

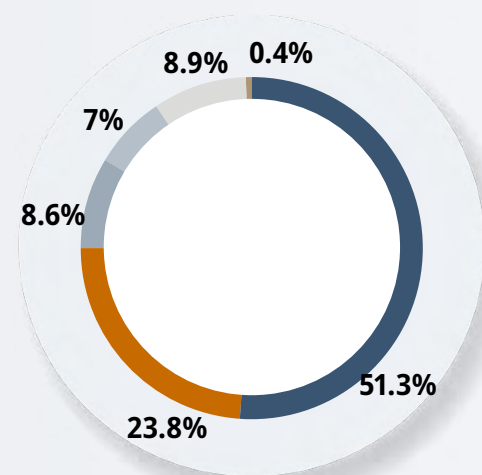
Creating equal opportunities

GRI 2-7 We support an inclusive and respectful work environment that promotes equal opportunities for all our employees.

At the end of 2024, the Fund Group employs 263,942 people (average headcount as of 31 December of the Reporting period), of whom 97% are on the payroll. There have been no significant changes in the number of employees in the Fund over the last four years. The largest number of employees is in the transport and logistics sector (51%) and the oil and gas sector (24%).



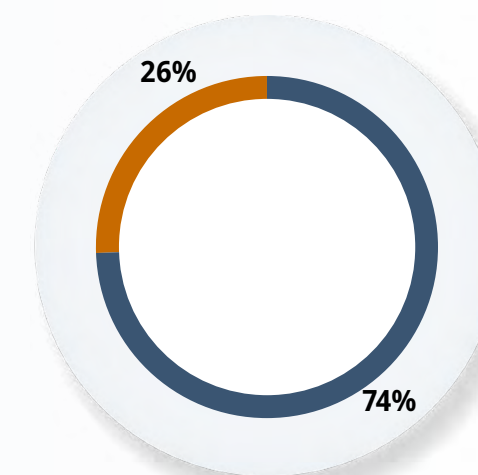
Personnel structure by sector, 2024



Structure of administrative, managerial and production personnel by age, persons



Structure of the Fund's personnel by gender



- Transport and logistics sector
- Oil and gas sector
- Mining and metals sector

- Telecommunications sector
- Electricity sector
- Other

- Under 30
- 30–50
- Over 50

- Men
- Women



At the end of 2024, the number of freelance workers totalled 11,650 people.

GRI 2-8 Freelance professionals play a key role in short- and medium-term projects, making a meaningful contribution to portfolio companies. Their work ranges from specialised production functions to administrative support, including translation services, mobilography and other areas.

GRI 405-1 The specific nature of our portfolio companies' production activities leads to a traditional predominance of men: in 2024, the share of men in the personnel structure is 74%, while the share of women is 26%.

GRI 3-3 The Fund does not discriminate because of gender in salary increases, and the increase in an employee's remuneration depends on the salary range of the respective position.

A proactive reporting policy is in place and corrective action is taken when incidents of discrimination occur.

We implement measures to support women at different stages of their professional journey – including matters related to maternity, work-life balance.

GRI 401-3 In 2024, 6,633 women and 544 men took maternity/paternity leaves. The number of employees who continued to work for the Fund at the end of maternity/paternity leave was 3,521.

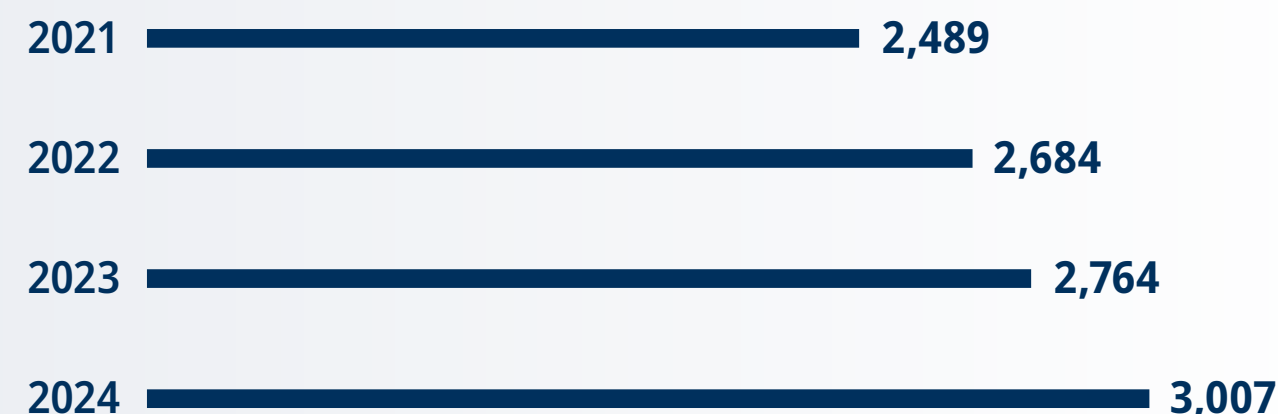
GRI 401-3 All employees of the Fund Group were entitled to maternity or parental leave in accordance with the laws of the Republic of Kazakhstan.

Number of employees who took maternity and childcare leave, persons

	Total		Total
	Men	Women	
Maternity leave			
Number of employees entitled to maternity or childcare leave (according to the Labour Code of the Republic of Kazakhstan)	196,369	67,573	263,942
Number of employees who took maternity and parental leave	544	6,633	7,177
Number of employees returned to work at the end of maternity/paternity leave	261	3,271	3,521
Number of employees returned to work in the previous year at the end of maternity/paternity leave and still working after 12 months	161	1,969	2,130
Number of employees expected to return to work at the end of maternity/paternity leave in the Reporting Year	169	3,994	4,163

**GRI 2-24
GRI 3-3
GRI 406-1** The Fund actively implements the policy of inclusiveness aimed at creating equal opportunities for people with disabilities. Today we employ more than 3,007 people with disabilities, of whom the largest number is in Mangistau region (433 people). There is a special section on QSamruk.kz, the Fund's job platform, where vacancies for people with special needs (people with disabilities) are posted.

Number of employees with disabilities, persons



**GRI 2-24
GRI 3-3
GRI 406-1** In accordance with our Proactive Reporting Policy, any employee can contact the hotline in case of discrimination. In the reporting year, we have recorded three cases of discrimination (in Kazakhstan Temir Zholy). In each case, internal investigations were conducted with a detailed study of the causes and conditions of occurrence. As a result, the following measures were taken: one employee had his employment contract terminated, one employee was transferred to another legal entity with a demotion, and five employees were brought to disciplinary responsibility. To prevent similar situations in the future, explanatory measures were taken with the teams and recommendations on how to comply with the Code of Ethics and Conduct of Kazakhstan Temir Zholy and its subsidiaries were given.