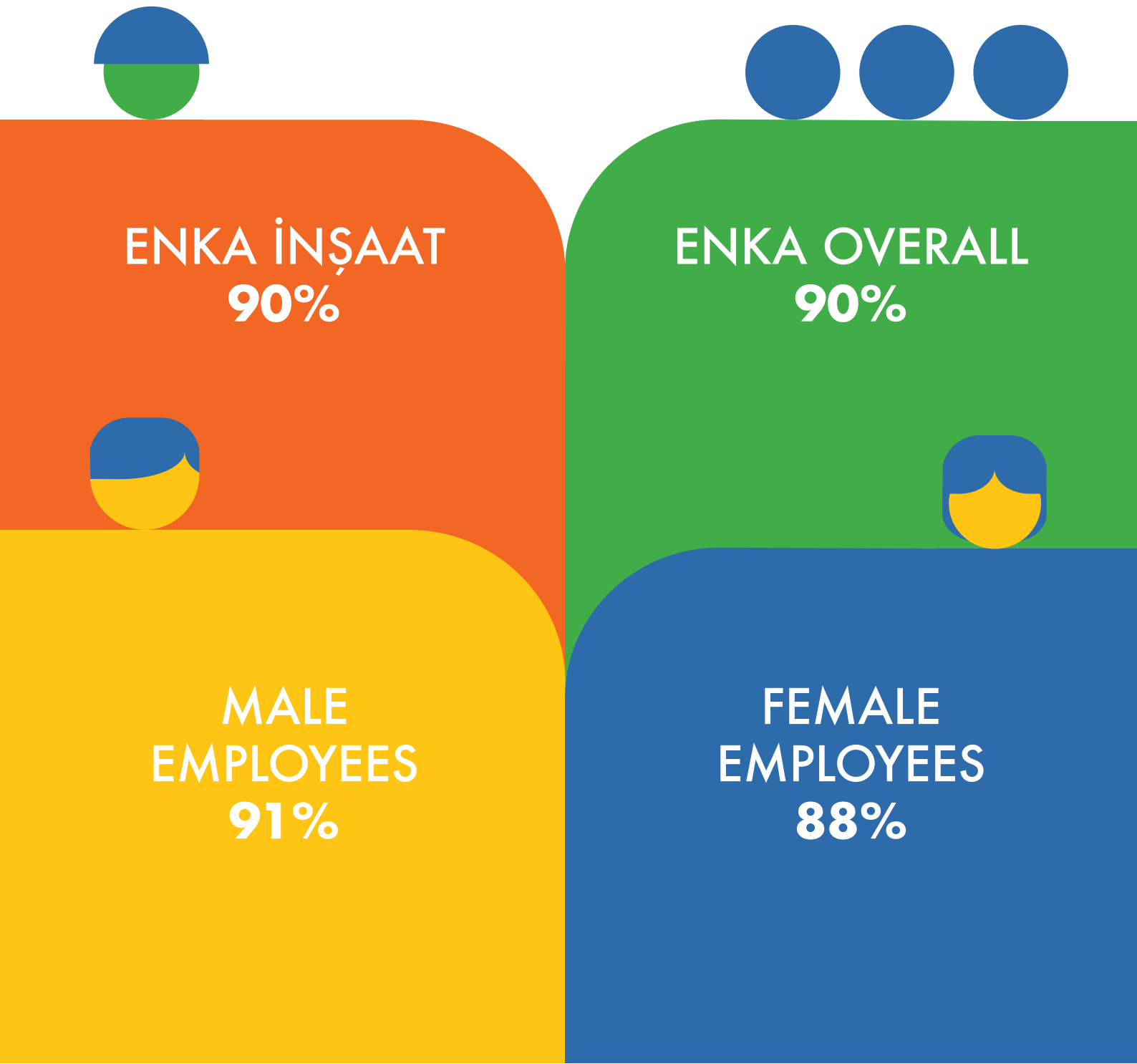


EMPLOYEE LOYALTY AND SATISFACTION SURVEY

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.

EMPLOYEE TRAININGS

By striving to provide equal training opportunities to all of its employees and to provide training opportunities appropriate to the professional capacity of each employee, from professionals who are at the start of their career to members of the executive committee, ENKA aims to achieve continuous development and sustainable growth.

Training hours for each employee provided by ENKA Academy covering employees of ENKA Headquarters and its subsidiaries in 2019 are shown in the tables below, disaggregated by gender and blue/white collar status.

■ Employee Training Hours provided at ENKA Headquarters and Its Subsidiaries through ENKA Academy by Blue Collar/White Collar Status

	BLUE COLLAR	WHITE COLLAR
TOTAL TRAINING TIME (PERSON - HOURS)	1,527	10,914
TRAINING TIME PER EMPLOYEE (HOURS)	0.5	13.34

Employee Training Hours by Gender within the Scope of ENKA Academy

■ Employee Training Person-Hours provided at ENKA Headquarters and Its Subsidiaries through ENKA Academy by Gender

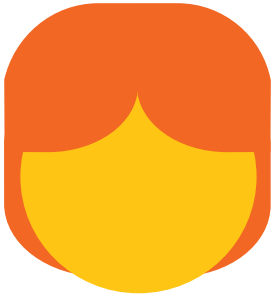
MALE



Total Training Time
(Person-Hours)
8,986

Training Time per Employee
(Hours)
13.65

FEMALE



Total Training Time
(Person-Hours)
3,455

Training Time per Employee
(Hours)
13.98

The development of female employees was prioritised in 2019 by increasing the budget allocated for training provided to female employees by 15% compared to 2018.

EMPLOYEE TRAININGS ON SITES

At all ENKA projects, project-specific training plans are drawn up and implemented with the aim of ensuring that the members of the site teams at all levels are able to receive the training they need. These training plans consist of four stages: orientation, skills development, pre-job quality briefings and health, safety and environment (HSE) trainings. In addition to all ENKA employees working at sites, these training activities are also provided for the benefit of employees of subcontractors and suppliers working at ENKA projects. Within this framework, a total of approximately 892,000 person-hours of training were provided throughout ENKA projects during the reporting period.

EMPLOYEE TRAINING AND DEVELOPMENT AT ÇİMTAŞ

As part of its business strategy and goals for continuous development, Çimtaş regularly plans and implements training and development activities and evaluates the effectiveness of these activities in order to improve the existing competencies and qualifications of its employees,

Training hours provided to employees of Çimtaş group companies is shown in the table below.

■ Hours of Training Provided to Employees of Çimtaş Group Companies

EMPLOYEE TRAININGS	2019									
	CİMTAS PIPE		ÇİMTAŞ PRECISION MACHINING		ÇİMTAŞ STEEL		ÇİMTAŞ SHIPYARD		CİMTAS NINGBO	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
TRAININGS PROVIDED TO EMPLOYEES, TOTAL HOURS	4,234	34,869	1,516	15,397	1,323	30,551	793	11,829	3,392	37,209
TRAININGS PROVIDED TO BLUE COLLAR EMPLOYEES, TOTAL HOURS	-	22,663	-	5,186	-	22,557	62.8	5,879	693	31,657
TRAININGS PROVIDED TO WHITE COLLAR EMPLOYEES, TOTAL HOURS	4,234	12,205	1,516	10,210	1,323	7,993	729.7	5,949	2,699	5,552
HOURS OF TRAINING PER BLUE COLLAR EMPLOYEE, HOURS/PERSON	-	45	-	39	-	36	63	68	43	149
HOURS OF TRAINING PER WHITE COLLAR EMPLOYEE, HOURS/PERSON	57	44	117	88	58	41	104	94	47	79

prepare them for the future and contribute to their personal, administrative and professional development.

In line with its “Together with our competent employees, being the best and most preferred integrated solution partner, including engineering, in challenging contracting projects” vision, Çimtaş commissioned a Leadership Development Programme in 2019 to improve the leadership skills of its mid-level managers and managerial candidates. Trainings for the first two groups has been started. A six-month development programme has been designed in which the theoretical knowledge gained during the training classes will be supported in practice through coaching sessions and participants will be able to engage in projects and prepare presentations based on their own interests. Under the programme, participants receive eight days of theoretical training and two developmental coaching session in the subjects below:

- Personal Leadership
- Relations Management
- Team Management
- Process Management

Aside from the Leadership Development Programme, other training activities were organised on various topics to enable employees of all the Çimtaş group companies to develop their technical and vocational competencies and management skills.

CONTRACTED EDUCATIONAL INSTITUTIONS AND POSTGRADUATE PROGRAMMES

For all Çimtaş employees:

- A discount of 25% is granted at Bilgi University for postgraduate or distance education/online education programmes.
- 30% discount is granted at Bahçeşehir University for postgraduate programmes and when certain points on criteria such as ALES, foreign language exam or GPA are met, the grant may increase up to 50%.

Postgraduate and PhD Education Programme Incentives

In line with the strategic goal of encouraging employee development, incentives are provided to support employees participating in postgraduate and PhD education programmes. In line with this goal, employees who meet the requirements specified in the directive are being paid an incentive premium equivalent to one month’s salary during the first salary payment period following the date on which they graduate from the programme and receive their degree certificate. They also have the right to use one day of paid leave during the working week according to their course schedules.



ENKA SUSTAINABILITY SEMINARS

ENKA continued its Sustainability Seminars series with three new seminars in 2019. These events were organised in order to ensure that employees are informed about current social and environmental issues and to raise their awareness about them.

“Derivation Economy for our Future” Seminar discussed world problems such as climate change, loss of biodiversity and inequality, along with how individuals and institutions can create solutions to these problems through the concept of the “Derivation Economy”.

“A Life Without Barriers is Possible” Seminar was held with the participation of the founding president of the Alternative Life Association as a speaker, in order to provide information about the situations encountered by individuals with various disabilities and thereby to create awareness of what kind of approach is necessary to create a world in which persons with disabilities can live their lives without barriers.

“Nonviolent Communication” Seminar was organised to raise basic awareness about topics such as open communication, understanding through listening, creating grounds for cooperation and producing common solutions to problems while looking out for everyone’s needs.



My journey with ENKA began in 2003 when I enrolled in ENKA Adapazarı High School. I graduated high school ranking first and I was entitled to study Civil Engineering at Boğaziçi University. I have been working at ENKA since 2011. For me, this place is much more than a company; it is a family, a school and it will always remain this way in my perception.

ENKA is an institution that believes in youth and science. It progresses on its way to become a monumental centenarian tree by constantly renewing itself without losing its dynamism and by blending its own infrastructure and accumulated experience. These strong foundations offer equal opportunities for confident and qualified engineers, like us, to take various responsibilities and success comes as a matter of course. I am still at the beginning of my career and thanks to the ENKA culture and its empowerment, I am not afraid to take responsibility. My efforts to succeed in fulfilling the responsibilities I have undertaken until now has been the greatest driving force to improve myself.

I believe that working at ENKA is to be focused on learning and developing, to be hard-working and productive and most importantly to be able to be a happy individual and a good person. Since ENKA makes its biggest investments in people, it enables its employees to participate in professional training activities, seminars and fairs as much as possible. This contributes to keep its workforce dynamic and updated. In the countries where it operates, ENKA primarily employs local human resources, providing employment for many local personnel, giving them the chance to acquire a profession, and making a great contribution to the development of the countries in question.

ENKA is not insensitive to the conditions in its environment and furthermore it is always involved in various social responsibility projects. For example, in the projects on which I worked, we had the opportunity to contribute to community in several ways such as providing scholarships and internships for

university students, organising technical visits to universities, providing various support to village schools and building green motorways with environmental awareness. I have always felt the privilege of participating in these projects, being a member of the ENKA family and I am proud to be a member of this family.

■ İnci Sarıbaşı Yardibi

Deputy Contracts Manager

Serbia Morava Corridor Motorway Project

“ENKA IS MUCH MORE THAN A COMPANY; IT’S A FAMILY, A SCHOOL.”

#GrowingBetterTogether



STAKEHOLDER
ASPECT