

14%

27.7%

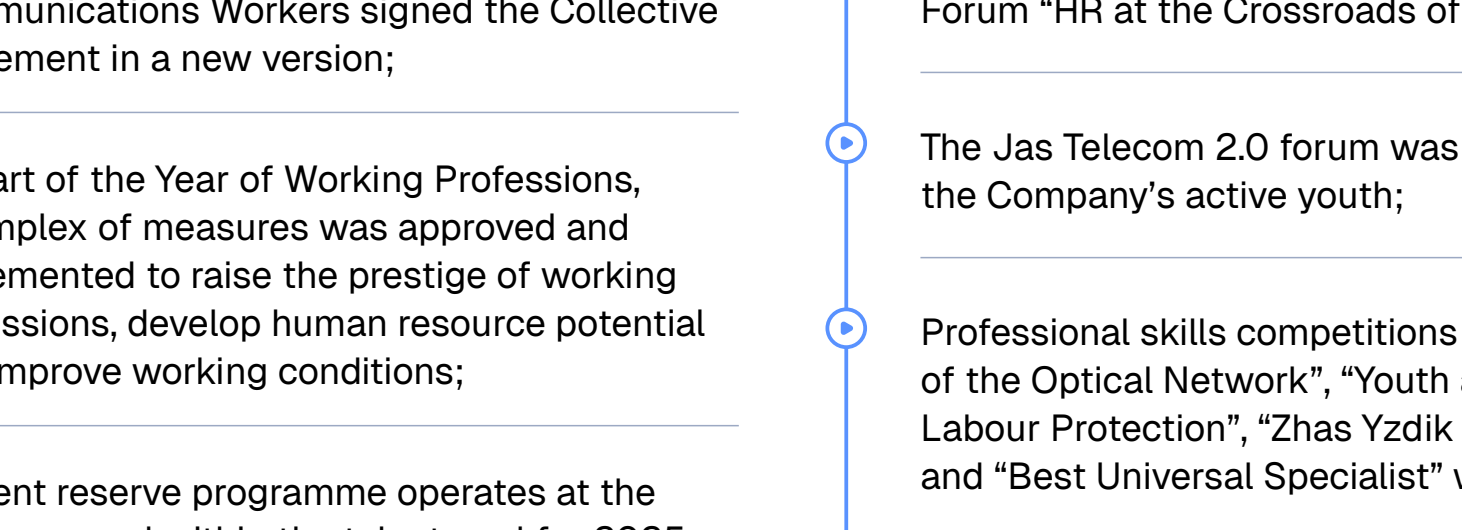
13%

94%

>1,700

59%

Key events of 2025

- 
 - ▶ Kazakhtelecom JSC and the Sectoral Trade Union of Informatization and Communications Workers signed the Collective Agreement in a new version;
 - ▶ As part of the Year of Working Professions, a complex of measures was approved and implemented to raise the prestige of working professions, develop human resource potential and improve working conditions;
 - ▶ A talent reserve programme operates at the Company, and within the talent pool for 2025, 271 reservists were recognized;
 - ▶ The internal communications project won the Human Capital Days 2025 — Employer Brand Eurasia award;
 - ▶ At the HR4People forum, the Company received the awards “Innovation of the Year in HR” for the Digital HR — Automation project and “Best Internal Communications Project”.
 - ▶ The Company’s experts participated in the XIII Kazakhstan HR Forum and the PR Forum “HR at the Crossroads of Eras”;
 - ▶ The Jas Telecom 2.0 forum was held for the Company’s active youth;
 - ▶ Professional skills competitions “Master of the Optical Network”, “Youth and Labour Protection”, “Zhas Yzdik Maman” and “Best Universal Specialist” were held;
 - ▶ Jointly with UC Berkeley, a digital transformation and growth acceleration programme was conducted for senior and middle managers.

4.3.1. Employee relations

Employees are a key value of the Company. The Company provides equal opportunities to its employees for professional and personal development and takes care of their safety and well-being.

At the Company, a system of management of labour relations practices is in effect, based on the requirements of the labour legislation of the Republic of Kazakhstan, internal policies, the Collective Agreement and programmes of social support of employees. The approach covers the selection and development of personnel, remuneration, social guarantees, training, performance assessment, the maintenance of social stability and the improvement of working conditions.

4.3.1.1. Management approach

GRI 3-3

Kazakhtelecom JSC provides its employees with decent remuneration and social support, invests in training and development programmes for employees, and strives to improve working conditions.

With the aim of attracting digital talents to the Company, Kazakhtelecom JSC is building a multi-stage programme on the provision of personnel, actively working with universities, and in the long term plans to develop personnel potential at the early stages of training.

At the Company, various programmes are in effect for employees: the Demeu social support programme, the medical insurance programme, the mortgage lending programme on preferential conditions, etc.

Kazakhtelecom JSC ensures equal opportunities in the level of wages regardless of position and gender affiliation.

The level of average monthly wages of the Company does not depend on the position occupied by an employee and is determined in accordance with the rules of remuneration of labour at the Company.

In 2025, the Company continued the implementation of social support measures oriented to enhancing the level of social protection of employees and supporting a stable working environment:

- The Demeu programme on the support of certain categories of employees. For 2025, social support was provided to more than 1,700 employees in the total amount of more than KZT 330 million;
- The issuance of targeted interest-free loans continued;
- A new Collective Agreement was concluded in March 2025;
- A VHI contract for 2025 was concluded.

Principles of personnel management of Kazakhtelecom JSC

Personnel management at Kazakhtelecom JSC is carried out in accordance with the requirements of the labour legislation of the Republic of Kazakhstan, internal regulations and best international practices in human capital management.

The key principles of the HR Policy are:

The strategic role of Employee Experience (EX) in achieving the Company's business goals and developing human capital;



Transparency and openness
of HR processes at all stages of the
employee life cycle;



Succession of experience and knowledge through the development of the personnel pool, mentoring and internal expert communities;



Balance of interests of the Company and employees through the development of social partnership, social support and safe working conditions;



Continuous development
of competencies and enhancement
of employee qualifications
in accordance with business needs;



Development of a corporate culture based on the KREDO values: client orientation, performance, experimentation, digitality and openness;



Creation of conditions for the introduction of innovations, digitalisation of HR processes and enhancement of employee performance.





The HR Policy is aimed at attracting, developing and retaining talents, enhancing employee engagement and well-being, strengthening the corporate culture and ensuring the sustainable development of the Company in accordance with the JRun strategy and the strategic directions Jaqyn, Birlik, Alau and Orken.

As part of the implementation of the HR Policy in 2025, Kazakhtelecom JSC continued the development of the Employee Experience management system, oriented to creating a favourable working environment, enhancing employee engagement and developing human capital.

In the reporting period, the main attention was focused on the following areas:

- development of the corporate culture and promotion of the KREDO values;
- enhancement of employee well-being through the implementation of social support programmes and well-being initiatives;

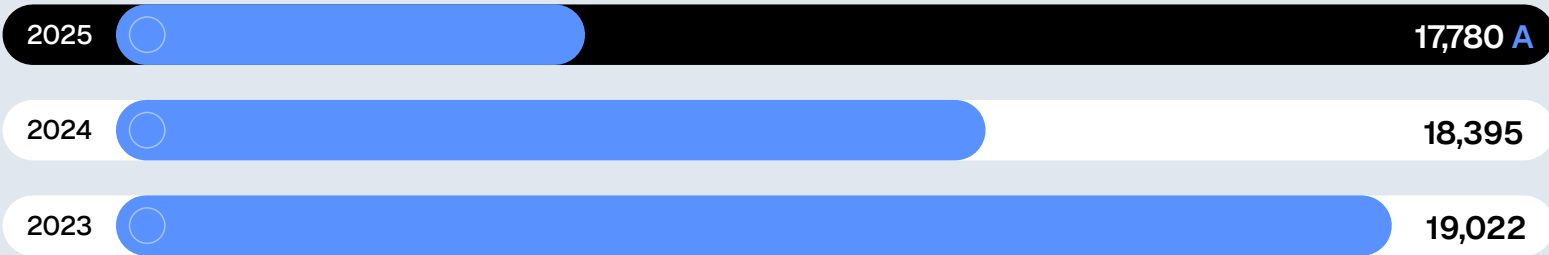
- development of the internal communications system and feedback mechanisms;
- support of social stability and strengthening of trust between employees and the employer;
- improvement of HR processes and introduction of digital solutions in personnel management;
- development of training, career growth and internal opportunity programmes for the professional development of employees.

The initiatives implemented contributed to enhancing the quality of employee experience, strengthening employee engagement and creating conditions for the sustainable development of the Company's human capital.

4.3.1.2. Headcount and structure of personnel

GRI 2-7

Dynamics of the listed headcount of personnel, persons *



* Table 33. Dynamics of the listed headcount of personnel (the information is presented in graphical form).

GRI 405-1

Table 34. Structure of personnel broken down by age groups as at 31 December 2025 A

Category	Total	Under 30 years		30–50 years		Over 50 years	
		Persons	Share, %	Persons	Share, %	Persons	Share, %
Workforce:	17,780	2,816	15.8	10,135	57.0	4,829	27.2
- in managerial positions	1,289	28	2.2	857	66.5	404	31.3
- specialists	12,455	2,114	17.0	7,416	59.5	2,925	23.5
- workers	4,036	674	16.7	1,862	46.1	1,500	37.2

17,780

persons

total headcount in 2025

The reduction of the listed headcount of personnel as compared with 2024 is related to the Optimization of the number of employees.

GRI 405-1

Table 35. Structure of personnel broken down by gender groups as at 31 December 2025, persons A

Category	Total	Men		Women	
		Persons	Share, %	Persons	Share, %
Workforce:	17,780	11,280	63.5	6,500	36.5
- in managerial positions	1,289	932	72.3	357	27.7
- specialists	12,455	6,582	52.8	5,873	47.2
- workers	4,036	3,766	93.3	270	6.7

GRI 405-1

Table 36. Number of employees with disabilities, persons A

Category	Total	Men		Women	
		Persons	Share, %	Persons	Share, %
Number of employees with disabilities:	237	166	70	71	30
- in managerial positions	14	11	78.6	3	21.4
- specialists	171	105	61.4	66	38.6
- workers	52	50	96.2	2	3.8

36.5%

female share of total staff count in 2025

By age category, the main share of employees is represented in the group from 30 to 50 years — 57.0%. The number of employees over 50 years amounts to 27.2% of the total number of personnel. The share of youth aged under 30 years amounts to 15.8% of the total number of personnel. The share of male employees amounts to 63.5%, female — 36.5%.

GRI 405-1

Table 37. Structure of governing management bodies broken down by age as at 31 December 2025, persons A

Category	Total	Under 30 years		30–50 years		Over 50 years	
		Persons	Share, %	Persons	Share, %	Persons	Share, %
Board of Directors	7	-	-	3	43	4	57
Management Board	7	-	-	5	72	2	28



14%

share of women on the Management Board

GRI 405-1

Table 38. Structure of governing management bodies broken down by gender groups as at 31 December 2025, persons A

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

In addition, at the Company, the gender ratio of managers by categories of positions is taken into account:

Table 39. Gender ratio of managers by categories of positions

Name of categories	Total number, persons	Men, persons	Women, persons	Share of men, %	Share of women, %
Managers at all levels	1,289	932	357	72	28
Top-level manager	7	5	2	71	29
CEO-2 managers	227	142	85	63	37
CEO-3 managers	1,055	785	270	74	26
Managers of production personnel	1,072	826	246	77	23
Managers of administrative personnel	217	106	111	49	51
Heads of revenue-generating divisions	43	25	18	58	42
Employees STEM	109	50	59	46	54

GRI 2-7

Table 40. Number of permanent and temporary employees of Kazakhtelecom JSC broken down by gender and regions in 2025, persons A

Name of region	Number of permanent employees, persons		Number of temporary employees, persons	
	Men	Women	Men	Women
Total	11,145	6,157	135	343
Abai Region	402	144	4	12
Akmola Region	742	254	1	8
Aktobe Region	565	305	8	31
Almaty Region	484	143	1	9
Atyrau Region	416	201	4	13
West Kazakhstan Region	377	181	0	2
Zhambyl Region	430	172	5	17
Zhetysu Region	459	216	8	6
Karaganda Region	659	361	3	21
Kostanay Region	687	296	2	13
Kyzylorda Region	319	187	1	8
Mangystau Region	258	161	4	15
Pavlodar Region	526	268	5	13
North Kazakhstan Region	645	175	2	10
Turkestan Region	441	94	1	2
Ulytau Region	71	46	0	4
East Kazakhstan Region	469	289	3	16
Astana	1,047	788	26	49
Almaty	1,746	1,594	47	61
Shymkent	402	282	10	33

17,780

persons

employees working under indefinite-term employment contracts in 2025

GRI 2-7

In 2025, the number of employees of Kazakhtelecom JSC working on the conditions of full employment amounted to 17,666 persons of the total number of personnel, at the same time the number of male employees amounted to 11,202 persons, female employees — 6,464 persons. On the conditions of partial employment in the reporting period, 114 persons worked at the Company, among them 78 men and 36 women.

GRI 2-7

Table 41. Number of employees with full and partial employment of Kazakhtelecom JSC broken down by gender and regions in 2025, persons A

Name of region	Full-time employees, persons		Employees with partial employment, persons	
	Men	Women	Men	Women
Total	11,202	6,464	78	36
Abai Region	404	154	2	2
Akmola Region	730	262	13	0
Aktobe Region	572	326	1	10
Almaty Region	485	152	0	0
Atyrau Region	420	213	0	1
West Kazakhstan Region	375	177	2	6
Zhambyl Region	435	189	0	0
Zhetysu Region	467	222	0	0
Karaganda Region	649	380	13	2
Kostanay Region	661	304	28	5
Kyzylorda Region	309	188	11	7
Mangystau Region	262	176	0	0
Pavlodar Region	531	281	0	0
North Kazakhstan Region	639	185	8	0
Turkestan Region	442	96	0	0
Ulytau Region	71	50	0	0
East Kazakhstan Region	472	304	0	1
Astana	1,073	836	0	1
Almaty	1,793	1,655	0	0
Shymkent	412	314	0	1

4.3.1.4. Staff turnover

GRI 401-1

Kazakhtelecom JSC implements programmes for the motivation and retention of personnel, which contribute to the reduction of staff turnover and the stimulation of the development of the Company's employees. During 2025, the total number of employees with whom labour relations were terminated amounted to 2,531 persons. As compared with 2024, the share of employees with whom labour relations were terminated decreased by 3%.

2,531

persons

number of employees with terminated
employment in 2025



GRI 401-1

Table 45. Total number of employees with whom labour relations were terminated by age and gender, persons

Name	2023	2024	2025
of Kazakhtelecom JSC	1,267	2,609	2,531 A
By gender groups:			
- Women	345	969	852 A
- Men	922	1,640	1,679 A
By age groups:			
- Under 30 years	482	692	824 A
- 30–50 years	666	1,101	1,120 A
- Over 50 years	119	816	587 A

Note: personnel turnover coefficient — 0.14 total, women — 0.13, men — 0.15 (share of the average listed number of personnel of the Company).

GRI 401-1

Table 46. Number of employees with whom labour relations were terminated by regions, persons

Name of region	2023	2024	2025
Total	1,809	2,609	2,531
Abai Region	42	81	53 A
Akmola Region	56	106	105 A
Aktobe Region	77	106	103 A
Almaty Region	73	122	128 A
Atyrau Region	56	76	72 A
West Kazakhstan Region	55	78	39 A
Zhambyl Region	23	50	81 A
Zhetysu Region	68	94	97 A
Karaganda Region	86	162	146 A
Kostanay Region	113	129	122 A
Kyzylorda Region	14	50	41 A
Mangystau Region	46	48	56 A
Pavlodar Region	91	139	137 A
North Kazakhstan Region	63	112	93 A
Turkestan Region	14	54	47 A
Ulytau Region	24	29	29 A
East Kazakhstan Region	59	106	101 A
Astana	268	278	376 A
Almaty	495	666	570 A
Shymkent	86	123	135 A

4.3.1.5. Personnel reserve

The Company continues the implementation of the “Talent Management” project, the aim of which is the formation and preparation of the personnel reserve as the main internal source of replacement of key positions at the Company.

This project is aimed at the identification and retention of employees with high professional potential. Within the framework of this project, the “School of Leadership” is operating — a programme in which reservists undergo training in the development of managerial and leadership competencies.

In 2025, at Kazakhtelecom JSC, systemic work on the development of the personnel reserve aimed at the creation of a highly qualified management team continued. At the end of 2024, the order of 30.12.2024 No. 367 “On approval of the personnel pool of Kazakhtelecom JSC for 2025” was approved, in accordance with which at the Company 271 reservists were recognized, included in the strategic personnel resource.

Within the framework of the talent management programme and in accordance with item 3.9.3 of the “Rules of formation and preparation of the personnel pool of Kazakhtelecom JSC”, jointly with the independent consulting company Central Asia, a project on the collection of feedback by the “270 degrees” methodology, aimed at the integrated assessment of the management potential of personnel reservists, was implemented. Within the framework of the project, a comprehensive assessment of candidates was ensured with account for the self-assessment of reservists, as well as feedback from managers, colleagues and subordinates, the results of which were used in the formation of individual development plans and the clarification of approaches to the professional growth of the participants of the personnel pool.

Additionally, in accordance with the Plan of measures on the development of personnel reservists for 2025, approved by document No. 75 of 27.08.2025, the company implemented a complex of training events

Principles of the formation of the personnel reserve

Objectivity

Candidates to the composition of the personnel pool are determined on the basis of objective assessment criteria.

Voluntariness

The inclusion of a candidate in the personnel pool shall be carried out at the wish of the employee.

Equal opportunities

Any employee meeting the established requirements may participate in the selection of candidates for inclusion in the personnel pool.

Transparency

The procedures of selection and formation of the personnel pool are carried out openly and publicly.

Meritocracy

The process of occupying key managerial positions by the most capable and talented employees.

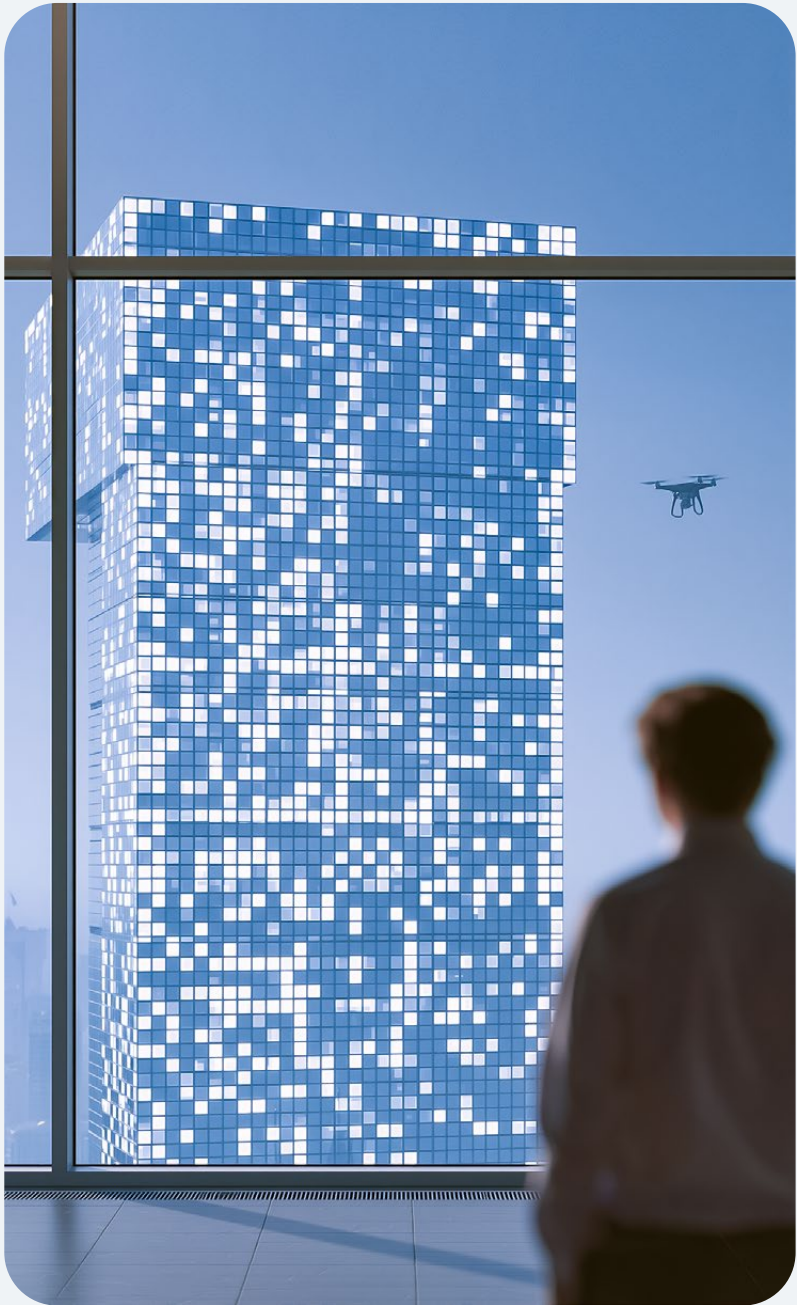
for various categories of reservists, including a training session for top managers and a leadership seminar for middle management, conducted by the University of Berkeley, the participation of 88 reservists in the KT Growth Forum “Digital Transition and Leadership”, as well as the completion by more than 100 employees of training programmes on the platforms KEY TALAP, Coursera, learning.telecom and others.

In addition, the Corporate University of Kazakhtelecom JSC organized two-day training on the development of key competencies for more than 200 personnel reservists.

In addition to the assessment of potential, in 2025 great attention was paid to the training and development of reservists. Leading specialists continued training under Executive MBA programmes at such universities as KIMEP (7 persons), Nazarbayev University (4 persons), ALMAU (5 persons) and De Montfort University (2 persons) — in total 18 persons. In parallel, the Corporate University implemented the START MBA programme,

within the framework of which 144 reservists underwent intensive five-month training. These initiatives are aimed at the formation of a high-potential pool of managers, capable of implementing the strategic tasks of the Company in conditions of changes of the business environment.

The company is carrying out an update of the Rules of formation and preparation of the pool of successors of Kazakhtelecom JSC in accordance with the Corporate Standard on human resources management of the Samruk-Kazyna JSC group. In addition, the Employee Experience Management Service, in accordance with item 10 of the indicated standard, by Order of Kazakhtelecom JSC of 12.03.2025 No. 33, approved the Rules of rotation of employees. The indicated rules are aimed at enhancing the efficiency of each direction of the company, the development of professional skills and competencies of employees, and also ensuring personnel mobility and succession for the achievement of the strategic goals of the Company.



375

persons

total number of reservists for key positions at the Company (as at the end of 2025)

46

vacancies

were closed from among the personnel reserve in 2025

4.3.1.6. Personnel assessment

Kazakhtelecom JSC sets measurable goals and tasks for employees, which are fixed in the form of key performance indicators (KPIs), on the fulfilment of which the remuneration received depends.

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

The responsibility of employees for the achievement of results in the main directions of activity and control over their fulfilment of strategic goals, tasks and initiatives is determined. At the same time, the Company monitors the observance of the balance of financial and non-financial KPIs. The obligatory nature of monitoring and conducting an assessment of the achievement of planned KPIs on a regular basis (quarterly/annual), including the conducting of factor analysis and the development of recommendations, is observed.

The cycle of planning and assessment of performance is aimed at the continuous management of the performance of employees during the current calendar year. The main condition for the payment of remunerations based on the results of work for the reporting period is the presence of consolidated final profit, calculated with account for the planned amount for the payment of remunerations.

At the Company, the system of annual determination of the Employee Rating, which is based on the results of the assessment of performance and the level of development of his competencies, has been introduced. The rating system makes it possible to distribute employees in the talent map of the Company from the category of “inefficient employees” to “high leadership potential”. Based on the results of the last rating assessment, personnel movements were conducted: the most promising employees received offers of promotion or expansion of zones of responsibility, and were also included in development and career growth programmes. For employees with results below expectations, plans of corrective measures, including training and support, are developed.

Table 47. Dynamics of personnel hiring indicators

Indicator	2023	2024	2025
Total number of new hires, persons	1,809	1,947	1,949
Share of open vacancies filled by internal candidates (internal hiring), %	4.5	1.7	2.3
Average cost of hiring per employee (FTE), KZT	18,596	25,413	30,402

In 2025, the Company introduced the following changes in the assessment of performance:

- The “Rules on current bonus payment of employees of branches of Kazakhtelecom JSC” were updated;
- A transition to performance assessment was introduced, under which payments of remuneration to employees of Kazakhtelecom JSC are made based on the results of the reporting half-year and the reporting year.

At the Company, the system of an individual development plan (IDP) has also been introduced, thanks to which each employee receives the possibility to focus on the development of his knowledge and skills, to enhance personal efficiency and performance.

In the reporting period, regular performance assessment covered 1,742 employees of the Company (9.8% of the total number of employees of the Company).

GRI 404-3

Table 48. Share of employees covered by regular performance and career development assessment, persons

Name	2023	2024	2025
of Kazakhtelecom JSC	1,628	1,756	1,742 A
By gender groups:			
- Women	716	598	765 A
- Men	912	1,158	977 A
By employee category:			
- Managers	638	673	636 A
- Specialists	990	1,083	1,106 A
- Workers	0	0	0 A

4.3.1.7. Remuneration

Kazakhtelecom JSC provides its employees with fair and competitive remuneration of labour.

In 2025, the average monthly wages of the Company’s employees amounted to KZT 528,000, which is KZT 60,589 (or by 13%) more as compared with 2024.

The motivation system adopted at Kazakhtelecom JSC ensures a clear interrelation of the remuneration of employees and the results of their work, including the introduced system of personnel performance assessment.

The structural subdivision regulating the approach to the remuneration of employees of Kazakhtelecom JSC is the Remuneration and Organizational Efficiency Service. The key task of this subdivision is the creation of an economically efficient remuneration system necessary for the attraction, retention and motivation of employees.

At Kazakhtelecom JSC, a system of grades by the Hay Group methodology is in effect. The approaches to remuneration of labour, additional payments, allowances, current and one-time bonuses, differentiation of the category/grade of position with the application of the inter-grade coefficient are unified.

116

KZT billion

Kazakhtelecom JSC’s labor costs in 2025



Dynamics of average monthly wages at the Company, KZT *



* Table 49. Dynamics of average monthly wages at the Company (the information is presented in graphical form).

Table 50. Indicators of minimum wages by gender, KZT A

Indicator	Men	Women
Minimum wage at Kazakhtelecom JSC	114,000	114,000
Minimum wage in the Republic of Kazakhstan	85,000	85,000
Ratio	1.34	1.34
Ratio, %	34%	34%

^a According to the Law of the RK “On the Republican Budget for 2025–2027”, the size of the subsistence minimum for the calculation of the amounts of basic social payments was established as of 1 January 2025 at the level of KZT 46,228.

In accordance with the provisions of the Collective Agreement concerning the system of remuneration of labour of employees of Kazakhtelecom JSC, employees are provided with various additional payments and allowances, including:

- For overtime work;
- For work at night time;
- For work on holidays and weekends;
- For at-home duty;
- For the performance of heavy work or work in harmful and/or hazardous working conditions;
- Other compensation payments envisaged by internal regulatory documents.

GRI 202-1, 406-1

The Company monitors the non-admission of discrimination on any grounds and ensures the observance of a fair and equitable approach to the remuneration of employees.

100%

ratio of minimum wages of women and men

In 2025, the minimum wage at Kazakhtelecom JSC exceeded the subsistence minimum^a established in the Republic of Kazakhstan by more than 2.4 times. The Company regards compliance with the minimum social wage standards as part of its commitments in the area of labour rights and social protection of employees. The level of wages is reviewed taking into account the requirements of legislation, market benchmarks, the Company’s financial capabilities and the need to maintain social stability.

GRI 202-2 A

The Company discloses the share of representatives of senior management hired from the local community. The calculation was performed for 2025 as the ratio of the number of representatives of senior management hired from the local community to the total number of representatives of senior management. Based on the results of 2025, all 7 representatives of senior management of Kazakhtelecom JSC were hired from the local community, which corresponds to a share of 100%.

Table 51. Representation of the local community in the composition of senior management, persons A

Indicator	2025
Total number of senior management	7
Number of senior management representatives hired from the local community	7
Total number of workers who are not employees, whose work is controlled by the organization	100%

GRI 405-2

Table 52. Ratio of base wages of men and women broken down by categories of employees as at 31 December 2025 A

Indicator	In managerial positions	Specialists	Workers
Coefficient, % (ratio of the basic wage of women and men by employee categories of Kazakhtelecom JSC)	106	83	52

GRI 405-2

Table 53. Ratio of remuneration of men and women broken down by categories of employees as at 31 December 2025 A

Indicator	In managerial positions	Specialists	Workers
Coefficient, % (ratio of the size of remuneration (basic salary + bonuses) of women and men by employee categories of Kazakhtelecom JSC)	111	79	32

GRI 2-21

Table 54. Ratio of the wages of the highest-paid employee to the rest, KZT

Indicator	2025
Ratio (coefficient)	30.08 A



GRI 405-2

The Company conducted an analysis of the gender gap in the remuneration of the Company's employees in 2025. The results of the analysis showed that in 2025 the average wages of women at the Company are 11.8% less than those of men.

In 2025, the average wages of women in relation to the average wages of men amounted to 88.2%.

4.3.1.8. Social stability

In the reporting period, the Company continued work on ensuring social stability. Heads of the HR function of divisions and branches of Kazakhtelecom JSC conducted meetings with employees, at which issues of social and labour relations, the payroll fund, social support were discussed.

At the Company, an effective channel of communication of employees with top management in the format of online conferences has been established, which includes the following procedures:

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

In the Sovereign Wealth Fund Samruk-Kazyna JSC group of companies, annual monitoring of the social situation in production teams is conducted. With the aim of the timely identification of hidden social tension and the management of this process at Kazakhtelecom JSC, the Private Institution “Centre for Social Interaction and Communications” conducts a sociological study (SRS). According to the results of the survey, in accordance with the recommendations of sociologists, the Plan of measures on work over the alarming zones is approved on an annual basis.

In 2025, the total value of the SRS index at Kazakhtelecom JSC amounted to 59.

The engagement index measures the level of satisfaction with the material and technical infrastructure necessary for the quality and comfortable performance of work, the load, remuneration and the social package, loyalty, communications, development and career opportunities, as well as recognition from the management.

The social well-being index registers the self-assessment of the level of well-being in statics and dynamics, as well as the assessment of social, financial well-being, one’s own health and the quality of the environment.



The social calmness index reflects the level of social tension of the team, the assessment by employees of the degree of protection of their own rights, the level of conflict in the team and protests, including attitudes to participation in them, as well as the level of loyalty to the participants of protests.

Within the framework of the implementation of the Plan of measures on work for 2025, Kazakhtelecom JSC carried out a complex of measures aimed at the improvement of working conditions, the enhancement of employee motivation and the development of corporate culture in the following directions:

- Improvement of communications and openness of interaction;
- Improvement of social and household conditions;
- Equipping of employees with the necessary resources;
- Enhancement of qualifications and development of personnel;
- Development of corporate culture and engagement of employees;
- Implementation of internal communications;
- Enhancement of awareness of employees about the activities of trade unions and the ombudsman.

4.3.1.9. Social support of employees

GRI 2-30, 401-2, 404-2

At Kazakhtelecom JSC, a system of social support of employees, including measures on the improvement of working conditions, is in effect. The Collective Agreement of Kazakhtelecom JSC covers 94% of the Company’s employees.

Table 55. Number of employees covered by collective agreements

Indicator	2023	2024	2025
Total number of employees	19,022	18,395	17,780 A
Number of employees covered by collective agreements	16,383	16,856	16,745 A
Ratio	86%	92%	94% A

A The Company, in accordance with the Collective Agreement, regardless of the nature of the employee’s employment (permanent or temporary), continued in 2025 to provide the following types of social support:

- life insurance;
- medical services;
- childcare leave;
- pension programmes. A

On 13 March 2025, Kazakhtelecom JSC and the Sectoral Trade Union of Informatization and Communications Workers signed the Collective Agreement in a new version. The updated document is aimed at improving working conditions and strengthening the social protection of the Company’s employees. Commenting on the signing of the Collective Agreement, the Chairman of the Management Board of Kazakhtelecom JSC Bagdat Mussin noted: “The document signed today is not just a formal agreement but confirmation of systematic care for every employee. The Company consistently works on creating fair working conditions, regarding the well-being of employees as one of the key priorities.”

Kazakhtelecom JSC also provides the possibility of remote work. The conditions and order of application of the remote form of work are determined in accordance with the Labour Code of the Republic of Kazakhstan and the internal regulatory documents of the Company.

94%

employees

are covered by the Collective Agreement of Kazakhtelecom JSC

▶ 4. Sustainability report

Within the framework of the Collective Agreement, a number of social and labour guarantees are envisaged:

- The employee is granted annual paid leave with a duration of 30 calendar days for managers, specialists and other employees and 27 calendar days for employees of working professions, and also additional paid leaves in the cases envisaged by the Collective Agreement;
- The employee is granted the right to leave without preservation of wages on the basis of a personal application for the period of stay in organizations providing special social services to victims of domestic violence, for a period of not more than 30 calendar days subject to the provision of a copy of the contract for the provision of corresponding services;
- For employees of the Company who have been awarded the title Qürmetti bailanysshy/Üzdik bailanysshy, measures of material stimulation are envisaged, including a one-time monetary bonus in the amount of not less than 50 MCI, an additional one-time allowance upon initial retirement in the amount of the average monthly wage, and also a monthly allowance to wages in the amount of 10 MCI;
- Annually on Victory Day, charitable assistance is provided to participants of the Great Patriotic War and persons equated to them, who are pensioners and registered at the Company, and also to employees of the Company belonging to the indicated categories and being in labour relations. The size of the assistance amounts to not less than 10 MCI. Jointly with trade union committees, events for congratulations on the festive date are organized;
- Additional guarantees are envisaged for employees upon the Optimization of the number of personnel by decision of the bodies of the Company and (or) on the basis of administrative documents of the Central Office. In the presence of financial means and on the basis of a written application of an employee with continuous length of service at the Company of not

- less than 10 years, the possibility of early retirement is granted five years before the pensionable age established by legislation. By agreement of the parties, in the presence of financial capabilities of the Company, an employee with continuous length of service of not less than 15 years is granted the possibility of early retirement three years before the pensionable age established by legislation. In the indicated cases, a one-time allowance is paid in the amount of 50% of the employee's average monthly wage, but not more than 55 MCI per one settlement month, multiplied by the number of months (including incomplete) remaining until the achievement of the pensionable age. Additionally, the employee is granted payments envisaged by sub-item 7) of item 34 of the Collective Agreement;
- The provision of material assistance to employees in the case of the death of a spouse, children, parents, adoptive parents, adopted persons, blood brothers and sisters — in the amount of 20 MCI; upon the birth or adoption of a child under three years of age — in the amount of 20 MCI; upon the registration of marriage — in the amount of 20 MCI is envisaged. Material assistance is granted on the basis of a written application submitted not later than three months from the day of occurrence of the corresponding event;
 - Annually, centralized allocation of funds from the Company's budget is carried out in the amount of not less than KZT 80 million for the procurement of vouchers to health camps for the children of employees deployed in regions, with the transfer of funds to the Trade Union and further — to local trade union organizations in accordance with the approved Regulation;
 - Monthly transfer of monetary funds in the amount of 0.4% of the payroll fund of branches and the Central Office for the holding of cultural mass and physical training-health work with centralized transfer to the Trade Union and subsequent distribution to regional trade union organizations is envisaged;

- In the presence of justified necessity and financial capabilities of the Company, on the basis of a written request of the Trade Union, the Employer has the right to increase the volume of funds directed to the holding of cultural mass, sports, health and other events within the framework of the Plan of joint events. In addition, upon the declaration by the state of an emergency situation in the territory of the Republic of Kazakhstan, on the basis of a written request of the collegial body of the Trade Union and with account for financial capabilities, the Company has the right additionally to allocate funds in the amount of up to 0.1% of the annual payroll fund of employees for the provision of material assistance to employees and pensioners registered at the Company.

A Additionally, in accordance with the Collective Agreement of Kazakhtelecom JSC, the Company provides measures of support to employees upon reduction and retirement, including the possibility of transfer to vacant positions, early retirement in the presence of length of service, paid time for job search, and also one-time payments upon dismissal and retirement. A

GRI 402-1

A The minimum period of notice of employees upon the termination of employment contracts in connection with the reduction of the number or staff in accordance with the Labour Code of the Republic of Kazakhstan amounts to 4 weeks (30 calendar days). In accordance with the Collective Agreement approved at Kazakhtelecom JSC, this period is increased as compared with the minimum requirements of legislation and amounts to 45 calendar days. A At the same time, the Company does not practise mass reductions, and any terminations of contracts take place on an individual basis, within the framework of the periods indicated by the Collective Agreement.

The “DEMEU” Programme

GRI 401-2

One of the key social programmes of the Company for employees is the “DEMEU” programme, within the framework of which the Company provides assistance to large families, families with disabled children, families who have adopted more than 2 children. Employees of the Company receive payments to compensate the expenses related to the rehabilitation of disabled children, special educational programmes for disabled children; attendance of special corrective organizations for disabled children; the procurement of vouchers to children's health camps and sanatoriums (for disabled children), as well as material assistance for the procurement of medicines, for the nutrition of school students, etc.

In 2025,

1,700

employees of the Company

received payments under the “Demeu” programme in the total amount of more than

>330

KZT million

Roadmap of the Well-Being programme

GRI 403-6

With the aim of monitoring the well-being and health state of employees of Kazakhtelecom JSC, in accordance with the Personnel Management Policy of Kazakhtelecom JSC approved by decision of the Board of Directors (protocol of 08.12.2023 No. 14), the Roadmap of the Well-Being programme was approved, providing for integrated measures on the monitoring of morbidity and the prevention of diseases of the Company's employees. The measures provided for in the Roadmap of the Well-Being programme for 2025 were implemented in full and within the established periods. The implementation was carried out within the framework of the approved goals and key performance indicators, with the assignment of responsible executors and coverage of more than 2,000 employees of the Company. Control over the implementation of the Roadmap on a regular basis was carried out by relevant subdivisions, and the fulfilment of measures is confirmed by reporting materials, analytical reports and the results of surveys conducted.

The following results were achieved in the key directions:

- planned surveys of employees were conducted with the use of eNPS, Well-Being Survey tools covering the questionnaire — 1,203 employees and other assessment methods;
- a complex of measures aimed at the prevention of diseases and the formation of a culture of responsible attitude to health was implemented;
- information support and engagement of employees in programmes oriented to the preservation and strengthening of health was ensured;
- measures on the prevention of emotional burnout and the reduction of the level of stress load were implemented;
- access of employees to psychological and consultation support was ensured.

The implementation of the programme contributed to the enhancement of the level of engagement of employees, the improvement of indicators of personnel well-being and the formation of a socially oriented corporate environment. Based on the results of 2025, the Roadmap of the Well-Being programme of Kazakhtelecom JSC has been implemented at 100%.

In 2025, at the Company, the pilot project “Social Measurement” was implemented, launched by the Private Institution “Centre for Social Interaction and Communications” and aimed at obtaining an objective assessment of working conditions, the level of personnel satisfaction and the degree of observance of social standards at all levels of the production and management structure. The implementation of the project was conditioned by the necessity of formation of a comparable and integrated picture of the state of social and labour conditions at the Company.

The aim of the social measurement was the provision of a comprehensive and objective assessment of working conditions at workplaces with the aim of enhancing the satisfaction of employees, the observance of the requirements of legislation and the improvement of the social environment in labour collectives.

The objects of the social measurement became branches, subsidiary and dependent organizations of portfolio companies of the Fund. The project covered all regions of the Republic of Kazakhstan in which branches of Kazakhtelecom JSC operate. The sole operator of the conducting of the social measurement was determined to be the Private Institution “Centre for Social Interaction and Communications”. With the aim of the systemic and effective implementation of the project, a cross-functional

working group was formed, the composition of which included specialists possessing relevant expertise in the area of sanitary-epidemiological supervision, occupational health, legal analysis of internal regulatory documentation, and also representatives responsible for interaction with labour collectives. The working group carried out field events in regions for the conducting of social monitoring on the ground. Within the framework of the field events, an assessment of the compliance of production and household infrastructure with sanitary-hygienic requirements was conducted, an analysis of the completeness and relevance of internal regulatory acts in respect of the observance of the legislation of the Republic of Kazakhstan, as well as meetings with labour collectives and focus group discussions with employees of production subdivisions and representatives of middle management. The main tasks of the social measurement included:

- conducting meetings with labour collectives on the issues of working conditions and their perception by employees;
- verification of the presence, completeness and relevance of regulatory documents regulating labour relations, occupational health and safety;
- inspection of the condition of household premises and production infrastructure;
- assessment of the provision of employees with personal protective equipment and special clothing;
- verification of observance of sanitary and hygienic requirements;
- identification of risks and problem zones with the subsequent development of corrective measures in the sphere of social and labour policy.

Based on the results of the conducting of the social measurement, an analytical report on the results of monitoring of the Company's branches in 18 regions of the Republic of Kazakhstan was prepared, which made it possible to carry out a detailed decomposition of current sentiments in labour collectives and to form an objective map of expectations of personnel.

During the monitoring, a number of structural, infrastructural and communication aspects requiring enhanced attention from the management of Kazakhtelecom JSC were identified. The data obtained made it possible to segment the identified development zones by the degree of their criticality and the level of resource intensity.

As a result of operational reaction and the application of management decisions, part of the risks identified was reduced through the implementation of “rapid response” corrective measures aimed at the Optimization of working conditions and the improvement of the system of internal communications. At the same time, the results of the social measurement registered a list of issues of a long-term and capital-intensive nature, requiring in-depth elaboration and integration into the strategy of development of human capital of the Company. The implementation of measures on the elimination of the identified aspects is carried out in the format of phased planning in accordance with the approved priority schedule, synchronised with the budget cycle and with account for the allocation of necessary financial resources. Work based on the results of the social measurement is in the stage of active implementation and constant monitoring.

Childcare leave

GRI 401-3

Table 56. Distribution of employees by childcare leave, persons

Indicator	2023	2024	2025
Total number of employees entitled to take parental leave, of which:	19,022	18,395	17,780 A
- Women	7,016	6,693	6,500 A
- Men	12,006	11,702	11,280 A
Total number of employees who took parental leave, of which:	1,008	122	202 A
- Women	992	116	187 A
- Men	16	6	15 A
Общее количество работников, которые вернулись на работу в отчетном периоде после окончания отпуска по уходу за ребенком, из них:	368	389	330 A
- Women	353	383	316 A
- Men	15	6	14 A
Total number of employees who were due to return to work from parental leave, of which:	174	182	121 A
- Women	168	181	120 A
- Men	6	1	1 A
Total number of employees who returned from parental leave in the previous reporting year and continued to work at the Company 12 months after returning to work, of which:	226	121	173 A
- Women	214	114	161 A
- Men	12	7	12 A

202

persons

number of employees who went on childcare leave at the end of the reporting period

In 2025, the return coefficient amounted to 273%, while the retention coefficient was equal to 44%.

93%

share of women among employees who took parental leave

Development of corporate culture

In 2025, Kazakhtelecom JSC implemented a complex of initiatives aimed at the development of corporate culture, the strengthening of the employer brand, the enhancement of employee engagement and the development of human capital. In the reporting period, the implementation of strategic projects that started in 2024 was completed, and also new formats of work with personnel, youth and representatives of working professions were launched:

1. Development of the employer brand

One of the key results of the reporting period became the successful completion of the strategic project of the motivation programme SAPA+QUEST, which started in October 2024. The implementation of the programme formed the basis for the further development of loyalty of both internal and external clients. Within the framework of the development of the employer brand in 2025, a branded page of the Company on the hh.kz platform was developed and launched, which made it possible to enhance the recognisability of Kazakhtelecom JSC on the labour market and to improve the quality of the incoming flow of candidates.

Additionally, with the aim of the development of external HR communications, a thematic rubric was launched on the corporate page of the Company in the Instagram social network, dedicated to the advantages of working at the Company and the opportunities for professional and career development.

2. Professional recognition and participation in industry events

In 2025, more than ten projects of the Company were presented for international and industry professional awards:

- Based on the results of participation in competitions, the team of Kazakhtelecom JSC became a laureate of a number of awards. In particular, the project on internal communications won within the framework of the Human Capital Days 2025 award — Employer Brand Eurasia.

- Within the framework of the HR4People forum, Kazakhtelecom JSC was awarded the “Innovation of the Year in HR” award for the Digital HR project — automation and the “Best Project on Internal Communications”.
- During the reporting year, experts of the Company participated in the largest professional platforms, including the XIII Kazakhstan HR Forum and the PR Forum “HR at the Crossroads of Epochs”, where they shared best practices in the area of the development of the employer brand, motivation programmes and gamification.

3. Youth policy

In November 2025, in the Samruk-Kazyna group, the Corporate Standard in the sphere of social policy was approved, in which particular attention is paid to the issues of management of youth policy.

With the aim of systematising work with young specialists, on 10 December 2025 the Jas Telecom 2.0 forum was held, uniting the active youth of the Company. The forum became a platform for the exchange of ideas, the discussion of industry trends and the formation of initiatives aimed at the development of leadership potential and project thinking.

In 2025, 470 students of relevant universities and colleges underwent production practice and internships at Kazakhtelecom JSC. In the reporting period, memoranda of cooperation with educational organizations were also concluded, master classes, guest lectures, excursions and career guidance events were conducted.

470

students

of relevant universities and colleges underwent production practice and internships at Kazakhtelecom JSC

Kazakhtelecom JSC and Woosong University Kazakhstan will jointly train IT specialists

Kazakhtelecom JSC and Woosong University Kazakhstan have signed a memorandum of cooperation. The University and the Company combine an academic base and practical experience, creating a foundation for innovation and the professional growth of youth. This cooperation is aimed at ensuring a sustainable digital future for the country and forming a team of specialists capable of working with advanced modern technologies.

The basis of the agreement was the dual education model. This is a format in which students of the branch of the South Korean university in Turkestan will spend part of their study time at Kazakhtelecom JSC. In this case, Kazakhtelecom JSC provides:

- placements for internships;
- participation in current IT projects;
- mentoring from specialists;
- a venue for seminars, master-classes and research initiatives.

For students with high potential, the prospect of employment is envisaged.

10.8 thousand employees

were covered by training as part of professional development in the production function in 2025

4. Development of personnel potential

Within the framework of the initiatives of the Year of Working Professions in 2025, at Kazakhtelecom JSC, a complex of measures aimed at enhancing the prestige of working professions, the development of personnel potential and the improvement of working conditions was approved and implemented.

In the reporting period, competitions of professional skills of the republican and regional levels were held, including:

- “Master of the Optical Network (Optical Network Master)”;
- “Youth and Occupational Health”;
- “Zhas Yzdik Maman”;
- “Best Universal Specialist”.

Employees from all regions of the Company's presence took part in the competitions. The winners and runners-up were awarded diplomas, letters of gratitude and memorial prizes.

Within the framework of the enhancement of qualifications in 2025, more than 10.8 thousand employees of the production direction in 20 regions of the country were covered by training. The training was conducted in the directions of safe driving, technical support of clients, management of production processes, financial literacy, and also under language and specialised programmes.

5. Development of leadership among working professions

With the aim of the development of leadership potential of representatives of working professions, the Company participated in the modular programmes “7 Qadam PRO” and “7 Qadam Master”. The programme was implemented during the period from 16 April to 20 August 2025 and covered 21 participants selected based on the results of the Youth Forum.

Based on the results of the quota selection, two representatives of the working professions were sent from the Company. On 20 August 2025, the defence of the projects of the participants took place, based on the results of which the project of S. Baigozhayeva “We believe in you”, aimed at the prevention of ludomania, was recognized as the best. On 19 December 2025, as part of the final event of the Year of Working Professions, Sabira Baigozhayeva was presented with a memorable gift and branded souvenir products from the Samruk-Kazyna Fund.

6. Improvement of working conditions and social and household infrastructure

In the reporting period, particular attention was paid to the improvement of social and household conditions of employees. In 2025, repair works at a number of facilities continued, the service vehicle fleet was updated, the relocation of subdivisions to modern office spaces was completed, the repair of production and administrative premises was carried out. Additionally, the corporate service of business trips was introduced.

Based on the results of the analysis of remuneration of labour for the previous periods, in 2025 measures on differentiated wage increase with emphasis on working professions were implemented, indexations were carried out on average by 9% for more than 8,000 employees of grades A9-B4 (electrician, cable splicer, electromechanic and engineer), qualification commissions and the revision of official salaries, which made it possible to reduce the gap in remuneration of labour and to reduce the number of low-paid categories of employees.

7. Engagement, sports and team events

During the reporting year, the Company's employees actively participated in corporate and sporting events, including marathons, KVN, spartakiads and corporate tournaments. On 30 November 2025, the corporate volleyball tournament Kazakhtelecom was held with the participation of six mixed teams from all regions of the country.

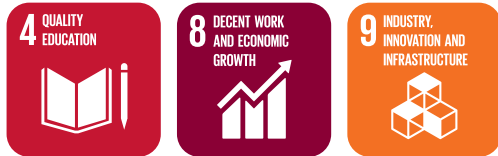
Within the framework of the development of the feedback system, regular meetings of first heads and general directors of branches with representatives of working professions were ensured, and the project of attachment of members of the Management Board to regions was also implemented.

8. Environmental and social initiatives

Within the framework of the Taza Qazaqstan environmental project, in 2025 a complex of measures aimed at enhancing the environmental awareness of employees was implemented, including:

- the children's drawing competition Kazakhtelecom for Taza Qazaqstan;
- environmental campaigns of employees in the cities of Astana and Almaty;
- the planting of 75 thousand trees jointly with school students;
- participation in the eco-fair on the basis of the Corporate University;
- the competition of eco-art installations from secondary materials.

4.3.1.10. Training and development of employees



GRI 3-3, 404-1

At Kazakhtelecom JSC, continuous growth and development of personnel is regarded as a necessary condition for the success of the Company. At Kazakhtelecom JSC, the Rules of organization of training and development of employees of Kazakhtelecom JSC have been developed, which are the key document regulating the work in the sphere of training and development of employees. In 2025, 69,606 trainees underwent training with account for distance courses in the following directions: Leadership academy, EX academy, HSE&ESG academy, Service and Sales Academy, Technical Academy, IT Academy, Qazaq&English academy, Financial Academy.

69,606

learners

completed training in 2025

Costs for training of employees are reflected without account for travel expenses related to participation in educational events. Annually, in the Company’s budget, expenses for the direction of training are planned, which are distributed under the following items:

- Preparation and enhancement of qualifications of personnel;
- Travel expenses for the preparation and enhancement of qualifications of personnel.

The reduction of the total volume of investments in training in the reporting period is conditioned by the reduction of the number of employees undergoing long-term training under the EMBA programme.

Volume of investments of Kazakhtelecom JSC in training, 2023–2025, KZT million



* Table 57. Volume of investments of Kazakhtelecom JSC in training, 2023–2025 (the information is presented in graphical form).



GRI 2-4, 404-1

Table 58. Number of hours of training of employees as at 31 December 2025, persons

Number of training hours in 2025 (hours)				
Women		Men		Total
Administrative and managerial personnel	Production personnel	Administrative and managerial personnel	Production personnel	
28,060.5 A	120,089.5 A	14,888.5 A	416,376.5 A	579,415 A
Average number of training hours per employee per year				
Women		Men		Total
Administrative and managerial personnel	Production personnel	Administrative and managerial personnel	Production personnel	
38.44 A	20.81 A	54.74 A	37.82 A	32.59 A

6 A IT SUMMER CAMP A

A social project aimed at the support of the families of the Company's employees through educational initiatives for their children. Within the framework of the project, a summer IT camp is organized for teenagers aged 12–15 years, where they study the basics of programming, digital security, work with data and develop soft-skills. The project contributes to the engagement of families in corporate culture, the enhancement of employee loyalty and the development of the future digital generation.

The long-term aim is the attraction of talented youth through the development of the direction of training the children of employees. The educational programme included:

- Robotics;
- NoCode website development;
- Blogging;
- Elaboration of soft skills.

In 2025, 243 children from 17 regions of Kazakhstan took part.

Geography of participants:

- Western region — 50 children (Atyrau, West Kazakhstan, Mangistau, Aktoke Regions)
- Northern region — 29 children (Kostanay, North Kazakhstan Regions)
- Central region — 66 children (Akmola, Karaganda Regions, the city of Astana)
- Southern region — 78 children (Zhambyl, Turkestan, Kyzylorda, Almaty Regions, the city of Almaty)
- Eastern region — 20 children (Abai, East Kazakhstan, Ulytau Regions).

7 A Training of employees in the Kazakh language A

In 2025, the conversation club “Kezdeseyik, sөyleseyik”, aimed at the development of conversational skills of the state language, was launched. The programme was implemented in the cities of Astana, Almaty and Kyzylorda, 344 employees took part.



Development of competencies in the area of human rights

As part of the development of employee competencies and the improvement of corporate practice in the area of human rights observance, Kazakhtelecom JSC participates in international educational initiatives aimed at the implementation of the Human Rights Due Diligence procedure.

From February to July 2026, representatives of the Company will participate in the regional track of the Business & Human Rights Accelerator programme implemented by the UN Global Compact for the countries of Central Asia. The training is organized for companies that are participants in the initiative and is aimed at the development of practical skills for the integration of international human rights standards into corporate processes.

The Accelerator is a six-month educational course developed by experts of the UN system jointly with the

non-profit organization Shift. The programme is oriented towards the formation of a systemic approach to the identification, assessment and management of risks in the area of human rights.

Training formats within the programme

The programme includes six stages and provides for the following types of activities:

- On-Demand sessions –study of training materials posted on the platform of the UN Global Compact Academy;
- “Deep Dive” global sessions –online seminars with international experts;
- Individual work –performance of practical tasks;
- Training with a local expert –offline and online meetings on the development of competencies and exchange of experience;
- Consultations with experts –additional thematic online sessions on current issues in the area of human rights.

To ensure the integration of the knowledge obtained into the Company's activities, a senior management representative has been delegated, who coordinates the participation of employees and supports the introduction of practices into corporate processes.

Following the training, participants who successfully complete the programme receive personal certificates, and a separate certificate is also issued to the Company as a participant in the educational initiative.

As of the date of preparation of the report, 23 organizations from the region are registered in the programme, which reflects the interest of business in Central Asia in the development of a systemic approach to human rights observance issues.