2020

Sustainability
Report

vodafone

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Message from CEO

We believe that we should always consider purpose while doing business. Using our core business, we aim to create a digital society that supports socioeconomic development, embraces everyone, and cares about the future of our world. With this belief, we made a promise: **We will improve the lives of 1 billion people and cut our environmental impact from our operations in half by 2025.**

COVID-19 pandemics has affected both Turkey and the whole world during the period we prepared the report content. **As people had to stay indoors, we were aware of the responsibility to make society continue their connections.** We addressed to 5 focus points to do this effectively, to decrease the impacts of COVID-19 on our

lives and the enable continuity of communication: To always preserve the service quality of networks, to enable continuity of critical public services, to improve transparent information flow, to facilitate life and work from home, and to support the business world and provide information to public institutions.

We made sustainability an essential part of our business. To reveal the potential of the communication industry we focus on creating value in three areas: Digital Society, Inclusion for all and Planet. The Sustainability Committee and the Working Groups continue their operations to apply our sustainability strategy in line with our material issues.

The products and services that we develop focus on improving the quality of life, making life easier and fully integrating with the age of digital economy. **While carrying our business into the future, we meet the requirement for continuous communication, and prepare businesses for the world being reshaped by technology.** We pay importance for developing local production ecosystem in our country. In this context, we started to use ULAK, the first local base station. This year, we activated 250 ULAK base stations in total and have become the company with the greatest number of active ULAK base stations in its commercial network. We accessed to over 5,000 companies and more than 10,000 people in 12 cities with the Digitalization Truck.

We support sustainable development through the projects we realize and make digital future more

inclusive for everyone. We had touched the lives of 54,000 women until today with our "Women First in Entrepreneurship" project that we had launched to support female entrepreneurship and we enable sales over TRY 1 million in the digital store. We continue programs such as Discover Young Talent Program focused on the Talents and Employment of Young People. With the project Coding Tomorrow, we provided coding training for over 100,000 children in 81 cities.

Environmental problems bring along many societal crises. **As the use of mobile data and the need for energy increase in our industry, we use our digital competencies to decrease the environmental impact, invest in renewable and alternative energy sources, and effectively manage our e-wastes.** With our solar power plant investment, with the largest capacity to directly energize a data center in Turkey, we produced 425 MWh electricity energy and decreased carbon emissions by 215 tons. We enabled recycling or reusing 99% of e-wastes.

With our projects, we have been creating value in Turkey since the day we started our operations, and we have been transparently and voluntarily reporting our sustainability projects for 10 years. I want to thank our all stakeholders who assisted us in our position as a target-oriented company during this period. And I wish you enjoy the report.

Colman Deegan
CEO

102-45

About the Report

Vodafone Turkey[1] 2020 Sustainability Report shares our economic, governance, environmental, and social performance in the financial year between 1 April 2019 and 31 March 2020. The flow of the report is shaped around the goal-oriented sustainability strategy and material issues of Vodafone. Along with the value areas we group as Digital Society, Inclusion for All and Planet, we also share insights on how we manage the Employees and Responsible Business and Value Chain areas. In the report, we also include the progress within the framework of the future strategies of Vodafone Group.

We have published the 10th Sustainability Report this year, in which we have shared the outstanding distinctive sustainability investments and applications we have realized in the last 10 years. We have also included the opinions of our internal and external stakeholders.

While the report which we have prepared in line with the "core" option of GRI Standards issued by the **Global Reporting Initiative - GRI** is a progress statement for the **United Nations Global Compact (UNGC)** that we have signed, it also includes our contributions to **Women's Empowerment Principles - WEPs and United Nations Sustainable Development Goals (UN SDGs).**

We have included our efforts on our employees' health and safety, continuity of our services and sustainability of the ecosystem as part of the fight against COVID-19 affecting both Turkey and the whole world during the period we prepared the report content. We have also shared how we facilitated the transition to a new model through digitalization.

Please submit your questions and remarks about the report to **surdurulebilirlik@vodafone.com.**

1 Shows the number of notifications you need to open on that page. Open all notifications sequentially by clicking on it.

Click to access the contents page.

Click to move forward and backward through the pages.

Click to watch the video content.

1 Vodafone Turkey refers to the total of Vodafone Telekomünikasyon A.Ş., Vodafone Dağıtım Hizmetleri A.Ş., Vodafone Teknoloji Hizmetleri A.Ş. (OKSİJEN), Vodafone Net İletişim Hizmetleri A.Ş., Vodafone Holding A.Ş., Vodafone Turkey Foundation, Vodafone Bilgi ve İletişim Hizmetleri A.Ş., Vodafone Elektronik Para ve Ödeme Hizmetleri A.Ş. and Vodafone Mobile Operations Limited. Vodafone Mobile Operations Limited (Turkish Republic of Northern Cyprus) is only included in the Report while disclosing financial performance.

Vodafone Turkey

Vision
Leading digital transformation in Turkey.

Mission
To be a more agile and faster company which is also lean and ready for the digital future in regard to our employees and customers.

Values
We provide fast, high-quality, simple, and reliable services to enhance our customers' lives and support them to avail of diverse opportunities and fulfil their potential. As an international company loyal to its local roots, we are within the body of Vodafone Group, one of the largest telecommunications and technology providers across the globe. We are a customer-oriented, innovative, and competitive company.

With our vision to lead the digitalization of Turkey, we support the individuals and organizations to prepare for the digital codes of the future. Our strategy is based on gaining depth in the customer experience, offering the best gigabit networks, scaling our platforms, thinking "digital first", radically simplifying, and adopting agile ways of working.

Vodafone Turkey in Figures

23.5 Million
Mobile Customers

992
Stores

TRY 1.7 Billion
Investment

17.5 Million
4.5G Customers

TRY 24 Billion
Total Investment since 2006

1.1 Million
Fixed Broadband Customers

Over TRY 41 Million
Social Investments

3,004
Employees

16.2 Million
Digital Customers[2]

About 600
Vodafone Turkey Volunteers

2 Digital customer refers to the monthly number of active customers using digital channels such as My Vodafone App, Online Self-Service and Vodafone TV applications.

Awards
Stevie International Business Awards
In Sales and Customer Services Awards;
- Innovation in Customer Services
- Best Technology Utilization in Customer Services
- Customer Services of The Year category awards
In Women in Business Life Awards;
- Gold Stevie in the category of Empowering and Supporting Women with Women First in Entrepreneurship Mobile App
- Silver Stevie with 2018 Sustainability Report
- Silver Stevie in the category of Workplace Safety and Compliance

Webrazzi Awards
- Mobile Application of the Year 2019 Award with My Vodafone App

Our Financial Performance and Economic Contribution

With a vision to lead the digitalization in Turkey, we operate in the technology industry, growing and creating economic and social added value with the power of transformation. As the telecommunication company with the widest 4.5G coverage in Turkey, we continued our extensive investments in Turkey throughout the last year.

Maintaining our position among the largest international direct investors of Turkey, we made investments that amount to TRY 1.7 billion in the financial year 2019/20 and contributed to the digitalization and economy of the country. We continued to support the economic development in Turkey with the taxes (VAT, special communication tax etc.) paid by the customers that benefit from our services. The total amount of investments we made in the last 14 years has reached TRY 24 billion. 99% of our investments consisted of technological investments. Bringing the most reliable and sustainable technology for our consumers and offering all our services with best customer experience through digitalization, we will continue our investments as we rely on the future of Turkey and on our industry.

Our Contribution to Public Policies

Public policies in the telecommunication industry should be developed to enable sound competition in line with the technological developments. Therefore, we closely follow the respective regulations both in the world and in Turkey. We exchange information with regulatory bodies, public institutions, non-governmental organizations (NGOs) and the public to contribute to the welfare of consumers.

To this end, we endeavor to;

- Identify the best policies based on international examples by reviewing the current regulations
- Improve the global competitiveness of Turkey by encouraging the development of policies that contribute to its digital transformation
- Raise awareness regarding the social and economic benefits of digitalization,
- Enable the IT & Telecommunication industry to impact all fields of the economy and to improve efficiency and effectiveness by assisting the digitalization of economy,
- Implement competition policies effectively to the purpose,
- Overcome regulation obstacles with joint solutions in order to offer products and services which contribute to social welfare and development,
- Take steps for the legislation amendments required to ensure that state-of-the art technologies are accessible,
- Encourage investment, R&D and innovation in fixed and mobile broadband infrastructure, grid, and services,
- Use limited resources, starting with frequencies, effectively and efficiently.

Our Contribution to Local Employment

We contribute to the local economy while assisting society with our products and services. Local employment is an important part of our economic impact. At Vodafone Turkey, we plan our call center investments in a way that contributes to economic and social development and put them into practice with the goal of employing the young population.

We directly employ 3,016 people and support local economic development with our operations in different geographical regions of Turkey. Along with suppliers, store employees and outsourced individuals that we employ indirectly, we offer employment opportunities to more than 40 thousand people in total. Throughout Turkey, we employ approximately 4,500 people at our call centers founded in 41 locations including Tunceli, Adıyaman, Batman, Malatya, Zonguldak, Uşak.

Sustainable Business Strategy

Our Purpose leading digital transformation in Turkey.

At Vodafone Turkey, we steer digital transformation and prepare every segment of the society for a better future. As a goal-oriented company, we focus on creating value in Digital Transformation, Inclusion for All and Planet to unleash the potential of the telecommunication industry. **Vodafone Turkey Sustainability Statement**, which is in line with the sustainable business strategy of Vodafone Group and localized based on the needs, local requirements, and stakeholders' expectations, provides guidance for our projects. We continue taking actions in line with the sustainability roadmap we created based on the three value areas we adopt.

Sustainability Management

Within the scope of our sustainability strategy, the Sustainability Committee and Working Groups operate internally to enable the different divisions adopt this subject. Directly reporting to the CEO and composed of three working groups, the Sustainability Committee makes decisions in the framework of our sustainability strategy. It monitors the progress in targeted areas and develops large scale projects that are in line with the goals of Vodafone Group and Turkey. This year, sub-groups have regularly gathered once a month and reported firstly to the CEO and then to Vodafone Group about the projects carried out.

Digital Society

- Digital Agriculture Solution
- Diabetes Support Point
- Safe Vehicle Solutions
- ITU Vodafone Future Lab
- Oksijen
- ULAK
- Vodafone Red Control
- Vodafone Vitrin
- My Vodafone App
- V by Vodafone

Inclusion for All

Women's Empowerment
- Easy Rescue App
- First 6 Years
- Guide Against Domestic Violence
- Women First in Entrepreneurship
- Women's Internship Programs in Technology and Sales Departments

Youth Skills and Jobs
- Coding Tomorrow
- Discover Young Talents Program
- E-Sports
- Future Jobs Internship Program
- No Disability in Technology
- Vodafone Freezone Online Music Contest and Music Room

Planet

- Adana Technology Center Solar Energy Central
- Waste to Code
- Green Office Program

Responsible Business Practices

Human Rights	Responsible Supply Chain	Anti Bibery and Corraption	Mobile, Masts and Health	Economic Contribution

102-42, 102-44, 102-47, 102-49

Vodafone Turkey Material Issues and Scope

We care about the impact of our business on our stakeholders and our stakeholders' impact on our business. We create value through this interaction. We prioritize material issues and define the areas we will focus on and scale the value we create.

What Did We Do?

We carried out a materiality analysis in line with AA1000 Stakeholder Participation Standard in 2018.

While identifying the material issues for our stakeholders;
- We collected opinions from our stakeholders through a stakeholder analysis.
- We identified the international trends in the global agenda and across the industry through an external trend analysis.

While analyzing the importance of each issue for Vodafone Turkey;
- We investigated the opinions and expectations of the management through face-to-face interviews and focus group meetings. Additionally, we evaluated the strategic areas driving the company within this process.
- We assessed the financial impacts and risks, the legal effects, the competitive advantage, and the innovation opportunities offered by using of SASB (Sustainability Accounting Standards Board) Four-Factor Analysis.

In line with the strategic analysis we conducted in 2019, waste management has now been included among our top material issues in accordance with the corporate and industrial concerns.

Important   **Very Important**   **Extremely Important**

Data points (vertical axis: IMPORTANCE TO STAKEHOLDERS — Stakeholder Analysis + External Trend Analysis; horizontal axis: IMPORTANCE TO VODAFONE TURKEY — Management + Strategy + 4 Factor Impact Analysis):

- Technological Innovation
- Risk and Crisis Management
- Climate Change and Energy
- Financial Performance
- Human Rights
- Data Security and Privacy
- Becoming a Digital Solution Partner
- Women's Empowerment
- Youth Skills and Jobs
- Equal Opportunity and Diversity
- Waste Management
- Digital Customer and Employee Experience
- Mobile Devices, Masts and Public Health
- Talent Management
- Responsible Supply Chain Management
- Occupational Health and Safety
- Responsible Products, Services and Accessibility
- Water Management
- Digital Rights and Freedom
- Employee Satisfaction
- Transparency and Information Sharing
- Customer Satisfaction and Loyalty
- Responsible Communication and Marketing of Products and Services

IMPORTANCE TO VODAFONE TURKEY
Management + Strategy + 4 Factor Impact Analysis

102-44, 102-46, 102-47

MATERIAL ISSUE	DEFINITION	RELATION TO SDGS	RESPECTIVE SECTION Refers to the section(s) that we share our performance in the material issues.
Technological Innovation	The impact of the transition to digital technologies are felt more and more. We follow rapidly developing technologies such as robotics, Artificial Intelligence (AI) and Internet of Things (IoT) closely.		**Digital Society Planet**
Becoming a Digital Solution Partner and Digital Customer Experience	We offer fast, high-quality, and inspiring products and services to individuals and organizations in line with our vision to lead the digital transformation journey of Turkey. We facilitate life and help our customers fulfill their potentials by digitalizing the customer experience.		**Digital Society Planet**
Women's Empowerment	Gender equality is one of the most important topics in achieving a better future with healthy, educated and informed generations. We support the women's empowerment. by taking steps towards gender equality and a state of equal opportunities.		**Inclusion for All Employees**
Climate Change and Energy	We prioritize the fight against climate change, one of the biggest issues of our age. We regularly monitor the consumption at the base stations and technology centers where we consume the highest energy and we conduct projects to decrease the consumption level. We invest in renewable energy. We manage our energy consumption both in line with our internal policies and the international standards.		**Planet**
Financial Performance	A strong financial performance is the precondition of creating the highest level of shared value and change in areas of value. We are among the biggest foreign direct investors in Turkey.		**Vodafone Turkey**
Data Security and Privacy	Data privacy and security take the lead among the risks that are born with digitalization. We take comprehensive steps at international standards to manage the risks concerned with data security. We protect customer data by using the best systems.		**Responsible Business and Value Chain**
Talent Management	The talents we invest in perform actions that will provide growth to our company and constantly contribute to our business success. With talent management, we both enable high-potential people to join Vodafone and prepare high-potential employees to leadership positions.		**Employees**
Responsible Products, Services and Accessibility	We want our products and services to be understood as accurately as possible by our customers. We develop our products with a sense of responsibility to facilitate our customer's lives and offer facilities to improve their access to them.		**Planet Digital Society Responsible Business and Value Chain**

102-44, 102-46, 102-47

MATERIAL ISSUE	DEFINITION	RELATION TO SDGS	RESPECTIVE SECTION Refers to the section(s) that we share our performance in the material issues.
Occupational Health and Safety	Supporting the skill development and employment of the young people is among our strategic priorities. We offer the young people the skills and talents required for the digital economy and create employment opportunities.	8 DECENT WORK AND ECONOMIC GROWTH	**Responsible Business and Value Chain**
Youth Skills and Jobs	Creating an inclusive corporate culture that respects the differences of its people is our goal. We manage all work processes with this approach, support gender equality and grow together with the diversity in the work environment.	10 REDUCED INEQUALITIES	**Inclusion for All**
Equal Opportunity and Diversity	We carry out our business processes with numerous partners. We are developing a strong supply chain management to maintain the high standards that we embraced. The rules and regulations we have defined enable us to effectively manage the risks concerning the supply chain.	5 GENDER EQUALITY 10 REDUCED INEQUALITIES	**Employees Inclusion for All**
Responsible Supply Chain Management	Managing issues such as public health that are affected by our operations composes an important part of our sustainable management approach. Thus, we display an open and transparent attitude towards any concerns that may arise in the public.	8 DECENT WORK AND ECONOMIC GROWTH	**Responsible Business and Value Chain**
Mobile Devices, Base Stations and Public Health	We carry out awareness efforts to act fast and in a timely manner as a company in case of disasters and other emergencies, and to contribute to the society that we operate in.	3 GOOD HEALTH AND WELL-BEING	**Responsible Business and Value Chain**
Risk and Crisis Management	We want our employees to create value for a long time in our business with satisfaction in the digital experience and improvement opportunities we offer at Vodafone. We adopt the agile working culture improved with the capabilities of digitalization.	8 DECENT WORK AND ECONOMIC GROWTH	**Responsible Business and Value Chain**
Employee Satisfaction and Digital Employee Experience	Equipment and devices that are replaced or no longer used as a result of developing technology must be disposed of appropriately. With our operations, we focus on reducing the electronic waste created as a result of our operations, products and services, and increasing their recycling rate.	8 DECENT WORK AND ECONOMIC GROWTH	**Employees**
Waste Management	Equipment and devices that are replaced or no longer used as a result of developing technology must be disposed of appropriately. With our operations, we focus on reducing the electronic waste created as a result of our operations, products and services, and increasing their recycling rate.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Planet**

102-40, 102-43

Stakeholder Communications

We care about stakeholder communications to establish long-term and effective relationships in line with the expectations, requirements, and priorities of different stakeholders. We interact with different stakeholder groups affecting the long-term success of our company through various channels, especially via our reports, project partnerships, and social media platforms.

We strengthen our relationship with our stakeholders through our support and sponsorship for various projects in areas that we can create value, especially in inclusion and digitalization. For instance, in 2019, we were the Digital Communication Sponsor of Contemporary İstanbul, one of the most important exhibitions in modern art, with Vodafone Red, to support development of art in Turkey. Again, to make cultural-art activities more accessible through Vodafone Red, we cooperated with the art venue DasDas, and offered discounted tickets for our customers interested in the activities. In addition, we enabled users to watch some performances digitally.

Esra Yıldız,
Vodafone Employee

"I wrote to Red Loves Green internal communication channel to participate in the Marathon Plogging event with my two nephews, 8 and 4 years old. The team immediately responded to me and I joined the marathon with my nephews. Together, we collected plastic waste for a world without plastic."

Impact	Stakeholder	Communication Tools
Direct Impact	Employees	Sustainability Report, Red Loves Green Internal Communication Channel, Digital Office Screen, Orientation Program
	Customers	Call Centers, Sales Channels and Dealers, Sustainability Report, Vodafone Media Center, Vodafone Turkey Social Media Accounts, My VF App
	Suppliers	Sustainability Report, Supplier Performance Management, Vodafone Media Center, Supplier Day
Indirect Impact	Public Institutions and Regulatory Authorities	Information Reports, Sustainability Report, Consultation Meetings and Interviews
	Business Partners and Initiatives	Dealer Portal, V-Star App, Sustainability Report, Vodafone Media Center
	NGOs and International Organizations	Sustainability Report, Vodafone Media Center, Stakeholder Mailings, Sponsorships, Conferences
	Media	Website, Sustainability Report, Vodafone Media Center, Vodafone Turkey Social Media Accounts
	Universities	Sustainability Report, Stakeholder Mailings, Conferences, University Career Days
Opportunity, Information and Mentality Leaders	Think Tanks	Sustainability Report, Vodafone Media Center, Conferences

Vodafone Turkey Foundation

Vodafone contributes to the community development with the foundations established in the countries it operates. Vodafone Turkey Foundation (TVV), one of the 27 foundations established in this scope, has been supporting community development in Turkey since 2007. We have touched the lives of 4 million people with the investments worth more than TRY 41 million through the projects we have conducted so far. We bring technology to women, children and the disabled through our vision "technology for kindness" and realize projects that improve human life and facilitate the transition to a digital society.

You may find the details on various projects conducted by Vodafone Turkey Foundation (TVV) under the sections **Digital Transformation, Inclusion** and **Environment.** The support extended by TVV during the COVID-19 period is also included in the **Inclusion** Section.

Awards

- Middle East Stevie Awards- NGO Website Innovation STK **Gold Stevie** Vodafone Turkey Foundation website
- NGO Innovation Excellence **Gold Stevie** - Vodafone Turkey Foundation projects

Message from CEO

About the Report

Vodafone Turkey

Digital Society

Inclusion for All

Planet

Our People

Responsible Business
and Value Chain

Appendices

Yeliz Sarıkaya
Vodafone Turkey
Corporate Marketing
Senior Manager

"With our vision 'leading the digital transformation in Turkey', we support the transformation of our business partners and closing the digital gap within the society by increasing the digital technology access of our customers. We contribute to both our customers and to the economy with respect to digitalization and access to products/services. We have been sharing our work progress in our Sustainability Reports for 10 years."

Mehmet Özmen
Head of Silifke
Strawberry Producers
Association

"Digital agriculture station measures the humidity of air and soil and notifies in advance when it will rain or storm. We have been conducting a more balanced watering and using our resources more efficiently since we started utilizing this solution. Since less irrigation is needed, we save on fertilizers and electricity."

Digital Society

While we carry our business to the future, it is not possible to separate the welfare of the society and the planet from transformation in digitalization and innovation. We work on fast networks with solid infrastructure, and today, we offer over 20,000 4.5G communication points in 81 provinces. Along with meeting our customers' requirement for continuous communication, we prepare them for the world being reshaped by technology to become a digital business partner. The Internet of Things (IoT) offers huge opportunities for businesses with the economic potential it will create around 6.2 trillion US Dollars by 2025.[3] As Vodafone Turkey, we make it possible for our stakeholders to utilize the opportunities offered by IoT. With these technologies, we assist our customers in reducing their costs and increasing their competitive advantages. Favoring the growth in our domestic and national product ecosystem, we develop new products along with our solution partners, take steps in software and hardware, and make leading investments.

[3] Vodafone Turkey Media Center

Our Contributions to SDGs

SUSTAINABLE DEVELOPMENT GOAL*	OUR CONTRIBUTION	
9 Industry, Innovation and Infrastructure	**9.1.** Creating infrastructures enabling universal access to information and communication technologies	• We increase the areas of use for access to innovative technologies such as IoT. • We develop infrastructure with mobile communication technologies and base stations. • We offer solutions to customers in areas such as Industry 4.0, which create opportunities for the business world.
	9.2. Supporting inclusive and sustainable industry	
	9.4. Durable and inclusive infrastructure enabling the development of all industries for sustainability	
12 Responsible Consumption and Production	**12.a.** Increasing technological capacity for sustainable production and consumption	• We develop technological innovations and IoT apps to improve Industry 4.0.
17 Partnerships for the Goals	**17.16.** Increasing the number of partners sharing information, expertise, technology, and financial resources to support achievement of SDGs	• We establish multi-stakeholder partnerships to scale the applications, products and opportunities that will be developed in the digitalization field.

* Sub-goals and indicators are summarized.

Our Efforts to Tackle COVID-19

With COVID-19, a new period has started in which people work from their homes by connecting to their workplaces remotely, realize their meetings via methods like video conferences, shop online and get training or education remotely. Throughout this period, we have focused on facilitating the lives of our customers by taking quick actions thanks to our leadership position in digitalization through our resources during the pandemic in which internet has become one of the most vital requirements. Our field staff continue their operations to enable continuity in communication. These are some of the actions we have taken during this period:

- For a defined period, we increased public awareness by using #EvdeKal TR (StayHome) phrase on our customers' smartphones as the operator name, instead of Vodafone TR.
- We allocated additional 5 GB data and 500 minutes talktime free for customers working for public healthcare institutions, in addition to their current tariffs.
- We started offering free SIM card delivery for our customers aged 65+.
- To support remote education, we allocated 6 GB data in total for all our customers to be used on Training Information Network platform.
- We allocate 6 GB free data usage through Support to Distance Education Quota for university students using Vodafone on the Course Platform of the Council of Higher Education.
- We increased the data uploading rate of our current and future home fiber internet customers up to four times free of charge.
- Our customers can perform their transactions from home via My Vodafone App and through **vodafone.com.tr**

ULAK

We lead the development of domestic and national technologies in line with our end-to-end digitalization target in Turkey. In 2019, we activated **250 ULAK** base stations in total in the Black Sea and Eastern Anatolia Region and have become the company with the greatest number of active ULAK base stations in its commercial network. We are offering service to **206,000 people** in an area of **12,000 km².**

Vodafone Digitalization Truck

We promote the latest digital technology solutions and offer to businesses in our technology base ITU Vodafone Future Lab via our Vodafone Digitalization Truck. So far, the Vodafone Digitalization Truck has travelled across **12** cities in Turkey, including Adana, Diyarbakır, Trabzon, Kayseri, Antalya, İzmir, Ankara, Bursa and İstanbul. Our target is to visit **11** more cities with the Digitalization Truck which traveled across **8,000** km in three months and met more than **10,000** people and more than **5,000** companies.

Oksijen

Our global innovation company, OKSİJEN (Vodafone Teknoloji Hizmetleri A.Ş.), continues its operations in ITU ARI Technocity to lead digital transformation in Turkey and offers innovative products and services to corporate and personal customers. With **240** employees, OKSİJEN has become an important employment center in R&D in Turkey, and since its foundation, **87** R&D project and **349** patent applications have been submitted and **29** patents have been certified. Domestic good certificate has been obtained for **25** products.

ITU Vodafone Future Lab

In ITU Vodafone Future Lab we founded for future technologies in Ayazaga Campus in cooperation with Istanbul Technical University, we develop innovative technology products and solutions meeting the requirements. In the lab, our customers and businesses have the chance to experience the latest applications we have developed in IoT and using areas of 5G. We aim to support businesses in transforming their way of working in parallel with digitalization and growing their businesses with the competitive advantage they will obtain.

ITU Vodafone Future Lab that develops new generation solutions for all big and small enterprises, works like a compass for the companies aiming to develop themselves. The center that puts academic and business world in one platform develops tailor-made solutions for companies' organisational and sectoral needs and helps decreasing companies' costs.

V by Vodafone

Vodafone's personal IoT product family V by Vodafone enables our users to check via the mobile application whether their children, elder family members, pets, bags, and cars are safe. With **five different products** -V-Kid's Watch, V-Assistant, V-Paw, V-Car and V-Bag- we offer a smart product family which is always connected and can be setup via the mobile app. We have reached **more than 80,000** users since 2018 with V by Vodafone. Adding more IoT products to the V by Vodafone product portfolio, we will continue to provide innovative solutions and services so that our customers can connect more and control better.

Digital Agriculture Solution

Our aim is to support agricultural efficiency in Turkey via the Digital Agriculture Solution. We offer efficiency-oriented solutions for agricultural companies by analyzing the data we obtain from air and soil via sensors and modules and prevent damage especially on agricultural products and equipment by enabling early warnings. Thus, we may enable at least **25% increase** in production and quality, and up to **50% saving** on inputs comprising most of the production costs. In scope of Digital Agriculture Solution, we built the Digital Agriculture Academy to also increase digital agriculture and technology awareness. Our aim is to increase the development in the agriculture industry by telling the farmers about the production efficiency enabled by digital agriculture, the sustainable agriculture and cost saving methods, and the latest farming practices in the academy.

Safe Vehicle Solutions

With Safe Vehicle Solutions, we enable access to tachograph data enabling measuring the speed and the distance of vehicles directly from the vehicle digitally via IoT technology, without any need for human intervention. The driving performance of drivers is monitored in real time, and the drivers are warned to follow the rules. Thus, potential accidents are also avoided by enabling drivers to be more active while driving. Safe Vehicle Solutions enable safety for long-distance drivers in traffic and especially logistic firms can digitally measure the speed and the distance of the vehicles in their fleets.

Diabetes Support Point

We are the solution partner of the Diabetes Support Point project in cooperation with Turkish Diabetes Foundation and Turkish Ministry of Health, General Directorate of Public Health. In scope of the project, we offer training for people with diabetes and under risk of diabetes and enable that treatment processes of patients are monitored remotely. People with diabetes or under risk of diabetes may get information on issues such as treatment, nutrition, medication intake through **diyabetdesteknoktasi.com**, the web address of the project. As part of the project, we offered training for Primary Care Clinic staff in **21 cities**, accompanied by diabetes specialists. Center staff also offer awareness training sessions for people with diabetes or under risk of diabetes. As part of the project also supported by the International Diabetes Federation, we distributed tablets to primary care clinics

in scope of the Diabetes Support Point. We enable the treatment processes of patients to be monitored remotely with these tablets. We reached **nearly 2,200 people** in the first three months with Diabetes Support Point. Our aim is to reach **120,000** patients with the project planned to continue for three years.

Vodafone Red Control

We developed Vodafone Red Control by utilizing IoT technology for companies to closely follow their efficiency and costs. With Vodafone Red Control, companies can see how their manufacturing facilities are managing time, their machines' manufacturing performance and the energy consumption via Personnel Efficiency Follow-Up Management, Machine Management and Energy Management, and may take measures accordingly.

Vodafone Vitrin

We created Vodafone Vitrin to support innovation by investing in ventures. We collaborate with companies that provide digital services or products to our customers through mobile apps. Ventures accepted in Vodafone Vitrin become eligible to be on Vitrin (on My Vodafone App) after a brief preliminary process and can access millions of personal and corporate Vodafone customers through their digital channels. We offer digital marketing support of monthly **TRY 30,000** to ventures we start working together. In addition to the digital marketing support, ventures have the opportunity to carry their ventures forward by working with Vodafone managers experienced in their fields.

My Vodafone App

We enable our customers to perform many transactions quickly on digital environment with My Vodafone App. With the application, we enable our subscribers perform the mobile transactions they need without visiting a reseller or contacting the call center, as well as enabling them digitalization, time saving and decrease in costs. Here are some features we offer in this scope:

- Click and Collect: We offer an alternative delivery option for customers who will not be at their address during the delivery process. This option has been preferred in **143 orders** since the beginning of 2020.
- Fast Delivery: We can deliver digital product requirements of users in Istanbul in only three hours. Fast delivery has been preferred in **210 orders** since the beginning of 2020.
- Order Follow-Up: We enable our customers follow up their orders online without contacting the Call Center.

My Vodafone App Marketplace

We offer our customers campaigns of **60 different brands in nine categories,** including games, services, travel, entertainment, food and beverages, healthcare-sports, shopping, urban, and finance through digital channels. We respond to our customers' digital demands and requirements with a wide business partner ecosystem. My Vodafone App Marketplace employs a partnership model enabling all stakeholders win and customers benefit from discounted prices of their favorite brands while brands have a digital channel through which they make extra sales and gain extra customers. With a platform which can be accessed through My Vodafone App, our aim is to build an ecosystem comprising of **100 companies** in total by the end of the year, and to create economic value of nearly **TRY 500 million** in five years. In the financial year 2019/20, approximately **100,000** transactions for 60 brands were conducted monthly; thus, we created an economic value reaching up to TRY 10 million per month.

Financial Inclusion

Facilitating public access to financial services and increasing the financial inclusion are among the most important driving forces of sustainable development. As digital technology has developed, mobile financial services have also become increasingly important. The rate of women with no bank account in Turkey is **42%,** and the rate of citizens using another individual's account is **72%**. In other words, **30 million** adults are not working with any banking institution in Turkey. As Vodafone Turkey, our aim is to enable access to financial services by those individuals through digitalization and to integrate them in the financial system.

Vodafone Pay and Mobile Payment

We offer Vodafone Pay, a mobile wallet application and a physical prepaid card, to be used **by users of all ages not involved in any banking ecosystem, regardless of the operator.** With Vodafone Pay, our aim is to realize innovative financial services approaches ranging from realizing innovative projects in financial technology to evolution to open banking systems. In addition, with Vodafone Mobile Payment, we enable our users make their payments without carrying their credit cards with them, by reflecting their payments onto their bills. In the financial year 2019/20, we enabled **107%** increase in the number of monthly personal Vodafone Mobile Payment users and **111%** increase in the number of transactions per month, compared to the previous financial year. In addition, compared to the previous financial year, we enabled **120%** increase in the total transaction volume, **31%** in the number of users in total, and **30%** in income.

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Tuğba İşcan
General Secretary
of Vodafone Turkey
Foundation

"We continue our efforts constantly to include every segment of the society and make technology accessible by everyone. For long years, we have been changing the lives of different stakeholders, especially women and young people. We carry the society forward via the applications we develop and the power of technology. We have been sharing our performance on this matter transparently for 10 years. I'm proud to be a part of Vodafone Turkey family serving for such an important purpose for every segment of the society."

Hatice Çelik
Ortahisar HEM /
Trabzon / Turkey
Vodafone Foundation
Special Award

"I had never been appreciated by anyone before. There were many people telling that I could not succeed. The courses I took as part of the Women First in Entrepreneurship project made me believe in myself. Now, there is no obstacle ahead of me to prevent my success."

Inclusion for All

Our commitment to offer a better future is based on covering every segment of the society. Mobile technologies have the power of transformation and we want every segment of the society to benefit from this power. We strive to create long-term value for every segment of the society as part of creating a digital society. Through the bridges we have built on the benefits and opportunities brought by technology, we contribute to the society equally and fairly. We support sustainable development through the projects we realize and make digital future more inclusive for everyone.

Our Contributions to SDGs

SUSTAINABLE DEVELOPMENT GOAL*	OUR CONTRIBUTION
4 Quality Education **4.1.** Providing high-quality education to all female and male students **4.4.** Increasing the number of young people and adults with decent work, entrepreneurship-oriented technical and occupational skills **4.5.** Eliminating social gender inequality and discrimination in education **4.a.** Establishing non-violent, inclusive, and effective learning environments that are sensitive about gender equality and safe for everyone	• We improve the digital skills of young people to enable their participation in the work force, and offer them job and internship opportunities, for the digital economy of tomorrow. • We work to provide quality training to women, particularly to improve their competencies in the business world. • We design programs contributing to female leadership and competency.
5 Gender Equality **5.1.** Ending all discrimination against women and girls everywhere **5.2.** Eliminating any violence against women and girls anywhere **5.5.** Providing equal opportunities for the full and effective inclusion of women in decision-making processes of political, economical, and social life **5.b.** Supporting women's empowering through technology	• We work on projects that will close the digital gap with respect to social gender and strengthen the female customer base. • We offer women accessible, affordable products and services. • We develop mobile communication technology apps to prevent violence against women.
8 Decent Work and Economic Growth **8.3.** Supporting decent employment, entrepreneurship, and innovation, encouraging micro, small and medium scale organizations by enabling their access to financial services **8.5.** Ensuring all women and men have access to full and productive employment and decent work, and embracing 'equal pay to equal work' principle **8.6.** Supporting young people's employment and general and occupational training	• We design practices that provide equal opportunities to women and young people in employment and facilitate their participation in business life. • We improve the digital skills of young people to enable their participation in the work force and offer them job and internship opportunities.
17 Partnership for the Goals **17.7.** Supporting sustainable technologies **17.16.** Increasing multi-stakeholder partnerships	• We contribute to the community development through investments and projects we realize with Turkey Vodafone Foundation. • We widen the impact area of our projects through collaborations.

*Sub-goals and indicators are summarized.

Our Efforts in the Fight Against COVID-19

We focus on the public requirements by acting agilely in times of crisis. We focus on the requirements by acting in line with the inclusion principle and we support the society both physically and psychologically also during the COVID-19 pandemic affecting the whole world. We organize our support projects to cover every segment of the society, especially young people, women, immigrants, and disabled individuals, who have been affected by the pandemic the most.

• donation of respirators to hospitals,

• training contents and videos specific to COVID-19 prepared by specialists on Vodafone TV

• the updates on our Easy Rescue app as the violence cases increase, i.e. Arabic language option and audible screen reader feature for visually challenged people to increase the app accessibility

may be counted among the projects we have conducted.

Women's Empowerment

Technology and digitalization increase women's participation in economic life and their quality of daily life. Thanks to access to technology, women may adopt new skills through learning and training opportunities; they increase their life standards by easily accessing to information they need in terms of healthcare and life and empower both physically and economically. As Vodafone Turkey, we take steps towards enabling access of more women to digital technology. We facilitate access to mobile technologies for women, support gender equity in society for digital economy, offer digital employment opportunities for women and allow them to improve their competencies.

Easy Rescue

Since 2014, we support women exposed to violence through our Easy Rescue app we realized to create awareness in the fight against violence against women. With the application developed in cooperation with Vodafone Foundation and Turkish Ministry of Family, Labor and Social Services, women exposed to violence may call with a single button Alo 183, 155 Police Emergency, 156 Gendarme and Domestic Violence Emergency Hotline, reach their relatives and send emergency SMS. In addition, they can also find the addresses of the nearest Ministerial Violence Prevention and Monitoring Centers over the map within the app. With My Companion app included in 2019, women may share their routes with up to three people when they feel insecure and may be monitored throughout their travel. The average number of monthly active users of the app, downloaded **337,000 times,** has become **1,400**. With the Easy Rescue App, women may continue their daily lives with a feeling of safety.

Toolkit on Domestic Violence and Abuse at Work

Domestic violence and abuse mean violation of the rights of an individual; as with every area of life, it also affects employees' health, welfare, safety, workplace performance, efficiency, and success negatively. **Toolkit on Domestic Violence and Abuse at Work**, written by Gender Equality Expert Dr. Jane Pillinger and designed in a way to be a resource that can be used by everyone, includes the definitions of violence, the impact of violence in the work place, the possible actions that can be taken by the employees and managers to minimize these impacts through case studies. This year, we regularly shared this guide with our stakeholders in our ecosystem. With the guide, our aim is to increase the awareness and knowledge in terms of domestic violence.

Women First in Entrepreneurship

Aiming to contribute to women's empowerment in terms of economy and social life, as Vodafone Turkey Foundation we have been executing Women First in Entrepreneurship project in collaboration with the Turkish Ministry of National Education and Turkish Informatics Foundation (TBV) since 2015. With the project, women can easily sell their handmade crafts in the digital store on **oncekadin.gov.tr,** and transform their hobbies into a job enabling income. We have provided entrepreneurship and technology training to **more than 37,000 women** under the scope of this project. In the digital store with approx. **30,000 subscribers**, more than **52,000 products have been listed in 15 categories** and more than **TRY 1 million** sales have been obtained. With the Women First in Entrepreneurship Mobile App we developed to access more women, women may benefit from entrepreneurship and technology trainings digitally and for free, which were provided in classes in Public Training Centers before. While the mobile app was downloaded by approx. **30,000** people by the financial year 2019/20, the number of women

completing their training through the app has exceeded **10,000**. While the number of women accessed in scope of the project has reached 54,000 to date, **TRY 60 million** potential economic value was created in the last four years.

Aiming for the visibility of the successful entrepreneurs and inspiring other women, we organize the Women First in Entrepreneurship Competition at the end of each term. We have received 621 applications from all over Turkey reaching the highest number of applications we have received so far in the competition which we have organized the third time this year. We offered Grand Award to three contestants and Jury Special Award to two contestants in the competition. In addition, for the first time this year, we also gave an Innovation in Product award to the project participant designing the most innovative product. Thus, we gave awards to six women in total. The Women First in Entrepreneurship project has been included in the Navigating the Future of Business and Human Rights: Good Practice Examples Report[4] of UNGC.

First6Years

With First 6 Years, we developed in cooperation with the Mother Child Education Foundation (AÇEV) and Vodafone Turkey Foundation (VTF) as a comprehensive digital guide on children development, we continue offering the information and support the parents may need for the first six years of their children through mobile application. So far, the application has been downloaded more than **543,000** times, and the number of active users has become **15,234**. In addition, parents who had to stay at

home with their children during the COVID-19 period were also supported through the app. In the application, along with game suggestions, we also included specialist videos covering information on how to communicate with children during the pandemic.

Women's Internship Programs in Technology and Sales Departments

The Women's Internship Program in the Technology and Sales Department is a long-term internship program that aims to provide opportunities for female students studying in the 4th grade and who want to advance their careers in technology and sales in the technology and telecommunications sector. We aim for our female students to gain experience and make a strong start in business life thanks to the mentoring, training programs and network opportunities realized within the scope of the program. At the same time, within the scope of the internship program, we bring together young talents to benefit from their ideas in many different fields and ensure that important projects come to life.

In 2019/20, a total of **22** female interns, **12** in Technology and **10** in the Sales Department, joined us. **66%** of our female interns in technology will continue their careers as Discover Young Talent at Vodafone.

4 Navigating the Future of Business and Human Rights: Good Practice and Examples

Youth Skills and Jobs

We believe that young people should have the competencies required by the era and be included in the socioeconomic life. Preparing the new generation, the most important building blocks of digital economy, to be as competent as possible is of utmost importance. The research conducted by Vodafone Global with **6,000** young people in **15** different countries demonstrates that **67%** of young people between 18 and 24 could not get career advice adequate for digital economy.[5] On the other hand, the workforce demand for digital competencies increases. As part of the fight against unemployment and poverty among young people, we provide platforms on which they may gain these competencies, offer them various positions in digital divisions and strengthen the foundation of digital economy. As Vodafone Turkey, we offer training, job, internship and mentorship programs with which the new generation may gain digital skills and competencies to get prepared for a digital society. We support young people with our music and sport events and activities to help them explore their talent and increase their self-confidence.

5 Enhancing Digital Skills

Discover Young Talents Program

With Discover Young Talents Program, we raise the future leaders of Vodafone globally and aim at contributing to the professional and personal developments of young talents. This year, we have organized the 13th Discover Program, to which senior university students or new graduates apply and which has been continuously organized in Turkey since 2008. We have raised more than **430** young talents so far through the program and the number of our graduate Discover employees has become **221**. In the financial year 2019/20, **88** new Discovers, **48** of whom are women joined us.

Future Jobs Internship Program

In order to create a talent pool for the digital ecosystem and to bring a young perspective to new technologies and trends, we have designed the Future Jobs Internship Program for senior university students and graduate students interested in the new roles in the digital world. With the program, our aim is to raise the university students in line with the new roles emerging together with the digital transformation and to inform them in these areas. We prioritize the young people who succeed in and graduate from this program in the Discover Young Talents Program, and also aim at attracting these young talents to join our company. **53%** of the interns who joined us in the financial year 2019/20 in scope of the The Future Jobs Internship Program have been selected as the Discover Young Talents Program and continue their careers in Vodafone.

Vodafone Freezone Online Music Contest and Music Room

We create an egalitarian platform offering opportunities for young talents with Vodafone Freezone Online Music Contest which we have been organizing since 2016. In the financial year 2019/20, we received **6,800** applications and **55,000** people voted in the contest. **614,000** people watched the Grand Final Live Broadcast and more than **15,000** comments were received. In the meantime, the Freezone YouTube channel gained **8,500** new followers.

In 2019, we carried our aim of enabling equal opportunity one step further and built a Music Room in Adıyaman Anatolian High School in collaboration with the Community Volunteers Foundation (TOG) and delivered many musical instruments. Thus, we made it possible for the young people to meet music.

E-Sports

We offer new areas of freedom for young people by supporting them in e-sports on digital platforms. In 2019, we realized the first e-sport tournament officially organized by the Turkish E-Sport Federation (TESFED) with the sponsorship of Vodafone FreeZone, TESFED Vodafone FreeZone Turkish Cup, in six different games with **106 participants.** We invested more than **TRY 4 million** in e-sports and reached **14 million** young people.

No Disability in Technology

Our concept of inclusion covers women and young people as well as socially disadvantageous disabled individuals. We focus on including disabled people in economic and social life with the power of technology and digitalization. With the No Disability in Technology campaign, a first in the sector, disabled individuals with Vodafone postpaid line can purchase discounted devices on the online store.

Coding Tomorrow

In scope of the Coding Tomorrow project launched in cooperation with the Habitat Foundation, as Vodafone Turkey Foundation we have been offering coding training for children between 7-14 throughout Turkey since 2016. With the project, we develop the digital coding competencies of our children, the architects of the future, and raise generations producing technology. We apply the Scratch program developed by Massachusetts Institute of Technology (MIT) in the project. Children work in groups and learn about the basics of robotics with the hackathons. We have provided coding training for **more than 100,000 children in 81 cities** so far.

#BuMamaBenden - A Tweet to Feed

Children receiving coding training as part of the Coding Tomorrow project developed a pet food machine that runs with code in order to feed the street animals. By sharing the hashtag #BuMamaBenden - A Tweet to Feed on social media you can place pet food on the plates thanks to this code. **13**

different station stores were built considering the requests of interested parties and the number of street animals in need.

#HesabımKitapOlsun - My Account Donates a Book

In scope of the Coding Tomorrow project, we started a social media campaign to support children's education. Children who received coding training with the Coding Tomorrow project developed a software finding the book with the number of words closest to the total number of words in users' Twitter accounts, after tweeting the hashtag #HesabımKitapOlsun - My Account Donates a Book. We donate the books found through the software to schools in scope of the Coding Tomorrow project. Thus, we support education of children receiving coding training.

Online Covideathon

We organized online ideathon for high school students between 14-17 in scope of the fight against COVID-19 pandemic. In the Coding Tomorrow Online Covideathon, we requested the students to develop technology-oriented solutions to decrease the negative impacts of the viral epidemic on public.

The New Generation Autonomous Disinfection Robot project, ranked the first in the Coding Tomorrow Online Covideathon, disinfects the area in which it moves with ultraviolet radiation. The second project Covcam includes an application which can be used in detection of COVID-19, and the third project COVID RH includes an application enabling the plasma treatment applied against COVID-19 is directed to the right person. We distributed technology cheques amounting to **TRY 17,000** in total to the ones ranking in ideathon, **participated by 129 teams** and **339 young people** from Turkey and Turkish Republic of Northern Cyprus. In addition, we started feasibility studies to realize the projects.

Vodafone Coding Van

The Vodafone Coding Van, realized in scope of the Coding Tomorrow project, visited 30 different facilities of Spor İstanbul and provided coding training for children. With the training sessions continued for **12 weeks** in total, we reached nearly **600 children.**

In the 41st Vodafone İstanbul Marathon in 2019, **37,000 athletes from 106 countries** ran to contribute to the digital training of children under the theme "Run with children". We made recycled bags from branding and promotion materials made from vinyl materials throughout the marathon.

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Can Başol
Manager of Vodafone
Technology Centers
and Energy Systems

"In Vodafone Turkey, reducing the
environmental impact has always been
our focal point. Since our first Sustainability
Report, we have been highlighting the
importance of environmental impact
for 10 years. We bring innovative and
efficiency- and saving-oriented solutions
to the industry by detecting the areas on
which the environmental impact of the
telecommunication industry is high. For
instance, by utilizing solar energy, we
balance the environmental pressure caused
by data generation. We conduct awareness-
oriented campaigns to create awareness
about the importance of e-wastes."

Zelal Ekin
Mardin Sakarya Aycan
Çaltekin Primary School
Student

"Participating in the Code Writer Wastes
Program has opened the doors to a new
world. Today, environmental problems are
all our own problems. One of the most
important of these problems is the waste
crisis. Trying to find a solution to this
problem with technology made me so
excited. I have learned coding thanks to the
support of Vodafone Turkey. With this skill, I
think I can benefit from many opportunities."

Environment

Environmental problems bring along many societal crises. Increasing air pollution and wastes pose risks against human and environmental health. On the other hand, it is predicted that the climate crises will lead to problems in different industries, especially in agriculture industry, like unemployment, and that many people may lose their source of income as ecosystems are damaged.[6] As Vodafone Turkey, we are in a critical position as stakeholders in solution of these problems. As the use of mobile data and, thus, the need for energy increase in our industry, we use our digital competencies to decrease the environmental impact and invest in renewable and alternative energy sources. In addition, we act in line with circular economy approaches to effectively manage e-wastes.

6 Adaptation to climate change and unemployment, ILO, 2018

Our Contributions to SDGs

SUSTAINABLE DEVELOPMENT GOAL*	OUR CONTRIBUTION
7 Affordable and Clean Energy **7.2.** Improving the share of renewable energy within global energy sources significantly	• We are beginning to use renewable energy systems at our base stations and centrals in line with our 100% renewable energy target. • We are improving clean energy use by generating resource diversity in our operations.
12 Responsible Consumption and Production **12. 2.** Enabling sustainable management and effective use of natural sources **12. 5.** Decreasing the use of solid waste production substantially by prevention, decreasing, recycling and reusing	• We are recycling 92% of e-wastes, and reusing 8%. In 2019, the rate of e-wastes taken to solid waste storage field fell under 1%. • We decrease the use of sources, especially paper and plastics, and increase the rate of recycling. • With events line Plogging Run, we support employee volunteering and create awareness on environmental pollution among event participants.
13 Partnerships for the Goals **13. 2.** Integrating climate change precautions to policies and plans **13. 3.** Developing trainings, human and corporate capacity and creating awareness on decreasing the climate change, compliance with the climate change, decreasing the impacts and early alert system	• We are reducing greenhouse gas emissions both in operations and value change with energy efficiency projects and IoT solutions. • With sustainability and environment trainings we offer for employees, we create a corporate culture and increase the climate change awareness.

* Sub-goals and indicators are summarized.

Climate Change and Carbon Management

Paris Agreement predicts that the global warming should be kept at 1,5 degrees at an average to mitigate the effects of the climate crisis. However, even this limitation may put 20% to 30% of the species in the danger of extinction, according to the International Panel on Climate Change - IPCC.[7] Extraordinary weather events, increase in the sea level and loss of ecosystems are seen as the events severely affecting the human health and well-being.[8]

The use of electronic devices and mobile data increases as we digitalize, and this also increases the requirement for energy. In 2023, it is estimated that approximately two third of the world population will have access to internet, and more than 70% will have mobile access.[9] Meeting the high energy requirement caused by the increase in demands from fossil sources is among the main impacts created by the telecommunication industry. To change this, we utilize technology and invest in renewable energy.

In Vodafone Turkey, the energy management approach is shaped by the Energy Management System (EnYS) Policy. The Energy Team is comprised of employees from different units, and they are responsible from developing the management approach in parallel with trends and from executing the policy. Therefore, the team has important

responsibilities in achieving the targets we have defined for climate crisis and carbon management.

Since 2016, we have been applying ISO 50001 Energy Management System. As of 2019, there are five technology centers and nearly **17,000 base stations** located in **45 different cities** as part of the Management System.

In 2019, we decreased the energy consumption in our technology and data centers by **4%** and in our office buildings by **2%**, compared to the previous year. In the base stations, our energy consumption was almost the same with the previous year. Our energy consumption has decreased by **1%** in total. We reduced the energy density per base stations by **12%** and per mobile data by **29%**.

7 The effect of 1.50C of global warming on nature and human systems, IPCC, 2018
8 Climate Change and Human Health, WHO, 2003
9 Cisco Internet Report, 2020

Energy Density in Base Stations (GJ/Petabyte)

2019/20	1,003
2018/19	1,415
2017/18	2,174

Energy Consumption (GJ)

	BASE STATIONS	TECHNOLOGY CENTERS	OFFICE BUILDINGS	VEHICLES	TOTAL
2019/20	**1,598,759**	**261,716**	**56,391**	**47,621**	**1,964,488**
2018/19	1,596,104	271,307	57,659	50,561	1,975,632
2017/18	1,571,225	272,376	56,657	51,519	1,951,777

Renewable Energy

Energy consumption increases globally as people demand digital solutions and data usage increases accordingly. At this point, transition to renewable energy is accepted as a sustainable solution for the future of the world, instead of fossil-based energy consumption.

In Vodafone Turkey, we contribute to the global targets of Vodafone with our renewable energy investments. **As of 2020, we have 50 wind turbines, 10 base stations using fully renewable energy and 2 signal multipliers.** In addition, we use 25% less electricity from the grid in these stations, with the solar hybrid energy station application we launched in 25 base stations.

In the financial year 2019/20, we realized approx. **282,000 tons** of CO_2 emissions; almost no increase compared to the previous year. And we decreased the greenhouse gas density per base station by **5%**, and per data by **27%** the parameter with the highest effect on carbon emissions.

Green House Gas Emissions
(Ton CO_2, equivalent)

Year	Scope 1	Scope 2	Scope 3
2019/20	14,192	264,589	4,115
2018/19	15,920	260,694	3,489
2017/18	18,129	260,143	2,638

■ Scope 1   ■ Scope 2   ■ Scope 3
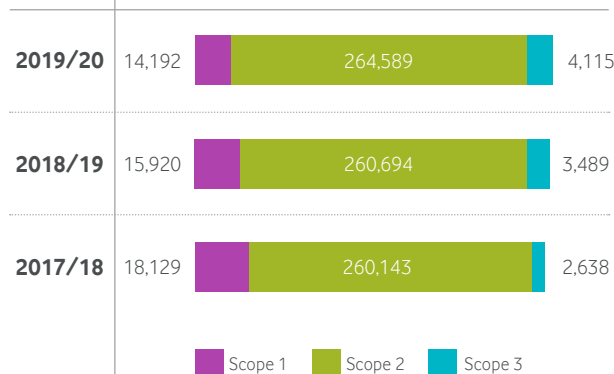
GHG Intensity in Base Stations
(CO_2/Number of Base Station)

Year	Value
2019/20	144.24
2018/19	198.65
2017/18	312.64
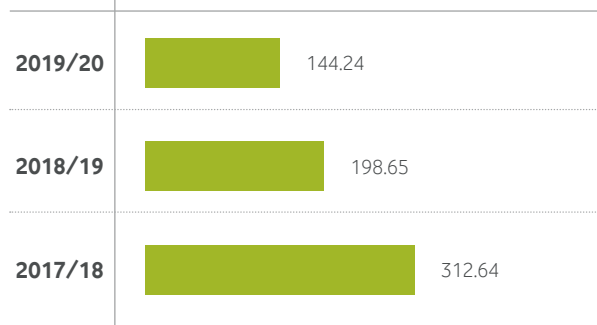
Adana Technology Center Solar Energy Central ▶

Our aim is to meet 20% of the energy requirement of Adana Cloud Technology Center with solar energy via the solar energy central we built. As the first phase of the project has been completed, we produced 425 MWh electricity equivalent to 11% of the total energy consumption of the Center and we plan to prevent **215 tons** of carbon emissions per year. The Center is the largest capacity solar power plant in Turkey to directly energize a data center. With the project aimed to get to production capacity of 768 MWh as the second phase is complete next year, we will contribute to the Green Data Center strategy by decreasing carbon emissions by nearly 389 tons per year.

Waste Management

Due to urbanization and rapid population growth, it is predicted that the total waste production throughout the world would reach 3.4 billion tons by 2050.[10] The amount of electronic wastes (e-wastes), a type of waste increasingly growing around the world, reaches nearly 50 million each year. And if no measure is taken, it is predicted that this amount would reach 120 million tons by 2050.[11] Traditional waste disposal leads to an increase in greenhouse gas and harmful gas emissions. Unless wastes are recycled by employing a circular economy, they will continue to threaten human health and environment at a more critical level.

Recycling e-wastes through circular economy not only offers a solution to an environmental problem, but also involves economic opportunities. As part of our goal-oriented Vodafone strategy, we develop innovative approaches to solve the e-wastes problem. In 2019, we recycled 91.6% and reused 8.3% of e-wastes. The rate of disposed wastes was 0.1%.

With the circular economy model we adopt, we conduct collecting, repair, resale and full recycling processes. We enable source efficiency by recycling e-wastes of high economic value, and reduce our environmental footprint caused by carbon emissions and wastes.

10 Waste 2.0, World Bank Group, 2018
11 E-waste is becoming a global crisis: What are the opportunities? WEF, 2019

E-wastes (kg)

2019/20

REUSED
117,097

DISPOSAL
1,385

1%

8%

91%

RECYCLED
1,291,447

TOTAL

1,409,929
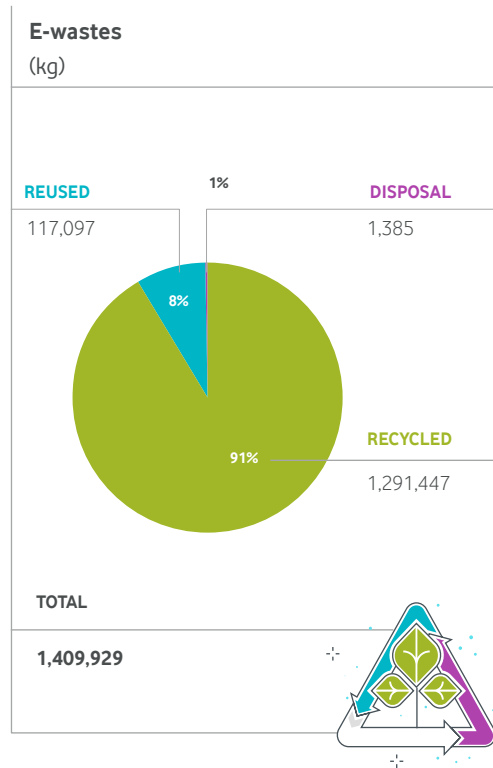
YEŞİLİ SEVEN KIRMIZI
Vodafone

Secondhand Project

In cooperation with Akademi Çevre, we are reusing the e-wastes that we used to send as junk. In the business model we have developed, damaged equipments are repaired and made available again, and sold to telecom companies in different countries. With the project, we have saved **TRY 8.7 million** both directly and in directly.

Smart Phone Renting

With the shared economy-based app, we are transitioning to a renting model to meet the mobile phone requirement of our corporate customers. In the project, we aim to rent 30,000 smart phones per year; we enable that phones are used in exchange. 59 customers participated in the project and we offered 2,639 renting and 201 repair services.

Beyond Waste Report

We prepared the Beyond Waste research paper to analyze the current status of the e-wastes problem both in our country and in the world, to attract to the seven main issues waiting to be solved in this regard, and to crease the background for the Open Innovation Platform process we will realize. The report will reveal the findings on the sources of the problem, and enable that issues waiting to be solved are handled inclusively, technologically and sustainably through the Platform.

Mobile Phone Exchange Campaign

With the project, we offer discount for Vodafone subscribers; we offer them the chance to exchange their old mobile phones with a new one. By exchanging more than 100,000 old mobile phones annually with new technology products, we prevent electronic products to be disposed. The number of phones taken back as part of the project was 9,392.

Modem Renewal Project

We take modems which are not used anymore, make them functional again, and exchange them with old model modems used by customers. By renewing nearly 58,000 modems, we eliminated the need for purchasing new modems. Thus, we prevented the use of plastics, package, electronic circuit and boxes.

Biometric Signature and Digital Identity

With biometric signature, we make it possible to sign subscription contracts in a digital environment, thus minimizing human errors. This year, 5 million transactions were performed with biometric signature. By moving documents comprising of **22.5 million** pages to a digital setting, we saved **385 trees** from being cut down and saved on papers. With Digital Identity, we store identity information securely and as protected against copying. This year, we have completed 3.1 million transactions with digital identity and moved 4.5 million documents to digital. Thus, we saved **78 trees** from being cut down.

Green Office Program

Our Headquarter in Istanbul, Maslak, and our Digital Operations Center in Küçükyalı, with the first LEED Platinum Certificate of Turkey, have the Green Office Certificate of WWF, supporting decreasing the carbon emissions, energy saving, and using renewable and responsible natural sources. As part of the Green Office Program, we started using digital starter packs, nonprint interview and evaluation center to save on paper, Red Academy nonprint practices, Haystack digital cards and FSC-certificated papers. Thus, we could save on **480,000 papers**. We could save on **1,652 m³** water with low capacity reservoir, waterless pissoir, sensory tap and reduced time; and on **300,000 kWh** energy by using sensors and timers on elevators, stairs, and lighting. In addition, we have eliminated the use of **6 million** disposable plastic cups and various plastic products on average annually with the Plastic Free Vodafone movement.

Half-Sized SIM Card Project

With the half-sized SIM Card project we launched in 2014, we have decreased the size of SIM cards and packages by half. With this project, we eliminated the use of phone cases, decreased plastic use by half and made SIM card cardboards recyclable. In addition, we enabled **15 tons of decrease** in greenhouse gas emissions caused by production and shipping of 1 ton of plastics. In the financial year 2019/20, we prevented **5.28 tons of plastic** use with 2.2 million half-sized SIM cards. And we enabled saving on **3.8 tons of cardboards** with 1.9 million SIM card packages.

Waste to Code

We realized the Waste to Code project in order to encourage recycling e-wastes and create awareness. We collected tons of e-wastes with the e-waste boxes we place in 67 different spots throughout Turkey. With the income we obtained by recycling these e-wastes, we opened coding classes in schools in Mardin, Samsun, Gaziantep and Adana. All children living in these cities may benefit from these coding classes for free. With the project, we have reached thousands of children so far; in the upcoming period, we plan to recycle the e-wastes we will collect in collaboration with more than 3,700 employees from six cities, with the aid of our seven corporate business partners, and to open coding classes in different cities in Turkey.

Plogging - Red Loves Green

In Vodafone 41st İstanbul Marathon, with an aim to increase environmental awareness and contribute to raising a generation sensible about plastics pollution especially in seas, we collected plastic wastes along the track together with **70 employees and their children**, as part of our Red Loves Green movement. At the end of the track, we separated and sent the plastic wastes collected to recycling facilities, and the plastic caps to Turkish Spinal Cord Injury Association.

YEŞİLİ SEVEN KIRMIZI

Our People

Contributing to the development of our employees and enabling them have a happy working environment is among our main priorities. We focus on talent management to improve our talents and capacity; we offer equal and fair rights to our employees by creating a diversified and inclusive working environment. In line with our vision of leading digital transformation in Turkey, we firstly digitalize our business processes to make our customers experience high standards; and make our employees a part of this transformation.

Our Contributions to SDGs

SUSTAINABLE DEVELOPMENT GOAL*	**OUR CONTRIBUTION**	

5
Gender Equality

5.1. End all forms of discrimination against all women and girls everywhere.

5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.5.2. Increase the rate of women in the management positions

- We focus on gender equality in workforce and apply practices facilitating the participation of women in professional life.
- We design programs contributing to female leadership and competency.
- At Vodafone Turkey, we attach importance to employment of women. We strive to increase the female employee ratio above 40%.

8
Decent Work and Economic Growth

8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

- Our goal is simplicity and flexibility with digitalization in office experiences and career paths of employees from recruitment to retirement.
- We adopt agile working methods by focusing on efficiency and being customer-oriented in terms of full and efficient employment.

*Sub-goals and indicators are summarized.

Our Efforts in the Fight against COVID-19

Digitalization of business processes offers the opportunity to work not bound by time and space. This makes our company prepared and strong against crises caused by external factors. We have transitioned to home office practice throughout the COVID-19 pandemic, affecting the whole world since the beginning of 2020, to protect our employees and public health. During the pandemic, we offered support for our employees and their immediate families in various fields from family counselling to health and psychological counselling through our LEAP Support Services Line. We have shared recommendations to protect physical and mental health while working from home, in scope of "Hepiyi".

Equal Opportunity and Diversity

At Vodafone, we offer an equal and diverse working environment, we treat each employee equally and provide equal conditions for same work.

We support gender equality for a better future in which a healthy, informed and educated generation is raised. We are aware that offering women equal opportunities in business life plays an important role in developing the economy and empowering our company in parallel with this. With this aim, we have realized our target, keeping the rate of women employees over 40%, in the last three years, and we raised this rate to 43% in the financial year 2019/20. This year, 44% of the employees recruited this year were women. In addition, we also aim at employing at least 60% women in technology functions and 50% in other functions for all young talent and internship programs.

One of the important indicators of equal opportunity is the ratio of women representation in decision making positions. We increased the rate of women employees in management positions in our company for two years, and raised this ratio from 34% to 37%. Three of five members in the Board of Managers and two of nine members of the Executive Board are women.

We do not let women have hard times in the working environment due to childcare and support them to pursue their careers without interruption after giving birth. In the

meantime, we have taken a new step to support all our employees in striking a work-life balance, without any discrimination in terms of gender. While 16-week right to paid leave is only granted to women giving birth, according to the Labor Law; we have also granted the right to paid

leave for parenting to men becoming father. Male employees may use their right to paid leave for 16 weeks, defined by themselves, within 18 months after birth. In the financial year 2019/20, 130 employees used their right for parenting and 99% of these employees returned back to work.

Employee Ratio by Gender

MALE 57% — FEMALE 43%
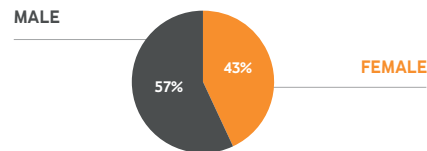
New Hires Ratio by Gender

MALE 56% — FEMALE 44%
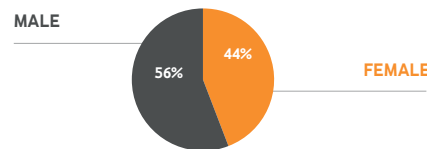
Management Ratio by Gender

2019	37%
2018	37%
2017	34%
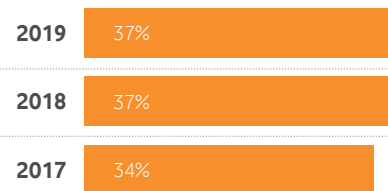
Domestic Violence Awareness Training

It is important for us to keep our employees safe both internally and externally. In this scope, we have published the Procedure on Fighting against Domestic Violence in March 2019. As part of the procedure, we offer our employees, subject to violence and abuse, services such as consultancy, guiding and access to 24/7 Domestic Violence Hotline dedicated for employees, in case they demand such services. We focus on increasing our corporate awareness with the Vodafone Domestic Violence Awareness Training we prepared based on the Vodafone Domestic Violence and Abuse-Policy Guide. Training sessions cover the types of violence, approach to victims and communication methods, and support mechanisms in the fight against violence, one of the major obstacles ahead of gender equity. So far, 60% of our employees have completed their training. We have included training also in the training orientation program and made it compulsory for all employees. In addition, we have realized various events in cooperation with the United Nations Population Fund, such as in-house conversations, to increase awareness throughout the company in this regard.

Digital Employee Experience

In the career path from recruitment to retirement in Vodafone Turkey, we offer digital working experience to our employees. We have flexible timing and flexible location options to support regulating the work and private life balance. While employees preferring flexible timing are working for eight hours of their own choice between 07:00-19:00, employees preferring flexible location may work from wherever they want once each week.

With DigitalYou app, we provide convenience for our employees in business life and in the meantime, we plan to increase agility in the workforce. The digitalization of career planning allow the employees to apply for vacant positions via the system. Recruitment and promotion procedures are handled through tablets instead of review documents. We completely removed the need for paper and wet signature in internal assignments. With this app, smart phones may be used instead of IDs in building exits and entrances, office floor entrances and dining halls. In addition, the lighting and ventilation system within the building may be adjusted digitally.

We always ask our employees for their opinions to develop our human resources applications. All Vodafone Group employees have the chance to share ideas regarding the processes through the global and independent line ExpoLink by calling 0850 2101901 or visiting wrs.expolink.co.uk/vodafone.

V-star App

We have realized the Vstar App to enable communication with employees in sales channels, to increase their motivation and to monitor the awarding system from a centralized app. With the V-star app with which to immediately inform our store employees about announcements on Vodafone products and services, our employees may track their daily sales, access training contents and learn by gamification. The app is actively used by nearly 5000 store employees. The Vstar App has been viewed more than 1 million times each month; more than 300,000 entries have been recorded and the app has been downloaded to 10,000 devices in total so far. And the satisfaction level we have obtained with the app has been **89%.**

Robotic Process Automation

We work with more than 20 software bots in scope of the digital assistant we have commissioned, Octo. With Octo, we have automated our repeated, routine, monotonous and standard processes with defined input and output. Octo is now being used in technology, customer services, human resources, personal and corporate business units within the company. We encourage our employees to utilize the saved hours on processes by which they can create added value. In the financial year 2019/20, we have realized **92 process, 20 robot, 92 scenario digitalization and, in total, 40,000**

hours of work-time digitalization per year. And we have made it possible for our employees to save on more than **4,000 hours,** thanks to the processes transferred to Octo. In the future, we plan to create an Octo, with sensational and cognitive competencies and the ability to analyze and decide via machine learning. Thus, we will be able to use these robots in processes where more competency is required and which are more complex and out of standards; thus, we will be able to use them in more fields. We plan to increase the number of robots to over 50.
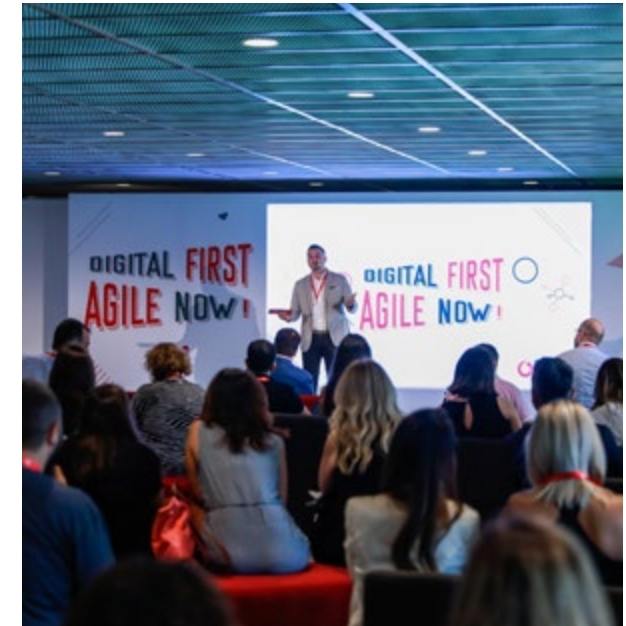
Agile Transformation

In the near future, it is seen that the majority of the workforce will be comprised by the Y generation. This group cares about conditions such as the work and private life balance and flexible working; in the meantime, they also demand that complex processes causing the business processes slow down are simplified. In order to become a company preferred by the new generation and to respond to changes quickly and as customer-oriented, we adopt the agile working method. Thus, we offer a working environment in which employees can make their own decisions and become both a part of the team and the owner, and we increase efficiency by simplifying business processes. We conduct the agile transformation of Vodafone Turkey, started six years ago, in three stages:

Agile Coaching Model
In order to enable that agile transformation is realized successfully and to facilitate cultural transition, we employ Agile Coaching Model. With this model, the levels of maturity of the teams are defined and a roadmap is prepared for their development. The team refresh their knowledge on agile method, and a culture of cooperation is encouraged.

Scrum Master Development Program
Scrum Master is one of the critical roles for agile transformation. It is highly important for the organization continuity and transformation that these people conduct their responsibilities effectively. Each period, 15 people are included in the Scrum Master Development Program we

have created to empower Scrum Masters. The program lasts for three months, and is comprised of six sessions, namely Introduction, Facilitating, Personal Awareness, Coaching, Conflict Management and Synergy.

Scrum Master Experience Sharing Platform
Scrum Master may experience certain challenges within the team or may experience some favorable applications. Meetings have been arranged for knowledge and experience sharing in scope of the Scrum Master Experience Sharing Platform organized by agile coaches. With this platform, our aim is to find solution to similar problems through shared intelligence, and to support development of Scrum Masters.

2013	2014	2016
1. Pilot Study: At the end of 2013, we conducted a pilot study with the seven-member agile team. Once the project was completed, the rate of meeting the customer demands increased three-fold.	**2. Extensification:** In 2014, we created new teams to extensify the success obtained with the pilot study and tested the management for other products and services. The agile team we created within the Information Technology - IT department met nearly 75% of non-full-scale demands with agile methods in two years. And we made it possible to extensify this method in technology units other than IT, such as network operation, network planning. The length of time to market has been reduced with the cooperation between IT and commercial functions; the product quality and production increased. In addition, the team spirit has improved and teamwork has become common within the company. Thanks to our successful projects, we have been selected as the Center of Excellence among Vodafone countries; and started offering agile training and coaching services for other Vodafone companies.	**3. Adoption of Agile Working and Cultural Transformation:** Since 2016, we have been introducing our way of working through in-house events, to make agile transformation a part of our corporate culture. The fact that we have started using the agile method in company functions other than technology has made us focus on digital areas within the scope of commercial functions. We created agile teams working on strategically important areas, such digital customer value management, digital marketing, digital sales and personal marketing. We enabled three-fold increase in production rate, 2.5-fold in capacity development, three-fold in launch date performance, and five-fold in quality indicators. In 2019 by enlarging the scope of agile working, the full of personal marketing transformed and started to work in an agile way.

We share our journey of agile transformation and the processes we have passed through in detailed in the **Our Agile Story** booklet.

Talent and Performance Management

Talents play an important role in achieving the strategic targets of our company. We invest in talent management to support development of current talents and to include new talents in our team. In line with our target of raising the future leaders among our employees, we conduct local and global talent programs.

As a company constantly investing in developing talents, it is important for us that qualified employees prefer to stay in Vodafone Turkey and plan a long career journey. Half of our employees have been working as part of our team for five or more years. And the employee turnover was 19% in the financial year 2019/20.

Please click here to see the talent management approach of Vodafone Turkey.

Employee Ratio by Working Duration

0-5 YEARS
50%
26%
24%
10 YEARS AND OVER
5-10 YEARS
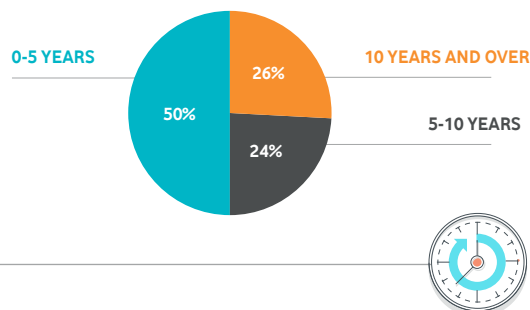
We realize performance management system to carry the talents forward. This system, namely Performance Improvement, focuses on constant development of employees through regular and instant feedbacks. The system enables our employees to set open and clear individual targets in line with corporate goals, and guides them.

The Performance Improvement process is composed of four main steps: target setting, quarterly interviews, half-year review and end-of-the-year review. Employees and managers meet in regular intervals throughout the year. The strengths and improvement areas of employees are reviewed; personal development plans are defined in line with their long-term career targets, and their personal performances are evaluated in line with the targets defined at the beginning of the year.

The outputs of performance process provide input for other critical human resources processes such as training and development, talent management, pay management and rewards, career management.

Please click here to see the performance management system of Vodafone Turkey.

The remuneration system is based on attracting and retaining the talents that best serve corporate strategy, and rewarding employees in a fair and consistent manner. In Vodafone Turkey, renumeration includes rewarding the employees with a base salary, a bonus system per position (based on annual sales and quarter), and an instant comprehensive and flexible benefits package.

Please click here to see the remuneration approach of Vodafone Turkey.

It is important for us that the talents within the company contribute to Vodafone Turkey for long years. We announce the vacant positions within the company to our employees first, through the Red Experience app, and give them priority. The rate of positions filled by internal candidates in the 2019/20 financial year was 67%.

Red Academy

With Red Academy, the Vodafone Turkey development center, we offer opportunities to develop for dealers, business partners, customers and university students, and especially our employees. Our aim is to assist our stakeholders in using mobile technologies and developing their digital competencies.

In the financial year **2019/20,** we provided **105,677 people*hour training** to our employees, with hours of training corresponded to **35** per employee. With Red Academy, we reached more than **32,000** people including **3,000** Vodafone, **8,328** distributor, **16,571** sub-distributor, **4,500** call center employees.

Red Academy Development Programs

Fit for Future Reskilling Academy
(UX, Devops, Big Data, Cloud etc.)

Digital Development Catalog
(Change Management, Art of Reconciliation, Psychological Resilience etc.)

Discover Development Program

Digital Onboarding Programs

Leadership Development Programs
(Digital Leadership Essentials, Women Leadership Program etc.)

Culture&Exchange Programs

Vodafone United and Let's Agile Team Coaching Program

Skill Development Programs
(Phyton, Digital Marketing, RPA, AI, UX, Data, Cloud, Product Management etc.)

Agile Development Programs
(Agile 2.0, Product Owner training, Scrum Master training etc.)

This year, we completely renewed our development solutions and approach as Red Academy. We consider skill and talent development as meeting the business model needs of the future, as an important point of being a digital company ready for the future. One of our main goals is to implement development solutions that will meet these needs.

As agile work brings us to our lives, much of learning happens by trying, practicing, discussing and developing insight. We support our employees for the skills and roles of the future with experience-based online/virtual laboratory environments that we will **reskill & upskill.** We design online development opportunities with different content and learning levels under topics such as **Social e-Lab, Commercial e-Lab and Technology e-Lab.** We started and continue to realize these special opportunities for target audiences in virtual classroom environments.

We have designed **Reskilling Academies** that will provide our employees with new professions and skills, and with these academies, we plan our employees to move into future roles by reshaping their careers. As part of our investments in development, we launched the greenbox video studio we prepared in our Teknokent building in January. With this studio, we can produce video-based online training.

Coaching Programs

Coaching processes focused on employee development continues as of 2017: Executive Coaching Program, Internal Coaching Program. In addition to coaching programs, the Corporate Mentorship Program that has been ongoing since 2014 supports the professional development and career management of employees regardless of their age, experience and position. So far, we have had **585 pairs of mentors and mentees.** As part of the program lasting for approximately one year, the Red Academy initially offers mentee and mentorship training. At least one meeting is conducted each month.

1. Executive Coaching Program

Every year, almost **30 mid-level and senior managers** take support from consultants providing professional coaching service. Managers select their coach and identify the targets that they will work on throughout the process in the program which consists of 8 sessions.

2. Internal Coaching Program

Employees in different roles or professional coaches provide support regarding career improvement and talent management to employees in a process of 6-8 sessions. In scope of the program, the coaches are supported through supervisory, internal coaching support program and workshops.

ReConnect

With the global recruitment program ReConnect, launched by Vodafone Group, we support women taking a break from their careers to return back to work. Our aim is to access to nearly **1000 experienced women employees** in Vodafone countries through the program. In Vodafone Turkey, **11 people** have been recruited in scope of the program.

International Development Program

The International Development Program provides the opportunity for our employees to work for 4 to 10 weeks in countries that Vodafone Group is operating in. With this program, employees improve themselves in different environments and transfer the experience they obtained at Vodafone Turkey to employees in other countries. Furthermore, they gain experience in different positions and this enables them to establish relations with others fulfilling similar roles in the global scale. While our **seven employees** were working in four different countries throughout the program, an employee from Vodafone Greece was in Turkey.

Young Talents: Global Columbus Talent Exchange Program

After two years of work at Vodafone Turkey, the Discovers are included in the global assessment center. The successful ones gain the right to work at a different Vodafone country for a specific period of time, within the scope of the Columbus Program. We have sent our two employees to Greece and Hungary, and next year, we will host an employee from Ireland. So far, **17 talents** have gained working experience in different Vodafone countries through the Columbus Program.

Employee Engagement and Volunteering

We execute the Vodafone Volunteers program to improve volunteering awareness in employees and to encourage participation in social responsibility events of the institution. We give two days off per year for our employees to make it possible for them to support social responsibility projects especially realized by Turkey Vodafone Foundation. Mostly, our employees serve as trainers to the students at Coding Tomorrow, and mentors to the women at Women First in Entrepreneurship. In order to increase the number of volunteers in the Coding Tomorrow project, we provided trainer training on coding to **113 employees** from newly employed new talents and from customer services teams within the financial year 2019/20.

Responsible Business and Value Chain

Throughout our value chain, we aim at creating value for our stakeholders with a responsible approach ranging from observing social and environmental conditions in all our operations and events to public health. We prioritize healthy and safe working conditions, and act in line with a fair, responsible, transparent, and accountable corporate management approach. We follow international and national requirements to protect personal information our employees have been sharing with us. We also want our business partners to act in line with these principles, forming the basis of our business.

Our Contributions to SDGs

	SUSTAINABLE DEVELOPMENT GOAL*	CONTRIBUTION OF VODAFONE TURKEY	
8 Decent Work and Economic Growth	**8.7.** Eliminating modern slavery, human trading and child labor **8.8.** Protecting employee rights and supporting safe working environments	• We include respect for human rights into all work processes along with the **Vodafone Code of Conduct,** based on international principles concerning human rights, and minimize the risks for the violations of human rights such as forced labor and child labor. • We establish safe and healthy working environments within the scope of Vodafone Occupational Health and Safety Management System.	
16 Peace, Justice and Strong Institutions	**16.6.** Establishing effective, accountable and transparent organizations at every level	• We adopt ethical way of working; and manage anti-bribery movement within the frame of ISO 37001 Anti-Bribery Management System. • We transparently share the steps we have taken to secure public health within the frame of mobile devices and base stations.	

*Sub-goals and indicators are summarized.

Occupational Health and Safety

Ensuring our employees' and business partners' health and safety is among our main responsibilities. As part of occupational health and safety (OHS), we realize applications, serving as examples to our industry, and encourage our business partners to enable high-standard safety conditions.

We manage OHS at the highest level. Occupational Health, Safety, Environment and Welfare (OHSE-W) Senior Manager, the top executive in this field, serves only two reporting levels below the CEO. The 33 OHS boards all around Turkey, including the headquarters, include department representatives, employer, and employee representatives. The boards hold regular meetings every two months. All parties can share their demands regarding OHSE-W issues at OHS Boards, and the boards make decisions regarding these demands. We track our targets at senior management and Group level by preparing annual plans.

In line with our Occupational Safety Excellence and Zero Accident goal, we have defined standards complying with international systems like International Safety Rating System (ISRS) and ISO 39001 Road Traffic Safety Management System on OHSE-W. We expect all employees, contractors, suppliers, and their sub-contractors to fulfill the standards we have defined.

Vodafone Turkey assesses all accidents and near misses that occur within 24 hours, and we ensure that entered into the system with the necessary actions. Thanks to this global system, the accident study processes are constantly improved, and the reporting process gets more efficient. In the results of the People Survey, the internal HR customer satisfaction measurement survey conducted annually, the top satisfaction score goes to the OHS for the past four years. We received the Golden Award in the Workplace Safety and Compliance category during the 2019 Stevie Awards we applied with our prominent applications.

We support extensifying the OHSE-W culture through training. We provided **6,470 people*hour** OHS training in total for our employees, for average eight hours per employee. The contractors received **61,207 people*hour** OHS training in total.

Vodafone 8 Absolute Occupational Health and Safety Rules

This year, the 7 Absolute Rules, established by Vodafone Group to effectively manage the seven critical issues on which accident risk is the highest by focusing on the common causes of death or injury cases throughout the world, have been updated. Among the rules, we have included the requirement to always protect the safe distance and to use insulated equipment while working close to energy lines for all our employees, especially our network field teams. Now, we base on the 8 Absolute Rules in all our operations.

In the financial year 2019/20, we have started checking safety belts with internal cameras in all our service vehicles. Thus, we can see whether our employees use safety belts or not and provide them feedbacks. This project, in which we provided feedback to **1.050** employees by attaching internal cameras in 250 service vehicles, has been granted with an award by Vodafone Group.

OHS for the Contractors

We assess our contractors in detail regarding OHS before starting cooperation. We include Vodafone OHS standard compliance, sanctions against OHS non-compliances and site occupational safety visits to our contracts. Within this scope, we carry out site visits to base stations.

In 2019, we evaluated 56 contractors in scope of OHS and found 156 violations. The number of violations decreased by **18%** compared to 2018.

Wellbeing Program

Thanks to the program, namely "Hepiyi", we support our employees on mental, physical, social, financial, and environmental issues. We offer them different contents, such as ergonomics and sports videos, specialist guests and conversations. We continue to encourage our employees in sports and health with the wellbeing competition we organize in October of every year.

Number of Site Audits at Base Stations

Year	Value
2019/20	1,407
2018/19	1,616
2017/18	1,316

Contractors and OHS

Year	Number of Contractors	Number of Contractor OHS Violations
2019/20	156	56
2018/19	190	61
2017/18	192	22

Number of Contractors   Number of Contractor OHS Violations
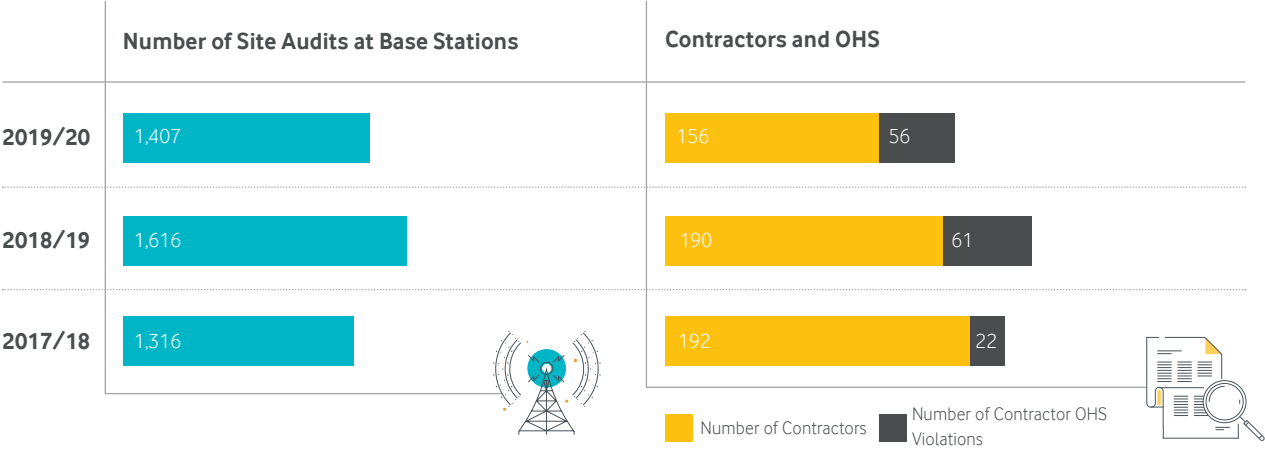
Corporate Governance

We are building relations with all stakeholders based on the principles of fairness, transparency, responsibility, and accountability. Vodafone's Chairman and CEO roles are carried out by different individuals in line with the principle of separation of power. While **Vodafone Turkey Board of Directors** is composed of five members including two women, the Executive Board is composed of nine members, including two women.

Work Ethics and Anti-Corruption

Vodafone Code of Conduct guides us in all our relations with all our stakeholders. The business principles we have defined in this regard are binding to all parties working with Vodafone besides employees, contractors, affiliates, joint ventures, and suppliers. In addition to the Code of Conduct, we comply with the policies of Vodafone Group alongside national and international laws and regulations.

We assess corruption risks and take precautions. We established a corruption monitoring system for sales channels and a scoring system for the performances of our dealers in this respect. Thus, we reduce potential losses by preventing corruption before it happens.

In cases of violation of ethical principles, anti-bribery and human rights, employees may report their notifications through **SpeakUp** and external stakeholders may report their notifications through **Red Line.** All stakeholders may report anonymously through the website or by calling.

ISO 37001 Anti-Bribery Management System Standard

We do not tolerate any kind of corruption and bribery. The first technology and telecommunications company with ISO 37001 Certification for Anti-Bribery Management Systems Standard. We evaluate suppliers and business partners in terms of anti-bribery policy before we start working together, and we provide in-class and online training sessions for employees on anti-bribery.

Human Rights

We adopt the principle of respecting human rights of every individual, from our employees in our operations to suppliers in the value chain and to local societies. Vodafone Code of Conduct reveals our sense of expectations and responsibility regarding human rights. In accordance, the United Nations (UN) Human Rights Declaration, UN Guiding Principles on Business and Human Rights and International Labor Organization Conventions are our guides in this respect.

We offer our employees working environments that fulfill human rights, occupational safety and health, ethics, and environment protection standards. We ensure all our suppliers and business partners also act in line with these standards with Code of Ethical Purchasing.

Corporate Security Management

Within the scope of Corporate Security Management, we identify possible threats that may damage the brand and reputation of Vodafone Turkey and come up with solutions that will prevent them. Accordingly, we manage the processes of identifying and preventing abuse, fighting against corruption, preventing laundering crime revenues, identifying the states of suppliers, ensuring information security, confidentiality, and work continuity, raising physical safety and security awareness.

ISO 22320 Emergency Management Standard Certification

As our corporate culture, we prioritize enabling continuous communication in every condition, thanks to our business continuity management and emergency preparations. With the projects we have conducted to enable continuous communication services in cases of possible disasters, we received the international ISO 22320 Emergency Management Standard Certificate in Turkey. We have passed the international audit successfully; and become the first company receiving this certificate in the Turkish telecommunication sector, not only in the Vodafone Group. Therefore, we have been fighting against the outcomes of natural or human-induced disasters which may occur during emergenciesand have increased our capacity to enable business continuity.

Search and Rescue Team

We have the first Search and Rescue Team within Vodafone Group. There are 126 active volunteers in our team. We provide 116-hour training to our Search and Rescue Team,

focusing on training sessions on theory and practices and consisting of issues such as city search and rescue, maintaining life in times of disasters, access and rescue with ropes. We have continued training sessions for 130 employees in the financial year 2019/20. After the earthquake in Albania, nine of our volunteers went to the region and participated in the technical rescue efforts, lasting for 96 hours, in wrecks of two different buildings. Throughout the operation, we have supported our volunteers in logistics, manpower and telecommunication, in cooperation with Ankara AFAD Management.

Supply Chain Management

We expect our suppliers to also work in line with our high standards and guide our business relations in this regard. We expect the standards, that we have defined in environmental, social, and ethical areas in Vodafone Code of Conduct and Vodafone Ethical Purchasing Behaviors, to be met. We support our suppliers in adopting these standards.

We are implementing a variety of different applications to support the development of our 680 supplier:

- We conduct visits to field to check compliance with the criteria we have defined.
- As a group, we have been taking various actions as part of the fight against Modern Slavery[12], and provide online training in this regard.
- We organize a Supplier Day every year, welcoming more than 100 suppliers. We provide trainings in subjects such as Ethics and Anti-Corruption Practices, Trade and Network Operations, Occupational Health and Safety. In addition, we have been receiving feedback from our suppliers.
- By organizing the Supplier Safety Forum every year, we raise awareness regarding occupational safety and health among suppliers deemed as at high risk.
- We execute the Vodafone Supplier Performance Program. We identify the improvement areas of our suppliers and encourage them to improve their performances in these areas.

12 Vodafone Group, Modern Slavery Statement, 2019-2020

Data Security

As digitalization speeds up, the importance of data security and privacy of personal data increases. Protecting the personal data is among our main responsibilities for our customers. In line with the Vodafone Code of Conduct, we expect our employees and business partners fulfill this commitment. In order to protect our customers' data and to proactively manage cyber security risks, we are employing the necessary program and control mechanisms in compliance with international standards.

In scope of data security, we abide by the ISO 27001 Information Security Management System Standard, Personal Data Protection Law, and respective regulations. We protect the mobile communication and credit card information of our customers as well as their personal information in line with the International Information Security Management Standard ISO/IEC 27001 and PCI-DSS security standards defined by the PCI Security Standards Council.

We notify our customers through different channels within the framework of Personal Data Protection Law. The customers can access the information regarding the protection of personal data through our website, sales channels, and customer services, and forward their requests

regarding this subject. We hold training sessions to raise awareness regarding personal data protection among employees including sales channels and customer services divisions. We add the Data Processing Addendum (DPA) to the contracts of our suppliers and business partners in order to improve and audit their data protection performances. We classify our suppliers based on the quality of the service that they provide and assess information and technology safety once a year with a visit made by our teams.

We strive to integrate data confidentiality and security to the processes of all business divisions under the title of Vodafone Turkey Corporate Access Management. With this system, we automated the authority demand flows and authority review processes of some applications, databases and operating systems. We integrated the databases to the operating system and improved the processes. Thus, we realized an application that would eliminate the problems in the access process and enable end-to-end access management.

Mobile Devices, Masts, Public Health

Aiming at contributing to health of our consumers and the society is among our main responsibilities. It is our principle to respond to common concerns transparently and openly about mobile devices and masts, and we commit to comply with all regulations in this regard.

Vodafone base stations and mobile devices that we provide to our customers are primarily installed, used and audited compliance with the laws and regulations determined by the Information and Communication Technologies Authority. In addition, the reference values defined by the International Commission on Non-Ionizing Radiation Protection (ICNIRP), an independent consulting organization working in cooperation with World Health Organization (WHO) that is also referenced in the regulation created by the regulatory authority in our country, are taken into account. Electric / electromagnetic field limit values applied in our country are much more cautious and lower than ICNIRP and limit values determined by many countries. Our company is sensitive to this in our country as well as all over the world and installs and operates its systems in full compliance.

Mobile devices use radio waves to make calls, send and receive data from a base station, creating a kind of electric and electromagnetic field (EMF). Under our EMF policies, we do not allow the use of devices with a SAR value (Specific Absorption Rate) higher than the **ICNIRP Standard**, which are not approved or do not offer information about SAR value in their manuals. **The studies** indicate no proof of a

negative impact on human health when mobile devices and base stations are used within WHO and ICNIRP science-based reference compliance limits.

To eliminate the concerns of our stakeholders about mobile devices and base stations and to ensure a healthy flow of information, we realise following actions in below;

- We publish the latest scientific studies on our website,
- We make EMF trainings compulsory to our employees and suppliers,
- Within the scope of our Vodafone-specific EMF Policy, we apply a standard operating procedure across our entire network. In the international group audit conducted by Vodafone Group last year, we successfully completed the audit as "fully compliant" within the scope of this policy and practice.
- We place EMF warning signs to our sites and conduct site visits.
- All stations are Security Certificate issued by BTK is established with.
- Regular field inspections are carried out.
- Unauthorized access is not allowed.

Memberships and Collaborations

Association of Intelligent Transport Systems (AUSDER)	Habitat Foundation	TOBB Telecommunication Council
Association of Accumulator and Recycling Industrialists (AKÜDER)	Interactive Advertising Bureau of Turkey (IAB Turkey)	Turkish Industry and Business Association (TÜSIAD)
Mother Child Education Foundation (AÇEV)	Istanbul Chamber of Commerce (ITO)	Turkish Informatics Association (TBD)
Information Security Association (BGD)	World Business Council for Sustainable Development (WBCSD)	Turkish Informatics Foundation (TBV)
United Brands Association (BMD)	Mobile Telecommunication Operators Association (MTOD)	Turkish Public Relations Association (TÜHID)
United Nations Global Compact (UNGC)	Payment and Electronic Money Association (ÖDED)	Turkish Businesswomen Association (TIKAD)
Call Center Association (ÇMD)	Private Sector Volunteers Association (ÖSGD)	Third Sector Foundation of Turkey (TÜSEV)
Environment Protection and Packaging Waste Recovery and Recycling Trust (ÇEVKO)	PERYÖN People Management Association of Turkey	The British Chamber of Commerce in Turkey (BCCT)
Foreign Economic Relations Board of Turkey (DEIK)	Turkish Advertisers Association (RVD)	International Investors Association (YASED)
DEIK Turkish-British Work Council (DEIK TIIK)	TEGEP Training and Development Platform Association	YANINIZDAYIZ Association
GSM Association (GSMA)	Women in Technology Association (WTECH)	Women Corporate Directors (WCD)
Endeavor Turkey	Telecommunication Operators Association (TELKODER)	WWF-Turkey (World Wildlife Fund)
The Union of Access Providers (ESB)	Telecommunication Satellite and Broadcast Business People Association (TUYAD)	
Global Relations Forum (GIF)	TOBB Young Entrepreneurs Board (TOBB GGK)	

Environmental Performance Indicators

Energy Consumption (GJ)	2017/18	2018/19	2019/20
Base Stations	1,571,225	1,596,104	1,598,759
Technology Systems	272,376	271,307	261,716
Office Buildings	56,657	57,659	56,391
Vehicle Fuel Oil	51,519	50,561	47,621
Total	**1,951,777**	**1,975,632**	**1,964,488**
Renewable energy consumption within the total	959	1,027	1,590

Greenhouse Gas Emissions (ton CO_2)	2017/18	2018/19	2019/20
Scope 1	**18,129.0**	**15,920.4**	**14,192.1**
Fuel Oil	4,666.2	5,067.9	4,331.9
Vehicles	3,873.1	3,803.8	3,582.6
F-gases	9,589.6	7,048.7	6,277.6
Scope 2	**260,143.1**	**260,694,5**	**264,589.3**
Base Stations	215,268.0	215,878.0	221,134.8
Technology Systems	37,944.2	37,674.0	36,410.3
Offices	6,930.8	7,141.5	7,044.2
Scope 3 (Flights and shuttles)	**2,638.2**	**3,488.6**	**4,114.6**
Total	**280,910.2**	**280,102.5**	**282,896.0**

Water Consumption (m³)	2017/18	2018/19	2019/20
Municipal water	41,659	38,872	41,960

E-wastes	2018/19	2019/20
Recovered and recycled	2,628,600	1,291,447
Reused	442,379	117,097
Sent to landfill	3,730	1,385
Total	**3,074,709**	**1,409,929**

Essentials of Reporting

Greenhouse gas emissions have been calculated in accordance with the Greenhouse Gas Protocol methodology of the WRI/WBCSD. In the calculations, CO_2-equivalent factors, resulting from CO_2, CH_4, N_2O and HFCs (cooling gas) emissions, have been used. Global warming potential (GWP) coefficients have been taken from the 5th Intergovernmental Panel on Climate Change (IPCC). The sub-heating values and TEP cycling coefficients of the energy sources have been taken from tables in the "Directive on Increasing the Efficiency in the Use of Energy Sources and Energy", published in the official gazette, no. 28097, dated 27 October 2011. 1 kcal has been taken as 4.184 kJ, and 1 GJ has been taken as 0.2777 MWh. Current Turkish Electricity Transmission Corporation data has been used when calculating greenhouse gas caused by electricity consumption.

Social Performance Indicators

Employees by Gender	2017/18 Female	Male	2018/19 Female	Male	2019/20 Female	Male
Number of employees	1,324	1,848	1,328	1,809	1,281	1,723
Total	3.172		3.137		3.016	

Employees by Term of Employment						
0-5 years	716	883	704	859	681	817
5-10 years	251	401	281	415	291	437
10+ years	357	564	343	535	314	476

Number of New Recruits						
30- years old	132	111	110	98	116	124
31-49 years old	79	125	78	115	61	99
50+ years old	0	4	0	5	0	1
Total number of employees recruited within the year	211	240	188	218	177	224

Employee Turnover						
30- years old	146	78	122	67	94	87
31-49 years old	170	236	112	204	159	235
50+ years old	1	8	0	13	0	9
Total number of employees who left within the year	317	322	234	284	253	331

Performance Review						
Number of employees subject to performance review	1,369	1,328	1,328	1,809	1,281	1723

Number of Employees at Senior Management with Gender and Age						
30- years old	0	0	0	0	0	0
31-49 years old	58	106	62	98	62	99
50+ years old	1	11	1	11	1	8

Parental Leave						
Number of employees on parental leave	68	89	76	104	40	90
Number of employees returned from parental leave	68	89	74	102	40	89

Employee Trainings						
Total training hours	104,792		101,050		105,677	
OHS training	95,626		91,827		67,677	

GRI Content Index

GRI Standard	Disclosure	References
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
	Organizational Profile	
	102-1	4
	102-2	4, 5
	102-3	Vodafone Plaza, Büyükdere Cad. No: 251, Maslak 34398, İstanbul
	102-4	4
	102-5	All shares of Vodafone Turkey Group of Companies are owned by Vodafone Group Plc.
	102-6	4
	102-7	5
	102-8	54
	102-9	44, 49
	102-10	During 2019/20 fiscal year, there were no significant changes regarding size, structure, ownership or supply chain in Vodafone Turkey.
	102-11	47
	102-12	52
	102-13	52
GRI 102: General Disclosures 2016	Strategy	
	102-14	3
	102-15	6, 47-51
	Ethics and Integrity	
	102-16	47
	102-17	47
	Governance	
	102-18	7, 47
	102-19	7
	102-20	7
	Stakeholder Engagement	
	102-40	11
	102-41	Although Vodafone Turkey employees are not unionised, we respect the right of collective bargaining.
	102-42	8
	102-43	11
	102-44	8-10

GRI Standard	Disclosure	References
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
	Reporting Practice	
	102-45	4
	102-46	9, 10
	102-47	8-10
	102-48	There were no restatements.
GRI 102: General Disclosures 2016	102-49	8
	102-50	4
	102-51	1 April 2019 - 31 March 2020
	102-52	Sustainability Report is published annually.
	102-53	3
	102-54	3
	102-55	55
	102-56	No assurance is taken.
GRI 200: Economic Standard Series 2016		
	Economic Performance	
GRI 103: Management Approach 2016	103-1	6
	103-2	6
	103-3	5, 6
GRI 201: Economic Performance 2016	201-1	5, 6
	Indirect Economic Impact	
GRI 103: Management Approach 2016	103-1	6
	103-2	6
	103-3	6, 51
GRI 203: Indirect Economic Impact 2016	203-1	6
	203-2	6, 51
	Anti-corruption	
GRI 103: Management Approach 2016	103-1	47, 48
	103-2	47, 48
	103-3	47, 48
GRI 205: Anti-corruption 2016	205-1	47, 48
	205-2	47, 48

GRI Standard	Disclosure	References
GRI 300: Environmental Standards Series		
	Energy	
GRI 103: Management Approach 2016	103-1	32
	103-2	32
	103-3	32
GRI 302: Energy 2016	302-1	32
	302-3	32, 33
	302-4	32
	Water	
GRI 103: Management Approach 2016	103-1	30, 53
	103-2	30, 53
	103-3	30, 53
GRI 303: Water 2016	303-1	53
	Emissions	
GRI 103: Management Approach 2016	103-1	32, 33
	103-2	32, 33
	103-3	32, 33
GRI 305: Emissions 2016	305-1	33, 53
	305-2	33, 53
	305-3	33, 53
	305-5	33, 53
	Water and Effluents	
GRI 103: Management Approach 2016	103-1	34
	103-2	34
	103-3	34
GRI 303: Water and Effluents 2016	306-2	34, 53
GRI 400: Social Standards Series		
	Employment	
GRI 103: Management Approach 2016	103-1	36-38
	103-2	36-38
	103-3	36-38
GRI 401: Employment 2016	401-1	38, 54
	401-2	38, 41, 54
	401-3	38, 54

GRI Standard	Disclosure	References
GRI 400: Social Standards Series		
	Labour/Management Relations	
GRI 103: Management Approach 2016	103-1	36, 37
	103-2	36, 37
	103-3	36, 37
GRI 402: Labour/ Management Relations 2016	402-1	Minimum legal notice periods are applied regarding operational changes.
	Occupational Health and Safety	
GRI 103: Management Approach 2016	103-1	30, 53
	103-2	30, 53
	103-3	30, 53
GRI 403: Occupational Health and Safety 2018	403-1	45
	403-2	45
	403-3	46
	403-4	45, 46
	403-5	45
	403-7	46
	403-8	45
	Training and Education	
GRI 103: Management Approach 2016	103-1	9, 36, 41
	103-2	36, 41
	103-3	36, 41
GRI 404: Training and Education 2016	404-1	42
	404-2	42, 43
	404-3	54
	Diversity and Equal Opportunity	
GRI 103: Management Approach 2016	103-1	10, 36-38
	103-2	38
	103-3	38
GRI 405: Diversity and Equal Opportunity 2016	405-1	38, 54
	405-2	There is no gender-based discrimination in renumeration.
	Non-discrimination	
GRI 103: Management Approach 2016	103-1	10, 36-38
	103-2	38
	103-3	38
GRI 406: Non-discrimination 2016	406-1	No notification regarding discrimination is received.

GRI Standard	Disclosure	References
GRI 400: Social Standards Series		
GRI 103: Management Approach 2016	Supplier Social Assessment	
	103-1	10, 44, 49
	103-2	44, 49
	103-3	44, 49
GRI 414: Supplier Social Assessment 2016	414-1	49
GRI 103: Management Approach 2016	Customer Health and Safety	
	103-1	10, 51
	103-2	51
	103-3	51
GRI 416: Customer Health and Safety 2016	416-1	51
GRI 103: Management Approach 2016	Customer Privacy	
	103-1	9, 50
	103-2	50
	103-3	50
GRI 416: Customer Privacy 2016	418-1	50
Material Topics That Are Not Covered by the GRI Standards		
GRI 103: Management Approach 2016	Technological Innovation	
	103-1	9, 15
	103-2	9, 15
	103-3	9, 15-19
	Digital Customer and Employee Experience	
	103-1	9, 15
	103-2	9, 15
	103-3	9, 15-19
	Women's Empowerment	
	103-1	9, 22
	103-2	9, 22, 24
	103-3	9, 24-25
	Youth Skills and Jobs	
	103-1	9, 22
	103-2	9, 22, 26
	103-3	9, 26-27

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