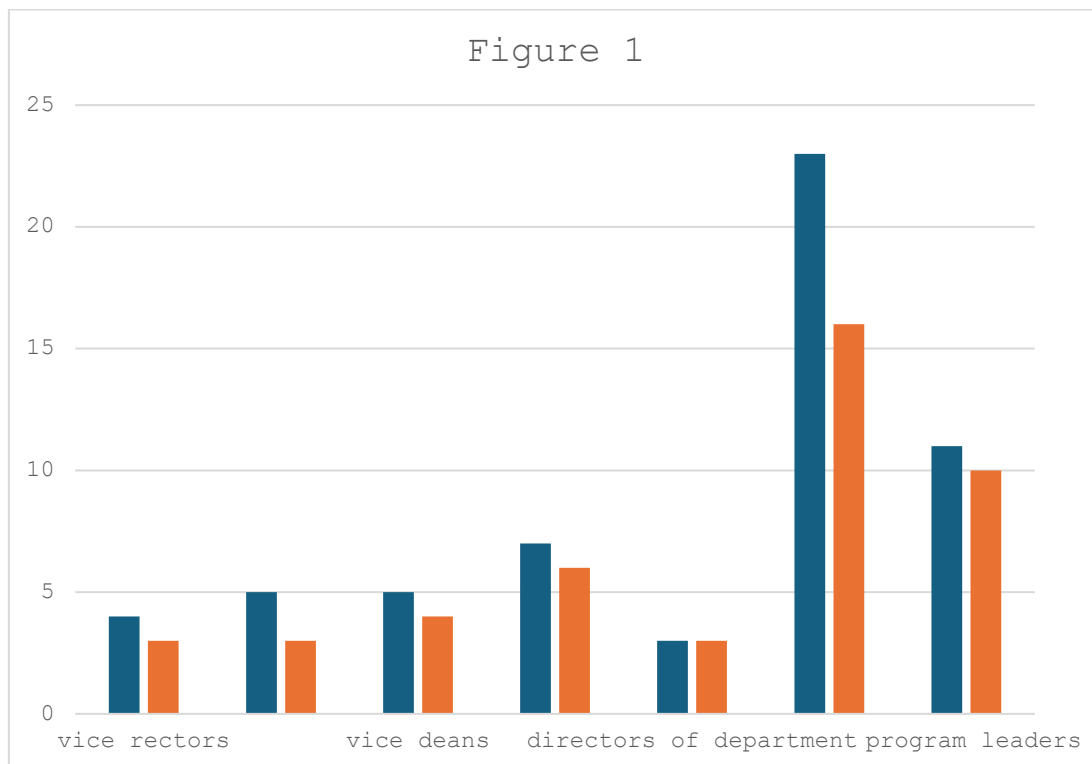


Equality in the pay scale

Following the principle of equal pay for equal work, Educational Institution “Almaty Management University” operates on the basis of the “Regulations on remuneration, incentives, social benefits, and guarantees for employees of Almaty Management University,” which provides for annual monitoring and corrective measures to prevent gender gaps. In accordance with the Regulations, the university's HR department annually prepares a breakdown by position, assesses the representation of women, and calculates the index of women's base pay relative to the average for the role (100% = parity). In the 2024–2025 academic year, monitoring was conducted for the following management positions: vice rectors, deans, deputy deans, directors of institutes and departments, heads of centers/departments, program leaders (see Figure 1 for details).



Following this methodology, the number of employees in management positions at the University during the period under review is 58, of whom 45 are women ($\approx 78\%$). For roles where the index is calculated, the average base pay for women is 108.6% of the average for the role (weighted average by number of women); thus, no systemic negative gender gap has been identified, and a moderate excess in favor of women has been recorded (Figure 2).

Figure 2

