

S U S T

A I N A

B I L I



T Y - R

E P O R

T / 2014 2015

**Airports for Future**

---

**SUSTAINABILITY REPORT**

---

2014 - 2015

# C O N T E N T S

|    |   |
|----|---|
| 07 | - CEO'S MESSAGE                               |
| 09 | - ABOUT THE REPORT                            |
| 13 | - ABOUT TAV AIRPORTS                          |
| 24 | - SUSTAINABILITY ORGANIZATION                 |
| 27 | - GOVERNANCE PRACTICES AT TAV                 |
| 38 | - CUSTOMER SATISFACTION                       |
| 47 | - ENVIRONMENTAL MANAGEMENT                    |
| 57 | - EMPLOYEE HAPPINESS                          |
| 69 | - SOCIAL IMPACTS                              |
| 76 | - AWARDS & ACHIEVEMENTS                       |
| 78 | - ENVIRONMENTAL PERFORMANCE INDICATORS        |
| 79 | - SOCIAL PERFORMANCE INDICATORS               |
| 84 | - GRI G4 CONTENT INDEX                        |
| 87 | - UN GLOBAL COMPACT COMMUNICATION ON PROGRESS |
| 88 | - INDEPENDENT EXTERNAL AUDIT REPORT           |
| 92 | - CONTACT                                     |



## Dear Stakeholders,

At TAV Airports, we hold the view that financial rewards are not enough unless they also generate social benefits. Since our establishment we have developed and executed our operations in accordance with this principle. Throughout 2015, we carried out many projects in the fields of environmental awareness, social responsibility and corporate management in line with the principles of accountability and transparency and with the mission of improving our position as a global leader in airport operations. Thanks to this report, we would like to inform our stakeholders about the outcomes of these works while sustaining our "smart growth" strategy. The G4 principles of the Global Compact were adopted as the guidelines of this report in order to provide a focused and meaningful framework for our stakeholders.

In 2015, TAV continued its growth in three areas. First, we tried to increase revenues and the profitability of our portfolio, which covers 14 airport operations in seven countries. Second, we pursued new business opportunities throughout the world in order to enrich our portfolio together with our integrated business model and solid collaborations that increase our competitiveness. Third, our service companies expanded our global footprint by undertaking operations and delivering services at the airports which are not included in our portfolio.

Our business model is based on creating added value and innovative solutions in line with the expectations and requirements of our passengers to offer them a safe, rapid and comfortable travel experience. Being aware that true customer satisfaction can only come with the happiness of our employees, we provide our personnel with the right ethical values, working conditions at international standards and extensive professional and personal development opportunities. We adopt policies and practices which encourage variety. We signed onto the UN Global Compact (UNGC) to renew our commitments as part of these policies and practices. In order to carry this commitment to a further level, we plan to sign the Women's Empowerment Principles (WEP) as well.

TAV has been implementing energy, waste and water management practices at airport terminals in compliance with international standards in order to minimize the impact on the environment of its operations and tackle climate change. Four airports operated by TAV Airports follow the Airport Carbon Accreditation (ACA) Program. Neutralizing its carbon emissions, Ankara Esenboğa Airport has been listed amongst just a few airports in Europe that have managed to achieve this standard. Again, we continued to share our performance on carbon and water management transparently through CDP and increased our transparency rate to 89. Joining the globally executed Commit to Action campaign of CDP, we repeated our commitments to managing carbon emissions in compliance with scientific targets.

The core of our sustainability approach is to maintain and develop our corporate reputation, which is our most valuable asset; the trust of our passengers, partners, shareholders, suppliers, over 15,000 employees and societies are directly or indirectly affected by our operations. We believe that financial returns are not enough unless they also generate social benefits and continue to contribute to sustainable development in the regions where we operate.

# ABOUT THE REPORT

Sustainability Report 2014 - 2015

The TAV Airports Sustainability Report 2014-2015 (The Report) has been prepared to fully explain and disseminate information regarding the sustainability performance of TAV Airports Holding (TAV) between January 1st, 2014 and December 31st, 2015 to all its stakeholders. Representing the outcome of sustainability communication work carried out in accordance with TAV's principles of transparency and accountability, this report herein is based on performance data concerning the Istanbul, Ankara and Izmir operations, which are TAV's main areas of activity in terms of passenger traffic.

During the determination process of the scope and content of the report, G4 Sustainability Reporting Guidelines published by Global Reporting Initiative (GRI) were used as the reporting standard. This report meets the requirements of The United Nations Global Compact (UNGC) Global Principles Agreement Development Report at the same time. The carbon emission data of Istanbul Atatürk Airport which has been featured in the Report was audited independently. Prepared in accordance with the "Core" option of G4 Guidelines, the report addresses TAV's policies, implementations, performance outcomes and goals related to sustainability priorities in economic, environmental and social spheres while presenting them for the information of target stakeholder groups.

The report includes the outcomes of works carried out by TAV Airports Sustainability Committee together with sustainability work groups, management approaches related to sustainability priorities defined by considering the feedback of stakeholders, as well as sector requirements and main performance criteria determined as part of the corporation's Sustainability Strategy and Action Plan. All stakeholders are welcome to send their comments, suggestions, complaints and other feedback related to reporting to TAV Airports via [sustainability@tav.aero](mailto:sustainability@tav.aero).

# Airports for Future

An airport can only be designed by looking ahead. Our airports today represent the dreams and aspirations of generations that came before us. At TAV, we invest in a vision of our future world. Our airports are the gates to the cities and regions they serve. Each day we provide a reliable, fast and comfortable travel experience to hundreds and thousands of passengers. We contribute to the development of communities and regions where we operate. Conscious of our responsibility towards future generations, we build the airports for future, today.



TAV Holding Headquarters, Istanbul

## About TAV Airports

TAV Airports, one of the world's leading airport operators, operates Istanbul Atatürk, Ankara Esenboğa, Izmir Adnan Menderes, Gazipaşa-Alanya and Milas-Bodrum airports in Turkey. Internationally, Madinah Airport in Saudi Arabia, Skopje and Ohrid airports in Macedonia, Monastir and Enfidha-Hammamet airports in Tunisia, Tbilisi and Batumi airports in Georgia and Zagreb Airport in Croatia are also operated by TAV. Furthermore, the company operates the commercial areas at Riga Airport in Latvia. In addition to airport operations, the holding also operates, through its affiliates and subsidiaries, in auxiliary airport services including duty-free, food and beverage, ground handling services, IT, security and operation services.

In 2015, TAV Airports provided services to approximately 780,000 flights and more than 102 million passengers. According to the 2015 passenger statistics of the General Directorate of State Airports Authority (DHMI), TAV Airports is the leading airport operator in Turkey.

Thanks to its competencies, TAV can undertake any project related to building and/or operating airports around the world. These capabilities comprise terminal and airside operations, duty-free retail, food and beverage production and sales, ground handling operations, airport IT services and airport security.

# SUMMARY OF FINANCIAL INDICATORS 2015 (THOUSAND TL)

Net sales revenue  
3.026.180

Operating costs  
2.162.843

Remuneration and fringe benefits  
768.606

Dividend paid to shareholders  
306.053

Tax paid  
768.595

Amount paid to social investments  
239

You can find detailed information about TAV Airports' growth strategy in our [Annual Report 2015](#) (p.4)

## G4-17

### Ownership Structure

|                                      | Ownership Share (%) |
|--------------------------------------|---------------------|
| Aéroports de Paris Grubu             | 38.0                |
| Tepe İnşaat Sanayi A.Ş.              | 8.1                 |
| Akfen Holding A.Ş.                   | 8.1                 |
| Sera Yapı Endüstrisi ve Ticaret A.Ş. | 2.0                 |
| Non-floating (Other)                 | 3.5                 |
| Free-float (Other)                   | 40.3                |
| Total                                | 100.0               |

### OUR STRATEGIC SUBSIDIARIES AND SHARE HOLDING RATIOS



You can find detailed information about TAV and ADP's global footprint in our [Annual Report 2015](#) (p.3)

## Our Vision

To focus on new and profitable opportunities all around the world together with our strong partners and integrated business model and become a pioneering and leading airport operating company worldwide.

## Our Mission

To create the highest value for all stakeholders in airport operations through our customer-oriented management approach.



# Our Corporate Values

---

**Professionalism:** We perform our duties with the utmost diligence and at the highest standards, following global developments related to our work. We consider our jobs and job-related priorities in all our interactions.

**Respect:** We act in line with ethical standards as a fundamental rule, prioritizing respect for people, the environment, laws and regulations. We behave in an honest, transparent, fair and responsible manner in all our endeavors.

**Dynamism:** Having adopted the principle of a dynamic and flexible work ethic, we work in an efficient & results-oriented manner, no matter the circumstance. Constantly remaining aware of environmental conditions and monitoring change, we respond and adapt to change promptly.

**Innovation:** We continually create opportunities for improvement and innovation in all processes, with an emphasis on customer satisfaction. Being aware that creating a difference stems from innovative practices, we employ our best efforts to ensure that our services are contemporary and creative.

**Teamwork:** Being aware that cooperation, mutual commitment, expertise and knowledge sharing are the building blocks of success, we also consider teamwork the assurance of personal success, supporting it in all our endeavors.

## TAV Value Chain

---

**Value Creation:** In line with our financial and operational capabilities we will continue generating the best value for our stakeholders.

**Customer Satisfaction:** With our vast know-how, highly-qualified human capital and advanced technology, we place customer satisfaction at the heart of our operations and management approach.

**Employee Happiness and Teamwork:** We aim to fortify the distinguished position we have attained with our young and dynamic team, made up of the most qualified professionals in Turkey, and to generate value through our highly qualified work force, our most valuable asset.

**Smart Growth:** We are now among the leading airport operating companies in the world, serving an average of 780,000 flights and 53 million passengers per annum. Taking advantage of opportunities globally in line with our financial and operational capabilities, we have the goal to achieving sustainable organic, inorganic and vertical growth.



## Airport Operation Business & TAV in Figures

According to data published by Airports Council International (ACI), the number of passengers worldwide increased 6.1 percent in 2015. Passenger numbers increased 9.2 percent in Turkey, making it the fastest growing market in Europe. Whilst the number of aircraft movement increased 1.8 percent in total in 2015 compared to 2014, the number of international passengers increased 6.3 percent. The increase in air traffic figures in Turkey has been over the world average in recent years, and this trend continued in 2015. 181,437,000 passengers were welcomed at 55 Turkish airports. Istanbul in particular was listed amongst the 20 busiest airports worldwide. The aviation industry is anticipated to maintain that growth trend in 2016 thanks to the increasing number of airports, aircraft and passengers in our country. According to forecasts by the General Directorate of State Airports Authority (DHMI), the number of passengers in Turkey is expected to increase 7.7 percent in 2016 to reach 195,348,000. Thanks to its geographical location and developments in the economy, Istanbul has become a natural hub for air transportation and Istanbul airports welcomed 89,000,440 passengers last year. The rising number of transfer flights and transfer passengers contributed a lot to the increase in this figure.

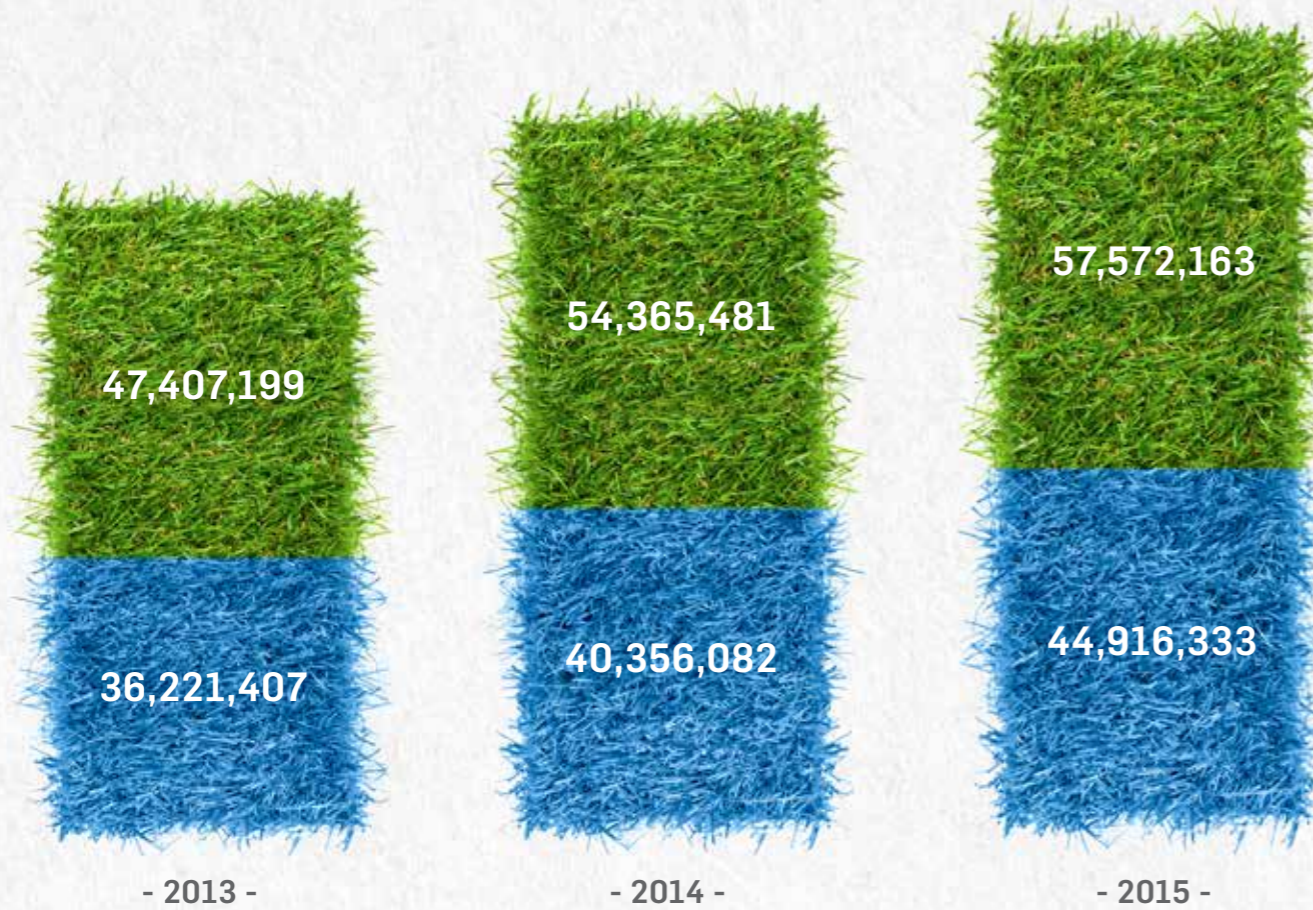
Beyond our contributions to economies and creating employment opportunities in the regions where we operate, we are also a pioneering sector in terms of tackling climate change, which is a pressing global problem. TAV strives to achieve carbon-neutral operations in parallel with the global goal of our sector, and carry out various practices and projects toward that end. TAV Group is proud to operate environmentally-friendly airports with participation in the Airport Carbon Accreditation Program administered by Airports Council International (ACI) and the successes we achieved.

### TAV Airports in Figures – 2015



## TAV Airports # of passengers

- Domestic - pax.
- International - pax



| 12/03/2011 14:32 |           | DIŞ HATLAR GİDİŞ |     |            |              |              |      | 12/03/2011 14:32 |  |
|------------------|-----------|------------------|-----|------------|--------------|--------------|------|------------------|--|
| GATE             | REMARK    | PKS              | TKS | HAVAYOLU   | UCUS         | GİDECEĞİ YER | KAPI | ACIKLAMA         |  |
| 226              | LAST CALL |                  |     | TK 823     | LAGOS        |              | 307  | SON ÇAĞRI        |  |
| 203              | LAST CALL |                  |     | MH 031     | KUALA LUMPUR |              | 209  | SON ÇAĞRI        |  |
| 203              | LAST CALL |                  |     | TK 8000    | KUALA LUMPUR |              | 209  | SON ÇAĞRI        |  |
| 206              | LAST CALL |                  |     | TK 459     | KIEV         |              | 220  | SON ÇAĞRI        |  |
| 219              | LAST CALL |                  |     | TK 1909    | ZÜRİH        |              | 225  | SON ÇAĞRI        |  |
| 224              | LAST CALL |                  |     | LX 4323    | ZÜRİH        |              | 225  | SON ÇAĞRI        |  |
| 202              | LAST CALL |                  |     | US AIRWAYS | US 5020      | ZÜRİH        | 225  | SON ÇAĞRI        |  |
| 306              | LAST CALL |                  |     | TK 1723    | BERLIN-TEGEL |              | 308  | SON ÇAĞRI        |  |
| 306              | LAST CALL |                  |     | AT 911     | KAZABLANKA   |              | 210  | SALONA GİDİNİZ   |  |
| 306              | LAST CALL |                  |     | TK 8827    | KAZABLANKA   |              | 210  | SALONA GİDİNİZ   |  |
| 305              | LAST CALL |                  |     | AF 1591    | PARİS-CDG    |              | 204  | SALONA GİDİNİZ   |  |
| 205              | LAST CALL |                  |     | TK 1863    | ROMA-FCO     |              | 201  | UCAGA GİDİNİZ    |  |





**Dear Stakeholders,**

TAV Airports has made sustainability the focus of all its operations since its inception.

Having developed an extensive array of programs geared toward corporate social responsibility during the last eight years, TAV has made significant progress in establishing a bottom-to-top, inter-disciplinary organization to extend existing know-how concerning environmental and social sustainability in parallel with measurement, reporting and development works.

We are getting positive outcomes of this approach. TAV attaches priority to energy and environmental management at international standards, providing excellent working conditions, equal opportunity and extensive development opportunities for the employees, accessible services based on continuous innovation for the passengers and maintaining a relationship based on transparency, principles of responsible behavior and accountability to our stakeholders.

Having been actively involved in the Airport Carbon Accreditation program since its establishment, Ankara Esenboğa is listed amongst the 17 airports in Europe that have neutralized their carbon emissions. This achievement is the latest indication of our approach to tackling climate change. As part of this approach, TAV Academy, which is an ICAO-approved training institution, has begun to institutionalize and transfer TAV's know-how to the world and continues to develop cutting edge programs for the professional and personal development of our more than 15,000 employees. Having been included on the BIST Sustainability Index and preparing regular reports for the water and carbon programs of CDP, TAV continues to share its sustainability performance transparently with its investors and local stakeholders, who attach increasing importance on the issue.

Our approach to sustainability is a reflection of our mission, which is to be a pioneering corporation throughout the regions in which we operate. We will continue working to accomplish our mission in collaboration with our stakeholders.

**Bengi Vargül Şen**

TAV Airports Corporate Communications Director

*"TAV attaches priority to energy and environmental management at international standards, providing excellent working conditions, equal opportunity and extensive development opportunities for the employees, accessible services based on continuous innovation for the passengers and maintaining a relationship based on transparency, principles of responsible behavior and accountability to our stakeholders."*

# Sustainability Organization

At TAV, we consider sustainability to be one of the most essential components of our business. Our understanding is based on creating positive value for all of our value chain. Therefore, being aware of our social, economic and environmental impacts, we continue growing while paying the utmost attention to sustainability in all processes of our operations. Our commitment is to strengthen sustainability awareness within the company as well as throughout our value chain, maximizing benefits while mitigating negative impacts.

Reaching our sustainability goals and managing related processes is only possible through a structure which provides an effective and high level of representation. Therefore, sustainability management at TAV is achieved through a structure that represents all of our functions.

The Sustainability Committee, reporting to the CEO, sets policies and it is responsible for the coordination groups in subsidiaries. The Committee is tasked with putting together and developing the Company's Sustainability Strategy and Action Plan; coordinating and steering the Sustainability Teams formed within the terminal operation and service companies as part of this effort; and measuring, improving and reporting on the Company's sustainability performance. The Sustainability Committee consists of representatives delegated by the managers of the related departments within the Company and its service companies.

The Sustainability Teams formed within terminal operations are responsible for carrying out measurement, assessment, supervision and reporting tasks related to key performance indicators set forth in the TAV Airports Holding Sustainability Strategy and Action Plan and developing projects and recommendations to improve sustainability performance. The Sustainability Teams are comprised of representatives from energy management, waste management, water management, human resources, corporate communications, financial affairs and other related departments.

In order to raise our sustainability awareness and practices to a higher level, exchange know-how and experiences and contribute to understanding through collaboration, we support national and international initiatives through memberships. We are an active member of United Nations Global Compact (UNGC), Carbon Disclosure Project (CDP), Green Airport Initiative, Sustainable Development Association and Airport Carbon Accreditation.

## CEO

### Corporate Communications Director

### Sustainability Committee

- |  |                |              |
|--|----------------|--------------|
| • Corporate Communications Directorate | • ATÜ          | • TAV IST SG |
| • Finance Directorate                  | • BTA          | • TAV ESB SG |
| • Financial Affairs Directorate        | • HAVAŞ        | • TAV ADB SG |
| • Human Resources Directorate          | • TAV IT       | • TAV GZP SG |
| • Internal Auditing Directorate        | • TAV O&M      |              |
| • Investor Relations Directorate       | • TAV Security |              |
| • Operations Directorate               |                |              |

TAV Istanbul  
Sustainability Group

TAV Esenboğa  
Sustainability Group

TAV Ege  
Sustainability Group

TAV Gazipaşa  
Sustainability Group

## Governance Practices at TAV

As the processes of globalization intensify, today's companies encounter a variety of economic, environmental and social risks and opportunities, which results in these companies adopting business models that are more participatory, transparent, accountable, respectful of humanity and nature while striving for continuous improvement to stay competitive. Therefore, TAV Airports has embraced an approach based on modern management principles. We pay utmost attention to remaining in line with Capital Markets Board Corporate Governance Principles and all concerning laws and regulations. We continue to abide by the principles of equality, transparency, accountability and responsibility based on the Corporate Governance Principles. We manage our corporate operations with a view to applying these principles at every level.

Thanks to our transparent, responsible and strategic governance structure, we have maintained our leading position in corporate governance. In 2015, SAHA, one of the pioneer rating companies in Turkey, announced the corporate governance rating of TAV Airports as 9.52 out of 10. With this rating, TAV Airports Holding secured its place among the top companies listed on the Borsa Istanbul (BIST) Corporate Governance Index, which consists of approximately 50 companies.

We act in full compliance with legal and sectoral requirements during our operations. Besides our in-house practices developed to maintain standardization in work processes, we follow international quality and management system standards. We continue our operations in accordance with the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, OHSAS 18001 Occupational Health and Safety Management System, ISO 10002 Customer Satisfaction Management System, ISO 50001 Energy Management System, ISO 14064 Greenhouse Gas Accounting and Verification Management System, USTAD 2011 Environment and Construction Standard.

TAV Airports increased its corporate governance rating from 9.41 to 9.52 out of 10, consecutively improving its score for the seventh year.

| Sub-category                | Weight      | Rating       | Grade       |
|-----------------------------|-------------|--------------|-------------|
| Shareholders                | 0.25        | 94.94        | 9.49        |
| Disclosure and Transparency | 0.25        | 96.58        | 9.65        |
| Stakeholders                | 0.15        | 98.78        | 9.87        |
| Board of Directors          | 0.35        | 92.83        | 9.28        |
| <b>Total</b>                | <b>1.00</b> | <b>95.19</b> | <b>9.52</b> |

# Risk Management

---

It is of utmost importance to manage risks by taking a proactive approach, ensuring the sustainability of our operations and continuity of the value created by TAV. Therefore, we determine our operational risks and continue our operations with risk management practices. Throughout TAV Group, senior management continuously observes risks and opportunities according to Enterprise Risk Management and integrates them into strategic decision-making processes.

The Enterprise Risk Management function is in charge of enterprise risk management setup and operation within all operation and service companies in the Group and reports to the CFO and Early Risk Assessment Committee. The risk management processes of each subsidiary of the Group are reviewed annually and the risk committee gathers bimonthly, at least 6 times a year.

The Early Risk Assessment Committee was chartered to undertake activities related to the early detection and management of all types of financial, operational, strategic and regulatory risks that threaten the existence, development and continuity of TAV Airports companies as well as to implement action plans for risks that need to be mitigated.

As part of risk management, financial risks, strategic and operational risks, environmental risks, security, safety and health risks, information technologies risks and legal, regulatory and compliance risks are actively managed.

Further details concerning risk management processes can be accessed in the "Risk Management and Internal Audit" sections of our [Annual Report 2015](#) (p.38-83).

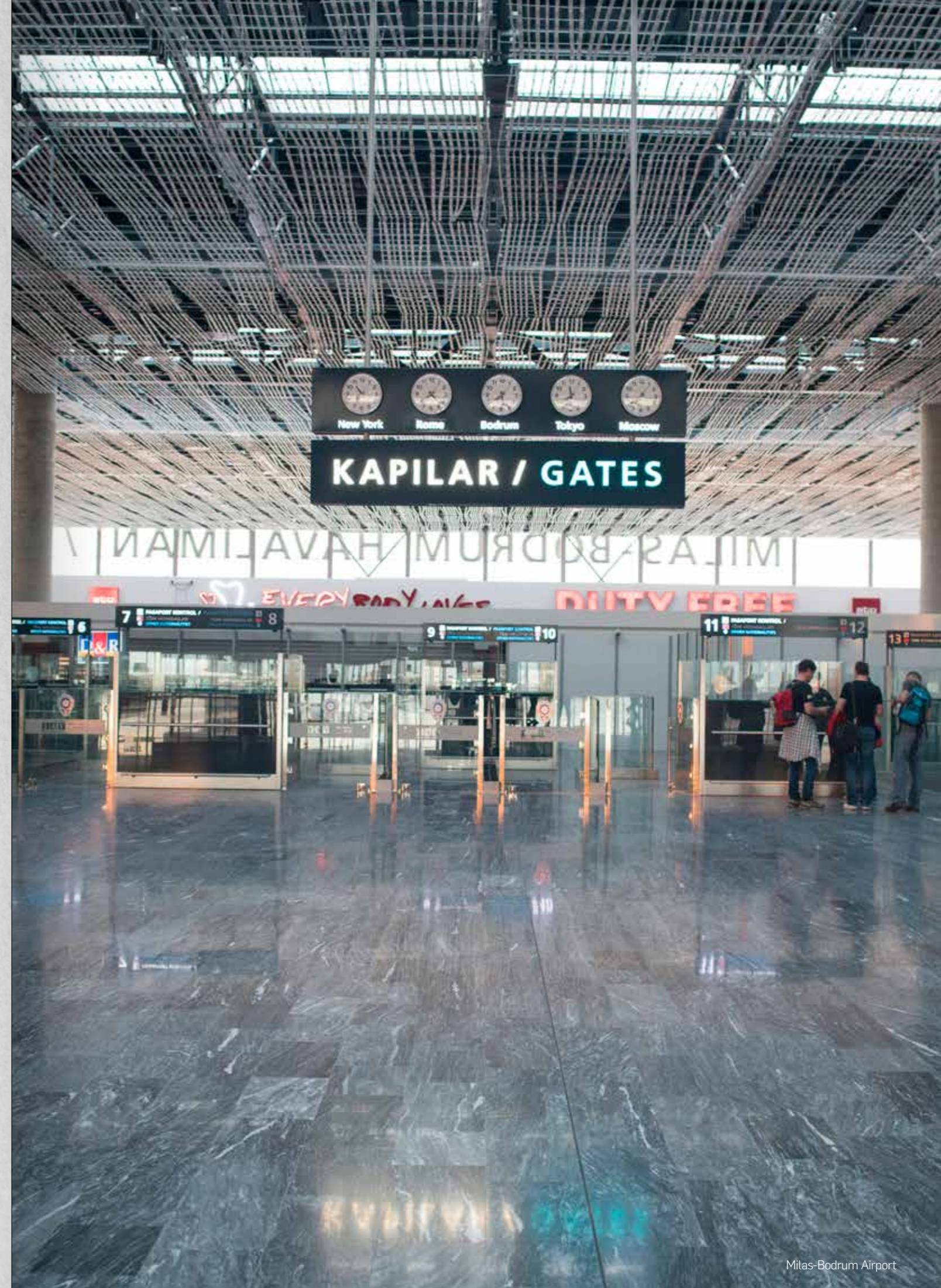
# Internal Audit

---

The internal audit system and internal audit activities are of great significance to effectively sustain our company's operations and achieve corporate and financial goals in line with the plans.

The function of Internal Audit is to undertake the audit of the operational, financial and information systems processes of TAV Airports and its subsidiaries. The audit plan is drawn up based on the results of the annual risk assessment. The internal audit process also supports other functions by identifying the deficiencies in risk management and corporate governance processes, as well as the practices which result in inefficiencies. The internal audit and supervision activities are executed by the Internal Audit Department reporting to the Internal Audit Committee under the Board of Directors.

An audit conducted by an international independent audit company certified that the Internal Audit Department operates in compliance with "International Internal Audit Standards." The Revised Quality Control Certificate indicates that the TAV Airports Internal Audit Department meets the required criteria and operates in compliance with international standards.



## Code of Ethics

Our Code of Ethics is a significant set of guidelines we follow during our operations. The thorough, even-handed implementation of our code of ethics has the goal of ensuring that our executives and employees display high standards of conduct, that they are aware of the impacts of their actions and attitudes on the company, that stakeholders employ the best methods and display only the best behaviors.

In 2014, TAV Airports was one of the companies which received awards as part of the "ETIKA 2014 Ethics Awards Turkey," which was organized by the Ethical Values Center Association (EDMER) for the third time, the goal of which is to determine those companies that accord the highest importance to ethical values.

Please visit our [corporate website](#) for TAV's Code of Ethics under the corporate governance section.

## Our Corporate Memberships

ACI Europe

ACI World

Business Council for Sustainable Development (SKD)

Corporate Communicators Association (KID)

Professional Women's Network (PWN)

The Association of Listed Companies' Executives (ALCE)

Corporate Governance Association of Turkey (TKYD)

Turkish Investor Relations Society (TUYID)

UN Global Compact-Global Compact Turkey

Human Management Association of Turkey (PERYON)

Enterprise Risk Management Association of Turkey (KRYD)

Financial Literacy & Inclusion Association (FODER)



## Combatting Fraud

---

Our Anti-Bribery and Fraud Policies, along with our Code of Ethics, are significant milestones in our responsible approach to work processes. We regularly undertake a thorough review of the issues which are also included in our Code of Ethics to determine their effectiveness in guarding against violations, adjusting our policies accordingly. The Internal Audit Department audited our company 14 times in 2014 and 17 times in 2015. During these audits, all risks related to fraud were reviewed.

Please visit our [company website](#) for our policies, including anti-bribery and fraud policies.

## Supply Chain Management

---

Creating value for our supply chain in our operations and enabling our supply chain to adopt our values are essential components of our approach to sustainability. When choosing our suppliers, we pay particular attention to professionalism, operational skills, a solution-oriented approach and references as well as cost. Furthermore, we consider environmental and social criteria. We take into account labor force and human rights criteria under the supervision of our contracted suppliers.

As of the end of 2015, TAV Airports Holding had 4,800 active suppliers for its domestic operations. The economic value that we created for our suppliers was 103,095,593 euros. Our local procurement rate is 96 percent.

### **TAV practices are introduced at the International Symposium on Sustainable Aviation**

Supported by TAV Airports, the International Symposium on Sustainable Aviation gathered together local and foreign professionals from throughout the aviation sector between June 1st and 3rd, 2015 at the Istanbul Steigenberger Hotel. Academicians and aviation specialists from 25 countries gave briefings on energy, the environment and sustainable development in the aviation sector during the two-day symposium.

### **Virginia Tech Visit**

During the reporting period, researchers from the Virginia Tech University Center for Leadership in Global Sustainability (CLIGS) program paid a visit to TAV Airports and were briefed about the many works being carried out on sustainability. Researchers were also informed about the general approach of TAV Airports, in addition to the energy efficiency, water and waste management, occupational safety and social initiatives of TAV Izmir and TAV Istanbul.

## Sustainability Priorities

---

We have continued regularly reviewing and updating our sustainability priorities since we submitted them to the attention of our stakeholders in the report published in 2010. We primarily take into account the views of our work groups and stakeholders in determining our sustainability priorities. We outlined our sustainability policies by considering the works being carried out together with our work groups to identify our priorities, feedback provided by external stakeholders, as well as sectoral and sustainability issues brought by the initiatives, of which TAV is a member and the requirements of our industry.

As a result of these works, we have identified our sustainability priorities for the 2014-2015 reporting period as the following:



LEVEL OF IMPORTANCE TO STAKEHOLDERS

|   |  |   |   |
|---|--|---|---|
|  Obstacle-Free Airports    |  Service quality                                       |  Occupational health & safety  |  Airport security                                  |
|   |  Collaboration with the stakeholders within the sector |  Customer satisfaction         |  Business Continuity & Preparedness in Emergencies |
|   |  Compliance with legal and sectoral requirements       |  Emissions management          |  Customer information safety                       |
|   |  Employee happiness                                   |  Waste management             |  Contribution to regional economy                 |
|  Biodiversity            |  Contribution to the development of the industry     |  Water management            |  Skills management                               |
|  Responsible procurement |  Innovation  |  Emissions management        |  Use of alternative energy resources             |
|  Noise management        |  Energy management                                   |  To be the preferred company |  Equality & diversity at work                    |




LEVEL OF IMPORTANCE TO TAV






Ankara Esenboga Airport

# Our Stakeholders

The feedback of our stakeholders is of the highest importance for us, in that it helps us to identify our sustainability priorities and increase our performance with regard to this vital issue. Therefore, we gather together all the feedback we receive from our stakeholders as frequent as the structure of various platforms and engagement processes will allow, and improve the sustainability value that we try to create. As a result, we have been actively involved in the "Collaborative Decision-Making" project since 2011.

| OUR STAKEHOLDERS  | WHAT THEY EXPECT FROM US  | OUR RESPONSE  | COMMUNICATION PLATFORMS   | RELATED SUSTAINABILITY PRIORITIES   |
|---|---|---|---|---|
|  <p><b>EMPLOYEES</b><br/>(TAV Airports employees, other employees working at the airport)</p> | TAV employees: Occupational health and safety, professional development                                 | Occupational safety at international standards, professional development and career opportunities | Websites, intranet, TAV Academy, TAV Abroad, Ideaport, Employee Satisfaction Survey           | Employee happiness, Occupational health and safety, to be the preferred company, Skills management, Equality & diversity at work  |
|  <p><b>CUSTOMERS</b><br/>(Passengers and their guests, airlines)</p>                        | Passengers: Safe, fast and comfortable service.<br><br>Airlines: Services that increase competitiveness | Quality management systems, R&D studies   | Customer Satisfaction Survey, websites, social media, customer services center, The Gate, CDM | Obstacle-free airports, Service quality, Customer satisfaction, Customer information security, Innovation   |
|  <p><b>BUSINESS PARTNERS</b><br/>(Suppliers, sub-employees)</p>                             | Predictability, fair and ethical business partnership   | Systematic and transparent supply chain management  | Websites, evaluation surveys, regular meetings  | Collaboration with stakeholders within the sector, Contribution to the regional economy, Contribution to the development of the industry, Innovation, Responsible Procurement |

| OUR STAKEHOLDERS   | WHAT THEY EXPECT FROM US  | OUR RESPONSE  | COMMUNICATION PLATFORMS  | RELATED SUSTAINABILITY PRIORITIES   |
|--|---|---|--|---|
|  <p><b>FINANCIAL PARTNERS</b><br/>(Partners, investors, creditors)</p>                    | Financial performance, risk management  | Effective corporate governance, regular communication regarding operational and financial goals | Annual reports, websites, social media, periodic announcements, meetings, public disclosure platform | Compliance with legal and sectoral requirements, Customer satisfaction, Airport security, Business continuity and preparedness for emergencies, Contribution to regional economy, Responsible Procurement, Contribution to the development of the industry, Innovation  |
|  <p><b>SOCIAL STAKEHOLDERS</b><br/>(Local Communities, NGOs, media)</p>                 | Economic and social benefits, protection of environment, transparency           | Supports, collaboration, information and experience exchange                                    | Websites, media, social media  | Obstacle-free airports, Biodiversity, Corporate social responsibility projects, Service quality, Compliance with legal and sectoral requirements, Customer information security, Contribution to regional economy, Contribution to the development of the industry, Innovation  |
|  <p><b>PUBLIC INSTITUTIONS</b><br/>(Governments, regulatory authorities, creditors)</p> | Compliance with legal and sectoral requirements, risk management, collaboration | Full compliance with related legislation  | Annual reports, websites, social media, periodic announcements, public disclosure platform           | Obstacle-free airports, Relations with unions, Compliance with legal and sectoral requirements, Collaboration with the stakeholders within the sector, Occupational health and safety, Emissions management, Waste management, Airport security, Contribution to regional economy, Contribution to the development of the industry, Energy management, Water management |

## Customer Satisfaction

Our business strategy revolves around the needs and expectations of our customers. Airport operations form a complex process requiring the collaboration and concerted action of various stakeholders. Our purpose is to provide a reliable and comfortable travel experience for our passengers, to meet the needs of airlines in the best possible way and to form long-term relations with our business partners. Consequently, we create the best value for all our stakeholders.

Listening to customers and assessing their requirements and expectations plays a major part in developing products and services that will yield maximum benefit and add value to the corporation. To that end, the Customer Relations Department manages measurement of customer satisfaction, analysis and follow-up, reporting processes and reports customer feedback and recommendations for improvement to senior management.

In 2012, our call center, the nerve center to which all requirements and expectations of our customers could be communicated, was put into operation. The Call Center provides 24/7 service at 444 9 TAV (828) in order to field complaints and accommodate the requirements of customers at Istanbul Atatürk, Ankara Esenboğa, Izmir Adnan Menderes and Antalya Gazipaşa airports. In addition to these four airports, the Call Center also deals with the customer feedback received by ATU, BTA, Havaş and TAV Operation Services.

### Istanbul Atatürk Airport Reaches the Top of Europe in Service Quality

Organized and managed by ACI (Airports Council International) Airport Survey Quality (ASQ) is a method to compare the services provided at an airport to another airport and measure passenger satisfaction whilst they are traveling through airport quality surveys. In 2015, the general customer satisfaction level increased by approximately 10 percent compared to 2014. The same year, Istanbul Atatürk Airport reached the top in the "Most Improved Airport in Europe" category.

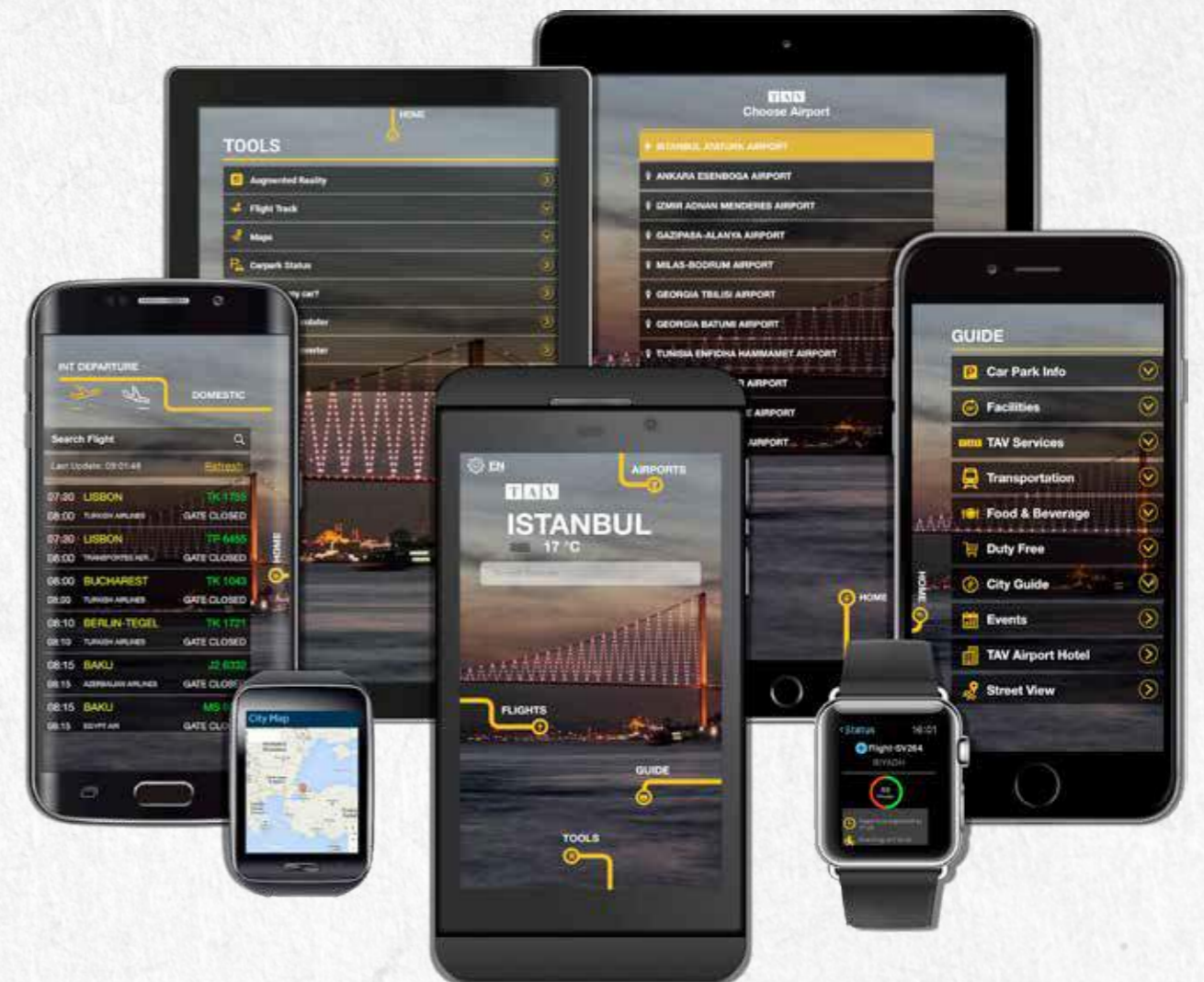
Please visit ACI website for further information.

## Improved accessibility of our products and services

### TAV Mobile

Developed by TAV Information Technologies (TAV IT), the TAV Mobile application makes travel planning easier as well as enabling real-time access to information about services and promotions offered at the airport. The application covers 11 airports operated by TAV Airports in four countries. Having been downloaded more than 400,000 times, the updated version of TAV Mobile includes new functions to enhance customer satisfaction.

The TAV Mobile application provides information about the Istanbul Atatürk, Ankara Esenboğa, Izmir Adnan Menderes, Milas-Bodrum and Gazipaşa-Alanya airports in Turkey, as well as the Enfidha-Hammamet and Monastir airports in Tunisia, Tbilisi and Batumi airports in Georgia, Medina Airport in Saudi Arabia and Skopje and Ohrid airports in Macedonia.



### Obstacle-Free Airport

Airports act as social hubs, catalyzing cultural and economic exchanges between people. Therefore, it is crucial that they are accessible to all. As a result of comprehensive implementations carried out at our airports, passengers with disabilities are rendered equal services at every point of the airport.

At TAV Airports, we regard customer satisfaction as the top priority and work to provide a comfortable, fast and safe travel experience. We have been actively participating in the Obstacle-free Airport Project, which was initiated by SHGM to render airport services accessible to all passengers, since 2013. As of 2015, 10 stations of Havaş are included in the project.

As part of the Obstacle-free Airport Project we have developed many projects at Istanbul Atatürk, Izmir Adnan Menderes and Ankara Esenboğa airports. The project includes many implementations from Braille surfaces to lifts with audio alert systems, kiosks to reserved parking lots. A total of 488 employees have been provided training to raise awareness on the subject. The number of passengers using the system installed for guests with disabilities increased by 18 and 20 percent in 2013 and 2014, respectively, at three TAV-operated airports.



### Obstacle-free Airport presented as the “Best Practice” at UN

Obstacle-free airport practices initiated at Istanbul Atatürk Airport were presented as “the best model” at a forum held at UN headquarters in New York. Atatürk Airport was the first institution audited and certified by GlobalGroup for the USTAD 2011:2015 Environment and Construction Standard organized by the World Disability Union (WDU) Technical Committee.

### TAV Represents Turkey in Vienna

Atatürk Airport’s Obstacle-free Airport project was the only project representing Turkey at the Zero Project, where innovative practices worldwide are identified. Announced during the two-day conference held at the United Nations Vienna International Center, the projects were presented to 450 participants including academicians, civil servants and representatives of non-governmental organizations.

Established by the Essl Foundation, World Future Council and European Foundation Centre, Zero Project carries out initiatives to improve the lives of persons with disabilities in line with the principles stipulated under the UN Convention on the Rights of Persons with Disabilities. Turkey is among 158 countries that have signed the convention.

### Atatürk Airport receives Global Social Awareness Award

The “Obstacle-free airport” project, implemented by TAV Airports at Istanbul Atatürk Airport, was rewarded at EYAFexpo 2015 (Obstacle-Free Life Exhibition). The World Disability Foundation (WDF) and World Disability Union (WDU) recognized the accessibility works at Atatürk Airport by granting it the Social Awareness Award.

# We strive to increase the comfort of our passengers

## **Increased seating capacity**

In line with the increasing number of flights and passengers at Istanbul Atatürk Airport and to enable more passengers to be able to sit at the same time, we increased the number of seats in the International Terminal Departures Floor Isolated Hall by 20 percent.

## **F check-in island construction**

We also increased check-in capacity at Istanbul Atatürk Airport to improve the service quality provided to local passengers. An additional check-in island was installed in addition to the seven islands already present on the International Terminal Departures Floor. With the addition of 32 counters, the total number of counters increased from 224 to 256 at the international terminal, which resulted in a capacity increase of 14 percent. As a result, passenger passage times have been improved, increasing our service quality.

## **Expansion of resto area**

Because of the increasing number of transfer passengers in recent years, the air side of the international terminal of Istanbul Atatürk Airport has become busier than the land side. Therefore, the resto area, which provides service on the Departures Floor of the International Terminal, on the land side was merged with air side to create additional food & beverage court area.

## **Free Wi-Fi at the terminals**

As a result of the increasing number of transfer passengers in particular, as of 2015 we began providing free Wi-Fi service in the Atatürk Airport domestic and international terminals as well as the General Aviation Terminal for 15 minutes to passengers waiting on the air side. We plan to increase the free Wi-Fi service to 2 hours in 2016.

## **Expansion of Early Baggage Storage (EBS) Area**

In line with the increasing number of passengers at the international terminal, of Istanbul Atatürk Airport the baggage claim and redistribution area for transfer passengers who will be waiting for more than 3 hours was determined to be insufficient. Consequently, the available EBS capacity of the Baggage Handling Area (Sorting Area) at the International Terminal was increased from 1,600 pieces of luggage/hour to 3,400 pieces/hour. This improvement enabled early baggage within transfer passenger baggage to be stored accurately and safely and be processed in a timely fashion.

## **Waiting hall for passengers requesting asylum**

As a result of increasing number of passengers requesting asylum, an area has been reserved for the passengers who request international protection to wait until their processes are completed, even though their entrance to the country is denied. Reserving an area on the Istanbul Atatürk Airport International Terminal Arrivals Floor for asylum-seeking passengers whose requests for international protection have been denied to wait until their processes are completed, we have decreased the passenger traffic within the terminal and increased the service quality at the Inadmissible Passenger Hall.

## **Automation at passport control points**

With the purpose of decreasing the time spent during passport control procedures and enable automation, e-gates have been installed at two desks at the passport control points located on both the arrivals and departures floors. Serving only TAV Passport cardholders at the moment as a pilot project, the number of automated desks is planned to be increased. Automation during passport control processes reduces the amount of time that people spend during passport procedures and increases the service quality offered to passengers.



**DUTY FREE**

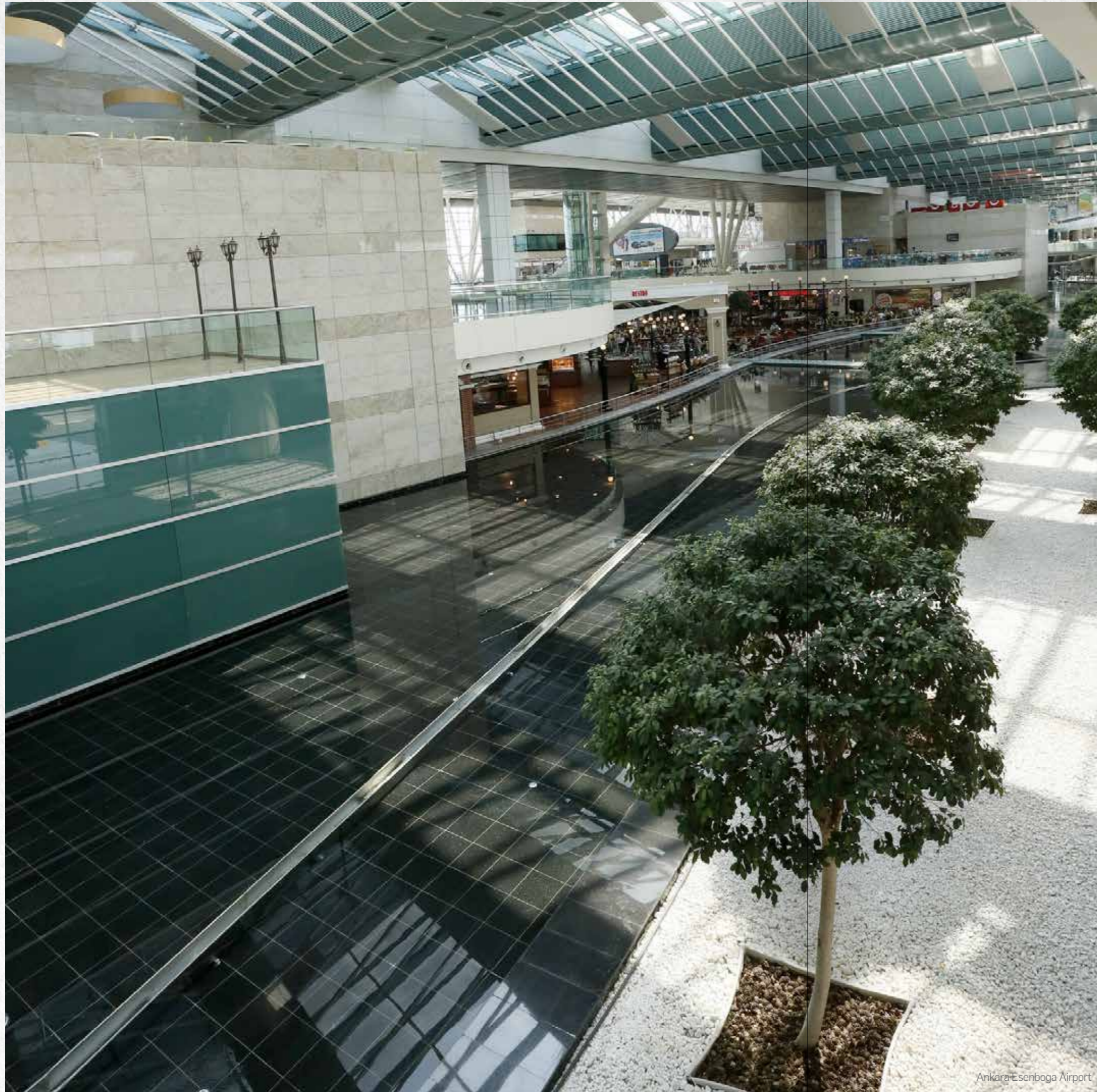


**-20% Special Offer**

**%10  
BUNERANG  
INDIRIMI!**

**10%  
KAMUJERAN  
INDIRIMI!**

**29.50 €**



## Environmental Management

Keeping the environmental impact of our operations to a minimum and, as a result, creating an environmentally-friendly airport is among the essential components of our sustainability initiatives. Thanks to this proactive management approach, we have developed our environmentally-friendly operations beyond legal requirements. Our Environmental Policy plays a guiding role in executing our operations more extensively and more efficiently. Prepared by the Management Systems Department, the policy is implemented by the Human Resources Department, Operations Directorate and other relevant departments. We fully comply with the requirements of the non-governmental initiatives of which we are signatories and the management systems that we apply, verify the outcomes during audits and present these outcomes to the attention of our stakeholders in a transparent way.

Please visit our company website for our environmental policy, listed under policies.



## Energy and Environment Certifications

|  | ANKARA | ISTANBUL | IZMIR |
|--|--------|----------|-------|
| TSE EN ISO 14001:2014 ENVIRONMENTAL MANAGEMENT SYSTEM  | ✓      | ✓        | ✓     |
| ISO50001:2011 ENERGY MANAGEMENT SYSTEM                 | ✓      | ✓        |       |
| TSE EN ISO 14064 GREENHOUSE GAS INVENTORY VERIFICATION | ✓      | ✓        | ✓     |
| GREEN AIRPORT CORPORATION CERTIFICATE                  | ✓      | ✓        | ✓     |
| AIRPORT CARBON ACCREDITATION                           | ✓      | ✓        | ✓     |

## Our Goals

- **To have all airports that we operate accredited by ACA (Airport Carbon Accreditation) by 2018.**
- **To achieve the following percentages for Scope 1-2 emissions in 2017 – compared to 2014:**
  - **An emissions decrease of 8.9 percent in the operations of Istanbul Atatürk Airport**
  - **An emissions decrease of 4 percent in the operations of Ankara Esenboğa Airport**
  - **An emissions decrease of 2.9 percent in the operations of Izmir Adnan Menderes Airport**

We also give great importance to the application of our environmental approach on the value chain and, as a result, raise awareness and decrease the environmental impact throughout that value chain. We have evaluated the environmental performance of our 78 suppliers as part of supplier audits held during the last three years. During the reporting period 2014-2015, a total of 1,052,190 TL was spent for environmental investments and environmental management to improve our environmental performance.

One of the impacts that we assess as part of environmental impacts is noise management. SHGM and DHMI are the responsible authorities in Turkey for noise management, while related public institutions are responsible for terminal operations abroad. TAV supports the works carried out to mitigate the impact of the subject issue on stakeholders.

### Environmentally-friendly terminals

TAV Airports completed the entire design, building and operation processes of Izmir Terminal in line with its sustainability policy.

The Leadership in Energy & Environmental Design (LEED) certification application for Izmir Adnan Menderes Airport New Domestic Terminal and Multi-Story Car Park was made in December 2012. The ADB New Domestic Terminal will be the first airport terminal in Turkey with a LEED certificate.

The heat pumps, rainwater harvesting systems, gray water reuse system, solar collectors and trigeneration plant minimize the energy and water consumption, resulting in much more efficient waste management. The terminal has a trigeneration system that produces electricity from natural gas and releases heating and cooling energy.

Madinah Airport became the first Leadership in Energy and Environmental Design (LEED) certified building given by the United States Green Buildings Council (USGBC) in the MENA region.

## Climate change action

Climate change is a global problem. 2 percent of carbon emissions worldwide results from the aviation industry, mainly airlines. Therefore, our industry has great responsibilities. At TAV, we carry out projects to decrease our carbon footprint, extensively apply the best practices and voluntarily take part in initiatives that raise awareness as part of our responsible business style and sustainability awareness.

### We turn the lights off to campaign for climate change

TAV Airports supports Earth Hour, the worldwide environmental event which is held to raise awareness of climate change. During the last Earth Hour, the lights were turned off at Ankara Esenboğa and Izmir Adnan Menderes airports in such a way that did not infringe upon the comfort and safety of the passengers.

We fully inform our stakeholders regarding completed and ongoing projects with the purpose of tackling climate change and the performance outcomes achieved as part of the Carbon Disclosure Project (CDP). TAV Airports was listed amongst the top 10 companies participating in the Climate Change reporting of CDP Turkey as part of the Turkey Climate Change 2014 Report. We raised our disclosure score to 89 in 2015, from 64 in 2014. TAV is also amongst six Turkish companies participating in the global "Commit to Action" campaign carried out by CDP.

In 2015, thanks to the energy efficiency works carried out, we decreased CO2 emission per passenger by 6.2 and 7.5 percent in our Istanbul and Ankara operations, respectively, while our Izmir operations did not register an increase compared to 2014.

As part of our efficiency projects for carbon reduction, we prevented 769.79, 767.39 and 728.78 tons of CO2 emissions at our Ankara, Izmir and Istanbul operations, respectively, which amounts to a total of 2,266 tons of CO2 emission which was saved.

Ankara Esenboğa Airport was listed among the top 17 environmentally-friendly airports worldwide under the Carbon Accreditation Program of Airports Council International Europe. Izmir Adnan Menderes Airport is also actively participating in the program. Enfidha Airport, operated by TAV in Tunisia, became the first airport participating in the project from the Africa continent.

### **Esenboğa becomes the first carbon neutral airport of Turkey**

Using its energy much more efficiently, TAV Esenboğa decreased its carbon emissions levels greatly and offset the remaining amount by investing in clean energy. Esenboğa Airport reached the top among Turkish airports in the Airport Carbon Accreditation program of ACI Europe.

Operated by TAV Airports, Ankara Esenboğa Airport neutralized its carbon emissions and became the first airport in Turkey to reach this level. With this achievement, Esenboğa Airport is now listed among the 17 most environmentally-friendly airports worldwide.

<http://www.airportcarbonaccredited.org/>

### **Carbon footprint calculation application from TAV for an environmentally-friendly flight**

TAV Airports has launched an application that enables passengers to offset the carbon emissions which result from their flights as part of the fight against climate change. The passengers can calculate the carbon footprint of their flights and offset it by supporting a project which both reduces carbon emissions and contributes to sustainable development with the application on the websites of 14 airports operated by TAV.

<http://www.ataturkairport.com/en-EN/flightinfo/Pages/CarbonNeutralFlying.aspx>

## **We use natural resources efficiently**

Consuming natural resources without hindering the right of future generations to also utilize them is at the top of our sustainability priorities. To that end, we manage the water cycle effectively, carry out efficiency works and inform our stakeholders about our performance.

### **We are amongst the leading companies in terms of water**

As part of the first Water Report, published by CDP Turkey under the auspices of the Sabancı University Corporate Governance Forum, TAV was one of seven companies to prepare a report out of the 51 which were invited to do so.

We monitor water consumption according to drinking/usage, irrigation and filling processes. We measure the consumption of water per passenger and periodically report to the senior management to analyze changes in consumption. Considering the performance data acquired, we create and carry out projects for the efficient and reduced use of water.

The total number of passengers welcomed at the airports covered by the report in 2015 increased by 7.6 percent –around 6 million passengers– compared to 2014. Despite the increase in the number of passengers, water consumption per passenger decreased by 5.2 percent. As a result of recycling and re-use works, we saved 28,576 m3 of water at the airports covered by the report.

Waste water generated at our terminals is collected via closed-circuit sewage systems and transferred to biological waste water treatment facilities within the airport premises. All waste water discharged out of our terminals is within the parameters set by laws and regulations and transmitted to the nearest collection system or receiving environment in accordance with the related environmental legislation.



## We support recycling through waste management practices

---

Reducing the waste generation at the source, recycling and disposal in such a way that will not threaten public health comprises the fundamentals of our waste management strategy. Considering the increasing number of passengers being served by the aviation industry in recent years, it is not difficult to understand the increasing importance of waste management. Accordingly, we fully employ our responsible operation and sustainability understanding in the execution of waste management.

Although the amount of total waste generated at our terminals has increased in recent years, thanks to our recycling projects, we have achieved a better rate of reuse of that waste.

## We respect biodiversity

---

In order to protect the natural habitat through the regions in which we operate, we pay the utmost attention to preserve the biodiversity at our terminals and minimize the loss of natural habitat. As part of the preservation of biodiversity, we use pesticides with reduced biological impacts for all kinds of undesirable species, planting additional flora and installing control mechanisms to avoid irreversible and permanent damage to the ecosystem.

### **30,000 trees in TAV Esenboğa Memorial Forest**

The TAV Esenboğa Memorial Forest, which was established in 2008 by TAV Esenboğa, the operator of Ankara Esenboğa Airport, has expanded after planting new saplings, and today the number of trees within the forest has reached 30,000 trees. 10,000 trees were planted in the forest -- which is located in the Cubuk district of Ankara -- at an event attended by Esenboğa Airport executives and employees.

The Environmental Law and related legislation do not require TAV and its subsidiaries to prepare environmental impact assessment reports for their operations. Yet, the subsidiaries of TAV prepare environmental reports and environmental management plans during both the construction and operation phases of terminals.





Çıkış / Exit ↑



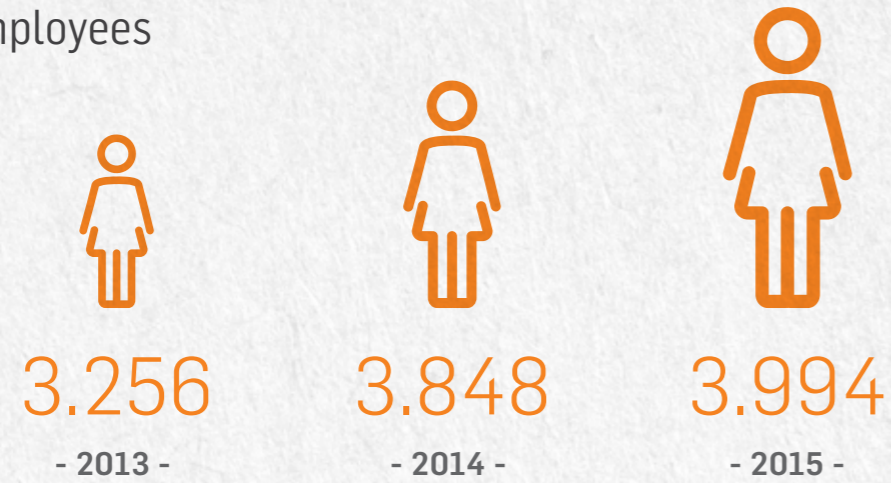
## Employee Happiness

We strive to be a sought-after workplace where our employees can achieve personal development and work in a safe and peaceful environment. Our human resources policy is based on matching business requirements with the capacity and skills of our employees. To this end, we pursue programs that support diversity and equal opportunities and avoid discrimination.

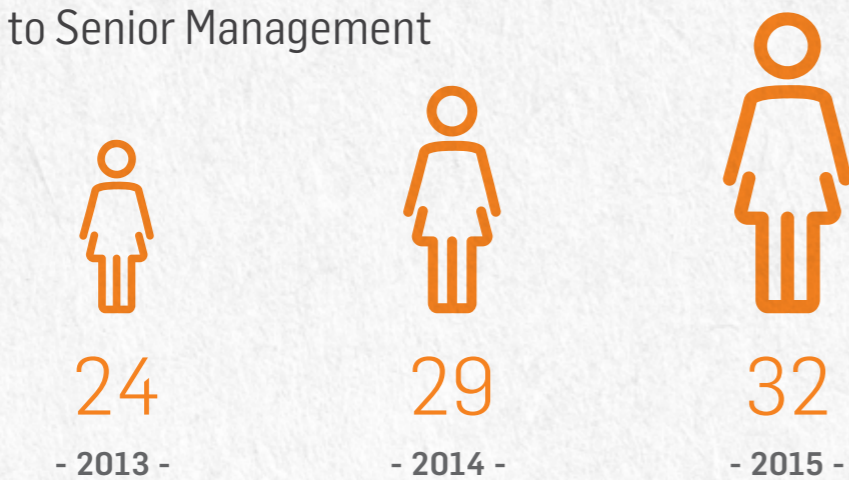
We monitor our employees' happiness through surveys held biyearly and identify their expectations and preferences. According to the results of Employee Satisfaction Surveys, the satisfaction level of employees increased to 66.9 percent in 2015 compared to 2013, when the rate was 63.6 percent. The same year, the average of the Turkish companies that participated in this survey was 60.4 percent. As part of the survey, we ask the opinions of our employees on many issues such as remuneration and fringe benefits, work conditions, status, etc. and form work groups concerning the areas in which we are open to improvement. In order to be a participatory company which is open to new ideas, we establish platforms where our employees can state their opinions.

## Employee Happiness

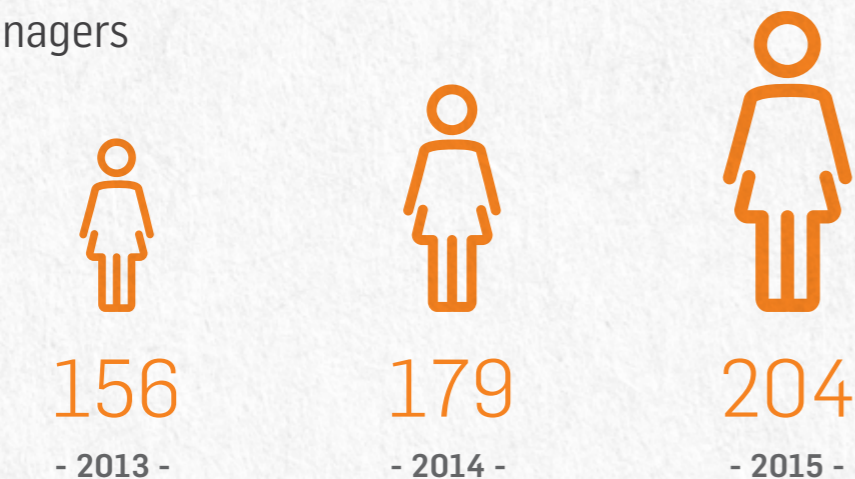
## Total Number of Female Employees



## Number of Female Employees Appointed to Senior Management



## Number of Mid-Level Female Managers



## Equal opportunities and diversity

We believe that diversity enriches our company while improving our business style. To this end, we work to stamp out gender discrimination and strive to create a multi-cultural human resources pool that respects cultural diversity.

We favor the approach of providing equal opportunities to all employees without discriminating based on language, religion, race and gender. We believe that the participation of women in business life with equal opportunity is also crucial in terms of sustainable development. TAV has the goal to become one of the leading corporations contributing to the development of a culture of equal opportunity and recruitment of women in Turkey. Therefore, we try to follow competence-based human resources processes regardless of gender to eliminate gender discrimination in recruitment processes.

After becoming a member of the Equality at Work Platform established by the Family and Social Policies Ministry of Turkey in 2013, TAV updated its human resources reporting systems in line with the Platform's requirements. In addition, the female/male employee ratio is shared with the Senior Management on a monthly basis in order to include the Senior Management in the process. We define equality at work and diversity as priorities to achieve sustainability.

A committee was founded at TAV Izmir in order to lead the process across all terminals, define improvement areas and targets and included the issue of equal opportunity on the agenda of the annual HR meetings as well as on the annual performance targets. As a result, in 2015 32 percent of those recruited were women employees.

Our goal is to increase the female employee rate, which is around 27 percent in 2015, and qualify for the Equal Opportunities Model certificate issued by KAGIDER (Women Entrepreneurs Association of Turkey).

## TAV Abroad

In 2012, our intranet platform TAV Abroad was developed as to serve as a platform bringing together the multi-cultural human resources of TAV under one umbrella in line with the corporate culture of the company, enabling an efficient sharing of know-how. All employees of TAV Airports Holding and Group Companies can access the portal, which consists of general structure, history and cultural structure of the countries where expat employees are appointed as well as practical and legal information related to the countries.

## Employee Mobility Program

We organize an employee exchange program to enable our employees to exchange know-how on an international level and to contribute to their career planning. Thanks to the program, our employees learn work processes of a different organization and have the opportunity to obtain working and living experiences overseas.

During the first implementation of the Employee Mobility Program, employees selected from TAV Airports and Aéroports de Paris Group were exchanged. During the reporting period, eight employees have been transferred to their new positions as part of the exchange program. The program has the purpose of creating a human resources pool composed of employees open to development and innovation to improve their skills and their work.

## Professional and personal development for our employees

We invest in our employees' professional and personal development. We offer various types of training programs and platforms. Total training hours held in 2015 are over 55,000.

## TAV Academy

Human resources and corporate know-how in airport operations are the biggest factors in strengthening the competitiveness of TAV on the way to becoming a global player. As a result, TAV Academy was founded in 2006 in order to enhance this know-how. TAV Academy, the training and development center of more than 15,000 employees of TAV Airports, which has operations at 14 airports in seven countries, also contributes to the development of the international civil aviation industry by providing training to aviation professionals of various countries such as Saudi Arabia, China, Georgia, Albania, etc. Furthermore, TAV Academy is one of the 15 global training centers of Airports Council International (ACI), which is the most important organization of the industry with more than 1,800 airport members.

In 2013, TAV Academy established a global training and consultancy company in the aviation sector under the "TAV Aviation Minds" brand. With this brand, TAV Academy also started to offer training and consultancy services to the business world outside of the aviation industry.

TAV Academy has the goal of becoming the first and only authorized training center in Turkey in Airport and Terminal Operations. In pursuit of this goal, TAV Academy completed the procedures required to establish a National Education Ministry (MEB) approved training center with the purpose of getting certification regarding the quality of its training programs and becoming the authorized corporation of the General Directorate of Civil Aviation in 2014. TAV Academy can now provide MEB-approved training certificates.

TAV Academy, which globally expands our know-how in airport operations, was audited and authorized by the International Civil Aviation Organization (ICAO) to provide certified civil aviation training. At the end of the audit, TAV Academy was shown to be in compliance with the designated standards in terms of training design, presentations, competencies of the trainers and quality management system.

One of the main activities of ICAO is to improve the competencies of aviation employees and define global standards in training. TAV Academy has been certified as an ICAO TRAINAIR Plus member as of August 2015 by ICAO. Whilst ICAO TRAINAIR Plus members are mostly composed of civil aviation authorities of their respective countries, of which they are liable to provide training, there are only 16 companies certified in the private sector. As of 2015, TAV Academy is listed amongst these 16 companies.

During the reporting period, TAV Academy had provided 14,148 hours of training in total. 4,934 and 7,063 employees benefitted from the training programs in 2014 and 2015, respectively.



## Continuous development for leaders

---

At TAV, we believe that the competencies which brought us to the present would not be sufficient to carry us into the future. Therefore, we have initiated the Leadership Development Programs. During the reporting period, 96 senior managers have participated in the programs. Furthermore, we have provided 566 mid-level managers with the Basic Leadership Skills Program to create the leaders of the future.

## Development of local employees in Saudi Arabia

---

The purpose of the project was to increase the service quality at the airports and to provide necessary personnel development to obtain higher work efficiencies from existing airport personnel after the rehabilitation works held at Madinah and Riyadh international airports in Saudi Arabia. At the end of the training programs, within which attendances were quite high, employee loyalty was observed to have increased.

## Tailored programs

---

In order to support our business expansion in the MENA region, we have initiated Arabic language programs. Focusing on customer satisfaction, we pursued our "English speaking airports" program, beginning with our employees who are in direct contact with the passengers.

We have developed customized programs for TAV Operation Services and TAV Security staff in understanding and developing the customer experience.

## TAV Security collaborates with Anadolu University

---

TAV Security and Anadolu University mutually provide training programs in line with their longstanding collaboration protocol. In line with the protocol, the "Training for Trainers Certification Program," which was the first training program, was held at Atatürk Airport in 2015. The certification program was attended by 20 TAV Private Security personnel.

## Distance learning with E-Learning Platform

---

This platform has the goal of creating more training opportunities for the employees who cannot attend the training held at TAV headquarters.

The E-Learning platform consists of various training programs such as TAV Employee Culture, TAV Values, leadership, teamwork, time management, problem solving techniques, effective communication, basic English, etc. As of the end of 2015, more than 5,000 employees were actively using the e-learning system. The E-orientation program, which was included in the e-learning platform at the beginning of 2016, will strengthen the awareness of being a TAV employee worldwide.





## Highest standards in occupational health and safety

Our occupational health and safety policy is based on defining risks, taking the necessary measures and adapting work processes to employees. Going beyond legal requirements in the countries where we operate, we strive to adapt the best practices and international standards in this area. Consequently, we establish an occupational health and safety committee at all the airports we operate. Teams consisting of occupational health and safety specialists who report to the deputy general manager in charge of operations or directly to the general manager apply the processes via inter-departmental collaborations, committees or groups composed of related units.

We also provide training programs to ensure compliance with OHSAS 18001 Occupational Health and Safety Management System certification and improve corporate culture in this area. During the reporting period, we identified the high risk areas in terms of occupational health and safety and enacted a six-stage action plan involving analysis of the current situation, action planning, implementation, review, improvement and reporting. We intend to limit the frequency of work-related accidents and lost days to zero.

### Advanced driving techniques training

Drivers working at TAV Group attended driver training courses at Volkan Işık Academy. A total of 36 TAV drivers attended the training held in July 2015.

### SHGM Approved training by TAV Academy

As a result of the audits held by General Directorate of Civil Aviation (SHGM), TAV Academy has become an authorized training center in Aviation Safety as of 2015. Authorized to provide "Safety Awareness" training, which must be taken by all employees with an apron card before they start working at TAV and must be re-taken every three years, TAV Academy held its first training on October 1st. SHGM-approved "Safety Awareness" training designed by TAV Security in-house trainers will continue to be provided to TAV employees and everyone that requires the subject training.

## Engagement is the core of our innovation approach

### TAV IDEAPort

We set up the TAV IDEAPort Innovation Platform to collect, exchange and effectively assess innovative ideas. We collect suggestions and ideas from our employees at this platform, encouraging them to submit their ideas of positive change and improvement.

It is possible to submit a suggestion via [www.tavideaport.com](http://www.tavideaport.com). Suggestion boxes have also been placed in a few places at the airports for TAV employees who do not have access to a computer.

For an impartial assessment, the names of the personnel who submit the suggestions are not revealed until the end of the assessment period, and they are informed during each phase of the assessment. A total of 85 suggestions were submitted within the first week to the TAV IDEAPort Innovation Platform, which was brought into service in 2015 for more than 13,000 TAV employees. 38 of these suggestions meeting the preliminary requirements have passed on to the assessment phase and the employees who offered the suggestions have been awarded more than 1,000 TL in total. The suggestions have been seen by 1,325 people and liked 204 times.

## We want to enhance the personal lives of our employees

We incorporated the work we had been carrying out for the health and happiness of our employees and established the TAV Health and Wellbeing Center (HWC) under a corporate structure. HWC is a center the purpose of which is to assist the employees in establishing a healthy balance between their work and personal lives and to improve their development and happiness. HWC has the goal to carry out preventative and developmental projects in relation to the employees' mental and physical wellbeing and offer practices that will improve the health and happiness of the employees and their families.

### TAV CUP Tournaments

We believe in the importance of gathering TAV Group employees together in a social platform outside of work, so we organize a variety of sports activities. Football, Basketball, Volleyball, Table Tennis and Chess tournaments are held at the airports we operate (Istanbul, Ankara, Izmir) with the participation of our service companies.



### TAV Family Day

We organize an event for the children of our employees. During the event, the children are introduced to the work environments of their parents.

### April 23rd, Children's Day Event

As part of April 23rd, Children's Day, and with the purpose of organizing activities for the employees and their families in order to increase the motivation of the employees, we sign agreements with the children's area of the shopping malls in Istanbul, Izmir, Ankara, Bursa and Yalova and organize activities for the children of our employees to have fun and enjoy the day. We believe these events increase the motivation, sense of belonging and loyalty of the employees. In 2015, 576 children participated in the April 23rd, Children's Day Event together with their families. Moreover, we were the sponsor for a special concert held in Izmir for April 23rd, National Sovereignty and Children's Day. "Carmina Burana: Scenic Cantata" was performed by a youth chorus of two hundred members for the first time ever. The revenue of the concert was donated to the Turkish Library for the Visually Impaired (TÜRGÖK).

### TAV Workshop

We organize hobby workshops for our Istanbul personnel. The purpose of these workshops is to enable personal development for employees in their social lives, providing them with the opportunity to engage in new hobbies.





## Social Impacts

At TAV Airports, the global brand of Turkey in airport operations, we are aware of our responsibilities towards society and the environment, and we attach a great deal of importance to activities to create social benefits at all the airports that we operate throughout various regions along with our service companies. We consider our terminals as microcosms of society.

Airports are living niches and the first meeting points when entering new countries and cities; the added value they provide to the tourism sector is indisputable. To that end, our goal is to represent our country in the best way wherever in the world we take our brand, as well as contributing to the development of the tourism potential of the region. While developing the industry that we operate in, we also organize social investment programs in health, obstacle-free living, education, culture and the arts and sports. We have initiated TAV Volunteers to expand our social responsibility understanding among our employees and enable them to participate.

Thanks to the taxes we pay, employment opportunities and local purchasing policies, we make significant contributions to the economies of the regions in which we operate. We encourage women, the young and educated people to take their positions in business life. We employed 397 persons that had never worked before in 2015 and a total of 1,020 persons in the last 3 years.

## Sustainable development through industrial growth

In order to provide the best travel experience to our passengers, we offer the airline companies a highly-improved, fast and safe infrastructure. We have been actively involved in the "Collaborative Decision Making" mechanism at Istanbul Atatürk Airport together with DHMI and Turkish Airlines since 2011. Based on the exchange of information between institutions, the mechanism enables the efficient use of resources and airport capacities.

We undertake a significant responsibility in the promotion of the countries and regions where we have operations. We represent our airports as well as the geographies in which we are located during the tourism and aviation events held throughout the world. Our purpose is to initiate collaborations with airline companies to provide direct flights to the highest number of destinations from our airports.

### TAV Aviation Minds

TAV Aviation Minds was established in 2013 to share our know-how and experience in airport operations. The company works on training and consultancy projects at various locations worldwide such as Saudi Arabia, Mongolia, China, Jordan, etc. TAV Aviation Minds offers tailored solutions with its "Airport Operations and Efficiency Management" training, which is a new concept throughout the world designed for the efficient execution of airport operations. Furthermore, there are executive development programs and various trainings on personal development available. TAV Aviation Minds carried out its first project at Madinah Airport, Saudi Arabia, in 2013.

### Post graduate program for students of UTAA

Operated by TAV Airports, one of the world's leading airport operators, Ankara Esenboğa Airport hosted the "Airport Operation Business" post graduate program for students of the University of the Turkish Aeronautical Association (UTAA), the first and only university in Turkey in aviation and aeronautics. TAV Esenboğa executives taught the operation processes of Ankara Esenboğa Airport with on-site examples to the post graduate students in a 14-week course as part of the 2014-2015 academic curriculum.

### HBS case-studies

Arguably the leading business management school in the world, Harvard Business School (HBS) has become one of the global partners of TAV Operation Services. HBS students, who visited Istanbul in line with this collaboration, took the opportunity to study the innovative services provided by TAV Operation Services at the airport and prepared a project on "easing the lives of traveling families with children."

HBS collaborates with innovative companies that carry out leading work in a variety of countries every year while preparing case studies. This year, as part of these case studies, the brands of TAV Operation Services such as TAV Passport Card and "primeclass" CIP Service, which provide exclusive passenger services, were examined. The group then carried out a survey with the passengers and collected a list of requests and recommendations. As a result of the information gathered, some suggestions were offered to ease the life of traveling families with children.

### Green Business Summit

The Green Business Sustainable Business Summit, of which TAV was among the sponsors, took place between September 23rd and 24th. Several local and international participants gathered in Istanbul to exchange information on various subjects such as sustainability, energy efficiency, global energy problems, recycling, corporate solutions, etc.

### Supporting Urbanization and Green Environment Summit

Organized by Milliyet Newspaper with the contributions of the Izmir Metropolitan Municipality Urbanization and Green Environment Summit -- of which TAV was among the sponsors -- hosted several panels participated in by leading business figures.

Whilst urbanization and the problems encountered during the urbanization process were discussed in detail during the summit, the participants were informed about the recycling project at the Izmir Adnan Menderes Airport New Domestic Terminal and the environmentally-friendly terminal initiatives of TAV.

## Social development for communities

### A Tree of Life from TAV Georgia

TAV Georgia, which currently operates Batumi and Tbilisi airports, and the Georgian Red Cross organized an activity to support and lend cheer to children battling leukemia at the Tbilisi Iashvili Children's Center Hospital.

During the "A Tree of Life from TAV Georgia" event, children and TAV Georgia employees planted trees in the garden of the hospital. 40 children staying at the hospital for their treatments were presented with gifts to celebrate Red Cross Week.

### Award winning diabetes posters at TAV Gallery

The poster exhibition "We Are by Your Side" prepared by students of Maltepe University and the Anadolu University Faculty of Communication in order to draw attention to diabetes was opened at TAV Gallery at Istanbul Atatürk Airport. The exhibited posters were awarded by Ministry of Health as part of "World Diabetes Day" activities.

### Dialogue in the Dark Exhibition

Presented in 130 cities and visited by more than 7 million people, the Dialogue in the Dark exhibition was showcased at the Istanbul Gayrettepe metro station. The airport section included for the first time in the exhibition was sponsored by TAV Airports.

## Contribution through culture and the arts

### TAV Gallery

We created TAV Gallery for our passengers and employees to allow them to step into another world while they are at the airport, even for a short period of time. Visited by thousands of passengers every day, the culture and arts platform showcases artistic works which capture universal values and the cultural heritage of the region in which our airports are located. Located in Istanbul, Ankara and Izmir, TAV Gallery hosts several exhibitions throughout the year.

### #ComeSeeTurkey

#ComeSeeTurkey, which is a promotional project for Turkey held on Instagram, greeted passengers at TAV Gallery Istanbul, Ankara and Izmir. The shots taken by 20 people famous on social media from 13 different countries were showcased at Istanbul Atatürk, Ankara Esenboğa and Izmir Adnan Menderes airports.

Thanks to #ComeSeeTurkey, one of the most significant country promotion projects held on social media, photos taken in 23 cities of Turkey reached more than 45 million people.

### Culture Ants

TAV Volunteers supported the "Culture Ants Project" in collaboration with the Cultural Awareness Foundation in 2015.

### 'Turkish Days' Event in Paris

We participated in the "Turkish Days" event organized between December 16th and 18th, 2015 in cooperation with Aéroports de Paris (ADP) and Turkish Airlines at Paris Charles de Gaulle Airport (CDG).

The event was organized for CDG employees to provide information regarding the expectations of Turkish passengers, Turkish culture, the history of Turkey and tourism. The TAV-ADP stand was visited by 576 CDG employees over three days.

## Equal opportunities in education

### Continuous support to educational projects

---

TAV Airports supports several educational projects of Darüşşafaka Education Foundation. In recent years, TAV Workshop Photography Club, participated by the students of Darüşşafaka Education Foundation and TAV employees, has presented a joint project as part of the mentor-mentee program. Furthermore, the donations collected for Soma within the company were transferred to Darüşşafaka Foundation's "Soma Donation Fund" and, as a result, all educational costs of 5 students required by Darüşşafaka Educational Institutions have been covered for 3 years. In 2016, TAV contributed to the "Parenting Book Jr. Project" initiated by Herkese Kitap (Books to All) Foundation and executed by Darüşşafaka Foundation. As part of "Read-Think-Share" project of Young Guru Academy (YGA), YGA was supported for their library and training camps. Moreover, educational aids to YGA students continue.

### Supporting Istanbul Cup

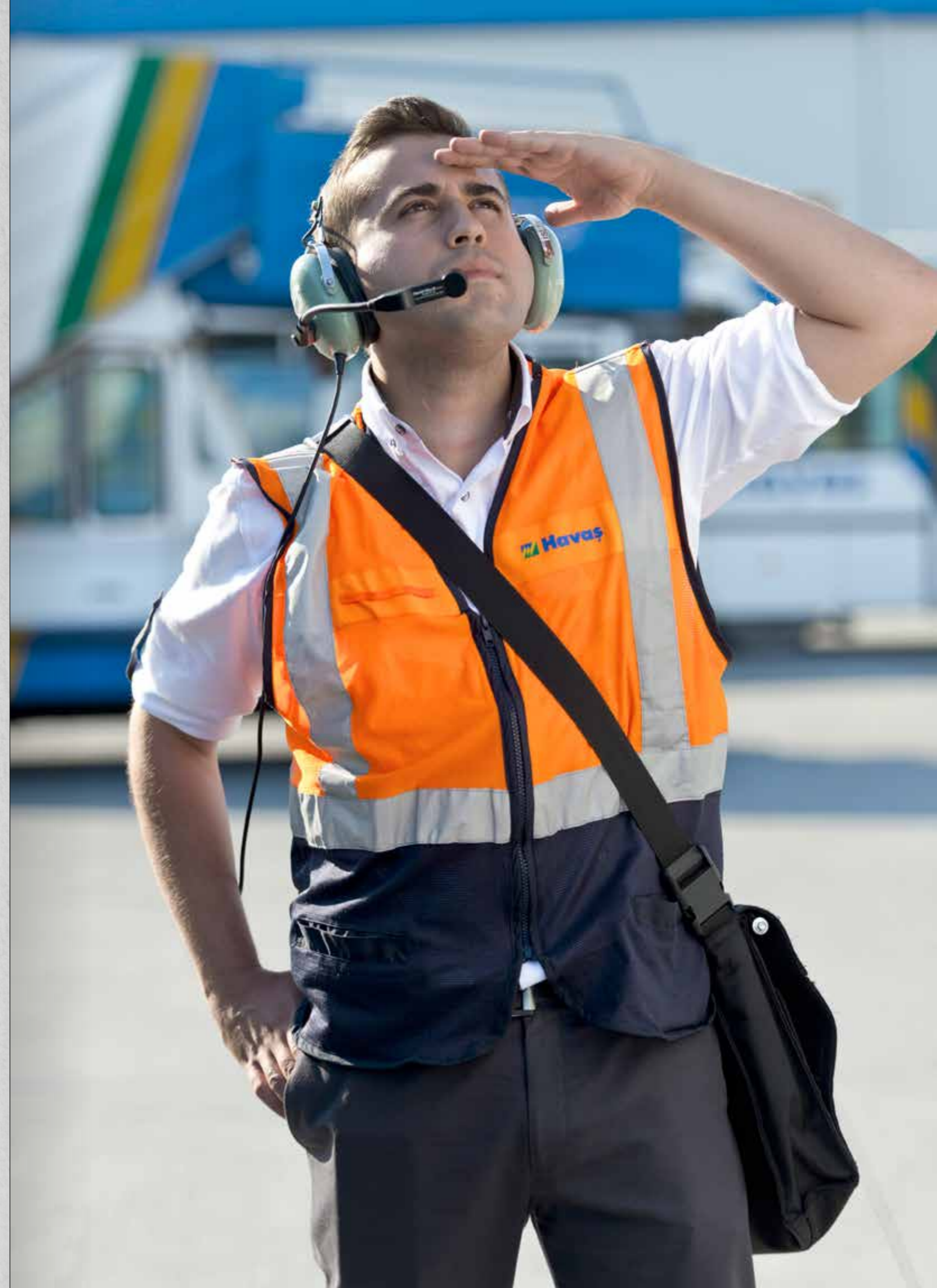
---

TAV Operation Services and its brands TAV Passport Card and "primeclass" were service sponsors of the TEB BNP Paribas Istanbul Cup tennis tournament held between July 13th and 20th, 2014. The TEB BNP Paribas Istanbul Cup, the first and the most prestigious tennis tournament organized by Turkey in the WTA Tour, was held with the participation of 32 tennis professionals.

### Tavport.com supports street animals

---

Operating under TAV Tourism, tavport.com supports street animals with 1 TL from every booking made via their platform. TAV Operation Services and the Marmara Animal Rights Federation (MarmaraFed) purchased food with the donations of tavport.com and distributed them to the abandoned animals.



# Awards & Achievements

## Istanbul Atatürk Airport

- Airports Council International - Airport Service Quality (ASQ), 2015: "Airport with Most Improved Service Quality in Europe"
- Anna.aero Euro Annies, 2015: "Airport with Most New Long-haul Routes in Europe"
- ACI World, 2014: Istanbul Atatürk Airport, "Fourth Busiest Airport in Europe"
- ACI Europe, 2014: Istanbul Atatürk Airport, "Fastest Growing Airport in Europe" in the category of airports welcoming more than 25 million passengers per year
- Skytrax, 2014: Istanbul Atatürk Airport, "10th Best Airport of the World" in the category of airports welcoming more than 50 million passengers per year

## Ankara Esenboğa Airport

- Golden Women of the Aviation Sector Awards, 2015: TAV Esenboğa General Manager Nuray Demirer was presented "Terminal Operations Executive of the Year Award"
- The Green Organization Awards, 2015: "Silver Medal" in the category of built environment
- Skalice, 2014: "Best Airport Award" in Airport Services category
- ACI Europe, 2013: "The Fastest Growing Airport" in airports welcoming 5-10 million passengers per year category

## Gazipaşa-Alanya Airport

- Anna.aero Euro Annies, 2015: "The Fastest Growing Airport" in the category of airports welcoming between 100,000 and 1 million passengers per year

## Tbilisi Airport

- Skytrax, 2014: "7th Best Airport of Eastern Europe Award"

## TAV Tunisie SA

- ACI Europe, 2013: Enfidha Airport is the first airport certified with carbon accreditation program on the African continent

## Skopje Alexander the Great Airport

- Skytrax World Airport Awards, 2016: "9th Best Airport of Eastern Europe Award"
- Airports Council International - Airport Service Quality (ASQ), 2015: "Europe's Best Airport Award" in airports welcoming less than 2 million passengers per year category
- Skytrax World Airport Awards, 2015: "9th Best Airport of Eastern Europe Award"

## Madinah Airport

- Routes Marketing Awards 2015: "Best Airport Award" in the category of airports welcoming 4 to 20 million passengers per year in the Middle East and North Africa regions
- United States Green Building Council 2014: "Green Building Award"

## TAV Airports Holding

- TKYD 6th Corporate Governance Awards, 2016: "2nd Highest Corporate Governance Rating"
- TUYID Investor Relations Summit, 2015: "The Best Annual Report," "The Second Best Website Award," "The Second Best Communication of Financial Results"
- Institute of Internal Auditing of Turkey, Internal Auditing Awareness Award 2015
- Thomson Reuters Extel European Investor Relations Survey, 2015: TAV Airports President & CEO Sani Şener received Turkey's "Best CEO Award," Finance Vice President Burcu Geriş was presented "The Best CFO Award," Head of Investor Relations Nursel İlgen was rewarded "The Best Investor Relations Professional Award," TAV Airports Holding received "The Best Turkish Company in Investor Relations"
- Women to Watch Summit, 2015: TAV Airports Corporate Communication Director Bengi Vargül was presented "The Most Successful Corporate Communications-Reputation Management Leader"
- TKYD 5th Corporate Governance Awards, 2015: "The Highest Rate of Turkey in Board of Directors Category"
- Amongst 15 companies in Sustainability Index initiated by BIST in 2014
- ISS Corporate Services, 2014: TAV Airports secured 2nd position at BIST Corporate Governance Index with governance rating of 9.41
- TUYID Investor Relations Summit, 2014: "Best Annual Report," "Best Website Award," "Best Communication of Financial Results"
- TKYD, Corporate Governance Awards IV, 2014: "2nd Highest Corporate Governance Rating"
- Thomson Reuters Extel European Investor Relations Survey, 2014: TAV Airports Chief Executive Officer Sani Şener received Turkey's "Best CEO Award," TAV Airports Holding received "Best Turkish Company in Investor Relations"

## ATU Duty Free

- Frontier Magazine, 2014: "Old Bazaar" store designed as Grand Bazaar theme at the Istanbul Atatürk Airport awarded the title of "Highly Commended" in the category of "Concept Store of the Year"
- World Wildlife Fund (WWF), 2014: "Green Office Certificate"

## BTA

- European Business Awards, 2015-2016: "National Champion" in Customer orientation category
- World Tourism Forum Awards 2015: The Best Airport Hotel Award to TAV Airport Hotel Izmir

## TAV Information Technologies

- IDC Turkey CIO Summit, 2015: TAV IT General Manager Binnur Güteryüz Onaran was presented "Best CIO in Turkey," the IT system project of Madinah Airport carried out by TAV IT received "Best IT Management Project" and "Best Change Management Project"
- CIO Magazine, 2014: "CIO 2014 Award" to Slot Coordination Project at "CIO 2014 Awards"

## TAV Academy

- International Civil Aviation Organization (ICAO), 2015: Certified civil aviation training authorization

## ENVIRONMENTAL PERFORMANCE INDICATORS

|  | 2013         | 2014         | 2015         |
|--|--------------|--------------|--------------|
| Total amount of water drawn per resource (m <sup>3</sup> ) | 1,428,159    | 1,605,377    | 1,623,301    |
| Recycled or re-used water (m <sup>3</sup> )                | 19,172       | 15,660       | 12,916       |
| Total amount of waste water (m <sup>3</sup> )              | 915,468      | 1,361,797    | 1,375,693    |
| Total Amount of Hazardous Waste (tons)                     | 97.589       | 67.214       | 89.391       |
| Non-hazardous Waste (tons)                                 | 574.952      | 511.022      | 592.795      |
| Direct Energy Consumption by Primary Energy Source         |              |              |              |
| Natural Gas  |              |              |              |
| GJ (total)   | 1,190,169    | 1,141,566    | 1,237,109    |
| GJ (Trigeneration)   | 1,054,374.07 | 1,002,027.26 | 1,040,342.16 |
| GJ (Other)   | 119,921.38   | 97,330.79    | 196,781.03   |
| Diesel Oil (GJ)  | 2,576.96     | 1,967.42     | 2,191.09     |
| Gasoline (GJ)  | 307.35       | 239.28       | 458.14       |
| Indirect Energy Consumption by Primary Energy Source       |              |              |              |
| Power (Total Consumption)                                  |              |              |              |
| GJ (Total)   | 561,029.25   | 559,249.99   | 589,228.78   |
| GJ/m <sup>2</sup> (Total)                                  | 1.9          | 1.45         | 1.56         |
| GJ/1000 pax (Total)  | 24.48        | 14.36        | 13.1         |
| Power (purchased)  | 262,117.84   | 288,420.21   | 295,838.78   |
| Greenhouse Gas Emission                                    |              |              |              |
| Total CO <sub>2</sub> Emission (1000 t)                    | 71.65        | 71.82        | 75.92        |
| Direct CO <sub>2</sub> Emission (Scope 1) (1000 t)         | 60.21        | 58.1         | 59.98        |
| Indirect CO <sub>2</sub> Emission (Scope 2) (1000 t)       | 11.44        | 13.72        | 15.93        |
| Other Indirect CO <sub>2</sub> Emission (Scope 3) (1000 t) | 657.555      | 1,045.79     | 1,114.10     |
| CO <sub>2</sub> Emission per passenger (kg/pax)            |              |              |              |
| Ankara   | 0            | 1.06         | 0.98         |
| İstanbul   | 0.85         | 0.75         | 0.70         |
| İzmir  | 1.02         | 1.50         | 1.46         |

## SOCIAL PERFORMANCE INDICATORS

|  | 2013   | 2014   | 2015   |
|--|--------|--------|--------|
| Total Workforce (in Figures)                       |        |        |        |
| Direct Employment                                  | 13,370 | 14,556 | 15,113 |
| Female   | 3,256  | 3,848  | 3,994  |
| Male   | 10,114 | 10,708 | 11,119 |
| Contractor Company Employees                       | 1,347  | 1,234  | 1,337  |
| Total Workforce by Contract Type (in Figures)      |        |        |        |
| Permanent Employment Contract                      | 12,626 | 13,625 | 14,303 |
| Female   | 3,123  | 3,666  | 3,843  |
| Male   | 9,503  | 9,959  | 10,460 |
| Temporary Employment Contract                      | 744    | 931    | 810    |
| Female   | 133    | 182    | 151    |
| Male   | 611    | 749    | 659    |
| Total Workforce by Category (in Figures)           |        |        |        |
| Blue Collar  |        |        |        |
| Female   | 1,709  | 2,233  | 2,276  |
| Male   | 7,279  | 8,089  | 8,173  |
| White Collar                                       |        |        |        |
| Female   | 1,547  | 1,615  | 1,718  |
| Male   | 2,835  | 2,619  | 2,946  |
| Total Workforce by Employment Type (in Figures)    |        |        |        |
| Full-time  |        |        |        |
| Female   | 3,195  | 3,802  | 3,962  |
| Male   | 10,014 | 10,624 | 11,053 |
| Part-time  |        |        |        |
| Female   | 61     | 46     | 32     |
| Male   | 100    | 84     | 66     |
| Total Workforce by Level of Education (in Figures) |        |        |        |
| Primary Education                                  | 7,873  | 8,596  | 7,928  |
| High School  | 2,460  | 2,722  | 3,756  |
| University and more                                | 3,037  | 3,238  | 3,429  |
| Total Workforce by Age Group (in Figures)          |        |        |        |
| 18-30  | 5,427  | 5,983  | 5,614  |
| 31-40  | 5,276  | 5,743  | 6,268  |
| 41+  | 2,667  | 2,830  | 3,231  |



## SOCIAL PERFORMANCE INDICATORS

|  | 2013  | 2014  | 2015  |
|--|-------|-------|-------|
| Senior Management Structure (in Figures)   |       |       |       |
| By Gender  |       |       |       |
| Female   | 24    | 29    | 32    |
| Male   | 104   | 102   | 126   |
| By Age Group   |       |       |       |
| 18-30  | 1     | 0     | 0     |
| 31-40  | 43    | 45    | 55    |
| 41+  | 78    | 96    | 103   |
| Mid-level Management Structure (in Figures)  |       |       |       |
| By Gender  |       |       |       |
| Female   | 156   | 179   | 204   |
| Male   | 488   | 571   | 619   |
| By Age Group   |       |       |       |
| 18-30  | 21    | 25    | 47    |
| 31-40  | 326   | 394   | 456   |
| 41+  | 302   | 329   | 320   |
| Newly-Recruited Personnel (in Figures)   |       |       |       |
| Female   | 1,499 | 1,376 | 1,341 |
| Male   | 2,929 | 3,167 | 2,793 |
| Employees Quit (in Figures)  | 4,179 | 5,533 | 4,172 |
| Number of Employees at Parental Leave  |       |       |       |
| Female   | 123   | 131   | 157   |
| Male   | 370   | 417   | 461   |
| Number of Employees Back from Parental Leave   |       |       |       |
| Female   | 97    | 122   | 152   |
| Male   | 361   | 420   | 458   |
| Number of Employees Back from Parental Leave and Has Not Quit for The Last 12 Months |       |       |       |
| Female   | 75    | 101   | 132   |
| Male   | 390   | 451   | 517   |
| Employee Training - Number of Participants (persons)                                 | 3,181 | 4,934 | 7,063 |
| Blue Collar  | 1,718 | 2,418 | 4,238 |
| White Collar   | 1,463 | 2,516 | 2,825 |
| Female   | 1,255 | 1,332 | 1,907 |
| Male   | 1,926 | 3,602 | 5,156 |

## SOCIAL PERFORMANCE INDICATORS

|  | 2013   | 2014   | 2015   |
|--|--------|--------|--------|
| Employee Training - Total Hours (person x/hour)  | 14,148 | 40,037 | 55,069 |
| Blue Collar  | 7,640  | 19,618 | 33,041 |
| White Collar   | 6,508  | 20,419 | 22,028 |
| Female   | 5,581  | 10,810 | 14,869 |
| Male   | 8,567  | 29,227 | 40,2   |
| Employee satisfaction survey and results   | 65.20  |        | 66.90  |
| Please indicate the percentage of personnel who provided regular performance assessment feedback (%) | 100    | 100    | 100    |
| Blue Collar  | 100    | 100    | 10     |
| White Collar   | 100    | 10     | 100    |
| Number of Participants in OHS Training Provided to Employees (Holding)                               |        | 680    | 460    |
| OHS Training Provided to Employees (person x hour)   |        | 3,431  | 3,073  |
| Number of employees who received training on human rights  |        | 1,169  | 773    |
| Percentage of employees who received training on human rights  |        | 24     | 11     |
| Total training hours on human rights (person x hour)   |        | 4,08   | 6,223  |
| Percentage of security personnel who received training on human rights policies or procedures (%)    | 100    | 100    | 100    |
| Occupational health and safety   |        |        |        |
| Absentee Rate (%)  | 2.03   | 1.94   | 2.16   |
| Injury Rate  |        |        |        |
| Istanbul   |        |        |        |
| Direct Employment  | 15.595 | 22.565 | 28.362 |
| Female   | 0.0742 | 0.0727 | 0.3636 |
| Male   | 14.852 | 21.837 | 24.726 |
| Ankara   |        |        |        |
| Direct Employment  | 3.276  | 1.5    | 1.52   |
| Female   | 1.11   | 0.3    | 0.8    |
| Male   | 2.166  | 1.2    | 0.72   |
| Contractor Company Employees   | 7.06   | 5.92   | 5.42   |
| Female   | 1.14   | 1.97   | 1.97   |
| Male   | 5.92   | 3.95   | 3.45   |
| Total  | 10.33  | 7.39   | 6.94   |
| Female   | 2.25   | 2.27   | 2.77   |
| Male   | 8.086  | 5.15   | 4.17   |

**SOCIAL PERFORMANCE INDICATORS**

|   | 2013   | 2014   | 2015   |
|---|--------|--------|--------|
| <b>Izmir</b>  |        |        |        |
| Direct Employment   | 3.982  | 3.843  | 2.492  |
| Female  | 0.442  | 0      | 0      |
| Male  | 3.54   | 3.843  | 2.492  |
| Contractor Company Employees  | 9.937  | 12.4   | 13.316 |
| Female  | 4.676  | 4.885  | 7.398  |
| Male  | 5.261  | 7.515  | 5.918  |
| Total   | 13.919 | 16.243 | 15.808 |
| Female  | 5.118  | 4.885  | 7.398  |
| Male  | 8.801  | 11.358 | 8.41   |
| Lost Day Rate (LDR)   |        |        |        |
| <b>Istanbul</b>   |        |        |        |
| Direct Employment   | 0.682  | 13.102 | 11.635 |
| Female  | 0      | 0.0727 | 0.0727 |
| Male  | 0.682  | 12.374 | 10.908 |
| <b>Ankara</b>   |        |        |        |
| Direct Employment   | 1.49   | 3.75   | 3.2    |
| Female  | 0.89   | 0.52   | 1.23   |
| Male  | 0.82   | 6.07   | 3.78   |
| <b>Izmir</b>  |        |        |        |
| Direct Employment   | 9.735  | 27.605 | 5.607  |
| Female  | 0      | 0      | 0      |
| Male  | 9.735  | 27.605 | 5.607  |
| Occupational Disease Rate (ODR)   |        |        |        |
| Direct Employment   | 0      | 0      | 0      |
| Contractor Company Employees  | 0      | 0      | 0      |
| Number of Accidents Involving Death   |        |        |        |
| Direct Employment   | 0      | 0      | 0      |
| Contractor Company Employees  | 0      | 0      | 0      |
| OHS Training Provided to Employees - Number of Participants (Istanbul, Ankara, Izmir) | 2,540  | 2,843  | 2,938  |
| OHS Training Provided to Employees - Total Hours (person x hour)                      | 13,387 | 10,902 | 8,738  |
| Number of OHS Committees Established  | 6      | 7      | 8      |
| Total Number of Members in OHS Committees Established                                 | 92     | 99     | 106    |
| Number of Representatives Working in OHS Committees Established                       | 19     | 19     | 19     |
| Environmental Training Provided to Employees - Number of Participants                 | 106    | 184    | 142    |



| GENERAL STANDARD DISCLOSURES                      |   |           |
|---|---|-----------|
| General Standard Disclosures                      | Section   | Assurance |
| <b>STRATEGY AND ANALYSIS</b>                      |   |           |
| G4-1  | p.7, CEO Letter   |           |
| G4-2  | p.7, CEO Letter; p. 28, Risk Management   |           |
| <b>KURUMSAL PROFİL</b>                            |   |           |
| G4-3  | p.92, Contact   |           |
| G4-4  | p.13, About TAV Airports  |           |
| G4-5  | p.92, Contact   |           |
| G4-6  | p 13, About TAV Airports  |           |
| G4-7  | Corporate website <a href="http://www.tavhavalimanlari.com.tr/tr-TR/Pages/GlobalBusinessUnitsofTAV.aspx">http://www.tavhavalimanlari.com.tr/tr-TR/Pages/GlobalBusinessUnitsofTAV.aspx</a> |           |
| G4-8  | p.13, About TAV Airports; pp.18-20, Airport Operation Business & TAV in Figures   |           |
| G4-9  | pp.18-20, Airport Operation Business & TAV in Figures; p.79 Social Performance Indicators   |           |
| G4-10   | pp.79-82, Social Performance Indicators   |           |
| G4-11   | p.84, GRI Content Index (Our employees are not covered by collective bargaining agreements)   |           |
| G4-12   | p.32, Supply Chain Management   |           |
| G4-13   | Corporate website <a href="http://www.tavhavalimanlari.com.tr/tr-TR/Pages/Announcements.aspx">http://www.tavhavalimanlari.com.tr/tr-TR/Pages/Announcements.aspx</a>                       |           |
| G4-14   | p.28, Risk Management   |           |
| G4-15   | pp.18-20, Airport Operation Business & TAV in Figures; pp.59-60, Equal Opportunity and Diversity ; pp.40-41, Obstacle-free Airport  |           |
| G4-16   | p.27, Governance Practices at TAV   |           |
| <b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b> |   |           |
| G4-17   | p.9, About the Report; p.13, About TAV Airports   |           |
| G4-18   | p.9, About the Report; pp.33-35, Sustainability Priorities  |           |
| G4-19   | pp.33-35, Sustainability Priorities   |           |
| G4-20   | p.9, About the Report; p.33-35, Sustainability Priorities; pp.36-37, Our Stakeholders   |           |
| G4-21   | p.9, About the Report; p.33-35, Sustainability Priorities; pp.36-37, Our Stakeholders   |           |
| G4-22   | p.84, GRI G4 Content Index (There is no restatements of information provided in previous reports.)  |           |
| G4-23   | p.9, About the Report   |           |
| <b>STAKEHOLDER ENGAGEMENT</b>                     |   |           |
| G4-24   | pp.36-37, Our Stakeholders  |           |
| G4-25   | pp.36-37, Our Stakeholders  |           |
| G4-26   | pp.36-37, Our Stakeholders  |           |
| G4-27   | pp.36-37, Our Stakeholders  |           |
| <b>REPORT PROFILE</b>                             |   |           |
| G4-28   | p.9, About the Report   |           |
| G4-29   | p.9, About the Report   |           |
| G4-30   | p.9, About the Report   |           |
| G4-31   | p.9, About the Report   |           |
| G4-32   | p.9, About the Report   |           |
| G4-33   | pp.88-89, Independent Assurance Report  |           |
| <b>GOVERNANCE</b>                                 |   |           |
| G4-34   | p.27, Governance Practices at TAV   |           |
| <b>ETHICS AND INTEGRITY</b>                       |   |           |
| G4-56   | p.30, Code of Ethics; p.16, Our Corporate Values  |           |

| SPECIFIC STANDARD DISCLOSURES                     |  |           |           |
|---|--|-----------|-----------|
| DMA and Indicators                                | Section  | Omissions | Assurance |
| <b>CATEGORY: ECONOMIC</b>                         |  |           |           |
| <b>MATERIAL ASPECT: ECONOMIC PERFORMANCE</b>      |  |           |           |
| G4-DMA  | p.13, About TAV Airports   |           |           |
| G4-EC1  | p.13, About TAV Airports   |           |           |
| G4-EC2  | p.7, CEO Letter pp.49-50, We Tackle Climate Change With Our Energy and Emissions Management Practices  |           |           |
| <b>MATERIAL ASPECT: MARKET PRESENCE</b>           |  |           |           |
| G4-DMA  | pp.57-67, Employee Happiness   |           |           |
| G4-EC5  | p.85, GRI G4 Content Index (The ratio of standard entry level wage to local minimum wage is calculated with respect to employee status )   |           |           |
| <b>MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS</b> |  |           |           |
| G4-DMA  | pp.69-77, Social Impacts   |           |           |
| G4-EC7  | pp.40-41, Obstacle-free Airport ; p.72, Social Development for Communities   |           |           |
| G4-EC8  | pp.18-20, Airport Operation Business & TAV in Figures; p.32, Supply Chain Management; pp.61-62, TAV Academy; pp.70-71, Sustainable Development Through Industrial Growth; p.62, Development of Local Employees in Saudi Arabia |           |           |
| <b>MATERIAL ASPECT: PROCUREMENT PRACTICES</b>     |  |           |           |
| G4-DMA  | p.32, Supply Chain Management  |           |           |
| G4-EC9  | p.32, Supply Chain Management  |           |           |
| <b>CATEGORY: ENVIRONMENTAL</b>                    |  |           |           |
| <b>MATERIAL ASPECT: ENERGY</b>                    |  |           |           |
| G4-DMA  | pp.47-52, Environmental Management   |           |           |
| G4-EN3  | p.78, Environmental Performance Indicators   |           |           |
| G4-EN5  | p.78, Environmental Performance Indicators   |           |           |
| G4-EN7  | p.78, Environmental Performance Indicators   |           |           |
| <b>MATERIAL ASPECT: WATER</b>                     |  |           |           |
| G4-DMA  | p.50, We Use Natural Resources Efficiently   |           |           |
| G4-EN8  | p.50, We Use Natural Resources Efficiently; p.78, Environmental Performance Indicators   |           |           |
| G4-EN9  | p.85, GRI G4 Content Index (There is no body of water significantly affected by TAV water use)   |           |           |
| G4-EN10   | p.50, We Use Natural Resources Efficiently; p.78, Environmental Performance Indicators   |           |           |
| <b>MATERIAL ASPECT: BIODIVERSITY</b>              |  |           |           |
| G4-DMA  | p.52, We Respect Biodiversity  |           |           |
| G4-EN13   | p.52, We Respect Biodiversity  |           |           |
| <b>MATERIAL ASPECT: EMISSIONS</b>                 |  |           |           |
| G4-DMA  | pp.49-50, We Tackle Climate Change With Our Energy and Emissions Management Practices  |           |           |
| G4-EN15   | p.78, Environmental Performance Indicators   |           | +         |
| G4-EN16   | p.78, Environmental Performance Indicators   |           | +         |
| G4-EN17   | p.78, Environmental Performance Indicators   |           | +         |
| G4-EN18   | p.78, Environmental Performance Indicators   |           |           |
| G4-EN19   | pp.49-50, We Tackle Climate Change With Our Energy and Emissions Management Practices  |           |           |
| <b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>       |  |           |           |
| G4-DMA  | p.52, We Support Recycling Through Waste Management Practices  |           |           |
| G4-EN22   | p.78, Environmental Performance Indicators   |           |           |
| G4-EN23   | p.78, Environmental Performance Indicators   |           |           |
| <b>MATERIAL ASPECT: PRODUCTS AND SERVICES</b>     |  |           |           |
| G4-DMA  | pp.49-50, We Tackle Climate Change With Our Energy and Emissions Management Practices  |           |           |
| G4-EN27   | pp.49-50, We Tackle Climate Change With Our Energy and Emissions Management Practices  |           |           |
| <b>MATERIAL ASPECT: OVERALL</b>                   |  |           |           |
| G4-DMA  | pp.47-52, Environmental Management   |           |           |
| G4-EN31   | pp.47-52, Environmental Management   |           |           |

**SPECIFIC STANDARD DISCLOSURES**

| DMA and Indicators   | Section  | Omissions | Assurance |
|--|--|-----------|-----------|
| <b>CATEGORY: ENVIRONMENTAL</b>                               |  |           |           |
| <b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>         |  |           |           |
| <b>MATERIAL ASPECT: EMPLOYMENT</b>                           |  |           |           |
| G4-DMA   | pp.57-67, Employee Happiness   |           |           |
| G4-LA1   | pp.79-82, Social Performance Indicators  |           |           |
| G4-LA3   | pp.79-82, Social Performance Indicators  |           |           |
| <b>MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY</b>       |  |           |           |
| G4-DMA   | p.64, Highest Standards in Occupational Health and Safety  |           |           |
| G4-LA5   | pp.79-82, Social Performance Indicators  |           |           |
| G4-LA6   | pp.79-82, Social Performance Indicators  |           |           |
| <b>MATERIAL ASPECT: TRAINING AND EDUCATION</b>               |  |           |           |
| G4-DMA   | pp.60-62; Professional and Personal Development for Our Employees                                |           |           |
| G4-LA9   | p.79-82, Social Performance Indicators   |           |           |
| G4-LA10  | pp.60-62; Professional and Personal Development for Our Employees                                |           |           |
| G4-LA11  | pp.79-82, Social Performance Indicators  |           |           |
| <b>MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</b>      |  |           |           |
| G4-DMA   | pp.59-60, Equal Opportunity and Diversity  |           |           |
| G4-LA12  | pp.79-82, Social Performance Indicators  |           |           |
| <b>MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MAN</b> |  |           |           |
| G4-DMA   | pp.59-60, Equal Opportunity and Diversity  |           |           |
| G4-LA13  | p.86,GRI Content Index (Differences in remuneration policy with regard to gender is not pursued) |           |           |
| <b>SUB-CATEGORY: HUMAN RIGHTS</b>                            |  |           |           |
| <b>MATERIAL ASPECT: INVESTMENT</b>                           |  |           |           |
| G4-DMA   | Not Material   |           |           |
| G4-HR1   | p.32, Supply Chain Management  |           |           |
| G4-HR2   | p.79-82, Social Performance Indicators   |           |           |
| <b>MATERIAL ASPECT: NON-DISCRIMINATION</b>                   |  |           |           |
| G4-DMA   | pp.59-60, Equal Opportunity and Diversity  |           |           |
| G4-HR3   | p.86, GRI Content Index (No incidents of discrimination occurred during the reporting period)    |           |           |
| <b>SUB-CATEGORY: HUMAN RIGHTS</b>                            |  |           |           |
| <b>MATERIAL ASPECT: CHILD LABOR</b>                          |  |           |           |
| G4-DMA   | Not Material   |           |           |
| G4-HR5   | p.87, GRI Content Index (No child labor employed within TAV Airport operations)                  |           |           |
| <b>MATERIAL ASPECT: FORCED OR COMPULSORY LABOR</b>           |  |           |           |
| G4-DMA   | Not Material   |           |           |
| G4-HR6   | s.87, GRI Content Index (No forced labor employed within TAV Airport operations)                 |           |           |
| <b>MATERIAL ASPECT: SECURITY PRACTICES</b>                   |  |           |           |
| G4-DMA   | Not Material   |           |           |
| G4-HR7   | p.81, Social Performance Indicators  |           |           |

**SPECIFIC STANDARD DISCLOSURES**

| DMA and Indicators                                    | Section   | Omissions | Assurance |
|---|---|-----------|-----------|
| <b>SUB-CATEGORY: SOCIETY</b>                          |   |           |           |
| <b>MATERIAL ASPECT: LOCAL COMMUNITIES</b>             |   |           |           |
| G4-DMA  | pp.69-77, Societal Benefits   |           |           |
| G4-S02  | pp.33-35, Sustainability Priorities   |           |           |
| <b>MATERIAL ASPECT: ANTI-CORRUPTION</b>               |   |           |           |
| G4-DMA  | p.32, Combatting Fraud  |           |           |
| G4-S03  | p.32, Combatting Fraud  |           |           |
| <b>SUB-CATEGORY: PRODUCT RESPONSIBILITY</b>           |   |           |           |
| <b>MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY</b>    |   |           |           |
| G4-DMA  | p.38, Customer Satisfaction   |           |           |
| G4-PR1  | p.39, Improved Accessibility of our Products and Services; pp.40-41, Obstacle-free Airport; p.42, We Strive to Increase the Comfort of Our Passengers |           |           |
| G4-PR2  | p.39, Improved Accessibility of our Products and Services; pp.40-41, Obstacle-free Airport; p.42, We Strive to Increase the Comfort of Our Passengers |           |           |
| <b>MATERIAL ASPECT: PRODUCTS AND SERVICE LABELING</b> |   |           |           |
| G4-DMA  | p.38, Customer Satisfaction   |           |           |
| G4-PR5  | p.38, Customer Satisfaction   |           |           |

**UN GLOBAL COMPACT COMMUNICATION ON PROGRESS**

|   |   |
|---|---|
| <b>Human Rights</b>   |   |
| Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and                     | p.24 Sustainability Organization; p.27 Governance Practices at TAV; p.30 Code of Ethics; p.32 Supply Chain Management |
| Principle 2: make sure that they are not complicit in human rights abuses.  | p.24 Sustainability Organization; p.27 Governance Practices at TAV; p.30 Code of Ethics; p.32 Supply Chain Management |
| <b>Labour</b>   |   |
| Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; | p.24 Sustainability Organization  |
| Principle 4: the elimination of all forms of forced and compulsory labour;  | p.24 Sustainability Organization  |
| Principle 5: the effective abolition of child labour; and   | p.24 Sustainability Organization  |
| Principle 6: the elimination of discrimination in respect of employment and occupation.   | p. 59 Equal opportunities and diversity   |
| <b>Environment</b>  |   |
| Principle 7: Businesses should support a precautionary approach to environmental challenges;  | p.47 Environmental Management   |
| Principle 8: undertake initiatives to promote greater environmental responsibility; and   | p.47 Environmental Management   |
| Principle 9: encourage the development and diffusion of environmentally friendly technologies.  | p.49 Climate change action  |
| <b>Anti-Corruption</b>  |   |
| Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.                            | p.24 Sustainability Organization; p.28 Internal Audit; p.30 Code of Ethics  |



BSI Group Eurasia Belgelendirme Hizmetleri Ltd. Şti.  
Değirmen Sok. No:16, Ar Plaza A Blok Kat:6,  
Ofis 61-62 Kozyatağı - İstanbul  
Phone: 0 (216) 445 90 38  
Fax: 0 (216) 463 26 26  
E-mail: [bsi.eurasia@bsigroup.com](mailto:bsi.eurasia@bsigroup.com) [www.bsi-turkey.com](http://www.bsi-turkey.com)

**Assurance Report**

**To The Top Management of TAV Istanbul**

**Executive Summary**

As a global independent business services organization providing standard-based solutions in more than 140 countries, we have performed an independent verification audit in respect of selected data submitted by TAV Istanbul for the buildings of Atatürk Airport operated by TAV Istanbul. The carbon emissions data which refer to the year ending 31.12.2015 contained in the TAV Istanbul Sustainability Report 2015 and detailed in Annex-1 has been verified with reasonable assurance.

**Responsibilities**

It is the responsibility of the top management of TAV Istanbul to collect and prepare the required data for verification with a high degree of accuracy. The top management of TAV Istanbul is also responsible for the content of the Sustainability Report 2015 which refers to the selected data in accordance with the criteria set out in Annex-1.

Principles of the verification service that we perform are as follows:

- Impartiality,
- Competence,
- Factual approach in decision-making,
- Openness,
- Confidentiality.

Our verification audit is based on reasonable assurance procedures to check whether the greenhouse gas assertions are materially correct and greenhouse gas emissions data and information submitted to our verification team are prepared in accordance with the information given in Annex-1. The assurance engagement is in full compliance with the applicable independence and competency requirements as laid out in "ISO 14064-3:2006 Greenhouse Gases, Part 3 - Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions" published by the (ISO) International Organization for Standardization. This report, including the Opinion Statement, has been prepared for the top managers of TAV Istanbul to support their Sustainability Report 2015, referring to TAV Istanbul's carbon emissions monitoring and control performance. For the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the top managers of TAV Istanbul for our verification audit or this assurance report.

**Methodology Employed in the Audit**

We conducted this reasonable assurance engagement in accordance with "ISO 14064-1:2006 Greenhouse Gases, Part 1 - Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals" published by ISO (International Organization for Standardization). A reasonable assurance engagement provides

a reasonable but not absolute level of assurance that TAV Istanbul's Greenhouse Gas assertion is materially correct under ISO 14064-1:2006. For reasonable assurance, the work, duration and extent of the procedures for gathering sufficient appropriate evidence are reasonably more than a limited assurance engagement. To perform this assurance work, we have visited all locations and checked all information submitted by TAV Istanbul. Our reasonable assurance procedures require the verification team to assess the following:

- a) Inventory design, scope & boundaries,
- b) Specific greenhouse gas (GHG) emission activities and technologies,
- c) Identification and selection of GHG emission sources, sinks and reservoirs,
- d) Measurement, monitoring and reporting, including relevant technical and sector issues,
- e) Situations that may affect the materiality of the GHG assertion, including typical and atypical operating conditions.

The verifier or verification team has the required expertise to evaluate the implications of financial, operational, contractual or other agreements that may affect organization boundaries, including any legal requirements related to the GHG assertion.

**Restrictions**

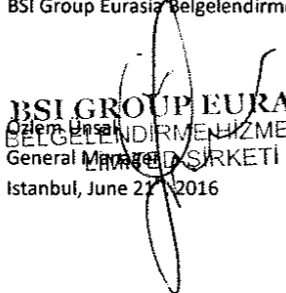
The absence of a manual prepared by the national authority has lead both parties to make some assumptions especially related to the grid emission factors and some measurement and calculation techniques which can result in materially different calculations and impact the comparability. Therefore, the accuracy of different calculations may also vary from company to company in Turkey. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the accuracy thereof, may change over time. The methodology and references given for the selected data are documented in the context of Annex-1.

**Opinion Statement**

Based on the results of the verification audit we delivered according to our procedures, the Greenhouse Gas assertion of TAV Istanbul reported in their Sustainability Report 2015 is materially correct, is a fair representation of the data and information and is prepared in accordance with the related international standard on Greenhouse Gas quantification, monitoring and reporting and to relevant national standards or practices available at the time the verification audit was performed.

BSI (British Standards Institution)  
BSI Group Eurasia Belgelendirme Hizmetleri Ltd. Şti.

**BSI GROUP EURASIA**  
BELGELENDİRME HİZMETLERİ  
GENEL MÜDÜRLÜĞÜ  
İSTANBUL ŞİRKETİ  
İstanbul, June 27, 2016



**ANNEX-1: TAV Istanbul Greenhouse Gas Emissions (GHG) Inventory Summary Report 2015**

**General Principles and Scope**

TAV Istanbul calculated the greenhouse gas (GHG) emissions resulting from its operations according to "ISO 14064- 1:2006 Greenhouse Gases -- Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removal" and "Airport Carbon Accreditation Guidance Document" and is declaring the outcome to its stakeholders through this report herein.

This report hereby is a summary of general principles and greenhouse gas emissions management related to the calculation methodologies of the GHG Emissions Report 2015 of TAV Istanbul.

The TAV Istanbul GHG Emissions Inventory includes GHG emissions resulting from the Atatürk Airport International Terminal, Domestic Terminal, General Aviation Terminal, Trigeneration Plant and Waste Water Treatment Plant between January 1<sup>st</sup>, 2015 and December 31<sup>st</sup>, 2015.

TAV Istanbul has documented the methodologies related to GHG emissions inventory management in line with the "TAVIST-EY-PR-001 Greenhouse Gas Inventory Management Procedure."

**GHG Emissions Inventory Boundaries**

TAV Istanbul has adopted a controlled approach to set organizational boundaries in the GHG Emissions Inventory 2015.

TAV Istanbul GHG Inventory Boundaries are as follows:

- International Terminal
- Domestic Terminal
- General Aviation Terminal
- Trigeneration Plant
- Indoor Car Park
- Open Air Car Park
- Waste Water Treatment Plant

**GHG Emissions and Operational Boundaries**

TAV Istanbul GHG emissions are composed of 3 categories:

- Direct GHG emissions
- Indirect Energy GHG emissions
- Other indirect GHG emissions

Direct GHG emissions, indirect energy GHG emissions and other indirect GHG emissions are considered under Scope 1, Scope 2 and Scope 3, respectively. Scope 1 and Scope 2 GHG emissions are under the financial and administrative supervision of TAV Istanbul. Scope 3 emissions result from terminal stakeholders that are not under the financial and administrative supervision of TAV Istanbul.

- **Direct GHG Emissions**

Direct GHG emissions of TAV Istanbul result from 2 categories:

- GHG emissions resulting from stationary combustion: Natural Gas, Fuel Oil
- GHG emissions resulting from moving combustion: Gasoline, Diesel Fuel
- Indirect Energy GHG emissions

Indirect energy GHG emissions source of TAV Istanbul results from electricity.

- Other indirect GHG emissions

Scope 3 emissions result from terminal stakeholders that are not under the financial and administrative supervision of TAV Istanbul. Sources of these emissions are Ground Handling Service companies, LTO, APU, Subway, Taxis, Private Vehicles, Business Travels of the Personnel, Bus Operations, Waste Disposal processes.

**Greenhouse Gas Emissions Inventory Calculations**

During the calculations of the TAV Istanbul GHG emissions Inventory, principal GHG Protocol sources were used as a guideline.

Emission factors and calculation methodologies are as follows:

- During the calculation of GHG emissions resulting from stationary combustion, the GHG Protocol Stationary Combustion Tool (Version 4-1) was used.
- During the calculation of GHG emissions resulting from moving combustion, the GHG Protocol Transport Tool v2.6 was used.
- During the calculation of indirect energy GHG emissions, the GHG Protocol GHG Emissions from Purchased Electricity (Version-4\_7) was used.

**Uncertainty and Corporeality Management**

Uncertainties may result from measurement devices, potential recording errors and deviations, deviations from calorific values and bottom-top values of the fuels. GHG-uncertainty guidelines were used during the calculations.

**Internal Audit and Supervision Methods**

Internal audits were carried out in accordance with the ISO 14064-1 Standard with the purpose of data control and findings were managed in line with "TAVIST-DOF-PR-001 Corrective and Preventive Actions Procedure."

**Restatement Declaration**

The TAV Istanbul GHG Emissions Inventory 2015 is materially correct. Data are fairly represented and prepared in compliance with related international standards, national standards and/or existing practices. Corporeality was calculated at less than 5%.





ESENBOĞA HAVALIMANI

ANADOLUJET

ANADOLUJET

---

**Bengi Vargül Şen**

Corporate Communications Director  
bengi.vargul@tav.aero  
E. bengi.vargul@tav.aero

---

**Erhan Üstündağ**

Corporate Communications Manager  
E. erhan.ustundag@tav.aero  
T. +90 212 463 30 00 / 2097

---

**Zehra Aydoğan**

Corporate Communications Specialist

zehra.aydogan@tav.aero  
T. +90 212 463 30 00 / 2098

---

**Report Consultant**

Kiymeti Harbiye



[www.kiymaetiharbiye.com](http://www.kiymaetiharbiye.com)

---

**Limited Assurance Audit**

BSI



[www.bsigroup.com](http://www.bsigroup.com)

---

**Design**

Happy People Project



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

**Legal Disclaimer**

The Sustainability Report ("Report") has been prepared by TAV Havalimanları Holding A.Ş. in accordance with the reporting principles of GRI (Global Reporting Initiative). All opinions and information presented in this Report, which are not deemed to be in full, have been provided by TAV Havalimanları Holding A.Ş. This Report herein has solely been prepared for information purposes and does not have the goal to be considered as a basis for any investment decision. Any information provided at this Report cannot be interpreted as an offer to sell shares, or a part of an offer or an invitation of such kind of selling process for TAV Havalimanları Holding shares and no such legal relation can be established with the publishing of this Report. All information and related documents included during the preparation of this Report are believed to be correct. The information is provided in good faith and based on reliable sources. However, TAV Havalimanları Holding does not provide any statement, guarantee or engagement regarding the subject information. As a result, neither TAV Havalimanları Holding, nor any of its subsidiaries or affiliates or their members of Board of Directors, consultants, or employees shall have any liability whatsoever for any direct or indirect losses and damages of anybody that may arise any information or communication provided in the Report or as a result of any information based on or is not included in this Report.

İstanbul Atatürk Havalimanı Dış Hatlar  
Terminali (A Kapısı - VIP Yanı) 34149  
Yeşilköy/İstanbul

T. +90 212 463 30 00  
F. +90 212 465 50 50  
E. [sustainability@tav.aero](mailto:sustainability@tav.aero)

[www.tavairports.com](http://www.tavairports.com)  
[www.gelecekicinhalimanlari.org](http://www.gelecekicinhalimanlari.org)

