

Our approach to human resources management

GRI 3-3 In the face of global transformations such as the transition to a low-carbon economy, digitalisation and technological innovation, the Fund is implementing a sustainable model of HR management based on flexibility, engagement and continuous learning. This enables adaptation to a changing working environment and maintains a high level of competitiveness.

Samruk-Kazyna JSC is one of the largest employers in Kazakhstan, providing more than 263,000 jobs across the country. Oil and gas workers, power engineers and miners, nuclear engineers, railway and telecommunication workers, postal and aviation workers are employed at the portfolio companies. Our employees are our most valuable asset.

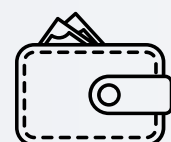
Key priorities of the Fund in the field of HR management:



- Equal opportunities for all employees for professional and personal growth.



- Safety and well-being: improving social security and creating a comfortable and safe working environment.



- Decent working conditions, ensuring economically reasonable level of remuneration, provision of social benefits and guarantees.

We work to prevent risks, improve our health and safety management system and apply global best practices to achieve our main goal of zero injuries.

HR policy plays a strategic role in the development of the Fund, contributing to the achievement of the set goals. Consolidation and collaboration of HR resources of the portfolio companies is the key principle of consolidation and improvement of HR functions of the companies aimed at optimising costs and increasing efficiency.



More than
263,000
people
Total number of employees of the Fund and portfolio companies



26%
Share of women in the Fund and group companies



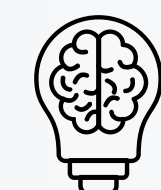
68
Number of women in the women leaders pool



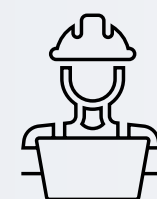
17%
Share of women in Boards of Directors and Supervisory Boards



119
KZT billion
Investments in improving occupational health and safety



26
hours
Average number of training hours per one employee



13.0
KZT billion
Investments in employee training

GRI 3-3 We strive to create for every employee an opportunity for career growth and development, regardless of gender, age, nationality, and religion. This approach not only helps increase employee engagement and motivation, but also strengthens the corporate culture, improving the company's overall performance.

Our principles are based on a commitment to fairness and equality, ensuring fair and honourable remuneration for every employee.

We provide employees with a variety of social support to help improve their quality of life and social stability.

Principles of our HR policy:

- Continuous improvement of professional development and human capital development programmes – development and implementation of training programmes that meet the norms of modern life, allowing for the improvement of acquired knowledge and skills that enhance the competencies of employees at all levels.
- Continuity of experience and knowledge is a necessary condition for building up internal expertise throughout the Fund group companies by transferring and assimilating corporate, managerial and professional knowledge and skills, cultural values and traditions of the Fund from one generation of employees to another.
- Focus on maintaining the balance of interests of employees and employers by implementing IR, HSE, and CSR practices across the Fund group companies.
- Ensuring transparency of HR processes and maintaining an openness policy by establishing transparent procedures, communications and open dialogue at any stage of HR management.

The policy applies to all portfolio companies and their subsidiaries.

The Fund has implemented the Corporate Standard on Human Resources Management, which defines principles, approaches and requirements to HR processes, promotes the introduction of best HR practices in the Group of companies of Samruk-Kazyna JSC and is based on the Personnel Policy of Samruk-Kazyna JSC. The Corporate Standard is the basis for the development of internal documents regulating HR processes of administrative and management personnel in the Fund Group. At the same time, the norms of the Corporate Standard are applied by portfolio companies considering the specific features of their activities within the framework of basic principles.

GRI 3-3 HR management processes are regulated by corporate documents, which are developed in accordance with the law of the Republic of Kazakhstan and follow the obligations and rules related to the Labour Code of the Republic of Kazakhstan. The Fund and the portfolio companies have developed and approved:

- Regulations for labour remuneration, bonuses and employee performance evaluation;
- Regulations for social support for employees;
- Regulations on business trips of employees;
- Regulations for searching and selecting employees;
- Code of Ethics;
- Regulations for competitive selection, recruitment to vacant positions and staff adaptation;
- Regulations for staff training and development;
- Internal Labour Regulations, etc

