

Ensuring social stability

For us, social stability is inseparably linked to the quality of labour relations and the timely identification of factors of social tension. In 2025, this area received additional development through the rollout of the Corporate Social Policy Standard, which established unified rules for the Fund Group and strengthened the social risk management system.

Coordination is provided through the Centre for Social Engagement and Communications and the Social Stability Monitoring Centre. At this level, unified approaches are shaped, the state of the social environment is monitored, employee reports are analysed, and potential risks are detected early. At the same time, day-to-day work with workforces and responsibility for the situation on the ground rest with the heads of companies and structural units.

The monitoring system operates on a continuous basis, with various communication channels available - email, telephone, messengers, website and QR codes. For employees this is a clear and accessible way to report a problem; for us, it is an opportunity to respond quickly to emerging issues and prevent the escalation of social tensions.



A feedback mechanism is in place to assess response quality, allowing employees to rate the completeness, timeliness and quality of how their inquiries are handled. The interactive Social Stability Map helps track the overall picture, while in crisis situations the Fund's Emergency Response Centre is activated. The Monitoring Centre also coordinates the work of the Council of Ombudspersons and organises an annual forum bringing together ombudspersons, trade-union leaders and mediators. The system thus performs not only a response function but also provides continuous monitoring of the social environment within operational teams.

The Samruk Research Services (SRS) social stability survey, which has been conducted regularly since 2013, remains a key analytical tool in the field of social risk management. The survey is conducted twice a year and enables us to track changes in the social environment. The results are used for early risk identification and the development of corrective measures.

Since February 2025, the Social Pulse Check tool has been in operation, designed to evaluate working conditions, identify social risks and detect potential violations at an early stage. The tool has strengthened due-diligence practices and provided an additional source of information about the situation on the ground. The Social Pulse Check assesses sanitary and welfare conditions, the organisation of work, HR and regulatory documentation, and the level of employee satisfaction.

In 2025, the tool covered 106 subsidiaries and affiliates and branches of 10 portfolio companies located in 17 regions and 3 cities of republican significance. We conducted 318 focus groups with production staff and inspected dormitories in rotational settlements, catering facilities, medical points and welfare facilities. The work identified priority areas for management decisions and established an additional feedback channel with employees.

In 2026, we plan to continue the next cycle of the SRS, expand the practice of Social Pulse Check and develop proactive mechanisms for protecting employees' rights. Particular attention will be paid to the use of artificial-intelligence tools for monitoring, analysing and forecasting social stability, and to the automation of the processes for receiving and reviewing reports.



Positive growth was recorded in nine portfolio companies, reflecting the impact of measures being implemented to strengthen social stability.

Companies where the highest growth was recorded:

+ 20 %	Samruk-Kazyna Odeu LLP	Leader
+ 12 %	Tau-Ken Samruk JSC	
+ 8 %	Samruk-Energo JSC	