TORAIGHYROV UNIVERSITY

CONFLICT OF INTEREST

Guidance for employees of Toraighyrov University NJSC

What is a conflict of interest

A conflict of interest is a contradiction between an employee's personal interests and his or her official powers, in which the personal interest may affect the objective performance of official duties.

Typical situations:

- a manager is a relative of a subordinate;
- a subordinate is a relative of a manager.

Personal interest includes obtaining benefits for relatives or close associates – career or other advantages, or financial gain (money, property, privileges).

Legal framework

The requirements for preventing and resolving conflicts of interest are set out in the following documents:

- Law of the Republic of Kazakhstan No. 410-V "On Combating Corruption" of 18 November 2015;
- the Labour Code of the Republic of Kazakhstan;
- the Code of Corporate Ethics of Toraighyrov University NJSC;
- the Anti-Corruption Policy of Toraighyrov University NJSC.

Employee's obligations

Under the law of the Republic of Kazakhstan, an employee must:

- immediately notify the employer in writing of an actual or potential conflict of interest;
- refrain from participating in decision-making until the conflict has been resolved.

> ⚠ **Failure to report a conflict of interest is a breach of anti-corruption legislation**

High-risk areas at the university

If a situation could look like "I can influence a decision in favour of a relative", "I could gain a benefit" or "my decision may not be objective", you must:

- report the situation in writing;
- not take part in the decision;
- wait for the official decision.

The highest-risk processes at the university are:

- grading;
- procurement and tenders;

- recruitment;
- allocation of teaching workload;
- research competitions and other similar procedures.

What an employee should do

Step 1. Identify the situation: the employee assesses whether any colleagues, students or contractors are relatives, and whether a decision he or she is taking could result in personal gain.

Step 2. Notify in writing: a memo is submitted to the Compliance Service, the Chairman of the Management Board – Rector, or the head of the unit immediately after the situation is identified.

Step 3. Complete a declaration: both parties (the manager-relative and the subordinate-relative) complete a conflict of interest declaration with the Compliance Service.

Employer's actions

To resolve and minimize a conflict of interest, the employer may:

- transfer the employee to a related unit to remove the direct reporting line;
- remove the employee from the decision-making process;
- apply disciplinary measures where a breach is identified.

Liability

In accordance with the legislation of the Republic of Kazakhstan, the following may be applied for breaching conflict of interest requirements:

- disciplinary liability;
- an administrative fine;
- termination of the employment contract;
- criminal liability in the case of a corruption offence.

University action taken (2025–2026)

As part of implementing its anti-corruption policy, the university has taken the following measures:

- terminated the employment contracts of close relatives of two vice-rectors who are members of the Management Board, and of one head of department;
- ruled out the appointment of close relatives (parents, brothers, sisters) as teachers or examination board members for students to whom they are related;
- transferred close relatives of four heads of department to other structural units;
- organized the completion of conflict of interest declarations;
- obtained employees' written consent to work under the restrictions introduced.

Extract from the law

Law of the Republic of Kazakhstan No. 410-V "On Combating Corruption" of 18 November 2015, Article 15 "Conflict of interest" (unofficial translation):

1. Persons holding a responsible public office, persons authorized to perform public functions, persons equated to persons authorized to perform public functions, and officials are prohibited from performing their official duties where there is a conflict of interest.

2. The persons specified in paragraph 1 of this Article shall take measures to prevent and resolve conflicts of interest.

3. The persons specified in paragraph 1 of this Article shall notify their direct superior or the management of the organization in which they work in writing of an actual conflict of interest or of the possibility of one arising, as soon as they become aware of it.

The direct superior or the management of the organization, upon receiving appeals from these persons or information from other sources, shall promptly take the following measures to prevent and resolve the conflict of interest:

- remove the person from the performance of official duties and assign their performance to another person in relation to the matter in connection with which the conflict of interest has arisen or may arise;
- change the person's official duties;
- take other measures to eliminate the conflict of interest.

Ethics Commissioner, Toraighyrov University NJSC