



HACI ÖMER SABANCI
HOLDİNG A.Ş.

SUSTAINABILITY REPORT 2014

Dear Stakeholders,

At Sabancı Group, our sustainability and sustainability-oriented growth targets are a crucial indicative of the way we do business all the time. We are well aware of our social, environmental and economic responsibilities in all locations we operate and we are working to achieve the better every day. We are proud to share the results of this approach with stakeholders through this report.

In 2007, we reinforced our responsible management approach by signing UN Global Compact (UNGC). We have been taking part in the UNGC Turkey Local Network Advisory Group in the subsequent years and in the International Board of Directors of UNGC since 2012. Thus, we feel proud in representing our country in international platforms in regards to human rights, working conditions, environmental responsibility and anti-corruption.

At Sabancı Holding, we are the first Turkish company to sign UN Women's Empowerment Principles in 2011. With these principles, we declared that we adopt and support women-men equality at work and we pioneered many companies in this regard. Moreover, our Group has also been a member of Equality at Work Platform founded under the auspices of the Ministry of Family and Social Policies under World Economic Forum (WEF) in order to fight inequality in social genders.

We are aware that we can achieve sustainability targets and carry these targets to more advanced levels through the efforts of our employees. Thus, we extend the applications that will improve the knowledge, skills and competences of our employees. In the applications of our Group companies, we develop occupational health and safety applications and conduct new applications to create safe working environments for our employees.

One of the common targets in all our operations is to minimize our environmental impact and to sign under applications that will develop our responsible way of doing business. We act with an awareness of the responsibility of the business world especially in the struggle against climate change. Carbon Disclosure Project (CDP) contributes actively to the operation in Turkey; both the Holding and Group companies participate in this project.

One of our invariable management approaches is to act with awareness on social responsibility. We continue our contribution to social development with many projects in education, health, culture-arts and sports through Sabancı Foundation, Sakıp Sabancı Museum, Sabancı University and Group companies.

I would like to express my thanks to all stakeholders, primarily our employees in fulfilling our growth targets based on a sustainable world.

Kind regards,

Güler Sabancı
Chairman of the Board

ABOUT H.Ö. SABANCI HOLDİNG A.Ş.

Sabancı Holding is the parent company of Sabancı Group, Turkey's leading industrial and financial conglomerate. Sabancı Group companies are market leaders in their respective sectors that include financial services, energy, cement, retail and industrials. Listed on the Borsa Istanbul (BIST), Sabancı Holding has controlling interests in 11 companies that are also listed on the BIST.

Sabancı Group companies currently operate in 16 countries and market their products in regions across Europe, the Middle East, Asia, North Africa, North and South America. Having generated significant value and know-how in Turkey, Sabancı Holding has experienced remarkable growth in its core businesses. The Holding's reputation, brand image and strong joint ventures helped further extend its operations into the global market. Sabancı Holding's multinational business partners include such prominent companies as Ageas, Aviva, Bridgestone, Carrefour, E.ON, Heidelberg Cement and Philip Morris.

In addition to coordination of finance, strategy, business development and human resource functions, Sabancı Holding determines the Group's vision and strategies.

In 2014, the consolidated revenue of Sabancı Holding was TL 27.4 billion (US\$ 12.5 billion) with operating profit of TL 5.1 billion (US\$ 2.3 billion). The Sabancı Family is collectively Sabancı Holding's major shareholder with 57.7% of the share capital. Sabancı Holding shares are traded on the Borsa Istanbul with a free float of 40.1%, the largest float percentage among holding companies. Depository receipts are quoted on the SEAQ International and PORTA.

Sabancı Holding signed the UN Global Compact in 2007 and the UN Women's Empowerment Principles in 2011, with which it complies in all facets of its operations.

For detailed information regarding Sabancı Holding's financial data, shareholding structure, compliance with corporate governance principles and annual report, you can visit www.sabanci.com.

Company	Customer Base	Distribution Channel
Akbank	Over 13 million customers	Nearly 1,000 branches
Teknosa	101 million visitors annually	291 stores in 81 provinces
Carrefoursa	100 million customers annually	333 hyper and supermarkets
Avivasa	Over 2 million pension and life insurance customers	1,000 financial consultants and branch insurance managers
Aksigorta	3.7 million policies annually	Over 2,000 agents and 69 bancassurance channels
Brisa	3 million customers	1,037 branded sales points
Enerjisa	9 million customers and 20 million end-users in electricity distribution	14 provinces

Memberships to Associations

TURKISH INDUSTRY & BUSINESS ASSOCIATION
FOREIGN ECONOMIC RELATIONS BOARD
TURKISH EXPORTERS ASSEMBLY
TURKISH QUALITY ASSOCIATION
WORLD ECONOMIC FORUM
THE UN GLOBAL COMPACT TURKEY NETWORK
UN WOMEN'S EMPOWERMENT PRINCIPLES WOMEN WORKING GROUP
ETHICS & REPUTATION SOCIETY
CORPORATE GOVERNANCE ASSOCIATION OF TURKEY
BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT
THE CORPORATE COMMUNICATIONS ASSOCIATION

GOVERNANCE

Established in 1967 as the parent company representing the companies in Sabancı Group that is one of the long-established organizations of Turkey, Hacı Omer Sabancı Holding's and its 11 subsidiaries' stocks are listed in Istanbul Stock Exchange (BIST). In addition to its status as a publicly-traded organization, its operations in 16 countries and the presence of many international business partners make a modern, effective and example-setting governance model compulsory for Hacı Omer Sabancı Holding. Therefore, Sabancı Holding and Group companies implement governance models that are based on contemporary corporate management principles.

Main function of Hacı Omer Sabancı Holding that is a part of the Sabancı Group is the coordination of finance, strategy, business development and human resources functions of the Group as well as setting vision and strategies of the Group and increasing the value created for the stakeholders through the synergy created within the Group. Sabancı Holding and Group companies follow a governance approach based on 4 main principles for the purpose of coordinating the aforementioned functions effectively and in compliance with the objectives and targets set:

- **Transparency and Responsibility:** We aim to implement our corporate governance approach in parallel with our values that are modesty, respect to people, closeness to the public and social awareness.
- **Innovation:** We create permanent superiority in the fields of trademarks, patents, technology, design, information network, intellectual and industrial properties.
- **Active Participation:** We adopt a governance approach encouraging participation to decision-making processes and shared wisdom.
- **Strategic Approach:** We manage our daily operations excellently and plan our future by aiming long-term superiority.

CORPORATE GOVERNANCE APPROACH AND STRUCTURE OF THE BOARD OF DIRECTORS

Sabancı Holding and Group companies adopt a corporate governance approach that is based on the principles of transparency, accountability, equality and responsibility. Foundations of the corporate governance approach are laid by the Corporate Governance Principles on Capital Market Board end. Sabancı Holding complies with all of the compulsory principles specified in the Corporate Governance Statement. Non-compulsory principles are also followed to the extent possible; however, full compliance has not been achieved with certain principles due to challenges encountered in connection with the implementation, on-going debates in the international arena or the inconsistency with the Company's or market's structure. Developments on these principles are monitored closely and efforts are made towards achieving full compliance.

Board of Directors of Sabancı Holding that consists of 9 members elected by the General Assembly for definite periods is the top-level strategic decision-making organ of the Company. Two of 9 Board members are non-executive members pursuant to the principles set forth by the CMB, three of them are independent members and the level of representation by female members is around 44%. One of the 4 Executive Board Members is the CEO of Sabancı Holding and different individuals fulfill the functions of CEO and Chairman.

Corporate Governance Committee, Committee for Early Detection of Risks and Auditing Committee have been formed so as to ensure that the Board functions efficiently. Corporate Governance Committee that consists of four members is chaired by an independent and non-executive member. One non-executive member and two executive members serve in the Committee. Corporate Governance Committee's objective is to maintain a sustainable, success-oriented governance practice that is based on ethical values of the Company, assuming responsibilities inside and outside the company, protecting the benefits of stakeholders by taking transparent and responsible decisions with risk awareness. The Committee also monitors the compliance of the Company to the Corporate Governance Principles and makes recommendations to the Board of Directors in case of non-compliances. Corporate Governance Committee also functions as Appointment and Remuneration Committee. Accordingly, it nominates independent member candidates to the Board of Directors and presents the documentary evidence on their independent status to the Board of Directors. The Committee sets the principles on assessing the performance and determining the remuneration of the Board members and senior executives. Financial rights given to Board members and senior executives in Sabancı Holding are disclosed to public in financial statements and the internet site.

Committee for Early Detection of Risks is chaired by an independent and non-executive member and there are two additional members in the Committee among which one of them is a non-executive member. Main function of the Committee for Early Detection of Risks is early detection of strategic, operational, financial, compliance-related risks and any other risks that may jeopardize the presence, growth and continuance of the Company and carrying out operations for the purpose of taking measures, implementing remedies and managing the risk.

Function of the Auditing Committee that consists of two non-executive independent members - one chairman and one member- is to disclose accounting system, financial reports and financial information of the Company to the public in the name of the Company's Board of Directors and monitor the functionality and efficiency of the internal control system. Auditing Committee submits reports to the Company's Board of Directors on its findings and recommendations in connection with its activities, functions and responsibilities.

RISK MANAGEMENT

Sabancı Group companies manage potential deflections from the strategic and financial targets in accordance with the stance of the Group on taking risks by using corporate risk management principles in order to keep the value created for its stakeholders at the highest level and ensure the sustainability of the Group. Committee for Early Detection of Risks established within the Board of Directors of Sabancı Holding to evaluate the early detection, determination of necessary measures, and management processes regarding strategic risks, operational risks, financial risks, compliance risks, reputation risks, reporting risks, external environment risks and all other types of risks that can jeopardize H.Ö. Sabancı Holding A.Ş.'s existence, development and continuity and to inform the Board of Directors about these issues in order to make decisions accordingly. The Committee is responsible for determining corporate risk policies, inspecting the efficiency of risk management systems, determining and monitoring the relevant risk levels and reporting to the Board of Directors. Members of the top management carry out their activities within the framework of the risk portfolio and limits. There are similar organizational units

in the Group companies, too, however, risk management systems vary in parallel with the sectoral requirements.

Risk management in Akbank, finance company of the Group, is carried out in accordance with BRSA legislation under the responsibility and supervision of the Bank's Board of Directors. Supervision responsibility of the Board is fulfilled by committees such as Auditing Committee, Top Level Risk Committee and Credit Committee. Risk-taking levels of the Bank is determined in accordance with the risk limits approved by the Board of Directors. Top management of the bank is responsible towards the Board of Directors for carrying out daily operations in accordance with the pre-defined risk management processes and risk limits. Inspection Committee, Internal Control Centre and Risk Management Department directly reporting to the Board of Directors carry out activities in coordination with the executive units. Risk models and parameters widely-accepted in national and international practices are used for detecting, measuring and monitoring the risks within the scope of risk management. Continuous efforts are displayed towards the development and improvement of internal methods and models. Analysis are performed on various scenarios and emergency plans are developed in connection with the risks the Bank may be exposed to under extraordinary circumstances.

Risk management in the companies that operate in fields outside the finance sector is carried out by the directors and senior executives of the Companies under the supervision of the Boards of Directors and Committees for Early Detection of Risks. Companies identify the risks they may encounter and prioritize them based on the possibility of occurrence and magnitude of the losses they may create. Prioritized risks are monitored by the board of directors, company management and risk committee based on the periodical reports. The monitoring involves comparative implementation of the risk management processes that also encompass the measures to be taken and analysis of the results. Management of the financial, strategic, operational and compliance risks of the subsidiaries are also monitored and steered by the relevant Group Presidents, Finance Group President and Compliance Risk Management unit.

In Sabancı Group, risks are addressed in 7 categories that are compliance risks, financial risks, strategic risks, operational risks, trademark and reputation management risks, reporting risks and external risks. Risk groups identified in accordance with the aforementioned categories are evaluated with a multi-dimensional approach and numerous risk elements are addressed. By definition, main target of the risk management systems implemented in Sabancı Group is to manage the risk factors that may have adverse impact on sustainability of the company. Therefore, in addition to conventional risk factors, potential risks concerning the environment and biodiversity, energy, green gas emissions and climate change, occupational health and safety, human rights, business ethics and anti-corruption and supply chain are also managed in accordance with these systems.

Efficiency of the risk management systems followed by the Group set an example for others and the relevant stakeholders express their appreciation for the efforts of the responsible business units. In 2014, Brisa has been deemed worthy for the Great Award in the category "Risk Management Professional of the Year" in Global Risk Awards 2014 that is organized by Institute of Risk Management (IRM).

You can find more details on the risk management system of Sabancı Group at www.Sabanci.com address.

BUSINESS ETHICS, ANTI-CORRUPTION AND INTERNAL AUDITING

Sabancı Group companies carry out their operations in accordance with the business ethics and codes of conduct outlined in Sabancı Ethics (SA-Ethics) document. SA-Ethics are binding for all operations, Board members, executives and employees of Sabancı Holding and Group companies, therefore all suppliers, subcontractors, distributors, business partners and similar stakeholders are expected to act in compliance with these principles. Sabancı Holding's Board of Directors assumes the primary responsibility on adoption, active implementation and compliance to the SA-Ethics throughout the Group, Sabancı Holding Ethics Committee consisting of the director of auditing department, director of the legal affairs and director of the labour relations ensure the fulfilment of this responsibility. All executives and employees in the Group are informed about SA-Ethics for the purpose of extensive implementation of SA-Ethics, Group Companies organize trainings and briefings in order to raise the level of awareness and competence on these rules. Each new employee is provided ethics training and a signed statement is taken as a promise for compliance to SA-Ethics. These trainings are repeated annually. SA-Ethics are published at www.Sabancı.com address in order to provide information to all stakeholders.

Compliance to SA-Ethics is a duty of all managers and employees in the Group. All employees are expected to inform Ethics Committee in case any detection or strong doubt arises in connection with non-compliance. Ethics Committee is responsible to addressing and resolving all reported matters immediately in strict compliance to the confidentiality principle. In case non-compliances are detected as a result of the evaluations, various sanctions from warning to termination of the employment contract are imposed based on the importance level of the non-compliance. Persons who encourage or guide the relevant Group member towards displaying behaviors noncompliant to the ethics, or persons who approve or overlook such behaviors are also imposed the required sanctions. On the other hand, employees are not held responsible for the losses arising as a result of compliance to the ethics, i.e. rejecting to pay bribe. A reporting and help line has been established for Group managers and employees as well as the relevant stakeholders to report non-compliances on ethics without any concerns and in confidentiality and get direct information on the rules, and they can also report and request information over the internet. The relevant communication channels are specified in SA-Ethics document and our internet site. Everyone who informs the Ethics Committee is under the protection of Ethics Committee. None of the employee shall be subject to pressure or punishment for the notification of the Ethics Committee about a violation of the Code of Ethics, the scope of the duties or place of job shall not be changed for this reason without written consent of the Ethics Committee.

Corruption is an ethics-related problem and it is one of the most important barriers before the development and growth of a society. Therefore, Sabancı Group is never involved in any corruption and bribery and takes measures to prevent such behaviors. The most important indicator of the aforementioned stance is the Anti-Corruption and Anti-Bribery Policy that is binding for all stakeholders including employees and suppliers, business partners, consultants, lawyers and auditors of the Group. The aforementioned policy document describing the behaviors considered as Corruption and Bribery and outlining the relevant preventive measures and rules can be found on the internet site. Employees are provided information on this policy within the scope of ethics trainings.

Anti-Corruption and Anti-Bribery Policy consists of principles that prevent being party to all kinds of corruption and bribery, prohibit facilitating payments, commissions, financial rights, cash payments,

donations and social aids that may be considered as bribery and corruption, prevent establishing business relationships with persons and companies known to be carrying out corruption and bribery activities, set forth restrictions on exchanging gifts and hosting activities, the relevant definitions and preventive measures. On the other hand, the policy refers to other policies such as SA-Ethics and donations and social aids policy, and explains the methods of reporting to be made and records to be kept in case of encountering the aforementioned acts.

Another essential principle of creating a sustainable business model is to establish an effective internal auditing mechanism in accordance with the professional principles and standards. In this context, Sabancı Holding and Group companies have internal management organizations that operate in accordance with the international principles. In each company, Auditing Committee is the top-level organ that is responsible for internal auditing. Controls on the efficiency of the internal auditing systems and processes, identification of the organizations that will carry out independent auditing activities and presentation of a recommendations report to the Board of Directors based on the analysis of the audit results are within the responsibility of the Auditing Committee. Auditing Department is responsible for actual implementation of the Internal Auditing activities. Internal Auditing units of the Holding and Group companies periodically inspect operations system, process and outcomes based on certain criteria and inspect the effectiveness and integrity of internal audits related to the process, they check whether the the financial records and reporting process provide true information and they provides objective and independent assurance to the Committees under the Board of Directors, including Audit Committee and Management Committee and senior management. They perform periodical or on-demand private audits on compliance to corporate operating principles, legal liabilities and policies particularly on ethics, anti-corruption and anti-bribery principles, environment and human resources.

No non-compliances were detected in connection with discrimination, human rights, union rights and operating standards during the audits performed in the year 2014. Among 322 business processes of 20 companies in total, 65 processes of 19 companies were inspected in 2014 for the purpose of anti-corruption and anti-bribery practices and no such case was detected. No application or complaint was submitted to Sabancı Holding in 2014 in connection with such cases.

On the other hand, no official complaints or legal sanctions were received in 2014 in connection with compliance to the legal requirements in fields such as noncompliance to competition rules, disclosure and labeling obligations related with the products and services, safe and healthy use of the products and services, keeping customer information confidential and supply conditions applicable to products and services.

In addition to internal auditing and control operations, the Group companies carry out the same for suppliers and business partners, thus it is ensured that a sustainable and responsible business model is encouraged throughout the supply chain.

SUSTAINABILITY MANAGEMENT

The primary objective of the management approach at Sabancı Holding is to manifest a transparent, accountable and responsible management approach and ensure sustainability throughout the Group. A management organization from Chairman of the Board of Sabancı Holding to executive units of Group

companies is responsible from the realization of this objective.

The Board of Directors, as is in all operational areas, is responsible for defining corporate policies and main strategic approaches and targets, and for conducting activities and their results in compliance with these aspects in regards to sustainability. This sustainability is based on the efficient management of impacts, risks and opportunities revealed in social, environmental, economic and ethical areas of the company's activities and savings. The strategic decisions taken by the Board of Directors for the Group in general are transmitted to Company groups through Group units and Sector Group managements. Boards of Directors and senior managements of Group companies render these approaches and targets into company policies, strategies, action plans and targets in accordance with the requirements of the market and competition environment of their industry. The compliance of studies conducted based on the time and performance targets of company managers to the defined principles, the internal audit function, and the response level of the performance to the expectations are evaluated through performance management systems; and are reported to the senior management and Boards of Directors of the company and the Group, respectively.

The key principles of activities conducted at Sabancı Group are organized according to corporate policies. All Group employees are obliged to act in compliance with these policies while performing their duties. General policies defined to encompass sustainability areas including environment and climate change, human rights, business ethics, corporate management and corporate social responsibility are interpreted by Group companies according to industrial requirements and rendered into company policies. Corporate policies defined by Group companies comply to the policies defined by the Holding.

The detection of rationalist targets based on a time-wise and specific performance and suitable evaluation of the implementation of these targets have a significant role in the efficiency of activities. Thus, the principle of Sabancı Group is to define rationalist targets in managing social, environmental, economic and ethical aspects, and to evaluate the performance obtained in regards to sustainability management, as is in all of its operations. In this regard, strategic approaches defined by the Board of Directors of the Holding are reflected on the targets of Holding managers and strategic planning of Group Companies, and become performance targets of the company. Results of activities are evaluated through performance evaluation systems. Results obtained based on the intended achievement level are reflected on financial rights provided to all employees and managers through charging systems as well. Performance evaluation of managers and employees is conducted by HR units in Group companies; however, the performance evaluation and pricing for senior managers and members of the Board is under the responsibility of Corporate Management Committees of the Holding and Group companies. The inspection of the compliance of activities to corporate policies and ethic principles is performed through audits conducted by internal auditing units.

Corporate social responsibility and human rights management have the utmost importance based on the responsible management approach adopted by Sabancı Holding. In management, the basic laws to comply to are defined by Sabancı Ethical Principals of Sabancı Group Corporate Social Policy; United National Global Compact (UNGC); UN Women's Empowerment Principles (WEP) and the principles of Equality at Work Declaration.

Corporate Social Responsibility Policy emphasizes the importance and priority of Sabancı Holding's

corporate social responsibility principles for our Group.

The Sabancı Holding and the Group accept acting in accordance with the social responsibility awareness constituting a part of its core values, such as modesty, respect to humans and being close to the public, as a fundamental and unchangeable element of its Group. Within this framework, all entities constituting the Sabancı Group manage their activities within the framework of an understanding of economic, social and environmental responsibility and to keep developing the society on their agenda as a priority. We do not see the scope of our social responsibility approach limited with our business activities and their effects. We define our priorities by taking into consideration what is best for the society and the environment.

Sabancı Group pays special care to be pioneers in activities for the protection of democracy, human rights and the environment; and SA-Ethics guides us in the way we do business.

The principles we take as basis in our social responsibility applications are as follows;

- 1.** At the Sabancı Group, in all geographies that we perform activities in, we pay special care to fulfilling our social and environmental responsibilities towards the society in a harmonious cooperation with our shareholders, employees, the public, civil society organizations and other stakeholders.
- 2.** We believe that our human resource is the most prominent element of sustainable growth. We ensure that our employees use their personal rights fully and correctly. We approach our employees with honesty and fairness and warrant them a non-discriminatory, safe and healthy work environment. We display the necessary effort for the personal development of our employees and protect the balance between their personal lives and their professional lives.

We do not accept discrimination among the employees for reasons such as language, race, color, sex, political views, beliefs, religion, sect, age, physical disability and similar reasons.

By creating a positive and harmonious work environment that supports cooperation and preventing conflicts, we ensure that people of different beliefs, thoughts and opinions work harmoniously.

We apply healthy life programs to support the “protection of our employees’ health”, which is the most important factor for our employees to maintain quality and successful lives.

At the Sabancı Group, we believe that all our employees have the right to work in a healthy and safe environment under work conditions that are compliant with human dignity. Our employees are our most valuable asset and ensuring and protecting the safety of our employees is our most important business goal.

- 3.** We manage any and all environmental effects that may arise from any of our activities with an awareness of responsibility. All our companies are responsible to determine and apply the improvement and development works that will minimize the environmental effects of their activities at a level that is compliant with their fields of activity.

We expect our companies to apply the best environmental solutions beyond legal liabilities and to

support all initiatives that will help the development and wide spreading of environmentally friendly technologies and will increase the awareness concerning the environment.

4. At the Sabancı Group, we display efforts for the development of our society within the framework of the corporate social responsibility principle. We support our employees to volunteer for appropriate social activities that they will take part in with social responsibility awareness.

5. We pay special care to develop approaches and to implement such to ensure that all our business partners, particularly our suppliers, act in accordance with the Sabancı Group standards in the area of social responsibility.

6. We act with sensitivity towards the traditions and culture of Turkey and the countries that we operate in and act in compliance with all legal regulations.

7. We encourage our companies to certify their operations by complying with international standards.

All principles in this policy document are implemented with the necessary arrangements and the level of the applications are audited by the concerning units. We take the success that the companies display in social responsibility applications as an important criterion in the evaluation of the company performances. At the Sabancı Group, we share the corporate social responsibility activities that we performed by means of the annual activity report and our website.

Throughout our Group, first our H. Ö. Sabancı Holding A.Ş. CEO and then all our managers and employees are responsible for the corporate social responsibility applications. This Corporate Social Responsibility Policy document is an open warranty that the Sabancı Group will realize any and all responsibilities that the Sabancı Group has for a better world and future with all our employees, shareholders and all other stakeholders.

Sabancı Group reinforced its commitment to conduct a management approach responsible for social, environmental, economic and ethic aspects by signing UN Global Compact in 2007. 10 items that encompass the agreement and that are defined in the main topics including human rights, working conditions, environmental responsibility and anti-corruption are followed by Sabancı Group in all of its activities and become the business principles expected from its suppliers, franchises and business partners as well. Following UN Global Compact, international agreements such as UN Universal Declaration of Human Rights that include principles of protection of human rights, prevention of child labor and forced or involuntary labor and discrimination, and the protection of union rights, and the ILO Conventions have become the main principles for the Group.

Following its membership, Sabancı Group plays a pioneer role in national and international activities of UN Global Compact. Among the local network founders of Global Compact Turkey, Sabancı Group is represented in the Local Network Advisory Group. Güler Sabancı, Chairman of the Board of Directors of Sabancı Holding who hosted Local Network Meeting where representatives around the world gathered in 2009 assigned to the membership of the Board of Directors of UNGC by Ban-ki Moon, Secretary General of United Nations due to her pioneer studies on human rights and women's empowerment, in addition to

her professional career.

Sabancı Group has also been a member of Equality at Work Platform founded under the auspices of the Ministry of Family and Social Policies under World Economic Forum (WEF) in order to fight inequality in social genders. This platform aims to increase participation of women into labor in Turkish business world in the next three years and to reduce gender gap by 10% in economic participation and opportunities with a target to help women participate more in the business life, become active in decision mechanisms, and benefit equally from opportunities and resources.

At Sabancı Holding, another complementary target to improve the role of women in business life is the UN Women's Empowerment Principles designed as a result of the joint studies of UN Women Agency and UN Global Compact. These principles underline the importance of equality of women-men in business and the contribution of this equality to their success; and support them with "best practices" from around the world and from experiences in real life. These principles explain the right gender policies required to be a good corporate citizen, the Global Compact, and the roles of companies in sustainable development. As the first Turkish company to sign UN Declaration of Women's Empowerment Principles in 2011, Sabancı Holding declared that they adopt and support women-men equality at work; and pioneered many other companies.

Supporting studies conducted by non-governmental organizations in sustainability in Turkey, Sabancı Holding and Group companies including Akçansa, Brisa, Çimsa, Enerjisa and Kordsa are members to and support the activities of Business Council for Sustainable Development Turkey, and take roles in managing bodies.

Sabancı Group adopts a management approach that encourages participation and common sense in decision processes as required by the active participation principle. In this regard, Sabancı Group companies consider employees, shareholders, suppliers, dealers and business partners, labor and management unions, professional associations, public institutions, national and international regulatory boards, local authorities, non-governmental organizations, universities, and press as the main stakeholders, and establishes a healthy, constructive communication based on mutual respect. Opinions and demands of stakeholders obtained through this effective communication environment are evaluated in decision-making mechanisms; and the stakeholders are informed about the decisions, the activities and results via various channels. Tools used in regular communication with stakeholders and the frequencies of practice diversify according to the subject matters and the stakeholder groups. Most frequently used tools include meetings and gatherings, researches, annual reports, sustainability reports and periodic publications, press bulletins, and special case statements.

Sabancı Group believes in the power and development of civil society both in common life and business life. In this regard, Holding and the Group companies are members to many NGOs, they are active in management mechanisms and support their activities. Sabancı Holding is a member to Turkish Industrialists and Businessmen Association (TUSIAD), Foreign Economic Relations Board (DEIK), Turkish Exporters Assembly (TIM), Turkish Society for Quality (KalDer), World Economic Forum, Global Compact Turkey Advisory Board, UN WEP Women Working Group, Ethics and Reputation Society, Corporate Governance Association of Turkey, Business Council for Sustainable Development Turkey, and Corporate Communications Association of Turkey.

Sabancı Group establishes a communication based on mutual information exchange and transparency principle with public agencies and institutes. This communication is based on information exchange about company operations, and on opinion sharing about strengthening international competition and development in the operating sectors; lobbying only for the benefit of the company is not allowed. Likewise, Sabancı Group is not a party to any political opinions and institutions; and does not provide any direct and indirect monetary or real support to political parties and groups, politicians, and nominees.

Studies conducted by Group companies in regards to sustainability and social responsibility are appreciated by many stakeholders and awarded by national and international platforms. In this regard, Aksigorta received International CSR Excellence Award in 2014. Brisa received Golden Award in LACP Vision Awards held by the League of American Communication Professionals through its sustainability reports, and the Most Sustainable Project Award in Supply Chain Services International (SCSI) through its projects.

ENVIRONMENT APPROACH

At Sabancı Group, our basic principles include implementing applications to reduce environmental impacts of our operations and managing these impacts responsibly. As a result of this approach, all group companies implement constant improvement and development studies to minimize the environmental impacts. We adopt innovative and sustainable solutions to implement these studies and to obtain the best results. Thus, Group companies operating in different sectors fulfill their responsibilities throughout the life-cycles of products and services.

The key stones of the environment approach of our Group include rendering environmental performance obtained through sustainable solutions to a long term, value-creating structure; presenting environmental solutions beyond legal obligations; helping develop and spread environmentally-friendly technologies; and to support all initiatives that improve environmental awareness.

We provide environmental trainings to employees in order to help reinforce and extend environment approach. Throughout 2014, a total of 15.586,75 man*hours training was provided to Group's reporting company employees¹. Similarly, it is crucial that our suppliers perform their operations with an equivalent environment approach. In this regard, Group companies perform audits paying attention to environmental issues during supplier audits. During the reporting period, we provided a total of 7.607 man*hours environment training to suppliers and subcontractors² as well. Our key objective with these applications is to extend our environment approach in the value chain and to obtain better performance results.

Corporate Environment Policy

- We establish and apply environment standards beyond the legal obligations.
- We aim for excellence through business-to-business knowledge and experience sharing.
- We adopt preventive approach in all our operations to continuously improve environmental performance.
- We define and manage environmental risks.
- We endeavor to apply best manufacturing techniques accessible.
- We follow environmental developments, transform them into business opportunities and contribute to sustainability.
- We support environmental awareness and knowledge sharing for societal development.

¹ Consolidated data consists of data obtained from Akçansa, Brisa, Çimsa, Kordsa, Teknosa and Sabancı University.

² Consolidated data consists of data obtained from Akçansa, Brisa, Kordsa, Teknosa and Sabancı University.

Requirements of In-Group Environment Policy

Please comply to environment law and other legal obligations.

- We conduct environmental applications beyond legal obligations and control their compliance.

We define our environmental impacts.

- We define all environmental impacts, develop a target, a program and a follow-up procedure, review and take precautions for improvement.

We manage in-group resource utilization.

- We define organizational roles, responsibilities and competencies in infrastructure, technology, finance and human resources.

We provide systematic approach in our applications, create business-to-business synergy.

- We prepare business standards with a preventive approach; and help everyone including employees; suppliers and contractors apply these standards.
- We detect risks that may cause harm on the environment with a proactive approach while performing our operations; and endeavor to take measures to minimize these harms on time and in full.

We endeavor to continuously improve and review environmental performance.

- We define and apply targets in energy and waste management, and natural resource utilization.
- While aiming at continuous improvement through clean products and clean manufacturing technologies, we assume environmental responsibilities of our products and services.
- We plainly report our activities and ease access to information.

The environmental management and follow-up of this performance are managed in accordance with globally approved modern management systems by our group companies. The environmental performance is monitored by the relevant units and senior management is informed at certain intervals. We define targets for subsequent operational processes according to this process.

Sabancı Environment Committee works in Sustainable Environmental Management, compliance to EU Environmental Policy and preparing for Global Climate Change in the Group companies; and establishes a good governance model within the Group. This committee is formed with the participation of experts from Group companies and reports to the senior management of the Holding. This committee closely follows national and international environmental studies, primarily the studies on climate change; and submits its opinions to the relevant Public Institutions, Industrial Representative Corporations and Non-Governmental Organizations with a proactive participation.

Sabancı Environment Committee completed Sabancı Environment Portal and Sabancı Environmental

Sustainability Reporting System in 2009 in order to internally and externally share the environmental performance of Group companies in all aspects in regards to sustainable development targets.

Through Sabancı Environment Portal, environmental performance can be monitored at the levels of CEO, SBU and GM within the Business, Company, Industry and Group. Sabancı Environment Portal is prepared using in-Group resources in a reviewable, updatable, continuously improvable and developable manner with a technological infrastructure suitable for a transparent and systematic comparison that responds to the requirements of sustainability.

Throughout 2014, the environmental investment expenses of the Group's reporting companies are 41.144.111³ Turkish Lira. These expenses include waste disposal in regards to environmental management, emission refinement, repair, reclamation costs and expenses under the environmental management system. All notifications regarding official environmental impacts submitted to Group companies during the reporting period via official complaint mechanisms are solved and no significant punishment is given due to failing to comply to environmental laws and regulations, again during the reporting period. All of our manufacturing facilities (Yünsa, Brisa, Kordsa, Akçansa, Çimsa, Temsa) has ISO 14001 certificate.

Biodiversity

At Sabancı Group Companies, we are attentive to avoid all processes that impact biodiversity in our applications performed to reduce environmental impacts. In this regard, we act according to Environmental Impact Assessment Regulation of the Ministry of Environment and Urban Planning of Turkey; and operate by evaluating the possible impacts on biodiversity. In addition to our operational activities, our reporting companies planted a total of 9,026 trees and saplings in 2014 in the scope of forestation studies performed to preserve natural life.

Brisa initiated "Let Cranes Fly" Project to preserve endangered Crane bird species. Brisa supports this project through the fund transmitted from the revenues of Brisa Academy e-training and Brisa museum. This project aims to contribute to "National Crane Action Plan" that is being prepared by the General Directorate of Nature Conservation and National Parks.

Akçansa gathered experts and university students on the Biodiversity Day to discuss the impacts of mining operations on biodiversity and the preservation of biodiversity in 2014. The representatives of public, university and non-governmental organizations came together in this event, the Biodiversity Day, that is the first to be held in Turkey by the private sector initiatives. Information regarding "Biodiversity Project Contest" which will be held for the first time in Turkey and in which several projects that are prepared to enhance biodiversity in mining fields will compete was also shared in this meeting.

³ Consolidated data consists of data obtained from Aksigorta, Akçansa, Brisa, Çimsa, Kordsa, Teknosa, Sabancı University and Sabancı Holding.

ENERGY AND EMISSION MANAGEMENT

At Sabancı Group, one of our primary goals is to regularly evaluate and improve environmental impact areas. Under this approach, we endeavor to reveal and evaluate risks on climate change which are a common issue for the whole business world, to define the necessary improvement targets, and to take joint steps with the business world in combating with climate change.

In 2014, the total energy consumption of our reporting companies was⁴ 27.787.646,4 GJ. Almost 8.9% of this amount is obtained from renewable resources.

Carbon Disclosure Project (CDP) Turkey

CDP is an initiative working to change the operational method of business world in order to reduce the impacts of climate change and to preserve natural resources. Since 2010, CDP Turkey is being conducted under the main sponsorship of Akbank by the Corporate Management Forum of Sabancı University and reporting sponsorship of EY (Ernst & Young) Turkey. Among our Group companies, Akbank, Akçansa, Brisa, Çimsa, Yünsa and Sabancı Holding participate in CDP Turkey.

Group companies accomplish significant projects for energy efficiency and emission reduction with an aim to reduce the risks of climate change and provide operational efficiency. In the reporting period, a total of 156.592,6 GJ energy was saved⁵ through the studies of our companies.

2014 Total Emission Amounts (ton)

Total Scope 1 Emission Amount ⁶	10,224,119
Total Scope 2 Emission Amount ⁷	714,551
Total Scope 3 Emission Amount ⁸	11.472

⁴ Consolidated data consists of data obtained from Akbank, Avivasa, Akçansa, Brisa, Carrefoursa, Çimsa, Kordsa, Yünsa, Teknosa, Sabancı University and Sabancı Holding.

⁵ Consolidated data consists of data obtained from Akçansa, Brisa, Çimsa, Yünsa, Sabancı University and Sabancı Holding.

⁶ Consolidated data consists of data obtained from Akbank, Akçansa, Brisa, Çimsa, Kordsa, Yünsa and Sabancı Holding.

⁷ Consolidated data consists of data obtained from Akbank, Akçansa, Brisa, Çimsa, Yünsa, Sabancı University and Sabancı Holding.

⁸ Consolidated data consists of data obtained from Akbank, Brisa and Yünsa.

H.Ö. Sabancı Holding A.Ş. Sabancı Center

Business efficiency studies initiated as of 1994 were proceeded as budgeted project improvement studies after 1999. Project studies were completed as of 2010; however, transition to Led armatures continues in the lighting systems of the building; transition to photoelectric lighting, urinal and lavatory batteries continues in architectural renovations as well.

ELECTRIC CONSUMPTION IN 1994 9.194.000 kWh/Year,

ELECTRIC CONSUMPTION IN 2014 6.264.000 kWh/Year,

Total saving for the past years: 38.274.000 kWh/Year

CO₂ equivalent to 17,148 Ton is 617,383 trees in return.

ELECTRIC CONSUMPTION IN 1996 704.605 m³/Year

ELECTRIC CONSUMPTION IN 2014 281.674.000 m³/Year

Total saving for the past years: 3.895.973 m³/Year

CO₂ equivalent to 8,344 Ton is 390,330 trees in return.

WATER CONSUMPTION IN 1994 100.664 m³/Year

WATER CONSUMPTION IN 2014 59.781 m³/Year

Total saving for the past years: 390.30m³/year

Energy Consumption per m² in 1994 217 kWh/m²year

Energy Consumption per m² in 2014 155 kWh/m²year

Akbank has been utilizing an infrastructure for remote measurement and monitoring of electric energy used in its branches since 2011 in order to manage the energy used. This system activated in 300 branches was also activated in other branches that need this system by the end of 2014. Thus, a contribution on reducing carbon emission is expected. The studies on the renewal of mechanic automation for the heating-cooling-ventilation (HVAC) system in the branches in 2010 were sustained in 2014. This application provides 14% saving in natural gas consumption and almost 25% saving in the electric energy compared to the system used in the past. Akbank Cash Operational Unit reduced the distance per work covered by teams that was 10.2 km in 2010 to 7.7. km in 2014; and achieved 24.5% less kilometer and 6.1% less fuel ratios for each work thanks to active route planning applications activated with a geographical location technology. Carbon footprint is calculated regularly each year and this footprint calculated using international standards are reduced gradually with an aim to follow the results of precautions taken to minimize greenhouse gases revealed during Akbank operations.

Aksigorta achieved a reduction in fuel consumption through briefings conducted for vehicle utilization. In

addition, architectural and lighting automation studies conducted in the general directorate enabled higher utilization of sunlight and saved energy.

The owner of the first ISO 50001 Energy Management System certificate in the industry, **Akçansa** continued its studies on alternative fuel and raw material utilization in 2014 and increased alternative fuel consumption rate by 23%. Akçansa tended towards low carbon economy in the last 3 years and invested and spent 100 million TL during this period to increase its performance. Achievements of Akçansa through energy efficiency and emission management projects in 2014:

- 131.000 tons of wastes were used as alternative fuel and 1.290.000 GJ energy was obtained. 819.000 GJ of this amount was obtained from wastes containing biomass and reduced CO₂ ratios.

- Waste Heat Energy Recycling Facility with a 15 MW power installed in Çanakkale facility provided 45.064 tons of CO₂ reduction in 2014.

- R&D studies for CO₂ reduction aim to reduce CO₂ amounts released during clinker production and to produce environmentally-friendly fuel with a high calorific value as an alternative to coal through a project applied in Çanakkale facility with the partnership of TÜBİTAK and 18 Mart Çanakkale University.

Brisa reduced direct energy consumption for a production ton by 6% and indirect energy consumption by 4% in 2014 compared to 2013. When compared to 2008, this ratio improved total energy consumption per a production ton by 13% despite an increase in the number of products produced. Energy saving amounts were increased 12 folds by energy efficiency projects conducted in 2014 when compared to 2008. In addition, Brisa has been verifying carbon dioxide emissions through accredited institutions in regards to ISP 14064 Standard since 2013. Brisa aims to reduce direct energy and indirect emissions per a production tone by 25% in 2020 when compared to 2005. By the end of 2015, this target was achieved by 12.5%.

Çimsa saved 12,960 GJ energy by using its current equipment more efficiently in 2014. CO₂ emissions were calculated according to Wbcsd Cement Sustainability Initiative (CSI) Cement CO₂ and Energy Protocol Version 3.1. TS EN 16001 Energy Management System is applied in manufacturing facilities to reduce specific energy consumption and emissions. Greenhouse gas emissions are reduced through systematic energy management.

Enerjisa sustains its operations with an efficient and competitive production portfolio diversified for its energy resources. Enerjisa obtained a significant momentum in local energy resource investments that are crucial for reinforcing energy safety and reducing current account deficit; and the share of capacity based on renewable energy resources in its installed capacity within the facility reached 53% by the end of 2014. Carbon reduction ratios created in renewable power plants are submitted to voluntary carbon markets.

Kordsa obtained a reduction of 3.08% in electricity, 11.09% in steam and 8.4% in natural gas per kWh/ton in energy resources used in 2014 through energy efficiency projects when compared to 2013. ABC energy efficiency project was applied in 5 different facilities including Kordsa Turkey, Kordsa Brasil, Kordsa Thailand, Kordsa Indonesia and Kordsa US. In addition, greenhouse gas in reporting period is notified to and applied by the Ministry.

Teknosa saved 6% energy by using an energy saving device in climatization devices in 2014. Led lighting project was conducted in reporting period as well. 6 pilot stores saved almost 50% energy with this project. In addition to these applications, lightings are arranged in plazas and logistic buildings.

Temsa reduced carbon emissions through a transition to chemicals with high additives in dying processes.

In Sabancı University, 137.000 kWh energy was saved when lighting armatures were changed.

Yünsa saved 1.953.216 kwh in electricity through smart operating system project for air conditions developed to reduce CO₂ amount released to nature and to use energy efficiently. This ratio is 22% less compared to 2013. In addition, a total of 4.851 kwh was saved in 2014 when computers consuming less energy were used. Yünsa is the first textile company to report to CDP.

Environmentally-friendly Products and Services

Akçansa has a high performance concrete product, called the A+Concrete that has low carbon emission rates and is durable to environmental impacts, and it is developed for environmentally-friendly and sustainable structures.

Brisa developed tires developed with new generation design and components paying attention to safety in passenger cars; these tires reduce rolling resistance and provide direct fuel saving.

WATER AND WASTE MANAGEMENT

Efficient use of natural resources and establishing this awareness in all processes is one of the crucial processes we earnestly follow in our Group. Bearing this responsibility, we completely fulfill our obligations defined in laws and regulations. Wastewater released as a result of our processes is discharged according to legal limitations. There is no water resource that is significantly impacted due to water drawing and discharging processes. Environmental impact assessment studies are performed when necessary and we act according to the results.

Throughout 2014, the total amount of water used is⁹ 21.283.988,55 m³ for the reporting companies. 610.183,59 m³ corresponding to almost 3% of this amount is recycled or reused.

The common target of our Group companies in waste management is to obtain constant improvement, and to reuse, recover and recycle wastes.

⁹ Consolidated data consists of data obtained from Akbank, Avivasa, Akçansa, Brisa, Carrefoursa, Çimsa, Kordsa, Yünsa, Teknosa, Sabancı University and Sabancı Holding.

Total Amounts of Dangerous and Uncritical Wastes according to Disposal Method in 2014

Total Amount of Dangerous Wastes ¹⁰	58,231.65
Energy Recycling	567.354
Recycling	2,448.778
Waste Field	0.058
Waste Incineration	55,116.42
Other	1.04
Total Amount of Uncritical Wastes ¹¹	177,844.73
Energy Recycling	952.99
Recycling	156,504.81
Waste Field	485.95
Waste Incineration	0
Other	16.1

In 2014, the preliminary projects for waste management applied by the reporting companies are as follows:

Akbank prevented 11,268 trees to be cut through 418.1 tons of paper saved and 510 tons of papers recycled that are measurable in 2014.

Brisa is the founding member of Tire Industrialists' Association (LASDER) and supports their project on collecting and recovering worn out tires according to the legislation. LASDER collected and recycled a total of 107.935 tons of tires in 2014.

Carrefoursa put a waste packaging notice for 2,849 tons of packaging wastes with private brands. The recycling obligation of 1,253 tons of packaging materials is transferred to ÇEVKO, an authorized institution. Carrefoursa collected 23 tons of waste oil in 2014 through vegetable oil collection application initiated with the project "Clean Environment Accessible Life".

Teknosa has been recycling electronic wastes and batteries of their customers either by collecting them in the waste stations available in their stores or delivering them from their homes free of charge with the cooperation of Exitcom since 2003. According to this project, over 11 tons of electronic wastes and almost 10 tons of batteries were recycled in 2014.

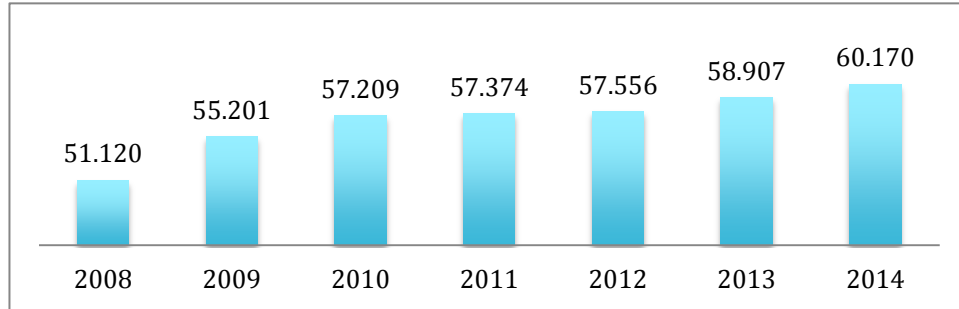
¹⁰ Consolidated data consists of data obtained from Akçansa, Brisa, Çimsa, Kordsa, Yünsa and Sabancı University.

¹¹ Consolidated data consists of data obtained from Akbank, Avivasa, Akçansa, Brisa, Çimsa, Kordsa, Yünsa and Sabancı Holding.

WORK LIFE AT SABANCI

Ranking among the largest employers in Turkey with more than 60 thousand employees, the Sabancı Group considers their employees as the basis of their corporate success. Treating our employees honestly and fairly and creating a safe and healthy environment without any discrimination provide a basis for our human resources applications. We develop various policies and systems to ensure that our employees will completely and accurately exercise their personal rights.

Number of Employees at the Sabancı Group



In 2014, employee demographics of companies in the reporting scope is:

	<i>Direct Employees</i>	<i>Blue Collar</i>	<i>White Collar</i>	<i>Senior Management</i>	<i>Mid-Level Management</i>	<i>Newly Hired</i>	<i>Leaving Job</i>
<i>Female</i>	14,403	6,068	8,335	56	320	2,112	3,357
<i>Male</i>	24,470	12,478	11,992	210	727	6,127	5,516

We consider it among our priorities to balance between the private lives and work lives of the employees at the Sabancı Group, and to contribute to their personal development. We aim to create a positive working environment that supports the cooperation and is full of differences, and to ensure that the people with different believes and views work in harmony. The objective of the policies and principles prepared accordingly is to keep the personal privacy, dignity, and safety at a maximum level.

HR Priorities of Sabancı Holding;

- to be selective in recruitment and promotion processes,
- to direct the employees to the exciting targets,
- to manage the employees through high performance standards,
- to render the management and employees responsible for the results,
- to allow the employees to make use of their potential and abilities, and
- to constitute a management team that rewards the outstanding performance.

Sabancı Holding aims to be a privileged group to be employed for the individuals who are:

- reliable,
- responsive to the others,
- dedicated to the ethical values,
- open to change,
- market-oriented,
- visionary thinking,
- innovative,
- open to cooperation.

The Sabancı Group puts a great emphasis on the data security and personal privacy of their employees, and regards this as a fundamental human right. Accordingly, under the policy drawn up:

- The communications between the individuals cannot be violated by the individuals who are not a party to.
- Even if it is legally recorded, it is prohibited to distribute/disclose/obtain the personal data illegally to and/or by others.
- The employees' personnel information arising from the nature of the business relationship at the work places and that may be required later on cannot be used for other purposes, and cannot be disclosed to the 3rd parties without the consent of these personnel.
- All employees' private and family life is respected.

At the Sabancı Group, in addition to any and all immunities of the employees, the physical, sexual, and emotional immunities are also protected. To this end:

- It is against the law and the code of ethics to violate the immunities of the employees in any way by physical, sexual, and/or emotional harassment at work or in anywhere they work, and such crime is not tolerated at all.
- It is defined as sexual harassment to violate the physical immunity of a person by sexual behaviors and/or to harass someone for sexual purposes without any physical contact. Accordingly, it is prohibited to exhibit any behavior that can be considered to fall within this definition.
- Those who adopt negative attitude and behaviors towards those who make a complaint and notification about any harassment, or help during an investigation are not tolerated.

Any of the employees at our group cannot request for privileged practice for different gender, religion, language, and race, and nobody can grant privileges to anyone, and can be subjected to a special practice.

It is ensured that the physical working environment and conditions at the offices of the Sabancı Group is healthy and safe for all of the employees.

BUSINESS CONDUCT AND FAIR BUSINESS PRACTICES AT SABANCI

The Sabancı Holding and its subsidiaries act as aware of the fact that their firm sense of business conduct constitutes the basis for their corporate reputation. The Sabancı Group has defined their relationships with all the stakeholders they are interacting with under their written code of ethics.

The Sabancı Holding's Ethics Committee is the top authority responsible for investigating and solving the complaints and notifications of any violation of the code of ethics under the Sabancı Group Code of Business Conduct (SA-ETIK). Operating subordinated to the Chairman of the Board of Directors at the H.O. Sabancı Holding A.Ş., the Ethics Committee is constituted by the Chairman of the Audit Committee, the Head of the Department which carries out the legal affairs of the H.Ö. Sabancı Holding, and the Head of the Department to which the Labor Relations of the H.Ö. Sabancı Holding are subordinated to. Those who are in breach of the Code of Business Conduct or Holding/Company's policies and procedures will subject to various disciplinary actions up to dismissal, when necessary. The disciplinary actions will be also applied to those who approve or guide to the improper behaviors and actions that cause to disobey the rules, and those who are aware of the same but fails to duly notify it.

The Ethics Committee conducts their works under the following principles:

- To keep the notifications and complaints, and the identity of those who make a notification and complaint confidential.
- To conduct the investigation under confidential rules as far as possible.
- To be authorized to directly request for the information, documentation, and evidence related to the investigation from the available department. They can examine any information and documentation they obtain as only limited to the subject of the investigation.
- The investigation process is recorded under a written report from the beginning. The information, evidence, and documentation are attached to the report.
- The report is signed by the chairman and the members.
- The investigation is handled immediately, and the result is achieved as quickly as possible.
- The decisions made by the committee are immediately applied.
- The information about the result is delivered to the relevant departments and authorities.
- The chairman and the members of the committee act independently from, and without the influence of the hierarchy of the department managers and the organization where they are subordinated to while performing their relevant tasks. No pressure and suggestion will be put on them in this respect.
- The committee can apply to the opinion of an expert, when deemed necessary, and make use of the experts by taking the measures that will not be in breach of the confidentiality principles during investigation.

The Sabancı Group consists of many companies of different sizes, which operate in many fields of industry. The Sabancı Group companies draw up their human resources policies as required by their industrial priorities and their geography of operations. However, all the company policies take the Sabancı Holding Code of Business Conduct – SA ETİK as a reference for the main text. SA-ETİK is a fundamental corporate document prepared in accordance with the Universal Declaration of Human Rights, Fundamental Employment Principles of the International Labor Organization, and United Nations Global Compact. All the details of the SA-ETİK and the contact info are available at <https://www.Sabanci.com/tr/Sabanci-toplulugu/is-etigi-kurallari/is-etigi-kurallari/i-16>.

The Sabancı Holding, as a signatory of the UN Global Compact, and a supporter of the Fundamental Employment Rights of the International Labor Organization cannot make use of child labor and forced labor, and respect to the rights of their employees to become a member to any union, and adopts the necessary policies and actions against any kind of discrimination at work. The Holding put efforts to make these principles also applicable to their value chain.

The Code of Business Conduct and all the relevant policies are reviewed and revised by the Human Resources Department with the comments of the Ethics Committee, and disclosed to the Holding and the Companies with the approval of the Chairman of the Board of Directors at the Holding.

The Human Resources Departments at the Sabancı Holding and Companies are responsible for:

- Delivering trainings periodically to inform the employees about the Code of Ethics, and to ensure the clarity of the policies and the rules, and continuously communicating these to the employees,
- Ensuring that those newly employed at the Holding and the Company will read the code of ethics, and be informed in this respect, and sign the Statement of Employment,
- Ensuring that all the employees will renew their statements by signing the Code of Business

Conduct Compliance Form at the beginning of every year.

The Sabancı Holding clearly defines the roles and responsibilities of the employees under the SA-ETİK. In addition, the document titled “The Methods and Procedures for Deciding Ethically” has been created to help the employees in ethically ambiguous cases. This document is available on the corporate website of the Sabancı Holding.

The directors of the Sabancı Group have extra responsibilities in addition to their responsibilities as defined for the employees under the SA-ETİK. Accordingly, all the directors at the Sabancı are responsible for:

- Ensuring that a corporate culture and working environments that support the code of ethics is created and maintained,
- Leading the application of the code of ethics by example through their behaviors, and training their employees on the code of ethics,
- Encouraging their employees to submit their questions, complaints and notifications related to the code of ethics,
- Guiding in respect of what to do, when consulted with them, and to take all the notifications received into consideration, and submitting the same to the Ethics Committee as soon as possible, when deemed necessary,
- Ensuring that the business processes under their responsibility will be organized so that it will minimize the risks related to the ethics, and applying the necessary methods and approaches to ensure the compliance with the code of ethics.

Sabancı’s “Policy of Creating and Maintaining a Fair Working Environment” defines the fundamental principles on creating and maintaining a fair working environment at the Holding and Group Companies. Under this policy:

- The Holding and Company practices are in compliance with all the relevant applicable laws and regulations on the employment and work life. Holding and Company employees also meet all the legal requirements and act in compliance with the legal regulations during their operations.
- The Sabancı Group’s human resources policies and practices ensure that all the practices such as recruitment, promotion, transfer, rotation, remuneration, reward, and social rights, etc.
- It is not acceptable to discriminate among the employees at the company for language, race, color, gender, political thought, belief, religion, denomination, age, physical disability, and similar other reasons.
- At the Holding and the Companies, it is ensured that the people with different believes, thoughts, and views can work together in harmony by creating a cooperative, positive, and coherent working environment and preventing the conflicting environments.
- The privacy and personal spaces of the employees are respected.

Aiming to be a fair employer, the Sabancı Holding support the national and international organizations to enhance the gender-based equality in addition to their corporate policies, and achieves many ground breaking applications within this field.

THE SABANCI HOLDING AND WOMEN'S EMPOWERMENT PRINCIPLES

United Nations Women's Empowerment Principles consist of the guiding principles to empower the position held by the women in the business world and the society. Also recognized as the subheading "Equality Means Work", these principles highlight the emphasis put by the companies on the equality of women and men, and the contribution made to their achievements. The principles developed during a multi-participant consulting process, and announced on the 2010 International Women's Day were undersigned by the Sabancı Holding in 2011. The Sabancı Holding has been the first Turkish company undersigning the United Nations Declaration of Women's Empowerment Principles. The Sabancı Holding has declared that they adopt and support the sense of equality of women and men at work, and led many companies by example in this respect by undersigning the Declaration of Women's Empowerment Principles.

Women's Empowerment Principles:

1. To create senior level corporate leadership for the gender equality,
2. To treat the women and men fairly at work – respecting and supporting the human rights and nondiscrimination principle,
3. To ensure the health, safety, and wellbeing of all the female and male employees,
4. To encourage the training, professional training and career development for women,
5. To adopt such practices as initiative development, supply chain and marketing that empower the women,
6. To enhance the equality through social initiatives and defense,
7. To measure and to publicly report the developments to ensure the gender equality.

EQUALITY AT WORK PLATFORM

The "Equality Platform at Work" has been established under the supervision of the Ministry of Family and Social Policies, which is created under the umbrella of World Economic Forum (WEF) to combat the gender-based inequality, involved in the task group, and takes action to minimize the gender gap within the economic field in Turkey. The Platform works for the women to get involved in the business life much more, to become much effective in the decision mechanisms, and to make equal use of the opportunities and resources.

The objective of the project that will be implemented for three years under the "Equality Platform at Work" is to improve the female labor force participation in Turkish business world, and to minimize the gender gap within the field of economic involvement and opportunities in our country up to 10%.

In 2013, at the meeting where the Platform to operate under the co-chairmanship of Ms. Güler Sabancı, the Chairwoman of the Board of Directors at the Sabancı Holding, and Mr. Ferit Şahenk, the Chairman of the Board of Directors at Doğu Holding, Ms. Güler Sabancı, and Mr. Ferit Şahenk undersigned the "Declaration of Equality at Work" on behalf of the business world.

With this declaration, the Sabancı Group is committed to voluntarily complying with the principles that will eliminate the gender-based discrimination, transparently reporting the progress made to achieve this goal, and lead Turkey in spreading these principles across the country.

Declaration of Equality at Work

- We respect human rights.
- We treat all our employees based on the fundamental principle of equality.
- We ensure the health, safety, and wellbeing of both our female and male employees without discriminating between genders.
- We especially encourage the female labor force participation.
- We define the equal opportunity criteria for women and men under all our human resources policies.
- We act under the policy of equal pay for equal work, and follow it.
- We install the necessary mechanisms for making equal use of the career opportunities.
- We create and follow up the training policies, and especially pay attention to the female participation.
- We create such working environments and practices that maintain the balance between the work and family lives.
- We disclose the developments related to our plans and achievements on equal opportunity through internal and external communication.
- We ensure that the declaration spreads into all our sphere of influence (our business partners, your suppliers).
- We deploy a leadership team at our company for the follow-up of the considerations involved in the declaration.

The women account for 31% of all the employees at the Sabancı Group, which is one of the pioneers of the gender equality movement in Turkey. The female labor force participation rates at the Sabancı Group companies are more than twice of the national average in Turkey.

The women account for 28% of the Sabancı Group's management team. In 2014, the women accounted for 38% of the total number of new employment. In 2014, 50% of our female employees were promoted. We have increased the number of our female directors to 28% in 2014, which was 23% in 2006.

The women account for 38,8% of all our white-collar employees. This rate is 65% at our insurance company, AvivaSa. At Akbank, one of the largest banking institutions in Turkey, the women account for 51% of all the employees at Akbank.

Akbank Got Involved in the Equal Opportunity Model (FEM) Project

The Equal Opportunity Model (FEM) project for which the preparations were made by the Women Entrepreneurs Association of Turkey (KAGIDER) in 2011 was implemented with the technical support of the World Bank in 2012. 11 companies involved in the project including the Akbank were assessed by an independent audit company based on 22 criteria.

In the assessment process constituted by two parts including main and supporting criteria sets, the main criteria are the followings:

- The management commitment to the equal opportunity,
- Equal opportunity for recruitment and selection,
- Equality for access to the training opportunities,
- Equal opportunity for performance assessment and promotion,

- Career supporting applications,
- Review of the feedbacks and complaints,
- Communication and corporate advertisements.

As a result of the assessment, the Equal Opportunity Certificate which is valid for two years was granted to the Akbank.

EMPLOYEE DEVELOPMENT AT SABANCI

The Sabancı Holding and the Group Companies aim to contribute to the personal development and the corporate success by investing in the capability of the qualified human resource incorporated into their companies. Thus, it is aimed to contribute to both our companies, and to the human capital of our country. To this end, creative and pioneering employee development projects are implemented by both the Sabancı Holding, and also the Group Companies.

The Sabancı Group aims:

- To create a development environment and opportunity for the employees' continuous development and fulfillment of their potential;
- To create a culture where the managers assume the responsibility of employees, and to ensure that the managers regularly monitor the employee performance, and to support the open communication in this respect,
- To guide the employees' development to create a qualified, successful, and global labor and a pool of leaders.

Future Forums- Future Forums is a project that the Sabancı Holding implements jointly with the Sabancı University. The goal of the program put a market- and customer-oriented perspective that will support the sustainable growth target of the Sabancı Group at the focus point of each operation, and support a mental transformation that will allow thinking beyond the limits of the industry and market. 16 employees from 4 companies participated in this program which completed its 4th period in 2014.

SALT- Being conducted to develop the leaders at the Sabancı Group, the SALT program has been applied for ten years. 244 managers have attended this program.

SA-EXE- 15 managers have attended the SA-EXE program which was held for the first time with the Vice General Managers and the Directors, and is supported with simulation, where it is invested in the leaders of future.

Young Talents of Sabancı - 45 highly talented young employees from the Sabancı Group companies graduated in 2014 from the "Young Talents of Sabancı" program started in 2006 where they had the opportunity to network and experience managing a company through simulations.

Mentorship Program- 63 Mentors and 63 Mentees attended the mentorship program, which is another leadership development initiative of the Group, and has been held for the last six years, in 2014.

Management Development Programs- Since 1994, management development programs have been implemented in the Sabancı Group in order to monitor the career development of existing managers as

well as of those employees who have a management potential, and to develop managers in line with the future plans and objectives of the companies and the Sabancı Group.

General Training Platform- General Training programs are programs carried out by the Sabancı Holding's Human Resources Department for the purpose of developing the knowledge, skills and competences of the Sabancı Group employees; which as a result will increase employees' effectiveness in their jobs as well as providing them with the opportunity to share their knowledge and experiences together in order to build a shared value within the group.

General Training Programs, planned annually, have been implemented since 1998. The topics and content of the trainings planned for each year are determined in line with the Group objectives and the knowledge, skills and competences that are expected to be developed. Our companies define the development needs of their employees, and ensure the participation of all employees, from "specialist" to the "general manager", in the training programs.

E-Executive MBA- The program aims to develop managers to acquire a broad vision, a global perspective and a multi-dimensional perception in business management.

EMPLOYEE DEVELOPMENT AT THE SABANCI GROUP COMPANIES

Akbank Akademi- This academic organization created by Akbank helps employees successfully carry out their existing job functions while also preparing them for the position they are applying for. Management Trainees and Head Office and branch employees with "Assistant" designation in their job titles, who just joined the Bank without any prior experience in the banking industry, attend the "Management Trainee" and the "Core Banking" programs.

Akbank managers are supported and trained through classroom training, one-to-one consulting and online applications in executive development training programs. A total of 1,022,382 hours of training was completed in 2014, corresponding to average training per employee of 8.97 work days.

Akbank Diploma System (Lifelong Learning)- Some of Akbank's training is subject to the certification system. In the certification system, employees attend specified training programs and take exams before and after the program. In some certification programs, employees can strengthen the knowledge they gained during the training by preparing papers and attending online simulations after the training. As these tasks are directly related to the employees' jobs, their success in training is literally reflected upon the quality of the work they perform. Participants succeeding in the certification programs receive the "certificate of accomplishment", which is an important step in their career development. The certification system grooms well-equipped, competent, innovative, and leading employees in terms of professional and managerial skills, striving to build a corporate culture that "creates its own leaders".

Retired and Internal Instructor Practice at Akbank - Know-how and experience of retired Akbank employees are highly valuable for the Bank. Successful Akbank retirees who possess the skills and interest in delivering training are hired as "instructors" in return for a fee. In particular, almost all of the Core Banking training classes for new recruits are held by retired instructors.

Similarly, active employees who are specialized in their fields and who possess the skills to teach can become internal instructors. To become an instructor, one should comply with certain criteria and successfully complete the “Training of the Instructor Program”.

Aksigorta Academy- The Aksigorta Academy was established with the mission to train such employees that meet the changing customer requirements and expectations based on their customer-oriented approach in addition to the product and service quality, and make a difference in their job positions. Aksigorta Academy acts around their vision to train specialized and qualified labor force for the industry through the investments they make in training and development. Aksigorta Academy supports the development activities of both their employees, and the sales channel under 5 main headings including Development Academy, Leadership Academy, Talent Management Academy, Sales Academy, and Aksigorta e-Academy.

Aksigorta Academy ranked the first under the category “Training and Development” of the 7th PERYON People Management Awards, and the Achievement Award was granted to it.

CarrefourSA Academy- With the CarrefourSA Academy introduced in 2014, the professional trainings of the employees to be employed at the markets introduced under the manager training and development programs were constructed, and the trainings were delivered to everyone from the top management staff to the whole site management staff.

The CarrefourSA Academy Shared Management Culture Development Program has been implemented for 2 months to train modern retail managers in cooperation with the Sabancı University. Having begun to receive training as a candidate manager, 80 attendees graduated from the CarrefourSA Academy Shared Management Culture Development Program in 2014. The Manager Development Program was started, which is based on the principle of efficiency in operation, relationship, and management for the existing market managers. Approximately 108 individuals who have attended the manager training and development courses have received a total training of more than 6.500 hours. The training hour per employee, which was 9 in 2011, 12 in 2012, and 13 in 2013, exceeded 30 hours in 2014.

Teknosa Academy- At the Teknosa Academy Established in 2005, where the technology retailers of the future are trained, a variety of training programs that serve for the personal, professional, and managerial development are offered to the employees as much as the young who are interested in the technology and would like to build a career within this field. The Teknosa Academy keeps being the first and single institution in the industry which issues a MEB (Ministry of National Education)-approved career development course certificate. More than 10 thousand individuals have graduated from the Academy since it was established.

The Teknosa Academy was also granted an award in 2014 by the ASTD (American Society for Training & Development), and additionally, it was granted the “Golden Award” under the Best Use of Blended Learning category at “Brandon Hall Group Excellence Awards 2014” with their “Career Path in Retailing” program, and has become the first Turkish company granted an award under this category.

DEVELOPING AND IMPROVING THE ORGANIZATION

The Sabancı Holding closely follows up the performance of the employees whom they employ and aim at their continuous development. The priorities of the Holding and Group Companies include creating fair and transparent systems where the talent and success are appreciated and rewarded.

Accordingly, the followings are the priorities of the Sabancı Human Resources:

- To continuously review the organization, human resources, systems and processes, and to organize them in accordance with the requirements to ensure the continuity of the group's success,
- To monitor the performance of highly talented employees, and to assess it in accordance with the current and future requirements of the Group,
- To increase the assignment, transfer, and rotation practices in the Group for the development of the employees and the organization.

Performance Management at Akcansa - As one of the building blocks of Human Resources management at Akcansa, the performance management consists of a process where the company objectives are minimized and integrated to the objectives of the individuals and the teams, and their competencies are managed objectively to this end for the whole year. Mutual and systematic performance feedbacks constitute the essence of the performance management system maintained based on the principle of "Management by Objectives". Akcansa provides guidance for the employees with respect to these fields of development through this system where the strengths of their employees are internally recognized, appreciated, and rewarded, and support the personal development through their training and development programs. The system infrastructure was strengthened to improve the effectiveness and efficiency of the performance assessment process in which the employees out of scope are involved, and its integration with the other HR practices, and the "mozaİK", an integrated HR IT infrastructure and application used for all the HR processes, was put into practice in 2013.

Development Process at Kordsa Global - At Kordsa Global, project assignments are made globally and between the functions for the employee development. The employees in the highly talented group are encouraged for the coaching and mentorship programs, and international appointments and assignments. Kordsa Global applied the mentorship program, which was previously applied only in their manufacturing plant in Turkey, to all the countries in 2014 after they had been granted the "Achievement Award" under the Training and Development Category at "PERYON Awards". The "Global Mentorship Program", where the Specialists – Engineers, and the newly appointed managers are involved in as "mentees", and the executives are involved in as "mentors", was implemented in 2014 for the first time, and 18 mentor-mentee matches were made so that these will come from different countries, and face-to-face interviews were started in the program to that will be maintained for 1 year.

EMPLOYEE WELL-BEING AT SABANCI

The Sabancı Group believes that the employees who are satisfied with their work life will be more successful and creative in their jobs. To this end, both the Holding, and the Group Companies carries out such operations that improve the employee loyalty and motivation, and continuously measure the levels of employee satisfaction.

To promote the employee well-being, the Sabancı Group:

- Supports developing and expanding an open, participatory, and transparent culture that values the diversity and creativity.
- Proactively takes into consideration the employees' feedbacks and expectations, while continuously improving the commitment, motivation, and loyalty.

Sabancı Golden Collar Awards- With the Sabancı Golden Collar Awards program, it is determined as the primary goals to communicate the topics which are critical to the Group to all the employees, and to stand out, appreciate, and reward the best practices.

For the Sabancı Golden Collar Award program held in 2014, 16 project applications were made under the Innovation Category, 14 project applications under the Efficiency Category, and 14 project applications under the Synergy Category.

Breakfast Conversations with the General Manager at Akbank - The Akbank employees who take office at different departments each month meet at the breakfast event with the General Manager of Akbank. At the breakfast where the Akbank employees who perform successfully in a year, the employees share their opinions and suggestions about the industry with the General Manager, and communicate the issues for which they would like to have assistance.

Employment Voice Survey and Employee Satisfaction Focus Group - Participation in the Aviva's Voice Survey, which measures the employee loyalty and satisfaction, was by 90% in 2014. The loyalty score was higher than the average Aviva figures. The Employee Satisfaction Focus Group developed a total of 15 suggestions in 2014. Of these suggestions, 14 were accepted by the senior management. Thus such projects as reorganizing the working hours, and "Reverse Mentorship" where the Generation Y employees provide mentorship for the senior management team were implemented.

Open Door Practices at Brisa - With the "Open Door Policy" in the communication with the employees, the communication channels are created, where the employees can exchange their suggestions, ideas, requirements, and demands.

The Vision Exchange Meetings, where the Brisa's strategic goals are determined, and the goals and achievements are shared at the beginning of a new year, are held with broad participation. It is also aimed to encourage participation from each function in the Regular Marketing and Sales Meetings.

The environments where the employees exchange their opinions include the regular meetings of the functions/departments, in addition to the communication meetings held by the General Manager with the functions.

Ayrıcalıkta Cimsa (For benefits, choose Cimsa)- The Cimsa's employees make use of the discounts up to 30% at wide range of contracted companies from food to stationery, clothing to health services by showing their ID cards.

Favorite Company Award to Kordsa Global - Kordsa Global ranked the first under the favorite company in textile industry category during the Capital Awards 2014, and the third under the Textile and Textile

Raw Materials at TIM-ITHIB Awards.

Techno Communication at Teknosa - The store (though a live broadcast) and central staff are encouraged to attend the Techno Communication meeting held every month and conducted by the General Manager and the directors. At the meetings, the details of the company's plans and their current status are submitted by the senior management, and questions of the employees are received. Teatime meetings are held, which ensure that the new employees meet with the senior management.

The Loyalty Ambassadors which are constituted by the store and head office employees submit information to the senior management under different projects as the voice of the employees.

Employee Participation at Yünsa - Many practices have been developed to strengthen the communication with the employees and to increase the channels where the employees can exchange their opinions and suggestions at Yünsa. Information exchange is provided among the employees at various levels through the search conferences, workshops, goal sharing and review meetings, communication meetings, production meetings, and quality meetings. Conversations are held with the employees, their opinions and suggestions are listened to, and actions are taken to solve these through the sharing breaks held by HR.

Retirement at Sabancı Group

After the employees at AvivaSA have become entitled to be retired, they can keep on working at the retired status. Outplacement service is provided for the employees whose employment has been terminated by contracting with a consulting firm specialized in their own field, and the individuals that fall within this scope are provided with employment.

Sabancı Holding provides the opportunity of Sabancı Retirement Plan Health Insurance for their retired employees.

Yünsa provides post-retirement employment opportunities. There are also supporting practices for the continuity of the post-retirement health insurance policy.

WORK LIFE AND PRIVATE LIFE BALANCE PRACTICES FROM THE SABANCI GROUP COMPANIES

Work Life at AvivaSA - At AvivaSA, there are 12 social clubs established to lightly touch the social life of the employees. The diving, dance, sailing, music, theatre, nature, photography, travel, gourmet, book, health and pet clubs continue their operations. The half of such operations as the trainings received and the courses attended through the clubs is covered by the company budget, and the employees' private life is supported in this way. Material and moral support is provided for the athletic employees who have competed in various sports tournaments and ranked among the top or who set their heart to do this in the international tournaments where they will compete.

At AvivaSA aiming at becoming a mother-friendly work place, there is a breast-feeding room specially

prepared for the breast-feeding mothers.

The employees attend the healthy life conversations, smoking cessation seminars, sport and bowling tournaments, charity bazaars, New Year and summer parties, and they can occasionally take breaks for the surprises made on a daily basis.

The dietitian providing service at the Head Office can provide assistance for a healthy diet for the employees. The employees can buy service at much more affordable prices with the special discounts provided for AvivaSA by a variety of stores, institutions, schools, and nurseries.

Work-Family Life Balance at Brisa - With special development programs such as “Design your favorite job/life”, “Safe driving techniques”, coaching support and volunteer mentorship, a working environment that protects the work-family life balance.

Social Life at Cimsa- For Cimsa employees, there are held parenting seminars. There are ping-pong tables and volleyball courts that can be used by the employees at the manufacturing plants. With the Summer Camp in Nigde, sports, painting, music, and drama trainings are provided for the children of the employees. Guitar course were delivered to the children of the employees at the manufacturing plant in Kayseri, and theatre events were held at the manufacturing plant in Eskisehir. The employees were encouraged to participate in the Sabancı Culture Festival together with the Cimsa Theatre team.

Kordsa Global Family- Such practices as breast-feeding rooms, special dressing rooms and washroom for the women within the manufacturing areas, and Private Health Insurance that also includes the birth policy were carried out for the convenience of the women. The employees attend the events at the Kordsa Global Social Clubs based on their interests. Such facilities as social facilities, health center, and playfields are available at the manufacturing plants in all the countries. There are social club organizations available for the employees to engage in their hobbies with pleasure and easily. At Kordsa Global regarding the employees together with their families as a whole Kordsa Global family, there are also held Family Days, contests, and travel organizations.

Flexible Employment Opportunities at Teknosa- Events are held to provide information for the employees in various respects under the Orange Seminars. In 2014, 1.217 trainings in total were delivered to 676 participants.

Flexible options for working hours are offered to help the employees who are studying at the same time. The Part-Time Sales Representatives can work at any Teknosa stores they choose in summer. All the parents and employees can take a half-day administrative leave on the first day of the school.

Thanks to the contracts executed by the “Techno Life Club”, the employees at the Teknosa can make use of various discounts and events. Photography Club, Football Club, and Rhythm Club actively continue their operations. The employees at the “Women’s Club” block can make exchanges.

Employees’ Clubs at Temsa - Gym facilities are offered to the employees at Temsa. There is a Social Committee available at the company. There are constituted clubs to improve the hobbies of the employees.

Flexible Employment Opportunities at Yünsa - Flexible employment and home-office models are applied to provide a balance between the work and private lives of the employees at Yünsa. In addition, there are different practices such as breast-feeding room, nursery service, and flexible maternity leave, etc. for the female employees. Such events as photography clubs, theatre, travel, pilates clubs, backgammon tournaments, happy hour, and garden parties, etc. are also held at the company.

OCCUPATIONAL HEALTH AND SAFETY

The occupational health and safety is one of the issues of highest priority at all the Sabancı Group Companies. All the Group Companies aim at “0” industrial accident through their occupational health and safety policies they prepare considering the industrial requirements, and to this end, they incorporate the cutting-edge technology and applications in the companies.

At Sabancı Group, OHS Management is undertaken with the goal of zero occupational accident and disease and within the scope of the law no. 6331 Occupational Health and Safety Law, prepared upon the directives of World Health Organization and International Labor Organization. Furthermore, OHSAS 18001 standards are applied in the fields of risk assessment, machine safety, work permits system and subcontractor management. Turkish Standards Institution’s (TSİ) standards are used in the hygiene measurements and the equipment controls as part OHS.

The OHS committees, formed as part of the legislation depending on the number of employees, have continued their work. Throughout the group, all OHS committees work independently and OHS performance data reports are reported to H.Ö Sabancı Holding A.Ş. with certain periods.

OHS compliance is also audited as part of ISO quality controls that Group companies receive depending on their field of operation. (For example, emergency preparedness, trainings, risk assessment studies etc.)

OHS provisions indicated in the law and the collective labor agreements are applied verbatim. At Group companies, work accident, occupational disease and near-miss statistics are kept and reported to the Group on a regular basis.

In 2014, the injury rate for Sabancı Group companies within this report’s scope is 2.16¹².

Occupational Health and Safety Committees Open to Employee Participation at Akbank

At Akbank that pays great attention to the compliance with the legal regulations concerning the occupational health and safety, an Occupational Health and Safety Committee has been constituted at the Head Office and Banking Center. The Representative of the Employer, the Occupational Health Specialist, the Company Physician, the HR/Social Affairs Representative, and the Employee Representative attend to the committee meetings held quarterly.

¹² Consolidated data consists of data obtained from Sabancı Holding, Avivasa, Brisa, Carrefoursa, Çimsa, Kordsa, Yünsa, Aksigorta and Akçansa.

Akcansa Occupational Health and Safety Academies- By placing the “human” at the focal point of all their operations with their goal of “0” industrial accident, Akcansa has made a groundbreaking achievement in Turkey, and put the Occupational Health and Safety Academies into service at the manufacturing plants in Buyukcekmece and Canakkale. Thus they have begun to deliver hands on trainings as well as the theoretical trainings on the occupational health and safety to their employees, and organization has been built, which also includes their business partners and suppliers.

The Occupational Health and Safety Academy to be established at the Ladik manufacturing plant will be put into service in 2015.

5 Minutes for Risks at Akcansa!- The R5 Application is about that all the employees conduct and record their own risk assessments before each event within the business process, with the motto “5 Minutes for Risks”. The objective is to encourage the effective individual participation in the OHS practices, and to ensure that the employees define the occupational hazards from the perspective of Occupational Safety, and assess the risks and take actions. The hazardous work will not be commenced after the risk assessment, and additional measures are taken with prior notice to the managers.

Basic Occupational Health Operations at Brisa - The Brisa’s “Basic Occupational Health Operations” introduced in 2013 to carrying the existing occupational health operations further was selected as the sample practice among the Bridgestone Manufacturing Plants, and invited to be presented at the 43rd Occupational Health and Safety Conference held in Tokyo, Japan.

BRISA-MEC (Manufacturing Education Center)- With the “Occupational Safety Simulation”, the new training program introduced in 2014 at Brisa, it is aimed to raise the awareness of occupational safety, and the levels of risk awareness. The “Occupational Safety Simulation” used by 783 employees in 2014 will have also been completed for all the blue-collar employees by the end of 2015.

In 2014, 508 people joined 65 health and safety committees, 152 of whom were employees of Sabancı Group companies that are within the scope of this report ¹³. During 2014, 7,236 employees received 89,720 hours of health and safety training, whereas 5,721 suppliers and contractors received 19,405 hours of training ¹⁴.

Employee Health Practices at the Sabancı Group Companies

AvivaSA- With the “Health at Each Step” project commenced for the employees to have a healthy life, the whole Head Office building has been covered with “steps”, and the signage have been used to encourage the employees to use the stairs instead of the lift. Contests have been held among the employees who use the stairs, and prizes have been distributed. Healthy life conversations have been held with the

¹³ Consolidated data consists of data obtained from Aksigorta, Avivasa, Brisa, Carrefoursa, Çimsa, Kordsa, Sabancı Holding, Teknosa, Temsa ve Yünsa.

¹⁴ Consolidated data consists of data obtained from Aksigorta, Avivasa, Brisa, Çimsa, Kordsa, Sabancı Holding, Teknosa, Temsa ve Yünsa .

participation of the specialist doctors.

The employees are both materially and morally encouraged doing exercises through the social clubs. With the dietitian service at the office, actions have been taken to ensure that the employees will be healthy and keep fit. The reminding and warning efforts have been made for the near-miss accidents, and these have been supported with such practices as mailing, poster, etc. to prevent the industrial accidents.

Brisa- At Brisa, there are also held periodical briefs such as smoking cessation campaigns, in additions to the health center practices for the employees.

Carrefoursa- In 2014, healthy life seminars were held at the Head Office of CarrefourSa.

Kordsa- At Kordsa, meetings were held to combat obesity, and healthy life booklets, and length/weight measurement tables were distributed to the employees' families, and the healthy life menu started to be used at the company. The employees were provided with the psychologists, dietitian, and sports support.

Seminars were held in cooperation with the Kocaeli University during the smoking cessation events, and smoking cessation polyclinics were established.

The employees were vaccinated against tetanus and flu according to their routine vaccination calendar, and briefs were made under the Kordsa vaccination program.

The brochures and posters related to the cancer were distributed by discussing it with KETEM (Cancer Early Detection Center). Free measurement of arch support and personal arch support were provided at KOU Podology Department for the employees with a musculoskeletal disorder. Some of the employees were provided with reflexology sessions.

Cimsa- For the employees at Cimsa to have a healthy life, briefings were held with respect to the smoking cessation, general hygiene rules, and the methods of preventing infectious diseases. The general and routine medical examinations of the employees are carried out with the help of the contracted health units.

Temsa- At Temsa, seminars are held with respect to the harms of smoking, cervical cancer, and healthy nutrition all year round. In 2014, trainings were delivered on diabetes, tension, obesity, office ergonomics, and spine health.

Yünsa- There is a fitness center available for the employees at the Yünsa's social facilities. Briefings are given to the employees with respect to the smoking cessation. Regular physical examinations are annually applied to all the employees based on the risks they have been exposed to. The children of the employees who make use of the nursery are physically examined very month. Discount agreements are made with the healthcare providers for the use of the employees.

SOCIAL DEVELOPMENT

Sabancı Holding accepts acting with an awareness of social responsibility in all its operations as an essential and indispensable part of its values including respect for people and closeness to them. Expecting the Group companies to cover social development as a prioritized part of their agendas, Sabancı Holding encourages the employees with an awareness of social responsibility to volunteer to participate in suitable social and community development activities.

Defining its social responsibility approach and its related priorities as selecting the best for the society and environment, Sabancı Holding continues its activities contributing to social development under the guidance of the SA-Ethics prepared within the framework of its “Corporate Social Responsibility Policy and Principles”.

Sabancı Holding reinforces its social responsibility awareness, which is built on strong foundations, through international initiatives such as the UN Global Compact it signed in 2007 and ensures mainstreaming that awareness throughout the Group. Playing a significant role in the country’s sustainable development, Sabancı Holding channels funds into many educational, health, culture & arts projects through Sabancı Foundation, Sabancı Museum, Sabancı University and the Group Companies.

Sabancı Volunteers Program

Sabancı Volunteers Program is implemented by Sabancı Holding through Sabancı Foundation as social responsibility program and covering the entire Sabancı Group. Sabancı Volunteers Program is focused on expanding the sphere of influence for social projects and spreading them all over Turkey. The program is composed of online trainings and projects undertaken by the voluntary teams. The goal is to create awareness among 60,000 Sabancı employees regarding women and gender sensitivity issues through online trainings. As for the voluntary projects, which are the second leg of the Sabancı Volunteers Program, trainings will be provided in 7 centres and 40 cities. With the trainers included, 500 voluntary team leaders will adopt the dynamics of volunteering so that at the end of 9 years the number of Sabancı Volunteers generating lasting values for the society will reach 45,000 in total.

SUPPORT FOR EDUCATION

Sabancı Foundation makes lasting efforts such as building schools, dormitories and libraries as well as contributing to social development through education grants, seminars and education programs organized in line with the principle to “develop social development potential and take social awareness to next generations by creating original, innovative and lasting values besides making a difference in people’s lives”, with the donations made by the Group companies.

Sabancı Foundation as founding pioneer of Sabancı University, has established 121 lasting works consisting of 38 schools, 20 dormitories, 16 teachers’ houses, 16 culture centers and 4 libraries.

Since the day it was established, Sabancı Foundation has provided over 41 thousand scholarships, and in

2014 provided scholarships for nearly 1,500 students, 387 of who were new ones. So far over 1,000 awards have been given to encourage people and organizations that have managed to achieve national and international success in education, sports, culture and arts

Sakıp Sabancı Museum (SSM) undertakes a number of educational programs for children and adults in an effort to expand knowledge of culture and arts in society. Children's educational programs began to be organized intensively especially with the Picasso in Istanbul exhibition and continued in 2014 with an increase in their numbers and further development in their diversity as well as contents. Throughout the year special group workshop projects were held for children apart from museum collections and exhibitions organized for them. In 2014 16,004 students participated in the workshop activities. Certified educational programs besides seminars on art history, mythology and cinema were held within the scope of adult education.

Undertaken by the experienced education staff of SSM, educational programs held in Mardin at certain intervals thanks to Sabancı Foundation's help continued in 2014 too. The activity, which is a first time scored in Turkey, helped SSM reach the children in Mardin as well as nearby boroughs and villages.

Teknosa has organized free computer use training courses for women since 2007 in an effort to develop technology literacy among women within the scope of its "Technology for Women" project. In 2014 "Technology for Women" trainings were held in Adıyaman, Balıkesir, Eskişehir, Mersin, Manisa-Soma, Burdur and Gaziantep. Since the start of the project, approximately 14,000 women in 55 provinces have received free computer use training.

Akçansa became a member of the Private Sector Volunteers Association and held the first meeting for volunteers in 2014. Akçansa Volunteers participated in painting and culinary workshop activities with the disabled and socially disadvantaged individuals at the Dreams Academy.

Within the scope of the "Children Transforming the Future" project to be held in 2015 in collaboration with Çevko, Akçansa Volunteers plan to visit 25 schools in Büyükçekmece and train 4th grade pupils on wastes and recycling.

Akbank launched "Children as Heroes of Economy" project in 2012 to increase financial literacy and encourage saving up. Prepared within the scope of the project, educational materials such as the project website, game posters, children's books, certificates and moneyboxes seek to help children turn into conscious consumers while creating an awareness among them about saving up.

In 2014-2015 school year, Akbank Children's Theatre staged a new play with an emphasis on saving up. As part of the project, the activities held and the play "Family Tree" by Rachell Barnett reached 45,000 pupils as of late 2014 in Trabzon, Ordu, Samsun, Amasya, Ankara and Kayseri.

Established in 2008 to think with the young people and generate values for the future of Turkey, Akbank Thinking Club accepts junior university students as members. Within the scope of the themes provided for them annually, the club members work in teams and not only come up with creative ideas but also prepare scenarios and projects. Akbank Thinking Club members continued their activities in 2014-2015 period too with a focus on developing projects for entrepreneurship.

Mainly sponsored by Akbank, “Make a Wish” association seeks to grant the wishes of children aged 03-18 fighting a life-threatening disease with the approval of their doctors. Akbank Volunteers also participate in organizations for granting the wishes in cooperation with the association as part of the project.

Brisa continues its educational activities through the Brisa Members Educational Support Association (BMÖDD), which was established 20 years ago with the support of its employees. Supporting the students that lack the sufficient funds, the association has so far provided scholarships for over 300 students and supported 80 students in the 2013-2014 school year.

Çimsa has organized Niğde Summer Camp with the participation of the village children and plant employees since 2012 and continued the project in 2014 too. The project has reached 254 children in total in the last three years. Covering both creative drama and sports activities, the camp seeks to boost children’s social, behavioural and emotional development through the drama activities prepared in line with their age groups while supporting their physical development through suitable sports activities. Organized by Çimsa, “A Nursery Class Every Year” project has been held since 2010 and established a new nursery class in 2014 in a village school. Thanks to contributions made by Çimsa Niğde Plant, the nursery class in the Çarıklı Mehmet Babar was renovated. Hence Çimsa has established 6 nursery classes in 5 village schools in the last 5 years.

Enerjisa undertakes “I Save My Energy” project and organizes Energy Efficiency Trainings in that respect with a view to create and mainstream awareness in public and especially among primary school children for saving energy. Within the scope of the project 280 schools were visited and 190 students were reached in 4 years.

Technicians School, one of the investments made by Enerjisa in human resources, accepts into its training programs the young people with no sector experience that have graduated from the vocational high schools or electricity and mechanical departments of vocational schools in the rural regions so that their technical knowledge could develop.

In an effort to come up with solutions for the local community’s needs in the locations it operates, Enerjisa continues its studies to renovate the schools built far away from the city centres and have been neglected so far and not fit to function as a school anymore. Since 2009 97 schools have been renovated and 130,000 students in the renovated schools have received stationary aid.

Avivasa employees receive face to face or online training to read books aloud at Boğaziçi University Technology Laboratory for the Visually Impaired (GETEM), which records audio books in digital environment and provide the audio books prepared for the use of the visually impaired, and then they set up a special software on their computers and read the books aloud with a microphone and headphone set provided for them. Started with the motto “Let It Be You Voicing the Words”, the project gets volunteers to read the books aloud and the books eventually prepared are sent to school libraries that need them. This way both the visually impaired people and the students with a need for books are supported.

SUPPORT FOR HEALTH

As far as Sabancı Group companies are concerned, improving healthcare services remain one of the most important investment areas and they undertake projects that will improve public health.

Carrefoursa continued its “Food Banking” project launched in 2011 in collaboration with Turkish Red Crescent Beyoğlu Branch and Beyoğlu Municipality Social Welfare Affairs Directorate. The project seeks to store and deliver to those in need the products that are surplus production, nearing their expiry dates, with sufficient quality to be on the store shelves but cannot be placed on the shelves due to packaging mistakes and do not pose any risks for consumption in terms of food safety. Carrefoursa makes regular donations within the scope of the project while Beyoğlu Social Market delivered the food and non-food products donated by Carrefoursa during the year to 25,000 people in need on a monthly basis.

Brisa develops many informative studies focused on diverse aspects from healthy nutrition to physical exercises besides studies to enhance awareness in society for driving more safely as part of the “Set out on the Road Safe” project. Since the launch of the project approximately 12,000 long-distance drivers in 161 locations have been provided with healthy nutrition and life consultations while in 2014 2,281 commercial vehicle drivers in 37 locations in 28 cities were covered by the project. Moreover, “Set out on the Road Safe” project won an award in the Food and Nutrition Category by the Turkish Public Health Association.

Avivasa organizes a blood drive annually in collaboration with the Turkish Red Crescent in an effort to be a part of the solution for the Turkey’s rising need for blood thanks to Avivasa’s social sensitivity and awareness that blood drives can save lives.

Çimsa participated in the September Event in 2014 in collaboration with the Spastic Children’s Foundation of Turkey so that spastic children could receive rehabilitation services.

SUPPORT FOR CULTURE AND ARTS

Sabancı Holding supports leading art events and festivals in Turkey with a view to expanding cultural and art events throughout Turkey, encourage production of contemporary artworks and cherish traditional values.

Sabancı Foundation continued its support for culture and art activities in 2014 too. In that respect, it continued to lend its support for the State Theatres – Sabancı International Adana Theatre Festival, which reached close to an audience of 1 million people in 16 years. Since 2006 Mehtap Ar Children’s Theatre has staged nearly 3,500 plays in 81 provinces and 231 boroughs reaching close to 1 million children in total thanks to support from the Foundation. In 2014 Sabancı Foundation also supported International Ankara Music Festival, Metropolis Ancient City Archaeological Excavations besides Turkish Youth Philharmonic Orchestra (TUGFO) led by conductor Cem Mansur. Approximately 390 thousand people have visited Mardin City Museum and Dilek Sabancı Gallery since the day they were established in 2009 by Sabancı Foundation.

Sakıp Sabancı Museum (SSM) hosted in 2014 “Distant Neighbours, Close Memories: 600th Anniversary of

Turkish-Polish Relations” exhibition covering the period marked by trade, peace and wars between the two countries. Showing the common history of the two countries through the historical developments in the Ottoman Empire and Kingdom of Poland through the documents, maps, paintings, personal effects of historical people besides accessories and printed materials; the exhibition featured 348 pieces including the ones picked from the Topkapı Palace Museum, the Museum of Turkish and Islamic Art, Sadberk Hanım Museum, and Sakıp Sabancı Museum collections. In addition to that, many activities including conferences, panel meetings on culture and arts besides concerts and screenings composed of selected Polish films were held during the exhibition.

In 2014 SSM also hosted “Joan Miró. Women, Birds, Stars” exhibition for art lovers. Focused on the maturity period of this ground-breaking, multi-faceted 20th century artist, the exhibition featured not only 125 of his significant works with different techniques including oil and acrylic paintings, lithographs, etchings, sculptures but also his textile, ceramic works as well as poetry books. What is more certain works and personal effects loaned by the private collection of Miró Family were exhibited in the SSM for the very first time in the world.

SABANCI UNIVERSITY SAKIP SABANCI MUSEUM (SSM)

Sabancı University Sakıp Sabancı Museum is composed of the kiosk also known as the “Mansion with Horse” in addition to the galleries. Opened in 2002, the museum’s exhibition areas were enlarged in 2005 to comply with the international technical standards. Hosting a rich collection, SSM embodies a multifaceted museum approach through its international temporary exhibitions, conservation units, exemplary training programs, screenings, concerts, conferences and seminars organized.

The museum exhibits Sakıp Sabancı Museum Collection of the Arts of the Book and Calligraphy offering a comprehensive overview of 500 years of Ottoman calligraphy; Sakıp Sabancı Museum Painting Collection presenting the Turkish painting history in a coherent manner through iconic artworks as well as Stone Works Collection comprising pieces from the Roman, Byzantine and Ottoman times. Apart from hosting exhibitions on its own, SSM promotes its collections by lending pieces to exhibitions held abroad too.

Akbank contributes to the efforts for developing contemporary arts in Turkey and making it available for many more people through Akbank Sanat, which was established in 1993 to reflect the innovative and visionary identity of the bank. Celebrating its 21st anniversary in 2014, Akbank Sanat is located in Beyoğlu, a significant point in the culture and art life of İstanbul. Holding over 700 events, the centre organizes exhibitions, talks, concerts, conferences, screenings and activities for children.

Celebrating its 42nd year in 2014, Akbank Children’s Theatre has had a considerable impact on a creating a generation that loves theatre. Throughout 42 years, Akbank Children’s Theatre participated in many social responsibility projects and reached over 2 million children.

As one of the most lasting festivals in Turkey and featuring the most important jazz musicians in the world, Akbank Jazz Festival celebrated its 24th anniversary this year. Hosting over 55 events including concerts, workshops and panel meetings in 2014, Akbank Jazz Festival featured events with approximately 300 musicians for music lovers.

Started in 2004 as an active platform for short-film in Turkey to support new ideas and contribute to

short-film culture, Akbank Short Film Contest has proved to be popular both in Turkey and abroad and featured 98 films from 16 countries, 21 sessions, 11 talks and workshops besides 19 guests from cinema world.

Since 2004, Akbank has been the main sponsor of the International İstanbul Film Festival organized by İKSV. Popular among especially young people and followed by a large audience with great interest, the festival offers a rich program providing different perspectives for the audience.

SUPPORT FOR SPORTS

Sabancı Group companies support policies and studies that make sports a part of life and promote awareness about sports in society while encouraging sports and sportspeople through the awards they give.

Teknosa became the Technology Supplier of the National Team in 2007 following its collaboration with the Turkish Football Federation. Teknosa seeks to contribute to the international success of the National Team this way.

Brisa established Brisasports Cycling Team in line with its social sustainability and support for sports approach in 1978. During the 2014 season the Team's sportspeople participated in 29 competitions in total, 15 of which were national and 14 of which were international competitions, and enjoyed great success by winning 54 Gold, 50 Silver and 34 Bronze medals amounting to 138 medals in total.

Carrefoursa lent its support for the MasterGames Sports Tournament organized in 2014 by Boğaziçi University Alumni Association (BÜMED). Carrefoursa met the foodstuff need of the event during the tournament, hence promoting a healthy lifestyle.

SUPPORT FOR RESOLVING SECTORAL AND SOCIAL PROBLEMS

Sabancı Group Companies develop projects seeking solutions for sectoral and social problems in cooperation with their stakeholders besides their investments made in education, health, culture & arts and sports.

Brisa undertakes Bridgestone Safety Tyre project for automobile and light commercial vehicle drivers stressing the importance of safety belts, tyre tread depth and tyre pressure. Within the scope of the campaign, drivers were provided with tyre tread depth measuring, tyre pressure measuring services besides tips for safer driving on long drives during the holiday on İstanbul Sea Bus (İDO) ports and Susurluk-Söke road often preferred by the holidaymakers.

Akçansa organizes "Concrete Ideas Project Competition" with a view to introducing university students to cement sector, encourage them to show their creativity and generate value for the areas they are educated in. Held for the 5th time in 2014, the competition received applications close to 150 students from over 25 universities. The winner of the competition turned out to be "Group Concrete", a team composed of two İTU Architecture Department students, with the project titled "Concrete, Energy, Sustainability".

Aksigorta provides fire and earthquake simulators with advanced technologies for people visiting the Fire and Earthquake Simulation Centre (YADEM), which was established in 1996 also thanks to kind support from late Sakıp Sabancı. Annually 15 thousand children aged 07-14 are trained by the centre. Aksigorta donated YADEM in 2006 to Şişli Municipality Science Centre so that YADEM could reach even more people.

Aware of the fact that lack of disaster awareness further increases the casualties suffered during earthquakes, Aksigorta has designed and implemented “Life Goes on Turkey” project, which has reached 5.4 million people in 5 years and covered 60 thousand kilometres. Within the scope of the project, people from 52 provinces and 174 boroughs experienced Marmara Earthquake, which happened in 1999 and measured 7.4 on the Richter scale, through a 3D G Force earthquake simulator on the “Life Goes on Truck”, hence stressing the importance of being prepared. In 2014 “Life Goes on Turkey” project won the Golden Award in the International-General Category of the International CSR Excellence Awards in 2014.

Temsa continued its social responsibility studies focused on traffic with the motto “Safety Belt is a Life Standard” in 2014. Temsa seeks to increase social awareness regarding traffic through its support lent for the “Be Careful in Traffic, 10 Thousand Lives” project launched in 2008 under the auspices of the Office of the Turkish President. Striving to prevent the material and spiritual loss caused by the traffic accidents, the project goes on with the support of leading organizations and agencies in Turkey.

HACI ÖMER SABANCI FOUNDATION

Embracing the late Hacı Ömer Sabancı’s life philosophy “Sharing what we have gained from this land with its people”, Hacı Ömer Sabancı Foundation was established with a view to organizing implementation of the social investments better and granting those social investments an institutional character.

The Sabancı Foundation is a founding member of the Turkish Third Sector Foundation (TÜSEV) and the European Consortium of Foundations on Human Rights and Disability, a Governing Council member of the European Foundation Center (EFC), and a member of the Council on Foundations (COF). The foundation continued to strengthen its international presence in 2014. As a member of the EFC since 1991, the Foundation took on an active role in the administration of the EFC for the first time in 2011 and was selected for a second term to the governing body of the EFC, hence maintaining its important representative duty as the only foundation from Turkey on the EFC governing body.

Since it was founded, the Foundation has established over 120 lasting works for society including schools, dormitories, healthcare facilities, culture centres, sports facilities, libraries, teachers’ houses and social facilities as well as Sabancı University. In 2014 Sabancı Mardin Girls Dormitory of 200 students capacity was opened by the Office of Mardin Governor thanks to support of Sabancı Foundation and became one of the lasting works completed by the Foundation.

Since the day it was established, Sabancı Foundation has provided over 41 thousand scholarships, and in 2014 provided scholarships for nearly 1,500 students, 387 of who were new ones. So far over 1,000 awards have been given to encourage people and organizations that have managed to achieve national and international success in education, sports, culture and arts.

In an effort to make a difference in people's lives, Sabancı Foundation strives to form original, innovative and lasting values to ensure development of social potential and deliver social sensitivity and awareness to future generations. The Foundation has expanded its healthcare, education, sports, culture & arts activities to cover programs focusing on women, young people and the disabled.

13th Golden Compass Special Jury Prize

Sabancı Foundation won the Special Jury Prize for its communication studies held as part of the "We Can End Child Marriage Together" workshop in the Golden Compass Awards organized for the 13th time in 2014. The award confirmed the role of the Foundation in bringing the issue of child marriage to the agenda of the public.

Changemakers

Designed by Sabancı Foundation to highlight the stories and efforts of those making significant contributions to social development, "Turkey's Changemakers" program, which continued in 2014, strives to create social awareness and inspire people to be sensitive and active citizens. Within the scope of the program, the videos of 115 Changemakers selected from among over 1,200 people since 2009 have reached over 3.5 million viewings on the website and social media. In 2014 a grant support was provided for the Changemakers besides communication support. In that respect a Project Cycle Training was held for the Makers and a Changemakers Grant Program was established. Out of 38 applications made to the grant program, 7 projects received 250 thousand TL in support.

Sabancı Foundation Social Development Grant Program

Sabancı Foundation Social Development Grant Program aims to support civil society organizations in promoting social development to achieve equality and the active participation of women, youth and persons with disabilities. Launched in 2008, the program provided 8.4 million TL in total grant support and reached 82,200 people in 72 provinces through 46 projects supported as of 2014. In 2014 a meeting was organized with the theme "Sowing Season" to share their experiences of the nine grantees that completed their projects during the year while a book entitled "Sowing Season: Sabancı Foundation Grant Program Stories" was distributed.

Support for the UN Joint Program for Promoting Women's Human Rights

In 2012 United Nations Joint Program for Promoting Women's Human Rights was launched with the support of the Sabancı Foundation. The program is in a way a follow-up on the UN Joint Program for Protecting and Promoting Women's and Girls' Human Rights implemented in 2006-2010 with the support of the Sabancı Foundation in 6 provinces with a view to strengthening the role of women in social life and create social awareness about women's rights. The program covers 11 pilot provinces and is implemented in collaboration with the United Nations Development Program (UNDP), UN Women, Sabancı University, Ministry of Family and Social Policies, Ministry of the Interior, Ministry of National Education, and the Union of Municipalities of Turkey.

The joint program is implemented within the framework of three components: "Gender Responsive

Budgeting”, “Sabancı Foundation Grant Program”, and “Purple Certificate Program”. As part of the Gender Responsive Budgeting initiative, approximately 150 municipal staff and 100 civil society representatives from 8 provinces received training as of 2014 while within the scope of the Sabancı Foundation Grant Program, 20 projects from 9 provinces received approximately 700,000 TL in grants. As for the Purple Certificate Program, 448 high school teachers from 11 provinces received gender equality trainings and 85 of them received Purple Certificates at the end of the program.

Sabancı Foundation Philanthropy Seminar”

Held for the 8th time in 2014 with the theme “Featuring Award Winning Women”, Sabancı Philanthropy Seminar featured speakers including award winning journalist Sheryl WuDunn, who writes the stories of women facing oppression and violence, and award winning director Sharmeen Obaid Chinoy, who shoots documentaries about the women overcoming challenges in life after suffering from acid attacks.

SABANCI UNIVERSITY

Established under the guidance of “Sabancı Vakfı” in 1994 by Sabancı Group with the vision of creating a “world university”, Sabancı University enjoyed a new and original university design while it was established unlike current university models and practices. Sabancı University, whose teaching philosophy, programs and projects are taken as examples by many other universities in Turkey and abroad today, welcomed its first students in 1999.

Sabancı University is structured as a participatory institution that can govern itself with a financial autonomy. The university seeks to contribute to spreading the scientific, technological developments knowledge produced throughout the entire society on a global scale with its interdisciplinary educational system sensitive to all needs of its stakeholders and creativity in research and education. From education to social projects, Sabancı University takes “quality oriented” management system in all its services. The academic principles of the university are shaped around 5 fundamental titles including academic freedom, integrity, opposition against discrimination and sexual abuse, and principled scientific research.

The fact that Sabancı University offers interdisciplinary academic programs unlike the traditional “academic department” system, which leads to early and limited specialization, is the one of the main reasons distinguishing Sabancı University from other universities. Common Foundations Development Year is the basis of this system. During that year the students take the same courses together and develop their knowledge infrastructures, capacities for thinking in a critical and interdisciplinary fashion. After that every student is free to pick the introductory courses for the programs they wish to continue and pick their preferred diploma program from among 13 programs available.

Sabancı University boasts three faculties Faculty of Engineering and Natural Sciences (FENS), Faculty of Arts and Social Sciences (FASS), and the Sabancı School of Management (SOM) while all faculties offer undergraduate, graduate and postgraduate programs. The Faculty of Engineering and Natural Sciences offers undergraduate programs in Computer Science & Engineering, Molecular Biology, Genetics and Bioengineering, Materials Science and Nanoengineering, Mechatronics Engineering, Electronics Engineering, and Manufacturing Systems/Industrial Engineering; and graduate programs in Energy Technologies and Management, Nanotechnology, Information Technology, Biological Sciences and

Bioengineering, Electronics Engineering, Computer Science and Engineering, Mechatronics Engineering, Industrial Engineering, Materials Science and Engineering, Physics, and Mathematics.

Programs under the Faculty of Arts and Social Sciences include Economics, Visual Arts & Communication Design, Cultural Studies, International Studies and Social and Political Science, and Psychology at the undergraduate level as well as graduate programs in Economics, Visual Arts and Visual Communication Design, Public Policy Analysis, Political Science, Conflict Analysis and Resolution, Cultural Studies, History, Turkish Studies, European Studies, and International Studies.

The Sabancı School of Management offers undergraduate, graduate and postgraduate degrees in Management as well as Executive Programs at the graduate level in Management and Finance. Starting in the 2011-2012 academic year, the Sabancı School of Management launched its MBA program as well as the MIT Sloan MSMS dual degree program. Sabancı School of Management and MIT-Zaragoza Logistics Centre offer a dual degree option where candidates can earn a Sabancı MBA degree and a Zaragoza Master of Engineering degree (ZLOG) in Logistics and Supply Chain Management in two years. The “MBA Program for Young Professionals”, offered by the School of Management for young professionals, will welcome students in the Fall Semester of 2015-2016.

The Executive Development Unit (EDU) offers executive development programs for the corporate world. The Brand Practice Platform, founded by Sabancı University and the Foundation for Advertising, was established to support the development of the brand economy in our country. The Brand Practice Graduate Program, the first and the most important product of this platform, admitted its first students in 2014. Moreover, Sabancı University hosts Turkey’s first interdisciplinary nanotechnology centre Nanotechnology Research and Application Centre (SU-NUM), İstanbul International Centre for Energy and Climate (IICEC), which conducts objective economy and policy research the highest quality in energy and climate issues, and İstanbul Policy Centre (İPM), which contributes to academic research in social sciences and the policy-forming processes for them.

In 2012, for the first time in Turkey, the Ministry of Science, Industry and Technology produced a University Entrepreneurship and Innovation Index. Sabancı University ranked first among the most entrepreneurial and innovative universities in Turkey. In 2013, Sabancı University was named the most entrepreneurial and innovative foundation university in the country. In the 2014 ranking, Sabancı was once again designated Turkey’s Most Entrepreneurial and Innovative Foundation University. In 2014, Sabancı University entered the Times Higher Education (THE) rankings in 182nd position, the highest initial entry rank assigned to a Turkish university, and was the only private Turkish university to be placed among the top 200 universities in the world. Moreover, Sabancı University also entered THE BRICS & Emerging Economies Rankings in the 15th position- the highest initial entry rank enjoyed by a private Turkish university.

Since 2000 a total of 7,433 diplomas, 4,985 of which are from undergraduate programs and 2,448 from graduate programs, have been awarded by Sabancı University. Some 78% of graduates entered the workforce while 16% opted to advance their education at the graduate and postgraduate levels; meanwhile, 88% of Sabancı University graduates were either employed or admitted to graduate school within one year of their graduation.

Awards Received During the Reporting Period

Golden Compass Jury's Special Award to Sabancı Foundation, Turkish Public Relations Association
Grand Prize to Akçansa in the "Sustainable Production" category for its project on the reduction of coal through burning RDF and industrial plastics in SCL TIP calciner; Turkish Ministry of Science, Industry and Technology
Most Successful R&D Center in Textile Award to Kordsa Global, Turkish Ministry of Science, Industry and Technology
Environment Award to Kordsa Global in Combined Industry Category in 20th Şahabettin Bilgisu Environment Awards, Kocaeli Chamber of Industry
Great Prize to Brisa in "Risk Management Professional of the Year" category in Global Risks Awards 2014 held by the Institute of Risk Management (IRM)
Strategic Planning Award to Brisa for its visionary strategy approach and Total Quality Management approach in the Istanbul Chamber of Industry Awards
Istanbul Chamber of Industry Strategic Planning Award to Brisa for Brisa Innovation Portal
Leader of Turkey award to Yünsa in Efficiency Project Awards for its project on Increasing Efficiency in Yarn Processing Unit, Turkish Ministry of Science, Industry and Technology
R&D Award to Yünsa for its New Process, Method and Crabbing Device Design Project, Turkish Ministry of Science, Industry and Technology
Golden Prize in International-General Category to Aksigorta for its 'Keep on Living Turkey' social responsibility project in the International CSR Excellence Awards
Golden Prize to TeknoSA Academy for its "Career Path in Retailing" Program in "Brandon Hall Excellence in Learning Awards"
Success Award to TeknoSA in Training and Development Category in PERYÖN Human Management Awards
Golden Prize to Enerjisa in "Best Backup and Career System" category in "Brandon Hall Excellence Awards"
Excellence Award to Enerjisa in SAP HANA Innovation Category bin SAP Turkey Quality Awards