



APPROVED

by the Resolution of “Samruk-Energy” JSC Board of Directors dated July 28, 2023
Minutes No. 10/23

“Samruk-Energy” JSC Personnel Policy for 2023-2031

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| Document owner | Human resources department |
| Edition | 2 |
| Year | 2023 |

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1. Purpose and scope of application

"Samruk-Energy" JSC Personnel policy (hereinafter referred to as the "Personnel policy") sets forth the management system, principles, and key directions for managing human resources, and it is applicable uniformly to all subsidiary organizations within "Samruk-Energy" JSC group (hereinafter referred to as the "Company").

2. Terms and abbreviations

| Term abbreviation | Definition |
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| CSR (Corporate Social Responsibility) | The concept, according to which the Company considers the interests of society by assuming responsibility for the impact of its activities on customers, suppliers, employees, shareholders, local communities, and other stakeholders in the public sphere. This commitment goes beyond the legally mandated obligation to comply with laws and implies that organizations voluntarily take additional measures to improve the quality of life for employees and their families, as well as for the local community and society as a whole; |
| ESG (Environment, Social, Governance - environment, social policy, corporate governance) | This is a set of characteristics of the Company's management, aimed at engaging the Company in solving environmental, social, and governance issues. It is based on the following principles: Environmental: This involves the Company's approach to the environment and the eco-friendliness of its production. Measures are taken to reduce harmful emissions into the atmosphere, soil, and water bodies. The entire life cycle of products is monitored, from raw material extraction to production, use, and disposal. Social: The Company demonstrates loyalty to all members of society, including employees, customers, and the community. Care is provided for employees' families, and benefits are offered. The Company also promotes employment and social services for people with disabilities. Governance: Corporate governance principles are upheld, ensuring the observance of all rights and guarantees. The Company establishes relationships with the government, shareholders, and consumer communities. An anti-corruption policy is implemented, financial communications are tracked, and regular reports are provided on all areas of activity. |
| HR business partner (HRBP) | The dedicated role in the HR function of an organization, aimed at fostering constructive dialogue between the business and HR team, providing expert advisory support on personnel for strategic decision-making, and ensuring effective implementation of HR services for the business; |
| HR metrics | Indicators, enabling the evaluation or measurement of the effectiveness of human resources management processes in an organization; |
| HR function (from English “Human Resources”) | it is a corporate human resource management function; |
| HSE (Health, Safety, Environment) | This is a set of processes, decisions, and practices aimed at identifying potential risks in a specific work environment, developing advanced methods to reduce or eliminate these risks, and subsequently training |

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| | employees a risk-oriented approach to prevent incidents, respond quickly to injuries, and more. HSE encompasses personal, technological, and environmental safety, as well as overall safety culture, rather than simply complying with legal norms and regulations, which Occupational Health and Safety (OHS) implies. |
| IR (Industrial Relations) | The interactions between workers, work teams, and organizations on one hand, and managers, companies, and employers' organizations on the other; |
| Staff adaptation | the process of integrating new employees into the organization. It involves familiarizing them with the rules and norms established within the corporate culture, providing insights into professional practices, and facilitating their inclusion into informal networks and relationships. |
| Benchmarking | Evaluating the Company's indicators and its current state in relation to average benchmarks, prevailing trends, and best practices employed by other entities. |
| Well-being | The internal emotions experienced by an individual, stemming from a harmonious blend of passion for their daily activities, positive interactions with others, financial stability, good health, a sense of pride in their societal contributions, and the interconnection of these components. |
| WPP | generation based on renewable energy sources; |
| Job position/post | a staffing position responsible for a set of official authorities and responsibilities specified in internal documents. |
| Dual training | A type of employee training that integrates education at an educational institution with compulsory training and practical periods at a company. During this training, students are provided with jobs and compensation, and there is shared responsibility among the company, educational institution, and student. |
| Individual development plan (IDP) | a tool utilized for employee development, outlining development objectives and specific actions to enhance their professional skills and competencies, aiming to improve their overall proficiency and capabilities. |
| Personnel reserve/ talent pool | Company employees who are highly motivated for career advancement and have demonstrated a high level of professional skills and competencies. They are identified as potential successors or talents based on a comprehensive performance assessment. |
| Talent map (the nine-box grid) | a talent management tool utilized in the Company. It enables informed management decisions concerning employees by considering their performance evaluation results. |
| Qualification requirements | the criteria set for a position, considering the level of professional education, length of service (experience), professional knowledge and skills, and the competencies necessary for performing official duties. |
| Employee qualification | It is the measure of their professional training, encompassing the level of education, experience, knowledge, and skills required to carry out a specific type of work effectively. |
| Key performance indicators (KPI) | Indicators showcasing the effectiveness of activities and enabling the measurement of the level of goal achievement. |

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| Company/Group of Companies | refers to legal entities in which the Company owns or controls 50 percent or more of the voting shares (equity stakes) either directly or through trust management. |
| Competence | refers to the qualities and skills of an employee (personal and professional) that contribute to the effective performance of their job in position. |
| Corporate culture | the combination of norms, values, beliefs, and behavioral patterns acquired by a company through adaptation to the external environment and internal integration. These elements have proven their effectiveness and are shared by the majority of company members. |
| Coaching | actions taken by the manager to guide and assist an employee in learning to solve problems or perform their work more effectively than before. |
| Mentorship | one of the methods of employee training and development, wherein a more experienced employee (mentor) shares their knowledge with their mentees over a specific period to help them perform their work more effectively and build their career. |
| Meritocracy | management principle that advocates the appointment of the most capable individuals to executive positions, regardless of their social background or financial status. |
| Motivation | the mechanism influencing work efficiency, the process of stimulating employees or work groups towards activities aligned with strategic goals and objectives. |
| Sustainable Development Initiatives Plan | a plan containing sustainable development initiatives determined by the Company through a careful consideration of a broad range of topics, including development strategy, business model, significant subjects concerning sustainability for the Company and stakeholders, the Company's matrix of materiality and risks across three components (economic, environmental, and social risks). |
| “70/20/10” principle | an approach to arranging a corporate learning based on balanced development: a proper combination of practice and theory following the "70/20/10" model, where 70% of the time involves learning through solving real tasks at the workplace, 20% of the time involves learning at the workplace through feedback from colleagues or more experienced workers (mentoring, coaching, etc.), and 10% of the time involves learning through seminars, workshops, etc. This model promotes change and effective learning, leading to high work productivity, thinking development, and behavioral change and improvement. |
| Professional standards | define the qualification required for an employee to perform a specific type of professional activity, including fulfilling a particular job function. |
| Succession planning | the process of identifying and developing employees with significant potential within the Company to fill key positions. |
| Talent management | the process of identifying employees with high potential, evaluating and enhancing their skills and competencies, and preparing them for key positions within the Company. |

3. Introduction

3.1. The Company's personnel policy is an essential document in the realm of personnel management, designed to enhance the value of human capital, create a positive work environment, and ensure competitiveness and sustainability in the labor market.

3.2. The main provisions of the Company's Personnel policy were formulated after a thorough analysis of the current situation (see Appendix 1). They are built upon the key priorities outlined in the HR Policy of “Samruk-Kazyna” JSC (hereinafter referred to as the Fund), which was officially approved by the Board of Directors on December 14, 2022 (Minutes No. 209). Additionally, the corporate standard for human resource management within the Fund's group was also considered, having been approved by the Board of the Fund on December 29, 2022 (Minutes No. 70/22). During the development of the Human Resources Policy, the requirements and feedback from various stakeholders were carefully assessed. This included the input from the sole shareholder, internal stakeholders, adherence to international standards such as GRI and ISO 10018, and compliance with regulatory authorities' stipulations.

3.3. The Company's Personnel Policy will be elaborated in various internal documents such as policies, rules, regulations, and other functional documents of the Company as well as SA, considering the specific nature of each subsidiary's activities.

3.4. At present, the Company plays a dominant role in electricity generation within the Republic of Kazakhstan's market. It consistently upholds the national interest by ensuring reliable and uninterrupted energy supply. Due to a rapid decline in available power reserves coupled with increasing consumption, the industry is facing an electricity shortage. In response, the Company plans to introduce new coal-fired energy sources to meet the rising demand for electricity.

3.5. Kazakhstan, like the rest of the world, is entering the 4th energy transition phase, focusing on widespread adoption of renewable energy sources, which will eventually displace fossil fuels like gas, oil, and coal. Acknowledging the significance of this agenda and recognizing the risks associated with coal-based generation, the Company is committed to minimizing its negative impact on the environment by 2060 and achieving carbon neutrality.

3.6. To achieve this objective, the Company has outlined various initiatives, including the establishment of renewable energy generation facilities, conversion of some assets to gas, utilization of cutting-edge technologies for carbon capture, storage, and energy efficiency. Additionally, beyond the Development Strategy's planning horizon, the Company will explore additional sectors like hydrogen energy and geothermal sources to contribute to the national goal of carbon neutrality.

3.7. Trends in personnel management are continually evolving with societal progress, global shifts, and technological advancements. Notably, the COVID-19 pandemic has significantly impacted significant trends in personnel management worldwide.

3.8. Given these dynamic factors, the personnel policy should remain highly flexible, oriented towards business objectives, driven by evidence-based decisions, promoting meritocracy, and fostering employee well-being.

4. Objectives of personnel policy

4.1. The primary objective of this Personnel policy is to actively contribute to the realization of the Company's strategic objectives. This will be achieved through the enhancement of human capital value, the creation of favorable working conditions, and the promotion of competitiveness and stability within the labor market.

4.2. Personnel Policy of “Samruk-Energy” JSC for the period 2023-2031 (hereinafter referred to as the "Personnel Policy") is aligned with the goals set forth in the Development Strategy of “Samruk-Energy” JSC for the period 2022-2031 (hereinafter referred to as the "Development Strategy"). The Personnel Policy is specifically designed to facilitate the most efficient attainment of the Company's three strategic goals, as illustrated in Figure 1:

- Reducing the net carbon footprint;
- Increasing productivity;
- Enhancing the value of net assets.

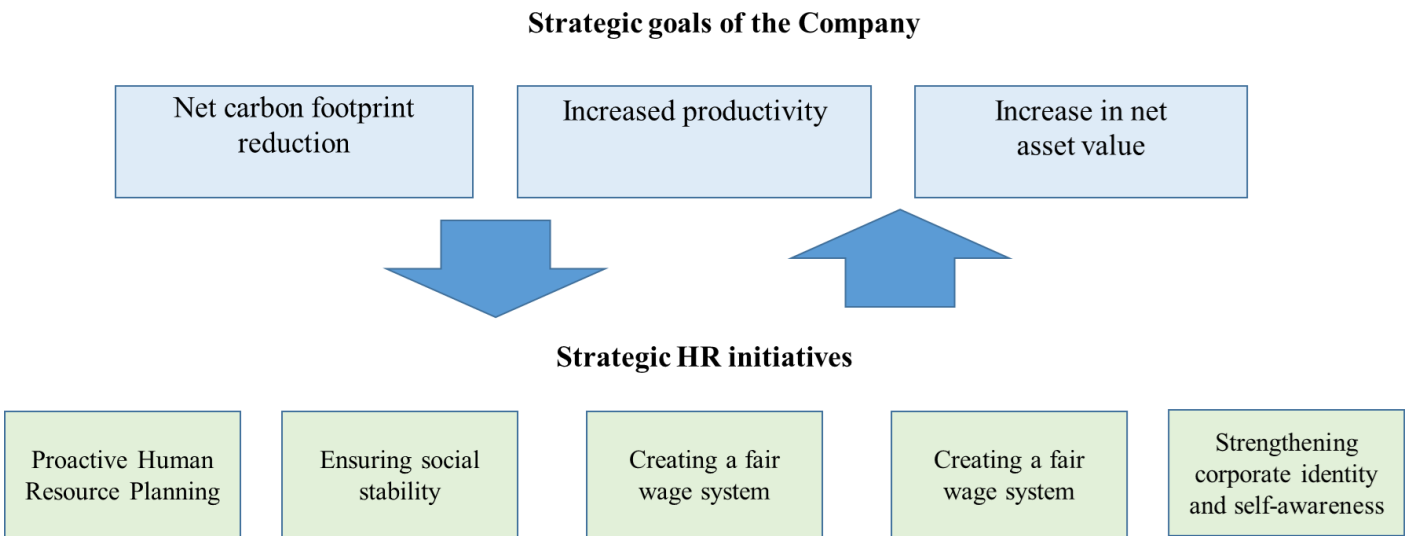


Figure 1. Strategic HR initiatives

4.3. The Company acknowledges that its personnel is its primary asset and a key source of competitive advantage. Given the scale and complexity of changes during the implementation of the Development Strategy, coupled with a competitive external environment, employees will need to acquire new skills and undergo shifts in values and corporate culture. To address these challenges, significant modernization and development of best management practices across all personnel-related areas will be essential. As a result, the HR function will transition from an administrative and supportive role to become a strategic partner within the Company's business units.

4.4. The personnel management policy will encompass several key elements, including proactive human resource planning, ensuring social stability, establishing a fair wage system, fostering corporate culture, and enhancing internal expertise.

5. Principles of personnel policy

5.1. The implementation of the core principles outlined in the Personnel Policy is directed towards a significant transformation of the HR function. This transformation, in turn, plays a crucial role in enhancing the efficiency of operations and achieving the strategic goals and objectives set forth by the Company.

5.2. The HR function is assuming a more strategic role to effectively support the business, manage organizational capabilities, and generate tangible value for shareholders and other stakeholders. Embracing the principles of sustainable development, such as respecting the interests of stakeholders, upholding human rights, maintaining openness, accountability, transparency, legality, ethical behavior, leading by personal example, zero tolerance for corruption and conflicts of interest, ensuring equal employment opportunities, and preventing discrimination and sexual harassment – the Company's personnel policy is firmly grounded in the business principles outlined in Table 1.

| BUSINESS PRINCIPLE | DESCRIPTION |
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| Proactivity | The capability to predict and plan personnel requirements for short, medium, and long-term periods in alignment with the stages of implementing the Company's Development Strategy, to evaluate and mitigate HR risks to prevent potential issues and reduce negative consequences. |
| Unity of the personnel management policy for all subsidiaries of the Company | The goals, tasks, and areas of work related to labor resources should be standardized across all subsidiaries of the Company. This includes using accessible unified terminology and language, ensuring openness and comprehensibility of technologies and personnel-related activities within all subsidiaries. |
| Meritocracy | Assessment of individuals based on their individual merits, promotion of employees with potential, and remuneration tied to performance evaluations and personal contributions, zero-tolerance policy for unsatisfactory results. |
| Transparency and openness | Transparency and openness will be accomplished by implementing transparent procedures, communication, and open dialogue throughout all personnel management stages. |
| Succession | Succession will be ensured by cultivating internal expertise within the Company's group of companies. This involves transferring and mastering corporate, managerial, and professional knowledge and skills, as well as the Company's |

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| | corporate values and traditions, from one generation of employees to another. |
| The emphasis on the high professionalism of specialists and their commitment to continuous self-improvement. | The focus is on investing in the professional and career growth and development of the Company's own personnel. Encouraging high motivation for self-development and implementing the principles of a learning organization (70-20-10). |
| Development of a culture of employee involvement in achieving common strategic goals | Ensuring effective staff motivation, cultivating a culture of high loyalty, initiative, and engagement, fostering employees' commitment to achieving high performance and contributing to the realization of strategic common goals. |
| Emphasis on maintaining a balance of interests between employees and employers. | Implementation of IR (Industrial Relations), HSE (Health, Safety, and Environment), and CSR (Corporate Social Responsibility) practices in all subsidiaries of the Company. |
| Diversity and equal opportunities/non-discrimination. | Adherence to the principles of inclusivity, diversity, and non-discrimination. Employees must not be subjected to discrimination, such as denial of position, promotion, or salary increment, unfair criticism or negative evaluation, unequal pay compared to others in similar circumstances, education, experience, and tenure, etc. The Company aims to provide equal opportunities to its employees in accordance with legal provisions, internal regulations, and the collective agreement of the Company when fulfilling their work duties. |
| Strategic partnership between the HR function and business units. | The transformation of the HR function from administrative support to a strategic partner for business units. |
| Respect for human rights | <p>The Company upholds human rights by employing policies and processes to identify, prevent, mitigate, and address any adverse impacts on human rights. The Human Rights Policy and the Non-Discrimination Policy demonstrate the Company's commitment to respecting human rights, including those within the workplace. Internal human rights focus on workplace rights, encompassing personal dignity, absence of unfair discrimination, fair and equal hiring practices, health and safety, individual development, freedom of association, and the prohibition of forced or child labor.</p> <p>The Company provides employees with a "hotline" and contacting the Human Resources Management unit, Compliance service, and the Company's Ombudsman, allowing them to report any issues or violations of the Code of Conduct, including discrimination or human rights infringements.</p> |

Table 1. Business principles.

6. Key directions of the Personnel Policy

6.1.Key directions

6.1.1. To implement the Development strategy and achieve the goals set by the Company, the following key directions have been outlined in this Personnel Policy:

- attracting, motivating, and creating favorable conditions for skilled personnel through human resource development aligned with the strategic vision and development goals of the Company and its business units.
- effectively developing a corporate culture that supports the realization of the Company's and its SA strategic objectives.
- implementing modern methods and advanced personnel management technologies, improving HR processes to enhance the efficiency of HR functions.

6.2. Attracting, motivating, and creating favorable conditions for skilled personnel through human resource development aligned with the strategic vision and development goals of the Company and its SA.

6.2.1. Based on the principles of meritocracy, this direction focuses on enhancing professionalism and expertise, establishing a system to recognize employees' contributions to achieving business results, and providing a competitive employer value proposition based on market benchmarks.

6.2.2. The Company actively supports candidates and employees in their continuous personal and professional development, offering competitive rewards tied to goal achievement. This fosters the development of a corporate culture, enhances the Company's positive reputation in the labor market and society, and improves its attractiveness as a top employer.

6.3. Talent sourcing and recruitment

6.3.1. Proactive workforce planning (with HR involvement in shaping business decisions) aligned with the Company's Development Strategy for 2022-2031 enables strategic and organizational flexibility, identifying the qualitative and quantitative personnel needs, and optimal sources to meet those needs, as per Appendix 3.

6.3.2. To attract the right talent and enhance engagement, the Company establishes an employer value proposition (both internally and externally) based on meritocracy principles, incorporating the following key elements:

- unique experience: employees are offered a unique opportunity to gain valuable experience, increasing their market value.

- social significance: each employee contributes to the development of the Company and its business units and the well-being of the community.
 - competitive work conditions: providing work conditions that align with market benchmarks, offering learning and development opportunities, and social benefits.
- 6.3.3. Talent sourcing and recruitment aim to appoint the most suitable candidates who meet the required qualifications, professional and personal characteristics, through competitive selection processes that adhere to meritocracy principles, transparency, and objectivity. In case of equal conditions, priority is given to internal candidates of the Company.
- 6.3.4. Talent sourcing and recruitment at the Company consider the following conditions:
- strict adherence to competitive procedures.
 - transparency in selection and hiring procedures, including the use of profiling and polygraph tools when necessary.
 - providing candidates with timely and objective feedback on selection results.
 - placing all administrative, managerial, and production vacancies on Samruk Qyzmet platform, including internal competitions.
 - collaborating with higher educational institutions and vocational schools to attract participants for dual education in engineering and technical majors.
 - ensuring inclusivity in sourcing and recruitment, preventing discrimination based on nationality, gender, age, and other criteria.
 - developing the Company's HR brand as an employer that upholds fairness and transparency across all levels of management and daily operations.

6.4. Staff adaptation

6.4.1. Staff adaptation is based on providing comprehensive support to newly hired employees to ensure their successful integration into the team. This includes familiarizing them with the Company's goals, specific nature of operations, as well as the key company rules and the employee's job responsibilities.

6.4.2. The main approaches to building adaptation are as follows:

- corporate adaptation: providing information related to the Company's activities to facilitate effective work.
- social adaptation: fostering effective communication and relationships with colleagues.
- organizational adaptation: acquainting newcomers with the Company's corporate culture, formal and informal rules, team traditions, and orientation in the workplace.
- professional adaptation: helping the employee to become proficient in their professional tasks and responsibilities.
- psycho-physiological adaptation: facilitating adjustment to a specific work routine, which may differ from their previous experiences.

6.4.3. Implementing these approaches involves executing the Personnel Policy through various initiatives to enhance the adaptation process in the Company and its subsidiaries (e.g., developing an electronic adaptation course, etc.) while improving the mentoring system.

6.5. Training and development of staff

6.5.1. Investments in employee training and development must align with the Company's needs in achieving its strategic goals. Each employee is responsible for their own learning and development, following the 70/20/10 principle based on their Individual Development Plan (IDP).

6.5.2. The key objectives for maintaining and enhancing the Company's competitive advantage include:

- implementation of competence development programs aligned with business needs.
- prioritizing training for engineering and technical specialists and skilled labor.
- developing dual education programs for engineering and technical specialties.
- utilizing digital technologies in training and promoting distance learning.
- implementing, developing, and updating adaptation programs for all staff levels.
- enhancing internal coaching, mentoring, and coaching practices.
- improving training methods and programs for production personnel, establishing mentoring systems, cross-functional and external internships in production.
- developing training centers and educational complexes for companies to provide training, retraining, and qualification enhancement without interrupting production.
- structuring training according to the 70-20-10 principle (70% - on-the-job training, 20% - coaching and mentoring, 10% - formal training and other educational programs).

6.5.3. Implementing these approaches involves executing the Personnel Policy through initiatives aimed at standardizing and improving processes in the Company and its subsidiaries (such as developing internal regulations, automating process administration, enhancing the competencies of responsible HR personnel, etc.), along with integrating values into the competency model.

6.6. Succession planning and talent management

6.6.1. To maintain and develop competitiveness, proactively respond to external and internal challenges, increase the potential of promising, highly skilled, and engaged employees, and nurture own managerial talent, the Company develops a succession planning and talent management system.

6.6.2. Key approaches of the talent management system include:

- developing the human potential in accordance with the Company's Development Strategy.
- forming a successor pool that meets the real needs of the Company in the medium and long term to successfully implement the Company's Development Strategy.
- focusing not only on vertical career development but also on cross-functional expertise development.
- integrating annual performance assessment of employees, forming talent maps, creating Individual Development Plans (IDPs) for high-potential employees, promoting engaged mentoring, internship programs, and succession programs.
- Selecting the successor pool based on transparency and fairness.

6.6.3. The Personnel Policy includes measures to establish talent management processes for determining staff development needs, assessing performance effectiveness in line with business objectives, and providing career development opportunities.

6.7. Performance Assessment

6.7.1. The Company is enhancing its efficiency management system to foster a change in employees' mindset and promote a commercial thinking behavior model.

6.7.2. To achieve tangible and specific results while increasing labor productivity through synergy effects, the organization will focus on the following tasks:

- cascading corporate Key Performance Indicators (KPIs) set by the Executive Board, approved by the Board of Directors, into specific metrics for business processes/areas. Improving the process of goal setting, including deadlines, to be established no later than December of the current period for the future period, with regular monitoring of KPIs' execution. Employees' performance will be evaluated based on the achieved metrics and their direct impact on the organization's business objectives.
- ensuring the quality of goal setting following the SMART criteria.
- ensuring objectivity in evaluations. Providing mandatory fair and constructive feedback on assessment results for all levels of managers and employees.
- regularity of assessments and maintaining a consistent methodological approach for monitoring employees' personal efficiency and adjusting Individual Performance Reviews (IPRs) when necessary. If needed, additional assessment blocks will be used to track the effectiveness of developing new competencies and completing new tasks.

6.8. Remuneration management

6.8.1. Guided by the principles of transparency, openness, internal fairness, and external competitiveness, the organization is enhancing its system for recognizing

employees' merits, rewarding achievements in business results, and remuneration to maintain a balance between the interests of the Company and its employees.

6.8.2. To achieve this goal, the following approaches are implemented:

- regular analysis of the labor market concerning wages and trends, considering industry, regional divisions, and the current level of competitiveness.
- ensuring wage levels align with the company's goals and financial capabilities.
- adjusting wages or modifying the remuneration system within the organization and its subsidiaries in consideration of their interests, with transparent and open communication with employees (particularly the production staff) to explain the remuneration system based on the current situation in the company and the labor market.
- maintaining a differentiated approach to determining wage levels for employees, reflecting their contribution to the company's performance on both departmental and individual levels.
- reducing wage gaps between administrative and executive staff and production personnel, with an increase in wages for lower-paid employees.
- gradual implementation of a grading system.
- implementing a set of social activities in compliance with the requirements of the Collective Agreement.
- applying recognition and reward tools for employees' achievements in business results.

6.8.3. To motivate employees and acknowledge their merits, the organization develops forms of non-financial and indirect additional financial rewards, including social protection programs and additional benefits, such as:

- financial assistance for the birth of a child, funeral assistance for close relatives, wedding support, and one-time rewards for employees reaching milestones (at 50, 60, and 70 years of age). According to the Collective Agreement, employees receive compensation payment equivalent to 3 months' salary upon termination of employment or retirement.
- employees who combine work with education in educational institutions are granted additional leave during exam periods, preparatory sessions, and diploma defenses.

6.8.4. To motivate and incentivize employees within “Samruk-Energy” JSC group of company and promote corporate culture development, employees who excel are honored with state, departmental, and industry awards from the Electric Power Council of the CIS, “Kazenergy” Union of Kazakhstan Organizations of Oil, Gas, and Energy Industry, "Samruk-Kazyna" JSC and others.

6.9. Development of Industrial Relations (IR) system and social support measures

6.9.1. In pursuit of the "Sustainable Development" direction and the improvement of industrial relations (IR) system and social support, the organization aligns its strategies with the key socio-economic development objectives of the country and the guidelines on sustainable development of the Company.

6.9.2. Key objectives:

- integration of Health, Safety, and Environment (HSE) processes and practices with IR, fostering a safety culture throughout the organization, both on the production floor and among administrative personnel.
- implementation of a unified approach to providing social support to employees, considering the specific business direction and financial status of the company. Determining the necessary types of social support based on employees' needs and the company's financial capabilities.
- ensuring inclusivity and balance by creating and implementing programs that offer equal opportunities and conditions for individuals from diverse social and age groups, giving them equal attention.
- conducting regular monitoring of the effectiveness of the social policies through research on employee social well-being and stability. Enhancing methodologies to identify and address issues within the organization and its subsidiaries to develop targeted programs for improvement.
- facilitating successful collaboration and fostering a friendly atmosphere within the company group to facilitate mutually beneficial exchange of experiences and effective practices, including both proprietary and international methods. Particular emphasis is given to studying practices related to people's safety, technological processes, environmental concerns, as well as IR, HSE, and ESG fields.

7. Effective development of corporate culture that facilitates the achievement of the Company's and its SA strategic goals and objectives

7.1. The corporate values QUAT (QAMQORLYQ, ÝÁDEGE, ADALDYQ, TÁJIRIBE) serve as the foundation of the corporate culture and the guiding principles for employee interactions, internal and external communications, and addressing internal issues. The integration of QUAT values into the corporate culture aims to increase employee engagement, enhance coherence in their actions, and consequently, improve the overall efficiency of the company's operations, while also shaping a positive employer brand.

7.2. Based on the corporate culture diagnostic conducted in 2019, the Company's corporate values have been identified as per Table 2.

Table 2. Corporate values

| Value | Value indicators |
|----------------------------------|--|
| «Қамқорлық»/QAMQORLYQ/Mentorship | We are always ready to offer assistance and provide support; Our actions are transparent, aiming to build trusting relationships with colleagues and partners. |

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| | We are committed to mentorship, preserving and sharing experiences. |
| «Уәдеге беріктік»/YÁDEGE BERIKTIK/Reliability | We take responsibility for continuous and high-quality work. We hold ourselves accountable to future generations and treat the environment and ecology with care. We are committed to creating safe, comfortable, and competitive working conditions everywhere. We remain faithful to our commitments. |
| «Адалдық»/ADALDYQ/ Justice | In resolving any issues, we objectively assess the situation and act with fairness. We apply equal standards and provide equal opportunities. We value the opinions of others, giving them the chance to express themselves and be heard. |
| Тәжірибе/ТАЈІРІБЕ /Professionalism | We approach tasks conscientiously and take pleasure in our work. We are experts in our field, continuously improving ourselves, and achieving results. To enhance efficiency, we seek diverse perspectives and apply various methods. |

7.3. The adherence to and development of corporate values, both within and outside the organization, is the responsibility of each employee. The effective development of corporate culture relies on the personal engagement and participation of every employee.

8. Implementation of modern personnel management methods and advanced HR technologies, along with improving HR processes to enhance the efficiency of HR functions.

8.1. HR aims to fulfill its strategic role, assisting top management in more effectively leading their teams, contributing to solving business tasks, fostering corporate culture, and elevating HR expertise.

8.2. As a standard for HR professionals' performance, the HR team adheres to recognized international professional standards that define the required set of HR employee competencies, encompassing both professional and personal skills.

8.3. Key tasks for improving the effectiveness and development of the HR function include:

- developing HR expertise through consolidating, accumulating, and disseminating knowledge and experience within the Company group.
- continuous improvement of HR employees' professional competencies across the Company group (including HR certification).
- maximum automation of "routine" processes (personnel administration, timekeeping, recruitment requests, performance evaluation, etc.).

- advancement and digital transformation of HR metrics and analytics systems, standardizing and automating processes, and adopting cutting-edge technologies and digital solutions.
- implementing HR processes and tools in alignment with and adherence to the company's corporate values.
- introducing a business partnership model.
- adopting a systematic approach to HR functions within the company and its subsidiaries (implementing unified principles, approaches, and personnel management methods).
- elevating the role of HR functions and their impact on decision-making processes at all levels.

9. Expected outcomes

9.1. The implementation of the Company's Personnel policy will contribute to achieving the objectives of the Company's Development Strategy.

9.2. The introduction of advanced personnel management practices will facilitate a transformation in employees' mindset. The corporate culture, as an ideological component, will focus on fostering necessary value systems across the entire Company's group, introducing new behavioral models that encourage commercial thinking and readiness for change.

9.3. In the context of implementing Personnel policy, regular monitoring of goal attainment will be conducted, using key performance indicators to compare with international benchmark companies.

9.4. The effectiveness of the human resources management function will be monitored through a set of main key performance indicators (KPIs) outlined in Appendix 2 of this Personnel policy. Based on this Personnel policy, within the sustainable development management system, monitoring of KPIs for the Plan of Initiatives in the area of sustainable development is planned. This will focus on enhancing the Company's social responsibility, adherence to UN Global Compact principles, investment in human capital, ensuring social protection (preventing discrimination, upholding human rights, ensuring equal rights and opportunities), adhering to gender equality principles (increasing the number of women among employees and in the talent pool, ensuring optimal female representation in managerial positions), and other related aspects.

10. Referenced documents.

| No. | Document title |
|-----|--|
| 1 | Development Strategy of "Samruk-Energy" JSC for 2022-2031, approved by the Board of Directors' decision on October 29, 2021 (Minutes No. 11/21). |
| 2 | Personnel Policy of "Samruk-Kazyna" JSC approved by the Fund's Board of Directors' decision on December 14, 2022 (Minutes No. 209). |



3

Corporate Standard for Human Resources Management of the Fund's group, approved by the Fund's Management Board decision dated December 29, 2022 (Minutes No. 70/22).

Appendix 1. Current situation analysis

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> - Strong employer brand - Absence of social tension, positive ranking in social stability and well-being index - Presence of a system of professional unions and collective agreements, employee social support programs - Competitive level of compensation and rewards system - Acceptable employee turnover rate - Highly skilled personnel, strong technical expertise - Well-established human resource management system | <ul style="list-style-type: none"> - Low level of HR process automation - Insufficient integration of the workforce planning system and analysis of gaps in the current workforce - Deviation in practice from procedures regulated by HR guidelines and policies - Inadequate development of succession planning and promotion to key positions for members of the talent pool - Insufficient alignment between HR departments and the business, with HR teams burdened by administrative and transactional functions - Lack of production experience among young executives - Inadequate motivation system, unclear link between motivation and personal effectiveness in some cases - Insufficient synergy in cross-functional collaboration between business units |
| Opportunities | Threats |
| <ul style="list-style-type: none"> - Automation of routine HR processes - Professional development and career growth of internal staff - Further development of dual education, joint preparation with universities for specialists in future-relevant fields - Utilization of modern HR tools - Pursuit of the principle of meritocracy and providing conditions for internal growth within the company - Necessity to foster corporate and team spirit among employees - Opportunities for rotations, practices, and internships | <ul style="list-style-type: none"> - Resistance to change, bureaucracy - Risk of social-labor conflicts, social tension in production teams due to downsizing, privatization, restructuring, etc. - Shortage of professionals with the required qualifications in the labor market within the energy sector - Insufficient level of necessary knowledge and skills among young professionals - Risk of losing key employees (employee turnover) - Risk of declining employee motivation - Increasing competition for labor resources |

Appendix2.

KPI of Personnel policy

| No. | INDICATOR | PRINCIPLES OF CALCULATION | TARGET VALUE | INDICATOR EXPLANATION |
|-----|------------------------------|--|-------------------|---|
| 1 | Employee well-being level, % | The measurement of employee engagement is determined using the findings of a survey conducted among employees, following the well-being research methodology of the Fund's Unified Provider. The survey is conducted on an annual basis. | Not less than 65% | Determining the level of employees' social well-being is achieved by assessing the integrated well-being index, comprising three key indices: 1) Commitment 2) Relationships 3) Development. |
| 2 | SRS survey, % | Diagnostics of social-labor relations among the company's production staff. | Not less than 65% | The SRS Index represents the level of employees' social mood as perceived through their assessment of various interconnected and complementary factors, both internal (corporate-related) and external. |
| 3 | Employee turnover, % | The "Percentage of employees who left the organization during the reporting period" is calculated by dividing the number of employees who were terminated based on the labor legislation of the Republic of Kazakhstan (excluding those who left for reasons like staff rotation to subsidiaries, reaching retirement age, or were laid off due to circumstances beyond their control, employer's liquidation, reduction in production volume, tasks performed, or services provided leading to a decline in the employer's economic condition)/ the average headcount during the reporting period] * 100%. | Not more than 14% | This indicator shows the workforce movement out of the company and allows forecasting the personnel needs. The company sets a goal to maintain this value within defined limits for a ten-year period. |

| | | | | |
|---|--|--|---|---|
| | | | | |
| 4 | Percentage of appointments from the talent pool/succession planning,% | [Number of succession pool member appointments to key positions / Total number of vacancies to key positions]*100% | Not less than 70% | It shows how successful the Company is in filling key positions with candidates from its talent pool or succession planning program. |
| 5 | Percentage of appointment/election of women to executive bodies/BoD/SB | [Number of appointments/elections of women to executive bodies/BoD/SB / Total number of members of executive bodies/BoD/SB]*100% | 2023 – not less than 20% until the end of 2030 – not less than 30% | This indicator measures the level of compliance with the Head of State's directives concerning the appointment or election of women leaders to positions within executive bodies, Board of Directors, and supervisory boards. |

Appendix 3
Planned headcount
for 2023 in compliance with the Company’s Development
Plan for 2023-2027

| SA name | Plan for 2023, persons | | |
|-------------------------------|------------------------|--------------|---------------|
| | Total including | AMS | PS |
| “Samruk-Energy” JSC | 150 | 150 | |
| “AlmatyEnergoSbyt” LLP | 530 | 42 | 488 |
| “Moynak HPP” JSC | 123 | 21 | 102 |
| “Shardarinsk HPP” JSC | 136 | 19 | 117 |
| “Ekibastuz SDPP-2” JSC | 1 424 | 74 | 1 350 |
| “Alatau Zharyk Company” JSC | 3 822 | 116 | 3 706 |
| “Almaty Power Plants” JSC | 3 084 | 155 | 2 929 |
| Qazaq Green Power PLC PC | 67 | 67 | |
| “Ekibastuz SDPP-1” LLP | 1 567 | 104 | 1 463 |
| “Bogatyr-Komir” LLP | 6 973 | 466 | 6 507 |
| “Samruk-Green Energy” LLP | 22 | 8 | 14 |
| “First Wind Power Plant” LLP | 37 | 9 | 28 |
| “Energiya Semirechya” LLP | 32 | 12 | 20 |
| “Bukhtarminsk HPP” JSC | 10 | 10 | |
| “Resursenergougol” PJSC | 5 | | 5 |
| “Ereymentau Wind Power” LLP | 13 | 13 | |
| “Kazhydrotechenergo” LLP | 2 | 2 | |
| “Teploenergomash” LLP | 2 | 2 | |
| “Energy Solutions Center” LLP | 66 | 15 | 51 |
| TOTAL | 18 065 | 1 285 | 16 780 |