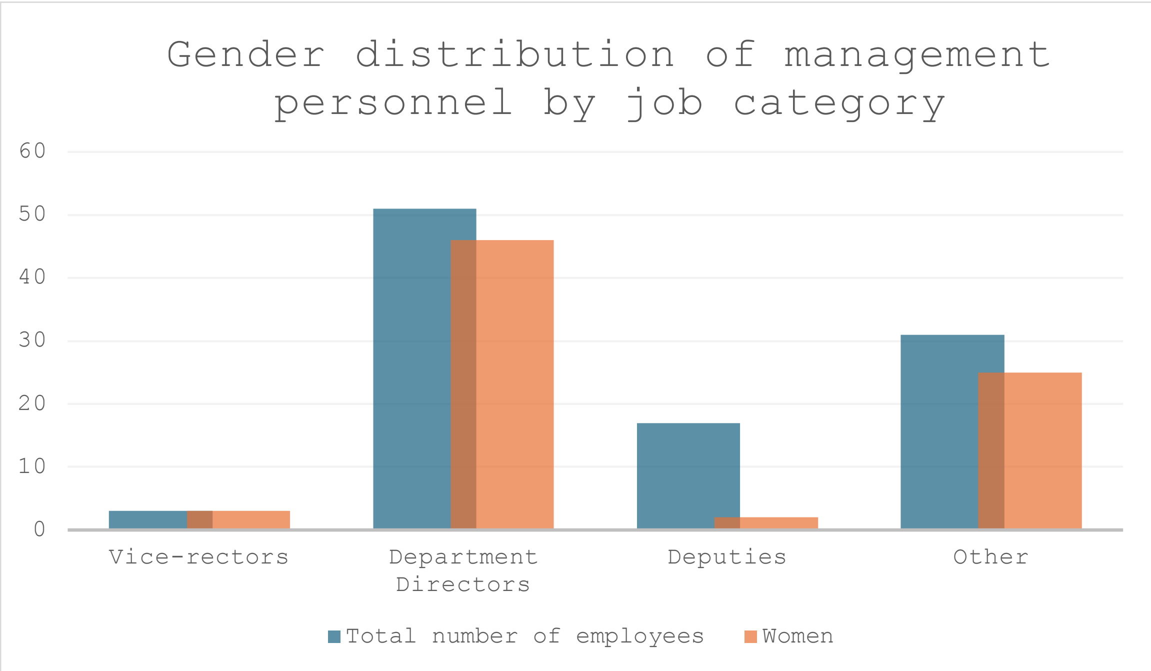
Report on the state of gender pay equality among management

Pay equity

Almaty Management University adheres to the principle of equal pay for work of equal value and ensures non-discrimination in establishing compensation conditions for employees. Compensation is determined by the employee's position, level of responsibility, qualifications, professional experience, and performance, regardless of gender.

To ensure a fair compensation system, the university regularly monitors employee compensation, including that of its management. This analysis is conducted to identify potential differences in compensation between men and women in management positions at various levels, as well as to improve HR policies and ensure gender equality.



Research methodology

To assess gender equality in pay, an analysis of the university's management team for the 2025-2026 academic year was conducted.

The study included the following job categories:

1. Top management;
2. Heads of first-level departments;
3. Heads of second-level departments.

The analysis used information on employee gender, management level, and salary.

Gender composition of the management team

According to the analysis, the university's management team includes 102 employees, 82 of whom are women and 20 are men. Therefore, women make up 80.4% of the university's management team, while men make up 19.6%.

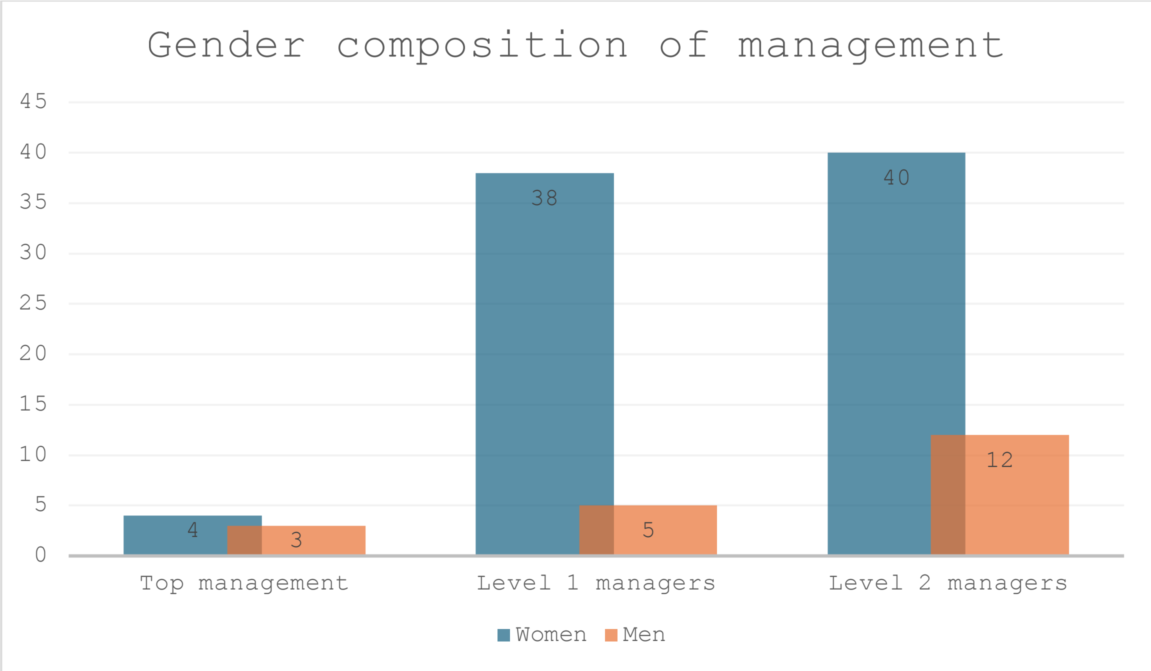


Figure 1. The analysis results demonstrate a high representation of women in leadership positions at the university. Women occupy leadership positions at all management levels, including top management, first-level department heads, and second-level department heads. This confirms the provision of equal opportunities for professional and career advancement, regardless of gender.

Analysis of executive compensation

To assess gender equality in wages, a comparative analysis of the average wages of men and women by management level was conducted.

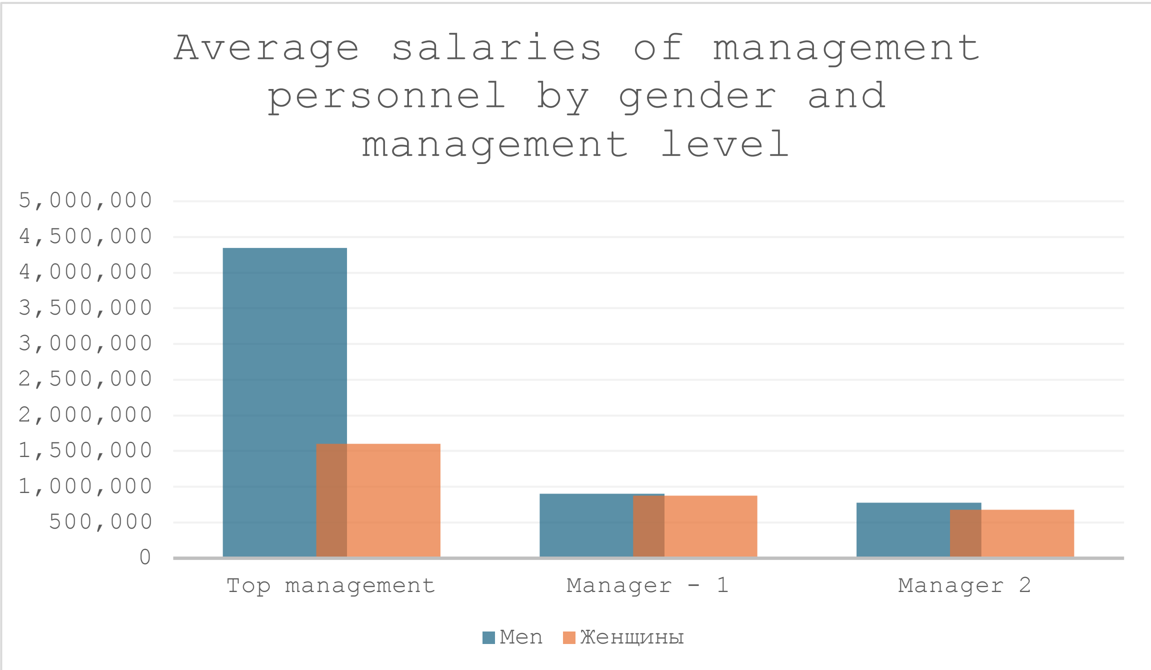


Figure 1. A comparative analysis of the average salaries of men and women at three management levels: top management, first-level managers, and second-level managers. The analysis reveals differences in average salaries between individual employee groups.

The greatest difference is observed in the top management category. For first- and second-level managers, the differences are less pronounced. The data reflect the actual average salary level of the employees included in the analysis.

Gender Pay Equality Index.

The gender pay parity index for management personnel was 62%. This indicator is calculated based on the ratio of the average salaries of women and men included in the management sample.

CONCLUSION

In the 2025–2026 academic year, women constitute the majority of the university's leadership team and are represented at all management levels. A salary analysis revealed differences between the average salaries of men and women in the sample of managers. Monitoring these indicators allows us to assess the state of gender pay equality and use the results of the analysis when considering improvements to the university's human resources and compensation policies.