



The “Personnel Management Policy of Kazakhtelecom JSC” remains in effect.

Key areas of the Policy include:

- › Recruitment, motivation, and creation of favorable conditions for qualified staff through human resource development aligned with the Company’s strategic goals
- › Effective development of corporate culture that supports the realization of the Company’s strategy
- › Introduction of modern methods and advanced HR technologies, improvement of EX processes to enhance the efficiency of EX functions.

The Policy’s objective is to define principles and approaches to HR management aligned with the business strategy “JRun” and the four strategic development directions (SNR):

1. Jaqyn – business transformation through outstanding customer experience
2. Birlik – internal client focus and improving their experience
3. Alau – full data potential utilization, IT infrastructure modernization, information security, microservices-based architecture, and multi-cloud environments
4. Orken – network modernization and operational efficiency improvement.

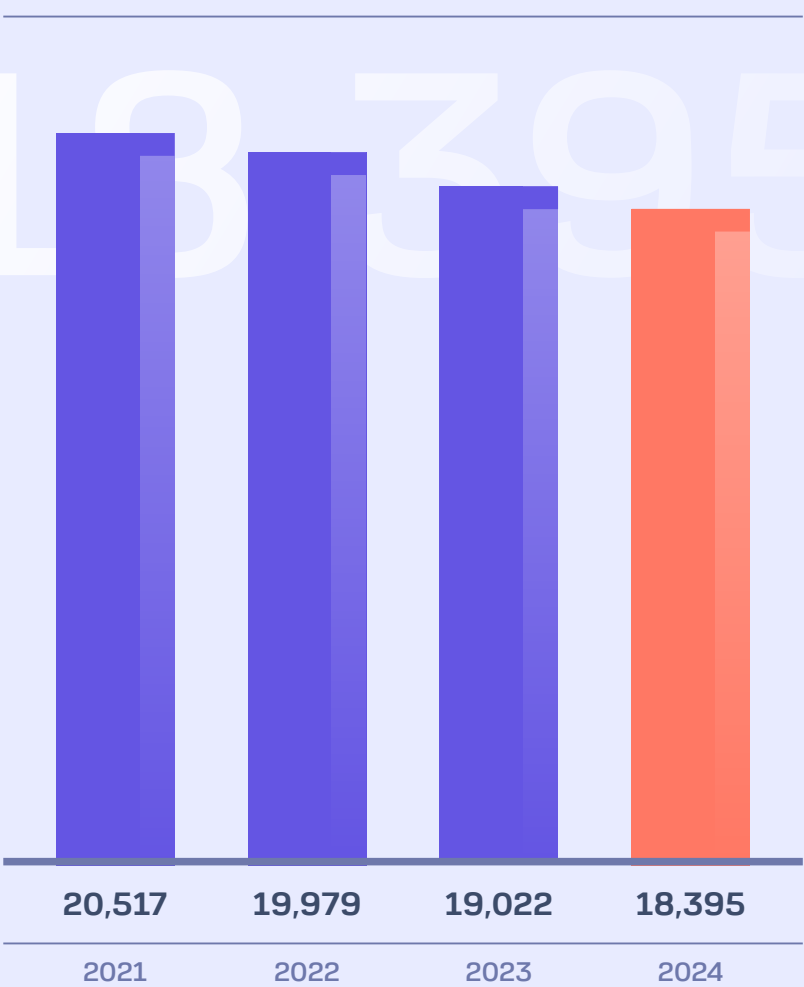
Employee training and development is overseen by the Employee Experience Office – a structural unit of the Company’s HR system. Its activities are governed by the following internal documents:

- › Rules for Knowledge Management at Kazakhtelecom JSC
- › Rules for Talent Pool Formation and Training at Kazakhtelecom JSC.

WORKFORCE SIZE AND STRUCTURE

GRI 2-7

WORKFORCE DYNAMICS, 2021-2024, PERSONS



18,395

persons

Workforce headcount as of 2024

GRI 405-1

WORKFORCE BREAKDOWN BY AGE GROUP AS OF DECEMBER 31, 2024

Category	Total, persons	Under 30		30-50		Over 50	
		Persons	Share, %	Persons	Share, %	Persons	Share, %
Total workforce	18,395	2,853	15.5	10,449	56.8	5,093	27.7
- in management positions	1,121	22	2	745	66.4	354	31.6
- specialists	12,831	2,102	16.4	7,655	59.7	3,074	23.9
- workers	4,443	729	16.4	2,049	46.1	1,665	37.5

GRI 405-1

WORKFORCE BREAKDOWN BY GENDER AS OF DECEMBER 31, 2024

Category	Total, persons	Men		Women	
		Persons	Share, %	Persons	Share, %
Total workforce	18,395	11,702	63.6	6,693	36.4
- in management positions	1,121	797	71.1	324	28.9
- specialists	12,831	6,768	52.7	6,063	47.3
- workers	4,443	4,137	93.1	306	6.9

GRI 405-1

EMPLOYEES WITH DISABILITIES

Category	Total, persons	Men		Women	
		Persons	Share, %	Persons	Share, %
Total number of employees with disabilities	228	159	69.7	69	30.3
- in management positions	7	5	71.4	2	28.6
- specialists	158	97	61.4	61	38.6
- workers	63	57	90.5	6	9.5



WORKFORCE BREAKDOWN BY ETHNICITY AS OF DECEMBER 31, 2024, PERSONS

Ethnicity	Number of employees
Kazakhs	13,853
Russians	2,999
Koreans	61
Germans	193
Ukrainians	381
Tatars	242
Others	666
Total	18,395

GRI 405-1

BREAKDOWN OF GOVERNING BODIES BY AGE AS OF DECEMBER 31, 2024

Category	Total, persons	Under 30		30-50		Over 50	
		Persons	Share, %	Persons	Share, %	Persons	Share, %
Board of Directors	7	0	0	5	71	2	29
Management Board	7	-	-	4	57	3	43

GRI 405-1

BREAKDOWN OF GOVERNING BODIES BY GENDER AS OF DECEMBER 31, 2024

Category	Total, persons	Men		Women	
		Persons	Share, %	Persons	Share, %
Board of Directors	7	7	100	0	0
Management Board	7	6	86	1	14

The majority of employees fall within the 30–50 age group, accounting for 56.8% of the total workforce. Employees over the age of 50 represent 27.7%, while young people under 30 account for 15.5%. Male employees make up 63.6% of the workforce, while female employees represent 36.4%.

36.4%

is the share of women among the total workforce in 2024



GRI 2-7

NUMBER OF PERMANENT AND TEMPORARY EMPLOYEES OF KAZAKHTELECOM JSC BY GENDER AND REGION IN 2024

Region	Permanent employees, persons		Temporary employees, persons	
	Men	Women	Men	Women
Total	11,639	6,586	63	107
Abai Region	416	154	1	5
Akmola Region	770	276	0	2
Aktobe Region	598	335	1	11
Almaty Region	508	153	1	7
Atyrau Region	423	211	7	5
West Kazakhstan Region	385	184	0	1
Zhambyl Region	466	190	1	2
Zhetysu Region	484	224	3	3
Karaganda Region	689	401	2	7
Kostanay Region	726	323	0	3
Kyzylorda Region	328	206	0	1
Mangystau Region	269	172	2	4
Pavlodar Region	558	291	4	7
North Kazakhstan Region	677	184	0	2
Turkistan Region	463	107	0	0
Ulytau Region	81	48	0	2
East Kazakhstan Region	497	314	3	5
Astana city	963	726	10	8
Almaty city	1,915	1,780	22	20
Shymkent city	423	307	6	12

14%

Share of women on the Management Board

18,225

persons

during the reporting period, the number of employees working under permanent employment contracts



GRI 2-7

In 2024, the number of full-time employees of Kazakhtelecom JSC was 18,257, including 11,612 men and 6,645 women. The Company also employed 138 part-time employees, including 90 men and 48 women.

Region	Full-time employees, persons		Part-time employees, persons	
	Men	Women	Men	Women
Total	11,612	6,645	90	48
Abai Region	415	157	2	2
Akmola Region	746	278	24	0
Aktobe Region	598	336	1	10
Almaty Region	509	160	0	0
Atyrau Region	430	214	0	2
West Kazakhstan Region	383	178	2	7
Zhambyl Region	467	191	0	1
Zhetysu Region	487	227	0	0
Karaganda Region	672	406	19	2
Kostanay Region	701	321	25	5
Kyzylorda Region	316	194	12	13
Mangystau Region	271	176	0	0
Pavlodar Region	562	298	0	0
North Kazakhstan Region	674	186	3	0
Turkistan Region	463	104	0	3
Ulytau Region	79	50	2	0
East Kazakhstan Region	500	318	0	1
Astana city	973	733	0	1
Almaty city	1,937	1,800	0	0
Shymkent city	429	318	0	1

18,257

persons

employees of the Company working on a full-time basis in 2024

138

persons

employees of the Company working on a part-time basis in 2024



GRI 2-8

In 2024, 1,968 employees worked for the Company under civil law contracts, being engaged in project-based and temporary work, including territory cleaning, maintenance services, and other auxiliary activities.



1,968

persons

employees working in the Company under civil law contracts in 2024



RECRUITMENT

Kazakhtelecom JSC carries out the recruitment procedure in accordance with the Rules of Selecting Personnel of Kazakhtelecom JSC. Recruitment for vacant positions and working professions in the Company is carried out by structural divisions of the General HR Service Centre and Employee Experience Management Service.

Principles of personnel selection:

- › recruitment planning based on business needs;
- › clear and transparent selection criteria based on the requirements to the position and the Competence Model;
- › transparent tender procedures;
- › professionalism, personal qualities of the candidate and his/her compliance with the qualification requirements and competencies for the position;
- › reasonableness of decisions taken based on the meritocracy principle;

- › use of candidates evaluation methods that are relevant for each position, making it possible to make objective decisions when hiring personnel;
- › non-discrimination, professional, open and respectful attitude towards all candidates;
- › compliance with laws of the Republic of Kazakhstan;
- › rational use of resources for attracting and recruiting personnel.

Personnel selection is carried out on a competitive basis. In-house candidates, including those in the personnel reserve, have priority when filling a vacant position. Applicants for search and selection of qualified specialists can be:

- › the Company’s employees, including reservists in the personnel reserve of Kazakhtelecom JSC;
- › employees of Kazakhtelecom JSC’s Group of companies;
- › employees of Samruk-Kazyna JSC Group;

- › candidates participating in the competition for a vacant position;
- › graduates of universities, senior students.

The Company has adopted an Equal Opportunity, Inclusion and Diversity Policy, one of the key principles of which is to strive to build diverse teams and promote diversity initiatives, including prioritising local hiring as well as targeted recruitment.

If necessary, the Company selects external candidates. The Company uses the following tools to search for potential new employees:

- › electronic database of candidates formed on the Unified Online Recruitment Platform Samruk Qyzmet (<https://qsamruk.kz/>);
- › electronic CV database generated by the Company;
- › specialised sites with CV databases (Qyzmet.kz, Kz.jooble.org and others);

- › social networks (Facebook, LinkedIn and others);
- › electronic database of graduates of young specialists development/talent management programmes implemented by the Company/Samruk-Kazyna JSC.

In 2024, 1,947 new employees were hired by the Company. Among them, 13 individuals were selected from the Company’s Talent Pool. The majority of the newly hired employees were under the age of 30.



GRI 404-1

NUMBER OF NEWLY HIRED EMPLOYEES, PERSONS

Category	2022	2023	2024
Total for the Company:	2,175	1,809	1,947
By gender group:			
- Women	715	605	634
- Men	1,460	1,204	1,313
By age group:			
- Less than 30 years	1,216	928	956
- 30-50 years	813	718	851
- More than 50 years	146	163	140

1,947

persons

number of new employees hired by the Company in 2024



GRI 401-1

NUMBER OF NEWLY HIRED WORKERS BY REGION, PERSONS

Region	2022	2023	2024
Total	2,175	1,809	1,947
Abai Region	39	42	47
Akmola Region	104	56	70
Aktobe Region	77	77	78
Almaty Region	86	73	105
Atyrau Region	78	56	76
West Kazakhstan Region	66	55	57
Zhambyl Region	64	23	31
Zhetysu Region	77	68	67
Karaganda Region	123	86	99
Kostanay Region	109	113	75
Kyzylorda Region	27	14	20
Mangystau Region	57	46	36
Pavlodar Region	110	91	84
North Kazakhstan Region	101	63	64
Turkistan Region	28	14	20
Ulytau Region	35	24	27
East Kazakhstan Region	75	59	75
Astana city	236	268	333
Almaty city	578	495	475
Shymkent city	105	86	108

GRI 401-1

RATIO OF NEWLY HIRED EMPLOYEES, 2022-2024, %

Indicator	2022	2023	2024
Total for the Company:	0.11	0.10	0.11
By gender group:			
- Women	0.04	0.09	0.09
- Men	0.07	0.10	0.11
By age group:			
- Less than 30 years	0.06	0.28	0.34
- 30-50 years	0.04	0.07	0.08
- More than 50 years	0.007	0.03	0.03



STAFF TURNOVER

GRI 401-1

Kazakhtelecom JSC implements employee motivation and retention programs aimed at reducing staff turnover and encouraging employee development. In 2024, a total of 2,609 employment contracts were terminated. Compared to 2023, the number of terminated employment contracts increased by 206%.

GRI 401-1

TOTAL NUMBER OF EMPLOYEES WHOSE CONTRACTS WERE TERMINATED, BY AGE GROUP AND GENDER, PERSONS

Indicator	2022	2023	2024
Kazakhtelecom JSC	1,444	1,267	2,609
By gender group:			
- Women	417	345	969
- Men	1,027	922	1,640
By age group:			
- Under 30	579	482	692
- 30–50	747	666	1,101
- Over 50	118	119	816

Note: The employee turnover rate was 0.14% overall, 0.14% for women, and 0.14% for men (as a share of the Company’s average headcount).

2,609

persons

number of employees whose employment was terminated in 2024





GRI 401-1

NUMBER OF EMPLOYEES WHOSE CONTRACTS WERE TERMINATED BY REGION, PERSONS

Region	2022	2023	2024
Total	2,175	1,809	2,609
Abai Region	39	42	81
Akmola Region	104	56	106
Aktobe Region	77	77	106
Almaty Region	86	73	122
Atyrau Region	78	56	76
West Kazakhstan Region	66	55	78
Zhambyl Region	64	23	50
Zhetysu Region	77	68	94
Karaganda Region	123	86	162
Kostanay Region	109	113	129
Kyzylorda Region	27	14	50
Mangystau Region	57	46	48
Pavlodar Region	110	91	139
North Kazakhstan Region	101	63	112
Turkistan Region	28	14	54
Ulytau Region	35	24	29
East Kazakhstan Region	75	59	106
Astana	236	268	278
Almaty	578	495	666
Shymkent	105	86	123



TALENT POOL

The Company continues to implement the Talent Management project aimed at building and training the talent pool as the main internal source of filling key positions in the Company.

This project helps the Company identify and retain talented employees with high professional potential. As part of this project, the Company runs the Leadership School, a programme where reservists receive training to develop management and leadership competencies.

PRINCIPLES OF FORMING THE TALENT POOL



Objectivity

Candidates for the talent pool are identified on the basis of objective evaluation criteria



Transparency

Procedures for selection and formation of the talent pool are carried out openly and publicly



Voluntariness

Inclusion of a candidate in the talent pool shall be at the employee's request



Equal opportunities

Any eligible employee may participate in the selection of candidates for inclusion in the talent pool



Meritocracy

The process of filling key management positions with the most capable and talented employees.

In 2024, Kazakhtelecom JSC continued systematic work on talent pool development. To update and improve the competency model in line with the Company's CREDO values and strategic goals, a new competency model was approved to ensure a unified and objective approach to assessing employee potential and development.



Following the implementation of the new model, a validation effort was carried out to update the automated competency report. A comprehensive assessment of the business potential of employees in the EX division was conducted, involving 113 participants. The assessment used online psychometric tools by SHL, including verbal and numerical reasoning tests, diagram series tests, a professional personality questionnaire, and a motivation questionnaire. These tools provided deeper insights into employees’ abilities to work with new information, their strengths, task preferences, and internal motivation levels.

375

employees

in the talent pool for key positions (as of the end of 2024)

HIRING INDICATORS OVERVIEW

Year	2021	2022	2023	2024
Total number of new hires, persons	1,978	2,174	1,809	1,947
Share of open positions filled by internal candidates (internal hiring), %	51	20	4.5	1.7
Average hiring cost per employee (FTE), KZT	20,338	18,316	18,596	25,413

In addition to potential assessment, a strong focus was placed on training and development of talent pool candidates in 2024. Senior specialists continued Executive MBA programs at universities including KIMEP, Nazarbayev University, ALMAU, and De Montfort University, with 22 participants in total. In parallel, the Corporate University implemented the START MBA program, with 158 candidates completing a five-month intensive course. In April 2024, 70 more candidates completed the NEXT MBA program at Caspian University. These initiatives aim to build a high-potential pool of leaders capable of implementing the Company’s strategic objectives in a dynamic business environment.

34

vacancies

were filled from the talent pool in 2024



EMPLOYEE PERFORMANCE EVALUATION

Kazakhtelecom JSC sets clear and measurable goals for its employees in the form of Key Performance Indicators (KPIs), on which remuneration is based.

The KPI system management is aimed at achieving the Company’s strategic goals outlined in the Strategy, Business Plan, and other guiding documents. It covers long-term, medium-term, and operational planning.

Employees are assigned responsibility for achieving results in key business areas, with performance monitoring aligned to strategic goals, objectives, and initiatives. The Company ensures a balance between financial and non-financial KPIs and monitors progress through regular (quarterly/annual) performance evaluations, including factor analysis and the development of recommendations.

The performance planning and evaluation cycle is designed for continuous performance management throughout the calendar year. A key condition for bonus payments based on results is the availability of consolidated net profit, calculated taking into account the planned bonus payment fund.

GRI 404-3

NUMBER OF EMPLOYEES COVERED BY REGULAR PERFORMANCE AND CAREER DEVELOPMENT EVALUATIONS, PERSONS

Indicator	2022	2023	2024
Kazakhtelecom JSC	530	1,628	1,756
By gender group:			
- Women	173	716	598
- Men	357	912	1,158
By employee category:			
- Managers	234	638	673
- Specialists	296	990	1,083
- Workers	0	0	0

The Company has implemented an annual Employee Rating system based on performance and competency development. This rating system categorizes employees on the Company’s talent map from “ineffective” to “high leadership potential” to inform personnel decisions.

Changes introduced to the performance evaluation system in 2024:

- Updated “Rules on Current Bonuses for Employees of Kazakhtelecom JSC Branches”;
- Introduced quarterly KPIs for all employees, as per the updated evaluation rules;
- Automated the process for setting and calculating the Labor Participation Coefficient (LPC).

The Company has also implemented the Individual Development Plan (IDP) system, allowing each employee to focus on enhancing their knowledge, skills, and performance.

In the reporting period, 1,756 employees (9.6% of the total headcount) were covered by regular performance and career development evaluations.



REMUNERATION

Kazakhtelecom JSC provides its employees with fair and competitive remuneration

In 2024, the Company’s average monthly salary amounted to KZT 467,411, an increase of KZT 52,024 or 12.5% compared to 2023.

The motivation system adopted by Kazakhtelecom JSC ensures a clear link between employee remuneration and performance, supported by the performance evaluation system.

The Company’s remuneration strategy is regulated by the Compensation and Organizational Efficiency Department, which is responsible for designing an economically efficient remuneration system to attract, retain, and motivate employees.

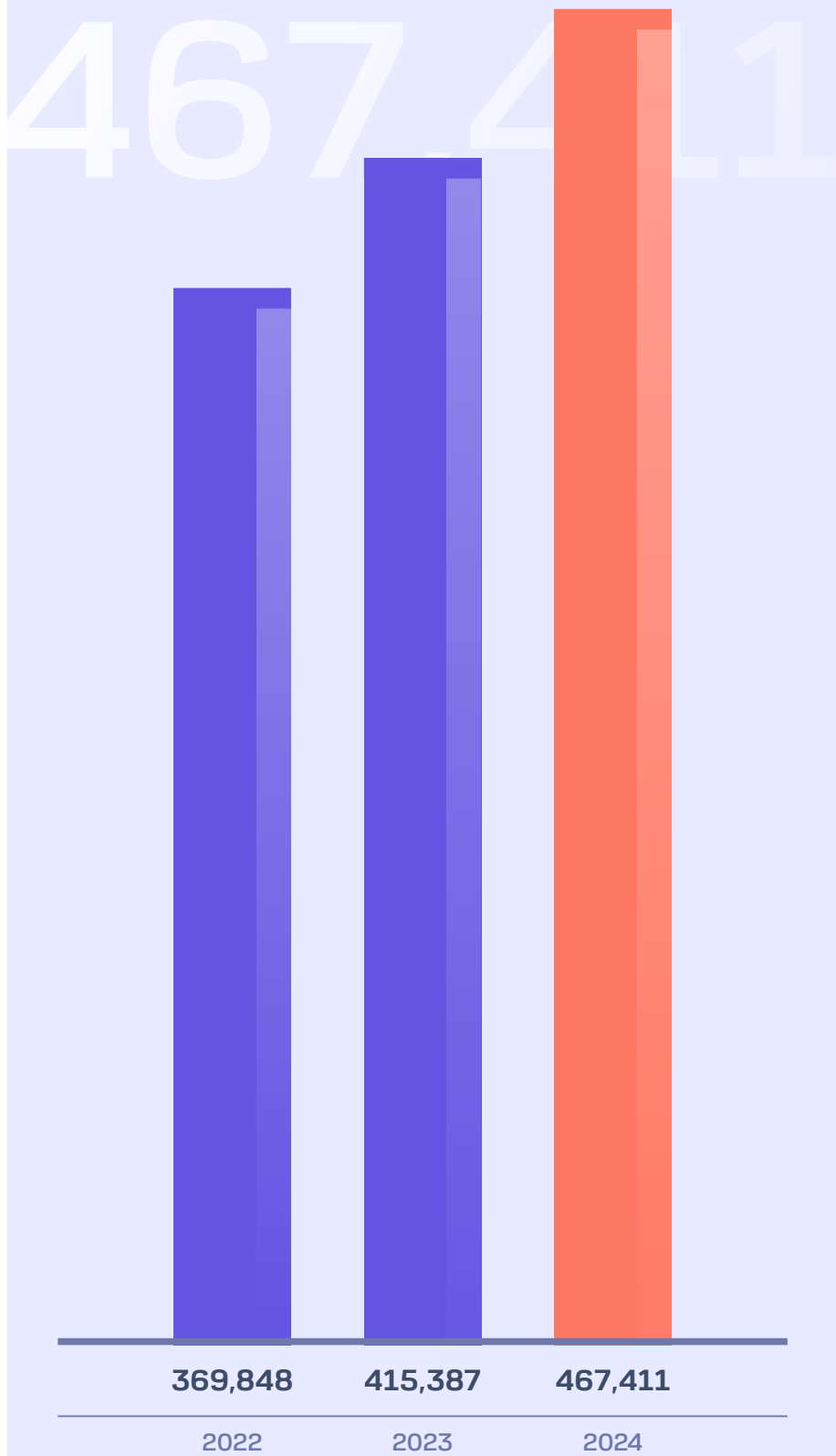
Kazakhtelecom JSC applies a grading system based on the Hay Group methodology, with standardized approaches to salary, bonuses, allowances, ongoing and one-time incentive payments, and position grading with an intergrade coefficient.

109.4

KZT billion

total payroll costs in 2024

DYNAMIC OF AVERAGE MONTHLY SALARY IN THE COMPANY, KZT



GRI 202-1, 406-1

The Company ensures that no discrimination on any grounds occurs and guarantees a fair and equitable approach to employee remuneration.

In 2024, the minimum wage of male and female employees of Kazakhtelecom JSC amounted to KZT 114,000. Given the national minimum wage of KZT 85,000, the minimum wage of the Company’s employees in 2024 was 34% higher than the national level.

GRI 405-2

RATIO OF SALARIES OF MEN AND WOMEN BY EMPLOYEE CATEGORY AS OF DECEMBER 31, 2024

Indicator	Managerial positions	Specialists	Workers
Salary, thousand KZT:			
- Men	621	334	243
- Women	645	272	126
Ratio, % (base salary of women to men by employee category at Kazakhtelecom JSC)	103.9	81.4	52.1

GRI 405-2

RATIO OF REMUNERATION (BASE SALARY + BONUSES) OF MEN AND WOMEN BY EMPLOYEE CATEGORY AS OF DECEMBER 31, 2024

Indicator	Managerial positions	Specialists	Workers
Remuneration (base salary + bonuses), thousand KZT:			
- Men	229	114	76
- Women	227	101	81
Ratio, % (remuneration of women to men by employee category at Kazakhtelecom JSC)	99.3	88.7	106.4

SOCIAL STABILITY

During the reporting period, the Company continued its efforts to maintain social stability. Heads of HR functions in the divisions and branches of Kazakhtelecom JSC held meetings with employees to discuss matters of social and labor relations, payroll, and social support.

The Company has established an effective communication channel between employees and top management in the format of online conferences, which includes the following procedures:

- › initial collection of a pool of questions;
- › moderation of the question pool by the Communications Department of Kazakhtelecom JSC;
- › a live broadcast with the Chairman of the Management Board.

The group of companies of Samruk-Kazyna JSC holds an annual monitoring of the social environment in production teams. To identify hidden social tensions in a timely manner and manage this process, Kazakhtelecom JSC, in cooperation with the Private Institution “Center for Social Interaction and Communications”, conducts a sociological study called

Samruk Research Services (SRS). Based on the survey results and sociologists’ recommendations, an annual Action Plan to address areas of concern is developed and approved.

In 2024, the Center for Social Interaction and Communications conducted an SRS index study. The total score amounted to 68%, exceeding the threshold KPI of Kazakhtelecom JSC, which is set at 60%.

The Engagement Index measures satisfaction with infrastructure, workload, remuneration and social benefits, loyalty, communication, development and career opportunities, and recognition by leadership.

The Social Well-being Index captures self-assessment of current and dynamic well-being, including social, financial, health, and environmental quality aspects.

The Social Calm Index reflects the level of social tension, employees’ perception of the protection of their rights, conflict levels within the team, and protest sentiments, including readiness to participate in protests and loyalty toward those who do.

As part of the 2024 Action Plan to address areas of concern, developed based on SRS results, Kazakhtelecom JSC implemented a set of measures aimed at improving working conditions, enhancing employee motivation, and developing corporate culture in the following areas:

- › Enhancing communication and openness in interactions;
- › Improving social and living conditions;
- › Providing necessary resources to employees;
- › Staff training and development;
- › Corporate culture development and employee engagement;
- › Implementation of the Well-Being program;
- › Raising employee awareness of trade union and Ombudsman activities.



THE TOTAL SRS INDEX SCORE IS A COMPOSITE OF THE FOLLOWING THREE SUB-INDICES

68%

Engagement Index

54%

Social Well-being Index

84%

Social Calm Index



EMPLOYEE SOCIAL SUPPORT

GRI 2-30, 404-2

Kazakhtelecom JSC maintains a system of social support for employees that ensures comfortable and safe working conditions. The Collective Agreement of Kazakhtelecom JSC covers 92% of the Company's employees.

In accordance with the Collective Agreement, the Company continued to provide the following types of social support in 2024, regardless of the nature of employment (permanent or temporary):

- › life insurance;
- › medical care;
- › parental leave;
- › pension programs.

Additionally, under the Collective Agreement of Kazakhtelecom JSC, the Company provides support to employees in cases of downsizing and retirement, including the opportunity to transfer to vacant positions, early retirement based on service duration, paid time off for job searching, and lump-sum payments upon dismissal or retirement.

92%

Company's employees

are covered by the Collective Agreement of JSC "Kazakhtelecom"

GRI 402-1

The minimum notice period for termination of employment contracts due to workforce or position reductions, as per the Labour Code of the Republic of Kazakhstan, is 4 weeks (30 calendar days). In accordance with the Collective Agreement adopted by Kazakhtelecom JSC, this period exceeds the minimum legal requirements and is set at 45 calendar days.

GRI 401-2

In addition to standard employee benefits, the Company has introduced a "Benefits Cafeteria" system that allows employees to independently determine the structure and content of their benefits package within the limits of allocated funds and the list of available benefits.

The "Benefits Cafeteria" concept applies to employees holding the following positions:

- › Managing Directors of the Head Office, Chief Treasurer, HR Director, Director for Customer Experience Management, and Business Line Directors of branches who report directly to the General Directors of the branches;
- › Heads of structural subdivisions of the Head Office.

The "Benefits Cafeteria" includes the following categories:

- expansion of voluntary medical insurance coverage;
- reimbursement of educational course/program costs for employees and/or their children;
- reimbursement of costs for health resort treatment (excluding those covered under VMI), among others.

One of the Company's key social programs is the "DEMEU" program, which provides assistance to large families, families with children with disabilities, and families that have adopted more than two children. In 2024, the program was expanded to include the "single-parent family" category and financial support for caregiving for close relatives. Additionally, under the Program, social support is provided to employees on A8-B4 grades in the form of reimbursement for final-year tuition expenses in colleges/universities.

Within the "DEMEU" program, Company employees receive payments to cover expenses related to the rehabilitation of children with disabilities, special education programs, attendance at special correctional institutions, travel vouchers to children's wellness camps and sanatoriums (for children with disabilities), and financial assistance for medications, school meals, and more.

1,600

employees

received payments under the "DEMEU" program totaling in 2024

>300

KZT million



One of the focus areas of the Employee Experience strategy is ensuring the well-being and health of Kazakhtelecom JSC employees. In 2024, the Company continued to implement the Well-Being Program aimed at monitoring employee health and preventing illnesses, while promoting a healthy lifestyle. Based on employee health monitoring results for 2023, a Comprehensive Program on Well-Being and Health was developed in February 2024.

During the year, as part of the Program on Monitoring and Preventing Employee Illnesses, a set of activities was implemented to protect employee health and reduce work-related risks. The year-end results showed a positive trend in both the Health Index and the Well-Being Index. According to a survey, job satisfaction increased by 24%, which may be attributed to improved working conditions, enhanced stress management skills, a stronger moral climate, and the development of corporate culture. A total of 301 psychological support consultations were conducted.

Based on the results of the IR screening carried out in 2023, 3,954 of the 6,828 identified social and domestic condition violations were addressed in 2024. Thus, the proportion of resolved issues amounted to 58% of the total.



Parental Leave

GRI 401-3

DISTRIBUTION OF EMPLOYEES ON PARENTAL LEAVE, PERSONS

Indicator	2022	2023	2024
Total number of employees entitled to parental leave, including:	19,979	19,022	18,395
- Women	7,390	7,016	6,693
- Men	12,589	12,006	11,702
Total number of employees who took parental leave, including:	1,345	1,008	122
- Women	1,314	992	116
- Men	31	16	6
Total number of employees who returned to work during the reporting period after parental leave, including:	379	368	389
- Women	369	353	383
- Men	10	15	6
Total number of employees expected to return to work from parental leave, including:	145	174	182
- Women	139	168	181
- Men	6	6	1
Total number of employees who returned from parental leave in the previous reporting year and remained with the Company 12 months after return, including:	221	226	121
- Women	219	214	114
- Men	2	12	7

122

persons

the number of employees who took parental leave by the end of the reporting period

In 2024, the return rate was 220%, while the retention rate amounted to 33%.

95%

the share of women among the employees who took parental leave



Development of Corporate Culture

In 2024, Kazakhtelecom JSC celebrated its 30th anniversary since its founding. The Company was established by the Resolution of the Cabinet of Ministers of the Republic of Kazakhstan dated June 17, 1994, No. 666, and has remained a leader in the telecommunications sector for three decades. In honor of the anniversary, special initiatives and activities were held to enhance employee motivation, recognize achievements, and strengthen corporate culture:

1

Honorary Awards

> Title “Uzdik baylanysshy”

An additional quota was allocated by the Ministry of Digital Development, Innovations and Aerospace Industry of the Republic of Kazakhstan to recognize 32 Company employees.

2

“Kazakhtelecom Beauty – 2024” Contest

Organized to:

- > increase employee motivation;
- > promote healthy lifestyle values and inner beauty;
- > foster corporate spirit.

Contest results:

- > 15 participants received incentive certificates for Shop.telecom.kz worth KZT 10,000;
- > The title of “Second Vice-Miss” was shared by two employees, each receiving a certificate worth KZT 50,000;
- > The “First Vice-Miss” received a certificate for KZT 100,000;
- > The winner of the contest, “Kazakhtelecom Beauty – 2024,” received the grand prize – a certificate for KZT 200,000.





30th Anniversary Events Plan

Social media challenge: “My Job at Kazakhtelecom”

Awarding anniversary badges:

- › Long-service employees (15, 20, 25, 30, 35, 40, 45, and 50 years) received commemorative badges.

“May Day”-style team-building events:

- › Corporate retreats for employees were organized.

Support for telecom veterans:

- › Events were held to honor and support industry veterans.

Corporate marathon:

- › The “30 Years of Kazakhtelecom JSC” run brought employees together in support of an active lifestyle.

Participation in the IX Spartakiad:

- › Kazakhtelecom JSC teams took part in the sports competitions of the Samruk-Kazyna JSC group of

EMPLOYEE TRAINING AND DEVELOPMENT



GRI 3-3, 404-1

At Kazakhtelecom JSC, we recognize that continuous growth and employee development are essential to the Company’s success. The Company has developed the Kazakhtelecom JSC Knowledge Management Policy, which serves as the key document regulating employee learning and development.

In 2024, a total of 39,372 learners completed training, including remote courses, in the following areas:

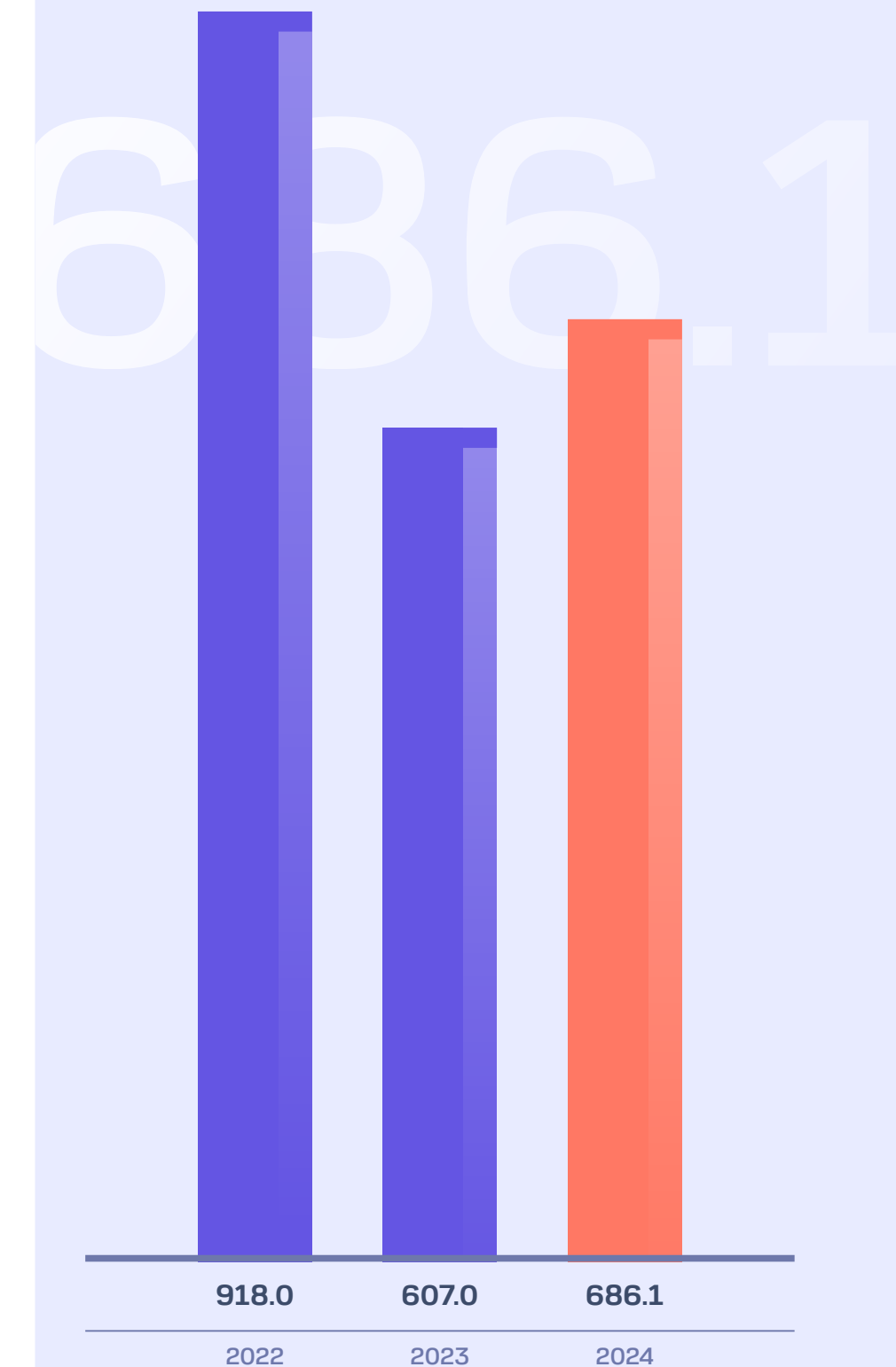
Leadership Academy, EX Academy, HSE&ESG Academy, Service and Sales Academy, Technical Academy, IT Academy, Qazaq&English Academy, Financial Academy.

Training expenses do not include travel costs associated with participation in educational activities. Annual training expenditures are planned in the Company’s budget and allocated across the following items:

- › Staff training and qualification improvement;
- › Travel expenses related to training and qualification improvement.

The overall decrease in investment in employee training during the reporting period is due to a lower number of employees enrolled in long-term Executive MBA programs.

KAZAKHTELECOM JSC’S INVESTMENT IN TRAINING, 2022–2024, **KZT MILLION**





GRI 2-4, 404-1

NUMBER OF HOURS OF EMPLOYEE TRAINING AS OF 31 DECEMBER 2023, PERSONS

Number of training hours in 2024 (hours)				
Women		Men		Total
AP	PP	AP	PP	
23,273	178,458	22,492	342,273	566,496
Number of employees trained as of December 31, 2024 (persons)				
Women		Men		Total
AP	PP	AP	PP	
856	5,837	312	11,390	18,395
Average number of training hours per employee in 2024				
Women		Men		Total
AP	PP	AP	PP	
27.19	30.57	72.09	30.05	30.80

Additionally, in accordance with the Employee Experience Strategy, a target number of training hours per employee was established. The actual average number of training hours per employee in 2024 amounted to: Men – 31.17 hours, Women – 30.1 hours. The indicator of training hours doubled compared to 2023, due to the inclusion of external training in the calculations.

18,395
persons

Number of employees trained in 2024

30.80
hours

Average number of training hours per employee in 2024



Corporate University

GRI 404-2

In 2024, the Corporate University continued operating on the basis of Astana IT University, offering opportunities for student internships and placements at Kazakhtelecom JSC, as well as recruitment of talented IT graduates.

KEY EDUCATIONAL PROGRAMS OF THE CORPORATE UNIVERSITY:

1

Leadership and Management Academy (for talent pool and managers)

901 participants in 2024

Including:

START MBA:

155 participants (3 modules) – employees with high potential and talent pool members.

Training topics included: change management, negotiation and presentation skills, corporate finance, managerial accounting, strategic and marketing management, coaching for managers, and professional communication in the state language.

Next MBA (Caspian University) – a preparatory alternative to the MBA program:

70 out of 149 talent pool members (experts, line managers) completed modular corporate training programs under Start MBA.

Customer Relationship Leadership:

242 participants completed three modules covering agile management, teamwork and customer engagement, emotional leadership, time and conflict management, cross-functional collaboration, coaching, active listening, and performance feedback.



2

HSE Academy – fostering a safety culture

Occupational health and safety (OHS) courses:

1,044 employees completed remote OHS courses via the Learning Telecom platform.

17,778 employees completed offline OHS courses.

Training sessions in 2024 included:

- › “Injury Prevention and Response” – 4,093 field workers
- › “Safe Driving” – 2,101 drivers (including full-time and part-time)
- › “Safe Work Environment” – 1,717 middle managers.

Safety culture courses:

9,854 participants.

3

Sales and Service Academy – sales, customer service, new products

“High-Level Service Culture” training:

- › 411 employees trained in Kazakh
- › 1,539 employees trained in Russian.

Internal trainers pool development – 83 employees trained.

Training program for the Customer Service Department (DRB) aimed at onboarding, manager support, and high-potential employee development.

“Internal Client Service” training, Level 1 and 2:

245 employees of the Shared Services Center and Contact Center participated, focusing on communication skills, effective problem-solving, and service quality.

4

Technical Academy – GPON, CISCO, data transmission, multi-skilled technician, technical mentoring support

1,469 engineering and technical employees trained.

16,843 total participants trained at company training sites.

Courses included:

- › CRM 2.0 – 153 persons
- › Customer Technical Support System – 53 persons
- › Workforce Management for installers – 244 persons
- › Introductory course on networks and services – 291 persons.

Training events in 2024:

- › NRI “Cramer” DB (IP, MPLS, Ethernet, xDSL, GPON) – 3 sessions, 15 participants, 96 hours
- › “Local Network Technical Support System” – 6 sessions, 83 participants, 96 hours
- › NRI “Cramer” DB (SDH, PDH, PSTN, DWDM) – 2 sessions, 15 participants, 64 hours
- › Cable Manager NRI Cramer – 3 sessions, 16 participants, 60 hours
- › CRM 2.0 “Orders” – 4 sessions, 16 participants, 96 hours
- › AISTU. Sputnik v6 – 1 session, 12 participants, 24 hours

- › GE Smallworld PNI 4.1 – 9 sessions, 120 participants, 288 hours
- › Centralized Database VCIP – 2 sessions, 16 participants, 48 hours
- › Fault Management principles – 11 sessions, 89 participants, 176 hours
- › IT user support training – 4 sessions, 77 participants, 24 hours
- › Radio link technology – 6 sessions, 72 participants, 40 hours
- › Technical mentor seminar – 1 session, 16 participants, 16 hours
- › Supervisors seminar – 1 session, 29 participants, 16 hours
- › SAP RE-FX module – 1 session, 19 participants, 24 hours
- › “Optical Network Master” training – 1 session, 42 participants, 16 hours.

Key KPIs for 2024:

- › AP – increased from 97% to 98%;
- › FRR – increased from 96% to 97% (based on customer requests).



5

EX Academy – Employee Experience expertise development

89 participants in trainings:

- › “EX Evolution” master class;
- › Effective interviewing;
- › Applying labor legislation for business development;
- › Organizational development management.

6

Finance Academy – financial literacy training

In partnership with the Esil District State Revenue Department of Astana, training videos were developed in Kazakh and Russian on how to fill out tax reporting forms 250 and 270.

- › Distance learning courses on completing form 250 (asset and liability declaration) in Kazakh and Russian;
- › 3 employees trained on form 250.00;
- › 35 employees trained on form 250.00;
- › 65 employees trained on form 250.00 in Kazakh.

Additional advanced financial training included:

- › Finance for Non-Financial Professionals – 43 persons;
- › Budgeting – 7 persons;
- › Business Project Financial Evaluation – 19 persons;
- › Practical Accounting – 24 persons;
- › Tax Accounting – 52 persons;
- › Managerial Accounting – 17 persons;
- › Efficient MOL – 34 persons.

7

Qazaq&English Academy – Kazakh language training

- › “Speaking Club – Кездесейік, сөйлесейік!” held in:
 - Astana – 10 participants;
 - Almaty – 7 participants;
 - Kyzylorda – 9 participants.
- › In the framework of implementing the state language policy within the Company’s external communication, and as part of the “Men qazaqsha soileimin” campaign-competition in Astana, a regional field seminar was held to enhance the language competence of Kazakhtelecom JSC employees.
- › Webinar-based state language courses were conducted as follows:
 - › Business Kazakh Language: Intensive Course (KazTest exam preparation), Level 1 – 31 participants;
 - › Business Kazakh Language: Intensive Course (KazTest exam preparation), Level 2 – 18 participants;“Service Delivery in the State Language” (for 165 employees), Levels A1 and A2 – 8 participants;
 - › “Business Communication in Kazakh” – 28 participants in Almaty;
 - › “Business Correspondence in the State Language” – 26 participants in Almaty.

8

Jas Academy (youth programs for school and university students) – programs aimed at attracting schoolchildren and students to the Company and competing for digital talent

IT SUMMER CAMP

Our main objective was to teach IT skills to employees’ children and to increase their motivation to learn, while also enhancing employee engagement.

The long-term goal is to attract talented youth by developing educational programs for employees’ children.

The educational program included:

- › Robotics;
- › NoCode Website Development;
- › Blogging;
- › Development of soft skills.

Astana IT University (Astana) served as the project partner. A total of 256 children participated in the program from the following regions:

- › Central Kazakhstan – 67,
- › Northern Kazakhstan – 24,
- › Southern Kazakhstan – 74,
- › Western Kazakhstan – 52,
- › Eastern Kazakhstan – 39.



Process Automation (E-learning and Development)

A project was successfully implemented to integrate the staffing schedule and Mirapolis using Qlik Sense for more efficient data visualization related to training. This initiative allows us to track and analyze training data in real time, enabling informed decision-making, resource optimization, and enhanced efficiency of training programs. This integration significantly improves learning processes and ensures better adaptation to modern technological requirements.

MOBILE ASSISTANT KTBOT:

- › Knowledge base, mobile solution, submission and resubmission of requests;
- › Adaptation and welcome course for new employees, glossary;
- › Search engine functionality, interface in Russian and Kazakh, mobile communication and messaging service, corporate email verification;
- › SAPA+ bonus system;
- › Digital Marathon;
- › Occupational Safety Contest;
- › Registration for financial literacy training;
- › Submission confirmation of tax declarations.

The “Play | Learn | Be Safe” training program by Kazakhtelecom

is aimed at employees’ children aged 7 to 16 and focuses on developing essential personal and public safety skills. In 2024, the program trained 220 children. It includes both theoretical and practical sessions on personal safety and road safety. Since its launch in 2022, a total of 420 children have completed the program, including 88 children of employees from Samruk-Kazyna JSC portfolio companies. The program is planned to scale to 500 children in 18 cities of Kazakhstan with the participation of 29 internal trainers.

Plans for 2025 and Medium-Term Outlook

- › Continuation of the Well-Being program aimed at promoting a healthy lifestyle and employee well-being;
- › Continuation of funding under the “Demeu” social support program, covering expenses for children’s summer camps and sanatoriums (including for children with disabilities), medical treatment, school meals, school preparation, special and corrective education, and preschool institutions;
- › Continuation of women’s support programs in the regions aimed at improving well-being and developing professional skills;
- › Implementation of PROTelecom internship programs in cooperation with educational institutions, covering more than 200 students in IT, telecommunications, and engineering;
- › Development of the Corporate University (organization of academic olympiads, implementation of IT development programs, providing employees access to Coursera);
- › Continuation of the interest-free loan program as part of social support measures.



The “Training Assistant Robot” project was implemented – a tool for creating a positive learning experience and facilitating communication between administrators and learners. The “Telecom Learning Bot” Telegram bot was integrated into the employee portal.