

Personnel Management

Personnel management in the group of companies of the Fund is in line with the Personnel Policy of Samruk-Kazyna JSC approved by the decision of the Board of Directors of the Fund dated 14 December 2022 (the Personnel Policy). The Personnel Policy was developed in line with international practices, reflects the interests of employees of the Group of Companies of the Fund and is aimed at meeting the needs of the Group of Companies of the Fund in qualified, competent and motivated personnel, as well as creating the necessary working conditions and a favourable environment for employees of the Group of Companies of the Fund.

In accordance with the Personnel Policy, one of the conditions for the realisation of the task of personnel recruitment in the Group of the Fund is to ensure inclusiveness in attraction and selection: non-discrimination on national, gender, age and other grounds.

Issues of gender equality and women's empowerment are a priority for Kazakhstan, and the Fund actively supports these initiatives, working in close cooperation with the National Commission on Women's Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan (hereinafter – the National Commission), as well as with the United Nations Development Programme (UNDP).

In 2024, the Fund signed a Memorandum of Co-operation with UNDP. Under this agreement, a project was implemented for 100 young people from socially vulnerable categories of population in Kyzylorda region. Online master classes and practical seminars were organised for the project participants by women leaders, graduates of the Gender Equality Programme.

At the same time, realising its social responsibility to society, special attention is paid to the employment of people with disabilities in the group of companies of the Fund. At the beginning of 2024, as part of the work carried out by the Fund in the field of inclusion, the relevant Roadmap for the employment of persons with disabilities in the group of companies

of Samruk-Kazyna JSC for 2024 was developed and approved, as a result of the implementation of which, 581 people with disabilities were employed in 2024. The number of persons with disabilities in employee relations with the portfolio companies of the Fund at the end of 2024 was 3,007 people.

In 2024, more than 160,000 employees of the Fund's Group of companies underwent training, thereby improving their qualifications.

In 2024, the work on organisation of training in the corporate format was continued in order to systematise knowledge within the holding company and form high-quality human resources, which, among other things, took place through self-development, training events, mentoring, coaching, HR projects and formation of professional communities within the Group of companies of the Fund.

At the same time, work is underway to develop the corporate culture and employer brand in order to attract and retain specialists, especially young talent. By the end of 2024, the Fund's Group of Companies will have over 76,000 young specialists under 35. A systematic approach to work with young people is ensured by a focus on the intellectual and professional development of young specialists

As part of the programme to support youth policy, the Fund continued to implement the Zheti kadam programme. Within the framework of this programme, participants worked on individual projects, which were defended at the personnel and technical committees of the companies. Portfolio companies of the Fund selected 15 projects, which started their implementation.

Occupational Safety

In 2024, for the first time, the Fund approved a new corporate Strategy for the Development of the Occupational Safety Management System.

The Strategy adopted key performance indicators for each of the four areas of industrial safety development: improving safety culture; safety in equipment operation; prevention of emergencies; and information and awareness raising.

In general, significant work was carried out to improve the occupational safety management system, increasing the level of safety culture of employees of the enterprises of Samruk-Kazyna JSC Group, as well as of achieving the indicators of the Development Strategy for 2024–2028, including:

1. More than 120,000 production workers have been trained in the Occupational Safety Culture training course.
2. Workplace Safety Leader modular programme was developed and accredited by the UK Institute of Occupational Safety and Health (IOSH).
3. Exchanging practices both within the group of companies of the Fund and with the advanced companies of the industry, namely, SSGPO JSC, Kaz Minerals Management, AES Shulbinsk HPP LLP and AES Ust-Kamenogorsk HPP LLP.
4. In accordance with the "Technical Upgrade Plans", the replacement of equipment posing a threat to life and health of personnel is monitored. The fulfilment of the plans for 2024 was over 80%.
5. The Fund continued the positive practice of holding joint exercises on liquidation of conditional accidents at hazardous production facilities, and took part in exercises at the territory of Aktau Commercial

Sea Port, at the territory of the gas pipeline of Beineu-Shymkent Gas Pipeline LLP and Asian Gas Pipeline LLP, Karamurun field, RU-6 LLP.

6. With the participation of experts of portfolio companies, cross audits of 17 enterprises of the Fund's group were conducted, more than 1000 non-compliances potentially causing accidents were identified, the elimination of which is under control.
7. To develop the habit of wearing seat belts in a car, a campaign for practical testing of a "convincer" (simulator of a frontal collision in an accident) was conducted with the assistance of KMG JSC and KEGOC.
8. The HS Young Workers Centre for occupational safety was established. Various youth events are planned for 2025 to involve young professionals in occupational safety.
9. Information and awareness-raising work was actively carried out, namely the publication of articles, development and demonstration of video clips, placement of posters, holding open days, master classes for children of the Fund's group employees. Thus, the following activities were carried out 59 children's drawing contests, Safety through the Eyes of a Child, and 69 interactive masterclasses, and 55 industrial safety videos were developed, including those featuring injured workers, 639 information letters were sent to the family members of employees who have positively distinguished themselves in occupational safety issues.

The results of jointly implemented measures with portfolio companies for 2024 were a 21% reduction in the total number of injured people compared to 2023. LTIF injury frequency rate decreased by 7% to 0.13 compared to 0.14 in 2023.