Mind the (Pay) Gap: Decoding Kazakhstan's 1C-Analyst Market When Vacancies Speak but Resumes Stay Silent

Executive Summary

This report provides a strategic analysis of the labor market for 1C Analysts in Kazakhstan, based on data from HeadHunter (hh.kz) as of September 12, 2025. The findings reveal a competitive, candidate-driven market characterized by a significant information asymmetry between employer offerings and candidate expectations. The median advertised salary for 1C Analyst roles is 752,500 KZT per month, a figure derived from publicly available vacancy data. [median_offered_salary_vacancies[0]][1] However, a corresponding median requested salary from candidates could not be calculated, as over 98% of the 41,000+ available candidate resumes on the platform conceal salary expectations behind a paywall. [resume_analysis_summary[2]][2] This forces employers into a blind bidding scenario, increasing the risk of misaligned offers.

The market is under significant pressure from a broader IT talent shortage in Kazakhstan, with an average of only three applicants per IT vacancy, well below the healthy market rate of five to seven. [labor_market_context[9]][3] This scarcity is driving salaries upward, with evidence suggesting a 25% increase for 1C specialists at the start of 2025. [labor_market_context[0]][4] Compensation is heavily influenced by geography and specific skills. Vacancies in Astana command the highest salaries, with specialized roles like '1C:ERP Programmer' reaching up to 1,800,000 KZT. [key_skills_and_modules_impact_on_pay.notes[0]][5] This highlights a significant premium for expertise in complex modules like 1C:ERP, which can lift pay by over 40% compared to general analyst roles. [executive_summary[1]][5] Compounding these challenges is widespread ambiguity in salary listings, with 38% of advertisements failing to specify whether figures are net or gross, a distinction that can alter the total compensation package by over 22%. [salary_normalization_framework[4]][6] To navigate this landscape, employers must adopt a more transparent and data-driven compensation strategy, focusing on segmented salary bands, accelerating hiring cycles, and investing in internal upskilling to cultivate scarce talent.

1. Market Snapshot — Demand for 1C Talent is Red-Hot but Unevenly Distributed

The labor market for 1C Analysts in Kazakhstan is characterized by robust and sustained demand, fueled by the integral role of 1C software in the country's business ecosystem for ERP, accounting, and process automation. [labor_market_context[6]][1] This demand, however, is not uniform, showing significant concentration in major economic hubs and across specific industries.

1.1 Vacancy Volume vs. Candidate Pool — 37 Ads vs. 41k Resumes Hides a Data Asymmetry

A surface-level view of the market shows a seemingly healthy balance, with a moderate number of active vacancies set against a vast potential talent pool. Analysis of hh.kz identified a large volume of over 41,000 candidate profiles potentially matching the '1C Analyst' role. [resume_analysis_summary[2]][2] However, this large number belies a critical challenge: the vast majority of these candidates do not publicly disclose their salary expectations, creating a significant information gap for employers. [median_requested_salary_resumes[0]][2] This forces companies to rely solely on the salary data from the much smaller set of active vacancies to benchmark their offers.

1.2 Sector Mix — Finance, Manufacturing, and IT Consulting Drive 65% of Demand

The need for 1C Analysts spans a wide array of sectors, reflecting the software's ubiquitous presence in Kazakhstani business operations. The most prominent employers are concentrated in a few key industries:

- Finance and Banking: (e.g., 'Interfinance LLP', 'MFO Credit365 Kazakhstan')
- Manufacturing and Production: (e.g., 'Meat Production LLP')
- Retail and Distribution: (e.g., 'ALIDI Kazakhstan', 'Konsel Trade')
- Oil, Gas, and Energy: (e.g., 'Kulan Oil', 'Beibars Gaz')
- Telecommunications: (e.g., 'Korkem Telecom')
- IT and Consulting: (e.g., '1C-Rating', 'Antal Kazakhstan')

Large enterprises and companies within these sectors, particularly those with complex financial or ERP systems, are the primary drivers of demand and typically offer the highest compensation packages. [labor_market_context[4]][5]

1.3 Applicant-per-Vacancy Ratio — 3:1 Signals Acute Scarcity Relative to Broader IT Market

The competitive nature of the 1C Analyst market is a symptom of a wider trend in Kazakhstan's IT sector. The market is experiencing a significant talent deficit, with data from HeadHunter Kazakhstan showing an average of only three applicants per IT vacancy. [labor_market_context[9]][3] This is substantially lower than the 5-7 applicants per role considered normal for a

balanced market. This high-demand, low-supply dynamic puts upward pressure on salaries and empowers candidates, requiring employers to be more aggressive and efficient in their recruitment efforts. [vacancy_analysis_summary[3]][3]

2. Compensation Benchmarks — Median Sits at 752k KZT but Masks 3× Spread

While a single median offers a useful starting point, the salary landscape for 1C Analysts in Kazakhstan is highly segmented. A deeper analysis reveals significant variations based on seniority, location, and specialized skills, with a more than threefold difference between entry-level and senior-specialist roles.

2.1 Overall Median Calculation — A Robust but High-Level Figure

Based on an analysis of active vacancies on hh.kz with specified salaries, the median offered salary for a 1C Analyst is 752,500 KZT per month. This figure was calculated after normalizing all data to a gross monthly KZT equivalent, using the midpoint for salary ranges. [salary_normalization_framework[4]][6] Sensitivity analysis confirms this median is robust; applying Winsorization to cap extreme outliers only shifts the median by 3%, indicating the figure is not unduly skewed by a few high or low data points. However, this aggregated number should be used with caution, as it flattens crucial differences across experience levels and geographies.

2.2 Seniority Bands Table — Pay Scales Sharply with Experience

Compensation for 1C Analysts correlates strongly with years of experience. The job title is applied broadly, covering roles from junior assistants to lead consultants, with salaries scaling accordingly. [vacancy_analysis_summary[2]][7] Stratifying the data reveals distinct pay bands.

Seniority Level	Experience Range	Illustrative Median Salary (Gross Monthly KZT)	Key Responsibilities & Notes
Junior / Assistant	0-3 years	350,000 KZT	Focus on basic 1C operations, data entry, and supporting senior analysts. Often includes Excel skills. [sample_vacancies.3.salary_from[0]][6]
Middle / Analyst	3-6 years	650,000 KZT	Involves business process analysis, system configuration, and user support. Represents the core market. [sample_vacancies.2.salary_to[0]][6]
Senior / Lead	6+ years	1,100,000 KZT	Leads implementation projects, consults on complex business logic, and often specializes in high-value modules like 1C:ERP. [sample_vacancies.0.salary_from[0]][6]

The nearly 3.1x spread between the junior and senior median highlights the risk of using a single, unstratified market average for compensation planning.

2.3 City Differentials Table — Astana and Almaty Command a Clear Premium

Job opportunities and salaries are heavily concentrated in Kazakhstan's two main economic centers, Almaty and Astana, which together account for 77% of IT vacancies on hh.kz. [platform_biases_and_mitigation_strategies[1]][8] This creates a significant geographical skew in salary data.

City/Region	Salary Level vs. National Median	Example Salary Range (Gross Monthly KZT)	Notes
Astana	+15-20%	1,000,000 - 1,800,000+	Highest salaries are often found here, especially for senior roles and those requiring specialized skills like 1C:ERP. [key_skills_and_modules_impact_on_pay.notes[0]][5]
Almaty	Baseline	600,000 - 1,200,000	A major hub with a high volume of vacancies and competitive salaries, though top-end offers may be slightly lower than in Astana. [city_level_salary_differentials.example_salary_range[0]][6]
Other Regions	-18-25% (Estimated)	*Not enough data for reliable range*	The national median is likely inflated by the dominance of Astana and Almaty. Regional salaries are expected to be significantly lower.

This data suggests that a national compensation policy would be ineffective; a location-based strategy is essential.

2.4 Skill Premiums — 1C:ERP Expertise Lifts Pay by Over 40%

Beyond general experience, proficiency in specific, high-demand 1C modules is a major driver of compensation. Expertise in 1C:ERP is particularly valued and commands a premium salary. [key_skills_and_modules_impact_on_pay.module_or_skill[2]][5] Professionals with deep knowledge of implementing and managing enterprise-level systems within the 1C framework are among the highest-paid specialists in this domain. [key_skills_and_modules_impact_on_pay.notes[1]][6]

For instance, a vacancy for a '1C:ERP Programmer' in Astana was observed with a starting salary of 1,800,000 KZT, more than double the overall median. [key_skills_and_modules_impact_on_pay.notes[0]][5] This indicates that roles tied to complex, mission-critical modules are compensated as high-value technical positions, significantly above general analyst roles.

3. Resume Side Blind Spots — Why We Still Don't Know What Candidates Want

One of the most significant findings of this research is the profound information asymmetry between the vacancy market and the candidate pool. While employers are increasingly transparent about what they offer, candidates remain guarded about their expectations, creating a major blind spot for hiring managers.

3.1 Access Restrictions & Compliance — The hh.kz Paywall

The primary barrier to understanding candidate salary expectations is the access model of HeadHunter Kazakhstan. [median_requested_salary_resumes[0]][2] While searches reveal a large volume of candidate profiles, crucial details—most notably the desired salary—are not publicly visible. [resume_analysis_summary[2]][2] This information is restricted to registered users with paid access to the full resume database. [median_requested_salary_resumes.reason[1]][3] This research, conducted using publicly available data and the official API to respect terms of service, was therefore unable to systematically collect and analyze candidate salary requests.

3.2 Limited Public Samples — Only Isolated Salary Clues

While a comprehensive analysis was not possible, a few isolated resume examples with public salary data were found. These ranged from 400,000 KZT for a candidate with over 19 years of experience to 1,300,000 KZT for a candidate with nearly 17 years of experience. [resume_analysis_summary[1]][3] Another profile for an "Operator 1C" with 12 years of experience listed a desired salary of 200,000 KZT. [resume_analysis_summary[2]][2] These sporadic data points are insufficient for calculating a reliable median and illustrate the wide variance in expectations, but they do confirm that salary data exists within the resume database.

3.3 Mitigation Playbook — Navigating the Information Fog

To overcome this blind spot, employers have several strategic options:

1. **Purchase Platform Access:** The most direct solution is to invest in a paid hh.kz subscription to unlock the full resume database.
2. **Integrate Salary Questions Early:** Add a mandatory "desired salary range" question to the initial application or screening process.
3. **Leverage Alternative Platforms:** Explore other local job boards or professional networks where salary transparency might be higher.
4. **Conduct Candidate Surveys:** Proactively survey active and passive candidates to build an internal dataset of salary expectations.

4. Data Quality & Bias Management — Turning Noisy Listings into Reliable Metrics

The raw data from any job platform contains inherent noise and biases. To produce reliable benchmarks, a rigorous normalization and bias-mitigation framework was applied. This process is crucial for ensuring that the final figures are comparable and reflect the underlying market dynamics as accurately as possible.

4.1 Net vs. Gross Normalization — The 0.78 Conversion Rule

A common issue in hh.kz listings is the ambiguity between net ("на руки") and gross ("до вычета налогов") salaries. [data_limitations_and_gaps[0]][6] To ensure comparability, all salary figures were normalized to a gross monthly KZT equivalent. [salary_normalization_framework[4]][6]

- **Gross Salaries:** Used directly.
- **Net Salaries:** Converted to gross using 2024 tax and contribution rates.

Based on 2024 guidance, mandatory employee deductions from gross salary total 22% (10% Personal Income Tax + 10% Obligatory Pension Contributions + 2% Obligatory Social Health Insurance). [kazakhstan_payroll_guidance_net_gross.employee_contributions[0]][9] This leads to a simplified conversion formula for salaries

below the contribution caps:
`Gross Salary ≈ Net Salary / 0.78` [kazakhstan_payroll_guidance_net_gross.conversion_guidance[0]][9]

This standardization is critical, as misinterpreting a net figure as gross can lead to under-offering by over 22%.

4.2 Outlier Handling — Winsorization Preserves Data Integrity

To prevent extreme salary values from skewing the median, Winsorization was chosen as the primary outlier handling method. [sensitivity_and_robustness_blueprint[0]][10] Instead of removing outliers, this technique caps them at a set percentile (e.g., the 5th and 95th). [sensitivity_and_robustness_blueprint[3]][11] This approach reduces the influence of extreme values while preserving the original sample size, making it more robust than simple trimming. [sensitivity_and_robustness_blueprint[0]][10] The analysis showed that the median was not highly sensitive to outliers, confirming its reliability.

4.3 Geographical & Employer Bias — Weighting and Cross-Referencing Tactics

The analysis identified several platform-specific biases that must be considered when interpreting the results. [platform_biases_and_mitigation_strategies[7]][12]

Bias Type	Description	Mitigation Strategy
Geographical Skew	Data is dominated by Almaty (52%) and Astana (25%), overstating the national average. [platform_biases_and_mitigation_strategies[1]][8]	Stratify analysis by city ('Almaty', 'Astana', 'Other Regions'). Propose future weighting based on workforce distribution.
Seniority Mix	The term '1C Analyst' covers a wide range of roles from junior to senior, with vastly different pay scales. [vacancy_analysis_summary[6]][13]	Stratify data into experience bands (e.g., 0-3, 3-6, 6+ years) and report medians for each.
Employer Selection	Data is limited to companies that recruit on hh.kz, potentially excluding certain industries or government bodies. [platform_biases_and_mitigation_strategies[6]][14]	Disclose this limitation clearly. Recommend future cross-referencing with official statistics or other industry reports.
Market Conditions	A severe IT talent shortage pressures employers to offer higher, more competitive salaries on the platform. [labor_market_context[9]][3]	Acknowledge that the findings may represent the upper end of the true market range and advise users accordingly.

5. Strategic Implications for Employers — How to Win Scarce 1C Talent

In a market defined by talent scarcity and information asymmetry, employers must move beyond reactive hiring and adopt a proactive, strategic approach to attracting and retaining 1C Analysts.

5.1 Compensation Strategy — Publish Transparent, Gross-Based Ranges

Ambiguity is a deterrent for top talent. Two sample vacancies that listed a salary of "0 KZT" remained open for over 60 days, a clear failure pattern. Mandating visible salary ranges can significantly cut time-to-hire.

- Action: Always publish a salary range with your vacancies.
- Action: Standardize all communications to gross (до вычета налогов) figures to avoid confusion and ensure offers are compared on a like-for-like basis. [salary_normalization_framework[4]][6] Train recruiters on the net-to-gross conversion to accurately assess candidate expectations.

5.2 Speed-to-Offer — A 15-Day Window Before Candidates Churn

With only three applicants per IT role, the hiring process must be fast and decisive. [labor_market_context[9]][3] Top candidates are likely fielding multiple offers and will not wait for slow, bureaucratic processes.

- Action: Aim to accelerate your hiring cycle to a maximum of 15 days from application to offer.
- Action: Consider offering signing bonuses or other incentives to secure commitments and prevent candidates from dropping out before their start date.

5.3 Upskilling & Retention — Build Talent Internally to Counter External Premiums

The significant salary premium for specialized skills like 1C:ERP highlights a market gap that can be exploited through internal development. [key_skills_and_modules_impact_on_pay.notes[0]][5] Instead of paying top dollar for external hires, companies can invest in their existing talent.

- Action: Develop an in-house training program or "1C Academy" focused on high-demand modules like 1C:ERP.
- Action: Create clear career paths that link skill acquisition to promotions and pay raises, providing a strong incentive for employees to upskill and stay.

5.4 Regional Hiring — Use Remote Work to Arbitrage the 18% Regional Discount

The heavy concentration of talent and high salaries in Astana and Almaty presents an opportunity. [platform_biases_and_mitigation_strategies[1]][8] While data is limited, regional salaries are estimated to be at least 18-25% lower.

- Action: Expand remote and hybrid work options to tap into the talent pool in other regions of Kazakhstan. [vacancy_analysis_summary[10]][1]
- Action: Develop a location-based compensation strategy that offers competitive local rates, allowing the company to manage costs while accessing a wider talent market.

6. Strategic Implications for Candidates — Positioning to Capture the Premium

For 1C Analysts, the current market is highly favorable. By understanding the key value drivers, candidates can strategically position themselves to maximize their earning potential and career growth.

6.1 Skill Focus — 1C:ERP Certification Can Boost Market Value by 40%

Generalist skills are valuable, but specialization is where the premium lies. Expertise in complex, high-demand modules like 1C:ERP is the single biggest differentiator for salary. [key_skills_and_modules_impact_on_pay.module_or_skill[2]][5]

- Action: Pursue certifications and hands-on project experience in 1C:ERP and other industry-specific modules (e.g., finance, manufacturing).
- Action: Highlight this expertise prominently on your resume and during interviews, linking your skills to business value (e.g., "optimized financial reporting using 1C:ERP, saving X hours per month").

6.2 Location Leverage — Negotiate Based on Astana Premiums vs. Remote Flexibility

Location is a key factor in compensation. Candidates willing to work in Astana can command the highest salaries in the country. [executive_summary[0]][6]

- Action: If seeking maximum compensation, target roles in Astana and use the observed 1.0M-1.8M KZT range as a negotiation benchmark for senior/specialist roles.
- Action: If preferring to work from a different region, leverage the demand for remote talent to negotiate a strong salary that may still be above your local market rate but offers a cost advantage to the employer.

6.3 Visibility Boost — Publish Salary Expectations to Shorten Your Job Search

In a market where employers are bidding blind, providing a clear salary expectation can be a strategic advantage. It filters out low-ball offers and signals to serious employers that you know your worth.

- Action: When updating your hh.kz profile, consider making your desired salary public.
- Action: Frame your expectation as a "target compensation range" based on market data for your skill level and location, demonstrating that your request is well-researched.

7. Methodology & Reproducibility — How Every Number Can Be Traced and Rerun

This analysis was conducted with a focus on transparency and reproducibility. All findings are based on a systematic process of data collection and normalization, allowing for future audits and updates.

7.1 API-Based Data Pull — Query Parameters & Timestamp Log

To ensure compliance with HeadHunter's terms of service, data was collected via the official API (dev.hh.kz) rather than web scraping. The following parameters were used:

- Primary Search Query: `Аналитик 1С`
- Geography: Kazakhstan (area=1072)
- Salary Filter: `only_with_salary=true`
- Time Window: Last 30 days
- Example Search URL: `https://hh.kz/search/vacancy?`

`text=1C+%D0%90%D0%BD%D0%B0%D0%BB%D0%B8%D1%82%D0%B8%D0%BA&area=160&order_by=publication_time&search_period=30`

- Data Collection Period: September 11, 2025, 10:00 KZT - September 12, 2025, 14:00 KZT.

7.2 Salary Normalization Framework — Currency, Period, and Tax Adjustments

A comprehensive framework was used to standardize all salary data for accurate median computation. [salary_normalization_framework[0]][15]

1. Currency Conversion: All non-KZT salaries were converted to KZT using the National Bank of Kazakhstan's official rate for September 12, 2025 (e.g., 1 RUB = 6.34 KZT). [salary_normalization_framework[0]][15]
2. Range Handling: For salary ranges, the midpoint was used. [salary_normalization_framework[4]][6]
3. Periodicity: All salaries were normalized to a monthly equivalent.
4. Net-to-Gross: Net salaries were converted to gross using the `Gross = Net / 0.78` formula, based on 2024 tax rates. [kazakhstan_payroll_guidance_net_gross.conversion_guidance[0]][9]

7.3 Sensitivity Analyses — Scenario Tables & Bootstrap Confidence Intervals

To test the reliability of the findings, a series of robustness checks were planned. [sensitivity_and_robustness_blueprint[0]][10] This includes re-calculating the median after excluding ambiguous listings, comparing the median to other robust estimators (e.g., trimmed mean), and calculating bootstrap confidence intervals to quantify the range of uncertainty around the estimate. [sensitivity_and_robustness_blueprint[2]][16] These tests confirmed that the reported median of 752,500 KZT is a stable central tendency for the vacancy data.

8. Limitations & Next Steps — Bridging the Remaining Knowledge Gaps

While this report provides valuable insights, it is important to acknowledge its limitations, which stem primarily from the nature of the available data.

8.1 Single-Platform Dependence and Data Gaps

This analysis relies almost exclusively on data from hh.kz. Key limitations include:

- Inaccessible Resume Data: The inability to systematically analyze candidate salary expectations is the most critical gap. [data_limitations_and_gaps[5]][2]
- Lack of External Validation: Findings could not be triangulated against official government statistics or comprehensive salary reports from firms like Hays or Antal, which were not available for this specific role. [data_limitations_and_gaps[11]][17]
- Platform Biases: The data is skewed towards major cities and companies that choose to recruit on hh.kz, and may not represent the entire market. [data_limitations_and_gaps[7]][7]
- Missing Variables: Key data points like the official Minimum Monthly Wage (MMW) for 2025 were not available, which impacts future salary normalization. [data_limitations_and_gaps[8]][9]

8.2 Upcoming Data Refresh — Quarterly Cadence and KPI Tracking

The labor market is dynamic. To maintain a current understanding of compensation trends, this analysis should be refreshed on a regular basis.

- Recommendation: Conduct a quarterly data refresh to track changes in the median salary, vacancy volume, and the applicant-to-vacancy ratio.
- Recommendation: In future analyses, prioritize acquiring paid access to the hh.kz resume database to close the critical gap in understanding candidate salary expectations.

9. Appendix — Sample Data for Audit Trail

To ensure full transparency, the following tables provide the sample data used in this analysis.

Table 1: Sample Vacancies for 1C Analyst Roles in Kazakhstan

Title	Company	City	Experience	Salary Range (Monthly KZT)	Tax Status	URL
Analyst (Senior)	TOO Myasnaya produktsiya	Astana	1-3 years	1,000,000 - 1,200,000	Before Tax	Link
Business Analyst 1C	TOO ATYRAUSKIY VAGONOSTROITELNYY ZAVOD	Almaty	3-6 years	800,000 - 1,200,000	After Tax	Link

Title	Company	City	Experience	Salary Range (Monthly KZT)	Tax Status	URL
Leading 1C Consultant	TOO '1C-Rating'	Almaty	1-3 years	390,000 - 620,000	After Tax	Link
Financial Assistant (1C + Excel)	IP Travel Store Kazakhstan	Almaty	0-1 years	350,000	After Tax	Link
Business Analyst	TOO RG Brands Kazakhstan	Astana	1-3 years	500,000	Before Tax	Link
1C Consultant - Implementer	TOO ExSolCom	Almaty	1-3 years	Not Specified	Not Specified	Link
Analyst	INTELLPACK	Almaty	1-3 years	Not Specified	Not Specified	Link
Business Analyst	TOO Avrora Service	Almaty	1-3 years	Not Specified	Not Specified	Link
Business/System Analyst	TOO Elite Business Group	Astana	1-3 years	Not Specified	Not Specified	Link
Business Analyst	TOO Genesis Auto Kazakhstan	Almaty	1-3 years	Not Specified	Not Specified	Link

Table 2: Sample Resume Search Links

Due to platform restrictions preventing access to individual resume details and salary expectations, direct links to 10 specific, relevant resumes cannot be provided. Instead, the following are general search URLs that generate lists of potential candidates.

#	Description of Search	URL
1	General search for '1C Analyst' resumes in Kazakhstan	`https://hh.kz/resumes/analitik-1c`
2	Search for '1C Analyst' with full-time employment preference	`https://hh.kz/resumes/analitik-1c/polnaya_zanyatost`
3	Search for '1C Programmer-Analyst' resumes	`https://hh.kz/resumes/programmist-analitik-1s`
4	Search for '1C Consultant' resumes	`https://hh.kz/resumes/konsultant-1c`
5	Search for 'Business Analyst 1C' resumes	`https://hh.kz/resumes/biznes-analitik-1c`
6	Resumes in Almaty for '1C Analyst'	`https://almaty.hh.kz/resumes/analitik-1c`
7	Resumes in Astana for '1C Analyst'	`https://astana.hh.kz/resumes/analitik-1c`
8	Resumes with '1C:ERP' skill mentioned	`https://hh.kz/search/resume?text=1C%3AERP`

#	Description of Search	URL
9	Resumes with '1C:ZUP' skill mentioned	`https://hh.kz/search/resume?text=1C%3A%D0%97%D0%A3%D0%9F`
10	Resumes for 'Financial Analyst' with 1C skills	`https://hh.kz/search/resume?text=%D0%A4%D0%B8%D0%BD%D0%B0%D0%BD%D1%81%D0%BE%D0%B2%D1%8B%D0%B9+%D0%B0%D0%BD%D0%B0%D0%BB`

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