

**Non-profit Joint Stock Company  
"Abylkas Saginov Karaganda Technical University"**

**REPORT  
On the Current Status of the Risk Management Process of the NJSC  
"Abylkas Saginov Karaganda Technical University"  
for the 4th Quarter of 2025**

Karaganda 2026

REPORT ON THE CURRENT STATUS OF THE RISK MANAGEMENT PROCESS  
NJSC "ABYLKAS SAGINOV KARAGANDA TECHNICAL UNIVERSITY"  
FOR THE 4TH QUARTER OF 2025

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## **1. General Information on the Implementation of the Risk Management Action Plan**

As part of integrating risk management into the corporate governance system, the following work was completed in the 4th quarter of 2025:

1. An Incident Register was formed indicating the risk owner who registered the incident. The Incident Register is available for viewing in administrator mode in ARMS.

In addition, ARMS now allows the following risk attributes to be viewed in administrator mode:

1. Risk name
2. Incidents
3. Preventive measures
4. Reactive measures
5. Structural units (owners)
6. List of unconsolidated risks (related to the consolidated risk).

2. In November 2025, as part of the development of the university risk management system, planned employee training was conducted on the topic "Integration of the Risk Management Process into Existing Processes, Including the Decision-Making Process in Accordance with ISO 31000:2018".

The training was attended by 23 university employees representing various structural units.

During the training, the participants:

- became familiar with the principles and requirements of ISO 31000:2018;
- studied approaches to integrating risk management into key management and operational processes;
- reviewed practical tools for considering risks when making management decisions;
- improved their competencies in risk identification, assessment and monitoring.

As a result of the training, increased employee awareness in risk management and the formation of a unified approach to integrating risk management into the the university's activities were noted. The knowledge acquired will be used in the practical work of structural units to improve the effectiveness of the risk management and internal control system.

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**2. Analysis of the Current Situation: Report on the Current Status of the Sustainable Development Center in Terms of Risk Management**

**2.1. Risks Identified for the Reporting Period and Assessment of the Effectiveness of Measures Taken**

<b>Risk name</b>	<b>Macro-environmental factor group</b>	<b>Risk factor</b>	<b>Risk type</b>	<b>Risk description</b>	<b>Consequences of risk realization</b>
<b>Socio-demographic macro-environmental factors</b>					
Risk of decline in the qualitative composition of the faculty	Human resource management	Lack of continuity of scientific schools; reduced quality of support for young scientists, including support in proceeding to defense	strategic	Reduction in the number of degree-holding teachers by more than 10% due to staff aging and an insufficient number of young faculty members with academic degrees	<b>Likely consequences:</b> 1. Weakening of educational and scientific potential, lower employer trust, and deterioration of accreditation indicators.
Risk of decline in teaching quality	Human resource management	Changes in the composition of the faculty for various reasons, including staffing with persons who lack teaching experience or advanced training certificates in pedagogy	academic	Reduction in the number of experienced teachers, affecting the teaching methods used	<b>Likely consequences:</b> 1. Increase in dropouts, lower student satisfaction, and deterioration of positions in national and international rankings.

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**2.2. Information on Realized Key Risks**

*No realized key risks were recorded.*

**2.3. Information on Realized Risks of Structural Units**

<b>Risk name</b>	<b>Risk event (incident)</b>	<b>Description of damage</b>	<b>Incident date</b>	<b>Structural unit</b>	<b>Risk type</b>	<b>Quarter of incident registration</b>
Risk of decline in the qualitative composition of the faculty	dismissal of Senior Lecturer Oshanov N.Z.	decrease in the share of degree-holding staff; increased workload for other faculty members	12.11.2025	Department of History of Kazakhstan	strategic	Quarter: 4
Risk of decline in teaching quality	insufficient qualifications or professional burnout of teachers	decline in students' academic performance and interest; deterioration of the educational organization's reputation	13.12.2025	Department of Energy Systems	academic	Quarter: 4

### 3. Analysis of Realized Risks

Analysis of realized risks using the "5 WHY" method

1. Risk of decline in the qualitative composition of the faculty (Department of History of Kazakhstan)

1 WHY	2 WHY	3 WHY	4 WHY	5 WHY
No positive dynamics in increasing the share of degree-holding faculty	Low percentage of faculty who defended their dissertations after completing doctoral studies	Personal reasons related to increased workload after completing doctoral studies and publications in the relevant field	-	-
	Dismissal of a teacher with extensive work experience	Personal reasons	-	-

For this risk, incentive measures need to be introduced at the department level to support faculty members who have completed doctoral studies in defending their dissertations.

2. Risk of decline in teaching quality (Department of Energy Systems)

1 WHY	2 WHY	3 WHY	4 WHY	5 WHY
Lack of advanced training courses or internships in the relevant field, or professional burnout	Lack of a systematic approach to advanced training in the relevant field and internships at enterprises	Lack of regular assessment of faculty development needs	At the department level, tools for monitoring teaching quality and faculty well-being have not been introduced (surveys, KPI, student feedback).	-

Additional measures need to be introduced at the department level to monitor teaching quality and faculty well-being through feedback mechanisms.

### 4. Analysis of the Probability of Risk Occurrence

The analysis of the probability of risk occurrence in the 4th quarter of 2025 was conducted for the Company's key consolidated risks and the related realized unconsolidated risks.

1. Analysis of consolidated risks and related realized unconsolidated risks.

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Consolidated risks	Realization	Realized unconsolidated risks	Forecast of the probability of consolidated risk occurrence
Risk of decline in the qualitative composition of the faculty [Member of the Management Board - Vice-Rector for Research]	No	realized unconsolidated risk: "Risk of decline / absence of positive dynamics in the share of degree-holding faculty" at the Department of History of Kazakhstan	Low due to the implementation of reactive measures for unconsolidated risks: the dismissal of Senior Lecturer Oshanov N.Z. (Master's degree holder) did not affect the level of degree-holding faculty. At the same time, three faculty members who completed doctoral studies did not proceed to defense, which may have a negative impact in the future on the overall qualitative composition of the faculty.
Risk of decline in teaching quality [Member of the Management Board - Vice-Rector for Academic Affairs]	No	realized unconsolidated risk: "Risk of decline in teaching quality" at the Department of Energy Systems	Low due to the implementation of reactive measures for unconsolidated risks: increased participation of the department's faculty in advanced training courses in their field

### 5. Information on the Implementation of Planned Measures to Improve the Effectiveness of the Risk Management and Internal Control System

№	Measure name	Implementation period	Responsible party	Result
1.	Organization of training in risk management: "Risk Management in Higher and Postgraduate Education Organizations" for all categories of university employees	November 2025	Advisor to the Rector for HR Sustainable Development Center	Report on the results of the survey on understanding of the risk management process, analysis of core processes for risk occurrence
2.	Focus group studies with risk owners: analysis of the current state of the Company's risk culture formation	October- November 2025	Sustainable Development Center	Due to analysis of core processes, taking into account the occurrence of risks, after completion of the training, the analysis of risk culture formation was postponed to March-April 2026.

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3.	Assessment of the influence of macro-environmental factors on the implementation of the Comprehensive Development Program	October 2025	Strategic Development Department, Sustainable Development Center	The analysis of the implementation of the Comprehensive Development Program, indicating reasons for non-implementation, including macro-environmental factors, was presented at the Academic Council meeting by faculty in December 2025.
4.	Analysis of registered incidents. Verification of the effectiveness of preventive measures	November 2025	Sustainable Development Center	An analysis of registered incidents was conducted, and an Incident Register was formed within ARMS. The effectiveness of preventive measures will be presented as part of the annual report. Efficiency metrics for preventive measures related to key risks were developed for inclusion in ARMS
5.	Risk management report for the 3rd quarter	November 2025	Vice-Rector for Strategic Development and Digitalization, Sustainable Development Center	The risk management report for the 3rd quarter has been prepared
6.	Analysis of the effectiveness of risk management in structural units	December 2025	Sustainable Development Center	Assessment of the effectiveness of risk management in structural units is carried out as part of the units' annual reports. Updating the Risk Register of structural units will be carried out in January 2026.
7.	Risk management report for the 4th quarter	December 2025	Vice-Rector for Strategic Development and Digitalization, Sustainable Development Center	The risk management report for the 4th quarter has been prepared

## Conclusion

Based on the results of the 4th quarter, the realization of two unconsolidated risks of structural units was recorded, related to changes in the staffing composition of departments and the need to analyze faculty needs for professional development.

During the reporting period, an institutional foundation was formed to increase the transparency and manageability of risks, reflected in the creation of the Incident Register and expansion of ARMS functionality. These measures are consistent with the principles of ISO 31000:2018 in terms of the systematic, accountable and documented nature of the risk management process and create conditions for moving from fragmented response to a cycle of continuous monitoring and improvement.

The recorded realization of two unconsolidated academic and strategic risks related to staffing changes and teaching quality did not lead to the realization of the corresponding consolidated risks of the University as a whole. This indicates the restraining effect of previously implemented preventive and reactive measures, as well as a sufficient level of system resilience at the institutional level. At the same time, the analysis conducted using the "5 WHY" method revealed systemic root causes related to the absence of regular assessment of faculty development needs, insufficient support for faculty members who completed doctoral studies, and limited practice of monitoring teachers' professional well-being at the department level.

The results of employee training in risk management confirm the formation of a unified methodological understanding of the role of risk management in managerial decision-making. At the same time, the recommendations on updating the RM and IC Policy indicate the need for regulatory consolidation of new approaches, including strengthening the link between risk management, strategic planning and the KPI system of heads of structural units.

Priority areas for further development are deepening the risk culture, institutionalizing the monitoring of academic risks and forming sustainable mechanisms for preventive management of personnel risks, which directly corresponds to the goals of the University's long-term sustainable development.