

Annex No.1 to the Decision  
of the Management Board  
of Samruk-Kazyna JSC  
of \_\_\_\_\_, 2024,  
Minutes No. \_\_\_\_\_

**STRATEGY FOR THE DEVELOPMENT OF THE  
OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM  
OF SAMRUK-KAZYNA JSC FOR 2024-2028**

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## **Section 1. Scope of Application**

1. This Strategy for Development of the Occupational Health and Safety Management System of Samruk-Kazyna JSC for 2024-2028 (hereinafter – the Strategy) applies to the occupational health and safety management system in the portfolio companies of Samruk-Kazyna JSC (hereinafter – the Fund), with at least fifty per cent of voting shares (interests), which is directly or indirectly owned by the Fund, engaged in production activities. The requirements of the Strategy do not contradict the current legislation of the Republic of Kazakhstan and the norms of corporate governance of the Fund and Portfolio Companies.

## Section 2. Definitions and Abbreviations

2. The following definitions and abbreviations are used in the Strategy:

- 1) **Fund Group** is the Fund, the Companies, their subsidiaries, at least fifty per cent of the voting shares (interest) of which is owned by the Companies, as well as legal entities at least fifty per cent of the voting shares (interest) of which is owned by these subsidiaries of the Companies on the right of property or trust management;
- 2) **Lagging indicators** are indicators for assessing the degree and actual consequences in risk management system, reflecting one or more obstacles (barriers) at the same time;
- 3) **Motor Vehicle Crash Rate (MVCR)** is a number of road traffic accidents (hereinafter - MVCR) caused by the employees of the Fund Group (excluding MVCR caused by a third party) that occurred during the last 12 months multiplied by 1 million kilometres and divided by the Kilometre Performance (for the last 12 months);
- 4) **Fatality Accident Rate (FAR)** is a number of people injured in fatal accidents that occurred during the last 12 months multiplied by 100 million man-hours and divided by the total number of man-hours of work (in the last 12 months);
- 5) **Lost Time Injury Frequency (LTIF)** of Portfolio Companies is a number of people injured (including fatalities) in Labor Related Accidents occurring in the last 12 months multiplied by 1 million man-hours and divided by the total number of man-hours of work (in the last 12 months);
- 6) **Lost Time Injury Frequency LTIF\*** for the Fund group is a number of the company's employees who have been injured in labor-related accidents that have occurred and are recorded as a serious occupational injury according to the occupational injury severity report (including fatalities) multiplied by 1 million man-hours and divided by the total number of man-hours of work for the 12 reporting months;
- 7) **Corporate Standard on Occupational Health and Safety Management for the Samruk-Kazyna JSC Fund group (Corporate Standard)** is a standard applicable to the occupational health and safety management system in the Fund group;
- 8) **Corrective action** is an action taken to eliminate the cause of an identified non-conformity or other undesirable situation and prevent its reoccurrence;
- 9) **Incident and Injury Free (IIF) Culture** is a set of characteristics and features of the activities of organizations and the behavior of individuals that establishes occupational health and safety issues as having the highest priority and is given the attention determined

by its importance;

10) **Safety measures** are planned specific activities of the organization aimed at achieving the objectives in the field of occupational health and safety determined by the requirements of legislative and other regulatory legal acts including the policy and the internal regulatory documentation of the organization;

11) **Micro-injury** is a First Aid Case limited to the one-time treatment and follow-up of minor scrapes, cuts, burns, splinters, etc., that does not result in medical treatment or a more serious injury;

12) **Vision Zero** is an approach to preventive care that combines three areas - safety, occupational health and employee well-being - at all levels of the manufacturing process;

13) **Leading indicators** are indicators for assessing the extent and actual consequences in the risk management system, reflecting the effectiveness in maintaining the risk management system;

14) **Occupational Health and Safety Action Plan** is an annual action plan aimed at reducing injuries and improving the safety culture among employees;

15) **Behavioral safety audits/behavioral observation of safety/behavioral dialogues on safety (BSA/BOS/BDS)** are observations in which managers at all levels, specialists of all categories, representatives of employees and occupational health and safety officers visit production facilities, work sites, observe workers' actions and discuss hazardous or safe work practices and involve workers in proactive compliance with occupational safety requirements;

16) **Contractor Organization** is a legal entity or individual who performs works, renders services or supplies goods and material assets on the premises or in the interests of the Portfolio Companies of the Fund under a contract (agreement) and which may affect the quality of industrial safety provision;

17) **Policy** is a statement on the directions and intentions of development, principles and priorities of the Fund's activities in the field of occupational health and safety;

18) **Occupational safety indicators** are indicators characterizing the Portfolio Companies' performance in the field of occupational health and safety;

19) **Portfolio Companies (PCs)** are national companies and other legal entities at least fifty per cent of voting shares (interest) of which are directly owned by the Fund on the right of property or trust management;

20) **Near Miss** is an accident that did not result in injury or damage;

21) **Proactive tools (methods)** – an approach aimed at improving safety culture, as well as at anticipating the manifestation of

- negative effects on employees and the environment through prompt and targeted elimination of negative consequences;
- 22) **Occupational health and safety (OHS)** is a management system that includes processes in the field of occupational health and safety, industrial and fire protection as key areas and radiation safety, nuclear safety, electrical safety, transportation process safety, etc. as specific processes of particular PCs;
- 23) **Accident** is any unplanned event that occurs as a result of or in the process of PC's business activities that has resulted or could have resulted in a labor-related accident, fire, explosion, accident, incident or failure, traffic accident or any other event having an impact on PC's business and reputation;
- 24) **Occupational disease** is an acute or chronic disease caused by an exposure of an employee to harmful production factors in connection with the performance of his/her labor (job) duties;
- 25) **Risk** is a combination of the probability of a hazardous event occurrence during the labor activity, the severity of injury or other damage to human health caused by this event;
- 26) **OHSMS** – occupational health and safety management system;
- 27) **Fund** – Joint Stock Company “Sovereign Wealth Fund “Samruk-Kazyna”.

### **Section 3. General Provisions**

3. The Fund is a national management holding with a mission to ensure sustainable economic development and create long-term value by effectively managing a diversified asset portfolio and supporting businesses in the interests of the Republic of Kazakhstan.

One of the strategic goals of the Fund is to implement the sustainable development principles. The key factors should be the well-being of people, ecological balance and, at the same time, ensuring long-term financial sustainability based on best business practices and corporate governance principles. This will contribute to increase the long-term value of assets and improve investment attractiveness.

The Fund is the largest employer in the Republic of Kazakhstan. The number of employees of the Fund group is more than 250 thousand people, with the share of operational staff accounting for 92.4894 of the total number of employees.

The Fund group comprises organizations of the mining and metallurgical complex, oil, gas, chemical, nuclear, power

industry, air and railway transportation, telecommunications and logistics. Thus, the structure of the Fund includes organizations of all major industries of the Republic of Kazakhstan that are traditionally and globally recognized as the most hazardous types of production, which, due to the specific nature of their activities, have a higher risk of accidents and incidents.

4. Improving the OHS management and injury prevention system is particularly important. Ensuring OHS is a prerequisite for the operation of any organization in the Fund group.

PCs strive to achieve “zero accident”, to ensure a high level of occupational health and safety, industrial and fire protection, and to protect their employees’ health from occupational hazards. Therefore, the OHSMS are regularly improved in accordance with national requirements and international standards.

5. OHS objectives of the Fund group:

- reduction of occupational injuries among employees of the Fund group and contractor organizations on the principle of “zero tolerance”;
- improving the level of Incident and Injury Free culture;
- striving for “zero” number of occupational diseases among employees of the Fund group;
- striving for “zero” number of fires, accidents and incidents;
- striving for “zero” number of road accidents;
- implementation of the best industry global practices;
- ensuring transparency of OHS processes.

6. In order to achieve the objectives, due attention is paid to maintaining an effective OHSMS in accordance with the international standard ISO 45001 “Occupational Health and Safety Management System”, which applies to all employees of the Fund group. As part of this system, the Fund group follows the requirements of the national legislation of the Republic of Kazakhstan in the field of industrial, fire and occupational health and safety, as well as implements the best global industrial practices to ensure safety in the workplace.

OHS activities are carried out in accordance with the Occupational Health and Safety Policy and the Corporate Standard on Occupational Health and Safety Management.

The Corporate Standard summarizes the principles of a unified approach to the OHSMS in the Fund group. At the same time, the commitments expressed in the Policy and the Corporate Standard are the basis for setting objectives and systematic

management of OHS, as well as setting the Fund's expectations in the field of OHS, which apply to PCs, contractors, service providers and are included in the system of the Fund's business relations with partners.

Given the strategic importance of OHS issues, in May 2022, the Fund joined the Vision Zero global vision to achieve zero injuries.

In addition, as part of the promotion of zero injuries concept "Vision Zero", a tripartite memorandum of understanding was signed between the Fund, the Ministry of Labor and Social Protection of Population of the Republic of Kazakhstan and the International Social Security Association (ISSA) at the "Kazakhstan International Occupational Safety and Health Conference and Exhibition" (kIOSH) in May 2022. The work is being carried out in accordance with the 7 "golden rules" of the Vision Zero concept.

7. The work applies a risk-based approach. Identification of risks in the OHS field is an ongoing process that determines the past, present and potential impact of PC activities on OHS. When planning works, all types of PC activities, as well as operations performed by contracting organizations and other contractors, persons, in accordance with the concluded agreements, are subject to review based on the requirements for OHS when performing certain types of works/services.

The stages of OHS risk management are categorized as follows:

- detecting (identifying) hazards and determining possible consequences;
- risk assessment (probability estimate) and the degree of possible impact;
- developing measures (risk management) to mitigate risks;
- implementing designed activities (monitoring and controlling);
- control over the implementation of measures (risk documentation and staff training, support of incident and injure free culture).

A "Risk register of emergencies, accidents and incidents with a high probability of severe and/or fatality in the Fund group" has been prepared, similar registers are available in PCs.

#### **Section 4. Core Function, Objectives, Principles of the Strategy**

8. The core function of the Strategy is to improve the OHSMS of the Fund and its PCs taking into account the requirements of the legislation of the Republic of Kazakhstan, best international practices, specifics of PC activities in order to maintain a safe working



environment, reduce harm to life and health of employees, as well as to ensure sustainable development with specified OHS indicators. In order to organize systematic work on ensuring OHS in the Fund group, annual OHS Action Plans are approved and implemented. The main actions of the Plan are as follows: improvement of IIF culture level, development of managers' leadership in safety issues, ensuring equipment reliability, emergency preparedness and awareness-raising activities.

OHS goals and objectives are being defined, monitored, and revised when necessary. Quarterly monitoring of OHS performance is used to establish achievable targets and continuous improvement in the following years.

In order to achieve the defined target values of the Strategy in 4 areas of OHS development, it is necessary to implement the following tasks:

*1. People and the improvement of IIF culture level:*

- reduction of risks to employees' life and health, damage to property;
- development of leadership in OHS issues among managers and employees of the Fund group organizations;
- improvement of labor conditions for employees and equipment safety;
- improvement of employees' qualification and control over the level of employees' knowledge in the OHS field;

*2. Ensuring safety in operation of production facilities:*

- improvement of internal regulatory documents in the OHS field;
- improvement of the efficiency of the OHSMS functioning;
- implementation of automated solutions in the OHS field;
- introduction of proactive tools for injury prevention;
- improvement of the monitoring and control over the OHS system condition;
- ensure co-operation with contractor organizations in the OHS field, which carry out activities at the production facilities of the Fund group;
- *Prevention of emergencies:*
  - preventive measures to prevent accidents;
  - control over the preparation and "operability" of Emergency Response Plans;
  - provision of material reserves for emergency response capability;
  - improvement of emergency response capability;

*4. Awareness-raising activities*

- development of personal responsibility and involvement of employees in OHS issues;
  - experience exchange among PCs and with international major production companies;
  - development of an expert environment and a platform of best practices in the OHS field;
  - development of co-operation with international companies on OHS issues.
9. Strategy implementation is based on the following key principles:
- prioritizing preventive measures over reactive ones;
  - involving all employees in the process of improving the level of IIF culture, the processes of identifying hazard sources and taking measures that reduce the risk to health and life of people.
  - building leadership, commitment and personal responsibility of each employee not only for his/her life and health, but also for colleagues’;
  - continuous improvement of competence and qualification in the OHS field;
  - conducting operations in accordance with the requirements of the legislation of the Republic of Kazakhstan as mandatory minimum conditions for safe operation, as well as following international best practices in the OHS field;
  - integrating OHS issues into all aspects of production activities, including planning and management decision-making processes;
  - using international best practices and automated solutions to reduce occupational injuries level;
  - participation in international activities, support of initiatives and programs in the OHS field;
  - ensuring sustainable development in the OHS field;
  - continuous improvement of the OHSMS.

### **Section 5. Organizational Structure of the Occupational Health and Safety Function**

10. The organizational structure of the company’s OHS function is built taking into account the scale of the PC and its structure.

The staffing level of employees of OHS services is maintained in accordance with the legislation of the Republic of Kazakhstan, as well as the specifics of the activities of the PCs.

The recommended template for role assignment for building the organizational structure of the OHS subdivision is given below.

In accordance with best practice, in order to enhance the OHS function in the most critical major production organizations in terms of OHS, it is recommended to include the head of OHS in the collegial executive bodies of the organization as one of the deputies of the

first head of the organization.

*Model roles and a sample organizational structure, interaction procedures*

Board of Directors  
Board of Directors  
Management Board

Management Board

Committee responsible for occupational health and safety issues

Committee responsible for occupational health and safety issues

Head (CEO-1) responsible for OHS issues

Head (CEO-1) responsible for OHS issues

Relevant committee on OHS, audit, etc.  
Relevant committee on OHS, audit, etc.

Industrial Safety

Industrial Safety

Occupational Health and Safety

Occupational Health and Safety

Labor Safety

Labor Safety

Specific area

Specific area

Fire Protection

Fire Protection

Health Protection

### **Section 6. KPI System in Occupational Health and Safety**

11. The PC has a system of KPIs in the OHS field. The KPIs are the basis for managing the efficiency of OHS processes and comply with the strategic objectives of the PC.

The PC Business Plans for 2024-2028 include as target indicators, besides the “lagging” LTIF indicator, the application of proactive accident prevention tools, such as conducting Behavioral Observations/Safety Audits, application of Health and Safety Cards, conducting contractor inspections recording and investigating hazardous conditions, actions and potentially dangerous Near Miss incidents and others.

In addition, the Non-work related fatality rate is also set as a health safety KPI for CEO-1 level managers responsible for the OHS issues in 2023.

The achievement of the KPIs of the PCs in the OHS field is being monitored.

## **Section 7. Current Situation in Occupational Health and Safety**

12. On the way to achieving these goals, the Fund group has made significant efforts to reduce injury rates in recent years and has achieved certain results.

As the Fund joins the global concept of “Vision Zero injuries”, it has revised its business models within the framework of implementing the “seven golden rules”.

The main outcomes of this work are the following:

- Golden Rule “Take leadership – demonstrate commitment”.

There has been a shift in management thinking and the leaders are demonstrating engagement and commitment to OHS issues. There has been an increase in the number of audits, site visits, managers are conducting dialogues with employees on site, and an appropriate information campaign, forums and other events are being held.

The Fund and major PCs annually organize specialized safety events, such as forums, seminars, and master classes for managers, aimed at increasing leadership and commitment. These events serve as a platform for sharing practices on the application of effective innovative solutions and tools to prevent industrial accidents.

In addition, CEO-1 PC level managers inspect the production sites with visits to the enterprises at least once every two months. Since 2022, more than 160 inspections have been carried out by CEO-1 PC level managers in total.

Since 2019, the Management Board of the Fund has had a Health, Safety and Environment Committee (hereinafter - the HSE Committee), which comprises responsible representatives of the CEO-1 level of 13 major PCs.

The main objective of the Committee is to ensure coordination and control over the implementation of PC measures to improve the efficiency of the corporate OHSMS and other measures aimed at improving IIF culture and leadership development in order to bring the “industrial safety” area within the PC to the level of global standards.

- Golden Rule “Identify hazards – control risks”

For the purpose of early diagnosis and prevention of accidents, the practice of on-site cross-audits of industrial facilities with the participation of experts of PC from different areas of OHS is applied. Since 2022, inspections of 35 organizations of the Fund group have been carried out, where non-compliances potentially causing accidents were identified. Recommendations have been issued and their elimination is under control.

Proactive tools for injury prevention that aim to reduce risks, such as registering hazardous conditions, dangerous actions, Near Misses, and conducting Behavioral Safety Observations are actively implemented in PC activities. Moreover, every employee knows that he/she has the right to suspend unsafe work activities.

- Golden Rule “Define targets – develop programs”

The companies of the Fund group strive to achieve “zero injuries”, ensure a high level of occupational, industrial safety and fire protection, and protect their employees’ health from hazardous production factors. For this purpose, the safety management systems are constantly improved in accordance with national requirements and international standards, and programs are developed to achieve the objectives in this area.

OHS goals and objectives are defined, monitored and revised when necessary.

The Fund group has approved and is implementing the Occupational Health and Safety Action Plan for 2024, which consists of 33 specific activities with specified deadlines. The main activities of the Plan are as follows: improving the level of IIF culture, developing leadership of managers in safety issues, ensuring equipment reliability and readiness to respond to possible emergencies.

The application of digital technologies is also an effective method of reducing occupational injuries and diseases in particularly harmful and hazardous sectors of production.

The Fund group has some experience and welcomes the introduction of IT solutions that provide a sufficient level of reporting transparency and communication development, facilitate hazard identification and risk management, promote quality certification of facilities for labor conditions and improve the effectiveness of measures to keep workplaces safe.

- Golden Rule “Ensure a safe and healthy system – be well organized”

In order to achieve a high level of organization, we pay special attention to maintaining an effective OHSMS in accordance with the international standard ISO 45001 “Occupational Health and Safety Management System”.

OHS activities are carried out in accordance with the Occupational Health and Safety Policy, Corporate Standard on Occupational Health and Safety Management, which apply to PCs as well as to service providers.

Since 2015, the Fund group has been developing standards, rules and policies in the OHS field that not only meet the requirements of

the national legislation of the Republic of Kazakhstan but are also based on the best international practices in this area.

In accordance with the Address of the Head of State, the Fund started work on the implementation of the “Concept of Safe Labor in the Republic of Kazakhstan until 2030”.

In general, the Concept of Safe Labor until 2030 envisages four main directions for the development of the occupational health and safety management system: modernization of the national occupational health and safety system based on the risk- oriented approach; economic incentives to reduce occupational risk at workplaces; development of occupational competencies and scientific potential; and increasing the effectiveness of control and monitoring in the field of occupational health and safety.

Implementation of the Concept will help to reduce the level of occupational risk at workplaces, improve competencies in the field of occupational health and safety, and strengthen economic incentives to improve working conditions.

The national OHSMS will be improved by introducing a model and integral occupational risk assessment, creating a digital map of organizations and introducing international occupational health and safety standards.

In order to provide economic incentives to employers it is proposed to apply an insurance tariff within the framework of an insurance contract, which will be determined taking into account the occupational risk of the organisation. In addition, a mechanism for financing the employer’s costs of preventive and rehabilitation measures at the expense of the insurance premium will be introduced.

In addition, it is planned to create conditions for the quality rendering of educational, informational, methodological and advisory services in the field of occupational health and safety for the development of human resources, material and technical equipment and scientific and educational potential.

The Concept will result in the creation of a monitoring system in the field of occupational safety and health for observation and analysis of occupational risks as part of the national OHSMS.

The monitoring system will be used to implement control measures at different levels, which will allow for progressive improvement of the OHSMS performance indicators in the regional and sectoral context, demonstrating the reduction of the existing gap between low and high risk of occupational injuries.

- Golden Rule “Ensure safety and health in machines, equipment and workplaces”

In order to minimize the risks of accidents and fatalities at the PC level, the Company has long-term plans for the technical upgrade of obsolete and worn-out equipment and facilities. They are being updated on a gradual basis and are monitored by the employees of the production units.

Jointly organized drills on liquidation of possible accidents at hazardous production facilities are of great practical importance. The



purpose of such drills is to check the readiness of the facility to respond to an accident, including the knowledge of personnel of their actions, response of the emergency rescue service, interaction with contractors, elimination of fatalities among employees and prevention of destruction of major facilities and equipment.

- Golden Rule “Improve qualifications – develop competence”

In order to improve the competence of employees, personnel are regularly trained in courses and programs that go beyond the minimum legal requirements of the Republic of Kazakhstan.

For example, 428 internal trainers and 121,282 industrial workers have been trained on the Occupational Health and Safety Culture training course, which has been approved by the UK Institute of Occupational Safety and Health. The plan is to increase this figure to 100% by the end of 2023.

Health & Safety School was established at the premises of Samruk Business Academy PE to improve the qualification of PC employees in various areas of OHS, a series of training courses on hazardous types of work has been developed and will be continued in 2024.

- Golden Rule “Invest in people – motivate by participation”

The motivation and remuneration system allows to expand the circle of employees interested in the safety of production processes on an ongoing basis.

The Fund group has implemented the practice of rewarding employees who actively record hazardous conditions, dangerous actions, potentially dangerous incidents, stop unsafe work, thereby preventing injury incidents.

Since 2022, the practice of awarding the annual nomination of the Chief Executive Officer of Samruk-Kazyna JSC with the 1st place for the achievement of results in the OHS field has been introduced. Thus, following the results of the conducted assessment, Kazakhtelecom JSC was determined as the nominee for the first place by the results of 2022, in 2023 - KEGOC JSC. Also, 8 distinguished employees who demonstrated courage and saved the lives of colleagues were awarded with certificates of honor and souvenir gifts.

Major PCs also organize contests of innovative ideas in the OHS field including competitions for the best picture by children, and an Olympiad among the workers of Safety and Labor Protection subdivisions.

The work in accordance with the “7 Golden Rules” is carried out on a regular basis and is a set of systematic activities.

Following the performance of the Fund group, there has been a systematic decrease in injury rates, thus, compared to 2018, the actual number of injured people decreased by 28% from 165 to 120 in 2023.

Following 2023, the LTIF\* Lost Time Injury Frequency Rate decreased by 12 % to 0.14 compared to 2022.

*(For information: when calculating the LTIF for the Fund group, high-risk accidents with fatality and severe injuries in accordance with a medical report are taken into account).*

The decrease in the number of victims of severe accidents and fatalities was 17%, but there was an increase in the total number of victims by 8% from 111 to 120 workers.

In general, the increase in non-serious accidents was due to increased transparency, since measures were taken to improve reporting in the OHS field, and the heads of PCs and organizations that concealed accidents were brought to disciplinary responsibility, which eventually led to the registration of all cases of injuries to workers without exception.

This practice, given quality investigations, identifying the root causes of accidents and taking appropriate corrective action to address them, will prevent more significant accidents in the future.

## **Section 8. Strategic Target Indicators in OHS for 2024-2028**

13. Two groups of indicators are used to assess performance in the OHS field: lagging and leading indicators. The balanced indicator system should contain a set of both leading and lagging performance indicators.

Lagging indicators reflect the consequences of incidents and are traditionally used safety performance indicators necessary to measure progress towards improving the OHS management system. However, a reduction in lagging indicators does not reduce the risk of an incident occurrence.

Leading indicators are preventive measures or actions aimed at eliminating the causes of possible incidents, as well as preventing and reducing injuries, by working towards their prevention. The leading indicators focus on the overall health and safety performance of the company and their continuous improvement.

Metrics for tracking the development of the OHS management system in the Fund group are presented in Table 1 based on four areas of development:

- 1) People and the improvement of IIF culture level;
- 2) Ensuring safety in operation of production facilities;
- 3) Prevention of emergencies;
- 4) Awareness-raising activities;

and other areas:

- occupational health and safety indicators;
- health indicators;
- industrial safety indicators;
- fire protection indicators;
- road safety indicators;

The areas consist of either lagging or leading indicators.

Ensuring sustainable functioning of the production process with the established OHS indicators.

The established indicators are adopted based on the current situation in the field of industrial situation for the Fund group.

*Table 1*

s/i No.	Focus area	Key initiatives	Performance tracking metrics	2024	2025	2026	2027	2028
1	2	3	4	5	6	7	8	9
<b>PEOPLE AREA</b>								
1.	<b>Improving efficiency of operations to achieve the strategic objectives on the OHS</b>  <b>Reduction of injury rate in the Fund group</b>	Implementation of the annual Action Plan for Occupational Health and Safety of Samruk-Kazyna	Lost Time Injury Frequency Rate (LTIF*) in the Fund group	0.14	0.13	0.13	0.12	0.12
			Fatality Accident Rate (FAR)	2.5	2.5	2.3	2.3	2.0
2.	<b>Prioritizing human life and health value in relation to the OHS outcomes</b>	Activities aimed at health improvement and keeping employees physically fit	Non-work related fatality rate	0.09	0.09	0.08	0.08	0.07
			Non-Work Related Fatality Rate	100%	100%	100%	100%	100%

3.	<b>Improving leadership of managers at all levels in the field of OHS</b>	Improving the commitment of managers of corporate centers and PC subsidiaries and dependent organizations/ branches to OHS issues	Increasing the level of commitment of managers according to the survey results compared to the results of the previous year	-	+5% by 2024	+10% by 2025	+10% by 2026	+10% by 2027
4.	<b>Timely provision of protective clothing and personal protective equipment to employees</b>	Control over the timely provision of quality protective clothing and personal protective equipment to employees	Percentage of employees provided with protective clothing and personal protective equipment in accordance with the established standards	100%	100%	100%	100%	100%
5.	<b>Improving qualification, competence and practical skills of the Fund group employees in the OHS field</b>	Developing and conducting internal and external OHS training programs and courses for all levels of personnel to reduce operational disturbances, improve reliability and efficiency	Incident and Injury Free course training of industrial personnel	100%	100%	100%	100%	100%
6.	<b>Improving qualification, competence and practical skills of contractor employees in the field of OHS</b>	Developing and conducting internal and external training programs and OHS courses for all levels of personnel to reduce malfunctions, increase reliability and efficiency	Incident and Injury Free course for managers and engineering and technical staff of contractors and outstaffing organizations performing works for a period of at least 1 year	50%	75%	100%	100%	100%

7.	<b>Regular Exchange of experience in the OHS field at the Fund level</b>	<p>Interaction with international institutes, universities and associations in the field of OHS</p> <p>Interaction with foreign companies/ partners of industries in the field of OHS</p> <p>Exchange of experience within the HSE Committee platform</p>	<p>Increased number of interactions on OHS issues with international institutions, universities and associations, foreign companies/ industry partners in the field of OHS</p>	Not less than <3 meetings	Not less than <4 meetings	Not less than <5 meetings	Not less than <6 meetings	Not less than <6 meetings
8.	<b>Management of contracting organizations when performing work (rendering services) at production facilities</b>	Improving the quality of contracting organizations management in the OHS field	Annual reduction in the number of accidents involving employees of contracting organizations at production facilities (%)	-	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator
9.	<b>Priority of preventive measures over measures aimed at localization and elimination of incident consequences</b>	<p>Application of best practices for continuous improvement of OHS processes and procedures</p> <p>Implementation of a system for applying proactive tools</p>	Increase in the number of registered BOS/ BDS	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator

			Increase in the number of identified hazardous conditions/ hazardous acts and potentially hazardous incidents	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
			Increase in the number of registered stop cards	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
10.	<b>ISO 45001 certificate of PC organizations with at least 50 % participation interest</b>	Availability of ISO 45001-2018 certificate of conformity in PCs	Number of organizations of the Fund group that have ISO 45001-2018 certificate of conformity	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
11.	<b>Decreasing the number of labor protection violations detected by state authorities</b>	Improving the efficiency of corporate control over compliance with legal requirements  Improving the quality of production control	Decrease in the number of revealed violations in the field of OHS to the total number of revealed violations based on the results of inspections for compliance with the labor legislation of the Republic of Kazakhstan	-	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator
<b>EQUIPMENT AREA</b>								
12.	<b>Reducing risks associated with obsolete and worn-out equipment, buildings and facilities</b>	Re-equipment of obsolete and worn-out equipment, buildings and structures, which, due to their technical condition, pose an increased risk of accidents and fatalities with severe and fatal outcomes.	% of implementation of the Technical Upgrade Plan	100%	100%	100%	100%	100%

		Implementation of the LOTO (Lockout-tagout) security system process at production facilities	% of LOTO (Lockout-tagout) security system implementation at production facilities	100%	100%	100%	100%	100%
13.	<b>Improving the safety system of land vehicle use</b>	Implementation of safe driving mechanisms	Decrease in the Motor Vehicle Crash Rate (MVCR) caused by drivers of the Fund group organizations with injured workers	-	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator
			% Implementation of automated vehicle control systems	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
14.	<b>Reducing the number of occupational safety violations detected by state authorities</b>	Improving the efficiency of corporate control over compliance with legal requirements  Improving the quality of production control	Reduction in the number of identified violations in the field of occupational safety to the total number of identified violations based on the results of inspections for compliance with labor legislation of the Republic of Kazakhstan	-	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator
<b>EMERGENCY PREVENTION AREA</b>								

15.	<b>Constant readiness to respond to all types of undesirable incidents</b>	<p>Ensuring the availability of material and financial resources for prevention of accidents and emergencies in accordance with the Emergency Response Plan</p> <p>Organizing and conducting practical drills on evacuation of people in case of fires or accidents at production facilities and administrative buildings</p>	Reducing the number of fires	-5% of the previous year indicator	-5% of the previous year indicator	-5% of the previous year indicator	-5% of the previous year indicator	-5% of the previous year indicator
			Prevention of accidents and emergencies of technogenic nature	0	0	0	0	0
			Increase in the number of practical training sessions	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
		Improvement of management competence in responding to accidents and emergencies	Number of trained managers on accident and emergency response courses	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator
16.	<b>Reducing the number of fire safety violations detected by state authorities</b>	<p>Improving the efficiency of corporate control over compliance with legal requirements</p> <p>Improving the quality of production control</p>	Reduction in the number of detected violations in the field of fire safety to the total number of detected violations as a result of inspections for compliance with labor legislation of the RK	-	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator	-10% of the previous year indicator



AWARENESS-RAISING AREA								
17.	<b>Improving the efficiency of communication on OHS issues among all stakeholders</b>	Increasing the involvement of the first managers of the Fund group	% of employees acquainted with the circumstances of severe accidents and fatalities that occurred in the PCs of all employees of the Fund group by sending information bulletins, including using digital solutions or as part of unscheduled trainings.	100%	100%	100%	100%	100%
		Raising awareness of all employees on the issues						
		Involving young workers in the OHS processes						
				Issuance of appeals from the Chief Executive Officers of the Fund and PCs on the necessity to comply with the requirements of the Occupational Safety and Health Regulations	13	13	13	13
			Conducting interactive master classes on OHS for employees' children	Not less than <3	Not less than <5	Not less than <5	Not less than <5	Not less than <5
			Increase in the number of proposals to improve the management system	-	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator	+10% to the previous year indicator

### Section 9. Mechanisms for Strategy Implementation

14. The main mechanisms for achieving the established indicators of the OHS Strategy are the development and implementation of the annual “Action Plan on Industrial Safety of Samruk-Kazyna JSC” and internal Plans of PCs and their organizations in various OHS areas.

Successful implementation of the Strategy requires focusing on the following steps:

- risk analysis;
- training and awareness;
- technical tools;
- standards and regulations;
- monitoring and audit;
- staff involvement;
- effective communications;
- accident response.

In order to ensure industrial safety and achieve the established objectives, it is necessary to allocate funds on an annual basis for measures to improve the level of IIF culture of employees, to ensure safe operation of technological facilities, to organize emergency prevention readiness and awareness-raising campaign among the employees of the Fund group.

### **Section 10. Monitoring of Strategy Implementation**

15. The Strategy target indicators are the objects of monitoring and control. Monitoring is carried out annually at the end of the year following the reporting period to identify the degree of achievement/deviation of the established target values and their impact on the state of PC OHS in order to take preventive or corrective management decisions. Also, it is carried out by the structural subdivision of the Fund responsible for industrial safety.

### **Section 11. Expected Outcomes**

16. Implementation of measures to address the Strategy objectives will enable to achieve the following key results:

- reduce the number of accidents among employees of the Fund group;
- provide conditions for the introduction of automated technologies to improve the state of the OHS, including digital solutions;
- improve the efficiency of the OHS management system through the application of the risk-oriented approach;
- extend the principles of occupational health and safety to all activities of the Fund group;

- improve the efficiency of the management system of contracting organizations in the OHS field;
- increase staff involvement in addressing issues related to ensuring the safety of employees at the workplace.