

waste, rapid kaizen and team kaizen activities are undertaken for continual improvement. In 2018, a total of 174 team kaizen projects were held. White-collar teams from different departments have participated in 44 rapid kaizen activities. Using the Individual Suggestion System which allows employees to make suggestions towards the improvement of the status quo, assesses them, puts those that are appropriate into practice and rewards suggestions, a total of 7,059 before-after kaizen activities were carried out in 2018.

The 5S Method is implemented in all manufacturing and non-manufacturing areas and an autonomous maintenance system is employed at all machines in order to ensure improvements to workplace safety, ergonomics, product flow and systematic formation with work on materials, workmanship, equipment, space and energy efficiency.

The R&D and improvement works undertaken in all fields serve the entirety of Çimtaş Steel systems, with quality, Occupational Health and Safety, environment and energy management systems benefiting in the first place.

For more information on Çimtaş Quality Policy, please visit: <https://www.Çimtaş.com/en/departments/quality/quality-and-client-satisfaction-policy/>

QUALITY MANAGEMENT AT ENKA POWER

Quality is among core values of ENKA Power Plants' Management System.

Works on quality undertaken at ENKA Power plants also serves towards developing operational and maintenance services' quality, reducing losses in time and materials, increasing the efficiency of production, planning and employees, and improving the working environment. The effectiveness, efficiency and sustainability of the quality management system is ensured through routine quality audits carried out at the plants.

ENKA POWER PLANTS' QUALITY MANAGEMENT SYSTEM HAS BEEN AUDITED AND CERTIFIED BY THE TURKISH STANDARDS INSTITUTE IN LINE WITH TS EN ISO 9001 STANDARD.

CUSTOMER SATISFACTION

As stated in the first article of its Quality Policy, focus on customers and feedback are ENKA's priorities. With this perspective, ENKA intends to attain lasting customer satisfaction and establish sustainable relations with its customers. ENKA begins to value its customers' views and expectation even before the contract is signed and identifies project requirements and the indicators that will allow for the monitoring of whether these requirements have been met in cooperation with the customer.

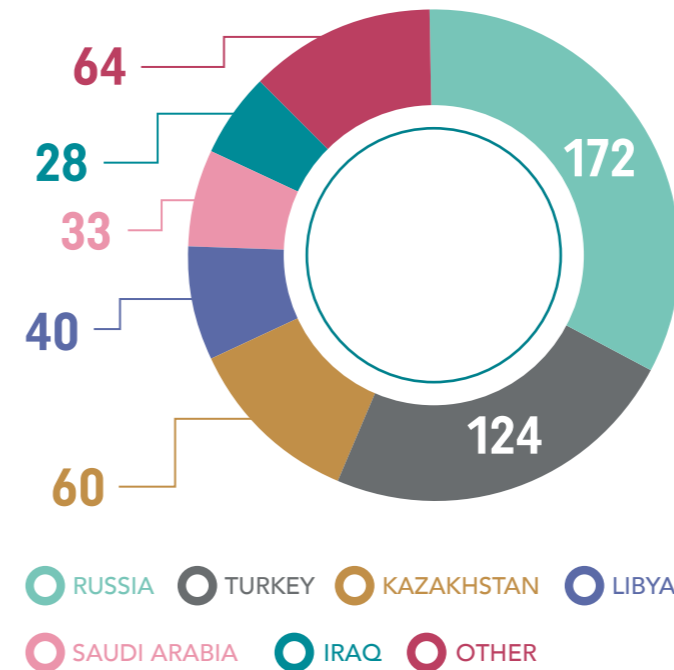
ENKA PROVIDES REGULAR FLOW OF INFORMATION TO ITS CUSTOMERS ON QUALITY PERFORMANCE THROUGHOUT THE PROCESS AND INTENDS FOR THERE TO BE NOT THE SLIGHTEST DOUBT REGARDING THE QUALITY OF THE GOODS DELIVERED.

Furthermore, ENKA mobilises relevant departments immediately to assess questions, suggestions and opinions from customers and takes care to respond as soon as possible to queries from customers.

In line with its customer-focused understanding of business, ENKA views its practice of running customer satisfaction surveys upon completion of projects as one of the most important stakeholder feedback mechanisms. Survey results are treated as important data in improving process performance, system updating work and the formation of action plans.

The next figure shows the distribution of ENKA İnşaat's completed and ongoing projects by country. Countries in which ENKA İnşaat performed less than 25 projects, have been grouped together in the "Others" category. In every region where it operates, ENKA has succeeded in laying strong foundations with its customer-focused approach and quality of work and has established long-term sustainable relations with customers.

DISTRIBUTION OF ENKA İNŞAAT PROJECTS BY COUNTRY



Besides requesting its customers to evaluate projects as a whole, ENKA makes use of its "Customer Satisfaction Monitoring" procedure in order to be able to evaluate customers' expectations and views clearly concerning each and every aspect of the work done during the project.

Within the reporting period, no surveys were completed by customers and customers have not reported complaints through other channels.

In general, this procedure is implemented at the completion phase of projects, in coming periods it will be implemented at more than one phase of the project and the necessary improvements will be carried out while the project is underway, ensuring that customers receive the projects with maximum satisfaction.

The security of the data of all customers and stakeholders is of great importance in stakeholder relations which rest on mutual trust. To this end, works on ISO 27001 – Information Security Management System has begun under the direction of Corporate Quality and Corporate Information Technology departments. Governance policies and procedures were prepared and the information technology infrastructure has been revised as part of the relevant standards requirements associated with this undertaking. Examinations and risk analyses have been carried out in the field of information security and improvement areas were identified.

ÇİMTAŞ

In order to define methods of measuring customer satisfaction, assessing results, defining the process to be followed in cases of complaints and expressions of satisfaction and identifying the root causes and remedial actions for complaints, Çimtaş Steel received certification of fully implementing the ISO 10002 Customer Satisfaction Management System in 2014 and became the first company in the ENKA Group of Companies to start implementing the system.

The core values for managing customer satisfaction and complaints at Çimtaş Steel are accessibility, responsiveness, objectivity, confidentiality, customer-focused approach, accountability and continuous improvement.

In addition to Çimtaş Steel; Cintas Pipe, Çimtaş Precision Machining and Cintas Ningbo companies also hold Customer Satisfaction Certificates.

ENKA SYSTEMS

ENKA Systems implements a policy of "Unconditional Customer Satisfaction". In full awareness that the software sector is also a service sector, it has structured itself in such a way as to provide a seamless service to its customers to enable them to derive the maximum benefit from its products. In this context, the company supports its customers and gathers feedback from them throughout the lifetimes of its products.

The results of the Customer Satisfaction Surveys 2018 carried out by the ENKA subsidiaries are shown in the table below:

ENKA SUBSIDIARIES*	ENKA SUBSIDIARIES' CUSTOMER SATISFACTION RATES (%)
CCI	90
ENKA TC	96.6
ENKA Foundation	99.5
MKH	80
Mosenka	100
OMKH	90
ENKA Pazarlama	90
Cimtas Ningbo	92
Cimtas Pipe	95
Çimtaş Steel	86

*As ENKA Power is operated under the Law on Build-Operate, a customer satisfaction survey cannot be carried out.



"ENKA SETS AN EXAMPLE FOR CORPORATE SUSTAINABILITY MANAGEMENT FOR ALL ITS STAKEHOLDERS AND SOCIETY-AT-LARGE."

We believe that ENKA and Honeywell, which is a global leader in Industry 4.0 technologies and has been active in Turkey since 1992, have a long-lasting connection that has been augmented with many successful projects. We are proud to have added value to projects ENKA has realised with many contributions, such as industrial automation and building management systems, efficiency and security applications. The cooperation between Honeywell and ENKA is not limited to Turkey, but extends to many very successful projects around the world such as West Qurna and Najybia power plants in Iraq, the Sakhalin OPF Oil Processing Plant in Russia and Esentai Park in Kazakhstan. We believe that our cooperation will continue even stronger in the age of Industry 4.0.

We follow the steps ENKA is taking to meet its own commitment on sustainability with great interest and admiration. Taking into consideration the responsibility that we have towards the future generations and the Earth, these steps are very significant, and as in many other fields ENKA sets an example on sustainability management too for all of its stakeholders and society-at-large. That ENKA's sustainability management system supports a wide range of United Nations Sustainable Development Goals, from quality education to gender equality, clean water to climate action, makes the model even more valuable and worth observing. In addition, FTSE Russell (FTSE International Limited and Frank Russell Company) has approved that ENKA İnşaat has been independently assessed according to FTSE4Good criteria and that it earned itself a place on the FTSE4Good Index Series. The independent assessment proves how much importance ENKA attaches to the matter and how it has made it a part of its corporate culture.

I think ENKA's sustainability commitment is very important. I am of the opinion that leading companies such as ENKA have a responsibility to furnish examples for other firms and society-at-large with their attitude and practices. As a company that has great knowledge, especially on energy efficiency, and constantly produces new technologies Honeywell attaches great importance to sharing values such as sustainability with its stakeholders and maintaining high standards. As such, we are extremely pleased to be a stakeholder of ENKA and greatly admire ENKA's determined stance, especially when it comes to sustainability. We sincerely believe that best practices such as ENKA's sustainability management will expand as a virtuous circle to all stakeholders and in the end to society-at-large, for as long as all firms adopt shared values and make following high standards a rule in their business relationship, as in the case of ENKA and Honeywell.

ENKA is one of the most important global brands to emerge from Turkey, with a corporate legacy extending from 1957 to the future and its philosophy of focusing on projects with very complex design and engineering works and risks. We believe that ENKA is among the leading brands in the world, not just in its engineering and construction, power generation and real estate investment and management activities, but also with its Sustainability Management and Corporate Social Responsibility models.

Selçuk Şandan

*Honeywell Turkey and Central Asia
Corporate Communications Manager*

ENKA'S SUSTAINABILITY MANAGEMENT SYSTEM SUPPORTS A WIDE RANGE OF UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS, FROM QUALITY EDUCATION TO GENDER EQUALITY, CLEAN WATER TO CLIMATE ACTION, MAKES THE MODEL EVEN MORE VALUABLE AND WORTH OBSERVING.

