



Professional development

Human capital development through building human resources potential, strengthening the competencies of employees in new fields and continuous improvement of their qualifications based on the best international practices is one of the strategic objectives of the Fund.

We contribute to the competitiveness and resilience of the labor market by promoting workforce retraining and development. One of the Fund's strategic objectives is developing human capital through increasing human resources, strengthening employees' competencies in new areas, and continuously improving their qualifications based on the best global practices. [GRI 3-3](#)

Employee development is based on the 70/20/10 principle, in which each employee is responsible for his training and development through an individual development plan. We invest in self-development, training, coaching, mentoring, functional academies, HR projects, and professional communities within the Fund Group to create a highly qualified human resources potential. [GRI 3-3](#)

Key priorities for maintaining and strengthening competitive advantages:

- implementation of competency development programs, modular training programs,
- priority training of engineers and technicians, and employees,
- development of dual training for engineering and technical specialties,
- use of digital technologies in teaching,
- development of adaptation programs for all levels of personnel.

Approaches in the Fund Group include developing an internal training system, rotating employees to acquire and develop skills, creating a talent pool, improving assessment methods, ensuring knowledge transfer between foreign and local employees, supporting employees in international training programs, and introducing outplacement programs to help employees in transitioning to new opportunities in the event of downsizing, restructuring, liquidation or retirement. [GRI 404-2](#) [GRI 3-3](#)

Staff training

On average, one employee of the Fund Group completed 23 academic hours (19 hours in 2022) of training in 2023. [GRI 404-1](#)

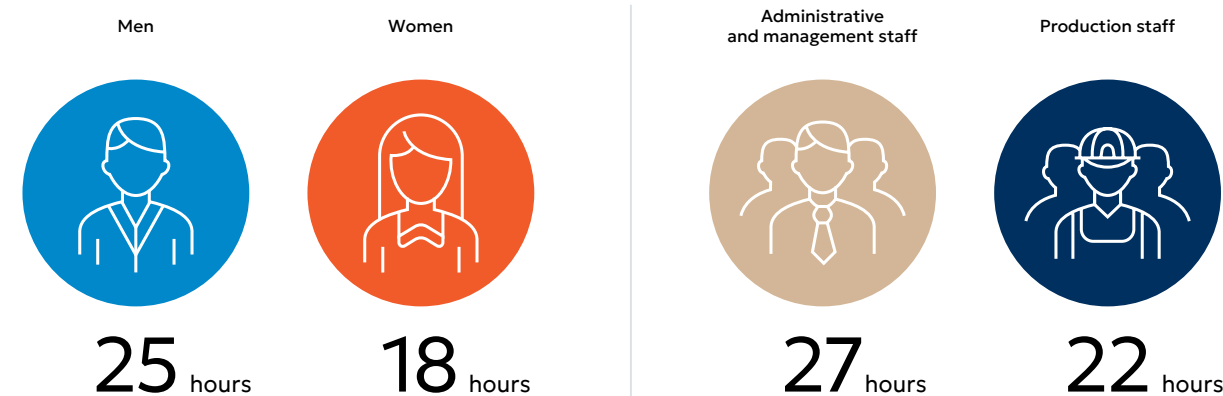
THE TOTAL NUMBER OF HOURS OF PERSONNEL TRAINING FOR 2023 WAS 6.2 MILLION (PRODUCTION PERSONNEL – 5.6 MILLION HOURS PER YEAR, ADMINISTRATIVE AND MANAGEMENT PERSONNEL – 0.5 MILLION HOURS PER YEAR).

Portfolio companies also conduct training on sustainable development issues. For example, to increase employee awareness of ESG best practices, during the second quarter of 2023, the power and heat generation sector organized corporate training for employees at all levels on the topics: "Global Climate Agreements," "National Greenhouse Gas Regulations," "ESG principles/practices," "Carbon cycle, climate change, monitoring methods," "RES: global trends and development in the Republic of Kazakhstan," "Corporate strategies." The training was conducted by Tetra Tech ES, Inc., a corporation implementing the Central Asia Energy project funded by USAID.

We value our employees' talent and diligence. The core principles of talent management include developing the Fund's talent pool in line with business strategy, transparency, and fairness, creating a pool of successors that meet real needs, discussing career plans, and developing employees' careers outside their department. The main objective of the talent management system is to create a pool of employees who have the potential to perform essential roles for the company and provide the Fund with the necessary talent in various industries in the future.



Average number of academic hours of employee training by gender and by personnel category



Internal regulations regulate regular assessments of the personnel performance of the Fund's personnel. The assessment aims to increase employees' efficiency by determining the requirements for work results, skills, knowledge, and competencies of employees to achieve the Fund's strategic goals. The number of employees receiving regular performance and performance reviews is 40,010, representing 15% of the Fund's headcount. [GRI 404-3](#)

Performance assessment is based on the following basic principles:

- providing fair and objective feedback built on trust;
- assist in identifying training and development needs;
- assistance in improving individual performance indicators.

We conduct development forums and educational programs with the private company Samruk Business Academy. The company has passed institutional accreditation by the international agency IAAR, confirming the high quality of educational services at the international level. All educational programs

and educational organizations that have passed international accreditation by the IAAR agency are included in the European database – DEQAR (The Database of External Quality Assurance Results), which confirms the compliance of educational programs and organizations with global ESG quality standards and is the basis for recognition of accredited educational programs on the territory of the European Higher Education Area.