Together, we can build a sustainable life.

15 YEARS

**Vodafone Turkey 2021
Environmental, Social
and Governance (ESG) Report**

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Message from CEO

During the pandemic, we continued our digitalization investments at full speed, mobilizing all our resources to keep everyone connected.

performance. Based on this change, we have shaped our sustainability matters by addressing them within the framework of ESG.

We have begun to issue our performance report, which we previously issued under the title of Sustainability Report, as ESG Report this year, in parallel with Vodafone Group's approach as well.

In these times of constantly changing global trends, our priority is to heed our stakeholders' opinions and expectations. **At the beginning of this year, we organized a Stakeholder Dialogue Workshop,**

where we received feedback regarding our sustainability approach and ESG performance from stakeholder groups including non-governmental organizations, public representatives, academicians, members of the press, Vodafone employees, suppliers and business partners. We have reflected their opinions in our report and integrated them to our decision making processes.

During the pandemic, we continued our digitalization investments at full speed, mobilizing all our resources to keep everyone connected. While Vodafone ecosystem contributed **28 billion TL to Turkey's GDP in the 2020-21 fiscal year,** the direct, indirect and triggered GDP contributed by Vodafone to the Turkish economy over 15 years is approximately 334.4 billion TL. We continue to be the **operator with the widest 4.5G coverage in Turkey**, by providing

Dear Stakeholders,

In line with our vision to lead Turkey's digital transformation, we believe that a better future can only be achieved together. As a new generation telecommunication company, we aim to be the fastest growing digital services company of Turkey by 2025 and focus on creating value in the fields of Digital

Society, Inclusion for All and Planet through the Purpose-led Vodafone approach.

In the changing economic order, companies are expected to proactively manage the risks and opportunities in the environmental, social and governance (ESG) fields and demonstrate a holistic ESG

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We support the transition to net zero economy, while contributing to the building of the digital future. We are committed to reaching net zero emission in our operations by 2030 and in our value chain by 2040.

services with more than 23 thousand 4.5G communication points in 81 provinces of Turkey. We have also implemented new applications to ensure the continuation of our stakeholders' digitalization journey. We provided free digital marketing consultancy for tradesmen and SMEs to grow their businesses. Last year, 1.2 million corporate customers benefited from Vodafone Business services, which offer end-to-end solutions in digital transformation processes.

We promise to leave no one behind in the digital future we envision.
We work to achieve an inclusive digital transformation, particularly for women and young people. We provided training to more than 4 thousand women through our cooperation with Public Education Centers in 13 provinces with the "Connected Women" project and are aiming to reach 12 thousand women in the following period. We have been supporting women who are victims of violence with our Easy Rescue application since 2014. We provide trainings through "We are Together in This Business" Platform for the acquisition of new skills by those who seek employment during the pandemic. We have provided coding training to about 190 thousand children with the Coding Tomorrow project to date, helping them gain digital skills.

We support the transition to net zero economy, while contributing to the building of the digital future.
We are committed to reaching net zero emission in our operations by 2030 and in our value chain by 2040. As an important step in this commitment, **we are proud to be the first and only operator using renewable energy**

in the entire network in Turkey, by switching to 100% renewable energy as of April 2021. In addition, we have started to offer a new consumer label framework that identifies sustainable mobile phones, through the Eco Rating initiative, which we developed in collaboration with four leading mobile operators in Europe.

We have been preparing our country for the digital future for 15 years, since the first day of our operations

in Turkey. I am happy to share with you our ESG Report, which demonstrates the value we create for the world and our society by using the power of digital technologies. I would like to thank all our employees and stakeholders who have contributed to the preparation of the report.

Engin Aksoy
CEO

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About the Report

On our 15th anniversary this year, we, as Vodafone Turkey[1], demonstrate that social change is possible when humanity and technology work together, with our new brand strategy "Together We Can". In our 2021 Environmental, Social and Governance (ESG) Report, we share our environmental, social and governance performance for the fiscal year 1 April 2020 - 31 March 2021 and explain the economic value we create through our Purpose-led Vodafone approach. As a Group, we address sustainability within the framework of ESG, in parallel with the developments over the world, with our sustainable business approach, Purpose-led Vodafone.

In this report, we have focused on our ESG and sustainability strategy which are built on Purpose-led Vodafone, as well as the material issues this area. We explain our holistic approach towards sustainability under the headings Employees and Responsible Business and Value Chain in addition to the three main value areas: Digital Society, Inclusion for All and Planet. In the report, we share the progress achieved in respect of Vodafone Group's goals for 2030, 2040 and 2050, while providing 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).

You can share your any questions and remarks about the report to surdurulebilirlik@vodafone.com

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You can click to go forward and backward between pages.

Text **By clicking on it, you can go to the relevant section part or link.**

Watch **You can click to watch video contents.**

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1 Vodafone Turkey refers to the following companies: Vodafone Telekomünikasyon A.Ş., Vodafone Net İletişim Hizmetleri A.Ş., Vodafone Holding A.Ş., Vodafone Teknoloji Hizmetleri A.Ş., Vodafone Dağıtım Servis ve İçerik Hizmetleri A.Ş., Vodafone Bilgi ve İletişim Hizmetleri A.Ş., Vodafone Elektronik Para ve Ödeme Hizmetleri A.Ş., Vodafone Dijital Yayıncılık Hizmetleri A.Ş., Vodafone Medya İçerik Hizmetleri A.Ş., Vodafone Sigorta Aracılık Hizmetleri A.Ş., Vodafone Kule ve Altyapı Hizmetleri A.Ş., Vodafone Finansman A.Ş., Vodafone Turkey Foundation and Vodafone Mobile Operations Limited. Vodafone Mobile Operations Limited (Turkish Republic of Northern Cyprus) is only included in the Report while sharing financial performance.

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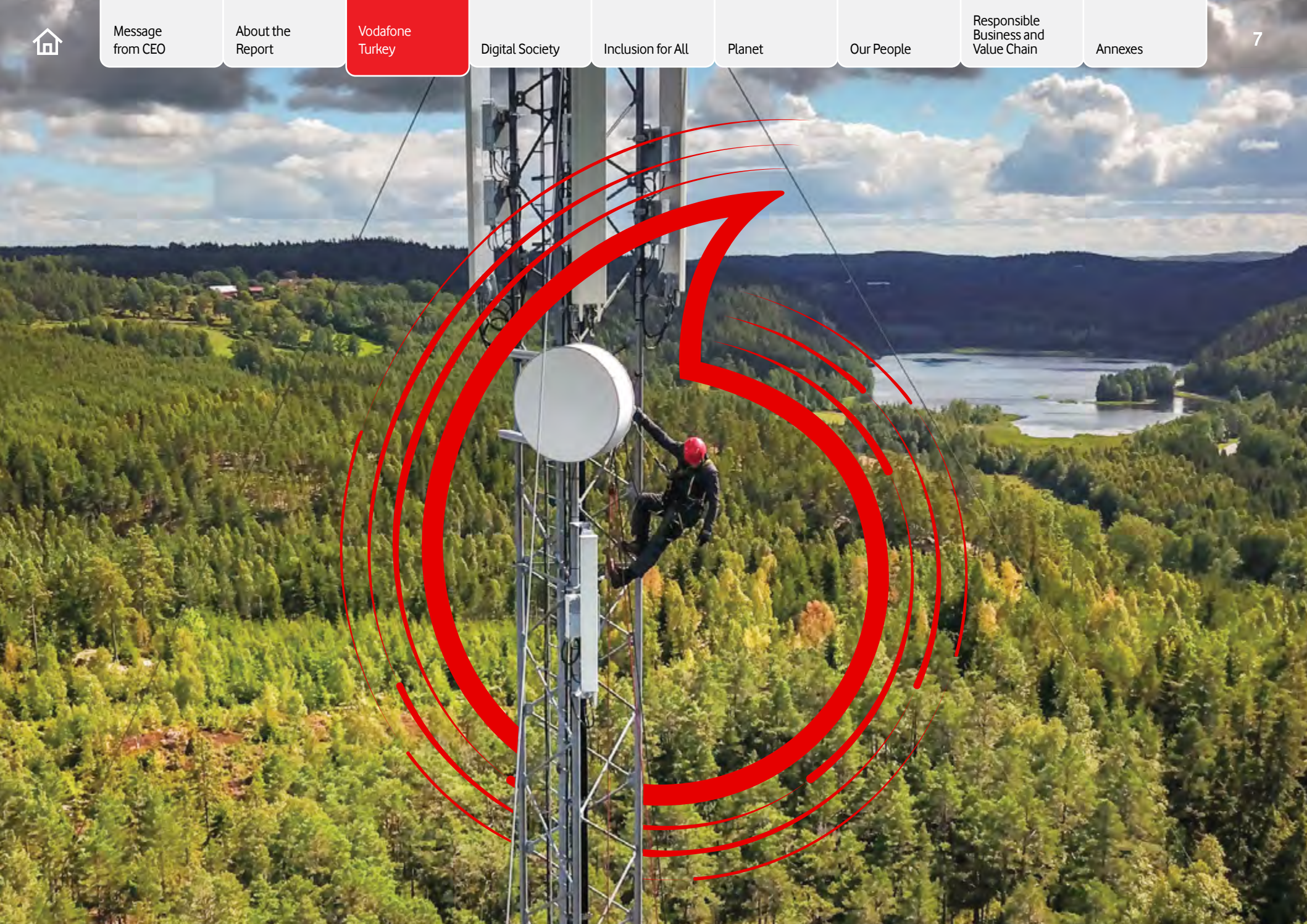
Vodafone Turkey

We continue to be the operator with the widest 4.5G coverage in Turkey, by providing services with more than 23 thousand 4.5G communication points in 81 provinces of Turkey.

As a new generation telecommunication company, Vodafone Turkey goes beyond providing only communication services and has a presence in different business areas from finance to insurance. Our goal is to become the fastest growing digital services provider of Turkey by 2025.

We continue to be the operator with the widest 4.5G coverage in Turkey, by providing services with more than 23 thousand 4.5G communication points in 81 provinces of Turkey. We are growing in new business areas to become a digital marketplace, financial and insurance services provider, and the most important supporter of businesses that want to go digital, and we have switched to a holding structure to support this growth.

In line with our growth target in digital services, we became a partner in the domestic technology and software company FGS, which brings the traditional Fixed Voice Exchange (PBX) infrastructure to the cloud with next-generation solutions, by acquiring 50% of the company. We support the development of the domestic product ecosystem in Turkey with FGS, our corporate business partner for 7 years.

We have been supporting the building of digital society for 15 years with various solutions and services such as My Vodafone App, Vodafone TV and Vodafone Business. The **real value of the total direct GDP contribution** made by the Vodafone ecosystem in 15 years is **152 billion TL**, while the real value of the total contribution together with the indirect and triggered GDP contribution is **334.4 billion TL**. As a company that reaches every segment of society with its products and services, we will continue to play an important role in social transformation and will continue our investments with the confidence we have in the future of our country and industry..

Vodafone
15. yıl VNR

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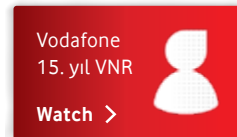
Vision
To lead digitalization in Turkey.

Mission
To be a more agile and fast-paced company that is also lean and digital future-ready in regard to our employees and customers.

Values
We offer fast, high-quality, simple and reliable services to enhance our customers' lives and support them in benefiting from diverse opportunities and fulfill their potential.

As an international company loyal to its local roots, we are within the body of Vodafone Group, one of the largest telecom and technology providers across the globe.

We are a customer-oriented, innovative and competitive corporation.

Vodafone Turkey in Figures

23.5 Million
Mobile Customers

979
Stores

3,073
Employees

47 Million TL
Social investment
in 15 years

5 Million TL
Renewable energy
investment in the
last 2 years

114.7 Million TL
Support during the
pandemic

334 Billion TL
Total GDP contributed
to the Turkish
economy in 15 years

The widest 4.5G coverage
in 81 provinces

Together we can

As Vodafone, we are known for the technologies we offer, but what makes these technologies meaningful and enables us to move our business forward is the stories we all create using these technologies in our own lives. The pandemic we are experiencing has raised many questions for technology brands. It showed us what kind of role we should play in the changing world. For this reason, we started to ask ourselves some questions:

- Is it possible for us to do more?
- Is it possible for us to move society further?
- Is it possible to provide equal opportunities for everyone?
- Is it possible to reduce our impact on nature?

With our new positioning, the answer to all these questions is "together we can". Because when technology and people come together, everything is possible.

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Our Financial Performance and Economic Contribution

As Vodafone Turkey, for 15 years, we have been continuing our growth to become a new generation connection and digital services company with our vision to lead the digitalization of Turkey. As one of the biggest foreign direct investors in Turkey, we made investments worth **1.9 billion TL** in the 2020-21 fiscal year. Our total investments have reached **26 billion TL** since 2006, when we started operating in Turkey.

The economic value created directly by Vodafone Holding's operations contributes **10.6 billion TL** to the GDP of our country. The total GDP value created by suppliers, call centers and dealers is **8.6 billion TL.** In addition, the economic value triggered by the inclusion of the payments to the government and employees and other added value components in the economy through their recurrent expenditure in the country is **8.8 billion TL.** Vodafone ecosystem contributed **28 billion TL** to Turkey's GDP in the 2020-21 fiscal year.

Our Contribution to Public Policies

Public policies in the telecommunication industry, which is a regulated industry, should be developed to enable sound competition in line with the technological developments. To this end, we closely follow the regulations in the world and in our country, engaging in regular exchange of information with our most important stakeholders, i.e. regulatory institutions, public institutions, non-governmental organizations and the public.

Our Contribution to the Domestic Technology Ecosystem

The ratio of Vodafone's domestic product purchases increased from 1.6% to 26.3% in the last 5 years, with 553 million TL of purchases realized from products with domestic certificates. We made domestic purchases in the amount of 24.5 million TL within the scope of ULAK in the 4th and 5th investment period by providing R&D support worth approximately 2.5 million

TL to the End-to-End Domestic and National 5G project with more than 21 experts and efforts exceeding 1,500 man-days.

Between 2017-2021, Vodafone's R&D expenditures increased by 56%, reaching 54.3 million TL. Smart grid systems, 5G technology and its localization preparations were particularly effective in this increase. Furthermore, in order to support locality, different smart technologies are offered at ITU Vodafone Future Lab in Istanbul with 30 local solution partners, almost all of which are local.

Our Contribution to Local Development

We contribute not only to the society, but also to the national and local economy with the products and services we offer. We support the development of the society with the local employment we create. We consider the employment of young people as one of our priority issues, and we carry out

projects and work towards supporting women's participation in business life.

We contribute to the local economic development with **3,073** employees who we directly employ in our operations in different geographical regions of Turkey. Indirectly, we provide **employment opportunities to more than 55 thousand individuals** through outsourcing to suppliers, call center employees, dealers and the sectors that provide them goods and services. Employment of one person within Vodafone Holding creates indirect employment for 41 people in the Turkish economy. It is observed that the Vodafone ecosystem has significant contributions particularly in 11 provinces in terms of regional development. The average share of Vodafone's ecosystem in the service sector employment in these provinces is 1%, corresponding to 1.6% in Elazığ, 1.4% in Mardin and 1.3% in Afyonkarahisar and Gümüşhane (0.3% across Turkey).

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COVID-19 and Its Impact on our Business

COVID-19 profoundly impacts and transforms our daily life, society and ways of doing business with the challenges and opportunities that it creates. The COVID-19 pandemic, which started in China in early 2020, has went down in history as the biggest crisis in the globalization era. It has resulted in various problems in economic and social areas. As the world is still striving to recover from the impacts of the pandemic, implementing different business models has become important for the business world to manage these negative effects.

European Green Deal and the net zero commitments given by an increasing number of countries were among the prominent developments in 2020. The pandemic and the sustainability recovery packages of countries offer significant opportunities to reach global climate targets and limit the warming to 1.5°C. In the 2050 Net Zero Report of the International Energy Agency - IEA, it is predicted that renewable energy, carbon capture, utilization and storage (CCUS) technologies as well as clean technologies will be key to this transition.

Increase in the Importance of ESG

All negativities aside, the pandemic has revealed the need for effective management in the environmental, social and governance issues. In addition to the increase in the various negative impacts of extreme weather conditions such as highest temperatures in Europe, fires in Australia and the USA and floods in South Asia, the USA's return to the Paris Agreement,

Acceleration in Digital Transformation

As digital transformation hastened with the pandemic, managing the effects of the pandemic has become easier for companies that previously completed this transformation successfully. Remote work models which require considerable agility are becoming one of the elements of the future business world with the pandemic. Digitalization

of labor also provides companies with access to the global skill pool. As employees start to return to offices as a result of the increase in vaccination rates, hybrid working models that combine remote and office work are emerging. Due to the increased interest of talents in remote working, companies make relevant arrangements to retain their human resources.

Furthermore, digital transformation is also helping companies build supply chain resilience and overcome the disruptions arising during the pandemic. Technologies such as blockchain and artificial intelligence support companies in the creation of more resilient supply chains by providing transparency and traceability to avoid future shocks in the supply chain.

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How We've Helped to Keep Everyone Connected During the Pandemic

As Vodafone, we focused on providing uninterrupted and high-quality services by prioritizing the continuity of business and human health both in our own operations and across our value chain, with the vision to lead our country's digital transformation process in this period. We have introduced permanent improvements and new arrangements to our way of doing business, taking into account the effect of the pandemic on our business model. Support in the total amount of **114.7 million TL** was provided during the pandemic, from which various stakeholders of the value chain benefited.

- During the COVID-19 outbreak, we switched to 100% remote working to protect our employees and society's health.
- We provided ergonomics support to employees to facilitate their transition to home office.
- During the pandemic, we offered support for our employees and their immediate families in various fields

from family counseling to health and psychological counseling through our LEAP Support Services Line. We have shared recommendations to protect physical and mental health while working from home, in the scope of "Hepiyi".

- We held leadership support sessions for leaders in the scope of the Emergency Pack. We met with teams via the Team Everywhere program, creating an environment of exchange and supported the teams in terms of remote working.
- We held trainings and seminars focused on emotional resilience and well-being for employees.
- We have focused on facilitating the lives of our customers through all our resources during the pandemic in which internet has become one of the most vital requirements. We increased the data uploading rate of our current and future home fiber internet customers up to four times free of charge.
- We enabled our customers to perform transactions via channels such as My Vodafone App and vodafone.com.tr without leaving

their homes.

- We took actions to cover every segment of the society, primarily the young people, women, immigrants and disabled individuals, who have been affected by the pandemic the most. Those actions include training contents and videos specific to COVID-19 prepared by specialists on Vodafone TV, an Arabic language option added on our Easy Rescue app to increase the app accessibility as the violence cases increased, and a voice screen reader feature for use by the visually impaired individuals.
- As a reliable technology consultant, with Vodafone Business, we continued to provide end-to-end solutions for our customers' digital transformation processes and to support them in maintaining their business processes in an uninterrupted and secure manner. 1.2 million corporate customers benefited from our solutions in the last year. Businesses using Vodafone's Red Business package received more than 7 million TL of benefits in 1 year, thanks to the advantages provided

with the package.

- We began to provide free digital marketing consultancy for tradesmen and SMEs to grow their businesses in this period.
- Vodafone TOBi offered a fun game to customers who were bored in early periods of the COVID-19 outbreak and who shared their distress by writing, providing them an enjoyable pastime activity.

In addition to taking all these actions, we focused on the effects of this crisis on our business from a broader perspective as well. Vodafone's IoT Spotlight 2020 research revealed that the internet of things ensured the business continuity of enterprises during the pandemic and has great importance for their preparation for the future. At ITU Vodafone Future Lab, we produce solutions suitable for the needs of our corporate customers in many areas by using the internet of things and other new generation technologies and support businesses in ensuring business continuity with these solutions in a healthy and safe way during and after the pandemic.

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Vodafone Turkey Foundation

Türkiye
Vodafone
Vakfı

Vodafone established the Vodafone Group Foundation to contribute to the socioeconomic development in the regions where it operates and launched local foundations in different countries under this model. Established in 2007, Vodafone Turkey Foundation supports social development with the power of communication.

The Advisory Board of Vodafone Turkey Foundation is comprised of Leyla Alaton, Yavuz Canevi, Üstün Ergüder, Ebru Özdemir, Hüsnü Özyeğin, Ali Sabancı, Serpil Timuray, Arzuhan Doğan Yalçındağ and Meral İnci Zaim and convenes twice a year for exchanging the activities carried out within the foundation, improving these practices and guiding future studies with opinions and recommendations. We would like to thank our advisory board members who shared their valuable knowledge and ideas with us to develop the foundation's projects, create its strategies and draw a roadmap for the future.

We create value by offering technology which serves to life and we serve the society by supporting the projects that provide social benefits. We have reached **more than 4.3 million people** in our ecosystem **by investing more than 47 million TL** in the last 14 years, by developing various projects focused on entrepreneurship, and technology and digitalization based trainings for women and children.

Seven Vodafone Foundations under the Vodafone Group Foundation

collaborated to increase digital literacy skills in Europe in 2021. The aim of this joint venture, which is supported by Germany, Hungary, Netherlands, Portugal, Romania and Spain along with Turkey, is to develop skills such as effective use of digital technologies, collaboration, critical thinking and problem solving. It will be ensured that students and educators use digital technologies in an innovative and creative manner for educational purposes, both at and outside schools. This joint venture is part of the program

We create value by putting technology at the service of life, and we serve the society by supporting projects that produce social benefit.

that was launched by Vodafone Group Foundation last year in 14 European countries and that is expected to reach 16 million people by 2025. The program, in which the global foundation invested 20 million EUR, aims to contribute to individuals in adopting the essential skills and confidence to succeed in the digital society.

You may find the details on various projects conducted by Vodafone Turkey Foundation under the sections Digital Society, Inclusion for All and Planet. The support extended by the foundation during the COVID-19 period is also included in the Inclusion for All Section.

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Sustainable Business Strategy: Purpose-led Vodafone

As a company reaching every segment of society with the products and services we offer, we have an important role in transformation and development of the society. As Vodafone, we aim to create shared value in the society and connect people together for a better future with our sustainable business strategy, Purpose-led Vodafone. We make a digital, inclusive and sustainable future possible together.

ESG Management

Our purpose-led company approach is based on revealing the potential of the telecommunication and communication technologies sector to be solution for global and local problems. As Vodafone Turkey, we aim to create value for our stakeholders in the fields of Digital Society, Inclusion for All and Planet while doing business. Through our business, we serve socioeconomic development and develop impact-oriented products and services, programs and projects. Our goal is to connect people together for a better future. This is only possible with a management approach where we involve our stakeholders in our processes, listen to them and get inspired by them.

Today, it is even more important for companies to deliver their performance holistically. In this context, we focus on improving our company's ESG performance, transparency in these areas, and disclosing more information about the impact of our activities, primarily to respond to customer demands and investor expectations.

Our aim is to connect people together for a better future...

Digital Society
- ITU Vodafone Future Lab
- Vodafone Vitrin
- Digital Agriculture Solutions
- My Vodafone App
- Vodafone Pay and Mobile Payment
- Vodafone TOBI

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 17 PARTNERSHIPS FOR THE GOALS

Inclusion for All
Women's Empowerment
- Connected Women
- Easy Rescue
- #BenVarım

Skills and Youth Employement
- Jobseekers.connected Platform
- Coding Tomorrow

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 17 PARTNERSHIPS FOR THE GOALS

Planet
- 100% Renewable Energy
- Adana & Esenyurt Technology Center Solar Power Plant
- Waste to Code
- Green Office Program
- ReWorld

7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

Responsible Business Practices

| Human Rights | Responsible Supply Chain | Anti-Bribery and Anti-Corruption | Mobile Devices, Base Stations and Public Health | Economic Contribution |

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To implement our sustainability strategy which will ensure us to become Purpose-led Vodafone and include different departments in the process, there are active workstreams in the company. These workstreams make decisions in the sustainability strategy framework, monitor the progress in targeted areas, and develop effective projects that are in line with the goals of Vodafone Group and Turkey.

On the other hand, Vodafone Turkey Sustainability Team actively contributes to the work of the ESG Committee, which was established at Vodafone Group level in 2020, and encourages the extension of good practices from Turkey to other operations. The team takes an active role in workshops attended by directors and sustainability teams from all operations.

ESG Approach and Material Issues

Every year, we review our material sustainability issues, which represent the intersection of our future strategy and stakeholder expectations. These material issues help us adapt to the ever-evolving and transforming ESG agenda.

At the Stakeholder Dialogue Workshop, which we organized to convene with our critical stakeholders, we received the opinions of our stakeholders in areas related to our sustainability strategy. Expressing their opinions on the areas where we can create impact, our stakeholders gave comments on our performance in our active work and shared their expectations. We used their opinions as an input in our materiality analysis.

Furthermore, we re-evaluated the importance of the issues in the materiality analysis for Vodafone Turkey, based on the ESG-oriented transformation in Vodafone Group and the company's future strategy. We re-determined the issues which we can manage to develop a more integrated ESG understanding and the scope of the issues, and made improvements that will reflect the main changes in our strategic approach.

Hasan Süel

Vodafone Turkey External Affairs Director

"As Vodafone Turkey, we believe in the importance of acting on a multi-stakeholder basis with a pluralistic perspective and developing solutions together. We will continue to develop an inclusive and holistic perspective together, by receiving the opinions of all our stakeholders, from the public to civil society, from the press to academia, from our suppliers to our employees."

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We summarized the prominent changes and revisions in the materiality matrix as follows:

- **Being a Digital Solution Partner, Digital Customer Experience and Satisfaction:** Digitalization is one of the most fundamental factors of customer experience and satisfaction today. Improving customer experience and satisfaction by using digital technologies is one of the top priorities for Vodafone Turkey. We position ourselves as the digital solution partner of customers and respond to their demands and expectations by taking advantage of the opportunities provided by digitalization. In 2020, we started to manage the areas of digital customer experience and satisfaction together with being the digital solution partner, which we had previously managed separately.

- **Talent Management:** The investments we make in our human resources constitute one of the most fundamental parts of our business. We consider development of applications that will increase employees' satisfaction in addition to focusing on their personal and professional development as a significant part of our talent management approach. We address employee satisfaction, which we managed as a separate issue last year, within the scope of talent management.

- **Inclusion and Equal Opportunities:** Vodafone Group's purpose to create an inclusive future and provide equal opportunities to disadvantaged groups is one of the important layers of the business strategy. We have brought together the issues, which we managed in terms of equal opportunity, women's empowerment, skills and employment of youth in the past years, under the head title of inclusion and equal opportunities, positioning them among our high priority issues. This will enable us to comprehensively evaluate how we can bring solutions to the needs of different groups while managing the issue in a more holistic way. We will be able to contribute to building a more inclusive and equitable society across a broad spectrum, from the business environment to the general society.

- **E-waste and Circular Economy:** Electronic wastes constitute one of the most critical areas addressed by Vodafone regarding waste. We have emphasized the importance of e-wastes, which is considerably effective in our environmental impact, in waste management we previously managed as hazardous and non-hazardous wastes. On the other hand, we have focused on circular economy in order to emphasis on circular use of resources. In this respect, we will also effectively manage the water we use for cooling, especially in our operations and data centers.

- **Responsible Value Chain Management:** We have started to manage the area which we address as Responsible Supply Chain Management, by extending it to all stakeholders that constitute our value chain. We are focused on transforming a wide ecosystem from business partners to dealers rather than just suppliers with our sense of responsibility.

- **Responsible Products, Services and Accessibility:** We will manage the Responsible Communication and Marketing of Products and Services, one of our priority issues in the past years, under the heading of responsible products, services and accessibility. We consider responsible communication an integral part of our product and service approach.

- **Transparency, Ethics and Human Rights:** We attach importance to having ethical operations that respect human rights. We are starting to focus on responding to the transparency expectation of many different stakeholders, primarily customers, regarding ESG performance that is an increasing trend especially in the recent years. In this respect, we will manage our efforts holistically, under the heading of transparency, ethics and human rights.

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Materiality Matrix

Important   **Very Important**   **Most Material**

- Technological Innovation
- Risk and Crisis Management
- Financial Performance
- Climate Change and Energy
- Data Confidentiality and Security
- Inclusion and Equal Opportunities
- E-waste and Circular Economy
- Transparency, Ethics and Human Rights
- Being a Digital Solution Partner, Digital Customer Experience and Satisfaction
- Mobile Devices, Base Stations and Public Health
- Talent Management
- Digital Rights and Freedoms
- İş Sağlığı ve Güvenliği
- Responsible Value Chain Management
- Responsible Products, Services and Accessibility

IMPORTANCE TO STAKEHOLDERS
Stakeholder Analysis and External Trend Analysis

IMPORTANCE TO VODAFONE TURKEY
Management Views, Strategy and SASB Four Factor Impact Analysis

We re-evaluated the importance of the issues in the materiality analysis for Vodafone Turkey, based on the ESG-oriented transformation in Vodafone Group and the company's future strategy. We made improvements that will reflect the main changes in our strategic approach.

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| MOST MATERIAL AND HIGHLY IMPORTANT ISSUES	HOW DO WE DEFINE AND MANAGE THEM?	SDG	RELEVANT REPORT SECTION
Technological Innovation	We define technological innovation as closely monitoring technologies that continue their rapid advancement, such as robotics, artificial intelligence and internet of things, and integrating them to our products and services. We make investments for the use of technology, increase in innovation and conduct of R&D activities in the sector.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 17 PARTNERSHIPS FOR THE GOALS	Digital Society
Climate Change and Energy	The fight against climate change, which is one of the biggest issues of our age, is among our areas of focus. We regularly monitor the consumption at the base stations and technology centers where there is intense energy consumption and we conduct projects to decrease the consumption level. On the other hand, we make renewable energy investments and address energy management in accordance with our internal policies and international standards. All these efforts enable our emission reduction activities. We regularly monitor our Scope 1, 2 and 3 emissions, ensuring compliance with Vodafone Group's roadmap in emission management.	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION	Planet
Financial Performance	A strong financial performance is the prerequisite of creating the highest level of shared value and transformation. We are among the biggest foreign direct investors of Turkey and consider our financial performance and profitability among most material issues to ensure the continuity of investments. We use the resources that we create in a manner that creates value.	8 DECENT WORK AND ECONOMIC GROWTH	Vodafone Turkey
Being a Digital Solution Partner, Digital Customer Experience and Satisfaction	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 take advantage of digitalization and the opportunities that it provides, and facilitate life and help our customers fulfill their potentials by digitalizing the customer experience.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Digital Society
Inclusion and Equal Opportunities	Inclusion and equal opportunity are among the most important topics in achieving a better future with healthy, educated and informed generations. We respect gender equality and support the empowerment of women and increase the knowledge and employment opportunities of young people by taking steps for equal opportunities. As part of this high priority issue, we provide both women and young people with the skills and competencies they need in the digital economy.	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES, 17 PARTNERSHIPS FOR THE GOALS	Inclusion for All

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MOST MATERIAL AND HIGHLY IMPORTANT ISSUES	HOW DO WE DEFINE AND MANAGE THEM?	SDG	RELEVANT REPORT SECTION
Data Confidentiality and Security	Data confidentiality and security takes the lead among the risks that arise with digitalization. We take comprehensive steps to comply with international standards in managing data security risks. We protect customer data by using the best systems.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Responsible Business and Value Chain
Risk and Crisis Management	We carry out awareness efforts to act fast and in a timely manner as a company in disasters and other emergencies, and to contribute to the society that we operate in.	8 DECENT WORK AND ECONOMIC GROWTH	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. Furthermore, we contribute to retaining talents within our company and increasing their satisfaction by focusing on the digital experience and development opportunities of employees. We adopt the agile working culture improved with the capabilities of digitalization.	5 GENDER EQUALITY / 8 DECENT WORK AND ECONOMIC GROWTH	Our People
E-waste and Circular Economy	Equipments and devices that are replaced or no longer used as a result of developing technology must be disposed of appropriately. We focus on reducing the electronic waste created as a result of our operations, products and services, as well as focusing on increasing their recycling rate.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 13 CLIMATE ACTION	Planet
Occupational Health and Safety	Protecting the occupational safety and health of our people, and creating the ideal working environment are among our top priorities. We commit to being the pioneer in the telecommunication industry in the areas of health, occupational safety and welfare.	8 DECENT WORK AND ECONOMIC GROWTH	Responsible Business and Value Chain

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Stakeholder Management

We establish regular communication with our stakeholders through various means, update our stakeholders in our ecosystem on our sustainability vision in all aspects, and understand their priorities and expectations. We select the most suitable communication methods for different stakeholders, understand our stakeholders' expectations and develop projects and services accordingly through dialogue. Every collaboration we do enables us to improve our performance and helps us to get an active role in creating environmental and social benefits in both our value areas.

Please click here to see our memberships and and/or institutions we cooperate in the main areas of our strategy.

Stakeholder Dialogue Workshop

We organized a Stakeholder Dialogue Workshop in January 2021, to inform our stakeholders about our Purpose-Led Vodafone approach, which constitutes the sustainable business strategy, and to receive the stakeholders' opinions in these areas. The workshop, which was held online due to the pandemic, was attended by a stakeholder group of 36 individuals comprised of non-governmental organizations, representatives from public authorities, academicians, members of the press, and employees, suppliers and business partners of Vodafone. During the workshop, we got our stakeholders' expectations and feedback, exchanging opinions with them. We compiled the feedback we received from the participants regarding our sustainability performance and activities on our main value areas, i.e. Digital Society, Inclusion for All and Planet, in a report and shared it with the participants after the workshop.

Go to Workshop >

Bihter Ayyıldız

Plumemag Editor-in-Chief

"In today's world where multiple voices and collective thinking are of great importance, the fact that Vodafone implements this by taking different opinions and ideas into consideration is a hopeful step towards the future. The participation of the stakeholders during the event which, by the way, was quite long, their concentration and contributions demonstrate the sincerity with which its stakeholders regard Vodafone. I think that these events will extend to much larger areas of influence by the right selection of stakeholders and transparent communication. I believe that such workshops are quite mind-opening and inspiring in that they provide the opportunity for cross brain-storming among stakeholders as well."

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102-40, 102-42, 102-43

	Direct Impact			Indirect Impact					New Opportunities, Insights and Perception
Stakeholders	Employees	Customers	Suppliers	Public Institutions and Regulatory Authorities	Business Partners and Initiatives	NGOs and International Organizations	Media	Universities	Think Tanks
Communication Methods	Sustainability Report, Red Loves Green Internal Communication Channel, Digital Office Screen, Orientation Program	Call Centers, Sales Channels and Dealers, Sustainability Report, Vodafone Media Center, Vodafone Turkey Social Media Accounts, My VF App	Sustainability Report, Supplier Performance Management, Vodafone Media Center, Supplier Day	Information Reports, Sustainability Report, Consultation Meetings and Interviews	Dealer Portal, V-Star App, Sustainability Report, Vodafone Media Center	Sustainability Report, Vodafone Media Center, Stakeholder Interaction E-Mails, Sponsorships, Conferences	Website, Sustainability Report, Vodafone Media Center, Vodafone Turkey Social Media Accounts	Sustainability Report, Stakeholder Interaction E-Mails, Conferences, University Career Days	Sustainability Report, Vodafone Media Center, Conferences
Communication Frequency	Constant/ Daily	Constant/ Daily	Constant/ Daily	At least once a week	At least once a week	At least once a month	At least once a week	At least once a month	Periodical
Material Topics and Expectations of Stakeholders	Talent management, Inclusion and equal opportunities, occupational health and safety, financial performance	Technological innovation, being a digital solution partner, digital customer experience and satisfaction, responsible products, services and accessibility, digital rights and freedoms, data confidentiality and security	Technological innovation, responsible value chain management, financial performance, occupational health and safety	Technological innovation, transparency, ethics and human Rights, risk and crisis management, mobile devices, base stations and public health, data confidentiality and security	Technological innovation, responsible value chain management, financial performance	Technological innovation, transparency, ethics and human rights, mobile devices, base stations and public health, responsible products, services and accessibility, e-waste and circular economy, inclusion and equal opportunities, climate change and energy	Triggering sectoral development, evaluation of agenda, transparency	Technological innovation, mobile devices, case stations and public health, responsible products, services and accessibility, e-waste and circular economy, inclusion and equal opportunities, climate change and energy	Digital rights and freedoms, climate change and energy, technological innovation, responsible products, services and accessibility

(Left column labels: Impact / Stakeholders / Communication Methods / Communication Frequency / Material Topics and Expectations of Stakeholders)

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ESG Performance Card

ESG	Environment	Social				Governance	
Respective Impact Area	**Planet**	**Inclusion for All** • Competencies of the Youth • Women's Empowerment	**Digital Society**	**Employees**	**Responsible Value Chain** • Occupational Health and Safety (OHS)	**Corporate Governance**	**Data Security**
Indicator	• Use of renewable energy • Greenhouse gas emission intensity • Rate of e-waste recycled/reused/sold	• Number of people reached • Use of function -Social benefit	• Efficiency in agricultural production • Financial savings	• Female employee rate • Female manager rate • Employee turnover rate	• OHS training hours • Number of contractors evaluated regarding OHS • Number of violations detected in contractors	• Anti-Bribery and Anti-Corruption training hours	• International certificates owned and international standards applied with respect to data security
Selected Performances	• We switched to the use of 100% renewable energy. • We set Net Zero target for 2040. • We reduced the greenhouse gas intensity per base station by 21% and the greenhouse gas intensity per unit of data by 41%. • We recycled 97% of e-waste and reused 3%.	• We provided digital literacy training to 10,500 women and digital marketing training to 1,200 women with the Connected Women project. • The number of downloads of the Easy Rescue application increased 3 times. • The total social value derived in the last one year with the Coding Tomorrow project is approximately 6.6 million TL, while we created social benefit worth 4.4 TL with each 1 TL of investment made in the project.	• With Digital Agricultural Solutions, we achieve at least 25% improvement in production and quality, ensuring 50% efficiency in use of resources. • We provided a total benefit of over 7 million TL to businesses using our Red Business package in 1 year.	• We attained our goal of maintaining the female employee rate above 40%, reaching a female employee rate of 44%. • We increased the female manager rate to 39%. • The employee turnover rate was 10.2%.	• We provided 988 person*hours of OHS training in total, for an average of eight hours per employee. The contractors received 45,891 person*hours of OHS training in total. • In 2020, we evaluated 27 contractors in scope of OHS and found 99 violations. The number of violations detected declined by 36% compared to the previous year.	• We provided 617.4 hours of anti-bribery and anti-corruption training to employees, i.e. average 0.2 hours per employee.	• In scope of data security, we comply with ISO 27001 Information Security Management System Standard, Personal Data Protection Law and relevant 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. • Vodafone has been certified to have "high quality mobile infrastructure" and "high reliability" in all tested services, according to the 4.5G connection experience tests conducted by an independent company, covering more than 7,900 kilometers in Turkey in 2020.

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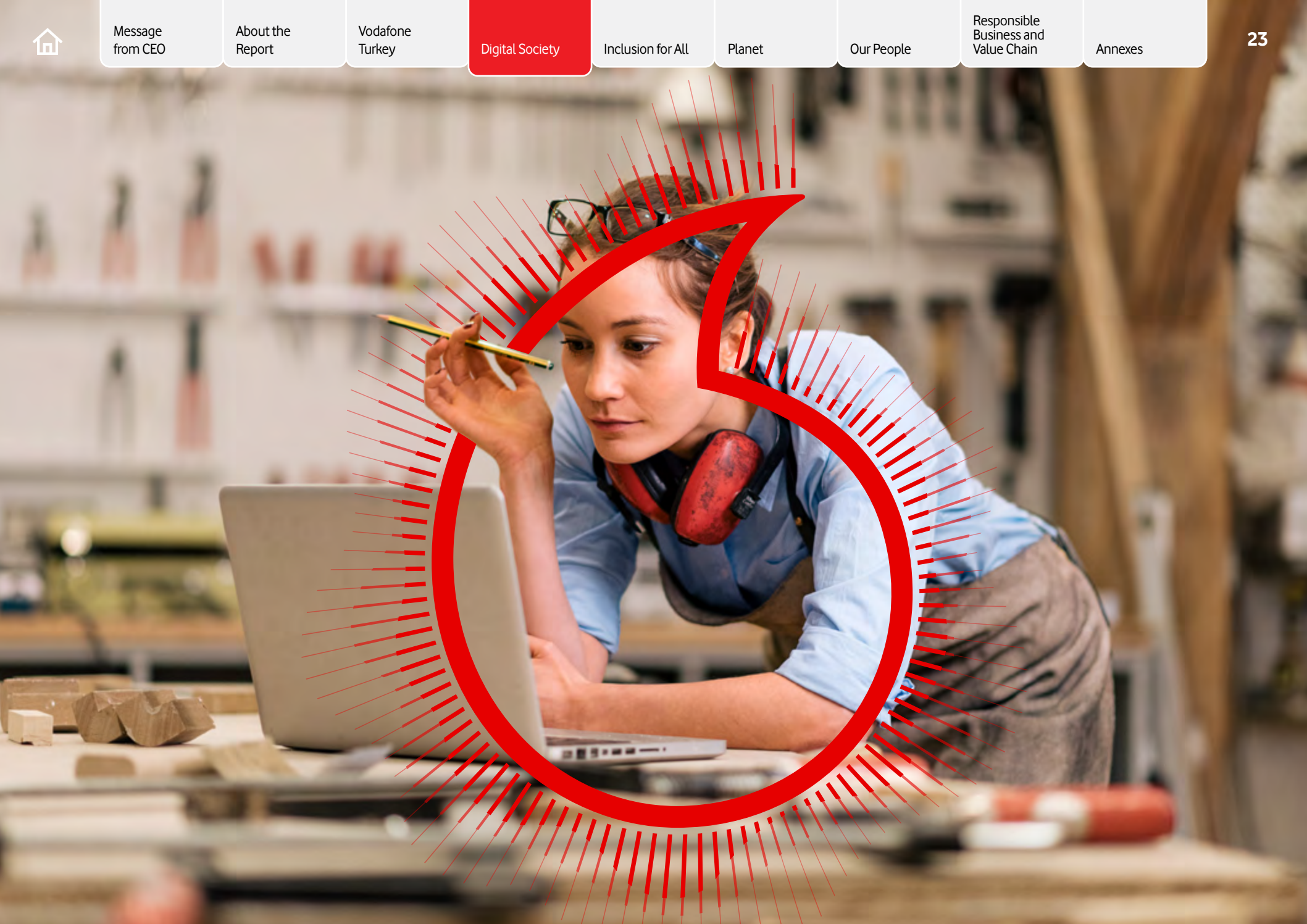Message from CEO | About the Report | Vodafone Turkey | **Digital Society** | Inclusion for All | Planet | Our People | Responsible Business and Value Chain | Annexes

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Digital Society

ncreased by rapidly developing new technologies and the COVID-19 pandemic in particular, digitalization affects every aspect of life. Applications such as internet of things, cloud technology and smart automation introduced by the Industry 4.0 not only make daily lives easier but also directly affect productivity, while deeply transforming companies' business models and functions of societies today. Closer integration of the products and services increased with digitalization into society and business provides numerous benefits in various areas such as achievement of social equality with increased online learning, access to information and skills whenever needed and supporting the fight against climate change. In addition, having been transformed with the technologies brought by Industry 4.0, the society gains a new definition with this transformation. The information society, which takes the Society 4.0 approach one step further, lives in prosperity and

aims at a human-centered approach, is now known as Society 5.0 or Super Smart Society.

· ·

Click to read the impact of COVID-19 on our business and details regarding Digital Society.

· ·

As Vodafone Turkey, we support the transformation of the society as we prepare for a digital future. We develop information and communication technologies and meet the need for uninterrupted communication with a solid infrastructure and fast networks. We support digitalization with our products and services and continuously increase efficiency in all areas. We support domestic production and contribute to the country's economy and employment with the partnerships we establish.

We have made significant progress towards the goal of positioning Turkey as an innovation center within the Vodafone Group in order to lead Turkey's digitalization. Vodafone Group is redesigning its network in line with its Tech2025 strategy. Establishing a new generation innovation center in Turkey under this strategy will ensure 26 engineers to work on **OpenRAN (Open Radio Access)** that enables service providers to redesign the network with a brand new architecture, and **NaaP (Network-Based Access)**, a software-based initiative that provides mutual and easy integration of network platforms with industry solutions. The establishment of this center will support the local innovation ecosystem in Turkey, while leading other Vodafone countries in the development of digital technologies of the future.

As Vodafone Group, in order to support building a Digital Society by 2025, we aim to;

Connect over 150 million **objects to IoT,**

Connect over 250 million people **to our next-generation networks,**

Connect over 50 million people and their families **to mobile financial services.**

Our Contribution to Sustainable Development Goals

SDG	SUSTAINABLE DEVELOPMENT GOAL* *Sub-targets and indicators are summarized.	Our Contribution
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**9.1.** Creating infrastructures enabling universal access to information and communication technologies **9.2.** Supporting inclusive and sustainable industry **9.4.** Resilient and inclusive infrastructure enabling the development of all industries for sustainability	• 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 contribute to the digitalization of the society with the 4.5G technology, whose coverage we increase every year. • We offer solutions to customers in areas such as Industry 4.0, which create opportunities for the business world.
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. We support farmers with Digital Agriculture Solutions, while boosting the efficiency of agricultural resources. • We enable our customers to make payments independently of the banking ecosystem and the operator, with the new generation payment systems we have developed.
17 PARTNERSHIPS FOR THE GOALS	**17.16.** Increasing the number of partners sharing information, expertise, technology and financial resources to support achievement of Global Targets	• We establish multi-stakeholder partnerships to scale the applications, products and opportunities that will be developed in the digitalization field. • We support the ecosystem that includes us for the digitalization of the society, primarily in Turkey.

Nihat Yılmaz

CEO, FGS

"We consider our partnership with Vodafone, which is one of the leading mobile and land-line network operators of Turkey, as a great step taken towards the digitalization of the society. By combining our powers, we aim to export the solutions we have developed for the public and private sectors in Turkey thanks to the international presence of Vodafone, and improve and expand our whole ecosystem together."

Vodafone FGS

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Vodafone Business

We stand by large, small and medium-sized enterprises (SMEs) on their digital transformation journey. We aim to support the business world with various solutions during this journey and help working remotely and securely in agile new ways. We prepare the Turkish economy for the digital future as a sort of technology partner by enabling businesses to use all the innovations and advanced technologies of the era in their digital transformation.

We offer the Data-Driven SMS solution to all businesses which apply to the "Turkey 100" program, the 7th of which has been organized in 2021 under the leadership of Union of Chambers and Commodity Exchanges of Turkey (TOBB), in cooperation with the Economic Policy Research Foundation of Turkey (TEPAV) and TOBB University of Economics and Technology (ETU). We also offer the E-Commerce Service Package along with Facebook and Instagram Advertising Service to businesses which ranked among the top 100 in the

program. Offering these free products and services, we aim to provide benefits in the total amount of **12 million TL** for "Turkey 100" participants.

In addition, as Vodafone Business, we offer free Digital Marketing Consultancy to all tradesmen and SMEs for 3 months, regardless of whether they are Vodafone customers, with the comprehensive support package we have prepared for tradesmen and SMEs. In this context, we support tradesmen and SMEs especially in search engine and social media management. Applications to benefit from the support package of Vodafone Business are submitted via vodafone.com.tr/buyukdestek. When we reach our target of making 100 thousand tradesmen and SMEs benefit from this service with Vodafone Business, we will have provided **36 million TL** worth of benefits to corporate customers.

Detailed information about our Vodafone Business solutions is available here.

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ITU Vodafone Future Lab

We continue to develop software-based innovative products, services and applications in the field of telecommunication and especially mobile technologies at ITU Vodafone Future Lab, which we established for the technologies of the future in Ayazağa Campus in cooperation with Istanbul Technical University (ITU). In Future Lab, where studies are carried out on subjects such as artificial intelligence, machine learning, and information security, we support 9 master's and

16 doctoral studies ongoing under **12 projects** in 2020. In Future Lab, 9 faculty members from ITU and 9 expert employees from Vodafone provide consultancy and studies are carried out on border computing, vehicle to vehicle communication, and network optimization.

Providing services to our corporate customers, Vodafone Business produced solutions in many areas by utilizing the Internet of Things and other new generation technologies at ITU Vodafone Future Lab in 2020.

The number of customers benefiting from the products and services of Vodafone Business, which produces solutions suitable for the needs of different sectors such as finance and retail, has reached **1.3 million** in the last 1 year. We assisted these customers in maintaining customer satisfaction through the use of right channels, while providing them with efficiency and savings opportunities. In addition, we provided a total **benefit of over 7 million TL** to businesses using our Red Business package in 1 year. We aim to expand the solutions to companies of all

In Future Lab, where studies are carried out on subjects such as artificial intelligence, machine learning, and information security, we support 9 master's and 16 doctoral studies ongoing under 12 projects in 2020.

scales including small and medium enterprises by launching Virtual Future Lab soon with Vodafone Business.

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Vodafone Vitrin

We continue to support startups that play an important role in Turkey's digitalization. With Vodafone Vitrin which we launched in this regard, we provide digital marketing services to startups which reached their first customers, which cannot scale their business model due to lack of sales and marketing and which preferably render services via a mobile application. We aim to establish cooperation with **50 startups**, provide them with **financial support worth 75 million TL** and create **600 million TL of economic value** by the end of 2023 with Vodafone Vitrin. Vodafone Vitrin members can also seize the opportunity to expand to the world and offer their digital products and services in other geographies where Vodafone operates, if they prove themselves in the Turkish market.

Digital Agriculture Solutions

We support the agricultural efficiency in Turkey through digital agriculture solutions. We offer efficiency-oriented

solutions for agricultural companies by analyzing the data obtained from air and soil via sensors and modules, and prevent damage especially on agricultural products and equipment by enabling early warnings. Thanks to these applications, we achieve at least **25% improvement** in production and quality, ensuring **50% efficiency** in use of resources. In addition to the applications, we aim to increase digital agriculture and technologies literacy with the Digital Agriculture Academy. 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.

As part of Digital Agriculture Solutions, we have established **30 stations** across Turkey, which will benefit various crop producers and collect climatic and plant development data on a large scale of production area. With the data obtained from digital agriculture stations, 15 of which are located in Bursa and Silifke, olive producers in Bursa and strawberry producers in Silifke achieved **financial savings of nearly 20 million TL** in the first 6 months. The annual savings in both locations are estimated to reach **40 million TL in total.**

Digital Agriculture

Read >

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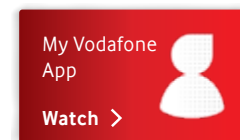
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pandemic still continues to be felt. As our most effective communication channel with our customers, my Vodafone App has reached **13 million monthly active users and 300 million visitor traffic** in the last 4 years. In addition to being among the most actively used applications in Turkey, our application won the first place in 2019 Webrazzi Awards, which is considered to be one of the most prestigious awards in the internet and technology world, and was among the three best mobile applications in 2020.

We enable our customers to perform many transactions quickly on digital environment with My Vodafone App. We enable our subscribers to digitalize, save time and reduce costs with this application, where they can carry out the mobile transactions they need without going to dealers and using the call center.

In 2020, we became the first company in the telecommunication sector to start providing online supermarket shopping services with "My Supermarket" on My Vodafone App, in cooperation with "istegelsin". With "My Supermarket" which offers its customers the opportunity to do their grocery shopping online in a fast, easy and reliable way, we aim to reach **100 thousand grocery shopping** transactions per month.

Thanks to loading with contactless card feature launched on my Vodafone App, we enabled our users to load TL and packages more quickly. We have reached **more than 12 million users annually** in this application, which can be used by our customers with Android operating system and devices with Near-Field Communication (NFC) feature through the contactless feature of their credit cards.

My Vodafone App
Watch >

My Vodafone App

My Vodafone App, which is one of the applications we started with the vision of leadership in digitalization, continues to make the lives of our customers easier today, when the impact of the COVID-19

Vodafone Pay and Mobile Payment

We developed Vodafone Pay, a mobile wallet application which is not actively present in the banking ecosystem and which can be used by users regardless of their operator. With this application, our aim is to develop innovative financial service approaches such as realizing innovative ideas in financial technology and spreading the use of open banking systems. In addition, with Vodafone Mobile Payment, we charge users' payments to their bills, enabling them to make mobile payment without carrying credit cards. In the Vodafone Mobile Payment application, we achieved 104% increase in the number of monthly unique users and 78% increase in the number of monthly transactions compared to the previous year in the financial year 2020/21. Again compared to the previous financial year, the total transaction volume increased by 84%, while the total number of unique users and revenues increased by 141% and 102% respectively.

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We incorporated Vodafone Mobile Payment feature in My Supermarket application we launched in 2020, which was a first in the e-commerce sector in Turkey. With the mobile payment which offers a new convenience for our customers, we enable them to complete their grocery shopping by charging the costs to their mobile bills based on phone numbers or by deducting these costs from their balance.
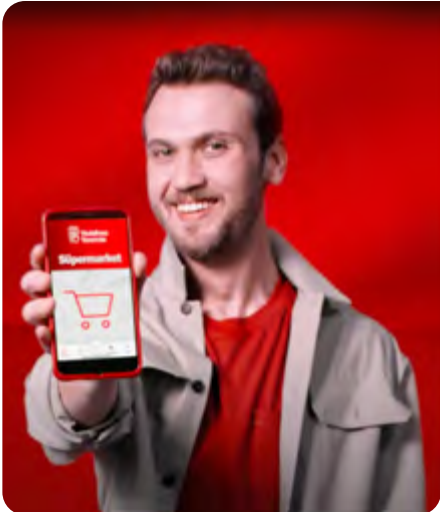
Vodafone TOBI

We developed our artificial intelligence-based personal digital assistant, TOBI, to provide our customers with the best digital experience. **Reaching 1.8 million unique users monthly and engaging in a total of 3 million chats,** TOBI understands natural speech and enables users to perform transactions through correspondence within digital channels. The digital assistant, which can respond to all kinds of expectations and questions, performs most of the transactions requested by customers quickly and without errors. Our customers can obtain information via TOBI on invoice details, current packages, package changes or additional package purchases, dates of current campaigns, remaining usage and usage details. In addition, TOBI offered a fun game to customers who were bored in early periods of the COVID-19 outbreak and who shared their distress by writing, providing them an enjoyable pastime activity.

We organized a hackathon called Digital Pioneers TOBI Hack for the development of creative and innovative products for TOBI. In the hackathon, where **42 students from 15 universities competed in 14 separate teams,** students had the opportunity to develop creative ideas for TOBI on an advanced artificial intelligence-based platform and transform their ideas into products.

TOBI offered a fun game to customers who were bored in early periods of the COVID-19 outbreak and who shared their distress by writing, providing them an enjoyable pastime activity.

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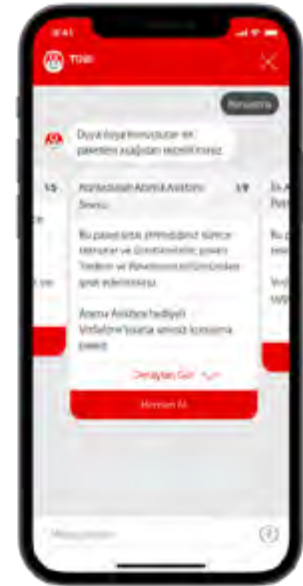
Inclusion for All

The digitalized economic order presents various risks and opportunities for the telecommunications industry. Women and young people in particular are the two main groups that require focus.

There is a significant gender gap in access to mobile technologies. In 2020, women in low and middle income countries were 7% less likely than men to own a mobile phone and 15% less likely to use mobile internet. The number of women accessing mobile internet was 234 million less than men. However, it is estimated that closing 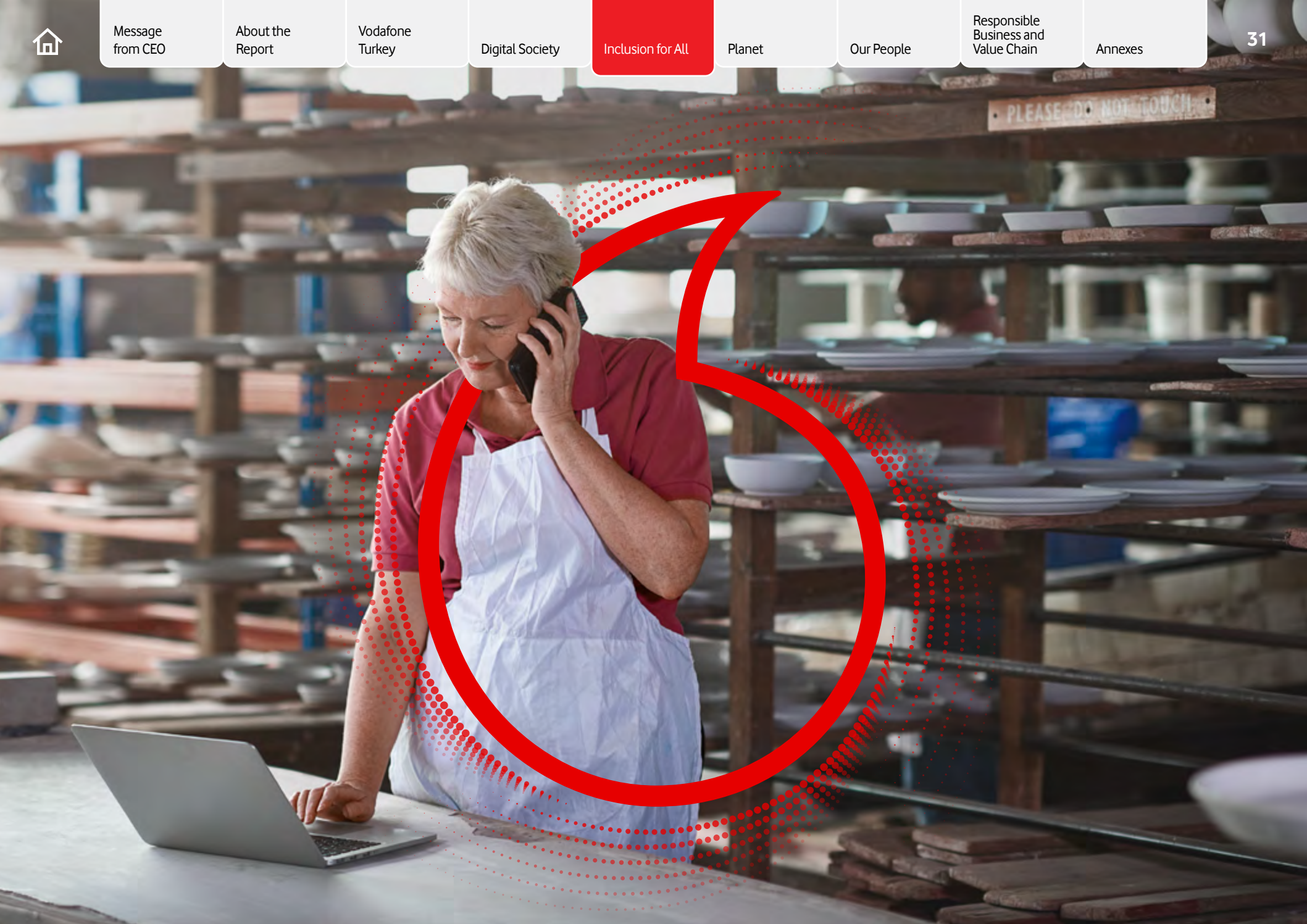the gender gap in the access and use of mobile technologies could provide the mobile technologies industry with revenue growth of 12-37% in Africa and 11-54% in Asia.

Click to read the impact of COVID-19 on our business and the details regarding Inclusion for All.

In this period when technology and digitalization are changing the competencies necessary for existing jobs while creating new business lines, young people need to be prepared today so that they can take part in the labor market in the future. The World Economic Forum estimates that by 2022, at least 54% of all employees will need new skills to respond to the changing job requirements.

As Vodafone Turkey, we aim to deliver mobile technologies to every segment of society without leaving anyone behind for a digital future. Thanks to the benefits and opportunities brought by technology, we create shared value and contribute to an equal, fair and inclusive digital society. Thus, we support sustainable development and make the digital future inclusive for all.

We prioritize women and young people in building a digital society and digital economy. With the projects we have implemented, we support the empowerment of women by ensuring their participation in the digital transformation journey on equal terms, and the participation of young people in the workforce by acquiring digital skills and competencies.

The goal we would like to achieve for women's empowerment as Vodafone Group by 2025 is;

to bring 50 million women living in developing economies together with technology, ensuring their integration into the digital world and to become the company most preferred by women in the world..

The goals we would like to achieve for young people as Vodafone Group by 2022 are;

to support 10 million young people
in terms of access to digital competencies and learning and working opportunities.

to enable digital working environment experience at Vodafone for
100,000 people.

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Our Contribution to Sustainable Development Goals

SDG	SUSTAINABLE DEVELOPMENT GOAL* *Sub-targets and indicators are summarized.	Our Contribution
4 QUALITY EDUCATION	**4.1.** Providing free, equitable, high-quality education to all girls and boys **4.4.** Increasing the number of youth 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 empowerment 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 PARTNERSHIPS 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.

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Women's Empowerment

Accessing the opportunities offered by technology and digitalization plays an important role in women's empowerment. Increased access to technology result in decreased obstacles for women to have equal opportunities in all areas of social life. As Vodafone Turkey, we support gender equality and accordingly, we facilitate women's access to mobile technologies and support their participation in employment by developing their digital competencies.

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Connected Women

We initiated the Connected Women project in cooperation with Turkey Vodafone Foundation, General Directorate of Lifelong Learning and General Directorate of Turkish Employment Agency. We aim to increase the digital skills of women over the age of 18, bringing together the power of technology and women's potential.

140 educators working at Public Education Centers in **13 provinces** were given training on digital literacy in four sessions and digital marketing in two sessions. **20 women**, who were the first graduates of the project, started working remotely after receiving basic training at Vodafone Customer Services.

We have reached **4,755** women and provided 40 hours of digital marketing and 24 hours of digital literacy training to date. While some of the trainings take place face-to-face in the classroom, some of them consist of videos on the Remote Education platform of the General Directorate of Lifelong Learning.

Within the scope of the project, we aim to reach approximately **12 thousand women** by providing digital literacy trainings to **10,500** women and digital marketing trainings to **1,200** women in **13 provinces.**

Easy Rescue Application and #BenVarım Against Violence

We continue to support women with the application developed in cooperation with Turkey Vodafone Foundation and Turkish Ministry of Family, Labor and Social Services. Since 2014, women who are victims of 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.

Leyla Alaton
Stakeholder Opinion
Watch >

Ali Sabancı
Stakeholder Opinion
Watch >

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Users can also find the addresses of the nearest Ministerial Violence Prevention and Monitoring Centers over the map within the app. With My Companion app, women may share their routes with up to three people when they feel insecure and may be monitored throughout their travel.

Due to increased domestic violence during the pandemic, we have launched a communication campaign to raise awareness in the fight against violence towards women. Approximately **60 thousand people** joined our call "Say #BenVarım against violence, help unmask the pain". The use of the Alo 155 function in the application increased **80 times** in June-November 2020 compared to the same period of the previous year, while the use of Send Emergency SMS increased **40 times**, the use of Alo 183 increased 114 times and the use of Alo Domestic Violence Line increased **49 times.** The number of downloads of the Easy Rescue Application, which has been downloaded a total of **358 thousand** times to date and has reached **2,500 monthly** active users, increased approximately by 3 times in the last one year.

In order to reach more women, we added new features to the application this year. We added the accessibility option of Voice Over for iOS users and Talk Back for Android users to all functions of the application. With this add-on, items selected by touch are read aloud, providing audio feedback to visually impaired women. In addition, with the Arabic language option activated throughout the application,

we enabled more women, especially refugees speaking this language, to benefit from the application.

Due to increased domestic violence during the pandemic, we have launched a communication campaign to raise awareness in the fight against violence towards women. Approximately 60 thousand people joined our call "Say #BenVarım against violence, help unmask the pain.

#BenVarım Against Violence

Watch >

100% equality with #BenVarım

Watch >
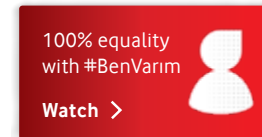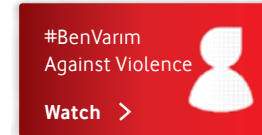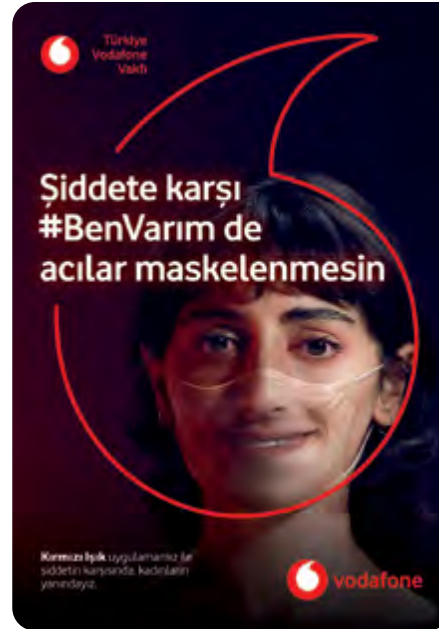
100% equality with #BenVarım

We also support gender equality in sports, as in all areas of life. In 2021, we continue to our "#BenVarım" strategy, we invited everyone to say #BenVarım with the campaign we designed specifically for March 8, International Women's Day. As the sponsor of Beşiktaş Women's Football Team, we carried out communication activities for 100% equality in football, one of the sports branches where inequality is most evident. Within the scope of the campaign, we shared the inequalities faced by women in social life, based on statistical grounds, through different communication channels.

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Youth Skills and Jobs

Digital technologies change the professional competencies needed in all sectors and create new business lines. Developing young people's digital skills and competencies is critical in meeting the workforce demand of the digital economy, closing the talent gap and preventing youth unemployment. As Vodafone Turkey, we offer training programs that will support the participation of young people in employment and respond to the requirements of the age.

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Jobseekers.connected Platform
We supported individuals who lost their jobs temporarily or entirely in the pandemic in benefiting from digitalization opportunities and participating in the workforce again. On Jobseekers.connected Platform, which was launched in all 13 Vodafone countries including Turkey and which is supported in Turkey by UNDP (United Nations Development Program) and Habitat Association, we provide individuals seeking employment with

opportunities to access individual training and talent programs. We aim to provide **13 million TL** of total benefits to the individuals who seek jobs via the platform.

Digital Skill Development program launched under the platform provides job seekers online training on a Brief History of Digital Transformation, Digital Security and Privacy, Digital Content Production, Digital Presence of Businesses, Professional Use of LinkedIn,

Career Planning, CV Preparation and Job Interview Simulation. In addition, we offer **more than 600** free training courses such as web design, 3D modeling, personal development and productivity in cooperation with Global Udemy.

In partnership with Kariyer.net, with the Smart Candidate Referral system, we support those who complete the training program to be referred to companies in line with their training. We aim to reach **1,000** people through Jobseekers.connected Platform - Digital Skill Development program.

5G and Beyond Joint Post-Graduate Support Program
The aim of BTK's 5G and Beyond Joint Post-Graduate Support Program is to train qualified human resources who will work on digital transformation, as well as information and communication technologies, which are predicted to play critical role in the development of domestic products and technologies

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with high national added value. Program also aims to enable these individuals develop sustainable competencies on advanced communication technologies and produce outputs in miscellaneous forms such as patents, projects and articles through their thesis works. As Vodafone, we provide scholarships to METU, Hacettepe and Bilkent University students for 2 years for master's and 4 years for doctorate studies in the scope of the program. Scholarships have been given to a total of 19 students since 2018, and currently 11 students continue to receive scholarship support.

Coding Tomorrow

Within the scope of Coding Tomorrow, which aims to prepare young generations for the digital future, we have focused on equal opportunities in education this year. In order to increase the access of students in rural areas to technology, we established fully equipped technology classes in 30 village schools. We started to provide

students with various technology trainings, especially coding, in classrooms equipped with projectors, 3D pens, computers, 3D printers, education and STEM kits, Zoom communication and activity tools. Technology classes established in village schools can also be used as EBA (Educational Information Network) Support Points.

We explained the journey of the Coding Tomorrow project, which has been

ongoing for five years, at the World Information Society Summit organized by the United Nations (UN). Within the scope of the project, children aged 7-14 in Turkey are given theoretical and practical training on topics such as introduction to programming, algorithm logic, developing applications, storytelling and developing games under the management of volunteer trainers. The total social value derived in the last one year within the scope of the

project, which reached **more than 190 thousand children in 81 provinces** to date, is approximately **6.6 million TL**, while we created **social benefit worth 4.4 TL with each 1 TL of investment** made in the project.

Coding Tomorrow
Watch >
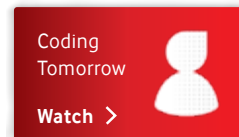
Planet

We consider it a priority for the business world to operate without harming the environment. We need to take urgent action by taking much faster steps to combat the climate crisis, one of the most important crises of our age. Digitalization is positioned as the key to energy saving, efficient use of natural resources and creation of a circular economy.

The Paris Agreement emphasizes the importance of keeping global warming below 1.5 oC on average in order to mitigate the impacts of climate change. According to Swiss Re Institute's research, the global economy may lose 10% of its total economic value by 2050. It is predicted that this economic loss may reach 18% if effective and remedial steps are not taken against global warming.

Click to read the impact of COVID-19 on our business.

The use of electronic devices and mobile data, which is increased with digitalization accelerated also by COVID-19, increases energy demand and carbon emissions. Due to this demand, it is important for the telecommunication sector to meet its energy needs from renewable energy sources instead of fossil sources, to invest in technologies reducing energy consumption, and to spread digital technologies reducing energy consumption, so that the 1.5 oC limit in global warming is not exceeded.

The increase in the use of electronic devices and data also exacerbates the e-waste problem in addition to carbon emissions. According to the UN's 2020 Global E-waste Monitor Report, the amount of electronic waste increased by 21% in five years and reached 54 million tons in 2019. Only 17.4% of e-waste, which is predicted to reach 74 million tons by 2030, was collected and recycled in 2019. According to Beyond the Waste Report, which we prepared as Vodafone Turkey and which examines the current electronic waste situation in the world and in Turkey, only 3% of the 623 thousand tons of e-waste created in Turkey in 2017 was recycled.

Our goals as the Vodafone Group to support the fight against the climate crisis and e-wastes are:

Net zero emissions
in our own operations by 2030 and in our value chain by 2040,

Recycling, reuse or sale of 100% of e-wastes
by 2025,

Enabling corporate customers
to reduce their emissions by 350 million tCO$_2$ between 2020 and 2030

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Our Contribution to Sustainable Development Goals

SDG	SUSTAINABLE DEVELOPMENT GOAL* *Sub-targets and indicators are summarized.	Our Contribution
7 AFFORDABLE AND CLEAN ENERGY	**7.2.** Increase substantially the share of renewable energy in the global energy mix	• We reached our 100% renewable energy goal three years earlier. We are installing solar energy systems in our technology centers.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**12.2.** Achieve the sustainable management and efficient use of natural resources **12.5.** Substantially reduce waste generation through prevention, reduction, recycling and reuse	• We recycle 97% of e-waste and reuse 3%. In 2020, the rate of e-wastes taken to landfill was 0.3%. • We encourage circular waste management through applications such as Beyond Waste Report and our open innovation program ReWorld. • We focus on collection, repair, resale and complete recycling processes by providing different services such as renewed second hand device campaigns, phone rental and modem replacement, thereby contributing to the reduction of waste production.
13 CLIMATE ACTION	**13.2.** Integrate climate change measures into national policies, strategies and planning **13.3.** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	• We are implementing the strategy in line with our target to reach net zero by 2040. • We are reducing greenhouse gas emissions in our operations and the value chain with energy efficiency projects and IoT solutions. • We develop a corporate culture and create awareness for climate change, by providing trainings on sustainability and environment to employees.

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Climate Crisis and Emissions Management

As new regulations such as the European Green Deal, stakeholder pressure and physical risks brought by climate change today, effective strategies need to be developed by analyzing the risks and opportunities brought by the climate crisis. We monitor our targets and take steps for reducing energy consumption, in line with the recommendations and climate strategy of Vodafone Group's Task Force on Climate-related Financial Disclosures (TCFD).

In Vodafone Turkey, energy management approach is shaped by the Energy Management System (EnYS) Policy. The Energy Team, which consists of employees from many different departments, is responsible for following the energy management trends in the world and developing our operations in line with these trends as well as ensuring the operation of energy policies. The

Energy Team plays an important role in setting targets and implementing actions regarding the climate crisis and carbon management, primarily our 2040 Net Zero Emissions target. As of 2020, the certification processes regarding the ISO 50001 Energy Management System have been completed in technology centers in Esenyurt, Tuzla, İzmir, Ankara and Adana and approximately in 25 thousand base stations. In Vodafone Group, we have become the first country to integrate the ISO 50001 Energy Management System in all of its base stations and main technology centers.

2040 Net Zero Target

In 2020, as Vodafone Group, we committed to reduce our total global carbon emissions to net zero by 2040. We will reach net zero emissions in our operations by 2030 and in our value chain by 2040. In this respect;

- We aim to reduce our Scope 1 and Scope 2 carbon emissions to zero by 2030.
- Our emission reduction targets for 2030 have been approved by the Science Based Targets initiative.
- We aim to reduce our Scope 3 carbon emissions by half by 2030 and down to zero by 2040.

In fiscal year 2020/21, there was a nearly 1% decline in our total energy consumption. We reduced the energy intensity per base station by **4%** and the energy intensity per mobile data by **28%**. In addition, we reduced the greenhouse gas intensity per base station, which has the greatest impact on carbon emissions, by **21%**, and the greenhouse gas intensity per unit of data by **41%**. We reduced our total greenhouse gas emissions by **10%**.

We've committed to reducing our total global carbon emissions to 'net zero' by 2040. Here's how we're going to do it...

The path to Net Zero

2021 — European network powered by 100% renewable electricity

2025 — All network waste reused, sold, or recycled
100% of the electricity used by our networks from renewable sources

2030 — Carbon emissions eliminated from:
• Our own activities
• The electricity we purchase and use
Carbon emissions halved from:
• Our supply chain
• Business travel
• Our joint ventures
• The use of products we have sold

2040 — 0% FULLY NET ZERO

SCIENCE BASED TARGETS

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Energy Use in Vodafone Turkey

Base Stations
1,628 Terajoule (TJ)
83%

Technology Centers
269 TJ
14%

Office Buildings
30 TJ
1.5%

Vehicle Fuel Oil
30 TJ
1.5%

Base Stations Energy Intensity (Gigajoule (GJ)/Petabayt)

Year	
2020/21	**718**
2019/20	**1,003**
2018/19	**1,415**

GHG Emissions (ton CO_2)

Year	Scope 1	Scope 2	Scope 3
2020/21	23,696	**228,316**	1,269
2019/20	13,193	**264,589**	4,115
2018/19	12,596	**260,694**	3,489
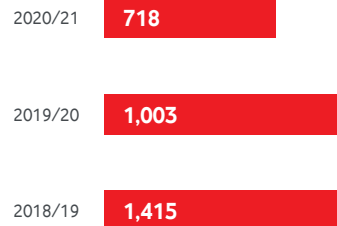
Scope 1 | Scope 2 | Scope 3
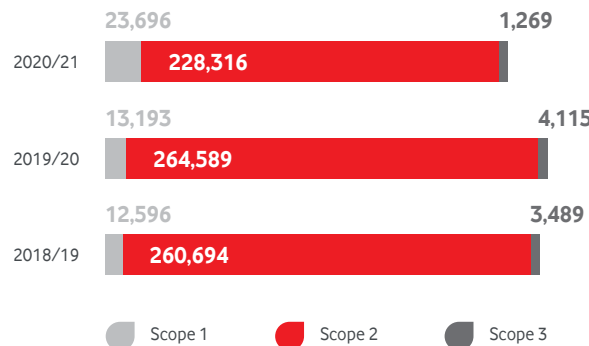
Base Stations GHG Intensity (CO_2 /Petabayt)

Year	
2020/21	**85,15**
2019/20	**144,24**
2018/19	**198,65**

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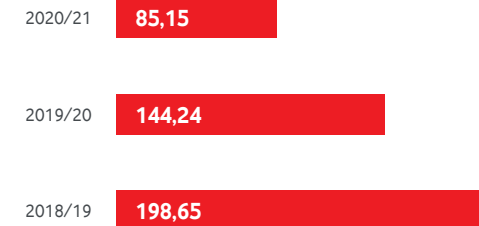
100% Renewable Energy

In the transition to a net zero carbon economy, it is of great importance for the telecommunication sector to meet its energy needs from renewable energy sources, in terms of sustainability. As Vodafone Turkey, we started to procure **all of the 1,854,000 GJ of electricity consumed annually** in 12 data centers, 16 office buildings and more than 25 thousand base stations across Turkey from renewable energy sources. Thus, we reached our 100% renewable energy target **3 years earlier** and became the first and only operator in Turkey to use 100% renewable energy in its entire network. We also contribute to Vodafone's global goals with the investments we make for renewable energy.

By reaching our 100% renewable energy target 3 years earlier, we became the first and only operator in Turkey to use 100% renewable energy in its entire network.

100% Renewable Energy
Watch ❯

Esenyurt Technology Center Solar Energy System

We continue our renewable energy investments based on targets for 100% renewable energy and reduction of our environmental footprint by half by 2025. Following Adana, we implemented our solar power plant project in Istanbul with an **investment of 3.2 million TL.** With the project, which is the largest capacity solar energy system installed in a technology center in Turkey and

among Vodafone Group countries, we reached an installed power of 475 kWp. Aiming to prevent **318 tons** of carbon emissions by producing **2,261 GJ** of energy per year, this system will meet approximately 4% of the annual consumption of Esenyurt Technology Center with the solar energy it generates.

We aim to establish solar power plants in the technology centers in İzmir, Tuzla

and Diyarbakır as well in the next two years. Thus, we aim to reach **2 MW** of installed power, produce approximately **11 TJ** of energy annually, and to prevent annual carbon emissions of **1,451 tons**, with the renewable energy investments we will carry out in five main technology centers in Istanbul, Izmir, Adana, Tuzla and Diyarbakir.

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Waste Management and Circular Economy

In this period when we are faced with the climate crisis and depleted resources, elimination of waste generation and transition to circular economy models that focus on efficiency are among critical necessities. Among the important areas of influence of our industry is e-waste, which is one of our priority areas.

As Vodafone, in order to prevent the environmental issues that can be caused by e-wastes, we implement circular economy models that bring along economic opportunities as well. We focus on collection, repair, resale and complete recycling processes by providing different services such as renewed second hand device campaigns, phone rental and modem replacement. We not only ensure resource efficiency, but also reduce our environmental footprint resulting from carbon emissions and wastes, by recycling e-wastes with high economic value.

- **Renewed Second Hand Device Campaign:** With this campaign, we provide users with the opportunity to purchase new devices or second hand devices refurbished directly under the assurance of Vodafone, by utilizing the old devices not used by them anymore. In collaboration with the sector, we have contributed to the introduction of the necessary legislation and refurbishment standards for the refurbishment of used mobile phones and tablets and their contribution to the economy

again. Thus, we facilitated the contribution of devices, which can be considered electronic wastes, to the registered economy and the reduction of the carbon footprint.

- **Mobile Phone Exchange Campaign:** We collect the old mobile phones of Vodafone subscribers and provide them a discount in return. This allows them to replace their old phones with new ones.

- **Modem Refurbishment Project:** We take modems which are not used anymore, make them functional again, and exchange them with old model modems used by customers.

- **Smart Phone Renting:** Based on a shared economy model, we offer a renting model to meet the mobile phone requirement of our corporate customers.

E-wastes

3%

0.3%

96.7%

- Restored and recycled
- Reused
- Sent to landfill

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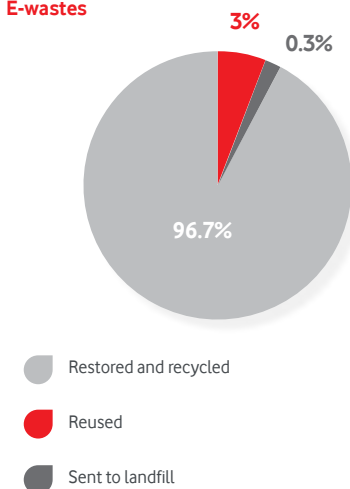
Waste to Code

We implemented Waste to Code project in order to encourage recycling e-wastes and create value in the society. We collected e-wastes with the boxes placed at various locations in Turkey in the scope of the project we started in May 2019. We set up seven coding classes in seven cities, i.e. Mardin, Samsun, Adana, Gaziantep, Uşak, Bingöl and Çanakkale in the first stage, with the revenue generated from recycling the wastes collected. The classrooms, implemented as part of the "Coding Tomorrow" project carried out in cooperation with Turkey Vodafone Foundation and Habitat, also serve as EBA support points.

We have expanded the project to our ecosystem, with the participation of 21 corporate business partners in the project. Our corporate business partners also participated in the project and started collecting e-waste **with the support of more than 3,700 employees** in their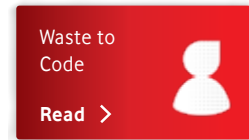 offices in six cities. By recycling the collected e-waste, we will continue to op en coding classes in various provinces of Turkey and develop children's digital competencies.

Waste to Code

Read ＞

ReWorld Open Innovation Program

Toplumsal, çevresel ve ekonomik We have launched the ReWorld Open Innovation Program, which will respond to social, environmental and economic needs by means of digitalization. Carried out in partnership with imeceLAB and S360, the first area of focus of ReWorld was e-waste, which has increased rapidly in the world in recent years and is one of our top priorities. In the program open for applications of young people between the ages of 18-30, we sought innovative, technological and sustainable solution recommendations to the question: "How can we produce inclusive, systematic and circular solutions for the e-waste problem?" 15 teams were selected for pre-incubation and teams that carried out their works using the Design Thinking, Lean Enterprise and Customer Analysis and Verification methods had the opportunity to develop their ideas and themselves in the program. Participants who received entrepreneurship coaching from the Gooinn team during the incubation process continued by 4 teams after the pre-incubation final, gained knowledge and experience on various subjects, especially entrepreneurship and business development, as a result of more than 32 hours of interviews over 8 weeks. Teams that successfully completed the incubation process were entitled to receive their certificates at the end of the Boğaziçi University Lifelong Education Center Sustainability Leadership Certificate Program trainings given by Boğaziçi University academicians. The aim of the program was to produce innovative solutions that can create social, economic and environmental benefits and to ensure self-development of the young participants through the trainings and mentorship they received.

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Zeynep Çelik

Project Manager, imece

"**Vodafone is an organization which ensures that its purpose of focus is perceived by its circle, with all its stakeholders and programs. Throughout the ReWorld process we carried out together, I had the chance to observe their goals to create a real difference in the field of sustainability with good communication, supportive systems and open dialogue areas. During the process, I experienced their "red loves green" motto not only in the field of environmental sustainability, but also with how much they value their stakeholders' ideas. The aspect which I thought was open for improvement in terms of the process we carried out together is the multi-stakeholder approach. I believe that presence of a system that is more open to a collective working environment internally will support them in communicating their goal-oriented aspect more efficiently. The idea that more actions can be taken for the world through the common working areas to be created by Vodafone Turkey fills me with hope.**"

Eco Rating

We have developed an Environmental Rating (Eco Rating) label with Europe's four leading mobile operators. Eco Rating, which will initially make use of phones of 12 suppliers, has started to be used across Europe as of June 2021.

Eco Rating helps consumers find and compare sustainable mobile phones. It also encourages suppliers to offer devices with less environmental impact. After a detailed evaluation within the scope of the project, each mobile phone will be given an Eco Rating score out of 100, which indicates the environmental performance of the device over its entire life cycle. The Eco Rating label will also emphasize the five main aspects of mobile device sustainability, by providing additional information about durability, repairability, recyclability, climate and resource efficiency.

Detailed information on this topic is available here.

Eco Rating

81/100

Durability
It rates the durability of the device, the battery life, the warranty period of the device and its components.

Repairability
This area, which rates the ease of repair of the device, evaluates the activities that can increase the useful life of the device through its design, part replacement and upgradeability potential.

Recyclability
It rates how effectively device components can be recovered, detached, and the extent to which the materials used in manufacturing can be recycled.

Climate efficiency
The greenhouse gas emissions that will be released over the lifetime of the device are rated. The higher the rating, the lower the negative impact of the device on the climate.

Resource efficiency
It rates the impact of depletion of rare raw materials (such as gold used to manufacture electronic components) used in the device. The higher the rating, the lower the negative impact of the device on material availability.

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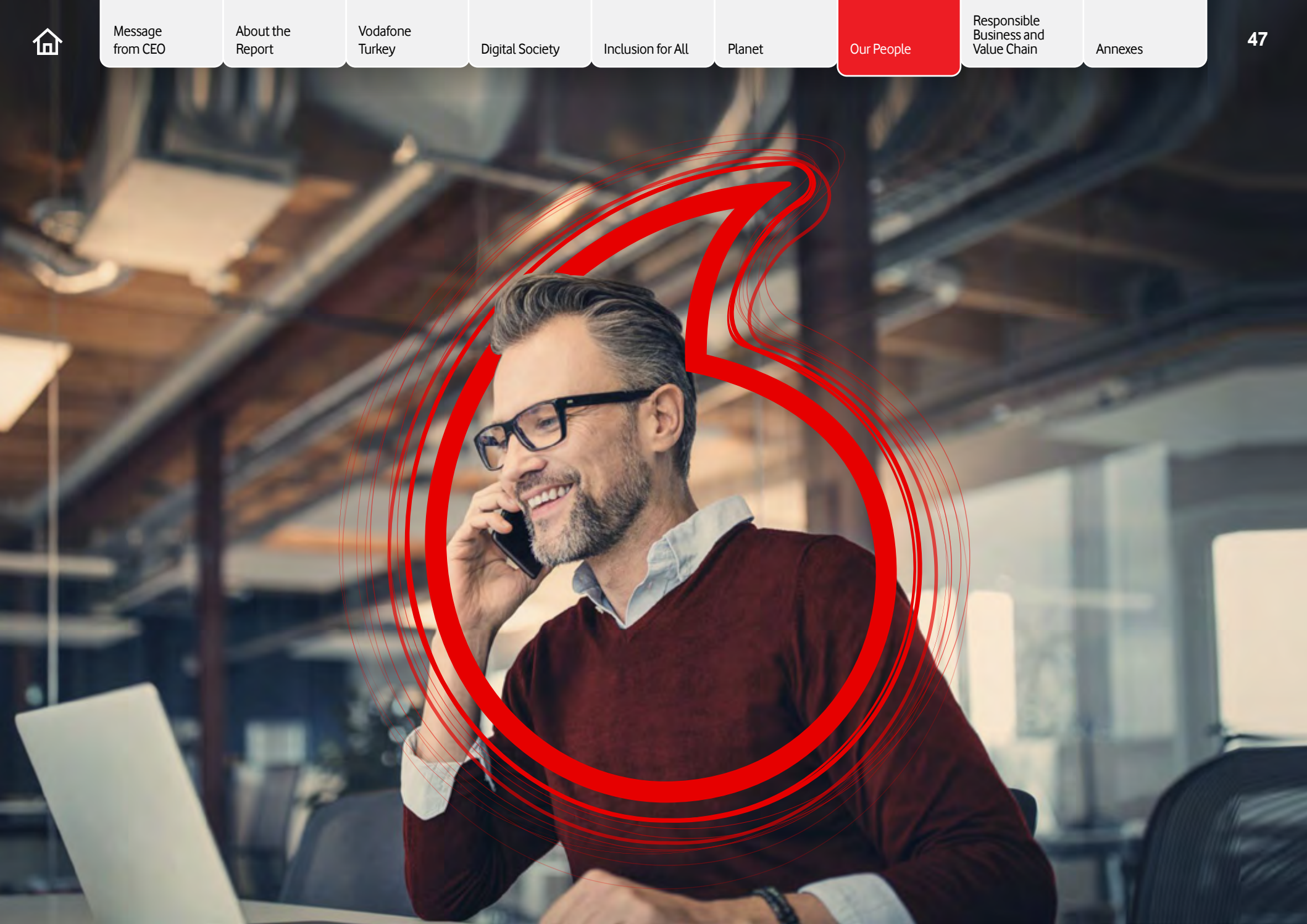| Message from CEO | About the Report | Vodafone Turkey | Digital Society | Inclusion for All | Planet | Our People | Responsible Business and Value Chain | Annexes |

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Our People

Digitalization and automation, two rapidly growing trends of recent years, have an increasing impact on the business world together with the COVID-19 pandemic. In the light of these developments, which radically change the ways of doing business while transforming the skills and talents required by businesses, talent management is one of the most important matters requiring the focus of companies. According to a study conducted with companies regarding talent management, 44% of the participants state that their organizations would be at risk of talent gaps in the future, while 43% mentioned that they are already facing such risks. Being a material issue for almost all actors in the business world, talent management is of high importance especially for companies that use digitalization and data science extensively in their business, such as telecommunication.

Companies that have to adapt to the rapidly developing and changing trends

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should also improve and develop their employees' skills in line with these trends. Companies that recruit new talents, develop and retain their existing talents and do all these through a lens of equal opportunities and inclusiveness increase their financial success by direct or indirect means. An effective talent management not only increases employees' commitment and performance, but also makes the business more efficient. The latest report published by the International Labor Organization on the other hand indicates a social problem: Approximately 267 million of 1.3 billions of young people over the world do not receive education or are not included in the workforce. About two third of these young people are women. In this respect, carrying

out a talent management process that is inclusive and places importance to diversity not only increases companies' success, but also contributes to the solution of employment and talent problems experienced globally.

As Vodafone Turkey, we continue to be a company powered by happy and competent employees. We facilitate continuous self-development of employees in line with changing needs and enable them to fulfill their potential by providing a happy work environment. We act through a lens of equal opportunities, diversity and inclusion in all our human resources processes, supporting our employees by providing them equal and fair opportunities. While acting with the vision to lead our country's digital transformation process, we aim to ensure that our employees are a part of this process, thereby digitalizing our business processes effectively and continuing to provide our customers with services at high standards.

As Vodafone Group, to empower women with the approach of diversity and inclusion in labor;

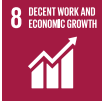**Our aim is to become most preferred employer by women** by 2025.

And our primary targets in raising professionals to lead digital transformation in Turkey are as follows:

- **Improving digital culture.**

- **Increasing female employee rate to a figure above 40%.**

- **Offering our people the opportunity to manage their own future within the scope of internal performance and skills management efforts.**

Our Contribution to Sustainable Development Goals

SDG	SUSTAINABLE DEVELOPMENT GOAL* *Sub-targets and indicators are summarized.	Our Contribution
5 GENDER EQUALITY	**5.1.** Ending all discrimination against women and girls everywhere **5.5.** Ensuring that women take part in the decision-making processes of political, economical and social lives fully and effectively, and get equal opportunities to be the leaders at any level in these decision-making mechanisms **5.5.2.** Increasing the rate of women in the management positions	• We carry out activities that support women's participation in work life and taking an active role in decision-making mechanisms, and we adopt gender equality in employment. • We carry out programs that develop women's competencies, skills and leadership qualities. • We work with the goal of increasing the rate of female employees to over 40% and prioritize female employment.
8 DECENT WORK AND ECONOMIC GROWTH	**8.3.** Supporting development-oriented policies focused on production operations, decent employment, entrepreneurship, creativity and innovation, and encouraging the growth of Micro, Small & Medium Enterprises (MSME) 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 fully until 2030	• We enhance digitalization, simplicity and flexibility in the careers and work experiences of our employees. • We prioritize efficiency and customer orientation and apply agile working methods for complete and efficient employment.

Onur Kaya

Manager, Vodafone Turkey

"I think working in Vodafone Turkey means sharing the same environment with qualified people. In addition, we feel valued as employees. We are asked about how we feel about our job, our work environment and even about ourselves by lots of tools, and efforts are made to take decisions unanimously and based on consensus. I can say that our company has always been there for us during the pandemic. I felt that we were cared for in many details such as our health, our family and our needs. We were always informed about the actions taken or considered to be taken, through a very open communication. Among these are ergonomics package support for employees working from home, meeting-free hours, hybrid working model and meal card support. I believe that the attention paid to such small details positively affects all employees. I am very happy to be a part of Vodafone Turkey family."

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Equal Opportunity and Diversity

Companies that ensure equal opportunity and diversity in the work environment not only fulfill their social responsibilities, but also become more successful, efficient and open to innovation. Sustainable growth can be maintained by leading innovations rather than following them, particularly in the telecommunication sector where we operate. We aim to maintain our leading position in the sector by offering an inclusive, equal and fair work environment to all our employees.

In Vodafone Turkey team consisting of 3,073 people, we adopt a working culture where there is no discrimination based on religion, language, culture, gender, sexual orientation, race or ethnicity and everyone is treated equally. With the goal to create a better and sustainable future, we embrace gender equality in all areas and maintain our target of keeping the female employee ratio above 40%. We have been continuing to achieve this target for the last 4 years. **We increased the**

female employment rate to 44% in 2020/21 fiscal year. This year, 48% of the employees recruited are women. Our primary aim is to employ at least 60% women in technology functions and 50% in other functions for all young talent and internship programs.

We are aware that one of the biggest problems particularly experienced by women in their careers is the glass ceiling. While the ratio of female managers in companies is 37% on average in the European Union, the same ratio is approximately 22% in Turkey. In line with our principle for ensuring equal opportunity not only in recruitment processes, but also throughout the entire careers of our employees, improving the ratio of female managers working with us and breaking the glass ceiling are among our prior goals. Striving in line with this purpose, we increased the **female manager ratio to 39% in 2020,** which was 34% in 2017 and 37% in 2019.

We facilitate the return to work of women employees after their maternity leave and prevent them from experiencing difficulties or discrimination due to parenting. **We grant our employees who have children the right to take 16 weeks of paid leave, regardless of their gender.** While a total of 93 of our employees benefited from maternity leave in the 2020/21 fiscal year, 90 of these employees returned to work after their leave was over.

Rate of Female Executives

Year	Rate
2020	39%
2019	37%
2018	37%
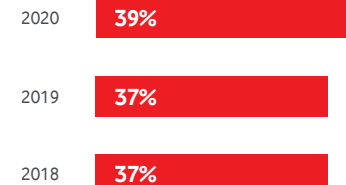
New Hires by Gender

- 52% Female
- 48% Male
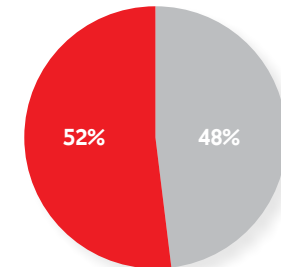
Employee Ratio by Gender

- 56% Female
- 44% Male

● Female ● Male

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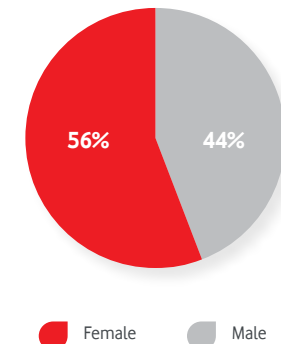
Digital Employee Experience

We endeavor to provide employees with digital work experience during their career journeys at Vodafone Turkey. The flexibility of time and space plays an important role for employees to establish work-life balance. We have been offering flexible working opportunities to employees since before the COVID-19 outbreak.

We always care about feedback from our employees so that we can improve our human resources practices and employee experience. All Vodafone Group employees have the chance to share ideas regarding the processes through a special phone number on Expolink, a global and independent line.

Thanks to the DijitalSen application which we use across the company, we digitalize human resources and evolve into a more agile organization. Internal job application and position change, recruitment and promotion and assessment documentation processes are carried out digitally. In addition to digital and agile transformations, with DijitalSen, we increase paper savings and reduce our environmental impact. Building entries and exits, lighting and ventilation settings can be digitally adjusted with the application.

Vstar App

We strengthen the communication with employees in sales channels, boost their motivation and centrally manage the reward system via Vstar App. Employees can track daily sales through Vstar, while also accessing training content and learning through gamification. Suggestions, complaints and requests from the contact form are evaluated and employees are responded to directly. Every day, approximately 85% of users log in to Vstar App, which is actively used by 7000 employees working at stores. The satisfaction rate of employees using the application is 95%.

Robotic Process Automation

We work with approximately 32 software bots under Octo, the digital assistant we deployed thanks to the robotic process automation applications we started in previous years. With Octo, which automates routine and standard work, we save time for our employees and enable them to use their time more efficiently. In the financial year 2020/21, we have realized 52 process, 32 robot 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 5,000 hours on average in a month, thanks to the processes transferred to Octo. In addition to the time saving, we also enabled cost saving of approximately 300 thousand TL. Furthermore, we increased our automation capability by adding Octo the capability to understand documentation content, which is one of the perceptual and cognitive capabilities. Our goal is to increase the number of robots to over 50, and to further increase Octo's analysis and decision-making capabilities.

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Next Generation Working

We allow our employees to establish work arrangements that suit them best. We have been applying the 100% remote working model since the beginning of the pandemic. We provided ergonomics support to employees to facilitate their transition to home office. We enable employees to procure the office supplies they need with the Ergonomics Gift Certificate, which is sent to the employees digitally.

We are making the hybrid working model permanent, due to the new paradigms brought by the pandemic. In the model we are planning to implement in the future, the total work time will be spent partly in the office and partly remotely. With the new model, Vodafone's head office and regional offices will be meeting points where employees will come together for collaboration, innovation and socializing.

In addition to the office employees, our Customer Services team has also been fully working from home since September 2020. We aim to carry out all customer services remotely and create employment opportunities all over Turkey with this working model which will continue after the pandemic. We aim to increase the number of call center employees to 10 thousand with the new system.

Hybrid Work Model

Watch ›

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Agile Transformation

Today, the expectations and demands of both customers and employees from companies are rapidly evolving. Companies should transform into agile structures that take faster and more effective decisions, so that they can take sustainable steps while ensuring the continuity of their businesses in the face of changing expectations. We have been working on agile transformation since 2013, which is focused on by the business world today. We aim to become a more agile, faster and less complex company that is ready for the digital future, thanks to this transformation program which we initiated with the motto "We are Digital, We are the Future". With this system focused on flexibility and leanness, we develop digital products and services with high added value for customers' needs. Eliminating bureaucratic and hierarchical structures, our agile transformation boosts productivity and enables us to achieve increase in competency development and quality indicators.

We started the agile transformation, which we constructed in three stages, with the pilot team established in IT team. Upon the successful results we achieved in the pilot period, we started the dissemination stage in 2015 and expanded the scope of agile applications in technology and non-technology teams. As a result of the dissemination stage we achieved rapid results in the fields where works were carried out in accordance with the Next Generation Work, and productivity, production quality and speed as well as teamwork increased throughout the company. Our goal in the third stage was to ensure adoption of agile work throughout the company and achievement of a cultural transformation. We took many initiatives throughout this process, where we provided agile training to the employees, established 'tribe' structures and disseminated them within the company. We organize workshops and develop new ideas in order to adopt a design thinking approach.

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Talent and Performance Management

We invest in talent management, which is among our high priority issues, while working on retaining high-potential talents. We support the development of existing talents and prepare employees with high potential for leadership positions of the future. We also carry out works for recruiting high-potential employees.

We care about the employment of our people at our company for a long time and their contribution of value to Vodafone by realizing their potential, with the efforts to provide them a happy and efficient work environment. Approximately 55% of current employees have been working in our company for at least 5 years. In addition, the employee turnover rate is one of the important indicators we monitor. The **employee turnover rate** in the 2020/21 fiscal year was **10.2%.**

Please click here for more information about the talent management approach of Vodafone Turkey.

Employees per Work Time

- 0-5 years — 45%
- 5-10 years — 33%
- 10+ years — 22%
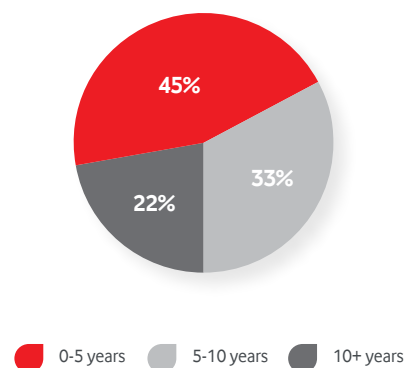
We consider performance management as a tool as important as talent management for the development of our employees. We strive to become a company that supports, encourages and rewards high performance. As Vodafone, we use a common performance management system at the global level, which we call Performance Development.

Our performance management system enables our employees to set clear and

well-defined personal goals in parallel with their strategic goals and guides employees in ensuring that the path they follow towards the achievement of these goals is in line with Vodafone's work principles. The Performance Development System focuses on constant development of employees through regular and instant feedbacks.

The Performance Improvement process is composed of four main steps: target setting, quarterly interviews, half-year review and end-of-the-year review. During the process, employees and managers convene regularly throughout the year, reviewing the employees' strengths and areas of development. Personal development plans for long-term career goals are determined and employees' individual performance is evaluated in the light of the targets set at the beginning of the year.

During the COVID-19 period, we updated the performance management processes according to the changing

needs, just as our other business processes. We started to manage the performance of employees by providing them feedback through quarterly prioritization and manager-employee dialogues. We introduced the digital feedback module across the company both as part of this process and to respond to the feedback needs that may arise during the whole year. The outputs generated from the performance process provide data for other human resources processes such as training and development, talent management, compensation management and rewards, career management.

Please click here for more information about the performance management system of Vodafone Turkey.

We believe that a well-executed compensation system will directly contribute to talent and performance management. Therefore, we consider the compensation model as a tool for recruiting suitable talents, retaining

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existing talents and rewarding our employees fairly. In Vodafone Turkey, compensation includes a base salary, a bonus system in line with the position (based on sales, annually and quarterly), a comprehensive and flexible benefits package and an instant rewarding system.

Please click here for more information about the compensation system of Vodafone Turkey.

It is important for us that talents working with the company contribute to Vodafone Turkey for long years. We announce the vacant positions in 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 2020/21 financial year was 63%.

Red Academy

Red Academy serves as the development center of Vodafone Turkey. Thus, we provide opportunities for development in mobile technologies and digital fields to many stakeholder groups, such as dealers, business partners and customers, primarily employees.

During the reporting period, we provided Vodafone employees with 74,209 person*hours of training in total, corresponding to 24.14 hours per employee. We also reached 2.16 hours of training per employee, by providing 30.194 hours of training in total to more than 14.000 employees who work at our dealers and customer services.

Red Academy Development Programs:
- Onboarding programs
- Leadership trainings
- Culture and exchange programs
- Team coaching programs
- Upskilling and Reskilling Academy programs
- Technical training programs
- Competency trainings
- Agile training programs
- Online development resources
- Other development solutions

Leadership became one of the most important elements of our agenda this year as part of talent management. We established a community called Team Leads in the company to support the leadership development of employees through trainings, seminars and workshops. Furthermore, we benefit from Vodafone Leadership Center to prepare employees with high potential for leadership roles of the future. In this process which we began to manage completely digitally due to the impact of the pandemic, we proactively include our employees in assessment centers, evaluating their development needs together.

Taking advantage of being a global company, we implemented the Skills Mobility program during the COVID-19 period. Thus, we enabled our employees to take part in projects in different countries and to develop themselves. We support our employees throughout their career development and implement practices that will facilitate their specialization in the field they desire. Red Experience facilitates gaining experience in their careers and in different fields of specialty, if desired, by our employees. Similarly, Majoring Journey enables employees to specialize in technical areas and take part in more senior roles if they wish.

Red Academy Podcast

We established Red Academy Podcast channel in 2020. We aim to inform the business world with brief chats by hosting experts in many areas such as the current and future situation of technology, Agile working method in all aspects, emotional intelligence-based skills, communication, leadership, psychological resilience, mindfulness and corporate wellbeing.

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Coaching Programs

As Vodafone Turkey, we have been supporting the development of our employees with coaching programs since 2017 and with mentoring programs since 2014. As a result of the evaluations we make with our Human Resources business partners, we provide internal or external coaching and mentoring support to our employees according to their needs.

Coaching processes are ongoing under two main titles: External Coaching and Internal Coaching Programs. In the fiscal year 2020/21, we started approximately 30 External Coaching and 25 Internal Coaching processes.

- **External Coaching:** We provide coaching services to around 30 mid-level and senior managers every year in collaboration with consultants who have certification from accredited coaching schools and provide professional coaching services. Throughout the program, which consists of eight coaching sessions in total, managers choose coaches to work with and proceed by setting goals together.

- **Internal Coaching:** Individuals who work in different roles or completed their coaching trainings from accredited coaching schools provide coaching support to the company's employees. The career development and talent management processes of the employees are handled in the program, which consists of 6-8 sessions.

- **Mentoring:** The Corporate Mentoring Program offers a development platform that all employees can benefit from, regardless of age, experience or function. As of the 2020/21 fiscal year, a total of 600 mentor and mentee pairs were involved in the mentoring process, while 25 new mentors and mentees started the process. During the mentoring process, mentor-mentee pairs are determined under the consultancy of the Human Resources Talent Management team. Participants in the program first receive mentoring

and mentee training from Red Academy. Afterwards, they work on the targets they set by holding at least one meeting every month for about a year.

ReConnect

Vodafone Group aims to reach a total of **1,000 women employees** with the ReConnect program started at the global level to support the return to work for women who took a career break. As Vodafone Turkey, we have recruited a total of 27 women employees under this program so far.

International Development Program

As part of the International Development Program, Vodafone Turkey employees have the chance to work for 4 to 10 weeks in the countries where Vodafone Group operates. Having the opportunity to gain experience on a global level, employees also obtain information from individuals in different positions, while sharing their experience gained at Vodafone Turkey with employees in other countries. In 2020/2021 fiscal year, 2 female employees had the chance to gain experience in Hungary and Greece within the scope of the program.

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Employee Engagement and Volunteering

We execute the Vodafone Volunteers program to improve volunteering awareness in employees and to encourage participation in corporate social responsibility events. We give two days off per year for our employees to make it possible for them to support projects especially realized by Turkey Vodafone Foundation. The Vodafone Volunteers who take part in our Connected Women project offer online webinars and trainings to women, in addition to voluntary mentoring support. Under our Coding Tomorrow project, 97 Vodafone Volunteers continue delivering coding trainings to children, while creating social benefit through mentor participation in hackathons/ideathons.

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Responsible Business and Value Chain

Purpose-led companies, which closely follow current global trends, act on the basis of ESG principles in their way of doing business and supply chain management. Adoption of ESG principles improves operational performance, promotes cooperation with stakeholders, and creates positive effects on the value chain, the world and the society. On the other hand, the increasing pressure from customers, public institutions and investors makes creating responsible value chain become a strategic priority for companies.

The COVID-19 pandemic demonstrated the importance and urgency of the responsible business and value chain issue for all sectors, not just the telecommunication sector. The purpose-led purchase approach, which is not focused on generating profits and employment only, which creates value for the environment and the society and which is a reflection of purpose-led companies, spreads transparency to all links of the supply chain.
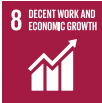
We act in accordance with ESG principles throughout the value chain in all our operations and activities. Community health, OHS and customer data privacy, which are in our sphere of influence due to our activities, are among the issues we consider as priorities in the scope of responsible business. The basis of our responsible way of doing business is a fair, transparent and accountable corporate governance approach. We spread the understanding based on providing a safe environment and tools from the value chain to our employees and customers, and supporting all these with an effective corporate management, not only in Vodafone Turkey, but also in our business partners. We expect them to also display the sensitivity that we do.

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Our Contribution to Sustainable Development Goals

SDG	SUSTAINABLE DEVELOPMENT GOAL* *Sub-targets and indicators are summarized.	Our Contribution
8 DECENT WORK AND ECONOMIC GROWTH	**8.7.** Eliminating 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 Ethical 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. • In the fight against Modern Slavery, we take various actions as the Vodafone Group and publish the Modern Slavery Statement regularly every year. We provide online trainings to fight Modern Slavery. • We design programs to counter the risk of child labor and forced labor which increased as a result of COVID-19.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**16.6.** Establishing effective, accountable and transparent organizations at every level	• We establish safe and healthy working environments within the scope of Vodafone Occupational Health and Safety Management System. • We adopt ethical way of working and manage anti-bribery movement with the ISO 37001 Anti-Bribery and Anti-Corruption Management System. • In 2020/21 fiscal year, we made revisions in the proposal and tender evaluation criteria by reflecting our purpose-led company vision to our supply chain as well. We added the criteria of inclusion, environment and OHS. • We transparently share the steps we have taken to secure public health in terms of mobile devices and base stations.

Semih Koçak

Chairman of the Board of NUMEKO Group Companies

"Vodafone's relationship with its suppliers is value driven. Its focus on product quality enables companies that put value forward like us to work more efficiently. We consider Vodafone's goal-oriented approach as achieving the same goal together with the business partners. Developing a business partner and stakeholder approach by considering supplier rights in the supply chain gives us confidence. It contributes to the healthy financial structure of the suppliers by supporting the suppliers in both financial and other matters. I can share the more agile construction of purchasing processes as an open direction for improvement. I am very happy to work with Vodafone as a supplier."

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Vodafone Turkey's Value Chain

Base Stations and Network

Infrastructure and Operations

Sales, Retail, Distribution

After-Sales Service

Key Stakeholders

Suppliers

Public Institutions and Regulatory Authorities
- Ministries and Information and Communication Technologies Authority
- Municipalitiesr

Employees

Contractors

Business Partners and Initiatives

Local Community

Business Partners and Initiatives

Suppliers

Customers
- Business
- Individual

Customers
- Business
- Individual

Local Community

Innovative Applications
- My Vodafone App
- Vodafone Pay
- TOBI

Employees
- Call Center

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Occupational Health and Safety

Providing a healthy and safe work environment to our employees and business partners is among our fundamental duties. We implement practices that will set examples for the telecommunication sector in the field of OHS, and we support our business partners in ensuring safety conditions at high standards.

Occupational Health and Safety Senior Manager, the top executive in the field of OHS, serves only two reporting levels below the CEO. There are 52 representatives in the 33 OHS boards in total, which are located at our headquarters and other regions where we carry out our operations in Turkey. The boards convene regularly, once in every two months. We track OHS targets at senior management and Group level by preparing annual plans.

OHS is one of the most important pillars of our corporate culture. As Vodafone Turkey, we have committed to "Excellence in Occupational Safety and Zero Accidents" since 2009. We establish the relevant standards for all business partners, contractors and their subcontractors and regularly monitor these standards. We informed all our employees about traffic accidents within the scope of the goal. We launched the DriVeSafe application prepared by the Vodafone Group to minimize the accidents in driving safety. In addition, we included the occupational safety policies and procedures in the company's common online platform and made them accessible to all our employees. We provided **988 person*hours of OHS training** in total, **for average eight hours** per employee. The contractors received **45,891 person*hours** of OHS training in total.

We have established occupational safety standards in the telecommunication sector based on our approach that human life is incomparable with any other business goal. These standards, which are compatible with international systems such as the International Safety Rating System (ISRS) and ISO 39001 Road Traffic Safety Management System, guide many organizations also in other sectors in terms of occupational safety.

Please click here for more information about the OHS approach of Vodafone Turkey.

We evaluate all accidents and near misses and enter them in the system within 24 hours at the latest. This global system enables us to constantly improve the accident review processes and increase the efficiency of reporting processes.

We establish relevant standards for all business partners, contractors and their subcontractors and follow-up these standards regularly.

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Wellbeing Program

With the "Hepiyi" Program, we carry out different activities to ensure that employees are better in mental, physical, social, financial and environmental aspects. During the year, we carried out studies such as ergonomics and exercise videos, interviews with the expert guests we invited, and a psychological support line. We continue to encourage our employees in sports and health issues with the good life competition we organize every year in October. We offered the winners of the competition the opportunity to work with a nutritionist and personal trainer.

OHS for the Contractors

Before deciding to work with contractors, we evaluate them in detail in terms of their OHS adequacy. We include Vodafone OHS standard compliance, sanctions against OHS non-compliances and site occupational safety visits to our contracts concluded with the contractors we decide to work

with. We carry out site visits to base stations. In 2020, we evaluated **27 contractors** in scope of OHS and found 99 violations. The number of violations **decreased by 36%** compared to 2019.

Contractors and OHS

Year	Number of Contractor OHS Violations	Number of contractors evaluated regarding OHS
2020/21	99	27
2019/20	156	56
2018/19	190	61

🔴 Number of Contractor OHS Violations   ⬤ Number of contractors evaluated regarding OHS
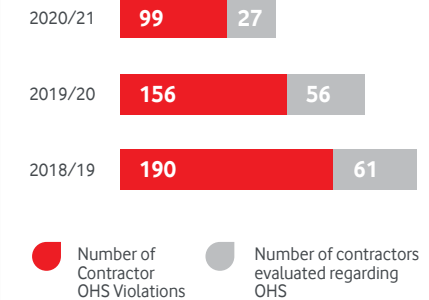
Number of Field Inspections at Base Stations

Year	
2020/21	1,442
2019/20	1,407
2018/19	1,616

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Corporate Governance

We act based on a fair, responsible, transparent and accountable corporate governance understanding. We establish a two-way and transparent communication with our stakeholders. Strong corporate governance enables implementation of the business strategy, resilience and quick adaptation to changing conditions. Chairman and CEO roles are carried out by different individuals in line with the principle of separation of power. Vodafone Turkey Board of Directors is composed of five members including two women, while the Executive Board is composed of ten members, including three women.

Work Ethics and Anti-Corruption

We carry out our relations with our stakeholders under the guidance of Vodafone Ethical Code of Conduct. The ethical rules and business principles we comply with cover all parties that work with Vodafone, including employees, contractors, subsidiaries, joint ventures and suppliers. We ensure compliance with national and international laws and regulations as well as policies of Vodafone Group.

We assess corruption risks and take precautions. With the scoring system we have established, we monitor corruption in sales channels and the performance of dealers. The system enables us to prevent the occurrence of corruption cases and minimize possible damages.

In cases of violation of ethical principles, anti-bribery and anti-corruption policies 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.

We do not tolerate corruption and bribery under any circumstances. We are the first technology and telecommunications company with **ISO 37001 Certification for Anti-Bribery and Anti-Corruption Management Systems Standard.** We provide

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employees with various trainings regarding anti-bribery and anti-corruption including e-learning and virtual classrooms, under the title of Doing the Right Thing. We provided 617.4 hours of training, i.e. 0.2 hours per employee, regarding anti-bribery and anti-corruption to our employees in the 2020/2021 fiscal year. We assess suppliers and business partners within the scope of our anti-bribery and anti-corruption policies before working with them as well.

Our ISO Certificates

- ISO 37001 Anti-Bribery and Anti-Corruption Management System
- ISO 27001 Information Security Management System
- ISO 9001 Quality Management System
- ISO 50001 Energy Management System
- ISO 39001 Road Traffic Safety Management System
- ISO 22320 Emergency Management System

Human Rights

Vodafone Ethical Code of Conduct sets the framework of our approach and responsibilities in terms of human rights. We treat employees in our operations, suppliers across the entire value chain, our business partners with whom we carry out activities, and the communities affected by our activities, with respect for human rights. The United Nations (UN) Human Rights Declaration, UN Business World and Human Rights Guiding Principles and International Labor Organization Conventions are our guides in this respect.

We offer a work environment in line with ethical principles, human rights, OHS principles and environment protection standards to our employees. We guarantee the conduct of activities in line with these standards by all our suppliers and business partners with Ethical Purchasing Rules.

Corporate Security Management

We detect potential threats that may damage Vodafone Turkey's brand and reputation and produce solutions against such threats. We manage the processes of identifying and preventing abuse, fighting against corruption, preventing laundering crime revenues, due diligence of suppliers, ensuring information security, confidentiality and business continuity, raising physical safety and security awareness.

We prioritize providing uninterrupted communication in all circumstances. In this context, we carry out 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 passed the international audit successfully and have become the first company receiving this certificate both in the Vodafone Group and the Turkish telecommunication sector. Therefore, we have been fighting against

the outcomes of natural or human-induced disasters which may occur during emergencies, and have increased our capacity to enable business continuity.

Search and Rescue Team

We established the first Volunteer Search and Rescue Team in the Vodafone Group. There are **126 active** volunteers in the team. Our Search and Rescue Team receives 116 hours of training 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.

Our search and rescue team comprised of Vodafone volunteers supported AFAD teams in the earthquake that occurred in Izmir Seferihisar in 2020. In addition, as Vodafone Turkey, we defined free calls and internet on the lines of our customers in the region and shipped mobile base stations, batteries and generators to the region so that they could continue to communicate without interruption.

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Supply Chain

The procurement processes of Vodafone Group companies are carried out by Vodafone Procurement Company (VPC). Vodafone Turkey Supply Chain Management is VPC organization's representative in Turkey.

The ratio of purchases within the scope of domestic products in Vodafone's purchases increased from 1.6% to **26.3%** in the last 5 years, which is 7 points above the sector average. In terms of the total amount of domestic goods investments made in the sector, we realized purchases in the amount of **553 million TL** from products with domestic certificate in the last 5 years as the operator with the highest ratio.

84% of the participants in the Supplier Survey, which was conducted within the scope of our 15th anniversary report, underlined that Vodafone acted boldly to develop domestic suppliers, while

80% of them stated that Vodafone had a vision to support domestic production and 52% stated that working with Vodafone contributed to their receipt of new domestic goods certificates.

We expect our suppliers to meet the standards that we have defined in environmental, social and ethical areas in Vodafone Code of Conduct and Vodafone Ethical Purchasing Conduct. We carry out different studies for our 536 suppliers to implement these standards.

- In the fight against Modern Slavery, we take various actions as the Vodafone Group and publish the Modern Slavery Statement regularly every year. We provide online trainings to fight Modern Slavery.

- We design programs to counter the risk of child labor and forced

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labor which increased as a result of COVID-19.

- We organize 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, OHS. In addition, we receive feedback from our suppliers.

- We have organized the Vodafone Supplier Forum digitally for the first time this year. In the meeting which was attended by hundreds of our suppliers from across the country, we assessed the past year and discussed how we view the future and what we can do together.

- Our suppliers play an important role in our goal of positioning Turkey as an excellence center. In this respect,

we support the development of domestic products by our suppliers and want them to benefit from Vodafone's global power in the long term.

- We organize the Supplier Safety Forum every year to raise awareness regarding OHS among suppliers deemed as at high risk.

- We execute the Vodafone Supplier Performance Program. We identify the improvement areas of our suppliers and guide them to improve their performances in these areas.

Purpose-led Procurement

In 2020/21 fiscal year, we made changes in the proposal and tender evaluation criteria by reflecting our purpose-led company vision to our supply chain as well. **20%** of our

proposal request evaluation criteria consists of **diversity, environment and OHS.** In the tenders, OHS is considered as **10%,** and diversity, inclusion and environmental criteria are considered as **5%** each. We announced these new evaluation criteria for our supplier ecosystem at our online Supplier Forum.

We do not restrict diversity to HR policies only, we also reflect it on our business partners and suppliers. We consider the suppliers' percentage of women employees across companies and senior management, and also take into account whether they have publicly reported targets regarding women employees, as well as their policies and procedures supporting diversity at the workplace.

By examining whether suppliers have policies on reducing carbon emissions,

using renewable energy, reducing the use of plastics, circular economy and environment, we will encourage them to report Carbon Disclosure Projects, where their carbon emissions are publicly disclosed along with the environmental impacts determined. If suppliers have renewable energy use plans or Life Cycle Analysis for their products and services, we will require them to submit Science-Based Targets to reduce their carbon emissions. Being in a position to comply with all these criteria will strengthen our suppliers, facilitating their operation on a global scale.

Purpose-Led Procurement

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Data Security

As digitalization becomes a global mega trend and the need for digital tools increases, data security has become one of the important risks to be managed. Storing, using and protecting the data, whose volume is increasing and becoming more complex, as well as sharing them with the required authorities are among the priorities of the companies.

In the 2020/21 fiscal year, our monthly active customers using our digital channels reached 17.2 million. Millions of people communicate through our networks and trust Vodafone to protect their personal data. We manage data privacy and security risks to maintain and increase this trust. We protect customer data by using the most advanced systems. In the scope of data security, we comply with ISO 27001 Information Security Management System Standard, Personal Data

Protection Law and relevant 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.

Under the Personal Data Protection Law, we make notifications to customers regarding the protection of personal data via our web site, sales channels and customer services. Customers can also send us their feedback and requests in this matter through the same channels.

We provide training to employees on the protection of personal data. We include the Data Processing Protocols (Data Protection Act - DPA) in 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 through yearly audits.

The quality and reliability of the 4.5G connection provided by us has been approved with the tests conducted by an independent consultancy and engineering company. Vodafone has been certified to have "high quality mobile infrastructure" and "high reliability" in all tested services, according to the 4.5G connection experience tests conducted by an independent company, covering more than 7 thousand 900 kilometers in Turkey in 2020.

Vodafone was identified as the operator with superior quality voice experience, with **over 99%** uninterrupted connectivity in city centers and an

average call setup time of less than two seconds.[2] We provided high quality service with significant improvement in sound, internet browsing and YouTube experience compared to 2019 measurements. We have provided our customers with a high level of reliability by providing fast internet on popular live broadcast pages and **98.5%** uninterrupted internet experience on YouTube.

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2 Approved by the German independent measurement organization Umlaut: https://www.vodafone.com.tr/4-5g

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Mobile Devices and Base Stations

We respond transparently and openly to common concerns about mobile devices and base stations, and we comply with all regulations in this regard.

Base stations and mobile devices that we provide to our customers are installed, operated and supervised in compliance with the laws and regulations determined by the Information and Communication Technologies Authority ("BTK"). In addition, we take into account the reference values determined by an independent advisory institution, International Commission on Non-Ionizing Radiation Protection - ICNIRP.[3] The electric/electromagnetic field limit values applied in our country are lower than the limit values determined by ICNIRP and many countries. As Vodafone Group, we take great care of this matter in Turkey as well as in the rest of the world, and install and operate 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 Specific Absorption Rate (SAR) value higher than the ICNIRP standard, which are not approved or do not offer information about SAR value in their manuals. According to researches, there is no evidence that mobile devices and base stations used within the international science-based guideline compliance limits of WHO and ICNIRP adversely affect human health.

In order to eliminate the concerns about mobile devices and base stations and to ensure an accurate flow of information:

- We publish the latest scientific studies on our website.
- We provide mandatory EMF trainings to our employees and suppliers.
- We apply a standard operating procedure in all networks in the scope of Vodafone's specific EMF Policy.
- We place warning signs about EMF at our sites.
- We install stations with the Security Certificate issued by the BTK.
- We carry out regular site visits to base stations.
- We do not allow access by unauthorized persons.

In addition, we are investing in energy efficiency in our network and data centers to meet the growing data demand of our customers. Vodafone Turkey's studies on energy efficiency and renewable energy are available in the Planet section.

3 ICNIRP works in cooperation with the World Health Organization (WHO), which is also referenced in the regulation created by the regulatory authority in Turkey.

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Cyber Wellness and Online Security

Cyber wellness refers to the wellbeing and welfare of internet users. It covers understanding of online behaviors and how users can protect themselves in the cyber world. In other words, it helps users become more responsible digital learners. Users should respect themselves and others and use it responsibly and safely while navigating the cyber world.

Online safety is being aware of the potential threats we may face during our activities on the internet. These can be listed as threats related to issues such as security, protection and management of personal data, reputation management, avoidance of harmful and illegal content.

Safe Internet Service, which is among Vodafone Online Transactions, is a security service that consists of two options, Child Profile and Family Profile, and aims to protect Internet users from harmful content on the internet. To benefit from the Secure Internet Service, the service can be activated by contacting the dealer, call center, short message service (SMS) or online transaction center of the operator providing internet access and profiles can be changed or disabled at any time. Detailed information is available at www.guvenlinet.org.

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Environmental Performance Indicators

Energy Consumption (GJ)	2018/19	2019/20	2020/21
Base Stations	1,596,104	1,598,759	1,628,262
Technology centers	271,307	261,716	269,356
Office buildings	57,659	56,391	30,476
Vehicle fuel oil	50,561	47,621	29,666
Total	**1,975,631**	**1,964,487**	**1,957,760**
Renewable energy consumption in total	1,027	1,590	1,854,000

Greenhouse Gas Emissions (ton CO_2)	2018/19	2019/20	2020/21
Scope 1	**12,596**	**13,193**	**23,696**
Fuel Oil	5,068	4,332	3,373
Vehicles	3,804	3,583	2,207
F-gases	3,724	5,278	18,116
Scope 2	**260,694**	**264,589**	**228,316**
Base Stations	215,878	221,135	193,146
Technology centers	37,674	36,410	31,788
Offices	7,142	7,044	3,382
Scope 3 (Flights and services)	**3,489**	**4,115**	**1,269**
Total	**276,778**	**281,897**	**253,281**

Water Withdrawal (m³)	2018/19	2019/20	2020/21
Municipal water	38,872	41,960	11,223

E-wastes	2018/19	2019/20	2020/21
Recovered and recycled	2,628,600	1,291,447	1,384,535
Reused	442,379	117,097	43,681
Sent to landfill	3,730	1,385	3,890
Total	**3,074,709**	**1,409,929**	**1,432,106**

Social Performance Indicators

	2018/19		2019/20		2020/21	
Employees by Gender	Female	Male	Female	Male	Female	Male
Number of employees	1,328	1,809	1,286	1,730	1,346	1,727
Total	3,137		3,016		3,073	
Employees by Term of Employment						
0-5 years	704	859	681	817	670	725
5-10 years	281	415	291	437	282	395
10+ years	343	535	314	476	394	607
Number of New Recruits						
Below 30 years old	110	98	116	124	99	87
31-49 years old	78	115	61	99	63	87
50+ years old	0	5	0	1	1	0
Total number of employees recruited within the year	188	218	177	224	163	174
Employee Turnover						
Below 30 years old	122	67	94	87	31	53
31-49 years old	112	204	159	235	81	134
50+ years old	0	13	0	9	2	3
Total number of employees who left within the year	234	284	253	331	124	190
Performance Review						
Number of employees subject to performance review	1,328	1,809	1,281	1,723	1,346	1,727
Number of Employees at Senior Management by Gender and Age						
Below 30 years old	0	0	0	0	0	0
31-49 years old	62	98	62	99	59	92
50+ years old	1	11	1	8	5	9
Parental Leave						
Number of employees on parental leave	76	104	40	90	55	38
Number of employees returned from parental leave	74	102	40	89	53	37

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	2018/19	2019/20	2020/21
Employee Trainings			
Total training hours	101,050	105,677	74,209
OHS training	7,132	6,470	988
Occupational Health and Safety			
Number of accidents	2	2	3
Number of accidents involving death	0	0	1
Number of occupational disease	0	0	0
Occupational Health and Safety - Contractors			
Number of Contractor OHS Violations	190	156	99
Number of contractors evaluated regarding OHS	61	56	27
Number of site audits at base stations	1,616	1,407	1,442

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Memberships and Collaborations

Digital Society

Responsible Business and Value Chain

Inclusion for All

Planet

Awards

Award	Category / Sub-Category	Project / Product / Service	Status
Effie Awards	B2B Marketing	Digital Agriculture Project	**Silver**
Stevie Awards		Customer Services Training or Coaching Program of the Year	**Gold**
Middle East and North Africa Stevie Awards	Most Valuable Corporate Response	COVID-19 External Communication: 2021	**Gold**
PSM Awards	Most Innovative Product	Vodafone Pay	**Gold**
Middle East and North Africa Stevie Awards	Award for Innovation in Other Types of Publications	2020 Sustainability Report	**Gold**
LACP Awards	Spotlight and Inspire Award	2020 Sustainability Report	**Silver**
HR Brilliance Awards	Diversity and Inclusion Award		**Winner**
Stevie Awards	European Corporate Social Responsibility of the Year	Coding Tomorrow	**Silver**
Stevie MENA Awards	Award for Innovation in Social Practices	Easy Rescue	**Silver**
The MMA Smarties Awards	Gender Equality in Advertisement	Ben Varım	**Gold**
The MMA Smarties Awards	Turkey App	Easy Rescue	**Silver**
The MMA Smarties Awards	Inclusion in Turkey during the Pandemic	Easy Rescue	**Bronze**
MediaCat Felis Awards	MD36. Sports Communication	Vodafone #BenVarım	**Success**
MediaCat Felis Awards	MD39. Connecting with Consumers	Vodafone #BenVarım	**Success**
MediaCat Felis Awards	MD42. Excellence in Media Planning	Vodafone #BenVarım	**Success**
MediaCat Felis Awards	Corporate Image	Vodafone Easy Rescue	**Success**
MediaCat Felis Awards	Telecommunication (Integrated communication)	Vodafone #BenVarım	**Felis**
MediaCat Felis Awards	Excellence in Insight and Strategy	Vodafone #BenVarım	**Felis**
Crystal Apple Awards	Special Event Usage	Vodafone #BenVarım	**Crystal**
Webrazzi Awards	Digital Marketing Campaign of the Year	Vodafone Easy Rescue	**Third**
MIXX Awards Turkey	Social Gender Equality	Women Say #BenVarım in Football	**Bronze**

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UNGC Index

Area	Principles	Respective Section of the Report
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Corporate Governance- Human Rights Corporate Governance- Work Ethics and Anti-Corruption
	Principle 2: make sure that they are not complicit in human rights abuses.	Corporate Governance- Human Rights
Working Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Our People
	Principle 4: the elimination of all forms of forced and compulsory labour;	Responsible Business and Value Chain Corporate Governance- Work Ethics and Anti-Corruption Supply Chain
	Principle 5: the effective abolition of child labour; and	Responsible Business and Value Chain- Supply Chain
	Principle 6: the elimination of discrimination in respect of employment and occupation.	Our People
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;	Planet
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	Planet
	Principle 9: encourage the development and diffusion of environmentally friendly technologies	Planet
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Governance- Work Ethics and Anti-Corruption Supply Chain

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GRI Index

GRI Standard	Disclosure	References
GRI 101: Foundation 2016		
General Indicators		
	Organizational Profile	
	102-1	6
	102-2	6
	102-3	Vodafone Plaza, Büyükdere Cad. No: 251, Maslak 34398, İstanbul
	102-4	6
	102-5	All shares of Vodafone Turkey Group of Companies are owned by Vodafone Group Plc.
	102-6	6, 8, 10
	102-7	8, 9, 10
	102-8	50, 72
	102-9	61, 66
	102-10	During 2020/21 fiscal year, there were no significant changes regarding size, structure, ownership or supply chain in Vodafone Turkey.
	102-11	75
	102-12	75
	102-13	75
GRI 102: General Disclosure 2016	**Strategy**	
	102-14	3, 4
	102-15	11, 12, 15-19
	Ethics and Integrity	
	102-16	9, 64, 65
	102-17	64, 65
	Governance	
	102-18	14, 15, 64
	102-19	14, 15
	102-20	14, 15
	Stakeholder Engagement	
	102-40	21
	102-41	Although Vodafone Turkey employees are not unionised, we respect the right of collective bargaining.
	102-42	21
	102-43	21
	102-44	15-20

GRI Standard	Disclosure	References
GRI 101: Foundation 2016		
General Indicators		
	Reporting Practice	
	102-45	6
	102-46	15-17
	102-47	18, 19
	102-48	There were no restatements.
GRI 102: General Disclosure 2016	102-49	15-17
	102-50	6
	102-51	1 April 2020 - 31 March 2021
	102-52	Sustainability Report is published annually.
	102-53	6
	102-54	6
	102-55	78
	102-56	No assurance is taken.
GRI 200: Economic Standard Series 2016		
	Economic Performance	
GRI 103: Management Approach 2016	103-1	10
	103-2	10
	103-3	10
GRI 201: Economic Performance 2016	201-1	10
	Indirect Economic Impact	
GRI 103: Management Approach 2016	103-1	10
	103-2	10
	103-3	10
GRI 203: Indirect Economic Impact 2016	203-1	10, 28-30
	203-2	10, 28-30
	Anti-corruption	
GRI 103: Management Approach 2016	103-1	64
	103-2	64
	103-3	64
GRI 205: Anti-corruption 2016	205-1	64
	205-2	64

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GRI Standard	Disclosure	References
GRI 300: Environmental Standards Series		
	Energy	
GRI 103: Management Approach 2016	103-1	39, 41
	103-2	41
	103-3	41, 43
GRI 302: Energy 2016	302-1	43, 72
	302-3	41, 42
	302-4	43
GRI 303: Water 2018	**Water**	
	303-1	72
GRI 103: Management Approach 2016	**Emissions**	
	103-1	41
	103-2	41
	103-3	41, 43
GRI 305: Emissions 2016	305-1	72
	305-2	72
	305-3	72
	305-5	41, 42
GRI 306: Waste 2020	**Effluents**	
	306-1	44
	306-2	44
	306-3	72
	306-4	72
GRI 103: Management Approach 2016	**Supplier Environmental Assessment**	
	103-1	66
	103-2	66, 67
	103-3	66, 67
GRI 308: Supplier Environmental Assessment 2016	414-1	66, 67
GRI 400: Social Standards Series		
GRI 103: Management Approach 2016	**Employment**	
	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.
GRI 103: Management Approach 2016	**Occupational Health and Safety**	
	103-1	10, 45, 46
	103-2	45, 46
	103-3	45, 46
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
GRI 103: Management Approach 2016	**Training and Education**	
	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
GRI 103: Management Approach 2016	**Diversity and Equal Opportunity**	
	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 remuneration.
GRI 103: Management Approach 2016	**Non-discrimination**	
	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	66
	103-2	66
	103-3	66
GRI 414: Supplier Social Assessment 2016	414-1	67
GRI 103: Management Approach 2016	**Customer Health and Safety**	
	103-1	70-71
	103-2	70-71
	103-3	70-71
GRI 416: Customer Health and Safety 2016	416-1	70-71
GRI 103: Management Approach 2016	**Customer Privacy**	
	103-1	68
	103-2	68
	103-3	68
GRI 416: Customer Privacy 2016	418-1	68
Material Topics That Are Not Covered by the GRI Standards		
GRI 103: Management Approach 2016	**Technological Innovation**	
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	103-2	24
	103-3	25-30
	Digital Customer and Employee Experience	
	103-1	26
	103-2	26
	103-3	26-28
	Women's Empowerment	
	103-1	34
	103-2	34
	103-3	34, 35
	Youth Skills and Jobs	
	103-1	36
	103-2	36
	103-3	36, 37

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