

2022 | 2023

Akfen Construction

**Sustainability**

Report

**akfen**  
*inşaat*



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# about the report

This report, Akfen Construction's second sustainability report, examines the economic, environmental, social and governance performance of Akfen Construction's projects completed in Türkiye between 1 January 2022 and 31 December 2023. This performance consists of material issues determined through broad internal and external stakeholder participation and the Stakeholder Capitalism Metrics developed by the International Business Council (IBC) of the World Economic Forum (WEF), which will be announced at the end of 2020 under the leadership of Sustainability Management, which is the sustainability structure of Akfen Construction. The aim is to share the sustainability efforts made in the following periods every two years through the Sustainability Report.

The report covers Akfen Construction's Türkiye subsidiaries Isparta, Eskişehir and Tekirdağ City Hospitals, ongoing construction projects and the head office. In this report, Akfen Construction addresses its corporate sustainability strategy, objectives and long-term value generation power with a multi-faceted approach, which it believes

will contribute to the stakeholder dialogue and information process. The performance indicators and communications in the 2022-2023 Sustainability Report have been prepared in accordance with GRI standards. In addition, the report presents Akfen Construction's contribution to the Sustainable Development Goals.

Akfen Construction is committed to improving its sustainability performance year by year, in response to changing stakeholder expectations, and to supporting its results with better practices through its report.

The report, prepared in Turkish and English, has not been externally audited. Su Sustainable Management Consultancy supported the preparation of the report.

Below are the channels through which you can communicate your thoughts, opinions, suggestions and questions about the Sustainability Report.

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# Message From the General Manager

## Dear Stakeholders,

In 2023, the year in which we celebrate the Centenary of our Republic, the global economy experienced significant fluctuations, the effects of climate change intensified, and our nation faced numerous difficulties, starting with natural disasters. In particular, the tragedy of the earthquake that struck Kahramanmaraş on February 6 has profoundly shaken our entire nation and negatively affected other provinces. We send our condolences to the families of the citizens who lost their lives in this tragedy.

In the wake of this unprecedented disaster, the issue of housing security has once again become a topic of discussion for the entire country. The construction sector, which has been on a downward trend in recent years, has gained momentum in the second half of 2023 with the acceleration of urban transformation efforts and the need to meet the growing demand for new housing. As Akfen Construction, with our 35 years of experience, we have realized health care facilities, dormitories and guest houses, hotels, airports, hydroelectric power plants and countless modern residential contracting projects and developed our real estate portfolio, while our main goal has been to meet the needs by building durable housing.

In the aftermath of the earthquake, we undertook four major healthcare projects to provide uninterrupted healthcare in our earthquake region and to facilitate access to existing healthcare services. In addition, over the past two years we have continued our contracting projects as well as projects that will expand our Real Estate Portfolio.



*Coşkun Meşut Ruhi*

Member of the Board  
of Directors and  
General Manager



## Message From the General Manager

We have made great strides in sustainability over the past two years, with the aim of creating a more liveable planet and a more inclusive economic and social fabric. Through our 2023 Double Materiality Study, we have approached our sustainability priorities in a multifaceted way, with stakeholder participation, and identified our priorities.

By demonstrating our sustainability performance against the priorities we have set, we have moved a step closer to our goal of generating value for our internal and external stakeholders.

Climate change and related environmental risks continued to rank high in the WEF Global Risks Reports in 2022 and 2023. As Akfen Construction, in order to ensure environmental compliance in the face of changing conditions, we followed all kinds of environmental improvement and development opportunities, especially environmental developments that closely affect the construction sector, and integrated appropriate projects and practices into our processes. During the period, we measured and verified our emissions for the first time in the fight against climate change. We continued to track our environmental indicators to achieve our corporate goals in line with global objectives.

During the reporting period, we increased our training hours by prioritising training that supports the personal and professional development of our employees, whom we consider to be part of the Akfen family, in an environment free from any form of discrimination and based on the principles of equality and diversity. In addition, we made a donation of 2.9 million Turkish Liras in cooperation with the Turkish Human Resources Education and Health Foundation (TİKAV) to support the development of the society we are a part of through our volunteer activities.

During the reporting period, we made donations to leading foundations and associations with high impact, such as the Foundation For Children With Leukemia (LÖSEV) and Cerrahpaşa Medical Faculty Foundation.

To celebrate the Centenary of our Republic and to contribute to Türkiye's green heritage, Akfen Holding launched the "Akfen 100th Anniversary Memorial Forest" project with 100,000 trees in Çanakkale. We at Akfen Construction have also supported this project by donating 1 million Turkish Lira to the Çanakkale Regional Forestry Directorate as the Memorial Forest Fee. Our aspiration is that every tree planted shall lead a glorious life like our Republic.

As you read our second Sustainability Report, I would like to take this opportunity to express my pleasure in reporting on our performance in relation to our Sustainability Strategy in the areas of Organisational Compliance, Environmental Compliance, Social Compliance, and Global Management Approach Compliance.

As Akfen Construction, I would like to express my gratitude to all of our stakeholders, and in particular to our employees, who have been part of our journey towards sustainability.

**Sincerely**



# Akfen Construction Values



## All Tasks Matter, All Employees Are Valuable

We value our employees' ideas and encourage them to participate. We celebrate success together, thanks to the commitment and dedication of each member of our family.



## Our Investments Are Both Material And Spiritual

While we strive for long-term success through strategies that address societal needs, we invest in people through our corporate social responsibility initiatives.



## Our Identity Is Our Reputation

We are proud of our reputation, which is built on our performance, our understanding of quality, our ethical approach and values, and our ability to build trust.



## We Are Dynamic And Entrepreneurial

Our knowledge and experience prepares us for new challenges and opportunities. With our innovative style, we act with agility and decisiveness to bring change quickly to life.



## We Tread The Path Without Leaving Footprints

By leveraging our unique, innovative and distinctive approach to risk management, we are breaking new ground and raising the bar for others in the fields in which we operate.



## Honesty Is The Sample Of Our Quality

We are open and honest with our employees, business partners, shareholders and community stakeholders. We comply strictly with legal and ethical regulations and keep our promises.




## We Are Committed To Our Business, We Learn Every Day

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







# about *akfen* *construction*





## About **Akfen Construction**

Established in 1986, Akfen Construction is known as one of the most established subsidiaries of Akfen Holding. Based in Ankara, the company directly employs 60 people at its headquarters. It has provided employment opportunities to more than 4,000 people in total, including major projects such as Tekirdağ City Hospital, Bodrum Loft, Hasan Akin Anatolian High School and Çiçekli Hydroelectric Power Plant, which were completed in 2020 and 2021, as well as the Bulvar Loft project, which was completed in 2018.

Initially established to provide feasibility and engineering services for industrial facilities, Akfen Construction soon expanded its services to include the construction, installation and assembly of facilities.

By fusing its technical know-how and long-standing experience with quality, speed and high technology, it has been able to deliver projects ahead of schedule. Over a period of 35 years, it has undertaken numerous projects worth a total of USD 3,5 billion, including superstructures, infrastructure, environmental protection and airport construction.

In recent years, it has contributed to the development of Türkiye by expanding its activities into new areas such as city hospitals and student accommodation.

 *In 200 projects over  
the last 38 years*







## About **Akfen Construction**

Among the city hospitals commissioned in Isparta, Eskişehir and Tekirdağ, the company completed Isparta City Hospital in March 2017 in a record time of just 12 months and 12 days, and completed Eskişehir City Hospital in October 2018. Tekirdağ City Hospital became operational in 2020. Akfen Construction, which is currently completing and commissioning the first phase of the Hacettepe Guest House, completed the İncek Loft and Bulvar Loft projects in April 2016 and May 2019, respectively, and handed them over to their owners.

Through these projects, Akfen Construction has expanded its recognition both nationally and globally, building a strong network of ties through international alliances. From the past to the present, the organisation has played a significant role in international construction projects in countries such as Moldova, Iraq, Bulgaria and the Turkish Republic of Northern Cyprus. It is also an active participant in the global market, with ongoing investment and numerous tenders in countries such as Qatar, Kazakhstan, Uzbekistan and Turkmenistan.



*Bodrum Loft*



*İncek Loft*



*Hazan Akin Anadolu Lisesi /  
Balıkesir*



# History

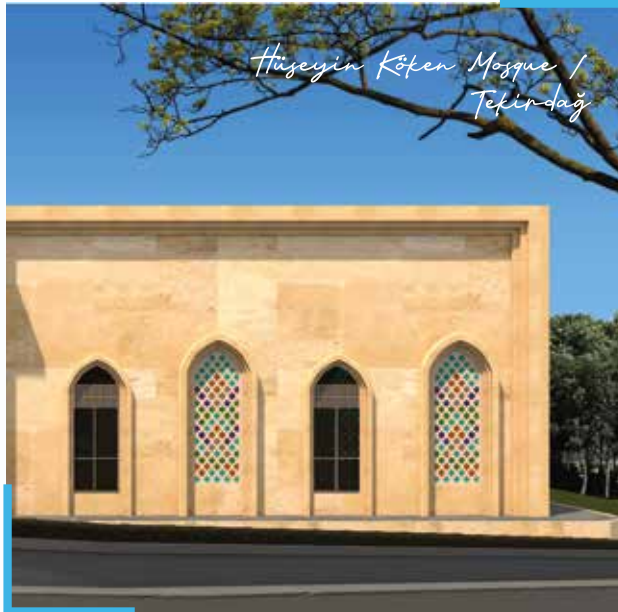
All developments from 1976, when the foundations of Akfen Construction were laid, to 2021 can be accessed at <https://akfeninsaat.com.tr/en/corporate/history/>.

## 2022

Construction work is under way on the Yalıkavak Loft Project.

The construction of the Tekirdağ Mosque commenced in April 2022.

Akfen Construction, together with Dost Construction, has won the tender for the seismic strengthening of the Sister of Mercy Hospital in Zagreb, the capital of Croatia, in 2022 as the most advantageous offer.







# History

## 2023

- The company's branch in Zagreb, Croatia, was registered in January 2023.
- Construction works have been initiated for the İncek 5 Villa Project.
- In March 2023, Akfen Construction-Dost Construction Joint Venture won the tender for the construction of the İskenderun State Hospital.
- In May 2023, Akfen Construction-Dost Construction Joint Venture won the tender to undertake the construction of Amasya State Hospital.
- In June 2023, the Bucharest branch of the company was registered in Romania.





## History

### 2023

The construction of emergency hospitals in Hatay province, Altınözü, Erzin and Payas districts was awarded to Akfen Construction Tourism and Trade Inc., Dost Construction and Project Management Inc. Joint Venture, who submitted the lowest bid, following a call for tenders in September 2023.

The Issuance Document for the issuance of Noninterest-Bearing Note (Sukuk) based on Management Agreements up to the amount of 500 million Turkish Lira issued by KT Sukuk Varlık Kiralama A.Ş. and to be sold within the country where the Company is a fund user without a public offer within one year was approved by the Capital Markets Board with its decision number 64/1391 dated 27.10.2023.

The Issuance Document for the issuance of bonds of the Company up to a nominal amount of 1 billion Turkish Lira to be offered within one year from the date of approval was approved by the Capital Markets Board on 15.11.2023.





## Akfen Construction's Main Shareholder: Akfen Holding

Akfen Holding is a holding company based in Türkiye that was founded by Hamdi Akin in 1976 and became a holding company in 1999. The company is focused on infrastructure investments.

Akfen Holding is one of the largest holding companies in Türkiye. It has more than 350 investments and has created more than 65,000 jobs in 12 industries on 5 continents over the past 45 years. Its activities include investment, management and coordination of its subsidiaries and affiliates in industries such as construction, port management, maritime transport, waste management, energy, mining and real estate.

Akfen, which has made significant gains in Türkiye through its partnerships with domestic companies such as Tepe, Alarko, Doğuş Groups and giant foreign companies such as Accor, PSA, ADP, IFC, EBRD and TüvSüd, has provided our country with foreign currency in addition to the value it has created through employment and quality.

For further information on Akfen Holding: [www.akfen.com.tr/en/](http://www.akfen.com.tr/en/)

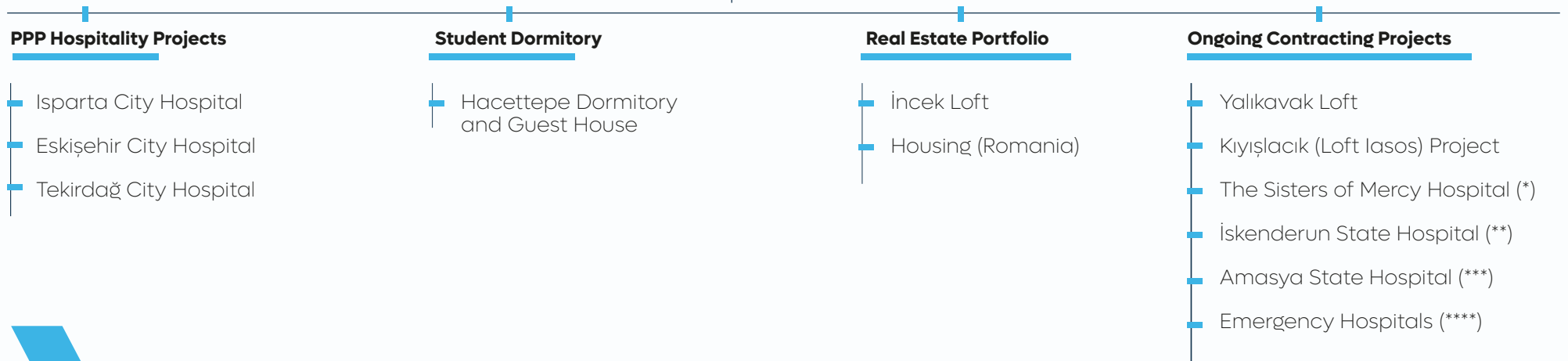






# Akfen Construction's Activity Portfolio

## Akfen Construction



Akfen Construction operates in  
**4 areas** of activity.

(\*) Akfen Construction and Dost Construction stated in their joint bid that 60% of the contract price belongs to Akfen Construction and 40% to Dost Construction. All bidders are jointly and severally liable for the proper fulfilment of their contractual obligations.

(\*\*) The project is carried out by Akfen Construction - Dost Construction Ordinary Partnership and the company's share in the said ordinary partnership is 70%.

(\*\*\*) The project is carried out by Akfen Construction - Dost Construction Amasya State Hospital Construction Ordinary Partnership and the Company's share in the said ordinary partnership is 55%.

(\*\*\*\*) The Project is implemented by Akfen Construction Tourism and Trade Inc., Dost Construction and Project Management Inc. Joint Venture and the Company's share in the said ordinary partnership is 55%.



# Akfen Construction's Fields of Activity

Some of the projects undertaken since its inception



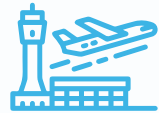
**2,000+**

Modern  
apartments for  
sale in Ankara



**1**

Guest House



**5**

Airports, terminals,  
runways and aprons



**3**

City hospitals



**19**

HPPs



**1**

Holiday resort



**2**

Student dormitory



**15**

Hotels



**2**

Hybrid projects



## PPP Health Projects

Akfen Construction has made a significant contribution to the Public-Private Partnership (PPP) urban hospital project in the restructuring process of the Turkish healthcare sector.

In this context, three completed city hospitals in Tekirdağ, Eskişehir and Isparta, with a total investment of USD 1 billion, are among the company's most prominent projects.



**2,600**  
bed capacity



**75**  
surgery rooms



**563**  
Outpatient clinics

Akfen Construction has built Tekirdağ, Eskişehir and Isparta City Hospitals using seismic isolators that increase earthquake resistance.

These hospitals were designed with a modern and environmentally friendly approach to international standards and include Eskişehir and Isparta City Hospitals as well as Tekirdağ City Hospital, the largest healthcare complex in the Thrace region.

After the completion of the construction, Akfen Construction is actively involved in the operation of the city hospitals and continues to provide 18 different services under the coordination of the Ministry of Health and through various service providers.

The Isparta, Eskişehir and Tekirdağ Municipal Hospitals, which are managed by the Ministry of Health of the Republic of Türkiye, carry out the "Quality and Accreditation in Healthcare Institutions" studies every year, which are an important part of the Health Transformation Program within the framework of "Quality Assessments in Healthcare".

For further information on healthcare investments:

<https://akfeninsaat.com.tr/en/fields-of-activity/city-hospitals/>



# PPP Health Projects

## Isparta City Hospital

Services provided to patients and visitors include patient referral, transport services, reception services and additional transport services provided by Golf cars when required.

In addition, the Help Desk, which provides a service for all types of assistance requests, records the requests received and responds quickly. The Help Desk receives an average of 17,000 calls per month. The switchboard handles an average of 47,000 calls per month. Bicycle lanes and parking spaces are also provided for visitors.

In terms of waste management, a zero-waste policy has been adopted and waste has been segregated and included in the recycling process. In terms of landscaping, an environment compatible with the local ecosystem has been created through the use of 37 different plant species throughout the project, including the Isparta rose and lavender. In terms of employment, a significant employment area has been created, with 1,236 people employed within the company.

Building automation systems and renewable energy sources such as solar power will be used to ensure energy efficiency. In addition, rainwater harvesting systems are used to irrigate landscaped areas.



### Isparta City Hospital 22/23 Years

**845** bed capacity      **3,991,930** outpatient services

**91,959** hospitalizations      **87,942** surgeries

A total of **5,358,763** person/hours of work was performed during the construction of the Isparta City Hospital.

Isparta City Hospital	
Opening Date	MARCH 2017
Operating Period	25 years
Total Surface Area	178,651 m <sup>2</sup>
Construction Area	222,000 m <sup>2</sup>
Bed Capacity	845
Single Room	317
Double Room	170
Outpatient Services	167
Intensive Care Units	154
Newborn Intensive Care Unit	34
Surgery Rooms	20
Seismic Isolator	897
Outdoor Parking Capacity	350
Indoor Parking Capacity	1,525
Parking For Individuals With Disabilities	103



# PPP Health Projects

## Eskişehir City Hospital

The hospital offers a range of services to visitors and patients, including patient referral, transport services, reception services and, where appropriate, transport services using Golf vehicles. In addition, all service requests within the hospital are recorded through help desk activities, work orders are created within the specified time and services are delivered immediately and completed on time using the in-house work tracking system.

The site has bicycle lanes and parking for visitors. In terms of waste management, a zero waste policy has been adopted, waste has been segregated and specific bins for each type of waste have been placed in different areas of the facility. Sets of 5 bins have also been provided for recycling.

As part of the landscaping, the gardens and areas throughout the facility are planted with 37 different types of plants. In addition, landscaped areas have been created with green roof applications on the roofs. The site is an important employment area, employing 1,470 people.

To ensure energy efficiency, all sections of the complex are controlled by the building automation system. There are 3 Trigeration systems and Solar Power Plants (SPP) installed on the roofs to produce hot water and electricity. The energy produced by these systems is used to light the hospital grounds and water the landscaped areas using the rainwater harvesting system.



### Eskişehir City Hospital 22/23 Years

**1,150** bed capacity      **4,669,685** outpatient services

**580,312** hospitalizations      **99,170** surgeries

A total of **9,608,325** person/hours of work was performed during the construction of the Eskişehir City Hospital.

Eskişehir City Hospital	
Opening Date	OCTOBER 2018
Operating Period	25 years
Total Surface Area	188,835 m <sup>2</sup>
Construction Area	333,000 m <sup>2</sup>
Bed Capacity	1,150
Single Room	534
Double Room	202
Outpatient Services	254
Intensive Care Units	203
Newborn Intensive Care Unit	67
Surgery Rooms	37
Seismic Isolator	973
Outdoor Parking Capacity	580
Indoor Parking Capacity	1,519
Parking For Individuals With Disabilities	113





# PPP Health Projects

## Tekirdağ City Hospital

Services offered to visitors and patients include Patient Guidance, Transport Services, Reception Services and Transport Services using Golf cars when necessary. In addition, the Help Desk, which is active for all types of assistance, receives an average of 3,000 calls per day, records all requests and responds quickly.

Bicycle lanes and visitor parking are provided. A zero-waste policy has been adopted for waste management, and waste is separated and recycled.

In terms of landscaping, the project includes 41,000 m<sup>2</sup> of landscaped areas, 6,000 m<sup>2</sup> of which are green roofs. An environment appropriate to the local ecosystem has been created using 55 different plant species.

In terms of employment, a significant workforce of 692 people will be employed at the site. In terms of energy efficiency, renewable resources such as building automation systems and solar energy are used, and the landscaped areas are sustainably irrigated with a rainwater harvesting system.



### Tekirdağ City Hospital 22/23 Years

**605** bed capacity      **2,203,597** outpatient services

**212,453** hospitalizations      **46,660** surgeries

A total of **4,870,185** person/hours of work was performed during the construction of the Tekirdağ City Hospital.

### Tekirdağ City Hospital

Opening Date	SEPTEMBER 2020
Operating Period	25 Years
Total Surface Area	114,313 m <sup>2</sup>
Construction Area	157,000 m <sup>2</sup>
Bed Capacity	605
Single Room	80
Double Room	200
Outpatient Services	142
Intensive Care Units	119
Newborn Intensive Care Unit	40
Surgery Rooms	18
Seismic Isolator	651
Outdoor Parking Capacity	1,054
Indoor Parking Capacity	297
Parking For Individuals With Disabilities	138



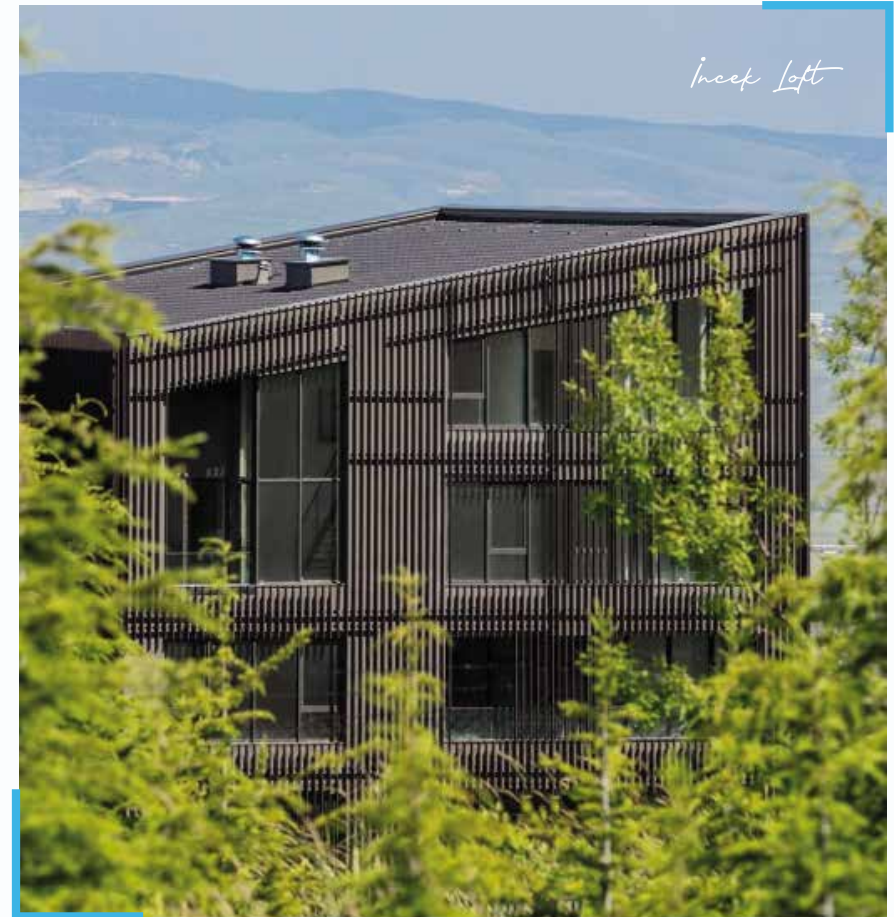
## Real Estate Portfolio

Since 1990, Akfen Construction has been providing engineering, design and construction services for infrastructure and superstructure projects and has become the architect of emerging regions. Having carried out its first major projects in regions such as Oran in Ankara and Mavişehir in Izmir, which are now home to thousands of homes and millions of people, the company introduced the loft concept, taking into account the changing living conditions and needs over time. This concept is designed to create modern living spaces and offers solutions that meet the demands of today's urban lifestyle.

Loft buildings combine aesthetics and functionality to make city life more comfortable. With these projects, Akfen Construction aims to improve the social structure and environmental sustainability of the community, in addition to providing housing. By constructing energy-efficient buildings that comply with green building standards, the company aims to reduce its environmental impact.

Incek Loft is a project that includes 1,199 residential and 43 commercial units and a landscaped area of 296,000 m<sup>2</sup> on a construction site. The first foundation stone of the Incek Loft project was laid in 2014, and the project was fully handed over to its rightful owners in April 2016. Today, Akfen Construction's real estate portfolio includes 146 apartments and 39 commercial units belonging to the Incek Loft project.

Incek Loft, 68% of which is landscaping and social facilities, is one of Ankara's special residential projects with its commercial areas spread over 8,027 m<sup>2</sup> on a street that is open to pedestrians at street level.





## Dormitory and Guest House

Akfen Construction has successfully completed three different projects in this field under the contract signed with the Credit and Dormitories Institution (KYK). Located in different regions of Türkiye, these facilities meet the needs of students by providing modern living spaces and fully equipped social facilities.

Each project has been designed with sustainability and energy efficiency in mind. These structures have been carefully planned to provide both environmentally friendly and comfortable living spaces for students. With these projects, Akfen Construction has reinforced its pioneering role in the sector, offering quality and accessible accommodation solutions in the field of student housing.

The Hacettepe Guesthouse project will increase its capacity to 15,000 beds in subsequent phases. A financing agreement has been signed with the Industrial Development Bank of Türkiye (TSKB) and the project development of the other 5 buildings with a capacity of approximately 6,000 beds in the project is being evaluated.

Isparta Student Dormitory<sup>1</sup> is located next to Isparta City Hospital, with 1,016 rooms and 4,032 beds in six blocks. Kütahya Student Dormitory<sup>2</sup> was built at Kütahya Dumlupınar University in 2018, with a capacity of 3,032 beds and an area of 59,000m<sup>2</sup>. With these projects, Akfen Construction has developed 10 thousand beds in a total construction area of 150,000m<sup>2</sup>.



<sup>1</sup> Akfen Construction sold all of its shares in Isparta Dormitory to Akfen REIT on 09.02.2021.  
<sup>2</sup> Akfen Construction sold all of its shares in Kütahya Dormitory to Akfen REIT on 09.02.2021.





# Akfen Construction Contracting Projects

## Bodrum Yalıkavak Project

The Yalıkavak Loft Project, which is designed as a luxury residential project with a closed area of 5,655m<sup>2</sup> on a total land area of 22,197m<sup>2</sup> in the Yalıkavak district of Bodrum, where Akfen GYO is the employer with a cost-plus-profit model and has passed all legal permits and procedures, will be launched in December 2022. The construction cost of the project, which consists of 29 luxury villas with swimming pools designed on the gradient of the land in such a way as to take advantage of the land's conditions and offer sea views from any vantage point, is approximately USD 38,7 million.

The Yalıkavak Loft Project is in collaboration with Tabanlıoğlu Architecture, which previously won an award in the "Tourism Investment Project" category at the World Architecture Festival 2017 for its Bodrum Loft Project. The Yalıkavak Loft Project is being carried out in cooperation with Tabanlıoğlu Architecture, which previously won an award in the "Tourism Investment Project" category at the World Architecture Festival 2017 for the Bodrum Loft Project.

The topography and nature of the region, its location in relation to the sun and wind, the existing trees, plants and greenery, as well as the needs program of summer resort projects in southern Türkiye, constitute the rational components of the project, which aims at high international standards. The interweaving of open, semi-open and enclosed spaces creates a structure that responds to the Mediterranean climate and changing climatic conditions. The stone excavated from the site during construction will be reused in the facades, pedestrian walkways, retaining walls and structural elements. The project aims to provide people with a living space using high quality materials that are environmentally friendly, sustainable and compatible with the ecology of the land.





# Akfen Construction Contracting Projects

## Kıyıkışlacık Project

Akfen Construction has undertaken the construction of the Kıyıkışlacık Project under the contract dated 02.01.2024 with a cost-plus-profit structure signed with Gökliman Yatırım İnşaat Turizm ve Jeotermal Ticaret A.Ş., a 100% subsidiary of Akfen REIT.

The geotechnical works for the project, which is planned to be built on an area of approximately 52,025 m<sup>2</sup> located on plot 310 Island 1 in the Milas District of Muğla Province and is expected to have a total gross construction area of approximately 54,797 m<sup>2</sup>, and which will continue the work of the current project as a 37-block tourist facility area and a daily facility area with a swimming pool, have been completed and the design works are underway in parallel.

The project includes 43,055.50 m<sup>2</sup> of separate hotel construction area, 4,980m<sup>2</sup> of shelter - technical area, 4,262.00 m<sup>2</sup> of social facilities area. In this distribution, the project planned as 1,300.00 m<sup>2</sup> technical building, 1,200.00 m<sup>2</sup> social area basement floors will have a total gross construction area of 54,797.00 m<sup>2</sup>.

The project, which has a capacity of 464 separate hotel units (47 units of "3+1", 79 units of "2+1", 238 units of "1+1" and 65 units of "1+0"), envisages a separate hotel with a capacity of 35 rooms (35 beds), while the preferred tourist facility area is planned to be 30,714.54 m<sup>2</sup> and the daily facility area is planned to be 21,310.61m<sup>2</sup> in parcel areas.







# Akfen Construction Contracting Projects

## İskenderun City Hospital

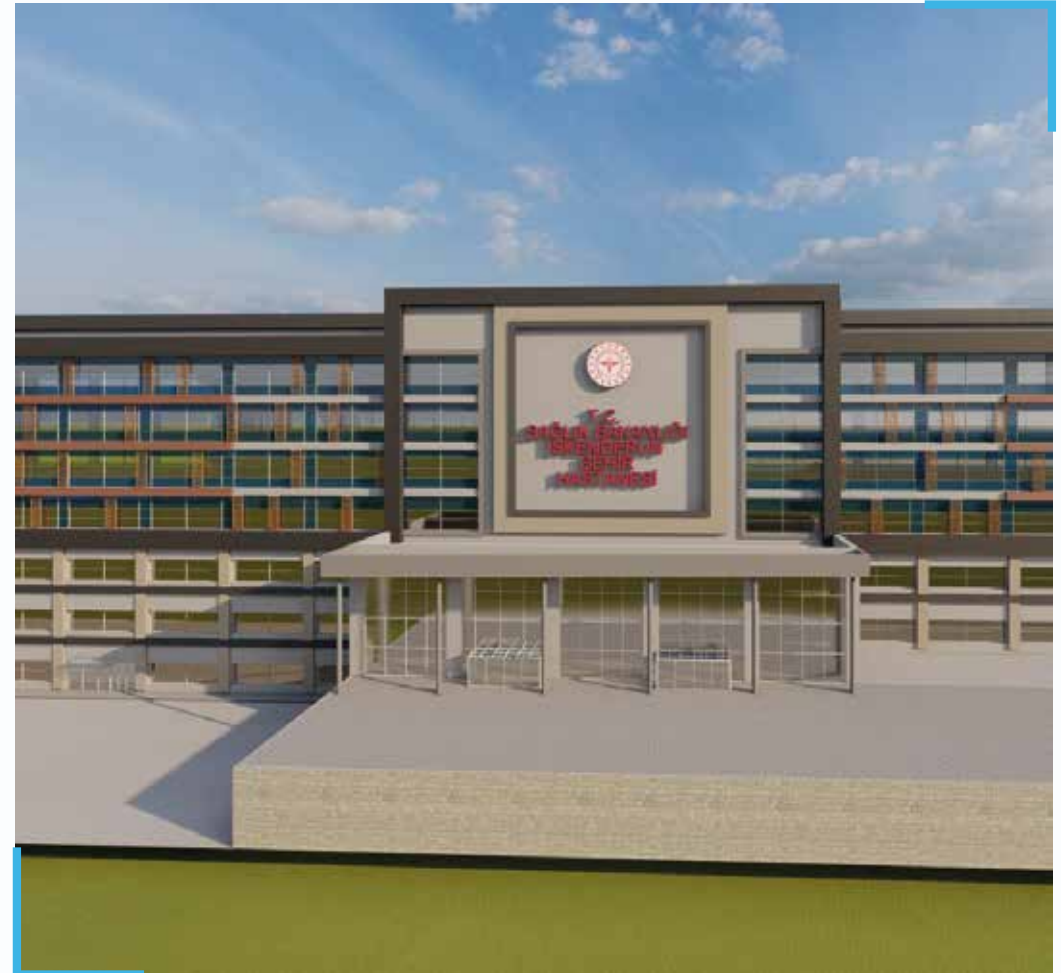
Pursuant to the tender held on 27.03.2023 for the construction of İskenderun State Hospital, Akfen Construction - Dost Construction Joint Venture won the tender. The contract was signed with the Ministry of Health of the Republic of Turkiye on 06.04.2023.

The land area of the project is 129,580.22m<sup>2</sup> and the construction area is 132,396.25m<sup>2</sup>. The duration of the construction works is estimated at 550 days.

İskenderun State Hospital has units where advanced medical techniques and treatments are applied, such as the Cardiovascular Surgery Centre, Angiography, Burns Centre, Hyperbaric Oxygen Unit, Sleep Laboratory, Interventional Endoscopy, Transfusion Centre, Microbiology Laboratory, Biochemistry Laboratory, Advanced Pathology Laboratory, Haematology Laboratory and Diabetes Centre.

At İskenderun State Hospital, the seismic isolators placed under each column are designed to withstand 2475 years of recorded earthquakes in the region. The purpose of using these isolators is to absorb **the earthquake's impact to the maximum extent possible and prevent any disruption to the hospital's operations.**

At the date of this report, the ground survey of the hospital has been completed and the design process has commenced since the contract was signed in March 2023. While the design process continues, mobilization work on the site has also started.





# Akfen Construction Contracting Projects

## Amasya City Hospital

Akfen Construction-Dost Construction Joint Venture was awarded the contract to build the Amasya State Hospital following an invitation to tender on 8 May 2023.

A contract for the construction of the Amasya State Hospital was signed with the Ministry of Health on 20.06.2023. The land area of the project is 103,129.62m<sup>2</sup> and the construction area is 156,366.00m<sup>2</sup>. The duration of the construction works is estimated at 1000 days.

Amasya State Hospital has units that use advanced medical techniques and treatments, such as a Cardiovascular Centre, Perinatal Centre, Angiography, Burns Unit, Hyperbaric Oxygen Unit, Assisted Reproductive Techniques Centre, Interventional Endoscopy, Transfusion Centre, Microbiology Laboratory, Biochemistry Laboratory, Advanced Pathology Laboratory, Haematology Laboratory and Diabetes Centre.

At Amasya State Hospital, the seismic isolators placed under each column are designed to withstand 2475 years of recorded earthquakes in the region. The purpose of using these isolators is to absorb the effects of the earthquake to the maximum extent possible and prevent any disruption to the hospital's operations.

At the date of this report, the ground survey of the hospital has been completed and the design process has started since the contract was signed in May 2023.





# Akfen Construction Contracting Projects

## Hatay Emergency Hospitals

Pursuant to the tender held on 18.09.2023, the tender for the construction of emergency hospitals in the districts of Hatay, Altınözü, Erzin and Payas was awarded to Akfen Construction Turizm ve Ticaret A.Ş., Dost İnşaat ve Proje Yönetimi A.Ş. Joint Venture. Regarding the construction works of Hatay Emergency Hospitals, the total construction area for three hospitals is 40,850.00 m<sup>2</sup>. The duration of the construction works is estimated at 150

days.

The Hatay Emergency Hospitals consist of 3 separate hospital structures. Each hospital is a standard project and is constructed in steel for fast construction. Each hospital has sterilization, laboratory, home health, endoscopy, imaging center, dialysis units that meet today's hospital standards.







# Akfen Construction Contracting Projects

## Croatia Sister of Mercy Project

Akfen Construction, together with Dost Construction, submitted a bid worth EUR 44.9 million for the seismic strengthening of the Sister of Mercy Hospital in Zagreb, the capital of Croatia, in 2022 and won the tender as the most advantageous bid. The contract was signed in November 2022 and construction of the project began with a partnership of 60% Akfen Construction and 40% Dost Construction.

The project is funded by the European Union Solidarity Fund until June 2023 and currently by the National Recovery and Resilience Plan and the national budget of the Ministry of Health of the Croatian Government.

The scope of the project is the design and construction of the earthquake reinforcement of 6 different buildings in The Sister of Mercy Hospital. Accordingly, the design and reinforcement works of the buildings within the scope of the project were carried out during the first 6 months from the site delivery, and other construction works of the hospital will be carried out during the remaining construction period.

Under the project, 4 of the 6 masonry buildings will have reinforced concrete frames with a curtain wall-column-beam system, and the

remaining 2 buildings will be redesigned and rebuilt at the employer's discretion, as the cost of reinforcing is equal to the cost of rebuilding.

The wall and floor reinforcements in the hospital buildings of the Sister of Mercy Hospital Project have been designed in line with the principle of level 4 reinforcement, with the aim of maintaining all operational activities during and after possible earthquakes.

Since the contract was signed in November 2022, the demolition of 2 new buildings has been completed and the rough construction of 1 building continues on the 3rd floor. In the other building, demolition work has been completed and the project design phase for the excavation work is awaiting completion. At the date of this Prospectus, three of the four buildings to be reinforced with a reinforced concrete frame system have had the reinforcement work completed and the electrical and mechanical work started, followed by the renovation and finishing of the façade. In the remaining stand-alone building, the reinforcement work has been completed in the basement and is continuing on the other floors.







## Memberships and Support

Akfen Construction plays an active role under the roof of Akfen Holding and interacts directly with many areas of society. Thanks to this extensive interaction, the company has the opportunity to deeply understand the needs of society and shape its activities accordingly.

Akfen Construction monitors social trends through various platforms within Akfen Holding, such as environmental committees, and uses this information to determine its corporate strategies.

Memberships and collaborations reflect Akfen Construction's commitment to the principles of sustainability and its understanding of social responsibility.

The company is a member of many prestigious national and international associations and unions, and by playing an active role in these platforms, it follows innovations in the sector and incorporates this information into its strategic decisions.



*Akfen Construction focused on the following collaborations to develop solutions in 4 main areas of compliance.*

### Compliance with Global Management Approach

#### Corporate Memberships:

- Foreign Economic Relations Board (DEIK)
- Association of Listed Partnership Managers (KOTEDER)
- Deloitte Best Managed Companies World Economic Forum - Global Shapers
- Association of Real Estate and Real Estate Investment Trusts (GYODER)
- Young Presidents Organization (YPO)
- Turkish Industrialists' and Businessmen's Confederation (TÜRKONFED)
- Turkish Industrialists' and Businessmen's Association (TUSIAD)
- Turkish Family Business Association (TAIDER)
- Young Businessmen's Association of Türkiye (TUGIAD)
- Human Resource Management Association of Türkiye (PERYÖN)
- Turkish Quality Association (KalDer)
- Corporate Governance Association of Türkiye (TKYD)
- Turkish Tourism Investors Association (TTYD)
- Turkish Contractors Association (TMB)
- Turkish Businesswomen Association (TİKAD)



# Memberships and Support



## Organizational Compliance

### Turkish Businesswomen Association (TİKAD)

It supports projects organized by TİKAD, whose mission is to take responsibility for Türkiye's democratization and integration into the modern world.

### HeForShe Project:

HeForShe, a global solidarity movement for gender equality, is supported.

### Women on Board Türkiye Association (YKKD):

It supports projects aimed at eliminating gender inequality and increasing the number of women on company boards.

### Turkish Enterprise and Business Confederation (TÜRKONFED):

It supports the Multidimensional Empowerment of Women Project.

## Environmental Compliance

- Clean Sea Association (TURMEPA)\*
- All Waste and Environmental Management Association (TAYÇED)\*\*



## Social Compliance

### Loft Art:

Loft Art aims to support independent artists working in different genres and to make their work visible without representation. Akfen Construction's apartment at Nispetiye 10, which has been allocated for an indefinite period, has been offered as a space for these artists.

The art sold in this space also helps to fund Akfen Holding's Human Resources Education and Health Foundation of Türkiye (TİKAV)\*, which works on national and international social responsibility projects for women, children and young people. Akfen Construction covers all the costs associated with Loft Art's activities.

\*It is a non-governmental organization with which Akfen Holding cooperates through its membership.

\*\* It is a non-governmental organization with which it is associated as a result of the cooperation of "Akfen Environment and Water", a group company.





# Sustainability at Akfen Construction





# Akfen Construction's Sustainability Priorities

In 2023, Akfen Construction took action to reassess its current sustainability priorities. The company initiated a double materiality analysis study to understand current and future sustainability issues and to identify risks and opportunities in these areas. This analysis facilitated the identification of strategically important sustainability issues.

## Double Materiality;

The double materiality analysis is a specific study that identifies the impact of ESG issues on the environmental and social impacts, and therefore on the financial sustainability of the institution, regardless of their priority, and enables the financialization and reporting of all ESG issues accordingly, as well as the creation of a strategic roadmap.

While one-dimensional materiality analysis identifies the priority of each issue today according to the internal/external stakeholder approach,

Double materiality also analyzes the importance of that issue over time and its potential financial impact according to trends and developments.

## Step 1 (Scope):

ESG issues, which are the basic indicators of sustainability, were reviewed and the XX sustainability issue was identified with Akfen Construction managers.

## Step 2 (Data Collection):

Preparing the questionnaire, sending it to internal and external stakeholders, collecting responses. 150 stakeholders participated in the online survey.

## Step 3 (Analysis):

The data obtained as a result of the study were analyzed. This analysis has ensured that Akfen Construction's sustainability strategy is built on a more solid foundation and has provided an important roadmap for determining future steps.





# Akfen Construction's Sustainability Priorities

Akfen Holding has identified sustainability topics through a unique model on a sustainability matrix after conducting thorough analyses. These topics were evaluated using a double materiality approach. Accordingly, the 17 identified topics have been categorized as requiring or not requiring transformation, and as short-, medium-, or long-term issues.

**Transformation:** Refers to the change of a process or mindset. Transformation topics indicate that a complete shift in business approach is necessary.

**Continuity:** Encompasses topics that need to be followed to ensure the continuous and stable operation of a business.

**Short-Term:** Refers to a period of 2-5 years.

**Long-Term:** Covers topics that have persisted in the past and are expected to continue over the next 10 years.

■ Social Issues ■ Environmental Issues ■ Governance Issues





# Akfen Construction Sustainability Approach

Akfen Construction has identified the sustainability issues that need to be addressed, taking into account all its needs and assessing the expectations of its stakeholders. These key issues, which are closely related to sustainability performance, form the integrative basis of Akfen Construction's work.

Akfen Construction has chosen to manage its sustainability activities according to the following model compatible with the UN Sustainable Development Goals and the World Economic Forum's Stakeholder Capitalism metrics, under four broad headings.

The company has decided to continue its efforts towards creating a more livable planet and a more inclusive economic and social structure by aligning with globally established goals.



**Goal:** *A planet that is more liveable and an economic and social structure that is more inclusive.*





# Priority Issues According to the Sustainability Understanding



## Compliance with Global Management Approach

Akfen Construction has adopted a management approach that is in line with national and international standards and is based on the principle of establishing ethical and accountable collaborations with all stakeholders, while remaining true to its founding values.

The company aims to integrate risk and opportunity analysis into its business processes and to focus on quality and stakeholder satisfaction. With this management approach, Akfen Construction is updating its corporate governance structure to meet the demands of the times and is working to improve its reputation, efficiency and financial performance by adapting to new technologies.



## Organizational Compliance

Akfen Construction recognizes its employees as its most important stakeholders and places great importance on the principle of diversity and equality to contribute to the creation of a more livable world.

The company makes every effort to ensure that its employees work in a non-discriminatory environment, to encourage their participation in decision-making processes and to respect these processes. At the same time, it implements a human resources policy that supports employees in achieving high performance and continuous improvement by providing a safe, healthy and motivating working environment.



## Environmental Compliance

Akfen Construction prioritizes the economic and social enrichment and development of local communities in each region in which it operates. The company's development activities in these regions contribute to the preparation of the communities for the future. Aiming at a continuous improvement and development process, Akfen Construction ensures that this process is uninterrupted by continuing its research and development activities.



## Social Compliance

Akfen Construction prioritizes the economic and social enrichment and development of local communities in each region in which it operates. The company's development activities in these regions contribute to preparing the communities for the future. Aiming at a continuous improvement and development process, Akfen Construction ensures that this process is uninterrupted by continuing its research and development activities.





# Akfen Construction Goals According to Sustainability Approach

## Compliance with Global Management Approach

### Goals for Compliance with International Standards

Provide information to employees and solution partners on international standards and application methodologies.

Availability of certificates for international standards and their declaration

### Akfen Construction Progress Notification

Throughout the year, Akfen's Corporate Communications department informed company employees about the content of the trainings/chat sessions and surveys, as well as about the latest research in the context of the sustainability studies, in the Akfen Sustainability e-mail newsletters.

A total of 75 people participated in the 4 online training sessions held in 2022.

A total of 79 people participated in the 4 online trainings in 2023.

ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 documents are available.

### Corporate Reputation Goals:

Establish a sustainability committee of company employees and train committee members in this field.

Monitoring the corporate perception of internal and external stakeholders

Collaboration with NGOs working on Akfen Construction's priority issues

### Akfen Construction Progress Notification

The Sustainability Committee was established. Training sessions have been held with the participation of committee members. 4 online trainings in 2022 and 4 online trainings in 2023.

In addition, Akfen Construction employees participate in committees that find common ground under the roof of the holding company.

Stakeholder surveys have been completed.

Developments over the period are described in the Social Cohesion section of our report.





# Akfen Construction Goals According to Sustainability Approach

## Compliance with Global Management Approach

### Economic Performance Goals

Establishment of a sustainability charter

Reviewing the conditions for incentives, carrying out the necessary research in priority development areas prior to investment in these areas.

### Digitalization and Innovation Goals

Digital transformation in business processes

Digital transformation in business processes

Transfer of all internal procedures, processes, Strategy Maps of all companies and all quality process documents prepared specifically for companies to "AKFENİZ".

### Akfen Construction Progress Notification

<https://www.akfen.com.tr/en/sustainability/policies/>

In Hatay, one of the provinces affected by the 2023 earthquake in our country, the construction of 4 health projects (3 emergency hospitals and 1 600-bed state hospital) was undertaken.

### Akfen Construction Progress Notification

See: Digitalization Studies and Benefits

#### Digital transformation goals for business processes for 2024

- Completion of SAP paperwork integration of PDPL studies
- Completion of SAP inflation adjustment process
- Completion of SAP - Paperwork system integration studies
- Completion of SAP supplier distribution module customisation
- Adjustment of Document Management System
- Continuation of SAP system development processes
- Information Security Awareness Training will be provided in 2024.

Work continues to update the information on the akfeniz corporate site.



# Akfen Construction Goals According to Sustainability Approach

## Organizational Compliance

### OHS Goals

Ensuring the establishment of OHS culture (through training and awareness activities)

Zero Accident

### Human Resources Goals

Dissemination and extension of the performance management system

Diversify and increase training opportunities for employees (providing access to training through "Akfeniz")

Monitoring employee satisfaction

Providing ethics, human rights, anti-bribery and anti-corruption training to all employees

Design of work environments suitable for new mothers

### Akfen Construction Progress Notification

The research on Human Resources goals is explained in the Organisational Alignment section of our report.

### Akfen Construction Progress Notification

The study on Human Resources goals is explained in the Organisational Alignment section of our report.



# Akfen Construction Goals According to Sustainability Approach

## Environmental Compliance

### Environmental Goals

As part of the new circular, the use of renewable energy sources in construction projects and energy consumption at headquarters will be examined and a decision will be made within the next year.

Give preference to water-efficient projects for new construction plans

City Hospitals: Producing fertilizer using a composting process with hospital waste as part of Zero Waste

### Akfen Construction Progress Notification

Aydin province was selected as the pilot region and a needs assessment report was submitted to management. The evaluation requested that studies be conducted for alternative regions. Studies will continue in the next reporting period to determine the target region.

See: Water and Wastewater Management

See: Waste Management and Circular Economy



# Akfen Construction Goals According to Sustainability Approach

## Social Compliance

### Contribution to Society/Local Economy Goals:

### Akfen Construction Progress Notification

Common goals set in Eskişehir, Isparta and Tekirdağ City Hospitals:	
Local supply of some products as part of catering services	See: Supply and Value Chain Management
Donation of leftover food to animal shelters in co-operation with non-governmental organizations	See: Waste Management and Circular Economy
Clothing aid for 200 children in need through the purchase of clothes from local businesses.	The resources allocated to this objective have been transferred to the work carried out in the earthquake zone.
Employment of personnel on location	See: Employment Data





# Sustainability Management at Akfen Construction

Akfen Construction continues to work with the Sustainability Committee, the Sustainability Board and the Sustainability Management Team it has established to adopt and effectively implement sustainability principles. These structures have established comprehensive goals that are integrated into the company's organizational structure and formulated its strategy accordingly.


**The Sustainability Committee** plays a critical role in the process of defining and implementing sustainability strategies. It combines expertise and experience in its fields with a holistic approach, assessing environmental, social and economic impacts. It also plays an active role in creating and updating sustainability policies.

**The Sustainability Board** is responsible for promoting sustainability awareness within the company and raising employee awareness of sustainability issues. It organizes training programmes to promote the integration of sustainability principles into projects and helps to develop the corporate culture in this direction. The Board includes various representatives such as the Deputy General Manager, the Technical Office Manager and the Technical Office Assistant.

**The Sustainability Management Team** meets twice a year to review the strategy and goals on a regular basis, determine the steps required to achieve the goals and evaluate the impact of these steps. These processes are monitored by the Sustainability Board, while the continuity of the strategy and goals is ensured through Management Review (MR) meetings as part of integrated management systems.

In addition, the Sustainability Management Team carries out the work to extend the applications and involve stakeholders in the processes, makes and implements the investment decisions necessary to achieve the sustainability targets, and ensures information sharing through the publication of sustainability reports at specified intervals.





Akfen Construction adopts a management approach that aims to establish ethical and accountable collaboration with all stakeholders. The company operates in accordance with national and international standards, while meticulously protecting its core values.

It has adopted an approach that focuses on quality and stakeholder satisfaction by integrating risk and opportunity analysis into its business processes. With this management strategy, Akfen Construction is constantly renewing its management structure to adapt to the latest technologies, with the aim of improving the corporate reputation, efficiency and financial performance.



## *Compliance With* **Global Management Approach**



# Corporate Management

Akfen Construction has integrated the business model it has developed over the years, which respects people, society and the environment, into its corporate governance principles. In this context, it has adopted a fair, transparent and accountable management approach and has set as its main objective the creation of shared value for all stakeholders, including employees, customers, suppliers and investors.

The Board focuses on risk management, taking into account the importance of environmental, social and governance factors that may affect value creation in both the short and long term.

Akfen Construction is owned 100% by Akfen Holding A.Ş. and is managed by a Board of Directors consisting of five members. The positions of Chairman of the Board and General Manager of Akfen Construction are held by different individuals.

All corporate information about the company is regularly shared with all stakeholders through the activity reports published by Akfen Holding, and transparency is a high priority.

You can access Akfen Holding's annual reports here  
<https://www.akfen.com.tr/en/investor-relations/financial-and-annual-reports/annual-reports/>

For more information on Akfen Construction's Board of Directors and senior management, please visit

<https://www.akfen.com.tr/en/corporate/board-of-directors>

**In 2022-2023, the committees and policies were updated in response to Akfen Construction's needs, and these studies are in progress.**

## Akfen Construction Management

Akfen Construction's Board of Directors consists of five members, including the Chairman of the Board of Directors who is responsible for decisions regarding economic, environmental, and social impacts, as well as one vice-chairman and three board members. Its purpose is to create policies and set strategic goals, taking into account the company's vision and corporate values.

The Board of Directors' success is measured by the extent to which the main business objectives have been met in accordance with the corporate objectives and the success measure of the strategies. Due to the fact that the performance indicators of the primary business objectives are the result of the key performance indicators of all processes, including the sustainability management process, the highest governance body also evaluates its own performance, particularly in terms of economic, environmental, social, and governance performance. Akfen Construction's five-member board of directors includes two female members, underlining the company's commitment to gender diversity and increasing female representation at the senior management level.

Board of Directors	
Selim AKIN	Chairman Of The Board Of Directors
Pelin AKIN ÖZALP	Vice Chairwoman Of The Board
İrfan ERCİYAS	Member Of The Board Of Directors
Sıla CILIZ İNANÇ	Member Of The Board Of Directors
Coşkun Mesut RUHİ	Member Of The Board Of Directors

Senior Management	
Coşkun Mesut RUHİ	General Manager
İmge KOÇER	Assistant General Manager (Finance)
Ebru Burcu ALPASLAN	Assistant General Manager (Financial and Administrative Affairs)
Erkan ERCİYAS	Deputy General Manager



# Corporate Management

## Occupational Health and Safety Board

Akfen Construction prioritizes the protection of its employees' health and safety, the prevention of occupational risks and the constant updating of health and safety measures. The Occupational Health and Safety Board has been set up for this purpose. The Board is responsible for taking all necessary measures, including training and information, and ensuring continuous improvement of current health and safety conditions.

The Health and Safety Board consists of five members and this structure supports the effective implementation and management of the company's Occupational Health and Safety policy.

- Employer Representative,
- Occupational Safety Specialist,
- Workplace Physician,
- Human Resources officer responsible for personal affairs,
- Employee Representative

The Occupational Health and Safety Committee assumes the responsibility of protecting the health and safety of Akfen Construction's employees. The Board meets at least once a month. Meeting frequency can be altered as necessary. At each meeting, minutes are prepared containing the decisions taken regarding the matters discussed. Decisions taken at the meeting are announced to interested parties. In addition, matters deemed advantageous to communicate to employees are communicated in locations (including electronic media) determined by Management.

### The main duties and powers of the Board are as follows:

- To raise awareness among employees on health and safety issues.
- To report necessary corrective actions following workplace accidents or occupational diseases.
- To monitor and control the implementation of safety measures in maintenance and repair activities.
- To prepare an annual health and safety report and propose a work program for the upcoming year.
- To evaluate potential hazards in the workplace and take necessary preventive measures.
- To plan and monitor the implementation of occupational health and safety training.
- To evaluate and monitor necessary precautions for fire, natural disasters, and other emergencies.





# Corporate Management

## Integrated Management Systems

Akfen Construction has integrated its quality, environmental and occupational health and safety management systems in accordance with international standards.

**The quality system has been established and continuously maintained in accordance with ISO 9001:2015, the environmental system ISO 14001:2015 and the occupational health and safety system ISO 45001:2018.** The renewal of documents and audits of these systems were successfully completed in 2023.

Documents containing internal policies, regulations, procedures, instructions, etc. are prepared for all the company's business processes. By systematizing the management of the company in this way, it has been ensured that the company is managed independently of individuals and in accordance with the principles of business continuity and corporate governance.





# Risk Management System

Risk Management is defined within the framework of Corporate Risk Management of Akfen Group, which is adopted by Akfen Holding, to which Akfen Construction belongs, and all its subsidiaries.

These regulations can be found in the "Corporate Risk Management Handbook"; it describes the principles of risk management, the principles of ethical behaviour and the guidelines that determine the internal controls that must be adhered to in all areas of activity.

## The objectives of Corporate Risk Management pursued throughout the Akfen Group are as follows:

- To provide an effective enterprise risk management organization and to define roles and responsibilities,
- To ensure the consistent implementation of corporate risk management in all group companies,
- To ensure that risk management is compatible with corporate strategies,
- To implement the Corporate Risk Management program regularly, to contribute to its development with the necessary improvements as a result of the evaluations
- *A business model and sustainability strategy that fosters growth.*

The Akfen Group's risk management process is carried out by the Budget Reporting and Risk Management Coordination Department within the holding company. This coordination department carries out a risk analysis every six months and prepares a risk map that includes the institution's risks, the reasons for these risks and the current controls and activities to reduce the risk. This risk map is presented to the General Manager of the company, the risks are jointly evaluated and a report is made to the CFO and the Executive Board.

In addition, the holding company's sustainability sub-committees assess environmental, social and governance risks and opportunities, and contribute significantly to a business model and sustainability strategy that supports long-term success and sustainable growth. This integrated approach plays a critical role in achieving the company's overall sustainability goals.





# Risk Management System

## Risk Table

Risk Category	Akfen Construction Strategic Area	Corporate Risk	Root Causes of Risk	Risk Maturity
Compliance	Environmental Compliance	Degradation of biodiversity	Degradation of biodiversity	Long Term
Compliance	Environmental Compliance	Difficulties with the water supply in the projects	Regional water scarcity	Medium Term
Compliance	Environmental Compliance	Global warming resilience	Global warming resilience	Continuous
Compliance	Environmental Compliance	Miscalculation of energy costs	Energy costs higher than budgeted	Medium Term
Compliance	Environmental Compliance	Miscalculation of raw material costs	Energy costs higher than budgeted	Medium Term
Compliance	Organizational Compliance	Failure to provide occupational health and safety	Non-conformities in occupational health and safety	Medium Term
Compliance	Compliance With The Global Management Approach	Failure to source climate finance or provide finance with conditions foreseen at feasibility stage	Challenges in accessing climate finance	Medium Term
Strategic-Reputation-Financial	Organizational Compliance	Declining employee satisfaction	Declining employee satisfaction	Continuous
Strategic-Reputation-Financial	Environmental Compliance	Reporting of climate-related indicators	Reporting of climate-related indicators	Medium Term
Strategic	Compliance With The Global Management Approach	Natural disasters (Earthquake)	Natural disasters (Earthquake)	Continuous
Strategic	Compliance With The Global Management Approach	Natural disasters (Floods)	Natural disasters (Floods)	Continuous
Strategic	Compliance With The Global Management Approach	Natural disasters (Fire)	Natural disasters (Fire)	Continuous
Strategic	Compliance With The Global Management Approach	Soaring local inflation	Soaring local inflation	Continuous
Strategic	Compliance With The Global Management Approach	Regional hot conflicts	Regional hot conflicts	Long Term
Strategic	Compliance With The Global Management Approach	Acts of terrorism on the rise	Acts of terrorism on the rise	Long Term
Strategic	Compliance With The Global Management Approach	Supply chain disruption	Supply chain disruption	Long Term
Reputation-Compliance	Organizational Compliance	Gender equality protection	Lack of respect for gender equality	Continuous
Reputation-Compliance	Organizational Compliance	Ensuring inclusion	Long Term	Medium Term
Reputation-Financial	Organizational Compliance	Declining employee retention	Declining employee retention	Continuous
Reputation-Financial	Compliance With The Global Management Approach	Loss of customers	Failure to ensure customer satisfaction	Continuous



# Policies

## Akfen Construction Management Policy

Akfen Construction's main objective is to carry out work in a timely, high quality, environmentally friendly and safe manner, in accordance with national and international standards, current legislation and specifications, and profitably. The company management is aware that success and a sustainable future depend on the contribution of the employees and on peace and security in the workplace.

The main principle of the employees is to accomplish their work correctly, completely and on time in accordance with the quality objectives. Akfen

Construction treats every individual and institution it serves as its own customer, and its management system is based on this understanding.

The purpose of the Management System is to identify and analyze environmental and occupational health and safety risks, prevent these risks at source, protect the environment, prevent pollution and continuously improve the management system in accordance with applicable laws and regulations.

Compliance with Global Management Approach	Organizational Compliance	Environmental Compliance	Social Compliance
Board Diversity Policy	Human Rights Policy	Main Environmental Policy	Human Rights Policy
Taxation Policy	Gender Equality Policy	Waste, Residue and Recycling Management Policy	Gender Equality Policy
Ethical Codes	Ethical Codes	Ethical Codes	Ethical Codes
Ethical Principles Standards Policy	Ethical Principles Standards Policy	Ethical Principles Standards Policy	Ethical Principles Standards Policy
Global Compact and Compliance Policy	Global Compact and Compliance Policy	Global Compact and Compliance Policy	
	Remuneration Policy	Main Climate Policy	
	Employment Contribution Policy	Biodiversity Conservation Policy	
	Occupational Health and Safety Policy	Basic Emissions Policy	
	Employee Satisfaction Policy	Efficient Use of Resources Policy	
	Business Continuity Policy	Water Conservation Policy	
	Fair Remuneration Policy		
	Customer Satisfaction Policy		
	Basic Human Resources Policy		
	Main Quality Policy		
	Information Security Policy		

**Click here to access Akfen Construction Policies.**  
<https://akfeninsaat.com.tr/en/sustainability/policies/>







## Ethics and Compliance



*Be Honest...  
Be Respectful...  
Adopt Transparent  
Business Relations...  
Use Your Powers Fairly,  
Impartially and  
Consistently...  
Comply With and Ensure  
Compliance With Codes  
of Business Ethics...*



Akfen Construction operates in different sectors and business areas with the aim of being a sustainable company and is subject to many different laws. It interacts on a daily basis with various individual and corporate groups, including customers, employees, partners, shareholders, banks, competitors, media, subcontractors, government agencies, etc. It aims to conduct its business relationships with all stakeholders in a respectful, ethical and legal manner.

Akfen Construction adheres to the highest standards of business ethics and conduct throughout its operations. We respect and support international human rights principles that aim to promote and protect human rights, such as the International Labour Organization's Basic Business Principles and Bill of Rights.

To ensure the continued existence of the company and to manage compliance risks, all employees are obliged to comply with the Code of Conduct and Ethics adopted by Akfen Holding and its affiliated companies. Existing employees and new recruits are informed about these rules.

An "Ethics Committee" has been established to deal with ethical violations or ethical dilemmas at Akfen Holding and its Subsidiaries.

### Ethics Committee

#### **Ethics Committee Members, Authorizations and Works**

The Ethics Committee is managed by a team consisting of the Deputy General Manager for Legal Affairs, the Head of Internal Audit, the Head of Human Resources and the Human Resources Specialist. The Ethics Committee operates independently of the company's hierarchical structure, in accordance with the principle of confidentiality, and quickly analyzes and resolves possible ethical situations. It also provides regular information to the parties concerned and to Senior Management.

The Ethics Committee continues to operate under the auspices of the Corporate Governance Committee. The Ethics Line has been established and the relevant procedure has been defined. Information on the Code of Ethics and the Ethics Line has been published on Akfen Construction's website and Akfen's corporate intranet site (Akfen'iz). During the reporting period, no sanctions were imposed for violations of ethical rules.

Employees and all business partners can contact etik@akfen.com.tr to report ethical violations or seek guidance. Akfen Code of Business Ethics and Code of Conducts:

<https://www.akfen.com.tr/en/human-resources/ethical-codes/>





# Communication With Stakeholders

In today's business world, stakeholder capitalism is becoming increasingly important. This approach suggests that companies create value by considering the interests of stakeholders beyond the sole purpose of making a profit. Endorsed by the World Economic Forum, this model includes social and environmental sustainability dimensions as well as financial growth. This model emphasizes that companies act with a broad perspective beyond their confining interests and fulfil their social obligations.

In this context, Akfen Construction takes the opinions and expectations of its stakeholders very seriously as one of the fundamental elements of its sustainability strategy. It continuously monitors the feedback from its stakeholders through effective communication channels and shapes its strategic decisions in the light of this information. It has diligently determined the frequency of communication and dialogue mechanisms with each group by dividing its stakeholders into different categories.

Akfen Construction aims to interact through continuous and two-way communication in order to better understand the opinions and aspirations of its stakeholders, improve its business processes accordingly and increase its contribution to society.

## Akfen Construction Stakeholders and Dialogue Platforms

Stakeholders	Dialogue Platforms	Frequency of Dialogue
 <b>Employer</b>	Visits, employer and creditor audits, correspondence, meetings, reports, contracts, progress payments, permits, project approvals, call centers	Continuous
 <b>Consultant</b>	Visits, dialogues, audits, e-mail, official correspondence, meetings, reports, job request forms, quality test forms	Continuous
 <b>Sub-contractors</b>	Meetings, proposals, contracts, correspondence, trainings, Occupational Health and Safety (OHS) committees, audits, site visits, warning and safety signs, reporting, an ethics statement, and employee notification boxes	Daily, weekly
 <b>Partners</b>	Visits, meetings, contracts, correspondence, e-mail, dialogues	Continuous
 <b>Suppliers</b>	Meetings, proposals, contracts, correspondence, trainings, OHS boards, audits, site visits, order forms, ethics statement	Daily, weekly
 <b>Legislative and Regulatory Institutions</b>	Institution visits, dialogues, correspondence, meetings, field inspections, seminars, permissions, presentations	At need
 <b>Employees</b>	Trainings, social events, correspondence, meetings, notice boards, intranet, contracts, Akfen Construction Family Chat organizations, corporate website, ethical statement	Daily
 <b>Financial Institutions</b>	Project Management visits, seminars, audits	Daily, weekly
 <b>Society</b>	Correspondence, NGOs, media, social responsibility activities, ethical statement, website, project introduction documents, call centers	Monthly, at need

The rest of the table is on the next page.



# Communication With Stakeholders

In addition to the stakeholder and dialogue platforms, Akfen Construction continues its effective corporate interaction by organizing meetings with the officials of the financing providers throughout the year. In addition, coordination meetings with the officials of the Ministry of Health of the Republic of Turkiye are held every three months within the framework of the ongoing healthcare projects, and these meetings constitute an important platform for the regular monitoring of the projects.

On the anniversaries of the inauguration of the health facilities operated, celebrations are held with the participation of officials from Akfen Construction and the Ministry of Health of the Republic of Turkiye to praise the achievements of the past year and to reinforce the cooperation.

After the completion of the construction processes of the projects, the projects are evaluated through stakeholder introductory meetings with the stakeholders and feedback is received for effective management of the processes. These meetings play a crucial role in strengthening Akfen Construction's relations with its stakeholders and ensuring continuous development.

## Akfen Construction Stakeholders and Dialogue Platforms

Stakeholders	Dialogue Platforms	Frequency of Dialogue
 <b>Sensitive Locations (School, hospital, etc.)</b>	Correspondence, media, project information presentations, call centers	Daily, weekly, at need
 <b>Media</b>	Press releases, interviews, social media, visits, project trailer, website	Annually, at need
 <b>NGOs</b>	Email, correspondence, seminars	Annually, at need
 <b>Consultants</b>	Correspondence, site visits, meetings, workshops, report, corrective action forms	Monthly, at need
 <b>Universities</b>	Official correspondence, visits, dialogues	At need
 <b>Accredited Organizations</b>	Offers, Emails, Visits, Dialogues	Annually, at need
 <b>Professional Chambers</b>	Offers, Emails, Visits, Dialogues	Annually, at need
 <b>Customers</b>	Corporate web page, visits, Email, Dialogues	Continuous



# Communication With Stakeholders

## Supply and Value Chain Management

Akfen Construction is committed to environmental, social and ethical standards in its relations with suppliers. In this context, it implements various methods to encourage suppliers to comply with these standards.

The company prioritizes Occupational Health and Safety (OHS), ethical values and environmental conditions in all contracts with suppliers. Suppliers are expected to ensure the safety of employees, minimize environmental impact and adhere to ethical values in their business operations. Contracts clearly state that any behaviour that violates these issues will result in sanctions. Sanctions vary according to the severity of the breach and penal sanctions may be applied depending on the situation.

Akfen Construction regards its relations with its suppliers not only in a business context, but also as a collaboration based on shared values and responsibilities. To this end, the employees of supplier companies are continuously trained and informed about environmental, social and ethical issues during the induction process before starting work.

The company also regularly assesses and monitors suppliers' levels of compliance to ensure that they continually improve their commitment to these standards.

### Akfen Construction has set up three different supplier classifications.

- a) Technical Supplies,
- b) Administrative Procurements,
- c) Consulting Service Procurements.

The supplier selection process at Akfen Construction; is governed by objective selection criteria and standard procedures. In this whole process, factors such as human rights, ethics, OHS, working conditions, price, quality, delivery and payment terms are evaluated in the selection of suppliers.

So that the requested material or service can be provided at the required quality, at the required time, in the required quantity, and at an affordable price, suppliers are tracked in a systematic manner.

Akfen Construction keeps expanding its network of suppliers by looking for additional, dependable, and distinctive sources of supply without sacrificing quality. Transparency, honesty and long-term business relationships are our guiding principles.

The selection and purchase of raw materials in Akfen Construction's project design process is carried out in accordance with ISO 9001:2015 Quality Management System. ISO 14001:2015 Environmental Management System is meticulously implemented to minimise environmental impact, and ISO 45001:2018 Occupational Health and Safety Management System is meticulously implemented with regard to occupational health and safety.

The company aims to source the labour and raw materials needed for its products and services primarily from local sources. It contributes to local economies and reduces carbon emissions from logistics by working with local suppliers throughout the value chain. This approach contributes to economic growth and job creation in the regions where it operates, while prioritizing local development.





# Communication With Stakeholders

## Supply and Value Chain Management

**Akfen Construction regularly audits its suppliers once a year and the supplier tables in its projects;**

The Tekirdağ Religious Facilities Project has seen a significant increase in the number of suppliers and payments. While the total number of suppliers increased from 3 to 41, the number of local suppliers increased from 1 to 39. The increase also shows the contribution to the local economy, as payments to local suppliers increased from 90 thousand Turkish lira to 5.7 million Turkish lira. Overall, the project has provided significant support to local workforce and businesses.

While only 5 suppliers were used in the Yalıkavak project in 2022, this number reached 70 the following year. The number of local suppliers also increased from 4 to 48, indicating an increase in cooperation with local companies. Total payments to suppliers increased from 310 thousand Turkish lira in 2022 to 120 million Turkish lira in 2023. Payments to local suppliers also increased from 306 thousand Turkish lira to 26.5 million Turkish lira.

The increase in the number of new suppliers also demonstrates the expansion of the project; while there were 5 new suppliers in 2022, this number jumped to 65 in 2023. This expansion not only boosted the growth of the project, but also increased its contribution to the local economy.

Tekirdağ Religious Facilities Project	2022	2023
Total number of suppliers	3	41
Total number of local suppliers	1	39
Total payments to suppliers	₺4,402,240.40	₺7,225,654.80
Total payments to local suppliers	₺89,520.00	₺5,711,544.80
Total number of new suppliers	1	38

Yalıkavak Project	2022	2023
Total number of suppliers	5	70
Total number of local suppliers	4	48
Total payments to suppliers	₺310,697.00	₺120,834,224.18
Total payments to local suppliers	₺306,390.00	₺26,469,732.34
Total number of new suppliers	5	65

İncek 5 Villa Project	2022	2023
Total number of suppliers	-	6
Total number of local suppliers	-	6
Total payments to suppliers	-	₺45,382,165.45
Total payments to local suppliers	-	₺45,382,165.45
Total number of new suppliers	-	6

Sister of Mercy Project	2022	2023
Total number of suppliers	-	14
Total number of local suppliers	-	10
Total payments to suppliers	-	€6,500,000
Total payments to local suppliers	-	€5,533,000
Total number of new suppliers	-	-



# Communication With Stakeholders

## Supply and Value Chain Management

Amasya City Hospital Project	2022	2023
Total number of suppliers	-	4
Total number of local suppliers	-	0
Total payments to suppliers	-	₺1,742,571.30*
Total payments to local suppliers	-	₺0
Total number of new suppliers	-	4

\*Total expenditure made by the partnership

İskenderun City Hospital Project	2022	2023
Total number of suppliers	-	30
Total number of local suppliers	-	12
Total payments to suppliers	-	₺7,701,765.41*
Total payments to local suppliers	-	₺1,399,920.89
Total number of new suppliers	-	30

\*Total expenditure made by the partnership

Emergency Hospital Projects	2022	2023
Total number of suppliers	-	65
Total number of local suppliers	-	30
Total payments to suppliers	-	₺144,355,630.09*
Total payments to local suppliers	-	₺16,297,537.40
Total number of new suppliers	-	65

\*Total expenditure made by the partnership

Tekirdağ City Hospital Project	2022	2023
Total number of suppliers	1	3
Total number of local suppliers	-	-
Total payments to suppliers	77,478.40 USD	70,912.53 USD
Total payments to local suppliers	-	-
Total number of new suppliers	-	3

Eskişehir City Hospital Project	2022	2023
Total number of suppliers	49	52
Total number of local suppliers	-	-
Total payments to suppliers	19,903,959.00 USD	26,503,998.00 USD
Total payments to local suppliers	-	-
Total number of new suppliers	-	4

Isparta City Hospital Project	2022	2023
Total number of suppliers	33	33
Total number of local suppliers	-	-
Total payments to suppliers	8,229,970.00 USD	203,334.00 USD
Total payments to local suppliers	-	-
Total number of new suppliers	-	7



# Communication With Stakeholders

## Supply and Value Chain Management

Headquarters	2022	2023
Total number of suppliers	142	139
Total number of local suppliers	-	-
Total payments to suppliers	589,146.74 USD	927,879.85 USD
Total payments to local suppliers	-	-
Total number of new suppliers	0	72

Completed Project Expenses of the Head Office	2022	2023
Total number of suppliers	18	12
Total number of local suppliers	-	-
Total payments to suppliers	167,743.62 USD	207,381.81 USD
Total payments to local suppliers	-	-
Total number of new suppliers	-	-

Tekirdağ City Hospital Investment Operation Inc.	2022	2023
Total number of suppliers	34	48
Total number of local suppliers	-	-
Total payments to suppliers	70,360.41 USD*	366,656.52 USD*
Total payments to local suppliers	-	-
Total number of new suppliers	-	12

\*Payments made to Akfen Construction are not included in the list.

Eskişehir City Hospital Investment Operation Inc.	2022	2023
Total number of suppliers	16	22
Total number of local suppliers	-	-
Total payments to suppliers	313,513.90 USD*	287,292.80 USD*
Total payments to local suppliers	-	-
Total number of new suppliers	-	6

\*Payments made to Akfen Construction are not included in the list.

Isparta City Hospital Investment Operation Inc	2022	2023
Total number of suppliers	16	28
Total number of local suppliers	-	-
Total payments to suppliers	273,952.03 USD*	418,989.15 USD*
Total payments to local suppliers	-	-
Total number of new suppliers	-	12

\*Payments made to Akfen Construction are not included in the list.

Hacettepe Teknokent Training and Clinical Research Centre Health R&D Consulting Project Industry and Trade Inc.	2022	2023
Total number of suppliers	4	12
Total number of local suppliers	-	-
Total payments to suppliers	17,691.43 USD	71,736.44 USD
Total payments to local suppliers	-	-
Total number of new suppliers	-	8



## Digitalization Studies and Benefits

Akfen Construction uses the SAP system and the Paperwork (PW) system Power of Attorney and Correspondence Process to manage business processes in an efficient and environmentally friendly approach.

Through these systems, budgeting, reporting, invoicing and other transactions are carried out with a minimum of paper, and a digital business structure has been created. The Fiori system provides employees with easy access to the SAP system, and TeamViewer provides remote access to information, allowing employees to work remotely and business processes to continue uninterrupted.

Employee performance is constantly monitored using the MechSoft-cloudoffix system.

### Digitalization Projects in Akfen Construction:


- E-Payment Process
- E-Mreconciliation Process
- Budget Simulation (Payroll Cost Simulation)
- Budget BPC Adaptation
- Solman Ticket System
- SSI Integration
- SAP&BANK Salary Payment Integration
- E-Archive Adaptation
- Paperwork (PW) System Power of Attorney Process
- Paperwork (PW) System Correspondence Process
- Fiori System
- SAP System
- Piko Performance System
- Teamviewer System
- Microsoft Teams

Akfen Construction strives to optimize its business processes and prepare for the future through the effective use of technology, and its digitalization projects demonstrate its commitment to the digital transformation vision and the emphasis it places on technology.

These projects have increased efficiency, strengthened communication and facilitated employee collaboration by digitizing internal business processes. In addition, Akfen Construction, which excels in its security-focused approach, has ensured information security by placing great emphasis on data security during the digitalization process.







Akfen Construction perceives its employees as its most important and primary stakeholders and attaches great importance to ensuring that they work in an environment free from discrimination and based on the principles of equality and diversity, in order to create a more livable world.

The company supports and respects the participation of employees in decision-making processes. In addition, Akfen Construction adopts a human resources policy focused on high performance and continuous development, with the aim of creating a safe, healthy and motivating working environment.



# Organizational Compliance



# Employment Data

Isparta City Hospital is one of the employment leaders in the region with 1,236 employees. Eskişehir City Hospital is one of the employment leaders in the region with 1,471 company employees. Tekirdağ City Hospital is a distinctive employment site in the region with 668 company employees.

## Employee Profile

Akfen Construction firmly believes that, in accordance with the principle of gender equality, women and men should be equally represented in decision-making positions for the economic and social development of societies and institutions. To this end, the company aims to maintain and increase the number of female employees in senior management positions.

Akfen Construction's employees are individuals who are open to change and development, highly motivated to succeed, team-oriented, able to use their resources and time effectively, and have a strong sense of social responsibility. This profile has a major impact on the company's overall performance and contribution to society.

At Akfen Construction, the percentage of female employees in the company was 27% in 2020, and reached 33% in 2023.

The percentage of women at managerial level was 16%, rising to 35% in 2023 with 7 female managers.

## Employee Turnover

Age Range	2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total number of employees who left their jobs under 30 years old	2	3	8	12	4	6	1	4	1	2
Total number of employees who left their jobs between 30-50 years old	4	20	2	18	3	15	0	3	3	3
Total number of employees who left their jobs over 50 years old	-	4	1	3	-	4	1	1	0	2
<b>Total</b>	<b>6</b>	<b>27</b>	<b>11</b>	<b>33</b>	<b>7</b>	<b>25</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>7</b>

## Number of employees by age

Age Range	2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30 years old	9	4	15	14	12	7	4	1	3	7
Between 30-50 years old	16	60	13	58	15	52	8	22	12	27
Over 50 years old	4	14	4	14	4	12	3	7	5	6
<b>Total</b>	<b>29</b>	<b>78</b>	<b>32</b>	<b>86</b>	<b>31</b>	<b>71</b>	<b>15</b>	<b>30</b>	<b>20</b>	<b>40</b>

## Number of Employees by Seniority

Year Range	2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0-5 years	17	35	22	50	19	37	8	18	12	22
5-10 years	3	31	2	27	3	24	2	7	3	8
10 years and above	9	12	8	9	9	10	5	5	5	10
<b>Total</b>	<b>29</b>	<b>78</b>	<b>32</b>	<b>86</b>	<b>31</b>	<b>71</b>	<b>15</b>	<b>30</b>	<b>20</b>	<b>40</b>

## Age Distribution of Senior Managers by Gender and Seniority

Age Range	2019		2020		2021		2022		2023	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30 years old	-	-	-	-	1	-	1	-	2	-
Between 30-50 years old	3	18	2	10	3	17	2	9	4	10
Over 50 years old	1	7	1	6	1	7	1	4	1	3
<b>Total</b>	<b>4</b>	<b>25</b>	<b>3</b>	<b>16</b>	<b>5</b>	<b>24</b>	<b>4</b>	<b>13</b>	<b>7</b>	<b>13</b>





# Employment Data

## Employee Profile

### Employment Data of City Hospitals Service Personnel (2022)

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Eskişehir City Hospital	915	495	89	1,321	467	681	262	38	51	27	49	13
Isparta City Hospital	575	483	95	963	476	499	83	36	53	30	44	15
Tekirdağ City Hospital	358	316	72	602	292	286	96	28	26	18	32	4
<b>Total</b>	<b>1,848</b>	<b>1,294</b>	<b>256</b>	<b>2,886</b>	<b>1,235</b>	<b>1,466</b>	<b>441</b>	<b>102</b>	<b>130</b>	<b>75</b>	<b>125</b>	<b>32</b>

### Employment Data of Emergency Hospitals Service Personnel (2023)

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Eskişehir City Hospital	1,009	462	91	1,380	512	747	212	41	50	38	41	12
Isparta City Hospital	702	555	116	1,141	580	552	125	38	66	35	51	18
Tekirdağ City Hospital	392	308	77	623	312	286	102	28	29	20	34	3
<b>Total</b>	<b>2,103</b>	<b>1,325</b>	<b>284</b>	<b>3,144</b>	<b>1,404</b>	<b>1,585</b>	<b>439</b>	<b>107</b>	<b>145</b>	<b>93</b>	<b>126</b>	<b>33</b>



# Employment Data

## Ongoing Construction Works Employment Data 2022

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Yalıkavak	-	38	6	32	25	9	4	-	6	1	3	2

## Ongoing Construction Works Employment Data 2023

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Yalıkavak	5	198	20	183	125	48	30	5	15	5	11	4

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Payas Emergency Hospital	8	165	16	157	48	93	32	5	11	5	6	5
Altınözü Emergency Hospital	0	18	4	14	4	9	5	0	4	1	2	1
Erzin Emergency Hospital	3	35	5	33	9	21	8	2	3	2	2	1
İskenderun City Hospital												
<b>Total</b>	<b>11</b>	<b>218</b>	<b>25</b>	<b>204</b>	<b>61</b>	<b>123</b>	<b>45</b>	<b>7</b>	<b>18</b>	<b>8</b>	<b>10</b>	<b>7</b>

Service Location	Distribution by Gender		Employee Work Distribution		Distribution by Age			Distribution of Management Level by Gender		Distribution of Management Level by Age		
	Female	Male	White Collar	Blue Collar	18-30	30-45	45 and above	Female	Male	18-30	30-45	45 and above
Sister of Mercy Hastanesi	2	250	28	224	-	-	-	-	-	-	-	-





## Working Life at Akfen Construction

Akfen Construction, which operates under the motto “All tasks are important, all people are valuable”, sees its sustainable success and future in the hands of its employees. With this understanding, it aims to create an environment in which employees' ideas are valued, participation is encouraged and equal opportunities are provided. This environment, which is transparent, inclusive, diverse and supported by fair human resources practices, is the foundation of the business.

Cooperation based on love, respect and tolerance is promoted among all employees at Akfen Construction. The company adopts a human resources policy that fosters the spirit of the “Akfen family” and protects the rights of employees. This policy is constantly updated and covers recruitment, placement, development, job analysis and performance planning in line with employees' skills and competencies.

The organization is committed to matching the skills and competencies of its employees to the needs of the job in accordance with modern standards, and to providing equal opportunities for all. Personnel selection, development, appraisal and management are based on contemporary and objective criteria.

**Akfen Construction, acting under the motto "All tasks are important, all people are valuable", envisages its sustainable success and future in the hands of its employees.**

Human resources management enhances employee performance, ensures that individual goals are aligned with corporate goals, and supports the effective and efficient achievement of corporate objectives. Based on Akfen Construction's corporate values, the Human Rights Policy demonstrates transparency, fairness and sensitivity to human rights in all operations and stakeholder relations. Based on the principles of the International Labour Organisation (ILO), this policy opposes all forms of discrimination.

While developing effective systems to prevent discrimination and harassment, Akfen Construction prioritizes employee rights such as the right to life, fair wages, flexible working hours, personal and professional development opportunities and freedom of expression. Factors such as modern slavery, forced labour, child labour and human trafficking are strictly prohibited and human rights violations are meticulously monitored.

The company continuously encourages its employees to respect human rights and supports the right to collective bargaining and freedom of association. It promotes sustainable development by establishing decent and human rights-respecting communication with the communities in which it operates. It is committed to ensuring data security by protecting the personal rights of employees and stakeholders.

**“Please click on the link to access the Human Resources Policy”.**  
<https://www.akfen.com.tr/en/human-resources/human-resources-policy/>

### Flexible Working System:

As of 07.07.2023, a flexible working system has been implemented at Akfen Construction. In this context, it has been determined that employees can enter until 10:00 and exit after 16:30, and that they can work from home 2 days a week, which will ensure coordination between departments.



# Working Life at Akfen Construction

## Employee Rights

Akfen Construction has integrated social sustainability approaches into employee retention and satisfaction processes as part of its corporate culture regarding employee rights and has aimed to create sustainable employment. It has adapted to technological developments and changes in customer requirements by using motivation, motivational tools and motivational management skills with a participative management approach. In this context, it has created an environment where employees can comfortably express their innovative ideas, thus focusing on the self-realization needs of employees.

Akfen Construction has identified maximizing employee loyalty and satisfaction as a strategic priority and has accepted this as the basis for corporate sustainability. In this direction, it aims to increase employee satisfaction by maximizing communication in performance and salary management. Employee salaries and bonuses are determined according to economic conditions and performance assessments during the year and are paid net. In addition, recruitment and promotion processes are linked to specific procedures, and employees are placed in units that match their skills.

Meals are made available to office workers and those working outdoors, such as on construction sites. Employee satisfaction is boosted by organising events for special days and birthdays and by providing gift vouchers. The process of motivating and supporting employees is managed by providing clothing assistance to administrative staff and continuous feedback.





# Working Life at Akfen Construction

## Employee Rights

### Period of notice

Notice periods for employees depend on the date the employee has started work. Two weeks' notice is given to employees who have not yet completed six months' service, four weeks' notice is given to employees who have completed six months' service but have not yet completed 18 months' service, six weeks' notice is given to employees who have completed 18 months' service but have not yet completed three years' service, and eight weeks' notice is given to employees who have completed three years' service or more. These periods represent the minimum periods of notice that both the employee and the employer are obliged to observe when terminating an employment relationship.

### Recruitment

All candidates are treated equally without discrimination in recruitment, compensation, performance evaluation, training and development. The employment of children is strictly prohibited and strict policies are implemented in this regard.

### Remuneration Policy

In the context of the remuneration policy for the members of the highest governance body and for senior executives;

- A fixed salary system is applied to the top level managers within the company.
- In the event of termination, employees' statutory rights are paid in full.
- In the event of severance, there is no obstacle to a refund unless there is a specific problem.

The relation between the remuneration policy and the overall performance of the organization is explained by the arrangements, which take into account the financial success of the company as well as market conditions and industry interactions.

This is directly linked to objectives and performance in a way that supports the organisation's objective of managing its economic, environmental and social impacts. Remuneration policy will be managed in a transparent and fair manner.

Mechanisms within the company oversee the process of deciding on the remuneration plan. The views of the Board of Directors are taken into account and included in the approval process, particularly in relation to remuneration. The compensation process does not involve the use of a consultant and is overseen by senior managers and the company's highest governance body.



*Akfen Construction has integrated social sustainability approaches to employees' rights as part of its corporate culture into its employee engagement and satisfaction processes, and **aims to create sustainable employment.***



# Working Life at Akfen Construction

## Equal Opportunity, Diversity and Inclusion

Akfen Construction is committed to treating all employees equally and fairly. The company emphasizes the importance of treating everyone fairly, regardless of ethnicity, language, religion, gender, age or other differences. It promotes diversity in all areas of activity, values the different views of its employees and encourages their participation. Akfen Construction believes that a working environment that is nurtured by different perspectives will increase loyalty and productivity.

The recruitment process is fair and equitable to all candidates. Selection is based solely on merit and is carried out in accordance with the established Human Resources Policy. Remuneration policy is also based on performance evaluation and the principle of "equal pay for equal work" is diligently applied to ensure equal opportunity in the remuneration process.

During the reporting period, Akfen Construction did not experience any discriminatory incidents. This demonstrates the value the company places on diversity and the impartial and fair treatment of each and every employee. Akfen Construction's long-term success is largely attributed to this strategy.

## Gender Equality

Akfen Construction is fully aware that any working environment in which the genders are not equal results in economic and social loss. The company integrates gender equality, which it embraces as one of the basic human resources rules, into all business processes and takes strategic steps in this direction.



**Fair and equal treatment  
of all candidates.**







# Working Life at Akfen Construction

## Human Rights - Mobbing

Akfen Construction deeply respects human rights and opposes all forms of discrimination and inequality. Under the leadership of Akfen Holding, it aims to create a common culture in the business world in accordance with universal principles, and supports and promotes the fundamental human rights set out in the United Nations Global Compact. Akfen Construction continues its activities as the first holding company to sign this agreement.

The company considers situations in which employees are abused or subjected to non-physical violence, such as pressure or threats, to be elements of violence. The company has zero tolerance for behaviour involving harassment, threats or physical violence, and there is no obstacle to initiating the necessary legal procedures if such situations arise. To date, there have been no incidents of “mobbing and violence” at Akfen Construction. There is also a strict ban on the use of chil labour within Akfen Construction and throughout the value chain.

## Performance and Talent Management

It consists of goal and competency assessments that can be accessed via Akfen's corporate intranet (Akfen'iz). In each performance period, the objectives to be evaluated are determined by the employees within the time period specified in the application calendar of the Performance Management System and approved by the relevant manager. Akfen Holding uses the Balanced Scorecard methodology in the Performance Management System. The aim of this methodology is to focus on the organization in a holistic sense, to set organizational goals and to provide strategic feedback.

In the BSC method, the business strategy is developed around 5 main perspectives/dimensions. The relevant dimensions are;

- Adherence to Fixed Strategic Goals,
- Financial,
- Customers and Investments,
- Business Processes,
- Organizational Capacity.

Goals must be **specific, measurable, achievable, realistic and time-bound** (SMART).

Competency assessment measures the extent to which employees meet the expected competencies. Competencies are identified according to the hierarchical level of the employee. In each competency dimension under the competency headings, each behavioural indicator is rated on a 5-point scale.

The final effect of the weighting of the objective and competency scores is determined according to the hierarchical level of the employee. The success scales for the performance scores are defined as: Exceptionally successful, Very successful, Successful, Below Expectations and Needs Development. Appraisal results are used in the administration of bonus payments, training and development, promotion decisions and warning processes.

A total of 25 employees in 2022 and 27 employees in 2023 were subject to regular performance and career development reviews.



# Working Life at Akfen Construction

## Occupational Health and Safety

Akfen Construction adopts occupational health and safety practices as a basis for sustainability by developing a common perspective with both internal and external stakeholders. The company's priority is to provide its employees with a working environment in which they feel healthy, safe and happy, while strictly complying with current legislation.

Akfen Construction adopts occupational health and safety practices as a basis for sustainability by developing a common perspective with both internal and external stakeholders. The company's priority is to provide its employees with a working environment in which they feel healthy, safe and happy, while strictly complying with current legislation.

Risk assessment is executed with the "Risk Assessment Procedure" and is implemented at the head office and in all projects in order to identify and manage OHS-E risks. Akfen Construction follows the designated control methods for risk management and shares the results with all stakeholders. Risk assessment studies are reviewed at least once a year and areas for improvement are identified.

In pursuit of zero accidents, the company organizes training to ensure that employees adopt OHS practices and actively participate at all levels of the company. Training for new employees is completed before they start work, emergency response teams are trained regularly, and employees can share their suggestions and opinions on OHS issues with management through the Board of Directors. Precautions are taken for employees with a high risk of occupational diseases and action plans are drawn up to monitor occupational accidents.

Akfen Construction prioritizes maintaining the essential occupational health and safety standards in the workplace, with the goal of zero accidents at work. This policy aims to ensure sustainability by maximizing the physical, mental and social well-being of employees.

The Akfen Construction Centre does not have an official health and safety committee because the number of employees is less than 50. However, occupational health and safety standards are strictly applied to workplaces under this threshold. Occupational health and safety practices at Akfen Construction include regular training and health checks for employees, annual emergency drills and regular maintenance of equipment such as lifts and air conditioning. These practices are designed to prevent and reduce risks directly related to work.

Akfen Construction provided a total of 360 hours of health and safety training during the year. All necessary OHS training for new employees is completed within the first week of work, with a 100% success rate.

In the Payas and Altınözü Emergency Hospital projects, all new employees are given basic occupational health and safety training by the responsible OSGB company following their medical examinations and tests. In addition, job-specific work instructions and information training are provided. As a result of ongoing inspections by OHS personnel working in the field, non-compliances are shared via WhatsApp groups and reported to the relevant supervisors and managers, and should there be any serious non-compliances, work is halted, employees are recorded and, if necessary, removed from the site. A total of 3664 hours of health and safety training was provided.



# Working Life at Akfen Construction

## Occupational Health and Safety

### OHS Training Statistics

Akfen Construction attaches great importance to raising the level of training and awareness of its employees in order to achieve the goals and targets set in the area of occupational health and safety (OHS). In this context, OHS training is organized in accordance with Appendix-1 of the "Regulation on Procedures and Principles of Occupational Health and Safety Training of Employees".

### OHS training is provided in the following cases:

- Before commencement of work,
- In the event of a change of workplace or duty,
- In the event of a change in work equipment or the introduction of a new technology,
- Before returning to work, employees who have been injured or contracted an occupational disease,
- Before employees who have been off for more than six months are allowed to start working again.

In addition, supporting staff and employee representatives receive specific training related to their duties. OHS training is also meticulously implemented within the framework of the regulation for groups requiring special measures, such as young, disabled, pregnant and nursing employees.

No work accidents or near-misses occurred at the head office during the reporting period.

### OHS Yalıkavak:

Considering the high-risk working conditions at the Yalıkavak project, Akfen Construction attaches great importance to the use of personal protective equipment when working at heights and with high-risk tools. This is essential both to ensure the safety of employees and to minimize risks.

The weekly OHS Board meetings, which are attended by all contractor representatives, play an important role in ensuring continuous improvement and coordination of occupational health and safety issues at Akfen Construction's Yalıkavak project.

Akfen Construction Yalıkavak Project imposes fines on those who infringe OHS rules, and these fines are distributed as rewards to employees who comply with OHS rules.

In 2023, a total of 203 employees received OHS training at various Akfen Construction Yalıkavak companies. As a result of these trainings, 16 training hours per person were recorded.

### The distribution of personnel who received training is as follows:

- Family Health Center Karadeniz: 118 personnel
- Akfen Construction Yalıkavak: 14 personnel
- Plato Security: 7 personnel
- Melek Construction: 64 personnel



# Working Life at Akfen Construction

## Occupational Health and Safety

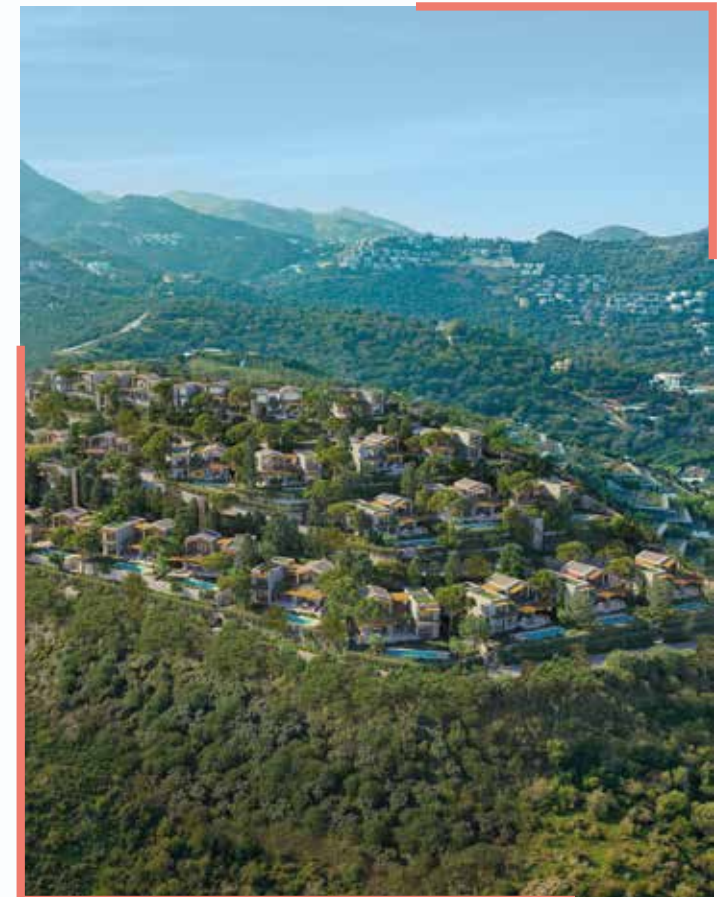
### OHS Yalıkavak

The Accident Frequency Rate is calculated by dividing the total number of fatal and non-fatal accidents at work in a calendar year by the total number of person-hours worked in the same year. This value is then multiplied by 1,000,000 to produce a standard rate. This method is recognized as an industry standard for evaluating the effectiveness of occupational safety.

The Accident Frequency Rate calculation for Akfen Construction Yalıkavak Project in 2023 demonstrates the company's commitment to high safety standards and the effectiveness of the measures taken. The details of the calculation are as follows:

Total Hours Worked Per Person: The total number of hours worked is calculated by multiplying the total number of employees by the number of days worked during the year, minus the hours deducted due to holidays. As there is a construction ban in the Akfen Construction Yalıkavak region between 15 May and 15 October, this period is not included in the calculations. During the calculated period, a total of 203 employees worked 8 hours per day for 210 days and there were 5 lost days. The Accident Frequency Rate resulting from the calculations made based on this information was estimated to be 26.39.

OHS Statistics	2023
Accident Frequency Rate	26.39
Accident Severity Rate	0.014



\*There is no OHS data available for the Yalıkavak project as there is no active work in the field in 2022.





# Working Life at Akfen Construction

## Trainings

The company offers training opportunities to support the professional development of its employees. In 2022, 25% of the company's employees participated in training. This will increase to 100% in 2023, meaning that every employee will have received training.

In 2022, the company provided a total of 86 hours of training, an average of two hours per employee. A total of 31 hours of training was provided to female employees and 55 hours to male employees. In 2023, total training hours have risen by 107% to 178 hours, with the average training hours per employee increasing to four hours for female employees and three hours for male employees.

The number of training hours provided to female employees almost doubled from the previous year. These increases underline the importance the company places on training and development and reflect its commitment to improving the professional skills of its employees.

Trainings	2022			2023		
	Female	Male	Total	Female	Male	Total
Total number of personnel trained (excluding OHS training)	5	10	15	20	40	60
Number of white-collar personnel who received training (excluding OHS training)	5	10	15	20	40	60
Number of blue-collar personnel who received training (excluding OHS training)	0	0	0	0	0	0

Training Hours	2022			2023		
	Female	Male	Total	Female	Male	Total
Total training hours (excluding OHS training)	31	55	86	71	107	178
Average hours of training per employee per year	2	2	4	4	3	7





# Working Life at Akfen Construction

## Trainings

The company's understanding of employee development is integrated into the performance appraisal system and is reflected in the definition and evaluation of individual and departmental objectives. Thanks to this integration, the professional and personal development of employees has become a fundamental part of the overall performance management process.

In 2022 and 2023, no individual training was provided in the company on ethical principles, anti-bribery and corruption and environmental issues. The existence and internalization of the company's ethical codes have been ensured through directives addressed to employees. Our approach to training and development favours other methods rather than one-to-one training. For example, information to employees about the published ethical rules and their implementation has been supported by directives and continuous communication. The aim of this approach is to ensure that these important issues are thoroughly understood and incorporated into employees' daily work.

The company has organized training programs focusing on issues such as sustainability and the United Nations Sustainable Development Goals. The number of employees who participated in these programs was recorded as 40. The total training time allocated to these studies was 40 hours, with an average of one hour of training per employee.

The company has delegated its training responsibilities to its sub-contractors. Sub-contractors are aware of their responsibilities for providing and delivering the training required by legislation and carry out this training on their own initiative and at their own discretion.

The company offers various training programs to support the continued employability of employees and managers and to facilitate the management of their career development. Each programme aims to develop both personal and professional skills and is based on the philosophy of lifelong learning. The training programs planned for 2023 and their allocated duration are summarized below.

2023 Trainings	Time
Coping with Earthquake Training - 2023	1 Hour
Sustainability Training - 2023	4 Hours
Performance and Feedback Training - 2023	1 Hour
Paper Work Training - 2023	1 Hour

Employee participation in social responsibility projects is included in the departmental/-personal objectives in the performance appraisal system, and attendance at a minimum of two sessions is mandatory.





Akfen Construction prioritizes applications that ensure energy efficiency, increase resilience to climate change, support the circular economy and reduce the environmental footprint, both in the project and post-project phases, and carries out all its activities with a service approach complying with the planet and respecting natural resources.

# Environmental Compliance





# Environmental Compliance

Akfen Construction approaches all its activities with the principle of protecting and being sensitive to the environment. In line with this principle, the company carries out its activities in compliance with all laws and regulations in the countries in which it operates, while at the same time fulfilling its responsibility to reduce the environmental footprint of all its activities, both during and after the project.

Akfen Construction provides basic environmental training to its colleagues, both at head office and in projects, and carries out awareness raising activities to increase the current level of awareness. A total of eight environmental training sessions were organized during the reporting period, four in 2022 and four in 2023. In order to create a sustainable value chain in terms of ensuring environmental compliance, Akfen Construction provides environmental information and compliance training to its critical suppliers and aims to ensure environmental compliance throughout the value chain by reaching various stakeholders in its sphere of influence with this application.

Akfen Construction operates in accordance with international ethical and human rights standards, while applying meticulous measurement and evaluation methods of national and international standards to further improve its environmental performance. The company manages all business processes in Tekirdağ, Isparta and Eskişehir City Hospitals as per the ISO 14001:2015 Environmental Management System Standard.

Akfen Construction prepares all reports, plans and documents stipulated by national legislation, including the Environmental Impact Assessment Report (EIA), Environmental and Social Due Diligence Report (ESDD), Environmental and Social Management Plan (ESMP) and Stakeholder Involvement Plan, and implements its projects in accordance with the Equator Principles, International Finance Corporation (IFC) standards and European Bank for Reconstruction and Development (EBRD) requirements.

In addition to protecting the natural environment in the regions in which it operates, it also oversees archaeological, historical, architectural and cultural assets. In overseas projects, it adopts a sensitive approach to the culture of the country in which it operates, protecting these values and working in harmony with local communities.

In order to ensure environmental compliance, the company follows all kinds of environmental improvement and development opportunities, especially environmental developments that closely affect the construction sector, and integrates appropriate projects and applications into its processes.



In order to ensure environmental compliance, the company follows all kinds of environmental improvement and development opportunities, especially environmental developments that closely affect the construction sector, and integrates appropriate projects and applications into its processes. During the period under review, Akfen Construction invested more than TL 19 million in projects and applications that it implemented to reduce its environmental footprint and will continue its environmental investments in the coming period.

Akfen Construction was fined TL 3,237.50 for environmental negligence and infringements during the reporting period and has taken the necessary precautions to avoid being fined again.\*

## Environmental Goals

- Maintenance of a high level of appropriate waste separation rates at source
- Increase of the share of recyclable waste in the waste stream
- Improve efficiency by reducing the use of natural resources and energy
- Obtain Zero Waste Certificate for Head Office Building

\* This penalty was imposed for working outside the authorised working hours in violation of the construction ban.





# Climate Change, Energy and Emissions Management

Akfen Construction works diligently to construct its projects in a manner that is compatible and robust to climate change, continuously monitoring industry trends and considering the actions that the construction industry must take to combat climate change. As part of its initiatives, it conducts a lot of research, especially on how to reduce the energy consumption of building designs in order to reduce their impact on the environment.

**A charging station for electric vehicles has been installed in the head office building in 2023.**

Akfen Construction has prioritized projects that reduce energy consumption in hospitals by ensuring energy efficiency in the construction of city hospitals. Tekirdağ City Hospital, Isparta City Hospital and Eskişehir City Hospital have been fitted with a trigeneration system, which ensures energy efficiency by simultaneously generating electricity, heating and cooling energy from a single energy source.

**Trigeneration systems in Tekirdağ, Isparta and Eskişehir City Hospitals accounted for energy savings of 71,000 MWh and 295 million Turkish lira during the reporting period.**

To reduce the consumption of fossil fuels by using renewable energy sources for the energy used in city hospitals, solar energy systems have been installed on the roofs of Tekirdağ City Hospital, Isparta City Hospital and Eskişehir City Hospital. Thanks to this system, emissions from energy use have also been cut. During the period under review, 256 MWh of electricity were generated at Tekirdağ, Isparta and Eskişehir City Hospitals thanks to solar energy systems and 888 thousand Turkish lira was saved. The energy generated by solar power was used for outdoor lighting.

**Akfen Construction conducts a lot of research, especially on how to reduce the energy consumption of building designs in order to reduce their impact on the environment.**

## Akfen Construction Energy Consumption (MWh)

Akfen Construction	2020	2021	2022	2023
Tekirdağ City Hospital	8,265	82,620	104,238	101,516
Isparta City Hospital	110,630	114,876	92,627*	102,406
Eskişehir City Hospital	198,862	207,607	221,185	178,094
Tekirdağ Religious Facility Project	-	-	13	9
İncek 5 Villas Project	-	-	-	7
Yalıkavak	-	-	-	38
Center Office	-	-	34	31

\*Boiler, trigger, kitchen, laundry gas, electricity drawn from the grid and energy produced in the triggers are totalled.

At Tekirdağ City Hospital, guests are served at a comfortable temperature with automatic cooling systems that are activated according to the ambient temperature, and no excess cooling is provided outside of outpatient clinic hours.

At the same time, the use of automatic lighting systems prevents the excessive use of electricity for lighting. During the reporting period, 2500 MWh of electricity was saved thanks to automatic air conditioning and lighting systems. 9.5 million Turkish lira was recovered thanks to this electricity saving.

At Isparta City Hospital, 2500 MWh of electricity and 9.5 million Turkish lira have been saved by implementing automatic cooling and lighting automation systems to prevent excessive energy consumption and offer a comfortable service to guests.



# Climate Change, Energy and Emissions Management

Akfen Construction has initiated new studies in 2023 in order to effectively measure and manage the emissions resulting from its activities. In this regard, the company's General Management calculated the emissions of Tekirdağ City Hospital, Isparta City Hospital and Eskişehir City Hospital in accordance with the ISO 14064-1:2018 standard for 2022 and confirmed the accuracy of these values.

Akfen Construction will continue its emission measurement and verification processes according to the same standard for 2023. This process demonstrates the company's commitment to environmental sustainability and its proactive approach to reducing its environmental impact. These steps will enable Akfen Construction to continuously monitor and manage its environmental impact and contribute to the development of a more sustainable business model.

## Akfen Construction Total Energy Consumption from Renewable Resources (MWh)

	2020	2021	2022	2023
Tekirdağ City Hospital	91,015	11,688	25,451	23,137
Isparta City Hospital	24,920	24,930	41,000	32,000
Eskişehir City Hospital	19,789	14,533	28,476	28,901

Genel Müdürlük Emisyonları (tCO <sub>2</sub> eq)	2022	2023
Category 1 (Direct emissions)	164.75	108.71
Category 2 (Emissions from imported energy)	0.25	0.54
Category 3 (Emissions from transportation)	80.40	146.33
Category 4 (Emissions from the product/service used)	17,604.21	146.33
Category 5 (Emissions from product use)	240.48	109.97
Category 6 (Other emissions)	50.41	0.11
<b>Total Emissions</b>	<b>18,140.49</b>	<b>2,783.36</b>

Şehir Hastaneleri* Emisyonları (tCO <sub>2</sub> eq)	2022	2023**
Category 1 (Direct emissions)	3,770.40	10,094.15
Category 2 (Emissions from imported energy)	2,763.74	7,885.11
Category 3 (Emissions from transportation)	70.34	482.66
Category 4 (Emissions from the product/service used)	8,196.26	9,411.71
Category 5 (Emissions from product use)	-	-
Category 6 (Other emissions)	434.40	1,611.07
<b>Total Emissions</b>	<b>8,960.39</b>	<b>29,484.71</b>

\* Consolidated emission data of Tekirdağ City Hospital, Isparta City Hospital and Eskişehir City Hospital.

\*\*Akfen Hospital data is included in 2023 data.



# Waste Management and Circular Economy

Akfen Construction has adopted the circular economy model, underlining the importance of using natural resources efficiently and protecting the well-being of future generations. This model operates as an integrated process at every stage, from resource use to waste management. The company continues its efforts to significantly reduce waste production by reducing, recycling and reusing the waste generated by its activities. The aim is to reduce the amount of waste by redesigning projects.

Akfen Construction has adopted the circular economy model, emphasizing the importance of efficient use of natural resources and protecting the well-being of future generations. This model operates as an integrated process at every stage, from resource use to waste management. The company continues its efforts to significantly reduce waste production by reducing, recycling and reusing the waste generated by its activities. The aim is to reduce the amount of waste by redesigning projects.

## Akfen Construction Waste Data (ton)

Akfen Construction	2020	2021	2022	2023
Total Amount of Hazardous Waste	173	478	2,025	-
Total Amount of Non-Hazardous Waste	1,887	2,687	4,022	-

Tekirdağ City Hospital	2020	2021	2022	2023
Total Amount of Hazardous Waste	-	342	371	570
Total Amount of Non-Hazardous Waste	-	671	670	1,069
Recycled	8	137	127	126

Tekirdağ City Hospital and Eskişehir City Hospital have a zero waste certificate, and Eskişehir City Hospital received the Zero Waste Best Practice Award in 2023. Waste generated at the Head Office, construction sites and hospitals is segregated based on its type and characteristics, collected in temporary waste storage areas installed in conformity with regulations, and transported to licensed recycling/disposal facilities.

Medical waste generated in hospitals and requiring special management practices is collected in special leak-proof medical waste containers/bags in accordance with regulations and delivered to licensed disposal facilities. Food waste generated in the cafeteria of Tekirdağ City Hospital is composted at appropriate temperatures in the composting area created in the hospital garden, and the mature compost is used as a soil conditioner (fertilizer) in the hospital's planting area. During the reporting period, one ton of compost was produced, resulting in a total financial saving of 20 thousand Turkish lira by not purchasing fertilizer. Apart from businesses, 32,781 tons of non-hazardous waste were generated for the Sisters of Mercy project in 2023.

Eskişehir City Hospital	2020	2021	2022	2023
Total Amount of Hazardous Waste	75	107	95.5	110.7
Total Amount of Non-Hazardous Waste	1,057	1,153	1,122.8	1,201.7
Recycled	163.7	153.2	-	-

Isparta City Hospital	2020	2021	2022	2023
Total Amount of Hazardous Waste	76	59	60.21	68
Total Amount of Non-Hazardous Waste	793	859	1,252.162	953.33
Recycled	5	5	-	-



# Water and Wastewater Management

Akfen Construction implements water-efficient strategies at its head office, hospitals and construction sites to achieve its goals of reducing water consumption, increasing the use of recycled water resources and promoting water reuse. To this end, both large-scale applications requiring investment and small but effective efficiency projects have been integrated into its projects.

Tekirdağ City Hospital provides water from boreholes opened with the permission of the Ministry of Environment, Urbanization and Climate Change. In this way, 5,867m<sup>3</sup> of water were saved during the reporting period and 194 thousand Turkish lira in financial savings were achieved. Rainwater tanks are used in the hospital to reduce the amount of water used for garden irrigation, and with 5,000m<sup>3</sup> of water provided from the tank, a financial saving of 165,692 Turkish lira was achieved. In addition, taps throughout the hospital were replaced with more efficient photocell taps, saving 4 liters of water per minute.

## Water Consumption Data (m<sup>3</sup>)

Tekirdağ City Hospital*	2020	2021	2022	2023
Tap water	6,760	155,740	173,470	170,300
Ground water	200	23,230	17,252	15,457
Rain water	700	6,370	5,500	5,000
Total	7,660	185,340	196,222	190,757
<b>Amount of water recovered/reused</b>	<b>700</b>	<b>5,670</b>	<b>5,500</b>	<b>5,000</b>

Thanks to these applications, the water consumption intensity of Tekirdağ City Hospital was reduced from 1,31 hospital beds/day in 2021 to 0,77 hospital beds/day in 2023.

At Isparta City Hospital, the amount of water taken from the network has been reduced thanks to the rainwater tank system, and 540m<sup>3</sup> of water was used during the reporting period by obtaining water from rainwater tanks. The hospital's sink taps were replaced with photocell taps that reduce water consumption, saving 4 liters of water per minute. Drilling work was carried out at Eskişehir City Hospital and, thanks to this project, 152,637m<sup>3</sup> of water was saved during the reporting period, resulting in financial savings of 2.8 million Turkish lira. As for wastewater management, all hospitals have the necessary pre-treatment systems to treat both surgical wastewater and wastewater from human use, and this wastewater is treated as stipulated and discharged into the regional sewerage system.

Isparta City Hospital	2020	2021	2022	2023
Tap water	245,999	275,781	317,930	319,020
Ground water	-	-	-	-
Rain water	600	600	540	540
Total	246,599	276,381	318,470	319,560
<b>Amount of water recovered/reused</b>	<b>600</b>	<b>600</b>	<b>540</b>	<b>540</b>

As the hospital was commissioned in November 2020, only two months of data were calculated.





# Water and Wastewater Management

## Water Consumption Data (m³)

Eskişehir City Hospital	2020	2021	2022	2023
Tap water	281,194	203,658	242,836	240,163
Ground water	13,298	13,331	139,191	152,637
Rain water				
Total	294,492	216,989	382,027	392,800
<b>Amount of water recovered/reused</b>	0	0	0	0

Tekirdağ Religious Facilities Project	2020	2021	2022	2023
Tap water	-	-	202	385.87
Ground water	-	-	-	-
Rain water	-	-	-	-
Total	-	-	202	385.87
<b>Amount of water recovered/reused</b>	-	-	-	-

İncek 5 Villa	2020	2021	2022	2023
Tap water	-	-	-	124
Ground water	-	-	-	-
Rain water	-	-	-	-
Total	-	-	-	124
<b>Amount of water recovered/reused</b>	-	-	-	-

Sister of Mercy	2020	2021	2022	2023
Tap water	-	-	-	1,200

Head Office	2020	2021	2022	2023
Tap water	-	-	481	513
Ground water	-	-	-	-
Rain water	-	-	-	-
Total	-	-	481	513
<b>Amount of water recovered/reused</b>	-	-	-	-

## Water Consumption Intensity (m³)

Akfen Construction	2020	2021	2022	2023
Tekirdağ City Hospital	1.36	1.31	0.83	0.77
Eskişehir City Hospital	0.94	0.63	0.62	0.53
Isparta City Hospital	5.14	0.90	1.03	1.02
İncek 5 Villas	-	-	-	-
Yalıkavak	-	-	-	-
Payas Emergency Hospital	-	-	-	-
Erzin Emergency Hospital	-	-	-	-
Altınözü Emergency Hospital	-	-	-	-
Sister of Mercy	-	-	-	4.8
Head Office	-	-	13.74	14.66

Water consumption density (daily) is calculated per bed in hospitals.  
The water consumption density (daily) is calculated per employee at the center.  
Water consumption intensity (daily) is calculated per employee.



## Biodiversity

Biodiversity is not only crucial for the living beings in the region, but also for the entire ecosystem. Changes occurring in one region will lead to changes in the entire ecosystem. Akfen Construction is aware of the importance of biodiversity for the environment and people, and continues to work to minimize the impact on the environment in all its activities and to implement beneficial practices.

Prior to the start of the construction process (except for projects that do not require an EIA), it assesses the impact of the project on the area where it will take place for all its projects and completes the Environmental Impact Assessment (EIA) procedures prior to its work. In this context, it prepares an integrated report, including an assessment of the protection of species in the project area, and submits the report, including how it will manage its environmental impact, to the relevant ministries. Akfen Construction does not carry out any activities in areas that will have a detrimental effect on endemic plant species or in habitats on the IUCN Red List of Threatened Species.

Akfen Construction selects plant species that can live for a long time by adapting to the habitat of the region in all City Hospitals, which are its subsidiaries, and equips the hospital gardens with these plants. In addition to the hospital gardens, green roof applications on the roofs of the hospitals create new living spaces where fauna and flora can develop.

Akfen Construction donated 1 million Turkish lira to the Çanakkale Regional Forestry Directorate.

### In Yalıkavak Loft Project;

In the Yalıkavak Loft project, priority was given to the region's endemic species in the plant design and implementation studies. The project was characterized by the selection of species consisting entirely of Mediterranean/Aegean maquis vegetation, thus ensuring easy adaptation and sustainability of the plants.

The selected plant species were designed to be resilient to negative microclimatic effects and to avoid damage to the plant tissues.

This approach aims to protect biodiversity and minimize potential negative impacts on existing ecosystems. The Yalıkavak Loft project aims to support ecosystems by following the principles of environmental sustainability by developing in harmony with the regional flora and fauna.

This strategy is considered an important step that reinforces Akfen Construction's commitment to increasing its positive impact on the environment and protecting natural resources.



*Akfen Construction biyoçeşitliliğin çevre ve insan için önemini bilerek **tüm faaliyetlerinde çevreye olan etkilerini minimuma indirmek ve fayda sağlayacak uygulamalara imza atmak için çalışmalarını sürdürmektedir.***



Akfen Construction builds important housing, hospitals, dormitories and other living spaces that support the development of the region in which it carries out projects and construction processes.

Akfen Construction supports a wide range of areas, from health to sports, from sports to education and the arts, both financially and with its manpower and knowledge. During the period under review, Akfen Construction supported various social responsibility projects amounting to 25.5 million Turkish lira.

# Social Compliance



# Akfen Construction

## Volunteer Work and Donations

During the period under review, Akfen Construction has taken care to make both material and moral investments, while adhering to its corporate values. In this context, the company has made various corporate donations and also encouraged its employees to contribute to society. By supporting the voluntary participation of its employees in social responsibility projects, Akfen Construction aims to contribute both to society and to the personal development of its employees.

This approach reflects the company's commitment not only to business results, but also to social impact and connection with society. This stance is indicative of Akfen Construction's goals to create social value and promote a culture of volunteering among its employees as part of its understanding of corporate responsibility.

Earthquakes are the major disasters that affect the society at large, in particular the region where they occur, in all respects, both materially and spiritually. Akfen Construction has donated approximately 4 million Turkish lira to the earthquake zone consisting of 10 provinces affected by the 2023 earthquake in our country, specifically Kahramanmaraş, to meet the needs of the region, mainly food, relief equipment, clothing and similar needs.

In addition to its efforts to build and operate city hospitals with the aim of making healthcare services accessible to everyone, Akfen Construction donated TL 100,000 to Cerrahpaşa Faculty of Medicine Foundation in 2022 to support Istanbul University Cerrahpaşa Faculty of Medicine, one of Turkey's leading educational institutions. In addition, it donated 125 thousand Turkish lira to LÖSEV to give hope to children with leukaemia and support

their treatment costs. It also boosted its sense of social responsibility by supporting the national fundraising campaign organized for a baby suffering from SMA with 1 million Turkish lira.

Akfen Construction's activities in this field are also notable, as the company provides financial support to various health associations and foundations in Türkiye in order to contribute to the development of health tourism. The company also supports a wide range of educational, environmental and cultural projects for the benefit of society. These projects aim to raise environmental and social awareness and support public welfare activities, and are carried out in cooperation with civil society organizations. Akfen Construction continues such social contribution projects with the Turkish Human Resources Education and Health Foundation (TIKAV).







# Akfen Construction

## Volunteer Work and Donations

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

Akfen Construction firmly believes that sustainable prosperity is not only possible through economic success, but also by investing in people and society. In this context, the company continues its corporate social responsibility activities under the roof of the Turkish Human Resources Education and Health Foundation (TİKAV), which was founded by the Akın family in 1999. TİKAV aims to support the adaptation of society to change through innovative approaches at national and international levels, to develop individuals with leadership qualities and to raise awareness of social responsibility. In this context, the Foundation aims to enhance the knowledge and experience of young people, foster awareness of healthy living and make proactive contributions to environmental problems.

To date, TİKAV has interacted with various segments of society, including university students, business representatives, youth, children living in mountain villages, women, neighborhood representatives, relatives of the disabled, children receiving treatment in hospitals and their mothers, and has undertaken the maintenance and renovation works of many schools. These diverse and effective projects reflect TİKAV's vision of pioneering positive changes in society. During the reporting period, Akfen Construction supported the continuation of these valuable efforts by donating TL 2.9 million to the Foundation.



### Investing in People

TİKAV's projects aim to adapt to the innovations of the rapidly changing information age and to promote respect for social and universal values, environmental awareness and social responsibility.

**In line with these objectives, it has divided its projects into three main categories.**

- Personal Development Program,
- International Youth Award Program Türkiye
- National Projects.





# Akfen Construction

## Volunteer Work and Donations

### London School of Economics

Akfen is a permanent member of the Advisory Board of the Contemporary Türkiye Studies Chair, which was established at the London School of Economics, one of the most prestigious academic institutions, on the initiative of the Ministry of Foreign Affairs. Pelin Akin Özalp, Member of the Board of Directors of Akfen Holding and Vice Chairman of the Board of Directors of Akfen Construction, fulfils this duty on behalf of Akfen.

Pelin Akin Özalp's contributions in this capacity underpin the institution's effectiveness in the fields of international relations and education, while strengthening Türkiye's representation in global academic platforms.

### Support for Education and Sports

As part of its corporate social responsibility, Akfen Construction makes significant donations to contribute to the education and development of young people. In particular, the company supports the renovation of schools and the development of sports fields. In the last reporting period, it donated **461 thousand Turkish lira for the renovation of Ülkü Akin School and 510 thousand Turkish lira to the Basketball Support and Education Foundation (BİDEV)**. Thanks to these donations, the physical infrastructure of the schools will be modernized and students will receive a higher quality education. In addition, investment in the education and sports-related activities of young athletes through foundations such as BİDEV makes a significant contribution to their development in both academic and sports fields.

### Support For Youth and Entrepreneurs

Akfen executives actively participated in the "Support for Youth and Entrepreneurs" events organized in different cities of the country and on online platforms with the aim of contributing to Türkiye's economic growth and inspiring young entrepreneurs and leaders.

Online conferences, summits and similar organizations held during this process allowed Akfen to have a rich reporting period. While these events offered participants the opportunity to pitch innovative ideas and contribute directly to the entrepreneurial ecosystem, Akfen executives also provided guidance to young professionals by sharing their knowledge and experience on these platforms.

### Tekirdağ City Hospital - Place of Worship Project

As part of its social responsibility, Akfen Construction financed the construction of a place of worship in the premises of Tekirdağ City Hospital. The project was carried out at a cost of 13 million Turkish lira and created a large prayer area for hospital visitors and patients. The place of worship was designed to meet the needs of religious services with a modern and functional design. This initiative by Akfen Construction aims to provide a spiritual space in the hospital environment and meet the religious needs of patients and visitors. This project reflects the company's commitment to supporting cultural and religious structures.



# GRI Content Index



## GRI 1

Akfen Construction has reported in accordance with GRI Standards for the period of 1 January 2022 - 31 December 2023.

GRI Standard	Disclosure	Location	Page
<b>GRI 1: Foundation 2021</b>			
GRI 2: General Disclosures 2021	2-1 Organizational details	About Akfen Construction	6-7
	2-2 Entities included in the organization's sustainability reporting	About the Report	1
	2-3 Reporting period, frequency and contact point	About the Report	1
	2-4 Restatements of information	There is no information restated compared to the previous report.	-
	2-5 External assurance	No external audit was received within the scope of the report. About Akfen Construction, Akfen Construction's Activity Portfolio, Akfen Construction's Fields of Activity, PPP Health Projects, Real Estate Portfolio, Dormitory and Guest House, Akfen Construction Contracting Projects,	6-7, 12, 13, 14-17, 18, 19, 20-25, 49-52
	2-6 Activities, value chain and other business relationships	Supply and Value Chain Management	55-57
	2-7 Employees	Employment Data	-
	2-8 Workers who are not employees	Subcontracted employees are not included in the scope of the report.	40
	2-9 Governance structure and composition	Corporate Management Restriction	-
	2-10 Nomination and selection of the highest governance body	Akfen Construction does not share this information publicly in accordance with its confidentiality policies.	40
	2-11 Chair of the highest governance body	Corporate Management Sustainability Management at Akfen Construction,	38, 40
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Management Sustainability Management at Akfen Construction,	38, 40
	2-13 Delegation of responsibility for managing impacts	Corporate Management Sustainability Management at Akfen Construction,	38, 40
	2-14 Role of the highest governance body in sustainability reporting	Corporate Management	46
	2-15 Conflicts of interest	Ethics and Compliance	38
	2-16 Communication of critical concerns	Sustainability Management at Akfen Construction	40
	2-17 Collective knowledge of the highest governance body	Corporate Management Restriction	-
	2-18 Evaluation of the performance of the highest governance body	Akfen Construction does not share this information publicly in accordance with its confidentiality policies.	61
	2-19 Remuneration policies	Equal Opportunity, Diversity and Inclusion Restriction	-
	2-20 Process to determine remuneration	Akfen Construction does not share this information publicly in accordance with its confidentiality policies. Restriction	-
	2-21 Annual total compensation ratio	Akfen Construction does not share this information publicly in accordance with its confidentiality policies. Akfen Construction's Sustainability Approach, Akfen Construction Goals According to Sustainability Approach,	31, 33-37, 38
	2-22 Statement on sustainable development strategy	Sustainability Management at Akfen Construction	45
	2-23 Policy commitments	Policies	45
	2-24 Embedding policy commitments	Policies	46
	2-25 Processes to remediate negative impacts	Ethics and Compliance	46
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance	46
	2-27 Compliance with laws and regulations	Ethics and Compliance	46
	2-28 Membership associations	Memberships and Support	26-27
	2-29 Approach to stakeholder engagement	Communication With Stakeholders	47-48
	2-30 Collective bargaining agreements	Akfen Construction does not have any employees subject to collective labour agreements.	-





## GRI 1

Akfen Construction has reported in accordance with GRI Standards for the period of 1 January 2022 - 31 December 2023.

GRI Standard	Disclosure	Location	Page
<b>GRI 3: Material Topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Akfen Construction's Sustainability Priorities	30
	3-2 List of material topics	Akfen Construction's Sustainability Priorities	30
	3-3 Management of material topics	"Akfen Construction's Sustainability Approach, Akfen Construction Goals According to Sustainability Approach, Sustainability Management at Akfen Construction"	31, 33-37, 38
<b>Contribution to Local Economy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply and Value Chain Management	49-52
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply and Value Chain Management	49-52
<b>Diversity and Inclusion</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Equal Opportunity, Diversity and Inclusion	61
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employment Data	55-57
	405-2 Ratio of basic salary and remuneration of women to men	Equal Opportunity, Diversity and Inclusion	61
<b>Corporate Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Management	40
<b>Employee Engagement and Satisfaction</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Working Life at Akfen Construction	58-60
<b>Talent and Performance Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Performance and Talent Management	62
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Trainings	66-67
	404-2 Programs for upgrading employee skills and transition assistance programs	Working Life at Akfen Construction	58-60
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance and Talent Management	62
<b>Ethics and Compliance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance	46
<b>Supply Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply and Value Chain Management	49-52
<b>Digitalization and Technology</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization Studies and Benefits	53
<b>Energy Efficiency</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change, Energy and Emissions Management	70-71
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change, Energy and Emissions Management	70-71
	302-2 Energy consumption outside of the organization	Climate Change, Energy and Emissions Management	70-71
	302-3 Energy intensity	Climate Change, Energy and Emissions Management	70-71
	302-4 Reduction of energy consumption	Climate Change, Energy and Emissions Management	70-71
	302-5 Reductions in energy requirements of products and services	Climate Change, Energy and Emissions Management	70-71



## GRI 1

Akfen Construction has reported in accordance with GRI Standards for the period of 1 January 2022 - 31 December 2023.

GRI Standard	Disclosure	Location	Page
<b>Water and Wastewater Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water and Wastewater Management	73-74
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared	Water and Wastewater Management	73-74
	303-2 Management of water dischargerelated impacts	Water and Wastewater Management	73-74
	303-3 Water withdrawal	Water and Wastewater Management	73-74
	303-4 Water discharge	Water and Wastewater Management	73-74
	303-5 Water consumption	Water and Wastewater Management	73-74
<b>Emissions Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change, Energy and Emissions Management	70-71
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change, Energy and Emissions Management	70-71
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change, Energy and Emissions Management	70-71
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change, Energy and Emissions Management	70-71
	305-4 GHG emissions intensity	Climate Change, Energy and Emissions Management	70-71
	305-5 Reduction of GHG emissions	Climate Change, Energy and Emissions Management	70-71
	305-6 Emissions of ozone-depleting substances (ODS)	Climate Change, Energy and Emissions Management	70-71
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Climate Change, Energy and Emissions Management	70-71
<b>Waste Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management and Circular Economy	72
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy	72
	306-2 Management of significant wasterelated impacts	Waste Management and Circular Economy	72
	306-3 Waste generated	Waste Management and Circular Economy	72
<b>Risk and Opportunity Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management System	43-44
<b>Occupational Health and Safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety	63-65
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	63-65
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	63-65
	403-3 Occupational health services	Occupational Health and Safety	63-65
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	63-65
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	63-65
	403-6 Promotion of worker health	Occupational Health and Safety	63-65
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	63-65
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	63-65
	403-9 Work-related injuries	Occupational Health and Safety	63-65
	403-10 Work-related ill health	Occupational Health and Safety	63-65



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