

## Risk Management

Risk Management heads the list of areas to which ENKA attaches priority in all of its processes and activities. The implementation of the risk-based thinking approach is constantly being encouraged by ENKA's senior management.

An "Early Risk Identification Committee" (the Committee) has been established under the Executive Committee, and a "Risk Management Working Group" (the Working Group) has been set up to operate in conjunction with the Committee in order to ensure that an effective risk management programme is implemented throughout the company, to determine the principles and methods on which this programme is to be based, to guarantee the continuous development of a corporate culture of risk management extending to all projects, units and individuals, and to conduct the risk management function effectively.

The Committee was established for the purposes of identifying early any risks that could endanger the existence, development and continuity of the company, implementing measures in response to the risks identified, carrying out other work related to the management of risk and reviewing the risk management systems at least once a year. The Committee convenes at least once in every two months and a minimum of six times a year. The Committee is made up of the non-executive members of the Board of Directors.

The Working Group was set up under a

## Products and Service Quality

ENKA has set up and certified a reliable Quality Management System for the purpose of increasing productivity in the

decision taken at the meeting of the Early Risk Identification Committee held on 27th November 2017 with the aims of identifying ENKA's corporate risks, determining the risk reduction measures to be taken, and assessing and reviewing the risks which are identified.

In view of the characteristics of the ENKA Group companies and their fields of activity, the risks addressed also encompass sustainability issues. The risk categories have been grouped as follows:

- Strategic Risks
- Financial Risks
- Operational Risks
- Compliance Risks
- External Environment Risks
- Trade Mark Management Risks

The risks identified and the related risk management procedures are evaluated under each heading on the basis of their likelihood and impact. For the most important risks, managers are given responsibilities at the level of the company and/or group of companies. The risks identified are categorised under the risk management strategy into those which are to be avoided, transferred, reduced and retained. The most appropriate of these strategies is selected in such a way as to ensure that each risk remains below the tolerable levels specified by the Board of Directors.

projects which it undertakes, constantly developing its corporate knowledge and capabilities, and systematically meeting the

needs and expectations of its customers. The Quality Management System is based on the principle of continuous improvement. Compliant with the ISO 9001 standard, it was first certified in 2001 by the British Standards Institute (BSI).

In addition to ISO 9001 certification, the ENKA Quality Assurance Programme, required for the realisation of construction works that encompass engineering and design, quality control, contracting and manufacturing or assembly activities, is in conformity with the ASME Boiler and Pressure Vessel Code.

For each of its projects, ENKA develops a reliable quality management system that is regularly monitored based on the ENKA Corporate Quality Standards and the requirements of the project contract.

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### Standard Quality Practices



Quality Standards and the requirements of the project contract. The quality management systems developed for the projects do not concentrate on identifying problems once they have arisen, but on preventing problems from arising in the first place.

ENKA's culture of quality is founded upon ensuring that the resources necessary for the establishment, operation, continuity and constant improvement of the quality management system are available, that authorities and responsibilities with regard to quality are spelt out for duties within the company and that internal and external factors that may affect the capacity of the quality management system to achieve the intended results are identified, monitored and reviewed. This culture also brings forth the ideas that the conditions of the quality management system shall be integrated with the company's business processes, that a process approach and risk-based thinking management are encouraged and the intended and targeted outputs of the quality management system achieved, and that customer satisfaction and the principle of client-focused working is adopted by all employees, and upon the provision of support and incentives for constant improvement.

### Health and Safety Effects of Products and Services

As part of quality management, the effects of products and services on health and safety are also continuously assessed. The efforts made by ENKA İnşaat in this respect can be cited as an example. The most important products of ENKA İnşaat are the infrastructure, buildings and industrial projects which for the most part it carries out in an integrated manner, encompassing both engineering activities and supply and construction works.

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For details: <http://www.enka.com/corporate-groups/quality-integrity/>  
About the ENKA Quality Policy: [http://www.enka.com/en/wp-content/uploads/media/posters/QUALITY\\_POLICY\\_ENG.pdf](http://www.enka.com/en/wp-content/uploads/media/posters/QUALITY_POLICY_ENG.pdf)

All of the stages of these projects, from the design stage via construction to test operation and commissioning, are assessed for their potential impacts on health and safety at work. At the design stage, analyses made by professional firms are used. During the processes of construction and commissioning, inspections are conducted using internationally accepted risk management techniques, the hazards related to each activity are identified, the risks are calculated and the measures to be taken to counter these risks are determined and included in the relevant construction procedure.

### Quality Management at Çimtaş

With the aim of taking the lead in its sector, Çimtaş Steel has established its own Çimtaş Management Systems and obtained a total of 19 national and international certificates - eight for its management system and eleven in technical areas. The Çimtaş

Management Systems is a complete set of systems established with a view to achieving and continuously maintaining the requirements of the ISO 9001 and the American Institute of Steel Construction (AISC) Quality Management System, the American Society of Mechanical Engineers (ASME) PP, R, S, U and U2 stamps, the ISO 10002

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Customer Satisfaction Management System, the OHSAH 18001 Occupational Health and Safety Management System, the ISO 14001 Environmental Management System, the ISO 50001 Energy Management System, and the ISO 27001 Information Security Management System. The most important features of the Çimtaş Management Systems are to prevent defects, to identify any defect on the spot and prevent it from being passed on to the next station, and to meet quality requirements and ensure customer satisfaction at all stages from the production of the product to its delivery.

Çimtaş has developed a quality management system based on the ISO 9001 standard. Çimtaş Pipe manufactures in accordance with the following management systems and standards: ISO 9001; ISO 14001; OHSAS 18001; ISO 27001; API Q1, 5L and 2B; PED 2014/68/EU; EN 13480, EN 3834-2, EN 12952-5 and EN10219-1; AD 2000 HPO; the ASME U, PP and S stamps, and ISO 17025.

Çimtaş CNBO, meanwhile, renewed its quality management system at the end of 2017 and revised it in the framework of the BS/EN/ISO 9001:2015 and AS9100 standards. Product quality and customer satisfaction are assured, together with the most efficient use of resources, by scrutinising risk analyses and CTQ items. Of the 153 kaizen projects completed in 2017, 35 were related to sustainability. These projects focus on issues of safety, worker satisfaction, the environment and energy gains.

The systems which Çimtaş Shipyard has established, maintains and manages

continuously are the ISO 9001 Quality Management System, the ASME S, U, U2 and NB stamps, the OHSAH 18001 Occupational Health and Safety Management System, the ISO 14001 Environmental Management System and the ISO 27001 Information Management Security System.

Çimtaş Precision Machining conducts its activities in line with the AS9100, ISO 9001, ISO 14001, OHSAS 18001 and ISO 27001 management systems. Besides these, it assures the quality of its products and services through manufacturing standards that meet the requirements of the customer concerned..

### Quality Management at ENKA Power

The Quality Management System at ENKA Power Plants has been inspected and certified by the Turkish Standards Institute in accordance with the TS EN ISO 9001 standards, and certificates have been awarded for all three plants.

Quality is one of the most fundamental values of the ENKA Power Plants Management System. The quality activities at the plants also ensure the development of the operation and maintenance services, reduce losses of time and materials, increase the effectiveness of production, planning and employees, and improve the working environment. Routine quality audits are therefore carried out at the plants with the aim of maintaining the effectiveness, efficiency and sustainability of the Quality management System.