



Grievance mechanism and channels

For availability of feedback of complaints and appeals in the field of human rights, the Company has a hotline of Samruk-Energy JSC. All appeals about possible violations of human rights and freedoms are thoroughly analysed, after which the assessment results are sent to the Board of Directors.

In 2024, no confirmed violations of human rights with respect to employees, contractors, or the local population were recorded

The Company's managers were consulted on all appeals in the reporting period and provided with recommendations. Also in 2024, work was carried out with labour collectives to explain the norms of the Codes of Ethics and Conduct and Compliance Policy.

Political activities and contributions

GRI 415-1, GRI 12: Coal Sector: 12.22.2

The Company interacts with government-related persons in accordance with the requirements of applicable law. The Company does not finance or otherwise support political parties and non-profit organisations engaged in political activities. It also does not allow sponsorship/charity/lobbying activities with the direct or indirect purpose of obtaining illegal benefits for providing such assistance.

The Company's principles in this area:

- You may not use Company accounts for contributions for political purposes;
It is prohibited to use Company resources (including email) for political activities;
You may not make charitable donations in lieu of contributions for political purposes;
It is prohibited to allow the Company's funds or assets to be used through industry organisations or otherwise to make contributions to political parties.

According to the results of 2024, the Company has not recorded any facts of sponsoring events or holidays held solely for political propaganda purposes, and there are no facts of direct or indirect pressure on political parties.

Maksutov Kairat Berikovich

Chairman of the Management Board



Every success of the Company is the result of our people's work. No technology, investment, or strategy can replace the contribution of passionate, goal-oriented, and dedicated employees.

They are the true driving force that brings ambitious goals to life every day and ensures business resilience in a rapidly changing world. We are proud to have talented professionals on our team who are ready to take responsibility, propose initiatives, and achieve results. That is why one of our main priorities is to create an environment where everyone feels valued, has opportunities for growth, and believes that their work is a contribution to our common cause and the future of the country's energy sector.



Investments in human capital

In 2024, Samruk-Energy JSC remained faithful to its obligations to its employees. Within the framework of social responsibility principles, we continued to develop best practices to protect each employee, creating comfortable and safe working conditions, ensuring social protection and equality of opportunities for all employees, and providing a favourable environment for professional and personal development. This approach of the Company is in line with the UN SDGs, including improving the quality of life and well-being of people of all ages, providing inclusive and quality lifelong learning, as well as achieving gender equality and creating decent working conditions for all without exception.

Approach to human resources management

GRI 3-3, GRI 12: Coal Sector: 12.15.1, 12.19.1

In the reporting year, we continued to implement a comprehensive Personnel Policy, focusing our efforts on the following areas:

- formation of a professional and balanced staff composition, recruitment and adaptation of personnel;
development of staff training and development programmes;
creation of a talent pool;
implementation of social policy;
improvement of the incentive system.

The general approach of Samruk-Energy JSC to personnel management is based on the best international practices. When managing personnel, we are guided by international and national regulations and standards, as well as internal corporate documents

To ensure high managerial efficiency and compliance with changing regulatory requirements, the Company keeps its internal policies and regulations up to date. In 2023, the Company's Personnel Policy for 2023-2031 was approved, which is aimed at developing employee competences and implementing strategic initiatives and is one of the main corporate documents. As part of the implementation of the Personnel Policy, regular monitoring of the achievement of the set goals is carried out using key performance indicators, which allows comparing the results with benchmarks of international companies.

The efficiency of human resources management is assessed based on the key KPIs defined in

the Personnel Policy. The Sustainable Development Management System also monitors the KPIs of the Plan of initiatives aimed at increasing the Company's social responsibility, compliance with the principles of the UN Global Compact, investing in human capital and ensuring social security. This includes non-discrimination, protection of human rights, ensuring equal rights and opportunities for all employees, and following the principles of gender equality - increasing the number of women among employees and the talent pool, as well as ensuring their presence in management positions.

Key regulatory documents in the field of human resources management:

- Constitution of the Republic of Kazakhstan;
Labour Code of the Republic of Kazakhstan;
UN Global Compact;
Corporate Standard on Human Resource Management of Samruk-Kazyna JSC Group;
Personnel Policy of Samruk-Energy JSC;
Non-Discrimination Policy of Samruk-Energy JSC;
Human Rights Policy of Samruk-Energy JSC;
Programme on release of employees of Samruk-Energy JSC Group of companies.

Responsibility for personnel management issues is divided between the Company's various management bodies in accordance with their competences.



Management body/structural unit	Area of responsibility
Sole shareholder	<ul style="list-style-type: none">Appointment and early termination of the Chairman of the Company's Management Board.
Board of Directors	<ul style="list-style-type: none">Approval of the Company's organisational structure, headcount and HR policies.Determination of the composition, term of office, terms of remuneration and bonuses of the Management Board (except for the Chairman), as well as evaluation of its performance.Appointment and termination of powers of employees reporting to the Board (internal audit, compliance, corporate secretary, ombudsman), determination of their remuneration terms.Formation and termination of the powers of the Executive Body or its individual members.Setting the terms of remuneration of labour and bonuses for the management of the Executive Body, and assessing their effectiveness.
Nomination and Remuneration Committee of the Board of Directors	<ul style="list-style-type: none">Preparing recommendations for the Board of Directors on the appointment and remuneration of independent directors, members of the Board of Directors, the Management Board, the Corporate Secretary, and other employees in accordance with the Company's internal documents.Conducting meetings with the Company's Talent Pool.Preliminary review of HR priorities and key documents.Preliminary consideration of issues related to human capital development.
Audit Committee of the Board of Directors	<ul style="list-style-type: none">Recommendations on the remuneration policy and structure for the Head and employees of the Internal Audit and Compliance Services.Consideration and development of qualification requirements for candidates for the positions of the Head and/or employees of the Internal Audit and Compliance Service submitted by the Head of the Internal Audit and Compliance Service.Providing recommendations on candidates for the positions of the Head and employees of the Internal Audit Service and Compliance Service.
Management Board	<ul style="list-style-type: none">Approval of the Company's staffing table (except when the Board of Directors does so).Approval of labour remuneration rules, salary schemes and bonuses for employees (except for members of the Management Board, IAS, Compliance Service and Corporate Secretary).Determination of composition, term of office, appointment and early termination of management of Executive Bodies of affiliated JSCs in which the Company holds ≥10% of shares.Setting the terms of remuneration, bonuses and performance evaluation of such executives.Approval of internal documents regulating the Company's activity (except for those approved by the Sole Shareholder or the Board of Directors).
Ombudsman	<ul style="list-style-type: none">Receiving complaints and appeals related to the rights of the Company's employees.Assistance in resolving labour disputes, conflicts, social and labour issues, as well as in compliance with the principles of business ethics by the Company's employees.
Human Resource Management Department	<ul style="list-style-type: none">Development and implementation of personnel policy.Development and implementation of social policy.

Creating attractive working conditions

GRI 2-7, 2-8, 405-1, GRI 12: Coal Sector: 12.15.2, 12.19.6

As of 31 December 2024, the list number of employees was 18,907. The average length of service is 16 years. The average age of employees is 41 years. In 2024, the share of full-time personnel was 99.86%.

Dynamics of the number of personnel, persons

Indicator	2022	2023	2024
Headcount	17,650	17,892	18,907
Average headcount	17,834	18,007	18,731

Listed number of personnel of Samruk-Energy JSC, including joint and dependent organisations, as of the end of 2024, excluding employees under GPH contract, amounted to 18,907 persons. The increase in the list number of personnel compared to 2023 is due to the inclusion of AES Ust Kamenogorsk HPP LLP, AES Shulbinsk HPP LLP, transferred to Samruk-Energy JSC in 2023, as well as due to taking Ekibastuz TPP into trust management in 2024 and creation of Kokshetau TPP LLP into the perimeter of the Annual Report.

To increase the level of project management, improve the Cash Pooling System and reduce the level of industrial injuries, as well as to ensure industrial and occupational safety in the Group of companies, the

staff of the Corporate Centre of Samruk-Energy JSC was increased by 24 persons. As of December 31, 2024, the headcount of the Corporate Centre was 174 persons.

As at 31 December 2024, the number of freelance engaged for outsourced services was 496. Relationships with these employees are governed by contracts for the purchase of outsourcing services. The main volume of personnel outsourcing services is provided through a branch of Energy Solutions Center LLP's subsidiary, General Service Centre, which was established as part of business transformation to withdraw non-core functions and specialises in IT services and personnel outsourcing.

Number of non-staff employees in 2024, persons

Indicator	Outstaffing	Civil law contract	Total
Headcount	0	496	496

Outsourcing allows the Company to optimise core processes while transferring non-core functions to non-staff employees. The main types of activities performed by outsourced employees are: office management, translation, personnel management, secretarial services, and project work.

Staff recruitment and turnover

GRI 401-1, GRI 12: Coal Sector: 12.15.2

Recruitment practices are based on analysing the Company's needs and strategic goals. The main

criteria for selecting candidates are their professional competence, performance, motivation and compliance with the Company's corporate values. Vacancies are published on the Samruk Qyzmet online recruiting platform (QSamruk.kz) and on the internal corporate portal integrated with the Samruk Qyzmet online platform in Russian and Kazakh languages. Based on the results of the competitive selection process, each candidate is provided with feedback and the results are published on the Samruk Qyzmet platform. When conducting competitive procedures, internal candidates, including candidates from the Company's talent pool, are given priority.



Between 2021 and 2024

53.5%

of the Company's vacancies were closed by internal candidates

During the reporting period, the total number of vacancies posted on [qsamruk.kz](#) totalled 1,817 vacancies. Of these, 419 were for administrative positions and 1,398 for production positions.

The search for candidates for vacancies in the Samruk-Energy JSC Group of companies is carried out taking into account the specificity of positions through recruiting resources such as [SamrukQyzmet](#), [enbek](#), [HH](#) and others most effective in the search region, including newspapers, local television and online platforms.

In 2024, the Company's Group of companies recruited 2,191 people, of which 1,180 through the SamrukQyzmet recruitment portal (294 women and 886 men) and 1,011 through resources such as [enbek](#), [HH](#), employment centres, social networks and other channels.

To ensure efficient selection of candidates for the positions of first managers of subsidiaries and affiliated organisations that meet the necessary requirements in terms of qualification and personal qualities, the Company has developed and approved the Rules for Approval of Appointment and Early Termination of Powers of the Heads of Executive Bodies of Subsidiaries of Samruk-Energy JSC. These Rules regulate the procedure of search and selection of candidates for executive positions in companies, more than 50% of shares of which are owned by the Company, as well as coordination of appointment and early termination of powers.

In addition, during the reporting period, the Rules of search and selection of administrative and managerial personnel were harmonised with the changes in the Corporate Standard on Human Resource Management of Samruk-Kazyna JSC Group³⁵.

³⁵ Decision of the Management Board of Samruk-Energy JSC, Minutes No.17 dated 3 June 2024.



In order to assess the competences of candidates for the positions of CEO-1 level, a contract was concluded with Samruk-Business Academy for a structured in-depth interview. However, due to staffing of the management team, no competitive procedures for these positions were held in the reporting period.

At the same time, in the reporting period, materials on appointment and early termination of powers of the heads of Executive Bodies of subsidiaries and affiliated organisations were prepared. Samruk-Kazyna JSC regularly provides information on vacancies, employment of SICP reservists and appointments to positions at the level of CEO and CEO-1.

Onboarding programme for new employees

Samruk-Energy JSC actively improves mechanisms for adaptation of new employees in order to develop the Group's human resources potential. The Company has an adaptation programme, under which new employees undergo an electronic adaptation course through a special digital platform. The course lasts for three months and includes theoretical and practical parts, helping employees to settle in faster and creating a basis for their professional growth.

For young specialists without work experience, if necessary, a mentor is appointed from among the employees of the structural subdivision. The mentor can be either a direct supervisor or a supervising manager, who can train no more than two new employees at a time. The main duties of a mentor include helping employees overcome difficulties, informing them about common mistakes, familiarising them with the procedure of interaction with other divisions and external organisations, explaining the norms of corporate ethics and rules of conduct, and providing practical assistance in their work.

Mentorship programme

As part of the implementation of Samruk-Kazyna JSC's instruction to introduce the HR School project, Samruk-Energy JSC approved the Mentorship Programme³⁶. The Mentorship Programme for managers and employees reporting to the Board of Directors was also approved³⁷.

³⁶ Decision of the Management Board of Samruk-Energy JSC dated 10 May 2024 (Minutes No.13).

³⁷ Decision of the Board of Directors dated 2 August 2024 (Minutes No.11/24).



Objectives of the Programme:

- developing a mentoring culture in the company;
- leadership development;
- reducing staff turnover;
- improving employee performance;
- adaptation of new employees.

Mentor-Mentee pairs were created within the Programme³⁸. To increase the motivation of participants,

an online training on Public Speaking Skills in Difficult Situations was held on 7 August 2024. The Programme is active in the company and the tandems have monthly meetings, share experiences and perform tasks to achieve goals.

Staff turnover

In 2024, the total personnel turnover rate in the Group of companies of Samruk-Energy JSC, including joint and dependent organisations, was 15%. At the same time, the personnel turnover rate was 10.9%, which corresponds to industry norms (the target indicator is no more than 14%).

Dynamics of staff turnover, %

Indicator	2022	2023	2024
Total staff turnover ratio by attrition rate	13	14	15
Staff turnover ³⁹	10	9	10.9

Samruk-Energy JSC actively works to reduce staff turnover. Due to decent working conditions, annual indexation of salaries and effective motivation system, the turnover rate remains stable.

In 2024, the Programme for Release of Employees of Samruk-Energy JSC Group of companies was approved. It is aimed at supporting employees dismissed due to staff reduction, production volume reduction, restructuring or transformation.

The programme provides for:

- Searching for new projects in the region to employ released workers;
- Transferring employees to similar positions in related businesses;
- Possibility of relocation to other regions if vacancies are available.

Remuneration of labour

GRI 202-1, 405-2, GRI 12: Coal Sector: 12.19.2, 12.19.7

Samruk-Energy JSC endeavours to provide employees with competitive remuneration, which consists of

salary, bonuses and additional incentives. The Rules of labor remuneration and bonus payment to employees of Samruk-Energy JSC are the key internal document determining the system of remuneration and incentives for employees. This document fixes the basic principles of labour remuneration, bonuses and motivation of personnel.

The Company's labor remuneration and bonus payment rules establish transparent and fair conditions of material incentives aimed at improving performance and developing human resources potential.

In 2024, the average salary of employees of the Samruk-Energy JSC Group of companies, including joint and dependent organisations, was KZT 561,704 per month.

The Company regularly indexes salaries and implements bonus systems. Since January 2024, all subsidiaries and affiliates of the Group of companies have had their wages indexed by an average of 9.5%. Additionally, following the adjustment of the Development Plan for 2024, in accordance with the approved tariffs, the salaries of employees at Shardara HPP JSC, Moynak HPP JSC, Ekibastuz GRES-1 LLP, Ekibastuz GRES-2 JSC and Almaty Electric Stations JSC were increased by 10%.

³⁸ Order of the Chairman of the Management Board of Samruk-Energy JSC (No.66-P dated 11.06.2024 and No.91-P dated 07.08.2024).

³⁹ The indicator of staff turnover is calculated according to the methodology of Samruk-Kazyna JSC for HR reporting, according to which the number of employees who terminated labour relations on the grounds of turnover (on their own initiative, by agreement of the parties and through the fault of the employee) is taken into account.

Wage fund (including joint ventures and associates), '000 KZT

Indicator	2022	2023	2024
Wage fund	80,631,049	100,687,218	120,316,436

Ratio of average salary in the Company to the national level, KZT

Indicator	2022	2023	2024
Minimum wage in the country	60,000	70,000	85,000
Average monthly salary of production personnel	383,307	467,325	536,542

Ratio of standard entry-level wages of women and men to the national level, KZT

Indicator	2023		2024	
	Men	Women	Men	Women
Employee's salary of the company's entry-level	257,000	248,000	279,837	276,080
Minimum wage in Country	70,000	70,000	85,000	85,000
Ratio, %	367.1	354.3	329	325



In addition to the basic salary, the Company's Collective Bargaining Agreement provides for:

- payment for overtime work, work on public holidays, weekends and at night;
- allowances and surcharges;
- remuneration of labour of employees engaged in heavy work, work with harmful (especially harmful) or hazardous working conditions;
- additional paid annual leave;
- employees are paid a compensation payment of three salaries upon termination of their employment contract due to retirement.

The ratio of the minimum wage for women to men is

100%

Wages are determined by the working conditions and the company's remuneration system. In addition, allowances for work in hazardous conditions, professional skills and other types of payments are provided.

Ratio of salary and remuneration of women to men, %

Indicator	Executive positions	Specialists
Salary ratio	100	100
Remuneration ratio	100	100

Average remuneration of male/female labour including operational (production) employees

	2022	2023	2024
Average monthly salary			
— women	412,927	518,696	641,747
— men	536,730	640,294	791,833
including production personnel			
— women	306,523	374,815	483,618
— men	356,974	421,895	560,536
Average gender pay gap in the labour force			
by average remuneration of women's/men's labour	23	19	19
including female/male production personnel	14	11	14
Average monthly salary in the Republic of Kazakhstan			
— women	265,762	311,217	-
— men	355,296	418,788	-
Gender wage gap (ratio of wages of women to men) in the Republic of Kazakhstan ⁴⁰	25.2%	25.7%	-

The gender structure of the workforce is traditionally male-dominated due to the specific nature of the energy sector, which requires physical work, technical skills and is associated with increased risks. The difference in remuneration between women and men is due to the low representation of women in technical and production areas, where the majority of jobs in the energy sector are located, as well as the low level of women's participation in senior management. At the same time, the Company guarantees equal pay for women and men in similar positions.

Staff motivation and engagement

The motivation system of Samruk-Energy JSC is aimed at unlocking the potential of employees through flexible bonus mechanisms that take into account their individual contribution. The Company provides for:

- One-off bonuses for state and national holidays (Power Engineer's Day, Independence Day, Miner's Day, etc.);

- Intangible rewards (awards, letters of appreciation, certificates);
- Additional leave for employees combining work and training.

In 2024, more than
250 employees
were honoured with various awards

⁴⁰ Data from <https://stat.gov.kz/en/industries/labor-and-income/stat-wags/publications/> (for 2024, data not published at the time of completing the report).

In honour of the Power Engineer's Day, an award ceremony was held for 250 employees, including 32 people who have devoted more than 30–40 years to the power industry. The event was attended by representatives of the Ministry of Energy of the Republic of Kazakhstan, Samruk-Kazyna JSC and industry associations, who noted the Company's contribution to the development of the industry.

To motivate personnel and improve professionalism, subsidiaries and affiliates hold annual competitions to identify the best employees of the companies. In 2024, the following competitions were held:

- "Best in Profession" – Bogatyr Coal LLP, Ekibastuz SDPP-1 LLP, AlmatyErgoSbyt LLP;
- "Best Welder" and "Best Gas Cutter" – Almaty Electric Stations JSC;
- "Best Employee" (monthly) – Alatau Zharyk Company JSC;

- "The best division in the field of occupational health and safety" – Shardara HPP JSC;
- "Best Production Specialist" is a corporate competition where the winners were determined by online voting among 23 participants.

In 2024, PSU Centre for Social Interaction and Communications conducted an engagement survey of employees of the Corporate Centre of Samruk-Energy JSC to assess their well-being in four key areas: health, engagement, social, physical and mental state, and financial stability. According to the results of the survey, the index of personnel social well-being was 46%, which corresponds to the satisfactory zone.

Additionally, in 2024, a sociological survey was conducted among production personnel using the Samruk Research Services methodology to analyse social stability. According to the survey results, the integral SRS indicator was 69%.

Indicator, %	2022	2023	2024	Δ (difference by 2023)
SRS Index	62	59	69	10
Social well-being index	35	43	46	3





Youth Policy

Perspective, qualified and active young specialists influence the future of sustainable business development. Samruk-Energy JSC continues to invest in training and development programmes for young talents to increase their motivation and create an interesting working environment.

To organise, improve and stimulate the activity of young specialists, the Company has a Jas Energy Youth Council, which promotes their active participation in solving social and operational tasks, as well as contributes to the development of corporate culture.

Within the framework of Youth Policy development, the Company adopted the Action Plan for Implementation of Youth Policy of Samruk-Energy JSC aimed at development and support of various initiatives. During the reporting period, a number of volunteer events such as “Vitamin Day” and “Shyn zhurekten” were also held.

One of the key events of 2024 was the III Youth Forum, which became a platform for professional and social development of employees. It was attended by 100 young specialists from Samruk-Energy JSC subsidiaries and affiliates, the Corporate Centre and portfolio companies of Samruk-Kazyna JSC. The main purpose of the forum was to bring young people together and create conditions for sharing experience and self-realisation.

Within the framework of the Youth Policy development programme in the Samruk-Kazyna Group of companies, five employees (from the Corporate Center and subsidiaries and affiliates) successfully completed participation in the module programme “Zheti Qadam” aimed at developing young leaders.

Key activities of the Youth Council in 2024:

Environmental initiatives	<ul style="list-style-type: none">Participation in the action “Taza Kazakstan”: collection of waste paper, batteries, clean-up days.Cleaning of the territory of Ile-Alatau National Park and Edelweiss Camp.
Charity and volunteering	<ul style="list-style-type: none">Organising “Vitamin Day” and “Shyn zhurekten” campaigns.Participation in waste paper collection with subsequent exchange for animal feed in Astana shelters.Visiting veterans to provide financial assistance and food packages.Organisation of the campaign “Let’s Get a Child to School”: fundraising and purchase of certificates for stationery for children in need.Together with Nariman Akylov, Ombudsman of Samruk-Energy JSC, visiting the NGO Association of the Deaf “Jasnur” and presenting certificates and sweet gifts to children.Participation in the action “Kushimiz birlikte”: collection and sorting of humanitarian aid for the affected settlements.
Educational and social initiatives	<ul style="list-style-type: none">Career guidance excursions to GRES-1, GRES-2 and AIES for schoolchildren and students.Participation in Donor Day, popularisation of donation among employees.

Youth Councils

Youth Councils aimed at supporting the Company's Youth Policy are functioning in the Samruk-Energy JSC Group of companies. The main objective is to create conditions for development of youth potential in various spheres, including social, cultural, educational and professional. Youth Councils are actively working in major subdivisions of the Company, such as Alatau Zharyk Company JSC (youth organisation “Alatay Jastary”), Bogatyr Coal LLP (United Youth Movement), Youth Active at SEGRES-2 JSC, Almaty Electric Stations JSC (youth organisation “Zharkyn Bolashak”).



The share of women in the composition of Executive Bodies and the Boards of Directors/ Supervisory Boards of the Samruk-Energy JSC Group in 2024 was

20%

Diversity and inclusion

GRI 2-7, 3-3, 405-1, 406-1, GRI 12: Coal Sector: 12.19.6, 12.19.8

Employees of Samruk-Energy JSC have equal access to training and professional development programmes, as well as equal opportunities for career growth based on their professional competencies, regardless of age, nationality, gender, race or religion. The Company's regulatory documents contain provisions that ensure equal pay for men and women performing the same work. This approach ensures that salaries, incentives, benefits and other forms of compensation – both monetary and non-monetary – are free from discrimination.

The company trains employees on inclusion and equality. In November 2024, HR professionals received Diversity, Equality and Inclusion (DEI) training to raise awareness and understanding of the importance of equal opportunities in the workplace.

Gender equality

Our workforce is predominantly male due to the nature of the industry and the physical work at our facilities. Nevertheless, our Personnel Policy adheres to the seven principles of gender equality developed by the UN Women partnership and the UN Global Compact as a key element of sustainable development:

- building active support for gender equality measures;
- fair treatment of women and men – no gender discrimination, equal treatment and access to training and development programmes, career advancement and employment;
- respect and support for human rights, non-discrimination;

- ensuring health, safety and welfare for all employees;
- promoting education, skills development and professional growth of women in business, implementing practices that promote women's empowerment;
- promoting equality at the local community level;
- evaluating results and informing the public about successes in achieving gender equality.

Several important activities have been carried out as part of the realisation of gender equality in 2024:

- On 11 July 2024, an online training “Effective Communications. Conflict Management” for the development of the company's women.
- Women's clubs were established in Samruk-Energy JSC and its subsidiaries and affiliates (Samruk-Energy JSC, Ekibastuz SDPP-1 LLP, ALES JSC, SharGES LLP, AlmatyEnergoSbyt LLP, FWPP LLP).
- On 6 September 2024, the First Women's Forum of the Group of companies of Samruk-Energy JSC was held in Astana, which was attended by 150 female employees of the Company's subsidiaries and affiliates.

The Company aims to increase the share of women in Executive Bodies and Boards of Directors/Supervisory Boards across the Group.



First Forum of Samruk-Energy JSC Group of companies: Women in Power/Әйелдер қуаты/ Women's Energy.

On 6 September 2024, the I Forum of Samruk-Energy JSC Group of companies:

“Women in Power/Әйелдер қуаты/Women's Energy” was held on the theme: “Women in Energy: Partnership, Progress, Prospects”.

Purpose of the Forum: Creating a space for sharing experience, discussing topical issues and strengthening the community of women of Samruk-Energy JSC. Increasing professional empathy, developing leadership skills and forming a support network for women in the energy sector.

The Forum featured speeches by women in energy, CEOs, representatives of the National Commission and top managers of national and international energy companies.

Panel discussions were held with representatives of national companies and Samruk-Energy JSC. Exchange of experience on introduction of gender equality and development of women's clubs in companies. Discussion of successful cases and initiatives.

A practical facilitation session with coaches and trainers was conducted. A roadmap for the Women's Club using AI (ChatGPT) was developed. Identified next steps to remove barriers and support women's career development.

The results of the event validated the results of the forum with recommendations for the implementation of inclusive policies, gender equality, mentoring programmes and the creation of a safe work environment free from discrimination.

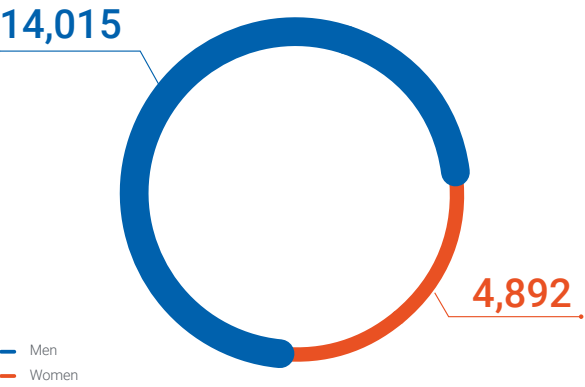
Women's Club of Samruk-Energy JSC Group of companies

On 14 August 2024, a united Women's Club was established in the Group of companies of Samruk-Energy JSC to support and develop women. It will become a platform for sharing experience, finding mentors, professional growth and self-confidence.

The main objectives of the club are:

- Development of programmes to support women's career development.
- Running workshops and meetings on leadership, work-life balance, returning from maternity leave.
- Increase in the number of women in leadership positions.
- Improving working conditions, especially in difficult and hazardous environments.
- Removing barriers to women's active participation in company life.
- Supporting women's initiatives and co-operation with other organisations.
- Creating conditions for equal opportunities.

Employees by gender, persons



Creating an inclusive environment

GRI 405-1, GRI 12: Coal Sector: 12.19.6

Samruk-Energy JSC cares about equal opportunities and provides workplaces for people with disabilities. In 2024, as part of the implementation of the Roadmap for Improving Sustainable Development Management, the Programme for Creating an Accessible and Inclusive Environment for Persons with Disabilities (PWD) in the Samruk-Energy JSC Group of companies was approved. The main objectives of the programme are employment of PWDs, elimination of physical and technical barriers at workplaces, as well as provision of social guarantees and benefits.

For example, in 2024, the Company's subsidiaries and affiliates created conditions for the convenience of employees with disabilities: car parks, ramps with call buttons, tactile tiles and equipped sanitary facilities. Priority services for citizens with disabilities are also provided, including the ability to submit applications online.

At the end of 2024, the Company employed 206 people with disabilities. At the end of 2024, 31 disabled persons were employed in subsidiaries and affiliates, which exceeds the established quota.

Ensuring social guarantees and stability

GRI 401-2, GRI 403-6, GRI 12: Coal Sector: 12.15.3, 12.14.7

Samruk-Energy JSC strives to create a favourable working environment and provide social guarantees that meet the needs of employees. We offer our personnel a wide range of programmes aimed at improving the welfare and protection of employees and their family members.

Social guarantees and benefits of Samruk-Energy JSC

- Life insurance and voluntary health insurance;
- Disability/disability compensation, temporary disability allowance, maternity allowance;
- Maternity/paternity leave, parental leave for children up to three years of age;
- Provision of pension (in accordance with legislation);
- Material aid for the birth of a child, for the burial of close relatives, as well as material aid to relatives for the burial of a Company employee.

Voluntary health insurance programmes

The Company has voluntary medical insurance programmes for its employees, which include:

- Round-the-clock counselling and dispatch service;
- Medical Coordinator;
- 24-hour ambulance service;
- Outpatient and polyclinic care;
- Calling a doctor or paramedic to your home;
- Inpatient treatment;
- Additional services such as dental care and medication, therapeutic massages, insurance for citizens travelling abroad, and free attachment of family members.

The total number of insured persons in the Corporate Centre of Samruk-Energy JSC at the end of 2024 was 168 persons.

In 2024, insured employees received all necessary medical care under a voluntary health insurance contract

for the Corporate Centre of Samruk-Energy JSC, totalling KZT 66.4 million.

Support for pensioners and people with disabilities

Samruk-Energy JSC provides social support to pensioners and people with disabilities:

- Lump sum benefits upon retirement;
- Material assistance for holidays and Power Engineer's Day;
- Invitations to holiday events for moral and psychological support;
- Material assistance to disabled persons in need of treatment, medicines, professional retraining.

Upon termination of the employment contract due to reaching retirement age, the employee is paid a lump-sum compensation in the amount of three-monthly salaries.

Pension payments are made from the state budget and the Unified National Pension Fund. The employer transfers mandatory pension contributions in the amount of 10% of the employee's monthly income.

Childcare leave

GRI 401-3, GRI 12: Coal Sector: 12.15.4, 12.19.4

All employees of our Company are entitled to parental leave in accordance with the law. We attach great importance to family values and provide financial support to employees who have a child.

In 2024, 345 people took parental leave, of whom 26 were men and 319 women.

Recreation and health improvement programmes

GRI 403-6, GRI 12: Coal Sector: 12.14.7

To improve employee health and maintain a healthy lifestyle, we provide additional paid leave days for long service. We also partially reimburse the costs of health resort treatment and recreation centres for disabled and orphaned children of employees.



In 2024, summer holidays were organised for 259 children of employees and holidays for employees themselves at Chunja Hot Springs, Alakol, Balkhash, Issyk-Kul lakes and Kapshagai Reservoir.

In addition, the trade union of Almaty Electric Stations JSC organised recreation for 200 employees at Hot Springs, and more than 200 children spent time at Arman Dala and Baksy camps. More than 350 employees spent their holidays at the resorts and sanatoriums of Alakol and Issyk-Kul, and more than 100 employees visited the Eight Lakes eco-resort.

The trade union of AlmatyEnergoSbyt LLP organised recreation for employees at the Tau-Samal health resort in the Talgar Mountains, and provided preferential vouchers to trade union members. In 2024, 50 children and 18 employees underwent recreational treatment in sanatoriums, receiving compensation in the amount of 50% of incurred costs.

The trade union of Stantsiya Ekibastuzskaya GRES-2 JSC organised recreation for 151 children at the Parus children's recreation centre.

Vouchers and advances for health resort treatment at various centres are organised for Bogatyr Coal LLP employees. In 2024, 397 employees received advances for medical treatment, 3,462 employees had a rest at the Berezka recreation centre, and over 1,300 children spent time at the Karlygash children's camp.

Improvement of working conditions

Samruk-Energy JSC continues to improve social and living conditions for employees, providing comfort, protection and favourable working environment. These initiatives are a strategic priority of the Company aimed at increasing personnel motivation and sustainable development.

Remote monitoring was organised to monitor conditions at 77 of the Company's facilities through the platform of the Unified Operator for the Development of Industrial Relations. In 2024, plans were developed to improve conditions, including measures to:

- 1. Developing internal communications and feedback.
- 2. Preventing violence in the workplace.
- 3. Improved interaction with contracting organisations.
- 4. Updating conditions in cloakrooms, sanitary facilities and showers.
- 5. Modernisation of the dining rooms.

Samruk-Energy JSC generates consolidated reports on social and living conditions on a quarterly basis. In 2024, 380 out of 1,004 identified non-compliances were eliminated, which is 37% of the total number of violations. The remaining 512 non-compliances are expected to be eliminated in 2025.

Prioritise areas for improvement in 2024:

- 1. Modernisation of sanitation infrastructure:
 - 3 modern modular blocks and 12 new sanitary units were commissioned.
 - All sanitary areas are equipped with separate sections for men and women.
- 2. Improving water supply:
 - 32 drinking fountains have been installed to provide clean water to staff.
 - An improved water supply system has been introduced.
- 3. Renovation of catering facilities:
 - The canteen has been modernised to meet modern requirements.
 - A speciality shop for employees has been opened.

Recreation and sport

We actively support employees' participation in sports events. In the reporting period, the Local Trade Union "Energy" of Almaty Electric Stations JSC organised championships in mini-football, volleyball, basketball (streetball), chess, table tennis, arm wrestling and billiards.

The local trade union Seriktes of Alatau Zharyk Company JSC held table tennis tournaments, Counter Strike 2, a team bowling tournament for women, as well as competitions in arkan tart, arm wrestling, basketball, asyk atu, chess, togzykumalak and swimming. In addition, a large mini-football tournament and an annual volleyball tournament were organised.

With the participation of the Local Trade Union of AlmatyEnergoSbyt LLP employees "Zhas Kuat" a billiard tournament was held, in which 16 employees took part. Competitions were held without restrictions on age and gender in the discipline "free pyramid".



The main purpose of these events is to promote a healthy lifestyle, develop physical culture and strengthen corporate spirit among employees.

Collective agreement

GRI 2-30, 402-1, GRI 12: Coal Sector: 12.3.2, 12.15.5

The Collective Agreement of Samruk-Energy JSC is a guarantor of protection of labour rights, economic and social guarantees of employees. The agreement regulates labor relations and promotes effective dialogue between the Company and personnel. The minimum period of notification of operational changes under the Collective Agreement is one month.

94% of the Company's employees are covered by Collective Bargaining Agreements

Collective agreements provide for the following social payments and benefits:

- Material aid for health improvement, birth of a child, wedding, burial (of an employee and relatives), treatment of pensioners, as well as in emergency situations;
- Assistance due to loss of income (maternity leave, adoption);
- Voluntary health insurance;
- Health resort treatment of employees and children;
- One-time incentives on anniversaries (50, 60, 70 years), expenses for cultural and sports events, New Year gifts for children;
- Loan repayment;
- Injury and bereavement allowance.



Labour relations of employees not covered by collective bargaining agreements (if there is no Collective Bargaining Agreement in subsidiaries and affiliates) are regulated by internal regulations on remuneration and social benefits in accordance with the labour legislation of the Republic of Kazakhstan.

Trade union organisations

We respect the right of workers to freely choose their associations, join trade unions or other organisations, bargain collectively and protect their interests without fear of negative consequences. The professional, economic and social rights of workers are protected through social partnership with the participation of authorised representatives. We ensure the right of employees to choose their representatives in accordance with the laws of the Republic of Kazakhstan.

More than **17,000**
of the Company's employees are trade union members

In August 2024, Samruk-Energy JSC joined the National Confederation of Employers of the Republic of Kazakhstan PARYZ to create favorable conditions for increasing efficiency, competitiveness and status of employers in the Republic of Kazakhstan and protecting their common interests through social dialogue, social partnership and other generally significant platforms.

Personnel development and training

GRI 3-3, 404-1, GRI 12: Coal Sector: 12.15.6, 12.19.5

Samruk-Energy JSC strives for continuous development of human resources potential, providing employees with access to modern educational programmes and opportunities for professional growth. We offer corporate trainings, professional development programmes, mentoring, cooperation with educational institutions and online training. Special attention is paid to the



development of managerial competences and adaptation to digital changes. By investing in training, we strengthen corporate culture and improve business competitiveness.

The Company has the Rules of Professional Training and Adaptation of Employees of Samruk-Energy JSC, which define goals, objectives, key areas, and the procedure for interaction of subdivisions, regulating the responsibility and duties of employees and managers.

We adhere to the 70-20-10 principle, where 70% of learning takes place on the job, 20% through mentoring and internal programmes, and 10% through external training. This approach provides a balance between theory and practice, enabling employees to apply new knowledge effectively.

The main areas of training include power equipment operation, mentoring programmes, management skills

development (MBA, EMBA), English language learning, thematic seminars and trainings, talent pool development, and corporate ESG programmes. We are committed to systematic personnel development, promoting professional growth and improving performance.

During the reporting period, corporate training on the following topics was organised and conducted for employees of the Company and its subsidiaries and affiliates: "HR in ESG context", "Diversity, Equality and Inclusion (DEI)", strategic session "Creating a culture of labour safety and zero tolerance to workplace fatalities", "ESG, sustainable development and circular economy: from fundamentals to application practice".

Implementation of programmes is provided both on-the-job and off-the-job, with the issuance of a certificate or qualification certificate.

Employee training costs

Indicator	2022	2023	2024
Total employee training costs, '000 KZT	305,137	440,080	570,000
Training costs per employee per year, KZT	17,373	24,949	30,430

Average number of training hours per employee in the Company on average, man/hour

	2022	2023	2024
	35	57	53

Average hours of training per employee by gender, person/hour

Indicator	2022	2023	2024
Men	41	59	56
Women	15	52	47

Average hours of training per employee by category, man/hour

Indicator	2022	2023	2024
Administrative staff	31	36	50
Production personnel	36	51	54



Talent and talent pool

GRI 404-3

To maintain competitiveness, respond quickly to challenges and train management personnel, we are developing a succession and talent management system.

In 2024, the talent pool and talent pool consisted of 784 employees, of which 23% were women. Thanks to the succession system, 27% of vacancies (33 out of 121) for key positions were closed by internal candidates.

The formation of the talent pool is based on the principles of objectivity, transparency, fairness, voluntariness and efficiency in accordance with the corporate talent management rules. The Board of Directors and management pay special attention to succession planning for management positions.

Based on the results of the assessment, a talent map is formed, and mentoring, internship and succession programmes are developed. The results are also taken into account when revising salaries and paying annual bonuses.

The succession pool process is integrated with the annual employee appraisal system, which includes a comprehensive analysis of goals, competencies, potential and the development of individual development plans.

In 2024
1,186 employees
completed performance and career
development assessments

Total number of employees who have undergone regular performance and career development reviews

Indicator	2022	2023	2024
Men (total)	69	307	630
Executives	13	82	103
Managers	56	225	527
Women (total)	61	475	556
Executives	5	21	25
Managers	56	454	531

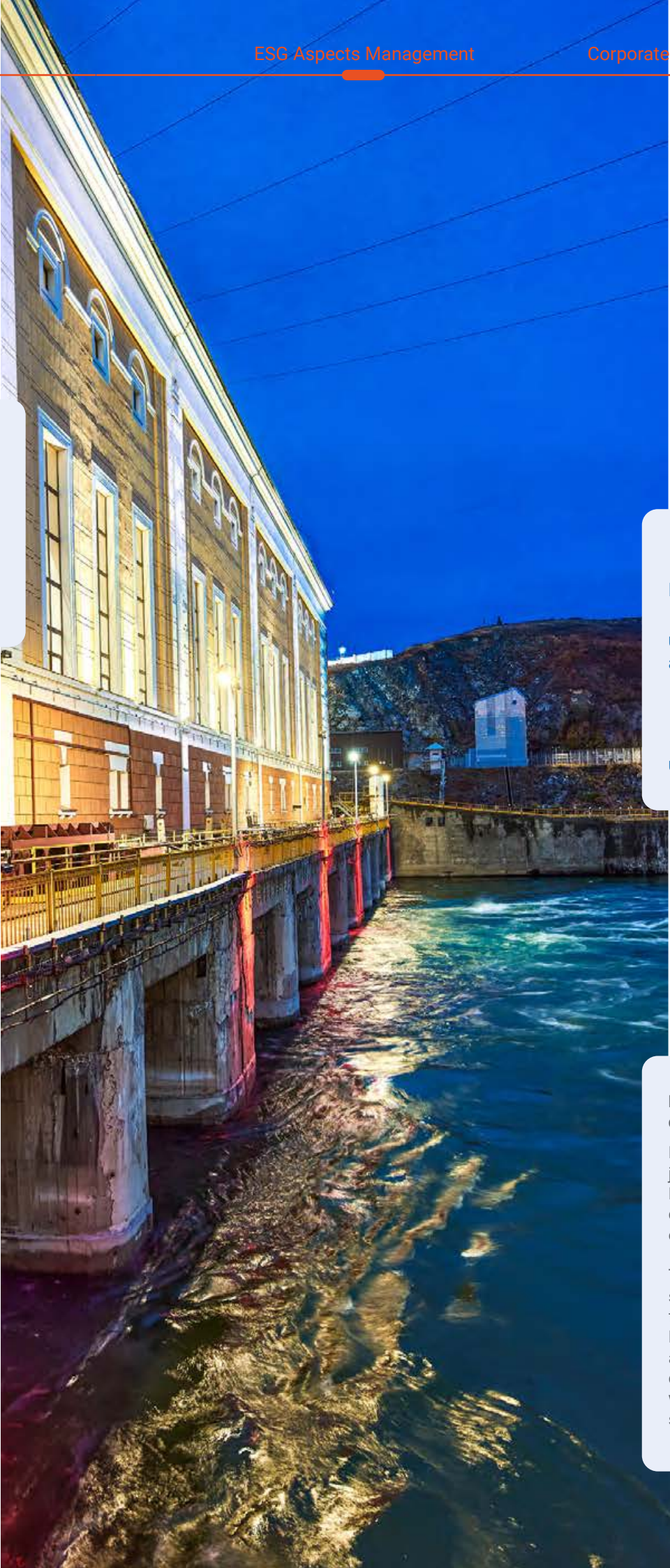
Percentage of total number of employees receiving regular performance and career development reviews

Indicator	2022	2023	2024
Men (total)	53%	39.25%	4.5%
Executives	19%	10.48%	
Managers	81%	28.77%	
Women (total)	47%	60.74%	11.37%
Executives	8%	2.68%	
Managers	92%	58.05%	

Talent pool

To develop human resources potential, the Company implements the Talent Pool Programme aimed at training managers, ensuring succession and creating opportunities for career growth of employees in the Group of companies of Samruk-Energy JSC.

On 1 October 2024, the members of the Nomination and Remuneration Committee met annually with prospective employees included in the Talent Pool and the Corporate Centre Succession Programme.



Interaction with the education system

To attract the most talented young personnel to Samruk-Energy JSC, we traditionally carry out active work with students and university graduates. Our HR management strategy is aimed at creating an image of the best employer.

We annually provide students with places for on-the-job and pre-graduation internships and work placements for further employment of the best graduates, as well as participate in the development of dual training.

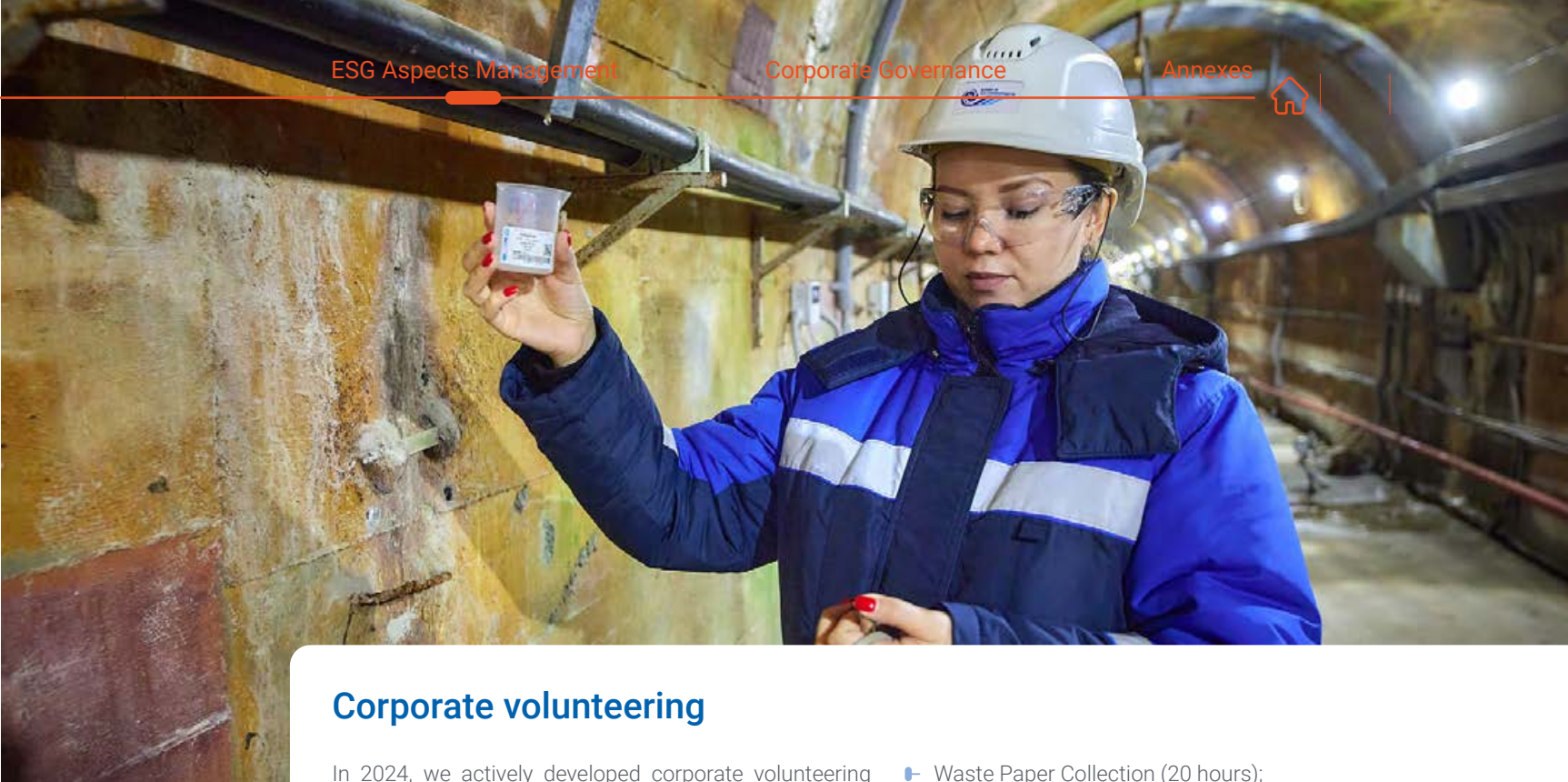
In 2024, more than **700** students
underwent training and production internships
at the Company, and more than
60 students
underwent dual training

The Company co-operates with 28 leading educational institutions, including Nazarbayev University, Al-Farabi Kazakh National University, G. Daukeev AUES, Kazakhstan-British Technical University and a number of technical colleges, providing training for qualified specialists.

Republican Olympiad in physical and mathematical disciplines

For 10 years, Samruk-Energy JSC and AUES have been jointly identifying gifted young people through the Republican Olympiad in physical and mathematical disciplines. Its purpose is career guidance, popularisation of energy specialties and training of future specialists.

The Olympiad is held among school leavers and 2–3 year students of technical universities of Kazakhstan in the fields of Electric Power Engineering and Heat Power Engineering. In 2024, 33 students from 13 universities and applicants took part in it. Contestants competed in profile disciplines and testing in physics and mathematics. Prize-winning places were taken by 7 participants, including schoolchildren of graduating classes.



Internships at the University of Genoa

On 30 September 2024, a cooperation agreement was signed between AUES and Almaty Electric Stations JSC (AIES). The purpose of the agreement is professional orientation of students, popularisation of energy professions, identification of talented young people, as well as improving the quality of specialist training and development of human resources for production activities.

The document envisages the organisation of student internship at the AIES and subsequent internship at the University of Genoa (Italy), which will deepen students' knowledge, expand their professional skills and provide international experience in the field of thermal power engineering.

The programme started on 3 December 2024. At present, applications from students wishing to become participants of the internship programme are actively being collected.

Corporate culture and internal communications

We strive to implement high ethical standards and create an effective corporate culture centred on the principles of mentorship, trust, fairness and professionalism.

In October 2024, we organised a meeting with the most promising employees from the Management Pool and Functional Talent Pool to discuss leadership in today's world. The event was attended by members of the Nomination and Remuneration Committee of the Board of Directors.

In 2024, the Human Resources Management Department of Samruk-Energy JSC organised an annual reporting meeting with HR of subsidiaries and affiliates, where the results of the year were summarised and plans for the coming period were discussed. The meeting gathered managers and specialists of HR areas of subsidiaries and affiliates, including AIES JSC, AZhK JSC, BK LLP, GRES-1 LLP, GRES-2 JSC, NPP LLP, FWPP LLP, EWP LLP and others, as well as representatives of the Centre for Social Interaction and Communications.

Also in the reporting period, the Human Resources Management Department of Samruk-Energy JSC organised HR Connect, which was attended by managers and specialists of the HR direction of the PC of the Fund. Within the framework of the meeting,

the HR team presented key projects: "Retiree Support Programme", "Dual Training Programme", "Workplace Ergonomics", "Continuous Improvements (Kaizen System)", "Women's Clubs of Samruk-Energy JSC" and "Employer Brand: EVP".

In 2024, the Company held an internal Spartakiade, which became a stage of preparation for the superfinal of the Spartakiade of the Samruk-Kazyna Fund. The qualifying competitions among the Group companies were held in an atmosphere of sports enthusiasm and friendly competition, where the participants demonstrated a high level of preparation and sports achievements.

The main channels of communication:

- Corporate internal portal;
- Corporate newsletter;
- Corporate pages in social networks: [Instagram](#), [Facebook](#), [Twitter](#), [YouTube](#), [Telegram](#).

The Company's news, information on projects and initiatives in the sphere of social policy of the Samruk-Energy JSC Group of companies is placed on the pages of social networks.

Launch of the new Corporate Portal

In September 2024, a new Corporate Portal was launched, which has become a key tool for improving internal communication and business process management.

The main functions of the portal are:

- ChatGPT is an AI-powered virtual assistant for quick consultations.
- Automation of routine processes – planning, payment reconciliation modules, as well as integrated Compliance, ESG and HSE (health and safety) blocks.
- Corporate storage is a convenient platform for sharing files and documents, increasing transparency and consistency in the work of departments.

Corporate volunteering

In 2024, we actively developed corporate volunteering programmes aimed at increasing employee engagement, strengthening team spirit and achieving moral satisfaction from good deeds.

The main activities of the volunteering programme included:

- Environmental clean-up campaign (over 24 hours);
- Wishing Tree charity event for children with cancer (28 hours);
- Chess tournament for charity (20 hours);
- Jas Energy Youth Council with the Road to School campaign (112 hours);
- Waste Paper Collection (20 hours);
- Food baskets for the needy within the framework of Shyn zhurekten (8 hours);
- Vitamin Day (8 hours);
- Visit to veterans with material support (8 hours);
- Career guidance activities and excursions for children and students (20 hours);
- Donor Day (4 hours);
- Helping the victims of the Kushimiz Birlikte action (8 hours);
- Let's get your child ready for school action (5 hours).

Plans for 2025 and the medium term

In line with the Strategy for 2024–2033, our goal is to become the leading and most attractive employer in the regions where we operate. As part of the implementation of ESG principles, the key priorities for 2025 include:

- Conducting annual employee engagement and well-being surveys, as well as HR and IR audits in subsidiaries and affiliates;
- Introduction and updating of adaptation programmes for employees at all levels;
- Grading and automation of HR processes;
- Improving the professional competences of HR employees and organising corporate events to strengthen the employer's values and brand;

- Professional skills competitions and activities to increase the number of women in leadership positions to 25 per cent by 2025.

We follow the principles of the UN Global Compact and strive to improve social responsibility, employee engagement, human rights and gender equality. In particular, we plan to create women's clubs, train women in leadership skills and develop a gender equality programme in the company.

Also, as part of the commission on inclusion, by the end of 2025 it is planned to employ citizens who have left children's homes.