



2024





# Corporate responsibility report 2024



## **4** PREFACE BY THE LEADERSHIP TEAM

## **6** TCO ACHIEVEMENTS IN 2024

## **8** ABOUT TCO

## **10** TCO WAY

## **12** TCO'S SOCIAL IMPACT

- ◆ "Egilik" voluntary social infrastructure program
- ◆ Community Investments Program
- ◆ Zhylyoi District Development Program – local entrepreneurship development program "Tandau"
- ◆ Sponsorships and donations
- ◆ New challenges – contribution during floods

## **26** PROTECTING PEOPLE AND THE ENVIRONMENT

- ◆ Protecting people
- ◆ Protecting the environment
- ◆ Environmental monitoring
- ◆ Protection and conservation of biodiversity

## **34** SUPPORTING DEVELOPMENT OF LOCAL BUSINESSES

- ◆ Local procurement and supplier development
- ◆ Local content impact on the economy of the Republic of Kazakhstan
- ◆ OEM Localization
- ◆ Kazakhstani Content in FGP-WPMP
- ◆ TCO's collaboration with business associations

## **42** INVESTING IN PEOPLE AND CAPABILITIES

- ◆ Workforce strategy
- ◆ Workforce development
- ◆ Workforce diversity & inclusion

## **50** CONTACTS



# PREFACE BY THE LEADERSHIP TEAM

*It is our great pleasure to share highlights of Tengizchevroil's LLP (TCO) activities in the annual corporate responsibility report 2024.*

In 2024, we experienced once of the most massive floods to sweep across areas of Kazakhstan in many years. TCO was one of the first to support Atyrau region where we operate, by allocating 2 billion tenge for flood response measures. In this CR report you will find more information on the tremendous efforts that were undertaken to support the Atyrau region during the flood.

In 2024, TCO continued to maintain a high focus on operating safely, reliably and in an environmentally responsible manner in accordance with our TCO Way values.

Last year, TCO successfully completed a planned turnaround (TA) at the Complex Technological Lines (KTL), delivering a 23% improvement in production efficiency compared to a similar TA in 2019. Over 7,000 Kazakhstani employees participated in the TA and 20 local contractor companies were able to implement a number of improvement activities focused on plant integrity and reliability.

For the third year in a row, TCO was awarded as "The Best Taxpayer" of the Republic of Kazakhstan (RK). This award once again confirms impeccable



**Kevin Lyon**

TCO General Director



fulfillment of TCO's tax obligations and its significant contribution to the national economy.

Since 1993, TCO's taxes and royalties-based contract allowed the company to make direct financial payments to Kazakhstan of over \$201 billion, thereby helping to support RoK state budgets and fueling the country's economic progress.

The development of Kazakhstani content remains a top priority area for TCO. In 2024 alone, the company spent over \$2.9 billion on local goods, works and services and reached 69% Kazakhstani Content. The spend is very diverse and goes beyond Atyrau, stimulating economic activity in several regions across the country.

TCO continued to play a leading role in helping to meet Kazakhstan's growing demand for gas, for the petrochemical industry as well as the country's domestic needs. In 2024, a dry gas supply agreement was signed to provide Kazakhstan with up to 9 billion cubic meters of dry gas annually to the gas processing plant in Atyrau Oblast.

This year we marked the 125th Anniversary of Kazakhstan's oil and the 45<sup>th</sup> Anniversary of Tengiz field discovery. Over the years, TCO has been careful steward of the Tengiz field by investing in leading technologies, human capital and the communities where we operate, while fueling Kazakhstan's economic progress.

In December 2024, TCO opened a new school for 600 children in Kulsary city, Zhylyoi region, as part of its ongoing voluntary social infrastructure Egilik program. This school is the 31<sup>st</sup> educational project under Egilik, providing valuable educational resources to the community. Since inception, TCO has invested in over 120 projects to improve social facilities in the Atyrau region, including schools, hospitals, recreational areas, and kindergartens. Through its Community Investments Program (CIP), TCO positively impacted 7,804 people across Atyrau oblast in 2024 alone, making a real difference in their lives.

We trust that you will find our corporate responsibility report both informative and valuable, offering significant insights into our company's operations.



**Konilkosh Suyessinov**  
TCO Deputy General Director



# TCO ACHIEVEMENTS IN 2024

## Fueling economic progress in Kazakhstan

In 2024, direct payments to the Republic of Kazakhstan amounted to more than

**~11 billion**

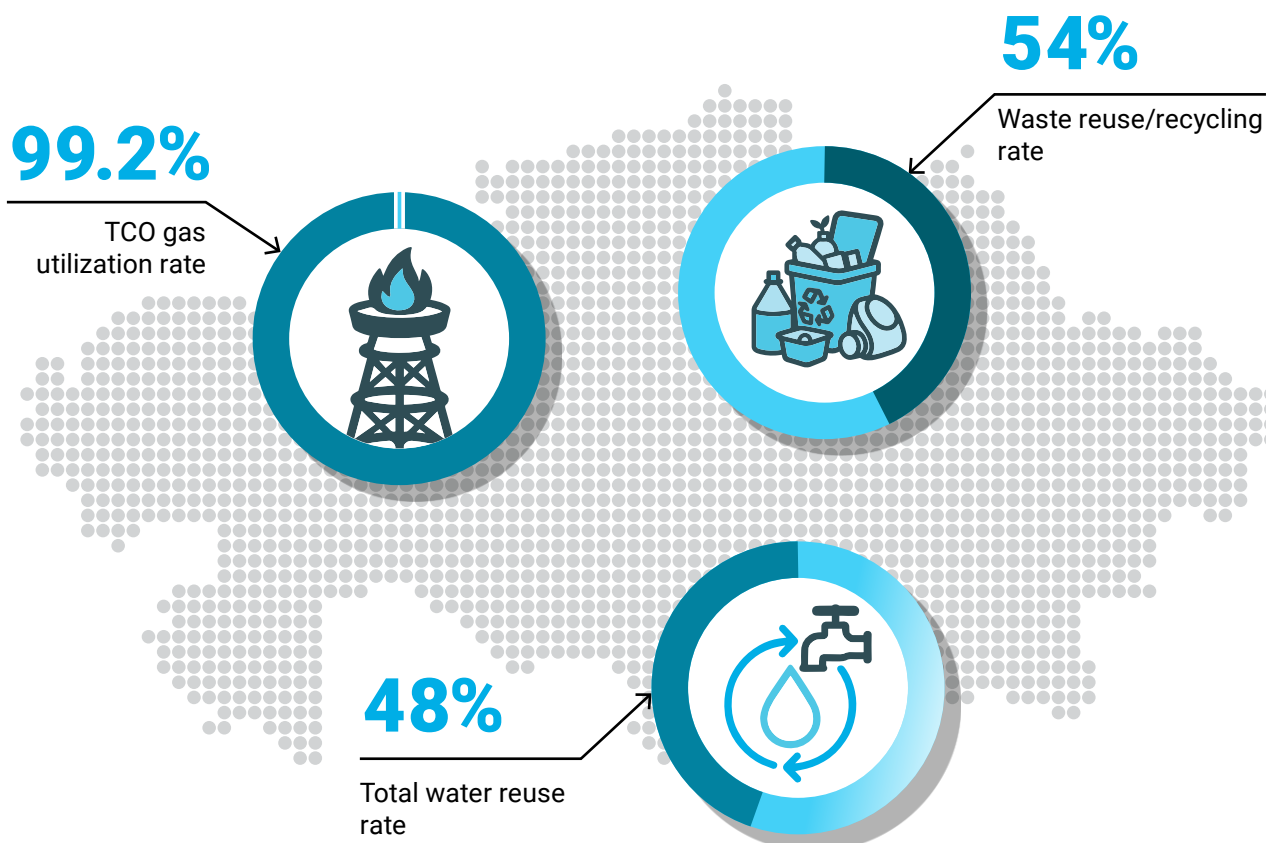
In 2024, TCO purchased goods and services from Kazakhstani suppliers amounting to

**~3 billion**

Since 1993 till 2024, TCO has purchased goods and services from Kazakhstani suppliers worth

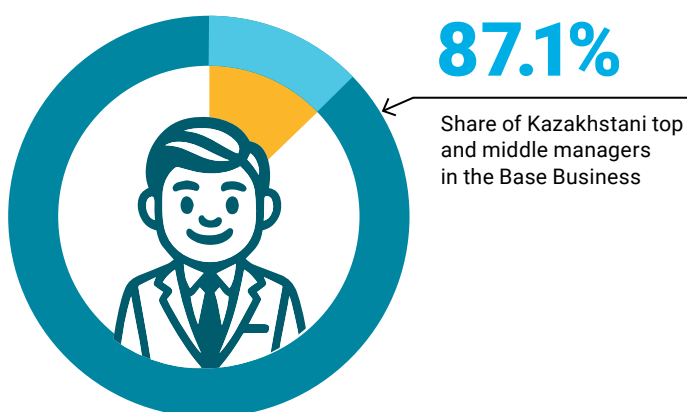
**>50.5 billion**

## Managing environmental performance





## Investing our workforce



## Improving the wellbeing of communities where we operate

More than **120 new social facilities** were built since TCO inception



**120**

In 2024 year positively impacting on more than **7500 beneficiaries**



**7500**

**15**



In 2024 year **15 social projects** proposed by non-governmental organizations were implemented

# History of TCO

The Tengiz oil field, located in the western part of Kazakhstan, was discovered in 1979. Tengizchevroil LLP (TCO) was formed in April 1993 as a result of the signing of an agreement between the original founding partners, the Government of the Republic of Kazakhstan and Chevron Corporation.

## Currently, TCO's Partners are:

JSC NC KazMunayGas

**20%**

Chevron

**50%**

ExxonMobil  
Kazakhstan  
Ventures Inc

**25%**

Lukoil

**5%**





# New Horizons

## Future Growth Project – Wellhead Pressure Management Project

In 2016, the final investment decision was announced for the Future Growth Project – Wellhead Pressure Management Project (FGP-WPMP), the next major expansion of the Tengiz field production capacity.

The project will expand production by approximately **12 million** tons per year. Total production volume will be about **40 million** tons per year.

FGP-WPMP is a project of national importance and is helping to create a legacy of a trained and skilled local workforce, technology transfer through

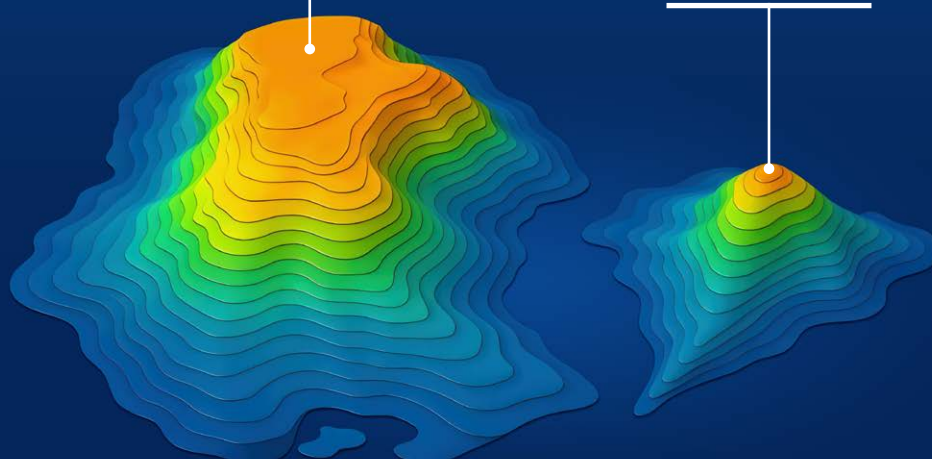


partnerships with international companies, and upgraded infrastructure in the region.

## About the Oil Fields

Tengiz field

Korolev field



**20 km (12 miles) wide and 21 km (13 miles) long**  
the size of the Tengiz Field reservoir.



**1.4 billion tonnes (11.5 billion barrels) of oil**  
recoverable reserves of the Tengiz and Korolev fields.



**3.1 billion tonnes (25 billion barrels) of oil**  
estimated reserves in the Tengiz Field reservoir.



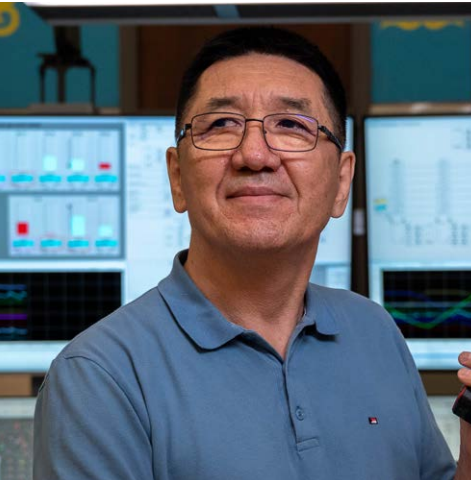
**4,000 m (13,000 feet) deep**  
depth of the upper reservoir at Tengiz – the world's deepest supergiant oil field.

## Vision

To be the safest, most efficient and profitable oil and gas enterprise in the world, most admired for its people, partnership and performance.

## Mission

Our mission is to create superior value for the Republic of Kazakhstan, our shareholders and employees.



## The TCO Way

Getting Results  
the Right Way

The TCO Way explains who we are, what we believe, how we achieve our mission and where we aspire to go.

It establishes a common understanding of our values and behaviors not only for us, but for all who interact with us.

## Strategies

Our strategies guide our actions to deliver industry leading results.

## Values

Our values define us and guide our actions in delivering results. We conduct our business in a socially and environmentally responsible manner, respecting the law and benefitting the communities where we work.

### People

Invest in people to develop and empower a highly competent workforce that delivers results the right way.

### Execution

Deliver superior results through disciplined operational excellence, capital stewardship and cost efficiency.

### Growth

Develop reserves to grow profits and returns by using our competitive advantages and high performance behaviors.

### Technology and Functional Excellence

Differentiate performance through technology, ingenuity, and functional expertise.

### Diversity and Inclusion

We have an inclusive work environment that respects the uniqueness and diversity of cultures, and values individual talents, experiences and ideas.

### Leading Performance

We are striving for Leading Performance, leveraging three dimensions: Leadership – We Lead, Teaming – One Team, and Focus on what matters – Competitive Performance. We enable our path to Leading Performance demonstrating One TCO Winning Behaviors.

### Integrity and Trust

We are honest with ourselves and others. We earn trust by respecting and supporting each other and by operating with the highest ethical standards in all we do.

### Partnership

We build trusting, productive and collaborative relationships with government, our shareholders, communities, business partners, customers and each other. We are most successful when we succeed together.

### Protect People and the Environment

We have an unwavering commitment to personal and process safety, and protecting the environment. We strive for incident free operations with a focus on preventing high consequence events.

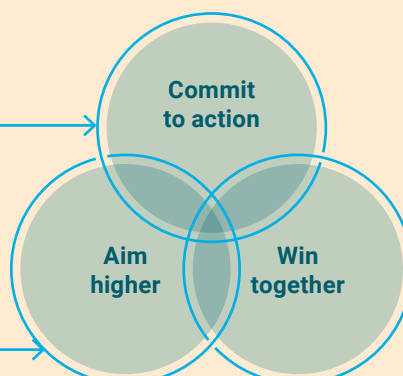


## One TCO Winning Behaviors

Our Winning Behaviors support TCO Way values and enable teams for success.

- Clarify what matters
- Be open to adopting new ideas
- Discuss, decide and buy in
- Execute with pride

- Work on what delivers the highest value
- Set aspirational goals
- Learn and improve while executing
- Adapt, innovate and remove barriers



- Respect and care for one another
- Collaborate and contribute and challenge each other
- Provide and seek honest feedback
- Team across the value chain towards common goals



# TCO'S SOCIAL IMPACT

*Tengizchevroil's social impact initiatives are aimed at stimulating and unlocking the potential of every resident and the community of Atyrau Oblast. TCO strives to expand opportunities for people by providing access to and improving healthcare, education system and economic development, as well as civil society*

TCO invests in Atyrau Oblast's communities through two voluntary programs: the "Egilik" social infrastructure program and the Community Investments Program (CIP). The Egilik program focuses on constructing social infrastructure facilities such as kindergartens, schools, parks and more. On the other hand, the CIP aims to improve the quality and accessibility of healthcare and education systems, as well as the development of social entrepreneurship and civil society in Atyrau Oblast.

Within 5 years from its establishment in 1993, TCO implemented the "BonusFund Atyrau" program for a total of \$50 million, as part of its obligations outlined in the Basic Agreement. Despite the completion of this program, the company's management and partners decided to continue the initiative of providing gratuitous social support to the Atyrau oblast.

## "Egilik" voluntary social infrastructure program

In 1999, TCO replaced the mandatory "BonusFund Atyrau" program with the voluntary social and infrastructure program called "Egilik". Within the framework of this program, the company builds and improves social facilities, such as schools, hospitals, recreation areas, kindergartens, and other public facilities in Atyrau Oblast.

The annual budget of the "Egilik" voluntary social infrastructure program is **\$25 million**. In 2024, the construction of Secondary School No. 13 in the Bereke microregion of Kulsary city, Zhylyoi district, with a capacity of **600** seats, was completed and handed over to the responsible state authorities.

*Today is a special day for the residents of our city – we are opening a new school. It was built as part of the Egilik program, and we are grateful to Tengizchevroil for its contribution to the development of our region. Let our children receive quality education here, I wish them excellent studies and success in the future, – emphasized the Akim of the Zhylyoi district, **Zhumabek Karazhanov**.*



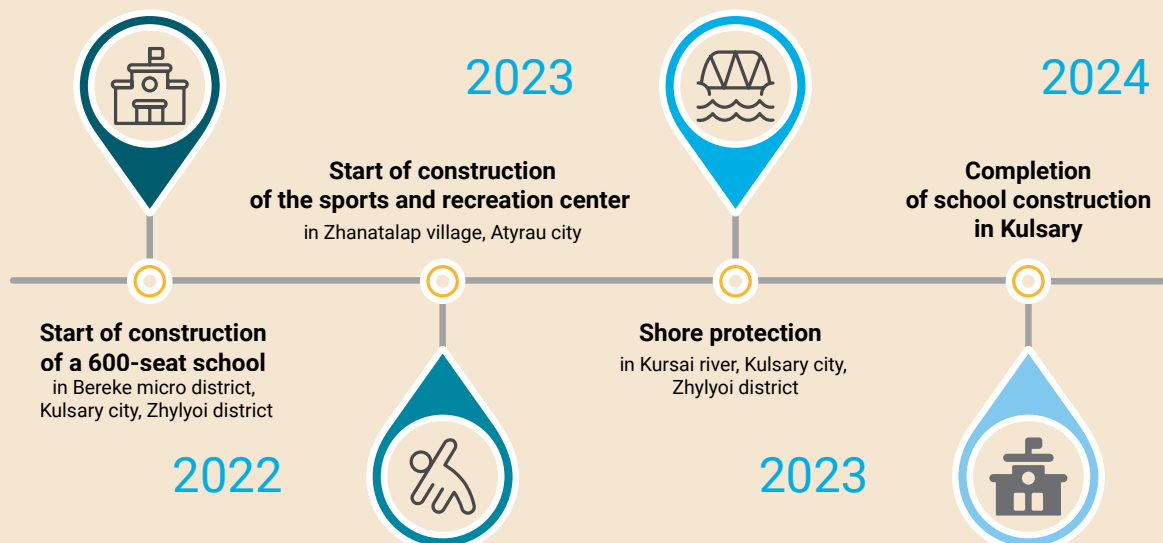


The school meets all modern educational standards and is fully equipped with state-of-the-art equipment, including laptops with microscopes, human body models, and sewing machines. Additionally, the school is fully inclusive, featuring pathways for the visually impaired, ramps, and special sanitary facilities.



It should be noted that the school was built in a new microregion, and the staff was assembled from teachers of School No. 13 in Kulsary. Thus, this project not only addressed educational needs for young residents of the new microregion but also provided a solution for pupils from the emergency school.

## Infrastructure projects



# Map of Projects of the TCO “Egilik”

Over the years, the program has invested more than \$410 million in more than 120 social infrastructure projects. Of these, 60 projects were implemented in the Zhylyoi district

**Construction of a 280-seat kindergarten in Aksai-2, Atyrau**



**Construction of a 90-seat kindergarten in the village Koktogay, Atyrau**



**Construction of a 200-seat Community Center in the village of Kosshagyl**



**Construction of a 280-seat kindergarten in Zhuldyz-2, Atyrau**



*Kurmangazy district*

*Isatai district*

*Inder district*



**Sports and Recreation Center in Zhanatalap village, Atyrau**



**Construction of a 280-seat kindergarten in Zhanatalap village, Atyrau**

*Caspian sea*



# Program 2024—2025



**Construction of a 280-seat kindergarten in the village of Shokpartogai**



**Construction of a 600-seat secondary school in the Bereke microdistrict of Kulsary**



**Construction of a 75-bed Central District Hospital in Kulsary**



**Construction of a 200-seat Community Center in the village of Akkiiztogay**



**Shore protection in Kursai river, Kulsary city**

*Makhambet district*

*Kyzylkoga district*

*Makat district*

*Zhylyoi district*

Koktogay

Atyrau

Zhanatalap

Shokpartogay

Akkiiztogay

Kulsary

Koshagyl

Maikumgen

**Construction of a 600-seat secondary school in the village of Maikumgen**



under construction  
new  
completed

# Community Investments Program

TCO launched its second voluntary program, the Community Investments Program (CIP), in 2010. The program aims to support education, healthcare, the development of civil society, and the preservation and development of the cultural and historical heritage of the Kazakh people.

The creation and implementation of projects are entirely the responsibility of non-governmental organizations (NGOs): acting as a bridge between business, community, and government agencies and offering solutions to pressing community issues based on their research and observations. TCO only provides financial support for implementation of projects. The selection of NGOs and their projects is carried out in two stages

The first stage involves checking the project for compliance with basic criteria, and the second stage is the assessment of each project by the Community Investments Council. The selection criteria are publicly available on the company's official website. The Community Investments Council is a group of people gathered from various departments within the company, and the council members are renewed annually.

In 2024, the budget of the annual voluntary Community Investments Program was **\$1.3 million**, which made it possible to implement **15** projects in Atyrau Oblast and in Zhylyoi district.



To enable all NGOs to participate equally in the selection process, a 'workbook' was developed. This manual is designed to help all NGOs, without exception, correctly and timely apply for participation in the Social Investment Program.





## Projects, aimed at human development

### Increasing capacity of medical institutions and their employees and prevention of public health

- **Private charity foundation “AYALA”**  
“Retinopathy of prematurity in Atyrau Oblast Perinatal Center”
- **PF “Biz de adambyz”**  
“Effective Rehabilitation for People with Disabilities”
- **PA “Atyrau. Little country”**  
Animal-assisted therapy
- **Public Association “Kazakhstan Association for Sexual and Reproductive Health (KMPA)”**  
Healthy Motherhood: Educating to Reduce Risks
- **PF “BolashakK”**  
Early Rehabilitation of Children under the “Early Intervention” Program in Atyrau Oblast

### Development of civil society

- **PF “Biz de adambyz”**  
“Inclusive theatre”
- **PF “Zhurekten zhurekke”**  
Development of Corporate Volunteering “Teniz Juregi”
- **PF “Janasha”**  
“+50 never too late”

### Cultural development and preservation of heritage

- **Private foundation named after academician Z. Kabdолоv**  
“K@Z@KSH@ S@YR@!”

### Project, aimed at raising public awareness on environmental issues

- **PF “Talaptan”**  
“Water is a source of life”



## Projects to develop future economic potential

### Improving quality and opportunities for education and training, including inclusive education

- **Atyrau Regional Branch of the Republican Public Association “Kazakhstan Federation of Educational and Sports Robotics “KazRobotics”**  
JasUP – STEM, Engineering, Robotics, and Technical Skills Development for Youth in Atyrau Oblast
- **PF “BolashakK”**  
Professional Development of Teachers and Specialists in Educational Institutions for Working in Inclusive Classrooms

### Stimulating economic development, including social entrepreneurship

- **PF “Fund for Social Programs and Innovations”**  
“Zharkyra” – Social Entrepreneurship Development Program in Atyrau oblast
- **PF “Zeyin-Atyrau”**  
Women Support and Business Orientation Project “Qadam”
- **PF “Janasha”**  
“Shektelme”



Download in Word



# Zhylyoi District development program – local entrepreneurship development program “Tandau”

*In addition to the two main programs implemented by TCO, the Tandau pilot project was launched in September 2023 as part of the Zhylyoi District development program*

The project is a business idea competition for small and medium-sized entrepreneurs in Zhylyoi district, the winners of which receive interest-free loans to implement their business projects. The loans are issued for the purchase of necessary equipment, which serves as collateral guarantee in case of non-repayment within the due time frame.

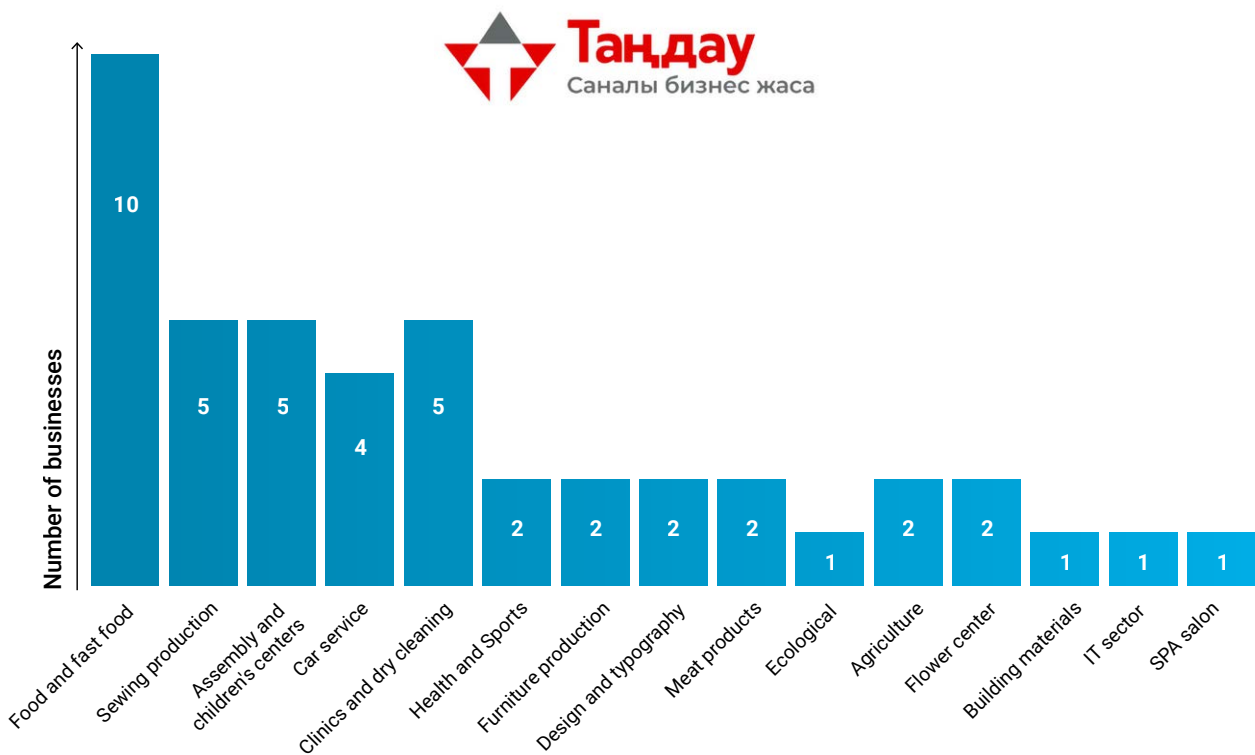
## What is the amount of the loan?

Loans for purchase of equipment are approved in the following amounts:

- **up to 2.5 million tenge** for start-up (young) projects (entrepreneurs operating for less than a year);
- **up to 4.5 million tenge** for existing entrepreneurs.

Following the implementation of the pilot project in 2023–2024, **105** people completed the training. Of these, **44** participants received financial support for their entrepreneurship projects. In total, small businesses were issued interest-free loans amounting to **155 million** tenge over the year. Notably, more than **57%** of the program winners are women entrepreneurs.

Directions of supported businesses





*"Tandau" provides great opportunities for residents of the Zhylyoi district, because one of the key results of the project was the support and involvement of vulnerable groups of the population, including large families and youth. We wish the participants success in business, — said Deputy Akim of the Zhylyoi district, **Gulnafis Aishuakova**.*

**Jolaman Isabek**, winner of the 3rd round of the Tandau project: *"The training helped me independently develop a business plan and gain valuable, up-to-date knowledge. I have a store of spare parts and accessories for cars, and customers often asked me to open a tire service center nearby. To equip it with modern equipment and improve the quality of service, I applied for a grant from the Tandau project and won it. Now, I plan to employ local residents".*







## Sponsorships and donations

**In addition to voluntary social programs, TCO also provides annual sponsorship assistance and support as requested by local executive bodies.**

In 2024, **2** units of special equipment for a total amount of more than **150 million** tenge were transferred to Atyrau city. These are a universal road vehicle KO-806 and a sludge truck KO-530.



In addition to cleaning roads from snow in winter and dust in summer, the special equipment can be used to spray roads with a special reagent and water greenery. The machine is equipped with a sand spreader with a capacity of up to 7.5 cubic meters, a water barrel with a capacity of up to 7.8 cubic meters, a front shovel and a central cleaner.

*"This special equipment will help the city's municipal services in their difficult and important work. TCO provides substantial support for the social and infrastructural development of the region,"* said **Shakir Keikin**, Akim of the city.

Tengizchevroil, as a socially responsible company, supports the social development of the region where its employees and their families live and work. Thus, two units of specialized road equipment were purchased and donated to the Zhylyoi district: SDLG motor grader and KADEME cleaning machine, as well as a minibus to the Family Support Center.

*"The transferred equipment will be an important assistant for municipal services of Zhylyoi district. During the winter period, timely road cleaning plays a key role in ensuring the safety and comfort of residents. We thank Tengizchevroil for its continuous support and attention to our district. Such cooperation contributes to the improvement of the quality of life and development of local infrastructure,"* **Gulnafis Aishuakova**, Deputy Akim of Zhylyoi district.



The special equipment is designed for cleaning wells and sewage system from sediments. Unlike conventional vacuum machines, this machine has the ability to collect not only liquid, but also dense sludge accumulations. The machine is equipped with a special vacuum pump that ensures all-season operation of the vacuum system. The technique is designed to work in the harshest conditions and is able to withstand sudden temperature changes.



The SDLG motor grader will be used for leveling the road surface, preparing roads for repair, and clearing in winter. The KADEME cleaning machine will become an indispensable assistant for cleaning sidewalks and roads, allowing municipal services to promptly solve territory cleaning tasks.

TCO continues its efforts to support the older generation, allowing **100** pensioners of the Oblast, including **50** from Zhylyoi district, to visit "Atyrau" sanatorium for health improvement.

In addition, the company actively supported the organization of local events by purchasing gifts for the celebration of the 60<sup>th</sup> anniversary of the village of Maikomgen in Zhylyoi district.

Besides the targeted projects, funds raised through charitable actions and programs initiated by TCO employees as part of the corporate volunteer movement are directed towards supporting orphans and children from socially vulnerable categories.

Volunteers raised funds to purchase school supplies for **400** children, winter clothes, and also provided ongoing support during floods and their aftermath by organizing clean-up days to remove debris. In 2024, the volunteers collected approximately **12 million** tenge, enabling them to conduct **29** charitable actions.



Moreover, a burn bed was purchased for the Central District Hospital in Kulsary, which will become an important element in the treatment of patients with severe burns. The bed is designed to provide high-quality medical care to patients with burns, helping to reduce pain, minimize risk of complications, and speed up the recovery process.





# New challenges — contribution during floods

The year 2024 was momentous for the residents of the Republic of Kazakhstan and the Zhylyoi District in particular, due to devastating floods. And Tengizchevroil, as a socially responsible company, remained united with the residents of Atyrau Oblast and the people of Kazakhstan during this challenging time, not only providing assistance but also maintaining safe and reliable operations



Since the first signs of the incoming flood, Tengizchevroil has been working closely with its business partners and Atyrau oblast Akimat, to provide all available resources to support local communities and the TCO workforce, many of whom live in the affected areas.

TCO was one of the first in Atyrau Oblast to allocate **2 billion** tenge to help residents of Kulsary. On April 2, after the first requests from the local authorities, TCO helped the residents of Zhylyoi district. In total, about **100** units of special equipment were dispatched to Kulsary for flood response measures, food for workers was provided, and over **550 thousand** liters of fuel were supplied free of charge for 2 months.

On the night of April 6, TCO evacuated over **7,000** residents of Zhylyoi district on its buses to the rotational villages of contracting companies at Tengiz field. The evacuated people lived in Tengiz until June and returned home safely.

*"Tengizchevroil always strives to support local communities during the difficult times. At these moments, we see how our efforts and cooperation with local authorities help to cope with disasters. We are proud to be able to contribute to well-being and safety of the communities, where thousands of our employees live and work, and where we conduct our operations," — noted **Kevin Lyon**, TCO General Director.*

TCO also ensured that all employees who needed to return home to support their families did so without significant impact to their well-being.



TCO volunteers also worked actively: TCO Headquarter employees, their family members and employees of contracting companies collected over **4.5** tons of humanitarian aid in one day, including personal hygiene items, toys and books, and sent the cargo by plane to the Tengiz field. The humanitarian aid reception point worked right in TCO's office.

*"Of course, everyone has their own work responsibilities. But we managed to combine work with collecting humanitarian aid because time was pressing. Residents who found themselves in a difficult situation are waiting for us. I believe that this is an inspiring example of how we can unite in difficult times and quickly help those in need through joint efforts. Each of us became part of this chain of kindness," said TCO employee, **Bakytgul Kushekova**.*

Also, TCO and its business partners helped in restoring normal life in Kulsary. The company provided pumps, vacuum trucks and other special equipment for pumping water, and supplied fuel as needed.





In Atyrau, along the Sary Ozek River, which is popularly called the “Black River,” TCO built a dike with a length of over **8** kilometers. About **100** employees and more than **60** units of various equipment were involved in the construction process. This engineering structure with a height of **3** meters helped to protect the city from heavy water.

In addition, due to shortage of potable water, the company arranged delivery of bottled water for residents of Kulsary. In a short time, TCO allocated **24,000** liters of bottled water and promptly delivered this to Kulsary. Water was distributed to large families, children and the elderly people.



An award ceremony with the participation of Akim of Atyrau Oblast – Serik Shapkenov was held in Atyrau for citizens and companies, including TCO, who actively participated in flood prevention events.

*“Realizing difficulty of the situation, our united people set an example of patriotism and have done everything possible to prevent the flood danger. We have proved in practice that the motto “Our strength lies in unity” is not just words. Flood response will remain in Atyrau’s history. Everyone will remember the heroic deeds of our citizens,” – noted **Serik Shapkenov** – Akim of Atyrau Oblast.*









# PROTECTING PEOPLE AND THE ENVIRONMENT



**Ensuring the health and safety of employees, industrial safety, and environmental protection are top priorities for TCO. TCO strives to maintain incident-free operations, so that every employee can safely perform their duties and return home to their families**

## Protecting people

TCO has implemented safety processes, procedures, and industrial hygiene programs, including:

- ◆ Occupational Hygiene Industrial Control Program
- ◆ Industrial Control Program for Ventilation and Air Conditioning Systems at Tengiz
- ◆ Potable Water Quality and Safety Control Program at Tengiz and Atyrau
- ◆ TCO Food Safety Standard
- ◆ Radiation Control Program
- ◆ Chemical Safety Procedures
- ◆ Fatigue Management Program

## Occupational hygiene industrial Control Program

Industrial hygiene control is conducted at workplaces and production sites to assess the impact of environmental factors on employees' health. This is done in accordance with the sanitary and hygienic requirements and standards of the Republic of Kazakhstan, as well as international and corporate labor hygiene policies.

In 2024, as part of the Industrial Control Program at Tengizchevroil (TCO) facilities, **22,675** measurements were conducted, including physical and chemical factors of the production environment.

## Sanitary and hygienic control of ventilation and air conditioning systems

The sanitary and hygienic control program for ventilation systems includes prevention and monitoring of air quality, tracking concentrations of harmful vapors and gases, and controlling the microclimate of production premises to prevent possible explosions and fires.

In 2024, TCO planned and conducted cleaning and disinfection of systems at **15** production facilities and **10** communal facilities in Tengiz.

## Potable water quality control at Tengiz and Atyrau

The potable water quality control program at Tengiz and Atyrau ensures the safety and harmlessness of drinking water in accordance with the regulatory requirements of the Republic of Kazakhstan and company standards.

The program regulates:

- ◆ Activities of managers and business partners to control centralized and decentralized water supply systems, water treatment, and water distribution processes.
- ◆ Potable water quality control at all stages, from water intake to consumer.
- ◆ Responsibilities of participants, list of positions for medical examinations, hygienic training, and certification.
- ◆ List of controlled indicators, research methods, sampling frequency, and actions in case of emergencies.

In 2024, during floods and post-flood periods, TCO conducted preventive measures and took all necessary steps to ensure the safety and quality of drinking water. This included daily sample analyses in laboratories in Kulsary, Atyrau, and the Central Plant Laboratory of TCO. Planned and unplanned measures were also taken to flush and disinfect water supply systems and improve household drinking water supply to maintain stable epidemiological conditions.

## Ensuring food safety

TCO highly values and actively supports food service providers who not only comply with but exceed the established sanitary standards of the Republic of Kazakhstan and food safety standards. This includes adherence to the Food Safety Management System (HACCP), which plays a key role in improving overall food safety activities.

Compliance with HACCP helps providers minimize food contamination risks, improve control over production processes, and ensure the safety of the entire food chain.







## Ensuring radiation safety at TCO facilities

Primary, repeated, and planned radiation monitoring is conducted at TCO facilities to assess the radiation situation and obtain information about the radiation state of the production area and sanitary protection zone.

## Ensuring chemical safety at TCO facilities

TCO implements safe handling of chemical products. The main task is to prevent incidents and accidents, ensure the safety of personnel involved at all stages of the chemical product lifecycle.

## Emergency response training

TCO conducts emergency response training sessions and drills in accordance with the Law of the Republic of Kazakhstan "On Civil Protection" to ensure personnel readiness for any emergency situation.

In 2024, TCO conducted:

- ◆ **498** drills with the participation of emergency response teams at each facility;
- ◆ **238** drills with the participation of emergency response teams and TCO fire emergency service;
- ◆ **354** drills with the participation of emergency response teams without involving TCO fire emergency service.

## Training at Tengiz and Atyrau

The main goal of all training is to organize and ensure command and control over emergency or crisis response operations.

In 2024, all TCO facilities were conducted:

- ◆ **48** drills involving second-level emergency management teams, emergency response teams, and TCO fire emergency service.



- ◆ Joint comprehensive training sessions with the participation of TCO fire emergency service, personnel of Caspian Pipeline Consortium-K (CPC-K), and KazTransOil LLP. Companies worked on mutual notification systems and mutual assistance in emergency situations between TCO and CPC.
- ◆ Full-scale drills involving teams at all levels.

## Training on emergency and crisis management systems (ICS-220, ICS-300)

In 2024, **130** TCO employees at Tengiz and Atyrau underwent training on ICS-220 and ICS-300 emergency management systems.

During ICS-220 sessions, employees develop teamwork skills, conduct practical exercises on emergency scenarios, learn to ensure safety at the incident site, organize response operations, and maintain communication and cooperation.

## Emergency response

During the flood in Atyrau on April 4, 2024, emergency and crisis management headquarters were established in Atyrau and Tengiz. The main strategic goal was to ensure the safety of personnel, critical facilities, TCO infrastructure, and support the emergency response headquarters of Atyrau region. Support was provided for dam construction in Atyrau, water pumping in flooded areas, provision of resources, housing, and food for affected people, humanitarian aid, and other activities.

## Training for work execution supervisors – “Leadership and work control”

Work execution supervisors undergo training aimed at providing practical experience and developing skills such as hazard recognition, proper planning, and ensuring a safe working environment. Supervisors are mainly team leaders, and their training plays a key role in developing local personnel.

In 2024, **2,825** employees of business partners and TCO at Tengiz and Atyrau underwent training for work execution supervisors.





## Environmental protection

**Environmental management is a comprehensive approach to protecting natural resources, minimizing negative impacts on the environment, and promoting sustainable development.**

### Air quality protection

TCO strives to always follow and achieve the values outlined in the "TCO Way": *"We conduct our operations in a socially and environmentally responsible manner, while also complying with laws and protecting the communities in which we operate."*

TCO intensively works on enhancing technology and growing capacity while simultaneously reducing our environmental footprint. Various environmental measures are implemented at each stage of production activities, including reduction of volume of air emissions into the atmosphere.

### Air emissions reduction

Since 2000, TCO has reduced total gas flaring volumes by **93%**.

TCO has been continuously investing in environmental protection and effective management systems, which has allowed reducing TCO's emissions into the atmosphere by **71%** per ton of crude oil produced, achieving the air emission intensity level of **2.41** kg per ton of oil produced in 2024.

Despite the launch of new production facilities, TCO takes all necessary measures to ensure safety on projects with minimal environmental impact.

### Greenhouse gas emissions management

TCO supports the Republic of Kazakhstan's aspirations and initiatives to achieve carbon neutrality. TCO is committed to reducing greenhouse gas emissions and has implemented various activities and projects to achieve this goal.

For example, in 2024, TCO completed a project to modernize its Crude Tank Farm aimed at reducing methane emissions. The main change in this project is the replacement of the gas blanket used in fixed-roof tanks with nitrogen, ensuring fire safety during the loading/unloading of the tanks. This will also reduce methane emissions from fixed-roof oil tanks to nearly zero.

TCO is committed to seeking opportunities to economically reduce greenhouse gas emissions from its operations while maintaining safe operational reliability and meeting its commitments to the Republic of Kazakhstan.

## Rational water resource management

**One of TCO's priority environmental protection tasks is rational water resource management.**

Measures are implemented to reduce water consumption from the main water pipeline network (MW). Local closed recycling and water reuse systems are in place at existing facilities to conserve fresh water and reduce wastewater discharges. Additionally, organizational measures are in place to ensure the rationing of water resources.

### Water reuse

In Tengiz, treated domestic wastewater from the Wastewater Treatment Facility (WTF) is sent to the Water Recycling Facility. There it undergoes further treatment through reverse osmosis to meet the process water quality standards required for the plant facilities' production needs. Additionally, water from the treatment process is also reused for production purposes. In 2024, TCO was able to reuse **48%** of its water.

### Water conservation campaign

TCO regularly executes awareness campaigns to improve the culture of water conservation and rationing of water by TCO and its contractor employees: explanatory work, publication of bulletins, information sheets, installation of low water consumption equipment, and the installation of metering devices, all of which enable the conservation of water resources.





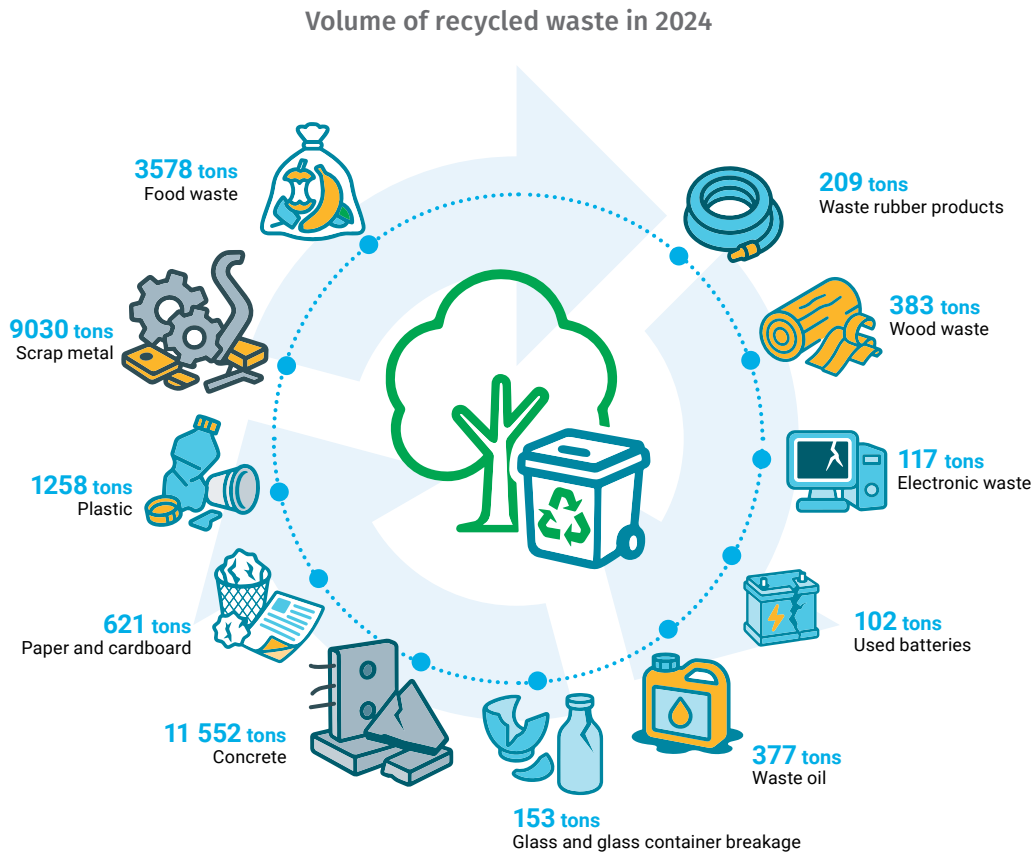
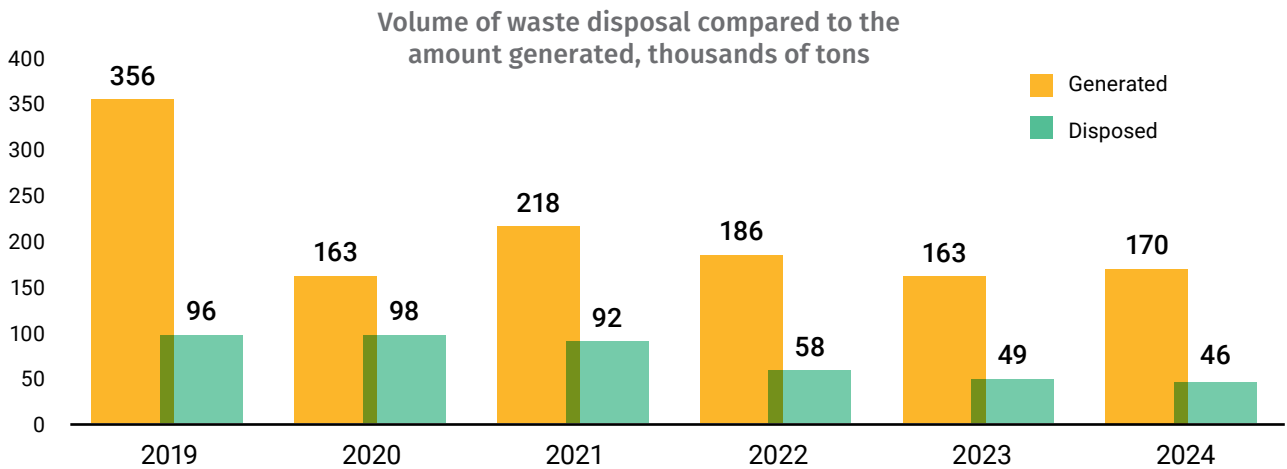
# Effective waste management approach

**TCO is committed to safe waste management while promoting waste minimization and increased recycling and reuse, in accordance with the RoK legislation and Chevron standards.**

For 2024, the Company's operations and related infrastructure generated **55** different types of waste, **35** types were recycled and disposed of by the Company and third parties.

The reuse and recycling rate of waste was **54%** in 2024.

Additionally, TCO has been steadily decreasing waste disposal volumes. This has been done by implementing a waste management system and consistently exploring, recycling and reuse options while minimizing waste generation.



# Environmental monitoring

**Environmental monitoring at TCO is a comprehensive system for observing environmental conditions. Accredited environmental control laboratories with modern analytical equipment, software, and measuring systems implement the system of industrial environmental quality control.**

In addition to comprehensive air monitoring, TCO performs systematic environmental monitoring of groundwater, wastewater, and soil in the areas where it operates.

## Air monitoring

Air monitoring is one of the crucial components of TCO's Environmental Industrial Control Program. TCO conducts several types of air monitoring:

- ◆ Underplume monitoring to assess the potential impact of emission sources from TCO production facilities.
- ◆ To assess air emissions and comply with norms, there are **11** mobile posts/locations for air monitoring at the border of TCO SPZ.
- ◆ In the framework of air monitoring, air samples are taken four times a day at TCO rotational village as part of the air monitoring in the places where personnel reside.
- ◆ TCO has a network of four Environmental Monitoring Stations (EMS) strategically located at the boundary of the Sanitary Protection Zone (SPZ) to monitor air quality indicators. Data from these four EMS are transmitted every **30** minutes to Kazhydromet RSE in real time and is made publicly available through the AirKz mobile application and the Kazhydromet interactive map.
- ◆ In addition to the boundary stations, TCO has eight EMS within its operational area that perform continuous monitoring to ensure the safe operation of our production facilities and the protection of our workforce.

## Groundwater monitoring

Groundwater samples are collected from **125** observation wells located near the industrial facilities at Tengiz and Korolev fields, as well as from **11** background wells installed at a distance from the production facilities.



## Soil monitoring

To monitor soil condition at TCO production facilities, including background sites, there are **63** sampling points.

## Wastewater monitoring

TCO monitors wastewater on a regular basis to ensure compliance with established limits.

## Automated emission monitoring system (AEMS) at production facilities

In 2024, TCO completed the phased implementation of AEMS in compliance with industrial safety requirements and began real-time data transmission from TCO Production facilities. AEMS implementation was carried out according to the established schedule of the "AEMS Roadmap for 2022–2024 at the air emission sources of TCO production facilities."

## Biodiversity conservation

**TCO is committed to preserving biodiversity in the regions where it operates.**

### Bird nesting management program

In 2024, TCO continued the implementation of the bird nesting management program during the breeding season. If active nests are found at company facilities, measures are taken to protect them until the chicks successfully fledge.

### Migratory bird protection

A global bird migration corridor, including rare and endangered species, passes through Tengiz. Therefore, TCO has installed bird protection devices on power lines. These insulating devices protect birds from electric shock when contacting live wires and power line supports.

### Protecting endangered birds

TCO continues to sponsor the Kazakhstan Biodiversity Conservation Association (KBCA) in implementing the Sociable Lapwing Conservation Project. The Sociable Lapwing, nesting in the steppes of Kazakhstan, is critically endangered and listed in the IUCN Red List and the Red Book of the Republic of Kazakhstan.

Modern satellite transmitters are used to identify nesting and wintering sites and migration routes. In 2024, key ornithological areas in Kazakhstan were surveyed to assess the population and threats to this vulnerable species.

The data obtained helps ornithologists better understand migration processes and adjust conservation plans for the Sociable Lapwing in Kazakhstan and abroad.



### Support for Atyrau sturgeon hatchery

Since 2017, TCO has continuously supported the Atyrau Sturgeon Hatchery to increase the broodstock in the Caspian Sea and release sturgeon fry into the Ural River.

For 8 years, TCO has been assisting in organizing technical seminars to enhance the competence of hatchery employees, purchase aerators to control oxygen in special artificial ponds, an excavator for external dredging work, winter and summer water coolers for closed water supply pools and provide high-quality feed for fry and broodstock.

In 2024, TCO supplied the hatchery with **8.1** tons of feed. In total, over **8** years, more than **29.9** tons have been supplied.



### TCO initiatives to support cleanliness in cities

TCO annually participates in the World Cleanup Day environmental campaign, which takes place in many countries around the world in September. Volunteers from among the employees helped clean up the embankment of the Ural River in Atyrau and the Kursai River embankment from post-flood waste in Kulsary.



# SUPPORTING DEVELOPMENT OF LOCAL BUSINESSES

*TCO contributes not only to development of oil and gas industry and the national economy, but also to development of domestic producers of goods and suppliers of various services. In 2024, TCO spent about **\$4,2 billion** to purchase Kazakhstani goods, works and services, representing **\$2.9 billion** or **69%** local content performance*

Over the past more than 30 years, TCO has created hundreds of thousands of jobs, as well as used local goods and services, which in turn has stimulated economic activity not only in Atyrau Oblast, but also in other regions of Kazakhstan. According to a study conducted by the international consulting company S&P Global\*, **\$1 million** of local TCO spending stimulated further trading activity by **\$1 million** and supported **59** jobs in Kazakhstan.

## How to become a supplier to TCO?

TCO applies a fair and transparent contract conclusion process that uses capabilities of the Supplier's Expression of Interest portal (SEOI) to identify potential business partners. TCO encourages all interested parties to register on the SEOI portal for current and future proposals. During tender processes, TCO uses the SEOI database to select companies according to the terms of the tender. Moreover, TCO annually publishes its contract and procurement plan on an external website in order to promote ideas of transparent business management and ensure market awareness of potential opportunity to cooperate with TCO.

TCO aims to develop and maintain strong business relationships with customer-oriented suppliers with strong safety culture, reliable reputation and cost management skills. Potential suppliers are required to provide quality goods and services at competitive prices, along with innovative entrepreneurial solutions. Tengiz is a difficult field to operate, hence TCO sets high standards and expectations not only for its work,

but also for the activities of business partners in order to ensure its effective management.

## Local procurement and supplier development

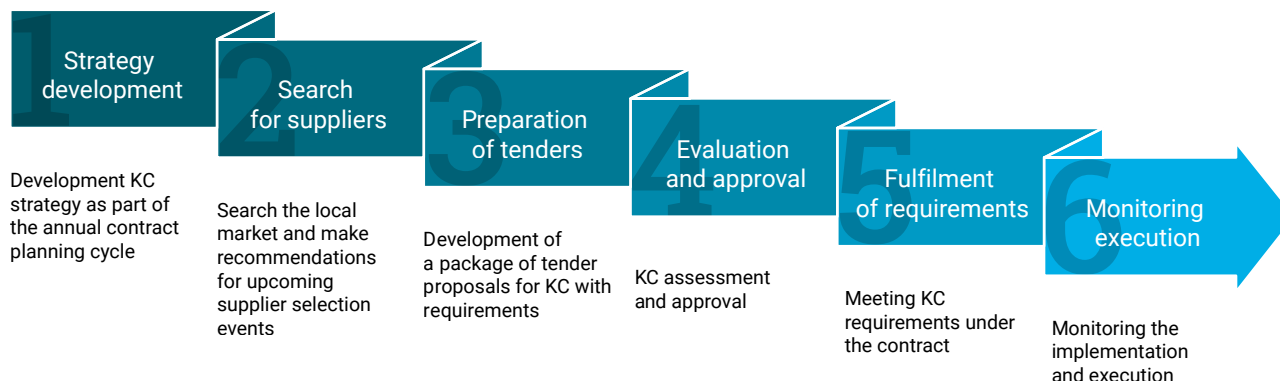
Constant development of the Kazakhstani market of goods and services in accordance with high international standards is the cornerstone of a sustainable development strategy implemented by TCO that allows to bring great benefits to the Republic of Kazakhstan. TCO Kazakhstani Content development programs are aimed at creating sustainable and meaningful local content, as well as expanding its capabilities. Investing in our suppliers contributes to local economic growth and helps the company meet its business needs. TCO believes that in order to fulfill the objectives of the Kazakhstani Content, the company must create long-term prospects for suppliers of goods and services.

TCO will continue to support sustainable development of Kazakhstani suppliers by contributing to appropriate investments in infrastructure development, training of Kazakhstani employees and creation of new jobs.

"In addition, long-term partners, namely manufacturing companies (OEMs) and foreign service providers, should also develop and increase local content in their projects as part of cooperation with TCO. For example, they should implement training and development of local personnel to gradually increase the number of

\*According to S&P Global

## KC planning at TCO consists of the following stages:



national personnel in integrated projects, organize internships for students, hire young graduates to gain experience and necessary knowledge/competencies, open local offices, increase production capacity, and implement social projects. Thus, business partners provide financial support to local hospitals by purchasing ambulances, medical equipment, etc.”

## Planning of local procurement in the early stages

In 2024, TCO developed a long-term strategy for KC development for the next 5 years for goods and services. It was developed considering TCO production needs and capabilities of domestic market.

So, each department will have to implement and execute on an annual basis its key indicators for development of local content, involving KC development department in the early stages of contract planning. This helps to consider the opportunities of the local market to recommend companies for upcoming events to find potential suppliers.

## TCO supplier development program

One of the main aspects of Kazakhstani Content development strategy is to work with existing and potential suppliers to ensure that they understand technical requirements, quality and safety standards that must be met to conduct business in the oil and gas industry. The purpose of TCO supplier development program is professional growth of Kazakhstani

suppliers by eliminating certain inconsistencies between the supplier’s existing capacities and TCO requirements for goods, works and services.

## Internal supplier development program

TCO has an internal supplier development program, aimed at developing and qualifying local manufacturers to be included in the list of approved TCO manufacturers to simplify a procurement process, allowing them to participate in TCO procurement process.

The pre-qualification and development of a local supplier consists of several stages, such as:

Stage 1	Defining a medium- and long-term strategy for meeting the needs of goods and services
Stage 2	Workplace qualifications
Stage 3	Technical audit
Stage 4	Trial/First order
Stage 5	AML-recommendation
Stage 6	Improving the efficiency of existing supplies

In 2024, KC Supplier Development group, with help of SME's and discipline engineers successfully qualified **15** companies and included them in the list of approved TCO manufacturers. These companies have received their first/trial orders from TCO in various categories:

- ◆ Mechanical equipment – manufacture of pressure vessels and heat exchangers
- ◆ Maintenance, repair and turnaround (MRTA) – anchor bolts, ring plugs and junction box assemblies.
- ◆ Valves – ball valves
- ◆ Instrumentation – pressure gauges and transmitters
- ◆ Automation equipment – production of remote I/O cabinets and assembly of components
- ◆ Industrial safety – personal gas detectors, fire extinguishers, fireproof blankets
- ◆ Filtration – process air filters
- ◆ Lab services – metal corrosion/welding analysis.

The increase in trial orders underscores the importance and success of TCO supplier development program.

## International Machine Building Center (IMBC)

In addition to the internal supplier development program, TCO cooperates in conjunction with the International Machine Building Center (IMBC). The IMBC was established with the support of the Government of the Republic of Kazakhstan in 2021.

The IMBC is working on plans to develop potential of local producers, which consists of certain steps to achieve the required level of product quality in accordance with international standards and technical specifications of operators. Major oil and gas operators such as TCO, KPO and NCOC have entrusted the IMBC with collecting their general data on projected demand, including the right to combine information for analysis in order to determine similarities in requests.

The Center qualifies local manufacturers and, based on the availability and readiness of the market, recommends the possibility of localization of goods in the country for current and future projects.

IMBC analyzes the needs of Operators and recommends product groups for development that have high demand and consumption according to the following groups.

- ◆ *Product group A:* electrical equipment, instrumentation and valves.
- ◆ *Product group B:* pipe products, pumps and seals, heating, ventilation and air conditioning systems (hereinafter referred to as HVAC) and process filters.
- ◆ *Product group C:* equipment for processing materials and products, insulating / fireproof materials, heat exchangers / heat transfer equipment, safety and fire protection equipment, chemicals / lubricants / paints.

The volume of direct purchases by the three operators of these product groups accounts for more than **60%** of the total purchases of goods. As a result, **64** types of goods from the above-mentioned product groups were identified, which are in relatively high demand from major operators.\*

In 2024 alone, TCO, IMBC and **9** manufacturing companies signed Memorandums of Understanding that allow companies to qualify for IMBC and be considered as potential suppliers to major oil and gas operators, including TCO.

TCO has placed orders for equipment such as explosion-proof cabinets, process filters, gaskets, and ball valves from **4** manufacturers recommended by IMBC. Development and qualification of the remaining manufacturers and products recommended by IMBC continues and depends on compliance with technical requirements and industry standards.

Earlier, TCO signed contracts with **13** domestic manufacturers of goods and service providers that the company needs to operate in Tengiz. The list of contracts covers a wide range of goods and works, such as locally produced pressure transmitters by "Emerson Kazakhstan", sealing gaskets from "Novus Sealing", boiler room control equipment created by "Honeywell Kazakhstan", sulfur remelting tank and materials for pipes, flanges and fittings by "AtyrauNefteMash spectacle blinds by "IPSS Caspian", process filters by "Asia Filters", welding blankets by "Newtech Systems Group", studs and nuts by "Studbolt Manufacturing", substations by "Alageum", cable trays by "Centech", remote control units by "PSI Group", as well as civil/infrastructure works and electrical installation/instrumentation works performed by "Gradex", and civil/infrastructure works by "UnixStroy".

\* The results of the analysis are provided and published by the IMBC (<http://www.imbc.kz>).



## OEM Localization

TCO considers one of its priorities to support industrialization in import substitution as part of localization of international goods, recommending that original equipment manufacturers (OEMs) organize joint ventures with Kazakhstani companies and encourage nationalization and purchase of local goods.

## Local Content impact on the economy of the Republic of Kazakhstan

Despite the fact that TCO operates in Atyrau Oblast, the company has a tangible economic effect not only on western Kazakhstan, but in many other regions of the country. And each of these companies has its

own history, in which working with TCO occupies a special place, and in some cases even determines the further development of businesses.

To date, TCO cooperates with more than **2,000** local companies and continues to contribute to development of local suppliers. The company continues to establish networking with business communities and attracting various associations such as Petrocouncil, KazService, Union of Machine Builders of Kazakhstan, as well as with management of various organizations to identify the next wave of local business partners throughout country.





# Kazakhstani Content in FGP-WPMP



*In 2023, TCO purchased goods, works and services worth \$1.3 billion from Kazakhstani suppliers only within framework of FGP-WPMP*

## FGP-WPMP training and professional Development

FGP-WPMP Training Implementation Group is aimed at increasing trained human resources that are needed by Kazakhstani oil and gas industry.

In addition, the objective of the project is to leave a legacy in a form of skills in project design, construction and other technical professions for upcoming projects throughout Kazakhstan.

## Corporate social responsibility (CSR) program

According to the Roadmap developed jointly with Akimat of Atyrau Oblast within framework of a trilateral commission for employment of business partner employees released from FGP-WPMP and, accordingly, to

reduce the unemployment rate, TCO has been training in demanded working specialties since 2019.

During a period from 2019 to 2024, TCO organized **12** stages basic vocational training, including **4** stages of special vocational training in Atyrau Oblast. In Mangystau Oblast, **12** programs of training were completed during the same period.

To date, more than **3770** people were successfully trained, including over **1100** people in Mangystau Oblast and about **2600** people in Atyrau Oblast. In addition, **2025** people were employed in Atyrau, and – **784** in Mangystau Oblast.

## Crafts training and certification FGP-WPMP workforce

Availability of an effective vocational training and skills assessment program is crucial for stable and successful implementation of FGP-WPMP. From 2019 to 2024, FGP-WPMP vocational training group assessed the competence of **42,434** employees. In addition, **37,556** training courses, including craft training courses and programs, were conducted to fill knowledge gaps and improve skills of employees.





# TCO's collaboration with business associations



*TCO is open to a dialogue with market to further build trust and business relationships with domestic companies*

TCO actively participates not only in industry exhibitions and conferences, but also in other events at a national level, but also organizes forums where it actively shares information on how to become TCO business partner. Such events provide an opportunity not only for the development of Kazakhstani companies but also contribute to meeting the company's future strategic needs for relevant products and services.

In 2024, TCO initiated several forums and meetings for potential business partners.



## TCO Engineering and technical forum



In 2024, TCO held a Forum dedicated to tender for provision of engineering and technical services. The forum was attended by about **60** companies, including representatives of business associations such as KazService and PetroCouncil. The main purpose of the Forum is to provide potential business partners with information about the upcoming tender, its main stages and requirements for participants. During the event, the participants were introduced to a new operational design model, strategy for concluding contracts and requirements of TCO regarding KC development.

## Business association events



In 2024, TCO demonstrated its commitment to developing strong relationships in oil and gas industry by actively participating in **14** events organized by oil and gas associations. These events provided TCO with valuable opportunities to engage with the local market, build trust, and increase transparency in its cooperation with TCO.

In 2024, TCO together with “Atameken” NCE of the Republic of Kazakhstan and “Petrocouncil” Council for Development of Strategic Partnerships in Oil and Gas Industry, held two online workshops — a workshop on application of the provisions and requirements

of Article 393 of the Tax Code of the Republic of Kazakhstan for local manufacturers supplying goods to TCO, and another event on procedure for issuing certificates of origin for the “ST-KZ” form and the rules for formation and maintenance of register of domestic manufacturers of goods, works and services and Industrial Certificate.

## Forum and workshops of IMBC



In 2024, TCO participated in IMBC annual Forum dedicated to development of oil and gas engineering in the Republic of Kazakhstan. The event was attended by leading oil and gas operators, over **200** international and domestic producers, representatives of government agencies. The purpose of the exhibition is to provide domestic manufacturers with an opportunity to get acquainted with equipment and materials used in large oil and gas fields. During the event, TCO representatives provided detailed information on product specifications, tender processes, and support mechanisms for local suppliers.

In addition, in Q4 2024, TCO actively participated in IMBC workshops on possibilities of localization of oil and gas engineering products by product groups A and B.





# INVESTING IN PEOPLE AND CAPABILITIES



## Strategic talent management

TCO constantly works on further development of its strategic frameworks and processes for people development and talent management. These frameworks help TCO to meet its current and future business needs by attracting, developing, and retaining a highly competent national workforce and continuously grow organizational capabilities.

*"TCO personnel strategy is to invest in people and expand opportunities for highly qualified employees who will achieve the desired results", – Kamshat Baizhanova, General Manager of Human Resources Management Department, TCO.*

## Resourcing strategy

Our Resourcing Strategy outlines how TCO attracts, retains, and develops employees to meet its strategic and performance objectives. The strategy combines workforce planning, recruitment, and talent management processes to:

- ◆ identify present and future talent and critical/key competencies needs given business priorities and goals.
- ◆ and create and utilize a holistic and strategic approach to attract, develop, and retain talent with or capable of acquiring the knowledge, skills and behaviors needed to deliver the results in a right way and to meet current and long-term business needs.

## Succession planning and nationalization

TCO implements strategic programs and processes to ensure that at any time the organization has “a robust pool” with the ability, knowledge, skills, leadership behaviors and experiences necessary to step into key leadership and key technical positions.

For the period since 2007 over **470** national TCO employees were appointed to positions of managers, mid-managers and key technical positions, replacing expatriate personnel.

TCO provides talented national employees with an opportunity to get domestic and international work experience in TCO’s Partner Organizations and ensure assignees’ exposure to diverse experiences and development of unique competencies, knowledge of international standards, technologies, and best practices so that they can further step into senior leadership and technical positions.

In total, over **480** TCO National employees have been on temporary international and domestic assignments since 1999.

## Career development planning

Career Development Planning process in TCO aims to align employees’ career aspirations with TCO’s business objectives and provide them with the right career growth opportunities to accelerate their leadership and technical/professional development by:

- ◆ identifying strengths and areas for improvement.
- ◆ setting and agreeing development goals between employees and supervisors.

## Retention strategies

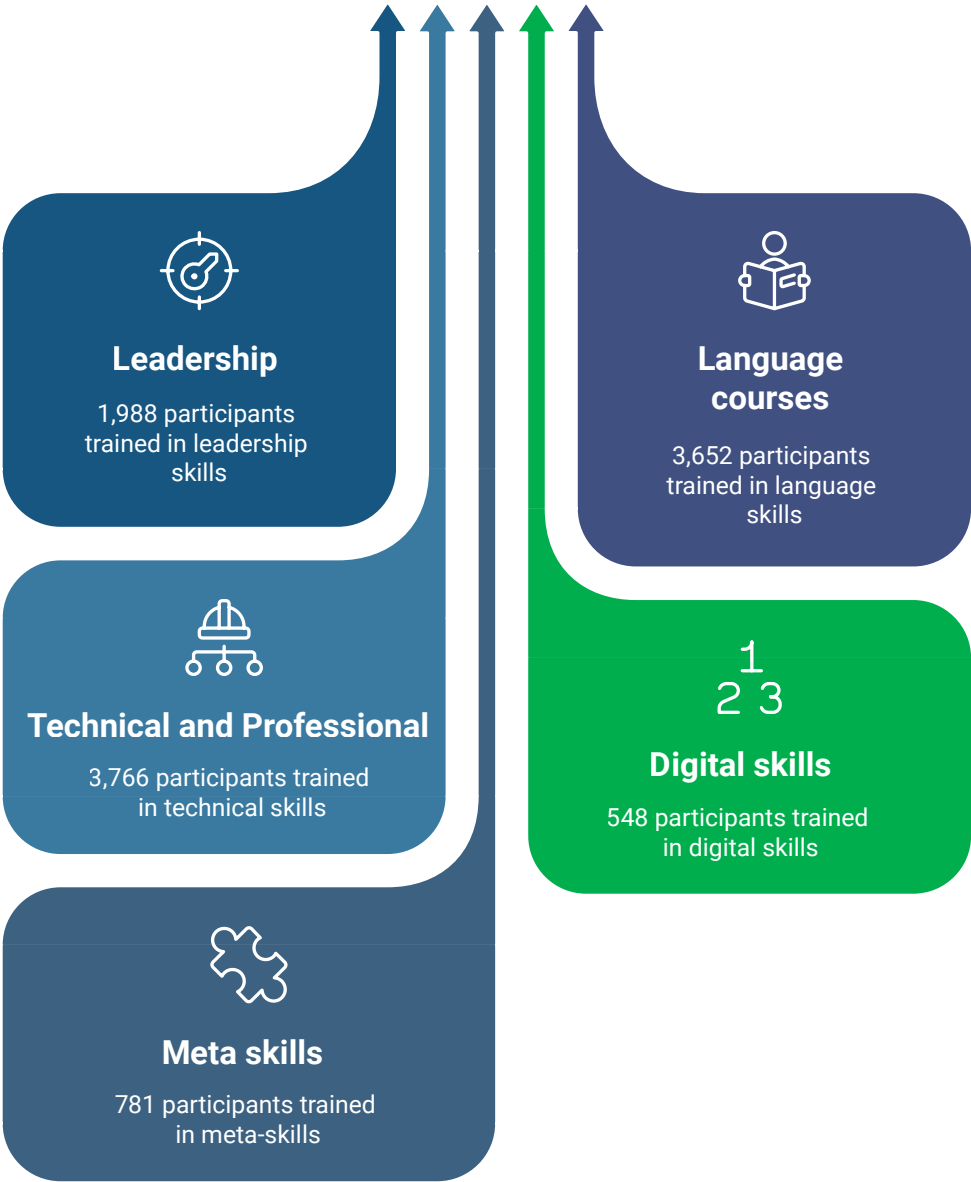
To attract and retain talent, TCO offers a robust benefits and social package, implements talent management and well-being strategies, and sustains an organizational culture that supports diversity & inclusion, integrity & trust, and teaming.





# Training and development

More than 11,000 participants completed training in 2024



## Onboarding program

Onboarding Program is a structured mandatory program that helps new employees (including agency personnel) to integrate into an organization smoothly and effectively. It provides them with the necessary knowledge of TCO's structure, culture, goals, and overall mission, as well as with the tools and resources they need to ultimately succeed in their new role.

## Technical and professional development

Technical and Professional Development of TCO employees includes a combination of formal onsite and offsite training, mentoring and competency assessments. In addition, there is a 5-year TCO Horizons Program designed for accelerated development of technical competencies of employees in Petro Technical functions.

TCO also invests in employees, providing them with financial support for their Master's degrees.



Since 2009, **225** employees have taken advantage of this program, **41** of them are currently continuing their studies.

## Leadership development

Leadership Development Program is carried out to advance and cultivate employees' leadership behaviors in the alignment with We Lead competency model. TCO strives to deliver results in the right way, and Leadership Development Programs helps to ensure that. The Program includes in-house training courses on a set of We Lead competencies tailored to various organizational levels and complemented by mentoring, coaching services, New Leader Assimilation Process, First Time Supervisor Program, and 360 Feedback.

## Language courses

Language courses (Kazakh & English) are offered to employees to maintain effective communication at all levels of the organization and to conduct business both locally and globally.

## Digital skills

A wide range of digital skills training programs promotes development of advanced digital competencies by employees, increasing productivity, efficiency and contributing to innovation in TCO.

## Coaching and mentoring

Coaching is a partnership-based process that stimulates employees' thinking and creativity and inspires them to maximize their personal and professional potential. Individual, team, and group coaching services are provided to employees upon request by internal and external coaches.

TCO has a mentoring program to ensure timely exchange of valuable organizational capability skills. Employees can develop their professional and leadership skills with mentors appointed by management, as well as with mentors they find in TCO database.

## Internship program at TCO

Kazakhstani students of higher educational institutions can strengthen their theoretical knowledge and gain practical skills during their internship at TCO. In 2024, **132** interns were accepted by various departments of the company.

In August 2024, in addition to standard internship program, TCO launched a unique 9-month program for students of higher and secondary specialized educational institutions who are graduates of orphanages located in Atyrau Oblast. As part of this initiative, **4** students joined various departments located in HQ, Atyrau. The format of the new internship program assumes half-day employment, which gives participants the opportunity to combine training with practical activities. The interns state that they not only gain experience working with specialized systems and programs but also develop important professional and personal skills such as communication skills and knowledge of English, teamwork, responsibility and work ethic.

*"During my internship, I got to know many aspects of the work and attended several events within the framework of TCO Community Investment Program. Such projects make it clear that TCO support really changes people's lives."* — **Laura Menligalina**, student of the University named after H. Dosmukhamedov.



# Experience and well being

## Healthy lifestyle and sports programs

To promote a healthy lifestyle, all TCO employees have opportunity to use the services of fitness and wellness programs. In addition to this, internal Health and Wellness program led by Kemel Team helps and encourages employees to achieve personal health and wellness goals. “Kemel” is a Kazakh word for “to strive for perfection”. This program is built around three pillars: Healthy life, Active life, Leisure life.



In 2024 Kemel Group has held a variety of events and tournaments involving over **25,000** participants.

## Medical insurance

TCO provides all its employees and their dependents with a comprehensive medical insurance package.

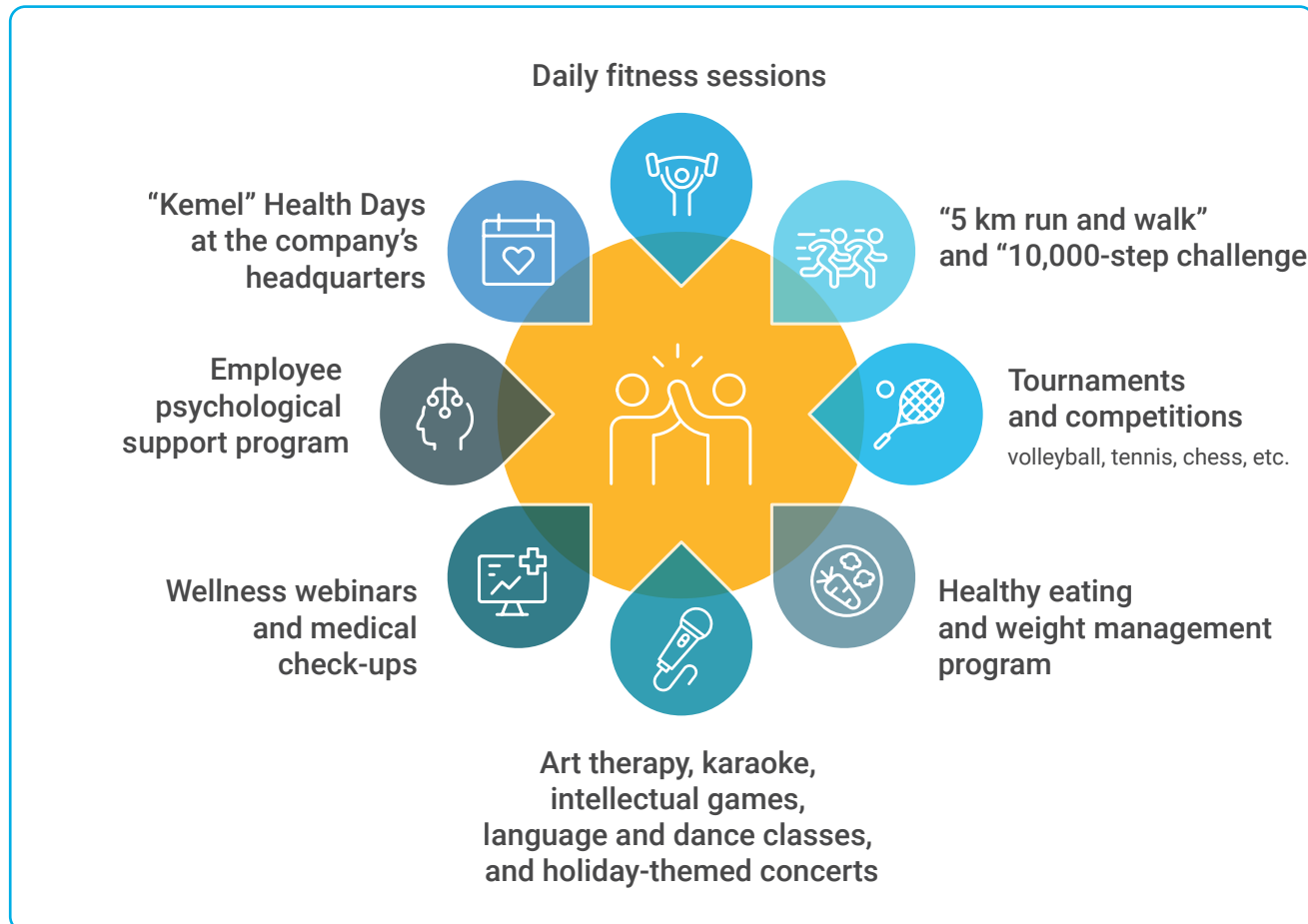
## Medical services at Tengiz

Extensive medical services are provided for employees working at Tengiz on rotation basis. Ambulance, paramedic and emergency response capabilities ensure we can quickly respond to emergencies.

## Well-being allowance

In order to improve the well-being and maintain an active and healthy lifestyle of employees and their children, we provide an annual allowance to cover employees sport activities and recreational/ development activities of their children.

## Healthy lifestyle and sports development programs



## Long service award program

The Program enables supervisors and managers to recognize, reward and personally thank an employee who have worked and contributed to the TCO's success as they reach a certain stage of the career, considering the work experience. In 2024, **796** people were recognized.

### TCO pensioner

Pensioner status is given to former TCO employees who reached retirement age working at the Company.

## Housing loan assistance program

For many years, TCO has been implementing a housing loan assistance program by issuing interest-free loans to purchase housing and improve housing conditions of our employees. In 2024, **170** housing loans were issued.

In addition, a new mortgage program at reduced rates was introduced to improve living conditions of employees.

## Zhas Urpak program (New generation)

The program aims to provide financial assistance to the children of our employees in obtaining higher education in national and foreign universities and college. Since 1998, TCO has allocated **\$8.3 million** as financial assistance in obtaining higher education. In 2024, **104** students participated in the program.

## Employee preschool child development support program

The program is aimed at development of preschool-age children of TCO employees and provides the employees with opportunity to independently choose a preschool organization that implements general education, special educational programs for preschool education and upbringing, as well as individual development programs.





# Workforce diversity and inclusion

As an organization with a multinational workforce, we are proud to constantly strive to maintain and develop an inclusive work environment that respects the uniqueness and diversity of cultures, and values individual talents, experiences, and ideas. Our corporate culture evolves around diversity & inclusion, partnership, integrity, trust, high performance, and protection of people and environment. We believe that each of our employees brings tremendous value to the workplace through the diversity of their experiences, nationalities, ethnicities, genders, ages, education and socioeconomic backgrounds, religious and political beliefs, and individual personalities.

## TCO employee networks

TCO Networks create additional opportunities for employees to learn, develop and transfer knowledge and experience within the Company.

We have three Employee Networks in TCO. These networks are: Cultural Diversity Network (CDN), XYZ Network and Women's Employee Network (WEN).

**The Cultural Diversity Network** fosters an environment of cultural inclusion and harmony between diverse cultural backgrounds of TCO workforce, focusing on highlighting our commonalities while understanding our differences.

**The XYZ Atyrau Network** was established in 2013 and have over 700 members both in Tengiz and Atyrau. XYZ Network connects different generations of our workforce with each other to unlock potential and build environment in which ideas can flourish.

**The Women's Employee Network** has been established in 2013 and pursues a goal to empower, inspire and develop TCO workforce by advancing opportunities for increasing awareness among the TCO society on challenges and opportunities women face at the workplace.

In 2024, "Employee Networks" delivered various events to promote diversity, inclusivity and well-being of our employees as well as community. Some of the events

### Diversity and inclusion initiatives at TCO

#### 2024 Events

Aimed at promoting diversity, inclusion, and well-being through various initiatives



#### Women's Employee Network

Empowers and inspires women at TCO



#### Cultural Diversity Network

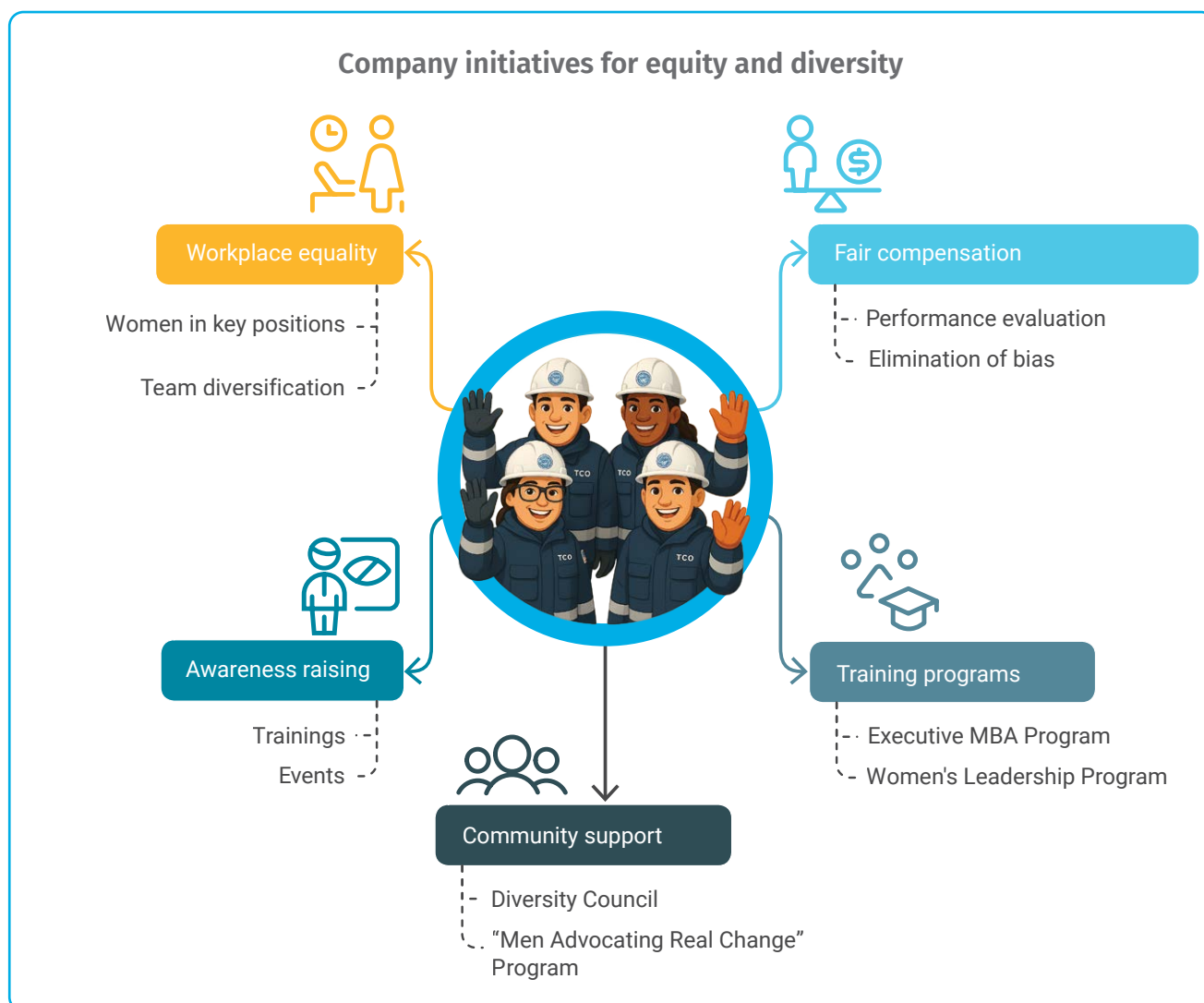
Fosters engagement and harmony among different cultures



#### XYZ Network

Connects generations to unlock potential and new ideas





include, panel sessions and meetings on diversity and inclusivity, "WENx Talks", webinars and charity events within the framework of the 5-K Walk & Run event, etc.

## Gender equality

An important aspect of TCO's efforts to promote gender equality is to provide equal opportunities for each employee to reach their maximum potential.

### The key initiatives:

- the women apply for all key positions on an equal basis with men, which contributes to the equality and diversification of our teams.
- TCO monitors performance evaluation and remuneration to ensure a fair approach and eliminate bias.
- tailored training programs are offered to promote career development and professional growth:

Executive MBA Program, Employee Assistance program, participation in Chevron Women's Leadership Development Program and mentoring program for women.

- TCO conducts trainings and events aimed at raising employees' awareness of unconscious biases to ensure a fair decision-making process
- There is active support for events organized by the Council for Diversity and Inclusion, WEN, as well as specially created Men Are Real Change (MARC) program.



# CONTACTS

📍 Republic of Kazakhstan  
3 Satpaev Street, Atyrau

☎ +7 (712) 227 1212  
+7 (712) 302 6000  
+7 (712) 302 6752

✉ [tcoinfo@tengizchevroil.com](mailto:tcoinfo@tengizchevroil.com)

🌐 [tengizchevroil.com](http://tengizchevroil.com)

## For media:

✉ [press@tengizchevroil.com](mailto:press@tengizchevroil.com)











D-202<sub>2</sub>