

OUR PEOPLE

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Our People

People are at the centre of the Fund Group's focus – their development, their quality of life and the conditions in which they work and live. Our approach covers both supporting our employees – through human-capital development and social well-being – and contributing to the development of our regions of operation through charitable and other socially significant initiatives.

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Social matters are governed by internal documents, including:

- the Corporate Social Policy Standard;
- the Corporate Human Resources Management Standard;
- the Philanthropy Policy;
- the Philanthropy Programme;
- the Code of Conduct;
- the Rules on Remuneration, Bonuses and Performance Evaluation of Employees;
- the Rules on Business Trips for Employees;
- the Rules on Recruitment and Selection of Employees;
- the Rules on Competitive Selection, Hiring for Vacant Positions and Onboarding;
- the Rules on Training and Development of Personnel;
- the Internal Labour Regulations and other documents.

Human rights

We respect human rights and strive to build a work environment that ensures safety, equal opportunity and respect for every employee.

These principles apply not only to labour relations but also to interactions with contractors, business partners, local communities and other stakeholders. They are enshrined in the Code of Conduct and in internal policies and procedures governing labour relations.

We do not permit the use of child labour or forced labour in our activities. Compliance with this principle is ensured through HR procedures, compliance mechanisms, the Ombudsman institution and whistleblowing channels. Reports relating to possible violations of labour rights and human rights are reviewed in accordance with the established procedure.

Recruitment, remuneration and career-development processes are based on qualifications, experience and performance. Gender, age, nationality, religion and other personal characteristics have no influence on HR decisions.



In February 2025 the ten largest companies of our Fund Group signed a memorandum to strengthen their work on human rights and gender equality.

The document established common principles of non-discrimination, equal opportunity for women and men, and a safe work environment. Representatives of the UNDP in Kazakhstan attended the signing ceremony. This step complemented our efforts to develop a respectful, safe and fair work environment.

Personnel

We base our recruitment process on transparent and consistent guidelines. Our main recruitment tool is the [QSamruk.kz](#) digital platform, where we post job vacancies and screen candidates. The use of a digital format provides transparency and accessibility of the process for applicants.

In 2025 we hired more than 60,000 employees, reflecting the scale of our operations and the steady demand for staff in production, technical and service roles.

Our recruitment approach is based on meritocracy, equal access and respect for human rights. Where candidates have the required competencies, priority is given to internal candidates, which helps retain accumulated expertise, support professional continuity and expand career opportunities for employees.

The age structure of staff is largely determined by the industry specifics of operations. The bulk of the workforce comprises employees aged 30–50. This age group combines experience, qualifications and well-developed professional skills, which are especially important for production processes, equipment operation and safety.

At the same time, we focus on young professionals: programmes for onboarding, development and professional growth are in place to help them settle into their profession more quickly and build a career path within the Fund. Senior staff members are the bearers of key expertise and are actively involved in team development, including through mentoring and participation in corporate training programmes.

The gender structure of staff also reflects industry specifics. Women make up about a quarter of total staff numbers. This is driven by the high share of employment in production and technical roles, where male staff have traditionally predominated.

At the same time, women are well represented in managerial, specialist, financial, legal and administrative roles, including senior positions. By the end of 2025, the proportion of women among managers aged under 30 stood at 19%.

We create an accessible working environment for employees with disabilities. In the reporting year, their number was 3,030 people. To support their employment, the QSamruk.kz platform features a dedicated section for job vacancies aimed at this category of candidates.



Working conditions

Working conditions are designed to maintain a balance between professional activity and employees' personal needs and to ensure their social well-being and stability.

Key social benefits include:

- financial assistance for wellness during annual leave;
- payments related to pregnancy and childbirth;
- monthly payments to employees on parental leave to care for a child up to 1.5 years of age;
- assistance in addressing housing matters;
- severance payments on termination of employment in accordance with legislation;
- payments related to difficult life circumstances, including support in the event of an employee's death or a fatality from a workplace accident.

In addition to the basic social package, we provide assistance for medical treatment and the payment of medical operations beyond the limits of insurance programmes, payments related to the birth of a child, marriage and other significant events, and additional support for families raising children with disabilities.

To maintain employees' health, we deliver wellness, spa and resort treatment, recreation and disease prevention programmes. Access to these programmes is provided through internal social programmes, collective bargaining agreements and other social support mechanisms.

Employees also have access to sports infrastructure, training materials and, where needed, anonymous psychological consultations.

Employee social protection is complemented by the pension provision system. Pension savings are formed in the Unified Accumulative Pension Fund and include mandatory pension contributions and other payments provided for by law.

The system of social guarantees provides the basis for stability, and employee development is supported through a systematic assessment of their results, potential and career opportunities. a unified methodological approach is applied, including the cascading of KPIs from corporate goals down to the individual employee level, an annual 360-degree assessment for managers, and mandatory feedback.

The results of the assessment are reflected in remuneration and recognition approaches. In 2025, we focused on raising pay for low-paid categories of staff, reducing gaps between administrative and managerial roles and production roles, and introducing a job grading system. In addition, we awarded corporate bonuses, certificates of merit, and industry and state awards.

To provide fair working conditions, feedback and complaint-handling mechanisms operate, including the "Nysana" call centre hotline. In the reporting year, two confirmed cases of discrimination were recorded at JSC NC Kazakhstan Temir Zholy (KTZ) . Each case was investigated and appropriate response measures were taken.

Alongside individual complaints, a systematic mechanism for protecting social and labour rights is in place - employees' right to associate and to engage in collective bargaining. In 2025, collective bargaining agreements covered 252,020 people, or 95% of total staff²⁴. This reflects a high level of formalisation of social and labour relations and broad employee coverage by additional guarantees. Trade unions play an important role in this process, helping to discuss sensitive issues and reduce the risk of social tension.

We ensure transparency in employment relations by following established procedures for informing employees of significant changes to our operations. The minimum notice period is at least 15 calendar days, unless a longer period is specified in an employment contract or collective agreement.



AI in HR processes

In the reporting year, the adoption of artificial-intelligence technology became one of the tools for managing HR processes.

In 2025, we developed and rolled out an AI agent for the HR function and deployed a basic version of a corporate AI-agents platform. At the pilot stage, the solution was used for document analysis, materials preparation and reporting.

In 2026, we plan to scale the platform to key business processes, expand the range of standard AI agents and industry modules, deepen integration, and create a centralised knowledge repository.



QSAMRUK.KZ

Our digital recruitment platform

²⁴ For employees who are not covered by the Collective Bargaining Agreement, working conditions are determined by the employer's internal human resources policies.