

PERSONNEL MANAGEMENT

PERSONNEL MANAGEMENT IN THE FUND GROUP OF COMPANIES IS CARRIED OUT IN ACCORDANCE WITH THE PERSONNEL POLICY OF SAMRUK-KAZYNA JSC, APPROVED BY THE DECISION OF THE BOARD OF DIRECTORS OF THE FUND DATED DECEMBER 14, 2022 (MINUTES NO. 209) (HEREINAFTER — THE PERSONNEL POLICY).

In 2023 the proportion of women in the BoD/SB was

13%

This Personnel Policy is developed taking into account international practices and reflects the interests of employees of the Fund group of companies and is aimed at meeting the need of the Fund group of companies in qualified, competent and motivated personnel, as well as creating the necessary working conditions and favorable environment for employees of the Fund group of companies. Thus, the Fund determines as the main priority of the Personnel Policy — the employees of the Fund and the Group of Companies, as well as the development of human resources potential as a factor in ensuring increased efficiency and competitiveness of the Fund and the Group of Companies.

Thus, in 2023, more than 120 thousand employees of the Fund group of companies underwent training, thereby improving their competence. In 2023, the work was continued to organize training in a corporate format for the purpose of internal systematization of knowledge and formation of high-quality human resources, which, among other things, took place through self-development, training events, mentoring, coaching, HR projects and formation of professional communities within the Fund group of companies.

The Fund has also set itself the goal of increasing the share of women in the governing bodies of portfolio companies to 30% by 2030. To increase the share of women in the governing bodies of companies, the Fund, with the support of the National Commission on Women's Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan (hereinafter — the National Commission), created the Gender Equality Program. In 2023,

based on the results of the program, a pool of 68 women leaders was formed. Of which, 15 women leaders are included as independent experts and speakers in the regional units of the National Commission, as well as members of the expert group of the central state bodies of the RK, and 16 women are members of the BOD/NS. However, at the end of 2023, the proportion of women in the BoD/SB was 13% and in the executive bodies 17%.

In 2023, the Fund, together with the National Commission, also implemented the charity projects "Tugan Yelge Sayahat" and "Medical Trains":

- ◆ "Tugan Elge Sayakhat" — a project in the format of a summer camp for talented children and production children of PCs and subsidiaries, where trains traveled to historical sites. 600 children from all over Kazakhstan (300 children of employees of PCs and subsidiaries and affiliates in the regions / 300 children selected in the contest of the best essays on the topic: "What I can do for my region") had the opportunity to participate in the excursion camp through the operation of 3 rounds of the camp;
- ◆ The Medical Trains project is aimed at providing qualified medical assistance to the population of remote stations of the country by running a medical train.

In addition, the Fund group of companies took an active part in the global campaign "16 Days of Activism against Gender Violence", within the framework of which a number of events were held.

In 2023, the Fund's group of companies trained more than

120

thousand employees

A pool of women leaders was formed from

68

people

At the same time, work is underway to develop the corporate culture and employer brand in order to attract and retain specialists, especially young talents. By the end of 2023, the Fund group of companies has over 80 thousand young specialists under 35 years of age out of the total number of employees. A systematic approach to work with young people is ensured by focusing on the intellectual and professional development of young professionals. Portfolio companies have identified responsible persons to work with young people, and the Institute of Youth Councils is functioning. As part of the program to support youth policy, the Fund developed "Zheti kadam" program to develop young specialists' professional competencies, leadership potential, familiarization with techniques for introducing managerial competencies, and development of communication skills.

Thus, in August 2023, the results of the modular program for the development of young leaders "Zheti kadam" were summed up. As a result of the program, 49 young professionals from the Fund group of companies, who worked in 7 teams on projects with mentors from the Presidential Youth Personnel Reserve, completed training, and their projects were taken for implementation by the portfolio companies of the Fund. Over the next two years, 18 companies will implement the projects, thus improving the productivity and efficiency of the companies.

Meetings were also held with young specialists of the Fund group of companies on the topic: "Human Capital, Diversity and Inclusion".

- ◆ in September 2023 with the Chairman of the Management Board of Samruk-Kazyna JSC and the Chairman of Agency of the Republic of Kazakhstan for Civil Service Affairs regarding joining the ranks of the Presidential Youth Personnel Reserve.

In addition, during 2023, employees of the Fund's group of companies were trained in various programs:

- ◆ Middle management (for middle managers), which resulted in the formation of a pool of highly competent middle managers who possess modern management tools and are result-oriented;
- ◆ IR school (for IR specialists), the purpose of which was to familiarize them with the "Corporate Standard for the Development of Industrial Relations", train IR specialists, develop skills to prevent and resolve conflicts, improve the effectiveness of communications both within the company and with partners, and create an IR culture;
- ◆ PR School (for PR employees) — the program lasted 6 months, 19 people completed the training. The graduates were able to expand and deepen their applied knowledge in the field of PR, exchange experience, increase the level of involvement and knowledge of employees in the field of communications and public relations;

IN 2023, THE FUND, TOGETHER WITH THE NATIONAL COMMISSION, ALSO IMPLEMENTED THE CHARITY PROJECTS "TUGAN YELGE SAYAHAT" AND "MEDICAL TRAINS"

- ◆ HR School (for HR employees), which was designed to improve the competencies of employees in the human resource management sector, optimize HR processes, develop the work of HR departments in the context of changes and develop the HR community of the Fund group. The program consisted of 7 modules. Upon completion of the program, 7 projects were sent to portfolio companies for implementation in the next two years;
- ◆ "HR-Connect" is a project aimed at bringing together managers and HR specialists to develop the HR community of the Fund's group, focusing on training and development. Thus, in September 2023, the first "HR-Connect" was held in NC Kazakhstan Temir Zholy JSC, where HR specialists of the Fund's group met to discuss the programs of NC Kazakhstan Temir Zholy JSC and exchange experience in the field of training. And on December 14, 2023, Kazakhtelecom JSC hosted a meeting of representatives of the group of companies within the framework of HR Connect on the topic "The employee's path from employment to dismissal". This project plays an important role in synchronizing training processes, informing about opportunities for professional development and stimulating training in the companies of the Fund's group.

At the same time, HR-talks, HR-forum "Bola-shagymyz — birlikte!" with participation of more than 150 employees of the Fund's group of companies and other events were also held in 2023.