

## LOCAL EMPLOYMENT

ENKA supports local economies in Turkey and every country it operates in through its wide supply chain, the added value it creates and employment opportunities it provides both directly and indirectly.

**SINCE MANY OF THE PROJECTS ENKA UNDERTAKES ARE LOCATED IN DEVELOPING COUNTRIES AND CONSEQUENTLY IN REGIONS WHERE EMPLOYMENT OPPORTUNITIES ARE LIMITED, EMPLOYMENT OPPORTUNITIES CREATED BY ENKA FOR LOCAL COMMUNITIES DIRECTLY INFLUENCE THE ECONOMIC AND SOCIAL DEVELOPMENT OF THESE REGIONS.**

ENKA follows a policy of recruiting labour needed for its activities from the local pool of labour. These employees are supported with technical, administrative and social skills training programmes and many employees obtain new vocational skills through these programmes. All ENKA employees are provided with opportunities to improve themselves continuously both in their fields of expertise and in other fields in which they may gain valuable experience.

During the most intensive period of ENKA's Kosovo Motorway Project Route 6, approximately 3,000 personnel from 11 different countries were employed. Approximately 82% of the workforce requirements of the project were met by local employees and a total of more than 57,000 person-hours of training was provided for all employees on technical and social skills as well as on subjects such as environment, safety and health.

A monthly average of 2,400 local personnel was employed on the Kashirskaya Multi-Functional Trade Centre project, which was completed in 2018 and the ratio of local personnel to the total project payroll was 92%. Approximately 280,000 person-hours of training was provided during the project.



Kosovo Route 6 Motorway Project

Thanks to the local employment policy implemented at Tengiz projects in Kazakhstan since 1993 and in line with the recruitment, training, development and sustainability practices in force, the percentage of Kazakh citizens employed in on-going projects has reached 90%. Local employment efforts continue in order to maintain this success.

Cimtas Ningbo, which successfully manufactures piping, skid, module and rapid-attachment flange installation

parts and has delivered them to more than 50 countries since its establishment, continues its activities in China with 92% of its workforce consisting of local employees.

ENKA never pays its employees salaries lower than the minimum wage set in the countries it operates in. 99.9% of ENKA employees receive salaries higher than the minimum wage.



Tengiz Spool Shop



**Çimtaş Steel Welding Training Workshop and Employment-Backed Welding Training:**



Welders have been trained and certified by Çimtaş Welding Technologies Centre at Çimtaş Steel Welding Training Workshop since 1981. A School of Welding was also established within the Welding Department at Cimtas Pipe in 2006. The proficiency of the welders trained here is validated by independent certification companies conducting examinations in line with international standards (ASME, EN, AWS, LR etc.).

To date, more than 4,500 welders have been trained at welders' training sessions organised by a team of experts including welding trainers, welding inspectors and welding engineers. In 2018, 276 individuals attended welders' training and 132 of these individuals were then employed at Çimtaş Steel and 144 were employed at Cimtas Pipe.

The table on the right hand side shows the distribution of employees who work at various positions in ENKA İnşaat by place of origin. Personnel from regions where ENKA operates are categorised as "local employees". Personnel who are citizens of a third country, other than Turkey and countries where ENKA operates categorised as "other employees".

	NUMBER OF EMPLOYEES	RATIO %
Turkish Employees	2, 261	21.53%
Local Employees	7,141	68%
Subcontractor Employees	203	1.93%
Other Employees	897	8.54%
<b>TOTAL</b>	<b>10,502</b>	<b>100%</b>

Number of Local Employees employed in Senior Management throughout ENKA

NUMBER OF LOCAL EMPLOYEES EMPLOYED IN SENIOR MANAGEMENT <sup>8</sup>	LOCAL	FOREIGN	PERCENTAGE (%)
ENKA İnşaat and Subsidiaries	116	27	81%

**ENKA GROUP**



**11,237**

At ENKA Group 11,237 local personnel were employed.



**59.8%**

The consolidated local staff ratio for all the projects and subsidiaries was 59.8%



**856,209**

The total person-hours spent on Occupational Health and Safety and Environmental Training reached 856,209 person-hours.



**400**

A total of 400 interns were employed.

<sup>8</sup> For ENKA İnşaat: Board of Directors, Executive Committee and Vice Presidents



Çimtaş





**“WORKING AT ENKA IS A FORM OF IDENTITY. PEOPLE AT ENKA FEELS PRIVILEGED. THIS GOES FAR BEYOND A SENSE OF BELONGING TO AN INSTITUTION.”**

I started to work at ENKA when I graduated in 1996 and as of this moment I have spent half of my life, 22 years, at ENKA.

Working at ENKA is a form of identity. ENKA employees feel privileged. This goes far beyond a sense of belonging to an institution. There is a corporate culture here that is predominantly human-centred. The elders are well respected and the younger people are embraced and looked after. Youth and dynamism are adored. Heartfelt sincerity prevails. There are no masters or superiors, there are only elder brothers / sisters. There is great respect and enthusiasm for the engineering profession. In a professional sense, I think ENKA is a heaven for engineers. I think this has had a great role in the constant success ENKA has enjoyed for over 60 years.

At ENKA, we take the greatest pride in the works we do and want to see ENKA quality achieved in every job we take on, wherever it may be in the world and under whichever conditions it may be carried out. There is no room for excuses at ENKA, where promises to customers are fulfilled no matter what. This is what makes us who we are. We are aware that we operate in a sector in which the capital is people and that requires labour at a large scale and that efficiency can only be assured by educated, competent, aware, happy and motivated employees.

While our work may be summarised as project management, given the scale of the projects we undertake, we inevitably find ourselves in continual interaction with the environment and societies we operate in. For ENKA, what matters is minimising negative impacts on the environment and providing socio-economic benefits to communities while undertaking projects for the good and welfare of society.

Through the SCPX pipeline project which we undertook recently and which will supply natural gas to Turkey and Europe, we have constructed

pressure reduction and metering stations in three different regions in Georgia. This project, which is very important for Turkey, for our customer (BP) and other stakeholders, was awarded the Global Best Project Award in the Industry/Power category by ENR, the world's most respected publication for the construction sector. The project also received other prestigious awards, such as from the British Safety Council. Our customer was very satisfied with working with us and the experience they gained, while the state of Georgia was happy with the standards and value-added we created in the region. That we have become one of the most sought after employers in Georgia in terms of developing villages in the region, keeping residents happy and providing employment supports our sustainable success.

ENKA carries out projects in many parts of the world, some of which suffer from unemployment. ENKA makes a significant contribution to alleviating the problem of employment in regions where its projects are located. At the same time, ENKA believes that training and vocational development as the firmest legacy it can impart to a region. To give a recent example, at the 3GP project we have just begun in Kazakhstan, we plan to train and certify 3,000 local employees, for which we have completed the investment phase and began training in two professional disciplines.

Under ENKA's local procurement strategy, we consider contributing to the local economy as a responsibility and are setting high targets. We conduct programmes to ensure suppliers can meet project specifications, and regularly widen our supplier pool by adding new local suppliers.

**Hakan Kozan**

*Member of the Executive Committee (Oil & Gas and Petrochemicals Projects)*