



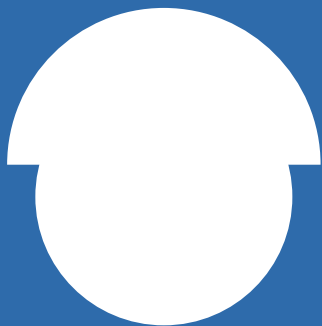
CARING FOR EMPLOYEES



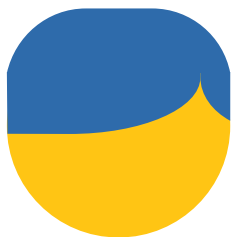
EMPLOYEE PROFILE

(as of December 31, 2019)

Blue Collar



Number of Employees



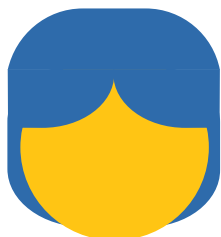
MALE

NUMBER OF EMPLOYEES

15,465

RATIO

74%



FEMALE

NUMBER OF EMPLOYEES

665

RATIO

3%

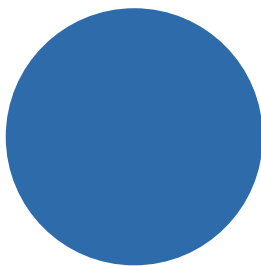
Employee Profile by Age Distribution

AGE	BLUE COLLAR		WHITE COLLAR	
	NUMBER	RATIO	NUMBER	RATIO
< 30	5,084	24%	1,308	6%
30 - 50	9,767	47%	2,988	14%
> 50	1,279	6%	536	3%
TOTAL	16,130	77%	4,832	23%

Total
Employees

20,962

White Collar



Number of Employees



MALE

NUMBER OF EMPLOYEES

3,533

RATIO

17%



FEMALE

NUMBER OF EMPLOYEES

1,299

RATIO

6%

Number of Employees with Disabilities

NUMBER OF EMPLOYEES WITH DISABILITIES	BLUE COLLAR		WHITE COLLAR	
	NUMBER	RATIO	NUMBER	RATIO
	75	0.36%	39	0.19%

■ Number of Employees by Contract Type with Gender Breakdown

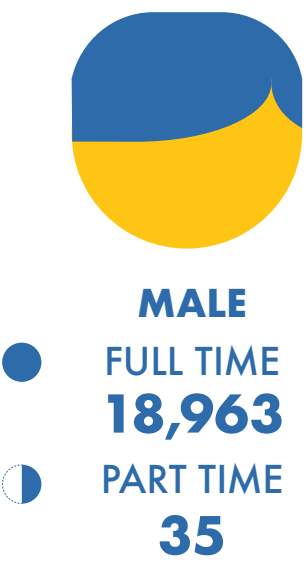
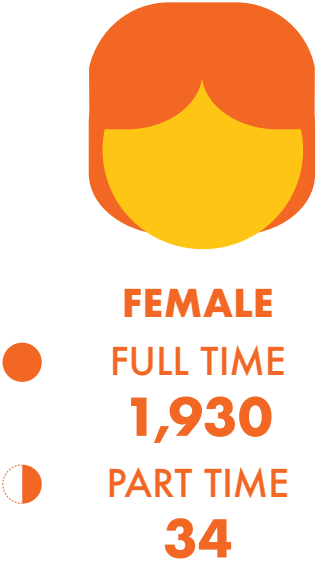
		PERMANENT	TEMPORARY
	FEMALE	1,308	621
	MALE	5,068	13,965

■ Number of Employees by Contract Type with Country Breakdown

	PERMANENT	TEMPORARY
TURKEY	3,531	555
RUSSIAN FEDERATION	1,050	2,098
CHINA	111	245
AFGHANISTAN	10	47
INDIA	38	851
IRAQ	382	3,150
KAZAKHSTAN	864	3,673
KOSOVO	70	84
MEXICO	116	1,470
PARAGUAY	29	477
ROMANIA	1	-
SRI LANKA	56	729
SAUDI ARABIA	36	723
BAHAMAS	25	137
TURKMENISTAN	24	128
KENYA	22	202
GREECE	11	17
TOTAL	6,376	14,586



■ Number of Full Time and Part Time Employees with Gender Breakdown



■ Number of Senior Management Employees by Gender

	NUMBER OF EMPLOYEES IN SENIOR MANAGEMENT	RATIO
FEMALE	26	20%
MALE	107	80%
TOTAL	133	100%

■ Number of Senior Management Employees by Age

	NUMBER OF EMPLOYEES IN SENIOR MANAGEMENT	RATIO
< 30	2	2%
30 - 50	80	60%
> 50	51	38%
TOTAL	133	100%

■ Number of Employees by Employee Category at ENKA İnşaat³

ENKA İNŞAAT		
	NUMBER	RATIO
TURKISH EMPLOYEES	3,196	19.42%
EMPLOYEES FROM THE LOCAL COMMUNITIES	11,051	67.16%
SUBCONTRACTOR EMPLOYEES	306	1.86%
OTHER EMPLOYEES	1,901	11.55%
TOTAL	16,454	100%

³ Within ENKA in general, subcontractor employees are employed only in overseas operations. While the duties of subcontractor employees vary under each project’s scope, they are mainly are employed in lines of work such as mobilisation and setting up camps, reinforced concrete activities, ground improvement works, industrial welding activities, nondestructive testing activities, physical security, engineering and design work, commissioning operations etc.



EMPLOYEE RIGHTS AND EMPLOYEE SATISFACTION

ENKA REGARDS ITS EMPLOYEES AS ITS MOST IMPORTANT ASSET FOR THE SUCCESS AND SUSTAINABILITY OF ITS COMPANIES AND FOLLOWS THE PRINCIPLE OF CARING FOR EMPLOYEES AS AN INDISPENSABLE PART OF THE WAY IT CONDUCTS BUSINESS.

ENKA respects human rights, sees wealth in diversity, turns it into an advantage and extends this corporate culture to all levels of the organisation. Within this framework, ENKA Code of Business Conduct is the most important document that guides both the relations between employees and the attitude of the company to its employees.

As stated in the ["ENKA Code of Business Conduct,"](#) employment, promotion and all similar decisions within ENKA concerning human resources are made solely on the basis of competence, regardless of race, national origin, religion, language, colour, age, sex, sexual orientation, disability and any other outlawed discriminatory criteria. The Human Resources Management Policy, which has been developed with the aim of achieving ENKA's mission, vision and values, can be examined in detail on the ENKA's website.
► www.enka.com/corporate-groups/human-resources/

EMPLOYEE RIGHTS

All employees of ENKA and its subsidiaries have pensions and maternity/paternity leaves specified by the law and these rights are maintained throughout all activities. Other fringe benefits provided to employees may vary from company to company. For example, some ENKA subsidiaries provide their employees with bonuses or with support for private health insurance or private pension fund contributions.

Employees at ENKA İnşaat Headquarters have been able to benefit from Group Health Insurance since the beginning of 2019. This arrangement was introduced after evaluating requests conveyed both through the employee loyalty survey and through other internal communication channels.

All ENKA employees can benefit from 50% discount at ENKA Sports, which is one of Turkey's leading sports clubs. In addition, all ENKA employees have a 20% discount for events organised by ENKA Arts, which hosts a variety of well-respected performances in Turkey.

ENKA İnşaat provides all the employees working on its projects in various parts of the world with insurance against emergencies, air ambulance services and

healthcare services in clinics set up at the project sites, free of charge. Depending on the conditions in the countries in which ENKA operates and the site locations, with a range of social areas which host open-air and indoor sports facilities, various social activities and services such as wireless internet in all working and living spaces and satellite TV services in residential rooms, in order to ensure a comfortable, peaceful and pleasant working environment.

ENKA İnşaat provides suitable menus for employees who desire or need special diets both at its projects and at its Headquarters in İstanbul. At the projects, special kitchens are set up and separate menus are prepared by Indian cooks to accommodate the culinary preferences of employees of Indian origin.

With its experienced coaches and the amateur sailors they have trained, ENKA Sailing has one of the strongest sailing teams in the sailing community. Every year, sailing programmes are organised for employees with and without sailing experience, at basic and advanced levels. Employees who succeed in the training programmes are given the opportunity to take part in the trophy race programmes and join the ENKA Sailing Team.

Throughout Çimtaş Group, union workers are provided with pay and other benefits envisaged in the contracts signed with the unions that represent them. Accordingly, union-member personnel are paid monthly bonuses all year round adding up to a total of four salaries per annum, in addition to their gross salaries, and a social assistance package is provided. Performance-based bonus and promotion schemes are available for non-union employees. Non-union employees at Çimtaş are covered by private health insurance as well as the Social Security Institution (SGK) package. Dependents of employees can also be included in their private health insurance coverage upon their request. In addition to the private health insurance scheme, general personal accident insurance is provided for all employees, whether they are union or not. Various other practices including childbirth support, provisions distributed at religious holidays and support for stationery needs, are in effect in order to raise the quality of the employees' lives and increase their productivity.





**BEING AN ENKA EMPLOYEE IS
TO BE ABLE TO WORK WITH A
SENSE OF TRUST AND BELONGING
WITHIN A BIG FAMILY.**



I began my ENKA career in 2006 as an Information Technologies Officer at a water treatment plant project that was constructed in Algeria. Then, after taking roles in various processes in our different offices and projects in Moscow, I have been working at İstanbul Headquarters in the Corporate Quality Management department since 2012. After starting to work at the İstanbul Headquarters, I carried out the renovation/development works for the company's document management system so as to incorporate the innovations required by the today's technology age. For the last 1.5 years, I have been working with my colleagues for our company to achieve ISO/IEC Information Security Management System certification.

"Information Security" addresses the criteria for the confidentiality, integrity and accessibility of information as a whole and it is a topic which is of importance to the world at the present time. I have been acting as an Information Security Administrator during a new management system certification process which requires long-term and goal-oriented effort at a demanding pace in this area.

Within this period, as my fields of work changed, the company has constantly supported me through professional development trainings, competency and personal development trainings, fairs and seminars that contribute to my career in order to acquire the necessary knowledge. Moreover, significant improvements have been regularly made in our working environment in line with the employee satisfaction surveys which are conducted to increase employee loyalty and to encourage more active participation of employees in decision-making mechanisms. The value which the company attaches to its employees and their families for the sake of creating an awareness of sustainability among the employees and raising the quality of life of the community in which we live, and the way in which the company shares this responsibility with us, its closest stakeholders is very pleasing.

In addition to the manageable services that employees use to communicate with each other and which ensure that they are informed about the company's activities in the fastest way,

published sustainability reports, the volunteering projects conducted through year, the corporate web pages and the internal publications, newsletters and training activities are among the effective communication tools that support employees which are the most important power for ENKA to achieve its sustainability goals. We can see that these communications tools are being used effectively in terms of confidentiality, integrity and accessibility.

Besides my professional life within the company, I am part of the ENKA Sailing Team. This has been one of the key factors in uniting my personal and professional lives. This corporate activity increases self motivation, takes place in touch with the nature, and strengthens team spirit. Due to the strategic thinking, making the right decisions quickly, the planned living and time management abilities which sailing imbues, I am now able to benefit much more from the social and emotional sides of life.

Throughout my working life, I have always been supported by my managers about the things I want to do within the company and the areas in which I have wanted to progress. From my point of view, being an ENKA employee is to be able to work with a sense of trust and belonging within a big family. I think, an employee with feelings like this, will always be more creative, innovative and productive at the company. With this structure it possesses, ENKA provides important opportunities to its employees to climb the career ladder with firm steps and to develop their talents. I am extremely happy to be a member of this family.

■ **S. Timuçin Öneş**
*Information Management Senior
Supervisor*

#GrowingBetterTogether

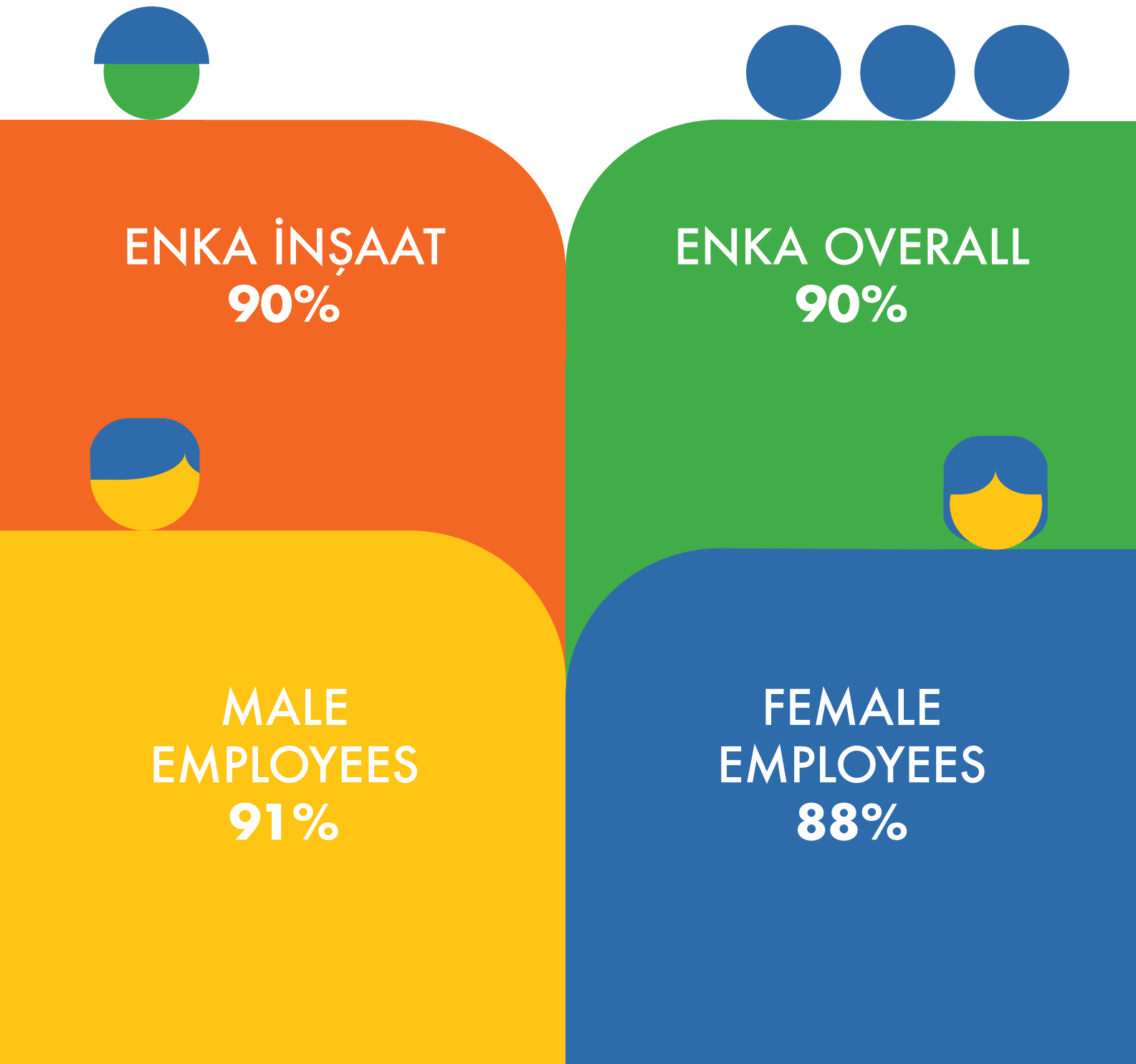


STAKEHOLDER
ASPECT

EMPLOYEE LOYALTY AND SATISFACTION SURVEY

The Employee Loyalty and Satisfaction Survey, which is one of the channels ENKA uses to maintain efficient communication with its employees, was carried out once again in 2019 by an independent research company. The results of the survey put the level of employee loyalty in ENKA group as a whole at 90%, which was in line with the results of the 2017 survey. At ENKA İnşaat, employee loyalty increased by two points compared to 2017, reaching 90%. A loyalty rate of 88% for female employees and 91% for male employees were registered throughout ENKA.

Employee Satisfaction and Loyalty Survey Results



EMPLOYEE TRAINING AND DEVELOPMENT

In line with its principle of Caring for Employees, ENKA creates a business culture which promotes the achievement both of its own organisational goals and the individual goals of its employees. In this way, it is intended to form a more motivated and collaborative workforce and at the same time provide better working environments.

With the purpose of providing its employees, whom it sees as its prime stakeholder, with opportunities to develop and learn as well as to support the achievement of the company’s goals, ENKA founded ENKA Academy in 2015 to help employees develop their professional competencies, awareness of processes, technical knowledge and their leadership and management skills.

Trainings included in the ENKA Academy curriculum are provided either by experts within the company or by leading training institutions and academic units in the sector. Since its establishment, ENKA Academy has provided over 1,800 hours of training involving more than 6,700 participants.

In 2019, ENKA Academy has planned and implemented both occupational and social skill development trainings within ENKA and its subsidiaries. In the reporting period, approximately 544 hours of training were given and a total of 12,441 person-hours of training was provided on the development of engineering and social skills.

training programmes which aim to improve employees’ professional competencies, technical knowledge and skills, social skills, and leadership and management skills.

Alongside ENKA Academy, Project Training Departments, which are established separately at each project and are in constant communication with İstanbul Headquarters, have delivered more than 9 million person-hours of training to date and contributed to the development of the local communities in the countries where ENKA operates.



After each training, participants are asked to complete a Training Evaluation Survey to record participant satisfaction and training feedback. In addition to these surveys, a Training Needs Survey was conducted among all company employees in 2019 in order to identify their needs and priorities with regard to the training provided by ENKA Academy, to contribute to the personal and professional development of employees and to support both individual and institutional performance. The results of the Training Needs Survey were taken into consideration while forming the ENKA Academy 2020 Training Plan and planning was carried out for



In 2019, the ENKA Academy Learning Management System (LMS) was successfully commissioned. User manuals and training videos were prepared for the use of this platform, which was developed for the efficient management of the professional and personal development training activities carried out by ENKA Academy. The publication of the academy training calendar, training appointments and approvals, the training request system and approvals, training evaluation surveys, training exams, training documents, training reports, training announcements and training notification activities are now all carried out through this platform.

In addition to the e-trainings carried out through the ENKA Academy Learning Management System (LMS), the in-class trainings held in the last six months of 2019 were also managed through the platform.

EMPLOYEE TRAININGS

By striving to provide equal training opportunities to all of its employees and to provide training opportunities appropriate to the professional capacity of each employee, from professionals who are at the start of their career to members of the executive committee, ENKA aims to achieve continuous development and sustainable growth.

Training hours for each employee provided by ENKA Academy covering employees of ENKA Headquarters and its subsidiaries in 2019 are shown in the tables below, disaggregated by gender and blue/white collar status.

■ Employee Training Hours provided at ENKA Headquarters and Its Subsidiaries through ENKA Academy by Blue Collar/White Collar Status

	BLUE COLLAR	WHITE COLLAR
TOTAL TRAINING TIME (PERSON - HOURS)	1,527	10,914
TRAINING TIME PER EMPLOYEE (HOURS)	0.5	13.34

Employee Training Hours by Gender within the Scope of ENKA Academy

■ Employee Training Person-Hours provided at ENKA Headquarters and Its Subsidiaries through ENKA Academy by Gender

MALE



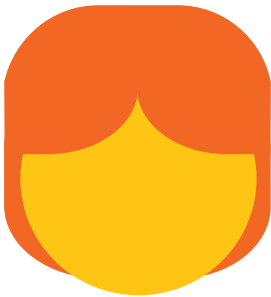
Total Training Time (Person-Hours)

8,986

Training Time per Employee (Hours)

13.65

FEMALE



Total Training Time (Person-Hours)

3,455

Training Time per Employee (Hours)

13.98

The development of female employees was prioritised in 2019 by increasing the budget allocated for training provided to female employees by 15% compared to 2018.

EMPLOYEE TRAININGS ON SITES

At all ENKA projects, project-specific training plans are drawn up and implemented with the aim of ensuring that the members of the site teams at all levels are able to receive the training they need. These training plans consist of four stages: orientation, skills development, pre-job quality briefings and health, safety and environment (HSE) trainings. In addition to all ENKA employees working at sites, these training activities are also provided for the benefit of employees of subcontractors and suppliers working at ENKA projects. Within this framework, a total of approximately 892,000 person-hours of training were provided throughout ENKA projects during the reporting period.

EMPLOYEE TRAINING AND DEVELOPMENT AT ÇİMTAŞ

As part of its business strategy and goals for continuous development, Çimtaş regularly plans and implements training and development activities and evaluates the effectiveness of these activities in order to improve the existing competencies and qualifications of its employees,

Training hours provided to employees of Çimtaş group companies is shown in the table below.

■ Hours of Training Provided to Employees of Çimtaş Group Companies

EMPLOYEE TRAININGS	2019									
	CİMTAS PIPE		ÇİMTAŞ PRECISION MACHINING		ÇİMTAŞ STEEL		ÇİMTAŞ SHIPYARD		CİMTAS NINGBO	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
TRAININGS PROVIDED TO EMPLOYEES, TOTAL HOURS	4,234	34,869	1,516	15,397	1,323	30,551	793	11,829	3,392	37,209
TRAININGS PROVIDED TO BLUE COLLAR EMPLOYEES, TOTAL HOURS	-	22,663	-	5,186	-	22,557	62.8	5,879	693	31,657
TRAININGS PROVIDED TO WHITE COLLAR EMPLOYEES, TOTAL HOURS	4,234	12,205	1,516	10,210	1,323	7,993	729.7	5,949	2,699	5,552
HOURS OF TRAINING PER BLUE COLLAR EMPLOYEE, HOURS/PERSON	-	45	-	39	-	36	63	68	43	149
HOURS OF TRAINING PER WHITE COLLAR EMPLOYEE, HOURS/PERSON	57	44	117	88	58	41	104	94	47	79

prepare them for the future and contribute to their personal, administrative and professional development.

In line with its “Together with our competent employees, being the best and most preferred integrated solution partner, including engineering, in challenging contracting projects” vision, Çimtaş commissioned a Leadership Development Programme in 2019 to improve the leadership skills of its mid-level managers and managerial candidates. Trainings for the first two groups has been started. A six-month development programme has been designed in which the theoretical knowledge gained during the training classes will be supported in practice through coaching sessions and participants will be able to engage in projects and prepare presentations based on their own interests. Under the programme, participants receive eight days of theoretical training and two developmental coaching session in the subjects below:

- Personal Leadership
- Relations Management
- Team Management
- Process Management

Aside from the Leadership Development Programme, other training activities were organised on various topics to enable employees of all the Çimtaş group companies to develop their technical and vocational competencies and management skills.

CONTRACTED EDUCATIONAL INSTITUTIONS AND POSTGRADUATE PROGRAMMES

For all Çimtaş employees:

- A discount of 25% is granted at Bilgi University for postgraduate or distance education/online education programmes.
- 30% discount is granted at Bahçeşehir University for postgraduate programmes and when certain points on criteria such as ALES, foreign language exam or GPA are met, the grant may increase up to 50%.

Postgraduate and PhD Education Programme Incentives

In line with the strategic goal of encouraging employee development, incentives are provided to support employees participating in postgraduate and PhD education programmes. In line with this goal, employees who meet the requirements specified in the directive are being paid an incentive premium equivalent to one month’s salary during the first salary payment period following the date on which they graduate from the programme and receive their degree certificate. They also have the right to use one day of paid leave during the working week according to their course schedules.



ENKA SUSTAINABILITY SEMINARS

ENKA continued its Sustainability Seminars series with three new seminars in 2019. These events were organised in order to ensure that employees are informed about current social and environmental issues and to raise their awareness about them.

“Derivation Economy for our Future” Seminar discussed world problems such as climate change, loss of biodiversity and inequality, along with how individuals and institutions can create solutions to these problems through the concept of the “Derivation Economy”.

“A Life Without Barriers is Possible” Seminar was held with the participation of the founding president of the Alternative Life Association as a speaker, in order to provide information about the situations encountered by individuals with various disabilities and thereby to create awareness of what kind of approach is necessary to create a world in which persons with disabilities can live their lives without barriers.

“Nonviolent Communication” Seminar was organised to raise basic awareness about topics such as open communication, understanding through listening, creating grounds for cooperation and producing common solutions to problems while looking out for everyone’s needs.



My journey with ENKA began in 2003 when I enrolled in ENKA Adapazarı High School. I graduated high school ranking first and I was entitled to study Civil Engineering at Boğaziçi University. I have been working at ENKA since 2011. For me, this place is much more than a company; it is a family, a school and it will always remain this way in my perception.

ENKA is an institution that believes in youth and science. It progresses on its way to become a monumental centenarian tree by constantly renewing itself without losing its dynamism and by blending its own infrastructure and accumulated experience. These strong foundations offer equal opportunities for confident and qualified engineers, like us, to take various responsibilities and success comes as a matter of course. I am still at the beginning of my career and thanks to the ENKA culture and its empowerment, I am not afraid to take responsibility. My efforts to succeed in fulfilling the responsibilities I have undertaken until now has been the greatest driving force to improve myself.

I believe that working at ENKA is to be focused on learning and developing, to be hard-working and productive and most importantly to be able to be a happy individual and a good person. Since ENKA makes its biggest investments in people, it enables its employees to participate in professional training activities, seminars and fairs as much as possible. This contributes to keep its workforce dynamic and updated. In the countries where it operates, ENKA primarily employs local human resources, providing employment for many local personnel, giving them the chance to acquire a profession, and making a great contribution to the development of the countries in question.

ENKA is not insensitive to the conditions in its environment and furthermore it is always involved in various social responsibility projects. For example, in the projects on which I worked, we had the opportunity to contribute to community in several ways such as providing scholarships and internships for

university students, organising technical visits to universities, providing various support to village schools and building green motorways with environmental awareness. I have always felt the privilege of participating in these projects, being a member of the ENKA family and I am proud to be a member of this family.

■ İnci Sarıbaşı Yardibi

Deputy Contracts Manager

Serbia Morava Corridor Motorway Project

“ENKA IS MUCH MORE THAN A COMPANY; IT’S A FAMILY, A SCHOOL.”

#GrowingBetterTogether



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ASPECT

OCCUPATIONAL HEALTH AND SAFETY



FOR ENKA, IT IS NOT ONLY A PRIORITY, BUT ALSO AN INDISPENSABLE VALUE THAT ALL ITS STAKEHOLDERS, PARTICULARLY ITS EMPLOYEES, SHOULD BE ABLE TO RETURN TO THEIR HOMES AND FAMILIES AT THE END OF WORK WITHOUT HAVING EXPERIENCED ANY FORM OF INJURY. IN LINE WITH THIS PERSPECTIVE, VARIOUS PRACTICES AND DEVELOPMENT PROGRAMS FOR OCCUPATIONAL HEALTH AND SAFETY ARE IMPLEMENTED IN ALL ACTIVITIES PLANNED AND MANAGED.

ENKA HEALTH, SAFETY, SOCIAL AND ENVIRONMENT POLICY

The Occupational Health and Safety structure in ENKA begins with the commitment by the senior management. This strong commitment, which is the foundation of ENKA’s activities and management system, is shared with all of its stakeholders through the [Health, Safety, Social and Environment Policy \(HSSE Policy\)](#). The commitment clearly described in the HSSE Policy is implemented effectively through internal procedures and trainings, workshops, plans,

instructions, check lists, forms and other instruments that are developed in line with these procedures. Areas that are open to improvement are identified through audits and according to the results of these audits, the system is reviewed and necessary actions are taken in line with the principle of continuous improvement.

Occupational Health and Safety (OHS) is addressed without concessions wherever ENKA is active and everyone within the boundaries of the worksites, including subcontractors, is considered to be an ENKA employee and subject to the same standards.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM AND OHS RISK ASSESSMENTS

Following the activities and audits carried out in 2019, the transition from the OHSAS 18001 Occupational Health and Safety Management System to the ISO 45001:2018 Occupational Health and Safety Management System standard was successfully accomplished. Together with ENKA Headquarters and all ENKA İnşaat projects now formulate and implement their OHS management systems in line with the ISO 45001:2018 standard.

Besides, ENKA Power, ENKA TC, Cımtaş Pipe, Çımtaş Steel, Çımtaş Module and Shipyard and Çımtaş Precision Machining all hold OHSAS 18001 certificates and manage their OHS management systems in compliance with the requirements of the OHSAS 18001 standard.

All ENKA activities are carried out in compliance with Law No. 6331 on Occupational Health and Safety of the Republic of Turkey and the local regulations of the countries where ENKA operates. For example; ENKA’s subsidiaries in Russia comply with the Russian Federation Federal Law No. 197 and with all regulations within the framework of this law.

The top priority in all the locations where ENKA operates, and in all of its business activities, is for employees to conduct their work without injury. Within this framework, all existing and potential HSE (Health, Safety and Environment) risks are identified, assessed and managed. A proactive approach is adopted while managing these risks and all processes are conducted in compliance with approved procedures and relevant regulations.

At ENKA İnşaat projects, the main steps of ENKA HSE risk management are the General Risk Assessments conducted at the beginning of each project, specific risk assessments developed according to the specifics of the work to be carried out, and the Job Hazard Analyses.

The risks and necessary precautions which are identified through risk assessments are evaluated by the project management groups and HSE Departments and addressed in accordance with the risk management hierarchy. According to the risk management hierarchy, the following steps are taken progressively for any identified risk:

- Elimination: Eliminating the risk at its source.
- Substitution: Replacing any risk or hazardous situation, event or item of equipment with a less hazardous one.
- Engineering Controls: Placing physical or protective equipment between the risks and those who are liable to be damaged due to risks.
- Administrative Controls: Relaying the risks and protective measures to the employees who are under risk of injury through directives and instructions.
- PPE: Personal Protective Equipment.

Once these steps are taken in order and it is ensured that all the risks are thoroughly assessed and they are at an absolutely acceptable level, then the risks and related protective measures are communicated to all employees.

OCCUPATIONAL HEALTH AND SAFETY COMMITTEES

In compliance with the laws and regulations, ENKA and its subsidiaries establish and hold meetings of HSE and OHS committees. All ENKA İnşaat projects have HSE committees, while ENKA Headquarters, ENKA Power and the Çımtaş Group companies have OHS Committees. These committees meet regularly to review Occupational Health, Safety and Environment performance and decide on the main actions that need to be taken. The committees consist of employer representatives, OHS experts, the workplace doctor/nurse, a human resources expert, an administrative officer, employee representatives, representatives of the labour union if any, and other relevant experts depending on the agenda. Special attention is paid to ensure that the employee representatives are chosen through elections.

During committee meetings and training activities, and through the use of other communication tools, it is clearly emphasised that all employees have the authority to “STOP” any work which they consider to be unsafe. Anyone working at ENKA, regardless of their job description, may use the right to stop work without reservation. The authority to “STOP WORK” is clearly defined in ENKA HSE procedures, where it is stated unequivocally that employees who use this authority will not face any sanctions.

ENKA believes that all accidents can be prevented through its participatory, risk-based management system. However, should any undesired incident occur which results in harm to a stakeholder, it is investigated in detail, regardless of the severity. Corrective action plans are drawn up according to the investigation and analyses conducted, and these plans are followed meticulously to prevent reoccurrence of any similar incidents. Subsequent “Lessons Learned” which are developed after all incidents are shared with all projects to prevent such incidents from reoccurring.



Within each and every ENKA organisation there are HSE units which report to the most senior manager and employ competent employees to ensure that the HSE processes function and are managed properly. ENKA İnşaat HSE management structure is summarised in the organisational chart on the right.

Within ENKA İnşaat, HSE Department reports to the President and Chairman of the Executive Committee. The Director of Quality, HSE & Integrity, the Corporate HSE Manager and the HSE Engineers are all parts of the Corporate HSE Department located at ENKA Headquarters and the department ensures communication and coordination with all projects.

The HSE departments established for all projects, are organisationally affiliated to both the project management and the Corporate HSE Department. Thanks to this organisational scheme, the HSE performances of all projects are regularly monitored and their compliance with all relevant standards is ensured.

The personnel employed in the project HSE departments regularly participate in nationally and internationally-accredited certification and diploma programmes to further their personal and occupational development. Training units formed within the HSE departments provide training for employees in line with the project training plans.

One of the most important aspects of HSE management is to seek and obtain the opinions of employees and ensure their active participation in HSE processes.

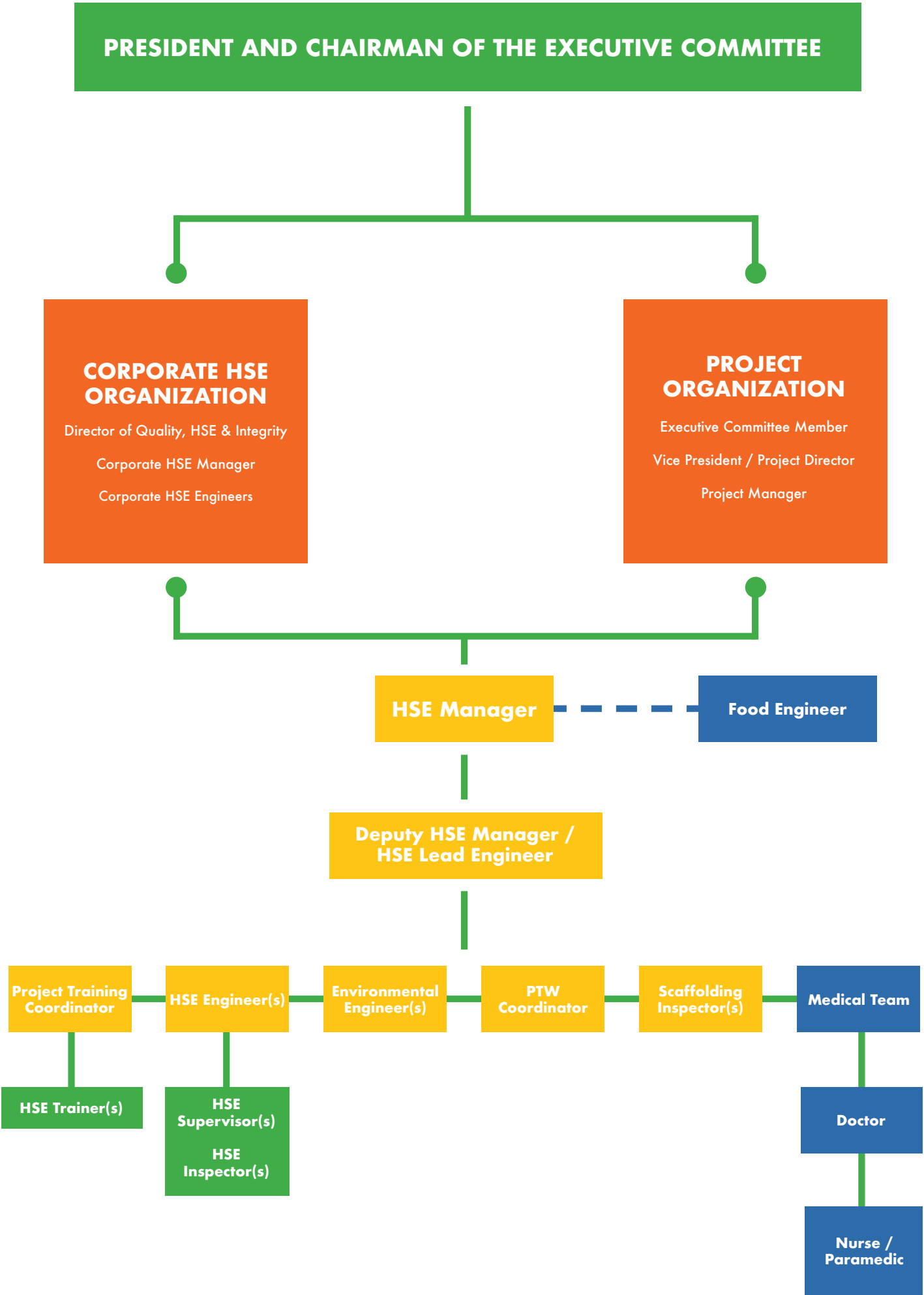
The HSSE Policy is publicly available on ENKA’s website and it is conveyed to all employees during orientation training. Instructions, directives and procedures related to HSE processes are also communicated to employees through regular training programmes. Aside from training activities, this information is also available on internet and it is communicated to employees via the HSE bulletin boards at the projects. News and developments are regularly shared with all employees through the HSE Newsletter system, which establishes an internal communication platform within the company.

At ENKA, employees always have a say on how their activities can be made safer. All employees are encouraged to report in detail any unsafe conditions or events they may observe in the workplace. Non-conformities identified by employees are assessed, and the necessary precautions are taken, through the use of the Behaviour-Based Occupational Safety Programmes and the “Observation Cards” in place at ENKA İnşaat projects.

ENKA İnşaat and its subsidiaries conduct OHS committee meetings at various intervals according to the relevant risks and regulations. The committees are formed with the participation of the subsidiaries’ managers, HSE managers and employee representatives. In these committees OHS performance data, identified major risks, feedbacks, requests and demands are discussed and decisions are made accordingly. The opinions and suggestions of the employee representatives are taken into consideration when making these decisions. At Çimtaş, in addition to the committee meetings, personal suggestion systems and kaizen schemes have been created to enable employees to participate in the OHS system.

Additionally, HSE committees are established in all projects under the guidance of the project managements and the project HSE departments. These committees gather weekly and monthly for “Zero Accident Team Meetings” to review the HSE performance of the projects and decide on the main actions that need to be taken. Employee representatives are also present in these committees in numbers proportionate to the number of total employees.

A revision has been made in the ENKA HSE organisational chart in 2019 according to the risk evaluations carried out for the transition to the ISO 45001 standard. As a result, the scaffolding inspectors, who are responsible with inspecting the scaffoldings at projects, have been included in the HSE organisational chart.



HSE TRAININGS

ENKA and all its subsidiaries have detailed plans and procedures which are developed in accordance with the requirements of relevant laws, regulations and management system standards, for the training of employees. Accordingly it is determined which and how often employees should receive training according to their professions and responsibilities.

Training coordinator and competent trainers in training units within ENKA İnşaat HSE departments create training plans and carry out training activities. To overcome the language barriers which arise when undertaking work all around the world, local instructors are employed in the training units to provide training to the local employees in their native languages.

HSE trainings at ENKA are conducted under 3 main headings. These are:

1. Orientation and Toolbox Training,
2. Technical Training,
3. System Training.

Orientation and Toolbox Training, which form the basis of all HSE training, are mandatory for all employees when they start working on an ENKA project.

Technical Training is provided on topics such as working in confined spaces, safe use of hand tools and working at height with the aim of ensuring that the activities in question are carried out safely. System Training focuses on the functioning and details of various systems such as the ENKA HSE System, the Permit to Work System and ISO Management Systems.

With the transition to the ISO 45001 standard, the efficiency of the training provided to employees is assessed and tracked more effectively. To this end, the HSE Training Procedure has been revised and re-named as HSE Training and Competency Procedure.

As shown on the following table, a total of 882,527 person-hours of HSE training were provided to employees at ENKA İnşaat in 2019. Within this figure, the amount of specific training, which is the sum of technical and systems training, was 326,525 person-hours. Orientation and Toolbox are not included in specific training since they constitute the basis for HSE training. Annual training goals are determined and updated using the Specific Training Ratio, which is based on the total amount of technical and system trainings.

The increase in the total training hours and the Specific Training Ratio in 2019 compared to 2018 is thought to have contributed to a parallel decrease in the number of training-related incidents in 2019.

**HSE TRAININGS PROVIDED
BY ENKA İNŞAAT IN 2019**
882,527
PERSON-HOURS

■ HSE Training Hours by Year

YEAR	TOTAL (PERSON- HOURS) -A-	TOTAL SPECIFIC TRAININGS (PERSON- HOURS) -B-	RATIO OF SPECIFIC TRAININGS -C- (C=B/A)	TOTAL OF ALL TRAININGS (PERSON- HOURS) -D-	TOTAL TRAINING RATIO -E- (E=D/A)
2019	38,872,244	326,525	0.0084	882,527	0.023
2018	47,165,738	274,525	0.0058	732,225	0.016
2017	53,400,045	338,774	0.0063	1,025,123	0.019

In 2019, a total of 1,053,894 person-hours of HSE trainings were given at ENKA and its subsidiaries. The distribution of training hours among ENKA İnşaat, ENKA Power, Çimtaş, ENKA Real Estate (ENKA TC, CCI, MKH), ENKA Pazarlama, ENKA Foundation and ENKA schools is shown in the table below.

■ HSE Training Hours by Company/Organisation

	WHITE COLLAR		BLUE COLLAR	
	TRAINING DURATION PERSON-HOURS	AVERAGE TRAINING HOURS PER PERSON	TRAINING DURATION PERSON-HOURS	AVERAGE TRAINING HOURS PER PERSON
ENKA İNŞAAT	143,691	53.64	738,836	53.64
ÇİMTAŞ GROUP	36,892	40.1	117,198	74.3
ENKA POWER	704	8.09	2,322	12.97
ENKA REAL ESTATE	5,475	12.19	8,278	16.86
ENKA SPORTS CLUB	16	0.18	16	1
ENKA PAZARLAMA	192	1.67	226	8.07
ENKA SCHOOLS	24	0.05	24	0.38
TOTAL	186,994	38.92	886,900	53.74



EMPLOYEE HEALTH

Protecting the health of its employees is the foremost priority of ENKA. For this reason, health care units have been established in line with the associated risks of the organisation and the activities in which it is engaged, and are available at ENKA İnşaat and all its subsidiaries for the use of its employees.

To protect the health of employees working on ENKA projects, which are located in numerous challenging locations, comprehensive site clinics and infirmaries are established where expert doctors, paramedics and nurses are employed. The doctors and nurses in these clinics provide a 24/7 service and attend to all the health problems of the employees in detail. All the clinics are equipped with AED and ECG devices, oxygen support equipment, tools and stretchers and trauma intervention kits which are ready to use. Additional medical equipment that is needed is identified through detailed health risk assessments.

All employees are able to apply to these healthcare services not only when they have health problems due to their work but for other health problems as well. Treatment is completely free of charge and in line with the relevant standards.

ENKA and its subsidiaries maintain the highest level of food health. Food health and hygiene inspections are conducted periodically and all necessary precautions are taken to prevent any health problems.

In order to conduct health management at ENKA İnşaat projects more effectively and eliminate human error, a Health Module was commissioned as part of the EHSE software in 2019. With this Health Module, it is possible to create medicine inventories, keep track of clinical records, performance reports and medical visit schedules online.

OHS PERFORMANCE

While calculating the recordable incident frequency ratio, incidents at the first-aid level are excluded; all incidents requiring medical treatment, restricted work cases, lost day incidents and incidents involving fatalities were included. The lost time incident ratio was calculated based on calendar days. Lost times were calculated starting from the day following the incident.

■ ENKA's Lost Day and Occupational Incidents Performance, 2019

ENKA GROUP	2019 TOTAL PERSON-HOURS	46,485,851				
	INCIDENT TYPE/RATIO	NUMBER				TOTAL
		FEMALE		MALE		
		BLUE COLLAR	WHITE COLLAR	BLUE COLLAR	WHITE COLLAR	
	NUMBER OF FATALITIES	0	0	1	0	1
	NUMBER OF LOST TIME INCIDENTS	0	0	29	1	30
	LOST TIME INCIDENT FREQUENCY RATE	0	0	0.12	0	0.13
	NUMBER OF LOST DAYS	0	0	780	2	780
	LOST TIME INCIDENT SEVERITY RATE	0	0	3.36	0.1	3.36
	NUMBER OF RESTRICTED WORK CASES	0	1	16	0	17
	NUMBER OF MEDICAL TREATMENTS	2	0	76	0	78
	NUMBER OF FIRST AID CASES	0	0	546	0	546
	NUMBER OF RECORDABLE INCIDENTS	2	1	122	1	126
	RECORDABLE INCIDENT FREQUENCY RATE	0.009	0.004	0.525	0.004	0.538
	ABSENTEE RATE					X
	WORK RELATED ILLNESSES FREQUENCY RATE					X

SUBCONTRACTORS	2019 TOTAL PERSON-HOURS	3,343,948				49,829,799	
	INCIDENT TYPE/RATIO	NUMBER				TOTAL	TOTAL (ENKA+ SUBCONTRACTORS)
		FEMALE		MALE			
		BLUE COLLAR	WHITE COLLAR	BLUE COLLAR	WHITE COLLAR		
	NUMBER OF FATALITIES	0	0	0	0	0	1
	NUMBER OF LOST TIME INCIDENTS	1	0	5	0	6	36
	LOST TIME INCIDENT FREQUENCY RATE	0.06	0	0.30	0	0.36	0.14
	NUMBER OF LOST DAYS	3	0	102	0	105	885
	LOST TIME INCIDENT SEVERITY RATE	0.18	0	6.10	0	6.28	3.56
	NUMBER OF RESTRICTED WORK CASES	0	0	1	0	1	18
	NUMBER OF MEDICAL TREATMENTS	0	0	29	0	29	107
	NUMBER OF FIRST AID CASES	0	0	2	0	2	548
	NUMBER OF RECORDABLE INCIDENTS	1	0	35	0	36	162
	RECORDABLE INCIDENT FREQUENCY RATE	0.06	0	2.09	0	2.15	0.65
	ABSENTEE RATE					X	X
	WORK RELATED ILLNESSES FREQUENCY RATE					X	X

ENKA's performance in 2018 and 2019 against "Caring for Employees" section of its 2027 Sustainability Goals is presented below.

CARING FOR EMPLOYEES	ENKA GROUP	ENKA 2027 SUSTAINABILITY GOALS	2018	2019
		We aim to have at least 35% of our white-collar employees to be women by the year 2027.	Ratio of female employees to total white collar employees reached 28%.	Ratio of female employees to total white collar employees was 27%.
		We will maintain our Zero Accident Policy without any compromise.	Target met	Target met
		We aim to have at least 5% of ENKA white-collar employees participate in volunteering projects until 2027.	3%	5%
		We aim to increase training hours per employee 5% every year until 2027.	Compared to 2017, training hours per employee increased by 40.5% for female employees and 31.7% for male employees.	Compared to 2018, training hours per employee increased by 9.81% for female employees and 14.13% for male employees.
	We will conduct an employee loyalty survey every two years across ENKA Group and we aim to increase the satisfaction ratio to at least 90% by the year 2027.	Survey results valid since 2017: Employee Satisfaction and Loyalty Rate was 88% in ENKA İnşaat and 90% in ENKA group as a whole.	According to the survey conducted in 2019; Employee Satisfaction and Loyalty Rate is 90% in ENKA İnşaat and in ENKA group as a whole.	
	ENKA SCHOOLS	ENKA Schools will extend the scope of employee trainings (In-Service/External Trainings/ Occupational Trainings/Certificate Programmes) in order to maintain employee competency and satisfaction.	Target met	Target met