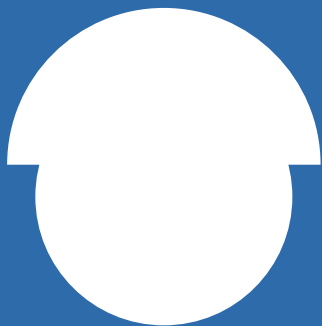


EMPLOYEE PROFILE

(as of December 31, 2019)

Blue Collar



Number of Employees



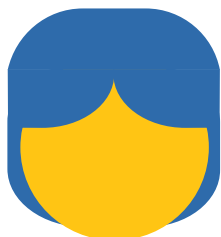
MALE

NUMBER OF EMPLOYEES

15,465

RATIO

74%



FEMALE

NUMBER OF EMPLOYEES

665

RATIO

3%

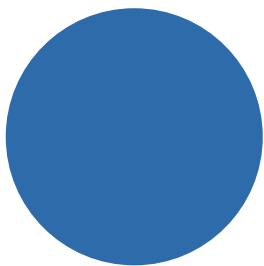
Employee Profile by Age Distribution

| 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.

