINESS EFFICIENCY

STRENGTHS		Rank	WEAKNESSES		Rank
3.4.13	Entrepreneurial fear of failure	01	3.3.01	Banking sector assets	56
3.2.04	Remuneration of management	02	3.3.04	Access to financial services	52
3.2.03	Remuneration in services professions	02	3.2.14	Labor force - long-term growth	50
3.3.05	Access to financial services - gender ratio	04	3.2.21	Brain drain	49
3.4.14	Total early-stage Entrepreneurial Activity	06	3.1.03	Labor productivity (PPP)	49
3.2.16	Female labor force	08	3.1.08	Large corporations	49
3.4.07	Use of big data and analytics	09	3.3.07	Regulatory compliance (banking laws)	48
3.4.11	Women in management	09	3.1.01	Overall productivity (PPP)	47
3.5.05	Need for economic and social reforms	10	3.3.16	Credit	46
3.2.01	Compensation levels	13	3.1.07	Workforce productivity	45

INFRASTRUCTURE

STRENGTHS		Rank	WEAKNESSES		Rank
4.5.07	Higher education achievement	01	4.4.01	Total health expenditure	63
4.1.20	Electricity costs for industrial clients	01	4.4.12	Energy intensity	62
4.5.08	Women with degrees	02	4.2.01	Investment in Telecommunications	61
4.5.05	Pupil-teacher ratio (secondary education)	02	4.1.09	Dependency ratio	61
4.4.19	Forest area growth	04	4.3.19	Medium- and high-tech value added	60
4.2.03	Mobile Telephone costs	05	4.2.16	ICT service exports	59
4.2.15	High-tech exports (%)	07	4.4.24	Environmental agreements	58
4.1.07	Population - growth	08	4.4.06	Life expectancy at birth	58
4.5.06	Secondary school enrollment	08	4.4.14	Water use efficiency	58
4.4.25	Sustainable development	22	4.3.02	Total expenditure on R&D (%)	58

KAZAKHSTAN

Extended Country Profile

1 - Economic Performance

1.1 - Domestic Economy

	Value	Average	Rank	Year
1.1.00 - Exchange Rate National currency per US\$ (average)	425.908	21,532.090		2021
1.1.01 - Gross Domestic Product (GDP) US\$ billions	190.8	1,394.4	46	2021
1.1.02 - GDP (PPP) Estimates ; US\$ billions at purchasing power parity	542.9	1,981.9	34	2021
1.1.03 - World GDP contribution Percentage share of world GDP in market prices	0.20	1.44	46	2021
1.1.04 - Household consumption expenditure (\$bn) US\$ billions	90.7	735.2	47	2020
1.1.05 - Household consumption expenditure (%) Percentage of GDP	53.0	53.4	31	2020
1.1.06 - Government consumption expenditure (\$bn) US\$ billions	21.8	232.9	48	2020
1.1.07 - Government consumption expenditure (%) Percentage of GDP	12.7	18.3	54	2020
1.1.08 - Gross fixed capital formation (\$bn) US\$ billions	42.3	351.9	47	2020
1.1.09 - Gross fixed capital formation (%) Percentage of GDP	24.7	22.7	19	2020
1.1.10 - Gross domestic savings (\$bn) US\$ billions	58.6	379.1	41	2020
1.1.11 - Gross domestic savings (%) Percentage of GDP	34.3	28.3	15	2020
1.1.12 - Economic sectors Breakdown of the economic sectors, percentage of GDP				2021
Economic sectors / Agriculture	5.1	3.7		2021
Economic sectors / Industry	35.0	29.1		2021
Economic sectors / Services	59.9	67.0		2021
1.1.13 - Economic complexity index Measures knowledge intensity, by considering exports	-0.14	0.86	56	2019
1.1.14 - Real GDP growth Percentage change, based on national currency in constant prices	4.0	5.6	45	2021
1.1.15 - Real GDP growth per capita Percentage change, based on national currency in constant prices	2.68	5.35	55	2021
1.1.16 - Household consumption expenditure - real growth Percentage change, based on constant prices	-3.74	4.78	57	2020
1.1.17 - Government consumption expenditure - real growth Percentage change, based on constant prices	12.80	4.01	1	2020
1.1.18 - Gross fixed capital formation - real growth Percentage change, based on constant prices	-0.20	6.32	52	2020
1.1.19 - Resilience of the economy Resilience of the economy to economic cycles is strong	5.01	5.88	47	2022
1.1.20 - GDP per capita US\$ per capita	10,041	34,279	50	2021
1.1.21 - GDP (PPP) per capita Estimates; US\$ per capita at purchasing power parity	28,570	44,580	46	2021
1.1.22 - Forecast: Real GDP growth Percentage change, based on national currency in constant prices	2.1	3.7	54	2022
1.1.23 - Forecast: Inflation Percentage change	9.0	38.4	53	2022
1.1.24 - Forecast: Unemployment Percentage of total labor force	4.9	6.3	27	2022
1.1.25 - Forecast: Current account balance Percentage of GDP	-1.2	1.7	46	2022

1.2 · International Trade

Value Average Rank Year

1.2.01 · Current account balance (\$bn) US\$ billions (minus sign = deficit)	-5.7	10.4	49	2021
1.2.02 · Current account balance Percentage of GDP	-2.97	1.64	54	2021
1.2.03 · Balance of trade (\$bn) US\$ billions (minus sign = deficit)	19.5	-2.5	19	2021
1.2.04 · Balance of trade (%) Percentage of GDP	10.20	0.27	10	2021
1.2.05 · Balance of commercial services (\$bn) US\$ billions (minus sign = deficit)	-1.83	8.39	40	2021
1.2.06 · Balance of commercial services (%) Percentage of GDP	-0.96	1.84	47	2021
1.2.07 · World exports contribution Percentage share of world exports (goods and commercial services)	0.23	1.45	48	2021
1.2.08 · Exports of goods (\$bn) US\$ billions	60.63	321.20	45	2021
1.2.09 · Exports of goods (%) Percentage of GDP	31.77	41.98	30	2021
1.2.10 · Exports of goods per capita US\$ per capita	3,190	15,049	49	2021
1.2.11 · Exports of goods - growth Percentage change, based on US\$ values	30.53	27.30	17	2021
1.2.12 · Exports of commercial services (\$bn) US\$ billions	5.43	88.34	57	2021
1.2.13 · Exports of commercial services (%) Percentage of GDP	2.84	15.10	51	2021
1.2.14 · Exports of commercial services - growth Percentage change, based on US\$ values	12.10	17.14	39	2021
1.2.15 · Exports of goods & commercial services US\$ billions	66.05	408.43	48	2021
1.2.16 · Exports breakdown by economic sector Percentage of total exports				2020
Exports breakdown by economic sector / Agriculture	6.5	11.3		2020
Exports breakdown by economic sector / Industry	84.0	64.4		2020
Exports breakdown by economic sector / Services	9.4	24.3		2020
1.2.17 · Export concentration by partner Exports to top 5 countries, percentage of total exports	51.1	55.0	26	2020
1.2.18 · Export concentration by product Top 5 products, percentage of total exports	77.9	57.6	57	2020
1.2.19 · Imports of goods & commercial services (\$bn) US\$ billions	48.4	402.5	11	2021
1.2.20 · Imports of goods & commercial services (%) Percentage of GDP	25.4	54.7	12	2021
1.2.21 · Imports of goods & commerc. services growth Percentage change, based on US\$ values	7.08	24.33	6	2021
1.2.22 · Imports breakdown by economic sector Percentage of total imports				2020
Imports breakdown by economic sector / Agriculture	9.2	9.0		2020
Imports breakdown by economic sector / Industry	73.1	67.7		2020
Imports breakdown by economic sector / Services	17.7	23.3		2020
1.2.23 · Trade to GDP ratio (Exports + Imports) / GDP	56.42	102.61	49	2020
1.2.24 · Terms of trade index Unit value of exports over unit value of imports	90.0	99.4	58	2020
1.2.25 · Tourism receipts International tourism receipts as a percentage of GDP	0.34	1.54	54	2020

1.3 · International Investment

Value Average Rank Year

1.3.01 · Direct investment flows abroad (\$bn) US\$ billions	1.35	14.96	37	2020
1.3.02 · Direct investment flows abroad (% of GDP) Percentage of GDP	0.79	4.62	31	2020
1.3.03 · Direct investment stocks abroad (\$bn) US\$ billions	14.2	612.1	50	2020
1.3.04 · Direct investment stocks abroad (% of GDP) Percentage of GDP	8.27	109.57	51	2020
1.3.05 · Direct investment flows inward (\$bn) US\$ billions	7.41	16.61	27	2020
1.3.06 · Direct investment flows inward (% of GDP) Percentage of GDP	4.33	4.86	11	2020
1.3.07 · Direct investment stocks inward (\$bn) US\$ billions	151.4	613.9	36	2020
1.3.08 · Direct investment stocks inward (% of GDP) Percentage of GDP	88.49	122.21	13	2020
1.3.09 · Balance of direct investment flows (\$bn) US\$ billions (flows abroad minus flows inward)	-6.06	-1.64	49	2020
1.3.10 · Balance of direct investment flows (%) Percentage of GDP (flows abroad minus flows inward)	-3.54	-0.24	54	2020
1.3.11 · Net position in direct investment stocks (\$bn) US\$ billions (stocks abroad minus stocks inward)	-137.2	-1.8	50	2020
1.3.12 · Net position in direct investment stocks (%) Percentage of GDP (stocks abroad minus stocks inward)	-80.22	-12.64	59	2020
1.3.13 · Relocation threats of business Relocation of business is not a threat to the future of your economy	4.94	5.36	43	2022
1.3.14 · Portfolio investment assets US\$ billions	-6.71	38.51	63	2020
1.3.15 · Portfolio investment liabilities US\$ billions	1.42	34.92	41	2020

1.4 · Employment

Value Average Rank Year

1.4.01 · Employment Total employment in millions	8.81	38.16	29	2021
1.4.02 · Employment (%) Percentage of population	46.35	47.14	36	2021
1.4.03 · Employment - growth Estimates: percentage change	0.86	1.54	35	2021
1.4.04 · Employment - long-term growth Estimates: five year percentage change	-3.12	-0.41	45	2021
1.4.05 · Employment by sector Percentage of total employment				2021
Employment by sector / Agriculture	13.4	7.7		2021
Employment by sector / Industry	19.7	23.5		2021
Employment by sector / Services	66.9	68.8		2021
1.4.06 · Employment in the public sector Percentage of total employment	5.60	17.83	4	2020
1.4.07 · Unemployment rate Percentage of labor force	4.90	8.00	21	2021
1.4.08 · Long-term unemployment Percentage of labor force	2.10	2.81	38	2021
1.4.09 · Youth unemployment Percentage of youth labor force (under the age of 25)	3.70	17.13	2	2021
1.4.10 · Youth exclusion Share of youth population (15-24) not in education, employment or training	9.0	14.6	18	2019

1.5 · Prices

Value Average Rank Year

1.5.01 · Consumer price inflation	8.00	29.25	59	2021
Average annual rate				
1.5.02 · Cost-of-living index	50.90	78.37	2	2021
Index of a basket of goods & services in the main city, including housing (New York City = 100)				
1.5.03 · Apartment rent	414	1,530	1	2018
3-room apartment monthly rent in major cities, US\$				
1.5.04 · Office rent	687	656	47	2021
Total occupation cost in the main city (US\$/Sq.M. per year)				
1.5.05 · Food costs	48.49	17.58	58	2021
Percentage of household final consumption expenditures				
1.5.06 · Gasoline prices	0.48	1.26	1	2021
Premium unleaded gasoline (95 Ron) US\$ per litre				

KAZAKHSTAN

Extended Country Profile

2 · Government Efficiency

2.1 · Public Finance

	Value	Average	Rank	Year
2.1.01 · Government budget surplus/deficit (\$bn) US\$ billions	-7.82	-91.93	26	2021
2.1.02 · Government budget surplus/deficit (%) Percentage of GDP	-4.10	-4.00	31	2021
2.1.03 · Total general government debt (\$bn) US\$ billions	49.48	1,436.31	13	2021
2.1.04 · Total general government debt (%) Percentage of GDP	25.93	71.59	6	2021
2.1.05 · Total general government debt-real growth Percentage change, based on national currency in constant prices	4.78	8.58	31	2021
2.1.06 · Interest payment (%) Percentage of current revenue	1.57	5.98	16	2021
2.1.07 · Public finances Public finances are being efficiently managed	4.84	4.92	36	2022
2.1.08 · Tax evasion Tax evasion is not a threat to your economy	3.36	5.05	52	2022
2.1.09 · Pension funding Pension funding is adequately addressed for the future	4.98	4.77	27	2022
2.1.10 · General government expenditure Percentage of GDP	22.8	38.2	10	2021

2.2 · Tax Policy

	Value	Average	Rank	Year
2.2.01 · Collected total tax revenues Percentage of GDP	12.12	27.09	8	2020
2.2.02 · Collected personal income tax On profits, income and capital gains, as a percentage of GDP	1.32	6.00	8	2020
2.2.03 · Collected corporate taxes On profits, income and capital gains, as a percentage of GDP	2.89	2.70	40	2020
2.2.04 · Collected indirect tax revenues Taxes on goods and services as a percentage of GDP	4.20	9.41	6	2020
2.2.05 · Collected capital and property taxes Percentage of GDP	0.52	1.47	18	2020
2.2.06 · Collected social security contribution Compulsory contribution of employees and employers as a percentage of GDP	0.39	7.28	9	2020
2.2.07 · Corporate tax rate on profit Maximum tax rate, calculated on profit before tax	20.00	22.34	16	2021
2.2.08 · Consumption tax rate Standard rate of VAT/GST	12.00	16.37	17	2021
2.2.09 · Employer social security tax rate %	3.5	16.0	8	2021
2.2.10 · Employee social security tax rate %	2.0	10.4	7	2021
2.2.11 · Real personal taxes Real personal taxes do not discourage people from working or seeking advancement	6.40	5.12	11	2022

2.3 · Institutional Framework

Value Average Rank Year

2.3.01 · Real short-term interest rate Real discount / bank rate	1.68	-3.07	59	2017
2.3.02 · Cost of capital Cost of capital encourages business development	5.75	5.63	34	2022
2.3.03 · Interest rate spread Lending rate minus deposit rate	7.20	3.49	57	2021
2.3.04 · Country credit rating Index (0-60) of three country credit ratings: Fitch, Moody's and S&P	34.3	43.0	49	2021
2.3.05 · Central bank policy Central bank policy has a positive impact on the economy	5.59	6.31	52	2022
2.3.06 · Foreign currency reserves US\$ billions	34.38	216.77	43	2021
2.3.07 · Foreign currency reserves per capita US\$ per capita	1,809	9,199	45	2021
2.3.08 · Exchange rate stability Parity change from national currency to SDR, 2021 / 2019	0.147	0.072	57	2021
2.3.09 · Legal and regulatory framework The legal and regulatory framework encourages the competitiveness of enterprises	5.55	5.37	32	2022
2.3.10 · Adaptability of government policy Adaptability of government policy to changes in the economy is high	4.98	4.83	31	2022
2.3.11 · Transparency Transparency of government policy is satisfactory	4.64	4.87	37	2022
2.3.12 · Bureaucracy Bureaucracy does not hinder business activity	3.57	3.72	35	2022
2.3.13 · Bribery and corruption Bribery and corruption do not exist	4.41	4.77	36	2022
2.3.14 · Rule of law Rule of Law Index	38.46	72.47	58	2020
2.3.15 · Sustainable Development Goals Country performance on the 17 SDGs	71.6	75.1	42	2021
2.3.16 · Democracy Index EIU Overall Democracy Index, © The Economist Intelligence Unit Limited 2021	3.08	6.97	58	2021

2.4.01 · Tariff barriers	1.96	2.32	43	2020
Tariffs on imports: Applied weighted mean tariff rate for all products				
2.4.02 · Protectionism	5.46	5.74	38	2022
Protectionism of your government does not impair the conduct of your business				
2.4.03 · Public sector contracts	5.51	5.96	42	2022
Public sector contracts are sufficiently open to foreign bidders				
2.4.04 · Foreign investors	5.99	6.82	46	2022
Foreign investors are free to acquire control in domestic companies				
2.4.05 · Capital markets	4.66	6.57	59	2022
Capital markets (foreign and domestic) are easily accessible				
2.4.06 · Investment incentives	6.04	5.93	34	2022
Investment incentives are attractive to foreign investors				
2.4.07 · Government subsidies	1.09	2.02	21	2021
To private and public companies as a percentage of GDP				
2.4.08 · Subsidies	5.60	5.52	32	2022
Subsidies do not distort fair competition and economic development				
2.4.09 · State ownership of enterprises	4.93	6.04	50	2022
State ownership of enterprises is not a threat to business activities				
2.4.10 · Competition legislation	5.40	5.84	42	2022
Competition legislation is efficient in preventing unfair competition				
2.4.11 · Parallel economy	3.33	5.14	53	2022
Parallel (black-market, unrecorded) economy does not impair economic development				
2.4.12 · New business density	2.8	5.8	39	2019
Registered new businesses per 1'000 people aged 15-64				
2.4.13 · Creation of firms	7.89	6.63	12	2022
Creation of firms is supported by legislation				
2.4.14 · Start-up days	5.0	15.1	16	2019
Number of days to start a business				
2.4.15 · Start-up procedures	4.0	6.0	16	2019
Number of procedures to start a business				
2.4.16 · Labor regulations	6.82	5.50	11	2022
Labor regulations (hiring/firing practices, minimum wages, etc.) do not hinder business activities				
2.4.17 · Unemployment legislation	5.63	4.99	25	2022
Unemployment legislation provides an incentive to look for work				
2.4.18 · Immigration laws	5.99	5.83	28	2022
Immigration laws do not prevent your company from employing foreign labor				
2.4.19 · Redundancy costs	4.3	9.4	21	2019
Number of weeks of salary				

2.5 · Societal Framework

Value Average Rank Year

2.5.01 · Justice Justice is fairly administered	4.96	5.72	43	2022
2.5.02 · Homicide Intentional homicide, rate per 100'000 population	3.23	4.28	49	2020
2.5.03 · Ageing of population Population over 65, percentage of total population	8.1	14.8	14	2021
2.5.04 · Risk of political instability The risk of political instability is very low	4.82	5.80	42	2022
2.5.05 · Social cohesion Social cohesion is high	5.11	5.68	45	2022
2.5.06 · Gini coefficient Equal distribution of income scale: 0 (absolute equality) to 100 (absolute inequality)	27.80	35.03	11	2018
2.5.07 · Income distribution - lowest 10% Percentage of household incomes going to lowest 10% of households	4.09	2.75		2019
2.5.08 · Income distribution - highest 10% Percentage of household incomes going to highest 10% of households	24.42	26.98		2019
2.5.09 · Income distribution - lowest 40% Percentile going to the lowest 40% of households	22.29	18.99	13	2019
2.5.10 · Income distribution - lowest 40% growth Percentile going to the lowest 40% of households - growth	-0.22	0.34	22	2019
2.5.11 · Equal opportunity Equal opportunity legislation in your economy encourages economic development	5.91	6.17	40	2022
2.5.12 · Females in parliament Percentage of total seats in Parliament	27.10	29.11	35	2021
2.5.13 · Unemployment rate - gender ratio Ratio of the female and male unemployment rates	1.31	1.25	52	2021
2.5.14 · Gender inequality Gender Inequality Index (UNDP)	0.190	0.183	39	2019
2.5.15 · Disposable Income Female / male ratio	65.1	72.2	48	2021
2.5.16 · Freedom of the Press Reporters Without Borders: World Press Freedom Score	50.28	27.85	59	2021

KAZAKHSTAN

Extended Country Profile

3 · Business Efficiency

3.1 · Productivity & Efficiency

	Value	Average	Rank	Year
3.1.01 · Overall productivity (PPP) Estimates: GDP (PPP) per person employed, US\$	57,463	84,576	47	2021
3.1.02 · Overall productivity (PPP) - real growth Estimates: Percentage change of GDP (PPP) per person employed	0.26	2.84	51	2021
3.1.03 · Labor productivity (PPP) Estimates: GDP (PPP) per person employed per hour, US\$	30.24	48.28	49	2021
3.1.04 · Agricultural productivity (PPP) Estimates: Related GDP (PPP) per person employed in agriculture, US\$	23,537	55,834	49	2021
3.1.05 · Productivity in industry (PPP) Estimates: Related GDP (PPP) per person employed in industry, US\$	109,245	107,180	28	2021
3.1.06 · Productivity in services (PPP) Estimates: Related GDP (PPP) per person employed in services, US\$	55,200	86,235	47	2021
3.1.07 · Workforce productivity Workforce productivity is competitive by international standards	5.49	6.15	45	2022
3.1.08 · Large corporations Large corporations are efficient by international standards	6.07	6.67	49	2022
3.1.09 · Small and medium-size enterprises Small and medium-size enterprises are efficient by international standards	5.92	6.12	36	2022
3.1.10 · Use of digital tools and technologies Companies are very good at using digital tools and technologies to improve performance	5.89	6.29	40	2022

3.2 · Labor Market

Value Average Rank Year

3.2.01 · Compensation levels	3.67	15.09	13	2021
Total hourly compensation in manufacturing (wages + supplementary benefits), US\$				
3.2.02 · Unit labor costs for total economy	2.32	1.59	34	2020
Percentage change				
3.2.03 · Remuneration in services professions	6,244	28,619	2	2018
Gross annual income including supplements such as bonuses, US\$				
Remuneration in services professions / Call center agent	4,810	19,099		2018
Remuneration in services professions / Nurse	3,577	30,277		2018
Remuneration in services professions / Primary school	4,138	30,970		2018
Remuneration in services professions / Product Manager	15,735	49,302		2018
Remuneration in services professions / Sales Assistant	3,385	19,165		2018
Remuneration in services professions / Secretary / Personal	5,818	22,903		2018
3.2.04 · Remuneration of management	16,000	169,169	2	2019
Total base salary plus bonuses and long-term incentives, US\$				
Remuneration of management / CEO	25,657	306,535		2019
Remuneration of management / Director manufacturing	7,854	149,356		2019
Remuneration of management / Engineer	4,833	80,327		2019
Remuneration of management / Human resources director	25,657	140,455		2019
3.2.05 · Remuneration spread	4.78	17.99	3	2018
Ratio of CEO to personal assistant remuneration				
3.2.06 · Working hours	1,900	1,843	22	2021
Average number of working hours per year				
3.2.07 · Worker motivation	5.80	5.87	34	2022
Worker motivation in companies is high				
3.2.08 · Industrial disputes	0.00	12.21	8	2020
Working days lost per 1,000 inhabitants per year (average 2018-2020)				
3.2.09 · Apprenticeships	5.60	5.20	23	2022
Apprenticeships are sufficiently implemented				
3.2.10 · Employee training	6.66	6.03	13	2022
Employee training is a high priority in companies				
3.2.11 · Labor force	9.26	40.47	29	2021
Employed and registered unemployed (millions)				
3.2.12 · Labor force (%)	48.71	50.09	38	2021
Percentage of population				
3.2.13 · Labor force growth	0.83	1.18	33	2021
Percentage change				
3.2.14 · Labor force - long-term growth	-3.17	-0.67	50	2021
Estimates: five year percentage change				
3.2.15 · Part-time employment	4.80	15.19	49	2020
Percentage of total employment				
3.2.16 · Female labor force	48.61	42.68	8	2021
Percentage of total labor force				
3.2.17 · Foreign labor force - migrant stock	25.32	17.76	13	2020
Migrant stock, age 20-64, % of population				
3.2.18 · Skilled labor	5.82	5.21	23	2022
Skilled labor is readily available				
3.2.19 · Finance skills	6.74	6.07	18	2022
Finance skills are readily available				
3.2.20 · Attracting and retaining talents	6.64	6.82	37	2022
Attracting and retaining talents is a priority in companies				
3.2.21 · Brain drain	3.64	4.93	49	2022
Brain drain (well-educated and skilled people) does not hinder competitiveness in your economy				
3.2.22 · Foreign highly-skilled personnel	5.68	5.39	29	2022
Foreign highly-skilled personnel are attracted to your country's business environment				
3.2.23 · International experience	5.58	5.62	32	2022
International experience of senior managers is generally significant				
3.2.24 · Competent senior managers	6.05	5.45	24	2022
Competent senior managers are readily available				

3.3 · Finance

Value Average Rank Year

3.3.01 · Banking sector assets Percentage of GDP	58.35	157.54	56	2021
3.3.02 · Financial cards in circulation Number of cards per capita	3.12	3.45	20	2021
3.3.03 · Financial card transactions US\$ per capita	11,576	11,334	26	2021
3.3.04 · Access to financial services Proportion of adults with a bank account or mobile-money-service provider	58.70	82.66	52	2017
3.3.05 · Access to financial services - gender ratio Ratio of the female and male access to a bank account or mobile-money-service provider	1.06	0.96	4	2017
3.3.06 · Banking and financial services Banking and financial services do support business activities efficiently	6.05	6.24	39	2022
3.3.07 · Regulatory compliance (banking laws) Regulatory compliance is sufficiently developed	6.34	6.92	48	2022
3.3.08 · Stock markets Stock markets provide adequate financing to companies	5.10	5.83	43	2022
3.3.09 · Stock market capitalization (\$bn) US\$ billions	67.4	1,470.4	43	2021
3.3.10 · Stock market capitalization (%) Percentage of GDP	35.35	105.47	44	2021
3.3.11 · Value traded on stock markets US\$ per capita	21	23,478	58	2020
3.3.12 · Listed domestic companies Number of listed domestic companies	94	718	43	2020
3.3.13 · Stock market index Percentage change on index in national currency	37.20	26.39	12	2021
3.3.14 · Shareholders' rights Shareholders' rights are sufficiently implemented	6.54	6.91	40	2022
3.3.15 · Initial Public Offerings By acquiror nation (average 2019-2021) US\$ millions	0.0	4,258.5	49	2021
3.3.16 · Credit Credit is easily available for business	5.59	6.05	46	2022
3.3.17 · Venture capital Venture capital is easily available for business	5.08	5.34	36	2022
3.3.18 · M&A Activity Deals per listed company (average 2018-2020)	0.172	1.193	54	2020
3.3.19 · Corporate debt Corporate debt does not restrain the ability of enterprises to compete	5.44	5.83	40	2022

3.4 · Management Practices	Value	Average	Rank	Year
3.4.01 · Agility of companies Companies are agile	5.92	6.08	35	2022
3.4.02 · Changing market conditions Companies are generally extremely aware of changing market conditions	6.98	6.69	24	2022
3.4.03 · Opportunities and threats Companies are very good at responding quickly to opportunities and threats	6.74	6.29	21	2022
3.4.04 · Credibility of managers Credibility of managers in society is strong	6.13	6.15	34	2022
3.4.05 · Corporate boards Corporate boards do supervise the management of companies effectively	6.32	6.17	26	2022
3.4.06 · Auditing and accounting practices Auditing and accounting practices are adequately implemented in business	7.32	7.25	31	2022
3.4.07 · Use of big data and analytics Companies are very good at using big data and analytics to support decision-making	6.36	5.33	9	2022
3.4.08 · Customer satisfaction Customer satisfaction is emphasized in companies	7.30	6.95	20	2022
3.4.09 · Entrepreneurship Entrepreneurship of managers is widespread in business	6.67	6.07	14	2022
3.4.10 · Social responsibility Social responsibility of business leaders is high	6.82	6.16	16	2022
3.4.11 · Women in management Female share of senior and middle management (% of management)	41.10	31.46	9	2020
3.4.12 · Women on boards Boardmembers of all companies analyzed by MSCI	43.00	24.22	4	2020
3.4.13 · Entrepreneurial fear of failure % indicating that fear of failure would prevent them from setting up a business	12.08	42.81	1	2021
3.4.14 · Total early-stage Entrepreneurial Activity % who are either a nascent entrepreneur or owner-manager of a new business	19.91	12.11	6	2021

3.5 · Attitudes and Values	Value	Average	Rank	Year
3.5.01 · Attitudes toward globalization Attitudes toward globalization are generally positive in your society	6.64	6.47	30	2022
3.5.02 · Image abroad or branding The image abroad of your country encourages business development	6.61	6.44	36	2022
3.5.03 · National culture The national culture is open to foreign ideas	7.17	6.82	24	2022
3.5.04 · Flexibility and adaptability Flexibility and adaptability of people are high when faced with new challenges	7.08	6.63	23	2022
3.5.05 · Need for economic and social reforms The need for economic and social reforms is generally well understood	7.10	5.88	10	2022
3.5.06 · Digital transformation in companies Digital transformation in companies is generally well implemented	6.69	5.95	16	2022
3.5.07 · Value system The value system in your society supports competitiveness	6.86	6.23	21	2022

KAZAKHSTAN

Extended Country Profile

4 · Infrastructure

4.1 · Basic Infrastructure

	Value	Average	Rank	Year
4.1.01 · Land area Square kilometers ('000)	2,725	1,207	8	2021
4.1.02 · Arable area Square meters per capita	16,198	2,704	1	2019
4.1.03 · Water resources Total internal renewable per capita in cubic meters	3,513	18,375	29	2018
4.1.04 · Access to water Access to water is adequately ensured and managed	7.22	7.90	45	2022
4.1.05 · Management of cities Management of cities supports business development	6.39	6.61	37	2022
4.1.06 · Population - market size Estimates in millions	19.00	81.51	30	2021
4.1.07 · Population - growth Percentage change	1.32	0.30	8	2021
4.1.08 · Dependent Population Percentage of total population	38.6	33.6		2021
Population over 65 years	8.1	14.8		2021
Population under 15 years	30.5	18.7		2021
4.1.09 · Dependency ratio Population under 15 and over 64 years old, divided by active population (15 to 64 years)	62.9	51.2	61	2021
4.1.10 · Roads Density of the network, km roads/square km land area	0.04	1.39	56	2019
4.1.11 · Railroads Density of the network, km per square km	0.006	0.049	46	2020
4.1.12 · Air transportation Number of passengers carried by main companies, thousands	5,282	27,297	41	2020
4.1.13 · Quality of air transportation Quality of air transportation encourages business development	6.38	7.07	47	2022
4.1.14 · Distribution infrastructure The distribution infrastructure of goods and services is generally efficient	6.25	7.12	48	2022
4.1.15 · Energy infrastructure Energy infrastructure is adequate and efficient	6.29	6.81	42	2022
4.1.16 · Total indigenous energy production Millions MTOE	166.94	169.14	12	2019
4.1.17 · Total indigenous energy production (%) Percentage of total requirements in tons of oil equivalent	228.4	106.4	9	2019
4.1.18 · Total final energy consumption Millions MTOE	41.62	122.04	38	2019
4.1.19 · Total final energy consumption per capita MTOE per capita	2.25	2.46	38	2019
4.1.20 · Electricity costs for industrial clients US\$ per kwh	0.020	0.107	1	2021

4.2 · Technological Infrastructure

Value Average Rank Year

4.2.01 · Investment in Telecommunications Percentage of GDP	0.13	0.42	61	2021
4.2.02 · Mobile Broadband subscribers 4G & 5G market, % of mobile market	53.9	71.5	50	2020
4.2.03 · Mobile Telephone costs Monthly Blended Average Revenue per User	3.3	15.7	5	2020
4.2.04 · Communications technology Communications technology (voice and data) meets business requirements	7.40	7.67	44	2022
4.2.05 · Secure internet servers publicly-trusted TLS/SSL certificates, Netcraft Secure Server Survey.	3,308	36,109	45	2020
4.2.06 · Internet users Number of internet users per 1000 people	816	839	42	2021
4.2.07 · Broadband subscribers Number of subscriptions per 1000 inhabitants	226	381	47	2020
4.2.08 · Internet bandwidth speed Average speed	34.1	93.5	53	2021
4.2.09 · Digital/Technological skills Digital/Technological skills are readily available	6.31	6.79	43	2022
4.2.10 · Qualified engineers Qualified engineers are available in your labor market	5.92	6.35	39	2022
4.2.11 · Public-private partnerships Public and private sector ventures are supporting technological development	6.01	6.08	33	2022
4.2.12 · Development & application of tech. Development and application of technology are supported by the legal environment	6.62	6.46	28	2022
4.2.13 · Funding for technological development Funding for technological development is readily available	6.38	5.98	26	2022
4.2.14 · High-tech exports (\$) US\$ millions	2,492	47,160	41	2020
4.2.15 · High-tech exports (%) Percentage of manufactured exports	32.96	18.12	7	2020
4.2.16 · ICT service exports Percentage of service exports	1.7	9.7	59	2018
4.2.17 · Cyber security Cyber security is being adequately addressed by corporations	5.42	5.89	41	2022

4.3 · Scientific Infrastructure

Value Average Rank Year

4.3.01 · Total expenditure on R&D (\$) US\$ millions	216	31,953	59	2020
4.3.02 · Total expenditure on R&D (%) Percentage of GDP	0.13	1.63	58	2020
4.3.03 · Total expenditure on R&D per capita (\$) US\$ per capita	11.5	647.1	56	2020
4.3.04 · Business expenditure on R&D (\$) US\$ millions	89	24,238	55	2020
4.3.05 · Business expenditure on R&D (%) Percentage of GDP	0.05	1.11	55	2020
4.3.06 · Total R&D personnel Full-time work equivalent (FTE thousands)	16.1	233.3	43	2018
4.3.07 · Total R&D personnel per capita Full-time work equivalent (FTE) per 1000 people	0.88	5.37	47	2018
4.3.08 · Total R&D personnel in business enterprise Full-time work equivalent (FTE thousands)	4.2	183.3	48	2020
4.3.09 · Total R&D personnel in business per capita Full-time work equivalent (FTE) per 1000 people	0.22	3.31	49	2020
4.3.10 · Researchers in R&D per capita Full-time work equivalent (FTE) per 1000 people	0.7	3.6	45	2018
4.3.11 · Graduates in Sciences % of graduates in ICT, Engineering, Math & Natural Sciences	24.73	24.75	29	2019
4.3.12 · Scientific articles Scientific articles published by origin of author	2,405	39,473	52	2019
4.3.13 · Nobel prizes Awarded in physics, chemistry, physiology or medicine and economics since 1950	0	9	28	2021
4.3.14 · Nobel prizes per capita Awarded in physics, chemistry, physiology or medicine and economics since 1950 per million people	0.00	0.19	28	2021
4.3.15 · Patent applications Number of applications filed by applicant's origin	1,548	52,962	36	2020
4.3.16 · Patent applications per capita Number of applications filed by applicant's origin, per 100,000 inhabitants	8.25	80.01	43	2020
4.3.17 · Patent grants Number of patents granted by applicant's origin (average 2018-2020)	811	25,007	36	2020
4.3.18 · Number of patents in force by applicant's origin, per 100,000 inhabitants	11.2	491.7	50	2020
4.3.19 · Medium- and high-tech value added Proportion of total manufacturing value added, expressed as a percentage	14.99	38.63	60	2019
4.3.20 · Scientific research legislation Laws relating to scientific research do encourage innovation	5.86	5.97	38	2022
4.3.21 · Intellectual property rights Intellectual property rights are adequately enforced	6.04	6.59	42	2022
4.3.22 · Knowledge transfer Knowledge transfer is highly developed between companies and universities	5.34	5.52	32	2022

4.4 · Health and Environment

Value Average Rank Year

4.4.01 · Total health expenditure Percentage of GDP	2.8	7.5	63	2019
4.4.02 · Total health expenditure per capita US\$ per capita	274	2,614	58	2019
4.4.03 · Public expenditure on health (%) Percentage of total health expenditure	59.94	65.44	40	2019
4.4.04 · Health infrastructure Health infrastructure meets the needs of society	4.92	5.97	43	2022
4.4.05 · Universal health coverage index Coverage index for essential health services (0-100)	76	78	39	2019
4.4.06 · Life expectancy at birth Average estimate	71.4	78.4	58	2020
4.4.07 · Healthy life expectancy Average estimate	64.0	68.3	56	2021
4.4.08 · Infant mortality Under five mortality rate per 1000 live births	10.0	7.9	51	2020
4.4.09 · Medical assistance Number of inhabitants per physician and per nurse			35	2021
Medical assistance / Per nurse	123.73	302.83		2021
Medical assistance / Per physician	380.18	533.91		2021
4.4.10 · Urban population Percentage of total population	58	77		2021
4.4.11 · Human development index Combines economic - social - educational indicators/ Source: Human Development Report	0.825	0.862	46	2019
4.4.12 · Energy intensity Total energy consumed for each 1000 US\$ of GDP in MTOE	230	102	62	2018
4.4.13 · Safely treated waste water Percentage of waste water	35.7	76.7	55	2020
4.4.14 · Water use efficiency US\$ per cubic meter	7.49	97.67	58	2019
4.4.15 · CO2 emissions Metric tons of carbon dioxide from fuel combustion	205.0	420.2	42	2019
4.4.16 · CO2 emissions intensity CO2 emissions from fuel combustion in metric tons per one million US\$ of GDP	1,128.7	354.2	61	2019
4.4.17 · Exposure to particle pollution Mean population exposure to PM2.5, Micrograms per cubic metre	21.05	20.45	45	2019
4.4.18 · Renewable energies (%) Share of renewables in total energy requirements, %	1.5	16.8	57	2019
4.4.19 · Forest area growth Five year percentage change of hectares	4.4	0.4	4	2020
4.4.20 · Total biocapacity Global hectares per capita of biologically productive space	3.57	3.26	15	2018
4.4.21 · Ecological footprint Global hectares per person	5.0	5.0	35	2018
4.4.22 · Ecological balance (reserve/deficit) Total biocapacity minus total footprint in global hectares per capita	-1.38	-1.73	27	2018
4.4.23 · Environment-related technologies Development of environment-related technologies, % inventions worldwide	0.02	1.60	45	2019
4.4.24 · Environmental agreements Multilateral agreements on hazardous waste, proportion fulfilled	51.96	83.34	58	2015
4.4.25 · Sustainable development Sustainable development is a priority in companies	6.57	6.21	22	2022
4.4.26 · Pollution problems Pollution problems do not seriously affect your economy	4.74	5.71	47	2022
4.4.27 · Environmental laws Environmental laws and compliance do not hinder the competitiveness of businesses	6.27	6.17	28	2022
4.4.28 · Quality of life Quality of life is high	5.11	6.76	51	2022

4.5 · Education

Value Average Rank Year

	Value	Average	Rank	Year
4.5.01 · Total public expenditure on education Percentage of GDP	4.8	5.0	33	2020
4.5.02 · Total public expenditure on education per capita US\$ per capita	439	1,562	51	2020
4.5.03 · Total public exp. on education per student Spending per enrolled pupil/student, all levels	1,281	6,944	54	2019
4.5.04 · Pupil-teacher ratio (primary education) Ratio of students to teaching staff	16.80	15.95	43	2020
4.5.05 · Pupil-teacher ratio (secondary education) Ratio of students to teaching staff	8.28	13.74	2	2020
4.5.06 · Secondary school enrollment Percentage of relevant age group receiving full-time education	98.9	92.7	8	2018
4.5.07 · Higher education achievement Percentage of population that has attained at least tertiary education for persons 25-34	97.0	44.2	1	2020
4.5.08 · Women with degrees Share of women who have a degree in the population 25-65	63.4	39.7	2	2019
4.5.09 · Student mobility inbound Foreign tertiary-level students per 1000 inhabitants	1.23	4.01	48	2019
4.5.10 · Student mobility outbound National tertiary-level students studying abroad per 1000 inhabitants	4.82	2.62	5	2019
4.5.11 · Educational assessment - PISA PISA survey of 15-year olds	402	471	51	2018
Educational assessment - PISA / Mathematics	423	472		2018
Educational assessment - PISA / Reading	387	468		2018
Educational assessment - PISA / Sciences	397	472		2018
4.5.12 · Students who are not low achievers - PISA % of students who are not low achievers in maths, sciences and reading	24.5	58.5	53	2018
4.5.13 · English proficiency - TOEFL TOEFL scores	86	92	52	2020
4.5.14 · Primary and secondary education Primary and secondary education meets the needs of a competitive economy	5.41	6.10	46	2022
4.5.15 · University education University education meets the needs of a competitive economy	5.04	6.40	50	2022
4.5.16 · Management education Management education meets the needs of the business community	5.44	6.34	48	2022
4.5.17 · University education index Country score calculated from Times Higher Education university ranking	0.00	14.07	55	2021
4.5.18 · Illiteracy Adult (over 15 years) illiteracy rate as a percentage of population	1.0	2.4	1	2020
4.5.19 · Language skills Language skills are meeting the needs of enterprises	5.29	6.41	47	2022

About the International Institute for Management Development (IMD)

IMD is an independent academic institution with Swiss roots and global reach, founded 75 years ago by business leaders for business leaders. Since its creation, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society.

Based in Lausanne and Singapore, IMD has been ranked for more than 15 consecutive years in the top 5 of the FT's Executive Education Global Ranking and #1 in the world for open enrolment programs for nine consecutive years.

This consistency at the forefront of its industry is grounded in IMD's unique approach to creating "Real Learning. Real Impact". Led by an expert and diverse faculty, IMD strives to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. *Challenging what is and inspiring what could be.*

www.imd.org

