

Employee Training And Development

ENKA believes in the need to invest in its employees, all of whom possess the knowledge and qualities needed in their own fields of work, if it is to perpetuate its existence and become even stronger. By creating a culture which promotes the achievement both of its own organisational goals and of the individual goals of its employees, the company aims to increase motivation and cooperation among its productive workforce and at the same time provide better working environments.

In this context, ENKA founded ENKA Academy in 2015 to provide ENKA personnel with opportunities to learn and develop their competencies, and to support the achievement of the company's goals. ENKA Academy is designed to develop the professional competencies of ENKA employees, their awareness of processes, their technical knowledge, and their leadership and management skills. It strengthens the professional and social skills of the employees through training opportunities prepared by its own experts and by academic institutions and leading training companies in the sector. In 2017, about 200 hours of training and about 2,250 person-hours of social skills (competencies) training were given. Over 700 hours of training has been provided by ENKA

Academy since it was established, involving more than 1,300 participants.

Aside from ENKA Academy, the training departments established under ENKA's projects, which operate in close contact with the Istanbul Headquarters, have provided a total of more than 7.5 million person-hours of training to date. This training has contributed

to the development of local communities in the countries in which ENKA has undertaken contracts.

Likewise, ENKA's subsidiaries provide a series of incentives to support employee development in line with the company's visions and goals. One of the priorities of ENKA Systems, as a technology firm, is to keep track of technologies that are changing and developing by the day, and to design and update projects in

line with these new technologies. Employees are encouraged to take part in this process, and are provided with access to the platforms they need to learn about new technologies, methods and techniques quickly and easily. In addition, as part of its R&D activities, ENKA Systems supports employees studying for higher degrees and doctorates. Employees who complete their higher degrees and doctorates are rewarded at predetermined rates.



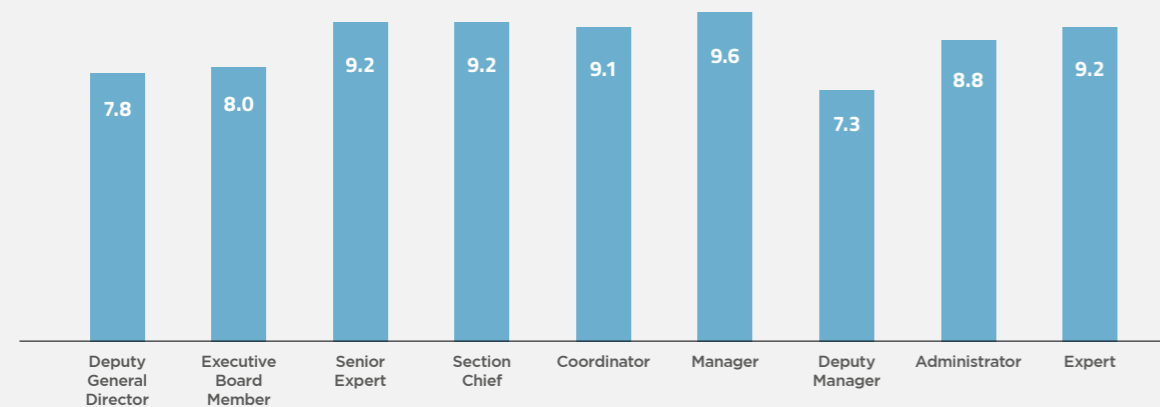
Employee Training

The total number of hours of training and the hours of training per person provided to employees at ENKA Headquarters in 2017 are shown in the tables below. ENKA provides equal training opportunities to all its employees to support the development of their professional and social skills.

Personnel Training Hours by Category of Gender at ENKA Headquarters

	Women	Men
Total Hours of Training	1,450	2,707
Training Hours Per Employee	9.06	9.08

Hours of Training Per Employee at ENKA Headquarters by Category of Employee



Training of Employees in the Field

ENKA plans and implements programmes, which develop both the professional skills and the social skills of its personnel employed on the projects it has undertaken. In this way, it seeks to meet the needs and expectations of the projects in question and develop the competencies they require. For the employees, this represents a valuable opportunity to acquire the ability to work in different areas and to benefit from a wider variety of job opportunities in the future.

In all ENKA's projects, project-specific training plans are drawn up and implemented with the aim of ensuring that members of the field team at all levels are able to receive the training they need. The training plans consist of four stages: orientation, skills development, pre-manufacture quality briefings, and health, safety and environment (HSE) training.

In addition to all ENKA personnel working in the field, these training activities are also

provided for the benefit of the employees of subcontractor and supplier firms working on ENKA worksites. In the reporting period, approximately 12,225 person-hours of skills development and pre-manufacture quality briefings and 1,025,123 person-hours of HSE training were provided to a total of 19,459 personnel working on ENKA İnşaat projects.

Employee Training at Çimtaş

In line with its goals for continuous development, Çimtaş identifies the training and development activities needed to improve the existing competencies and qualities of its employees, prepare them for the future and ensure their personal, administrative and professional development, then implements these activities and evaluates their effectiveness. An average of 50 hours of training per person was provided for white-collar staff and 53 hours for blue-collar staff across all the Çimtaş group companies in 2017.

Personnel Training Hours by Category of Employee in the Çimtaş Group

	White Collar		Blue Collar	
	Hours of Training (Person-hours)	Average Hours of Training Per Person	Hours of Training (Person-hours)	Average Hours of Training Per Person
Çimtaş Steel	6,474.8	35	16,959.2	48
Çimtaş Pipe	18,444.7	50	34,595.6	48
Çimtaş Ningbo	6,830.5	60	14,451.5	52
Çimtaş Precision Machining	9,599.4	93	16,693	79
Çimtaş Shipyards	31.9	1	2,332.1	65
Çimtaş Group TOTAL	41,381.3	50	85,031.4	53

ENKA Business Coaching

ENKA is planning to train and prepare members of its senior management who are willing to share their knowledge and skills with younger employees, and who are well versed in the culture of the company, as “ENKA coaches”. After receiving this training, it is envisaged that the ENKA Coaches will provide mentoring to those staff members who are allocated to them. In this way, they will contribute to the development of the company workforce, which is its most important asset.

ENKA regards those of its employees who are nearing the ends of their working lives as valuable members of the ENKA Family. In order to facilitate the management of career endings due to retirement, and to make it possible to pass on long years of corporate experience to new generations, ENKA plans to include these employees in its internal coaching programme, and is preparing a training programme for this purpose.



ENKA Business Coaching Cycle

