

Creating equal opportunities

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GRI 2-23 HR management processes are regulated by corporate documents. Corporate documents, in turn, are developed by the law of the Republic of Kazakhstan and follow the obligations and rules related to the Labor Code of the Republic of Kazakhstan. **GRI 3-3**

We strive to create a working environment where any form of discrimination on religious, racial, ethnic, gender, age, and other grounds is excluded. The Fund prohibits any form of behavior that is offensive, aggressive, or hostile. **GRI 3-3** **GRI 2-24**

To ensure an effective management system, we constantly update the HR Policy, implement the best HR practices throughout the Fund Group, and update regulatory documents on non-discrimination and human rights. **GRI 2-24**

As the largest employer in Kazakhstan, we need to maintain a high level of social stability and ensure social justice in working conditions and remuneration. The Fund Group continues to work to create equal career opportunities for all employees. We aim to encourage a diverse balance of age, gender, and nationality. **GRI 3-3**

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267
thousand
people



Inclusion and equality

The Fund Group employs more than 267 thousand people at the end of 2023 (262 thousand in 2022). There have been no significant changes in the number of employees over the past four years. Of the full-time employees, the number of permanent employees is 250,333, while the number of temporary employees is 17,481. The largest number of employees is in the transport and logistics sector (53% of the total) and in the oil and gas sector (23%). The number of employees with a part-time schedule is 7,129 people. The executive bodies of the companies employ 213 people. **GRI 2-7**

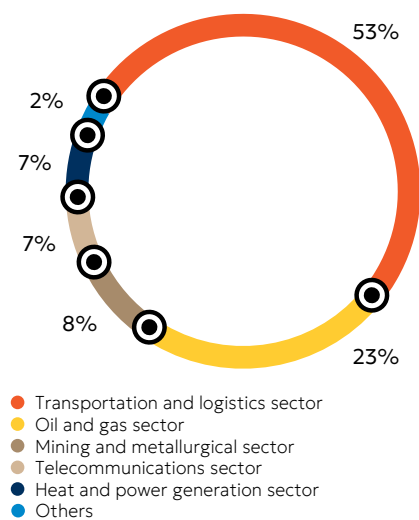
In the reporting year, as before, we emphasized actions in favor of the need to respect gender equality. We are committed to the seven principles of gender equality through the UN Women partnership and the UN Global Compact:

- support for measures to ensure gender equality,
- fair treatment of women and men – no discrimination based on gender, equal treatment and access to all social opportunities,
- respect and support of human rights, lack of discrimination, ensuring health, safety, and well-being for all,
- promoting education, professional growth, and empowerment of women in enterprises,
- promoting equality at the local community level,
- assess results and inform the public about progress towards achieving gender equality. **GRI 3-3**

Production activities lead to a traditional predominance of men (73% in 2023), the share of women in the personnel structure is 27%. In senior management, the share of women on the boards of the Fund's Group of Companies is 17% (14% in 2022), and on supervisory and trustee boards, as well as on boards of Directors – 13%. **GRI 405-1**

INCREASING THE SHARE OF WOMEN ON THE BOARD OF DIRECTORS AND EXECUTIVE BODIES IS CARRIED OUT IN PHASED STEPS IN PORTFOLIO COMPANIES TO ACHIEVE THE GOAL OF 30% BY 2030.

Personnel structure by sector, %



Thus, in one of our portfolio companies – Samruk-Kazyna Business Service LLP– the share of women in the Supervisory Board has already reached 67%. At the same time, in the short term, by December 2024, it is planned to achieve a 21% average share of women in the management bodies of the Fund Group. **GRI 3-3**

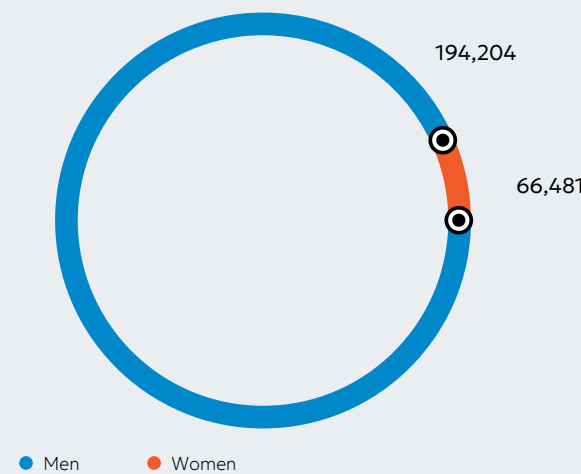
Progress towards gender equality is also being seen in other areas. For example, in 2023, 528 men went on parental leave [\(more details in Annex 11\)](#).

The Fund, together with the National Commission for Women's Affairs and Family and Demographic Policy under the President of the Republic of Kazakhstan, created the "Gender Equality" program to increase the proportion of women in the management bodies of companies.

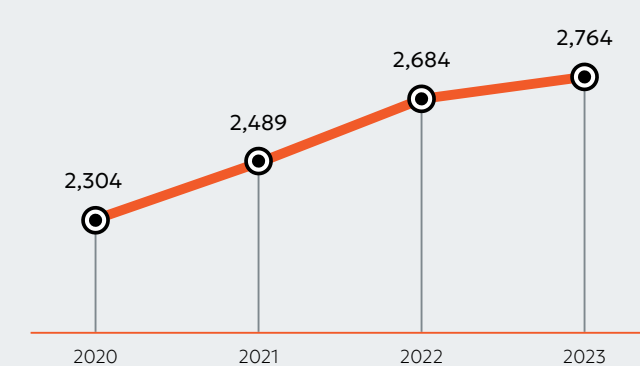
In total, 71 employees of the Fund Group from all over Kazakhstan completed the training course. Fifteen graduates have already been included in expert groups at central government agencies and regional commissions on women's affairs and family and demographic policy. Another 10 participants were accepted into the governing bodies of state-owned companies. **GRI 3-3**



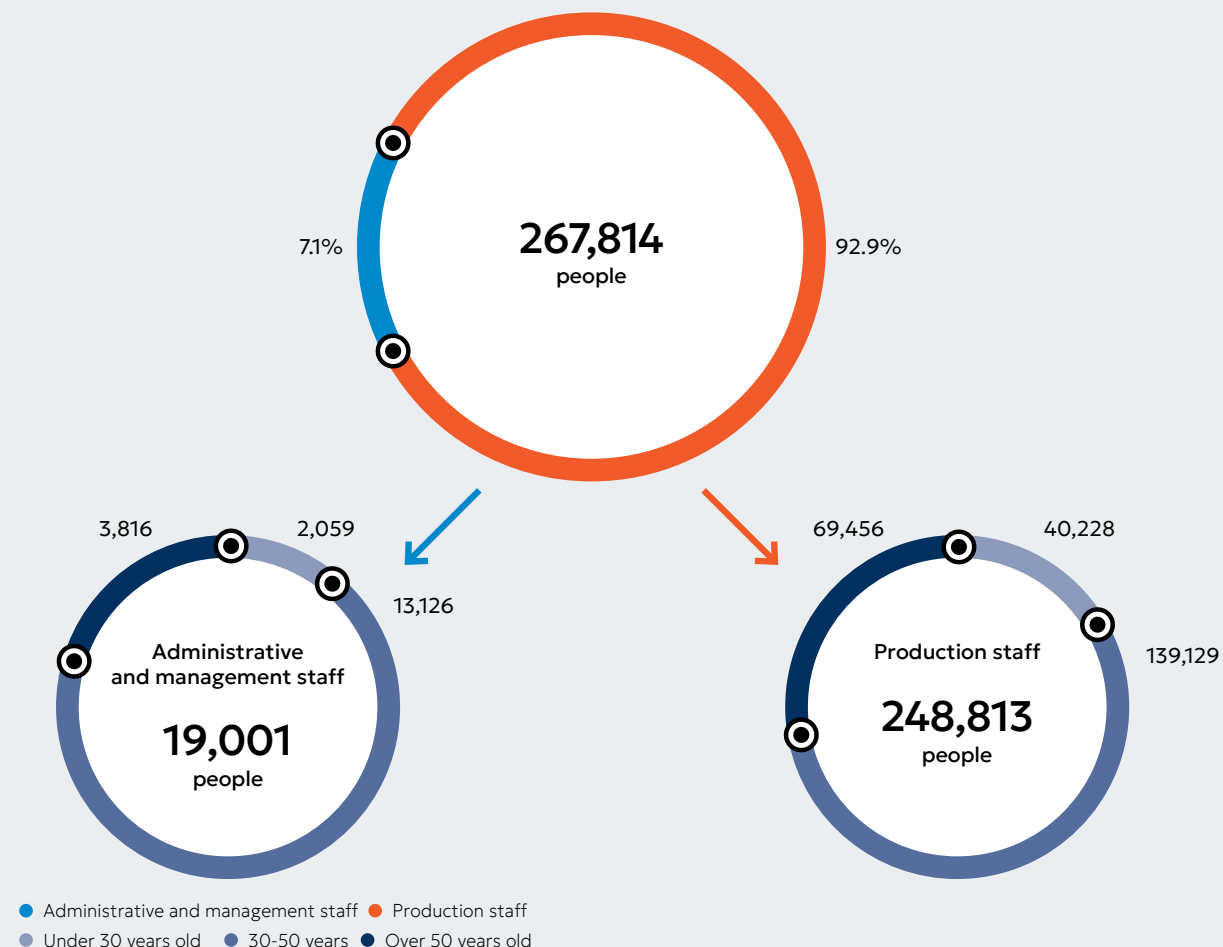
Number of full-time employees by gender, people **GRI 2-7**



Number of employees with disabilities, people **GRI 405-1**

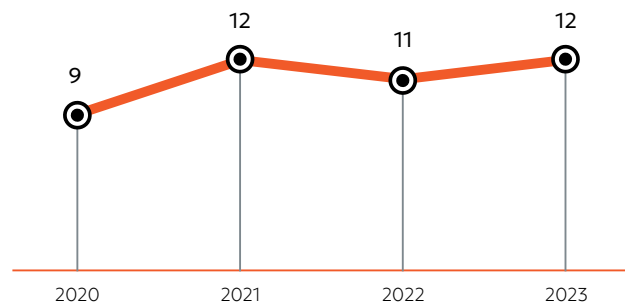


Structure of administrative, managerial and production staff by age, people



⁴² Employees on maternity and childcare leave, educational leave, etc.

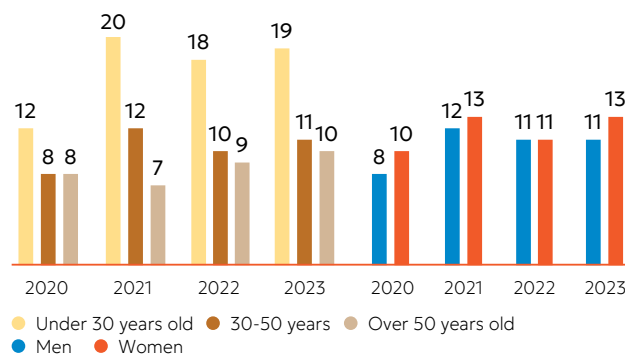
Employee turnover, %



The staff turnover rate at the end of 2023 was about 12%. **GRI 401-1**

AN EQUALLY IMPORTANT SIGN OF EQUALITY FOR US IS THE BALANCE OF THE AGE STRUCTURE OF THE STAFF. IN 2023, THE LARGEST SHARE WAS OCCUPIED BY EMPLOYEES AGED 30 TO 50 YEARS – ABOUT 152 THOUSAND PEOPLE OR 57% OF THE TOTAL NUMBER.

Employee turnover by gender and age, %



There is also high age diversity in the composition of the Management Board. We actively attract members of the Presidential Youth Talent Reserve to leadership positions. Two of the five managing directors of the Fund itself are young graduates of the reserve.

We strive to promote Kazakhstani personnel to leadership positions. The number of members of the Boards of Directors and Supervisory Boards who are citizens of Kazakhstan increased to 72.5% across the entire Fund Group. **GRI 202-2**

The Fund Group ensures fairness and equality in employee remuneration. Salary and remuneration depend on the employee's position and professional achievements, not gender and age. Salary parity is ensured for comparable positions. **GRI 405-2**

We pay attention to employee recognition and incentives to achieve business results and improve the remuneration system. We analyze the labor market, keep salaries in line with financial and economic opportunities, maintain a differentiated approach to determining salary levels, and reduce gaps between administrative and management personnel and production personnel. The same system is being implemented in portfolio companies.

The Fund has a positive reporting policy and takes corrective actions when discrimination cases arise. In the Fund's portfolio companies, no cases of discrimination against employees based on gender, age, nationality, religion, or other grounds were registered in the reporting year. **GRI 2-24 GRI 406-1 GRI 3-3**

To create equal career opportunities for everyone, we also recruit people with disabilities to work in the Fund Group. In 2023, we employed more than 2,700 people with disabilities, the most significant number in the Mangistau region (346 people).

Our activities include freelance employees in the chain of production and administrative processes. The payroll number of freelancers is 10.3 thousand at the end of 2023 (13.7 thousand people in 2022), including employees under an outstaffing agreement – 4.2 thousand people. The number of personnel working under a civil contract is more than 6 thousand people at the end of the year. Freelance employees are essential to seasonal work and short-term and medium-term projects. They perform various types of work in accordance with the specifics of the activities of portfolio companies and administrative work (translation services, smartphone photography, etc.). **GRI 2-8**

⁴³ Data was collected through consolidation from portfolio companies

Employment and equal opportunities

Fair and transparent hiring and promotion processes are fundamental to maintaining diversity among the Fund's and its portfolio companies' workforce and ensuring equal career opportunities.

The Fund's management system is focused on a fair recruitment procedure from all regions of Kazakhstan, selecting professionals with diverse work experience and in compliance with non-discriminatory principles. **GRI 3-3** The Fund Group companies hired 41 thousand employees in the reporting year, which is 7% more than in 2022. **GRI 401-1** Most employees are accepted in Astana.

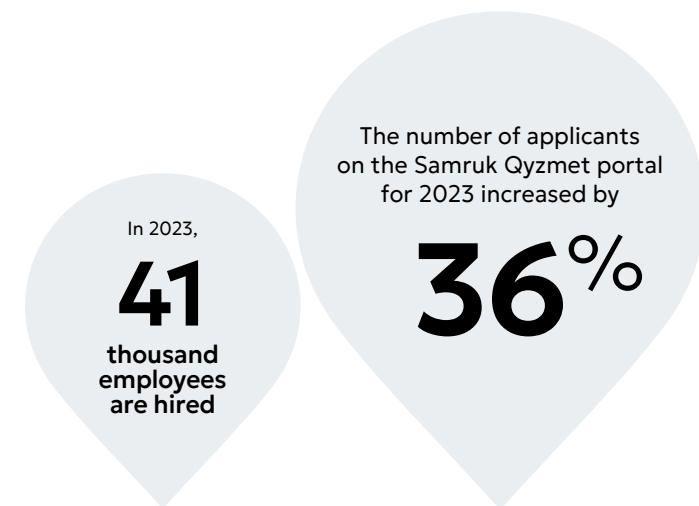
To increase the transparency of the procedure for selecting and hiring employees for the Fund and portfolio companies, a single online recruiting platform, Samruk Qyzmet, has been operating since 2019 (Qsamruk.kz). The platform unites 549 organizations and branches, 521 of which are part of the Fund Group. Since 2022, vacancies have been published publicly in the tg channel @samrukkazynaofficial for most cities and regions of Kazakhstan. Training is provided for HR specialists of the Fund's Group of Companies to introduce a culture of inclusivity and diversity. **GRI 3-3**

More than 50 different online tools are available to users, including integration with other resources, testing, video interviews, messenger, automation of resume screening, and much more.

From 2019 to January 1, 2024, companies published 49,537 vacancies (for 2023 – 21,910). The number of applicants on the portal for 2023 increased by 36% (from 136,489 to 186,211 applicants), and the number of responses from applicants by 43% (from 143,465 to 205,201), which indicates a significant increase in candidate's interest in open vacancies.

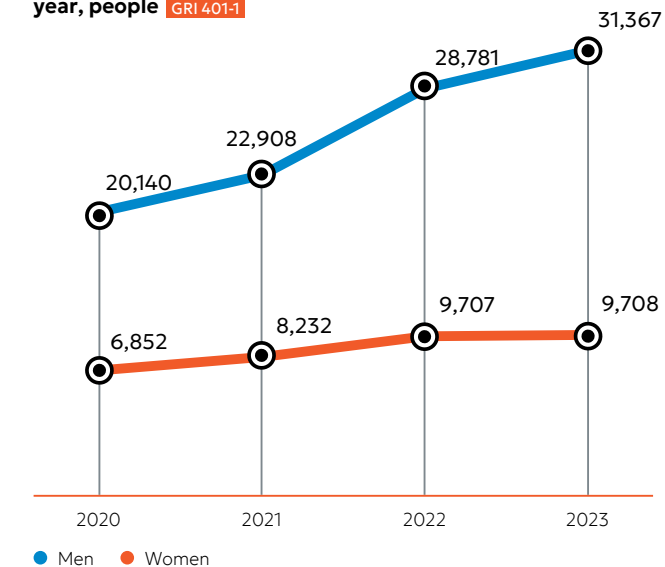
THE FUND OPENS EMPLOYMENT OPPORTUNITIES FOR PEOPLE WITH SPECIAL NEEDS BY POSTING INCLUSIVE VACANCIES ON THE QSAMRUK.KZ WEBSITE (23 VACANCIES IN 2023).

GRI 404-1



Strengthening the requirements for management personnel allows us to maintain transparency when accepting candidates for the positions of chief executives, managing directors and heads of divisions of the Fund's companies. Managers supervising and dealing with procurement issues undergo a specialized polygraph test using psychological profiling for resistance to corruption risks (lie detector) to predict the potential risk of affiliation and corruption. **GRI 205-1** In 2023, 150 candidates in 47 companies passed a polygraph test, while 86 candidates did not achieve the required indicators and were not hired.

New employees hired in the reporting year, people **GRI 401-1**



● Men ● Women