

# AKFEN HOLDING

SUSTAINABILITY  
REPORT  
**2021-2022**

**CAUSATIVE**




**OBJECTIVE**



**RECEPTIVE**



**EFFECTIVE**







## ABOUT THE REPORT 3

Message from Senior Management	4
About Akfen	5
Our Mission, Our Vision and Our Values	6
Group Companies	7
Highlights in 2021-2022	12
Sustainability Priorities	13
Akfen Sustainability Priorities Matrix	14
Sustainability for Akfen Holding	15
Sustainability, Values and Corporate Social Responsibility Principles	16
Sustainability Strategy	17
Sustainable Goals	18

## CAUSATIVE /

### Accountable and Goal-Oriented Management Issues 19

• Compliance with Code of Ethics	20
• Corporate Management	21
• Sustainability Management	22
• Risk and Opportunity Management - Stakeholder Relations	23
• Global Collaborations	24
• Creating a Sustainable Supply Chain	25
• Local Economy	25

## OBJECTIVE / A production approach compatible with the environment and common objectives 26

• Environmental Policy	27
• Environmentally Responsible Management	29
• Waste Management	30
• Climate Change, Energy Management	31
• Climate Change, Emissions Management	32
• Water Management	33

## RECEPTIVE / A working environment that is open to innovation and responsive to understanding 34

• Fundamental Human Rights Policy	35
• Equal Opportunity and Inclusion	36
• Employee Profile	37
• Gender Equality in Business Life	38
• Employee Engagement and Satisfaction	39
• Talent and Career Management	40
• Occupational Health and Safety	41

## EFFECTIVE /

### A beneficial and effective investment accountability 42

• Turkish Human Resources Education and Health Foundation (TİKAV)	43
• Individual Development Project (BGP)	44
• International Award For Young People P. Türkiye (UGO-Tr)	46
• National Projects	48
• Corporate Social Investments	52
• Digitalisation Studies	53

## APPENDIX 55

• Environmental and Social Indicators	56
• UNGC Content Index	60
• UN WEPs	60
• GRI Content Index	61
• WEF Paydaş Kapitalizm Metrikleri	67
• Abbreviations	70



## About The Report

We hereby share with you Akfen's 3<sup>rd</sup> Sustainability Report on the activities of Akfen Holding, its subsidiaries and affiliates, and the contribution of their activities between 1 January 2021 and 31 December 2022 to the Sustainable Development Goals (SDGs), aligned with Akfen's Sustainability Strategy.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) standards. The report also includes progress reports on the activities carried out in compliance with the Women's Empowerment Principles (WEPs) and the United Nations Global Compact (UNGC), to which Akfen Holding is a signatory, in the Appendix section of the report. The report was written up in two languages, Turkish and English, and published on Akfen's web site. Starting this year, Akfen will be publishing its sustainability reports on an annual basis.

The group companies included and listed in the report;

- Akfen Holding
- Akfen Construction
- Akfen Renewable Energy (ARE)
- Akfen Real Estate Investment Trust (Akfen REIT)
- Akfen Environment and Water Investment Construction Management (Akfen Environment and Water)
- Mersin International Port (MIP)
- Istanbul Sea Busses (IDO)
- Acacia Mining
- Turkey Human Resources Education and Health Foundation (TİKAV).

In certain chapters, examples of good practice for Akfen Holding group companies that are not included in the scope are also presented. Should you have any comments or suggestions on the report, please contact us at [surdurulebilirlik@akfen.com.tr](mailto:surdurulebilirlik@akfen.com.tr).





## Message from Senior Management

### Hamdi AKIN

Akfen Holding Chairperson  
of the Board of Directors

Dear Stakeholders,

The earthquake disaster that struck Kahramanmaraş and affected many provinces on February 6, 2023 has shocked and devastated us all deeply. As the Akfen family, we will always stand by our earthquake-affected citizens and heal our wounds by joining hands in a spirit of unity and solidarity.

Since 1976, we have been committed to creating sustainable value based on our identity as a responsible corporate citizen, while ensuring economic profitability through our operations. While implementing a myriad of projects to this end, we have been at the forefront of all our sectors as the first holding company in Turkey to sign the United Nations Global Compact and the Women's Empowerment Principles (WEPs).

Over the past two years, we have made progress on sustainability in our holding company and Group companies. We have undertaken a series of studies to manage global risks and opportunities through an integrated sustainability approach in 2022. In this process, we have defined our sustainability model as Causative, Objective, Receptive and Effective in accordance with the WEF (World Economic Forum) Stakeholder Capitalism Metrics, taking into account the opinions of our stakeholders and analysing the prominent sustainability issues aimed at financial efficiency and social benefit.

In light of all these developments, we are pleased to present our 3<sup>rd</sup> Sustainability Report. On behalf of the entire Akfen family, we would like to thank you for being a partner in our sustainability journey.

**Esteemed Regards.**



12

SECTORS

5

CONTINENTS

350+

INVESTMENTS

65,000+

EMPLOYMENT



47  
YEARS

## About Akfen

Creating value in all business lines and industries it operates in is a mission that Akfen Holding continues to pursue as one of the top investment platforms driving Turkey's economic and human resource development. Akfen has also founded many innovative companies by fostering ideas through the whole process, from birth to growth, maturation, and cracking, through disciplined action and innovation. Akfen is a leader in the emergence of new sectors, contributing value to the economy and workforce while making long-term investment decisions in sustainable areas with high growth potential.

Founded in 1976, Akfen Holding is a business that operates in the following sectors: waste management, mining, real estate, renewable energy, port management, construction, and maritime transportation. Developing new business lines is very important to Akfen Holding, and it actively manages its portfolio in accordance with its growth plans.

Akfen has established partnerships with both domestic companies, like Tepe and Doğuş Groups, and international industry titans, like Accor, PSA, IFM Investors, IFC, EBRD, and TüvSüd. These partnerships and corporate transactions have brought in over \$2 billion for Turkey through direct investment inflow and share sales. Furthermore, it enhanced the values it established by providing employment and quality. Akfen Holding presently has an AA long-term national credit rating, and based on proportionate consolidation in the first half of 2022, the Holding's total asset value is estimated to be \$3 billion.

Akfen Holding is committed to carrying this vision into the future by developing new business lines and making new investments, as is customary for the Holding, as part of its efforts to create jobs and contribute to the development of the national economy, while also creating value for shareholders and stakeholders.



## Our Mission

To create sustainable values for our shareholders by following growth strategy through strong strategic partnerships in the fields of infrastructure investment which are predictable with high potential of development, procuring consistent cash flow and mostly monopole characters or with less competition.

## Our Vision

We do aim to contribute in the most possible effective way through our responsible institutional citizenship identity, to our country's economy aiming to be a serious player of the global economy, by our entrepreneurship, investment specialization and our quality of being a trustful partner in Business development which all constitute the basics of our institutional culture.

## Our Values

Working together and with a great deal of synergy, we have defined the milestones of our corporate structure;



**In Akfen Group;**

# All tasks are important, all employees are valuable

We take heed of the ideas propounded by our employees, and endorse their engagement. We embrace achievements together owing to the tasks that each member of our family undertakes and fulfills with devotion.

### WE ARE DYNAMIC AND ENTREPRENEUR



Our background and the experience we possess empower us for new initiatives and opportunities. We act swiftly and with determination and promptly implement any changes thanks to our innovative spirit.

### INTEGRITY SYMBOLIZES OUR QUALITY



We treat our employees, business partners, shareholders and social stakeholders transparently. We strictly abide by any legal and ethical codes, and we fulfill our promises.

### OUR INVESTMENTS REFLECT BOTH MATERIAL AND MORAL ASPECTS



We invest in people through social responsibility initiatives while aiming for sustainable success through strategies that consider the needs of the society.

### WE WALK THE PATH WITH NO FOOTPRINT



We break new grounds by managing the risks thanks to our peculiar, innovative and distinctive business mentality, and we become pioneers and models in lines of businesses we operate.

### WE EMBRACE OUR JOBS AND LEARN EVERY DAY



Learning is our driving force. We consider as privilege for our employees to assume responsibility and take initiative, and we empower and encourage to do so.

### OUR REPUTATION IS OUR IDENTITY



Our credibility shaped by our achievements, quality mentality, ethical approach and values and builds trust, is our source of pride.



Group Companies

# Akfen Construction

Initially established to provide design, engineering and construction services for industrial enterprises, the company has since invoked dynamism to the sector and expanded its range of services by undertaking major infrastructure projects such as natural gas transmission network and hydroelectric power plants, as well as airport construction contracting projects that require expertise.

After being recognized in 2013 as a Real Estate Investor, the company expanded into other business lines by contracting for construction projects involving industrial plants, hydroelectric power plants, hotels, airport runways, pipelines, and other structures requiring a high level of craftsmanship.

The company completed construction projects amounting more than 3.5 billion USD in total since its foundation by successfully completing superstructure construction projects such as City Hospitals, dormitories, and hybrid real estate projects



Akfen Construction, the flagship of Akfen, multiplies its energy with the new areas of expertise it adds to its portfolio.

Completed Construction Projects **\$3.5** Billion



**2000+**  
Modern Apartment

**3**  
City Hospitals

**2**  
Dormitories

**5**  
Airport, Terminal, apron and runway

**1**  
Guest House

**14**  
HEPP

**14**  
Hotels

**1**  
Resort

**2**  
Mixed Project



Group Companies

# Mersin International Port (MIP)

MIP is one of the main container ports in the Mediterranean and acts as a transit and hinterland hub and connection to the Middle East and Black Sea regions.



Mersin International Port Management (MIP), which was established as a partnership between Akfen Holding and PSA International, took over T.C.D.D. Mersin Port Management for a period of 36 years on May 11, 2007.

MIP, whose shareholders in 2017 included the Australian Investment Fund Company IFM, is connected by rail and road to Turkey's industrialized cities such as Ankara, Gaziantep, Kayseri, Kahramanmaraş, and Konya, as well as neighboring countries such as Syria, Iraq, and the Common-

wealth of Independent States. With transit and hinterland connections to the Middle East and the Black Sea, it is one of the most important container ports in the Mediterranean Region.

It meets a significant portion of Turkey's export & import volume with its wide hinterland, easy transportation facilities and trained human resources. MIP is Turkey's largest port with its total container cargo handled annually and its well established port eco-system.

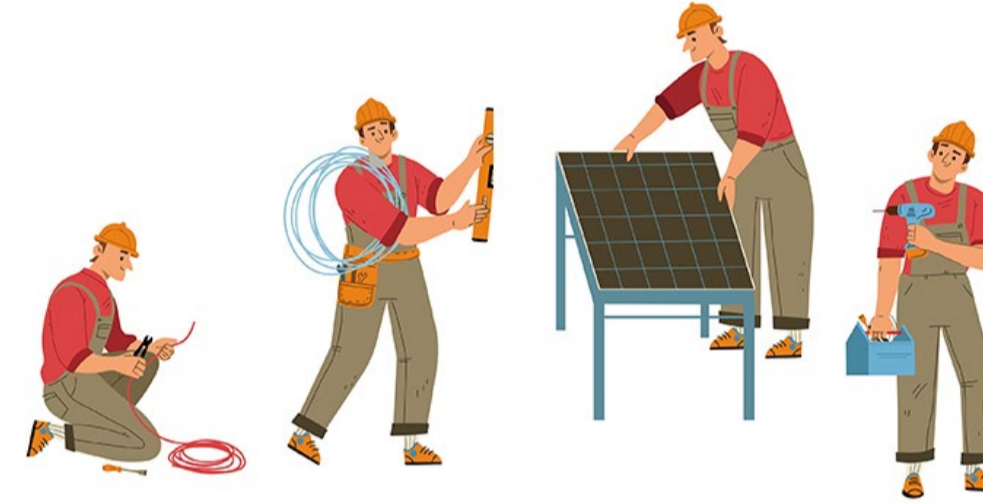






*Group Companies*

# Akfen Renewable Energy



Akfen Renewable Energy contributes to the country's economy through its modern power plants, most of which have been launched in the last 5 years in the regions with the best natural resources of Turkey.

The interest in renewable energy resources in Turkey is increasing due to the national strategy for reducing dependency on natural gas with the endorsement of renewable energy, income predictability through the US dollar denominated fixed purchase guarantee and renewable energy incentive system, stable margins, and ease of development financing.

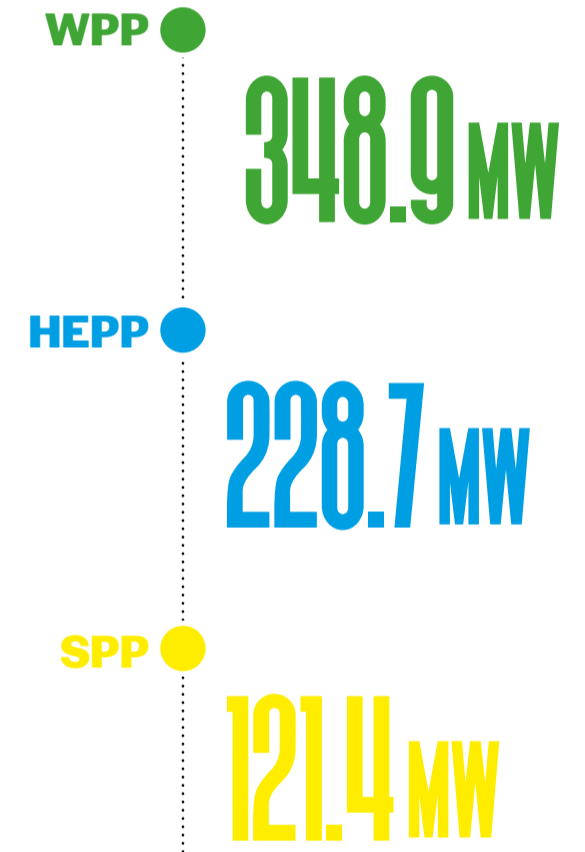
The portfolio of Akfen Renewable Energy consists of energy generation from renewable resources and whole-

sale electricity trade. Akfen Wholesale serves as a distribution channel for directing the production realized by the power plants of Akfen Renewable Energy to the wholesale market. It also provides protection against volatility in wholesale energy sales prices in case the purchase price guarantee is not used.

Akfen Renewable Energy strongly focuses on cost control through its lean and efficient organizational structure, continuing its activities with its proven experience from development and licensing to construction and operation.

Akfen Renewable Energy continues its investments to reach capacity of 1,000 MWe installed power portfolio from domestic and renewable energy sources.

“The first company in Turkey to receive a 'Green Loan'.”



Renewable Energy  
Installed Capacity

**699** MW





**Group Companies**

# Istanbul Sea Buses (IDO)

In 2011, Akfen Holding, Tepe, Souter, and Sera Joint Venture won a block sale tender to privatize 100% of the shares of IDO, which was founded by Istanbul Metropolitan Municipality in 1987. IDO's partnership structure was changed in 2020 as a result of the separation of one foreign and one domestic partner, and the partnership structure was changed to 50% Akfen Holding and 50% Tepe Construction.

With 50 ships in its fleet, IDO serves 35 piers and 16 lines, reducing the Bosphorus, Marmara Sea, and Gulf passages to a bare minimum, thus contributing to the economy and the environment by saving passengers time and fuel.

IDO, one of the world's largest maritime transportation companies, has adopted the mission of economy, comfort, speed, and travel safety in the 16 lines it serves with 50 ships by the end of 2022.



**Group Companies**

# Acacia Mining

Acacia Mining Operations were established in Hanonu District of Kastamonu Province in 2007 to execute Gokirmak Copper Mine Project. Started up by Ilbak Holding in 2011, the corporation continues its operations with the participation of Akfen Holding in 2016.

With the entire range of investments backed by national capital, Acacia Mining Operations operate at international standards with its specialized staff. Acacia Mining Operations continually keep its own infrastructure up-to-date with the goal of using our country's natural resources in the most proper way, and maintain mining activities at standards set by the national legislation, JORC, IFC – World Bank with its understanding of sustainable mining friendly with the environment.

Our company, Acacia Mining Operations, aims contributing to the economy via mining the underground resources respectfully to the environment and putting all the stakeholders at the center of all our activities.





Group Companies

# Akfen Environment and Water

Founded in 2005, Akfen Environment and Water Investment, Construction, Operation Co. (Akfen Environment and Water) develops water, wastewater, and environmental infrastructure projects for Municipalities, Organized Industrial Zones, Industrial Plants and service facilities, and offers engineering, investment, construction, and operational solutions designed to answer the needs of its clients from the Public and the Private Sector.

The objective of Akfen Environment and Water is to recover the major economic losses that emerge in Turkey's existing water, wastewater, and environmental infrastructure, and to ensure that the public and the private sector receive continuous, reliable,

and sound infrastructure services through state-of-the-art investments with a focus on efficiency.

Implementing its projects with different models such as Public Private Partnership, Concession, Build-Operate-Transfer, Turnkey Construction and Operation & Maintenance contract models, Akfen Environment and Water develops design, financing, construction and operation projects for water and sewerage networks, water distribution from underground and surface water reservoirs, treatment plants, desalination plants and waste management facilities.



Group Companies

# Akfen REIT

With the "Contemporary City Hotels" project that it pioneered in the sector, Akfen REIT has reached a portfolio of 21 hotels, 1 holiday village, 2 dormitories and 1 office building in 14 years since 2007. Thus, Akfen REIT has become one of the leading hotel investors in Turkey, primarily with Accor expertise.

Akfen REIT has developed Novotel and Ibis Hotel branded hotel projects in Turkey and Russia and has leased a total of 19 hotels, 15 in Turkey and 4 in Russia, to Accor Group, one of the world's largest hotel operators. Akfen REIT's portfolio also includes Merit Park Hotel Northern Cyprus (TRNC) and Bodrum Loft, a 5-star holiday village in Bodrum. As of 31.12.2022, the total number of rooms in 21 hotels owned by Akfen REIT is 3,720.

In addition to its hotel portfolio, Akfen REIT has an office building in Russia and 2 dormitory complexes in Turkey consisting of 13 blocks in total. Akfen REIT has 3 ongoing projects: commercial in Söğütlüçeşme, Istanbul, villa in Yalıkavak, Bodrum and touristic in Kıyıkışlacık, Milas. Akfen REIT's total real estate portfolio value reached approximately EUR 600 million by the end of 2022.



**Hotels**  
(14 Ibis, 5 Novotel  
1 Merit Park Hotel)

21

**Resort**  
(Bodrum Loft)

1

**Office**  
(Samara Office)

1

**Dormitories**  
(Kutahya and Isparta)

2

**Ongoing Projects**  
(Söğütlüçeşme, Yalıkavak,  
Kıyıkışlacık, Fabrika Hadimköy)

4



# Highlights

(2021-2022)

## CAPITAL'S "30 POWERFUL LEADERS (2020)

• Hamdi Akın is ranked 25<sup>th</sup> in Capital's "30 Powerful Leaders at the Top" 2020 list. Breadth of economic and social influence, reputation and vision are the main common characteristics of today's most powerful businessmen. Capital's traditional research "Turkey's 30 Most Powerful Businessmen" has been prepared with these criteria in mind for 16 years.

## TURKRATING (2021)

• On December 14, 2021, Turkrating confirmed Akfen Holding's long-term national credit rating as TR AAA, short-term national credit rating as TR A1 and outlook as stable.

## THE ATLAS LOGISTICS AWARDS (2021)

• MIP has won the "Port Manager of the Year" award for the 11<sup>th</sup> time in a row. The Atlas Logistics Awards ceremony, which has been held for 12 consecutive years, took place on November 11, as part of the Logitrans International Transport Logistics Fair.

## 50 MOST EFFECTIVE CFO (2021)

• Gülbin Uzun Bekit, CFO of Akfen Holding, was selected as one of the 50 most effective CFOs in 2020 and 2021 by Fortune Magazine.

## THE TELEGRAPH (2022)

• Bodrum Loft has been recognized as one of the "Top 25 New Hotels in Europe" by The Telegraph, the UK's leading daily newspaper.

Capital

FORTUNE

TURKRATING  
Uluslararası Deneyim, Yerel Bakış

vigeo eiris

CFO  
Summit

The Telegraph

## CEOS UNDER THE AGE OF 40 (2022)

• Selim Akın was one of the Capital 40's CEOs under the age of 40 in 2021-22

## 50 MOST EFFECTIVE CFO (2022)

• Akfen Holding's Chief Financial Officer (CFO), Gülbin Uzun Bekit, has been included in the list of Turkey's 50 Most Powerful Businesswomen for 2021-22 compiled by Fortune Magazine.

## 50 MOST POWERFUL HR LEADERS (2022)

• The former Human Resources Manager of Akfen Holding was included in the list of the 50 Most Powerful HR Leaders in Turkey in 2022 prepared by Fortune Magazine.

## VIGEO EIRIS (2022)

• Akfen Renewable Energy was ranked 46<sup>th</sup> out of 4,914 companies in the world, receiving a score of A1 out of 67 in the sustainability report prepared by Vigeo Eiris, a company of the international rating agency Moody's, which was set up to inform asset managers and investors.

## VIGEO EIRIS (2022)

• According to the report by Vigeo Eiris, Moody's environmental, social, governance and sustainability research and rating organisation, Akfen Renewable Energy ranked first among all companies in the world in the electricity sector, first in the Europe-Asia market in all sectors and among the top 30 companies in the world in all sectors.

## THE ONE AWARDS (2022)

• Akfen Holding has been granted the "Holding of the Year" award at The ONE Integrated Marketing Awards, organized for the 7<sup>th</sup> time this year by Marketing Türkiye and Akademetre, which recognizes brands that have increased their brand value and reputation the most over the course of the year.





# Sustainability Priorities





# Sustainability Priorities

As Akfen, we conducted a **double materiality** analysis study in 2022 to review our current sustainability priorities, assess current and future sustainability issues, evaluate the risks and opportunities linked to these issues, and identify sustainability issues of strategic importance.

### In the first stage of the study,

- Sustainability Workshop was held with the participation of Akfen Board members and the Akfen Sustainability Committee.

- The workshop addressed and discussed global sustainability developments, sector dynamics and global risks. An overall review was subsequently carried out and 19 potential sustainability issues were identified that could be of strategic importance to Akfen, based on economic, social and environmental issues, which are the basic indicators of sustainability.

### In the second stage of the study,

- Online impact assessment survey was conducted to assess the 19 potential sustainability issues identified by Akfen's employees and the critical stakeholders with whom Akfen has established relationships.

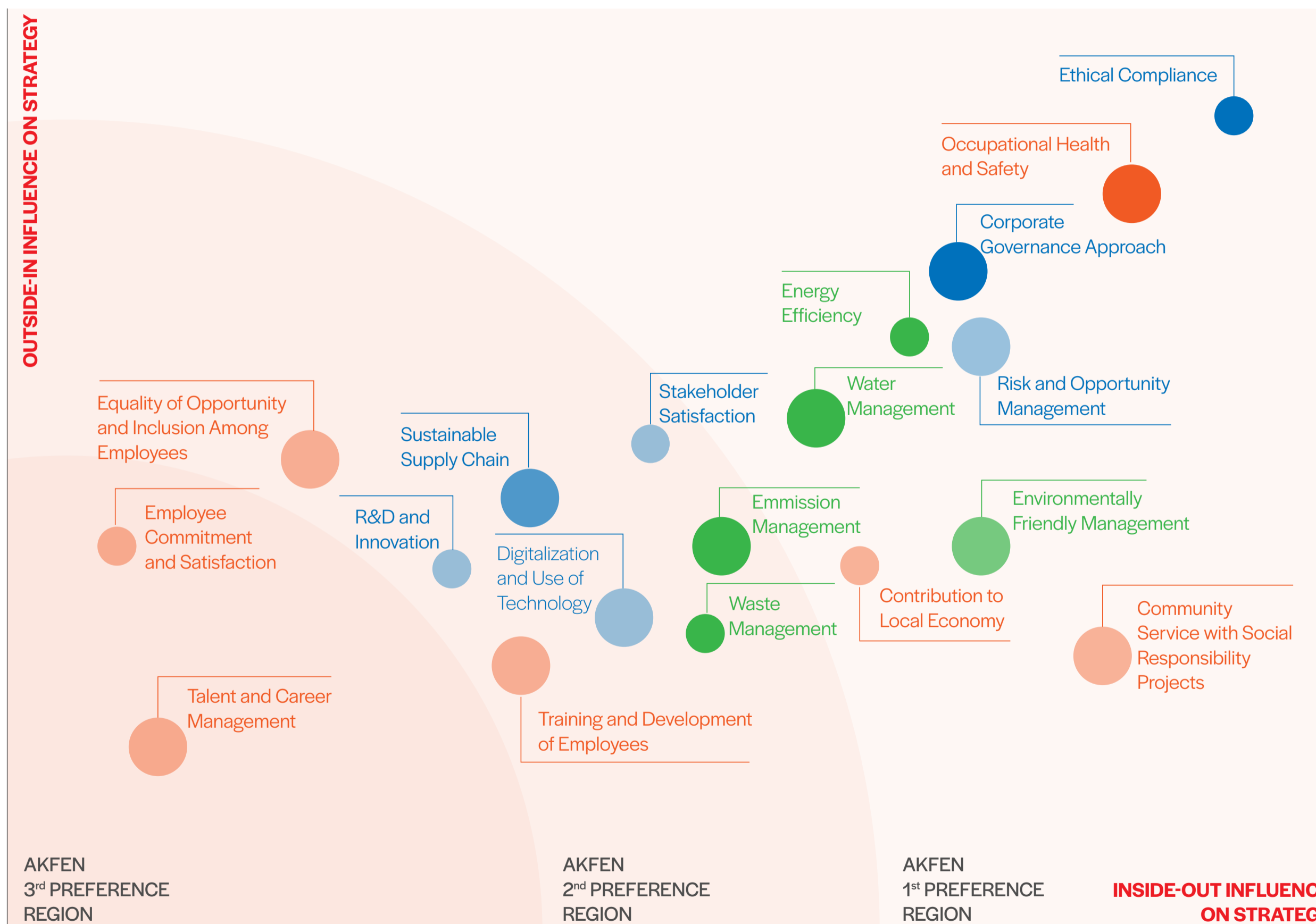
- A total of 290 critical stakeholders (162 internal stakeholders and 128 external stakeholders) participated in the study.

### The final stage of the study

- Determine which sustainability issues were prioritized by critical stakeholders according to Akfen's strategic goals, how the financial and non-financial impacts of the priority issues would affect Akfen directly and indirectly, and over what period Akfen should focus on this issue.

- This study generated the Akfen Sustainability Priorities Matrix.

## Akfen Sustainability Priorities Matrix



### Environmental Priority / Materiality

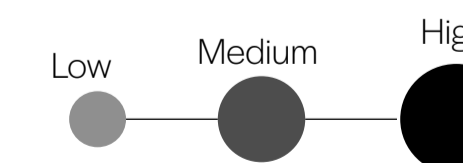
- Compliance Areas
- Continuity Priorities
- Conversion Priorities

### Social Priority / Materiality

- Compliance Areas
- Continuity Priorities
- Conversion Priorities

### Administrative Priority / Materiality

- Compliance Areas
- Continuity Priorities
- Conversion Priorities



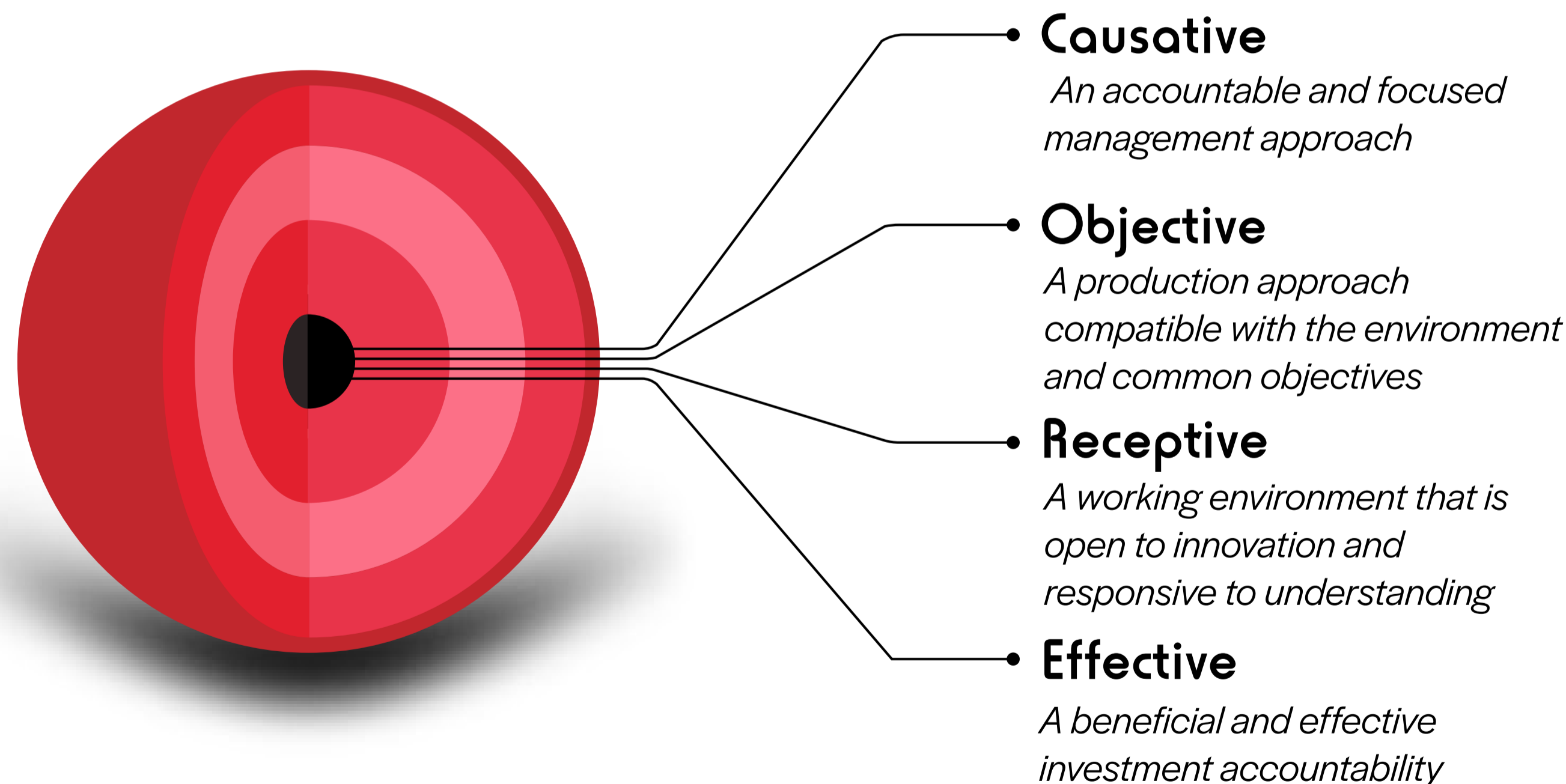


# Sustainability for Akfen Holding

Akfen's sustainability model has been developed in accordance with the WEF's (World Economic Forum) stakeholder capitalism metrics.

Akfen's sustainability model, which is customised according to four sustainability domains, is summarised under the title CORE.

DOMAIN	COMITEE	CODE	STRATEGY
Management	Management	<b>C</b>	Causative
Planet	Planet	<b>O</b>	Objective
Human	Human	<b>R</b>	Receptive
Society	Investment	<b>E</b>	Effective





# Sustainability, Values and Corporate Social Responsibility Principles

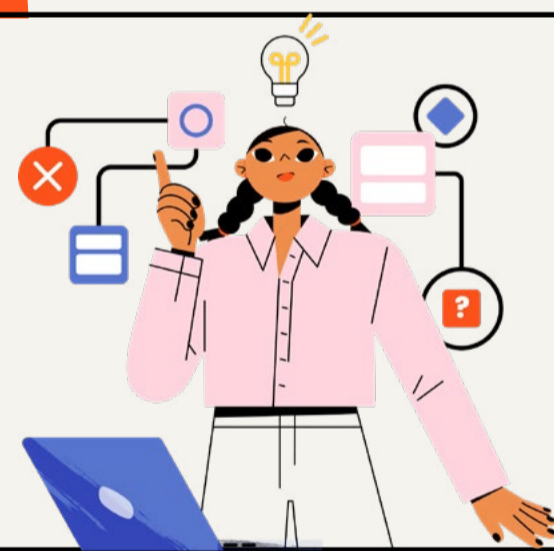
Our approach to sustainability, based on our core values, is not just about financial gain in the business world, but also about sustainability, ethical values and social benefit.

We recognize that the way to improve the world is through holistic understanding. We recognize that achieving the goal of each domain depends on acting in harmony with other domains. This broad and multi-directional perspective is at the core of our understanding of sustainability.



## Accountability

We have an important responsibility to protect natural resources and to fulfill our social responsibilities in the course of our business. We recognize our responsibility to the environment and society and align our activities with these values. We are fully aware that it is in our interest to make our environment healthier and our society more prosperous because we are all part of the same ecosystem.



## Innovation and Agility

We live in a world of breathtaking global development and change. We can only capture and contribute to this economic, technological and cultural change provided that we are proactive, aware and innovative against conservatism. We value the ability to adapt swiftly to changing market conditions.

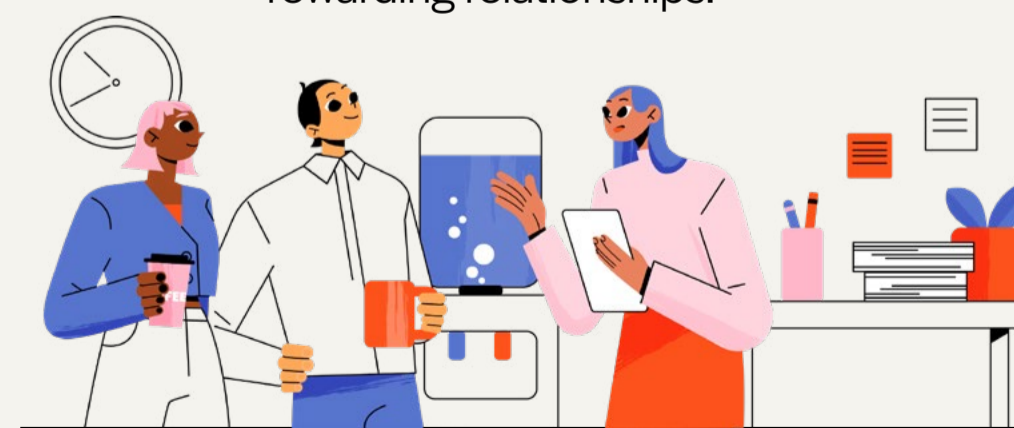


## Target-Orientation

A holistic approach is the foundation of our understanding of goals. When we establish our objectives, we consider all factors and act by thinking and planning to improve these factors. We have not only financial goals, but also tangible goals for the benefit of society and the environment. These goals guide us to improve the sustainability of our business and create value for society.

## Perception

We recognize that empathy is at the heart of what it takes to be human and is the foundation of our culture of living, conducting business and partnership. We approach our customers, employees and all our stakeholders with empathy. We focus on understanding their needs and providing the best service. This fosters long-term cooperation and rewarding relationships.



## Equity

We appreciate that people can demonstrate their talents and their performance when they are provided with a level playing field and equal opportunities. We promote equality of opportunity and diversity. We value equal access to everyone's potential and respect for their abilities. We manage our workplace on the basis of safety, fairness and equality.

## Effectiveness

We not only operate as a business, but also take a leadership role in making a positive impact on our society. We contribute to society through social responsibility projects and sustainability efforts.



## Investment Accountability

We evaluate investment decisions in terms of sustainability and social benefit. We see profit not simply as profit, but as the value we add to society and the environment.



# Sustainability Strategy

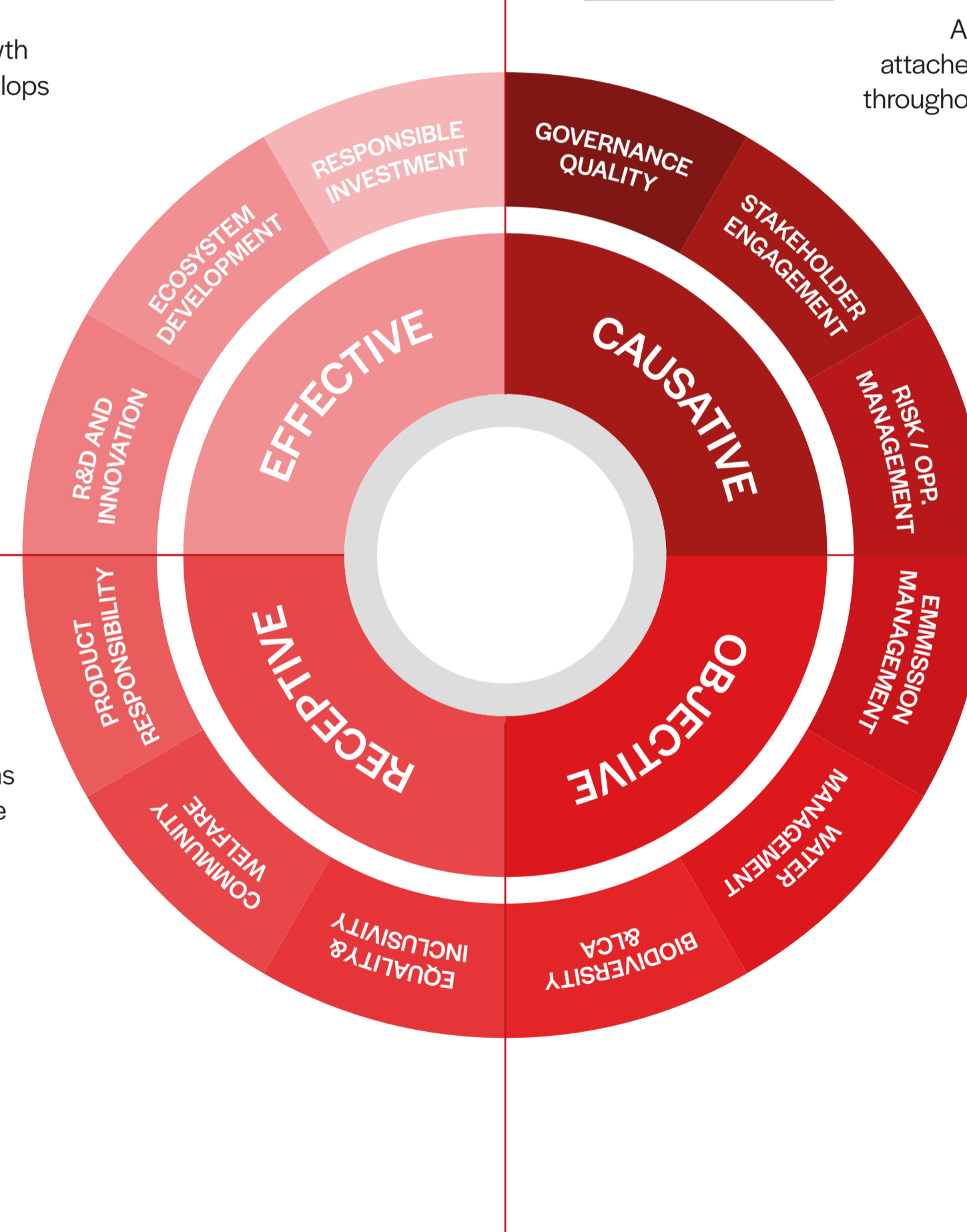
**Effective:**  
**A Beneficial and Effective Investment Accountability**

Akfen has a responsible investment and growth approach and an innovative impact that develops the ecosystem in which it operates.



**Receptive:**  
**A Working Environment That Is Open to Innovation and Responsive to Understanding**

Akfen respects fundamental human rights, attaches importance to inclusiveness, and has good working conditions and product service responsibilities



**Causative:**  
**Accountable and Goal-Oriented Management**

Akfen has a qualified management approach that attaches importance to ethical business understanding throughout the entire value chain and conducts effective risk and opportunity analysis.



**Objective:**  
**A Production Approach Compatible With the Environment and Common Objectives**

Akfen has a production approach that prioritizes the protection of natural resources and active contribution to global goals.

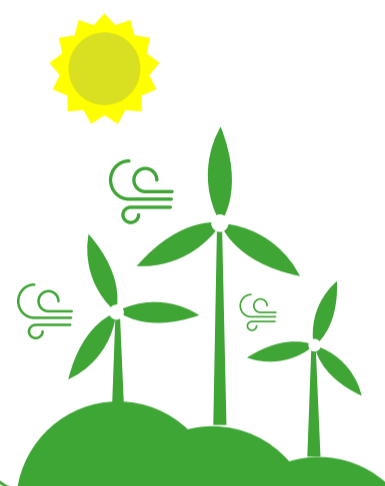




# Sustainable Goals

We are committed to “Creating Value for the Future” and we make a promise. As Akfen, we are committed to the following 11 themes in order to bequeath a more liveable world to future generations.

## Environment



- Not to add any new fossil fuel capacity to our portfolio and to ensure that our portfolio capacity is comprised of **100% renewable energy**.
- To conduct research and planning for sustainable energy production investments.
- To avoid activities within the boundaries of the world heritage sites.

## Responsible Production & Consumption of Goods



- To develop and prepare a Group Sustainability Policy Guide and establish a Sustainability Committee by the end of 2023.

## Smooth and Flexible Affiliations



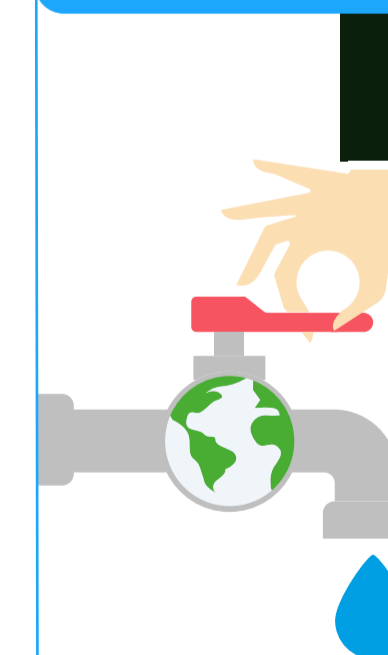
- To publish a comprehensive sustainability report that describes progress on the basis of pre-determined baseline data and metrics.

## Equality of Opportunity and Inclusion



- To provide at least 20 university students who are experiencing difficulties in their personal, cultural and professional development the opportunity to improve in these aspects.
- To establish baseline data and measurable targets for women's empowerment to reduce gender inequality and increase the percentage of women in gender based violence units and management
- To provide financial support to three public schools in accordance with the requirements of the schools

## Climate Action



- To display recycling information on waste bins, raising awareness of the issue by providing numerical data on water shortages to our employees (in places such as bathrooms, kitchen sinks, etc.), and monitoring and reducing electricity consumption
- To plant 125 native and endemic trees by 2024
- Reduce the amount of plastic waste and/or financially support a climate change project



# CAUSATIVE

## Accountable and Goal-Oriented Management Issues

As Akfen Holding, we have adopted an accountable management approach by focusing on key issues such as business ethics, corporate sustainability, corporate governance and supply management through the “**Causative: Accountable and Goal-Oriented Management Issues**” approach. Business ethics is one of the cornerstones of our corporate culture and is applied at all levels, from employees to senior management.





## CAUSATIVE

# 01 Compliance with Code of Ethics

We communicate our ethical values and policies throughout our ecosystems, educate and train our stakeholders and employees on an ongoing basis, and continuously improve our ethical performance. Our fundamental principles are to maintain the highest level of reputation for our business, to protect the trust of our stakeholders at all times and to act in accordance with international standards of rules of conduct. To us, ethics is not just a set of written rules which remain on paper, but a set of principles which we must apply to our work. From equality to health, from transparency to accuracy, security and many other issues, ethics is the essence of a company's identity.

As Akfen, we act fairly and transparently towards all our stakeholders, in accordance with our corporate values and in compliance with all applicable legal and ethical

requirements in the countries in which we operate at all times.

To build Akfen's corporate value, regulate the actions and attitudes of our employees in business life, and ensure that they behave following ethical standards, we have created [Code of Ethics](#) and [Ethical Codes](#) documents that will guide all managers and employees and have published them on Akfen's corporate intranet and internal publications that are accessible to all our stakeholders.

The Code of Ethics, to which the entire Akfen family, including our senior managers, is committed, consists of 7 main articles. We expect the Board of Directors, managers and employees to comply with the Code of Ethics.

Any situations arising from violations and predicaments regarding the Code of Ethics and Ethical Codes in our holding company and

its subsidiaries are evaluated and resolved by the Ethics Committee. The Chairperson of the Ethics Committee is the Deputy General Manager for Legal Affairs and the members of the Ethics Committee are the Head of Internal Audit, the Head of Human Resources and the Human Resources Specialist. The Ethics Committee works in accordance with the principle of confidentiality during the investigation of a contingent incident, regardless of the hierarchical structure within the company's organisational structure. It resolves incidents as urgently as possible, informs the parties involved and senior management, and reports directly to the Corporate Governance Committee.

To report ethical violations or seek guidance, our employees and all our business partners may contact [etik@akfen.com.tr](mailto:etik@akfen.com.tr).

Akfen's Ethical Codes are listed under the main headings of legal compliance, information privacy and safety, responsible approach to work and safe work environment:

- Respecting equal opportunity,
- Respecting intellectual property,
- Giving and receiving gifts,
- Corruption, bribery and borrowing,
- Purchasing decisions and practices,
- Information privacy,
- Information safety,
- Social media,
- Conflict of interest,
- Working freelance outside the corporation,
- Environmental management,
- Human rights - mobbing,
- Social contribution,
- Accuracy in financial and commercial records,
- Utilization of Akfen's resources,
- Violence in the workplace,
- Health and safety

These sections describe how Akfen employees should act in the event of possible unethical incidents relating to these issues and where they should apply/consult to resolve the incident. The aim is to make timely, correct and sustainable decisions in areas where the solution to the problem is not evident.





## CAUSATIVE

# 02 Corporate Management

As Akfen, we have been conducting all our activities in accordance with the applicable laws and regulations and high ethical standards since the day we were established. In this regard, we aim to become a major player in the global economy while benefiting the country's economy as a reliable business partner, and we develop corporate management practices in accordance with the company's vision, mission and values within the framework of this goal.

The Board of Directors of Akfen Holding is the most senior body in our corporate governance practices. The Board of Directors of Akfen Holding consists of the Chairman, the Deputy Chairman/CEO, 2 Board Member and 1 Executive Board Member. There are 1 General Manager and 3 Assistant General Managers reporting to the Board.



### ◀ Akfen Holding's Board of Directors

- **Hamdi Akın /**  
Chairman of the Board of Directors
- **Selim Akın /**  
Vice Chairman of the Board of Directors and CEO
- **Pelin Akın Özalp /**  
Board of Directors Member
- **İrfan Erciyas /**  
Executive Director
- **Sıla Ciliz İnanç /**  
Board of Directors Member (Legal)

## Our Executive Functions

To ensure that Akfen's operations run smoothly, **13 different functions** have been created and their functions defined.

- Legal Coordination
- Financing Coordination
- Budget Reporting and Risk Management Coordination
- Accounting Coordination
- Business Development Coordination
- Human Resources Coordination
- Directorate of Investor Relations
- Quality System Directorate
- Financial Reporting Directorate
- Internal Auditing Directorate
- Information Technology Directorate
- Corporate Affairs Coordinator
- Corporate Communications Directorate



# CAUSATIVE

## 03 Sustainability Management

From the day we were established, our aim has been not only to deliver economic benefits, but also to support sustainable development by delivering environmental, social and community benefits, and our efforts have made us a leader in this field. We have tried to implement our holistic approach in every area, without for a moment losing sight of it. We know that it is by working in coordination that we can achieve our goals.

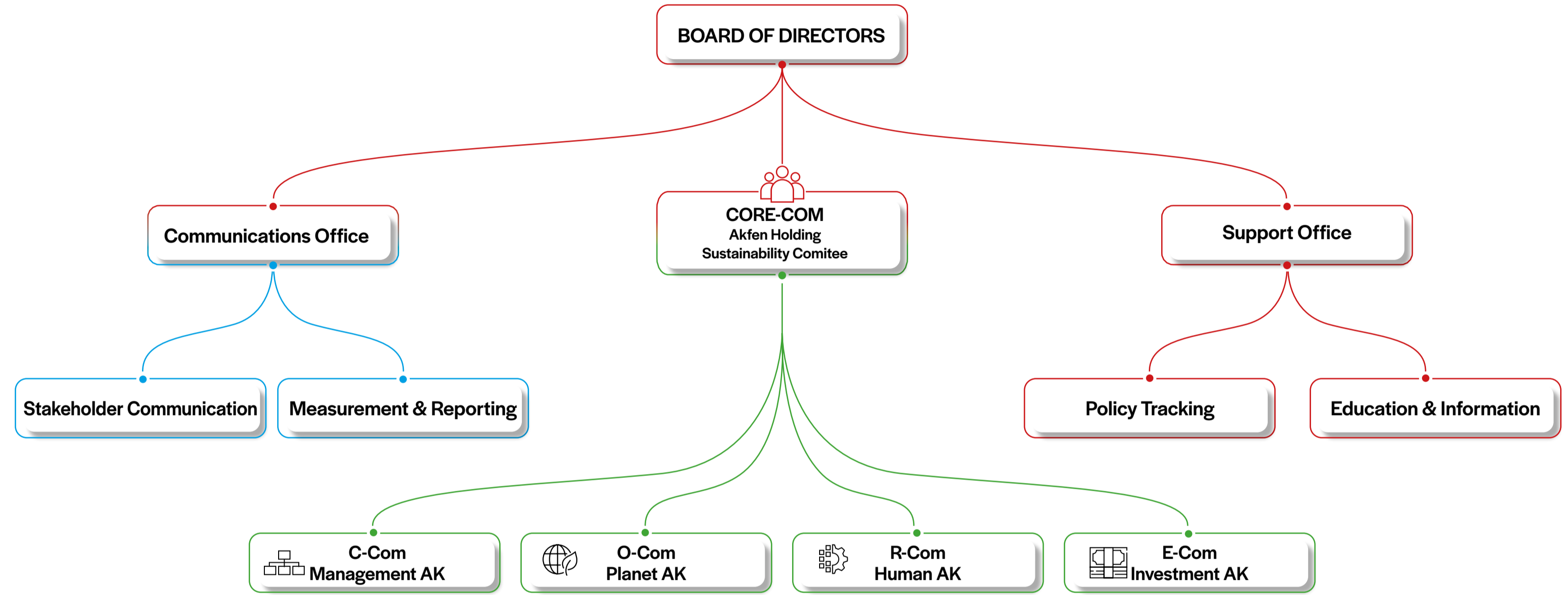
Akfen is the first Holding in Turkey which had undersigned Global Principals Agreement.

To further improve our current sustainability performance and ensure the continuity of our sustainability success by assessing future risks and opportunities, we updated our sustainability management struc-

ture in 2022 and established the Akfen Sustainability Committee, affiliated to the Akfen Holding Board of Directors.

**The Akfen Sustainability Committee** is authorized as the most senior committee to improve and monitor the sustainability performance of Akfen Holding and its subsidiaries, and to report on its activities to the Akfen Holding Board of Directors.

In the last quarter of 2022, we established four different subcommittees dedicated to improving Akfen's sustainability performance and achieving future sustainability goals, and developing studies on management, planet, people, society and investment issues. We will share the work of Akfen's sustainability subcommittees in depth in the 2023 report.



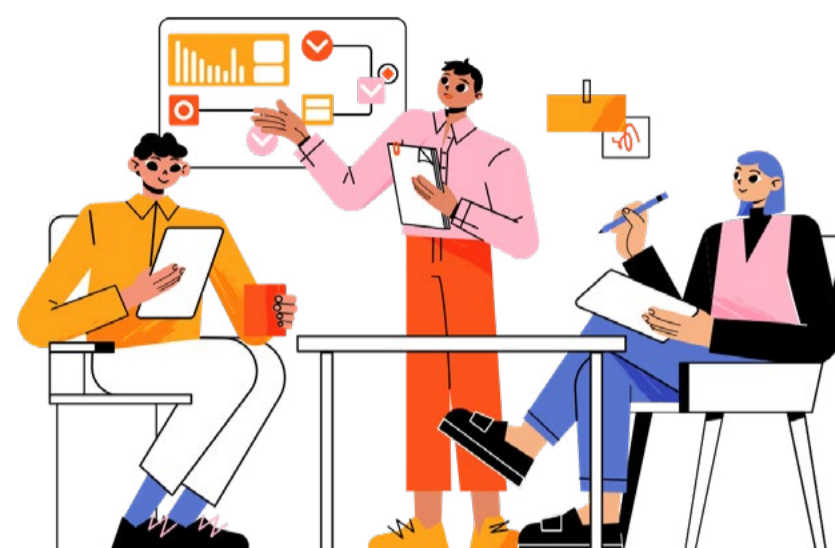
### AKFEN Sustainability Management (Committees)

- CORE-Com:** Akfen Sustainability Supreme Committee
- C-Com:** Committee responsible for matters relating to management quality
- O-Com:** Committee in charge of matters of planetary compatibility
- R-Com:** Committee responsible for matters relating to labour law and product liability
- E-Com:** Committee responsible for investment accountability and matters relating to community affairs



## CAUSATIVE

# 04 Risk and Opportunity Management



“We are breaking new ground thanks to our genuine, innovative and distinctive approach to risk management, and we are pioneers and role models in the areas in which we operate.”

Sustainability plays a critical role in the identification and management of both risks and opportunities in the modern business world, and is raising companies' awareness of the issue. Identifying and managing environmental, social and economic risks is critical for companies as these factors have a direct impact on business operations, corporate reputation and financial performance.

Environmental risks are associated with factors such as climate change, natural disasters and resource scarcity, which can damage production facilities, disrupt supply chains or adversely affect regulatory compliance. Social risks cover issues such as labour relations, human rights abuses and societal expectations. Such risks can have a serious impact on a company's reputation and adversely affect consumer loyalty, investor confidence and employee satisfaction. Economic risks arise from factors such as exchange rates, interest rates and inflation, and can threaten financial stability,

push up costs and reduce revenues.

Risk management in our holding involves monitoring standards and global developments in order to plan the activities of the companies structured under the roof of our holding and to evaluate their resources correctly. The Budget Reporting and Risk Management Coordination carries out risk assessment and management activities at Akfen. Every six months, the **Budget Reporting and Risk Management Coordination** carries out a risk analysis and prepares a risk map for the holding company, including corporate risks, causes of risks and current controls and activities to reduce risks. The Budget Reporting and Risk Management Coordination submits the risk map it has prepared to the General Manager of the company, jointly interprets the company's risks and reports to the CFO and the Executive Board.

Additionally, the company's Sustainability Sub-Committees contribute to the company's sustainability strategy by providing a sustainable business model that supports the company's long-term success and sustainable growth by assessing the company's environmental, social and governance risks and opportunities as per the committee's purpose.

In our holding, opportunity management is supervised by the **Business Development Coordination**.

## CAUSATIVE

# 05 Stakeholder Relations

We listen to the needs and expectations of our stakeholders and maintain an ongoing relationship by communicating with them through various platforms to ensure stakeholder satisfaction.

### Akfen Holding's Key Stakeholders

Stakeholders	Communication Platforms	Frequency
Employees	Meetings, PDP (Public Disclosure Platform), corporate website, media, social media, portal, surveys	Continued
Investors	Investor meetings, PDP, corporate website, media, social media	Continued
Shareholders	Annual General Meeting, investor meetings, PDP, corporate website, media, social media	Continued
Analysts	Meetings, PDP, corporate website	Continued
State institutions and organisations	Meetings, corporate website, media, social media, non-governmental platforms, associations	Continued
Suppliers	Meetings, PDP, corporate website	Continued
Banks	Meetings, PDP, corporate website	Continued
Non-Governmental Organizations	Meetings, PDP, corporate website, media, social media	Continued
Society and Media	Press Releases, PDP, corporate website, media, social media	Continued
Group Companies	Meetings, PDP, corporate website, media, social media, portal, surveys	Continued
Intermediary Financial Institutions	Meetings, PDP, corporate website, media, social media	Continued
Auditors/Assessors	Meetings, PDP, corporate website, media, social media	Continued
Ministries	Meetings, corporate website, media, social media, non-governmental platforms, associations	Continued



## CAUSATIVE

# 06 Global Collaborations

### Global Principals Agreement

The United Nations (UN) Global Compact reflects the fundamental responsibilities of business in the areas of human rights, labour, the environment and anti-corruption. According to the UN, companies that incorporate the 10 principles into their strategies, policies and procedures not only uphold their fundamental responsibilities to people and the planet, but also lay the foundation for long-term success.

The 10 principles of the UN Global Compact are based on universally accepted United Nations declarations on the subject.

As Akfen Holding, we became a signatory to the United Nations Global Compact on July 2, 2002 to contribute to the formation of a common business culture based on universal principles. We are proud to be the first holding company in Turkey to sign the Global Compact. We have thus proven to this agreement that we have taken a leading role in the path of sustainability.

### Women's Empowerment Principles (WEPs)

According to the UN, the Women's Empowerment Principles (WEPs) are one of the most important global private sector initiatives aimed at empowering women to participate more effectively and actively in eco-

conomic life across all sectors and at all levels. We are proud to be the **first holding company in Turkey to sign the Women's Empowerment Principles (WEPs)** of the United Nations

Gender Equality and Women's Empowerment Unit and the United Nations Global Compact, which aim to raise awareness to ensure and mainstream gender equality in business.



### HeForShe

HeForShe is a movement that calls on all individuals to take action for gender equality, provides education, career and job opportunities for women

and aims to encourage women's employment. Akfen Holding Chairperson Hamdi Akin and Board Member Pelin Akin Özalp support HeForShe,

a global solidarity movement for gender equality.



### Zero Waste Blue Pledge

Marine pollution is a type of pollution that adversely affects the marine ecosystem, disrupts many maritime activities and causes serious eco-

nomical and environmental losses. As a marine holding company, we make great efforts to protect our blue sea and make it healthier.

Akfen Holding makes the "Zero Waste Blue Pledge" and promises to work towards the prevention of marine pollution.



### Inclusive Capitalism

We focus on environmental and social impact, based on the idea that the profit-driven capitalism of the Industrial Revolution and its aftermath does not correspond to today's understanding of sustainability. Under-

pinning our understanding of inclusive capitalism is an approach to multiplying, sharing and disseminating the value we create, not only financially but also environmentally and socially. This understanding is also vital to the

sustainability of resources. As Akfen Holding, we have become a member of Inclusive Capitalism, a global movement of leaders committed to conducting business for the benefit of communities and the planet.



## Corporate Memberships

BEST MANAGED COMPANIES	Deloitte Best Managed Companies	DEIK DİŞ EKONOMİK İLİŞKİLER KURULU FOREIGN ECONOMIC RELATIONS BOARD	Foreign Economic Relations Board
WORLD ECONOMIC FORUM	World Economic Forum – Global Shapers	GY:DER	Real Estate and Real Estate Investment Trust Association
YPO	Young Presidents' Organization	TURKONFED	Turkish Enterprise and Business Confederation
TUSIAD	Turkish Industry and Business Association	TAIDER AİLE İŞLETMELERİ BİRLİĞİ	Family Businesses Association
TGYB	Turkish Young Businessmen Association	speryon ODAGINDA İNSAN VAR	People Management Association of Turkey
KalDer TÜRKİYE KALİTE DERNEĞİ	Turkish Quality Association	Türkiye Kurumsal Yönetim Derneği Corporate Governance Association of Turkey	Corporate Governance Association of Turkey
TTYD TÜRKİYE TURİZM YATIRIMCILARI BİRLİĞİ TURKISH TOURISM INVESTORS ASSOCIATION	Turkish Tourism Investors Association	TIKAD TÜRKİYE İŞKADINLARI DERNEĞİ TURKISH WOMEN ASSOCIATION	Turkish Businesswomen Association
YÖNETİM KURULUNDA KADIN DERNEĞİ	Women on Board Association Turkey	DENİZ TEMİZLİK TURİZM DERNEĞİ	Turkish Marine Environment Protection Association
TAYCED	All Waste and Environmental Management Association	tüyid	Turkish Investor Relations Society

bcSD Türkiye The Business and Sustainable Development Council (BCSD Türkiye)



## CAUSATIVE

# 07 Creating a Sustainable Supply Chain



Establishing a sustainable supply chain is of utmost importance for companies to ensure business continuity and to anticipate financial and non-financial risks. Today, with changing regulations and customer/guest expectations, suppliers have become business partners that all enterprises should manage and, if handled properly, allow companies to gain a competitive advantage in their sectors.

As Akfen, we maintain our approach to creating a sustainable supply chain to deliver social and environmental benefits by sustaining the business continuity and economic profitability developed over the past 47 years. We aim to deliver economic and social benefits to the society in which we operate by minimising environmental impact at every stage of our operations and supply chain.

We undertake and conduct the activities of procuring and controlling, in accordance with the Purchasing Regulation.

We assess our current suppliers in two main categories: material suppliers and service suppliers. In addition to the conventional assessment of quality and cost in the supplier selection process, we expect the companies we work

with to declare that they comply with basic human rights and ethical rules and to report on their current occupational health and safety performance.

We recognise the need to assess the environmental, social and governance performance of our existing suppliers in order to improve their environmental performance and create a sustainable supply chain, and that our suppliers subject to this assessment will review their processes. In line with this awareness, in 2024 we aim to evaluate the environmental performance of companies in the supplier selection process, thanks to the new process we will organise by reviewing the supplier selection and evaluation process. With this study, we aim to have a wider impact, not only by contributing to our own sustainability goals, but also by encouraging other stakeholders in the supply chain to initiate steps in this direction.

As Akfen, we strive to promote sustainability awareness throughout the supply chain by communicating information and organising training programmes on sustainability issues in cooperation with business partners and suppliers.

## CAUSATIVE

# 08 Local Economy

We have a strong commitment to local economies, with businesses operating on 5 different continents around the world. This geographical diversity not only provides us with commercial opportunities, but also gives us a responsibility to make a real and lasting contribution to local communities. In line with our responsibilities, we run a number of programmes that support local economic development. We contribute to the economic well-being and prosperity of local people by prioritising local labour in the regions where we operate, thereby increasing regional employment and encouraging workers to remain in the area.

We support the growth and development of regional businesses by prioritising local suppliers in our manufacturing and service processes. Looking at our overall supplier budget and spend, 83.61% of our purchasing budget is used to pay local suppliers.

At Akfen, we look beyond short-term financial gains to long-term social and economic benefits in the regions where we operate. By supporting community investment, we develop projects that promote sustainable development in many areas, from infrastructure to education. We organise training programmes and workshops to improve the skills and capabilities of local people.

Share of local suppliers in the purchasing budget

83.61%



# OBJECTIVE

## A production approach compatible with the environment and common objectives

As a company that has operated in close interaction with the environment in all the sectors in which we have been involved since the day we were founded, we do not only focus on economic success in our activities, but also work resolutely with a service approach compatible with nature and with the common goals of building a sustainable environment.



**OBJECTIVE**

# 01 Environmental Policy

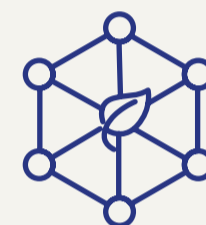
Our environmental policy is predicated on an understanding of respect for the environment. We assess the environmental impact of all our activities and take the necessary precautions. We establish and enforce environmental regulations in accordance with international agreements and standards.

**PRODUCING REALISTIC SOLUTIONS FOR THE FUTURE**



Proactively contribute to a sustainable future by generating and proposing realistic solutions to all climate change issues,

**IMPLEMENTING THE ENVIRONMENTAL IMPACT ASSESSMENT SYSTEM**



Implementing the Environmental Impact Assessment System, which makes it possible to reduce environmental risks and cut investment costs,

**UPDATE OF STRATEGIC PRIORITIES**



Define and periodically update strategic environmental priorities and issues,

**COMPLY WITH LAWS AND REGULATIONS**



Comply with applicable environmental laws and regulations in the countries in which we operate,

**CREATING VALUE WITH INNOVATIVE APPLICATIONS**



Addressing energy needs that contribute to a sustainable and responsible environment, creating value by leveraging new technologies, innovative and eco-efficient practices,

**PROTECTING BIODIVERSITY**



Taking the necessary measures to manage waste, protect water, reduce emissions, use resources efficiently and protect biodiversity by adopting the circular economy model,

## Akfen Holding's Environmental Priorities

As Akfen, we encourage our stakeholders to respect nature while contributing to it, and we are committed to raising the awareness of all our stakeholders, especially our employees, about the environment and climate change.

and Group companies. We are committed to minimizing our impact on the environment by making every effort to protect nature in all areas in which we operate, developing action plans by identifying environmental risks and opportunities arising from the operations of our businesses, and implementing improvements in line with our activities.

In the year under review, we provided a total of 11,468.5 person\*hours of environmental and sustainability training to our employees at Akfen Holding

**Sustainability training for employees**

**11,468.5** person/ hours



## Awareness Raising Studies with All Stakeholders

The growth of the human population has been accompanied by the development of urbanisation and industrial activity. Over time, this situation has led to the accumulation of greenhouse gases on Earth, the depletion of natural resources and the deterioration of soil, water and air quality.

Today, the effects of increasing climate change, notably in the form of extreme weather events, have led humanity to adopt a responsible approach to production and consumption, and made the concept of environmental sustainability important for businesses.

In all our activities we comply with all applicable environmental laws and regulations and meet the requirements of internationally recognised standards. During the year under review, Akfen Holding and its Group companies fully complied with environmental legislation and have incurred no environmental fines.

“A concerted effort is being made to raise awareness of climate change and sustainability among all stakeholders, particularly our employees.”

### Environmental investments in Akfen Holding

and  
Group  
companies  
amounted  
to **34** million  
TL





**OBJECTIVE**

**02 Environmentally Responsible Management**

To prevent any negative impact on the environment in the areas where we operate, we carry out an environmental impact assessment (EIA) of the region before starting the project, protect the fauna and flora in the project area by obtaining all legally required permits, and develop projects that are highly compatible with the environment.

In all the sectors in which we operate, particularly construction, tourism, renewable energy, waste and water management and mining, we are committed to protecting natural resources and assuming our environmental responsibilities in our projects.

To prevent any negative impact on the environment in the areas where we operate, we carry out an environmental impact assessment (EIA) of the region before starting the project, protect the fauna and flora in the project area by obtaining all legally required permits, and develop projects that are highly compatible with the environment.

Akfen Renewable Energy's objectives include a determination to protect biodiversity in the areas where it operates and to support projects that protect biodiversity and support nature. During the reporting period, it carried out biodiversity monitoring studies at the HEPPs, solar power plants and WPPs it operates, and these studies found that there were no IUCN Red List species

on the project sites. Landscaping works, including wildlife rehabilitation works and reforestation of the region, are being carried out in the project areas.

Afforestation and sapling planting activities were carried out at **Akfen Renewable Energy** in 2021, and the planted trees absorbed 588 tons of CO<sub>2</sub>.

In all city hospitals built by **Akfen Construction** and managed by Akfen Hospitals, green roof applications have created new habitats in terms of biodiversity and living environments for animals such as birds. Tekirdağ City Hospital has a green roof with a total area of 6,460 m<sup>2</sup>.

The landscaping of the Bodrum Loft project, which is operated by **Akfen REIT**, is carried out with plants such as pine, olive, rubber, myrtle, wild strawberry and endemic species of the region, which are specially selected according to the structure of the region. In this way, the adaptation of the vegetation created is guaranteed and the

plant tissue is prevented from being damaged by the negative effects of the microclimate.

**Akfen Tourism** aims to ensure the comfort and satisfaction of its guests in its properties by respecting nature. In this context, it carries out projects aimed at protecting the biodiversity of the region.

In all city hospitals managed by **Akfen Hospitals**, living accommodations that are habitats for insect and bird species have been created on hospital roofs using green roofs, and it has also been possible to test good agricultural practices in areas with thick soil.

To support the **MIP** declaration for forest areas, 21,500 seedlings were planted and reforestation was supported.

The environment of the mining areas used by the **Acacia Mining** operations is protected and reforestation activities are carried out to rehabilitate the mining areas. As part of the biodiversity mo-

nitoring plan for flora, fauna and aquatic ecosystems in the region, Biodiversity Monitoring Plan reports and Biodiversity Action Plan studies are being prepared in collaboration with academics who are experts in their fields.

**Amount of CO<sub>2</sub> absorbed by planted trees**





## OBJECTIVE

# 03 Waste Management

At Akfen, we have adopted a responsible approach to production and consumption, and we support and implement sustainable waste management practices to minimise waste production and reduce environmental impacts, thus avoiding excessive consumption of natural resources and pollution of water and soil. In our activities, we aim to reduce the amount of waste sent to landfill, recover waste in the economy and support the zero waste model.

We are working to raise awareness by explaining waste management and its impact to our stakeholders, and to make reducing our environmental impact part of our corporate culture.

At the headquarters of our holding and group companies, waste is collected separately at its source. The building management bears the re-

sponsibility of disposing of the collected waste, and the building management disposes of the waste as per the Waste Management Regulation.

A total of 32 thousand kilograms of waste oil will be recovered as energy in our Group companies in 2022. During the reporting period, a total of 41 thousand kilograms of non-hazardous waste was collected in our Group companies and this non-hazardous waste was sent to recycling/recovery facilities and returned to the economy in line with the zero waste model. To reduce the amount of plastic waste generated at its headquarters, Akfen Environment and Water abandoned the use of plastic bottles for drinking water and switched to using bottled water and glass cups. To reduce the amount of waste paper generated by its office operations, it has adopted the princi-

ple of printing only when necessary. These two applications prevented a total of 0.04 tons of waste during the reporting period.

Akfen Environment and Water provides waste management services to the companies it serves, and during the period under review a total of 10,177 tonnes of waste was separated at source and returned to the economy through recycling.

IDO reduced its paper consumption by 13,423.7 tons thanks to its waste management practices.

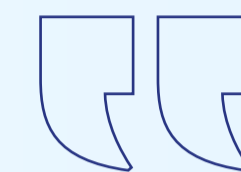
In Bodrum Lotf, which Akfen REIT operates, to minimize the amount of waste generated by the supply chain, Akfen REIT requests products to be delivered in bulk from the same company, tries to avoid the use of separate packaging and carries out all processes in line with the zero-waste model.

### Waste introduced into the economy at Akfen Water

**10,177**  
tons

### Amount of waste reduced in IDO

**13,424**  
tonnes



We are committed to raising awareness by explaining waste management and its impact to our stakeholders, and to embed reducing our impact on the environment as part of our corporate culture.







As the Akfen Group, we are committed to not adding any new coal-fired power plants to our portfolio and to generating all of our capacity from 100% renewable energy.

**OBJECTIVE**

**04 Climate Change, Energy Management**



One of the major causes of climate change is the release of large amounts of greenhouse gases into the atmosphere due to the rapid increase in fossil fuel consumption. In order to prevent greenhouse gas emissions from the use of fossil fuels, we are supporting investments in clean energy and conducting energy efficiency studies around the world.

As a supporter of the Sustainable Development Goals, we have included in our sustainability commitments, in line with Goal 7, Achievable and Clean Energy, **“Not to add new coal capacity to the portfolio and to ensure that portfolio capacity consists of 100% renewable energy, and to undertake research and planning for sustainable energy production investments”.**

Akfen Renewable Energy produced a total of 3,243,935,35 MWh of electricity during the

reporting period through the HEPPs, RES and SPPs it operates to provide access to affordable, reliable, sustainable and modern energy for all. Thanks to this clean energy produced, approximately 965,215.41 households were able to source their electricity needs with sustainable, clean energy.

As part of the aim to improve the quality of service in all Akfen Group companies, numerous energy efficiency studies have been carried out, ranging from the replacement of LED light bulbs to changes in process management.

All of Akfen REIT's companies have a building energy certificate. At Bodrum Loft, managed by Akfen REIT, the lighting and air conditioning in the villas and social areas are adjusted according to the time of day, ensuring the well-being of the hotel guests and pursuing the goal of energy efficiency.

The entire administrative and operational power needs of all Akfen Renewable Energy power plants are met by solar panels installed on the utility transformers and administrative buildings, eliminating the use of fossil fuels.

In the city hospitals managed by Akfen Hospitals, the natural gas used as an energy source is converted into electrical energy with the trigeneration system. The waste heat from the trigeneration systems is used in the hospital's heating and cooling systems, thus avoiding energy consumption due to extra heating. Outdoor and garden lighting is supplied with clean energy from solar panels on the hospital roofs, and the existing solar thermal hot water system provides water for use in the hospital on sunny days. In Tekirdağ City Hospital alone, energy efficiency projects worth more than 1.2 million kWh and 3 million TL were implemented last year.

**Akfen Renewable Energy's electricity generation is**

**3,243,935**  
MWh

*\* During the reporting period*



**OBJECTIVE**

# 05 Climate Change, Emissions Management



Amount of Carbon Sales Made

# 153

thousand tonnes



In line with our commitment to reduce emissions by 2022, we have calculated our greenhouse gas emissions and had them verified by an independent and authorized organisation.



Climate change looms as one of the world's greatest environmental threats. Today, climate change is increasingly manifesting itself in extreme weather events, floods, droughts and uneven patterns of rainfall that directly affect ecosystems and human life. As the impacts of climate change escalate, countries are taking action and setting collective targets to reduce emissions. Under the Paris Agreement, they aim to limit the increase in global temperatures caused by human-induced greenhouse gas emissions to below 2°C above pre-industrial levels in the long term. Today, governments are going beyond this agreement and an-

nouncing net-zero emission targets for the future and policies to reduce emissions in this direction. Our country also has a net zero emissions target for 2053.

We at Akfen closely follow emission management policies and trends worldwide, include "research and planning to reduce carbon emissions" in our sustainability commitments, and are committed to taking decisive steps towards this goal.

In line with our commitment to reduce our emissions in 2022, as a first step we calculated our Scope 1, 2, 3, 4, 5 and 6 greenhouse gas emissi-

ons according to ISO 14064-1:2018 to assess our current situation and had the emissions verified by an independent accredited organisation.

Our power plants owned by Akfen Renewable Energy are qualified for VCS, GS and GCC certificates. During the transition to a low-carbon economy, the company offsets carbon emissions by selling its certificates to companies that emit carbon. In the year under review, a total of 152,982 tons of verified carbon units were sold with the renewable energy produced by Akfen Renewable Energy's HEPP power plants.

## Emission (2022 / tCo<sub>2</sub>e)

Companies	Akfen Holding	Akfen REIT	Akfen Cons.	Akfen Ren. Energy	Akfen Tourism	Akfen Environment and Water	Akfen Hospital	Total
Scope 1	176	21	165	2,048.41	1,220	7	3,770	7,408
Scope 2	77	2	-	716.51	1,549	2	2,764	5,111
Scope 3	398	5	80	418.55	102	10	70	1,084
Scope 4	388	10	17,604	5,669.40	4,424	1,940	8,196	38,233
Scope 5	-	13,623	240	-	270	-	-	14,134
Scope 6	127	-	51	107.51	220	-	434	940
<b>Total</b>	<b>1,167</b>	<b>13,662</b>	<b>18,142</b>	<b>8,960</b>	<b>7,785</b>	<b>1,960</b>	<b>15,235</b>	<b>66,910</b>



**OBJECTIVE**

**06 Water Management**

Water, which is the source and the origin of life, is vitally important for the protection of the ecosystem and for sustainable economic activity. Water, which is the most important resource for life and the existence of companies, is a critical and priority issue for Turkey and the world today due to climate change and pollution of water resources.

The issue of water conservation and its proper management has also shown its importance in the double materiality study we carried out and found a place in the secondary overlapping area in the sustainability priority matrix prepared for Akfen. With our understanding of sustainable production and shared goals, we pay particular attention to the efficient use of water in all our processes.

The amount of wastewater treated by Akfen Water is

**25.8** million m<sup>3</sup>

Wastewater recycled in Bodrum Loft is

**32.4** thousand m<sup>3</sup>

Reduction in clean water consumption\* at Acacia Mining is

**35%** \* Monthly water consumption fell from 43,000 m<sup>3</sup> to 28,000 m<sup>3</sup>.

**Zero Waste Blue Pledge**

As Akfen, we made the “Zero Waste Blue Pledge” by participating in the “Zero Waste Blue Mobilization” initiated by the Ministry of Environment, Urbanization and Climate Change as part of the Zero Waste Project to combat the pollution of water resources and committed to work to prevent the pollution of the seas.

We pledge “To prevent the pollution of our seas and coasts, to promote and develop the fight against pollution and increase participation, to leave a livable and healthy environment for future generations, to develop creativity and innovation capacity to develop a good solution, to use alternatives instead of consuming single-use plastics, to support the circular economy aligned with Zero Waste Blue”.

**Akfen Environment and Water** is responsible for the treatment and discharge of the waste water generated by its subcontractors. In this regard, the wastewater is treated in accordance with the legal discharge values in the treatment plants established according to the wastewater characterisation of the service company and the treated wastewater is discharged in accordance with the law

without harming the environment. Akfen Water has so far recycled **25.8 million m<sup>3</sup>** of wastewater by purifying it into clean water and preparing it for reuse in accordance with its founding purpose.

The Bodrum Loft project, operated by **Akfen REIT**, uses seawater by capturing and collecting it through a reverse osmosis system. The entire amount of 32,400 m<sup>3</sup> of wastewater will be reused within Bodrum Loft in 2021.

In the city hospitals managed by **Akfen Hospital**, wastewater from laboratory processes and heating is discharged after neutralisation processes and in compliance with all legal discharge standards.

At **Acacia Mining**, the capacity of the ADT return line is decreasing over time due to sedimentation caused by mining activities. In order to increase the amount of clean water used, Acacia Mining increased the amount of water coming into the plant from the ADT by cleaning the return line, reducing the monthly consumption from 43,000 m<sup>3</sup> to 28,000 m<sup>3</sup>. Acacia Maden monitors water consumption and regularly cleans the return line from the ADT plant.



# RECEPTIVE

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**A working environment  
that is open to innovation  
and responsive to  
understanding**

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**“We value our employees' opinions and encourage their participation. We share success, thanks to the commitment and dedication of each member of the family”.**

At Akfen, all tasks are important and all employees are valuable. By focusing on the safety and satisfaction of our employees, we create an inclusive working environment that is open to innovation and cooperation based on love, respect and tolerance. With this way of working, we carry out Akfen's processes with common sense and an egalitarian approach, make the most of our employees' potential, ensure that their talents are retained within the holding, and specifically reflect our innovative approach to our work.





RECEPTIVE

# 01 Fundamental Human Rights Policy

Our human rights policy is founded on our understanding of human value, which is integrated into our corporate values. With this understanding, we act transparently, fairly and with respect for human rights in all our activities and relationships with our stakeholders. Our human rights policy is based on the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work.

- We treat all stakeholders on an equal basis. We do not tolerate discrimination on any grounds, including religion, language, race, gender, age or political opinion.
- We are in the process of developing systems for the prevention of discrimination and harassment.
- We continue our business activities in communication with employees by providing a safe and healthy working environment, the right to life, remuneration, flexible working hours, training for personal and professional development, and freedom of expression.
- We avoid engaging in practices that could be considered modern slavery, such as forced labour, child labour or human trafficking, and we monitor for human rights abuses.
- We continuously encourage our employees to respect human rights.
- We respect the right of employees to bargain collectively and to exercise freedom of association.
- We implement practices that support sustainable development by establishing a human rights-based, dignified communication with the communities in which we operate.
- We are committed to data security and the protection of the privacy rights of our employees and stakeholders.



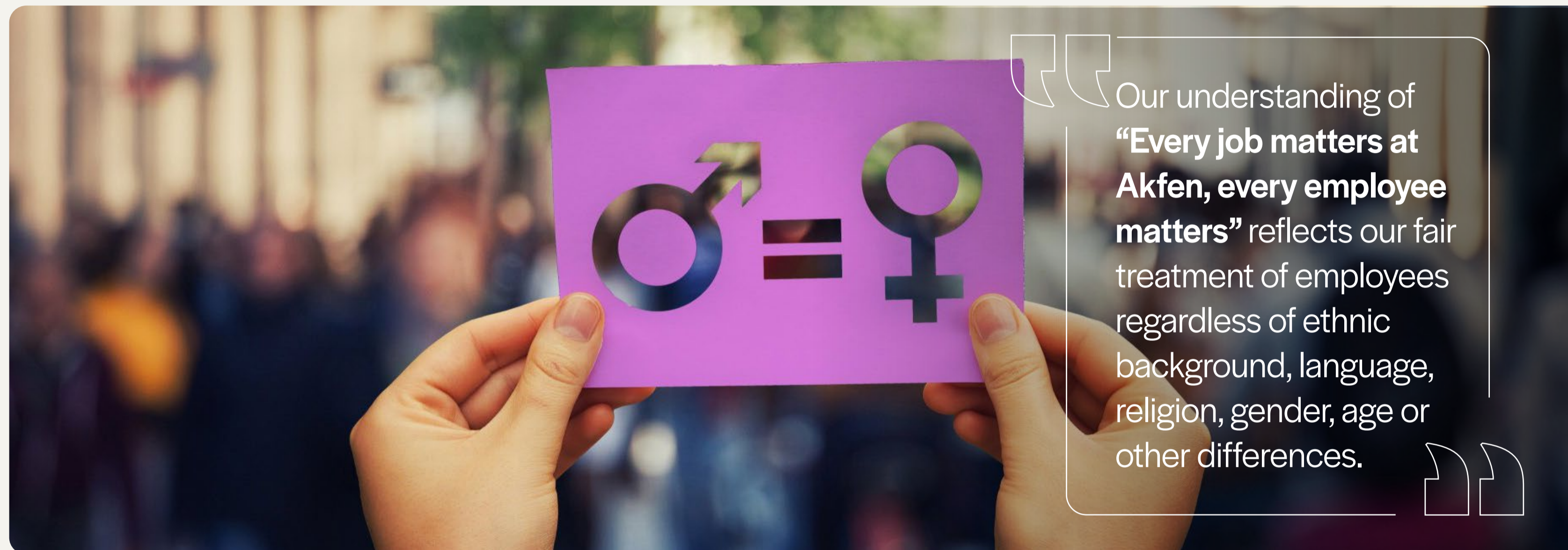


RECEPTIVE

# 02 Equal Opportunity and Inclusion

As Akfen, we approach human resource practices with the insight that “All tasks are important, all employees are valuable”, which is embedded in our corporate values. This understanding entails that we treat all our employees equally and fairly, regardless of their ethnicity, language, religion, gender, age or other differences. By promoting diversity in all areas of our business, we value the different opinions of our employees, encourage their participation in business life and believe that a working environment that is nourished and enriched by different perspectives will increase commitment and productivity.

During the recruitment process, we treat all applications fairly and equally and act in strict accordance with the [Human Resources Policy](#) we have established, applying only talent-based assessment.



Our understanding of “Every job matters at Akfen, every employee matters” reflects our fair treatment of employees regardless of ethnic background, language, religion, gender, age or other differences.

## Human Resources Policy

Our principal Human Resources policy is to select, develop, appraise and manage human resources according to modern criteria and the principle of equal opportunity for all, by matching the requirements of the job with the skills and competencies of the employee.

Human Resource Management should enhance the performance of employees by creating a dynamic, developmental

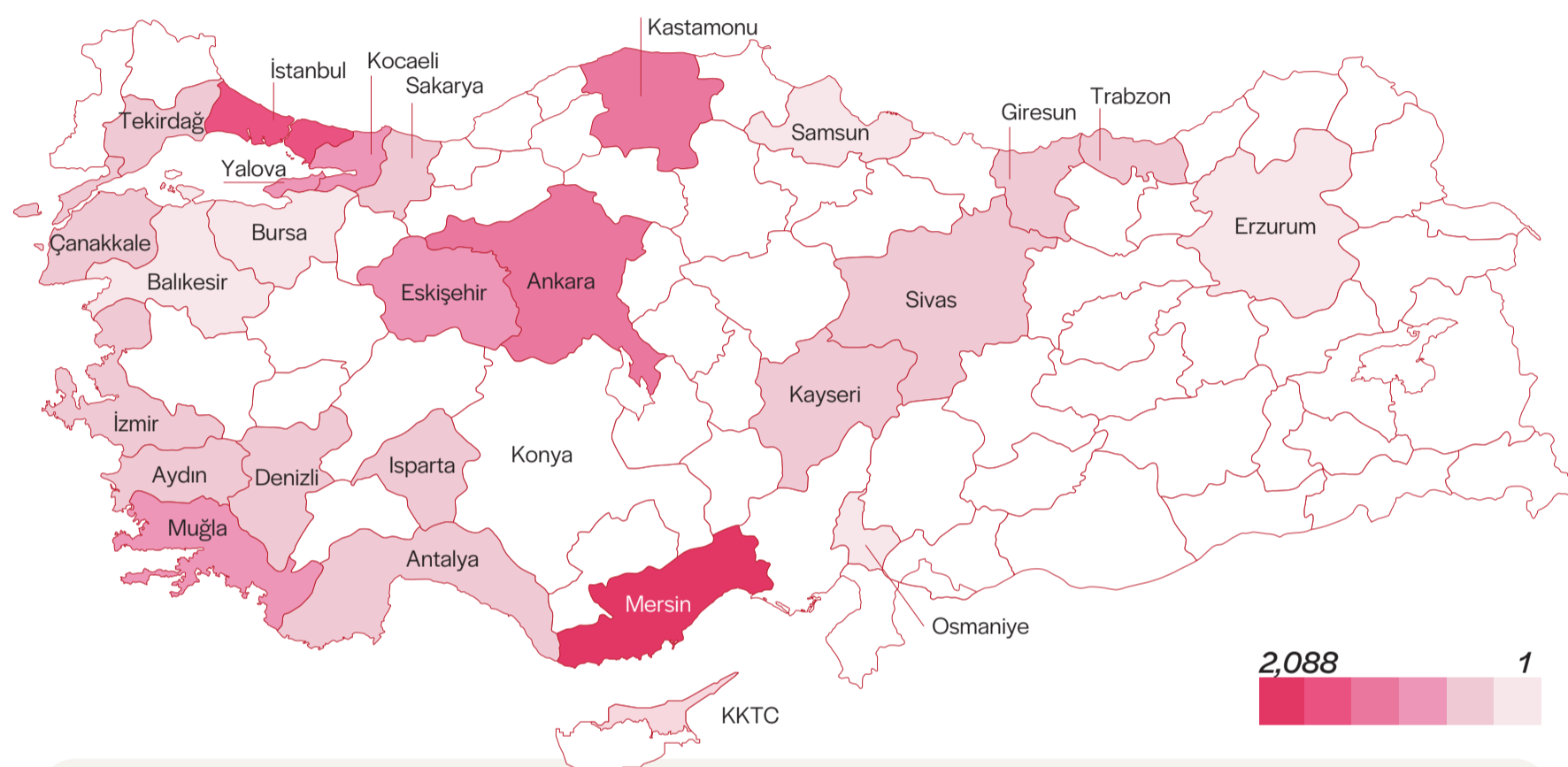
and innovative environment, translating business objectives into individual goals and supporting the effective and efficient achievement of business objectives.

Our employee profile represents a human resource that is open to change and development, highly motivated to succeed, believes in teamwork and team spirit, makes good use of resources and time, and has a keen sense of social responsibility.





# Employee Profile\*

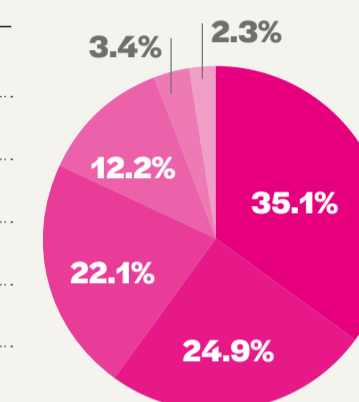


## No. of employees by region

Mersin	2,088
İstanbul	761
Ankara	264
Kastamonu	229
Yalova	56
Muğla	54
Kocaeli	50
Eskişehir	40
Giresun	28
Isparta	28
Tekirdağ	25
Sakarya	21
Çanakkale	19
Denizli	17
Antalya	17
İzmir	15
Kayseri	14
Sivas	12
Trabzon	12
Aydın	10
Bursa	9
Erzurum	8
Osmaniye	6
Balıkesir	3
Samsun	2
TRNC	1

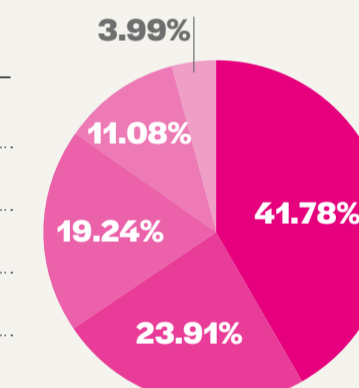
## Educational Level of Employees

Education	Number	%
Post-graduate	86	2.3
Bachelor's	838	22.1
Associate's degree	463	12.2
High school	1,329	35.1
Secondary school	130	3.4
Primary school	943	24.9



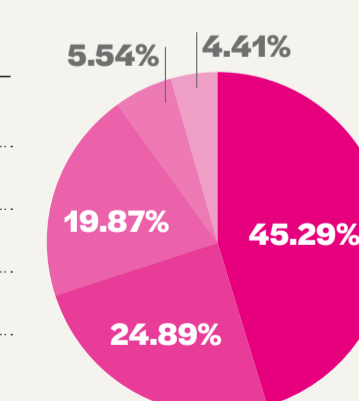
## Number of employees by seniority

Seniority	Number	%
Less than 1 year	420	11.08
1-3 years	729	19.24
4-7 years	906	23.91
8-15 years	1,583	41.78
16 years and more	151	3.99



## Age distribution of employees

Age Group	Number	%
18-25 years old	210	5.54
26-35 years old	943	24.89
36-45 years old	1,716	45.29
46-55 years old	753	19.87
56+	167	4.41



## Turnover\*

No. of employees at the beginning of the period	609
Number of new employees	17
Total number of quits	13
No. of personnel at the end of the period	613
Average number of employees	611
<b>Total Turnover Rate</b>	<b>2.12%</b>

### Term for Resignation

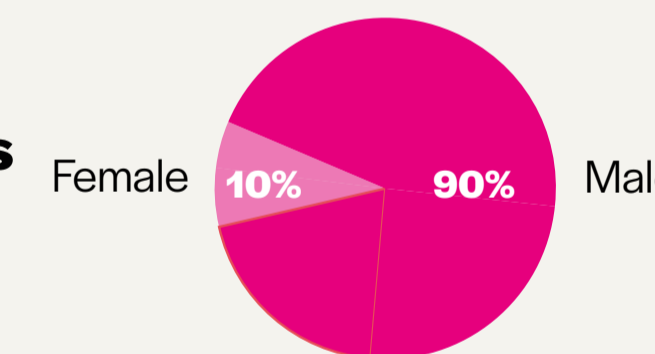
No. of Employees Leaving Due to Resignation	13
Rate of Resignation	2,12%

\* Data for IDO, MIP, Acacia and Travelex are not included in the tables.

## Distribution of Employees by Company

Company	No. of employees	Company	No. of employees
MIP	2,069	Akfen Hospital	21
IDO	803	Firatcan Costruction and Tourism	20
Acacia	250	Akfen REIT	12
Akfen Renewable Energy	233	Akfen Consultancy	9
Akfen Tourism	189	TİKAV	8
Akfen Holding	60	Akfen Water	6
Travelex	54	Akfen Real Estate Asset Management	5
Akfen Construction	45	Akfen Project	5
<b>Total</b>	<b>3,789</b>		

## Distribution of Employees by Gender



## Number of female employees in executive and managerial positions

<b>Akfen and Subsidiary Companies</b>	<b>25</b>
MIP	7
Travelex	2
Acacia	1
İDO	1

\* The data on the employee profile is as of 31.12.2022



RECEPTIVE

# 03 Gender Equality in Business Life

Gender equality is a commitment for us to fully mobilise all the potential, creativity and determination to work and transform our country. We address this situation with particular importance, as any work environment in which the genders are not equally represented entails an economic and social loss.

At Akfen, we regard the issues of gender equality and ensuring women's employment in business life as one of the basic human resources rules that must be met for a successful business life, over and above social responsibility. Since the day we were founded, we have been implementing pioneering practices in the field of gender equality and women's employment.

Akfen proudly holds the title of being the first holding company in Turkey to sign the United Nations Women's Empowerment Principles (WEPs).

We have signed the United Nations Women's Empowerment Principles (WEPs), which consist of 7 basic principles on gender equality and women's employment. Akfen Holding Chairperson Hamdi Akin and Board Member Pelin Akin Özalp support HeForShe, a global solidarity movement for gender equality launched under the leadership of the United Nations Women's Division.

We are advocating gender equality in all areas where we operate, in line with our corporate signature and with the support of the Board of Directors, we offer equal opportunities to our male and female employees without segregation, and we believe that this created environment of equality will lead to success by increasing creativity and helping the company to achieve its sustainable growth goals.



“ Akfen proudly holds the title of being the first holding company in Turkey to sign the United Nations Women's Empowerment Principles (WEPs). ”



RECEPTIVE

# 04 Employee Engagement and Satisfaction

We refer to all our employees as members of the Akfen family and we wish and encourage our employees to identify themselves as members of the family.

Recognising that one of the cornerstones of maintaining our reputation and success is ensuring employee satisfaction, we support practices that both strengthen employee commitment to the company by ensuring employee satisfaction and preserve the company's culture.

We create a working environment that is peaceful and safe for all employees, support the career and personal development of our em-

ployees, and enhance the knowledge of our employees through internal and external training opportunities.

To accommodate changes in working patterns in the aftermath of the pandemic, we have switched to flexible working practices that allow employees to perform their present tasks in their present environment, without physically coming into the office for tasks that can be accomplished online during working hours.

There is Akfen House, where Akfen staff can enjoy free accommodation.



**Fringe Benefits;**

Premiums, Flexible Working, Company Car, Company Phone, Akfen House



**46<sup>th</sup> Anniversary Celebration of Akfen**

To celebrate the 46th anniversary of Akfen Holding, the entire Akfen family gathered and celebrated in December 2022. Selim Akın, Deputy Chairperson of the Board of Directors and CEO, and Pelin Akın Özalp, Member of the Board of Directors, also attended the meeting held in Ankara.



RECEPTIVE

# 05 Talent and Career Management

Learning is our impetus for progress. We consider it a privilege for our employees to take responsibility and initiative, and we empower and encourage them to succeed.



The qualifications of their employees are the basis on which companies can ensure their success and stability for many years to come. In order to preserve the existing corporate culture and knowledge, companies support the career development of their employees and ensure their satisfaction by creating new job opportunities.

Part of our corporate value is to increase our knowledge every day by embracing every job we do at Akfen. In light of this value, we provide our employees with continuous learning and development opportunities, allowing them to maximize their potential. We offer a variety of training and development opportunities to support our employees' professional development and maximize their talents. We give them access to the tools and resources they need

to advance their careers. By taking our work to the next level with the understanding that "learning is our power to progress", we plan to ensure that our employees have a range of professional and personal development training programs that they can access wherever they are.

We have established the organisational structure for existing jobs and prepared the work processes and job descriptions for the positions. We subject our employees to a fair and equitable evaluation system in accordance with the qualifications required for the vacant positions in our holding and group companies, and offer them horizontal and vertical promotion opportunities. We ensure an increase in the commitment of employees whose career development is supported by internal evaluation of can-

didates, thus keeping Akfen's knowledge and experience within the Group.

The performance evaluation process in our holding is carried out via Akfen's corporate intranet (Akfen'iz). The performance evaluation system consists of target and competence evaluation. Positional and personal goals are set annually by the department managers, and progress towards the goals is evaluated at regular intervals. As a result of these evaluations, effective and efficient training and development programs are defined to support employees' career paths and create career development opportunities for employees based on measurable performance. This fosters a highly motivated work environment.





ANLAYIŞLI

# 06 Occupational Health and Safety

At Akfen, we believe that everyone should work in a healthy and safe environment, and we consider it our responsibility to protect the health and safety of our employees.

We develop practices that increase employee motivation by incorporating our health and safety awareness into our corporate culture and ensuring that our employees work in a safe environment, and we strive to increase awareness through the health and safety training we provide to our stakeholders.

In the year under review, we provided a total of 1,137,913 person\*hours of occupational health and safety training to employees of Akfen Holding and Group companies, and a total of 544,968 person\*hours of training to subcontractors.

In order to create health and safety conditions in all areas in which we operate, we employ the necessary personnel with health and safety expertise in accordance with the risk classes of our activities. We keep health and safety statistics and report them to management, and we make investments to improve the current situation through continuous risk assessment analysis of the work environment.

During the year under review, we invested approximately 6.5 million TL in Akfen Holding and Group companies to ensure occupational health and safety.



## AWARENESS RAISING ACTIVITIES AT İDO



İDO is engaged in ensuring health and safety conditions on the vessels, organising their environment, investigating all hazardous situations and near-miss accidents that occur on the vessels on a monthly basis, taking action according to their causes, and striving to raise awareness among our employees by compiling accident bulletins.

## HSE PORTAL WAS LAUNCHED IN ACACIA



Acacia Maden, which is classified as hazardous due to the nature of its operations, carefully manages its health and safety processes with the aim of achieving zero accidents. We launched the Acacia HSE Portal to facilitate the monitoring of existing health and safety processes and to raise awareness by involving employees in the process. This has ensured that all employees are involved in the hazard reporting and notification process.

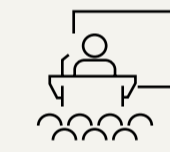
## Occupational Health and Safety Policy

Our Occupational Health and Safety policy is predicated on our understanding of valuing people and protecting the physical and mental health of all our employees. In accordance with this commitment, we comply with the relevant health and safety legislation of the country in which we operate and act in accordance with international conventions and standards in all our activities.

Therefore, as Akfen Holding:



- We are committed to the creation of a work environment in which the health and safety of our employees is a priority.



- We have in place the necessary precautions for the prevention of accidents at work and occupational diseases.



- We promote health and safety awareness among all our stakeholders, and particularly our employees.



- We provide a full range of personal protective equipment and equipment to all of our stakeholders in our work environments and provide them with information on how to use it.



- We identify risks that could lead to occupational accidents and diseases in all our working environments, assess the root cause of any problem and implement continuous improvement efforts in our work environments.



- We maintain communication with our employees to ensure a safe and healthy work environment.



# EFFECTIVE

## A beneficial and effective investment accountability

Our investments are both material and moral

We at Akfen do not only focus on economic success in our Corporate Social Responsibility (CSR) activities. When selecting Non-Governmental Organisations (NGOs) to work with, we pay particular attention to their impact on society and their potential for creativity and innovation. This approach reflects our desire to address social problems not only with traditional methods, but also with innovative and creative solutions.

At Akfen, we conduct our economic and educational projects in partnership with the Turkish Human Resources Education and Health Foundation (TIKAV). At the same time, to show the importance we attach to art, we carry out social art projects with Loft Art.



## EFFECTIVE

### Turkish Human Resources Education and Health Foundation (TİKAV)

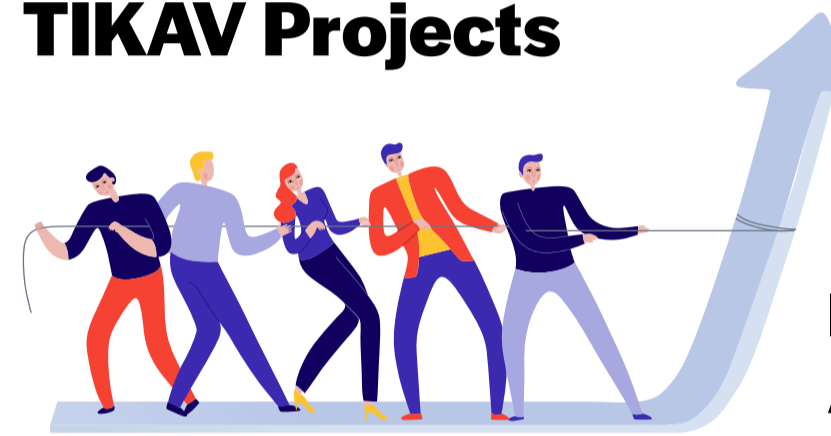
We believe that sustainable prosperity is accomplishable not only through economic dimensions, but also by investing in people and society, and we carry out our corporate social responsibility activities through the Turkish Human Resources Education and Health Foundation (TİKAV), which was founded by the Akin family in 1999.

TİKAV pursues its work on national and international platforms with an innovative approach in the changing information age and aims to facilitate society's adaptation to these changing dynamics. The Foundation's mission is to educate future leaders and promote social responsibility awareness to a wider audience.

The social responsibility projects that TİKAV implements in line with its vision aim to increase the knowledge, experience and social awareness of young people. Through these projects, TİKAV interacts with different segments of society with the aim of extending awareness of healthy living and providing solutions to environmental problems.

Through its activities, TİKAV has met a wide range of people, from university students to leading figures of the business world, from children in mountain villages to women, headmen and relatives of the people with disabilities. TİKAV has also contributed to the field of education by supporting the repair and renovation works of many schools.

#### TİKAV Projects



**International Youth Award Program**



**Individual Development Project**



**National Projects**

“While we strive for sustainable success through strategies that address community needs, we invest in people through our corporate social responsibility activities.”



**EFFECTIVE**



# 01 Individual Development Project (BGP)

We are committed to preparing young people for life and business at university, applying education through practice and building bridges between theoretical knowledge and the realities of practical life. To this end, we have developed our Individual Development Project for university students and have achieved successful results that give hope for the future.

The aim of the project is to prepare university students in Eastern and South-Eastern Anatolia for life. It supports young people both academically and socially through its scholarship program, orientation program, academic term training, and on-line interviews and seminars offered to students. During their university education, students participate in 40 different programs offered by BGP for 3.5 years. 54% of the students from this program began working in the public sector and 46% in the private sector. In total, 95% of BGP students entered the business world within a short period of time. This shows the positive impact the program has on the students' careers.

As part of the project, the study was launched with the cooperation of 21 scholars from Firat University, and this number has been raised to 333 scholars by 2022. Our ambition is to reach more young people by increasing this number from year to year.

## BGP From Past To Present

The Individual Development Project, which we introduced in 1999 for the students of Firat University in Elazığ, has gradually been expanded to other universities. It was first implemented at Van Yüzüncü Yıl University in 2003 and then at Middle East Technical University, Hacettepe University, Ankara University and Eskişehir Osmangazi University in 2006.

In 2009, TİKAV, with the aim of ensuring justice in access to education by applying the principle of equal opportunity, focused on studies at well-established universities in eastern and southeastern Anatolia. In this context, the program began

to be implemented at Elazığ Firat University, Van Yüzüncü Yıl University, Şanlıurfa Harran University, Kahramanmaraş Sütçü İmam University and Erzurum Atatürk University.

Since 2010, the program has only been available to Firat University students. Since the establishment of TİKAV, a total of 337 university students have participated in the Individual Development Project. 211 of these students have successfully completed the program and graduated. While 36 students are still active in the program, 90 students left the program or were terminated for various reasons.

### “BGP” in figures

Number of programs attended by students during BGP	<b>40</b>	Number of students admitted	<b>25</b>
No. of students participating in BGP	<b>337</b>	Annual number of applications	<b>750</b>
Number of graduate students	<b>222</b>	BGP duration (years)	<b>3,5</b>
Number of current students	<b>36</b>	Total program hours	<b>995</b>
Number of students participating in the interview	<b>150</b>	Project budget (TL million)	<b>689*</b>

\*Budget data for 2022.







**The BGP consists of 12 sections:**

**Oriention Program:** As part of the orientation program, meetings are organised for the students in the group to get to know each other better. The Foundation also provides detailed information about its programs and educational practices.

**Scholarship Program:** Scholarships are awarded each year at a level determined by the Board of Directors.

**Computer and Linguistic Education:** Each student attends English and computer classes for a minimum of 18 months.

**Personal Development Seminars:** Courses offered as part of this training program include Communication and Body Language, Teamwork, Storytelling, Presentation Techniques, Basic Dance Training and I Value Myself Seminars. Topics such as Applied Debate, Diction, European Union Project Writing,

Reveal Your Potential and Time Management are also included in the programme. In addition to courses such as Protocol and Etiquette, Active Citizenship, Applied Drama, Camp Preparation, Problem Solving and Conflict Management, students are offered courses such as Everyone is Equal - Everyone is Different, Creative Drama, First Aid, Emotional Intelligence, Entrepreneurship and Innovation. The programme also includes Research and Reporting Techniques, Applied Interview Techniques, RYLA and Business Life Preparation.

**Individual Reading Program:** In each academic year, students are required to read at least three books and give a presentation on these books during the summer term program.

**Culture and Arts Program:** Trips and visits organised as part of the cultural program are conducted under the guidance of students studying in that province. In addition, visits to various

cultural sites are organised during the summer programs.

**Voluntary Service Program:** Students engage in Community Service Activity by working voluntarily for at least 12 months in social welfare institutions and non-governmental organisations. During these activities, they lend a helping hand to groups in need.

**Internship and Vocational Program:** Internship opportunities are also offered to students based on their interests, aspirations and abilities, tailored to their area of study.

**Summer Program:** Scholars participate in a summer program at the end of each academic year until they graduate.

**International Youth Award Türkiye:** Starting from 2001, TİKAV has organised the Award Program for the students participating in the Individual Development Project.

**International Projects:** During the scholarship period, each student is expected to participate at least once in international youth projects organised under the European Union Youth Program or the International Youth Award Program.

**TİKAV Career Workshop Mentee-Mentor Program:** Akfen managers/executives and employees meet with TİKAV scholars who are in their final year. As part of this collaboration, volunteers who have undergone mentoring training share their experiences in the business world with the scholars both on online platforms and in one-on-one meetings. They guide the students in their career planning. These students, who are being trained as "Future Leaders" through TİKAV's Individual Development Project, are introduced to the dynamics of business life, while at the same time emphasising the importance of social responsibility awareness in the business world.



## EFFECTIVE



# 02 International Award For Young People Program Türkiye (UGO-Tr)

In today's world, which is characterised by the extremely rapid dissemination and circulation of information, technology and talent, it is of crucial importance to help cultivate a young profile that is open to the wider world. We recognise that one of the greatest investments we can make in our country is to ensure that our young people learn and understand what happens in the world and participate in it with an entrepreneurial and innovative approach. In line with this goal, we deliver the International Award For Young People Program Turkey.

The Award Program offers young people an added advantage in their applications for overseas universities, scholarships, internships and jobs with the cer-

tificate it provides. Thanks to this program, many young people have improved their existing skills or acquired new skills through Skill Development activities.

They improved their health and energy levels by participating in Physical Development activities and became individuals who contributed more to society by participating in Voluntary Service activities. These young people, aged between 14 and 24, began to look at life with a new perspective with the confidence the program inspired in them.

"The Duke of Edinburgh International Award", launched in the UK in 1956 under endorsement and support of the Duke of Edinburgh, has reached young

people in more than 130 countries worldwide. While the award has benefited more than 8 million young people, it has also had a significant impact in Turkey. More than 20,000 Turkish young people have benefited from this unique experience.

TİKAV is authorized for implementing this comprehensive program in Turkey. Today, this program, which continues in a total of 119 centres in 20 different provinces across Turkey, touches the lives of more than 2,500 young people every year. TİKAV is not only the only organisation that has the right to run this programme in Turkey, but is also an official part of the International Award Association, with recognition from the United Nations and the European Union.



## "Awards Program" in Figures

Number of Active Reward Centres	<b>152</b>
Number of Reward Centres Concluding Sub-License Agreements (Only in 2022)	<b>21</b>
Total Number of Awards Leaders	<b>556</b>
Total Number of Supervisors	<b>350</b>
Number of Active Participants	<b>3,319</b>
Total Number of Participants	<b>5,244</b>
Project Budget (TL)	<b>854,863</b>

**Number of young people benefiting from the Duke of Edinburgh's Program in Turkey**

**20,000+**

## Project Objectivities in 2023

Number of Active Reward Centres	<b>160</b>
Number of Reward Centres Concluding Sub-License Agreements	<b>10</b>
Number of Active Awards Leaders	<b>670</b>
Number of Active Supervisors	<b>420</b>
Number of Active Participants	<b>4,500</b>
Total Number of Participants	<b>5,500</b>
No. of Provinces Implementing the Prog.	<b>36</b>



# International Award For Young People Program

The Duke of Edinburgh International Award is structured into five main categories. The Gold Category, one of these sections, encourages young people to participate not only in the program but also in the Social Cohesion Project.

**Voluntary Service:** The Voluntary Service section is aimed at emphasizing to young people the interdependence of individuals in society and the virtues of volunteering. In this part, young people are expected to take part in a specific activity to meet a social need. At the same time, it is intended that this activity will make a positive contribution to the individual development of young people.

**Skills Development:** The aim is to introduce young people to ways in which they can develop their talents by choosing one of a variety of cultural and social activities. In the Skills Development section, the focus is on young people identifying a goal that matches their interests and abilities, and making a sustained effort to achieve that goal, rather than reaching a certain level of skill.

**Physical Recreation:** In this section, participants are encouraged to pursue a sporting activity of their

choice consistently for a period of time that meets the requirements of the award category they have chosen. The main purpose of this section is to provide participants with the qualities of maintaining their physical form, increasing their fitness, recognizing their new skills, coping with difficulties and experiencing the satisfaction of success.

**Adventure and Exploration Journeys:** The aim is to boost young people's self-esteem and develop teamwork skills. It also encourages them to understand and respect nature, and to develop a sense of adventure and discovery.

**Social Cohesion Project:** This section is mandatory for Gold category participants only. The aim is for young people to develop their life skills by carrying out activities towards a specific goal, utilising the power of teamwork in an environment they have never experienced before.

## International Award For Young People Program Categories



### BRONZE AWARD

- Young people aged **14 to 24** are eligible for this program.  
-The program is minimum **6 months.**



### SILVER AWARD

- Young people aged **15 to 24** are eligible for this program.  
The program is minimum **12 months.**



### GOLD AWARD

- Young people aged **16 to 24** are eligible for this program.  
The program is minimum **18 months.**



## Awards Program in Turkey from the Past to the Present

**1995** Turkey was first introduced to the Award Program in 1995. At that time, the Turkish-British Friendship Association and a number of private schools were the institutions responsible for the introduction and implementation of the program. However, in 2001, the Turkish Human Resources Education and Health Foundation (TİKAV) took control of the program and began to collaborate with the Turkish-British Friendship Association. The aim of this collaboration was to ensure that the program reached a wider audience throughout Turkey.

**2002** In 2002, having received approval from the Ministry of National Education, the program was launched in high school-like educational institutions in seven pilot provinces. This major step has further increased the programme's visibility and impact.

**2003** Promoting the program until 2003 under this scope, Akfen Holding then assumed the main sponsorship of the program within the confines of the Youth Award Association. This association assumed the management and implementation of the program with the purpose of reaching young people more effectively and comprehensively.

**2013** In 2013, there was a remarkable change in the structure. The awards program began to be managed by the "National Awards Committee", which was established under the representation of TİKAV's "National Authority". This committee continues to work to ensure that the program reaches a wider audience and is implemented more efficiently.



## EFFECTIVE

### 03 National Projects



Starting in 2010, TİKAV has aimed to implement sustainable education and development projects in order to deliver long-term solutions to the problems encountered.

TİKAV, which has created projects in cooperation with many organisations in different regions of Turkey, has worked with many segments of society, from young people to children in mountain villages, from women to headmen, from families of people with disabilities to mothers of children being treated in hospitals. TİKAV has also undertaken renovation work in schools.



We are committed to taking concrete steps to make our goal of gender equality visible and realistic. Thus, the ideals we dream of will become a reality and we will achieve much more rapid progress. Since 2017, we have been implementing specific projects under the coordination of the TİKAV and with the financial support of Akfen Renewable Energy. These projects focus on women living in rural areas where Akfen Renewable Energy's power plants are located.

Women living in these regions may face diverse economic, social and cultural difficulties. The projects carried out jointly by Akfen Renewable Energy and TİKAV aim to improve the lives of these women, providing them with new skills, promoting

their economic independence and enriching their social lives.

Through these projects, we organised training, workshops, vocational courses and social awareness activities for women. We also provided micro-loans and financial support for women in these regions to start their own businesses.

Based on the results of the studies, there was more interest and participation in the projects than expected, as confirmed by the "Participant Evaluation Form", the "Trainer Evaluation Reports", the "Business Manager Evaluation Reports" and the observations of the project managers. Participants preferred interactive applications and the project theme was a common denominator that united all

participants. They took an active part in the work on the basis of their availability. In addition, we aimed to change family habits and to promote harmony by meeting mothers, who are the key figures of the family, in the course of the projects.

Not only did participants receive information that would benefit them and their families, but they also had the opportunity to socialise and express themselves. Feedback indicated a desire to increase the number and frequency of awareness-raising activities for adults. The issues raised in the projects were observed to have a positive impact on aspects of life such as family relationships, social relationships and health. The training was intended to leave a positive impression on people's lives.



# Akfen Renewable Energy's Rural Area Training Seminars

Education is a transmissible asset and in this sense it is perhaps the only valuable achievement.

Starting from 2017, we have directly reached 6,800 people thanks to the trainings on four main topics. However, considering that the trainings indirectly affect not only the participants, but also their family members, friends and social circles, this number corresponds to a much larger audience. The impact of the trainings is not limited to the participants; knowledge, awareness and experience are also disseminated through the participants to their families, friends and communities.

Therefore, assuming that this information reached the families and extended networks of each of the 6,800 people who participated directly in the trainings, we calculated that these trainings reached an estimated 24,886 people. This is a good example of how education and information can have an impact not only on the direct participants but also on the wider community. The fact that the trainings reach such a wide audience reveals how quickly knowledge and awareness can circulate in society.



No. of People Attending Training **6,800**

No. of People Reached by Training **24,886**

## Rural Area Training Seminars

### “Savings at Home means Future at our Hands” Projects

Each person is precious. In this respect, in our view, the question "What can a single person accomplish?" is not a question to respond to in the negative. Even one person can be the one to carry the torch of transformation and the goal of a sustainable world.

We have implemented an impactful social responsibility project for people living in different parts of Turkey, especially in the regions where Akfen Ren. Energy's power plants are located. We designed this project entitled “Savings at Home means Future at our Hands Project” to raise awareness on the significance of saving energy and water. In this project, seminars are organised in 27 different regions of Turkey under the coordination of TİKAV and with the financial support of Akfen Yenilenebilir. The focus of these seminars is to educate women, especially those living in rural areas, in the economical and smart use of electricity, which is one of the most expensive forms of energy, and water, which is a limited and precious resource.

The aim of these trainings is to empower individuals who become aware to contribute to the household economy by integrating this knowledge into their daily lives, and at the same time to contribute to the ecological balance of our country and the world with a broader perspective. So far, the project has reached 605 people. However, we regard this as just the beginning and plan to reach 2,000 people through a total of 27 different studies. This is more than just a corporate social responsibility project - it is a major step forwards in creating a sustainable future.



The project was granted the Grand Prize at the “3<sup>rd</sup> Our Energy is Our Future” Awards at the 5<sup>th</sup> Turkey Energy and Natural Resources Summit in 2022.

**“Savings at Home means Future at our Hands Project” in Numbers**

Number of Locations	<b>23</b>
Participants	<b>2,500</b>
Project budget (in thousand TL)	<b>872</b>
Number of family members contacted by participants	<b>8,794</b>
Satisfaction rate of participants	<b>96%</b>



Rural Area Training Seminars

## “Our Digital Footprint” Project

In 2023, the “Our Digital Footprint Project” will be implemented across Turkey under the guidance of TIKAV and with the financial support of Akfen Renewable Energy. The project is specifically designed for women living in rural regions and will focus on the responsible and safe use of digital platforms.

In an ever-digitising world, the effective and secure use of online platforms is of great importance. However, incorrect and unconscious use of these platforms can expose individuals to serious legal, social, physiological and psychological risks. For this reason, training seminars are being held at 27 different Akfen Renewable Energy sites. The seminars will train rural women in the secure and conscientious use of digital platforms.

These trainings will focus on the legal, social, physiological and psychological complications that can be caused by the irresponsible use of digital tools. Participants will be informed about issues such as cognitive crimes, psychological disorders, physical dangers, sociological and cultural risks, and will be made aware of methods of protection against these perceived risks.

“Our Digital Footprint” Project aims to ensure that individuals are protected from potential risks by encouraging them to use digital platforms consciously and safely in the ever more digitalised world. This will lay the foundations for a more secure digital environment for participants and their families.



## Other Projects Sponsored by Akfen

As part of our understanding of social responsibility, we support not only our own initiatives, but also various institutions and organisations. Through this support, we are making an important contribution to social and cultural development. A selection of some of the important projects we support:

**SAHA Association:** We provide sponsorship to the SAHA Association, which aims to increase the recognition and awareness of Turkish contemporary art on a national and international level. This support enables the realization of contemporary art projects and offers artists the opportunity to exhibit their work on various platforms.

**Ankara International Film Festival:** We support the Ankara International Film Festival, a prestigious event that has been held in Ankara since 2018, through Bulvar Loft on behalf of Akfen Construction. Our support contributes to the development of the art of cinema and encourages the genesis of young talents.

These projects are the reflection of Akfen's vision to contribute to different segments of society. In this way, our vision for the development of art and cultural events is translated into reality and manifestation.





## Akfen's Encounters with Art: **Loft Art**

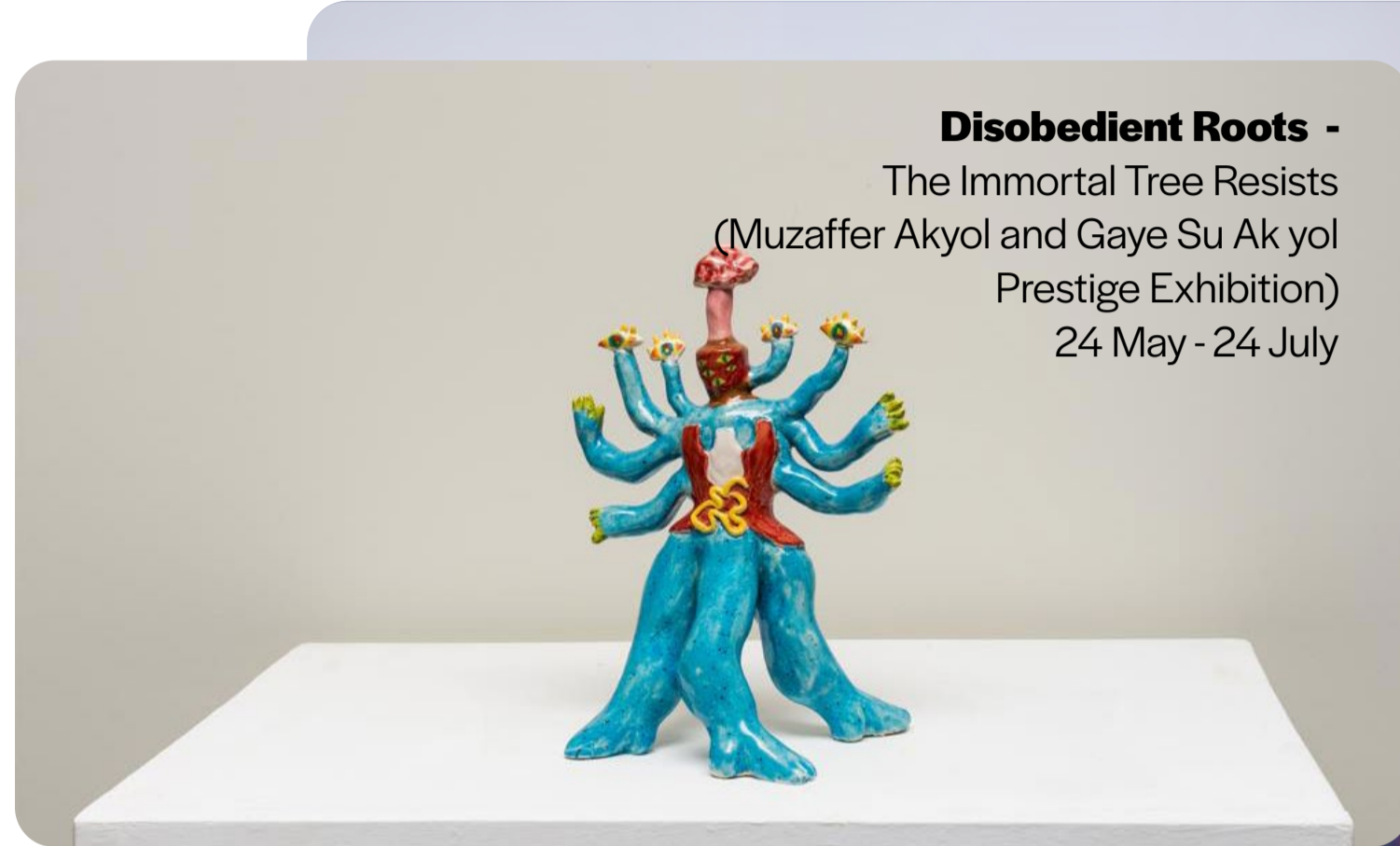
At Akfen, we do not confine our perception of social responsibility to economic and educational projects, but also appreciate art. Loft Art, the art initiative we developed in this direction, is located in Nispetiye On in Beşiktaş, in the very heart of Istanbul.

Loft Art aims to attract art lovers in Beşiktaş to the dynamism and innovation of contemporary art. Opening its doors to art lovers with the “Humano” exhibition in 2021, Loft Art acts with the vision of exhibiting the works of both local and international artists.

The primary aim of Loft Art is to promote the work of independent artists to a wide audience and to contribute to their greater visibility in the contemporary art market.

Loft Art supports not only the artists but also different segments of society through the income generated by the works sold. This income is a resource for TİKAV, which was founded by Akfen and implements national and international social responsibility projects focusing on women, youth and children.

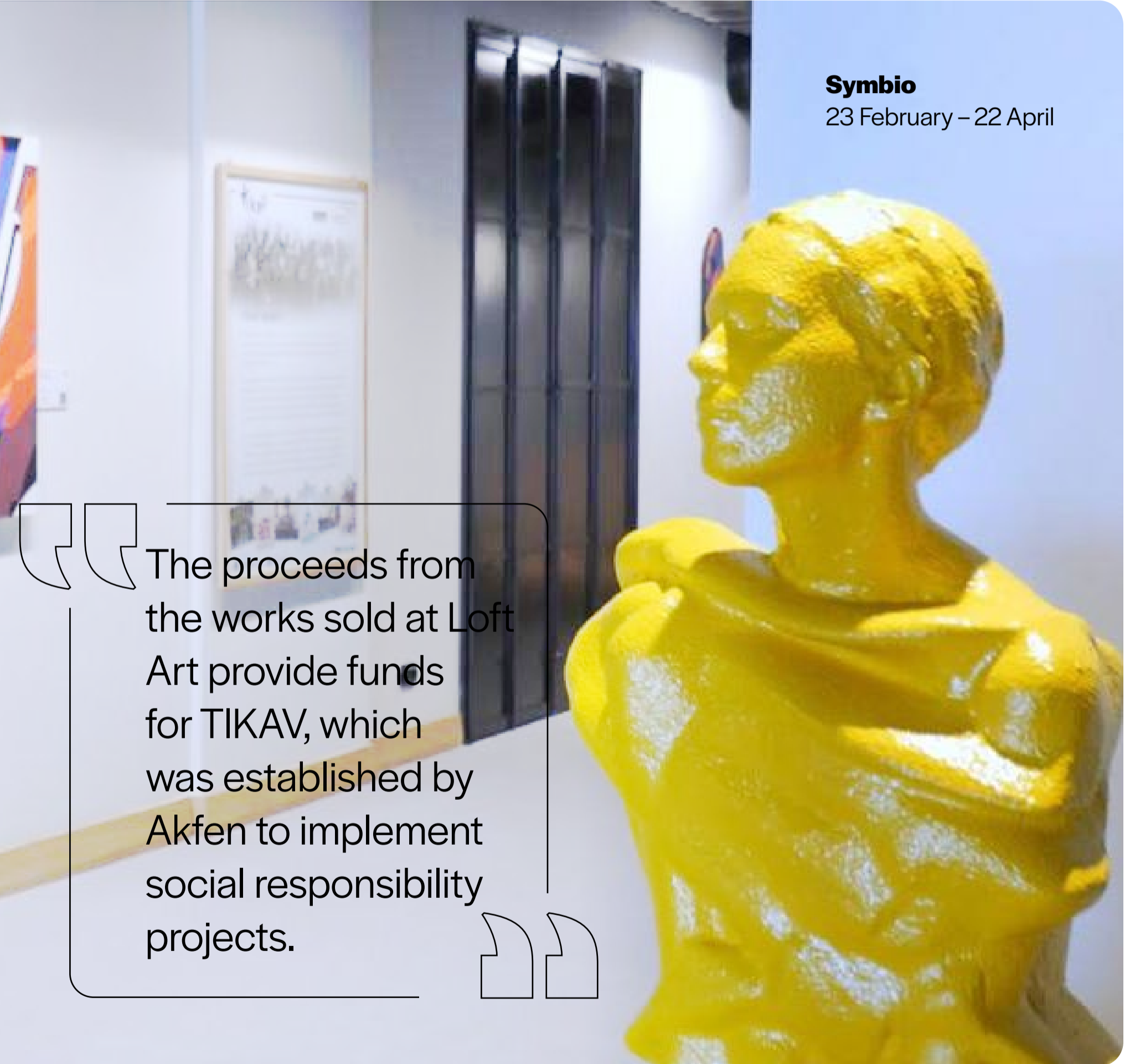
The exhibitions held at Loft Art in 2022 created environments where artists had the opportunity to promote their work and identify themselves with the vision of making a social contribution.



**Disobedient Roots -**  
The Immortal Tree Resists  
(Muzaffer Akyol and Gaye Su Ak yol  
Prestige Exhibition)  
24 May - 24 July



**A Butterfly's Whirlwind**  
21 September – 20 November



**Symbio**  
23 February – 22 April

“The proceeds from the works sold at Loft Art provide funds for TİKAV, which was established by Akfen to implement social responsibility projects.”



## Corporate Social Investments

At Akfen, we invest responsibly in the arts, sports, people and education to deliver long-term benefits through social investment in all areas where we operate. Through our Group companies, we develop regional and local CSR projects, providing material and moral support by applying our **“effective investment”** approach in a manner that impacts more of our stakeholders.



### Social Investments of Akfen Holding and Group Companies

	2021	2022	Birim
<b>Akfen Holding</b>			
Donations	1,770,050	1,106,944	TL
<b>Akfen Construction</b>			
Charitable Donations			
Investments in CSR	5,386,240	3,484,447	TL
Sponsorships			
<b>Acacia Mining</b>			
Charitable Donations			
Investments in CSR	7,809,235	5,139,154	TL
Sponsorships			
<b>Akfen Water</b>			
Charitable Donations			
Investments in CSR	11,650	24,314	TL
Sponsorships			
<b>Akfen Renewable Energy</b>			
Charitable Donations			
Investments in CSR	1,241,800	2,652,800	TL
Sponsorships			
<b>IDO</b>			
Charitable Donations			
Investments in CSR	409,700	559,900	TL
Sponsorships			
<b>MIP</b>			
Charitable Donations			
Investments in CSR	4,438,670	24,855,000	TL
Sponsorships			
<b>Akfen REIT</b>			
Donations and Assistance	800,276	15	TL

#### Total Value of Social Investments

**59,25** million TL



## Digitisation Studies and Advantages

At Akfen Construction, we have been using the SAP system in business processes since 2017, carrying out budget, reporting, invoicing and similar transactions with the minimum use of paper. At Akfen Construction, with our customer-friendly approach, we carry out site management operations through the application at Incek and Bulvar Loft. This enables us to provide a faster and more effective service to the residents of the site.



### Human Resources and Payroll Processes

- Automated Payroll Simulation System Project:** Errors in payroll calculations were reduced by providing clear visibility of the annual budget planning for human resources. In this way, SAP integration has increased the efficiency of the workforce and enabled more effective management of financial resources.
- Personnel Leave Quota Project and Severance & Notice Pay Review:** The management of work within the scope has been transferred to the SAP management system. These projects have improved our human resource management processes, providing improved accuracy and efficiency in leave and cost calculations.
- Revision of the Business Advance Process:** By reducing the workload on personnel, it has contributed to speeding up business processes and reducing costs. These improvements have enhanced operational efficiency while also supporting employee satisfaction.
- SAP and SSI Integration Project:** By integrating SSI transactions with our SAP system, the same item was entered from a single system (SAP), speeding up financial transactions and reducing error rates.

### Finance, Accounting and Procurement Processes

- E-Invoice & E-Consignment Note & E-Ledger project:** By migrating to e-document applications, as stipulated by the Tax Procedure Law, we have reduced the use of paper and significantly optimized our environmental footprint. This digital transformation with the HSM system has increased both the speed and accuracy of our financial reporting processes.
- Insurance Paperwork and Policy Tracking Project:** Thanks to the digitisation of our document management and financial transactions, we have made significant contributions to our environmental sustainability goals by reducing paper consumption and transaction costs.
- Payment Approval Project (F110):** This project reduced a significant human resource workload and minimized substantial error rates. It has also automated transaction processes and reduced reliance on human resources, making the process more efficient and error-free.

### Common Processes

- Inbound and Outbound Document Processing Project as Paperwork:** Akfen Holding's document management has been digitised, making it easier to track documents and saving significant time in business processes. This project has enabled us to speed up our business processes and reduce paper consumption.
- Paperwork E-invoice Distribution Process Project (Akfen Holding):** Through this project, we have digitised our document management processes, cut paper consumption and reduced our environmental footprint.
- SAP Approval Strategy Project:** This project made our approval processes more efficient and considerably accelerated our workflows.

### Budget Planning Process

- BPC Adaptation Project:** Budget planning across all companies has become more transparent and accessible, and decision-making processes have been supported. This project has led to a significant improvement in financial planning and analysis processes.

### Enterprise Resource Planning Process

- Project for the Development of the Solman Ticket System:** Thanks to the optimisation of our IT support processes, user satisfaction has been raised and system problems have been resolved more quickly.



## Digitalisation Studies

Since its establishment, Akfen has positioned itself as an investment platform and asset house. While our company is renowned for its ability to adapt swiftly to innovations, it also operates with a policy of closely monitoring sector developments and various initiatives.

Our digitalisation process is aimed at both meeting the demands of the age and reducing the consumption of natural resources for the sake of sustainability. At Akfen, tasks that were previously tracked on paper have been transferred to the SAP system, and the system has been continuously developed in line with the company's needs, and various modules have been integrated into the system.

### Akfen Construction

At Akfen Construction, we have been operating with the SAP system in business processes since 2017, conducting budget, reporting, accounting and similar transactions with a minimum use of paper. At Akfen Construction, with our customer-friendly approach, we carry out site management operations through the application at Incek and Bulvar Loft. In this way, we provide a more responsive and effective service to the residents of the site.

### Strategy Journal

Strategy Journal was first published in 2013 thanks to the support of Akfen. Focusing on global and local news for the business and technology sectors, the publication addressed readers in print form from 2013 to 2020, and will be distributed entirely on a digital platform in 2021, with the aim of reaching more people and minimising environmental impact.

The Strategy Journal, which is bilingual (English and Turkish) with the slogan "Read all about tomorrow a day ahead", can be

accessed directly from Akfen's corporate website, akfen.com.tr. The journal can also be downloaded for free from Turkcell's DerGilik application. Especially for the period October-December 2021, which is the 23<sup>rd</sup> issue of the magazine, content with free news voice-overs has started to be offered on various podcast platforms. This initiative is one of the journal's new features as part of its digital transformation process, which aims to offer content to readers in different formats.



### Akfen Renewable Energy

At Akfen Ren. Energy, we have implemented the web-based Operation Control Centre to make energy production and distribution processes more effective and efficient. By increasing operational efficiency with this control center, we have ensured that losses in the production process are minimized, that power plants in all provinces in which we operate throughout Tur-

key can operate in an integrated manner on a single platform, and that this integration creates the necessary infrastructure for smart grid applications thanks to the IoT platform. In addition, we improved remote monitoring of energy data and access to detailed analytical reports by providing remote access to control centers for operations managers and other users.

### Acacia Mining

At Acacia Mining, we are constantly upgrading our infrastructure to make the best use of Turkey's natural resources and to adopt an environmentally sustainable mining approach. The company develops its mineral reserves in accordance with the JORC standard. At Acacia, occupational health and safety is managed through the Acacia OHS Portal. Through this portal, employees can report hazardous situations, conduct inspections, and obtain work permits. This application has increased both internal OHS awareness and accessibility.

### İDO

In 2016, we commenced İDO's digital transformation efforts. As the first step of this transformation, we launched the e-ticketing system. By migrating the systems used for internal operations to the SAP ticketing and accounting system, we increased the effectiveness and efficiency of our operational processes. İDO provided

a more effective and efficient process in customer relationship management by integrating the CRM (Customer Relationship Management) system into its web interface and internal operations. By automating reporting and data analysis through digital transformation, İDO initiated a more conscious and faster decision-making process.



# APPENDIX

- Environmental and Social Indicators
- UNGC Content Index
- UN WEPs
- GRI Content Index
- WEF Stakeholder Capitalism Metrics



# Environmental Performance

## WASTE MANAGEMENT

<b>Akfen Construction</b>	<b>2021</b>	<b>2022</b>
Total Amount of Hazardous Waste (tons)	478	2,025
Total Amount of Non-Hazardous Waste (tons)	2,687	4,022

<b>Akfen REIT-Bodrum Loft</b>	<b>2021</b>	<b>2022</b>
Total Amount of Hazardous Waste (tons)	2.25	0.95
Total Amount of Non-Hazardous Waste (tons)	0.65	0.55

<b>Akfen Renewable Energy</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Amount of Hazardous Waste</b>			
Electronic Waste (tons)	-	0.47	0.97
Battery (pcs)	55	-	717
Hazardous Waste (tons)	5.66	8.21	7.61
<b>Amount of Non-Hazardous Waste</b>			
Domestic Waste (kg)	10.36	8.13	4.63



<b>Mersin International Port</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Amount of Hazardous Waste</b>			
Going to Landfill / Solid Waste (tons)	0.68	-	-
Recovered for Energy Purposes (tons)	7,523	7,150.62	9,536.11
Electronic Waste (tons)	4.06	3.26	14.06
Recycled Waste (tons)	178.52	408.94	254.64
Total Amount of Hazardous Waste (tons)	7,706.33	7,562.87	9,804.81
<b>Amount of Hazardous Waste</b>			
Going to Landfill / Solid Waste (tons)	5,794	5,677	5,392.98
Recycled Waste (tons)	1,295.32	713.90	927.18
Recovered for Energy Purposes (tons)	5.18	-	-
<b>Total Amount of Non-Hazardous Waste (tons)</b>	<b>1,300.50</b>	<b>713.90</b>	<b>927.18</b>

<b>Istanbul Sea Buses</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Amount of Hazardous Waste</b>			
Electronic Waste (ton)	7.96	12.56	10.33
Bilge waste from ships (m <sup>3</sup> )	1,824.05	2,170.82	1,956.35
Waste oils from ships (m <sup>3</sup> )	177.35	121.88	123.75
End of life tires (tons)	30.14	11.60	29.56
Going to Landfill / Solid Waste (tons)	57.88	55.90	49.64
<b>Amount of Non-Hazardous Waste</b>			
Recycled Waste (tons)	19.24	21.71	25.50
<b>Total Amount of Non-Hazardous Waste (tons)</b>	<b>77.09</b>	<b>119.64</b>	<b>77.47</b>

<b>Acacia Mining</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Amount of Hazardous Waste</b>			
Amount of Hazardous Waste (tons)	95,838	382,432	186,532
<b>Amount of Non-Hazardous Waste</b>			
Recycled Waste (tons)	4.87	5.95	31,093
<b>Total Amount of Non-Hazardous Waste</b>	<b>77.09</b>	<b>119.64</b>	<b>31,093</b>



## Environmental Performance

### WATER MANAGEMENT

#### Water Consumption

Akfen Construction	2021	2022
Tekirdağ City Hospital daily water consumption per bed (m <sup>3</sup> )	1.31	0.83
Eskişehir City Hospital daily water consumption per bed (m <sup>3</sup> )	0.63	0.62
Isparta City Hospital daily water consumption per bed (m <sup>3</sup> )	0.90	1.03
Bodrum Loft Project daily water consumption per guest (m <sup>3</sup> )	5.10	0.50

Akfen Renewable Energy	2020	2021	2022
Headquarters Water Consumption (m <sup>3</sup> )	2,120	1,766.66	1,801.99
HEPP Water Consumption (m <sup>3</sup> )	5,570	6,095.89	8,786.90
SPP Water Consumption (m <sup>3</sup> )	3,390	2,575.10	4,085
WPP Water Consumption (m <sup>3</sup> )	498	788	838,10
Water Consumption (m <sup>3</sup> )	11,578	11,225.65	15,511.99

Acacia Mining	2020	2021	2022
<b>Amount of Water Use</b>			
Mains water (m <sup>3</sup> )	21,256	-	22,300
Ground Water (m <sup>3</sup> )	669,499	353,953	495,193
Water use intensity (m <sup>3</sup> / ton)	0.37	0.19	0.26
<b>Amount of Waste Water</b>			
Amount of recovered water (m <sup>3</sup> )	1,101,696	1,294,113	2,344,416
Waste water (m <sup>3</sup> )	1,672,446	1,571,006	3,547,211

Mersin International Port	2020	2021	2022
Mains water (m <sup>3</sup> )	343,929	292,193	372,892
Bottled water (m <sup>3</sup> )	855	932	1,087.96
Water use intensity (m <sup>3</sup> / TEU)	0.17	0.14	0.19

Istanbul Sea Buses	2020	2021	2022
Mains water (m <sup>3</sup> )	78,565	78,996	95,559





## Environmental Performance

### ENERGY MANAGEMENT

#### Energy Consumption

Akfen Construction	2020	2021	2022
Tekirdağ City H. (MWh)	8,265	82,620	104,238
Isparta City H. (MWh)	110,630	114,876	92,627*
Eskişehir Şehir H. (MWh)	198,862	207,607	221,185
Bodrum Loft (MWh)	2,256	3,058	2,724

\*Total energy produced in boilers, triggers, kitchen, laundry gas, electricity drawn from the network and triggers.

Akfen Renewable Energy	2020	2021	2022
<b>Energy Consumption</b>			
Electricity (MWh)	5,048.81	3,158.19	3,566.30
Natural Gas (m <sup>3</sup> )	78,152	65,126.66	61,870.33
Diesel (lt)	117,390	62,181.16	109,029.70
<b>Energy Production</b>			
HEPP (MWh)	608,433.95	521,244.63	528,844.67
SPP (MWh)	181,120.03	134,477.51	182,713.55
WPP (MWh)	955,249.22	938,327.49	938,327.50

Mersin International Port	2020	2021	2022
<b>Energy Consumption</b>			
Electricity (MWh)	39,082	33,832	32,911
Gasoline (m <sup>3</sup> )	16.64	26.68	52.14
Diesel (m <sup>3</sup> )	7312.52	7694.68	8.097.95
LPG (tons)	61.13	46.85	79.59
Solar Energy (MWh)	176.00	268	224.30
Energy Density (MWh/TEU)	0.02	0.02	0.02

TEU: Twenty-foot Equivalent Unit

Istanbul Sea Buses	2020	2021	2022
<b>Energy Consumption</b>			
Natural Gas (m <sup>3</sup> )	82,987	112,115	117,900
Electricity (kWh)*	4,776,560	4,954,103	5,040,109
Diesel (lt)	48,947,574	50,746,504	42,053,011

\*Total electricity consumption for personnel use. Coastal feeds and commercial areas are not included.

Acacia Mining	2020	2021	2022
<b>Energy Consumption</b>			
LNG (kg)	9.150	5.650	68.470
Electricity (kWh)	54.411.755	67.840.772	71.828.871
Coal (ton)	50	100	200
Fuel-Oil (liter)	17.186	4.592	1.274.372
Energy Density (kWh/tons)	522,58	522,20	497,31





# Social Performance

## OCCUPATIONAL HEALTH AND SAFETY

<b>Akfen Renewable Energy</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Accident Frequency Rate	0.49	0.42	0.54
Accident Severity Rate	0	0	0.33

<b>Mersin International Port</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Accident Frequency Rate	9.43	7.89	6.83
Accident Severity Rate	0.12	0.11	0.11

<b>Istanbul Sea Buses</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Accident Frequency Rate	22.72	20.50	18.28
Accident Severity Rate	287.12	140.53	70.58

<b>Acacia Mining</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Accident Frequency Rate	53.10	45.75	41.45
Accident Severity Rate	125.81	137.66	63.56





## United Nations Global Compact (UNGC) Content Index

Topics	Global Principles	Reference	Page No
 Human Right	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights; and.	Fundamental Human Rights Policy	35
	<b>Principle 2:</b> Make sure that they are not complicit in human rights abuses.	Fundamental Human Rights Policy	35
 Labour	<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Fundamental Human Rights Policy	35
	<b>Principle 4:</b> The elimination of all forms of forced and compulsory labour.	Fundamental Human Rights Policy	35
	<b>Principle 5:</b> The effective abolition of child labour	Fundamental Human Rights Policy	35
	<b>Principle 6:</b> The elimination of discrimination in respect of employment and occupation.	Fundamental Human Rights Policy, Human Resources Policy,	35, 35
 Environment	<b>Principle 7:</b> Businesses should support a precautionary approach to env.challenges.	Environmental Policy, Environmentally Responsible Man., Waste Man., Zero Waste Blue Pledge	27, 29, 30, 33
	<b>Principle 8:</b> Undertake initiatives to promote greater environmental responsibility.	Environmental Policy, Environmentally Responsible Management, Waste Man., Zero Waste Blue Pledge	27, 29, 30, 33
	<b>Principle 9:</b> Encourage the development and diffusion of environmentally friendly tech.	Environmental Policy, Environmentally Responsible Man., Waste Man., Climate Change, Energy Man., Climate Change, Emmission Man., Water Man.	27, 29, 30, 31, 32, 33
 Anti-Corruption	<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.	Compliance with Code of Ethics	20

## United Nations Women's Empowerment Principles (UN WEPs)

Principles	Reference	Page No
<b>Principle 1</b> Establish high-level corporate leadership for gender equality	Message from Senior Management, Global Collaborations, Gender Equality in Business Life	4, 24, 38
<b>Principle 2</b> Treat all women and men fairly at work – respect and support human rights and non discrimination	Equal Opportunity and Inclusion, Gender Equality in Business Life	36, 38
<b>Principle 3</b> Ensure the health, safety and wellbeing of all women and men workers	Occupational Health and Safety	41
<b>Principle 4</b> Promote education, training and professional development for women	Talent and Career Management	40
<b>Principle 5</b> Implement enterprise development, supply chain and marketing practices that empower women	Global Collaborations, Gender Equality in Business Life	24, 38
<b>Principle 6</b> Promote equality through community initiatives and advocacy	Gender Equality in Business Life	38
<b>Principle 7</b> Measure and publicly report on progress to achieve gender equality	Equal Opportunity and Inclusion, Gender Equality in Business Life	36, 38



# GRI Content Index

Akfen Holding has reported in accordance with GRI Standards for the period of 1 January 2021 - 31 December 2022.

## GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 2:</b> General Disclosures 2021	2-1 Organizational details	About Akfen, Group Companies, Contact	5, 7-11, 70
	2-2 Entities included in the organization's sustainability reporting	About The Report	3
	2-3 Reporting period, frequency and contact point	About The Report	3
	2-4 Restatements of information	There is no information edited.	-
	2-5 External assurance	No external audit was received within the scope of the report.	-
	2-6 Activities, value chain and other business relationships	About Akfen, Group Companies, Creating a Sustainable Supply Chain, Local Economy	5, 7-11, 25, 25
	2-7 Employees	Equal Opportunities and Diversity and Inclusion	36
	2-8 Workers who are not employees	Akfen Holding reports only its own employees within the scope of reporting.	-
	2-9 Governance structure and composition	Corporate Management	21
	2-10 Nomination and selection of the highest governance body	Limitation It was not declared due to the institution's privacy policies.	-
	2-11 Chair of the highest governance body	Corporate Management	21
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Management, Sustainability Management, Risk and Opportunity Management	21, 22, 23
	2-13 Delegation of responsibility for managing impacts	Corporate Management, Sustainability Management, Risk and Opportunity Management, Global Collaborations	21, 22, 23, 24
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management	22
	2-15 Conflicts of interest	Compliance with Code of Ethics, Corporate Management	20, 21



GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 2:</b> General Disclosures 2021	2-16 Communication of critical concerns	Corporate Management, Sustainability Management, Risk and Opportunity Management,	21, 22, 23
	2-17 Collective knowledge of the highest governance body	Corporate Management	21
	2-18 Evaluation of the performance of the highest governance body	Limitation It was not declared due to the institution's privacy policies.	-
	2-19 Remuneration policies	Limitation It was not declared due to the institution's privacy policies.	-
	2-20 Process to determine remuneration	Limitation It was not declared due to the institution's privacy policies.	-
	2-21 Annual total compensation ratio	Limitation It was not declared due to the institution's privacy policies.	-
	2-22 Statement on sustainable development strategy	Message from Senior Management	4
	2-23 Policy commitments	Environmental Policy, Fundamental Human Rights Policy, Human Resources Policy, Occupational Health and Safety Policy	27, 35 36, 41
	2-24 Embedding policy commitments	Environmental Policy, Fundamental Human Rights Policy, Human Resources Policy, Occupational Health and Safety Policy	27, 35 36, 41
	2-25 Processes to remediate negative impacts	Compliance with Code of Ethics,	20
	2-26 Mechanisms for seeking advice and raising concerns	Compliance with Code of Ethics, Corporate Management	20, 21
	2-27 Compliance with laws and regulations	Compliance with Code of Ethics	20
	2-28 Membership associations	Global Collaborations, Corporate Memberships	24, 24
	2-29 Approach to stakeholder engagement	Stakeholder Relations	23
2-30 Collective bargaining agreements	Limitation It was not declared due to the institution's privacy policies.	-	



**GRI 3: MATERIAL TOPICS**

GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 3:</b> Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities	13
	3-2 List of material topics	Sustainability Priorities	13
	3-3 Management of material topics	Sustainability Priorities, Sustainability for Akfen Holding, Sustainability, Values and Corporate Social Responsibility Principles, Sustainability Strategy, Sustainability Goals, Sustainability Management	13 15 16 17 18 22

**ETHICAL COMPLIANCE**

<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Compliance with Code of Ethics,	20
<b>GRI 412:</b> Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	There were no incidents that needed to be looked into during the reporting period.	-
<b>GRI 205:</b> Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Compliance with Code of Ethics,	20
<b>GRI 206:</b> Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no incidents that needed to be looked into during the reporting period.	-



**OCCUPATIONAL HEALTH AND SAFETY**

GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 3:</b> Material Topics 2021	3-1 Management of material topics	Occupational Health and Safety	41
<b>GRI 403:</b> Occupational Health and Safety 2018	403-1 Occupational health and safety man. system	Occupational Health and Safety	41
	403-2 Hazard identification, risk assessment, and incident investigation	Social Performance Indicators	54
	403-3 Occupational health services	Occupational Health and Safety	41
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	41
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	41
	403-6 Promotion of worker health	Occupational Health and Safety	41
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	41

**CORPORATE GOVERNANCE APPROACH**

<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	About Akfen, Sustainability, Values and Corporate Social Responsibility Principles	5 16
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**ENERGY EFFICIENCY**

GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 3:</b> Material Topics 2021	3-1 Management of material topics	Climate Change, Energy Management	31
<b>GRI 302:</b> Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators	54
	302-3 Energy intensity	Environmental Performance Indicators	54
	302-4 Reduction of energy consumption	Climate Change, Energy Management	31
	302-5 Reductions in energy requirements of products and services	Climate Change, Energy Management	31

**RISK AND OPPORTUNITY MANAGEMENT**

<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Risk and Opportunity Management	23
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**EQUAL OPPORTUNITY AND INCLUSION**

<b>GRI 404:</b> Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Talent and Career Management	40
<b>GRI 405:</b> Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Management	21
<b>GRI 406:</b> Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Compliance with Code of Ethics	20



## YEREL EKONOMİYE KATKI

GRI STANDARD	DISCLOSURE	DEFINITION	PAGE
<b>GRI 3:</b> Material Topics 2021	3-1 Management of material topics	Local Economy	25

## DIJITALLEŞME VE TEKNOLOJİ KULLANIMI

<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Digitalisation Studies	54
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## TOPLUMSAL PROJELERLE TOPLUMA HİZMET

<b>GRI 3:</b> Material Topics 2021	3-3 Management of material topics	Effective: A Beneficial and Edeffective Investment Accountability Turkish Human Resources Education and Health Foundation (TİKAV), Individual Development Project (BGP), International Award For Young People Program Türkiye (UGO-Tr) National Projects	42 43 44-45 46-47 48-53
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## WEF Stakeholder Capitalism Metrics

Theme	Core Metrics and Disclosure	Reference	Page
MANAGEMENT	<b>Governing purpose</b>	Setting purpose	About Akfen, Sustainability, Values and Corporate Social Responsibility Principles 5 16
	<b>Quality of governing body</b>	Governance body composition	Corporate Management 21
	<b>Stakeholder engagement</b>	Material issues impacting stakeholders	Sustainability Priorities 13
	<b>Ethical behaviour</b>	Anti-corruption	Compliance with Code of Ethics 20
		Protected ethics advice and reporting mechanisms	Compliance with Code of Ethics 20
	<b>Risk and opportunity oversight</b>	Integrating risk and opportunity into business process	Risk and Opportunity Management 23



Theme	Core Metrics and Disclosure	Reference	Page	
PLANET	<b>Climate change</b>	Greenhouse gas (GHG) emissions	Climate Change, Emissions Management	32
		TCFD implementation	Climate Change, Emissions Management	32
	<b>Loss of natural asset</b>	Land use and ecological sensitivity	Environmentally Responsible Management	29
	<b>Freshwater availability</b>	Water consumption and withdrawal in water-stressed areas	Water Management	33
HUMAN	<b>Dignity and equality</b>	Diversity and inclusion	Equal Opportunity and Inclusion, Gender Equality in Business Life	36, 38
		Pay equality	It was not declared due to the institution's privacy policies.	-
		Pay level	It was not declared due to the institution's privacy policies.	-
		Risk for incidents of child, forced or compulsory labour	Fundamental Human Rights Policy	35
	<b>Health and well-being</b>	Health and safety	Occupational Health and Safety	41
	<b>Skills for the future</b>	Training provided	Occupational Health and Safety	41



Theme	Core Metrics and Disclosure	Reference	Page	
<b>WEALTH</b>	<b>Employment and wealth generation</b>	Absolute number and rate of employment	Equal Opportunity and Inclusion	36
		Economic contribution	It was not declared due to the institution's privacy policies.	-
		Financial investment contribution	It was not declared due to the institution's privacy policies.	-
	<b>Innovation of better products and services</b>	Total R&D expenses	It was not declared due to the institution's privacy policies.	-
		<b>Community and social vitality</b>	Total tax paid	It was not declared due to the institution's privacy policies.



## Abbreviations

<b>Acacia Mining</b>	Acacia Maden İşletmeleri A.Ş.	<b>MIP</b>	Mersin International Port
<b>Akfen Environment and Water</b>	Akfen Çevre ve Su Yatırım Yapım İşletme	<b>MW</b>	Megawatt
<b>Akfen REIT</b>	Akfen Real Estate Investment Trust	<b>MWh</b>	Megavatt hour
<b>ARE</b>	Akfen Renewable Energy	<b>Peryön</b>	People Management Association of Turkey
<b>BGP</b>	Individual Development Program	<b>WPP</b>	Wind Power Plant
<b>BM</b>	United Nations	<b>BCSD Türkiye</b>	The Business and Sustainable Development Council
<b>CO<sub>2</sub></b>	Carbon Dioxide	<b>NGO</b>	Non-Governmental Organizations
<b>CRM</b>	Customer Relations Management	<b>TAİDER</b>	Family Businesses Association
<b>ÇED</b>	Environmental Impact Assessment	<b>TAYÇED</b>	All Waste and Environmental Management Association
<b>DEİK</b>	Foreign Economic Relations Board	<b>TEU</b>	Twenty-Foot Equivalent Unit
<b>SPP</b>	Solar Power Plant	<b>TİKAD</b>	Turkish Businesswomen Association
<b>GYODER</b>	Real Estate and Real Estate Investment Trust Association	<b>TİKAV</b>	Turkish Human Resources Education and Health Foundation
<b>HES</b>	Hydroelectric Power Plant	<b>TKYD</b>	Corporate Governance Association of Turkey
<b>IFC</b>	International Finance Corporation	<b>TL</b>	Turkish Lira
<b>ILO</b>	International Labor Organization	<b>TTYD</b>	Turkish Tourism Investors Association
<b>IUCN</b>	International Union for Conservation of Nature	<b>TÜGİAD</b>	Turkish Young Businessmen Association
<b>İDO</b>	İstanbul Sea Buses	<b>TÜRKONFED</b>	Turkish Enterprise and Business Confederation
<b>OHG</b>	Occupational Health and Safety	<b>TÜSİAD</b>	Turkish Industry and Business Association
<b>JORC</b>	Joint Ore Reserves Committee	<b>TÜYİD</b>	Turkish Investor Relations Society
<b>KAP</b>	Public Disclosure Platform	<b>UGO-Tr</b>	International Award For Young People Program Türkiye
<b>kg</b>	Kilogram	<b>UN WEPs</b>	United Nations Women's Empowerment Principles
<b>TRNC</b>	Turkish Republic of Northern Cyprus	<b>UNGC</b>	United Nations Global Compact
<b>CSR</b>	Corporate Social Responsibility	<b>USD, ABD \$</b>	American Dollar
<b>kWh</b>	Kilowatt Hour	<b>VCS</b>	Verified Carbon Standard
<b>lt</b>	Liter	<b>WEF</b>	World Economic Forum
<b>m<sup>3</sup></b>	Cubic Meter	<b>YPO</b>	Young Presidents Organization





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