

EMPLOYEE PROFILE (as of December 31st 2018)

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

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%
Total	10,432	69%	4,648	31%

	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.¹⁰

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%
Total	143	100%

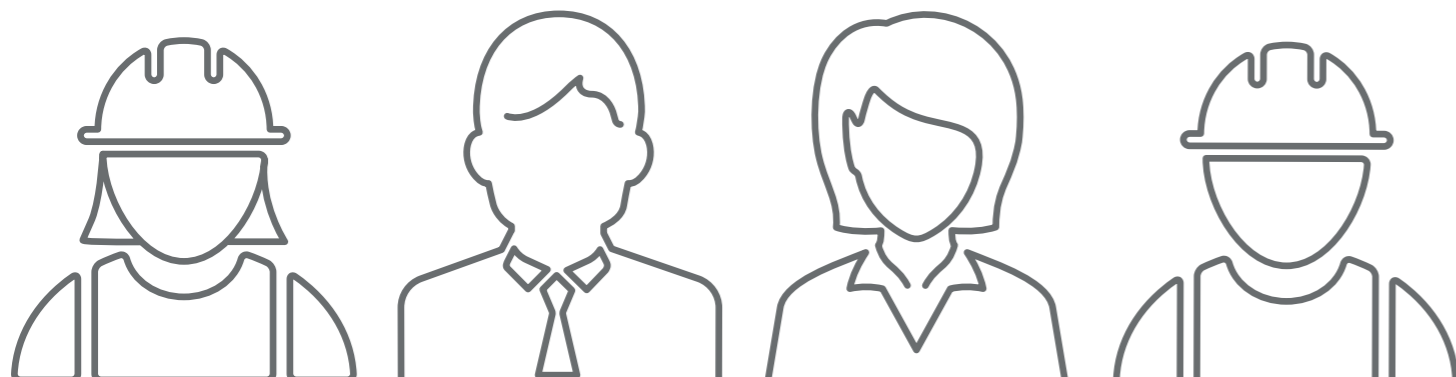
	NUMBER OF EMPLOYEES IN SENIOR MANAGEMENT	RATIO (%)
< 30	3	2%
30 - 50	93	65%
> 50	47	33%

Number of Employees at ENKA İnşaat by Employment Category⁹

	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%
Total	10,502	100%

⁹ 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.

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



All ENKA employees have the right to a 50% discount at ENKA Sports, which is one of Turkey's leading sports clubs. In addition, all ENKA employees have the right to a 20% discount for events organised by ENKA Culture Arts, which hosts a variety of well-respected performances in Turkey.

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 have the opportunity to take part in the trophy race programmes and join the ENKA Sailing Team.

ENKA İnşaat provides all employees working on its projects in various parts of the world with free insurance against emergencies, air ambulance services and health services in clinics set up at project sites. Depending on the conditions in the countries in which ENKA operates and the site locations, a range of social areas which host open-air and indoor sports facilities, game console areas and various table game activities, wireless internet in all working and living spaces as well as satellite TV channel services in residential rooms are provided to enable employees to work in a comfortable, peaceful and pleasant environment.

ENKA İnşaat prepares suitable menus for employees who desire or need special diets both at its projects and its Headquarters in İstanbul. At project sites, special kitchens are set up and separate menus are prepared by Indian cooks to accommodate the culinary preferences of employees of Indian origin.

Throughout the Çimtaş Group, unionised workers are provided with pay and other benefits envisaged in the contracts signed with the unions that represent them. Accordingly, the personnel who are union members 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 employees who are not union members.

Non-unionised workers at Çimtaş benefit from private health insurance as well as being covered by the Turkish Social Security Institution (SGK). If they desire to do so, dependents of employees can also be included in private health insurance coverage. In addition, general personal accident insurance is provided for all employees, whether or not they are unionised, besides private health insurance. Various other practices are in effect with a view to raising the quality of the employees' lives and increasing their productivity such as birth allowances, provisions distributed at religious holidays and support for stationary needs.

EMPLOYEE SATISFACTION

In 2017, an Employee Satisfaction and Loyalty Survey was conducted throughout ENKA for the first time by an independent research company. According to the results of the survey, employee loyalty was 88% at ENKA İnşaat and 90% at ENKA group as a whole. Based on the results of the survey, ENKA Volunteers platform was established in 2018, a survey was carried out with employees to determine ENKA Academy trainings and preparations were started to implement a private health insurance programme at ENKA İnşaat in 2019.

EMPLOYEE SATISFACTION AND LOYALTY

ENKA İnşaat **88%**

ENKA Overall **90%**





"WE ARE GLAD THAT ENKA EXISTS AND WE ARE AT ENKA!"

Working at ENKA is like being the member of a family, a student of a school. We are a very large family, which includes experienced individuals from many different societies and cultures, allowing us to keep learning and teaching, as a result of which we increase our potential, produce high quality work and enjoy deserved pride in our success.

In Turkey and abroad, ENKA supports the personal and academic development of every employee and its touch reaches out to the families of employees.

In addition, ENKA clearly shows that it values its employees with the occupational health and safety, environment, finance, communications and social responsibility trainings it provides through ENKA Academy, the well-educated students it raises at ENKA Schools, successful athletes it trains at the ENKA Sports Club and the culture and arts activities it runs through the ENKA Foundation.

We were among the first ENKA Volunteers of ENKA İnşaat Headquarters who took part in the project to help children in disadvantaged areas, which was one of the social responsibility projects ENKA carries out in various fields.

ENKA, which brings together many organisations, provides opportunities for its employees to meet outside of work and at the same time for employees to make use of their many personal skills, potentials, experiences, knowledge and abilities.

ENKA volunteering projects present employees with opportunities to strengthen their bonds by socialising, communicate with communities together and do work that benefits society.

We are glad that ENKA exists and we are working at ENKA!

Hülya Sözen, Human Resources Specialist

Gülsün Tez, Finance Chief

