

Ensuring social stability

We attach great importance to ensuring social stability. The portfolio companies implement social initiatives aimed at improving the quality of life of employees and ensuring comfortable working conditions. We develop a corporate culture that is oriented towards openness and mutual respect.

We respect and recognise the right of workers to freedom of association and the right to unite in trade unions to defend the interests of the workforce.

GRI 2-24
GRI 2-30
GRI 407-1

Collective labour agreements are one of the guarantees for protecting the interests and rights of employees. We pay special attention to the fulfilment of sectoral agreements and collective labour agreements. Collective labour agreements have provisions on labour remuneration, social benefits, payments to non-working pensioners, obligations in the field of safe working conditions, gender and youth policy and other aspects.

To maintain social stability, we engage in dialogue with various sectoral trade unions. Our social dialogue is based on respect and aims to ensure the protection of human rights and social justice. We strive for the peaceful resolution of all possible conflicts and labour disputes through consultation with all stakeholders, including trade unions.

The Fund's activities to ensure social stability are developed in 4 main directions:

1. research and analytics (SRS: engagement, labour conditions and loyalty, material well-being, protest potential, etc.);
2. social stability monitoring centre (collection, initial verification, registration and prompt dissemination of information on preconditions or facts of social tension);
3. IR – industrial relations (ensuring stability, fairness and efficiency of labour across the Fund's Group);
4. social and communication projects (ombudsmen, trade unions, mediators, conciliation commissions, etc.).

To effectively regulate social and labour relations and strengthen social partnership, the Fund's Group of companies has a Centre for Social Engagement and Communication. An important part of the work is the coordination of interaction between the Fund's sub-divisions and portfolio companies, especially in case of crisis situations. Since 2021, the Operational Headquarters of the Fund has been operating, which provides anti-crisis measures. During the reporting period, 6 meetings of the Operational Headquarters were held.

The Social Stability Monitoring Centre operates under the Centre for Social Engagement and Communication, which collects and analyses operational data on preconditions or facts of social tension in labour collectives through 5 communication channels (e-mail, telephone, QR code, WhatsApp, website) 24/7.

NYSANA INFORMATION SYSTEM

To ensure effective communication between employees and the employer, there is a communication channel for complaints and suggestions, Nysana, a social stability monitoring system, which enables prompt identification of problems and issues in social and labour relations and facilitates quick resolution of conflict situations. With the help of Nysana, employees can address various questions, problems and suggestions for the improvement of labour conditions. The Nysana system aggregates the results of sociological surveys and appeals and complaints received by the Centre for Social Engagement and Communication call centre from employees of our portfolio companies.

We strive to be open to employees. At any time, each of our employees can contact the Nysana call centre in any language they are accustomed to. Appeals and complaints can be sent in several ways:



by phone:

8 800 080 30 30



by WhatsApp

8 (778) 120 99 11



email

Nysana@cscck.kz



using the website

Nysana.cscck.kz



from April 2023, a new channel is in place – a QR code directing to nysana.cscck.kz.

SOCIAL STABILITY INDEX

Since 2013, Centre for Social Engagement and Communications has been conducting the Samruk Research Services (SRS) Social Stability Survey. The leading indicators are indices of engagement, social well-being and social tranquillity. The social survey includes questions about working conditions, safety, relations with management, presence of psychological pressure, satisfaction with salary level, social and living conditions, etc. The survey methodology is based on the best international practices (AON, GALLUP) and approved by the Board of the Fund. For us, measuring the Social Stability Index plays a key role in maintaining the well-being of employees and the stability of labour collectives. Regular monitoring allows us to identify problems in social and labour relations and promptly take measures to address them.

According to the results of the reporting period, the social stability index (SRS) is 72% (+2 points compared to 2023). This indicator is a composite index of engagement, well-being and social tranquillity.

85%

social stability

(+8 points compared to 2023)

63%

social well-being

(+5 points compared to 2023)

70%

employee engagement

(+3 points compared to 2023)

KEGOC received a high score of 87% in the SRS survey among production personnel in 2024, becoming the best company in its industry.

INDUSTRIAL RELATIONS (IR)

We develop Industrial Relations (IR) to improve relations between the employer, employees, contractors and trade unions, as well as the development of social dialogue and partnership. Since 2022, the Fund has introduced a unified corporate standard for industrial relations, which aims to increase the level of employee engagement, loyalty and satisfaction. This, in turn, will reduce staff turnover, amount of sick leaves, absenteeism and have a positive impact on labour productivity.

The Centre for Social Engagement and Communication is a single operator for coordinating the development of industrial relations in the Fund. All portfolio companies have IR managers whose tasks include interaction with labour protection services to improve social and living conditions of workers, as well as with compliance services, ombudsmen and mediators (middlemen in

negotiations from among representatives of teams) to prevent pressure on employees and potential conflicts.

In 2022, pilot IR screenings were conducted to study social and living conditions, IR managers were trained in the basics of monitoring social and living conditions, development of internal communications, and feedback culture. In 2023, almost all the Fund's facilities conducted scheduled research – IR-screenings on checklists in subsidiaries, branches of the portfolio companies. Based on the results of the surveys, an analysis was carried out, which showed the level of social and living conditions for workers in the companies of the Fund's Group. Based on the results of the analysis, long-term and short-term action plans were developed to improve social and living conditions. As part of such measures, we carry out major repairs and build new public facilities, including locker rooms, showers, meal rooms, common areas, etc., to improve welfare conditions.

In 2024, we continued our work on IR, which, among other things, will improve the level of social and living conditions at work.



Food safety audits

During the reporting period, field audits were conducted at the enterprises located in Turkestan, Kyzylorda and Akmola regions. The average audit score was 89%, which confirms a high level of compliance with food safety standards at production facilities.



Exchange of experience and training of IR specialists

In March 2024, an event for social work managers (IR) was held in Shymkent, where representatives of subsidiaries and affiliates and Tengizchevroil LLP discussed topical issues, summarised 2023 results and presented 2024 plans.

To train IR managers in the reporting period, the IR School modular programme was developed jointly with Samruk Business Academy and Centre for Social Engagement and Communication. The programme is aimed at developing competencies required for effective management of industrial relations, preventing conflict situations and improving communications both within companies and in interaction with partners. The programme also involves the study of such topics as prevention of pressure and harassment and improvement of personal effectiveness skills.

In December 2024, the training programme Social Policy and Effective Communications was held at the Fund's head office. The participants learnt modern approaches to building communications, reviewed successful cases and underwent trainings on team building, conflict management and social policy development.



IR screening and remediation of non-conformities

Based on the results of IR-screening for the study of social and living conditions for 2023, 43,602 non-compliances in the field of sanitary and epidemiological well-being were identified across the Group of companies of Samruk-Kazyna JSC. To ensure the labour conditions of employees, Action Plans to improve social and living conditions were developed and the elimination of non-compliances is monitored in a special digital platform. In 2024, more than 13,138 non-compliances were eliminated for the Group of companies of Samruk-Kazyna JSC. The degree of provision of production personnel with basic social and living conditions for the Fund's Group of companies increased from 54% (in 2023) to 58% (in 2024). The average number of non-compliances in the field of sanitary and epidemiological well-being per 1 enterprise decreased from 221 (in 2023) to 168 (in 2024).