Approved by Supervisory Board decision of «SK-Pharmaceuticals» LLP from December 30th, 2016 (protocol №51)

**Personnel policy**

**of a limited liability partnership**

**«SK-Pharmaceuticals»**

**Astana**

**1. General Provisions**

1. This Personnel Policy of the Limited Liability Partnership “SK-Pharmaceuticals” (hereinafter referred to as the Personnel Policy) on the basis of the Address of the President of the Republic of Kazakhstan - the leader of the nation N.A. Nazarbayev to the people of Kazakhstan “The strategy “Kazakhstan – 2050”, implemented in accordance with the requirements of the legislation of the Republic of Kazakhstan, is based on the Development Strategy of “SK-Pharmaceuticals” LLP for 2017-2021 and defines the mission, values, principles and main activities of “SK-Pharmaceuticals” LLP (Hereinafter referred to as the Partnership) in the field of human resources management, as well as the criteria for the effectiveness of this activity.

2. The purpose of the Personnel Policy is the formation of high-quality human resources, consistent with the strategic directions of the Partnership, the strengthening and development of human capital, the creation and development of additional competitive advantages.

**2. Scope of application**

3. The provisions of the Personnel Policy are mandatory for all employees of the Partnership, while management, employees of the responsible structural unit for personnel management, in accordance with the internal documents of the Partnership, and other administrative and management personnel of the Partnership must take all necessary actions for their implementation.

**3. Mission and corporate values**

4. Mission of the Personnel Policy - the formation of personnel with the necessary qualifications and the development of human resources with the goal of forming a team of professionals with competencies such as the focus on achieving high results and continuous improvement of professional skills, ability to make decisions and communication skills, personal responsibility and the ability to organize a competent worker process and motivation to work for the implementation of the Strategic Objectives of the Partnership.

5. The values ​​of the Personnel Policy are:

1) meritocracy - justice and objectivity in assessing the contribution and achievements of each employee;

Implementation of the commitment to the value of "Meritocracy" within the framework of the Personnel Policy will be achieved through:

- compliance of the qualifications of employees of all levels with the requirements for the position, appointment to posts, based on the compliance of employees with qualification requirements;

- remuneration and promotion of real merit and achieved results;

- Implementation of an efficiency management system through clear workplace standards (job descriptions, key performance indicators, competencies, professional standards), assessing the quality of performance of standards, motivating and encouraging employees who meet standards and achieve high performance.

2) respect - attitude towards other members of the team with respect;

3) honesty - integrity within the Partnership and to its partners;

4) openness - openness to contacts and partners;

5) trust - commitment to a culture of mutual aid and trust;

6) collective spirit - cooperation for achieving higher results from joint activities.

**4. Basic principles of personnel policy**

6. Personnel policy is based on the following principles:

6.1. Initiative.

The Partnership creates conditions for the employees' interest in the success of the common cause, the initiative is encouraged, opportunities are given for realizing the potential, career and professional growth in various fields.

6.2. Transparency and openness.

The system of selection and promotion of personnel in the Partnership provides a sufficiently high level of professionalism of employees and transparency of procedures for recruiting personnel.

Career growth of employees is carried out on the basis of an objective evaluation of the results of their work, business qualities, as well as professional competence. The partnership ensures openness at all stages of the process of human resource management.

6.3. Integration.

Integration of personnel management processes will be carried out through close interconnection and interdependence of labor resource planning, search and selection of personnel, evaluation, payment and motivation, social support of personnel, training, professional development and corporate culture. Personnel policy is based on the principle of integrating all personnel management processes within each category of personnel.

6.4. Continuity.

The principle of continuity in the Partnership will be achieved through the continuity of knowledge and experience, an emphasis on the development and training of workers. Workers are trained and share the accumulated skills and knowledge with their colleagues.

Professional development of personnel is carried out through the processes of career planning, succession planning, the desire to provide career growth and development of workers who have practical experience in production units that have passed through all stages, production levels and career development stages.

6.5. Motivation of employees.

The partnership sets high standards in the area of ​​socially responsible management of labor, employment and industrial relations, including the system of payment and labor and bonuses. The partnership applies forms of material and non-material motivation of employees. Serious attention is paid to the professional and professional growth of employees who have been trained and have practical experience in the Partnership. Creation of an effective system of motivation of the employees of the Partnership will help to keep highly professional specialists and stimulate them to more productive activities.

6.6. Interrelation of interests and goals of the Partnership and employees.

The Partnership respects and values ​​its employees, takes care of them and takes into account their needs and needs, contributes to the creation of favorable working conditions that meet the requirements of safety.

Employees make every effort to achieve the goals of the Partnership and serve its interests.

**5. Key areas of personnel policy**

7. The key directions in the implementation of the Personnel Policy are:

1) improving the quality of labor resources;

2) performance management;

3) development of corporate culture.

**7.1. Improvement of the quality of labor resources.**

This area is focused directly on employees as a key asset of the Partnership and includes the following processes for personnel management:

- MANAGEMENT OF SELECTION AND HABITATION

Without fail, the website of the Association will publish information on vacancies for administrative positions, as well as search for internal candidates for transparency of internal appointments. The basic principles of competitive selection: accessibility for all candidates, depending on compliance with the requirements and professional standards, transparency and objectivity. Methods of selection for competitive procedures are interviews, testing, including testing of professional knowledge.

The specified process is regulated by a separate document.

- PROFESSIONAL TRAINING MANAGEMENT

The goal of the training process is to provide workers with knowledge, develop competencies and skills necessary to achieve strategic and tactical goals. Processes of strategic planning, continuity, performance evaluation, professional standards and competency profiles serve as a basis for assessing training needs. The partnership creates an environment that stimulates the acquisition of new knowledge and self-development of employees, increases the responsibility of managers for the development and training of subordinates, and widely introduces individual development plans. In the system of support of learning outcomes, the employee's responsibility in applying knowledge and the manager in providing opportunities for applying the acquired knowledge is fixed. The Partnership implements an integrated system of training of personnel, training of managers of the international level is carried out, and favorable conditions for domestic qualified personnel are created.

The specified process is regulated by a separate document.

- HUMAN RESOURCES MANAGEMENT AND CONTINUITY PLANNING

Professional development in the Partnership is carried out through career development planning, personnel reserve management and succession planning. The system of transparent career growth will be closely linked to strategic planning, which identifies areas where there is a potential shortage of specialists, with clearly described professional standards of posts, with the process of assessing performance, assessing the potential of employees, and with vocational training. Management of the personnel reserve is to identify employees who have managerial and managerial potential, their planned training, as well as career advancement.

The specified process is regulated by a separate document.

**7.2. Performance management.**

Performance management is focused on creating favorable working conditions for employees and includes the following processes for personnel management:

- EVALUATION OF ACTIVITIES

The system for assessing the activities of employees will allow to agree the business plans of the Partnership with the individual goals of each division and employee. The evaluation process is aimed at providing feedback to employees on the results of activities and determining ways for development and improvement. Activity evaluation is the basis for the system of remuneration and motivation, training and professional development of employees. The assessment of the performance of managers and managers depends on the fulfillment of specific tasks and is confirmed by key indicators. The tool for monitoring the implementation of business tasks is an Efficiency Map (visual goal mapping), which is represented by a set of key performance indicators with target and actual values. The main stages in assessing the activities of administrative employees are setting goals, assessing competencies, developing an individual development plan for the future, monitoring performance and adjusting goals, a quarterly report on the extent to which goals are achieved.

The specified process is regulated by a separate document.

- LABOR PAYMENT AND MOTIVATION

The system of remuneration of labor and motivation includes a constant payment of labor, social payments, as well as non-material incentives.

The basic principles of an effective system of labor remuneration and motivation of employees:

1) the conditions of remuneration are set in such a way as to motivate employees to work effectively and must be competitive in order to attract highly qualified specialists;

2) transparency;

3) the level of remuneration depends on the achievement by the company as a whole and by individual employees of agreed goals and objectives.

In the Partnership there is a system of non-material incentives and incentives for employees, including state, departmental and corporate awards (titles, certificates of honor, distinctions, prizes, etc.).

The specified process is regulated by a separate document.

- SOCIAL SUPPORT OF PERSONNEL

The Association for the Implementation of Social Policy will implement measures to:

- Creation of healthy and safe working and resting conditions for employees;

- observance and protection of workers' rights, provision of guarantees and compensation payments in the amounts provided for by the legislation of the Republic of Kazakhstan;

- Improvement of the system of social benefits (material assistance for health improvement, one-time material assistance to employees in certain cases and other types of payments);

- implementation of voluntary health insurance programs;

-propaganda of a healthy lifestyle.

**7.3. Development of corporate culture.**

The development of corporate culture, as an ideological component, is focused on the formation of values ​​and rules of conduct.

The main objectives of the development of corporate culture are:

- Reporting to each employee of the mission and strategic goals of the Partnership;

- development and maintenance of an atmosphere that fosters the innovative activity of personnel;

- motivation to achieve results;

- formation of staff loyalty;

- industrial discipline, culture in relations with partners and colleagues.

**6. Responsibility in the implementation of personnel policy**

8. Management responsibility.

The management of the Partnership considers personnel as the main capital and intends to achieve a strategic advantage through effective management of it. Management assumes responsibility for implementing the provisions of the Personnel Policy and fulfilling the following requirements:

- observance of the labor legislation of the Republic of Kazakhstan;

- provision of a modern and sufficient level of equipment and the condition of workplaces of employees;

- informing employees about the goals and objectives of the Partnership, the most important events in the activities of the Partnership;

- encouraging employees to achieve high results;

- maintenance of professional growth and development of employees;

- Ensuring compliance with the principles of the Personnel Policy;

- development of corporate culture.

Responsibility of heads of structural divisions. The task of the head of a structural unit is to motivate employees for effective work and support effective cooperation both inside and outside his unit. Heads of structural units assume the responsibility for observing the following requirements:

- providing the employee with the necessary conditions and authority to carry out his work;

- Informing the employee about the goals and tasks facing the structural unit;

- development together with the employee of individual goals and tasks in the form of a work plan, providing feedback on the results of their implementation;

- providing the employee with opportunities for capacity development;

- sending the employee to the training on the basis of the need for training;

- an analysis of the extent to which the employee applies the acquired knowledge and skills in practice;

- motivation of the employee to achieve results and remuneration based on work results.