

«APPROVED»
**By decision of the Board of
Directors of NJSC «West
Kazakhstan Marat Ospanov
Medical University»**
**From December 10, 2021
protocol No 10.**

POSITION
on remuneration and bonuses of
Chairman and members of the Management Board of
non-commercial joint-stock company
«West Kazakhstan Marat Ospanov Medical University»

Aktobe, 2021

1. General Provisions

1. These Regulations on the conditions of remuneration, bonuses and social security of the Chairman and members of the Management Board of the non-commercial joint-stock company «West Kazakhstan Marat Ospanov Medical University» (hereinafter the Regulation) are developed in accordance with the current legislation of the Republic of Kazakhstan, the Charter of the non-commercial joint-stock company «West Kazakhstan Marat Ospanov Medical University», is an internal regulatory document and determines the procedure and conditions for labor motivation and, guarantees and compensations to executives of non-commercial joint-stock company «West Kazakhstan Marat Ospanov Medical University».

2. The main concepts used in this Regulation:

Society - non-commercial joint-stock company «West Kazakhstan Marat Ospanov Medical University»;

The sole shareholder - the Ministry of Healthcare of the Republic of Kazakhstan;

Management Body - Board of Directors;

Executive employees - Chairman of the Management Board - Rector of the Company, members of the Management Board of the Company;

Salary - a fixed monthly wage of an employee for performing labor duties, taking into account the qualifications of the employee, the complexity, quantity, quality and conditions of work performed; **Bonus** - remuneration intended to stimulate the labor efficiency of members of the Management Board of the Company, paid on holidays (Day of the Medical Officer and Independence Day), as well as on the basis of the results of work for the year depending on the results of work by decision of the Board of Directors;

KPI - key performance indicators characterizing the effectiveness of the financial and production activities of the Company and the degree to which top managers achieve strategic goals;

Motivational KPIs - indicators included in the bonus system for senior employees to focus their efforts on achieving priorities in the reporting period;

Corporate KPIs are a type of motivational KPIs that determine the amount of bonuses for the results of the Company's work (achievement of the Development Plan indicators) and are the same for all senior employees of the Company;

Functional KPIs are a type of motivational KPIs that are set differentially for each employee and determine the amount of bonus for the performance of a managerial employee;

Weight of KPI - a coefficient that determines the importance, priority of this indicator in relation to other indicators;

The threshold is the KPI value characterizing the minimum expectations of the result of the activity, which is highly likely to be achieved if the job is performed in good faith, usually corresponding to the best of the following values: the planned

value for the planned year (from the Development Plan) and the actual value for the year preceding to the planned;

The goal is the value of KPI characterizing the expected level of high performance;

Challenge - the value of efficiency, characterizing outstanding performance, contributing to the implementation of the ambitious goals of the Company;

Efficiency by KPI - a value that determines the degree of achievement of the target levels for efficiency;

Final performance - weighted average performance for all motivational efficiency factors, taking into account their weight;

Improvement allowance - payments made to senior employees for annual labor leave.

3. The Regulation establishes the conditions and procedure for the payment of bonuses to senior employees of the Company, and is based on the following principles:

1) the relationship of the award with the performance of tasks that meet the interests of the Company and its Sole Shareholder;

2) simplicity and transparency of the principles for determining the size of the premium.

4. The norms of chapters 3,4 and 5 of these Regulations do not apply to foreign members of the Management Board who are involved in the prescribed manner on the terms of an employment contract with the Company.

2. The procedure and conditions of remuneration

5. The size of the monthly official salary, the right to receive an annual bonus of the Chairman and members of the Management Board are determined in the labor contract concluded in the manner established by the legislation of the Republic of Kazakhstan.

6. The monthly salary of the Chairman and members of the Management Board of the Company is determined depending on the complexity of the work performed, the position held, the characteristics and scale of production and the risks associated with it, the assessment of the professional and qualified level, the characteristics and industry specifics of labor and is determined by the decision of the Board of Directors of the Company.

7. The salary of the Chairman and members of the Management Board of the Company shall be paid in cash in the national currency of the Republic of Kazakhstan at least once a month, according to the Labor Code, no later than the 10th day of the following month.

8. The system of remuneration and bonuses for the year-end of the Chairman and members of the Management Board of the Company is established by the Board of Directors.



9. Payment of wages is made at the expense of funds provided for wages.

3. Evaluation of the performance of senior employees

10. The procedure for evaluating the performance of the Chairman and members of the Management Board includes the following steps:

- 1) determination of motivational efficiency, setting target values;
- 2) approval of motivational efficiency;
- 3) monitoring the effectiveness and adjusting, if necessary, target values;
- 4) calculation and approval of actual performance.

11. Motivational KPIs are developed in the form of a KPI card with target values (Appendix 1 to these Regulations) by cascading the Company's strategic goals to specific indicators.

12. KPI cards for the Chairman and members of the Management Board for the corresponding year are developed by the responsible structural unit of the Company and agreed with the members of the Management Board for the optimal number of KPIs, weighting and the adequacy of target values. In the future, KPD Cards are submitted by the corporate secretary for approval in the prescribed manner by the Board of Directors of the Company no later than March 31 of the reporting year.

13. In case of replacement of the member of the Management Board responsible for a specific business process / activity, the corporate secretary shall immediately inform the member of the Management Board who has been appointed responsible for the business process / activity, the approved KPI card for approval / adjustment and subsequent approval in the prescribed manner.

14. The KPD cards of the Chairman and members of the Management Board are submitted by the corporate secretary for approval by the Board of Directors of the Company in the prescribed manner after the appointment of senior employees.

15. At the end of the reporting period, the responsible structural unit of the Company checks the accuracy of the actual indicators and translates the actual value of the efficiency into performance percentages, calculates the size of the bonus and prepares recommendations for subsequent decision by the Board of Directors on the payment / non-payment of bonus.

16. KPD cards with actual values and calculations of the amount of remuneration the corporate secretary submits in the prescribed manner for consideration by the Board of Directors of the Company.

17. The correction of efficiency is carried out in case of unforeseen circumstances that significantly affect the performance in terms of indicators, as well as because of:

- 1) the emergence of new / abandonment of existing business processes / activities;
- 2) adjustments to the long-term development strategy of the Company;
- 3) changes in the organizational structure of the Company.



At the same time, efficiency cards are not adjusted after September 25 of the reporting year.

4. Bonus procedure

18. The following types of bonuses are established for the Chairman and members of the Management Board of the Company: one-time bonuses and bonuses based on the results of work for the year.

19. Bonuses for the year at the expense of funds provided for these purposes in the Development Plan of the Company in the relevant period.

20. Bonuses for public and professional holidays for the Chairman and members of the Management Board are carried out by decision of the Chairman of the Management Board-Rector, while the total annual amount of this bonus is not more than 10 (ten) minimum wages per 1 (one) employee, established by the legislation of the Republic of Kazakhstan on the republican budget for the corresponding financial year:

- 1) by the day of the Medical Worker;
- 2) to the Independence Day of the Republic of Kazakhstan.

21. In case of termination of the employment contract on the grounds provided for in Article 50, paragraph 1 of Article 51, subparagraphs 2), 6), (in the absence of the employee's fault), 23) paragraph 1 of Article 52, Article 56, subparagraphs 1) , 3), 5) and 6) paragraph 1 of Article 57, Articles 58, 59 of the Labor Code of the Republic of Kazakhstan, remuneration based on the results of activities for the reporting period may be paid in accordance with these Regulations in proportion to the actual hours worked by the decision of the Board of Directors of the Company.

22. Bonuses based on the annual results of work are determined on the basis of a general assessment of the Management Board of the Company, from an individual assessment of the degree to which the Chairman and members of the Management Board have achieved predetermined KPIs in the manner determined by this regulation.

23. Bonuses according to the results of activities are calculated in proportion to the actually worked time for the respective position, with the exception of the period of disciplinary action. To calculate the bonus, the time spent in the next working vacation (working days), the period of a business trip (including refresher courses) is included in the actual hours worked.

24. The size of the bonus depends on the qualitative and quantitative indicators of the implementation of the development plan and the efficiency of the Company.

25. The annual performance bonus for the Chairman and members of the Management Board is paid based on the results of the financial year and after the approval in the established procedure of the results of the financial and economic activities of the Company on the basis of audited financial statements and a report on the implementation of the development plan, while the total annual amount of this bonus should not exceed 6 (six) salaries.



26. The Chairman and Members of the Management Board are not paid bonuses according to the results of activities for:

- 1) the absence of a positive financial result for the financial year;
- 2) failure to meet the threshold values of individual corporate efficiency indicators for the year;
- 3) the presence of a disciplinary sanction not lifted;
- 4) less than six months work experience in the Company.

27. Decisions on the payment of annual bonuses and bonuses to members of the Management Board are made by the Board of Directors of the Company.

28. The payment of the bonus to the Chairman and members of the Management Board is carried out in accordance with the order of the Chairman of the Management Board - the Rector or the person performing his duties, prepared on the basis of the relevant decision of the Board of Directors of the Company.

29. The size of the bonus based on performance is calculated in accordance with the methodology given in Appendix 3 to this Regulation.

5. Provision of material assistance

30. The provision of material assistance is carried out at the expense of the wage fund.

31. The provision of material assistance to the Chairman and members of the Management Board of the Company is carried out in the following cases:

1) for health improvement when providing paid annual leave - in the amount of 1 (one) official salary;

2) child birth / adoption or adoption of children - in the amount of not more than 100 monthly calculation indices (hereinafter MCI) established by the legislation of the Republic of Kazakhstan on the republican budget for the corresponding financial year, with a lump sum payment to the employee. If both parents are employees of the Company, one-time financial assistance is paid to one of the parents of their choice;

3) death of members of his family, close relatives (parents, spouse, children, full and half brothers and sisters) in the amount of not more than 200 MCI;

4) death of members of his family, close relatives (parents, spouse, children, full and half brothers and sisters) in the amount of not more than 200 MCI;

5) in connection with the treatment / operation of an employee or persons, in accordance with the list of severe forms of certain chronic diseases approved by the Government of the Republic of Kazakhstan dated November 8, 2011 No. 1309 and the list of diseases for which a longer period of incapacity for work is approved by the authorized state body in the field of healthcare, if the costs of treatment / surgery exceed the limit established by the Company's medical insurance program (basis: extract from the medical history, the opinion of the attending physician, documents confirming the costs) - in the amount of not more than 100 MCI.

6) in connection with marriage - in the amount of not more than 50 MCI.



32. The provision of material assistance to the Chairman and members of the Management Board is carried out on the basis of an application with supporting documents.

5. Final provisions

33. The Company has the right to supplement and amend certain clauses of this Regulation that do not contradict the current legislation in the field of remuneration in the Republic of Kazakhstan.

34. All changes and additions to these Regulations are approved by the decision of the Board of Directors.

Appendix 1
to the Position of remuneration
and bonuses by Chairman and
members of the Management Board
NJSC «West Kazakhstan Marat
Ospanov Medical University»

KPI with Target Values

Name of KPI	unit of measurement	Threshold	Aim	challenge	Weight %
Corporate KPI – 80%					
Functional KPI – 20%					

Job title, full name. _____



Appendix 2
to the Position of remuneration
and bonuses by Chairman and
members of the Management Board
NJSC «West Kazakhstan
Marat Ospanov Medical University»

KPI map with actual values

Job title, full name. _____

	Indicator	Source	Threshold meaning, year

Agreed:

№	jobtitle	Surname, initials	Signature date

Date of completion « _____ » _____ 20__

Methodology for calculating the amount of bonus based on performance.

1. The basic amount of bonuses according to the results of activities (B) is calculated by the formula:

$$B = O_{\text{год}} * Пр / 2 \quad (1)$$

где

$O_{\text{год}}$ - the annual amount of the official employee's salary for the actually worked time in the reporting period; $Пр$ - the coefficient of the maximum size of bonuses, a multiple of the annual official salary.

2. The size of the bonus for the performance of the Company (B_k) is calculated by the formula: $B_k = B * Д_k * K1 \quad (2)$

где

B — the basic size of the bonus;

$Д_k$ — the share of bonuses for the implementation of corporate efficiency; a coefficient depending on the performance achieved by the manager on corporate KPI.

3. The size of the bonus for the performance of a managerial employee (B_p) is calculated by the formula:

$$B_p = B * Д_f * K2 \quad (3) \text{ где}$$

B — the basic size of the bonus;

$Д_f$ - the share of bonuses for the implementation of functional efficiency; the coefficient, depending on the performance achieved by the manager on functional KPI.

4. The share of bonuses for fulfilling corporate and functional KPI depends on the level of posts in accordance with the degree of influence of the position on the fulfillment of the strategic goals of the Company and it is recommended to calculate in accordance with table 1.

Job title	Corporate KPI	Functional KPI
Chairman of the Board - Rector	80%	20%
Boardmembers Vice-rectors	70%	30%

4. The total bonus amount ($B_{\text{год}}$) is calculated as the sum of the bonus for the performance of the Company (B_k) and the bonus for the performance of the executive officer (B_p): $B_{\text{год}} = B_k + B_p$

5. Evaluation of the effectiveness of the manager is calculated according to the scheme shown in table 2.

Таблица 2


ActualvaluebyKPI	PerformancebyKPI, %
LessThreshold	0
equaltoTHRESHOLD	75
between THRESHOLD and GOAL	Actual-Threshold / Goal-Threshold*25+75
equalto GOAL	100
between GOAL and THRESHOLD	Actual- Goal/Challenge- Goal *
Greater than or equal to CHALLENGE	125

1. The total performance for all efficiency is determined by the formula:




$$\sum_{ni=1}^n \text{Efficiency no KPIi} * \text{Weight KPI1}$$

where n is the number of KPI R serial
number of efficiency

Established:

№ п/п	Name.	Position	Signature	Date
1.	Ramazanova A.A.	Secretary of the Management Board		15.11.2024

Agreed:

№ п/п	Name.	Position	Signature	Date
1.	Valiakhmetova R.B.	Head of Strategic Development Department		15.11.2024
2.	Beke E.M.	Head of the Department of Economics and Planning		15.11.2024
3.	Toleuova G.A.	Head of the Legal Department		15.11.2024

