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1. Document Purpose

This Regulation on Remuneration, Incentives, Social Benefits, and Guarantees for Employees of the Educational Institution "Almaty Management University" (hereinafter - the "Regulation") establishes the procedure for remuneration, additional payments, various forms of incentives, one-time incentive payments, and benefits for employees of the Educational Institution "Almaty Management University" (hereinafter - the "University") and has been developed to approve the system, terms, and procedure for remuneration at the University.

The purpose of the material incentive system at the University is:

- To increase employee productivity;
- To improve the efficiency of managing the corporate project portfolio;
- To enhance the quality of staff work;
- To develop young specialists and form a personnel reserve;
- To increase sales volumes.

2. Document Scope

This Regulation applies to all University employees.

3. References

This Regulation has been developed based on the following regulatory documents:

- 3.1 Labor Code of the Republic of Kazakhstan dated November 23, 2015, No. 414-V;
- 3.2 Regulation "On Educational Grants and Discounts" of the Educational Institution "Almaty Management University" for the 2023-2024 academic year, dated April 18, 2023.

4. Terms and Abbreviations

Bonus – A monetary payment based on work performance results, calculated as a percentage of the program or project cost.

Close Relatives – Parents, adoptive parents, children, adopted children, spouses.

Documentolog– The University's electronic document management system

One-time Financial Assistance – A voluntary payment by the employer.

Commission – The Commission on Educational Grants and Discounts.

Commercial Projects – Projects where the measures for its implementation are aimed at generating profit.

Best Rationalization Proposal – A proposal recognized as rationalization, accepted for implementation, and carrying an economic effect.

Innovation – A rationalization proposal that does not carry an economic effect but is recognized and accepted for implementation.

Educational Grant of the Educational Institution "Almaty Management University" – The right to study free of charge or a reduction in tuition cost by an amount/percentage established in accordance with the employer's acts.

President – The Executive Body of "AlmaU" LLP, which is the Founder of the Educational Institution "Almaty Management University".

Employer – The University with which the employee has an employment relationship.

Employee – An individual in an employment relationship with the employer and directly performing work under an employment contract.

University Resources – Available means ensuring the implementation of educational and entrepreneurial activities, such as material resources, human (labor) resources necessary for achieving the University's statutory goals.

University – Educational Institution "Almaty Management University".

Fundraising – The process of attracting external, third-party resources for the University, necessary for achieving strategic and statutory goals, implementing any material or non-material task, or executing a project.

Project Team Members – University employees involved in project work, from among administrative staff, full-time and part-time faculty, possessing the necessary qualifications, as well as University students.

Advisory Council (AC) – An advisory group including the Vice-Rector for Science, the Director of the Project Coordination Office, the Risk Advisor, the Director of the Financial Office, and the Director of the Legal Office, which develops recommendations on project implementation issues.

MBA - Master of Business Administration

DBA - Doctor of Business Administration

GPA - Grade Point Average, the weighted average indicator of a student's academic achievement level in the chosen educational program.

RUP - Working Curriculum: an educational document developed by the University independently based on the educational program and students' individual curricula.

IPR - Individual Work Plan: a work plan for faculty, independently formed by them for each academic year.

PPS - Faculty (Professor-Teaching Staff).

BDR - Budget of Income and Expenses.

5. General Provisions

5.1. This Regulation is approved by the Rector. Any changes and additions to this Regulation take effect after written coordination and approval by the Rector.

5.2. This Regulation applies to all University employees and is mandatory for execution by all structural subdivisions and employees of the University.

5.3. The requirements of this Regulation must be applied at all stages of coordinating and approving issues of remuneration, incentives, benefits, and guarantees for University employees.

5.4. This Regulation governs:

- Types of remuneration and the procedure for salary payment;
- Types of motivational rewards and the procedure for incentive payments;
- Types of benefits and guarantees and the procedure for their provision.

6. Basic Principles and Provisions

6.1. The University establishes the following types of employee remuneration in accordance with the current legislation of the Republic of Kazakhstan, this Regulation, and the University's internal acts:

- Salary payments and other payments stipulated by the Labor Code;
- Incentive payments;
- Benefits and guarantees for University employees and members of their families.

6.2. Incentive payments include:

- Bonus based on the enrollment results of students and trainees;
- Remuneration for participation in project activities;
- Incentive payments and benefits for attracting monetary and other benefits to the University and proposing innovative ideas;
- Premiums and bonuses based on the results of performance and process efficiency evaluation.

6.3. Social benefits and guarantees include:

- Financial assistance to employees;
- Grants and discounts for the education of employees and members of their families;
- Voluntary health insurance;
- Additional leave and paid days off for employees.

7. Salary and Other Payments Stipulated by the Labor Code

7.1. The salary amount of a University employee is determined by the employment contract and cannot be lower than the minimum wage established for the corresponding financial year by the Law of the Republic of Kazakhstan on the Republican Budget.

7.2. Salary is paid in cash in Tenge at least once a month by the 10th day of the month following the reporting month. If the payment day coincides with a weekend or holiday, the payment is made on the eve.

7.3. The Employer has the right to make payments partially and earlier than the terms specified in clause 7.2. of this Regulation; however, the full salary payment must be made no later than the term established by clause 7.2. of this Regulation.

7.4. Based on an application, an Employee may be paid an advance of no more than 30% of the salary due to the employee.

7.5. The Employer undertakes to pay individual income tax, mandatory pension contributions, and other mandatory deductions according to the legislation of the Republic of Kazakhstan.

7.6. Deductions from an employee's salary are made in cases provided for by the legislation of the Republic of Kazakhstan.

7.7. Deductions from an employee's salary to repay their debt to the University are made based on an employer's act with written notification to the employee:

- To repay unspent and not timely returned funds issued in connection with a business trip, as well as in case of failure to provide supporting documents related to the business trip;
- In cases providing for reimbursement to the employer of costs associated with employee training, if there is a training agreement in accordance with the terms of that agreement;
- To reimburse an unworked advance issued to the employee on account of salary;
- In cases of postponement or recall of an employee from annual paid leave, except for the payment of compensation for unused leave days;
- In other cases with the written consent of the employee.

7.8. When issuing funds for business expenses, the parties sign a commitment form **(Appendix 1)**.

7.9. When deducting from salary under several writs of execution, as well as in cases provided for by the laws of the Republic of Kazakhstan the amount of monthly deduction cannot exceed fifty percent of the salary due to the employee.

7.10. Procedure for Establishing and Revising Official Salaries

7.10.1. An employee's salary amount may be revised at the Employer's initiative in the following cases:

- Upon expansion of job functions or a substantial increase in work volume;
- Upon transfer of the employee to another position and/or to another region;
- Upon a general revision of salaries.

7.10.2. The head of the subdivision is responsible for initiating all necessary changes to the remuneration of their subordinates.

7.10.3. When job functions are expanded or work volume is substantially increased, the basis for revising an employee's salary is a Memo from the employee's manager, which provides a detailed rationale for the need for revision.

7.10.4. Revision of salary upon transfer of an employee to another position, as well as upon transfer to another region, is initiated by the employee's future immediate supervisor.

7.10.5. Coordination of the Memo on salary revision is carried out by the supervising Vice-Rector / Managing Director, according to the approved organizational structure, the Managing Director of HR, and is approved by the Rector.

7.11. Remuneration for Holding Multiple Positions, Expanding Service Areas, and Performing (Substituting) Duties of a Temporarily Absent Employee.

7.11.1. Employees who, along with their main work stipulated by the employment contract, perform additional work for another or the same position or the duties of a temporarily absent employee without being released from their main work, shall receive a surcharge in the following manner:

7.11.2. For performing (substituting) the duties of a temporarily absent employee, if the substitution of the temporarily absent employee is not part of the substituting employee's job duties, a surcharge of 1000 Tenge per day is paid. The surcharge is not paid to the employee if the substitution of the temporarily absent employee is part of the substituting employee's job duties;

7.11.3. For combining equivalent or higher positions of an absent employee in a vacant unit, a surcharge of 30% (thirty percent) of the combining employee's official salary is paid. The duties of equivalent or higher positions in a vacant unit may be distributed between two or three combining employees. In this case, the amount of the surcharge for combining is set proportionally to the volume of distributed work, but not more than:

- 25% (twenty-five percent) of the combining employee's official salary, when the work is performed by two employees;
- 15% (fifteen percent) of the combining employee's official salary, when the work is performed by three employees;

7.11.4. The head of the subdivision of the absent employee is responsible for the timely initiation of the cancellation of the combining surcharge upon filling the vacant position being substituted.

8. Procedure for Employee Incentives

8.1. General Provisions on Bonus, Premium, and Surcharge Payments

8.1.1. Payments of bonuses, premiums, and surcharges for projects and programs are made after their full completion, based on the submission of necessary reports and receipt of payment from the client. A mandatory condition for all types of payments, apart from meeting the established bonus indicators, is positive production and financial performance indicators and the availability of sufficient funding sources.

8.1.2. The accrual of bonuses, premiums, surcharges, and other additional payments is made based on an order from the Rector, considering all taxes, payments, and other mandatory contributions provided for by the legislation of the Republic of Kazakhstan, and their payment is made together with the salary in the period following the reporting period in which the accrual order was issued.

8.1.3. No bonuses or premiums are paid for loss-making projects and/or programs.

8.1.4. The presence of bonus and premium amounts in the approved budget and estimate is mandatory.

8.1.5. Payments are formalized by an employer's act, based on Memos, which indicate the goals and objectives, the composition of performers, and the amount of personal remuneration for the persons being awarded.

8.1.6. The University Management has the right to fully or partially not accrue and pay bonuses and premiums to individual employees for the following production violations:

- Untimely and poor-quality submission of reports, falsification and distortion in reporting;
- Violation of internal labor regulations;
- Causing material damage to the University;
- Justified complaints from trainees, students, colleagues;
- Violation of job or production instructions;
- Having an unrepealed disciplinary sanction;
- Having a debt to the University.

8.1.7. The amount and procedure for remunerating employees for participation in projects are carried out in accordance with the corresponding internal regulatory document governing the University's project activities.

8.2. Enrollment Results Bonus

8.2.1. Employees of the University's Marketing and Communications Office, whose job responsibilities include student and trainee enrollment functions, are paid a bonus based on the annual enrollment results and fulfillment of the annual enrollment plan:

- Upon fulfillment of the annual enrollment plan from 100% to 105%, a bonus equal to 1 (one) official salary is paid to each employee according to their participation in plan implementation;
- Upon overfulfillment of the annual enrollment plan by more than 105%, a bonus of up to 3 (three) official salaries is paid to managers and up to 2 (two) official salaries to specialists according to their participation in plan implementation;
- Upon student enrollment from 90% to 100% of the annual enrollment plan, based on the submission of the subdivision head, the Rector may decide on the payment of a bonus according to the employees' participation in plan implementation;
- Upon student enrollment of less than 90% of the annual enrollment plan, no bonus is paid;

8.2.2. Employees of the Higher School of Business Marketing Office, the DBA Department, and the University's Regional Offices, whose job responsibilities include trainee enrollment functions, as well as employees of the MBA, DBA Departments, and the University's Regional Offices, whose job responsibilities include academic process support and coordination functions, are paid a bonus based on the autumn/spring enrollment results and fulfillment of the enrollment plan for the specified period. The enrollment plan is approved by the Academic Council no later than May 31 of the current year for the spring and autumn enrollment of the academic year.

8.2.3. The bonus payment is made provided the enrollment plan is fulfilled by 90% or more, confirmed by the Enrollment Order and a certificate from the Registrar's Office on the current student body and the Financial Office at the time of submitting the memo by the head of the structural subdivision.

Payments for MBA enrollment are made, if applicable, by a one-time accrual of the percentage bonus specified in the table, after the issuance of the Personnel Order for bonus payment, in the following order:

- In February of the current academic year for:
 - 1) the spring enrollment of the previous academic year (from the group start date until January 31 of the current academic year);
 - 2) the remainder for the autumn enrollment of the previous academic year (from the group start date until January 31 of the current academic year);
- In August of the current academic year for:
 - 1) the autumn enrollment of the previous academic year (from the group start date until July 31 of the current academic year);

2) the remainder for the spring enrollment of the previous academic year (from the group start date until July 31 of the current academic year).

8.2.4. The bonus amount upon fulfillment of the enrollment plan is determined from the payment amount (actual receipt of funds) for the first year of study of enrolled trainees in MBA, DBA, PhD programs, in accordance with Table 1 below. Accrual is made for active program trainees at the time of submitting the bonus payment application.

8.2.5. The bonus distribution scheme is determined by the head of the subdivision responsible for enrollment, in the ratio:

- - 70% of the bonus amount is allocated to employees of the Higher School of Business Marketing Office, the DBA Department, and the University's Regional Offices, whose job responsibilities include trainee enrollment functions, and
- - 30% to employees of the MBA, DBA Departments, and the University's Regional Offices, whose job responsibilities include academic process support and coordination functions.

8.2.6. In case of engaging a third-party agent for enrollment in the University's degree programs, the bonus remuneration is paid only to the agent, provided full support is provided until the issuance of the enrollment order, not exceeding 5% of the actual receipt of funds.

8.2.7. In case of engaging a third-party agent for enrollment in the University's corporate and open programs, the bonus remuneration is paid to the agent in an amount not exceeding 5% of the actual receipt of funds.

8.2.8. Any University employee can receive a bonus remuneration for attracting a trainee to MBA, DBA, PhD programs in the amount of 5% of the actual receipt of funds.

Enrollment Plan Fulfillment for MBA, DBA, PhD Programs	Bonus Amount, % of Total Revenue Received from the First Year of Trainees' Tuition
90%	4%
100% and more	5%

Table 1

8.3. Fundraising

8.3.1. Conditions for receiving fundraising bonuses:

- When attracting monetary funds, a bonus of 5% of the net profit is paid;
- When attracting non-monetary benefits, the material value of which is estimated at more than 500,000 (five hundred thousand) Tenge, the University pays the employee 5% of the value of the benefit received by the University;
- All University employees can participate in fundraising.

8.4. Annual Bonuses, Premiums, and Surcharges

8.4.1. For overfulfillment of the University's annual profit plan, an annual bonus may be paid to the President, Rector, Vice-Rectors, and the Managing Director for

Finance and Development, the amount of which does not exceed 10% of the net annual profit for the previous academic year. The annual bonus is calculated using the following formula:

Annual Bonus = (Actual Net Profit - Planned Net Profit) x no more than 10%

8.4.2. For expanding service areas, the President, Rector, Vice-Rectors, and those performing additional project work alongside their main duties: organization and conduct of forums, support of international, social, reputational, non-profit projects, educational camps (i.e., projects without profit), etc., bonuses, premiums, and surcharges are made for completed projects at the end of the academic year, after July 31, based on the Rector's submission with the written consent of the President. If the person listed in this clause is not in an employment relationship with the employer at the time of payment, bonuses, premiums, and surcharges are not made to such a person.

8.4.3. In special cases, members of the Rectorate and other university employees may be granted a bonus payment based on the results of operational and economic activities at the end of the academic year, in the amount of one to two salaries, based on the Rector's submission with the written consent of the President.

8.5. Idea Bank. Stimulation of Innovative Activity

8.5.1. The process of implementing ideas and proposals that rationalize, improve, or optimize any work at the University.

8.5.2. Rewards can be material and non-material:

8.5.2.1. For innovation, the author is awarded a certificate and receives, at their choice, as a reward:

- Additional paid leave of up to 5 working days;
- A convenient, flexible work schedule, with a normal working week not exceeding 40 hours and an 8-hour standard daily work duration;
- Priority when participating in a competition for a vacant position;
- Enrollment in voluntary health insurance (for employees not enrolled due to length of service);
- Other motivational proposals from the employee may be considered.

8.5.2.2. For the best rationalization proposal, the author is awarded a certificate and receives, at their choice, as a reward:

- Additional paid leave of up to 10 working days;
- A convenient, flexible work schedule, with a normal working week not exceeding 40 hours and an 8-hour standard daily work duration;
- Remote work from home once a week;
- Priority when participating in a competition for a vacant position;
- Enrollment in the voluntary health insurance contract (for employees not enrolled due to length of service);
- Improvement of technical equipment at the workplace;
- A discount on tuition for the MBA program at the University. The discount amount is determined by agreement of the parties;
- Other motivational proposals from the employee may be considered.

8.5.3. The reward is not provided if there is an unrepealed disciplinary sanction.

8.6. Incentives for Publication Activity

8.6.1. To increase publication activity and provide material incentives, faculty/university employees - authors of textbooks, study guides, educational-methodological publications, and monographs (hereinafter - authors' works), published and sold by the university, are paid 15% (fifteen) percent of the sales cost for each sold copy, minus taxes.

8.6.2. When discussing the sales price of newly published authors' works, an additional 15% (fifteen) percent is included in the retail price.

8.6.3. Payments to authors of works are made once a year, starting from manuscripts published after 02/01/2022.

8.7. AlmaU Awards

8.7.1. To form an effective corporate culture aimed at development and achieving strategic goals, the University holds an annual "AlmaU Awards" competition aimed at identifying and rewarding the most effective employees.

8.7.2. The competition nominations, prize fund, rules, and procedure are determined by the Rector's order.

8.7.3. The competition prize fund must be provided for in the University's budget.

8.7.4. The organization and conduct of the competition are carried out by the HR Office.

8.7.5. The prize fund for Winners in the nominations of the "AlmaU Awards" competition is paid without considering tax deductions.

8.8. One-Time Bonus

8.8.1. To stimulate employees to perform additional goals and tasks, as well as initiatives related to the development of the University and increasing its efficiency, and to reward employee achievements, a one-time bonus may be paid to employees by decision of the University Rector.

8.8.2. A one-time bonus is paid:

- For the development and implementation of projects not regulated by the Project Activity Regulations;
- For performing particularly important work / assignments from the University management;
- For special achievements and diligence;
- As a holiday payment to encourage employees.

8.8.3. Subdivision heads may nominate University employees for encouragement in the form of a one-time bonus payment by preparing a Memo in Documentology addressed to the Rector, indicating the justification and merits of the employees.

8.8.4. The one-time bonus is paid based on the Rector's order; the expense budget is determined by the Rector and the University President.

8.9. Establishing Surcharges for Faculty

8.9.1. To stimulate faculty to perform additional goals and tasks, as well as initiatives related to the University's development and increasing its efficiency, and to reward faculty achievements, a surcharge may be established for faculty by decision of the University Rector.

8.9.2. Surcharges for faculty are established:

- For teaching and methodological activities;
- For administrative activities;
- For research activities.

8.9.3. Teaching and methodological activities are part of the core functions of faculty.

8.9.4. The decision to approve the list of faculty for teaching and methodological activities is approved by the minutes of the Academic Council meeting and sent to the School/Center for establishing the surcharge in the faculty staffing table.

8.9.5. The faculty surcharge for teaching and methodological activities is established according to **Appendix 4** to this Regulation.

8.9.6. Administrative work is an additional load for faculty.

8.9.7. The surcharge for performing administrative activities is established and paid according to the approved standards for each academic year (**Appendix 5**).

8.9.8. To approve the list of faculty performing additional administrative work, the Dean prepares a memo in Documentology addressed to the Vice-Rector for Academic Development, where they attach as a file the Faculty Submission (with justification) for performing administrative activities and the Faculty IPR.

8.9.9. The decision to approve the list of faculty performing additional administrative activities is approved by the minutes of the Academic Council meeting and sent to the School/Center for establishing the surcharge in the faculty staffing table, as well as to the HR Office for issuing an order.

8.9.10. Faculty holding the following academic positions may participate in establishing the surcharge for research activities:

- Professor;
- Researcher;
- Associate professor;
- Assistant professor;
- Professor of practice/ Senior lecturer (in coordination with the Vice-Rector for Science).

8.9.11. The surcharge for research activities is established and paid according to **Appendix 6** (payment standards for achieving research performance indicators), approved for each academic year.

8.9.12. The surcharge for research activities is assigned based on the Dean's petition, based on an assessment of the faculty's scientific achievements, including the results of fulfilling research performance indicators for the previous academic period.

8.9.13. The list of faculty applying for the research activity surcharge is approved by the minutes of the commission meeting and sent to the HR Office for issuing an order.

8.9.14. The budget for the research activity surcharge is distributed in accordance with the approved limits in the BDR.

8.9.15. Faculty who have not fulfilled the research performance indicators for the previous academic period are not allowed to participate in the research activity surcharge system for the next academic year.

8.9.16. Surcharges for research activities are paid monthly. Faculty who have research achievements from previous periods, including within the framework of the surcharge, and are affiliated with the University, are eligible for the monthly research activity surcharge.

8.9.17. The research activity surcharge for faculty is assigned monthly during the 1st semester. The payment may be suspended after the interim assessment in January, in case of risks of non-fulfillment of obligations under the established research performance indicators. The suspension of the surcharge is approved by the minutes of the Commission meeting and sent to the HR Office for issuing the corresponding order.

8.9.18. The interim assessment for research activities is conducted by the Commission meeting based on the results of the 1st semester, with hearing of reports from faculty who have been assigned the surcharge.

The final assessment for research activities is conducted at the end of the academic year.

8.9.19. Fulfillment of research performance indicators below the threshold level (score) is considered unfulfilled (**Appendix 6**).

8.9.20. Mandatory indicators for performing research activities are established for the academic positions of Professor, Associate Professor, and Researcher according to **Appendix 6**.

8.9.21. The surcharge is assigned for scientific supervision of laboratory activities. The assessment of laboratory activities is carried out according to **Appendix 6**.

8.9.22. This Regulation also governs the procedure for assigning, implementing monitoring procedures, and evaluating the fulfillment of the Faculty IPR.

8.9.23. Conducting monitoring and evaluation of faculty fulfillment of the IPR contributes to achieving the following main goals and objectives:

- Assessing the results of professional activity in achieving individual goals and tasks that are directly related to the goals of the School/Center and the implementation of the University's strategy;
- Identifying faculty potential and the degree of its use in the process of professional activity;
- Planning personnel measures: promotion/demotion, termination of employment contract, formation of a personnel reserve;
- Developing a program for targeted, comprehensive training of faculty, developing their potential;
- Stimulating faculty professional achievements.

8.9.24. Faculty assessment is approved by the minutes of the Academic Council meeting and the minutes of the research activity commission.

8.9.25. Faculty surcharges are formed based on the Individual Work Plan (hereinafter - IPR), according to the list of key performance indicators in **Appendix 4, Appendix 5, Appendix 6**.

Faculty surcharges are established and entered into the approved IPR template (**Appendix 4**).

8.9.26. Informing faculty employees about the planned assignment of a surcharge within the performance management cycle is carried out via communication

through corporate email and Documentology, no less than 15 (fifteen) calendar days before the start date of its implementation.

8.9.27. Approval of faculty surcharges for teaching and methodological activities, as well as for administrative activities, is conducted by the Vice-Rector for Academic Development; for research activities, it is conducted by the Vice-Rector for Science, with the possibility of making adjustments in the middle of the reporting year (period) through explanations in the form of a memo via Documentology on behalf of the School Dean and/or Center Director.

8.9.28. Surcharges cannot be simultaneously assigned for: teaching and methodological, administrative, and research activities.

8.9.29. Surcharges for teaching and methodological activities, administrative and research activities are assigned to full-time faculty and are established for the entire academic year.

8.9.30. The surcharge for research activities cannot be assigned for less than a full academic year.

8.9.31. When undergoing an individual surcharge assessment, faculty:

- 1) Provide the School Dean/Center Director with information and supporting documents about achieving their goals for the reporting period;
- 2) Familiarize themselves with the assessment and, upon familiarization, must indicate their agreement or disagreement with the assessment for the reporting period in the corresponding IPR form (**Appendix No. 4**).

8.9.32. The budget for teaching and methodological activities, administrative and research activities for the corresponding academic year is determined considering the financial condition of the University.

9. Social Benefits and Guarantees

9.1. Terms, Amount, and Procedure for Providing Financial Assistance

9.1.1. University employees are provided with financial assistance and, based on notification, social leave with a total duration of up to five calendar days (for three working days of which the average salary is retained) according to Table 2.

Table 2

Types of Financial Assistance	Amount	When the Right Arises	Documents
Financial assistance in connection with the employee's marriage	50,000 Tenge	after successful completion of the probationary period	1. Employee application; 2. Copy of marriage certificate.
Financial assistance in connection with the birth, adoption of a child by the employee	50,000 Tenge	after successful completion of the probationary period	1. Employee application; 2. Copy of birth certificate, or adoption certificate.
Financial assistance in connection with the death of the employee's close relatives	50,000 Tenge	from the moment of employment	1. Employee application; 2. Copy of relative's death certificate.
Financial assistance in connection with the death of the employee	100,000 Tenge	from the moment of employment	1. Application from the employee's close relative; 2. Copy of employee's death certificate.

9.1.2. Based on the application and corresponding documents specified in Table 2, the HR Office prepares a draft order for financial assistance, which is approved by the Rector and sent for execution to the Accounting Department.

9.1.3. Applications are accepted no later than one month from the date of receiving the corresponding documents.

9.1.4. Financial assistance is paid to the employee or close relative once.

9.1.5. In cases where 2 (two) or more family members are University employees, the right to receive financial assistance is granted to one of them.

9.1.6. In case of the birth, adoption of several children, financial assistance is paid for each child.

9.1.7. Financial assistance in connection with the death of an employee is paid to a close relative, based on their application and documents specified in Table 2, by transferring a one-time payment to the applicant's bank account.

9.1.8. Financial assistance can be paid if any budget item is available and indicated within the half-year.

9.1.9. The application for financial assistance is not considered in the following cases:

- If the event for which financial assistance is provided occurred before the conclusion of the employment contract with the University;
- The existence of a notification from the employee or employer regarding the termination of the employment contract or the occurrence of other grounds for

termination of the employment contract according to the Labor Code of the Republic of Kazakhstan.

9.1.10. The amounts of financial assistance specified in Table 2 are paid without considering taxes and mandatory budget payments.

9.2. Grants and Discounts for University Education for Employees and Their Close Relatives

9.2.1. The basic rules for receiving grants or discounts, criteria for retention and extension are approved by this Regulation and apply to all University employees and their close relatives using University grants and discounts.

9.2.2. The amount of the grant/discount for studies depending on the program, participants, and the grant recipient's continuous length of service at the University is determined by Table 3.

Table 3

Users	Program	Length of Service at University	Discount (Grant)
Employees	Second Higher Education (Distance)	More than 1 year	100%
	Master's, Doctoral, PhD		50%
	MBA, DBA		
Close Relatives of Employees	Bachelor's Degree	Up to 1 year	50%
		1-3 years	75%
		More than 3 years	100%

*Excluding part-time workers

**Exceptions possible by decision of the University President

9.2.3. The grant/discount is provided for the entire period of study.

9.2.4. The decision to provide a grant/discount is made by the Commission. The application for a grant/discount (Appendix 3), coordinated with the immediate supervisor and the supervising manager/member of the rectorate, is sent via Documentology to the HR Office to check compliance with the rules for receiving grants or discounts / the grant recipient's compliance with the requirements of this Regulation and its further submission to the Commission meeting for a decision on providing the grant/discount.

9.2.5. To receive a grant/discount for studies in the University's educational programs, employees must meet the requirements of the current Admission Rules for the corresponding programs and independently provide the full package of documents for admission to the Admissions Committee.

9.2.6. To receive a grant/discount for studies in MBA and DBA programs, employees must meet the requirements of the current Admission Rules for MBA and DBA programs, regarding the availability of:

- Managerial work experience/business management experience;
- Higher education/Master's academic degree;
- Results of entrance exams, confirmation of foreign language proficiency level, etc.;

9.2.7. If the employee does not meet the requirements of the current Admission Rules for the corresponding programs, the application is rejected at the HR level.

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9.2.8. To maintain the profitability of MBA and DBA programs, a quota is established for University employees – no more than 2 (two) persons in MBA and DBA groups.

9.2.9. To make a decision on allocating a grant/discount considering the quota, the Commission conducts an internal competition among all applicants who have submitted applications for a grant/discount by evaluating them on a 5-point scale (where 1 – minimum score, 5 – maximum score) according to the following criteria:

- Managerial work experience/business management experience;
- Continuous length of service at the university;
- Availability of required education/Master's academic degree;
- Results of entrance exams/level of foreign language knowledge;
- Recommendations from immediate and supervising managers;
- Career potential (assessed by the employee's immediate and functional managers).

9.2.10. The application for a grant/discount is not considered if there are unrepealed disciplinary sanctions on the application date.

9.2.11. In case of non-compliance with academic performance conditions (GPA level), the student is deprived of the grant or discount, without the right to receive it again.

9.2.12. An employee can receive no more than one grant/discount per academic year. Grants and discounts are not cumulative.

9.2.13. The conditions for obtaining and retaining grants and discounts for employees and their close relatives are:

- Compliance by students with the Regulation "On Educational Grants and Discounts" of the Educational Institution "Almaty Management University";
- The Employee's service commitment at the University in accordance with the scheme from the "Personnel Training and Development" Regulation (Table 4);
- Documents confirming family and/or marital relationships;
- Conclusion of a standard Contract for Educational Services with the Employee and/or their close relative and/or spouse;

– Conclusion of a Supplementary Agreement to the Employment Contract with the Employee (**Appendix 2**) on the service commitment for the grant/discount for studies at the employer's expense, indicating the above conditions according to the following scheme:

Table 4.

Tuition Discount/Grant Amount	Service Commitment Period After Graduation
1	2
up to 149,999 Tenge	3 (three) months
150,000 to 299,999 Tenge	6 (six) months
from 300,000 to 599,999 Tenge	1 (one) year
from 600,000 to 999,999 Tenge	1 (one) year and 6 (six)
from 1,000,000 to 1,999,999 Tenge	2 (two) years
from 2,000,000 to 2,999,999 Tenge	3 (three) years
from 3,000,000 Tenge and above	4 (four) years

The service commitment period is counted starting from the date of graduation.

9.2.14. The conditions for revocation of the discount/grant for Employees and their close relatives are:

- Termination or cessation of the Employment Contract with the Employee – grant recipient before the end of the study period. After the discount/grant is annulled, the Student continues studies based on full tuition payment starting from the new semester, and the Employee reimburses the Employer for the cost of the discount/grant for studies;
- Failure to master the educational program by the Student, in accordance with the Regulation "On Educational Grants and Discounts";
- Divorce for studying spouses.

9.2.15. In case of termination or cessation of the Employment Contract with the Employee before the end of the study period or the service commitment period for the tuition discount/grant established by the Supplementary Agreement to the Employment Contract, the Employee is obliged to return to the Employer the funds in the amount of the provided tuition discount/grant proportionally to the unworked service period. To determine such expenses, the amount paid for the employee's education is divided by the service period in calendar days and multiplied by the unworked time in calendar days. The following ratios are used for calculation: 1 month = 30 calendar days; 1 year = 365 calendar days.

9.3. Voluntary Health Insurance (Medical Care) and Additional Days Off

9.3.1. The University may provide employees (excluding part-time workers) with a medical care and/or health insurance program at the University's expense. At the same time, medical care/insurance programs are a benefit for employees, but not an obligation of the University.

9.3.2. The terms and conditions of the medical care/insurance program are determined by the Rector's order and the University's budget for the corresponding period.

9.3.3. The HR Office is responsible for organizing the acquisition of the medical care/insurance program, as well as for coordinating work with the service provider.

9.3.4. Additional vacation days and other additional days off are regulated by an internal regulatory document defining the procedure for granting leave. Additional rest time may be provided to employees as an incentive measure or benefit by decision of the University management.

10. Final Provisions

10.1. The conditions provided for by this Regulation are mandatory for both the employer and the employees.

10.2. On issues not regulated by this Regulation, the Parties are guided by the current legislation of the Republic of Kazakhstan.