

**EMPLOYEE PROFILE** (as of December 31<sup>st</sup> 2018)

	BLUE COLLAR		WHITE COLLAR	
	Female	Male	Female	Male
Number of Employees	587	9,845	1,295	3,353
Ratio (%)	4%	65%	9%	22%
<b>Total</b>	<b>15,080</b>			

Age Distribution	BLUE COLLAR		WHITE COLLAR	
	Number	Ratio (%)	Number	Ratio (%)
< 30	2,907	19%	1,292	9%
30 - 50	6,479	43%	2,883	19%
> 50	1,046	7%	473	3%
<b>Total</b>	<b>10,432</b>	<b>69%</b>	<b>4,648</b>	<b>31%</b>

	BLUE COLLAR		WHITE COLLAR	
	Number	Ratio (%)	Number	Ratio (%)
Number of Employees with Disabilities	80	0.53%	27	0.18%

**Number of Employees by Contract Type with Gender Breakdown**

	FEMALE	MALE
Permanent	1,367	5,067
Temporary	515	8,131

**Number of Employees by Contract Type with Country Breakdown**

	PERMANENT	TEMPORARY
Turkey	3,301	412
Russian Federation	1,303	705
China	98	249
Afghanistan	13	141
Georgia	59	280
India	38	335
Iraq	231	945
Kazakhstan	1,002	2,098
Kosovo	145	1,235
Mexico	51	273
Mauritania	2	12
Paraguay	38	362
Romania	1	0
Sri Lanka	53	671
Saudi Arabia	44	562
Turkmenistan	24	246
Gabon	0	1
Kenya	21	112
Greece	10	7

**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 INDISPENSIBLE PART OF THE WAY IT CONDUCTS BUSINESS.

ENKA respects human rights, sees wealth in diversity, turns it into an advantage and extends this form of 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 ENKA Code of Business Conduct, employment, promotion and all similar decisions within ENKA concerning human resources are taken regardless of race, national origin, religion, language, colour, age, sex, sexual orientation, disability and any other outlawed discriminatory criteria. In decisions regarding its employees, ENKA only takes the criterion of competence into consideration.

ENKA Human Resources Management Policy, which has been developed with the aim of achieving ENKA's mission, vision and values, is available on ENKA's website.<sup>10</sup>

**RIGHTS PROVIDED TO EMPLOYEES**

All ENKA employees have pension rights and rights to maternity/paternity leave specified in applicable laws. Other fringe benefits provided to employees vary for each company. For example, some ENKA subsidiaries provide their employees with bonuses or with support for private health insurance or private pension fund contributions. ENKA İnşaat is planning to start a private healthcare insurance programme for its employees in 2019.

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

	FEMALE	MALE
Full Time	1,847	13,159
Part Time	35	39

	NUMBER OF EMPLOYEES IN SENIOR MANAGEMENT	RATIO (%)
Female	28	20%
Male	115	80%
<b>Total</b>	<b>143</b>	<b>100%</b>

	NUMBER OF EMPLOYEES IN SENIOR MANAGEMENT	RATIO (%)
< 30	3	2%
30 - 50	93	65%
> 50	47	33%

**Number of Employees at ENKA İnşaat by Employment Category<sup>9</sup>**

	NUMBER OF EMPLOYEES	RATIO
Turkish Employees	2,261	21.53%
Employees from the Local Communities	7,141	68.00%
Subcontractor Employees	203	1.93%
Other Employees	897	8.54%
<b>Total</b>	<b>10,502</b>	<b>100%</b>

<sup>9</sup> 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 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.

<sup>10</sup> <https://www.enka.com/corporate-groups/human-resources/>

