

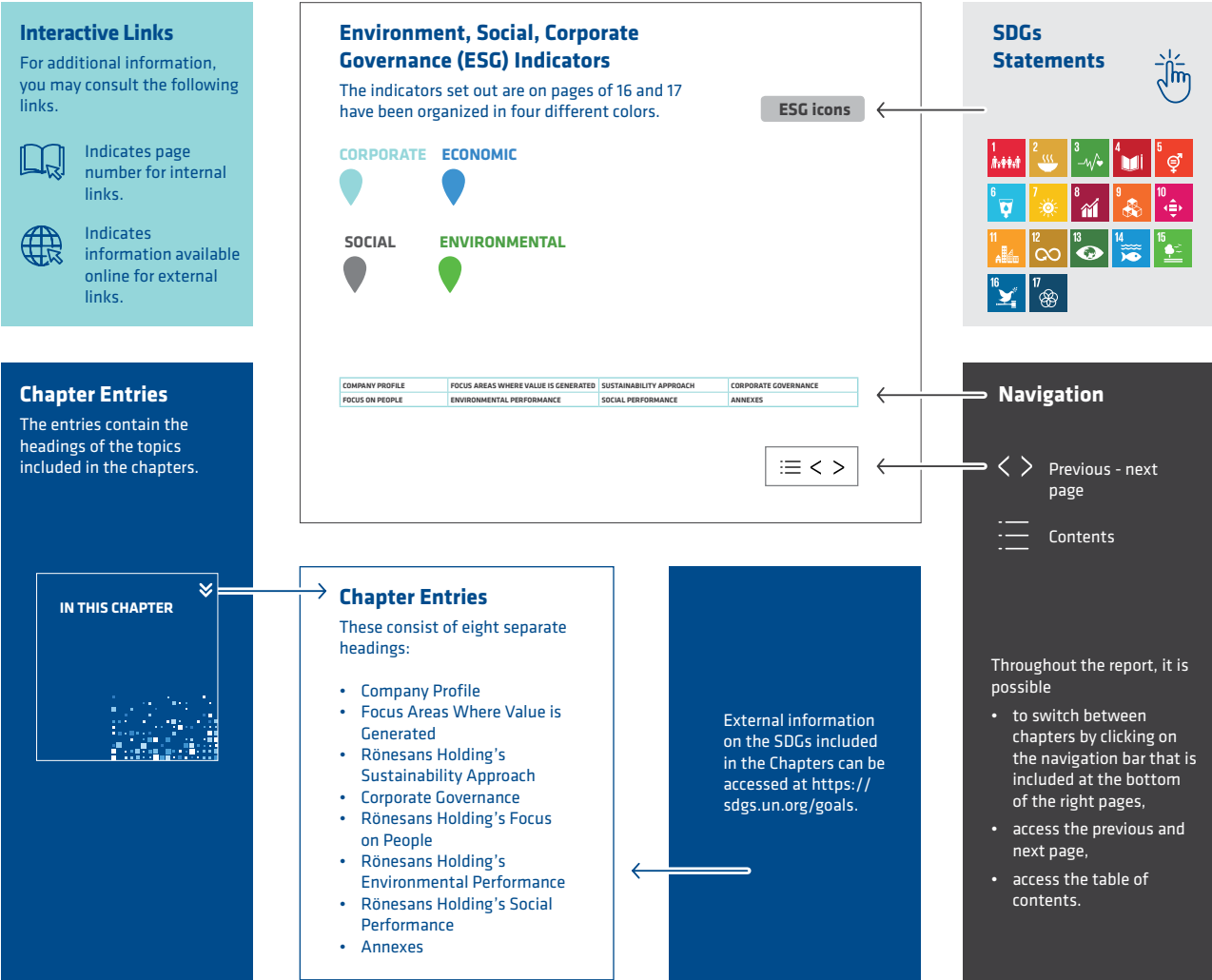


SUSTAINABILITY REPORT

2021

WE ARE
TRANSFORMING
FOR A BETTER
FUTURE

READER'S MANUAL



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COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS GENERATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

WE ARE TRANSFORMING FOR A BETTER FUTURE

Focusing on sustainability strategies with its identity as a global and leading player, Rönesans Holding generates and shares value for its stakeholder groups through its activities.

Operating over a wide geographical area, Rönesans Holding manages the rapid change being experienced in the industry with an innovative approach which is focused on technology, and reflects its potential to its performance.

Rönesans Holding considers sustainability to be one of the driving forces of its operations. In this context, it focuses on engineering and R&D competencies as well as the digital transformation and technology when it comes to generating value.

A rapidly changing world requires agile strategies, and with this in mind Rönesans Holding prepares for the future on a medium and long term basis. Rönesans Holding has set out its road map, where priority is placed on people and the environment, at the focus of sustainability.

The digitalization efforts, which have gained momentum in the recent period, have strengthened Rönesans Holding's work processes. Rönesans Holding also aims to support resource efficiency, increase corporate resilience and agility, and most importantly, generate more added value through its work on digitalization.

Rönesans Holding progresses towards the future with a focus on people's happiness and welfare, a livable future and the environment.



ABOUT THE REPORT

Scope of the Report

The Rönesans Holding 2021 Sustainability Report covers the activities between 1 January 2021 and 31 December 2021. The report also includes information regarding previous years in terms of monitoring trends.

All topics included in the sustainability matrix are also valid for the Company's global operations without any restrictions.


The report includes the operations of Rönesans Holding, its companies and the Rönesans Foundation. These operations include the main contracting and investment activities in the fields of construction, real estate, health, energy and petrochemicals, which are carried out in a wide geographical area extending from Europe to the Far East and the Caribbean, especially in Türkiye, the CIS* countries and the Netherlands.

Data shared within the scope of economic performance represents Rönesans Holding and its subsidiaries as a whole. The data included in the report covers ongoing projects and facilities in 15 different countries, primarily in Russia, Europe and Türkiye. The projects and facilities, the data of which is included in the report, consist of 62 construction sites, 16 business enterprises (including hospitals and shopping malls), 6 hydroelectric power plants, 16 residential, office and business centers and 5 projects currently in the design phase.

Reporting Standards

The Sustainability Report has been prepared in accordance with the GRI Standards core option published by the Global Reporting Initiative (GRI).


The GRI's principles of materiality, stakeholder engagement, sustainability scope and integrity were taken into account while determining the strategic sustainability issues.

 The GRI Content Index is on page 138.

The report also includes disclosures on the ten principles of The United Nations Global Compact (UNGC), which aims to ensure the business world adopts universal principles on human rights, working standards, the environment and anti-corruption. Rönesans Holding has been a signatory of the UNGC since 2015.


 The United Nations Global Compact Communication on Progress on page 137.

 www.globalreporting.org

 www.unglobalcompact.org

While preparing the report, the Environmental Social Sustainability Performance Standards (the IFC E&S PS), which were established by the International Finance Corporation (IFC) in order to identify, evaluate and manage the social and environmental risks in project finance, and the European Bank for Reconstruction and Development's (EBRD) sustainability approach were also integrated.

 www.ifc.org

 www.ebrd.com

Reporting Frequency

Rönesans Holding's sustainability reporting is on an annual basis.



Federation Tower-Moscow



*the CIS - Commonwealth of Independent States including Azerbaijan, Belarus, Armenia, Kazakhstan, Kyrgyzstan, Moldova, Uzbekistan, Russia and Tajikistan.

MESSAGE FROM THE CHAIRPERSON OF THE BOARD

A LEADING MARKET POSITION IN THE FIELDS OF ENGINEERING, CONTRACTING AND INVESTMENT

Dear stakeholders,

I am delighted to share the 2021 Sustainability Report for Rönesans Holding.

Our report summarizes our strong commitment to the United Nations Global Compact, which we are a signatory to, and our compliance and contribution to internationally accepted priorities, universal principles and standards.

According to the 2022 ENR data announced during the publication of the report, we are the 24th largest international contracting company in the world and the 8th largest in Europe. With more than 75,000 employees, we operate over a wide geographical area covering nearly 30 countries located over 3 continents. Our leading market position and reputable brand in the fields of engineering, contracting and investment reflect our responsibilities towards our stakeholders, especially our employees.

In this direction, we carry out our activities, which contribute to social development and protection of the environmental in every geographical area we operate in, in line with our environmental, social and governance (ESG) approach. At the same time, we define all of our work with the innovation, engineering and social added value which we demonstrate in every step and every strategic decision. We act towards society with an awareness and responsibility of the holistic value we generate. Accordingly, we take into account the expectations of our internal and external stakeholders, risks and opportunities, and global trends. Our approach has gained recognition with a wide range of awards.

People are at the heart of our sustainability approach.

We define our human resources vision as offering a respectful, innovative, reliable and developing organization for all those we employ around the world. We accept this as a guide in our business processes.

We consider the principle of equality within the framework of basic human rights. We set a successful example of diversity and inclusion with employees from 64 different nationalities. We offer all of our employees a fair working environment with equal opportunity regardless of gender, nationality, race or religion.

With our commitment to the UN "Women's Empowerment Principles-WEPS", we have internalized these principles and put them into practice. We plan to continue our work in this vein with the same vigor in the coming years.



İpek Ilıcak Kayaalp
Chairperson of the Board

While operating in different geographical regions with challenging climatic, environmental and living conditions, we realize some of the largest and most comprehensive projects in our region. As we carry out these activities, we perform international good practices in terms of employee health and safety. We position OHS (Occupational Health & Safety) as one of the cornerstones of our Company culture.

We deem protecting the environment to be a fundamental responsibility in the projects we undertake.

Within the scope of our contracting and investment activities, we continue to contribute to the efforts to tackle the climate crisis by minimizing our environmental impact. In this vein, we are determined to step up our environmental work in the projects that we implement with multilateral stakeholder cooperation.

WE CONSIDER THE PRINCIPLE OF EQUALITY WITHIN THE FRAMEWORK OF HUMAN RIGHTS

We consider regional and global legal developments such as the European Green Deal, which envisages the implementation of carbon tax at the border, with an integrated perspective on the axes of risk and opportunity. Accordingly, we take the necessary steps.

Acting with a sense of responsibility to the environment, we lead our industry with our successful green building practices and industrial projects, where we deploy the most state-of-the-art technologies in the industry.

Adopting efficiency in all resources, especially energy, as a fundamental principle, we prioritize the efficiency of resources in our projects and investments. We observe this issue meticulously in our policies and processes.

Dear stakeholders,

The Covid-19 pandemic remained high on the global agenda in 2021.

Having affected the whole world in 2020, the Covid-19 pandemic influenced the world economy in many ways. In this process, which was marked by limited foresight, volatilities in global and local currency markets, instability in supply and demand conditions, steep rises in prices of raw materials, especially energy, as well as the negativities caused by global warming and climate change all extensively impacted global life, production and trade cycles.

We achieved results in line with our sustainable growth targets in 2021.

Taking the right steps within the scope of its strategic roadmap, Rönesans took the effects of global developments and changes in the markets on board. Despite the pandemic, which we felt particularly noticeably in the first half of the year, our operating results met our expectations.

We strengthened our bilateral and multilateral cooperation with the EBRD and other global financial institutions, notably our partnership with the IFC. While managing this entire process with an innovative and technology-based approach, we updated our roadmap in line with our sustainability approach, took important steps in digitalization and accelerated our investments. The process of digitalization, which we have increasingly integrated into our business, has supported our resource and energy efficiency and increased our corporate resilience, while also allowing us to generate stronger and shareable added value.

We aim to take our success to the future with the confidence of being a strong and well established company.

We work meticulously and intensively in order to realize the goals which we have set out in the field of sustainability and which we have included in our report, and to further enhance the economic, environmental and social value we generate and share.

Although humanity and our planet faces a long and difficult journey, especially with the climate crisis and critical thresholds to be overcome, we believe in the solution. As Rönesans, we will continue to contribute to this solution.

I would like to express my deepest thanks to all of our stakeholders, especially our employees, shareholders and business partners, for their valuable support and contributions under all situations.

As we approach 2023, when we will celebrate our 30th year of operation, I call on all of our stakeholders to build a better future together, to produce and to share.

Respectfully,

Ms. İpek Ilıcak Kayaalp
Chairperson of the Board

MESSAGE FROM MEMBER OF THE BOARD OF DIRECTORS

THE LEADER IN TÜRKİYE AND ONE OF THE TEN LARGEST CONSTRUCTION GROUPS IN EUROPE

Dear stakeholders,

We believe that being one of Türkiye's largest construction group and among Europe's ten largest comes with the responsibility of leading our field in term of sustainability.

By partnering with global institutions such as IFC and EBRD, we are seeking to adopt the highest global standards in terms of ethics and governance, diversity, health and safety of our staff, risk management, and environment and climate change.

Our sustainability report in which we shared our 2020 performance and results showed that we are well under way in that journey, even though we fully realize that more needs to be done and that this journey will never end.

Now, we are pleased to present our sustainability report of 2021 for your consideration.

We welcome the comments of all our stakeholders on this report to help us improve further.



Bernard Charles Leonard Pasquier
Board Member (IFC Nominee)

**WE BELIEVE THAT
BEING A LEADER
COMES WITH THE
RESPONSIBILITY
OF LEADING OUR
FIELD IN TERM OF
SUSTAINABILITY.**

**WE ARE PLEASED TO PRESENT OUR 2021
SUSTAINABILITY REPORT.**

GRI 102-11, 403-1, 403-9, 403-10

IN THIS CHAPTER

- RÖNESANS HOLDING IN BRIEF
- MISSION, VISION, VALUES
- OPERATIONS - GLOBAL PRESENCE
- KEY INDICATORS



THE CONCEPTS OF CORPORATE GOVERNANCE, CUSTOMER SATISFACTION, SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY DIRECT RÖNESANS HOLDING’S WORK.

Having started its operations in 1993, Rönesans currently operates as a key contractor and investor in the fields of construction, real estate, health, energy and petrochemicals with more than 75,000 employees in 64 different nations and 28 countries over a wide geographical area stretching from Europe to the Far East and the Caribbean, but mainly in Türkiye, the CIS countries and the Netherlands.

The projects undertaken by Rönesans include the construction of industrial facilities, health complexes, energy facilities, office-hotel-residential buildings and infrastructure as well as projects of cooperation between the private and public sectors, and investments in the real estate and petrochemical sectors.

Rönesans Holding was listed as the 21st largest company on the Fortune 500 list and ranks in second place in the list of the “Companies with the Most Employees” in the construction sector on the Capital 500 list. The Company is ranked in 16th place in the general ranking.

The work of Rönesans Holding is shaped by its corporate governance, customer satisfaction, sustainability and corporate social responsibility approach, which fully meets international standards.

Rönesans Holding’s partners include the International Finance Corporation (IFC)^{*}, which is a member of the World Bank Group. Rönesans Holding carries out state-of-the-art work in every country it operates in with its knowledge, competencies and advanced technology. Backed by nearly 30 years of experience and know-how, the Company has been moving forward to the future by carefully monitoring global developments and changes in its industry.

For details on Rönesans Holding’s fields of activity and its subsidiaries:
<https://ronesans.com/>

^{*}A part of the World Bank Group, IFC (International Finance Corporation) became a partner of Rönesans Holding in 2016 with an investment of USD 215 million.

RÖNESANS:
THE 24th LARGEST
CONTRACTING COMPANY
IN THE WORLD AND THE 8th
LARGEST IN EUROPE*

**“World’s Top 250 International Contractors” 2022 List of ENR

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

ADDING VALUE TO SOCIETY

RÖNESANS HOLDING ADDS VALUE TO SOCIETY THROUGH ITS HIGH QUALITY, INNOVATIVE PROJECTS.



MISSION

The mission of Rönesans Holding is to add value to its employees and society through its innovative projects, applying high quality even in challenging and volatile market conditions.

VISION

Rönesans Holding’s vision is to maintain its leading position in Türkiye and to be one of the 10 largest construction companies in the world. The Holding aims to be a unique and dynamic organization in each of its target sectors by achieving sustainable growth.

VALUES

- INNOVATIVE**
Be innovative among the competition!
- COMPETITIVE**
Be competitive for success!
- RESILIENT**
Be resilient for change!

- ✓ Rönesans Holding continues to build the structures of the future in different geographical areas of the world.
- ✓ The Company contributes to the economies of the countries it operates in through the investment projects it has implemented in the countries where it operates, mainly in Türkiye.



OPERATIONS - GLOBAL PRESENCE

	CONSTRUCTION				INVESTMENT		
	Industrial	Infrastructures and Superstructures	Operational Services	Residential Projects	Real Estate	Public-Private Concession	Petrochemical
Türkiye	✓	✓	✓		✓	✓	✓
Russia	✓	✓	✓	✓	✓		
The Netherlands	✓	✓		✓	✓	✓	
Other	✓	✓					

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

ONGOING CONSTRUCTION PROJECTS
USD 9,962 MILLION

CORPORATE

RANKED 24TH IN THE WORLD 8TH IN EUROPE

"The World's Top 250 International Contractors" 2022 List of ENR

THE 21ST LARGEST COMPANY

2021 Fortune 500 Türkiye

+86 PROJECTS

Completed construction projects (2020 - 2021)

ECONOMIC

TURNOVER

USD 4,091 million

+28

The number of countries where Rönesans Holding has operations

ISO 9001 CERTIFICATE

At Rönesans Holding and at all group companies

950,000 m²

Leasable area under ownership

ONGOING CONSTRUCTION PROJECTS

USD 9,962 million

3,200,00 m²

Construction capacity at city hospitals

163 MW (6 HEPP)

Total installed HEPP power

SOCIAL

+75,000

Over 75,000 employees from 64 nations

55%

Decrease in the Lost Time Incident Frequency Rate (LTIFR)¹ between 2014 and 2021

+9,750

The number of students to receive scholarships between 2009 and 2021

+100,000

The number of students reached through the Design the Sustainable Future Competition between 2015 and 2021

ISO 45001 CERTIFICATE

At Rönesans Holding and all group companies

+5 million

The HSE training hours

52%

Decrease in the Total Recordable Incident Frequency Rate (TRIFR)² between 2014 and 2021

+730

The number of young people joining the Rönesans community with the Program of the Start of the Future - Compass between 2016 and 2021

+7,100

Number of beds in city hospitals

ENVIRONMENTAL

+22

The number of buildings holding the LEED certificate which have been built to date.

I-REC

'I-REC International Renewable Energy Certificate

ISO 14001 CERTIFICATE

At Rönesans Holding and all group companies

TARGET OF BEING CARBON-NEUTRAL BY 2030

Ballast Nedam, a Dutch-based construction and engineering company, has set the target of being carbon neutral by 2030.

+7

The number of buildings holding the BREEAM³ certificate which have been built to date.

+23

Zero Waste Certificate in Operation Services: 12 Shopping Malls, 5 City Hospitals and 6 Hydroelectric Power Plants in Türkiye

25% REDUCTION

In 2019, Rönesans Holding achieved its target of reducing CO₂ emissions from common areas in shopping malls by 25% by 2023.

THE MAOG HIGH SPEED TRAIN PROJECT

The infrastructure project that is compliant with the SDGs

¹Lost Time Incident Frequency Rate

²TRIFR-Total Recordable Incident Frequency Rate

³The BREEAM (BUILDING RESEARCH ESTABLISHMENT ENVIRONMENTAL ASSESSMENT METHOD) green building certification was developed by BUILDING RESEARCH ESTABLISHMENT (BRE) in 1990. It sets best practice standards for the environmental performance of buildings through design, specification, construction and operation.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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FOCUS AREAS WHERE VALUE IS CREATED

FOCUS AREAS WHERE
VALUE IS
CREATED

IN THIS CHAPTER

- ENGINEERING AND R&D
- THE DIGITAL TRANSFORMATION AND TECHNOLOGY
- ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA) PROCESSES

CONTRIBUTED SDGs



ENGINEERING AND R&D

RÖNESANS HOLDING SUPPORTS THE SUSTAINABLE DEVELOPMENT AND GROWTH OF COUNTRIES, INDUSTRIES AND ITS CUSTOMERS.

One of Rönesans Holding's core activities, Engineering and R&D, is its driving force and one of its focus areas for economic value creation.

Rönesans Holding commands a well-deserved reputation in the fields of engineering, contracting and investment, and enjoys a respectable position in its industry.

The Company generated consolidated turnover of USD 4.09 billion in 2021 and reached a consolidated asset volume of USD 7.51 billion.

At the end of 2021, the total volume of investments undertaken by Rönesans Holding, together with its international partners, in Türkiye had reached approximately EUR 5.6 billion.

Rönesans Holding has continuously developed with its experience and know-how in the projects it has completed. It has extended its successful and exemplary work to 28 countries over three continents.

Growing in turnkey EPC* projects requiring broader and deeper engineering knowledge is a priority goal for Rönesans Holding.



Success derived from power in engineering

Rönesans Holding carries out the design of the projects it has undertaken and completed in cooperation with its international customers and with the support of the engineering department. The Rönesans Engineering Department monitors many projects simultaneously. The department also receives project-based support and contributions from the engineers working in different geographical areas.

Rönesans Holding's goal is to grow in turnkey, namely EPC (Engineering-Procurement-Construction) projects in the upcoming period. The Company unwaveringly presses ahead with its engineering and R&D investments that will help it achieve this goal.

The importance of cooperation with stakeholders

Rönesans Holding works in close cooperation with many engineering companies and universities from Türkiye and around the world in the projects it undertakes. It provides continuity in improvement and development of itself by receiving feedback even in its areas of expertise.

The Company cooperates with the engineering departments of universities in many countries, including Japan and the USA, in order to increase its engineering knowledge and quality, and conducts control work on the projects. In one of the most recent examples of this, some universities from Norway were included in the liquefied natural gas (LNG) project carried out in Russia, with the company benefiting from their expertise.

EURO 5.6 BILLION INVESTED IN TÜRKİYE

*EPC (Engineering-Procurement-Construction)

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RENEWABLE ENERGY IN DESIGN

In 2021, Rönesans Holding continued to ensure the use of renewable energy technology, which it places at the forefront of the design phase. Some of the most important renewable energy systems used are addressed below.

Trigeneration

The trigeneration system is an integrated energy center consisting of generators, which are gas turbines generating electricity using natural gas, and the equipment which uses waste heat generated as a result of this process for cooling and heating purposes.

The application of the trigeneration system in city hospitals maximizes savings in electricity and heating in respect to hot and cold water and ventilation costs.

Garden Watering using Rain Water

Infrastructure models were constructed using 3D design programs with the aim of collecting and storing rain water sensitively to protect against leaks.

Rain water is collected in the warehouse, the location of which is determined during studies to find the most optimal location. The stored water is treated and diverted to the garden irrigation system. This configured system also creates a decisive score parameter for the LEED Gold certification.

Siphonic Systems

Siphonic systems stand out with their level of technology in rainwater discharge. The systems allow application with very low piping gradients and narrow pipe diameters, adding flexibility to building drainage solutions.

Siphonic systems facilitate the application of architectural and structural details at points unsuitable for the placement of water pipes, especially in facilities with hygienic areas such as hospitals. These systems minimize water flow and incidences of leakage during their period of operation.

Usage of Solar Energy

The electrical energy produced from the sun is stored in batteries and used as a source of renewable energy in systems such as night-time outdoor lighting.

Snow and Ice Melting System

Snow and ice accumulating on ramps, roads, pavements and stairs can cause extremely serious accidents and injuries. Rönesans Holding uses floor heating systems which include all components.

The system consists of an electric heating cable, a wetness sensor, an outdoor temperature sensor and a control board, and a control device which enables these four components to work together automatically.

The system includes a humidity sensor connected to the control device and a sensor which measures the outdoor temperature. The system control board automatically starts up and activates the ice melting system when the weather conditions require, based on the sensor set values. Accordingly, the system is automatically deactivated in weather conditions when there is no incidence of frost, providing energy savings of up to 80%.

Earthquake Isolator

These are the systems used to prevent buildings from being damaged during an earthquake and to reduce the level of environmental pollution which would occur following an earthquake.



USED ENGINEERING SYSTEMS

Group Company	Project	Aspects Adding Value to the Project
REC INTERNATIONAL - INFRASTRUCTURE	THE NAKKAŞ-BAŞAKŞEHİR HIGHWAY PROJECT	<ul style="list-style-type: none">· Glass covered solar panels to be installed at highway maintenance centers.· Gray water discharge from maintenance centers to be used for sanitary use.· A hybrid system, including a free-flow pricing system, which prevents vehicles from slowing down and stopping and reduces carbon emissions to be established.· A Supervisory Control and Data Acquisition (SCADA) and Building Management System, which reduces water and energy consumption at maintenance centers, to be established· Road marking paint to be made from soybean oil instead of petroleum and volatile organic substances (VOC)· Replacement of over 2,500 sodium street lamps with more efficient LED lighting to reduce energy consumption by 37.5% (over 20 MW) through reductions in bulb consumption and waste bulb waste)· Stonemastic asphalt with sound absorption, reduced aquaplaning, good low temperature performance, resistance to slow aging and early cracking of asphalt, stability against permanent deformation (track) and high abrasion resistance compared to conventional asphalt types.· Piling activities to prevent vibration in the ground using bored pile methods rather than vibrex methods, which cause disturbance and vibration in the ground.· Noise barriers on viaducts to prevent noise pollution in locations where deemed necessary.
REC INTERNATIONAL - INFRASTRUCTURE	The MAOG (Mersin-Adana-Osmaniye-Gaziantep) High Speed Train	<ul style="list-style-type: none">· Calculations in the culvert and bridge designs carried out to ensure compliance with State Hydraulic Works (DSI) and the General Directorate of Highways (KGM) regulations and in line with the request of the General Directorate of Infrastructure Investments (AYGM), by taking into account the 500-year repeated flood flow parameters of the DSI, to ensure protection against excessive precipitation which may occur as a result of climate change.· A surface drainage system for rainwater falling on the line and an underground water drainage system to control underground water levels were installed in line with the tender specifications and designs.· Canopies are to be constructed which will meet the standards and specifications, to provide passengers waiting on the platform with shade from the sun at high temperatures as well as shelter from heavy rain and snowfall.· During the construction phase, maintenance and cleaning operations were planned to prevent sediment accumulation and plant growth in the culvert and stream beds under the bridge.· Catenary lines are designed to meet the load combinations specified in the TS EN 50119 standard and the wind loads in these load combinations.· Precipitation, snow and ice conditions were taken into account to meet the criteria specified in the TS EN 50125-2 standard.· A surge arrester will be installed to protect equipment connected to the catenary line from lightning strikes.· Fixed structures were optimized upon the request of the TCDD (State Railways of the Republic of Türkiye) to reduce costs and minimize their possible impact on the environment.
BALLAST NEDAM	Princess Amaliahaven Project	The new application is based on data obtained from a 4D model, which Ballast Nedam has been working on for a number of years. The 4D model connects all 3D models to the planning processes. Ballast Nedam models all temporary, auxiliary and permanent structures in 3D during the preparation phase of a project. Objects created in the 3D models are then linked to planned activities and a 4D model is thereby created. Accordingly, the structure can be visualized to provide a representation of how it will appear from the outside during the actual construction phase.
RHI (RÖNESANS HEAVY INDUSTRIES)	Arctic LNG-2 Projects <ul style="list-style-type: none">· GBS1· GBS2· GBS3· GBS Drydock Gate Projects	<ul style="list-style-type: none">· Fully compatible design of different disciplines in 3D, thus shortening the construction processes and facilitating the construction work.
RHI (RÖNESANS HEAVY INDUSTRIES)	Ust-Luga Project	<ul style="list-style-type: none">· Full control of project processes by project control systems
RET (RÖNESANS ENDÜSTRİ TESİSLERİ-INDUSTRIAL FACILITIES)	Sakarya Gas Development Site Project	<ul style="list-style-type: none">· Systems which help increase productivity by monitoring the effectiveness of employees and ensuring compliance with the budget
-	Ceyhan PDH-PP (Propane Dehydrogenation Polypropylene) Project	<ul style="list-style-type: none">· 4D modelling

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

FOCUS AREAS WHERE VALUE IS CREATED
ENGINEERING AND R&D

INTERNATIONAL
ENGINEERING
PROJECTS THAT
ADD VALUE TO
SUSTAINABILITY

Ballast Nedam's projects comply with the Sustainability Development Goals (SDGs) numbered 3, 9, 11, 12 and 17, in addition to the IFC E&S Sustainability Performance Standards (PS).

- The IFC E&S Sustainability Performance Standards which the projects comply with:
- Community Health, Safety and Security (PS4)
 - Land Acquisition and Involuntary Resettlement (PS5)
 - Biodiversity Conservation and Sustainable Natural Resource Management (PS6)
 - Indigenous Peoples (PS7)
 - Cultural Heritage (PS8)

HIGHLIGHTS FROM THE PROJECTS...

- Ballast Nedam is carrying out the Hart van Zuid urban development project, which will add a new dimension to social life in Rotterdam. Within the scope of the project, the Zuidplein Theater, which offers a wide range of living and usage areas, was awarded the prize of best building of the year by the Netherlands Architects Association.
- Green Avenue, Maastricht, which consist of apartment blocks, low level housing and a 23-storey tower, won the Dutch Sustainable Housing Development Award 2020-2021 as part of the European Property Awards. The goal of the Green Avenue project is to improve the quality of life of the residents of Maastricht.
- Berckelbosch, which was implemented in Eindhoven, is a large urban development project which includes more than 1,000

- homes. The project won recognition from the Dutch Partner of BirdLife International (VBN) and the Dutch Mammals Association for its characteristics which support and protect nature.
- Jonas, with its impressive structure, is a housing project located in IJburg Bay, Amsterdam. It stands out with its dynamic structure and canyon-shaped interior. The project, which will incorporate extensive green spaces, is aimed to be a holder of the BREEAM Superior Certificate.
 - Rotterdamse Weg is a circular parking area project designed for Delft. The parking area, which will present a wooden façade, has a storage capacity of 60,000 kg of CO₂ and energy generating solar panels. Another feature of the car park is that its roof, which will be organized as a green area, is equipped with boxes that will provide a habitat for wildlife such as bats and birds as well as insects.
 - Ballast Nedam is building the smart docks and retaining walls of the Princess Amalia Port of Rotterdam. Smart docks will contribute to the efficiency of use of the port, the construction of which will involve 3,000 foundation piles and 700 wall piles.
 - The water treatment complex built by Ballast Nedam in Hemmatagama, Sri Lanka will provide clean potable water to 17,000 homes. The project, which has reached its final stage, has a water treatment capacity of 21,000 m³ per day.



For detailed information about Ballast Nedam summaries:
<https://www.ballast-nedam.com/media/xnohtioz/annual-report-ballast-nedam-2021.pdf>



COMPETENCY OF WORKING AND PRODUCING IN CHALLENGING GEOGRAPHICAL AREAS

THE MURMANSK ARCTIC LNG-2 PROJECT

Renaissance Holding's SAREN JV Arctic LNG¹-2 Project is carried out in partnership with SAIPEM (Italy).

This unique and large project is located in the Murmansk Region, located in a challenging geographical area close to the Arctic Circle, completely devoid of sunlight for four months of the year, when life is experienced in darkness.

Thousands of employees from different nations act with a team spirit in unity in the special conditions of the project and the region. In the field, where hundreds of construction machines and equipment are used around the clock every day, the health and safety of employees is of the utmost importance. Rönasans performed more than 15 million man-hours of safe work in this challenging project in 2021.

As of the end of 2021, more than 97,000 employees who had taken part in the project were trained in different areas such as working at heights or in confined spaces and in traffic safety.

The project envisages the construction of three Floating Reinforced Concrete LNG Plants (Gravity Base Structure-GBS). These gigantic structures will be manufactured in different dry pools before being floated and transported to the Gydan region, where they will be assembled. Each of the gravity-based structures will have an annual natural gas storage capacity of 6.6 million tons.

¹Liquefied Natural Gas

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

FOCUS AREAS WHERE VALUE IS CREATED
ENGINEERING AND R&D

WOMEN IN
ENGINEERING

Mahshid JAFARI
Age 34, Chemical Engineer-Piping Works Executive
I completed my chemical engineering education with a master's degree.

In 2020, I joined SAREN, a joint venture between Rönesans Holding and SAIPEM, which undertook the ARCTIC2 GBS LNG project. My position and role encompassed interdisciplinary leadership in two specific areas - monitoring and reporting results to managers. I was in charge of the work schedule and the important work of consolidating feedback from all parties. Subsequently, I worked as the Piping Assistant Manager in the GBS3 project and recently joined Rönesans Holding as a piping executive.

The meeting to discuss women professionals as part of the preparation of Rönesans Holding's sustainability report was a source of inspiration for me. The fact that the Company attaches importance to this issue strongly motivates me to do my best and I will be delighted to assist Rönesans in its future projects. I very much feel that I am part of the family.



Sara TAROMI
Age 33, Mechanical Engineer-Senior Piping Engineer
I have experience in the oil and gas industry and have been working as the Piping Team Leader of Rönesans Holding for the last year. I graduated from the Department of Mechanical Engineering at Zanjan University in Iran. I started work on the GBS3 Project and as the 621st region leader. I am now responsible for the Filyos project.

One of the most important goals of my business life is to advance in my career, to continuously improve my knowledge and, especially, my practical knowledge. Being a part of Rönesans Holding and gaining international experience offered an important opportunity to achieve my goal. I think the Company policy is the same as my approach.

Participating in the process and closely monitoring the realization of their designs in construction is equivalent to attending a comprehensive training program for engineers. Another important part of this process is following up the current sectoral standards and software, and offering professional and vocational training and internship opportunities to employees. My advice to a great company like Rönesans would be to prepare and share training notes which summarize the knowledge obtained and critical points learned after each completed project. This way, the Holding will build an important knowledge resource after 2-3 major projects, thus reducing the percentage of errors in projects while transferring information to new teams.



Buse Aleyna ÜLKÜ
Age 25, Civil Engineer-System Administrator
Having completed my education in civil engineering, I started my career in the Rönesans engineering team. I am currently working as a System Administrator in the Filyos project, and I am continuing my postgraduate education in structural engineering in line with my goal of being one of the sector's leading civil engineers.

As the System Administrator, my task is to check the project model, identify possible deficiencies and inconsistencies in the designs of different disciplines and coordinate their solution. Developed designs reflect the common contribution of all disciplines. I work on the 3D model in order to verify that the model meets the project's minimum requirements for interoperability, maintainability, constructability, safety and functionality. We share the model we have developed with our team and our employer. I also carry out conflict analysis on the 3D model to coordinate different disciplines and identify and resolve potential conflicts between elements ahead of the actual construction or fabrication. Accordingly, this work contributes to the sustainability of the project by identifying possible inconsistencies of project designs before the construction phase. As a result, we save time, money, manpower and material.

I am happy to work at Rönesans, which offers women the value they deserve and the Equality of opportunity they deserve in an industry that has been dominated by men. I appreciate that the Company I work for develops projects which contribute to the development of the perception of sustainability while encouraging young professionals to participate in working life.



WOMEN MAKE A DIFFERENCE IN DECISION
MAKING ROLES.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

A TANGIBLE CONTRIBUTION

The digital transformation provides a tangible contribution to sustainability.

The change that has dominated global and local markets in the wake of the Covid-19 pandemic requires agile strategies and greater efficiency. While Rönesans Holding updated its roadmap with a focus on sustainability, it took a number of important steps in the name of digitalization in 2021. The Company has stepped up its investments in the transformation.

With the projects in progress, Rönesans Holding aims to strengthen its work processes, support resource and energy efficiency, increase corporate resilience and agility and, most importantly, generate economies of scale and in turn, stronger added value.

Another important output of these achievements will be an improved contribution in every aspect of sustainability.

The foundations of the digitalization process were laid out in 2011.

Rönesans Holding has been successfully meeting a wide range of service demands in the international sector since 1993.

The Company started IT consultancy geared towards construction sites and turnkey projects in 2012. The information technology (IT) projects completed by the Company between 2012 and 2014 include a university, three ministries, a police station and a border control project in Turkmenistan. The establishment of its subsidiary, Baltık Information Technologies in 2015 marked the beginning of the rapid growth in the IT sector.

The Rönesans Holding Research & Development (R&D) Center was approved by the Ministry of Industry in 2017. The Company started work on the Occupational Health and Safety Project, which was supported by TÜBİTAK (The Scientific and Technological Research Council of Türkiye) in 2018. The project was fully completed in December 2020. In the same period, collaborations with universities got underway.



Important gains in the name of sustainability

The establishment and rapid development of the IT infrastructure provided significant gains to Rönesans Holding.

In particular, within the scope of the transition to a paperless office, the issues which directly affect sustainability, including human resources processes, subcontractor management, internal communication, occupational health and safety, purchasing processes, supplier management, legal proceedings and quality, energy and environmental management started to be managed quickly and efficiently. A range of applications and software was developed and integrated into the SAP system.

Energy Management App at the forefront among the IT solutions specific to Rönesans Holding.

With the Energy Management Application, which was completed in the space of about 10 months, a live system working on a 24/7 basis was established in the last quarter of 2018.

The application includes the entry and follow up of previous day and during the day energy production forecasts in the hydroelectric power plants within the body of Rönesans Holding. The app enables forecasts to be reported to Turkish Electricity Transmission Corporation (TEİAŞ) and provides energy production data. The app also allows trading offers to be automatically provided by the system in the Energy Exchange Istanbul (EXIST) markets at the most affordable price, in the appropriate direction and at the appropriate amount.

Effective tracking of earthmoving vehicles

The project, launched in May 2021 by the Rönesans Türkiye Construction Group, initiated the truck sensor application to achieve the accurate detection of routes taken by earthmoving trucks and earth unloading areas. The application prioritized the protection of the natural balance.



WHAT IS BEHIND THE ERP TRANSFORMATION?

Rönesans's S/4Hana Transition Project is the most comprehensive ERP project in Türkiye.

This project, which will usher in a new era at Rönesans, will implement a platform where data entry can be performed through phone and tablet devices on the construction site.

IN 2021...

Rönesans Holding started to intensively use Enterprise Resource Planning (ERP) software.

The Rönesans Holding Türkiye Construction Group commissioned the Operational Model Project in the first quarter of 2021. In this context, an Employee Feedback Survey was conducted. The Rönesans Operations Matrix, which brings all processes and relevant internal stakeholders together on a single platform, was completed. The Türkiye Construction ERP Method and Application Selection Project was carried out in order to identify the organization's ERP needs and requests.

The project was taken one step further during the year with the launch of the Global ERP Program. In this context, current status analysis was conducted in the Holding, Real Estate, Energy, Health, Industry and the MEA Group Companies. The S/4Hana TR Application Project was initiated.

The main purpose of the project

To consolidate the results in the ERP or non-ERP systems by identifying gaps in processes and data flows with a minimum intervention in the Group's current ways of doing business and to ensure that the needs of the upper management, such as Key Performance Indicators, can be reported through the Business Intelligence (BI) Executive Summary Reports.

The S/4Hana Transition Project will enable the more rapid identification of risks and allowed reports and analysis to be accessed immediately.

The Company's project goals

To provide end-to-end connectivity between work processes, offer a standard language and perspective across business units, and analytics with advanced reporting capabilities.

The project, which is scheduled to be fully put into practice in 2023, also includes the digitalization of human resources processes. In this vein, payroll statements started to be obtained through TürkKep* as of 2022. The project will contribute to Rönesans Holding's environmental performance, particularly in terms of paper consumption and resource efficiency.



*TürkKep is Türkiye's leading registered electronic delivery, qualified electronic signature, secure electronic archiving and e-invoicing services provider, authorized and audited by the Turkish ICT Authority and the Turkish Revenue Administration since 2013

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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METHODOLOGICAL ENTERPRISE DATA ARCHITECTURE

The Central Data Consolidation Program aims to streamline the Rönesans Holding's way of doing business into a singular global structure with a global perspective and to create a data warehouse which will allow the management to reach data-based decisions in accordance with this structure.

CENTRAL DATA CONSOLIDATION PROGRAM

A program which enables the use of resources on a global scale
Rönesans Holding and its subsidiaries operate in different industries and in different geographical regions. Accordingly, the Central Data Consolidation Program aims to streamline the Holding's way of doing business into a singular global structure with a global perspective and to create a data warehouse which will allow the management to reach data-based decisions in accordance with this structure.

Within the scope of the program, bringing together the data in the systems in a singular format which is under study is a starting point. Advanced analytical and innovative studies are planned to be implemented thereafter.

Methodologically, we act from the point of view of an enterprise data architecture. Our methods are focused on minimizing manual work, indecision and ineffectiveness and performing accurate analysis by ensuring data integrity.

This program is geared towards sharing the institutional memory library, know-how and experience between geographical regions and between similar companies or industries as an opportunity to create added value. Global economies of scale and efficient use of internal resources are among the value-added areas that will present a competitive advantage.

Concrete benefits such as supplier analysis, feasibility, capturing advantageous cost opportunities and analytical setups which can provide early warning of risks through the system are among the key outcomes of the project.

Ensuring that resources are utilizable on a global scale is one of the goals that can be achieved through the program.

The focal points for value creation will be mobility of human resources, economies of scale in purchasing items with a global perspective, spreading efficiency elements obtained and experience between the construction site and operations, reaching a global flow in warehouse and supply chain management and defining analysis or control/ warning points by delving into the detail of these approaches where necessary.



ROBOTIC PROCESS AUTOMATION

Rönesans Holding has employed Robotic Process Automation (RPA) technology since the latter part of 2020.

WORK SOLUTIONS AND ARCHITECTURAL PROJECTS

Robotic Process Automation in Our Life
Rönesans Holding has employed Robotic Process Automation (RPA) technology since the latter part of 2020. RPA technology allows the burden of certain tasks, the rules of which are created by the work units, to be transferred to the robot, while saving time and reducing the costs arising from manual operations.

With the project, many financial processes which had been conducted on paper were digitalized, enabling the use of labor in productive areas, as well as a higher rate of paper saving.



R&D CENTRE ACTIVITIES IN 2021

Machinery Equipment Efficiency System
Areas such as drone use and digital equipment tracking are growing in popularity in the industry. Thanks to these applications, detailed reports on fuel use are received, thus contributing to important issues such as reducing the use of fossil fuels.

Personnel Management with Image Processing in the Field
An R&D project was planned with TÜBİTAK and a prototype was created to monitor employees on construction sites and businesses using cameras, and thus contributing to OHS. In this context, the use of digital technologies in topological measurements got underway.

- Developing Post-Quantum Secure Key Exchange and Authentication Schemes
- Rule Based Recruitment Automation System
- Statistical Data Analysis with Artificial Intelligence
- Smart Operational Hydroelectric Power Plant (HEPP) Management (PLC-Scada Failure Modelling)



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RISING LEVELS OF DIGITALIZATION

OTHER DEVELOPMENTS IN 2021...

In order to use the Subcontractor Evaluation System more effectively in global projects, the Russian Technical Office was included in the evaluation process. The “Surveillance Test Plan” and “Surveillance Tracking” modules were developed on the web platform of the Qualitas application, while the Technical Library was also added to the mobile and web platforms. In this way, processes which had been followed up on paper were digitalized, bringing ease to their follow-up process.

In the REMOS...

The development of the “Bilateral Agreements” module was put into use in the web application and service provider.

The system change, which was performed by TEİAŞ in the integration of TEİAŞ Available Supply Capacity (EAK), was adapted to the project. Improvements were carried out to render the interface of the web application more user friendly. This gathered the services, which are carried out by users in different environments, into a single system and allowed the work to be performed by the service provider.

The development of the “Rönesanlı Bilir” web application, where the employees can share the data of candidates, whom they will recommend for employment at Rönesans, has begun.

Admin pages of the SustainPortal application were developed with manual transactions moved to the admin pages in case a request is opened in the database.

Detailed information about Sustainportal is on page 104 of the report.

Another key development in 2021 was to expand the spread of the Contract Control Process globally.

The Personnel Transfer Evaluation System, Meal Cost Declaration Process and Personnel Dispatch Tracking System were developed for the digitalization of the Administrative Affairs Department. For Financial Operations, the level of digitalization in cheques, loans, treasury and payments was increased.

The UST-LUGA Systems

The efforts to digitalize Rönesans’s activities in Russia continued in 2021. In this process, according to the Critical Applications Inventory, Rönesans acted with the principle of cooperation between Türkiye and Russia. A number of critical applications are in use, including RSafe, Payroll System-Android Mobile Application-Map View, Quality Management System-Qualitas, Equipment Management System-Rentalnet, Maintenance and Repair System-1C, Drone Imaging with Weekly Report and the Purchasing System- Rönesans Integrated Purchasing System (RIPS).

The efforts to digitalize Rönesans’s activities in Russia continued in 2021. In this process, according to the Critical Applications Inventory, Rönesans acted with the principle of cooperation between Türkiye and Russia.



EXECUTIVE SUMMARY REPORT

The project aims to provide an agile and effective financial reporting and monitoring platform to the senior management of Rönesans.

Before the Executive Summary Report

A user-friendly platform was needed at Rönesans where the senior management could monitor all financial transactions. In addition, new topics discussed by the senior management prompted another analysis and reporting cycle.

After the Executive Summary Report

A user-friendly platform was created which can produce customized dashboards where the senior management of Rönesans can monitor all financial transactions in real time.

Thanks to the interactive reports prepared, every new topic and question was answered quickly.

Screens were created which can be accessed by phone, tablet or computer.

During the reporting period, the first phase (Finance and Treasury) and the second phase (Cash and credits) were put in place. Their screens were opened to all relevant internal stakeholders.



THE SWIFT INTEGRATION PROJECT

The 7th company from Türkiye to be a member of the Society for Worldwide Interbank Financial Telecommunications (SWIFT)

With the SWIFT membership, Rönesans has become integrated with more than 60 banks located both in Türkiye and abroad.

The goals of the project:

- Facilitating banking communication: Reducing the complexity of transacting with multiple banks.
- Creating a documentation and compatibility set: Providing a single infrastructure.
- Automatically generating daily cash reports without manual work and human error.

RÖNESANS SYSTEM

Rönesans System is focused on the future with the responsibility of its mission to provide advanced technologies to a rapidly digitalizing world, and aims to grow.

Providing high-quality service in the IT and technology sector

Founded in 1993, Rönesans System and Technology Solutions Inc has taken on the responsibility of its mission of offering advanced technologies to the digitalizing world in 28 countries over four continents for more than 20 years.

In 2015, the Company started to operate in the fields of information and technology within the Holding and its group members.

In line with the new vision drawn by the Board of Directors, in 2022, the Company decided to demonstrate the know-how and experience, which it has gained in many sectors through the Group operations, also outside the Group. The Company has started to serve in the information and technology sector.

Rönesans System's goals are not limited to providing services and products to its customers in the areas they need. The Company also aims to be a stakeholder which adds permanent value in the digital transformation adventures of its customers, to ensure the projects carried out are sustainable, to increase efficiency and to contribute to the competitiveness of its customers.

For Detailed Information about Rönesans Sistem: <http://www.ronesanssistem.com/tr>



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

FOCUS AREAS WHERE VALUE IS CREATED

ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA) PROCESSES

IN 2021, ESIA PROCESSES WERE IMPLEMENTED IN THREE MEGA PROJECTS; THE MAOG HIGH SPEED TRAIN PROJECT, THE NAKKAŞ-BAŞAKŞEHİR HIGHWAY PROJECT AND THE CEYHAN PDH (Propane DeHydrogenation) - POLYPROPYLENE PRODUCTION PLANT.

WHAT ARE ESIA PROCESSES?

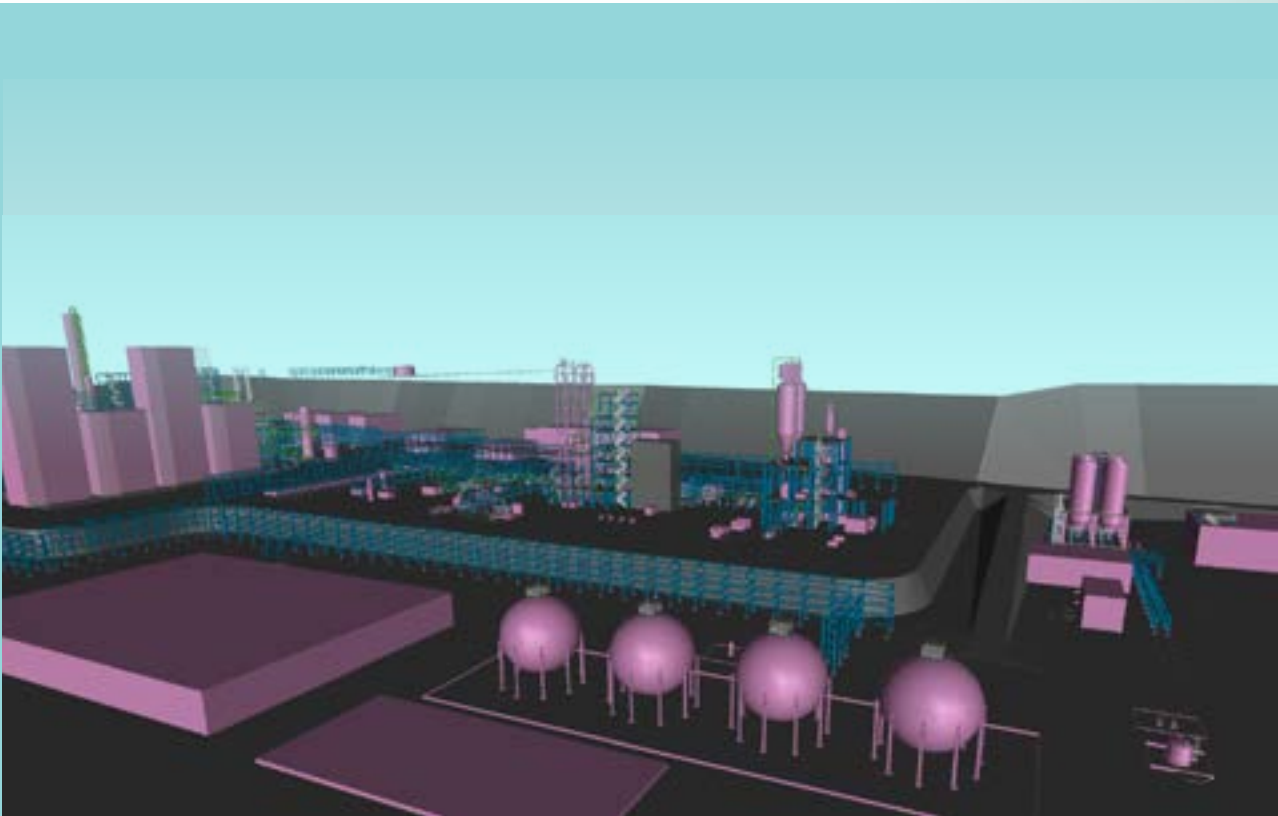
The purpose of ESIA processes is to identify the positive and negative environmental and social impacts caused by the execution of a project.

Environmental and Social Impact Assessment (ESIA) is an evaluation process that starts from the design phase of a project and extends to project construction, operation and decommissioning. Throughout the process, various outputs are prepared which guide each stage. The purpose of the ESIA is to define the positive and negative environmental and social impacts caused by project execution.

The ESIA's vary in scope and type of analysis depending on the characteristics of the proposed project. In doing so, each element of a project is examined for its potential to impact the environment and/or society at every phase of the project, including its construction, operation and decommissioning.

The ESIA often facilitates and contributes to the completion of other mandatory phases of a project development, including environmental licensing, waste management permits and quarry operation licensing.

A wide array of projects which Rönesans has undertaken recently have undergone ESIA processes. ESIA processes were implemented and managed comprehensively with services from third party international consultancy companies in the MAOG High Speed Train, the Nakkaş-Başakşehir Highway and the Ceyhan PDH-PP (propane dehydrogenation - polypropylene) Production Plant projects. The aim here is to fully comply with the environmental and social sustainability standards of a number of important crediting institutions such as the IFC and the EBRD.



THE PURPOSE OF ESIA

IS TO IDENTIFY THE POSITIVE AND NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS OF EXECUTING A PROJECT.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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PROCESSES CREATING VALUE

The ESIA processes have been applied to Rönesans’s projects presented in this section with the aim of creating value in the terms of sustainability and in ESG criteria.

The ESIA study is a systematic process of estimating and assessing the potential environmental and social impacts of the project and preventing, mitigating, correcting, offsetting or compensating for any adverse impacts.



THE CEYHAN PDH-PP (PROPANE DEHYDROGENATION - POLYPROPYLENE) PRODUCTION PLANT PROJECT

Contribution to bringing down the current account deficit

The Türkiye 2023 strategy includes the target of increasing gross domestic product. In this vein, raising industrial production capacity is of key importance. As an extension of this goal, a number of initiatives have been launched, including the establishment of the Ceyhan Petrochemical Industrial Zone (CPIZ).

Located close to energy resources and points of consumption, the CPIZ was defined as a specialization area by the Ministry of Industry. The high demand for petrochemical products in Türkiye necessitates significant imports. The development of the CPIZ and the investments to be undertaken will significantly reduce Türkiye’s dependence on imports and will also contribute to the efforts to reduce the current account deficit.

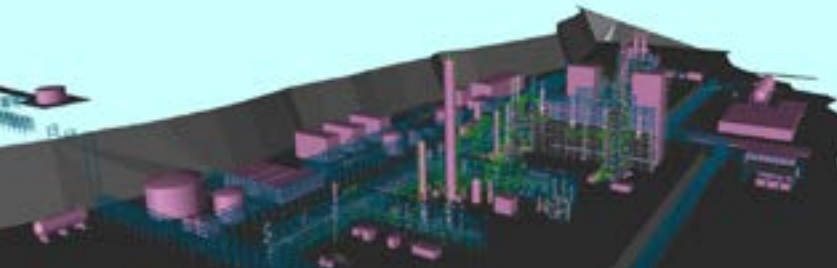
A Turkish-Algerian partnership
Rönesans Holding-Sonatrach S.p.A. (Algeria) partnership will be responsible for the construction and operation of the Ceyhan PDH-PP Production Plant Project. The construction phase is scheduled to take 42 months with an operation period of 49 years.

The Environmental and Social Impact Assessment (ESIA) Report was prepared within the scope of the Environmental Impact Assessment Regulation in order to determine the environmental and social impacts of the Project. In addition to this, an Environmental and Social Impact Assessment (ESIA) study was performed in accordance with the Equator Principles, the IFC E&S Sustainability Performance Standards and the EBRD E&S Requirements.

The Ceyhan PDH-PP investment will;

- Contribute to the reduction of Türkiye’s current account deficit by USD 250 million annually,
- Create qualified employment,
- Stimulate the growth of Türkiye’s plastics industry as well as supporting Türkiye’s development as a hub for petrochemicals.

The Rönesans Energy and Petrochemicals Group has set sustainable and responsible growth as its primary goal. The group acts with the goal of net zero carbon emissions.



The Ceyhan PDH-PP Climate Change Risk Analysis Studies

Based on the definition set out by the United Nations Framework Convention on Climate Change (UNFCCC), climate related risks include some risks that occur gradually such as changes in temperature and precipitation and some that occur suddenly, such as extreme events such as storms and floods. These present hazards in different categories.

International Finance Institutions (IFIs) also take a determined stance in eliminating the negative effects of climate change and reducing greenhouse gas emissions and demand taking urgent action.

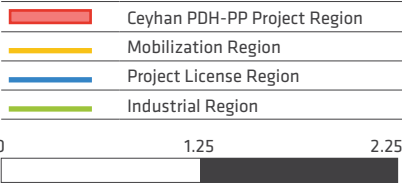
In the face of these requirements, Rönesans Holding decided to employ best practices to carry out greenhouse gas analyses and climate change risk assessments in the Ceyhan PDH-PP project.

The Climate Change Risk Analysis study, which was carried out within the framework of the project, focuses on the analysis of trends in temperature, precipitation, wind and hazardous climate events observed in recent years and climate patterns at the project location. In this process, which will continue until 2060, studies will be carried out at 10-year intervals.

The addition of a product life cycle analysis to this work carried out at the Ceyhan PDH-PP project is aimed at ensuring the project gains a comprehensive and sustainable character.

MAJOR ENVIRONMENTAL AND SOCIAL ISSUES TAKEN INTO ACCOUNT IN THE PROJECT

- In the design of the project, attention was placed on the protection of cultural assets. The project layout was changed according to the requirements of the cultural heritage site.
- One of the issues taken into consideration while changing the project layout was the minimization of land use.
- PDH (propane dehydrogenation - polypropylene) C3-Oleflex Process technology, offering the highest energy efficiency and lowest greenhouse gas emissions, was selected.
- The hydrogen to be generated during the production process will be used at the plant as a fuel.
- The raw material supply, storage and port elements of the plant were all situated as close as possible to the plant’s components.
- The ancient waterway and conservation zone in the region were protected by keeping them outside the boundaries of the project site.
- Work was carried out to protect the local people living in the vicinity of the project site from the possible negative effects of both blasting works and the plant’s components such as the propane tank and pipelines.
- The energy needs of the plant will be met from renewable energy sources to the maximum possible level. The level of carbon emissions will be kept to a minimum.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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DEVELOPMENT AND COMFORT IN TRANSPORTATION

THE MAOG (MERSİN, ADANA, OSMANİYE, GAZİANTEP) HIGH SPEED TRAIN PROJECT

The MAOG High Speed Train is a 286 km railway project which will observe high environmental and social standards. The MAOG High Speed Train, for which construction, electrification and signaling processes will be carried out, is supported by international financial resources.

The MAOG High Speed Train line will extend from Mersin and continue to Başpınar through Adana, Toprakkale, Bahçe and Nurdağı.

The Project will establish strategic links with airports, ports and industrial zones, with key cities of Southern and South Eastern Anatolia such as Mersin, Adana, Gaziantep, Hatay, Diyarbakır and Şanlıurfa, and with Central Anatolia.

Construction work for the project was undertaken by Rönesans Holding while the State Railways of the Republic of Türkiye (TCDD) will operate the project.



THE MAOG HIGH SPEED TRAIN PROJECT COMPLIES WITH THE EU TAXONOMY AND THE GREEN LOAN PRINCIPLES.

The MAOG High Speed Train Project has been structured to meet all applicable national regulations, transportation strategies and the environmental and social requirements required by creditors.

The MAOG High Speed Train Project ESIA was prepared in accordance with the IFC’s Environmental and Social Sustainability Performance Standards (IFC E&SS PSs) and the Equator Principles (EPs).

The MAOG High Speed Train Project Environmental and Social Impact Assessment complies with the following:

- Environmental and social standards in Turkish legislation,
- International environmental and social agreements and protocols ratified by Türkiye,
- The IFC’s Environmental and Social Sustainability Performance Standards (2012).

The Project applies the World Bank Group’s Environment and Safety (WG) Guidelines, which were in place at the date of the project contract, including the following:

- General Environmental, Social and Safety (EHS) Guidelines (2007)
- The EHS Guidelines for Railways (2007)
- The EHS Guidelines for the Extraction of Construction Materials (2007)
- The Council Recommendation on Common Approaches to Officially Supported Export Credits and Environmental and Social Due Diligence (OECD Common Approaches) adopted by the Organization for Economic Development and Cooperation (2016)
- The Recommendation of the Council on Common Approaches for Officially Supported Export Credits and Environmental and Social Due Diligence (The “Common Approaches”) (2016)

The MAOG High Speed Train Project is in Category A* according to the IFC’s environmental and social classification of projects. It was approved by the creditors with the project found to be in compliance with the Sustainable Development Goals (SDGs) numbered 8.5.2. -Unemployment rate by gender, age and persons with disabilities, and 9.1.2 (Passenger and freight volumes by mode of transport).



BENEFITS OF THE PROJECT

- It will shorten the journey time between Adana and Gaziantep by 1:30 hours.
- It will increase passenger comfort.
- It will have a significant economic impact.
- It will contribute to the development of local and intercity transportation and economic development, especially in Mersin, a port city.
- It is expected to create employment in cities with its high standard of train stations and stops.
- It is expected to boost the number of tourists coming to the region through shortened travel times and increased comfort. In this vein, the project will stimulate economic development in the region around the project site.
- It is planned to increase passenger capacity from 1.3% to 3.8%.



For the IFC E&SS PSs:
https://www.ifc.org/wps/wcm/connect/24e6bfc3-5de3-444d-be9b-226188c95454/PS_English_2012_Full-Documents.pdf?MOD=AJPERES&CID=jkV-X6h

For the Equator Principles:
<https://equator-principles.com/>

*Activities and projects with potential adverse environmental and social risks and/or irreversible or unique impacts that will likely produce significant impacts on the ecology are considered Category A.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES



A FIRST IN TÜRKİYE, THE HIGH-PRESSURE WIND TUNNEL TESTS WERE CONDUCTED AT METU (MIDDLE EAST TECHNICAL UNIVERSITY) THUS PROVIDING A SIGNIFICANT CONTRIBUTION TO TECHNICAL KNOWLEDGE.

The wind tunnel bridge section tests, which had been carried out abroad, have been carried out at the domestic and national METU-RÜZGEM (Wind Energy Technologies Research and Application Center) facilities for the first time, where the static and dynamic safety of the bridge is tested.

FOCUS AREAS WHERE VALUE IS CREATED
ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA) PROCESSES

LONG-TERM INFRASTRUCTURE WORK

THE NAKKAŞ-BAŞAKŞEHİR HIGHWAY PROJECT

The Nakkaş-Başakşehir Highway is the eighth and final section of the Northern Marmara Highway (NMH), a 24 km long, four-lane highway with a 12 km sliproad and an 860 m long suspension Bridge with Inclined Hangers connecting the two sides of the Sazlıdere river, and 760 m long approach viaducts.

The Nakkaş-Başakşehir Highway project, a long-term infrastructure project, is subject to a full Environmental and Social Impact Assessment, including the Resettlement Action Plan (RAP).

The ESIA is a common internationally accepted framework for sustainability. It is highly important in the evaluation of projects from an ESG perspective and, in particular, in terms of financing work.

Within the scope of the project, financial risks related to climate change were evaluated and access to finance opportunities were reviewed. Social cohesion questionnaires were conducted by meeting stakeholder groups. The sensitive groups in the region were identified based on the results of the questionnaires. Studies were initiated on local employment, women's employment and the problems facing migrants.

The Nakkaş-Başakşehir Highway project is a public-private partnership project. The project is administered by the General Directorate of Highways, while the construction work and operation belong to Rönesans Holding.

THE HIGHWAY PROJECT IS ENVISAGED TO PROVIDE TO ELIMINATION OF TRANSPORTATION PROBLEMS IN THE REGION.

GENERAL BENEFITS OF THE PROJECT

- It will reduce traffic accidents caused by inadequate roads around it.
- The project connects the Marmara Region to the Aegean and Central Anatolia Regions with a highway network. It is a part of the Northern Marmara Highway, which will reduce travelling time to 1.5 hours from Istanbul to Bursa, 3.5 hours from Istanbul to Izmir, and 2.5 hours from Istanbul to Eskişehir, and to 3.5 hours from Istanbul to Ankara.
- It will contribute to the developing industrial investments of the Marmara Region together with the Istanbul Airport connections, the Osmangazi Bridge Gulf connection and the Karasu junctions.
- It will alleviate the traffic load on existing transport networks.
- It will reduce economic losses such as increasing fuel consumption, vehicle maintenance and repair costs.
- It will contribute to the minimization of greenhouse gas emissions caused by the traffic density in other road networks around the project.
- It will be beneficial to solve the transportation problems in the industrial zones located on the project route.
- It will facilitate access to the Başakşehir Çam and Sakura City Hospital and the Atatürk Olympic Stadium.
- It will reduce the heavy traffic on TEM-03, the Fatih Sultan Mehmet Bridge and D-100 highway.
- It will create a time-saving route for the users by connecting the intercity traffic to the Northern Marmara Highway.
- It will alleviate the transportation problems of the developing regions of Istanbul, namely Halkalı, Başakşehir, Kayaşehir, Bahçeşehir and Hadımköy.

DIGITALIZING THE ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA) PROCESSES

Within the scope of MAOG High Speed Train and Nakkaş-Başakşehir Highway projects, the digitalization of stakeholder engagement process, work permit process, environmental and social monitoring actions to be followed during construction and operation, and site environmental and social control processes that must be completed before construction has begun. The mobile version of the system will be launched in October 2022.

The system, which will monitor the completion of environmental and social requirements in terms of the work permit process, will ensure that environmental and social key performance indicators are successfully recorded and monitored before and after project constructions. Within the scope of the Ceyhan PDH-PP Project, in addition to the Environmental Impact Assessment (EIA) Report, an ESIA was prepared in accordance with Equator Principles, IFC Standards and EBRD requirements.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

A JOURNEY OF DEVELOPMENT WITH A FOCUS ON SUSTAINABILITY

RÖNESANS CONSTRUCTION WAS ESTABLISHED IN 1993

IN THIS CHAPTER

- A JOURNEY OF DEVELOPMENT WITH A FOCUS ON SUSTAINABILITY
- HOW DOES RÖNESANS CREATE VALUE?
- SUSTAINABILITY MANAGEMENT AND ITS PERFORMANCE
- RÖNESANS HOLDING'S PRIORITIES
- RELATIONSHIPS WITH STAKEHOLDERS
- CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS (SDGs)
- GLOBAL RISKS AND THEIR IMPACT ON THE INDUSTRIES WHERE RÖNESANS OPERATES

CONTRIBUTED SDG



2001 Rönesans entered the real estate development sector.

2006 For the first time, Rönesans Construction was included in the “225 Best International Contractors” list of Engineering News Record (ENR), the world’s most prestigious sectoral ranking.



2007 It established Rönesans Energy with a focus on renewable energy activities.

2009 With the establishment of the Rönesans Education Foundation (REV), Rönesans gathered its entire corporate social responsibility activities under a single roof.

2010 İstanbul Optimum won “Best Shopping Center” awards in Türkiye and Europe.

2013 Construction of Rönesans Pravda Business Center, which holds the LEED Gold certification, was completed.



2014 The construction of the TED Rönesans College building was awarded the LEED Gold certificate. The building was brought into educational use with cooperation between the REF and the Turkish Education Association.












Rönesans Tower received the LEED Platinum certificate.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

A JOURNEY OF DEVELOPMENT WITH A FOCUS ON SUSTAINABILITY

2015	Rönesans launched the REF Academy Project, Türkiye's first online scholarship application system and education portal.	
	It signed the UN Global Compact and prepared the Communication on Progress Report in accordance with the 10 Global Principles and 17 Sustainable Development Goals.	
	Over 1 million employee-hours of OHS-E training was provided.	
	The "Design the Sustainable Future" project competition, which aims to shape the future and create synergy with young people, got underway.	
	Blocks A, B and C of the RönesansBiz Küçükyalı Office Park were awarded the LEED Platinum certificate.	
	An Assessment Center was established by bringing the 360-degree competency assessment system into practice in human resources processes.	
	Leadership Development Programs, Technical Training Programs, Catalog Training and Online Learning Systems infrastructure were established for employees under the roof of Talent Management and Rönesans Academy.	
	At Rönesans, the best projects and practices started to receive awards with the REXA (Rönesans Excellence Awards).	
2016	Rönesans signed a shareholding agreement with the IFC, an institution of the World Bank.	
	It signed the UN Women's Empowerment Principles (WEPs).	
	With the Compass Program, it started to employ personnel to train them within the scope of sustainability.	
	According to the IFC E&S Sustainability Performance Standards, it started to prepare the Annual Monitoring Report, in which environmental and social performance is published.	
2017	Rönesans Plaza obtained the LEED Silver certificate.	
	Within the scope of the Women Manager Development Program, it created a talent pool for women employees and implemented the mentoring program.	
	Rönesans Holding reached the finals in the category of "Domestic Bond Issue of the Year" at the Bonds & Loans Awards.	
	The Company was deemed worthy of the GAN (Global Apprenticeship Network) Türkiye Special Award for its "Young Explorer Program, Compass".	
	Rönesans Holding obtained the ISO 9001, ISO 14001 and OHSAS 18001 certificates.	
	Neva Towers won the "World's Best International Multi-Storey Housing Project" award at the International Property Awards.	
	The Yozgat Training and Research Hospital was awarded the LEED Gold certificate.	

2018	The largest shopping center in the Aegean Region, the İzmir Optimum AVM was selected as the best shopping mall in Europe by the International Council of Shopping Centers (ICSC).	
	Rönesans İnşaat ranked 36 th on the ENR list of the world's top 250 international contractors, and was ranked 9 th in Europe.	
	More than 4.5 million HSE employee-training hours were provided. Across Rönesans, the Lost Time Incident Frequency Rate (LTIFR) fell below 0.2 for the first time.	
	Rönesans Energy was awarded the ISO 50001 certificate for its work in the field of energy.	
2019	The Rönesans Business Park and Lakhta Center Tower were awarded the LEED Platinum certificate, while the Küçükyalı Hilltown Office, Adana City Training and Research Hospital, Maltepe Piazza Office, Elazığ Fethi Sekin City Hospital and Lakhta Center MFB projects were awarded the LEED Gold certificate.	
	The Chairperson of the Board of Directors of Rönesans Holding, Ms. İpek Ilıcak Kayaalp was feted as one of the "Young Global Leaders" of the World Economic Forum and won the "Women Making a Difference" award.	
	The Total Recordable Incident Frequency Rate (TRIFR) across Rönesans fell below 0.8 for the first time.	
	Ankara, İstanbul, Adana, İzmir Optimum and Samsun Piazza Shopping Malls received the BREEAM In-Use* certificate, the highest level in the Sustainable Operation and Sustainable Management Certificate.	
	Rönesans İnşaat ranked 33 rd on the ENR list of the world's top 250 international contractors, and 9 th in Europe.	
	One of the largest infrastructure projects in the Netherlands, Ballast Nedam's tunnel project, "Rotterdam Blankenburg", was selected as the contract of the year in Europe by the PFI (Project Finance International).	
	All the houses developed by Ballast Nedam were built as "Zero Energy Houses".	
	After the announcement of the Covid-19 pandemic to the public, the Crisis Desk was established. Procedures for the pandemic management process were published.	

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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2020

The Başakşehir Çam and Sakura City Hospital Project was completed in record time of just 32 months, becoming the 3rd largest health investment project in Türkiye, which was made with the Ministry of Health with the Public-Private Cooperation model. The project won the Merit Award in the “Health Services” category in the “Global Best Projects” competition, which was organized by the ENR for the 8th time, where projects from 21 different countries from six continents competed.

The Rönesans Education Foundation started work on the construction of the Malatya Erman Ilıcak Science High School building within the framework of the protocol signed with the Ministry of National Education. The building opened its doors to students in the 2020 academic year.

Rönesans İnşaat ranked 23rd on the ENR “World’s Top 250 International Contractors” 2020 list, rising ten places compared to 2019. Rönesans İnşaat retained its title as the largest Turkish contracting company in the list, and was placed as the 9th largest contracting company in Europe.

Rönesans Holding was deemed worthy of the Respect for People Award in view of the fast and sensitive evaluation processes which it manages for applications received on Kariyer.net.

Ballast Nedam announced its target for construction sites to be carbon neutral by 2030.

The Bursa City Hospital, Karşıyaka Hilltown Shopping Mall, Nobo Otrobanda Hospital, Başakşehir İkitelli City Hospital and the RönesansBiz Mecidiyeköy Office Project were all deemed worthy of the LEED Gold certification.

By obtaining Corporate SWIFT membership, Rönesans became one of the top 7 corporate companies in the SWIFT network in Türkiye.

The transition from the OHSAS 18001 Occupational Health and Safety Management System to the ISO 45001:2018 Occupational Health and Safety Management System was successfully completed at the Holding and among its companies.

Between 2014 and 2020, there was a 9-fold increase in the training rate, resulting in a 58% reduction in the Lost Time Incident Frequency Rate (LTIFR) and a 54% reduction in the Total Recordable Incident Frequency Rate (TRIFR).

The Emporis Skyscraper Award rewards the tallest buildings and breath-taking architectural projects around the world. Built by Rönesans İnşaat, the Lakhta Center was awarded the Emporis Skyscraper of the Year Award. It was the first time this award was given to a project built in Russia in its 20-year history.

Rönesans Holding’s comprehensive Sustainability Report was prepared and published on its website.



2021

The Rönesans Environment and Sustainability Manager was appointed.

Comprehensive Environmental and Social Impact Assessment reports started to be prepared for projects which will receive financial support, including the Ceyhan PDH-PP, the Nakkaş- Başakşehir Highway and the MAOG High Speed Train projects.

A Community Liaison Officer (CLO) started to be assigned to large projects. In addition, archaeologists, biologists and ecologists were employed as part of the ESIA studies.

A project was carried out with the EBRD within the scope of Gender Equality.

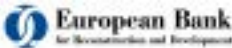
Digital transformation efforts gathered pace in the R&D Center.

The Robotic Process Automation (RPA) technology was brought into Rönesans Holding.

Rönesans İnşaat ranked 28th on the ENR list of the World’s 250 largest international contractors, and 9th in Europe.

Rönesans Gayrimenkul is a Rönesans Holding Group Company. Rönesans Gayrimenkul built the Hilltown Karşıyaka, a new generation sustainable shopping center in İzmir. The shopping center was selected as the best in the world and received the Sustainability Commendation Award at the Innovating Commerce Serving Communities (ICSC) 2021 Global Design and Development Awards.

Work started on SDG compliance for the MAOG High Speed Train infrastructure project.



Allianz Tower - İstanbul

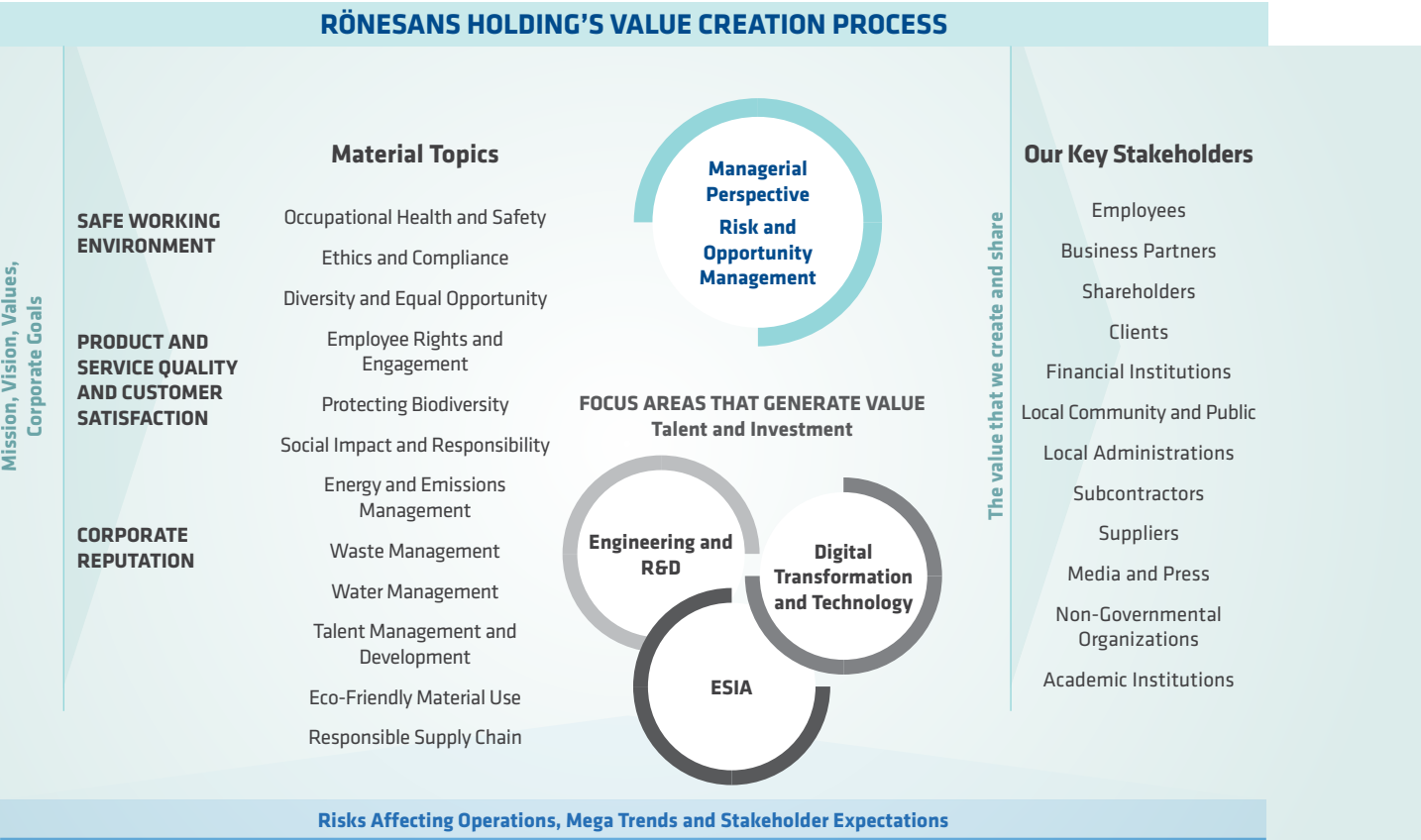


COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

HOW DOES RÖNESANS CREATE VALUE?

A FOCUS ON INNOVATION AND TECHNOLOGY



Rönesans Holding operates over a wide geographical area. Rapid changes, risks and mega trends occurring in global markets affect and shape the Company's activities.

Rönesans manages this process with an innovative and technology focused approach. It reflects its potential in its performance and generates shareable value.

Rönesans Holding realizes customer expectations with the highest quality of work all over the world. It considers its first priority to be the safe return of all its employees to their homes.

At Rönesans Holding, all risks and opportunities are examined in detail before every decision is taken. Accordingly, Rönesans Holding aims to achieve the most accurate and effective results with an awareness of its social and environmental responsibilities.

The Company's strong engineering and R&D competencies play a fundamental role in achieving its corporate goals. At the same time, the Company presses ahead with new investments which will help it reach its goals in the fields of digital transformation and technology.

Each sustainability priority is determined by the evaluation of feedback received from the questionnaire conducted with the Board of Directors, the managers and the Rönesans employees, and through the

feedback received from the regular meetings held with other key stakeholders. Each sustainability priority is addressed by a risk and opportunity management perspective. The priority topics are managed in the most effective way with the contribution of engineering, R&D, technology, digitalization and ESIA knowledge areas, thereby increasing efficiency and generating shareable value.

ESIA processes were implemented in three major projects; the MAOG High Speed Train Project, the Nakkaş-Başakşehir Highway Project and the Ceyhan PDH-PP Project in 2021.

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

SUSTAINABILITY MANAGEMENT AND ITS PERFORMANCE

THE FOUNDATIONS OF SUSTAINABLE SUCCESS

FOR RÖNESANS HOLDING, SUSTAINABILITY IS THE FOUNDATION OF SHORT, MEDIUM AND LONG TERM SUCCESS.

Board of Directors

At Rönesans Holding, the Board of Directors is responsible for the implementation of sustainability studies. The Board of Directors determines the Company's sustainability vision and strategy and oversees its implementation. Critical areas related to the Company's environmental-social-governance (ESG) issues are reviewed by the Board of Directors, which convenes twice a year with a sustainability agenda where principal decisions are taken.

Sustainability Department

The Rönesans Holding Sustainability Department reports to the Chairperson of the Board and is under the responsibility of the Board of Directors. The department operates to identify environmental-social-governance (ESG) strategies along with sustainability. It coordinates and carries out the secretariat work of sustainability committee activities and manages internal and external reporting processes in line with sustainability communication strategies.

The department management determines the main strategy of sustainability communication in line with the sustainability priorities and goals. It ensures that all projects are carried out within the scope of this strategy and it rolls out the strategy in the countries where it operates.

The Sustainability and Environment Manager sets out plans as necessary in line with the Company's sustainability strategies, and carries out performance measurement and reporting activities by communicating and coordinating with all Group Companies.

Sustainability Committee

Consisting of eight individuals, the Sustainability Committee leads sustainability work within the scope of the daily work cycle. Four members of the Committee are also members of the Board of Directors. The Committee is chaired by the Chairperson of the Board of the Holding. A number of working groups are attached to this committee.

Members of the Sustainability Committee are appointed by the Chairperson of the Board. The task of the Committee is to determine the sustainability strategies, vision and goals to be implemented at Rönesans Holding.

Rönesans Holding operates over a wide geographical area, in addition to its operations in Türkiye. This situation requires consideration of the legislation and requirements of different countries and regions in terms of the environmental, social and governance (ESG), as well as the harmonization of activities.

The Committee evaluates the expectations of internal and external stakeholders. Moreover, ESG issues, where the impacts of the Company's activities on sustainability are embodied, are evaluated with a risk- and opportunity- oriented approach, and the Committee takes necessary decisions.

The findings obtained during the evaluation process and the sustainability projects approved by the Board of Directors and the Sustainability Committee are implemented by the teams formed with the active participation of the relevant units.

The competencies required by the issues are included in the project teams. Where necessary, consultancy and technical support services are obtained from external sources.

Working Groups and Activities

Sustainability work is carried out with an integrated approach by 9 Working Groups - Occupational Health and Safety, Environment, Human Resources, Ethics and Compliance, Social Responsibility, Quality, Reputation Management, Equal Opportunities and Gender Equality, and Digitalization, which operate under the Sustainability Committee. The heads of the Working Groups are selected from various department managers and group managers, and the groups are managed in a dynamic structure.

The objectives of the Sustainability Committee are distributed to the employees who are within the working group organization, thus ensuring the correct division of work.

Each Working Group also determines the sustainability goals in the subjects which it prioritizes. It recommends the projects and practices which should be carried out to achieve these goals. It forms teams for the approved projects and regularly reports the progress and difficulties encountered to the Sustainability Committee.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

SUSTAINABILITY MANAGEMENT AND ITS PERFORMANCE



Occupational Health and Safety (OHS) Working Group

The Occupational Health and Safety (OHS) Working Group operates under the Rönésans Holding Corporate OHS Department. It carries out the following tasks:

- To create and maintain documents such as procedures, instructions and plans in order to standardize Project/Enterprise OHS site requirements and operational practices,
- To ensure standardization in the OHS key performance indicators,
- To carry out monitoring and inspection activities,
- To analyze the applicability of technological innovations and create a roadmap for those to be implemented,
- To review operational and corporate risks,
- To contribute to the development of the RSafe portal, which was prepared for the purpose of collecting global data on the OHS.

Detailed information on RSafe is available on page 91 of the report.

Environmental Working Group

The Environment Working Group, which works under the Holding's Sustainability Department, operates in the following areas:

- To ensure standardization in environmental key performance indicators,
- To perform monitoring and inspection activities,
- To analyze climate change within the framework of risk and opportunity and report its analysis to the management,
- To contribute to the improvement of the environmental portal, SustainPortal, which was prepared for the purpose of collecting global data on the topic of environment.

Detailed information on SustainPortal is available on page 104 of the report.

In addition, the Environmental and Social Assessment compliance, the Paris Agreement, the European Union Green Deal and the Dutch Climate Agreement, which directly concern Ballast Nedam, the Group's Dutch affiliate in the Netherlands, occupy an important place on the Environment Working Group's agenda.

Human Resources Working Group

The main agenda item of the Human Resources Working Group is the employment of women at the Holding and its subsidiaries. The group works to increase the ratio of women managers in decision making positions.

In 2021, another important area for the Human Resources Working Group was the improvement of camp conditions in the Rönésans Holding construction sites.

Work continued on updating the HR Policy and related procedures. The articles of the United Nations Convention on Human Rights and the IFC Performance Standard² (PS) 2 - Labour and Working Conditions were taken as a guide in these projects.

The Human Resources Working Group continued its work with the EBRD in the field of Equal Opportunities and Gender Equality.

In 2022, when this report was being prepared for publication, the two-phased training on "Gender Equality and Equal Opportunities" was offered to all Rönésans Holding employees, managers and above.

Detailed information on Gender Equality and Equal Opportunities is available on page 72 in the Rönésans Holding's Focus on People section of the report.



²Labor and Working Conditions 2012. The workforce is the most valuable asset of any business. Harmonious relations between the workforce and the management is a vital plank in the success of any business. The PS2 requires companies to treat their employees fairly, provide safe and healthy working conditions, avoid child or forced labour and identify risks in their primary supply chain.

<https://documents1.worldbank.org/curated/en/365861491462468850/pdf/113838-WP-ENGLISH-PS2-Labor-and-Working-conditions-2012-PUBLIC.pdf>



The main agenda item of the Human Resources Working Group is the employment of women at the Holding and its subsidiaries. The group works to increase the ratio of women managers in decision making positions.

Ethics and Compliance Working Group

The agenda of the Ethics and Compliance Working Group is the preparation and dissemination of the Company's work ethical principles and codes of conduct, and the establishment of related grievance mechanisms.

Rönésans Holding reviewed the processes of the Law on the Protection of Personal Data during the pandemic period. All processes have been made compliant with the new requirements in accordance with personal data protection regulations on the provision and safe keeping of certain data, including sensitive information belonging to individuals and that are more strictly protected by law, such as data on health. Necessary procedural changes were made and technical security measures were increased. Additional requirements, which were identified by the theoretical/practical knowledge of the authorized units, were reflected in the practices by using the opportunities of the extensive technological infrastructure of Rönésans.

Social Responsibility Working Group

The agenda of the Social Responsibility Working Group consists of the execution of social projects carried out within Rönésans, the identification of vulnerable groups, the work done for these groups, and their internal and external communication planning.

Detailed information on the activities carried out within the scope of social responsibility during the reporting period is available on page 117 in the Rönésans Holding's Social Performance section of the report.



Quality Working Group

The Quality Working Group is responsible for standardizing product and service quality throughout Rönésans Holding. In this context, work is carried out to implement the control processes determined in the ISO 9001 management system, audit the management system to determine the needs before software solutions and to manage the Company's archive system. In addition to the work carried out in cooperation with other working groups under the ISO 9001 Quality Management System, quality journals were also prepared and published to preserve the Company's memory.

Detailed information on Quality Management is available on page 66 in the Corporate Governance section of the report.

Reputation Management Working Group

The Reputation Management Working Group works with the aim of developing a corporate identity for Rönésans Holding in the eyes of the stakeholders in the countries of operation. This identity involves the image of a company which is successful in terms of corporate management, which undertakes high-quality projects which meet world standards, which carries out the right investments, operates with expertise in its field of operations, which is reliable and where employees feel a high sense of belonging.

At the same time, the Group continues its activities related to the objectives of ensuring that Rönésans Holding is considered as an institution which is financially strong, aware of its environmental and social responsibilities, respectful and sensitive to social values.



EQUAL OPPORTUNITIES

RÖNESANS HOLDING WORKS TO PROMOTE EQUAL OPPORTUNITIES FOR MEN AND WOMEN.

Equal Opportunities and Gender Equality Working Group

The Equal Opportunities and Gender Equality Working Group works to comprehensively strengthen the human resources processes, policies and procedures of Rönésans Holding, and to promote equal opportunities for men and women.

Rönésans aims to provide a grievance mechanism for any incidences of violence and harassment against women within the scope of gender equality at work, and to transfer this mechanism to the planned modules. In this context, joint work continues in cooperation with the Human Resources Working Group. Another goal of the group is to inform all employees that the mechanism works as soon as possible.




COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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IN 2021, THE RÖNESANS HOLDING SUSTAINABILITY COMMITTEE TOOK
A NUMBER OF IMPORTANT DECISIONS INVOLVING THE ENVIRONMENT,
HUMAN RESOURCES, THE DIGITAL TRANSFORMATION, RISKS AND
OPPORTUNITIES.

Digitalization Working Group
The Digitalization Working Group operates under the Information Technologies Department, which plays a key role in increasing efficiency and strengthening corporate memory in all areas of the Company's work, such as HR, procurement, the environment, OHS and training.

The agenda of the Digitalization Working Group includes the development of the digital infrastructure necessary for the sound compilation and reporting of key performance indicators within the scope of sustainability.

Software improvements continued in the OHS portal, RSafe, and the SustainPortal during the reporting period.

 Detailed information on Digitalization is available on page 24 in the Focus Areas where Value is Generated section of the report.

- KEY DECISIONS TAKEN BY THE SUSTAINABILITY COMMITTEE IN 2021**
- Establishing targets for the climate crisis
 - Dissemination of carbon footprint reduction targets
 - Strengthening and continuation of work on epidemics and the pandemic
 - Strengthening procedures to prevent gender-based discrimination
 - Increasing investments in green energy resources
 - Strengthening the organizational structure to manage Environmental and Social Impact Assessment (ESIA) processes
 - Continuity of THE digital transformation
 - Increasing internal and external communication on sustainability work
 - Strengthening existing procedures for biodiversity conservation
 - Strengthening existing procedures for managing social impacts
 - Strengthening existing procedures for the protection of cultural assets
 - Strengthening controls and procedures for business and working conditions
 - Providing training on sustainability and climate crisis management to all senior level managers
 - Dissemination of compliance and contribution analysis for the Sustainable Development Goals
 - The design of climate change risk analysis and their reflection to operational processes
 - Strengthening and standardizing existing procedures for health management
 - Risk mitigation policies at the point where people are in contact with machinery and equipment

MAJOR ISSUES ADDRESSED IN THE SUSTAINABILITY COMMITTEE AND WORKING GROUPS

- The Rönescans ESG targets
- Strategies to manage the climate crisis
- Future plans in line with the carbon neutral goal
- Financial sustainability
- Environmental and Social Impact Assessment (ESIA) processes and other ESG criteria
- Gender equality work carried out with the EBRD
- Developing a grievance mechanism regarding violence and harassment against women
- Processes regarding the Personal Data Protection Law
- Projects in line with Zero Waste targets
- Work on inclusion in global indices
- Quality standardization of the relationship between sustainability and brand reputation across Rönescans Holding
- Developing digital infrastructure to support sustainability
- Paris Climate Agreement, the European Union Green Deal, the Netherlands Climate Agreement

THE RÖNESANS
SUSTAINABILITY
LEADERS

Seven committees and 11 leaders support sustainability work and the organization at Rönescans Holding. The leaders regularly provide data and

information flow to the Sustainability Committee. Sustainability leaders regularly report the recommendations, decisions and results reached at the nine working groups to the Board Member.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S PRIORITIES RELATIONSHIPS WITH STAKEHOLDERS

EFFECTIVE COMMUNICATION WITH STAKEHOLDERS

Rönesans Holding's stakeholders are individuals and institutions which have legal, financial or operational responsibilities, who are directly or indirectly affected by the activities of the company, and whose decisions can affect the business goals.

Rönesans Holding's Stakeholders

- Employees
- Business Partners
- Shareholders
- Customers
- Financial Institutions
- Local Community and Public Opinion
- Local Authorities
- Subcontractors
- Suppliers
- Media and Press
- Non-Governmental Organizations
- Academic Institutions

Stakeholder communication during the reporting period

The recent pandemic conditions brought about a transition to online stakeholder communication rather than the face-to-face external stakeholder communication which had been carried out at regular intervals.

In addition to the managers and employees of the companies covered by the report, the representatives of the stakeholders, which include Rönesans Holding's Board of Directors and the IFC, participated in the online sustainability performance evaluation and prioritization questionnaire in order to review and update the sustainability materiality issues for the 2020-2021 period. A total of 1,123 participants responded to the questionnaire.

Stakeholder engagement and feedback mechanisms at Rönesans Holding

Rönesans Holding implements the Stakeholder Engagement Procedure with the aim of understanding stakeholder expectations and conducting communication focused relations. Within the scope of this procedure, regular meetings are held in order to identify and manage the social and environmental impacts of the projects undertaken.

In addition, notification mechanisms are established for each business and project with the aim of ensuring that stakeholder feedback, including their complaints, suggestions, requests and wishes are compiled in the most effective way, with any negative feedback resolved through by swiftly taking action.

Most of the feedback comes from hospitals and shopping malls, where usage is intense.

In City Hospitals, stakeholders may provide feedback through the hospital management and the Presidential Communication Center (CIMER).

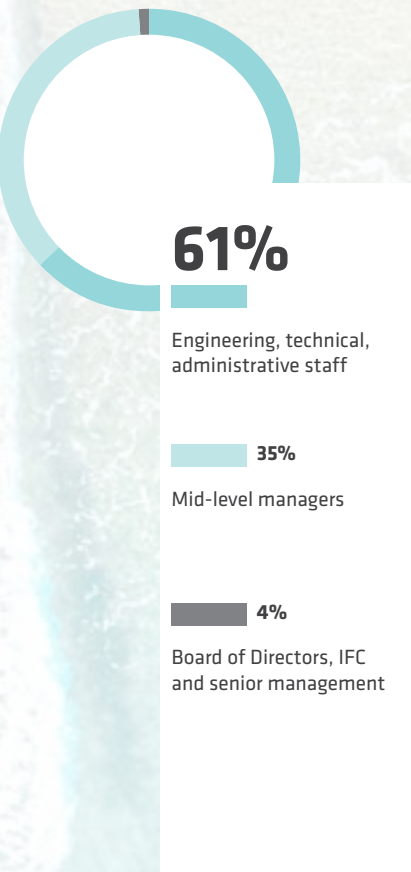
In shopping mall businesses, on the other hand, information can be accessed through the "Customer Satisfaction Line" which is available in a visual format and written at regular distances on every floor. Shopping Mall visitors, tenants and other stakeholders may call this hotline and provide feedback. Feedback provided by stakeholders in the shopping malls is resolved with customer representatives within a maximum of 24 hours.

Regular Stakeholder Engagement Plan Charts are set up and the complaints received are categorized and referred to the management of the relevant shopping mall. Stakeholders may also refer their feedback through the shopping mall website from the communication tab.

Additional information on stakeholder relations management may be accessed through the Stakeholder Management tab on the Rönesans Holding website.

<https://ronesans.com/en/sustainability/is-sagligi-guvenligi-cevre/>

BREAKDOWN OF STAKEHOLDER ENGAGEMENT



IN THE MATERIALITY ANALYSIS, WHICH RÖNESANS HOLDING PLANS TO REALIZE BIANNUALLY, THE COMPANY AIMS TO RECEIVE THE VIEWS OF AN INCREASING NUMBER OF STAKEHOLDERS WITH EACH PASSING PERIOD.

MATERIALITY ANALYSIS

During the preparation process of the materiality matrix for the 2020-2021 period, the opinions of Company executives, employees and the representatives of the IFC - which is one of the Holding's partners - were also received from the perspective of being internal stakeholders. When it comes to external stakeholders, the financial

institutions which the Company is in a regular contact with and the expectations of customers were taken into consideration.

The matrix was updated to take account of the impact areas of the new projects undertaken by Rönesans in 2021. The topics of Protecting Biodiversity and Social Impact

and Responsibility were classified as high materiality issues.

Rönesans Holding aims to seek the views of an increasing number of stakeholders in the materiality analysis which it plans to carry out at two-year intervals.

THE RÖNESANS HOLDING STRATEGIC SUSTAINABILITY MATERIALITY MATRIX

Impact on stakeholders and importance (The Rönesans related decisions and evaluation)	High		Energy and Emission Management	Occupational Health and Safety Ethics and Compliance Diversity and Equal Opportunity Employee Rights and Engagement Protecting Biodiversity ↑ Social Impact and Responsibility ↑
	Medium		Water Management Waste Management	Talent Management and Training
	Low	Responsible Supply Chain	Eco-Friendly Material Use	
		Low	Medium	High
Impact on Rönesans and importance (reputational, legal, financial, operational)				

↑ Refers to issues which have assumed more importance when compared to 2020.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS (SDGs)



SDGs SUPPORTED WITH SUSTAINABILITY MATERIALITY				THE SDGs SUPPORTED WITH ACTIVITIES			
	Description of SDG	Material Issues	Relevant Section		Description of SDG	Activities	Relevant Section
	To provide inclusive and high-quality education which is based on fairness and to promote lifelong learning opportunities for all	Social Impact and Responsibility	Rönesans Holding's Focus on People		Ensuring a healthy life and promoting well-being for all at all ages	HSE Activities	Focus Areas where Value is Generated
			The Rönesans Education Foundation (REF)			City Hospitals Projects	Rönesans Holding's Focus on People
	Achieving gender equality and empowering all women and girls	Equal Opportunity and Diversity	Rönesans Holding's Sustainability Approach		Ensuring accessibility and sustainable management of water and sanitation for all	City Hospitals Projects	Rönesans Holding's Environmental Performance
			Rönesans Holding's Focus on People			Shopping Mall Projects	
	Promoting stable, inclusive and sustainable economic growth, full and productive employment and decent work for all	Ethics and Compliance	Focus Areas where Value is Generated		Providing access to affordable, reliable, sustainable and clean energy for all	Hydroelectric Power Plants	Focus Areas where Value is Generated
		Occupational Health and Safety	Rönesans Holding's Sustainability Approach				
		Employee Rights and Satisfaction	Corporate Governance				
		Talent Management and Training	Rönesans Holding's Focus on People				
	Reducing inequalities within and between countries	Equal Opportunity and Diversity	Focus Areas where Value is Generated		Building resilient infrastructures, supporting inclusive and sustainable industrialization and fostering innovation	Infrastructure and Superstructure	Focus Areas where Value is Generated
			Rönesans Holding's Sustainability Approach			Industrial Buildings	
	Adopting sustainable consumption and production patterns	Water Management	Focus Areas where Value is Generated		Ensuring cities and settlements are inclusive, safe, resilient and sustainable	Infrastructure and Superstructure	Focus Areas where Value is Generated
		Waste Management	Rönesans Holding's Environmental Performance			Industrial Buildings	Rönesans Holding's Environmental Performance
	Taking urgent action to combat climate change and its effects	Energy and Emission Management	Focus Areas where Value is Generated		Conservation and sustainable use of oceans, seas and marine resources for sustainable development	Biodiversity Activities	Rönesans Holding's Environmental Performance
		Conserving Biodiversity	Rönesans Holding's Environmental Performance				
					Protecting the sustainable use of terrestrial ecosystems, sustainable management of forests, combating desertification, stopping and restoring terrestrial degradation and preventing biodiversity loss	Biodiversity Activities	Rönesans Holding's Environmental Performance
					Strengthening the means of implementation and invigorating global cooperation for sustainable development	Infrastructure and Superstructure	Focus Areas where Value is Generated
						City Hospitals Projects	Rönesans Holding's Focus on People
						Industrial Buildings	Rönesans Holding's Environmental Performance

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

GLOBAL RISKS AND THEIR IMPACTS ON THE INDUSTRIES WHERE RÖNESANS OPERATES

In Türkiye and the world, the year 2021 marked a process of overcoming the severe effects of the Covid-19 pandemic.

Throughout the year, geopolitical, social and economic developments presented new conundrums to be resolved under a variety of headings, such as problems in food supply, logistical bottlenecks and sharp fluctuations in energy prices. Remaining economically strong, achieving corporate resilience and sustainability in such a process entails management of these developments with a sound and agile approach.

Having formulated its risk management perspective for 2021 in this vein, Rönesans Holding plans to improve and strengthen this perspective in parallel with the developments to be experienced in the near future.

The policies and approaches which Rönesans pursues or will pursue in the face of risks and uncertainties as part of the value creation process directly affect the sustainability of the business cycle. In order to minimize the possible effects of trends and risks on Rönesans's activities, the Company develops policies and action plans on the basis of each risk category. These policies and action plans are revised when necessary and then implemented.

In addition to determining the general limits of risk appetite, Rönesans Holding's Board of Directors periodically monitors the development of risks. It shapes the guiding policy and decisions in this field.

A Risk Committee separately operates under the Board of Directors at Rönesans Holding to identify risks and their impacts.

Findings of the World Economic Forum (WEF) 2022 Global Risk Perception Survey

Tackling climate change and environmental and social risks arising directly or indirectly from climate change constitute five of the ten risks with the highest impact which were revealed within the scope of the World Economic Forum (WEF) 2022 Global Risk Perception Survey.

THE TEN RISKS EXPECTED TO HAVE THE HIGHEST IMPACT IN THE WORLD OVER THE NEXT 10 YEARS ACCORDING TO THE WORLD ECONOMIC FORUM (WEF) GLOBAL RISK PERCEPTION SURVEY

	2019-2020 ¹	2020 ²	2021-2022 ³
1	Climate Action Failure	Infectious Diseases	Climate Action Failure
2	Weapons of Mass Destruction	Climate Action Failure	Extreme Weather Events
3	Biodiversity Loss	Weapons of Mass Destruction	Biodiversity Loss
4	Extreme Weather Events	Biodiversity Loss	Social Cohesion Erosion
5	Water Crisis	Natural Resource Crises	Livelihood Crises
6	IT Infrastructure Collapse	Human Made Environmental Damage	Infectious Diseases
7	Natural Disasters	Livelihood Crises	Human Made Environmental Damage
8	Cyber Attacks	Extreme Weather Events	Natural Resource Crises
9	Human Made Natural Disasters	Debt Crises in Major Economies	Debt Crises in Major Economies
10	Infectious Diseases	IT Infrastructure Collapse	Geo-economic Confrontation

Risk color coding

- Economic
- Environmental
- Geopolitics
- Social
- Technological

¹World Economic Forum Global Risk Perception Survey 2019-2020 (Top 10 risks in terms of impact)
²World Economic Forum Global Risk Perception Survey 2020 (Top 10 risks in terms of impact)
³World Economic Forum Global Risk Perception Survey 2021-2022

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH

GLOBAL RISKS AND THEIR IMPACTS ON THE INDUSTRIES WHERE RÖNESANS OPERATES

THE 2021-2022 RESULTS OF THE GLOBAL RISK PERCEPTION SURVEY

The Impacts of Covid-19

According to the World Economic Forum (WEF) Global Risk Perception Survey 2021-2022, “erosion of social cohesion”, “livelihood crises” and “mental health deterioration” were three of the five highest rated risks globally during the pandemic.

These three risks and the pandemic itself (infectious diseases) were also seen among the most tangible threats at a global level. The negative impacts on society have not only taken a toll on effective national policy development but have also led to a lack of attention and reduced focus on international cooperation in tackling global threats.

Approaching Debt Crises

“Debt crises” had been seen as an imminent threat for the next two years. However, according to the survey participants, the most critical point of the debt crises will be reached within the next three to five years.

Government incentives are of vital importance in protecting income levels and workforces and keeping businesses afloat. However, debt burdens have now reached high levels. Although financing is needed for the transition to fair and green financing after the pandemic, the deterioration in public budgets will continue.

The Planet cannot Wait

“Extreme weather conditions” and “climate action failure” are among the world’s top five short term risks. All five of the biggest long-term threats are environmental risks. “Climate action failure”, “extreme weather events” and “biodiversity loss” stand out as the three most serious potential risks for the next decade.

Although the participants’ concerns over the disruption to natural balances date back to pre-pandemic times, mounting concerns that climate action will fail reveal a lack of confidence in the world’s ability to contain climate change, notably due to social disruption and deepening economic risks.

Blind Spots in Connectivity

In a world where three billion people lack internet access, “digital inequality” is viewed as an imminent threat. However, many countries and industries are moving to new forms of human interaction and are adapting quickly to remote working conditions.

This digital leap came with a surge in security vulnerability. Survey participants believe that “cybersecurity issues” will continue to test the world’s digital systems over the next two years, but to a declining extent over the next three to five years.

Technological risks are not considered to be among the highest risks over the next decade. Compared to economic, societal and environmental concerns, this either indicates a blind spot in perceptions on the part of respondents as a lower level of concern, or that the potential harm from cyber risks is not taken into account.

An Increasingly Competitive Environment

The survey participants believe that “geo-economic confrontations” will emerge as a critical threat to the world in the medium and long term, and potentially one of the most serious risks over the next decade.

While urgent domestic problems require a rapid response, the pandemic and its economic consequences have once again proven that global risks do not respect national borders.

Humanity is facing the common and combined threats of economic collapse and environmental degradation, which will require a coordinated global response.

FINDINGS OF THE WORLD ECONOMIC FORUM'S REPORT...

- **23% of respondents are seriously concerned about the future of the world.** When it comes to the future, 61.2% have concerns, 12.1% have some positive thoughts, while only 3.7% are optimistic.
- **Covid-19 infected 282 million people around the world and cost 5.4 million lives.** Fifty countries were able to vaccinate more than 70% of their population with some administering booster doses. In the 52 poorest countries, corresponding to 20% of the world’s population, the vaccination rate only reached 6%.
- **The world economy is estimated to have grown by 5.9% in 2021 after having contracted by 3.1% in 2020.** Global growth is expected to remain vigorous with 4.9% growth in 2022, but still remaining 2.3% smaller in 2024 than it would have done had the pandemic not occurred.
- By 2030, it is estimated that **51 million more people will be living in extreme poverty than before the pandemic.**
- **National debts as a proportion of GDP increased by 13 percentage points globally in 2020, reaching 97% of GDP.** Public finances, already under pressure in developing countries, are under high risk due to the decline in borrowing volumes and appreciation of the US dollar.
- The 2021 United Nations Climate Change Conference (COP26) succeeded in persuading 197 countries to pledge their compliance with the Glasgow Climate Convention and other key commitments. However, it is thought that even these new commitments will not be sufficient to keep global warming to within the 1.5°C target set in the 2016 Paris Climate Agreement, and risks arising from an uneven climate transition will increase. Current conditions are expected to lead to 2.4°C of global warming. Even under the most optimistic of scenarios, global warming would reach 1.8°C. In contrast, during COP26, the Glasgow Financial Alliance for Net Zero (GFANZ) announced that over USD 130 trillion of private equity had been committed to meeting the carbon neutral target. This amount is considered sufficient to reach net zero by 2050.
- **The climate crisis also points to differences in priorities between countries.** A short-term risk of “climate action failure”, this ranks 2nd in the USA and 23rd in China, the two biggest emitters of CO₂.
- By 2050, around 8.5 million jobs (close to 30% of those working in the energy sector) could be lost in the fossil fuel and nuclear energy lines. On the other hand, **a new workforce of up to 40 million, will be needed, mostly in renewable energy.**
- **Malware increased by 358% in 2020**, while the total volume of cryptocurrency purchased by ransomware addresses increased by 435%.
- There continues to be a shortage of **cyber security professionals** with a **global employment shortage of 3 million people** who can be cyber leaders, who are able to test and secure systems and who can educate people about digital security.
- As the value of digital commerce in the meta-database grows in scope and scale (according to some estimates, it is expected exceed USD 800 billion by 2024), **the frequency and aggression of cyberattacks will also increase.**
- Businesses operate in a world **where 95% of cybersecurity issues are caused by human error**, and insider threats (whether intentional or accidental) account for 43% of all breaches.
- More frequent and extreme weather events, including fire, flood and drought, could lead to **more than 200 million people being climate migrants by 2050.**
- Dangerous journeys in human migrations, being lost at sea or being exposed to harsh weather conditions by being stranded in border areas can lead to tragic loss of life. It is estimated that **around 4,800 migrants died or disappeared in 2021, most of them trying to reach Europe from Africa.**
- **Foreign Direct Investments to low-income countries fell by 9% in 2021.**
- Powers such as China, Europe (the EU and European Space Agency), France, Germany, India, Japan, NATO, Russia, the United Kingdom and the United States will **continue to build space infrastructure by planning at least five new space stations by 2030.**
- Nearly 11,000 satellites have been launched since the launch of Sputnik 1 in 1957. If the plans are realized, **more than 70,000 new satellites could enter orbit in the coming years.**
- While many governments have historically cooperated behind the scenes and still do so today, **there are significant policy differences among the 28 countries with space regulation.**
- **Potential satellite collisions could hinder space development in the future or increase international tensions.** This is because objects in space can break apart when they collide, resulting in debris which can cause serious damage even if the particles are between 1 and 5 centimeters in diameter. Estimates suggest there are around one million pieces of debris with a diameter of more than 1 centimeter, with estimates putting the number of objects larger than 10 centimeters in the thousands.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S SUSTAINABILITY APPROACH
GLOBAL RISKS AND THEIR IMPACTS ON THE INDUSTRIES WHERE
RÖNESANS OPERATES

THE WAY RÖNESANS HOLDING PERCEIVES GLOBAL RISKS AND ITS ACTIONS IN THESE AREAS		
2021-2022 ¹	Rönesans Holding's risk perception	The section in which the work within this scope is explained
Climate Action Failure and Extreme Weather Events Human Made Environmental Damage	Rönesans Holding continues to contribute to efforts to tackle the climate crisis by reducing its environmental footprint as part of its construction and investment activities.	Rönesans Holding's Environmental Performance
	Global consensus and measures for climate action continue. The Holding predicts that if climate action fails, humanity and the economy will face devastating and irreversible consequences. In this regard, the Company is determined to increase both multilateral stakeholder cooperation. It is also determined to expand the activities it implements throughout its business cycle, which contribute to climate action.	
	Before starting work on the projects which it undertakes, Rönesans identifies risks and opportunities related to climate change through environmental impact analysis. It develops environmentally friendly projects which set natural resource consumption at a low level.	
	Acting with a sense of environmental responsibility, Rönesans is a key player in the industry with its successful green building applications and industrial projects which use the best available technologies.	
Biodiversity Loss	Rönesans develops and builds infrastructure and superstructures which are resistant to natural disasters. Accordingly, in some of its new projects in Europe, it identifies sources of emissions and takes into account emissions in the supply chain and the use of vehicles using green energy.	Rönesans Holding's Environmental Performance
	Sustainable human health is a function of the ecosystem, including clean water, food and fuel resources.	
	Any decrease or loss of the opportunities offered by the ecosystem directly and negatively affect human health and life. Changes in the ecosystem also indirectly affect livelihoods, income, domestic migration and cause geopolitical confrontations.	
	Conservation and improvement in biodiversity is accepted as a fundamental responsibility in all projects undertaken at Rönesans.	
Infectious Diseases	Rönesans is supported by collaborations with supranational financial institutions such as the IFC and the EBRD, as well as the conditions offered by the agreements to which Rönesans is a party. The Holding works to develop its biodiversity conservation policy.	Rönesans Holding's Focus on People
	In 2020, the world witnessed the worst global pandemic for 100 years.	
	The Covid-19 pandemic has been a part of our lives for three years. The pandemic has led to restrictions on human life, major disruption to economic activity and a contraction in the global economy. The pandemic has also tested the fragility of economic actors in the face of megatrends (threats).	
	Rönesans has attached tremendous importance to occupational health and safety since the day it was founded. Rönesans managed the pandemic process with a proactive approach by taking into account the health and well-being of its employees and their families, and always stood by its employees.	
Infectious Diseases	Based on the assumption that similar health crises may occur more frequently going forward, Rönesans organizes the mobilization of all OHS resources and emergency action plans.	Rönesans Holding's Focus on People

2021-2022 ¹	Rönesans Holding's risk perception	The section in which the work within this scope is explained
Natural Resource Crises	Overuse and/or mismanagement of critical natural resources can lead to global shortages of chemicals, food, minerals, water or other natural resources, and thus to crises. The food crisis currently on the global agenda is the clearest example of this situation.	Rönesans Holding's Environmental Performance
	Efficiency in all resources, especially energy, is a fundamental principle for Rönesans Holding.	
	Rönesans prioritizes efficiency of natural resources in its projects, investments and service providing campuses. It internalizes this issue in its policies and processes.	
	Recycling and management of waste with a circular economy perspective are two strategies used effectively by Rönesans in the fight against natural resource crises.	
Debt Crises in Major Economies	Rönesans carries out projects in green energy consumption as well as production. The company aims to undertake projects that will generate energy from wind in 2022.	Focus Areas where Value is Generated Corporate Governance
	In major economies, corporate and/or public financing means contracted due to debt accumulation and/or debt service. This may precipitate mass bankruptcies, defaults, liquidity or country debt crises.	
	Financial and geographical risks form an important component in the risk analysis carried out by Rönesans Holding, which is a global player.	
	Both the size and the diversity in terms of the geographical area of the company portfolio require careful monitoring and management of country risks.	
Debt Crises in Major Economies	The stress that a possible debt crisis, which may arise in major economies, may place on Rönesans Holding's international revenues is monitored and managed under various scenarios.	Focus Areas where Value is Generated Corporate Governance

¹World Economic Forum Global Risk Perception Survey 2021-2022

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S SUSTAINABILITY APPROACH
GLOBAL RISKS AND THEIR IMPACTS ON THE INDUSTRIES WHERE
RÖNESANS OPERATES

RÖNESANS HOLDING ALSO MONITORS THE FOLLOWING MEGA
TRENDS WHICH IT DEEMS TO BE DIRECTLY LINKED TO ITS ACTIVITIES.
THE COMPANY DEVELOPS STRATEGIES IN THIS VEIN.

GLOBAL TRENDS AND RÖNESANS HOLDING'S RESPONSE	
Global Trend	Rönesans Holding's Response to Trends
Population Growth, Urbanization and the Green Deal	
According to the United Nations, the world population will reach 10 billion by 2050. It is predicted that 66% of this population will live in cities.	In addition to the construction of smart and green buildings that are resistant to natural disasters, the establishment of renewable energy facilities is among the goals of Rönesans.
Increasing the green area per capita, providing environmentally friendly and easy transportation solutions, creating stronger and more durable city infrastructures, turning cities into a circular economy focus which utilizes their own waste, and most importantly, making city ecosystems self-sufficient are the most important development points of this process.	
The EU Green Deal Strategy, announced by the European Union in 2019, envisions that the European continent to be carbon neutral by 2050. This includes the policies that takes into account of updating city structures.	Another area, where Rönesans creates value is health investment projects, which are self-sufficient integrated city hospitals.
When we look at the subject from the perspective of the global construction industry, we see that the Green Deal brings many important criteria: The materials used during the construction of the buildings, the methods to be applied during the construction, the proper disposal of the waste, the minimum land use for the settlement of the buildings, the location and amount of the green areas planned per capita, buildings that are self-sufficient, resistant to natural disasters, infrastructures are built to increase the durability of cities, and so on.	Rönesans carries out the design and construction of projects by carefully assessing environmental risks. It also undertakes shopping centers that support social life and takes into account of human health.
Digital and Technological Transformation	
The digital and technological transformation, which has reached a new threshold with the Covid-19 pandemic, continues at full speed.	Focusing on digital and technological transformation, Rönesans achieves agility and efficiency in construction designs with the integration of Building Information Modeling (BIM) and virtual reality applications.
Global developments observed in information technologies cause companies to use information systems and internet technologies intensively, to store information in digital media, and in general, to digital transformation of all business activities.	The collection of data on common digital infrastructures in all geographical areas where the Company operates, increases the effectiveness of risk management processes as well as decision-making at Rönesans.
Data is a critical resource for most companies. Effective access to data, data sharing, deriving information from data and benefiting from information have become the common need and goal of all economic actors.	
Covering 17.6 billion devices in 2016, the Internet of Things (IoT) is expected to cover 75 billion devices by 2025 (Source: Statista 2021).	
While this megatrend is leading to a behavioral change in business life. On the other hand, it is simultaneously causing formations such as working from home or remotely to dominate professional life.	With the integration of the Internet of Things, building slope measurements and machinery-equipment efficiencies are scaled.
The internalization of digital technologies supports companies' progress in resource efficiency, capacity development, operational efficiency and consequently, in profit margins. In the same context, construction companies, which want to increase their profit margins, need to approach project management with a more focused and agile approach. It is thought that construction companies that use technologies such as Internet of Things (IoT), Building Information Modeling (BIM), artificial intelligence, augmented and virtual reality will be more demanded as business and solution partners in the coming period.	Thanks to the IVMS systems used in mobile vehicles, it is aimed in the projects to ensure both the safety of the local people and a safe working environment for the employees. Details such as speed limits, vehicle tracking, authorization and tonnage are monitored and the Rönesans vehicles and equipment are controlled 24/7.

Global Trend	Rönesans Holding's Response to Trends
Climate Change	
Our planet's atmospheric composition has provided a fundamental basis that has shaped the development and evolution of life and species for hundreds of millions of years.	
Scientific studies indicate that the level of carbon dioxide in the world's atmosphere in 1500 BC stood at 277 parts per million (ppm), with no difference in this composition in 700 AD and no change in the concentration of carbon dioxide until the middle of the 19 th century.	Rönesans contributes to efforts to tackle climate change in a multi-faceted manner.
The level of CO ₂ in the atmosphere has started to rise at a pace which is rapid by historical standards and extremely abrupt by geological standards. The concentration of CO ₂ reached 300 ppm in the 1910s and 412 ppm in 2020. Over the course of a century, the composition of the atmosphere has undergone a more rapid process of change than for thousands of years.	The company designs and implements smart and green buildings which provide maximum energy and natural resource efficiency during their construction and throughout their life cycle.
The 26 th Conference of the Parties (COP26), which convened in Glasgow in the UK at the end of November 2021, was described by a wide range of stakeholders as an important meeting to address the climate crisis.	In line with the circular economy approach, reusable materials are preferred in the projects.
At the COP26, which took place with the participation of almost all countries of the world, negotiators from 200 countries worked on a wide range of issues from fossil fuel subsidies and carbon markets to climate finance and transparency.	
Ratified at the end of the meetings, the Glasgow Climate Pact reaffirmed the Paris Climate Agreement's goal of limiting global warming to 1.5°C. The COP26 also yielded important achievements, notably a historic step taken towards the global decommissioning of coal-based power generation.	The designs are developed by taking into account the project life cycle and minimizing waste with a preference for reuse and recycling methods in waste disposal.
To prevent catastrophic climate change in the next 10 years, major strides must be taken towards zero-carbon buildings. The World Green Building Council called on the financial sector to invest USD 1 trillion by 2030. Zero emission or zero energy oriented green building and other sustainability certifications are starting to turn into very important tools for creating low carbon stock.	Importance is attached to local procurement and local employment.
According to the statements by the IFC, the green building sector presents the biggest global investment opportunity over the next 10 years with a volume set to reach USD 24.7 trillion in 2030. Around USD 17.8 trillion of this investment potential is in East Asia, the Pacific and South Asia, where more than half of the world's population will be living in cities by 2030. Another important issue is the worsening shortage housing as the world's population grows. According to data provided by the World Resources Institute, the global housing shortage will reach 440 million dwellings in 2025. This finding indicates the scale of the green building opportunity which will emerge in housing projects.	Project practices are implemented which are compatible with the European Best Available Technology.
Ensuring energy efficiency, expanding renewable energy resources, switching to a circular economy in resource use and incorporating the climate effect into all building and infrastructure projects will assume ever greater importance.	Rönesans diversifies its contribution towards tackling climate change by investing in renewable energy.
Climate Change and Financial Instruments	
Climate change has also had a significant and rapid impact on financial markets and borrowing instruments in the recent period. The carbon market and related instruments, which have gained prominence all over the world, started to offer important innovations for financial service providers and issuers.	
As part of the environment-finance relationship, the European Green Deal has turned into a stronger trend. In addition, demand for sustainability-related bond issuances and green bonds has grown in parallel with the rapid expansion of the market.	Sustainable financing alternatives, especially green bonds are on the agenda for Rönesans.
This rapid development has been observed in the European, Japanese and American markets in particular. The general view is that sustainability related financial instruments will soon turn into the most preferred issuance instruments in the markets, offering borrowing opportunities at preferential terms compared to traditional debt instruments.	Tangible first steps in this field are planned to be taken in 2022.
In the Turkish market, interest in sustainability and therefore sustainable finance has grown, especially since the Paris Climate Agreement was ratified by the Turkish Grand National Assembly (TBMM) in October 2021 whereupon it became binding for Türkiye. It is observed that a large number of banks and companies are turning to or seeking green finance in both conventional and Islamic financial markets.	

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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THE COMPANY MEETS THE NEEDS OF ITS CUSTOMERS IN LINE WIT ITS COMMITMENTS IN THE CONTRACTS.

IN THIS CHAPTER

- GOVERNANCE APPROACH
- RÖNESANS HOLDING’S BOARD OF DIRECTORS
- ETHICS AND COMPLIANCE
- RISK AND OPPORTUNITY MANAGEMENT
- INFORMATION SECURITY
- QUALITY MANAGEMENT

CONTRIBUTED SDGs



Since its establishment, Rönesans Holding has been working with the aim of bringing about a positive transformation in the construction industry and creating and sharing value for its stakeholders.

PUTTING ITS EMPLOYEES AND THEIR HEALTH AND SAFETY AT THE HEART OF THE CHANGE IT HAS PROMISED AND STRIVES FOR, RÖNESANS HOLDING MEETS ITS CUSTOMERS’ EXPECTATIONS AND NEEDS IN LINE WITH THE COMMITMENTS IT SETS OUT IN THE CONTRACTS.

Firmly adhering to ethical values, Rönesans Holding continues to achieve global success with its large family of 75,000 people operating in 28 countries with its identity as the 24th largest international contracting company in the world and the 8th largest in Europe.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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CORPORATE GOVERNANCE

RÖNESANS HOLDING'S BOARD OF DIRECTORS

IN A NUTSHELL, THE BOARD OF DIRECTORS AT RÖNESANS HOLDING IS RESPONSIBLE FOR DETERMINING THE COMPANY'S MANAGEMENT ORGANIZATION, FINANCIAL PLANNING AND THE APPOINTMENT OF THE SENIOR MANAGEMENT.

The Rönesans Holding Board of Directors is, in summary, responsible for determining the Company's management organization, financial planning and the appointment of the senior management. The Board also fulfils the duties of strengthening risk management processes and improving the Company's sustainability performance.

The Board of Directors observes whether the Company's executives act in accordance with all written policies and guidelines of the Company, primarily within the framework of legal compliance and ethical values.

The Board of Directors hosts the General Meetings attended by the shareholders and ensures the implementation of the decisions taken at these meetings. The Secretary General of the Company serves as the secretariat of the Board of Directors.

Organization of the Board of Directors

The Board of Directors at Rönesans Holding consists of competent and experienced professionals with strong CVs. The Chairperson of the Board is a woman while the other five members are men.



Corporate Governance Policy

The corporate governance system at Rönesans Holding is based on the principles of carrying out activities in a sustainable, accountable and efficient manner and is founded on the balanced distribution of rights and responsibilities to relevant stakeholders.

In the light of the guidance of the Corporate Governance and Nomination Committee, the Holding ensures that its activities fully comply with all of the corporate governance processes expected in accordance with all applicable legal legislation, especially the Turkish Commercial Code, as well as the contracts it has become a party to.


The Board of Directors regularly conducts checks to ensure that the Holding's activities meet these obligations and takes the necessary measures by following up best practices.

In 2021, in order to ensure that Rönesans Holding's policies and procedures are adopted by all employees and business partners, comprehensive simplification and uniformization work was initiated with the aim of rendering all policies accessible, understandable and easy to follow. Another important development during the year was the work to integrate some of the core values, which are instilled in the Rönesans work culture, into the Human Rights Policy, the drafting work of which still continues.

Rönesans Holding continues to encourage and guide the implementation of corporate governance principles at its subsidiaries.

The Board of Directors and Sustainability Management

The Board of Directors is the highest management body which determines and approves the Company's sustainability goals.

 Detailed information on the Sustainability Committee, which is one of the most important organizations under the Board of Directors, and how the infrastructure which supports it operates is presented in the Sustainability Management and Performance section on page 45 of this report.



CORPORATE GOVERNANCE

ETHICS AND COMPLIANCE

In line with the principles of impartiality, fairness and transparency, which are the basic ethical values of Rönesans, no discrimination is permitted between employees, customers, subcontractors and suppliers. Responsibilities to employees are managed meticulously.

Ethics Hotline

Anyone affected by Rönesans's activities may notify the Ethics Hotline in cases where they are witness to or suspect incidences of non-compliance with the principles, rules and responsibilities specified in the Rönesans Work Ethics and Code of Conduct. Rönesans also monitors all notifications and questions regarding human resources processes through the Ethics Hotline.

In 2021, 13 of the 27 notifications received by the Ethics Hotline concerned people and employee rights. As a result of the examination of these notifications, two employees received serious reprimands from the Disciplinary Board in 2021.

For Rönesans Code of Business Ethics and Conduct:
<https://ronesans.com/en/sustainability/human/#ethics-policy.pdf>

In 2021, the Ethics Hotline received 8 notifications regarding human resources processes, all of which were resolved.

Compliance

Rönesans Holding is engaged in construction and investment activities in different parts of the world. Rönesans Holding's priority is to fully comply with the laws of the countries where it operates. The management team of the subsidiary company in the relevant country is responsible for the management of these compliance risks.

As the central management and coordination point, Rönesans Holding closely monitors and controls compliance. It actively supports its subsidiaries in the relevant countries by sharing best practices.

Rönesans Holding plans to establish an Ethics and Compliance Department in 2022 in order to better manage compliance risks.

Under this department, the compliance program framework will be managed in four stages; managerial and cultural, prevention, identification and response. A compliance plan will also be set up according to risk priorities.

The priorities for managing the ethics and compliance for 2022 include updating and/or writing compliance policies and procedures, providing ethics and compliance training to employees, managing risks arising from third parties, adding new channels to the Ethics Hotline mechanism where any ethical infringements may be reported and carrying out activities to raise employee awareness.

Another aspect where compliance is of the utmost importance is in the regulations which institutions and foreign business partners providing finance are required to follow. As stipulated in the contracts to which Rönesans Holding is a party, the Holding meticulously checks its compliance responsibilities and takes action as necessary. Details on the management of compliance risks are provided in the following section under the heading of Risk and Opportunity Management.

With the implementation of the ethics and compliance program within Rönesans Holding and the updating of the Work Ethics and Code of Conduct Regulation, both classroom and online training with ethical content are to be provided to employees in 2022.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

IS IT A RISK OR AN OPPORTUNITY?

While implementing its sustainability approach, Rönesans Holding assesses all risks which it encounters, along with the opportunities they may bring.

Risk Management

Compliance with legislation, transparency and accountability are the building blocks of the Rönesans culture, with risk management being the critical field in which this approach is implemented. Rönesans Holding carries out the early detection and control of possible risks arising from its activities with a proactive approach through the measurement, analysis, monitoring, control and audit processes within a structured mechanism.

While preparing the audit plan, issues which have not been previously audited and which are seen as a risk are prioritized, with feedback sought from the risk management processes. In addition to this standard application, instant or spot inspection topics are also determined and included in the scope of the audit.

Rönesans Holding evaluates and prioritizes the risks which it may be exposed to under the main headings of financial and non-financial, and manages these risks at the Board of Directors level.

Along with financial risks such as liquidity, exchange rates and interest rates, operational risks and management of non-financial risks such as occupational health and safety, legal compliance, environmental and social impacts, skilled employee employment and reputation are also prioritized.

Rönesans Holding implements the Enterprise Risk Management (ERM) system. Risks identified as outputs of the ERM, as well as preventive and/or corrective actions to be taken are reported on a quarterly basis to the Holding Audit Committee. The possible impact of the risks to strategic goals are evaluated at the Board level and necessary decisions are taken.



The Holding is responsible for the preparation and follow-up of procedures and policies within the scope of the risk management function.

Activities to strengthen the added value produced taken by the Rönesans Holding Risk Office

Established in 2020, the Risk Office focuses on operational risks in all construction projects undertaken in Türkiye and abroad within the Holding. A specialized tender department also operates within the risk office.

The risk management process begins with the target of winning the project for which the Company is a candidate contractor, with a correct pricing strategy that will contribute to the total profitability of the Holding and with a well-structured contract.

After the completion of the contract phase, risks are evaluated under a proactive approach. All projects with a construction site and an established team are handled in terms of operational and commercial risk management. The work carried out throughout the project cycle not only contributes to the correct management of risk but also to the correct execution of the work program.

Project teams prepare project-based risk related documents on a quarterly basis, including the actions to be taken, and submit them to the Risk Office for evaluation. Within the scope of operational risks, the project management team is

examined and evaluated on the basis of its technical knowledge and competence at all levels from the top management right down to the lowest level. The results are shared with the senior management and necessary organizational adjustments are carried out within the organization.

Evaluation and reporting by the Risk Office ensures that operational risks are managed under the responsibility of the Audit Committee established within the Board of Directors of the Holding.

While the disruption caused by the Covid-19 pandemic receded, especially in the second half of 2021, the Risk Office continued its activities with a focus on contributing to the continuity of a strong sustainable finance structure by ensuring its integrated into the economic, environmental, social and corporate governance activities.

In this vein, preparations continued on the risk analysis portal, which will largely carry the project risk management process to digital media, and the portal was brought to the testing stage.

A large number of the parameters in different categories will be systematically monitored in the portal. The portal will provide reporting opportunities and allow monitoring of the requirements requested by business partners such as the IFC and the EBRD within the scope of project financing, as well as the Environmental, Social, Governance (ESG) requirements.

Rönesans Holding manages its sustainability risks by internalizing many globally accepted risk management criteria which are adopted by its business partners, under an integrated approach.

Management of sustainability risks in projects

Rönesans Holding manages its sustainability risks by internalizing a wide range of globally accepted management criteria, with are adopted by its business partners, under an integrated approach.

Rönesans Holding implements the Environmental and Social Impact Assessment (ESIA) processes in its projects in line with the IFC Environmental and Social Sustainability Performance Standards, the EBRD Environmental and Social Requirements and the Equator Principles. These practices facilitate access to international finance. They also enable the comprehensive identification and management of environmental and social risks and impacts, proactively ensuring the future of the project.

After determining the environmental impact and risks in the projects, an Environmental and Social Management Plan (ESMP) is prepared in order to manage the process effectively.

The "risk and mitigation hierarchy", which is used to eliminate risks and their effects, and mitigate or balance the remaining effects when technically and financially feasible, forms the basis of the Environmental and Social Management System (ESMS) which is created on the basis of the projects.

Rönesans Holding, which attaches importance to reducing the environmental impact of its activities, works with the EU Best Available Technology guide in the projects it develops.

Detailed information on the ESIA and current practices at Rönesans Holding is provided under the Environmental and Social Impact Assessment (ESIA) Processes heading on page 30.

By constantly following up new and advanced security systems, Rönesans Holding aims to implement the effective security solutions as required by its business lines, the projects it undertakes, and the best practices in the world.

INFORMATION SECURITY

Rönesans Holding creates, develops and updates structures which will secure all IT assets, including users, processes and technology in order to securely ensure business continuity and focuses on strategic growth goals.

Regular security vulnerability scanning is performed by the information security teams in the detection of security risks, annual penetration tests are carried out by independent auditors and information systems process audits are performed within the scope of legal regulations.

Attaching importance to reducing the environmental impact of its activities, Rönesans Holding utilizes the EU Best Available Technology guide in the projects it develops.

Information Security Department established.

At Rönesans, the activities to increase the cyber resilience of companies were gathered under a single roof with the establishment of the Information Security Department, thus bringing a more systematic structure to its information security activities.

Highlights of the work carried out by the Information Security Department in 2021

- Regular penetration tests were carried out on systems and web applications of the Rönesans companies, while possible vulnerabilities were identified in cooperation with stakeholders, measures were taken and improvements were carried out.
- The department was audited under the SWIFT CSP program, with the security level found to be sufficient within the scope of the program, and the audit was completed successfully.
- Work was carried out in order to provide preparation for possible cyber incidents and to test the adequacy of the security monitoring service to be provided for this purpose. In the area of cyber defense, regular monitoring was carried out for servers, end-user computers and inventory in the cloud environment. Abnormal activities continued to be detected.
- In the information security awareness month, phishing e-mails were sent to all Holding employees as a social engineering test, to see if users would enter their passwords on unsafe sites. Online information security awareness training was provided to those who did enter their passwords.
- Phishing e-mails under the heading of "Covid-19 PCR Test" were sent to users with an announcement made on the "Information Security Awareness Work". On 30 November 2021, 24 personnel from different departments received training.

Information security training

In 2021, security technical training was provided to the Rönesans Information Technologies application development, system and network teams. The training program was held on 30 November 2021 with the participation of 8 employees from the Information Technologies team.



QUALITY MANAGEMENT PROVIDES MOMENTUM TO RÖNESANS HOLDING’S ACTIVITIES AND SUPPORTS THE SUSTAINABILITY ACTIVITIES.

All processes at Rönesans Holding are carried out within the scope of the Integrated Management System (IMS), a structure which can be defined, measured, traced, analyzed and improved upon.

The Holding continues its projects and investments, which are aimed at keeping this system up-to-date, in a multifaceted and systematic manner. It carries out work for the internalization of global best practices.

Rönesans's Integrated Management System consists of a combination of three management systems;

- ISO 9001 Quality Management System
- ISO 14001 Environmental Management System
- ISO 45001 Occupational Health and Safety Management System

Highlights from the quality work in 2021

The Quality Directorate publishes the “Rönesans Quality Bulletin” twice a year by drawing on technical articles, articles containing field applications, news, photographs and good practice records related to Rönesans’ projects. The work aims to increase quality awareness across the Rönesans organization. The first Quality Bulletin was published in 2017, with the 10 issues issued so far prepared in Turkish, English and Russian. The bulletins are sent to all staff by e-mail and are also published on the main page of Qualitas, the Quality Management Portal, and can be found on the submenu of the WE’R Portal.

Due to the decrease in the effectiveness of good practices and lessons learned from the projects in 2020 and 2021, corrective actions were planned in line with the decision of the Holding Quality Directorate.

In order to increase the effectiveness of the good practices and to take heed of lessons learned, which are recorded through Qualitas, all records for 2021 were examined with the

Quality Departments of the Group Companies, where areas open for improvement were identified. In 2022, the Good Practice Bulletin started to be published in this vein, with workshops planned and improvements to be followed up.

The Quality Management Portal, Qualitas

Qualitas, the Quality Management Portal was designed and implemented in 2015. A total of 129 projects related to 10 companies are registered in the Portal. Processes of activities such as incidences of non-conformity, corrective actions, weekly reporting, risks and opportunities are managed in the Portal, thus reducing the consumption of paper.

When carrying out site quality control activities, the Request for Inspection (RFI) document is used in conjunction with Inspection Test Plan (ITP) documents, which require a considerable amount of paper. With the software development work carried out in 2021, the system utilizing the ITPs and RFIs for site quality control activities and which enable work handover were also transferred to Qualitas.

Subcontractor Evaluation System (SES)

Designed in 2016, the SES Portal was reconfigured in 2018 in order to conduct evaluations focused on Quality and the OHS-Environment. The portal still provides Quality, the OHS-E and Technical Office evaluations at the RET and RHI Group Companies. The portal is used for quality evaluations in the projects undertaken by the REC Group Company. Subcontractor evaluations, which had previously been performed on paper, were transferred to software through the SES portal and thus, steps were taken to save paper. The Head Office Departments and the Project Management team may access the results of the evaluations through the SES portal.

Periodic reporting and action follow-up sheets were added to the SES Portal, which underwent extensive improvements in 2020 and 2021. The subcontractor evaluation conducted by the Technical Office was also included in the system in 2021.



Four Group Companies, 70 projects, 3,784 subcontractors and 3,106 contracts are registered in the TDS Portal.

Following the improvements carried out to the SES portal in the 2020-2021 period, managers from the Holding Quality Directorate and Software Development Department were eligible to the receive the Team/Individual award.

TECHNICAL SUPPORT ACTIVITIES

Audit Process at the RC Group Company

In 2021, meetings were held between the RC Group Company Central Quality Department and the Holding Quality Directorate. The audit system, the method applied, the formats used and the question lists applied to the projects by the Central Quality Department of the RC Group Company were subjected to a comprehensive control process, and development and improvement activities were carried out.

Warranty Process at REC Group Company

In 2021, meetings were held between the representatives of the REC Group Company Central Quality Department, the REC Group Company Warranty Department representatives and the Holding Quality Directorate. Information was obtained regarding the steps taken during the warranty process and the system used. The suggestions for improvement determined as a result of the checks were conveyed to the Warranty Department verbally and in writing.

Customer Satisfaction Surveys

Customer satisfaction in the projects is assessed in line with the performance evaluation requirement specified in the ISO 9001 standard. Official correspondence shared instantly by customers in the projects, reports of non-compliance and timely response to complaints as soon as possible are among the satisfaction criteria. Seven surveys related to five different projects were conducted at the RET Group Company in 2021. The customer satisfaction survey results averaged 92%. A 100% employer satisfaction rate was measured in the Garagum Hotel project carried out in Turkmenistan, with a 98% employer satisfaction rate in the Zerger Gas Turbine Power Plant project and an 81%

INTEGRATED MANAGEMENT SYSTEM

employer satisfaction rate in the Hassi R'mel Compressor Station Extension project. The Hassi Messaoud Crude Oil Collection and Pre-Augmentation Facility project achieved a score of 73%, while the GEAT Natural Gas Turbine Production Plant scored 93%.

Training on Quality

At Rönesans, training on quality is provided through two separate channels.

- **Central Training:** In 2021, 23 training sessions were provided, which focused on the management system or production. A total of 17 training presentations were prepared for use by the project Quality Department in the training sessions to be provided.
- **Project Quality Unit Training:** A total of 614 hours of quality training, including 212 hours of technical training and 402 hours of quality orientation training were provided in 2021.

CERTIFICATION WORK

ISO Certification

Annual audit and support activities are carried out effectively within the scope of RET, RHI and Holding Group Companies in order to ensure the continuity of ISO certificates. Within the RET/RHI Group Company, the transition to ISO 9001:2015 was completed, and Rönesans became the first company in the sector to receive the certificate.

Production Certifications

Within the scope of ensuring the continuity of the Quality Management System and carrying out improvements when necessary, in accordance with the ASME, EN, PED, AD2000 standards/directives, the qualification level of the RET Group Company’s quality management system was documented in 2015, with improvements carried out in the bidding files.

In addition, support was provided to Heitkamp Group Company’s EN certification work and certification process.

WORK ON DIGITALIZATION

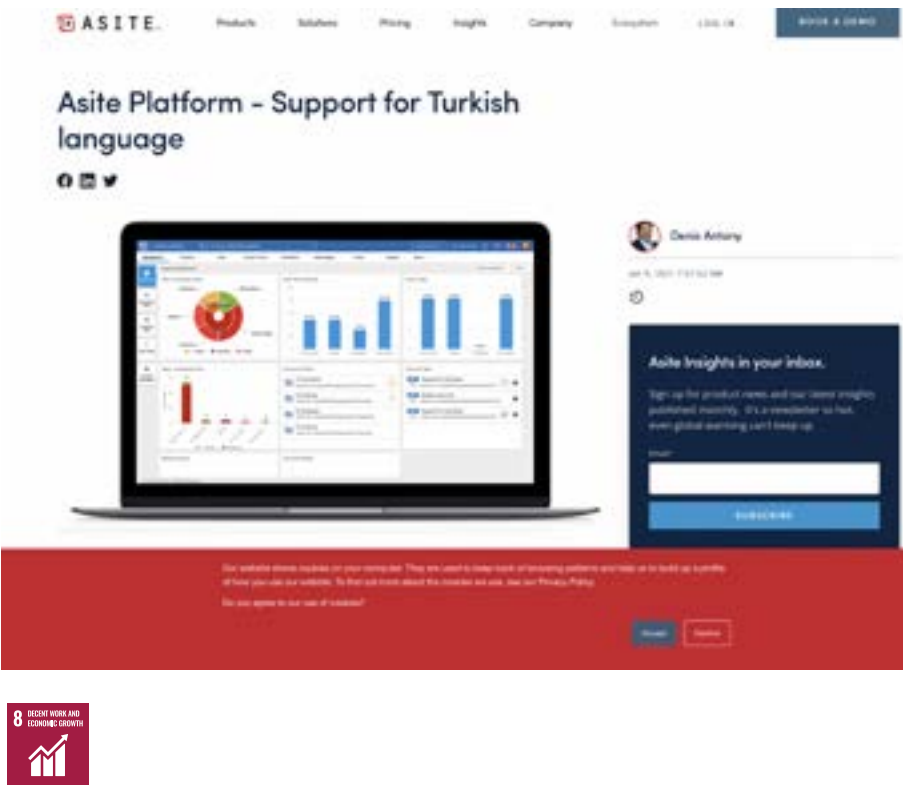
The Technical Documentation Portal, Asite

www.asite.com

The Asite Technical Documentation Management Portal was put into practice as process, content, workflows and reporting modules by the Document Control (DCC) Department of the Holding/RET Group Companies in 2020.

The portal is still used by four projects and one head office belonging to three companies. The projects are the Sakarya Gas Development Project, the RET head office, the Ceyhan PDH-PP Project, the Nakkaş-Başakşehir Highway and Turkish Armed Forces (TAF) projects.

The Asite technical documentation management portal facilitates the management of site construction activity forms, incoming and outgoing letters, meeting minutes, documentation pertaining to employers subcontractors and suppliers, technical queries, the document site audit and start-of-work processes. The portal, which offers significant savings on paper consumption, may also include subcontractors and employers.



RÖNESANS HOLDING'S FOCUS ON PEOPLE

RÖNESANS HOLDING'S

FOCUS ON PEOPLE

IN THIS CHAPTER

- RÖNESANS'S MOST VALUABLE ASSET: PEOPLE
- EMPLOYEE RIGHTS AND SATISFACTION
- EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION
- TALENT MANAGEMENT AND DEVELOPMENT
- OCCUPATIONAL HEALTH AND SAFETY

CONTRIBUTED SDGs



RÖNESANS'S MOST VALUABLE ASSET: PEOPLE

GRI 102-8, 103-2, 103-3

RÖNESANS HOLDING'S HUMAN RESOURCES VISION IS TO PROVIDE A RESPECTFUL, DIGITAL, INNOVATIVE, RELIABLE AND DEVELOPING ORGANIZATION TO ALL IT EMPLOYS, REGARDLESS OF WHERE THEY ARE IN THE WORLD.

More than 75,000 employees at construction sites and enterprises all over the world put their trust in the Rönesans brand, who take on the duties and responsibilities of the construction of the future.

A fair and equitable working environment for its human resources

Rönesans Holding's human resources vision is to offer a respectful, digital, innovative, reliable and a developing organization to all those it employs, regardless of where they are in the world.

The main goals of Rönesans in the field of human resources are to maintain a sharing environment where employee rights are protected, talents are developed, equal opportunities are provided for male and female employees and which applies the best standards in the field of OHS.

The focal point of Rönesans' human resources practices is the continuous development of the competencies, knowledge and skills of employees at all levels, and to support and maintain the organizational and human capital structure to support corporate growth strategies.

Training and development programs are designed with an approach focused on developing the competencies of the human resources at Rönesans and contributing positively to the Company's performance. Rönesans holding provides its employees with a wide range of education and training programs to improve their competencies and skills. OHS and technical training remain the building blocks of the value offered to employees by Rönesans. At the same time, most of the training is designed by taking into account of the customs of working life in the countries where the projects are undertaken, the differentiating qualifications of the human resources and their professional characteristics.



HIGHLIGHTS AS OF THE YEAR-END OF 2021



55,709

A large global family

A total of 55,709 employees



64

A showcase of diversity and inclusion

Employees from 64 different countries



5.1 million hours

Competencies supported by training

A total of 5.1 million employee-hours of OHS training (including on-the-job talks)

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES



Rönesans stands against discrimination.
The fundamental element of the Rönesans human resources approach is the uncompromising application of the principle of equality in all processes. It is essential to observe and strengthen employee diversity and avoid discrimination. Applications made to Rönesans Holding are evaluated on the basis of equal opportunity. Equal opportunities are offered to all employees in the topics of personal development, career development,



remuneration, promotion, appointment, benefits, diversity and training after the recruitment.

Rönesans Holding periodically performs the necessary arrangements and controls in all workplaces within the scope of the articles of UN Global Compact, to which Rönesans is a signatory, on protecting human rights and combating violations.

The UN Global Compact Communication on Progress Table for 2021 is presented on page 137 of the report.

AGAINST DISCRIMINATION

THE ESSENTIAL ELEMENT OF RÖNESANS HOLDING'S HUMAN RESOURCES APPROACH IS ITS UNCOMPROMISING APPLICATION OF THE PRINCIPLE OF EQUALITY IN ALL PROCESSES.

+0 CHILD WORKERS

It is forbidden for the persons with child labor status to work or to be employed in any of Rönesans Holding's construction sites, enterprises and workplaces. Similar criteria are also observed in the Company's supply chain.

The employment of legally unsuitable persons or forced labor at the points of operation is also not tolerated.

A RESPECTFUL EMPLOYER

RÖNESANS EMPLOYEES REPORT ALL OF THEIR COMPLAINTS AND DISSATISFACTIONS REGARDING DISCRIMINATION AND EMPLOYEE RIGHTS TO THE ETHICS HOTLINE.

Rönesans is against child labor and forced labor.

Aiming for full compliance with social security criteria
All Rönesans employees are subject to the social security legislation which is in place in the country where they work. The procedures required by legislation in the relevant country are met in full.

The social security records of employees are periodically checked and audited both on-site and on the management system, and necessary corrective actions are taken.

An employer that respects the collective bargaining agreement
Rönesans Holding supports and respects the freedom of its employees, subcontractors and suppliers to form trade unions and conduct collective bargaining in accordance with the universal principles of the International Labor Organization, the legal framework regulating working life in the countries in which it operates and article 3 of the UN Global Compact.

As of the end of 2021, no union relations or collective agreements were in place in the enterprises within the Holding.

Grievance mechanisms focused on ethics and protecting employee rights
Rönesans employees may report any complaints and or incidents regarding discrimination and employee rights to the Ethics Hotline. Incoming notifications reach the Chief Compliance Officer, and the notifications are examined and resolved together with the Internal Audit and Human Resources Departments.

In line with the principles of impartiality, fairness and transparency, which are the core ethical values of Rönesans, no discrimination between employees, customers, subcontractors and suppliers is tolerated. Rönesans meticulously manages all responsibilities to its employees.

During the reporting period, 13 of the 27 notifications to the Ethics Hotline concerned violations of ethical principles. As a result of the examination of these notifications, two employees were issued with severe reprimands and reprimanded by the Disciplinary Board in 2021.

All notifications and questions regarding human resources processes are also followed up through the Ethics Hotline within the framework of the Work Ethics and Code of Conduct. In 2021, 8 notifications regarding human resources processes reached the Ethics Hotline, all of which were resolved.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S FOCUS ON PEOPLE
EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION

A FOCUS ON SHARING THE VALUE
THAT HAS BEEN GENERATED

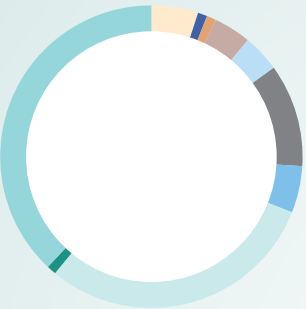
As a global brand, Rönesans is a powerhouse for job creation in its ventures in Türkiye as well as in the CIS* countries, Europe and other regions. Rönesans aims to nurture this great wealth with a common and shared corporate culture and to continuously improve the well-being, efficiency and productivity of its human resources.

Diversity comes to life with the Company's closeness to its local customers, business partners, suppliers and local people in the regions where it operates. This supports the establishment of a relationship which is interactive and focused on sharing the value that has been generated.

Increasing female employment is another unwavering goal for Rönesans. The Company places priority on women among candidates with similar qualifications.

In the employment process, Rönesans selects candidates with the best competencies and experience for the position. It ensures that equal opportunity is available for all.

EMPLOYEES BY NATIONALITY (%)



- 38% Uzbekistan
- 30% Türkiye
- 11% Russia
- 5% Tajikistan
- 5% Other 52 Countries
- 4% Netherlands
- 4% Kyrgyzstan
- 1% Turkmenistan
- 1% Kazakhstan
- 1% Iraq

EMPLOYEES BY CATEGORY (%)



- 75% Blue Collar
- 25% White Collar



EMPLOYEES BY GEOGRAPHICAL REGIONS (%)



- 72% CIS Countries* and Turkmenistan
- 20% Türkiye
- 5% Europe
- 4% International**

*CIS (Commonwealth of Independent States) consists of Russia, Azerbaijan, Kyrgyzstan, Kazakhstan, Uzbekistan, Tajikistan, Moldova, Belarus, and Armenia.

**Includes African, Asian Countries, and the Caribbean.

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

RÖNESANS HOLDING HAS ADOPTED AND IMPLEMENTED THE SEVEN PRINCIPLES OF THE WOMEN'S EMPOWERMENT PRINCIPLES (WEPs), WHICH AIM TO EMPOWER WOMEN IN ALL INDUSTRIES AND LEVELS.

Gender equality makes Rönesans strong!

The Women's Empowerment Principles (WEPs) are part of a joint initiative drawn up by UN Women: The United Nations Entity for Gender Equality and the Empowerment of Women, and the UN Global Compact (UNGC) Women's Empowerment Principles.

The WEPs provide important guidance on which issues all industries should consider in workplaces, markets and society in order to achieve gender equality.

The WEPs platform, one of the most important global initiatives in the private sector, aims to empower women in all industries and levels of economic life.

Rönesans Holding became a member of the global initiative by declaring its commitment to the WEPs on 18 February 2016.

Rönesans has adopted the 7 principles of the WEPs and implements them.

- Providing senior corporate leadership for gender equality
- Treating men and women fairly in work life, respecting human rights and observing the principle of non-discrimination
- Ensuring the health, safety and well-being of all employees
- Supporting education, training and professional development for women
- Implementation of entrepreneurial development, supply chain and marketing methods for women's empowerment
- Promoting equality through community initiatives and advocacy work
- Evaluation and public reporting of achievements regarding gender equality

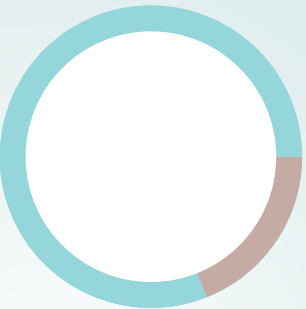


BREAKDOWN OF ALL EMPLOYEES BY GENDER (%)*



- 92% Male
- 8% Female

BREAKDOWN OF WHITE COLLAR EMPLOYEES BY GENDER (%)**



- 81% Male
- 19% Female



*Data includes blue collar, white collar and subcontractors.
**Excluding European Countries

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S FOCUS ON PEOPLE EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION

DEVELOPING PERMANENT POLICIES

THE EBRD GENDER EQUALITY AND EQUAL OPPORTUNITY PROJECT

All of Rönesans Holding's employees are united around the goal of developing a business environment which provides equal opportunities for all, and they work for common goals.

In 2020, Rönesans obtained a themed resource from the European Bank for Reconstruction and Development (EBRD) to be used in the Başakşehir Çam and Sakura City Hospital project within the framework of its investments in the health sector.

In this context, Rönesans updated its current human resources process with a focus on gender equality. It has taken steps to attract more female candidates to positions opened in the Holding and its subsidiaries in the short, medium and long term, and to develop permanent policies for female leadership and career development.

Rönesans Holding won recognition for these projects with the bronze award in the "Gender Equality and Economic Inclusion" category at the 2022 Sustainability Awards of the European Bank for Reconstruction and Development (EBRD).

Human Resources processes were reviewed in 2021 in order to increase the number of women working at all levels and in all positions at Rönesans, and to ensure gender balance. An action plan to update all processes with an inclusive approach was prepared and put into practice.



In this context;

- Specific actions were determined for all areas such as recruitment, work continuity, retention, career development and promotion, which would also cover subcontractors.
- The Human Resources policy was updated and procedures were reviewed. In particular, the newly published Principle of Equal Treatment and Non-Discrimination started to be implemented in recruitment, internship activities, the Compass Program and human resources management processes, as well as in the training and career management processes.
- The Rönesans Employee Handbook, Work Ethics and Code of Conduct started to be updated.
- The Principle of Equal Treatment and Non-Discrimination was put into practice in recruitment.
- In order to raise the prominence of the issues of violence, discrimination and harassment in the current procedures in the grievances regarding women which are received by the Rönesans Ethics Hotline, updates were carried out within the framework of international standards.
- The issue of equal opportunity was added to employee loyalty questionnaires.

In order to improve the opportunities that Rönesans offers its employees, Rönesans evaluates areas where it is able to add value to work and private life. The most tangible example of this was the nursery, which was built in the hospital campus in accordance with the retention activities and became operational in November 2020. Being brought into use during the most intense period of the pandemic, the nursery provided an important contribution to the healthcare professionals who work with great devotion.

Within the scope of the EBRD Gender Equality and Inclusion development program implemented in 2021 at Rönesans Holding's five shopping malls, training was provided on "Communication in the New Era and Customer-Oriented Service Components". In addition to female employees, male employees were also asked to participate in the training. In 2021, a total of 106 people took part in the training program.



THE PRINCIPLE OF EQUALITY

Considering the principle of equality within the framework of basic human rights, Rönesans believes in the power of diversity and a fair working environment. Within the framework of its policy on inclusion, the Company aims to offer equal opportunity for all regardless of gender, nationality, race, or religion.

EQUAL OPPORTUNITY FOR ALL

Considering the principle of equality within the framework of basic human rights, Rönesans believes in the power of diversity and a fair working environment. Within the framework of the inclusion policy, the Company aims to create equal opportunities for all people regardless of gender, nationality, race, or religion.



Efforts to empower women and increase the employment of women are among the main focus areas of the Group. In this context, the Company plans to press ahead with projects which achieve successful results and raise awareness of the issue in society.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

A STRONG PERCEPTION REGARDING EQUALITY

RÖNESANS HOLDING
SUPPORTS THE PROJECTS
WHICH AIM TO INCREASE
WOMEN'S EMPLOYMENT.



Ayşegül PINAREVLİ
38, Architect-HSE Manager

I joined Rönesans in 2015 and carried out the life and fire safety coordination for a number of different projects, especially in hospitals. For the last year, I have been working as an HSE Manager in the Engineering Group GBS projects team in industrial projects Murmansk and Filyos.

Architecture and construction work have long been considered as male-dominated professions in our country. After seven years of experience, i would like to emphasise that rönesans holding supports women in every aspect in this male-dominated sector, and i would like to express my pride in this situation. This support provided in the business environment brings out the female touch with much better results from a micro- to macro- level, empowering and inspiring all women who see our talents and the difference we make.



Elif AYAN AKTİMUR
44, Civil Engineer-Design Team Manager

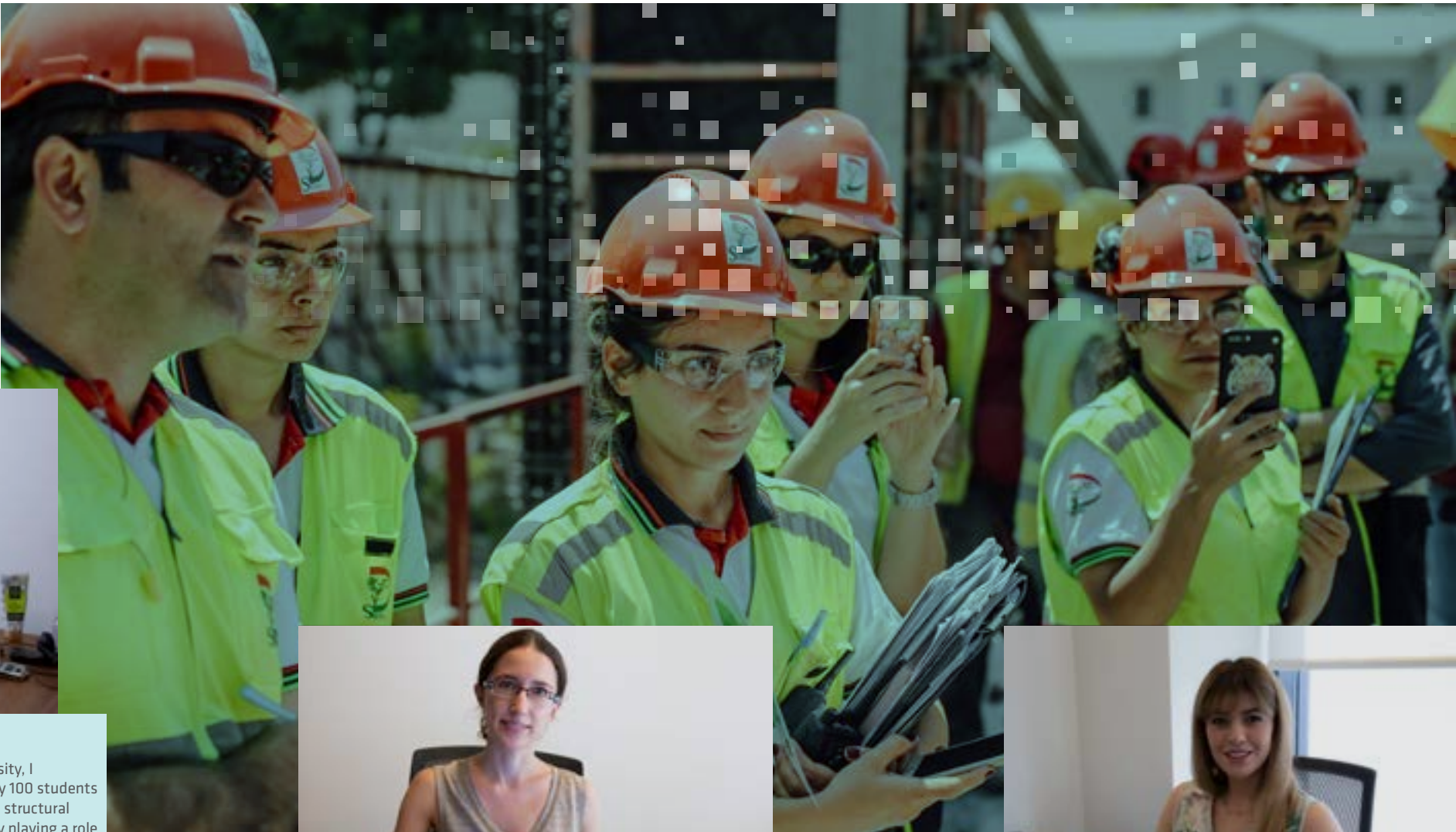
When I started my degree in civil engineering at university, I remember being shocked to see that only 4 or 5 in every 100 students were women. After graduating, I started my career as a structural design engineer because I wanted to learn the basics by playing a role in the technical aspect of the work.

Our industry has a male-dominated structure. In meetings, men are sometimes reluctant to listen to your solutions and ideas on technical issues; they assume that women cannot think like men. They claim that you do not have enough time to work like a man, especially if you are married and have children, and you have to take care of the house. To the contrary, women can find time to deal with the demands of both work and family, strike the right balance and become successful. I have been working in the technical aspect of the work for 22 years, and I never felt this discriminatory approach in the engineering team at Rönesans.

I am a team manager of reinforced concrete operations at Rönesans. I coordinate with the subcontractors and the company. I seek to resolve problems which occur during the structural design process, I provide the necessary building drawings and calculations to the construction site in a timely manner.

I see Rönesans as a strong, educated company with a highly developed perception in the area of gender equality. We have a significant number of women managers. Both male and female employees enjoy the same opportunities.

I hope that Rönesans will develop new programs and offer training to ensure sustainability in the number of female employees, increase female employment and enhance employee quality.



Gülce Hazal AK
31, Civil Engineer-Quality Control Team Leader

I have been working as a Quality Control Team Leader in Rönesans Holding Construction team for the last three and a half years. My job involves working closely with several teams to ensure coordination between different teams working on the projects. During this time, I had the opportunity to work with many female executives in charge of different fields at Rönesans Holding. Working with female managers has always been a highly positive experience for me. I have found the solution-oriented and open-minded approach of female managers to be extremely valuable in projects where there are time constraints and a need to focus on details. I have also noticed that female managers provide a supportive and motivational environment for all employees.

Unfortunately, as in many other fields, the number of female managers in the engineering sector remains very limited. Working with and learning from a female manager is inspiring and empowering for young women who have just started their education or have just graduated and stepped into business life. Those who govern today will play a very important role in raising the leaders of the future. In this respect, I am proud to be a part of Rönesans Holding, the industry's pioneer in gender equality and diversity.



Sarvenaz SALIMITABAR
33, Industrial Engineer-Project Control Manager

I studied industrial engineering at university and have 10 years of work experience in the oil and natural gas industry. I am very excited to see the number of women working in management roles in my Company without discrimination. I would also like to confirm the very strong level of fairness and equality in Rönesans.

I think it is very informative and encouraging that we talk more about sustainability and especially the environment as a company. It is crucial to consider the impact of our projects on people and the environment. This strengthens my belief that we can achieve a more sustainable future.

What we need to do now is to move beyond the traditional focus of time, cost and scope to address the asset lifecycle of each project. The next step in the evolutionary process is to adopt a sustainability ethic where projects will respect our planet and its limited natural resources. In this context, when it comes to project management, I believe it is important that we address the social and environmental impacts of each project and go to greater lengths to ensure that the world we live in and borrow from future generations is able to renew itself and be sustainable.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S FOCUS ON PEOPLE
EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION



Workforce and work environment audits
In accordance with the partnership between Rönesans Holding and IFC in 2016, audits for Environmental and Social Standards were carried out within the framework of the annual OHS-E audit plan.

In 2021, an audit was carried out in accordance with IFC's Environmental and Social Sustainability Performance Standards (PS-2) Labor and Working Conditions. Compatible and incompatible areas were determined, necessary actions were planned.

Social compliance process
Rönesans Holding works to develop the standards offered to employees in camps and social areas, which constitute an important part of labor and working conditions, within the scope of IFC Environmental and Social Sustainability Standards (PS) in its projects and facilities.

Monthly internal audits are carried out in camps and social areas under the control of the Holding. In this process, general infrastructure such as heating, cooling, ventilation and lighting, water supply, waste water and solid waste management, and the hygiene and general conditions of common areas such as rooms, showers, toilets and bathrooms, canteens, dining halls, kitchens, health facilities and infirmaries are inspected and reported. In addition, projects are visited by IFC experts on an annual basis and the actions specified for development areas are monitored.

In 2021, the Holding HR Directorate and the HSE Management Department completed additional studies and practices regarding the social compliance processes of the projects within the scope of IFC Environmental and Social Sustainability PS-2*.

*Labor and Working Conditions (2012)
The workforce the most valuable asset for any business. A sound relationship between the workers and the management is vital to the success of a business. PS-2 requires companies to treat their employees fairly, provide safe and healthy working conditions, avoid child or forced labor and identify risks in their primary supply chain.

In 2021, committee practice was implemented for labor and working conditions in all projects.

The committees implemented in all of Rönesans's projects meet monthly with the participation of Rönesans Project Management (Project Manager, Assistant Project Manager, Financial and Administrative Affairs, Social Compliance Chief) and subcontractor representatives (worker representatives, company representatives) and focus on below issues:

- Camping conditions, food, transportation, etc. all administrative work,
- Working conditions,
- Workers' wages and other payments,
- Subcontractor progress payment and deductions.

The Social Compliance Chief takes charge in large-scale projects that include credit use or planned to use. In projects where this position does not exist, duties, authorities and responsibilities are carried out by the Financial Affairs Officer of the relevant project.

In 2021, the Labor and Working Conditions Committee was active in the Rönesans Turkish Construction Group Company's (RET) Turkish Armed Forces project. A total of 60 people attended the committee meetings. 15 issues under 4 different headings were discussed and resolved.

In order to improve its performance in this area, Rönesans Holding is planning to receive external audit services in 2022 on the axes of labor and working conditions - social compliance in the Human Resources processes of the Headquarters, as well as the projects and businesses determined by obtaining 3rd party consultancy services. An agreement was reached with a consultant on the subject, and in the first stage, a hospital operation, 2 construction projects, and the Headquarters Human Resources processes were included.



OUR MOST IMPORTANT
STAKEHOLDERS ARE OUR
EMPLOYEES

Rönesans Holding considers its employees to be key stakeholders within the scope of social compliance and aims to fulfil and develop their minimum requirements.

The Holding's goal is to demonstrate its practices focused on social responsibility, both within Rönesans and in its sphere of influence, through independent audits and to achieve better results by identifying areas open to improvement.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S FOCUS ON PEOPLE

TALENT MANAGEMENT AND DEVELOPMENT

SHAPING THE FUTURE TOGETHER

PERFORMANCE MANAGEMENT

Through its talent management processes, the Company aims to identify the strengths and development areas of the employees, ensure their development and prepare them for leadership roles by setting out career plans.

The "360-degree competency evaluation" is carried out to measure the competencies of the employees on an annual basis.

Performance and competency evaluation results are compiled to evaluate employees with a systematic approach and to plan human resources processes accordingly, and performance-potential matrices are created.

The potential of employees is evaluated through the talent matrix during the "Talent Committee Meetings" held with the managers which employees report to, and development and career plans are set out. In the meetings, backup of the critical roles and candidate employees for the Company's talent pool are determined.

Employees who stand out as candidates for the talent pool are invited to the Evaluation Center to undergo face-to-face interviews, where case studies and personality inventory procedures are carried out. The Evaluation Center results are reviewed and the talent pool takes on its final form.

Critical roles, backups of critical roles and career paths are determined in the Rönesans Talent Management processes. Thus, career and talent management processes are integrated and talent management process outputs play a decisive role in career processes.

Performance evaluation process

Rönesans Holding performs a performance evaluation once a year within the scope of the Coaching System, which is based on the goals set on an individual basis at the beginning of the year.

All white collar employees first carry out their own assessments, which is then followed by the manager's assessment. In cases where there are 1st and 2nd managers, the employee will undergo an evaluation from the functional manager. Once these evaluations are completed, the scores are calibrated and the employee signature step takes place. Face-to-face meeting notes are entered into the system by the employee and the process is completed.

At the end of the process, all employees consult directly with their managers regarding their scores and receive feedback. In cases where there is a change to the targets set at the beginning of the year during the year, employees and their managers may agree to revise the targets.



At the Rönesans Academy, employees are provided with professional development training tailored to the needs of each department.

PROFESSIONAL DEVELOPMENT AND EDUCATION

In line with Company's strategies and training needs analysis, the Rönesans Academy was established in 2015 in order to plan the development of employees, identify their strengths and the areas needing development and to offer necessary development and training opportunities.

A model consisting of classroom training, mobile learning and e-learning has been implemented under the umbrella of the Rönesans Academy. With the LMS system (Coach Academy) used, white collar employees in all regions where Rönesans operates are supported with online training content. Required follow-up and reporting on parameters such as participation in training programs and completion rates is carried out.

At the Rönesans Academy, employees are provided with professional development training programs which meet the needs of the departments. In addition, leadership development programs on relationships, business and team management, mentoring programs and personal development are provided at the Academy.

RÖNESANS HOLDING PROVIDES CAREER SUPPORT AND DETERMINES THE FUTURE TOGETHER WITH ITS EMPLOYEES.

HIGHLIGHTS OF THE TRAINING ACTIVITIES

In 2021, occupational health and safety, quality and job-specific trainings focused on technical development were provided.

- Rönesans Orientation e-Learning Programs
- Occupational Health and Safety
- ISO 9001, 14001, 45001, 14064 Training
- Labor Law
- Assessment Center
- Environmental Awareness Training
- Earthquake Awareness Training
- Training of the Personal Data Protection Law



TALENT MANAGEMENT AT RÖNESANS

In the Rönesans Talent Management processes, critical roles, backups of critical roles and career paths are determined.

Career and talent management processes are integrated. The talent management process outputs play a decisive role in career processes.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S FOCUS ON PEOPLE TALENT MANAGEMENT AND DEVELOPMENT

IN 2022, RÖNESANS HOLDING'S OBJECTIVE IS TO CONTRIBUTE TO THE DEVELOPMENT AND TRAINING OF EMPLOYEES AT AN INCREASING RATE THROUGH INTENSIFIED ONLINE AND FACE-TO-FACE TRAINING.

2022 and beyond

The Covid-19 pandemic in 2020 brought a significant decrease in the frequency and number of participants engaged in face-to-face training. In this period, more weight was attached to e-training and training strategies were determined accordingly. The year 2021 marked a gradual return to face-to-face training.

The goal of Rönesans Holding is to contribute to the development and training of its employees at an increasing rate through intensified online and face-to-face training in 2022.



The fields and topics included in the 2022 training organization are as follows.

- Sustainability Reporting with the GRI Changing Standards
- ISO 9001 Foundation Training and ISO 9001 Internal Auditor Quality Management Certificate Program
- Corporate Carbon Footprint Calculation
- Leadership Journey with Acar Baltaş (a consultant)
- Emergency Team E-Training
- Environmental Awareness E-Training
- Finance for Non-Financiers
- The Road to Success in Work Life
- Occupational Health and Safety Training
- MS Access Training
- Customer Focused Sales Force
- Social Gender Equality

The "Compass" for Young People

The Compass Program is one of the most successful employment oriented social responsibility projects in Türkiye. It was held for the first time in 2016 under the umbrella of the Rönesans Education Foundation (REF).

The Compass Program offers job opportunities within Rönesans Holding. It is a social responsibility project designed with the aim of improving the professional qualifications and competencies of young people who have just completed their degrees in relevant departments of universities in Türkiye.

The Compass Program was deemed worthy of the Turkish Confederation of Employers' Associations (TİSK) 2016 Corporate Social Responsibility Award, which is the Türkiye Special Award provided by the GAN (Global Apprenticeship Network) in the year the program was launched.

The Compass Program aims to develop the professional qualifications and competencies of young people in the workplace before they embark on their working life. The program aims to ensure that young people adopt the business culture of Rönesans, are able to step into working life and that they adapt comfortably.

Rönesans accepts applications for the Compass scheme through its corporate website. Video, telephone and face-to-face interviews are conducted with candidates who meet the criteria. Candidates who successfully complete the first three stages of the process are introduced to the Rönesans technical managers and appointed to their positions.

Interest in the Compass (Pusula) Program continued in 2021.

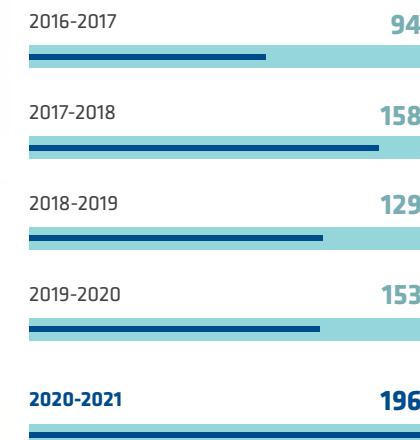
The Compass Program attracted a total of 4,194 applicants from 210 universities in 81 provinces in 2021.

In the second round of the process, 1,589 candidates were interviewed over the phone and 860 candidates were interviewed face-to-face in a virtual environment. Following this evaluation process, 196 graduates from the faculties of economics, administrative sciences, architecture and engineering were employed at the Holding and its subsidiaries under a one-year contract.

FINDING THE DIRECTION OF A SUSTAINABLE FUTURE

EMPLOYMENT IN THE COMPASS PROGRAM

A total of 730 young people started to work in different companies within Rönesans between November 2016-December 2021.



The Compass Program points to the direction of a successful and sustainable future!

Rönesans Holding plans to use the Compass program intensively in the post-pandemic world, to foster face-to-face contact with career centers and alumni offices at universities and to bring an increasing number of graduates into working life each year.

Rönesans aims to support young people in the first step they take in working life with its managerial, educational and guiding sustainability principles.

With its target of sustainable growth, the Compass Program at Rönesans aims to help young people adopt the Rönesans business culture and step into working life and to develop themselves through gaining professional qualifications and competencies before they starting their working life.

The biggest problem facing every new graduate looking for a job is the need to have work experience. This is addressed for the young people applying to join the Compass Program. The Compass Program aspires to be a permanent solution for young people who will shape their careers by gaining work experience and adding Rönesans to their resumes.

For detailed information on the Compass Program:
<https://ronesans.com/surdurulakliyat/pusula/>



RÖNESANS HOLDING'S FOCUS ON PEOPLE
TALENT MANAGEMENT AND DEVELOPMENT

REXA
EXCELLENCE AWARDS

The priorities of Rönesans, the industry and the world are constantly evolving and transforming. As part of this transformation, REXA's categories were also renewed in 2021.

Rönesans Holding hands out REXA Awards on various topics every year. In previous years, the REXA candidates were determined only by the senior executives of the Rönesans Group Companies, and only candidates who were nominated could apply. Since 2021, in addition to the existing system, employees have been able to nominate themselves with successful projects which meet the application criteria and comply with the REXA competition categories. Employees may also nominate their colleagues.

In addition to the REXA application model, categories, evaluation criteria and evaluation stages were reviewed and a more measurable and inclusive method was developed, which was in line with the objectives.

The REXA award categories

The priorities of Rönesans, the industry and the world are undergoing a constant process of evolution and transformation. As part of this process, REXA's categories were also renewed in 2021.

Rönesans Holding implements numerous projects with the responsibility of being a signatory of the 10 principles of the UN Global Compact and operating in a number of regions in the world. A new category under the title of "Sustainability, Carbon Footprint and the Environment" was created to allow the aforementioned projects or processes to be evaluated within the scope of sustainability.

In previous years, the REXA award categories included "Women who Make a Difference" and "Leaders who Make a Difference". In light of the work on gender equality, the categories have been revised to "Active Women Leaders" and "Effective Men Leaders".

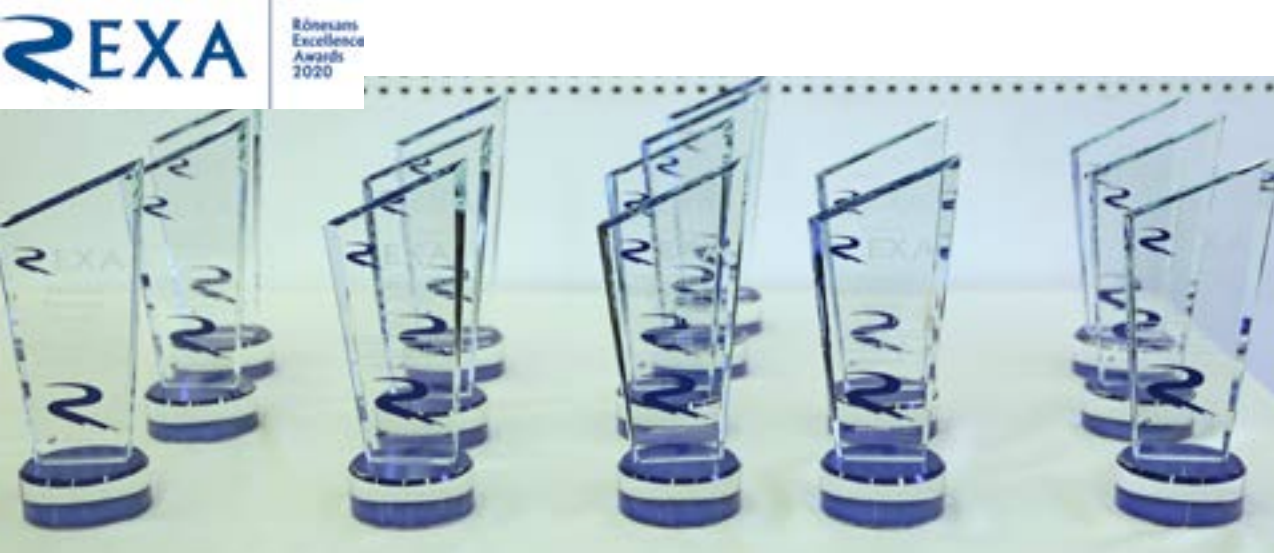
Revisions were made in the "Best Practice" category. While construction site teams had received awards in this category, under the new system it was divided into the sub-categories of Individual/Team/Construction Site/Enterprise branches, thus aiming to reward every team which adds value in the area of best practice. In this vein, sub-titles such as "Time and Cost Management", "Value Engineering" and "Income Generation" were created, thus planning to customize the categorize the fields where benefit was provided.

Under a similar approach, the "Novelty-Innovation" main category was also revised. In this category, Individual/Team/Construction Site/ Enterprise teams will also be evaluated separately. Sub-categories such as "Using New Technology", "Creating a Business Model", "Service/Process Improvement" were created.

The OHS-Environment and Sustainability, Carbon Footprint & Environment award categories were customized in order to examine Office/Construction Site/Enterprise teams separately.

A new category, aimed at both encouraging and rewarding employees in the "Social Responsibility/Volunteering" category for planning organizations or events that will benefit society or the environment without seeking profit or personal interest, in line with the sense of responsibility to the environment and society, was created.

In addition to the REXA application model, a more measurable and inclusive method, which is in line with objectives, was developed by reviewing the categories, evaluation criteria and evaluation stages.



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RÖNESANS HOLDING

RÖNESANS HOLDING CONSTANTLY STRIVES TO ADVANCE SAFETY IN ALL OF ITS ACTIVITIES IN THE WORKPLACES. IT MOVES FORWARD WITH THE GOAL OF ZERO ACCIDENTS.

RÖNESANS HOLDING'S FOCUS ON PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

The unwavering goal of Rönesans Holding is to keep the risks defined in its occupational health and safety (OHS) strategy under control with a proactive approach and to protect the health of its stakeholders.

In most countries of the world, activities in the contracting industry and construction sector are considered in the "very hazardous" work class, in accordance with the legal classification.

As a global player, Rönesans Holding closely monitors best practices in the international industries in which it operates. It aims to comply with the laws applicable in the relevant regions and constantly strengthens its commitment to OHS.

While carrying out its activities, Rönesans Holding acts with the goal of preventing all kinds of damage to its stakeholders, especially its employees. Accordingly, it considers OHS practice as one of the cornerstones of the Company's culture.



Rönesans Holding views OHS as a conscientious responsibility which goes beyond being a legal compliance issue.

Rönesans Holding employed 55,709 people in 28 countries as of the end of 2021. It aims to ensure that each employee completes their work safely and returns home safely.

Rönesans's fundamental principles and values within the scope of OHS;

- Exemplary managers in the field of occupational safety, who are committed to OHS
- A management style based on continuous development and preventive risk management
- Trained employees who have a high level of awareness
- Inclusion of subcontractors in the system and performance monitoring
- Compliance and performance monitoring
- Encouraging and rewarding good practices

Rönesans Holding unwaveringly works to advance the safety of all of its activities in its work areas. It advances towards the future with a goal of zero accidents.

Rönesans Holding's OHS approach covers its employees and all stakeholders it works with in its regions of operation.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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ACTIVITIES IMPROVING PERFORMANCE



THE OHS ORGANIZATION AT RÖNESANS

The Occupational Health and Safety Management System

At Rönesans, the OHS performance is addressed through the early detection of risks with a proactive approach, and work on the prevention of accidents and occupational diseases within the scope of the ISO 45001 Occupational Health and Safety Management System and other international standards and good practices.

Comprehensive work is carried out at Rönesans to increase the effectiveness of OHS management processes. This work includes questionnaires conducted and meetings held to receive the opinions of employees and ensure their active participation. The OHS risk assessment takes place with the participation of an employer representative, an occupational safety specialist, a workplace doctor, employee representatives, support staff and those who manage the work.

At Rönesans, the OHS performance is addressed through the early detection of risks with a proactive approach, and work on the prevention of accidents and occupational illness within the scope of the ISO 45001 Occupational Health and Safety Management System and other international standards and good practices.

As a global company, Rönesans monitors its OHS performance with analytical methods within the framework of the goal of ensuring compliance with international and local standards and improving working conditions offered to people.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S FOCUS ON PEOPLE OCCUPATIONAL HEALTH AND SAFETY

ZERO WORK ACCIDENTS AND ZERO OCCUPATIONAL ILLNESS

Risks are identified and the recommended actions set out are implemented are embodied, decided upon and put into practice by the senior management of the Holding, the relevant management staff and the OHS-E Department.

One of the building blocks of the Company culture

The Corporate HSE (Occupational Health, Safety and Environment) Management Department determines the basic OHS strategies and standards for all stakeholders as the representative of the Rönesans senior management. It conducts planned audits to determine the general condition regarding OHS and designs and executes activities to improve its performance.

The Corporate HSE Management Department determines the strategies to be executed by the managements of the subsidiaries in order to develop and protect the OHS culture globally, and submits these strategies to the approval of the Board of Directors. The department is also responsible for the functional management of all HSE teams.

The "OHS Risk Management Workshops" are organized with the relevant management staff in order to initiate risk management in planning processes, new projects and critical changes, and the results are shared with the senior management. Motivation inspiring and incentive programs are established.

The department is included in the detailed accident investigation team in HiPo (High Potential Incidents)/Major HiPo accidents and incidents. It leads the team when necessary and ensures the dissemination of the results of the actions taken.

In short, the Corporate HSE Management Department defines and audits the main OHS leadership practices and key performance indicators which support them in all of the Group Companies' projects and enterprises. The Corporate OHS-E Management Department at Rönesans Holding works under the Chairperson of the Board and the commitment of the Board of Directors.

RSafe, which has been in use since November 2017, is an OHS performance and reporting portal that is active in all global and local operations of Rönesans.



Mechanisms to monitor the OHS performance

Data pertaining to accidents and/or HSE incidents occurring at any Rönesans company is recorded on the RSafe OHS Management Portal. They are and evaluated within the system and the trend analysis is automatically reported to the senior management.

All Rönesans Group Companies and the headquarters undergo the ISO 45001 OHS Management Systems certification audits and the Corporate HSE Management Department audits, as well as third party audits for the IFC and international standards.

The OHS targets

The unwavering OHS philosophy at Rönesans Holding and its subsidiaries is geared towards zero work accidents and zero occupational illness.

Within the framework of this philosophy, Group Company coordinators and the Corporate HSE Management Department periodically review performances and set targets for areas requiring improvement.

OHS targets at Rönesans are determined in four categories

Leadership: In the HSE, targets are assigned and monitored to work with exemplary leaders who commit to OHS and to support development.

Training: The technical training of field workers and targets which will enhance the leadership training of managers are considered in this category.

Compliance with Key Performance Indicators: Targets for the number of accidents with zero limb loss, lost time injury (LTI) and total recordable injuries (TRI) are considered in this category.

Targets to Improve Processes: Continuous monitoring of actions taken after accidents and audits, the meetings held after major high-potential accidents and the project-based actions taken are included in this category.



PRIORITISING HEALTH AND SAFETY WITH APP-BASED RSAFE SOFTWARE

The RSafe app has been in use since November 2017. The app is an OHS performance and reporting portal which is active in all global and local operations of Rönesans.

RSafe enables the OHS performance to be recorded completely and in detail, both by Rönesans Holding and subcontracted employees.

With the development work carried out in 2021 and the more effective use of the mobile application, the quality and accuracy of the data collected in RSafe has enhanced even further.

The RSafe Mobile App is an application which streamlines the process of reporting any unsafe movements and situations on construction sites. With the fast access capability in the mobile application, all employees may use the application actively, report their observations instantly and fill in the field criteria lists according to the relevant subject headings in the app.

RSafe enables effective recording and monitoring of employee health and safety data, providing the data necessary to conduct detailed analysis and carry out important improvements.

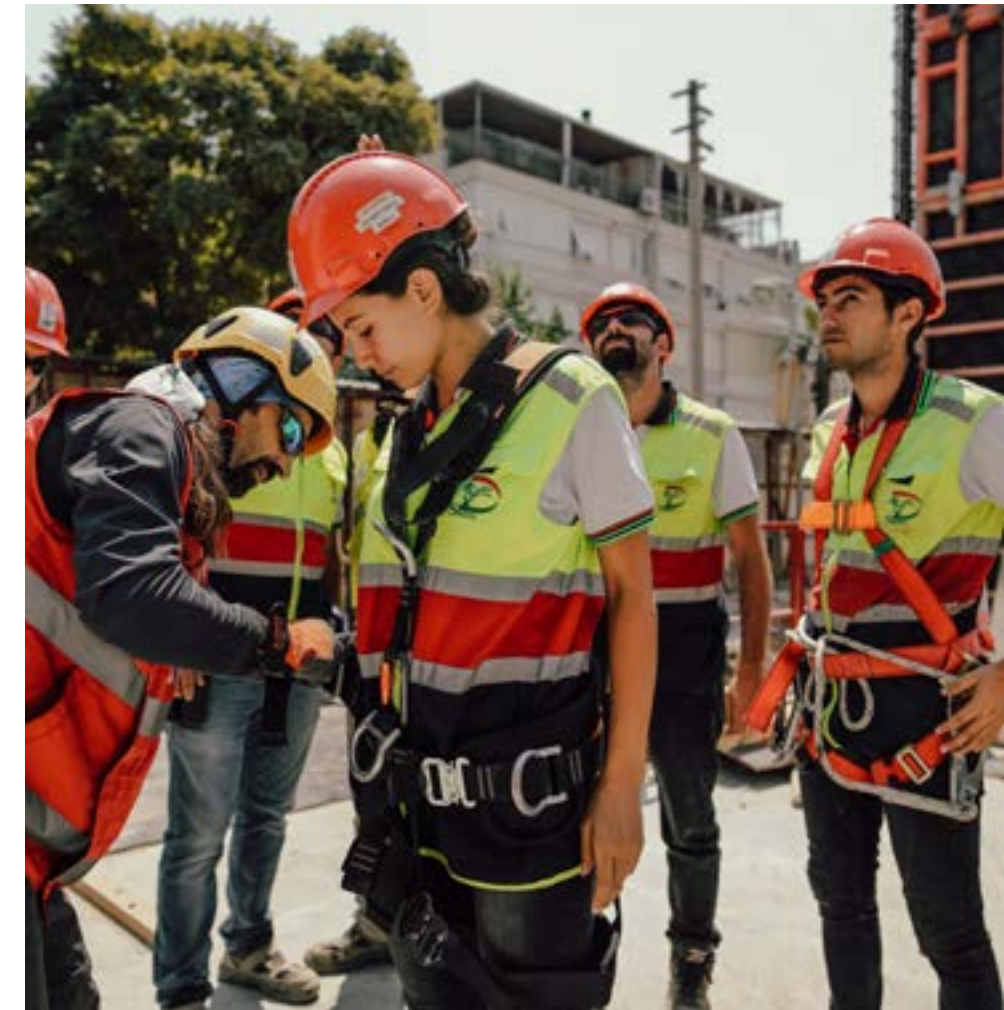
Performance reporting to senior management through RSafe

The RSafe web and mobile application trends of the Projects/Enterprises are monitored and reported over the "Executive Dashboard".

Rönesans Holding will continue to develop auditing, training and good practice modules in line with changes in demand and legal regulations in the upcoming period.



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RSafe is made up of 7 modules

Incident Module: The module where the accidents which occur in the Project / Enterprise and headquarters are recorded

Monthly Statistics Module: The module in which information such as accidents, training, inspection and working HSE personnel in each project or enterprise are recorded on a monthly basis.

Initial Notification Module: A module designed to quickly share high-probability accidents in the Project or Enterprise and the headquarters with the project management and senior management.

Action Module: The module used for the entry and follow-up of actions carried out after OHS actions such as inspection or audits are performed following accidents or on a periodic basis, with meetings and field trips, for example entered into RSafe.

Predictive Metrics Module: The module used to monitor activities in certain areas through question lists with the help of a mobile application in Project/ Enterprise and the headquarters.

Observation Module: The module used to perform the entry and follow-up of negative and positive findings observed in the Project/ Enterprise and headquarters through the mobile application.

Report Module: The module used to develop reports with the entered data, in line with demands.

RÖNESANS HOLDING'S FOCUS ON PEOPLE
OCCUPATIONAL HEALTH AND SAFETY

HIGHLIGHTS OF GLOBAL
ACHIEVEMENTS IN THE OHS

Ballast Nedam implements new
practices in the field of OHS

Renewed vision of safety
Ballast Nedam renewed its safety vision and developed its safety improvement strategy in 2020.

A safety awareness audit was carried out at Ballast Nedam with the service of an international consultant. A gap analysis was performed and nine improvement points were identified. Development and improvement suggestions were created and the implementation phase got underway.

The development points mainly focused on step-by-step improvements based on increased employee engagement, increased safety awareness and collaboration.

Governance Code for Safety in the Construction Industry (GCVB)
As a result of its continuous efforts to improve the OHS culture, Ballast Nedam joined forces with leading companies and customers in the fields of construction, infrastructure and technology. Ballast Nedam and the international stakeholders involved in the initiative created the Governance Code for Safety in the Construction Industry (GCVB).

The developed guidelines set out common principles and core values in terms of workplace safety aimed at harmonizing working methods and equipment use. The decision was taken to also implement these strategic objectives through the entire supply chain.

Occupational Safety Meetings to Raise Awareness (Safety Sprint)
Occupational Safety Meetings were convened with the aim of increasing awareness of safety and to seeking the commitment of employees throughout Ballast Nedam and in all construction sites.

The purpose of the Occupational Safety Meetings, which reach conclusions in an average of six weeks, is twofold:

- to achieve noticeable results in the short term and
- to create a system in which more people are included in the OHS culture in the long run.

A total of 34 Occupational Safety Meetings were held at Ballast Nedam in 2021, contributing to the efforts to raise OHS awareness.



Accurate reporting and investigation of OHS cases through the CARE APP
Ballast Nedam launched the CARE application in 2021. The CARE application was developed to improve communication of security standards. The app offers the opportunity to report positive observations as well as unsafe actions and conditions in just six short steps.

Ballast Nedam also created a central accident/incident registration system in 2021. The system provides ease to the management and in the follow-up of accidents/incidents with the recording of reported accidents and incidents.

Effective process management through the IRP (Incident Review Panel)
Another development during the year was the commissioning of Incident Review Panel (IRP). The IRP, which is made up of a group of OSH officers, meets on a weekly basis to discuss incidents ranging from first aid cases to injuries which resulted in lost work time.

The primary purpose of the IRP is to facilitate learning following accidents and near misses. The IRP held 42 sessions in 2021.



EXAMPLES OF OHS PRACTICES
IN PROJECTS IN THE MURMANSK
REGION OF RUSSIA

Murmansk School of Hazard Recognition
As part of Rönésans' projects in the Murmansk region, the "Hazard Recognition School", which had been previously developed in the AGPP project, was launched to raise awareness among employees before they go to work and to address risks and safety measures in the Company's activities.

Simulation training is provided in 13 different categories in the school, including activities specific to each work environment, individual risks and rules, simulations which explain with emphasis, graphics and areas that can be navigated, posters and models representing employees. In the school, participants are provided with examples of bad practices and what not to do.

Standing with the local authorities with its Emergency Teams
The Rönésans emergency teams in the Murmansk projects work in coordination with the state disaster and emergency response agencies of the local administration of the cities they are active in. Thanks to this coordination, if an emergency occurs in the region, Rönésans Holding's emergency team will support the local authority by participating in search and rescue efforts.

The Rönésans emergency teams participate in drills for certain periods and are prepared for emergencies.

OHS competencies of Murmansk Emergency Team strengthened

- Efforts are taken to ensure that all teams are always active and ready.
- Communication with official institutions and the employer has been improved.
- Creation of internal fire brigade and rescue teams has provided the opportunity to effectively control the entire field.

A GLOBALLY LEADING CONTRACTOR, RÖNESANS TOOK IMPORTANT
STEPS IN DIFFERENT REGIONS IN 2021. AS WELL AS REINFORCING
THE VALUE IT OFFERS TO ITS EMPLOYEES, IT ALSO TOOK ON NEW
COMPETENCIES.

Risk Workshops
Risk workshops have been held at Rönésans since 2019. In the workshops held with the participation of senior officials, general risks which may arise during the project are evaluated from the planning stage of each project and relevant actions are defined.

The workshops are repeated before the mobilization of the project and in the event of any changes in the work before the commissioning of major work items and after managerial changes which affect the project or the business, such as a key personnel change. Thus, the commitment of the management becomes more apparent and radical decisions are taken and can be implemented on site.

Monitoring the HiPo and Major HiPo Accidents
High potential (HiPo) and major high potential (Major HiPo) accidents that occur in projects and enterprises are reported through the RSafe app immediately after they occur. They are examined in detail by the Group Companies and the Holding headquarters.

In addition to the checks, accident meetings are held with the participation of the project management and the HSE teams. Thus, the root causes of the accidents are discussed and appropriate actions are determined.

After the publication of the detailed report, which the accident investigation team is involved in preparing, HSE Notifications are prepared in order to disseminate information of the related accident lessons learned throughout Rönésans Holding. The dissemination of such notices helps prevent similar accidents from occurring in other projects and enterprises.

MEPI Risk Control Plan
Rönésans developed the Mobile Equipment and Personnel Interaction Plan Guide (MEPI) to identify and reduce risks in its projects and enterprises arising from mobile vehicle and equipment traffic. With MEPI, Rönésans aims to create a safe working environment in all of Rönésans's construction sites by eliminating risk associated with interaction between people and machinery. MEPI also allows the definition of measures and the planning of implementation.

Vehicle Tracking System
In 2021, the Vehicle Tracking System started to be used in all of Rönésans's projects in order to ensure the safety of employees while driving, to prevent dangerous use of vehicles such as sudden acceleration, deceleration, skidding and to reduce maintenance costs and contribute to the projects in a sustainable manner.

With the system, the vehicles used in the projects are monitored by the security personnel over the system and reporting is performed in accordance with the desired parameters.

OHS Campaigns
Rönésans Holding is working tirelessly establish a zero-accident culture and to achieve its zero-accident target.

OHS campaigns are organized by using effective communication methods to raise consciousness and awareness among employees. The OHS Reward Programs are created to encourage employee participation and participation is encouraged. Compliance with security protocols and achievement of security goals is identified and rewarded.

In 2021, a Working at Height Awareness Campaign and an Environmental Emergency Response Awareness Campaign were held in the Rönésans projects and enterprises.

The OHS Competency Test
The OHS Competency Test measures the competencies of candidates to be recruited by the Group Company, Rönésans Heavy Industries (RHI), in the field of the OHS-E for all positions at the level of foreman or above. The approaches of candidates to occupational safety culture come under the microscope and their perspectives are analyzed. Candidates who perform successfully in the competency test continue with their recruitment process.

Candidates who have successfully completed the recruitment process receive online OHS-E training before joining the project they will work on. This ensures the duration for the visa and dispatch of the candidate is used efficiently.

A short test is administered following the training and personnel who fail the test are required to carry out the training again. Those who pass the test successfully attend a specific course on "Focus on the 4 Hazards". In this way, employees start the orientation process before they join the project.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

ACCIDENTAL PREVENTIVE WORKS



Safe driving training for subcontracted personnel who will work on the MAOG High Speed Train project
Rönesans Holding offers safe driving training to subcontracted personnel and drivers working on the MAOG High Speed Train project. Accordingly, safe driving and 3 types of advanced driving courses were provided in 2021.

In 2022, Off-Road, Safe Driving Techniques, Anti-Skid and Defensive Driving Training were planned with the aim of preventing traffic accidents, reinforcing awareness of safe driving by practicing off-road driving and seeking to reach the target of zero work accidents. These courses had got underway during the preparation process of the report.

Route risk analysis

In 2021, route risk analysis was planned in order to develop preventive actions to offer protection from emergency situations, raise awareness of road hazards and to work with best practices on the MAOG High Speed Train Project route. The work was carried out in 2022.



Training for work on railway lines
With the aim of eliminating or controlling dangers and risks which may arise in the construction, maintenance and repair work carried out by the contractors on the railway infrastructure, the "Working on Railway Lines" course started to be provided to personnel of both Rönesans and its subcontracted personnel in accordance with General Order No. 551 of the State Railways of the Republic of Türkiye (TCDD) in 2021.

Changes in Covid-19 pandemic managed with a proactive approach in 2021
From the very first days of the Covid-19 pandemic, Rönesans actively followed up developments, took necessary precautions and worked with all its might to protect its human resources and their families from the devastating effects of the pandemic.

With the announcement of the pandemic, the Crisis Desk, which was set up within the Holding, played a role in taking quick decisions and ensuring coordination with all Group Companies. Necessary planning was carried out and implemented in all countries where Rönesans carries out its activities.

The rollout of the vaccines gained pace on a global scale in 2021 and brought a degree of relief in 2021. The Covid-19 measures and restrictions have since changed in the whole world and in Türkiye.

Rönesans closely monitored these changes and the decline in the number of cases. It updated its algorithm and pressed ahead with its preventive work with a renewed set of measures.

In addition to the headquarters, work was carried out to ensure that all employees were informed of current developments and

practices through the guiding documents and the announcements published in the projects and enterprises.

During the pandemic, the Human Resources, Administrative Affairs and the HSE departments at Rönesans Holding worked intensively in a coordinated manner alongside infirmity teams in different countries. All contact tracing activities were managed accurately and quickly with the case tracking system. Rönesans's global case analyses were reported on a weekly basis, and developments were evaluated on a monthly basis.

Pandemic risks were determined specifically for the working conditions in projects and businesses. A safe working environment was established by taking additional measures to protect employee health. Practices carried out in 2020 as part of the efforts to tackle Covid-19 continued in the headquarters, projects and enterprises in 2021.

Within the scope of Covid-19 process management, each new employee starting work at Rönesans, employees reporting to the infirmity with symptoms and employees based on their contact status underwent antigen and PCR tests. These tests significantly assisted in the management of the pandemic.

Detailed information on the 2020 Covid-19 pandemic measures and practices is presented on page 116 of the 2020 Sustainability Report, the link for which is provided below.

<https://ronesans.com/wp-content/uploads/2022/06/RonesansHoldingSustainabilityReport2020.pdf>



OHS TRAINING

At Rönesans, employee awareness is enhanced with measures developed on the OHS and continuous training programs.

The program, which starts with orientation course, continues throughout the year with training on legislation and specific training programs.

The OHS Training Programs

- Orientation Training (the HSE trainings)
- OSGB (Joint Health and Safety Unit) Basic Education
- Training provided when recruited
- Job Talks (Toolbox)
- Qualification Assessment Program1
- On the Job Training
- Leadership Training
- Accident Investigation and Root Cause Analysis Training
- Hazard Hunting/Risk Awareness Training
- Management Systems Training
- International Certification Trainings (NEBOSH, IOSH, Root Cause etc.)
-

¹ Includes lifting operations, scaffolding safety, working at height, confined space, hot working, work permit, hazard identification school, etc. trainings.



IN 2021, RÖNESANS CONTINUED TO INTENSIVELY OFFER TRAINING ACTIVITIES IN ORDER TO RAISE LEVELS OF OHS KNOWLEDGE AND AWARENESS AMONG ITS EMPLOYEES.

OHS Training*	2020		2021		GRI Standard No
	Total Training Hours	Training Ratio	Total Training Hours	Training Ratio	
Specific Training	1,365,800	0.0092	1,141,435	0.0077	403-5
Total Training	4,195,461	0.0283	5,353,194	0.0359	403-5

* Includes white and blue collar employees.



Further improvements in OHS performance in 2021

The TRIF ratio, which stood at 1.82 in 2014, decreased to 0.88 in 2021. The LTIF ratio, which stood at 0.40 in 2014, fell to 0.18 in 2021. With a 7-fold increase in the rate of training between 2014 to 2021, our Company reduced its lost time incident frequency rate (LTIFR) by 55% and its total recordable incident frequency rate (TRIFR) by 52%.

When the 2020 US Bureau of Labor Statistics - Construction data is compared with the 2021 Total Recordable Incident Frequency (TRIF) rate of the Rönesans Holding companies, it is seen that the TRIF rate is approximately three times better than the figures set out in the 2020 US bureau of statistics, while the LTIF rate is six times better.

Types of accident in 2021

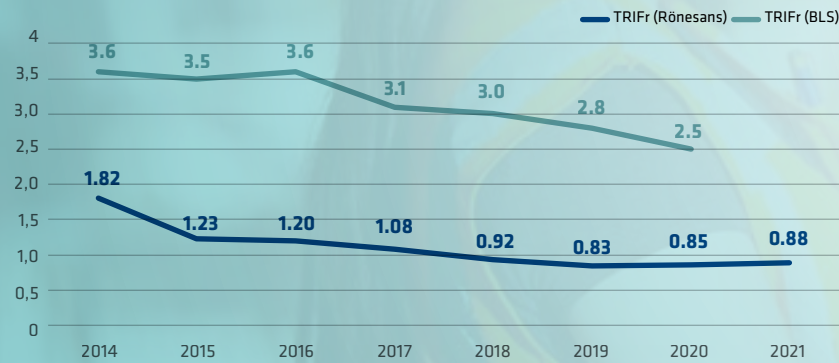
In 2021, the top 4 primary causes of Lost Time Incidents were slipping, tripping and falls (27%), being stuck between two objects (18%), falling from height (16%) and material falling from height (8%).

Tables setting out Rönesans Holding's OHS performance alongside construction data from the Bureau of Labor Statistics are presented on the right side.

LOST TIME INCIDENT FREQUENCY



TOTAL RECORDABLE INCIDENT FREQUENCY



INCIDENT FREQUENCY RATES - SPECIFIC TRAINING RATIOS



BLS: US BUREAU OF LABOR STATISTICS - CONSTRUCTION
INCIDENT (TRI/LTI) FREQUENCY RATE = TOTAL INCIDENTS * 200,000/TOTAL HOURS WORKED

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S ENVIRONMENTAL PERFORMANCE

ENVIRONMENTAL PERFORMANCE

IN THIS CHAPTER

- RÖNESANS'S GOALS AND COMMITMENTS
- ENERGY AND EMISSIONS MANAGEMENT
- WASTE MANAGEMENT
- WATER MANAGEMENT
- BIODIVERSITY

CONTRIBUTED SDGs



RÖNESANS'S GOALS AND COMMITMENTS

ACHIEVING ENVIRONMENTAL SUSTAINABILITY IN ITS ACTIVITIES IS NOT ONLY RÖNESANS HOLDING'S GOAL, BUT ALSO ITS COMMITMENT TO STAKEHOLDERS.

Rönesans Holding carries out work on a global scale to improve its environmental sustainability performance. It operates in cooperation with its stakeholders.

The Company attaches importance to the environmentally friendly characteristics of the building and industrial facility projects it implements from the design up to the construction phase, and to offsetting the carbon footprint at the lowest possible level. In this regard, it works in close cooperation with its customers, scientists, universities and relevant stakeholders.

Rönesans Holding founds its environmental sustainability activities on the principles of the life cycle, the circular economy, sustainable development and continuous improvement. In this context, the TS EN ISO 14001:2015 Environmental Management System is implemented at the Holding and its subsidiaries.

Environmental sustainability is also important for Rönesans's global business relations.

Working with the EBRD and similar supranational financial institutions, commercial banks and international customers, especially its partnership with the IFC, requires compliance with and monitoring of a wide range environmental criteria, carrying out improvements where necessary and reporting the results obtained.

In line with its commitments to the environment, Rönesans aims to improve its environmental performance and provide sustainable contributions to the environment and society - in short, to pass on a livable world to future generations.

During the reporting period, there were no incidences of non-compliance with environmental laws and regulations at Rönesans in any country it operates in. Rönesans did not face any legal sanctions or penalties in this context.

Environmental Compliance Indicators	2020	2021	GRI Standard No
Number of Environmental Compliance Fines Paid	0	0	307-1
Environmental Compliance Fines Paid (TL)	0	0	307-1



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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WORK TO TACKLE THE CLIMATE CRISIS

Rönesans's contribution to combatting climate change in the countries it operates in is becoming more tangible.

Environmental risks arising from climate change were prioritized in the 2022 Global Risk Perception Survey carried out by the World Economic Forum. Rönesans carefully monitors these risks and designs the necessary strategies.

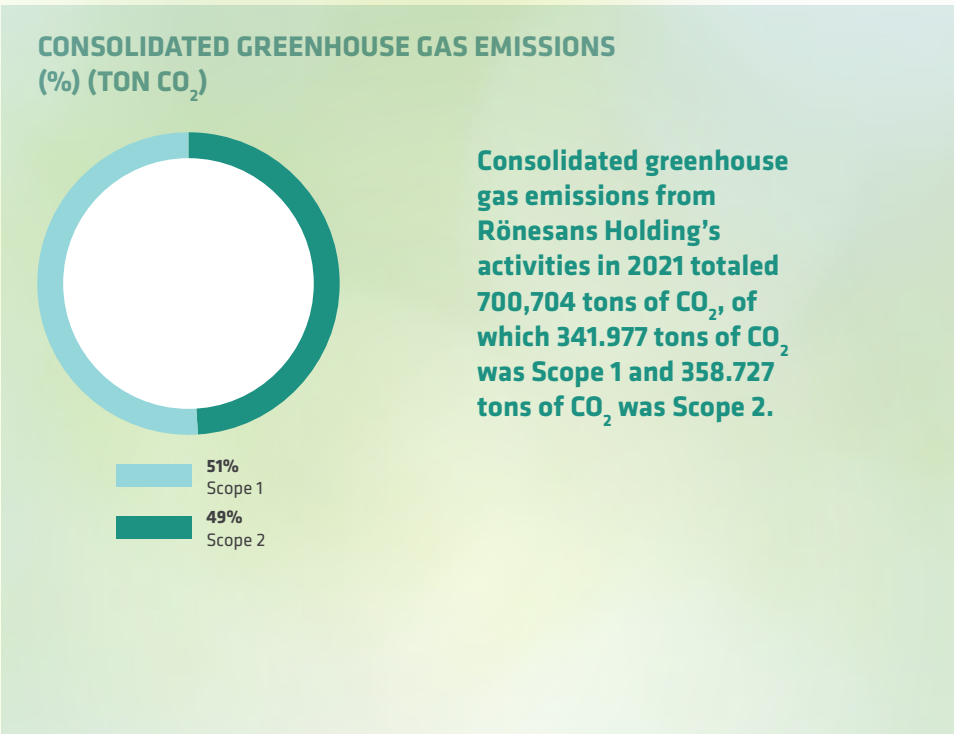
Rönesans Holding integrates the requirements of rapidly developing global and local regulations in the context of the climate crisis into its business goals in all countries where it operates. Actions taken to reduce greenhouse gas emissions cover the construction phase of the projects as well as the post-construction phase. The buildings and facilities which Rönesans constructs benefit from high energy efficiency and which have low greenhouse gas emissions as a result, continuing to have a positive impact on the environment after they are delivered to the end users.

Scope 1 and 2 emissions

Rönesans Holding calculates direct (Scope 1-natural gas and diesel) and indirect greenhouse gas (Scope 2-electricity) emissions arising from its activities in accordance with the criteria of the 2016 UK Government GHG Conversion Factors for Company Reporting and the IFC Carbon Emissions Estimation Tool.

Internal communication of the best practices is carried out effectively to reduce the Company's carbon footprint. The Company supports the development of new and alternative solution methods in the projection studies regarding its carbon footprint.

Detailed information on risks is presented on pages 53-59 in the Global Risks and Their Effects on Rönesans Holding's Sectors section of the report.



For the 2022 Global Risk Perception Survey:
https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf

The amount of energy used by companies operating in the construction sector varies periodically. There are two main reasons for such fluctuation; changes in work intensity and the amount of energy needed from one year to the next, depending on the life of the project; and changes in the number of active projects in the Company's portfolio.

As can be seen from the table, Rönesans Holding's total energy consumption increased due to increased project activity in 2021.

Rönesans Holding builds and designs environmentally friendly structures.

29 buildings constructed by Rönesans in 2013-2021 received LEED and BREEAM green building certification.

Detailed information on the projects with the leed and Bream Green Building Certification of Rönesans Holding is presented on pages 128-129 of the report.

Rönesans Holding's Consolidated Energy Consumption	2020	2021	GRI Standard No
Electricity (kWh)	641,708,663	812,843,496	302-1
Natural Gas (m³)	125,981,670	37,586,035	302-1
Fuel (Diesel + Gasoline) (liters)	64,932,333	100,494,035	302-1



HIGHLIGHTS OF THE ENVIRONMENTAL CONTRIBUTIONS OF THE PROJECTS...

The Nakkaş-Başakşehir Highway Project will contribute to people, the economy and the environment.

The Nakkaş-Başakşehir Highway Project will increase service quality and safety in transportation by separating the increasingly congested regional traffic in the Northern Marmara Region from intercity and international traffic.

The highway is expected to reduce the number traffic accidents. It will also shorten travel times between the Marmara Region and the Aegean and Central Anatolia Regions. It will contribute to the developing industrial investments in the Marmara Region. It will allow reductions in the traffic load on the Bosphorus crossings.

The highway will help reduce economic losses such as increased fuel consumption, vehicle maintenance and repair costs while also bringing down greenhouse gas emissions caused by traffic congestion. It will help solve the problems experienced in transportation to some of Istanbul's fastest developing regions such as Halkalı, Başakşehir, Kayaşehir, Bahçeşehir and Hadımköy.

The MAOG (Mersin-Adana-Osmaniye-Gaziantep) High Speed Train Project is classified as Category A2 according to the IFC's environmental and social classification.

The railway project will shorten travel times between Adana and Gaziantep by an hour and a half, while increasing the level of comfort offered to passengers. The project will create a strong direct and indirect economic impact, while also improving local and intercity transportation in the port city of Mersin and contributing to its economic development.

There will be an increase in employment in the cities with high specification train stations and stops. Shorter journey times and increased comfort will attract an increasing number of tourists to the region, thus contributing to the economic development of the region. The project, which will generate positive impacts for the environment, is set to increase passenger capacity by between 1.3% and 3.8%.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING'S ENVIRONMENTAL PERFORMANCE ENERGY AND EMISSIONS MANAGEMENT

THE TARGET OF USING RENEWABLE ENERGY

The Ceyhan PDH-PP (propane dehydrogenation - polypropylene) projects offer an example of a sustainable development model

Rönesans aims to progress with a sustainable development model in all of its investments in the Ceyhan Petrochemical Industrial Zone (CPIZ). In this vein, it takes steps both in terms of tackling climate change and social interaction.

The Company aims to make use of renewable energy in its facilities starting from the design phase. The Ceyhan PDH-PP plant will use hydrogen as fuel, which will be produced as part of its own production processes, instead of natural gas. Rönesans also aims to realize investments that will generate the green energy required by the facility. In addition, Rönesans plans to establish a medium-sized plastic recycling plant in the region.

Energy efficiency applications in hospital management services

Rönesans provides services to Başakşehir Çam and Sakura City Hospital in İstanbul within the scope of the hospital management services. In this context, the Company continued to implement a number applications and measures aimed at energy efficiency in 2021.

The important development of the year was the construction permit of the thermal-trigeneration power generation plant, which will meet the electricity and heating-cooling needs of Başakşehir Çam and Sakura City Hospital.

The plant was designed in accordance with natural gas fired, internal combustion engine technology with a power output of 12,180 kW in accordance with the legislation on uncensored electricity generation which is in place in Türkiye. The plant will meet the hospital's energy and heating-cooling needs, generating electricity and producing hot and cold water.

Neva Towers, won the "World's Best International Multi-Storey Housing Project" award at the International Property Awards.



Trigeneration based systems produce electricity and heating energy simultaneously in an economical manner. They contribute to the environment with low levels of waste emissions.

Achieving the 5-year target of energy savings in shopping malls

With a decision taken in 2017, Rönesans aimed to reduce the amount of electricity consumed in the common areas of 12 shopping malls in 7 different locations in Rönesans's portfolio by 25% within the space of 5 years, at a minimum of 5% per year. As a result of the implementation of regulations that do not require investment, the 2021 year-end target was achieved within 2 years.

In the special pandemic conditions of 2020 and 2021, new features were added to the building systems managed from the automation center and these savings were maintained.

In 2021, saving items which require a budget began to be implemented. Some lighting fixtures were converted to LED lighting.

In 2021, feasibility studies were conducted for the installation of solar energy systems on the shopping mall roofing. According to the report results, Rönesans aims to install solar (PhotoVoltaic - PV) panels in at least two shopping malls in 2023.

Once solar energy is activated, common area energy consumption is expected to decrease by 40% compared to the 2017 level for shopping malls where solar panels are installed.

Total carbon emissions in the shopping mall businesses decreased in 9% in 2021 compared to their 2020 level.



9% REDUCTION IN CARBON EMISSIONS

Total carbon emissions were brought down by 9% in 2021 in the shopping mall businesses compared to 2020.

BREEAM IN USE Certificate

Rönesans's goal is for the operational levels of all buildings in its portfolio to be assessed by an independent body. As of the end of 2021, ten buildings received the BREEAM IN USE certificate for a period of 3 years, with the highest grading of "outstanding". Only 2.5% of buildings have this grading among all certified buildings whose certification is still in use.

Contribution provided by renewable energy generation

Rönesans Energy produces and sells 100% renewable energy at its six hydroelectric power plants (HEPPs). All of Rönesans Energy's locations hold the ISO 50001 Energy Management System certificate.

Work to increase the efficiency of the power plants continued throughout 2021. Within the scope of ISO 50001 energy management systems, the power-hungry pump in the Osmancık HEPP was replaced with a more efficient pump.



Ballast Nedam aims to be operationally carbon-neutral in 2030. It will realize the first carbon-neutral construction site in 2023.

In 2020, the Alaçam (ALC), Filyos (FIL), and Ak Özlüce (AKO) power plants were registered to the International Renewable Energy Certificate, the I-REC system. In this context, Rönesans Energy continued to certify the renewable energy use of its customers in 2021.

The specific CO₂ value at Rönesans Energy stood at 0.0031 tons of CO₂/MWh in 2020 and 0.0034 tons of CO₂/MWh in 2021.

Rönesans Energy (6 HPPs)	2020	2021
Total Net Energy Production (MWh)	383,782	357,342
Scope 1+2 Emission (tons)	1,186	1,232

An environmentally friendly approach to the Murmansk Arctic LNG-2 project

Rönesans Holding carries out environmental practices in the Murmansk Arctic LNG-2 project, which it realizes in a challenging geographical region very close to the Arctic Circle.

In order to prevent water pollution and protect biodiversity, Rönesans keeps road routes open by using sand to ensure mobility in wintry conditions, where heavy snowfall is frequent.

The use of salt is prohibited, to prevent damage to the natural structure of the region's water basins and diversity of aquatic life.



Ballast Nedam significantly contributes to Rönesans' sustainability performance with new achievements.

- Ballast Nedam achieved reductions of more than 35% in CO₂ emissions in 2021 compared to the base year of 2019, thus reaching its target.
- It reduced CO₂ emissions arising from mobility by 11.3% compared to 2020.
- It reduced CO₂ emissions arising from its projects by 24.8% compared to 2020.
- Ballast Nedam holds the 5th level certificate which is the top rung of the CO₂ Performance Ladder.
- 12.3% of the electricity consumed is sustainable energy. Ballast Nedam generates this energy itself.
- Ballast Nedam aims to achieve the "zero waste" level at its construction sites by 2030 and aims to reach the "circular construction site" status at 50% of its construction sites.

Ballast Nedam took important steps in the field of sustainability in 2021. A total of 150 new electric rental cars joined the Company's fleet, accounting for 30% of the new cars ordered in the same year.

Ballast Nedam invested in canteen trailers with solar panels, four electric tower cranes, environmentally friendly asphalt emulsion trailers, fully electric roller compactors and 50 LED light fixtures each of 600 watts, to be used in the project areas.

More than 2,400 solar panels were installed at Ballast Nedam Materieel's office in Almere.

CAREFUL AND RESPONSIBLE USE

In addition to the careful and responsible use of natural resources, Rönesans Holding also believes in the circular economy

Rönesans Holding carefully manages the waste management process, which is an important part of the Corporate HSE Management organization. The Company handles this within the framework of legal compliance and international standards, prepares action plans, conducts necessary audits and reports to the managements of its subsidiaries.

The waste management process implemented at Rönesans Holding is shaped on two axes: careful use of natural resources and the circular economy.

Environmental and waste management activities carried out in Rönesans' projects and enterprises are audited by HSE teams of the subsidiaries in addition to the audits conducted by the Holding. In certain periods, the general status is monitored by external audits. Periodic compliance audits are also carried out by the official institutions of the countries in which the Company operates, and by the International Finance Corporation (IFC).

Management process of wastes briefly
In addition to the implementation of the waste management process for hazardous and non-hazardous wastes, Rönesans also applies a zero-waste management approach which reduces waste generation.

Each item of waste generated in all projects and enterprises is separated according to the waste code. The wastes are recorded in the temporary waste storage areas under the tag of hazardous or non-hazardous. Wastes kept in the temporary storage area are processed according to the maximum storage period and disposed of in accordance with the waste hierarchy.

After being stored on the basis of the waste type or code, hazardous wastes are transported by licensed vehicles and delivered to the disposal facilities.

Rönesans monitors the steps of the waste hierarchy within the scope of life cycle approach. The company complies with the legally determined requirements. The waste management cycle is completed by conducting control and inspection following disposal.



SUSTAINPORTAL

In 2018, Rönesans implemented the SustainPortal digital system, which it has developed and structured by taking into account the legal regulations and international standards of the countries it operates in, in order to record environmental data and effectively carry out necessary reporting effectively.

The SustainPortal offers a significant contribution to Rönesans's corporate memory. The portal allows authorized HSE teams to enter detailed consumption data into the portal within the scope of waste management. Data on the type, amount, transportation and method of disposal of waste, as well as data on natural gas, electricity, water and fuel consumption is recorded in the system on a monthly basis. Beyond recording the data, SustainPortal also allows comparisons to be carried out over the performance system. In the reporting period, steps started to be taken for SustainPortal's Executive Summary Report within the scope of digitalization projects. With the "SustainPortal Executive Summary Report", otherwise known as the "Dashboard", an analysis of the amount of waste generated in the projects and enterprises, monthly checking of consumption data and project or enterprise comparisons can be carried out rapidly.

As part of the digitalization project carried out in 2021, the SustainPortal app admin pages were developed and the transactions, which had been carried out manually on the database on request, were transferred to the admin pages. Thus, requests coming from projects or enterprises were resolved in a shorter space of time by the Holding HSE Department.

THE COMPANY PRODUCED A TOTAL OF 18.86 MILLION TONS OF WASTE FROM ALL ACTIVITIES IN 2021, OF WHICH ONLY 4,300 TONS CONSISTED OF HAZARDOUS WASTE.

WASTE MANAGEMENT PERFORMANCE IN 2021

The amount of waste in Rönesans Holding's project and enterprise activities may increase or decrease from one year to the next depending on the number of projects or enterprises, intensity of seasonal activity and by type.

The total amount of waste generated in all activities in 2021 stood at 18.86 million tons, of which just 4,300 tons consisted of hazardous waste.

In 2021, 15% of hazardous waste was disposed of by incineration and 2% through energy recovery methods. On the other hand, in 2021, 5.61% of non-hazardous waste was recycled, 94.35% was sent to landfill and a small portion disposed of by other methods.



Rönesans Holding Waste Indicators (tons)	2020	2021	GRI Standard No
Total Volume of Waste Produced	399,649	18,865,905	306-3
Total Volume of Non-Hazardous Waste by Disposal Method	263,714	18,861,529	306-3
Reuse	36	1,471	
Recycling	171,807	1,057,825	
Energy Recovery	0	4,839	
Incineration	1,275	1,013	
Landfill	90,574	17,796,328	
Compost	23	53	
Total volume of Hazardous Waste by Disposal Method	135,935	4,376	306-4
Recycling	26	1	
Energy Recovery	19,817	97	
Incineration	116,091	648	
Landfill	1	3,630	

Rönesans Holding has been supporting the “Zero Waste” project since 2018, which was launched as a requirement by the Ministry of Environment, Urbanization and Climate Change.

THE PRACTICE OF ZERO WASTE MANAGEMENT AT THE FOUNDATION LEVEL

Strong support with the Zero Waste Strategy
The Rönesans Zero Waste Strategy is implemented in hospital management services and shopping centers.

Campaign programs are implemented in Rönesans's 12 shopping malls and city hospital management services in order to roll out the Zero Waste Strategy and improve public perceptions.

By the end of 2021, the operating services for 12 shopping malls, five city hospitals and six hydroelectric power plants were within the scope of the foundation level Zero Waste Certificate.

Rönesans is delighted to be taking a lead in the Zero Waste program initiated by the public sector in Türkiye by working in cooperation with the relevant municipalities and licensed waste companies.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES



ZERO WASTE PROJECT

Türkiye's Ministry of the Environment, Urbanization and Climate Change implemented the Zero Waste project in 2017 within the framework of the Sustainable Development Goals (SDGs). The purpose of the project is to control waste and leave a cleaner and more livable world to future generations.

The rollout of the zero-waste project is aimed at reducing costs and increasing efficiency by preventing waste, reducing environmental risk and developing a “sensitive consumer” identity among individuals in parallel with the rising awareness of environmental protection.

What is the Zero-Waste Approach?
The zero-waste approach envisages the reuse of products, extending the lifespan of products, not using or reducing harmful substances in the production of goods and producing recyclable goods.

Waste management hierarchy forms the basis of the zero-waste approach

The steps of the zero-waste management system involve the prevention of waste generation, waste reduction and reuse of waste in cases where waste generation cannot be prevented, with the aim of utilizing wastes which cannot be reused by recycling them as a material or in the form of energy.



Training on Waste Management
Rönesans Holding provided Environmental Training to all its personnel in its projects and enterprises and in the head office. The training covered the subject of waste types, accurate separation of waste at source and the importance of recycling. As a result of this training;

- Economic gain and efficiency were achieved with an increase in the amount of recycling and accurate separation of wastes at the source.
- We helped our employees become more aware of this issue and act consciously at home as well as in the project and enterprise environments.
- We contribute to the circular economy with the awareness of separation at source and also supported efforts to reduce environmental pollution.

Recycling and reuse of computers
Since the beginning of 2019, Rönesans has been carrying out a project aimed at the renewal of used computers, and bringing them into the economy.

The project was launched around a decision taken not to buy new computers until unused and idle second-hand computers reach the end of their useful lives, thus paving the way for cost savings. Through the project, second-hand computers were distributed to all users. Computers with a service life of more than three years in the headquarters were distributed to construction site offices. Used computers from the construction sites which did not meet the Company's performance needs were donated to schools. Those that could not be reused were sent for recycling.

Between 2019, when the project was initiated, and the end of 2021;

- 424 devices were repaired. 2,190 kg of scrap IT equipment was referred to recycling and disposal processes, to be processed in accordance with the environmental legislation and regulations.

SSDs (Solid-State Disks) were installed in 653 notebooks whose lifespan had been completed, thus extending their useful life.



COMPLIANCE IN WASTE MANAGEMENT

FOR PAPERLESS OFFICES

Card-based smart printer app
Launched in 2020, the project aims to reduce paper waste caused by printouts forgotten about before they can be received by staff. With the same project, black and white printing was prioritized in order to ensure cartridge efficiency and reduce unnecessary costs.

A card reading system was integrated in all printers within Rönesans. Users' printer definitions are routed to a single distribution point. The default output on printers is set to black and white.

Users started to place their input cards on the printer they wanted the print-out from. In addition, password definition was carried out. This simplified the process for those who forgot their card.

Documents sent to the printer are automatically cancelled if they are not received within 12 hours.

MAOG High Speed Train Project 100% compliant with EU regulation

A waste separation mechanism is planned to be established within the scope of the MAOG High Speed Train Project. This mechanism will prevent the contamination of recyclable wastes with non-recyclable wastes and will change the disposal options. Recovery, reuse and recycling processes will be evaluated. Good International Industrial Practices (IGIP) and restrictions on the cross-border movement of waste will be complied with when handling hazardous waste.

Environmental engineers will plan and coordinate waste reduction activities and provide waste hierarchy training to employees and subcontractors.



Ballast Nedam lives up to its ambitious targets in the field of waste

Ballast Nedam aims to end the disproportionate use of natural resources in the projects it undertakes and to contribute to efforts to tackle the climate crisis. Focusing on circular construction, Ballast Nedam is launching new methods to reduce waste.

The Company assesses the environmental impact of raw materials, materials and processes in accordance with the Life Cycle Assessment (LCA).

Ballast Nedam's overall vision is to contribute to a carbon-neutral and circular construction economy. In this context, the Company's goal is to carry out 100% waste-free construction activities by 2030.

Ballast Nedam designs and builds detachable and adaptable units to avoid or reduce the use of new raw materials in its projects. It selects recycled materials to the maximum extent possible; where there is a need to use new raw materials, it focuses on bio-based and non-toxic alternatives.



THE CARD-BASED SMART PRINTER APP DID AWAY FOR THE NEED FOR 69,537 PRINTOUTS IN 2021

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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WATER - THE MOST FUNDAMENTAL ELEMENT OF NATURAL CAPITAL

Rönesans Holding considers water to be the fundamental element of natural capital in all of the regions it operates in.

The risk of diminishing water resources is increasing as a result of the rapid depletion of clean water resources in the world.

Türkiye, one of the regions where Rönesans Holding operates, is a country with a high water risk, a situation that can be seen clearly in the Aqueduct Water Risk Map.

Rönesans monitors the water risk of the facilities, construction sites and regions where its investments are based. It considers the potential for adverse effects on work processes. The Company develops measures to prevent possible interruptions in water resources in the medium and long term and generates produces solutions in its projects, using the best available technologies in the industrial projects it undertakes to ensure water efficiency.

With its grey, blue and green water components, Rönesans Holding's green building projects go beyond using water effectively. They contribute to reducing the water footprint of consumers.

Rönesans uses well water, mains water, tanker water and rain water in the activities.

Within the scope of water management, necessary permits are obtained from the local authorities or legal frameworks are complied with in the regions where there is no permit mechanism. The most intense consumption of water occurs in construction sites for domestic purposes and for dust prevention.

The planned activities will ensure the following;

- Domestic waste water will be directed to municipal sewer systems
- Domestic waste water collected in septic tanks will be directed to municipal treatment systems.

Rönesans also uses processing methods in its biological wastewater treatment plant for the domestic treatment water. Waste water is discharged in accordance with environmental limits, or reused through recycling methods.



WORK CONTINUES TO OPTIMIZE WATER CONSUMPTION AT SHOPPING MALL ENTERPRISES.

Rönesans implemented measures to ensure economical water consumption in all shopping mall buildings.

Rönesans Holding Water Indicators (m³)	2020	2021	GRI Standard No
Total Water Consumption	4,619,468	3,183,676	303-5
Well Water	25,000	874,200	
Mains and Tanker Water	453,848	2,301,796	
Rain Water	23,250	7,680	
Total Water Discharge	4,384,622	4,078,923	303-4
Waste Water Channel	3,521,801	3,317,016	
Septic Tank	540,821	76,1907	
Recovered/Reused Water	22,000	0	

For Aqueduct Water Risk Map:
https://www.wri.org/applications/aqueduct/water-risk-atlas/#/?advanced=false&basemap=hydro&indicator=w_awr_def_tot_cat&lat=30&lng=-80&mapMode=view&month=1&opacity=0.5&ponderation=DEF&predefined=false&projection=absolute&scenario=optimistic&scope=baseline&threshold&timeScale=annual&year=baseline&zoom=3

Rönesans Holding carries out systematic practices that will raise awareness regarding water use and control water consumption on construction sites, as well as in shopping malls and hospitals, where it serves the consumer.



Rönesans Holding's General Practices on Water Efficiency in Türkiye

Shopping Malls

- Using aerators on taps
- Restriction of reservoir capacity
- Increasing and adjusting employee checkpoints
- Arrangement of irrigation times
- Checks and prevention of leaks
- Investigation of the use of drainage water in environmental irrigation and exploiting usage areas such as the Optimum, Maltepe Piazza shopping malls
- Keeping storage capacity and flood levels under control and preventing water waste through the automation system

Hospital Management Services

- Water treatment devices were used to reduce use of bottled water in existing kitchens for those working at the Başakşehir Çam and Sakura and Elâzığ Fethi Sekin City Hospitals to reduce plastic waste.
- A 75% reduction in water consumption was achieved through the Cleaning Excellence application in the Adana Training and Research and Elazığ Fethi Sekin City Hospitals when compared to traditional cleaning applications
- A+++ dishwashers were used in cafeterias to reduce water and electricity consumption
- Perimeter sprinkling in all hospitals uses rainwater reservoirs. Mains water is only used when the tanks were empty, with 30% of the water used in garden sprinkling systems being met with a minimum of 4,000 m³ of rainwater per year, which is aimed to be collected at the Başakşehir Çam and Sakura City Hospital.
- Water savings of 6% achieved thanks to the automatic irrigation system, which works according to the weather conditions
- Optimization of water consumption by adjusting toilet reservoir and water flow
- Prevention of unnecessary water consumption through control of building water pressures and flows

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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CONTROL OF WATER CONSUMPTION

Rönesans Holding prioritizes local people in the use of water in energy production.

In recent years, there has been a rapid transformation in precipitation patterns around the whole world, which is thought to be due to climate change. This has exacerbated water shortages and has given rise to hydrological and meteorological drought in some regions.

The electricity generation performance of Rönesans's hydroelectric power plants are significantly affected by changes in levels of annual precipitation.

Due to the low levels of rainfall in 2020, there was a decrease in the volume of energy generated in power plants. There was also a significant decrease in the volumes of water available for irrigation and in drinking water in surrounding settlements. This situation continued in 2021, as the drought led to a decrease in volumes of water reaching the power plants.

Rönesans places priority on local people. When necessary, the volume of water planned to be used in production is reduced and the water needs of the local people are prioritized.

ENVIRONMENTAL FLOW (LIFE WATER)*
RELEASE RATES OF HEPPs

Name of HEPP	Inflow of water in 2021 (m³)	Volume of Environmental Release in 2021 (m³)	Ratio of Environmental Flow/Inflow Water (%)	Description
Yalnızca HEPP (Karabük)	562,424,360	132,451,200	23.5	Min. 10%
Kale HEPP (Amasya)	317,305,361	126,144,000	39.7	Min. 10%
Osmançık HEPP (Amasya)	367,554,241	126,144,000	34.3	Min. 10%
Sena HEPP (Kars)	866,836,073	135,604,800	15.8	Min. 10%
Özlüce HEPP (Erzurum)	56,023,255	13,245,120	23.6	Min. 400 lt/second
Şanlıurfa HEPP (Şanlıurfa)	1,904,115,285	0	0	Since it is located on the irrigation channel, there is no environmental flow.

*Environmental Flow describes the quantity, timing, and quality of water flows required to sustain freshwater and estuarine ecosystems, as well as the human livelihoods and well-being that depend on these ecosystems.



RÖNESANS PLACES PRIORITY ON MEETING THE WATER NEEDS OF LOCAL PEOPLE BY REDUCING THE VOLUME OF WATER USED IN PRODUCTION.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S ENVIRONMENTAL PERFORMANCE

BIODIVERSITY

RÖNESANS HOLDING ACCEPTS ITS RESPONSIBILITY TO ACT AS A CORPORATE CITIZEN WITH RESPECT TO NATURE AND ECOSYSTEM.

Rönesans Holding focuses on protecting biodiversity within the scope of its construction, operation and investment activities.

The Company implements its work in the name of protecting biodiversity by adopting the biodiversity sub-steps within the scope of the United Nations Sustainable Development Goals. In addition, it observes, implements and reports the criteria accepted by the EBRD and other global and local financial institutions, especially its partner, the IFC.

Biodiversity is the subject of Environmental and Social Impact Assessment (ESIA) processes. It is a responsibility for Rönesans, not only to its creditors, but to all its stakeholders and the planet.



Euphorbia amygdaloides subsp. robbiae - Haszerana

HIGHLIGHTS OF THE WORK ON BIODIVERSITY CARRIED OUT IN THE PROJECTS IN 2021

Ceyhan PDH-PP Project

Within the scope of biodiversity detection and monitoring studies, field studies were carried out by specialized biologists and a Marine and Terrestrial Ecosystem Assessment Report and Biodiversity Action Plan were prepared. Plant and animal inventories were also prepared in the project impact area to protect the natural environment.

In addition, necessary protection, transportation and periodic monitoring studies were initiated for the species. The daffodil and cyclamen species found in the project area were moved to a location selected in accordance with their natural habitats within the Ceyhan Petrochemical Industrial Zone and taken under protection. In addition, turtle monitoring studies are carried out in the region.

Noise, vibration and dust measurement studies are carried out in order to determine the possible impacts of construction works in the project impact area and nearby settlements. Measures such as regular irrigation and ensuring that vehicles comply with speed limits are taken to prevent dusting during construction works.

Meanwhile, a grievance mechanism has started to work to facilitate the resolution of stakeholders' concerns and grievances regarding the environmental and social performance of the project, in line with best practice and the EBRD/IFC requirements.



Centaurea hermannii - Kulindor



Ferula confusa - Günlükotu



Campanula lyrata subsp. lyrata - Memek



Cirsium polycephalum - Hoşkangal

BIODIVERSITY MANAGEMENT PLAN



In the Nakkaş-Başakşehir Highway Project:

Specialists have determined the presence of four Cirsium polycephalum (hoşkangal) species endemic to the area, the Centaurea hermannii (kulindor) and Euphorbia amygdaloides within the project area. In addition, robbiae (haszerana) and Galanthus x valentinei (melezkardelen) and two rare Campanula lyrata subspecies were also found in the area, as well as the Lyrata (memek) and Ferulago confusa (günlükotu) plant species. The seeds of these species, which are endemic to the area, will be collected at the times specified in the Environmental and Social Impact Assessment report and delivered to the Gene Bank. In addition, the plants are planned to be transported and utilized with the General Directorate of Highways for the protection of endemic species.

Rönesans aims to cooperate with non-governmental organizations when it comes to the protection of biodiversity. In addition, in the later stages of the project, Rönesans plans to replant seeds on land deemed suitable for their natural environment. In the same context, the biologist in charge of the project also informs those working on the project about the conservation of endemic species.

A Surface and Groundwater Management Plan was also prepared within the scope of the project. While attaching importance to the quality of ground and surface water in order to protect environmental assets, the project aimed to ensure zero discharge of waste water to the environment. Studies on biodiversity will be carried out within the framework of Biodiversity Action Plans, which were prepared during 2022.

- Field assessment studies were carried out by experts.
- The processes are managed with the Biodiversity Management Plan.
- Employees are informed by the biologist regarding the conservation of endemic species.



In the MAOG High Speed Train Project:

Detailed work was carried out on the project site to identify important ecological stakeholders. These consist of flora endemic to the area or threatened flora and fauna species, or the flora and fauna species with restricted distribution and important nature areas.

Important nature areas (INA) include the Mersin Hills INA, the Yılkale Hills INA, Yeşilce INA and the Amanos Mountains INA. As terrestrial flora species which are endemic or restricted distribution, 39 plant species were identified and recorded. Threatened terrestrial and aquatic species of fauna were found to include three invertebrate species, 14 species of fish, one reptile species, eight bird species and five mammal species. Terrestrial and aquatic flora species with endemic/restricted distribution include three invertebrates, 14 fish and 2 reptile species.

Seeds of species which are endemic to the area will be collected before the start of construction activities and transmitted to the Gene Bank. Relevant processes will be managed under the Biodiversity Management Plan.

Employees working on the MAOG High Speed Train Project are informed by the biologist regarding the protection of endemic species.

The Özlüce Hydroelectric Power Plant (HEPP) biodiversity application

In the Özlüce HEPP, water is fed to the transmission channel through a trawl grid system. A net is extended to prevent the passage of fish to the entrance of the trawling grid system and to protect freshwater fish species.



Özlüce HES - Tor ağı



IN RUSSIA...

The Arctic LNG-2 Project "Fish Protection System"

This system prevents working in the dry ponds, where the Arctic LNG-2 Project Floating Reinforced Concrete LNG Facility (Gravity Base Structure - GBS) is located, during the spawning period of the fish. The system was established in accordance with the principle of ensuring there was no harm to the fish and their eggs by slowing down the rate of the sea current during the process of filling dry ponds with water in August, ensuring that the fish eggs remains undisturbed and that they are not caught in the artificial current.

Projects in Murmansk

In the projects carried out in Kol'skiy Zaliv Bay, which is connected to the Barents Sea in Russia, sandblasting is used to prevent damage to the fish population in the bay instead of salting for the purpose of preventing road traffic accidents as well as slipping, tripping and icing during the winter months.

Kolayard Project

Teams were established to clean wastes reaching the river bank, and spring cleaning was carried out.

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RÖNESANS HOLDING'S SOCIAL PERFORMANCE

RÖNESANS HOLDING'S

SOCIAL PERFORMANCE

IN THIS CHAPTER

- RÖNESANS'S CORPORATE SOCIAL RESPONSIBILITY APPROACH
- THE RÖNESANS EDUCATION FOUNDATION (REF)
- CONTRIBUTION TO CULTURAL HERITAGE
- RELATIONS WITH LOCAL PEOPLE

CONTRIBUTED SDGs



RÖNESANS'S CORPORATE SOCIAL RESPONSIBILITY APPROACH

RÖNESANS HOLDING AND ITS SUBSIDIARIES/ AFFILIATES CONTRIBUTE TO SOCIETY THROUGH THE SOCIAL RESPONSIBILITY PROJECTS THEY SUPPORT.

Society is the largest stakeholder group for Rönesans Holding.

Rönesans Holding and its subsidiaries contribute to social development with the social responsibility projects which they implement or support in Türkiye. They offer some of the value they generate to society, which is the largest stakeholder group.

Investing in the future as well as the present, Rönesans Holding's corporate social responsibility projects focus on the field of education. Most activities within this scope are implemented under the umbrella of the Rönesans Education Foundation (REF).

The Holding also carries out activities to support vulnerable groups, including health care support for immigrants in the projects it has developed in cooperation with the IFC.



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AWARENESS FOR FUTURE GENERATIONS

DESIGNING THE SUSTAINABLE FUTURE

While imagining the future, we are in an era where we do not deviate from the path of “sustainable development” on the environmental, economic and social axes. Rönesans Holding is backed by extensive experience in the industries it operates in. The “Design the Sustainable Future” competition once again brought Rönesans Holding into contact with university students - the professionals of the future - to work on the concept of “sustainability”.

The “Design the Sustainable Future” competition is a competition of student ideas which incorporate ways of ensuring that land and natural resources are used in the most efficient way in urban areas, where social life is taken as a basis, where mixed-use urban structures are developed and which hosts sustainability principles.

The competition aims to foster a culture of “sustainability” among university students in order to ensure that future generations live in healthier and more environmentally friendly buildings. At the same time, it is hoped that the ideas to emerge in the competition will help determine project requirements correctly by increasing the value and reducing waste, and standardizing the techniques and methods by carrying out precise and correct processes throughout the project.

Believing in the continuity of learning, teamwork, the sharing of ideas and the power of supporting each other, Rönesans Holding held the 7th “Design the Sustainable Future” competition in 2021 with the aim of meeting young people, who will shape Türkiye's future, and to generate common ideas in building the future.

The theme of the competition for 2021 was determined as “The Change in Living Space during the Pandemic”. In order to live a sustainable healthy life during the pandemic, the isolation required

by the pandemic, and the coexistence, which is part of human nature, should be considered together. The main subject of the competition was the design of spaces that have changed with the pandemic and which could transform after the pandemic in line with the principles of sustainability. A total of 900 participants with 585 groups from 75 different universities applied to take part on the competition.

A sustainability webinar was held with the participation of distinguished speakers. In the seminar, which was watched by 2,000 people, the Company donated saplings to the Tema Foundation on behalf of the participants.



THE TOP THREE AWARD-WINNING PROJECTS CREATED BY STUDENTS IN THE COMPETITION

First Prize

Consisting of circular forms, the project stands out with its harmony with the natural environment, its ability to protect natural resources, its sustainable practices and its scale. The use of ecological materials, building facades and roofing designed in integration with green environment and the design ideas created for open spaces in the project attracted attention.

Second prize

The second prize was awarded to a project with exemplary features which involved district street market areas, allowing distancing between people when they were shopping during the pandemic and the creation of a sustainable economic approach by preserving the freshness of products in the market. The utilization of the plant residues present after the closing of the market, the use of natural energy resources and the design of outdoor social areas were all found to have had a positive impact.

Third Prize

Developing a collective approach to the reuse of grey water discharged from buildings, the project helps building users to contribute to this common idea. The reuse of grey water in ecological irrigation after treatment was especially noted in the assessment of the project.

Held for the 7th time in 2021, the theme of “Design the Sustainable Future” competition was determined as “The Change in Living Space during the Pandemic”.



First Prize



Second prize



Third Prize

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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RÖNESANS HOLDING'S SOCIAL PERFORMANCE

THE RÖNESANS EDUCATION FOUNDATION (REF)



A LONGSTANDING AND EXAMPLARY CHARITY PROJECT IN OUR COUNTRY

The Rönesans Education Foundation (REF) was established in 2009 to support the education and personal development of young people and children. The REF implements educational programs and social projects with the aim of helping children and young people realize their potential and grow up as well-rounded, educated and productive individuals.

The REF is one of our country's long-standing and exemplary charity projects. The REF works with the mission of contributing to the future with the social projects it has brought into operation in a variety of fields, especially in education, and the long-lasting projects it has carried out within the scope of the mission principles it has adopted.

Passing on value to future generations through long-lasting projects
In line with its founding mission, the REF builds lasting projects which benefit society, especially in the field of education.

These projects include the Malatya Erman Ilıcak Science High School, the TED Rönesans College, the Darende Bekir Ilıcak Vocational College, the TED Ayşe Ilıcak Library, the Keriman Çetinkaya Kindergarten, the Taşova Yüksel Akın Vocational College, the Ayşe Ilıcak İH Secondary School and Girls' Anatolian High School and the Gürsu Cüneyt Yıldız State Hospital.

Construction work on the Ankara Erman Ilıcak Science High School, the foundations of which were laid in 2021, continues. The school is planned to start accepting students in the 2022-2023 academic year.



Rönesans Eğitim Vakfı hakkında detaylı bilgi için:
<https://rev.org.tr>

The REF Academy: A modern education platform
The REF Academy Personal Development Program is an online education platform, which was prepared using distance education technologies in order to contribute to the well-rounded development of scholarship holders.

The REF Academy created educational content developed in three main areas; "Personal Development", "Preparation for Working Life" and "Active Responsible Citizenship in the 21st Century".

HIGHLIGHTS OF THE REF

- Since 2009, 9,750 students were included in the scholarship program.
- 2,000 students were awarded scholarships in the 2020-2021 period.
- In the 2020-2021 period, a total of 5,500 hours of education were provided to students who were awarded with scholarships in 35 different subject areas on the REF Academy online education platform.
- In the 2020-2021 period, scholarship students performed 47,000 hours of volunteering work for NGOs.
- In the 2020-2021 period, online seminars on volunteering and social innovation were presented by specialized educators.

Rönesans Education Foundation implements long-term projects focused on the education of children and young people.
Working with Rönesans Holding and its subsidiaries, REF conducts social programs which support stakeholders consisting of vulnerable groups such as local communities, women and earthquake victims, and donates to institutions in need.

Career conversations with academics and Rönesans Holding professionals
The content of the chat meetings held so far have consisted of the topics of Career Start Abroad, A Strong Start to Working Life, The Digital Transformation of the Age, Building Information Modelling (BIM), First Expectations at Work, Vision and Opportunities in Working Life, Law and Work Ethics in Working Life and Engineering in the Office and on the Construction Site..



AS PART OF ITS FOUNDING MISSION, REF CREATES LONG-LASTING WORKS OF ART WHICH BENEFIT SOCIETY, PRIMARILY IN THE FIELD OF EDUCATION.



The Room of Dreams: Support for pupils in kindergarten
The Room of Dreams is a social responsibility project designed for children in kindergarten to support their education and personal development. The project aims to enable children to get to know and love books in a beautiful environment, to acquire a habit of reading at a young age and to provide high-quality education environments for all.

The Room of Dreams has been implemented in 19 schools in 17 provinces since the 2017-2018 academic year. The "I Love the World" education module was prepared for children in kindergarten in cooperation with the Faculty of Educational Sciences at Ankara University. It was presented to school teachers with the train the trainer method.

The project had reached a total of 2,800 children as of the end of 2021.

Social Projects and Support
Previously supported to improve its physical conditions, a New Year's event was held in the Dr. Sami Ulus Children's Hospital with volunteering scholarship students for children being treated in the Oncology Department.

As in previous years, before the event, children were asked to list their wishes for a New Year's gift. The gifts were prepared for each child in accordance with their wishes. REF Scholarship students who were volunteering in the event dressed in colorful costumes of fairy tale characters loved by the children. They presented the gifts to the children, to the accompaniment of fun and games.

Winter clothes were purchased for more than 500 pupils in need studying in 9 schools in 4 provinces in Mardin, Diyarbakır, Muş and Kahramanmaraş. The donations were especially packaged for each child thanks to contributions of volunteer scholarship students. The prepared gifts were delivered to the schools.



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RESPECT FOR OUR COUNTRY'S HISTORY

Altering the routing of the project to protect an ancient waterway

Since cultural assets were taken into consideration in the design phase of the Ceyhan PDH-PP project, the project settlement plan was revised in a way to ensure that the project construction site would not infringe on the heritage site. One of the elements taken into consideration when changing the project settlement plan was to minimize land use.

Surveying work is being carried out for the ancient waterway, which remained within the Ceyhan Petrochemical Industrial Zone (CPIZ). The area has been protected by taking necessary measures.

Project work halted to ensure the protection of the archaeological site.

In the Şamlar neighborhood along the route of the highway to be built within the scope of the Nakkaş-Başakşehir Highway project, the first accidental finding - the remains of two ancient walls - was detected in July 2021. Work in the area has been halted since then.

In accordance with the decision of the Istanbul No. 1 Cultural Heritage Preservation Regional Board, dated 29 July 2021 and numbered 6283, the decision was taken to carry out an archaeological excavation in this area.

Working with archaeological company in the process, preservation excavations got underway following checks conducted by field specialists from the Istanbul Archaeology Museums and the surveyor. The field work of the excavations was completed in April 2022.

During the excavations, a significant number of small artifacts were found from the archaeological site. Artifacts such as ceramic pieces, large storage containers and animal bones were brought under protection and moved to a sorting workshop under the supervision of the museum. The artifacts will be delivered to the Istanbul Archaeological Museums once the classification and restoration work has been completed, and will thus be protected and added to our country's rich cultural heritage.

ARCHEOLOGICAL ARTIFACTS FOUND IN EXCAVATION AREA OF THE NAKKAŞ-BAŞAKŞEHİR HIGHWAY PROJECT WILL BE PROTECTED, THUS CONTRIBUTING TO OUR COUNTRY'S RICH CULTURAL HERITAGE.



Şamlar Excavation Area

STAKEHOLDER ENGAGEMENT ACTIVITIES

The importance attached to communication and interaction with local people in the Ceyhan PDH-PP project

Rönesans carries out various stakeholder engagement activities for different phases and stakeholder groups of the Ceyhan PDH-PP project. The stakeholders of the project consist of official institutions at country, regional, provincial, district and neighborhood levels, non-governmental organizations and local people.

The process of communicating with the stakeholders include the following processes:

- Sending Project Information Documents,
- Meetings held with key stakeholders,
- Public meetings,
- Announcements made through local newspapers and
- Presentation of project information on the project website

Stakeholder engagement was initiated at an early stage of the Environmental and Social Impact Assessment (ESIA) process. It is planned to continue throughout the project lifecycle.

A grievance mechanism has been established to facilitate the resolution of stakeholder concerns and grievances regarding the environmental and social performance of the project, in line with the best practice and the EBRD/IFC requirements.

Local people will be given priority in employment during the construction and operation periods of the project.

Proactive solutions to ease the impacts of construction work

Noise, vibration and dust measurement studies are carried out in order to determine the possible impacts of construction work in the project impact area and nearby settlements. Measures such as regular irrigation and compliance of vehicles with speed limits are taken to prevent the spread of dust during construction works.

Rönesans attaches priority to local people in employment during the construction and operation periods of the project. It will share a part of the economic value it generates with the residents of the region.

Contributing to the employment of local people

Rönesans Holding will focus on employing people from the local area in its facilities, both during the construction and throughout the period of operation.

In the first social responsibility project within this scope, the Vasfiye and Hamdi Özakay Welding Training Center was brought into service in Ceyhan. As a result of its investigation of the region, Rönesans determined that there was a need for welders in different branches of industrial production. Graduates from the school will be able to find an employment as a welder both in Ceyhan and abroad after a 3-month training period. They will also be able to take part in the construction process of the Ceyhan PDH-PP plant.

Rönesans Holding aims to continue to extend support to people from the region through a range of different social responsibility projects.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

THE RESULTS OF NOISE MEASUREMENTS CONDUCTED ALONG THE ROUTE OF THE MAOG HIGH SPEED TRAIN PROJECT FOUND THAT EXISTING NOISE LEVELS SURPASSED THE VALUES SPECIFIED IN THE WORLD BANK GROUP’S STANDARDS. RÖNESANS PLANNED AND TOOK MEASURES TO MINIMIZE NOISE RELATED DISTURBANCE TO LOCAL RESIDENTS.

Rönesans Holding committed to road safety in the Nakkaş-Basakşehir Highway project

The 11th SDG aims to ensure that cities and human settlements are inclusive, safe, resilient and sustainable. Rönesans has determined its priority as road safety in the Nakkaş-Basakşehir Highway project.

The preparations made to protect people living in the area the highway passes through from possible negative consequences were designed in accordance with EU Directive 2008/96/EC entitled “Road Infrastructure Safety Management”. Road safety inspections will be carried out by a third party company with the aim of preventing traffic accidents, compensating for human vulnerability and fallibility, preventing human and driver error and protecting vulnerable groups.

Measures to limit noise during work on the high-speed train project

Noise measurement results along the route of the MAOG High Speed Train Project found that the current noise levels exceeded the World Bank Group standards. Rönesans took and planned the necessary measures to minimize the disturbance to local people living on the route due to noise. The construction and operation phases were evaluated separately.

In order to prevent disturbance to local residents during the construction phase, plans were made to use wooden construction site curtains and vibration-free construction equipment and to limit night work. Noise and vibration reduction measures will be implemented with sensitive receivers.

During the operation phase of the project, housing in Akdeniz, Tarsus, Seyhan, Ceyhan, Toprakkale and Hasanbeyli may potentially be adversely affected by noise in the project. In order to prevent this, the noise impact will be reduced to negligible level by taking mitigation measures such as installing noise barriers and providing an improved glass application.

Mitigation measures such as vibration dampening rail pads will become more effective. All this work is managed within the framework of the project specific Noise and Vibration Management Plan.

Resettlement Action Plans (RAP) to be carried out on Nakkaş-Basakşehir Highway and MAOG High Speed Train projects

Rönesans complied with the following criteria during the preparation of the Resettlement Action Plan (RAP).

- To determine the persons who will be physically and economically displaced as a result of the land acquisition due to the project which causes the loss of land, housing and businesses,
- In addition to the compensation provided by the General Directorate of Highways in accordance with the Expropriation Law, to determine the eligibility criteria and entitlements for compensation for losses/ effects,
- To define the organizational structure and capacity that will ensure the effective implementation of the RAP,
- To comply with applicable international standards to determine the time schedule, monitoring conditions and budget (the RAP Fund) required for the RAP implementation, and to define disclosure and grievance management mechanisms.

The RAP will be implemented in cooperation with the relevant administrative units during the construction phase. As a living document, the RAP will identify the possible impacts of the project over time and be updated as necessary to cover all persons affected by the project.

AREAS OF SOCIAL INTERACTION

THE 12 SHOPPING MALLS BRING RÖNESANS HOLDING TO THE CLOSEST CONTACT WITH LOCAL PEOPLE

Rönesans's 12 shopping malls in 7 different regions of Türkiye offer an enjoyable life experience for tens of millions of visitors each year. In the malls offering a range of entertainment, sport, cinema, shopping and seasonal activity options appropriate to different expectations, visitors may enjoy the opportunity to sample Turkish and global cuisines.

The shopping malls, which are designed as contemporary living centers, also offer a wide array of options for the children of those visiting. These options include playgrounds, theatres, shows and entertaining educational activities.

Hilltown Karşıyaka the best in the world in terms of design

Focusing on people, Hilltown Karşıyaka is a new generation sustainable shopping center built in İzmir. It was selected as the best in the world and awarded in sustainability at the Innovating Commerce Serving Communities (ICSC) 2021 Global Design and Development Awards.

While Hilltown Karşıyaka brings a new approach to the sector, it was designed in accordance with the lifestyles of local people. Local cultural richness and global new generation trends were brought together by taking into account the genuine lifestyle, outdoor eating and spending habits of local people.

Considering families with children, Hilltown Karşıyaka hosts one of the most entertaining children's parks in İzmir with a total of 2,000 square meters of playgrounds, including specially developed water-themed toys.

A First in Türkiye

Thanks to the first and only animal friendly park area of İzmir, “Pati Town”, animal lovers have found a place where they can shop while their pets can run around and play with other animals. While this report was being prepared for publication, Rönesans switched all its shopping malls to a pet-friendly concept in March 2022, thus allowing visitors who have pets to carry out their shopping more comfortably and peacefully.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

RÖNESANS HOLDING WORKING
TO TRANSFORM SHOPPING
MALLS INTO CENTERS OF
SOCIAL INTERACTION AND
DEVELOPMENT.

Cooperation with the public sector
Rönesans enriches the social interaction and value creation focus of shopping malls by collaborating with public institutions and organizations.

A store in the Şanlıurfa Piazza was transformed into Şanlıurfa Metropolitan Municipality Culture and Art Center in line with the cooperation with Şanlıurfa Metropolitan Municipality. The relevant area has a number of areas which are always open to visitors including chess, mangala, checkers and darts playgrounds, a book reading area, a workshop area and a marbling and cartoon exhibition. There is a tourist information desk where authorized municipal officials provide information regarding touristic and cultural areas to tourists visiting the region.

Another example is the cooperation with the Maltepe Public Education Center in İstanbul Maltepe Park. A store was organized as a course area with training sessions, open to all over the age of 15, planned to be provided.



Support for vulnerable groups
Kahramanmaraş Piazza celebrated the 30th August Victory Day with activities for children with Down's Syndrome, in cooperation with the Hamidiye-Bekir Topçuoğlu Special Education and Rehabilitation Center and Onikişubat Municipality between 28 and 30 August. The event attracted great interest and was featured on TRT News.

In the same shopping mall, on 11th October, International Girl's Day, 30 girls from children's care homes could take part in talk shows, games and dance activities. After the event, movie tickets were presented to the children and food was served.

"Sahne" works attracting tremendous interest
Activities such as plays, talk shows and children's shows which take place in the shopping malls were gathered under a single roof and launched under the "Sahne" (stage) sub-brand. Optimum Sahne sub-brands started to be used in Adana Optimum and Ankara Optimum shopping malls, Hilltown Sahne in Hilltown Küçükyalı shopping mall and Piazza Sahne in Samsun Piazza shopping mall.

In particular, stage works enabled children in Anatolia to enjoy educational plays free of charge. Aiming to offer a positive social impact, Sahne received great acclaim and appreciation.

Of the many activities attracting considerable attention the following, which show that Rönesans reached and shared with people from all walks of life, were some of the most prominent.

- Şanlıurfa Piazza 2021 Streetball & Beach Volleyball Tournament,
- Support for Producing Women event, which was held in partnership with the Adana Women's Cooperatives Union,
- "From Ancestor to Mother Respect Run", organized by the Karşıyaka Municipality in İzmir for the 27th time in November 2021, has become a regular event.



COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

IN THIS CHAPTER

- CORPORATE MEMBERSHIPS
- GREEN BUILDING CERTIFICATIONS
- PERFORMANCE INDICATORS
- UN GLOBAL COMPACT - COMMUNICATION ON PROGRESS 2021
- GRI CONTENT INDEX

CONTRIBUTED SDGs



CORPORATE MEMBERSHIPS

GRI 102-12, 102-13

TÜRKİYE

- UN Global Compact
- World Economic Forum Young Global Leaders Membership
- Bodrum Chamber of Commerce
- İstanbul Chamber of Commerce
- Tourism Restaurant Investors and Gastronomy Enterprises Association (TURYİD)
- Bodrum Promotion Foundation
- Central Registry Agency (MKK)
- Energy Traders Association
- Association of Electricity Producers
- World Energy Council Türkiye
- Council of Shopping Centers Türkiye (AYD)
- The Association of Real Estate Investors (GYODER)
- Innovating Commerce Serving Communities (ICSC)
- Ankara Chamber of Commerce
- Turkish Construction Industrialists Employer's Union (İNTES)
- Electronic Public Procurement Platform (EKAP)
- Offshore Wind Energy Association (DÜRED)
- Turkish Contractors Association (TMB)



RUSSIA

- Self-Regulation Institution, The Institution of Construction Companies
- The Association of Design Organizations
- "Soyuzpetrostroy-Proekt"
- Self-Regulation Institution, The Association of Protecting Constructors Rights and Legal Interests "CENTRREGION"
- Self-Regulation Institution, The Association of Protecting Rights and Legal Interests of People Who Prepare Project Documentation "CENTRREGIONPROEKT"

EUROPE

- Dutch Green Building Council
- SKAO Foundation for Climate Neutral Tendering and Entrepreneurship
- Bewuste Bouwers (Considerate Constructors)
- Bauindustrieverband NRW
- Industrie-und Handelskammer für Essen
- Deutscher Beton-und Bautechnik-Verein E.V.
- DIN E.V. (Deutsches Institut für Normung)
- Deutscher Ausschuss für Stahlbeton E. V.
- Gemeinschaft für Überwachung im Bauwesen E. V.

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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GREEN BUILDING CERTIFICATIONS



BREEAM CERTIFIED BUILDINGS

Rönesans Holding’s green buildings certified by BRE Global in the scope of BREEAM In-Use International 2015 Program are listed below:

Project Name	Validity	Rating
Adana Optimum Shopping Mall	18.10.2021	Outstanding 85.5%
Ankara Optimum Shopping Mall	11.07.2021	Outstanding 85.5%
İstanbul Optimum Shopping Mall	18.10.2021	Outstanding 86.6%
İzmir Optimum Shopping Mall	13.09.2021	Outstanding 86.6%
Kahramanmaraş Shopping Mall	15.09.2021	Outstanding 86.1%
RönesansBiz Mecidiyeköy Office	06.05.2021	Outstanding 88.8%
Samsun Piazza Shopping Center	12.09.2021	Outstanding 87.1%



LEED CERTIFIED BUILDINGS

Projects	Sustainable Sites	Water Efficiency	Energy and Atmosphere	Materials and Resources	Indoor Environmental Quality	Innovation	Regional Priority Credits	Point	Certification Type	Level	Certification Date
Renaissance Pravda Business Center	19/28	8/10	22/37	3/13	10/12	4/6	4/4	70	LEED 2009 Core and Shell	GOLD	18.09.2013
TED Rönesans College	18/24	8/11	11/33	6/13	10/19	5/6	4/4	62	LEED 2009 Schools	GOLD	28.05.2014
Rönesans Tower	27/28	10/10	19/37	6/13	11/12	4/6	4/4	81	LEED 2009 Core and Shell	PLATINUM	16.09.2014
RönesansBiz Küçükyalı Office Park Block A&B	25/28	8/10	22/37	7/13	8/12	6/6	4/4	80	LEED 2009 Core and Shell	PLATINUM	26.05.2015
RönesansBiz Küçükyalı Office Park Block C	25/28	8/10	22/37	7/13	10/12	6/6	4/4	82	LEED 2009 Core and Shell	PLATINUM	02.06.2015
Renaissance Plaza	16/26	6/14	16/35	1/10	6/15	4/6	3/4	52	LEED 2009 Existing Building Operations and Maintenance	SILVER	29.10.2016
Yozgat Education and Research Hospital	12/18	5/9	15/39	8/16	11/18	6/6	3/4	60	LEED 2009 Healthcare	GOLD	03.08.2017
Renaissance Business Park	24/28	10/10	21/37	6/13	11/12	6/6	4/4	82	LEED 2009 Core and Shell	PLATINUM	19.01.2018
Küçükyalı Hilltown Shopping Mall	22/28	8/10	14/37	6/13	7/12	4/6	2/4	63	LEED 2009 Core and Shell	GOLD	22.01.2018



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GREEN BUILDING CERTIFICATIONS

Projects	Sustainable Sites	Water Efficiency	Energy and Atmosphere	Materials and Resources	Indoor Environmental Quality	Innovation	Regional Priority Credits	Point	Certification Type	Level	Certification Date
Küçükyalı Hilltown Offices	22/28	8/10	16/37	6/13	7/12	4/6	2/4	65	LEED 2009 Core and Shell	GOLD	21.02.2018
Adana City Training Research Hospital	10/18	7/9	22/39	8/16	8/18	3/6	3/4	62	LEED 2009 Healthcare	GOLD	27.08.2018
Maltepe Piazza Shopping Mall	22/28	10/10	19/37	5/13	4/12	5/6	3/4	68	LEED 2009 Core and Shell	GOLD	16.11.2018
Maltepe Piazza Offices	22/28	10/10	16/37	5/13	5/12	5/6	3/4	66	LEED 2009 Core and Shell	GOLD	07.12.2018
Lakhta Center - MFB	24/28	10/10	21/37	5/13	7/12	6/6	4/4	79	LEED 2009 Core and Shell	GOLD	13.12.2018
Lakhta Center - Tower	23/28	10/10	24/37	6/13	9/12	6/6	4/4	84	LEED 2009 Core and Shell	PLATINUM	13.12.2018
Elâzığ Fethi Sekin City Hospital	11/18	8/9	23/39	4/16	10/18	4/6	3/4	63	LEED 2009 Healthcare	GOLD	22.12.2018
Maltepe Piazza Residence	22/26	10/10	9/35	5/14	9/15	5/6	2/4	62	LEED 2009 New Construction	GOLD	14.02.2019
Bursa City Hospital	12/18	4/9	22/39	8/16	13/18	5/6	4/4	68	LEED 2009 Healthcare	GOLD	07.01.2020
Karşıyaka Hilltown Shopping Mall	21/28	8/10	12/37	6/13	6/12	4/6	3/4	60	LEED 2009 Core and Shell	GOLD	19.05.2020
Hospital Nobo Otrobanda	12/18	7/9	19/39	8/16	9/18	6/6	4/4	65	LEED 2009 Healthcare	GOLD	29.07.2020
Başakşehir İkitelli City Hospital	10/18	8/9	26/39	7/16	5/18	4/6	3/4	63	LEED 2009 Healthcare	GOLD	14.10.2020
RönesansBiz Mecidiyeköy Office Project	22/28	8/10	15/37	4/13	8/12	5/6	4/4	66	LEED 2009 Core and Shell	GOLD	05.11.2020



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PERFORMANCE INDICATORS

ENVIRONMENTAL PERFORMANCE INDICATORS

	Unit	2020	2021	GRI Standard No
Energy				
Total Energy Consumption				302-1
Electricity	kWh	641,708,663	812,843,496	
Natural Gas	m³	125,981,670	37,586,035	
Diesel	lt	64,932,333	100,494,035	
Water and Waste Water				
Total Water Consumption by Source	m³	4,619,468	3,183,676	303-5
Well Water	m³	25,000	874,200	
Municipal Water and Water Tank	m³	453,848	2,301,796	
Rain Water	m³	23,250	7,680	
Total Water Discharge	m³	4,384,622	4,078,923	303-4
Waste Water Channel	m³	3,521,801	3,317,016	
Discharge Point	m³	540,821	761,907	
Recycled/ Reused Water	m³	22,000	0	
Emissions				
Direct Greenhouse Gas Emissions (Scope 1)	ton CO₂	426,291	341,977	305-1
Indirect Greenhouse Gas Emissions (Scope 2)	ton CO₂	313,356	358,727	305-2
Wastes				
Total Amount of Waste Produced	ton	399,649	18,865,905	306-3
Total Non-Hazardous Wastes by Disposal Method	ton	263,714	18,861,529	
Reuse	ton	36	1,471	
Recycling	ton	171,807	1,057,825	
Energy Recovery	ton	0	4,839	
Incineration	ton	1,275	1,013	
Landfill	ton	90,574	17,796,328	
Compost	ton	23	53	
Total Hazardous Wastes by Disposal Method	ton	135,935	4,376	306-4
Recycling	ton	26	1	
Energy Recovery	ton	19,817	97	
Incineration	ton	116,091	648	
Landfill	ton	1	3,630	
Environmental Compliance				
Number of Environmental Compliance Sanctions Paid	number	0	0	307-1
Amount of Environmental Compliance Sanctions Paid	TL	0	0	307-1

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
FOCUS ON PEOPLE	ENVIRONMENTAL PERFORMANCE	SOCIAL PERFORMANCE	ANNEXES

OCCUPATIONAL HEALTH AND SAFETY (OHS) INDICATORS

	2020		2021		GRI Standard No
Total Annual Working Hours	155.851.606		149.247.674		
	Number of Accident	Accident Frequency Rate ¹	Number of Accident	Accident Frequency Rate ¹	
Fatalities	3	3.85 ²	1	1.34 ²	403-9
Lost Time Incident	133	0.17	133	0.18	403-9
Restricted Work Case	158	0.20	170	0.23	403-9
Medical Treatment Case	369	0.47	353	0.47	403-9
Occupational Illness	0	0	0	0	403-10
Lost Work Days	3,081		2,108		
Restricted Work Days	1,037		984		
Total Recordable Incident ³	666	0.85	657	0.88	
Lost Time Incident Severity Rate ⁴	-	3.95		2.82	

All indicators include subcontractors.
¹Accident Frequency Rate = Total Number of Accidents x 200.000/Total Working Hours
²Fatality Accident Rate = Total Number of Mortal Accidents x 200.000.000/Total Working Hours
³Includes fatal accidents, lost time incidents, restricted work cases and medical treatment case.
⁴Lost Time Incident Severity = Number of Lost Work Days x 200.000/Total Working Hours

EMPLOYEE DEMOGRAPHICS*

	Unit	2020	2021	GRI Standard No
Total Workforce	Person	49,496	35,827	401-14
Total Workforce By Gender				401-15
Female	Person	6,338	4,266	
	Rate	12.8%	12%	
Male	Person	43,158	31,561	
	Rate	87.2%	88%	
Total Workforce By Age Group				401-1
Between 18-30				
Female	Person	2,444	1,894	
	Rate	12.8%	13.30%	
Male	Person	16,592	12,367	
	Rate	87.2%	86.7%	
Between 30- 50 (Incl. 30 and 50)				
Female	Person	3.696	2.236	
	Rate	12.9%	11.1%	
Male	Person	24.933	17.840	
	Rate	87.1%	88.9%	
Over 50				
Female	Person	199	136	
	Rate	10.2%	9.1%	
Male	Person	1759	1354	
	Rate	89.8%	90.9%	
Total Workforce by Employment Type				401-1
Permanent Staff-Full Time				
White Collar-Female	Person	930	1,052	
White Collar-Male	Person	3,382	3,493	
Blue Collar-Female	Person	256	213	
Blue Collar-Male	Person	6,680	6,187	
Permanent Staff-Half Time				
White Collar-Female	Person	-	-	
White Collar-Male	Person	-	-	
Blue Collar-Female	Person	-	-	
Blue Collar-Male	Person	-	-	

*Employee demographics do not include the activities carried out by Rönésans in Europe.

EMPLOYEE DEMOGRAPHICS

	Unit	2020	2021	GRI Standard No
Subcontractor				
White Collar-Female	Person	887	661	
White Collar-Male	Person	4,700	3,693	
Blue Collar-Female	Person	4,166	2,340	
Blue Collar-Male	Person	28,505	18,188	
Total Workforce by Management Category				
Senior Management				
Female	Person	2	3	
	Rate	3.3%	5%	
Male	Person	58	57	
	Rate	96.7%	95%	
Other				
Female	Person	6,336	4,263	
	Rate	12.8%	11.9%	
Male	Person	43,100	31,504	
	Rate	87.2%	88.1%	
Employees Newly Hired				
By Gender				
Female	Person	1,232	1,712	
	Rate	8.3%	12.5%	
Male	Person	13,580	11,933	
	Rate	91.7%	87.5%	
Employees Left				
By Gender				
Female	Person	217	319	
	Rate	6.2%	2.6%	
Male	Person	3,253	11,908	
	Rate	93.8%	97.4%	

EMPLOYEE DEMOGRAPHICS

	Unit	2020	2021	GRI Standard No
Number of Employees Entitled to Maternity Leave				
Female	Person	47	44	
Male	Person	0	0	
Number of Employees Left for Maternity Leave				
Female	Person	47	44	
Male	Person	4	4	
Number of Employees Returned from Maternity Leave				401-3
Female	Person	11	14	
Male	Person	4	4	
Number of Employees Who Didn't Leave Their Job After 12 Months to Their Return From Maternity Leave				401-3
Female	Person	4	1	
Male	Person	0	4	
Number of Employees Who Participated in the Employee Satisfaction Survey	Person	Not executed	1,485	
Employee Satisfaction Score	Score	Not executed	67	
Percentage of Employees Passing Regular Performance and Career Development Evaluations by Gender and Employee Category	%	100%	100%	404-3
Number of New Generation Youth Started to Work with Pusula (Compass) Program	Person	153	196	

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PERFORMANCE INDICATORS

TRAINING INDICATORS

	Unit	2020	2021	GRI Standard No
Employee Training	Person	100	44	404-1, 404-2
Employee Training by Topics				
				404-2
Personal Development	Hour	112		
Technical Training	Hour	549	445.5	
Managerial Training (Training provided to managers and above level)	Hour	24	2	
Total Training Hours	Hour	681	472	
Environmental Training				
Total Training Hours	Hour	8	16	
Number of Attendees	Person	418	734	
Ethical Training				
Total Training Hours	Hour	16	-	
Number of Attendees	Person	1,061	-	
OHS Training¹				
		2020	2021	GRI Standard No
	Total Training Hours Training Ratio	Total Training Hours Training Ratio		
Specific Training	1,365,800 0,0092	1,141,435 0,0077		403-5
Total Training	4,195,461 0,0283	5,353,194 0,0359		403-5

¹ Covers white collar and blue collar employees.

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UN GLOBAL COMPACT - COMMUNICATION ON PROGRESS 2021

Rönesans Holding joined the United Nations Global Compact in 2015. As a signatory of the Initiative, Rönesans commits to the 10 Principles derived from key UN conventions on human rights, labour, environment and anti-corruption. The table below summarizes the activities the Company has implemented in 2021 to advance the 10 Principles.

PRINCIPLE	SUMMARY APPROACH OF RÖNESANS HOLDING	CHAPTER/LINK WITH DETAILED EXPLANATIONS
Human Rights		
Businesses should support and respect the protection of internationally proclaimed human rights; and	Rönesans Holding pursues full compliance with national and international norms regulating human rights, especially the United Nations Convention on Human Rights, and implements the necessary practices within the scope of its operational cycle.	Rönesans Holding's Focus on People
make sure that they are not complicit in human rights abuses.	Rönesans Holding supports the protection and advancement of human rights in the business world.	Rönesans Holding's Focus on People
Labour		
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Rönesans Holding acknowledges the freedom of unionization and collective bargaining rights of its employees.	Rönesans Holding's Focus on People
the elimination of all forms of forced and compulsory labour;	Equality of opportunity and diversity are the building blocks of Rönesans Holding's human resources policy. Rönesans Holding is against all forms of discrimination and all forms of forced and compulsory labor in the world and in Türkiye.	Rönesans Holding's Focus on People
the effective abolition of child labour; and	Rönesans Holding is against child labor and supports all initiatives taken on this issue in the business world.	Rönesans Holding's Focus on People
the elimination of discrimination in respect of employment and occupation.	Rönesans Holding is against discrimination in recruitment and working processes and supports initiatives taken on this issue in the business world.	Rönesans Holding's Focus on People
Environment		
Businesses should support a precautionary approach to environmental challenges;	Rönesans Holding intensively carries out its projects related to the environment and interacting with its stakeholders.	Rönesans Holding's Environmental Performance
undertake initiatives to promote greater environmental responsibility; and	Rönesans Holding supports many activities and formations with the aim of increasing environmental responsibility and awareness about environmental problems in our country; realizes projects aimed at minimizing environmental impacts within the scope of the production cycle.	Rönesans Holding's Environmental Performance
encourage the development and diffusion of environmentally friendly technologies.	Rönesans Holding supports the development and dissemination of environmentally friendly technologies by extensively using the most up-to-date technologies within the scope of construction, service and investment cycles.	Focus Areas Where Value is Generated Rönesans Holding's Environmental Performance
Anti-Corruption		
Businesses should work against corruption in all its forms, including extortion and bribery.	Rönesans Holding fully, accurately and effectively supports the fight against corruption and the prevention of financing terrorism, within the framework of the relevant legislation and Company policies.	Corporate Governance

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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GRI CONTENT INDEX



GRI STATEMENT: “The service was performed on the Turkish language version of the report.”

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE
GRI 101: FOUNDATION 2016		
GRI 102: GENERAL DISCLOSURES 2016		
GRI 102: GENERAL DISCLOSURES 2016	ORGANIZATIONAL PROFILE	
	102-1	Rönesans Holding A.Ş.
	102-2	Company Profile/Rönesans Holding in Brief, Page: 11
	102-3	Çankaya Mahallesi Atatürk Bulvarı No: 144/146 Çankaya-Ankara/Türkiye
	102-4	Company Profile/Operations - Global Presence, Page: 13
		https://ronesans.com/en/where-we-are/
	102-5	Company Profile/Rönesans Holding in Brief, Page: 11
	102-6	Company Profile/Operations - Global Presence, Page: 13
		https://ronesans.com/en/where-we-are/
	102-7	Company Profile/Key Indicators, Page: 14-15
	102-8	Rönesans Holding’s Focus On People/Rönesans’s Most Valuable Asset: People, Page: 69 Employee Demographics, Page: 131-133
	102-9	Rönesans Holding continues to work on sustainability practices in all functions in the supply chain, in the light of global sustainability trends and GRI standards.
	102-10	There are no significant changes in Company’s size, structure and ownership during reporting period.
	102-11	Global Risks and Their Impact on the Industries Where Rönesans Operates, Page: 58-59 Corporate Governance/Ethics and Compliance, Page: 63
		Rönesans Code of Business Ethics and Conduct https://ronesans.com/en/sustainability/human/#ethics-policy
GRI 102: GENERAL DISCLOSURES 2016	102-12	Corporate Memberships, Page: 125
	102-13	Corporate Memberships, Page: 125
	STRATEGY	
	102-14	Message from the Chairperson of the Board, Page: 6-7
	102-15	Corporate Governance/Risk and Opportunity Management, Page: 64-65
GRI 102: GENERAL DISCLOSURES 2016	ETHICS AND INTEGRITY	
	102-16	Corporate Governance/Ethics and Compliance, Page: 63
		Rönesans Code of Business Ethics and Conduct https://ronesans.com/en/sustainability/human/#ethics-policy
GRI 102: GENERAL DISCLOSURES 2016	GOVERNANCE	
	102-18	Rönesans Holding’s Sustainability Approach/Sustainability Management and Its Performance, Page: 45 Corporate Governance/Board of Directors, Page: 62

GRI 102: GENERAL DISCLOSURES 2016

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE
GRI 102: GENERAL DISCLOSURES 2016	STAKEHOLDER ENGAGEMENT	
	102-40	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 50
	102-41	Rönesans Holding’s Focus On People/Employee Rights and Satisfaction, Page: 71
	102-42	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 50
	102-43	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 50
	102-44	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 50
	REPORTING PRACTICE	
	102-45	About the Report, Page: 4 Company Profile/Operations - Global Presence, Page: 13
		https://ronesans.com/en/who-we-are/ronesans-by-numbers/
	102-46	About the Report, Page: 4 Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 51
	102-47	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 51
	102-48	There are no restatements of information given in previous reports.
	102-49	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 51
	102-50	01.01.2021-31.12.2021
	102-51	2020
	102-52	Annual
GRI 102: GENERAL DISCLOSURES 2016	102-53	Ms. Zümre Büşra Atmaca HSE Specialist e-mail: busra.arslan@ronesans.com
	102-54	This report is prepared in accordance with GRI Standards-Core option.
	102-55	GRI Standards Index, Page: 138-143
	102-56	The report has not been externally assured.
GRI 200: ECONOMIC STANDARD SERIES		
GRI 103: MANAGEMENT APPROACH 2016	ECONOMIC PERFORMANCE	
	103-1	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 51
	103-2	Message from the Chairperson of the Board, Page: 6-7
GRI 103: MANAGEMENT APPROACH 2016	103-3	Message from the Chairperson of the Board, Page: 6-7
	201-1	Company Profile/Key Indicators, Page: 14-15
GRI 201: ECONOMIC PERFORMANCE 2016	201-2	Global Risks and Their Impact on the Industries Where Rönesans Operates, Page: 56-57
GRI 103: MANAGEMENT APPROACH 2016	MARKET PRESENCE	
	103-1	Rönesans Holding’s Sustainability Approach/Rönesans Holding’s Priorities, Page: 51
	103-2	Message from the Chairperson of the Board, Page: 6-7
	103-3	Message from the Chairperson of the Board, Page: 6-7
	202-2	Rönesans Holding’s Focus On People/Equal Opportunity, Diversity and Inclusion, Page: 72

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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GRI 300: ENVIRONMENTAL STANDARD SERIES

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE
	ENVIRONMENTAL COMPLIANCE	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Policies and Strategies, https://ronesans.com/en/sustainability/is-sagligi-guvenligi-cevre/#is-2
	103-3	Policies and Strategies, https://ronesans.com/en/sustainability/is-sagligi-guvenligi-cevre/#is-2
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	There are no significant fines or sanctions recorded during the reporting period.

GRI 400: SOCIAL STANDARD SERIES		
	EMPLOYMENT	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Rönesans Holding's Focus On People/Rönesans's Most Valuable Asset: People, Page: 69
		https://ronesans.com/en/sustainability/human/
		Rönesans Holding's Focus On People/Rönesans's Most Valuable Asset: People, Page: 69
	103-3	https://ronesans.com/en/sustainability/human/
GRI 401: EMPLOYMENT 2016	401-1	Employee Demographics, Page: 131-133
	401-3	Employee Demographics, Page: 131-133
	OCCUPATIONAL HEALTH AND SAFETY	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Rönesans Holding's Focus On People/Occupational Health and Safety, Page: 87-97
		https://ronesans.com/en/sustainability/is-sagligi-guvenligi-cevre/
		Rönesans Holding's Focus On People/Occupational Health and Safety, Page: 87-97
	103-3	https://ronesans.com/en/sustainability/is-sagligi-guvenligi-cevre/
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Rönesans Holding's Focus On People/Occupational Health and Safety, Page: 87-90
	403-2	Rönesans Holding's Focus On People/Occupational Health and Safety, Page: 87-90, 94
	403-9	Occupational Health and Safety (OHS) Indicators, Page: 130
	403-10	Occupational Health and Safety (OHS) Indicators, Page: 130

GRI 400: SOCIAL STANDARD SERIES

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE
	TRAINING AND EDUCATION	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51 Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84
	103-2	https://ronesans.com/en/sustainability/human/ https://ronesans.com/en/sustainability/human/#education
	103-3	Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84
		https://ronesans.com/en/sustainability/human/ https://ronesans.com/en/sustainability/human/#education
		Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84
GRI 404: TRAINING AND EDUCATION 2016	404-1	Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84 Training Indicators, Page: 134
	404-2	Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84 Training Indicators, Page: 134
	404-3	Rönesans Holding's Focus On People/Talent Management and Development, Page: 80-84
		Training Indicators, Page: 134
	DIVERSITY AND EQUAL OPPORTUNITY	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51 Rönesans Holding's Focus On People/Equal Opportunity, Diversity and Inclusion, Page: 72-79
	103-2	https://ronesans.com/en/sustainability/human/
	103-3	Rönesans Holding's Focus On People/Equal Opportunity, Diversity and Inclusion, Page: 72-79
		https://ronesans.com/en/sustainability/human/
		https://ronesans.com/en/sustainability/human/
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Rönesans Holding's Focus On People/Equal Opportunity, Diversity and Inclusion, Page: 72-79 Employee Demographics, Page: 131-133

COMPANY PROFILE	FOCUS AREAS WHERE VALUE IS CREATED	SUSTAINABILITY APPROACH	CORPORATE GOVERNANCE
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GRI 400: SOCIAL STANDARD SERIES

GRI STANDARD NUMBER	DISCLOSURES	PAGE NUMBER/DIRECT REFERENCE
	NON-DISCRIMINATION	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Rönesans Code of Business Ethics and Conduct https://ronesans.com/en/sustainability/human/#ethics-policy
	103-3	Rönesans Code of Business Ethics and Conduct https://ronesans.com/en/sustainability/human/#ethics-policy
GRI 406: NON-DISCRIMINATION 2016	406-1	There are no incidents of discrimination recorded during the reporting period.
	CHILD LABOR	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Rönesans Holding's Focus On People/Employee Rights and Satisfaction, Page: 70-71
	103-3	Rönesans Holding's Focus On People/Employee Rights and Satisfaction, Page: 70-71
GRI 408: CHILD LABOR 2016	408-1	During the reporting period, no risk of child labor was observed in Rönesans operations. The same principle is also observed in the supplier audit process and no risk factor has been encountered.
	FORCED OR COMPULSORY LABOR	
GRI 103: MANAGEMENT APPROACH 2016	103-1	Rönesans Holding's Sustainability Approach/Rönesans Holding's Priorities, Page: 51
	103-2	Rönesans Holding's Focus On People/Employee Rights and Satisfaction, Page: 70-71
	103-3	Rönesans Holding's Focus On People/Employee Rights and Satisfaction, Page: 70-71
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	During the reporting period, no risk of forced or compulsory labor was observed in Rönesans operations. The same principle is also observed in the supplier audit process and no risk factor has been encountered.

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