

# Doğuş Group

Corporate Citizenship Report  
2007-2008



DOĞUŞ GROUP

# **Doğuş Grubu**

Corporate Citizenship Report

2007-2008

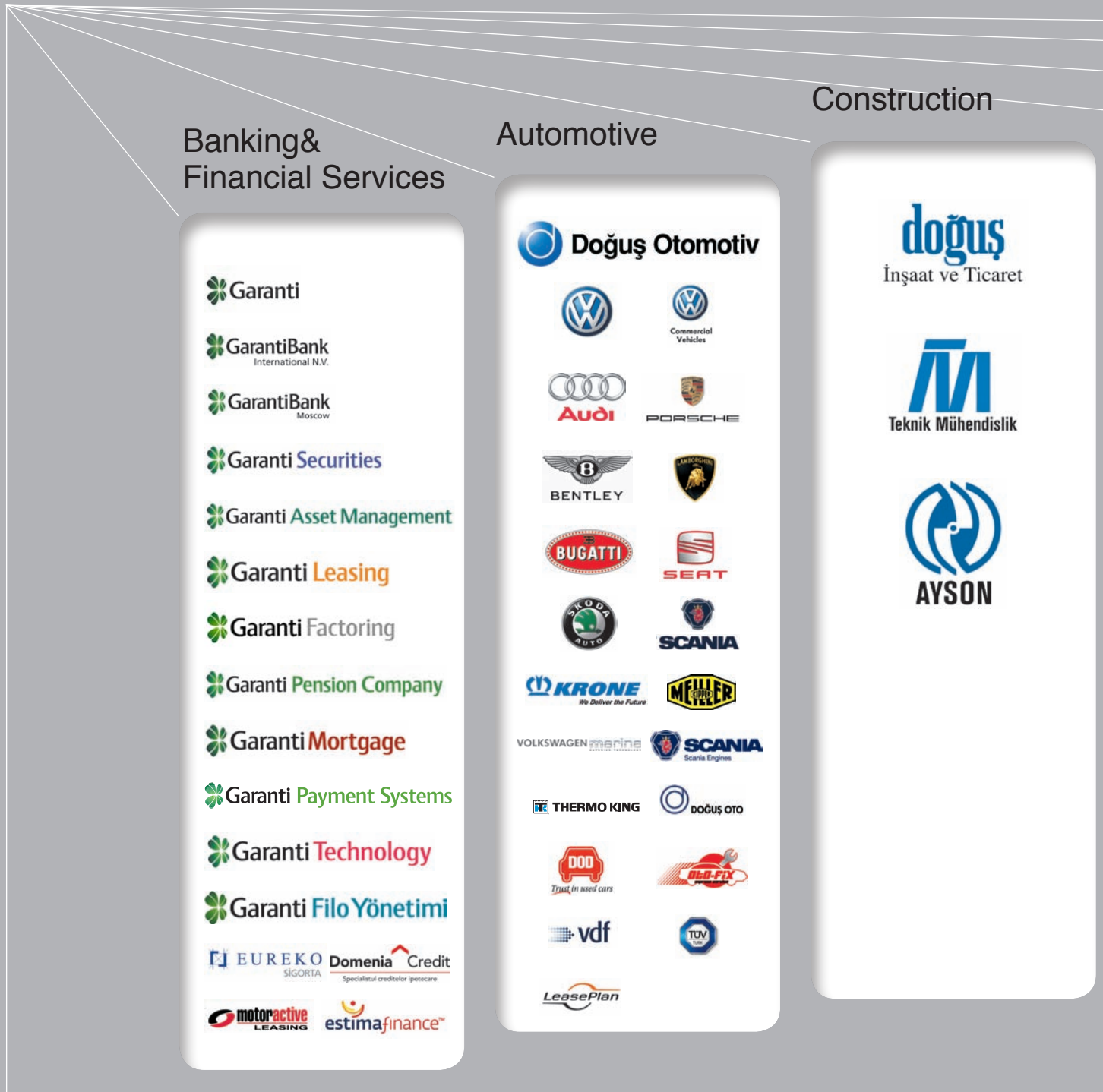


## Contents

About The Report	6
Chairman's Message	8
Doğuş Group Profile	10
Doğuş Group & Responsible Business Conduct	16
Adding Value To The Community	30
Engaging Our Stakeholders	52
Our Next Steps As a Corporate Citizen	54
Annex 1 - Corporate Responsibility Survey	58



# Doğuş Group Structure



## Corporate Citizenship



## Energy

## Real Estate

## Tourism

## Media



D-Tes Electricity  
Whole Sale Co.



*“We believe that a corporate citizen should be described as an organization that is constantly evolving in economic, social and environmental aspects.”*

## About the Report

Doğuş Group has the pleasure to share its first Corporate Citizenship Report with its stakeholders and to fulfill its commitment of sharing its progress through this Report as a United Nations (UN) Global Compact participant.

As Doğuş Group, we have always been aware of the importance of integrating social and environmental concerns within business practices and have built our strategies in line with this understanding. We are also aware that no matter how well we operate in certain areas of corporate social responsibility (CSR) and responsible business conduct, there remain other areas in which we should make improvements in order to serve our country, as well as the rest of the world, in the best manner possible.

We believe that a corporate citizen should be described as an organization that is constantly evolving in economic, social and environmental aspects. Certainly, corporate citizenship is a living concept in which sustainability and consistent improvement are key concepts.

This Report, as you will see throughout the remainder of this text, is mainly a Situational Analysis; that is, a document about the current standing of Doğuş Group, on the journey to corporate social responsibility.

The Report covers the 2007-2008 period and encompasses information concerning the corporate responsibility that has been undertaken by the Group companies, the Holding and the Ayhan Şahenk Foundation.

Inside this Report, we start by presenting the readers with an overview of Doğuş Group, “who we are”, “what we do” and the business lines in which we have been active. Following this introduction, you will be presented with an overview of our activities, with respect to corporate citizenship,

and our methods of integrating human rights, labor standards, environment and ethical measures into our work environment, in line with the 10 principles of the UN Global Compact.

In the preparation of this section, a standard survey (see Annex 1), was prepared by the reporting team and shared with the Group companies. This survey was accomplished by content screening of several different tools that are available in the area, including the Global Reporting Initiative (GRI) indicators, “A Practical Guide to the UN Global Compact Communication on Progress” and “Making the Connection”. The survey included questions in the areas of human rights and labor standards, environmental standards, economic standards, responsible product and business conduct and stakeholder engagement. There was a defined focus on “situational analysis” rather than “measurement”, since monitoring and evaluation has not started in several areas, as covered by the Report.

After presenting you with an inner perspective on Doğuş Group and corporate citizenship, we will share our methods of “outreach” to societal and environmental problems that are outside our business environment. This “Adding Value to the Community” section will include information on the CSR projects of the Group companies, the Holding and the Ayhan Şahenk Foundation, as well as some of our sponsorship projects, which we believe are sustainable and complimentary to our corporate social responsibility efforts, providing added value to societal, cultural and even economic development in our country.

The Report will be concluded by an overview of Doğuş Group’s current situation with regards to corporate citizenship and the areas where Doğuş Group could develop its practices in the coming years.





*Doğuş Group management is based on customer satisfaction and efficiency along with strong corporate citizenship considerations. Ethical business approach is the main principle of our corporate strategy, which also encompasses a high commitment to create value for the society. We believe that the corporate citizenship responsibility targets the creation of a better future.*

# Message from the Chairman

To Our Stakeholders;

It is a great pleasure for me to share with you the first Doğuř Group Corporate Citizenship Report including an overview of our Group's corporate responsibility approach and the related projects. I would like to express my gratitude to all of you, for your contributions in the development of Doğuř Group throughout its journey in both business and corporate citizenship activities for more than 50 years.

Since its inception in the early 1950s, Doğuř Group has integrated social and environmental measures into its operations. We are now glad to witness that corporate citizenship has become an increasingly internalized concept in the business environment, during the last two decades. In addition to giving utmost importance to transparency and accountability in our business practices, we also communicate the consequences of our activities to all of our stakeholders.

As a proud outcome of our firm commitment to transparency and accountability, the holding company of Doğuř Group, Doğuř Holding, has become the first holding company in Turkey to be rated by the three major international rating agencies: Standard & Poor's, Fitch and Moody's. In this manner, Doğuř Holding benefits from instant comparability in credit terms, both in the national and international contexts, by providing the stakeholders standardized and reliable information.

In April 2007, we became a participant to the United Nations Global Compact and enhanced our commitment to our responsibilities in the areas of human rights, labor standards, environment and anti-corruption. By publishing the Doğuř Group Corporate Citizenship Report, which would also serve as our first Communication on Progress, we are pleased to fulfill our responsibility to our stakeholders, as a Global Compact participant. We will maintain our communication in the following years.

As one of the leading conglomerates in Turkey, Doğuř Group is active in 7 sectors; finance, automotive, construction, media, tourism, real estate and energy. Each of our sectoral companies pursues corporate responsibility programmes that are in line with their business areas. We are very proud to implement several projects in this respect that have been beneficial to our society.

Established in 1992, by the Founder and Honorary Chairman of Doğuř Group, Mr. Ayhan řahenk, the Ayhan řahenk Foundation has also undertaken

initiatives in education, culture, health, environmental issues and sports, as well as offering social assistance to the communities in need.

Doğuř Group management is based on customer satisfaction and efficiency along with strong corporate citizenship considerations. Ethical business approach is the main principle of our corporate strategy, which also encompasses a high commitment to create value for the society. Our aim is to sustain the implementation of this principle within our corporate activities in the forms of employee welfare, health and safety measures, environmental considerations, economic, social and cultural development.

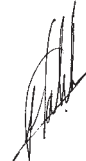
We believe that the corporate citizenship responsibility targets the creation of a better future for every member of the society. Based on this objective, we have decided to concentrate on children's development and education and in 2004; we established the "Doğuř Kids" corporate social responsibility platform. In this manner, we find the opportunity to converge our strengths and resources for the children.

Furthermore, Doğuř Group has also been strongly committed to the mission of cultural development in our country. Our group companies have undertaken several corporate social responsibility and corporate sponsorship projects, including Doğuř Kids Symphony Orchestra, D-Marin International Classical Music Festival, Garanti Jazz Green and Leyla Gencer Voice Competition. Another area of contribution is the development of sports. Sponsorships to the Turkish National Football and Turkish National Basketball teams are among our initiatives in this area.

Inside this Report, you will find our achievements with reference to corporate citizenship as well as the areas that can be improved. We are aware of the fact that no matter how well we are doing as corporate citizens; there is always room for improvement.

We hope that our first Corporate Citizenship Report would be helpful in providing you a comprehensive overview of Doğuř Group's current standing for Corporate Responsibility and believe that it will guide us towards the next steps that should be taken in our journey.

**Ferit F. řahenk**  
Chairman



# Doğuş Group

Established in 1951, Doğuş Group has become one of the leading business conglomerates in Turkey and is active in 7 core businesses; financial services, automotive, construction, media, tourism, real estate, and energy.

With the large business volume it generates and its contribution to employment levels, and with its more than 70 companies and nearly 20,000 employees, Doğuş Group is a significant actor in the Turkish economy. In line with its corporate vision of *“becoming a regional leader in the services sector by making the most effective use of its superior human resources and advanced technological infrastructure with a customer-centered business approach”*, the Group has been conducting itself as a regional leader in addition to its strong position in Turkey.

The Group represents Turkey in the regional and the global contexts with its companies and has become one of the highly ranked Groups among the top establishments most preferred by global investors seeking to do business in Turkey and in the surrounding region. Furthermore, the Group has also created solid partnerships with several global giants, including General Electric in the financial services and real estate sectors, Volkswagen AG and TÜV SÜD of Germany in automotive sector, Alstom of France and Marubeni of Japan in the construction sector, CNBC in the media sector and Hyatt International, Starwood Hotels & Resorts Worldwide INC (Sheraton International), HMS International Hotel GmbH (Maritim), Aldiana GmbH in the tourism sector.

Doğuş Group’s success stems not only from its *“customer-centered and productivity-oriented management style”* but also from its corporate citizenship approach, which aims

*“Doğuş Group is strongly committed to the concept of responsible business conduct in every sector in which it is active and expects the same approach from all of its stakeholders, both in the national and global contexts”.*

to benefit the entire society. Doğuş Group is strongly committed to the concept of responsible business conduct in every sector in which it is active and expects the same approach from all of its stakeholders, both in the national and global contexts. In the areas that are out of its business practices, the Group works to benefit society and the environment through sustainable social responsibility projects, with a special focus on development of children; the future actors of our country and the world.

# Corporate Profile

## Doğuş Holding

Doğuş Holding aims to create competitive companies that will place regional growth at the focal point of their operations. It is the mission of Doğuş Holding to fulfill steering, coordination, control and audit functions, as well as to generate value for the Group and its companies.

Transparency and accountability are the 2 key components of Doğuş Group's management approach. In line with this approach, Doğuş Holding has become the first holding company in Turkey to be rated by the 3 major international rating agencies: Standard & Poor's, Fitch and Moody's. As a consequence of these ratings, Doğuş Holding benefits from instant comparability in credit terms, by providing its stakeholders with standardized and reliable information.

## Sectoral Information Banking and Finance

In 1946, Garanti Bank was founded in Ankara and with its consistently improving performance throughout the years, it is the second largest private bank in Turkey today. Through corporate, commercial, SME and retail banking lines of business, the Bank offers diverse financial services with a customer-centric approach and without compromising quality. Doğuş Holding and GECF, the Bank's majority shareholders, act in accordance with the principle of equal partnership.

With over 16,000 employees, Garanti serves over 8 million customers through its strong multi-channel distribution network with over 700 domestic branches, 5 foreign branches, 5 international representative offices, around 2,500 ATMs, an award-winning call center, an internet bank and a mobile bank.

In accordance with its vision to become a regional player in the banking sector, Garanti pursues close and lasting relationships with markets in the geographic regions of close proximity.

## Automotive

Structuring its business plans with the vision of providing innovative service beyond expectations, Doğuş Otomotiv has a presence in every link of the

automotive value chain and this is the fundamental basis of its corporate strategy.

Doğuş Otomotiv is Turkey's leading automotive importer and one of the biggest automotive distributors, representing 15 international brands, in the segments consisting of:

- Passenger cars
- Light commercial vehicles
- Heavy commercial vehicles
- Industrial and marine engines
- Cooling systems

Doğuş Otomotiv supplies the Turkish automotive market with nearly 80 models of Volkswagen Passenger Cars, Volkswagen Commercial Vehicles, Audi, Porsche, Bentley, Lamborghini, Bugatti, SEAT, Skoda, Scania, Krone, and Meiller. The Company is also the Turkish representative for Volkswagen Marine and Scania Engines in the industrial and marine engine markets and Thermo King in the cooling systems industry.

Providing sales, after-sales, and spare parts services for all the brands that the Company represents through a service network with a truly national reach, Doğuş Otomotiv is the only company in the world that brings all Volkswagen Group brands together under a single roof.

With one of the most extensive authorized dealership and service networks in Turkey, consisting of more than 500 contact points, Doğuş Otomotiv delivers services focused on unconditional customer satisfaction.

Doğuş Otomotiv has taken its first step into production, which it regards as another essential link in the automotive value chain. The Company has launched "trailer and tipper" manufacturing investments in joint ventures with 2 leaders of the heavy commercial vehicle sector, Krone and Meiller, with the goal of distinguishing in both business lines as well.

With a solid reputation as one of the most highly-respected brands in Turkey, Doğuş Otomotiv adheres to a service policy focused on quality and customer satisfaction ever since it was founded.

This policy and focus ensures the continuity of its creative and dynamic service processes.

Doğuş Otomotiv's shares are traded on the Istanbul Stock Exchange (ISE) under the ticker "DOAS".

## Construction

Doğuş Construction is one of the key companies of its sector due to its mega project perspective and its superstructure and infrastructure projects undertaken both in Turkey and in the international market. Doğuş Construction, who ranks among the most reputable construction companies since its establishment in 1950, has completed 160 projects amounting to the value of more than USD 9 billion up to this day.

The works performed can be outlined as 19 dams and HEPPs, 1150 km of roads including 415 km of motorways, 2.000.000 m<sup>2</sup> of building construction, infrastructure works, bridges, more than 96.000 m of tunnels and diversion tunnels, ports, marinas, irrigation projects, sewerage systems, office buildings, shopping and leisure centers, residential and industrial buildings.

Today, the total amount of the projects where Doğuş is involved is amounting to USD 4,933 billion, and the share of Doğuş in these projects is USD 3,132 billion. Doğuş takes part in the execution of various prestigious rail mass transportation systems projects either within the joint ventures or consortiums that are established with the participation of international construction companies. Sinop Boyabat Dam and HEPP has started to be constructed by Doğuş, whereas Aslancık Dam and Hydroelectric Power Plant project which will be started to be constructed by Doğuş is a noteworthy project.

Examples of other ongoing and outstanding works in the international market are as follows:

- the Argana Amskrout Motorway Project in Morocco,
- the construction of Kiev-Dnyepir Highway and Railway Bridge, and also
- the Boryspil International Airport Development Project in Ukraine,
- the Sofia Metro Extension Project LOT 1 in Bulgaria, and
- the construction of the 1st Section of Sirte University in Libya.

## Media

Doğuş Media Group started its operations in 1999, prior to the acquisition of NTV. Since 1999, the Group has made significant progress; has created/acquired new brands and is in co-operation with global brands and organizations, such as; MSNBC, CNBC, Conde Nast, NBA, Billboard, Virgin, National Geographic.

Doğuş Media Group has become synonymous with prestigious publications and high quality broadcasting. Its professional and quality-focused business approach fosters the public's trust in its brands and creates a sense of belonging for consumers, thereby giving rise to an expectation of continuous progress and distinction.

Today, Doğuş Media Group operates 6 TV channels, 7 radio stations, 10 periodicals, an internet portal and a publishing house. NTV, CNBC-e, National Geographic, Virgin Radio, and Kral are some of the many leading brands that operate under Doğuş Media Group.

## Tourism

Since its inception in 1976, Doğuş Tourism Group has distinguished itself with a service-oriented approach. Doğuş Tourism continues to stand out from the competition as a business that is focused on quality while maximizing customer comfort and providing complete satisfaction.

Doğuş Tourism Group consists of 7 facilities, including 3 five-star hotels, 1 boutique hotel, 2 five-star holiday villages and 1 four-star hotel as well as the Arena Giyim clothing company and the Antur Tourism Agency. The Arena Giyim company is the creator of the In-formal brand name, and which also has contracts with world renowned luxury brands such as Emporio Armani, Armani Caffè, Gucci and Loro Piana.

Doğuş Tourism Group's hotel facilities include the Hyatt Regency Istanbul, MARITIM Hotel Club Alantur, MARITIM Hotel Grand Azur, Sheraton Voyager Antalya Hotel Resort & Spa, Paradise Side Beach Hotel, Aldiana Side and the Park Hyatt Istanbul Maçka Palas.

Doğuş Group opened Doğuş Turgutreis Marina in 2003, and the Marina enjoys a privileged position

as one of Europe's most modern marinas with a capacity of 650 boats. Earning Five Golden Anchors and the Blue Flag awards, the facility has brought "world class" quality standards to the Turkish coastline. The Group will soon add another marina to its business portfolio, Doğuř Didim Marina, which is due to be opened in May 2009.

## Real Estate

Doğuř Group operates with 2 companies in the real estate sector, Doğuř GE REIT and Doğuř Real Estate.

**Doğuř GE REIT** began operations in 1997, as the third REIT in the stock exchange with the title "Osmanlı REIT". Doğuř GE REIT had a "registered" capital of TRL 5 trillion and a "paid-in" capital of TRL 250,000 and was listed on the Istanbul Stock Exchange (ISE) 100 index. At the end of 2001, as a result of the merger of Osmanlı Bank and Garanti Bank - both belonging to the Doğuř Group - 51% of the company's shares were transferred to Garanti Bank. As a result, Doğuř GE REIT became a financial subsidiary of Garanti Bank and its name was changed to Garanti REIT. As of the end of 2005, the company's "registered" capital and "paid-in" capital reached TRL 500 million and TRL 93.78 million, respectively.

As of December 1, 2006, the shareholding structure of Doğuř-GE REIT changed, as Garanti Bank sold 50% of its shares to GE Capital Corporation and 50% to Doğuř Holding A.ř.

Currently, both of the companies, Doğuř Holding A.ř. and GE Capital Corporation, hold 25.5% of the shares, while 49% of the shares are publicly held. Shares are listed on the Istanbul Stock Exchange (ISE) National 100 and ISE-GMYO industrial indices, and their ticker symbol in the national market is "DGGYO".

**Doğuř Real Estate Company** was founded in December 2006 with an objective of developing and managing real estate projects; primarily on the lands owned by Doğuř Group. As the newest, youngest and most dynamic establishment, owned 100% by Doğuř Group; Doğuř Real Estate aims to be one of the key players in the sector, with its strong team and

expertise in the areas of architecture, construction, construction management, sales and marketing.

The Company is currently holding 14 assets in its balance sheet. The team has focused on the development of 2 major projects since the Company's establishment; a shopping center project in Gebze/Kocaeli and a residential project in Kartal/İstanbul. The estimated total investment cost for the Gebze Shopping Center Project is around USD 100 million, whereas the estimated total investment cost for the Kartal Residential Project is approximately USD 50 million. Both projects are being designed around certain concepts that offer unique architectural details including efficient and affordable spaces for the users. Two mixed use projects are in the pipeline: one in Balçova/İzmir and the other in the Kartal Eas site in İstanbul. The Kartal Eas site is located in the Kartal Urban Renewal District, which is being designed by Architect Zaha Hadid. Additionally, 2 residential projects, one in Riva/İstanbul and the other in Bodrum-Yalıkavak/Muğla, are in the planning phase.

## Energy

In 2005, the Energy Department was founded within Doğuř Holding. The objective of the department is to monitor all development concerning, and pertaining to, the energy sector, both within Turkey and throughout the region. Thereby, the Energy Department will formulate and generate strategies for all energy, and energy-related, infrastructure investments planned within the Doğuř Group. Taking necessary measures and creating profitable business enterprises are the ultimate goals of this newly declared business line.

Doğuř Energy is currently working on the Boyabat Dam and HPP construction which started in 2008. Another project of the Group, the Aslancık Dam and HPP project has also been in the planning phase.

Doğuř Group retains many competitive advantages within its structure with regards to the energy sector. Since its establishment in 1951, the Group has accumulated considerable experience, especially in building dams and constructing various power stations, and in mining activities.

## Our Values



*All Group companies of Doğuş Group share a set of core values that emphasize integrity, understanding, excellence, creativity, unity, and responsibility. These values, which have been part of the Group's beliefs and convictions since its earliest days, continue to guide and drive the business decisions of all Group companies.*



# Doğuş Group as a Corporate Citizen

In the past, companies were merely assessed by their economic indicators, not only in Turkey but also all over the world and profit was the main indicator for a “successful” company. In our day, all companies are subject to a triple bottom line assessment, with economic success, social responsibilities and environmental sensitivity taken as the new benchmarks. This is true regardless of their sector, size and brand value.

Being well aware of the importance of the triple bottom line approach and the true meaning of “corporate citizenship”, Doğuş Group integrates social and environmental measures in all its business practices and uses an important portion of its economic profits, gained by this approach, for the benefit of society and the environment.

Doğuş Group’s corporate social responsibility approach rests on the belief that without giving utmost importance to child education and development, it will never be possible to reverse the social and environmental deterioration in our country, which would also directly affect the situation in the world. In line with this belief, the Group created the “**Doğuş Kids**”, as its social responsibility platform, and has been conducting several projects and initiatives under this platform, ranging from education to health and environment.

Under the umbrella of “Doğuş Kids” CSR platform, and in areas other than child development, many Group companies pursue different corporate

responsibility projects in line with their area of work, including educational, environmental, societal and cultural development projects. There is one common attribute in all of them, and that is sustainability. In addition to the work undertaken by Group companies in the area of CSR, the Ayhan Şahenk Foundation, established in 1992, has been working for the benefit of the society in the areas of education, culture, health, environmental issues and sport and has also offered social aid to those in the disadvantaged areas.

## **The Doğuş Group is a participant to the United Nations Global Compact**

As an indication of its sensitivity towards human rights and sustainable development, Doğuş Group became a participant to the United Nations (UN) Global Compact in April 2007. By signing the Global Compact and making a commitment to its 10 principles, Doğuş Group has strengthened its strong commitment to its social and environmental responsibilities as a corporate citizen.

The Group aims to make use of this Report to provide a “situational analysis” of its current standing with regards to UN Global Compact principles, in particular, and corporate citizenship, in general. Built upon the findings of this Report, Doğuş Group aims to strengthen its current corporate responsibility approach by creating new strategies and projects, both for the workplace and outside the workplace, in line with its commitment to the 10 principles of the Compact.

### **United Nations Global Compact Principles:**

#### **Human Rights**

*Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.*

#### **Labour Standards**

*Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and*

*Principle 6: the elimination of discrimination in respect of employment and occupation.*

#### **Environment**

*Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.*

#### **Anti-Corruption**

*Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.*



*Since April 2007, Dođuř Group has been a participant to the United Nations Global Compact and has been conducting its business activities in compliance with the 10 principles of the Compact under the headlines of Human Rights, Labor Standards, Environment and Anti-Corruption.*

# Doğuş Group & Responsible Business Conduct

Human Rights and Labor Standards

Environment

Transparency and Accountability



# Human Rights and Labor Standards

In line with its commitment to corporate citizenship and the principles of the United Nations (UN) Global Compact, Doğuş Group pursues respect for Human Rights, both inside and outside the work place, and this is at the heart of every business activity. Doğuş Group places equal importance on the fulfillment and further amendment of labor standards, which brings not only employee welfare but also a motivated and productive workforce for the company itself.

Doğuş Group's respect for Human Rights is mentioned in the Group's "Code of Ethics" and in other Human Resource documents. Doğuş Group upholds not only respect for Human Rights and Labor Standards in its own practices, but it also expects the same attitude from all of its business-related stakeholders.

## Equal Opportunities

Doğuş Group is an equal opportunity employer, which provides equal rights to all of its employees and applicants, with reference to selection, employment and promotion processes. Doğuş Group's Employment Policy acts against all kinds of discrimination and favoritism, including discrimination involving gender, race, religion. Furthermore, age and disability are also covered by this policy unless they constitute any impediments with reference to the requirements of the employment position.

Doğuş Group employs nearly 20,000 personnel, with a gender ratio of 45% to 54%, women and men respectively. The Group currently employs over 500 disabled personnel in different Group companies.

All employees of Doğuş Group undergo the same recruitment process prior to employment:

- interview with the human resources department, followed by interviews with the middle and upper management of the related department upon selection,
- standard examinations,
- qualifying examinations,
- personality inventory,
- reference check, etc., which may vary with the level of occupation.





*“My Greatest Assets are  
My Colleagues”*

*Ayhan Şahenk  
Founder and Honorary  
Chairman of Doğuş Group*



*Doğuş Group employees are strongly encouraged to attend both internal and external training programs.*

Furthermore, all employees, in the same occupation levels, are provided with identical rights with reference to remuneration and benefit packages, promotion criteria, length of annual and special leave, training opportunities, pension rights, etc., in accordance with the Human Resources Procedures of the Group and the related legislations of the Turkish Labor Law.

### **Employee Welfare**

Doğuş Group gives utmost importance to the welfare of its employees, with regards to basic human rights, and has taken every measure to prevent any kind of acts that are against human dignity and disruptive to a peaceful work environment.

To date, no harrasment, or mobbing event, has been recorded for any company within the Doğuş Group companies. Once reported, such actions are subject to evaluation by the Disciplinary Committee of the Group. Two documents of the Doğuş Group provide detailed information concerning employee rights and procedures, if such an event should happen in the work place. These documents are the *“Code of Ethics”* and *“Basic Rights and Responsibilities Procedure”*. Both of these documents are shared with the employees on the Group’s internal website.

Furthermore, Doğuş Group does not allow any arbitrary “lay off” in any Group companies. The rights of employees, in the cases of clearly defined and justified “lay off”, have also been put in order within the Group’s related Human Resources Procedures, in accordance with the related articles in the Turkish Labor Law.

Doğuş Group is strongly against any kind of “forced labor” and “child employment”, both in its own companies and its business stakeholders. In the Group, the lower age limit of recruitment is 18 with the exception of “intern” recruitments from vocational high schools.

For this type of recruitment to take place, Doğuş Group requires 2 copies of the *“Ministry of Education Occupation Training in Business Management”* agreement from

the intern candidates, to be signed by 2 parties, the school management and the Group.

Doğuş Group highly respects freedom of association and the right to collective bargaining, and acts in line with the related national social security and labor regulations, both in Turkey and other regions where it operates. Among Doğuş Group companies, the unions of TOLEYIS (Turkey's Hotel, Restaurant and Entertainment Workers Trade Union) and OLEYIS (Union of Hotel, Restaurant and Entertainment Facility Workers of Turkey) are available at the facilities of Doğuş Tourism Group, located at the southern part of Turkey.

### **Employee Health and Safety**

With reference to labor standards, Health and Safety are major issues for Doğuş Group, especially in the sectors such as construction and automotive, where intensive field work and repair services exist.

The "Basic Rights and Responsibilities" document of Doğuş Group is shared with all employees and includes detailed information on Health, Safety and First Aid. This document is in line with the Health and Safety legislation of the Turkish Labor Law. In addition, some Group companies have also developed their own codes, with reference respect to Health and Safety at the work place.

Among Doğuş Group companies, Doğuş Construction is certified by the Det Norske Veritas (DNV). The objectives of the DNV are "Safeguarding life, property, and the environment" and the DNV is a leading provider of services for managing risk. DNV issued several certificates for Doğuş Construction, including;

- ISO 9001:2000 Quality,
- OHSAS 18001:1999 Occupational Health & Safety, and
- ISO 14001:2004 Environmental Management.

Doğuş Construction is also recertified by Lloyd's Register (LRQA), with reference to the following:

- ISO 9001:2008 Quality Management,
- OHSAS 18001:2007 Occupational Health & Safety Management, and

- ISO 14001:2004 Environmental Management Systems

Doğuş Construction organizes internal training concerning Quality, the Environment, Health and Safety, as a part of its Employee Orientation programmes. Furthermore, all employees of Doğuş Construction are provided with handbooks on Health, Safety and Environment Policy and Safety at Work.

Another Doğuş Group company, Doğuş Otomotiv, also organizes internal training for its employees on Occupational Health and Safety issues. The company has also developed the "Doğuş Otomotiv Health and Safety Internal Legislation Handbook", to be shared by the company staff.

### **Employee Development and Volunteering**

Employee development is highly supported by Doğuş Group and is the most important factor for a productive work force. During 2007 and 2008, the Group has invested over 3,000,000 TL in the development of its Human Resources, through Training and Development programmes.

Doğuş Group employees are strongly encouraged to attend both internal and external training programmes on a wide range of areas, including professional development, language skills, computer literacy and personal development. While the Human Resources department of each Group company plans and administers their own annual training schedules, Group-wide training is also organized and welcomes attendance of staff members from all of the Group companies.

Among the Group companies, Garanti Bank employees are also encouraged to share their knowledge and to actively engage themselves in their community. Garanti employees have recently founded a corporate social responsibility club named 'Volunteer Cloves'. By investing their time and talent for the public development, the employees strengthen their own understanding of responsibility and deeply anchor it in the corporate DNA.



*During 2007-2008,  
the Group companies  
collected paper amounting  
to 676,570 kg.*



## Environment

Deterioration of the environmental resources, and the resulting climate change, are 2 of the most important issues of the 21<sup>th</sup> century affecting all members of the global society. Doğuř Group, as a member of this society, is aware of its responsibilities and has been working to integrate environmental measures in its business practices.

### Environmentally Friendly Approach at the Work Place

#### ***Recycling and Waste Management***

Since the early 2000s, Doğuř Group has maintained recycling practices and waste management activities at its office premises.

#### **Waste Paper Recycling**

Since 2002, the Ayhan řahenk Foundation has been coordinating the waste paper recycling practices of the Doğuř Group companies, including the Foundation itself, Doğuř Holding, Garanti Bank, Doğuř Otomotiv-Doğuř Oto-Haramidere, Doğuř GE R.E.I.T-Doğuř Power Center, Doğuř Media Group-NTV and Doğuř Tourism Group Head Office. All members of the staff are strongly encouraged to use the paper recycle bins located at the offices and the bins are periodically collected by the Foundation, to be submitted to the licensed recycling institutions of the Turkish Ministry of Environment and Forestry.

During 2007-2008, the Group companies collected paper amounting to 676,570 kg and from 2002 to the end of 2008, the total amount of paper collected for recycling has reached a total of 2,903,075 kg. As a consequence of the paper recycling practices, the Foundation has contributed to the saving of 75,872 trees and has also been using the revenues, collected from recycling, on further enlargement of the "Ayhan řahenk Forests of Endearment."

In addition, other Group companies have been maintaining their own individual paper recycling practices. Doğuř Construction has located paper recycle bins at different spots on the office premises and has been working with the licensed recycling facilities of the Turkish Ministry of Environment and Forestry. Another Group company, Doğuř Otomotiv, is a member to řEVKO Foundation (Foundation for Environmental Protection and Reuse of Packaging Waste) and has been working with a private recycling facility on a contract base for the recycling of the collected paper at the office premises. Companies of the Doğuř Tourism Group and D-Marin Turgutreis Marina have also placed paper collection bins at the work place and facility areas and have been working in close cooperation with the related municipalities for the recycling of the collected material.



### Plastics, Glass and Metal Recycling

Construction, automotive and tourism companies, operating under Doğuş Group, have been undertaking recycling practices, covering other materials including plastics, glass and metal. Similar to recycling of paper, the recycling practices are managed in cooperation with the licensed facilities of the Ministry of Environment and Forestry.

### Waste Management and Utilization of Environmentally Friendly Technology

For Doğuş Group, waste management is quite important particularly in the construction, automotive and tourism business lines where necessary precautions should be taken in order to prevent any harm to the biodiversity in the surrounding areas.

Some of the office and facility premises of Doğuş Group consist of waste battery collection points and all employees and customers are encouraged to dispose of their used batteries at these points. The collection points are periodically emptied by the licensed institutions of the Ministry of Environment and Forestry to be destroyed according to the related regulations.

All kinds of waste materials are also destroyed by the licensed facilities, including household waste, liquid waste and packaging waste that are collected at the construction sites of Doğuş Construction, in line with the national regulations.

The waste management in the automotive sector is strictly applied in the after sales services where a significant amount of waste material is produced as a result of repair practices. The authorized services of Doğuş Oto are responsible for the collection of their own waste material and for the submission of these material to the licensed facilities for destruction.

Doğuş Oto and all authorized services of Doğuş Otomotiv in this area have taken the first step in becoming a "green" dealer and have been working in coordination with PETDER (Petroleum Industry Association) for the collection of waste motorine and with AKÜDER (Accumulators and



Recycling Facilities Association) for the collection of waste accumulators. Doğuş Oto has also been collecting and destroying tires according to the related regulations. Last but not least, all Doğuş Oto authorized services also utilize water decomposition canals and use water base paints in all of their dyehouses.

Opened in 2008 under the roof of Doğuş Otomotiv, the Meiller-Doğuş Damper Factory is the only production plant of Doğuş Group and has been working on waste management since the opening day. Meiller Doğuş Damper not only utilizes the Waste Management practices, but also produces Waste Management Equipments. The foundations of Krone Trailer factory, which was planned to be the Doğuş Otomotiv's second production plant, has been laid in 2008 and is still in the construction process.

Other initiatives, concerning the automotive sector in this area, are the application of environmental policies in line with DOS 3 (Dealer Operating Systems) at the Scania authorized services and Doğuş Otomotiv's ongoing work on the "Regulation on the Control of Dated Vehicles", under the supervision of the Ministry of Environment and Forestry of the Turkish Republic.

Within the sector of tourism, Doğuş Group pays special attention to the issues of waste management and environmental protection.

Waste management is strictly followed in all tourism-related facilities operating under the Group. *D-Marin Turgutreis Marina* is especially important in this respect and several precautions have been taken to minimize the environmental degradation in the surrounding region. The marina has been awarded with the “Blue Flag” since 2004. This is an international environment award given to beaches and marinas that possess the requirements concerning environmental protection and sustainability measures. *D-Marin Turgutreis Marina* has also been maintaining activities in this area in cooperation with DenizTemiz Foundation, one of the leading environmental organizations in Turkey.

Other waste management practices applied at the marina, under waste management systems, include the following: the establishment of water circulation systems inside the harbour, collection and refinement of household water, solid waste collection points, bilge water collection services and waste motorine collection points. The waste collection points are licensed by the Ministry of Environment and Forestry and managed by the marina. Further, sea barriers were built into the marina for the prevention of petroleum spills, and other fuel oil outflow, in case of an accident at the marina.

The marina management has also taken precautions to minimize the effects of pesticide treatments around the facility and has contracted with a licensed company which uses environmentally friendly pesticide material. Furthermore, the swimming pools, available for the use of marina guests, are also cleaned through ionization for the minimization of chemical materials that are used for purification.

Another marina investment of Doğuş Group, D-Marin Didim Marina, is due to open in May 2009. This marina has been built with the same environmentally friendly technology as the D-Marin Turgutreis Marina, and incorporates the same environmental protection measures.

### **Energy and Water Consumption**

Doğuş Group has been working on the

minimization of water and energy consumption at the office premises through energy saver lighting systems as well as photocelled water and electricity systems. Furthermore, the “green” areas in the tourism and services facilities are irrigated through automatic control systems and drip irrigation systems for maximum water saving. *D-Marin Turgutreis Marina* has also been using processed and purified sea water for household consumption and irrigation at the marina facilities. The water is periodically tested before and after the purification process.

### **Environmentally Friendly Products and Services**

Doğuş Group offers environmentally friendly products to its customers, through the services and distributorship of its Group companies.

#### **Banking and Finance**

Launched in 2007, the “Environmentally Aware Bonus Card” is one of the many projects of Garanti Bank in partnership with WWF-Turkey. The Environmentally Aware Bonus Card provides customers with the chance of donating a portion of their spending credits to WWF-Turkey. The card is made up of environmentally friendly materials, with the lowest level of PVC, and all of the card-related printed material is produced with recycled paper.

#### **Automotive**

Aside from environmentally sensitive technologies used at authorized service locations of Doğuş Oto, Doğuş Otomotiv offers environmentally friendly models of the leading brands that the company represents. As one of the leading automotive distributors of Turkey, including Volkswagen, Audi and Scania, Doğuş Otomotiv maintains its negotiations with these brands for the introduction of more environmentally sensitive models to the Turkish market such as the Bluemotion engine technology of VW Passenger Cars.

#### **Media**

In 2008, NTV channel of Doğuş Media Group started the broadcast of the “Green Screen” with the aim of increasing public awareness and knowledge concerning the environmental problems. The issues, covered in the “Green



International Coastal Cleanup Day

Screen” broadcast, include climate change, inorganic food, waste reduction, immigration problems, carbon emissions and electromagnetic pollution. These issues were shared with the audience through special TV programs and documentaries.

### Environmentally Friendly Investments

The preservation of the environment is of great importance in the investment projects executed by Doğuş Group, and the Group is in full compliance with the applicable environmental laws and regulations. Particular care is taken to protect natural resources, to minimize the negative environmental impacts and to adopt necessary mitigation measures.

The Doğuş Group companies, operating in the construction and energy sectors, are responsible for the preparation of a comprehensive Environmental Impact Assessment Report, prior to the initiation of each investment project. These reports are subject to approval by the Ministry of Environment and Forestry.

### Raising Awareness Among the Employees

While every initiative for the protection of the

environment is important, a company’s contribution to the environment would remain incomplete without raising the level of awareness among its employees. In this regard, training of employees is crucial in the areas of environment and climate change.

While Doğuş Group has not started any Group-wide training programs on the environment and climate change as yet, different Group companies have initiated their own training programs or have been participating in ongoing programs initiated in these areas.

The Group personnel working in the sectors of construction and tourism, have been undergoing orientation programs covering issues of environment, energy and water savings. Furthermore, in 2008, Doğuş Media Group organized 2 training events for its employees on the environment and climate change. Finally, Doğuş Energy employees have participated in the Climate Change Evaluation meetings, first organized in 2008 and regularly organized by TÜSİAD (Turkish Industrialists’ and Businessmen’s Association) and the National Energy Productivity Forum.

D-Marin Turgutreis Marina has also been organizing environment-related events in cooperation with DenizTemiz Foundation/ TURMEPA with the aim of raising awareness among its employees, the local residents of Bodrum, Turgutreis and the guests of the marina. The International Coastal Cleanup (ICC) Campaign is one of the most remarkable events of this kind and it takes place annually, on the International Coastal Cleanup Day, with the participation of D-Marin employees and guests.

# Transparency and Accountability

Doğuş Group deeply acknowledges the importance of transparency and accountability in today's business environment, where all business-related actors, ranging from corporations to customers and from employees to society in general, are strongly affected by each others' actions. In all of its operations and business activities, Doğuş Group integrates globally-accepted ethical and social measures and communicates the consequences of its activities to its stakeholders, in line with its principle of responsible business conduct.

Doğuş Group strictly follows not only ethical standards in its own business but also requires the same approach on the part of all of its stakeholders, both in the national and international contexts. Doğuş Group embraces the principle of "not being involved" with any party that acts contrary to globally accepted standards and is unable to provide reliable disclosures with regards to its actions.

## Ethical principles

A key principle for Doğuş Group is strict compliance with the Code of Conduct and Standards. Actions, in violation of the company's Code of Conduct, are subject to disciplinary measures. As a participant to the United Nations Global Compact since April 2007, the Group reaffirms its commitment to fight against corruption both internally and in other areas which fall within the sphere of its influence.

Ethical principles are spelled out and documented in procedures under the following headings:

- time and resources utilization at the companies;
- relations with customers and subcontractors, suppliers of goods and other companies and individuals with whom the company has commercial relations,
- the acceptance of gifts, invites, aids and donations,
- relations with the media,
- actions that will result in conflict of interest,

- safeguarding of the information pertaining to the companies, personal information, professional misconduct, security, and harassment.

## Ratings

Doğuş Holding has become the first corporation in Turkey to be rated by the 3 major international rating agencies: Standard & Poor's, Fitch and Moody's. The Holding company has been rated by Standard & Poor's and Fitch since 2000, and by Moody's since 2006.

As a consequence of these ratings, Doğuş Holding benefits from instant comparability in credit terms, both in the national and international contexts, by providing its stakeholders with standardized and reliable information. This not only creates an opportunity for financial institutions with regards to their credit risk analysis, but is also an acknowledgement by the rating agencies that the Group's management quality reflects its alignment with global corporate governance principles.

## Management at Doğuş Group

All companies of Doğuş Group are effectively managed and supervised by their individual Board of Directors, which are composed of highly skilled and experienced professionals with diverse and complementary backgrounds. At each Group company, the Board of Directors convenes according to the pre-determined intervals and business requirements throughout the year.



All companies, operating under Doğuř Group, have established different committees that may vary with the need and requirements of each company and are subject to the oversight of the Board of Directors of that company.

The following Doğuř Group affiliated companies are listed at the Istanbul Stock Exchange; Garanti Bank, Garanti Asset Management, Garanti Investment Trust, Doğuř Otomotiv and Doğuř GE R.E.I.T.

## Risk Management

Corporate Risk Management is an issue to which the Group companies have always given great importance. The members of the Doğuř Group are the authors of the first *Risk Management Practices* introduced within their respective sectors in our country.

Following the banking regulations of 2001 and featuring a risk management system within the Garanti-owned Ottoman Bank since the 1990s, Garanti Bank established its own risk management system that created awareness within financial companies of the group.

Right after the adoption of Enterprise Risk Management practices in non-financial companies in 2006, Doğuř Group now has a Group-wide Risk Management approach covering both financial and non-financial companies.

As a result of a Group-wide restructuring, completed in 2007, the concept of Risk was set on a shared management platform throughout Doğuř Group and so far, the Group's consolidated Risk Management has been largely completed. With the culmination of this project, the Group is now able to monitor and assess its risks on a consolidated basis.

In light of findings and of the consolidated picture that has emerged, the concept of Risk currently plays an important role in achieving a much more effective and flexible structure in management, both on an individual company basis and throughout the Group as a whole.

## Accountability towards Our Stakeholders

Doğuř Group pays a great deal of attention to the disclosure of its financial and non-financial information to its shareholders, employees, customers, national and international business partners, suppliers, the existing and potential investors of its publicly-floated companies, and the public at large.

Doğuř Group makes all relevant information available on its website, "[www.dogusgrubu.com.tr](http://www.dogusgrubu.com.tr)", and keeps the public duly informed on its corporate strategy, activities, and new fields of investment, through Annual Reports and through periodic press releases and conferences.

The Group's financials are drawn up quarterly in accordance with the International Financial Reporting Standards (IFRS), and the independent semi-annual and year-end audit reports are shared with the public.

All Doğuř Group affiliated companies, that are listed at the Istanbul Stock Exchange, also consist of Investor Relations departments, which are effectively managing the flow of information to the stakeholders, in line with the national regulations. In the fields of activity and performance, the Group's publicly-floated companies are publicly disclosed in conformity with the CMB principles by the respective companies. In terms of public disclosure, the ISE Material Event disclosures are under the responsibility of the Holding's Finance Department.

## Customer-Focused Management

Fair treatment and satisfaction of customers has utmost importance for all Doğuř Group companies. At Doğuř Group, customer satisfaction levels are measured through different means including, and not limited to, comprehensive corporate reputation and consumer satisfaction research studies, consumer surveys, call center databases and customer complaints databases. Depending on the regular evaluations by the related departments of the Group companies, amendments in the services are realized where necessary.

Three business lines of Doğuř Group are particularly significant, with reference to the sustainability of sound customer relationship management: banking and financial services and the sectors of automotive and tourism.

### **Banking and Finance**

In 2005, Garanti Bank has become the first bank in Turkey to support the initiation of Consumer Satisfaction Index and since then, it has maintained its support for this initiative. The Bank has continued to conduct Customer Satisfaction and Customer Loyalty research studies for each of its business lines including Individual, SME, Corporate and Private Banking. Furthermore, alternative banking distribution channels, such as telephone banking and internet banking, are also subject to regular monitoring and measurement for the improvement of services in these areas.

Customer loyalty levels are also measured through an annual Net Recommendation Score study, with the participation of individual and SME customers. Secret customer research is also conducted at the branches of Garanti in order to maintain high standards in services.

Garanti Bank has established the “Just Customer Line” through which customers are able to convey their complaints and suggestions, either by calling 444 0 338 or by entering the link on the bank’s website, “[www.garanti.com.tr](http://www.garanti.com.tr)”. The complaints and suggestions are shared with the related departments of the bank to be evaluated and resolved. The customers are informed about the results and all data are kept at the Customer Satisfaction Database, to be used for further amendment of the customer services.

### **Automotive**

Doğuř Otomotiv uses a variety of research studies, on a regular basis, in order to measure the customer satisfaction and awareness levels and act upon the findings of these studies:

- Doğuř Otomotiv Corporate Reputation Research
- VW AG Brand Awareness Research
- Corporate Image, Satisfaction ve Awareness Research
- Customer Satisfaction Research

- Mystery Customer Research
- Customer Tendency Research
- NCBS-New Car Buyers Survey

The findings, of these research studies, are shared with the related brands and subsidiaries of the company and actions for improvement are taken at the authorized sales and after sales services.

Customer complaints and suggestions are entered in the data base, by the Doğuř Otomotiv Call Centres and these data are promptly shared with the Customer Relationship departments of the related brands. The Customer Relations departments, and the authorized sales and after sales services of Doğuř Otomotiv, work together during the amendment of the process.

Furthermore, Doğuř Otomotiv website also consists of a link on its website, “[www.dogusotomotiv.com.tr](http://www.dogusotomotiv.com.tr)”, where customers can share their complaints and suggestions. The data collected are then conveyed to the related departments by the company’s Strategic Marketing and Corporate Communication Department.

All customers of Doğuř Otomotiv are also provided with the Customers’ Handbook, by the authorized sales services, and the Handbook includes detailed information on consumer rights and the procedures with regards to their purchase.

### **Tourism**

Doğuř Tourism Group companies have conducted customer satisfaction measurement practices through standard customer surveys of their global partners, including Hyatt International Ltd, Starwood Hotels & Resorts Worldwide Inc, HMS International Hotel GmbH (MARITIM), Emporio Armani, Gucci, Aldiana GmbH (Thomas Cook A.G.).

The Group companies also regularly measure the quality of customer services at the facilities through Customer Research studies, including “mystery customer” research.

*Doğuş Group aims to continue and even accelerate this momentum by constantly exceeding our own expectations as a corporate citizen, both in the national and international contexts.*

# Adding Value To The Community

Corporate Social Responsibility  
Corporate Sponsorships





# Corporate Social Responsibility

## Doğuş Kids

Established in December 2004, **Doğuş Kids** is the social responsibility platform of Doğuş Group and it is based on the perspective that our future will be largely shaped by today's children and child development. This perspective should be given utmost importance by all actors of the current era, including the business sector.

Contributing to the development of the young, through education and entertainment activities and projects since its inception, **Doğuş Kids** aims to create a more conscious and responsible society in the areas of child development, health, safety, education, culture and arts, environment and communication.

With this objective in mind, **Doğuş Kids** engages in partnerships with other institutions including non-governmental organizations, international organizations, state and governmental bodies. All of these other institutions share the **Doğuş Kids'** vision of cultivating social change through our children.

### Child Development

#### I- Music is the key to Child Development

The "*Doğuş Children's Symphony Orchestra*" was established in 2006 as Turkey's first national, and permanent, children's symphony orchestra. The Orchestra is comprised of conservatory students, aged between 10 and 16 from different regions of Turkey, and introduces the wonder of symphonic music to Turkish children as performed by their peers.

This is an effort to provide a wider recognition of diverse and universal music in our country, and to help this music achieve the recognition it deserves, on a worldwide basis. The "*Doğuş Children's Symphony Orchestra*" promotes the artistic skills and achievements of children studying music, simultaneously in Turkey and in the international arena.

- In 2007, 9 concerts were performed by the *Doğuş Children's Symphony Orchestra* in Mersin, Adana, Ankara, Samsun, Bodrum



*"Doğuş Kids" is based on the perspective that our future will be largely shaped by today's children and child development.*



The "Doğuş Children's Symphony Orchestra" was established in 2006

and Istanbul, in front of a combined audience of 4,200. In 2008, the Orchestra performed 6 concerts in Antalya, Ankara, Istanbul, Bodrum, Basel, Switzerland and Munich, Germany.

- Since 2006, proceeds, obtained from the concerts performed by the *Doğuş Children's Symphony Orchestra*, have been used to purchase musical instruments for the Fine Arts High Schools in Anatolia, with contributions from ÇYDD (The Association in Support of Contemporary Living). To this date, donations have been made to schools in 10 cities including Adıyaman, Bingöl, Isparta, Şanlıurfa, Uşak, Tokat, Konya, Kocaeli, Sivas and Kars.

## II- Parent Education is the key to Child Development

Doğuş Group strongly believes that investing in children is a very important corporate activity and gives equal importance to the education of parents, whose actions have a profound impact on the development of their children.

Starting with their own employees, Doğuş Group initiated a series of seminars in 2007, entitled “21<sup>st</sup> Century Life Culture Seminars”. These seminars aim to prepare parents for the challenges of child development in the 21<sup>st</sup> century and to enable them to better understand the rapid changes taking place in the world. Under the moderation of Dr. Erdal Atabek, Social Psychologist, and with the participation of different guest speakers, the “21<sup>st</sup> Century Life Culture Seminars” offers a different subject each month and have been open to all employees of the Group along with their spouses.

## III- Doğuş Kids Activity Areas

*Doğuş Kids* has prepared “activity areas” at various airports and stadiums throughout Turkey, creating the opportunity to establish direct communication with children and assist in their development, through different kinds of games which help foster social development and physical motor skills in a creative, healthy and safe manner.

## Education

### Dad, Send Me to School Campaign (Baba Beni Okula Gönder)

Since 2006, on an annual basis, Doğuş Holding



Doğuş Kids Activity Areas

provides scholarships for the education of 50 female students through its support with the *Dad, Send Me to School* campaign. This is a joint effort with Milliyet newspaper, together with the Association in Support of Contemporary Life (CYDD).

## Campaign for Supporting Computerized Education

Within the scope of the Ministry of Education’s “*Campaign for Supporting Computerized Education*”, a total of 4,011 computers were donated on behalf of Doğuş Group to this date. Of these computers, 2,667 were sent to Niğde and 1,344 to Şırnak. These donations aimed to ensure that children, living in these areas, benefit from the advantages that technology can bring to education.

## Book Donation Campaign

In another example of cooperation with the Ministry of Education, Doğuş Group donated 107,000 and 154,000 books to primary schools in Niğde and

Mardin, respectively, as a part of its Book Donation Campaign in 2007.

## Health

**The “My World” Project:** Marking the first of several health-related projects, “My World” has been implemented in coordination with UNFPA (The United Nations Population Fund) since 2006. The “My World” Project identifies “peer education” activities, realized by UNFPA at various universities worldwide, and carries this concept over to the **Doğuş Kids** website, resulting in wider group access to these activities. Through this Project, **Doğuş Kids** helps children to cope with the difficulties of their adolescent years, enabling them to identify the changes facing them, including the various growth processes.

**The “Experiment and Smile” Project:** Launched in 2006 for a period of 2 years, the Project had the aim of establishing awareness among children about protective dental health through good practice. This was initiated because 84% of children, under the age of 12 in Turkey, were found to have cavities in their teeth.

In 2007, the **Doğuş Kids** Healthcare Caravan introduced oral and dental health and hygiene training to primary school students in Kırıkkale, Niğde, Aksaray, Karaman, Yozgat and Muğla, reaching over 12,000 children, in cooperation with the Turkish Ministry of Education.

In order to create social responsibility awareness, among these students, and to expand the sphere of influence of the Project, students were provided with packages of “soap” and were asked to write down messages on these packages covering what they had learned during the training sessions. Following the completion of the trainings, these packages were sent to their younger peers, residing at the countrywide centers of the Prime Ministry of Turkey, Social Services and Child Protection Institute.

## Safety

**Traffic is Life:** In cooperation with Doğuş Otomotiv, **Doğuş Kids** has initiated several projects to increase awareness among children with

reference to traffic and safety issues, under the “*Traffic is Life!*” Campaign.

Among these projects, the “*Traffic-themed Music Contest*” aimed to convey children’s thoughts on traffic to adults, and to draw the attention of both adults and children to this matter. Between 2005-2007, the competition was organized among the various primary schools throughout Turkey during the “traffic week”, held each year.

Another initiative of **Doğuş Kids**, in cooperation with Doğuş Otomotiv, was “*The Back Seat is Mine!*” Campaign, which aimed to encourage children, under the age of 12, to sit in the back seats of vehicles, on a child seat or with seat belts fastened. This initiative was designed to help prevent children from suffering casualties in traffic accidents, due to the misuse of seat belts or failing to use seat belts at all. It also had the aim of encouraging children to draw their families’ attention on this subject. From the start of the campaign, training sessions, entitled the “*The Back Seat is Mine*”, have been conducted in various elementary schools, reaching a total of 20,000 children.

## Environment

Doğuş Kids highly values the environment and supports projects that teach children the importance of developing environmental awareness. In 2007 and 2008, efforts to expand the “environmental” section on the Doğuş Kids website continued to raise environmental awareness among children.

## Communication

[www.doguscocuk.com.tr](http://www.doguscocuk.com.tr)

The **Doğuş Kids** initiative also reaches children through its website. With a target audience in the 7-12 age groups, the website’s editorial functions are also performed by volunteer children. Through this interactive website, children express themselves on various topics while sharing their opinions with their peers. Covering sections on sports, health, science, technology, cinema, theater and traffic, the website has attracted nearly 84,000 members from 81 provinces of the country by the end of 2008.



*The majority of the Foundation's activities, in 2007 and 2008, focused on education, health and environmental issues.*

# Ayhan Şahenk Foundation

The Ayhan Şahenk Foundation was established in 1992 by Ayhan Şahenk, the Honorary Chairman and Founder of Doğuş Group, to undertake initiatives in education, culture, health, environmental issues and sports, as well as offering social aid to those in disadvantaged areas. The majority of the Foundation's activities, in 2007 and 2008, focused on education, health and environmental issues. As in previous years, children were the target audience for these activities.

## Health

In March 1997, the Foundation started the "Mobile Healthcare Units" project, in order to support the government of the Turkish Republic in dealing with health problems and providing sound health services for the disadvantaged citizens, and for children in particular.

Since the initiation of the project, 331,000 patients, from disadvantaged backgrounds, have been treated through the "Mobile Healthcare Units". In 2007 and 2008, 21,874 and 24.206 patients were treated, respectively. The project will continue in 2009, covering the cities of İstanbul, Ankara, Edirne, and Niğde.

## Education

In terms of educational activities, The Foundation focuses its work in the area of educational support, including provision of scholarships, donation of computer and training sets and school renovations.

In 2007, the İstanbul Büyükçekmece Ahmediye Doğuş Primary School was restored by the Foundation with some new equipment purchased to prepare the school for the academic year. In 2008, the Foundation undertook the provision of training materials and equipment for the "Rehabilitation Center for the Mentally Disabled" in İstanbul, the biggest center of its kind in Turkey.

Furthermore, in 2008, the Foundation undertook the restoration of the Faik Şahenk Primary School, which consists of 24 classrooms that had been built by the Foundation in line with earthquake precautions in Darıca during the previous years.





Mobile Healthcare Units

The Ayhan Şahenk Foundation also undertook the landscape and arboring work of the historical Technical High School in Maçka, İstanbul, as a part of its environmental work.

In 2007, the Foundation received the honor of being chosen as the winning project in the competition of “*The Most Successfully Applied Environmental Project*”, by the General Directorate of Foundations. The Foundation received this award as a result of the reforestation of 175 hectares with 200,000 saplings, planted in a forest which had been razed to the ground in a forest fire in Konacık, Bodrum.

Other than the restoration, a science laboratory was constructed in the building and the existing building was extended, due to the increase in the number of students.

In the main, educational support activities targeted the primary schools in the underdeveloped regions of Turkey, with the aim of contributing to the creation of equal educational opportunity within the country.

## Environment

Through the “**Ayhan Şahenk Sevgi Ormanları**” (Ayhan Şahenk Forests of Endearment), started with the aim of leaving an healthy and liveable environment for the future generations, a total of 537,000 trees were planted in the Marmaris, Bodrum, Niğde and İstanbul and İstanbul-Alemdağ regions of the country. These forests and green areas were selected because they were demolished through fires, mining and erosion. The maintenance of these forests were also sustained regularly, throughout 2007 and 2008, in line with the agreement signed with the Ministry of Environment and Forestry.

## Social Assistance

As part of the Group’s commitment to bring social aid to the underprivileged, the Ayhan Şahenk Foundation maintained its support to those in need. During the last 2 years, the Foundation provided food staples to 4,000 families and clothing to 2,500 students who were living under unfavorable conditions. Furthermore, a total of over 150,000 people were hosted at “iftar” dinners, served throughout the month of Ramadan, in 2007 and 2008.

Mobile Healthcare Units



## Banking and Financial Services

### Education

#### Teachers Academy Foundation (Öğretmen Akademisi Vakfı)

In 2008, as an indication of education's role in the overall well-being of society and its long term commitment for this goal, Garanti established a foundation called the Teachers Academy Foundation. This Foundation aims to serve the development of teachers, ranging from enhancing their capacity to raising the next generation, to helping them reach the level of recognition and self-esteem that they deserve in society.

With this understanding, the Foundation's first project, *Öğretmenin Sınırı Yok* [No Limits to Teach(er)] aims to contribute to the current education model, provoking analytical thinking and research.

### Environment

#### World Wide Fund for Nature (WWF) – Turkey

Garanti has been the main sponsor of WWF-Turkey since 1992, supporting conservation and



creating awareness on major environmental issues. Launched in 2007, the *Environmentally Aware Bonus Card* is one of the many projects of Garanti and WWF. The credit card provides customers with the chance to donate parts of their spending credits to WWF-Turkey.

*Former U.S. Vice President Al Gore, came to Turkey for a conference hosted by World Wildlife Fund, Turkey and Garanti Bank. Based on his 30-year work and scientific data, Gore delivered his message on June 12, 2007 at Çırağan Palace. As the guest of WWF Turkey and Garanti Bank, Gore took one of his now-famous conferences to Turkey, enhancing the value of his documentary film, "An Inconvenient Truth."*





## Corporate Volunteering

### Denizyıldızları (Starfish) Project

Since 1998, the Denizyıldızları (Starfish) Project has been supported by the donations of employees, customers, and friends of Garanti. There are 4 constructed and completed schools and the aim is to enroll 3,000 students annually.

### The Community Volunteers Foundation (TOG)

Since 2003, Garanti has been the main sponsor of TOG, whose vision is to realize social peace, solidarity and change through the participation and leadership of the youth.

## Women

### Supporting Women Entrepreneurs

Garanti has been supporting women entrepreneurs in Turkey for the past 3 years.

As part of this effort, in cooperation with the Economist magazine, Garanti organizes the "Turkey's Women Entrepreneurs Competition". In addition, Garanti organizes the "Women Entrepreneurs Meetings" and co-hosts the meetings with the Women Entrepreneurs Association of Turkey (KAGİDER). In these



meetings, various important issues are discussed, including topics related to marketing, future trends, EU integration, technology and image hints.

### Dad, Send Me to School Campaign (Baba Beni Okula Gönder)

Together with Milliyet newspaper, and in conjunction with the Association in Support of Contemporary Life (CYDD), Garanti joins in the united effort to support the Project, "Dad, Send Me to School". Since 2006, on an annual basis, Garanti has provided scholarships for the education of 100 female students.

## Customers

### Garanti Anatolian Meetings (GAS)

Since 2002, Garanti has organized a series of conferences called "Garanti Anatolian Meetings," aiming to gather local industrialists and governors. The meetings have paved the way for professionals and experts to discuss various important issues, including:

- changing economic and market conditions,
- evaluating regional and international opportunities,
- exploring potential spheres of business, and
- finding regional solutions in cooperation with local industrialists and officials.

At present, Garanti has organized meetings with 18,500 SMEs.

Women Entrepreneurs Association of Turkey



# Automotive

In recognition of its social responsibilities, Doğuř Otomotiv develops and undertakes projects that are innovative and exemplary.

## Safety

### Traffic is Life

In 2004, Doğuř Otomotiv initiated a series of social responsibility activities in cooperation with Doğuř Kids with the aim of promoting a higher level of overall responsibility, awareness and perception about traffic among the Turkish general public, and the young generation in particular. Gathered under a single banner of "Traffic is Life", these social responsibility activities give a new dimension to traffic education.

Being able to reach 1.5 million children through its advertising campaigns including "Traffic-themed Music Contest", "Back Seat is Mine" and "Stop at Red Light", Doğuř Otomotiv aims to reach a larger audience and increase public awareness through more advertising campaigns. Becoming a member of the project "Attention in Traffic, 10,000 Lives" under the auspices of Turkish Republic Presidency in 2008, Doğuř Otomotiv aims to increase social consciousness about traffic and decrease death casualties and injuries in Turkey.

## Education

### Doğuř Otomotiv-Volkswagen Training Lab, Samandıra and Őiřli

In 2005, Doğuř Otomotiv established Training



Laboratories to support education in industrial and vocational colleges, as well as to provide education and job opportunities to more students.

Opening the first laboratory in the "Őiřli Industrial and Vocational College" and the second in the "Kartal Samandıra Industrial and Vocational College", Doğuř Otomotiv provides training and employment opportunities to 50 students at the Doğuř Otomotiv Volkswagen Training Laboratories each year. The educational topics taught at the laboratory include "Safety at Work", "Gasoline Engines", "Diesel Engines", "Basic Electrical and Current Diagrams", "Heating/AC and Brake Systems", etc.

From the day of establishment and onwards, Doğuř Otomotiv has supported 58 industrial and vocational colleges; and the company plans on opening more laboratories for training purposes in colleges at Bursa, Ankara and İzmır in the near future.



*The vocational college experience prepares the students for more than the automotive requirements of their current jobs, provides awareness for social responsibility and future personal growth.*

# Construction

## Health and Safety

Local and international occupational health and safety requirements are meticulously applied in every phase of the construction work. Compliance, with project specific and general environmental and labour safety requirements of each project, is a key to the high service quality offered by Doğuř Construction to its clients. Accordingly, the employees are provided, on a continuous basis, with training courses to keep up with the changing requirements in the areas of Quality, Environment, Occupational Health and Safety Management Systems.



*Doğuř Construction, uses improved modern techniques, such as “measurement of ambient noise” to reduce “noise pollution” during the construction phases. Doğuř Construction also enhances the cultural heritage of any region in which the company operates.*

Doğuř Construction is certified by the Det Norske Veritas (DNV) whose objectives are “Safeguarding life, property, and the environment” and is a leading provider of services for managing risk. DNV issued several certificates for Doğuř Construction including ISO 9001:2000 Quality, OHSAS 18001:1999 Occupational Health & Safety, and ISO 14001:2004 Environmental Management. Doğuř Construction is also recertified by Lloyd’s Register (LRQA) with reference to ISO 9001:2008 Quality Management, OHSAS 18001:2007 Occupational Health & Safety Management, and ISO 14001:2004 Environmental Management.

## Environment

The preservation of the environment is of great importance in the projects executed by Doğuř Construction. Particular care is taken to protect natural resources and to minimize the negative environmental impacts and to adopt necessary mitigation measures. To this end, Doğuř Construction is in full compliance with the applicable environmental laws and regulations. Below are 3 examples which relate to this environmentally friendly project approach of Doğuř Construction.

### Marmaray CR1 Project

Planning studies are still underway with reference to issue of “noise”. Noise measurements have been completed by a subcontractor firm and a detailed report has been provided. In this study, noise measurements were performed in the entire road path and the surrounding villages. Current noise levels (detailed as “train passing noise level” and “ambient noise”) are available in our office. In fact, this study was accomplished to compare the current noise level with the noise level when CR1 Project is completed; thus, to ensure that the final noise level is less than the current level.

Apart from this study, we are performing noise measurements by tracking the entire route with the employer, the employer representative and a professor from Istanbul Technical University (İTÜ). These measurements will observe the noise that may be produced during the construction process.

In addition, Doğuř Construction will attempt to determine critical receptors, or locations that are very close to the route (i.e., apartments and specifically hospitals, schools, mosques, etc.). As a result of this study, Doğuř is attempting to determine the locations and areas with higher noise levels and the potential methods of prevention to reduce the noise to the minimum levels that are possible to achieve.

Within the scope of CR1 Project, 36 station buildings will be constructed. In addition, historical station buildings, waiting halls, historical canopies and hotels are located along the route of the track. Besides these, there are historical buildings that are not in the station areas but are still close to the route. Accordingly, the Council of Monuments is conducting another study, related to these buildings and the Council will decide if some of these buildings will be preserved or restored and if some will be moved to another location.

While the Project route was under review, environmentally vulnerable areas were considered and the route was adjusted to avoid these vulnerable areas, including Soęuksu, Tuzla Lagoon, Kckekmece Lake, the Bosphorus Conservation Area and other environmentally sensitive areas.

In reality, apart from these studies, the Marmaray Project aims to encourage the travelling population to select railway transportation so that the motorway vehicle traffic will be less dense, and emissions will be reduced. In this way, air pollution and the negative consequences of the greenhouse effect can be prevented.

#### **Morocco, Argana – Amskrud Motorway Project**

The Argan tree is an endemic species, unique to Southern Morocco, and fruits resemble olives. The oil from the Argan fruit is one of the most valuable plant oils in the world, containing an excess amount of Vitamin E. The absorption rate of the oil is very high and it is used as a cream to nourish the skin and to delay the aging process.

The Argan tree exists only in the south-western area of the Moroccan State. This tree is an endangered species and under protection. Accordingly, in collaboration with the Moroccan Forest Administration, the Morocco, Argana – Amskrud Project team chose to build the required depots only where there were a minimum number of trees.

The Project team compensated for any potential damage to wildlife by using the depot areas to grow Argan trees in an area of 75 hectares, as identified by the Moroccan Ministry of Forestry. In this way, the Project team attempted to protect the wildlife and valuable natural resources, presenting a valuable forest to the country.

#### **Sinop-Boyabat Road Construction (With Tunnel Crossing) Project**

Along the projected route, there are 5 different areas (total length of 8.8 km) where terrain observations and drillings were accomplished. To reduce damage to forests, steep-sloped high cutting excavations were eliminated in order to avoid damage to forests. Further, in geologically stratified flysch beds, “heel fillings” were built to form the motorway platform and to reduce the potential risk of landslip, with the hydraulic underground movements. Finally, where the motorway route is constructed near villages and neighbourhoods, high cuttings were reduced in order to conserve the forest and to prevent landslip risk in the settlements.

In the Project, excavations were completed in the Gkrmak Stream borrow pit and Stream material was gathered, to be used in the motorway fillings. After an exchange of letters was concluded between the Project administration and the Turkish Republican Motorways, the borrow pit excavations were backfilled with the top layer of soil (i.e., organic layer) which was removed from the motorway route. With this method, the Stream’s flora was replenished.

Where the motorway runs parallel to the Stream in the Project, the Stream bed was modified to prevent soil erosion.

## Media

### Education

#### “More Schools!” Campaign

On April 23, 2007, the **NTV** channel of Doğuş Media Group launched the “More Schools!” campaign to raise funds for 100 new classrooms. At the end of NTV’s 15-hour telethon in collaboration with UNICEF, the target was surpassed, with enough donations collected for 125 new classrooms.



Charitable individuals and institutions, responding to NTV’s call, participated in the campaign by sending text messages and/or donating money to the bank accounts, addressed during the broadcast. In total, TRY 1.6 million in funds were raised for the “More Schools!” Campaign.

Turkey’s leading companies and famous artists also extended their support to the campaign through donations. The text messages, sent by the individuals watching the program, accounted for TRY 600,000. In addition, NTV also donated the advertising revenues that it received on April 23, the National Sovereignty and Children’s Day, to this campaign.

#### “Turkey as Photographed by Children”

During 2007, the “Turkey as Photographed by Children” Project was implemented with the joint efforts of the Ministry of National Education and NTVMSNBC. The Project aimed to introduce the infinite world of photographs and of the art of photography to children, thus helping them to find new means of self-expression.

A total of 512 primary school students, from 8 cities, received theoretical training and field training in this discipline. The children were provided with the opportunity to take photographs freely for a period of two weeks. A special Project page was created on NTVMSNBC and was dedicated to the photographs taken by the children, thereby sharing them with the public through a virtual exhibition.

#### “We are Adding Kinder Gardens” Campaign

On April 23, 2008, NTV initiated the “We are Adding Kinder Gardens” (**Anaokulu Ekliyoruz**) Campaign, in cooperation with UNICEF. The fundraising campaign aimed to provide for the opening of new kinder gardens in 13 cities within Turkey. Throughout the campaign which lasted for the whole day, approximately TRY1.000.000 was collected and furthermore, NTV donated the advertising revenues of the day to the campaign.

### Environment

#### Green Screen Project

NTV started the Green Screen Project in 2008 with the aim of increasing public awareness and knowledge on the environmental problems. The Project was embraced and supported by all medium and brands of the Doğuş Media Group. To name a few: green guide inserts were distributed with National Geographic, the playlists of some radio stations were re-structured and composed of those singers and groups who are green activists, ntvmsnbc prepared an exclusive green microsite, where readers could calculate how green they are and follow up the latest news and analyses on the subject of green, green industry was discussed in economy line-up etc.

The issues covered in the Green Screen Project include climate change, inorganic food,

waste reduction, immigration problems, carbon emissions and electromagnetic pollution. These issues were shared with the audience through special TV programs and documentaries.



## Tourism

### Education

Doğuş Tourism Group maintains its support to Ayhan Şahenk Alantur Primary School in Alanya Kestel, which was built by the Group in 1985 and extended in 2005, with the addition of 8 extra classrooms.

Other social initiatives of Doğuş Tourism Group include fundraising supports to “Bir Dilek Tut” (*Make a Wish*) Foundation at Hyatt Regency Istanbul, and to UNICEF, at Sheraton Voyager Antalya Hotel, Resort and Spa.

### Health

A Doğuş Tourism Group company, Arena Giyim, supports the global fight against AIDS, the terminal disease of our era. Arena contributes to the Global Fund to Fight AIDS, tuberculosis and malaria within the scope of the Emporio Armani’s “Red” Campaign.

Since 2006, *Product Red* items have held the spotlight within the scope of this campaign, by virtue of the involvement of well-known celebrities from all over the world. These items have been on sale at Emporio Armani stores, owned by Arena Giyim. The Fund receives a donation of 40% of revenues generated from sales of the *Product Red* collection, which will expand in range each season. These donations support projects aimed at developing treatments for AIDS, offering nutritional and psychological support, and preventing the transmission of the disease from mothers to children.



## Real Estate



Evidea Residential Project in Çekmeköy

### Community

DOĞUŞ-GE REIT (Real Estate Investment Trust) intends to contribute to the social, cultural, artistic and economic development of communities. This activity occurs in the regions where the REIT develops projects and attempts to implement several social responsibility projects. The most significant example of these projects is the Company’s support to the Dudullu Cultural Center, with the aim of contributing the social and cultural development of the area, in parallel with the Evidea Residential Project in Çekmeköy.

*By building and supporting certain primary schools and by the creation and support the health initiatives, Doğuş Tourism Group provides the education and awareness that will materially assist in the health and educational development of youth.*

# Corporate Sponsorships

## Doğuş Holding

### Art and Culture

#### D-Marin Turgutreis International Classical Music Festival

Doğuş Group continues to contribute to the development of classical music and to provide support for this music. The Group strives to ensure its access to a wider section of the population and help Turkish artists produce world-class pieces. Since 2005, Doğuş Group has been organizing the *D-Marin Turgutreis International Classical Music Festival* in Bodrum. This Festival highlights the support that is required for the development of diverse forms of music.

In 2007, the Festival took place between August 30-September 2, and hosted various gifted artists both from Turkey and other countries, including Gülsin Onay, Han-Na Chang, Shlomo Mintz, Kit Armstrong and Mirjam Tschopp. In 2008, the Festival took place between August 22-25, and again hosted other gifted artists from Turkey and other countries, including İdil Biret and Maxim Fedotov.

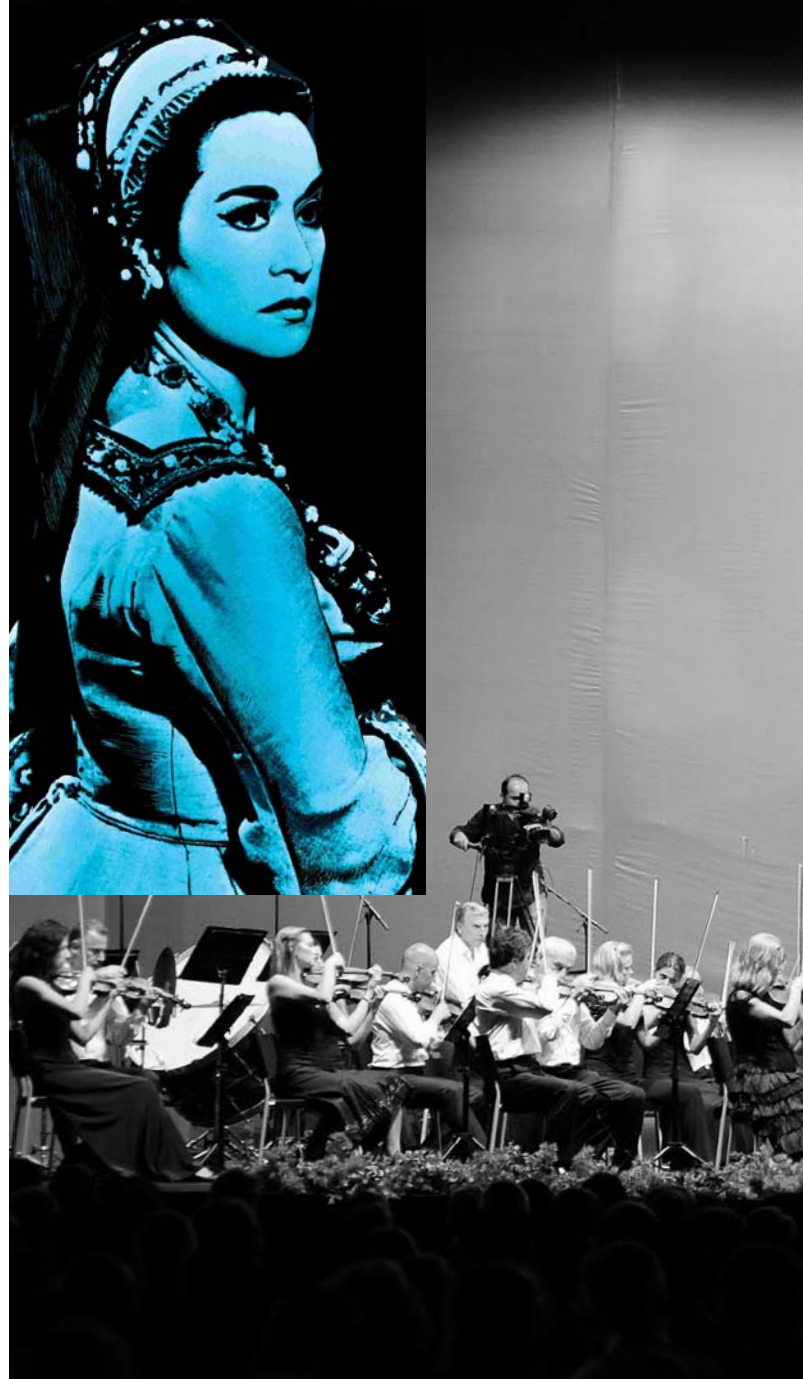
#### Presidential Symphony Orchestra of Turkey

The Presidential Symphony Orchestra of Turkey, which was established in 1826 in the capital of Turkey, Ankara, has been one of few orchestras in the world that has managed to survive till our day.

In November 2007, Doğuş Group signed an agreement, with the Ministry of Culture and Tourism, to become the main sponsor of the Orchestra for a period of 3 years and to start the "Technical Betterment Project" of the concert building of the Orchestra. The renovation work was completed in less than a year, by October 2008, covering the renovation of the entire inner building and the concert hall, the landscape as well as the renewing of the orchestra and office furnitures. Doğuş Group will maintain its support to the orchestra in the coming years.

#### Leyla Gencer Voice Competition

Doğuş Holding and Garanti Bank have been the sponsors of the *Leyla Gencer Voice Competition* during the years of 2006 and 2008.



Leyla Gencer Voice Competition (above)

Presidential Symphony Orchestra Concert Hall (right)



*D-Marin Turgutreis International Classical Music Festival in Bodrum, highlights the support that is required for the development of diverse forms of music.*



This international voice competition was started by Ms. Gencer herself in 1995, and it has supported several young opera singers, from all over the world, through their career paths. The 5<sup>th</sup> Leyla Gencer Voice Competition was held in Istanbul in August 2008. Doğuş Group will maintain its support to the competition in the future.

### **Santral İstanbul**

In cooperation with Istanbul Bilgi University, Doğuş Group, in 2006, became the strategic founding partner of the International Modern Art Museum and Cultural Center, Santral İstanbul. In September 2007, Santral İstanbul, the first power station of the Ottoman Empire, opened as a venue for cultural activities.



International Modern Art Museum and Cultural Center,  
Santral İstanbul

### **Beyond Babylon: Art, Trade, and Diplomacy in the Second Millennium B.C.**

“Beyond Babylon: Art, Trade, and Diplomacy in the Second Millennium B.C.” exhibition at the Metropolitan Museum of Art took place between 18 November 2008-15 March 2009. Doğuş Group, in conjunction with the DEIK/Turkish-American Business Council, sponsored the event in cooperation with some of the other leading conglomerates in Turkey.

The Exhibition had a focus on the extraordinary art created as a result of a sophisticated network of interaction that developed among kings, diplomats, merchants, and others in the Near East during the 2nd millennium B.C. In addition, Beyond Babylon featured cargo from the oldest known seagoing ship, which had been wrecked around 1300 B.C. and discovered in 1982, near Uluburun, off the southern coast of Turkey, in the Mediterranean Sea.

### **Istanbul 2010 Capital of European Culture**

Istanbul has been designated as the Capital of

European Culture for the year 2010 along with Pec of Hungary and Essen of Germany. Doğuş Group has become one of the corporate sponsors of the Istanbul 2010 European Capital of Culture Project.

### **Sports**

#### **Darüşşafaka Ayhan Şahenk Sport Complex**

Since 2006, Doğuş Group has supported the sports facilities at the Darüşşafaka Center in Maslak, İstanbul. This is one of Turkey’s most established educational institutions in Turkey. Operating under the name Ayhan Şahenk Darüşşafaka Sport Complex, the facility is designed as a multi-purpose complex, hosting a range of artistic and cultural activities, in addition to sports events to world-class standards. Doğuş Group will maintain its support to the Darüşşafaka facilities well into the next decade.

# Banking and Finance

## Garanti Bank

### Art and Culture

#### Platform Garanti, Garanti Gallery, and the Ottoman Bank Museum

In support of the arts and architecture, Platform Garanti focuses on providing audiences a chance to discover contemporary art exhibitions from all over the world, as well as functioning as a research center with a library of 6,500 publications, providing a resource for artists in Turkey. Garanti Gallery offers a platform where different concepts in architecture and design are debated through exhibitions and additional activities. The Ottoman Bank Museum (OBM) draws on a wealth of information from the Bank's archive to narrate the history of the institution. The OBM aims to be more than just a museum of banking; it provides awareness of a much wider context of social history.



Garanti Platform-Contemporary Art Gallery

In the near future, the Platform's historical building in Beyoğlu and OBM's historical building in Karaköy will be restored to serve Istanbul as new cultural centers. With the architectural renewals, Garanti Gallery, Platform and OBM aim to redefine their missions and organizational structures.

#### Istanbul Modern Contemporary Art Museum

Istanbul Modern is Turkey's first and only Contemporary Art Museum. Garanti sponsors the Istanbul Modern Education Program, which aims

The Ottoman Bank Museum-Art Gallery



to supplement classroom education. The Program is intended to play a central role in producing creative and questioning individuals who know about art and actively participate in their environment.

#### Garanti Jazz Green

With the aim of widening the horizons of audiences within the genre of Jazz, Garanti is one of the leading supporters of Jazz music in Turkey. For the past 11 years, Garanti has been the main sponsor of the International Istanbul Jazz

Festival, organized by the Istanbul Foundation for Culture and Arts. Garanti also supports the Istanbul Jazz Center, giving audiences a chance to listen to world famous Jazz artists on a regular basis. Furthermore, Garanti sponsors one of the top music venues in Istanbul, Babylon, providing audiences with a wide range of music, predominantly Jazz and nu jazz. Garanti's support in Jazz music is labeled as "Garanti Jazz Green".

**The Lycian Way**

The Lycian Way is a 500 km footpath, stretching from Fethiye to Antalya, Turkey. Garanti sponsored the route signs, facilitating a guided trekking route on the Lycian Way. Garanti further contributed to tourism in the region by publishing a guidebook for the Lycian Way.

**Sports**

**Basketball**

Garanti is a dedicated supporter of basketball, a sport that reflects Garanti's values of teamwork, dedication, confidence and discipline. The Bank has been the main sponsor of the *12 Giant Men* (Turkish National Men's Basketball Team) since 2001, and of the *Nymphs of Basketball* (Turkish National Women's Basketball Team) since 2005.

**12 Giant Men Basketball School Project**

As part of its sponsorship of the Men's National Basketball Team, Garanti sponsors the *12 Giant Men Basketball School Project*, which was launched in 2001 to teach basketball to students. Approximately, 25,000 young athletes have been trained to date.

**Basketball without Borders**

As the main sponsor of the National Basketball Association (NBA) in Turkey, Garanti hosted *Basketball without Borders*. This is a Community Outreach Program that unites young basketball players (ages 19 & under) to promote the sport, and also encouraging positive social change in local communities for the first time.

**NBA Skills Challenge**

Garanti hosted the *NBA Skills Challenge*, inviting aspiring players, ages 13-18, to film their basketball skills and submit their video online. This



12 Giant Men Basketball School Project

submitted video gave them a chance to attend a 5 day instructional camp in Orlando, where winners joined more than 80 young basketball players for basketball education. This competition was the first of its kind, with 1,700 entries in 5 weeks.

**Football**

Garanti's dedication to supporting sports, was further enhanced in 2008 since the Bank has become one of the main sponsors of the Turkish National Men's Football Team. Garanti created the "*Turkos*", representing the national team and standing for values such as competition, ambition and team spirit.



Garanti created the Turkos.

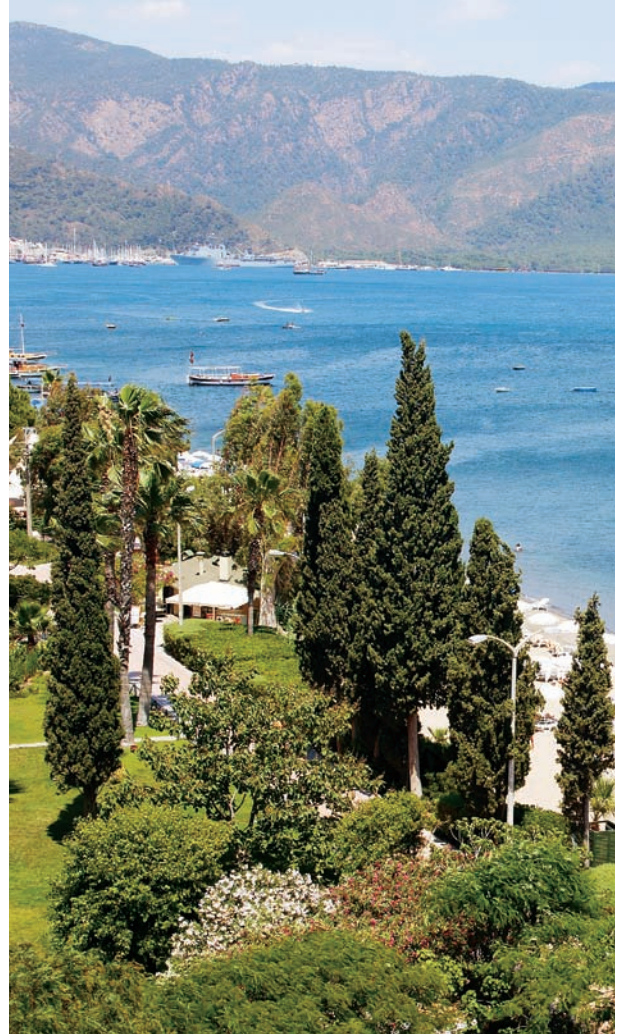
## Tourism

### Safety

Doğuş Tourism Group has been providing financial support to the Management of Safety and Security Department in Marmaris, Muğla, one of the regions in Turkey where the Group operates. Besides contributing to the renovation of the Department building in 2007, the Group maintains organizational support to the safety related events of the Department.

### Sports

The Tourism Group has also been supporting the development of sports in Marmaris by providing financial and organizational support to Marmaris Spor and the Marmaris Maritime Festival since 2006.



## Real Estate

### Community

During 2007 and 2008, DOĞUŞ-GE REIT extended its support to the Community Volunteers Foundation, by providing monthly donations to the organization. The aim of this contribution was to support the young generation in their efforts to pursue various countrywide social activities under the “Community Service from the Young, Support from You All” Campaign.



*The DOĞUŞ-GE REIT supports the TOG, the Trust sponsors and supports the Dudullu Cultural Center which creates interest and cultural opportunities for the residents of the Evidea Project and the general population in the region.*

# Engaging Our Stakeholders

## Doğuş Group's Stakeholders

Doğuş Group is one of the leading conglomerates in Turkey and in the surrounding region and encompasses 7 business lines; banking and finance, automotive, construction, media, tourism, real estate and energy.

Operating in these sectors with over 70 companies and nearly 20,000 employees, Doğuş Group has a wide range and a large number of stakeholders, including its employees, customers, investors, business partners, suppliers, dealers, press and media, NGOs, international organizations, trade and industrial unions, public institutions, employer and employee organizations, academia and competitors. Doğuş Group uses a variety of means of engagement with its stakeholders, as given below.

## Means of Engagement

Our Stakeholders	Means of Engagement
<b>Employees</b>	Face-to-Face Meetings, Training Programs, Internal Communication Channels, Focus Group Studies, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities
<b>Customers</b>	Face-to-Face Meetings, Training Programs, Focus Group Studies, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities
<b>Investors</b>	Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Conferences and Teleconferences
<b>Business Partners</b>	Face-to-Face Meetings, Training Programs, Internal Communication Channels, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Conferences and Teleconferences
<b>Suppliers</b>	Face-to-Face Meetings, Training Programs, Internal Communication Channels, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, CSR-related Activities

## Our Stakeholders

## Means of Engagement

### Dealers

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, CSR-related Activities

### Press and Media

Face-to-Face Meetings, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

### Non-Governmental Organizations

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities, Conferences and Teleconferences

### International Organizations

Face-to-Face Meetings, Training Programs, Periodical Information Meetings, Annual Reports, Internet and Website, CSR-related Activities, Conferences and Teleconferences

### Trade and Industrial Unions

Face-to-Face Meetings, Training Programs, Annual Reports, Internet and Website, Sponsorship Activities, CSR-related Activities

### Public Institutions

Face-to-Face Meetings, Training Programs, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

### Employee and Employer Organizations

Face-to-Face Meetings, Training Programs, Annual Reports, Internet and Website, Special Activities, CSR-related Activities

### Academia

Face-to-Face Meetings, Training Programs, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

### Competitors

Face-to-Face Meetings, Training Programs, Annual Reports, Internet and Website, Special Activities, Sponsorship Activities, CSR-related Activities

*This Report, as the first  
Corporate Citizenship Report  
of Dođuř Group, covers the  
responsible business conduct  
and corporate responsibility  
activities undertaken by the  
Group, during 2007 and 2008.*

## Our Next Steps As A Corporate Citizen

Human Rights and Labor Standards

Environmental Standards

Ethical Business Conduct

Corporate Responsibility Projects





## Our Next Steps As A Corporate Citizen



Since its establishment in 1951, Dođuş Group has been contributing to the economic development of our country while taking every measure to ensure environmental protection and social development in every operational region. As one of the most significant actors in the private sector in Turkey, Dođuş Group aims to continue and even accelerate this momentum by constantly exceeding our own expectations as a corporate citizen, both in the national and international contexts.

This Report, as the first Corporate Citizenship Report of Dođuş Group, covers the responsible business conduct and corporate responsibility activities undertaken by the Group, during 2007 and 2008. The Report not only provides a situational analysis of Dođuş Group's current standing in these areas, but it also constitutes an opportunity for the determination of the areas that have room for further improvement.

### Human Rights and Labor Standards

#### Current Situation

Dođuş Group has developed written procedures with reference to human rights and labor standards, according to the related regulations of the Turkish Labor Law. These documents, which are shared with all employees upon recruitment, contain detailed information on the basic rights and labor standards of the Group's employees. Furthermore, within the Group companies, some of the Human Resources departments have also initiated training sessions on these areas to further inform their staff on their rights and responsibilities.

#### Areas of Development

There are several areas that require further development in the coming years, to include the following development of Group-wide training programs, inclusion of comprehensive human

rights and labor standards sections into the employee orientation programs, and engagement in more corporate responsibility programs regarding human rights and labor standards.

## **Environmental Standards**

### **Current Situation**

Doğuş Group is active in 7 sectors in which there is a risk of causing detrimental effects on sustainable development unless the necessary infrastructure and management systems are deployed. The Group has taken the necessary steps to fulfill its environmental responsibilities in each of its sectors through utilization of environmental technology, introduction of environmentally-friendly products to the Turkish market, “green” broadcasts, sector-based employee training and environmentally-sensitive management systems.

### **Areas of Development**

The endeavours of the Group would be further strengthened in the following areas:

- creating and documenting a comprehensive environmental policy for the entire Group, and
- systematizing the environmental protection, recycling practices, waste management, and water and energy resources management in all Group companies through standard monitoring and measurement practices.

Furthermore, it is vital to initiate training and empowerment of all employees, and business partners of the Group companies, in the areas of environment and climate change. This would not only increase the awareness, but it would also support the Group’s overall approach in these areas.

## **Ethical Business Conduct**

### **Current Situation**

Transparency and accountability are at the heart of every business activity of Doğuş Group. All measures have been taken, by the related departments of the Group, concerning ethical business conduct, risk management and stakeholder engagement, in line with the current national and international regulations in these areas.

### **Areas of Development**

The Group engages and participates in policy dialogue, working groups, conferences and multi-stakeholder initiatives in the areas of corporate ethics and transparency, such as the UN Global Compact. These efforts will be sustained and further accelerated in the national, regional and global contexts.

## **Corporate Responsibility Projects**

The majority of Doğuş Group companies have been pursuing Corporate Responsibility related projects that are in line with their area of work. The main areas of focus, in CSR projects of the Group, are Child Development, Education, Health and Safety and the Environment. The Group has also been supporting the development of arts and culture and sports through sustainable corporate sponsorship projects. In these areas, cooperation also exists within Doğuş Group among different Group companies, and/or different departments within Group companies.

The Group will sustain its current Corporate Social Responsibility and corporate sponsorship projects during 2009, and in the future.

### **Areas of Development**

In the regions where the Group extends its operations, it is essential to develop additional Corporate Responsibility projects, with reference to environmental protection and community development.

Employee volunteerism also requires further development in the Doğuş Group companies. While some Group companies have initiated their own programs, volunteerism has not become widespread on a corporate basis. Our agenda will include integration of voluntary work into the ongoing projects of the Group and development of a volunteerism framework.

Finally, for both national and international initiatives, Doğuş Group should maintain and strengthen its engagement concerning the role to be developed for Corporate Responsibility, especially within the area of sustainable development.

**Annex-1**  
**Corporate Responsibility Survey**  
**Sectoral Questions**

## HUMAN RIGHTS AND LABOUR STANDARDS

1. Is your company a party to any agreement or statement protecting human rights? Does your company have any document of its own on human rights?
2. Have you ever had any training on human rights in your company? If not, is there any being planned for the next year?
3. What is the headcount of your company? Please indicate the number of men and women working in your company.
4. Are there any handicapped employees in your company? Please indicate the number of them, if any.
5. What is the average age of the employees?
6. What are the additional benefits provided for the employees except for their salaries?
7. What is the annual leave period for the employees?
8. What is the average number of training programs an employee can attend in one year?
9. What is the annual budget for the development-oriented training programs of the employees? Please indicate the actual budgets for 2007 and 2008 individually.
10. Are projects being developed for the employees, based on the principal of volunteering? If so, is the employee participation reflected to the annual performance?
11. Is there a written document covering matters such as worker rights, labor safety etc.? Are information-oriented training programs, on these issues, currently planned for the employees or are they going to be planned next year?
12. Has any serious occupational accident occurred in the working place? Is there any written procedure available, which shall be followed in such a situation?
13. Has there ever been any event in the company, which shall be considered as discrimination, verbal or actual physical abuse? Is there any written document specifying the employee rights on these issues?
14. Please indicate the standard procedures applied during the employment process? (Number of interviews, tests, reference checks, etc.)
15. What is the notice period in case of dismissal and what is the compensation policy to be followed?
16. Is there any written material showing that the company allows freedom of organization and collective bargaining rights for the employees?
17. What is the lower age limit in employments? Is there any employee, below the age of 18, working in the company?

## ENVIRONMENTAL STANDARDS:

18. Is paper recycling applied in your company? Is there a tracking system to determine the amount of paper given for recycling?
19. Are there waste battery collection points in the company? Is there a tracking system to determine the amount of waste batteries?
20. Are there plastic packaging recycling points in your company? Is there a tracking system to determine the amount of plastic that is collected?
21. Is there any water saving system being applied in your company?
22. Is there any energy saving system being applied in your company?
23. Are the amounts measured, with reference to energy and water used in the office and other working areas?
24. Have you ever had any training program on environment, energy and water savings, climate change, etc. for the company employees? If not, is it being planned for the next year?
25. Is your company a participant of any agreement on environmental standards? Does your company have a written environment policy?

## ECONOMIC STANDARDS:

26. Please indicate as from December 2008:
  - Total Assets
  - Total Interest and Commission Income or Total Income
27. Is your company a public company?
28. Through which media (reporting, press release, etc.) does the company share the periodical financial information of the corporation with the investors and shareholders?

29. How does the management structure of the company work? What committees have been created and what are their authorities? Do you have an independent board member?
30. How much money has the company reserved totally, for the years 2007 and 2008, for the public interest studies (social responsibility and responsible investment projects individually)?
31. Is there any application or reporting study on corporate management in your company?
32. Does your company have a written policy on fighting against corruption?
33. Is there a department working on risk management in your company?

### **RESPONSIBLE PRODUCT MANAGEMENT AND INVESTMENTS:**

34. Is there any research study by the company, to determine customer satisfaction?
35. Which procedure is applied in your company for the customer complaints on products and service quality?
36. Is there any legal action launched against your company on customer/product safety or any other reasons? Is there a written document, available on customer/product safety, intended to ensure customer protection?
37. Does your company hold any certificate on quality standards? Is there any award granted on this field?
38. Is there any environment-friendly product in the product range of your company?
39. Does your company make any studies/reporting on the environment and biodiversity areas prior to domestic and/or foreign investments?
40. Is your company involved in responsible investment projects such as "micro credit"?

### **STAKEHOLDER ENGAGEMENT**

41. Please indicate which of the listed below are among the company's stakeholders:
  - a. Employees
  - b. Customers
  - c. Investors
  - d. Shareholders/Partners
  - e. Suppliers
  - f. Dealers
  - g. Press and Media
  - h. Non-governmental Organizations
  - i. International Organizations
  - j. Unions of Commerce and Industry
  - k. Public Institutions
  - l. Employee and Employer Organizations
  - m. Academic Institutions
  - n. Competitors
  - o. Others
42. Through which methods do you communicate with your stakeholders? Please indicate the choices by mentioning the stakeholders:
  - a. Face-to-face Meetings
  - b. Training Programs
  - c. Internal Communication Channels
  - d. Periodical Information Meetings
  - e. Focus Group Studies
  - f. Press and Introductory Meetings
  - g. Annual Reports
  - h. Internet and Website
  - i. Special Activities
  - j. Sponsorship Activities
  - k. Corporate Responsibility Projects
  - l. Other

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