

# 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/](http://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**

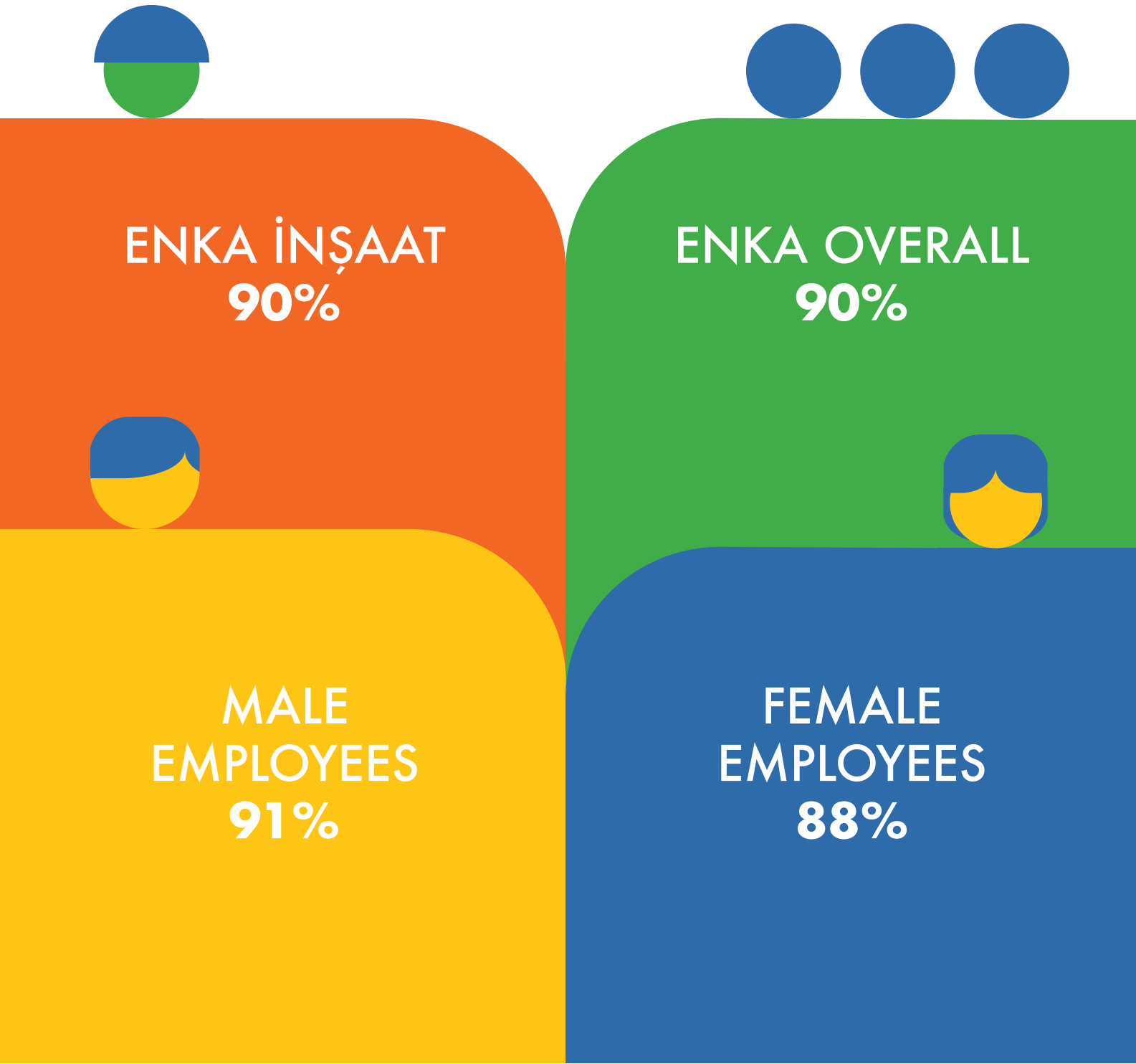


STAKEHOLDER  
ASPECT

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.