

Sustainability Report 2018-2020



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LE REPORT

As IC İçtaş – ASTALDİ 3. BOĞAZ KÖPRÜSÜ VE KUZEY MARMARA OTOYOLU YATIRIM VE İŞLETME A.Ş. (ICA), we present the sustainability activities and performance we carried out between 01.01.2018 and 31.12.2020 to the views of all our stakeholders. In our second sustainability report, which we prepared according to the "core" compliance option of the

GRI Standards Sustainability Reporting Guidelines developed by the Global Reporting Initiative (GRI), we focused on sustainability issues and related indicators that have priority for ICA and its stakeholders.

ICA's 2018-2020 Sustainability Report covers the three-year social, environmental and economic performance of Yavuz Sultan Selim Bridge and Northern Ring Motorway operations.

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Through our report, we undertake the duty to improve our sustainability performance every year in line with the changing expectations of our stakeholders and to support the results we achieve with better practices. Feedback from our stakeholders is of great importance to us in order to improve our sustainability performance and to improve our reporting practice. In this regard, please send us your suggestions, complaints and all kinds of feedback via **surdurulebilirlik@ic-a.com.tr**.

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MESSAGE FROM THE CEO

Esteemed stakeholders,

We are presenting you our sustainability performance for the operational period that we still successfully maintain, to you our esteemed stakeholders, with our second sustainability report.

Global issues such as climate change that we feel increasingly day by day, rapidly changing and transforming technology, and the COVID-19 pandemic, which affected the whole world in 2020, have once again demonstrated the importance of sustainability and adopting sustainability as a way of doing business. As IC Group, we continue our operations by considering sustainability in every field we operate in this rapid and highly impactful transformation process.

In line with our understanding of sustainability, we are trying to increase the added value we create by actively evaluating the risks and opportunities for our priorities. By actively using technological developments, we constantly review our operations and carry out projects for the development areas we have determined in this context. With the awareness of the social and environmental impact we create, we implement social investments, productivity projects and innovative practices for our employees.

As ICA, our aim is to make the safe and uninterrupted journey we offer sustainable. Achieving this goal is possible with the valuable contributions of our stakeholders and mainly our employees. I would like to express my sincere thanks to all our stakeholders who did not leave us alone and support us in this whole process.

Yours sincerely,



MURAD BAYAR CEO of IC HOLDING

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MESSAGE FROM THE GENERAL MANAGER

Esteemed stakeholders,

With our second sustainability report that we have prepared in line with the Global Reporting Initiative (GRI) Standards Basic Principles, we present our performance for the 2018-2020 period to our valuable stakeholders. As ICA, we are proud of continuing our services without interruption, especially in this period where we are feeling the impact of the COVID-19 pandemic and many other important global developments.

In the reporting period, we focused on environment, quality, customer satisfaction, road safety and digitalization in order to reach our vision and realize our mission, however the COVID-19 pandemic caused significant changes in our business processes. With the active support of all our units and employees, we quickly realized the necessary transformation in this regard. Despite the pandemic, we continued to make improvements in many areas by working devotedly. We have further strengthened our pioneering position by the works that we developed not only our company but also our industry.

The period between 2018 and 2020 has become a period in which we actively implemented efficiency projects in order to determine our environmental impact more comprehensively and to minimize these impacts. Within the scope of our aim to better identify our impacts and to implement forward-looking improvement practices, as of 2019, we started to calculate emissions caused by our operation and by the vehicles using the Yavuz Sultan Selim Bridge. We aim to reduce greenhouse gas emissions in line with our targets by focusing on energy efficiency in the upcoming periods. We continued working to plant 5.1 million trees and plants, and achieved our goal as we promised. We attach great importance to the "Development of Marine Pollution Detection, Tracking and Analysis System from Ships for the Northern Region of the Bosphorus" project. This project is implemented on a bridge for the first time in the world.

And during the reporting period, we installed all necessary equipment and started the tests of all components of the system.

In line with our operational excellence and quality approach, we accelerated the reporting certification studies during the reporting period.

We have crowned our operation and maintenance operations with important certificates as a result of the compliance studies we carried out voluntarily. We became the first institution in Motorway Operation and Maintenance Services in Turkey to obtain the ISO 39001:2012 Road Traffic Safety Management System certification. As ICA, we will continue to place sustainability at the heart of our operations and we will keep improving the added value we create by constantly increasing our performance.

I would like to thank all of our stakeholders who made our achievements possible in our journey of sustainability.



SERHAT SOĞUKPINAR GENERAL MANAGER

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ABOUT ICA

After a successful construction process, ICA also took on the operation of the Yavuz Sultan Selim Bridge and Northern Ring Motorway Project and serves with its strong operation team and leading brands of Turkey which it collaborates with. Yavuz Sultan Selim Bridge and Northern Ring Motorway which are equipped with intelligent transport systems, advanced technology maintenance equipment and toll collection systems operate as two of the junction points of transit transportation between the two continents and contribute to the relief of Istanbul traffic. In addition, the Yavuz Sultan Selim Bridge and Northern Ring Motorway brings airports, businesses, shopping centers and social living areas on both sides of Istanbul closer to each other.

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The whole route is monitored 24/7from the Main Control Center and all operation and maintenance activities of the bridge and the motorway are carried out meticulously by the ICA team throughout the year. With a high operation quality, knowledgeable, equipped and attentive staff of about 1.000 people including Traffic Patrol and Maintenance Squad, ICA provides a safe and comfortable journey to the drivers.

From the electronic variable message signs to the fog and temperature sensors which are important in terms of traffic and road safety, the latest technologies are used on the route. All the necessary precautions are taken by monitoring weather conditions with weather condition stations which exist in 5 different locations and road conditions with sensors in the bridge and on the motorway. The drivers are informed in any case via electronic variable message signs.

With the experience gained from its deep-rooted past and the competitive power brought by this experience, IC

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With a high operation quality, knowledgeable, equipped and attentive staff of about 1.000 people including Traffic Patrol and Maintenance Squad, ICA provides a safe and comfortable journey to the drivers.

Holding continues its activities mainly in the construction, energy production and distribution, tourism, industry and infrastructure sectors. Carrying out many projects in various regions of the world such as Russia, Middle East, Central Asia and Europe as well as Turkey and always prioritizes quality and customer satisfaction in its works, IC Holding continues its activities without compromising this approach and maintaining its standards, and progresses with a strategy focusing on sustainable growth. IC Holding's perspective is to follow the developments in our country and the world and to use the experience and opportunities gained in the sectors in which it operates in a fast and flexible manner in new sectors and projects. One of the cornerstones of our management approach is to create added value to the society and economy with the awareness of social responsibility. ICA aims to continuously increase and improve its service quality by transferring IC Holding's experience in airport and port management to motorway management.

Among the projects operated by IC Holding are the North Aegean Highway (MenemenAliağa-Çandarlı), IC Karasu Port, Zafer Airport and Antalya Airport (until 2018).





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OUR VISION

To operate integrated, secure and autonomous transportation networks with advanced technology.

OUR STRATEGIC GOALS

- To operate in accordance with laws and regulations during the operation.
- To provide our customers with safe, comfortable, uninterrupted and timely transportation in accordance with contractual requirements.
- To provide services beyond the needs and expectations of our customers and conduct studies to increase traffic.

To ensure the development of the service provided with an innovative perspective, by following technological changes and using intelligent transport systems and methods.

OUR MISSION

Providing our customers with safe, comfortable and time saving transportation services by taking advantage of present and future technological opportunities.

VALUES



PASSION AND EXCITEMENT

EXCITEMENT

As ICA employees, whatever the circumstances are, we lose nothing from our passion and excitement. We know that this passion and excitement is the most important driving force to cope with difficult situations and to benefit our solution-oriented studies and thus we act accordingly.



As employees at all levels, we act with the awareness that we are responsible first for ourselves and then for all the parties we influence. We take the responsibility of our activities' consequences, and take initiative when necessary in response to problems. We assess the main causes of the problems that arise during the service we provide in every aspect and find permanent and effective solutions.



RELIABILITY AND TRANSPARENCY

The greatest factor in the success of our work is the confidence we have with each other and with our stakeholders. As required by our principle of transparency, there is an accurate and open exchange of information between our managers and our employees in the organization.



SUSTAINABILITY

We comply with the obligation and responsibility to leave a livable world to future generations. In this regard, we favor environmental practices, initiatives and sensitivity studies for society. In a continuously developing and changing technological world, we closely follow and implement technological developments that will benefit and make our work and our goals productive. AGILITY AND FAITH

We quickly adapt to changes and nurture our way of doing business with different generations and the different cultures of these generations. We are an organization that focuses on the future and aims to integrate technologies that make life easier to the service offered and to develop existing technologies. Within our learning organization, we offer an environment in which new ideas are put into practice.

FROM CONSTRUCTION TO OPERATION

In order to ensure the sustainability of a safe and uninterrupted journey, ICA continues its operations with its strong team and uncompromising quality approach, as we did during the construction of the Yavuz Sultan Selim Bridge and Northern Ring Motorway.

As ICA, our aim is to fulfill all the physical and technological investments required to ensure an operation offering high satisfaction to motorway and bridge users, to continuously improve the service quality we offer by closely following the developments in the world, and to be the pioneer of motorway operations in our country. In this regard, we aim to carry the added value we create to a higher level by spreading our sustainability approach to all stages of our operations and our value chain.

In line with all these goals, we constantly monitor our operations with the targets and key performance indicators we set, and determine the development points accurately and effectively. With our strong management, competent human resources, knowledge and experience, we continue our journey to become a global player with a say in the future of motorway management.

AN OVERVIEW OF TURKEY'S MOTORWAY NETWORK

The main executives of all transportation routes in Turkey, The Ministry of Transport and the General Directorate of Highways, are among our most strategic stakeholders.

As of the end of 2020, a total road network of 68,654 km including 3,523 km (5.2%) motorways, 31,004 km (45.1%) state roads and 34,127 (49.7%) provincial roads are under the responsibility of the General Directorate of Highways (KGM) *

Divided roads, which make up 41% of the KGM road network, serve 82% of the traffic in the road network.

As a result of the interconnection of 77 provinces, the total Divided Road Network has reached a total length of 28,195 km*. With the divided road projects, where construction commenced in 2003 as part of the Emergency Action Plan; it is aimed to increase traffic safety, to contribute to the economy by saving on vehicle operating costs by improving existing capacity inadequacies, to increase travel comfort by raising the physical and geometric standards of the roads, and to shorten travel time. Total annual savings with divided road projects are around 18.5 billion TL as of the end of 2020.

With its 2019-2023 Strategic Plan, the General Directorate of Highways aims to develop Intelligent Transportation Systems (AUS) that provide energy and time savings, traffic safety and effective use of road capacity in the road network. In addition, tax policies aimed at combating climate change and environmental pollution are expected to continue.

*Source: 2020 General Directorate of Highways Activity Report



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HISTORICAL DEVELOPMENT OF HEAVY VEHICLE TRAFFIC MANAGEMENT

1973 1 st Bosphorus Bridge came into operation.	1988 2 nd Bosphorus Bridge came into operation.	1988 1988 Heavy vehicles were banned from using the 1 st Bosphorus Bridge.	2012 Heavy vehicles were banned from using the 2nd Bosphorus Bridge during peak hours.	AĞUSTOS 2016 Yavuz Sultan Selim Bridge came into operation. All the heavy vehicles, which were banned from 2nd Bridge traffic began using Yavuz Sultan Selim Bridge.
HISTORICAL DEVELOPM PASSES (DAILY 1000 VEH	ENT OF BOSPHORUS BRIE	7 194 199 195 207	176 180 202 208 208 208 208 208 210 218 218 230	243 229 236 236 232 232 218 218 218 218 218 218 218 218 218 21



*Eurasia Tunnel is not included.

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ABOUT YAVUZ SULTAN SELIM BRIDGE AND NORTHERN RING MOTORWAY



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OUR AWARDS DURING THE REPORTING PERIOD



IABSE Awards 2018, Outstanding Structure Award, organized in France by the International Association of Bridge and Structural Engineering (IABSE) Istanbul Metropolitan Municipality - Crystal Helmet Awards in the "Public and Private Sector" Category (Safe area designation lights project)

International Road Federation (IRF) Global Achievement Awards in the category of "**Design**" **Grand Prize**

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STRONG CORPORATE GOVERNANCE PRINCIPLES AND UNDERSTANDING WE HAVE AS ICA, CONSTITUTE THE BUILDING BLOCK OF OUR OPERATIONS. WITH OUR CORPORATE GOVERNANCE APPROACH, WE CREATE VALUE FOR THE ENVIRONMENT AND SOCIETY, WHILE PERFORMING OUR OPERATIONS WITHIN THE FRAMEWORK OF LEGAL REQUIREMENTS.



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The strong corporate governance principles and understanding we have as ICA constitute the building block of our operations. With our corporate governance approach, we create value for the environment and society while performing our operations within the framework of legal requirements. By integrating our corporate management systems with our sectoral experience and international standards, we ensure that the quality of the service we provide is sustainable.

The Board of Directors is the highest governing body of corporate governance practices, in which we ensure the quality of service we provide. The Chairperson of the Board of Directors and the General Manager of ICA are different people.

The General Manager reports to the Board of Directors and the Chairperson of the Board for sustainability and financial performance. Sustainability performance is carried out in direct connection with the General Manager via the Sustainability Leader and the Sustainability Committees.

> For detailed information about ICA's partnership structure, Corporate Governance and Board of Directors, please visit our website via <u>https://www. ysskoprusuveotoyolu.com.tr/</u> <u>TR/content/info-collective-</u> <u>services-124</u>.



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RISK MANAGEMENT

ICA adopts the Risk Management approach to manage potential risks against its sustainability and to take precautions against these risks.

While continuing our operations, we prioritize providing safe, comfortable, uninterrupted and timely transportation services to our customers. In this regard, ICA adopts the Risk Management approach to manage potential risks againt its sustainability and to take precautions against these risks.

We analyze the risks brought about by the current macroeconomic conditions, changing and developing technology and many similar factors affecting the private motorway management sector. With our effective risk management approach, we organize activities to identify opportunities for our operations from these risks. We periodically review all our risks in line with our strategic goals and include the necessary processes in our operations to eliminate these risks. In addition to these practices, issues that are reported by our stakeholders and that may pose a risk in terms of the sustainability of our operations are also observed with a proactive approach.

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Operational, environmental, financial, strategic and reputational risks are the responsibility of the relevant departments and are managed by their own control mechanisms. Risks are periodically evaluated by the relevant departments on the basis of expertise, necessary actions are taken and our senior management is actively informed about the relevant results.

As part of the evaluation of the operational risks, risk analysis and opportunity identification activities are carried out regarding the issues required by the quality management system. While the process of assessing and managing operational risks is dynamic, the operation and maintenance management is focused on sustainability. The relevant parties are included in the processes with their expectations and issues. Along with these practices, we carry out risk and opportunity assessment studies, we review the results regularly and take the necessary actions.

Environmental risks are managed as part of the evaluation of the environmental impacts of our activities. In this direction, all waste generated during our activities are collected and transferred separately, without harming the environment and human health, within the framework of the relevant plan, and are delivered to the authorized private sector and public units for temporary storage and final disposal. Complaints regarding environmental management are evaluated through the management of customer notifications, necessary measures are taken and feedback is given to the requesters. Compliance studies for environmental laws and regulations continue steadily. In this regard, no penalty was imposed during the reporting period.

As in every institution, financial risks are carried out within the financial affairs processes. Cash flow is monitored and evaluated with budget management and analysis, fund management processes are monitored and evaluated with target realizations and forward-looking scenarios and forecasts are monitored and evaluated at monthly meetings.

Our "Targets and Strategic Business Plan", which details our company's strategy, goals and steps to be taken in line with our company's vision, mission and policies, is prepared to cover annual activities. Strategic risks are also evaluated and managed accordingly. The corporate performance monitoring and development process we implement consists of 4 steps:

- The first step is to set the objectives and the targets to achieve these objectives.
- The second step is to identify key results for each objective and measure whether key outcomes are met at the end of the period.
- The third step is to implement the plan.
- The fourth step is regular feedback, review and analysis.

Within the scope of this plan, we ensure that our organizational objectives are integrated with the processes of our targets by adapting the strategic plans to individual targets and evaluating the performance of our employees, and all employees work together in line with these objectives.

Internal audit and reporting studies on securing transitional incomes were initiated in 2020. An independent commission, formed by the responsibles of the relevant departments, conducts inspections and observations on the operation and results of the planned and unplanned income generation from paid transition. The commission periodically reports to the Management and relevant managers the findings and suggestion for improvement when necessesary. Operationa Excellence

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ETHICS MANAGEMENT

While carrying out its activities, ICA strictly adheres to business ethics and ethical rules. All employees are obliged to comply with the ethical code of conduct in order to ensure the existence and continuity of the company, protect its reputation and manage compliance risks.

These rules have been determined within the scope of the Code of Ethics adopted by IC Holding and all affiliated group companies including ICA. Information on these rules has been shared with all employees in the IC Holding Management Guide updated in 2020. Every employee, whether currently working or newly hired, are informed about the code of conduct and ethics, and the guide document containing these rules is made available on the IC Holding intranet page. Business ethics and rules are communicated through the orientation program to every newly hired employee. IC Holding Code of Ethics is an integral part of the ICA employment contract.

In this regard:

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- The rules are applied to all employees and managers, regardless of their position in the corporate hierarchy.
- If an employee is suspicious of the violation of ethical rules and illegal practices, he or she conveys the issue to the Compliance officer.
- After receiving the notification, the compliance officer examines the issue and begins research.
- The compliance officer evaluates the notices received in confidentiality.
- No sanctions or retaliation are applied to employees for their reporting.
- When detecting a violation, necessary action is put into operation by considering the disciplinary regulations.

Raporlama döneminde etik kuralları ihlali ile ilgili alınmış bir ceza bulunmamaktadır. scope of sustainability management are an important indicator that we do not only create a one-way effect in our operations. It is among our primary priorities to internalize sustainability in our business manner and to create positive value for all our stakeholders in our value chain. In this regard, we carry out our activities by actively observing our business objectives and sustainability priorities. With the belief that the strong communication we establish with the stakeholders is an important factor that carries our sustainability performance forward, we actively evaluate the feedback we receive from all our stakeholders to improve our operations. In our company, sustainability issues are

The practices we carry out within the

governed by a structure consisting of committees that are established based on expertise under the leadership of the Sustainability Leader, who reports to the General Manager. Thus, sustainability performance is monitored and controlled by senior management.

Environment, Human Resources, Stakeholder Communication, Operational Excellence and Corporate Governance Committees were formed on a voluntary basis in order to monitor and improve the performance of our sustainability priorities.

ENVIRONMENTAL COMMITTEE

Water, Energy, Emissions Management

Biodiversity – Afforestation

HUMAN RESOURCES COMMITTEE

Equality at Work and Diversity

Employee Satisfaction

Occupational Health and Safety

STAKEHOLDER COMMUNICATION COMMITTEE

Contribution to Regional Economy

Contribution to Social Wealth with Corporate Social Responsibility Projects, Impact on Local Communities

Contribution to Sectoral Development and Stakeholder Cooperation

Sustainable Cities

CORPORATE GOVERNANCE COMMITTEE

Operational Sustainability

Business Continuity and Emergency Preparedness

Corporate Governance

Sustainable Profitability

OPERATIONAL EXCELLENCE COMMITTEE

Digitilization and Innovation

Road Safety and Security

Customer Satisfaction

Business ethics and rules have an important place in the special orientation training given to new employees. IC Holding Code of Ethics is an integral part of the ICA employment contract.



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The committees started their activities in 2017 to determine the sustainability strategy and targets for the future periods. The committees also continue to work on spreading our sustainability understanding among our stakeholders.

Our sustainability material issues, one of the sustainability management and reporting requirements, were determined through the workshops and communication studies we held in 2017.

While determining these issues, we also reviewed the sectoral and nonsectoral sustainability priorities, sectoral representatives and global trends. Before our sustainability material issues were finalized, we gathered feedback from our internal and external stakeholders on sustainability issues in line with our company's strategies. In addition to the feedback from our internal and external stakeholders, the issues were carefully evaluated by our senior management. Our committees continued to meet to review the material issues, targets and good practices that were under their responsibilities during the reporting period. In this reporting period, we conducted the activities such as reviewing the targets for material

issues, evaluating their current status, and implemented on these issues.

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the Sustainable Development Goals, which is a universal call to action to eradicate poverty, protect our planet and ensure that all people live in peace and prosperity.

evaluating the current status of the projects

As ICA, we are committed to 7 Goals of

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Our management approach, policies, performance results and targets constitute the content of our sustainability reports. In this context, the realization of the targets by the sustainability committees regarding the prioritized issues are as follows:

SUSTAINABILITY GOALS	2018-2020 PERFORMANCE
Environmental Committee	
Planting of 5.100.000 trees and plants	As of the end of 2020, 5.100.000 trees and plants have been planted.
Placement of electric charging stations at the each service area	As of 2020, there are a total of 7 charging units in our 5 service facilities.
Replacement of the maintenance vehicles with hybrid/electric vehicles	The process for the determination of the vehicles sutiable for the needs and of the vehicles that can be transformed is in progress.
Reducing fuel consumption by implementing the water-cart tracking system	Fuel savings were achieved by regulating the number of rings of patrol vehicles and reducing their idling times.
Operational Excellence Committee	
Implementation of social responsibility projects regarding road safety	With the motto of "Attention to Safe Driving", free eye scans for drivers and the Seat Belt Simulator application were implemented within the same scope. Contents on safe driving are posted on social media.
Obtaining ISO 55001:2014 Asset Management System Certification	In progress
Improving the efficiency of Asset Management by digitalization	The SAP Plant Maintenance module has been developed and maintenance, repair and inventory tracking has been transferred to the digital environment.
Stakeholder Communication Committee	
Providing services in line with the transportation requirements	YSS Group Portal was launched.
Human Resources Committee	
Implementation of Performance Evaluation System	The system was established and put into practice in 2020.
Certification of ISO 45001 (Occupational Health and Safety Management System)	The technical review processes have been completed and the certification level has been reached.
Improving the training opportunities for employees	During the reporting period, the digital education platform YSS Campus was established and used intensively, especially during the pandemic period.
Corporate Governance Committee	
Increasing the cooperation with Universities regarding the transportation studies	The Project of "Development of Marine Pollution Detection, Tracking and Analysis System from Ships for the Northern Region of the Bosphorus" was implemented together with Istanbul Technical University.
Conducting of ASECAP Board Meeting In İstanbul	At the Marketing and Customer Services Workshop held in Vienna on 27-28 February 2020, the issue was discussed with the ASECAP management, but then the pandemic started.

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STAKEHOLDER ENGAGEMENT PRACTICES

As ICA, we attach special importance to improve our operations in line with the expectations and suggestions of our stakeholders by actively collecting their feedback. In this context, we continue the stakeholder dialogue studies, which we have been carrying out diligently since the construction stage, with the same sensitivity during the operation period. By diversifying stakeholder engagement practices and platforms, we aim to mutually develop and strengthen relations with stakeholders.

We aim to have mutual active communication between our partners. The main partners are as follows;

- Settlements within the Project Area,
- Local and national state agencies,

• Civil Society Organizations (CSOs) and related International Institutions,

- Academia
- Investors and creditors,
- Local, national and social media bodies,
- Project staff
- Customers (Motorway users)
- Other Motorway Operations
- Businesses in Motorway Service Facilities

STAK	EHOLDER GROUP	PARTICIPATION METHOD	PARTICIPATION FREQUENCY	COMMUNICATION METHOD	
	Settlements within the Project Area	• One-on-one/face to face meetings	• Monthly (or when needed)	 Identification of impact on settlement areas, and of actions to be taken. 	
		• Visits to the operation site	• Monthly (or when needed)	 Regular information sharing on latest situation and developments. 	
	Local and national state agencies	• Meetings		 Identifying the actions by 	
	490.000	 Written/printed reports on the activities 		engaging with public institutions	
	Civil Society	 Visits of CSOs 		 Regular information sharing on 	
	Organizations (CSOs) and related International	• Meetings	 Regularly when needed 	latest situation and developments,	
-	Institutions,	 Website, social media accounts 		and possible joint projects	
	Academia	 One-on-one/face to face meetings 	 When needed based on the project needs 	 Regular information sharing based on the joint project 	
		project needs	 Implementing new projects 		
		Visits to the project site	• Yearly	 Regular information sharing on 	
	Investors and creditors	Meetings with the participation of project managers		latest situation and developments,	
	 Written/printed reports on the activities Project website, social media accounts 		 Informing about environmental/ social effects and actions taken. 		
Ð	Local, national and social media bodies	• Website, social media accounts	• Regularly when needed	 Informing the public on the activities regularly transparently 	
		• Meetings			
İİİ	Project staff	 Intranet, YSS Net, social media accounts, proposal system, survey on employee loyalty 	• Regularly when needed • Weekly	 Regular information sharing on latest situation and developments 	
	Customers (Motorway users)	 Project website, social media accounts, survey on employee loyalty 	 Regularly when needed to communicate 	 Regular information sharing on latest situation and developments 	
	Other Motorway Operations	• Meetings and cooperation	• Regularly when needed to communicate	 Regular information sharing on latest situation and developments 	
	Businesses in Motorway Service Facilities	• Visits	 Regularly when needed to communicate 	 Regular information sharing on latest situation and developments 	

ICA evaluates all comments, suggestions and complaints submitted by its stakeholders in a timely manner through its feedback mechanism. Stakeholders can submit all kinds of feedback to ICA via e-mail, telephone or face-to-face meetings. You can find detailed information about the communication methods with the YSS Bridge and motorway users and the practices implemented during the reporting period in the "Customer Satisfaction" section of our report.

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SPECIAL AGENDA FOR 2020 "COMBATING COVID-19"

In 2020, the focus of all ICA operations has been customer, employee and community health as part of the endeavors to combat Covid-19. As of March 2020, the necessary measures at the highest level have been taken urgently in the main topics such as ensuring personnel health, personal protection, travel health and business continuity. In this context, we have implemented the followed actions for our employees;

- Our employees who are in the risky group (pregnant, with chronic illness and over 60 years old) were safely sent home. Positions suitable for remote work continued to work from home, and other employees were given annual leave.
- Headquarters employees switched to the rotating working model, and employees who were not physically present in the office switched to the remote working model.
- As of April 1st 2020, all Headquarters employees switched to the remote working model.

- Employees were informed transparently and instantly by the Human Resources Department regarding all changes made about the company regulations and working model.
- Meetings were held online in order not to negatively affect the daily work flow and communication.
- During the remote working period, the e-learning application YSS Campus started to be used more actively to contribute to the development of employees, to provide up-to-date and healthy information flow, and to spend quality time.
- Along with all these practices, we ensured all the necessary measures were taken and all physical conditions were adapted to COVID-19 regulations in Garipçe Campus and Maintenance Centers.



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THE NEW NORMAL

During the "transition to the new normal" process, we conducted 2 separate surveys to the employees on the YSS Campus platform, and used their feedback to assist the company to draw a roadmap, take new measures and support the operation in a healthier way. In addition to the feedback gathered from employees, we also measured the employee satisfaction regarding company practices during the COVID-19 process. In this regard, we organized one-on-one phone calls with field workers, mainly from Toll Operations, and actively collected feedback from these meetings.

As part of the new normalization process, on June 14, 2020, the Headquarters and field work areas were rearranged in accordance with the ideal layout plan determined in accordance with the social distance rule by the OH&S Department. In this context, we have put into practice the physical regulations for working and social environments and rules for the use of these areas. The board, which convened on 9th July 2020 with the participation of 2 workplace physicians, 1 OH&S manager and 2 human resources officials, took certain decisions on issues such as visits, kitchen, permissions, risky groups, use of masks, and implemented these practices. Under the leadership of the Occupational Health and Safety Department, employees are constantly monitored and, when necessary, tests are taken to prevent the spread of the infectious disease.

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In terms of ensuring both business continuity and travel health during the pandemic process, a series of measures were determined under the headings of personnel health, personal protection measures, travel health and business continuity at the Motorway service facilities. In addition, measures were taken for all these processes by the units responsible for follow-up and implementation.

All these practices have been actively adopted as the "new normal" way of doing business and are still in progress.



APPLAUDING TRUCK DRIVERS PROJECT: #SENEVDEKALDIYEONLARYOLLARDA (#THEYAREONTHEROADSOYOUCANSTAYATHOME)



The drastic increase in the need for basic needs has caused many transportation companies to make intensive trips due to the COVID-19 pandemic, which has affected the whole world. In this context, the "Applauding Truck Drivers Project" was developed to thank the truck drivers and transportation companies working under intense conditions.

The announcement of the "#AğırVasıtaŞoförleriniAlkışlıyoruz" (WeApplaudtheTruckDrivers) campaign, which we started to show our support to truck drivers during this difficult pandemic process, was made on all our social media channels with the hashtag #SenEvdeKalDiyeOnlarYollara (#TheyAreOnTheRoadSoYouCanStayAtHome) and everyone was invited to applaud on March 25, 2020 at 21.00. In the invitation, the accounts of many logistics companies and the International Transporters Association were also tagged and the campaign was spread with supported accounts. We prepared a content with the videos that came after the announcement, and we thanked all truck drivers who worked day and night for our basic needs during the pandemic period and provided uninterrupted service.

Borusan Lojistik, Ekol Lojistik, UND (International Transporters Association) and Eta Lojistik interacted with our announcement on Facebook, Twitter and Instagram. Also, the accounts we tagged have posted their own applause videos using the campaign's hashtag and retweeted the videos shared by their employees.

The International Transporters Association embraced the campaign and started to share their own videos. News about the campaign was published on news sites such as Kargo Haber, LojiYol, Trans Medya, and Yeşil Lojistikçiler. UND Strategy and Business Development President Fatih Şener was a guest on Eko Türk Channel and the campaign videos were broadcasted on the channel.

All these practices have been actively adopted as the "new normal" way of doing business and are still in progress.

The campaign hashtags were used around 500 times on social media. The campaign we started inspired many companies and truck drivers, and helped us raise awareness on social media. Truck drivers shared their own videos using the tags and expressed their gratitude for being remembered.



Operational Excellence



"OUR OPERATIONAL EXCELLENCE APPROACH IS THE MOST IMPORTANT DETERMINATION OF OUR UNINTERRUPTED AND SAFE TRAVEL UNDERSTANDING. WE AIM TO SUSTAIN A SAFE AND COMFORTABLE JOURNEY EXPERIENCE WITH OUR APPROACH BASED ON CUSTOMER SATISFACTION AND QUALITY"



Our bridge, motorway and tunnel route is monitored 24/7 from the Main Control Center via 207 cameras and giant screens.



Our route is controlled by a total of 8 patrol vehicles under the control of the Main Control Center.



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OUR QUALITY APPROACH

Providing the best service to our customers without compromising on quality and proactively managing the risks that may arise within this scope are the basic elements of our understanding of operational excellence. With this understanding, it is among our strategic and sustainability goals to fully meet the expectations of our customers by fully complying with legal requirements.



Sustainability is an important component of our quality approach. Quality and uninterrupted service that we offer to our customers is made possible with our sustainability approach. Our aim is to provide our customers with the best road travel experience with a safe, comfortable and uninterrupted infrastructure, and to continuously develop facilitating services by using intelligent transportation systems and technologies. The most important guide of our quality approach is our Quality Policy and the activities we have implemented in this context.

In order to improve the quality of the service we provide; we actively evaluate the feedback we collect through our Customer Service line. Our bridge and motorway users can also use the 161 Emergency Helpline if they have urgent needs and demands.

The quality of our operations is sustained by the fulfillment of national and international management standards and requirements, and the implementation of development and improvement works. In this regard, as of 2018, we were entitled to receive the ISO 9001: 2015 Quality Management System certification, which covers operation and maintenance operations. In the reporting period, we have successfully passed the audits carried out by an accredited organization.

OUR QUALITY POLICY

- To ensure that all necessary work is carried out in order to provide safe, uninterrupted and comfortable service,
- To provide traffic safety in line with the legal regulations of motorway management and technical requirements as well as to use and develop all systems necessary for safe transportation,

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- To ensure uninterrupted flow and continuity of transit traffic with the Northern Ring Motorway and to contribute to the reduction of urban traffic density through regular communication with local authorities and their affiliates,
- To follow technological developments, to use intelligent transport systems and methods and to provide services with an innovative point of view,
- To continue improvement studies as an important element of the organization, with process analysis and development projects,
- To manage our water and other energy resources with our sustainability and operational excellence approach, to contribute to the reduction of emission rates, to carry out biodiversity and afforestation activities and to provide our social stakeholders with economic and social benefits through social responsibility projects.
- To ensure effective management of communication with customers, stakeholders and subcontractors,
- To continue improvement activities as an important element of the organization, with process analysis and development projects,
- To carry out activities to increase employee performance and satisfaction.

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The period of 2018-2020 has been a period where we constantly improved our management and maintenance operations, examined other management systems whose principles we apply in every field, and try to ensure compliance by planning and evaluating accreditation, training and certification. In this regard, as a result of the ISO 9001:2015 Quality Management System re-certification and ISO 45001:2018 Occupational Health and Safety Management System integrated certification audit carried out between 23rd -27th November 2020, we have achieved the certification after the technical review processes were completed.

On the other hand, with the ISO 39001:2012 Road Traffic Safety Management System certification dated 2nd December 2020, we became the first company to receive this certificate as a company providing Motorway Operation and Maintenance Services in Turkey.

We continue to seek ways of continuous improvement, corporate development and learning for the need to plan and manage our activities with environmental and energy management standards and principles. In this regard, the carbon footprint measurements and reports that we started in 2020 provide important inputs to our work plans. The levels of the corporate performance monitoring and measurement targets/ acceptability criteria, which we have established to achieve our strategic goals, are actively evaluated and controlled and the necessary actions are taken. We have increased the number of our procedures, instructions and Quality Systems applications, to a total of 591 from 300; 427 for operation and maintenance activities and 164 for managerial processes in the reporting period.

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We have increased the number of our procedures, instructions and Quality Systems applications, from 300 to a total of

591;
427 for operation and maintenance activities and
164 for managerial processes in the reporting period.



OUR CONTRIBUTION TO THE CONCEPT OF SUSTAINABLE CITIES

transport systems are important components of today's sustainable cities concept. Within this scope, transportation alternatives connecting Asia and Europe will be increased with the high-speed train and freight train rail system to be located along the Yavuz Sultan Selim Bridge and Northern Ring Motorway. Thanks to the rail system, Istanbul Airport, which started operating in 2019, and other planned major projects will be connecting to each other and to the city center provided by public transportation alternatives. Thus, we aim to develop and enrich Istanbul's transportation infrastructure and alternatives

Another contribution of our operations to the sustainable city concept is related to the positive effect of traffic density, loss of time and cost reduction. We anticipate that our project, where vehicles can transit uninterruptedly, safely and comfortably, and where passenger and freight transport is carried out, will reduce the traffic density in the city and on the existing Bosphorus bridges, thereby reducing the impact of air pollutants caused by transportation in the city.

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CUSTOMER SATISFACTION

Ensuring customer satisfaction is among our strategic goals and sustainability priorities. We aim to establish a structure that would meet and go beyond the expectations of customers.

In addition to increasing the quality of the service we provide, the most important factor that enables customer satisfaction is to receive feedback from our customers and to effectively use the channels through which we inform our customers. With this understanding, we differentiate the channels through which we reach our customers and actively collect their expectations, complaints and feedback. We work to develop services that meet expectations by integrating the knowledge we have obtained into our processes.



CUSTOMER SERVICE AND INFORMATION

Our Customer Service Line is the most important platform through which we communicate with our customers. The ICA Customer Service Line is monitored with key performance indicators established in line with international management systems and standards. In addition, we use quality evaluation criteria for the call center. The business results of the management of customer notifications are monitored with 18 key success indicators, they are reviewed and analized, regular feedbacks given and the compatibility of the process targets with the company's targets are ensured. Notifications are considered as the most important input of continuous development and improvement processes.

The call center service quality evaluation and measurement application checks and revaluates the calls and requests. Accordingly, our call center service quality performance evaluation results in the reporting period are as follows:

Besides our Customer Service Line, another platform where we provide information

Average for 2018





to our stakeholders, especially to our customers is our corporate website. In addition to offering online transaction opportunities to our customers via our website, we also provide information about the recent developments about our project. We actively gather feedback from our customers with "Tell Us" application and we carry out corrective and developmental actions in all related processes, especially in service quality.

• @YSSKoprusuve Otoyolu -More than 20,000 followers (Instagram)







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Along with these applications, our motorway and bridge users can send their personal notifications to us via CIMER (Presidential Communication Center). In addition, our customers can quickly perform their online transactions through our website and mobile application.

In 2020, a total of **95,610** calls reached our customer line (0850) 502 71 00. The distribution of the feedbacks are as follows:





CUSTOMER SATISFACTION

We continued field studies that we actively use to increase user satisfaction and to better understand our customers, during the reporting period. In order to measure customer perceptions and expectations, we created a questionnaire that includes questions about all services offered to motorway users. As part of the survey, we carried out face-to-face surveys with users in 2019 and reported the first results. In the second stage, individual and corporate user surveys were facilitated to reach users through the website. In addition, we also informed the non-government organizations and associations in the transportation sector about the results of the survey and gathered their opinions and evaluations. Last but not least, we prepared a mini questionnaire to evaluate the service received from the call center, that was sent to the users after each call. According to the results of the 2019 survey, the general average of user satisfaction was measured as 76%. Our users stated that they are most satisfied with the 161 Emergency Helpline services (84%).

Due to the pandemic, we did not conduct face-to-face surveys with our users. However, we conducted electronic surveys to our users who visit our website to gather information on their needs and expectations. We conducted analysis and evaluations through 716 questionnaires in 2020. This evaluation has been made differently for individual and corporate users to analyze effectively.

In the reporting period, we prioritized the heavy maintenance and investments to increase road safety, in line with the requests of our customers to the call center and the feedbacks from the surveys on the maintenance management. One of the requests was the line marking study, which has been planned to start from the regions that we have determined through analysis and where our users have notified us. Another one was the motorway lighting rates. Lighting operation rates have been increased visibly.

In the reporting period, we have worked to reduce the impact of road and partial lane closures, which negatively affect the safety and comfort of users, on user satisfaction, by creating a new criterion and perspective called "open motorway ratio". Our maintenance works are planned with the philosophy of keeping all lanes of the road always open. With this purpose-oriented operation planning, the open road rate was completed at an average of 98.5% in the second half of 2019. In 2020, this rate was completed as 98.35% on average. The reason for this slight decrease compared to 2019 is due to long tunnel closures

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MOTORWAY SERVICE FACILITIES

Yavuz Sultan Selim Bridge and Northern Ring Motorway, which produce a sustainable solution to the heavy traffic load on Fatih Sultan Mehmet Bridge and the 15th July Martyrs Bridge and share the heavy vehicle traffic and emission load at these points, not only provide uninterrupted transportation service, but also present the passengers safe, comfortable and quality service with its motorway service facilities. Motorway Service Facilities, which follows the relevant requirements of the General Directorate of Highways, and always applies top standards and innovations of their domestic and international counterparts and recreational facilities, serve at 6 different points of the motorway with its unique design and quality service standards. Motorway Service Facilities were registered under the name of "Bi Mola Facilities" within the framework of branding works.



ELECTRIC CHARGING UNITS IN MOTORWAY SERVICE FACILITIES

The use of electric and hybrid vehicles is becoming increasingly common in Turkey. In this context, we expand our service scope by providing charging unit services to electric vehicles at our motorway service facilities, while also responding to the increasing needs of our customers in this direction.





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ROAD SAFETY AND SECURITY

Road safety and security are the cornerstones of our operational sustainability. In this regard, the measures we take and the practices we develop are our administrative tools that we actively use. Road safety and security practices are of particular importance for our operations in line with our goal of ensuring safe, comfortable, uninterrupted and timely transportation of our customers.

Our bridge, motorway and tunnel route is monitored 24/7 from the Main Control Center (MCC) via 207 cameras and giant screens. The safety and security of our road is regularly inspected by the work of our Traffic Patrol and Maintenance teams, who are constantly on duty on the route.

Along with these systems, alarms produced by the Incident Detection systems we use on the YSS bridge and tunnels operationss pop up on the MCC monitoring screens to warn the operators. In this way, MCC and our field teams work together to intervene in situations to prevent an accident where possible.

Within the scope of the emergency action plans created, we constantly review the practices for the risks identified proactively. Our route is controlled by a total of 8 patrol vehicles under the control of the MCC.



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SURVEILLANCE FOR 24/7 WITH MORE THAN 1,400 CAMERAS

MOTORWAY	European Section	Asian Section	Total
Traffic Receptors	13 pieces	24 pieces	37 pieces
Fog Lamps	120 pieces bridge	140 pieces for Tunnel	260 pieces
Incident Detection System	20 pieces	32 pieces for motorway 61 pieces for Tunnel	113 pieces
Tunnel SOS Phones		36 pieces in Riva 31 pieces in Çamlık	67 pieces

BLACKSPOT ANALYSIS

During the reporting period, we carried out detailed analysis and evaluation studies to understand the accidents that occurred on the motorway through the data set that was created by collecting and defining accident statistics.

In motorway safety management, a 'Black Spot' is a point/area where traffic accidents occur frequently and intensely. In the reporting period, the spots described as "Black Spots" where the accidents occurred were analized based on the time zone (day/ night) and weather conditions (road surface: wet/dry), and through these field analysises we determined whether those points were really black spots or not.

As a result of the study, we made plans and took actions to ensure that black spots can be made safe monitored from a distance. For example, additional CCTV camera investments are planned for points where the Main Control Center and ICA or IMM cameras do not provide access. We also aimed to raise awareness in drivers by increasing the visibility performance of linemarking and road signs, which are important for drivers in bad weather conditions, and by carrying out additional linemarking and road signs at some points. The measures and improvements we take to increase the road safety, and especially to reduce the frequency of fatal and injury related accidents, have an important place in our investment plans and operation and maintenance works. < 29 ▷ □ SUSTAINABILITY REPORT

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In this regard, we are implementing practices in the areas of incident response, routine controls, road cleaning and security.

We actively use technological applications to ensure road safety and security as in our other processes. Thus, all technical and technological requirements of the bridge and motorway are met without sacrificing quality. With electronic variable message signs located at different points along the motorway, we ensure traffic and road safety, as the signs constantly inform the

drivers about the course and weather conditions. With the meteorology station established and the meteorology sensors placed at ten different points, both road and seasonal conditions are constantly monitored and necessary measures are taken quickly if needed.

Road safety is carefully monitored within the scope of operational targets and we carry out studies to improve the results obtained. The performance indicators used for road safety in this context are as follows.





Average Time for First Response to Accidents (min)



Average Time to Ensure Road Safety After the Accident (min)





Alerting Other Users with VMS After the Accident (min.)



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Our infrastructure, which provides 100% radio coverage and 24/7 uninterrupted communication along the bridge and motorway, is an alternative communication infrastructure that can be used in disasters. In addition, we also have 24/7 fire detection and monitoring technology, thanks to the system integrated into the fire system of the General Directorate of Forestry.

We prepared instructions for emergencies in bridges and tunnels, and all responsibilities have been determined within the scope of the action plans. We also organized trainings for the relevant departments and personnel on first aid, fire protection and fire extinguishing, emergency teams, emergency response processes and response to leaks and spills. Vehicle carrying chemicals and dangerous substances are allowed to cross the bridge 3 times a day, reducing the waiting time and providing a safer transition in support of the fire department, tow truck and patrol.

Routine maintenance works are carried out in two different periods, weekly and monthly. We archieve and report the forms of routine maintenance works. Routes are determined for the optimization of response times, and road-related time losses are prevented along the motorway. In addition, routine maintenance of different electromechanical systems in the same locations is carried out together, thus saving time, vehicles and man-hours. In addition, some of the routine maintenance has been transferred to digital environment in 2020 and the digitilization is still on progress.

Within the scope of maintenance and repair works to increase the safety of the YSS Bridge:

- 24/7 inspection with structural health monitoring system
- Continuous monitoring thanks to sensors located on hanger cables and cable stays, main cable, steel and concrete deck, tower legs and approach spans
- Monthly reporting of structural movements
- Keeping the humidity of the tower legs, steel deck, main cable and anchor blocks at the desired level with the dehumidification system and controlling them from the MCC screens
- Foundation monitoring of bridge tower piers, approach spans and anchor blocks with the foundation monitoring system
- With the Scada system, the continuity of lighting, fog lamps, security, electricity, emergency access phones, control of fire room pumps, warning systems of marine and aircraft, and structural health monitoring sensors is ensured.



Digitalization

"WE CLOSELY FOLLOW THE OPPORTUNITIES OF DIGITALIZATION AND TECHNOLOGY TO ENSURE A SAFE AND CONTINUOUS JOURNEY. BY DIGITALIZING OUR PROCESSES, WE CARRY OUR OPERATIONAL EFFICIENCY TO ADVANCED LEVELS."



11 SÜRDÜRÜLEBILİR Sehir ve yaşam Alanları



We monitor and control the transportation services we provide 24/7 with the latest technologic products. With ROBOTIC PROCESS AUTOMATION (RPA) STUDIES, we achieved an operational benefit of 60 man-days per month for 6 different operations.



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As ICA, developing the service provided by following technological developments and using intelligent transportation systems and methods is among our key strategic goals.

In this regard, along the bridge and motorway route, we monitor and supervise the transportation services that we offer with cutting edge technology products 24/7.

We process meteorological data, motorway accident data, traffic density data, breakdown and maintenance data simultaneously and share instant notifications with our passengers via electronic variable message signs located along the motorway. With our cutting edge mobile and fixed cameras that are capable of coping with demanding weather conditions, we monitor and track our entire motorway 24/7.

We provide our passengers with uninterrupted communication 24/7 thanks to the base stations we placed along the entire route for all GSM operators (Turkcell, Türk Telekom, Vodafone).

We facilitate our customers' travel through the projects we implement in the context of digitilization and diversify the channels we use to inform our customers. In this regard, during the reporting period, an inquiry and online payment system for toll violations via Web Page and Mobile Application was activated for our passengers. With the Web SMS services integrated with Turkcell, Vodafone and Türk Telekom operators, informative messages are sent to our passengers via SMS. With the implemented application, an IVR structure has been developed in which customers who call the call center to learn about their debts can make a debt query by telling their plate information to the interactive voice response (IVR) or by typing their TRN and TIN.

In the reporting period, the Fleet Management Portal was launched for companies that were unable to monitor their vehicles crossing the Yavuz Sultan Selim Bridge and the Northern Ring Motorway and the status of the tolls of these vehicles. With this application, fleet companies can automatically send themselves an email about the debts and transitions of the vehicles they have defined in the system or examine their passages on the screen.

Those who are members of the system with the Fleet application;

- Can access the full list of vehicles registered in the Fleet application, group them and update their information
- Vehicle pass data can be followed on the screens.
- Transition details can be examined by checking vehicle transition pictures and times.

- Payment dates without penalty can be followed by checking the transition times.
- Can automatically send the pass information to themselves and integrate them with their own systems.
- Since the information of the recorded vehicles is matched with the VAT information, if the vehicle information is entered incorrectly in the application, debts will not be displayed by the system and incorrect follow-ups are prevented.
- If the vehicle whose information is entered is sold, its debts will not be shown by the system since the VAT information will change.



The uninterrupted continuation of our operations is of great importance for ICA. In this context, our data center located at the Maintenance Center located on the Asian side was built for business continuity and disaster recovery scenarios. In cases of natural disasters, infrastructure interruptions, etc., the following applications and services are backed up to our Disaster Recovery Center with different technologies. We carried out tests at the Disaster Recovery Center (DRC) with a few sample systems on the existing structure. With these tests, it was seen and verified that the server and data were transferred to DRC without any problems.

As part of the digitalization of processes project implemented in the reporting period, the processes of the company, which are widely used and carried out in paper forms, have been transferred into the digital environment that the approval process can be carried out, monitored and reported digitally by filling digital forms. The aim of the project is to eliminate unnecessary paper use, speed up processes, improve processes by working remotely during the pandemic period and report these processes. Within the scope of the project, which started in 2020, 12 forms were digitilized and put into use.

The development and arrangement studies on the system and the digitalization of the periodic and routine maintenance forms will be completed in 2021.

Server and storage consolidation studies were carried out and surplus systems were closed.

With this study, we achieved increase in the resources and performances and decrease in energy consumption.

Within the scope of ensuring information security during the reporting period

- Infrastructure studies have been started in Toll Collection Systems to ensure the invariance of the data by adding a time stamp,
- A separate structure has been established for guests coming from outside and who want to use the network, the places they access in the network are logged, and it is ensured to work on a controlled and limited structure
- Infrastructure works have been put into use in order to monitor the running server and network components instantly and to create an alarm in case of problems.

IMPROVEVEMENT WORKS ON PAYMENT SYSTEMS

The project, which was implemented during the reporting period within the scope of the improvement of payment systems, aimed to remind customers of their debts during the 15-day penalty-free payment period of the breached transition, to ensure that they make timely payments and to inform them about their debts. With the project, the number of inquiries, which was 4 in a 15-day penalty-free payment period, was increased, the last payment days were extended to coincide with working days, and people who left their contact information were reminded of their debts by SMS and IVN calls, and the rate of fines for customers crossing on motorways, which can be viewed on the KGM page, was reduced.

Debt inquiry, SMS debt reminder, IVN debt reminder calls and KGM integration work are used for 15 days. In addition, the toll violation query sections on our website have been renewed in line with the needs of the day in a user-friendly and individual and institutional sense. In the upcoming period, we plan to create a structure for payment systems where individuals or companies can make payments by defining their credit cards or other payment alternatives to the system, where QR code systems will be activated and their debts can be viewed via e-government website.



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DIGITALIZATION PRACTICES DURING THE PANDEMIC

During the pandemic period, the advantages of digitalization were put into practice quickly, ensuring the continuity of our services, and new working opportunities that changed in this process were actively used. In this context;

- Laptops or computers and monitors were given to people who did not have a computer at home.
- Users who do not have internet at home were provided with a modem to connect them to the corporate environment.
- Virtual working environments were created. This allowed Customer Service to receive calls from home while MOD (Manual Event Verification) teams were able to approve passes.
- Other departments were able to perform their own work by accessing the PCs in the virtual environment in line with their authorization.
- With the introduction of E-Signature, it has been ensured that authorized signatories can make transactions before they come to the office and the processes continued uninterruptedly.

ROBOTIC PROCESS AUTOMATION (RPA) STUDIES

The processes and operations that are routinely carried out within the framework of a certain flow within the company were carried over to robotic structures to ensure their management and continuity. With RPA, we achieved an operational benefit of 60 mandays per month for 6 different operations.

We aim to expand the project within different operational studies and increase operational efficiency. Until the end of 2021, 5 more projects will be transferred to RPA processes.



Human Resources Management

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"OUR RELATIONSHIP WITH OUR EMPLOYEES, ONE OF OUR MOST VALUABLE CAPITALS, IS THE MOST IMPORTANT ELEMENT OF THE UNINTERRUPTED AND SAFE SERVICE WE PROVIDE. WITH THIS CONSCIOUSNESS, SUPPORTING OUR EMPLOYEES TO IMPROVE THEIR OWN COMPETENCIES AND CREATE A FAIR AND SAFE WORKING ENVIRONMENT IS AMONG OUR PRIMARY PRIORITIES."





24% of our employees and 30% of our managers are women. 575 Performance evaluations were provided to a total of 575 employees between 2018 and 2020.



Starting from the recruitment process, we adopt an anti-discriminatory approach and recruit employees with appropriate qualifications and competence. We believe that differences such as language, religion, race, gender, ethnicity and age will enrich our operations and we respect these differences. We adopt the approach of "equal pay for equal work" in the remuneration of our employees, and we determine the wages according to the criteria of years of experience, education and competence level. We encourage women to participate actively in business life and support gender equality in the business environment. There were no cases of discrimination in the reporting period.

Compared to 2017, our female employee rate increased by 10.4%. 24% of our employees and 30% of our managers are women.

In addition to legal obligations, we also provide employee benefits such as service, maternity and death assistance, easy loan facilities and discounted service provision from contracted organizations.

As ICA, we conduct our operations in a manner that respects human rights. In this context, there is no forced or child labor in any of our business processes, including our suppliers and subcontractors.

We believe that we can achieve employee happiness, which is one of our main



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Employees based on their status



priorities, through our investments in training for our employees and increased employee loyalty. Our employees are provided with vocational and technical training, which are primarily related to their duties, where they can enrich their competencies in many subjects. Our employees who worked during the construction period of the Yavuz Sultan Selim Bridge and Northern Ring Motorway were given toll office operator and traffic patrol operator positions, providing new career opportunities on the operations side.

Our employees are provided with trainings that will support their personal development

as well as their professional lives. We strengthen social responsibility awareness among employees in the workplace environment by encouraging our employees to volunteer forestation activities and various activities with non-governmental organizations. In this context, we organized the Refresh Your Energy picnic in 2019 with the participation of all employees, new years and iftar organizations, 3rd anniversary breakfast, and at the end of the school year we organized a Kite Festival with our emplooyees, their children and more than 100 children from Child Protection Institutions.



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Due to the pandemic in 2020, we could not organize the activities planned at the beginning of the year. However, we organized trainings with internal/external trainers that would contribute to personal development through online platforms. With our online education and learning platform YSS Campus elearning application, all employees can access content such as trainings to establish a balance between work and private life.

In the reporting period, job descriptions were clarified and updated to create a more efficient working environment with the "Assessment Center" Application. In this regard, we organized trainings for candidates of management, and promotion and rotation processes within the company gained momentum. In this context, a competency dictionary was created in 2019. With our "performance evaluation system", which we started to carry out systematically since 2019, a total of 575 employees were provided with performance evaluations between 2018 and 2020.

In the light of the Assessment Center application, we were able to support our employees' career transitions from the field to the head office or vertical transitions. A fair and equal selection is applied with the scientific tools followed in the relevant application. The talent management project will go live in 2021 and will cover all of the IC Holding and Group Companies.

As ICA, we allow young talents to start their careers in our company. Between 2018-2020, a total of 10 students were entitled to do internships in two different departments within ICA and ICE. At the end of the internships, the graduates are given priority for open positions within the company.

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Between 2018 and 2020, a total of 10 students did internships in two different departments within ICA and ICE.



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GREEN WAREHOUSE PROPOSAL

The Nature Friendly Warehouse was suggested by our employees. With this solarpowered warehouse system, which was implemented based on idle materials, we reduced the cost by covering the 24/7 lighting of the warehouses used with renewable energy and minimized the risk of electric shock to our personnel since no alternating current is used. Thus, we prevented occupational accidents.



During the reporting period, a total of **16,670** man*hours of training was provided to our blue and white-collar employees.

Between 2018 and 2020, a total of **10 students** did internships in two different departments within ICA and ICE.

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At ICA, the suggestions and opinions of all employees are meticulously evaluated. Employees can share their suggestions and opinions with the Human Resources Department, or through communication channels such as "There is a Way" suggestion application; YSS Campus, e-mail etc.

The proposals submitted are evaluated and rewarded by the relevant committee every 3 months. At the end of the year, the award-winning proposals of each quarter are re-evaluated and one of the proposals is deemed worthy of the year's award. Out of 92 suggestions we received during the reporting period, 26 were implemented. Within the scope of this application;

- We made partitions for the rack systems of the traffic safety workshop located in the maintenance centers, arranged/ improved the workshop and lighting the workshop with solar energy, resulting in natural and sustainable energy use,
- Fiber optic extension cable has been used instead of the axle in order to prevent the axles used for vehicle classification at bridge crossings from being cut off by rodents,
- Upon the suggestion of our employees, the broken barriers were started to be repaired by the toll booth workers and a significant cost item was eliminated,

26 of the 92 proposals we received during the reporting period were implemented.

while high-cost services were outsourced for the repair of the broken barriers before.

By using the importance and success method, we are evaluating the satisfaction and loyalty of our employees regularly through the Employee Engagement and Satisfaction Surveys on the online platform. Within the scope of the survey results, we take remedial actions such as arranging working hours, establishing a performance evaluation system, increasing training, and reorganizing service routes. In the reporting period, the satisfaction rate was 80%.

The increasing importance of digitalization and the changes it creates in business processes have also been implemented in human resources processes. Within the scope of the Human Resources digitalization project:

- 1. Trial period evaluation
- 2. Education demand
- 3. Personnel demand
- 4. Request for leave
- 5. Advance Pay Claim
- 6. Travel expenses Claim
- 7. The processes went live in accordance with the cost & expenses procedures. In this way, besides saving paper and time, it also contributed to the minimization of close contact due to the pandemic.

In the reporting period, the satisfaction rate was

PANDEMIC AND HUMAN RESOURCES PRACTICES

In the reporting period which was affected by the pandemic creating radical changes in work life, we, as ICA, aimed to minimize the effects of the pandemic with the practices we carried out. Our works in this context are as follows:

- **1. Survey:** We conducted a satisfaction survey on our employees regarding the decisions and measures taken by our company. We considered the suggestions in the survey when we made improvements in the working model and measures.
- **2. Employee calls:** We organized phone calls to both our COVID positive employees and our employees working in the field, in order to communicate their needs and demands. We ensured to meet their requests and needs.
- **3. Working from Home:** Due to the pandemic, risky group employees were sent to their homes and they were allowed to work from home. Different jobs have been assigned by providing training to work groups that are not suitable for working from home.
- 4. Arrangement of Offices & Additional Building: Due to the pandemic, an unused building has been taken into maintenance and opened for use in order to separate the groups working in crowded offices and to ensure social distance. Technical infrastructure works have been carried out to enable teams to work from home all the time. In this context, we ensured uninterrupted communication for our employees.
- **5. Transition to the new normal:** During the transition process to the new normal, we conducted another survey to receive employees' expectations and suggestions. Based on the results, we made the adjustments. We visited our employees with the new normal welcome gifts.
- **6. Training:** Our training rate has increased by 70% during the pandemic period. All trainings in our e-learning system are open to our employees. Interactive trainings were organized for our employees through internal and external trainings.

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OCCUPATIONAL HEALTH AND SAFETY

As a company operating in a sector classified as very dangerous, Occupational Health and Safety (OH&S) is part of our corporate culture. By constantly improving our OH&S culture, we care about every accident and near-miss incident that threaten the health of our employees, even if small, and we work with the goal of "zero occupational accident".

Sustainability and OH&S management is considered as the capacity of our company to create value and awareness in these areas by pre-evaluating and managing current and future environmental, social and economic risks and opportunities. In this regard, we exhibit proactive and preventive practices with the management structure we have created. Our OH&S Board, consisting of a total of 20 people, including 4 employee representatives, is the main structure that carries out OH&S issues, meets periodically at least once a month and actively evaluates the relevant processes. With this structure, 1 Occupational Health and Safety Chief, 3 Class B Occupational Safety Specialists, 1 full-time Workplace Doctor and 1 full-time Other Health Personnel work in our Occupational Health and Safety Unit (OH&SU). Our Occupational Health and Safety Team take the following trainings:

- Rope Access Technician (IRATA),
- Basic Search and Rescue Training,
- Urban Search and Rescue Training,
- Amateur Radio Operator Training,
- Emergency Communication Training,
- Emergency Medical Technician Training,

In this way, the team has formed a Search & Rescue Team in order to fulfill its social responsibility duty by voluntarily supporting public institutions such as AFAD and UMKE, both in traffic accidents on the motorway and in case of a possible emergency-disaster. Our OH&S Unit actively supports and participates in the planning studies of the 1st Regional Directorate of Highways, which is the Istanbul Province Local Level Transportation Infrastructure Working Group, within the scope of the Turkey Disaster Response Plan.

The works carried out on the motorway and bridge are closely followed by our occupational safety experts, each of whom is an expert in their own field. Our 2 occupational safety specialists support the works on the motorway and bridge, and 1 occupational safety specialist supports the OH&S Chief in administrative matters such as providing the necessary documents.

	2018	2019	2020			
Number of Accidents Involving Death	0	0	0			
Number of Accidents Involving Major Injury	0	0	0			
Number of Accidents with Lost Day	18	11	6			
Number of Accidents with No Lost Day	13	10	8			
Total Lost Days	97	93	30			
* During the reporting period, no fatal accident occurred in our company or subcontractors						

1 Occupational Health and Safety Chief, 3 Class B Occupational Safety Specialists, 1 full time Workplace Doctor and 1 full time Other Health Personnel are employed in our Workplace Health and Safety Unit (OH&SU).



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We were entitled to receive certification by successfully completing the processes for ISO 45001 Occupational Health and Safety Management System. We regularly audit our ISO 45001 Occupational Health and Safety Management System practices and amend and develop them in line with needs and legal regulations. In this context, 5 procedures, 1 OH&S plan, 4 emergency plans (for Motorway, Bridge and 2 Tunnels), 41 instructions and 30 forms guide our actions.

As ICA, we work to spread a common safety culture across the enterprise with awareness activities and OH&S trainings. We continue the OH&S culture, with different and updated trainings throughout their business lives starting from the

Compliance of our OH&S activities with legal regulations is monitored with performance indicators.



orientation process of our employees. We have gone beyond the legally prescribed training period per employee. The average training time per employee at ICA between 2018 and 2020 is 16 hours. With the pandemic, the process of providing all the trainings planned before 2020 with the online training platform, both the mandatory OH&S trainings and the trainings needed by the units started to be given on the YSS Campus Online Training Platform.

In addition to safety training, we also care about protecting the health of our employees. In this regard, we carry out regular health screenings every year and Workplace Doctor is at the service of the employees for periodical check ups.

> Organized by the Istanbul Metropolitan Municipality, we were deemed worthy of an award in the "Public and Private Sector" category with our project at the Crystal Helmet Awards, which was given for the first time this year as part of the 2nd International Occupational Health and Safety Congress and Fair-IOHS EXPO.

The main trainings of OH&S practices are as follows:

• General Occupational Health and Safety Orientation Training

• ISO 45001 Occupational Health and Safety Management System Information

- Information on Labor Legislation
- Legal Rights and Responsibilities of Employees

• Workplace Cleaning and Order

- Legal Consequences of Occupational Accident and Occupational Disease
- Causes of Occupational Diseases

• Application of Disease Prevention Principles and Prevention Techniques

- Biological and Psychosocial Risk Factors
- First aid
- Harms of Tobacco Products and Passive Exposure
- Chemical, Physical and Ergonomic Risk Factors
- Manual Lifting and Transport
- Flash, Explosion, Fire and Fire Protection
- Use of Work Equipment
- Working with monitored vehicles
- Electrical Hazards, Risks and Precautions

• Causes of Work Accidents and

Application of Protection Principles and Techniques

• Safety and Health Signs

Governance

- Use of Personal Protective Equipment
- General Rules of Occupational Health and Safety and Safety Culture
- Evacuation and Rescue
- Traffic and Highway Safety
- Occupational Health and Safety in Winter
- Safe Working at Height
- Emergency
- Dangerous goods
- Special Risks of the Workplace
- Covid-19 Information
- Personal Hygiene
- Environment, Environmental Awareness, Environmental Pollution and Its Results, Separation of Wastes at Source, Recycling
- Global Warming, Climate Change, Use of Natural Resources

During the reporting period, we provided

14,534 man*hours of OH&S training to a total of 572 employees, both online and formally.

EMERGENCY PREPAREDNESS

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Right after the 5.2 magnitude Istanbul Earthquake in 2019, as the OH&S Unit, we completed First Aid, Search & Rescue, Fire Fighting, Urban Basic Search & Rescue, Rope Access Technician, Emergency Communications Training, Amateur Radio Operator trainings. We formed a Search & Rescue Team in order to help both the Fire Department and Health officials in accidents on the motorway and support search & rescue activities by acting with a sense of social responsibility in a possible earthquake. In this context, we equipped a 4x4 off-road vehicle as a Search & Rescue vehicle with various equipment.

Again, after the earthquakes in Istanbul in 2019, mini earthquake bags were prepared to be distributed to all employees. Bags containing basic necessities were distributed to the employees with a special letter giving information about the topic.







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"WE MANAGE OUR OPERATIONS WITH THE AWARENESS OF OUR ENVIRONMENTAL IMPACT. WE IMPLEMENT PRACTICES THAT WILL EXPAND THIS AWARENESS IN OUR VALUE CHAIN AND WE ARE WORKING TO CONTINUOUSLY IMPROVE OUR ENVIRONMENTAL PERFORMANCE"



In this way, approximately 921,600 kWh of energy was saved annually.



Thanks to solar panels, 1.952 GJ of energy saving was achieved.



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ENVIRONMENTAL MANAGEMENT

We take care to keep the environmental impacts arising from our activities to a minimum. We follow the Sustainable Environment Principles and our Sustainable Environment Policy as a guide in the management of our environmental impacts. Our environmental impacts are constantly monitored with our effective management practices. In this direction, the Environment Committee takes an active role as the body responsible for the management of related issues.

Within the scope of our Sustainable Environment Policy, we implement programs that comply with local and international norms. We systematically monitor environmental impacts and develop preventive measures. We focus on continuously improving our performance in this area with our environmental performance targets and performance measurement/ monitoring methods.

We are trying to develop sustainable environmental awareness by organizing environmental trainings for our employees. During the reporting period, a total of 1,036 hours of environmental training was organized to 659 ICA employees and contractors.



Sürdürülebilir Çevre Politikamıza **https://www. ysskoprusuveotoyolu.com.tr/ TR/icerik/cevre-politikasi-130** adresinden ulaşabilirsiniz. We continue the responsible environment approach that we have adopted since the beginning of our bridge and motorway project. Since the day we started, the social and environmental impacts of the project are monitored on a quarterly and annual basis. In these audits, we also audit the compliance of these impacts with ESIA (Environmental and Social Impacy Assessment) principles.

For an effective environmental management, the ownership of the topic by the management and clear responsibilities are very important. At ICA, the powers and responsibilities for the implementation of the environmental and social management system are clearly defined and specific personnel are appointed. Reports including indicators such as financial resources and labor resources allocated for the environment, environmental trainings and improvement studies are published every six months.

In order to prevent environmental risks and reduce environmental impacts, a number of environmental management practices have been implemented and continue to be implemented.



During the reporting period, **659** ICA employees and employees of the affiliated company were given a total of **1,036** hours of

environmental training.

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ENERGY AND EMISSION MANAGEMENT

Climate change is one of the most important challenges that we face today. In the fight against climate change, there are significant responsibilities for every institution. As ICA, we are aware of our responsibility. Energy and emission management are critical in the fight against climate change. As ICA, we have implemented many activities to reduce energy consumption to a minimum.

During the construction stage of the project, we used the best control technologies available to reduce combustion emissions arising from fuel storage, vehicle engines or other temporary equipment. Routine maintenance was carried out to ensure the safety of vehicles and minimize emissions. All vehicles were subject to maintenance to ensure that exhaust emissions do not disturb the employees and local communities.

By working together with the traffic authority of the municipality (Istanbul Traffic Control Center (IBB)), and taking different initiatives, the drivers were encouraged to minimize their emissions (to conduct regular vehicle inspection, display proper driving behavior) during the operation stage of the project. The use of electronic variable message and traffic signs (e.g. speed warnings, display of traffic condition and general recommendations for reducing vehicle emissions) has made it easier for drivers to commute in traffic smoothly and emissions were reduced accordingly. Emissions stemming from the tunnel were reduced by careful design, including the position, form and operating principle of the ventilation ducts.

In the reporting period (2018-2019-2020), 293,881,842 GJ of energy consumption was realized within the scope of our activities.

As ICA, we aim to reduce greenhouse gas emissions each year in line with our targets by focusing on energy efficiency in order to contribute to the fight against the climate crisis. In this direction, one of the important practices we have implemented in the reporting period is the project of calculating our emission, which we started to measure in 2019. In addition to calculating the emissions originating from our operations, the emissions originating from the vehicles using the Yavuz Sultan Selim Bridge have also started to be calculated. We will determine the measures to reduce the carbon footprints, plan the necessary actions and investments in this regard, and implement the relevant practices effectively.

In this context, the emissions for 2019 and 2020 are as follows:

2019	Northern Ring Motorway	Yavuz Sultan Selim Bridge	Total
Scope 1 (ton)	3.558,25	58,88	3.617,13
Scope 2 (ton)	13.832,81	1.410,30	15.243,11
TOTAL (ton)	17.391,06	1.469,18	19.860,24
YSS passing emission (ton)	-	12.385,92	12.385,92

2020	Northern Ring Motorway	Yavuz Sultan Selim Bridge	Total
Scope 1 (ton)	4.386,49	192,29	4.578,76
Scope 2 (ton)	13.528,56	1.492,65	15.021,21
TOTAL (ton)	17.915,05	1.709,83	19.599,97
YSS passing emission (ton)	-	11.606,53	11.606,53

We continue to work to neutralize emissions from the bridge crossings with our afforestation project. In this context, we planted



300,000 saplings in 2020.

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We established an energy committee in

order to include efforts to ensure energy

efficiency in all relevant processes, to

energy efficiency. Committee members

have started training activities and the

and principles. At the end of all efforts,

the committee aims to obtain the 50001

Energy Management System certification,

and ensure continuity and participation of

implementation of the established policies

ensure its continuity and to manage

it with an approach to improving

all employees in the process.

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OUR ENERGY EFFICIENCY STUDIES

In order to increase the amount of energy obtained from renewable energy sources, we use systems with charged solar panels. In this context, solar panel systems were installed in the Odayeri Maintenance & Operation Center road signs workshop and on the trailers used on the motorway. With this practice, the workshop provides its own lighting, while the trailers save fuel. Thanks to solar panels, 1,952 GJ of energy was saved. The scope of the application is expanding while it is still implemented.

With the SCADA system, generators can be monitored and remotely intervened in a very short time in case of malfunction. Thanks to the system, an annual saving of 4,000 liters is achieved in generator fuel consumption. In 2020, an energy saving of 396,558 kWh corresponding to 1% of the total energy use was achieved by optimizing the activation and deactivation hours of the lighting on the motorway. Phase-3 studies have been started in motorway SCADA systems, and the electromechanical systems tracked in 2021 will be increased.

The central mode feature is used on the variable flow cooler (VRV) system located in the operation building, where the Main Control Center is located, so that the air conditioners operate only during the

daytime. The system automatically shuts down when the employees are out of the building. In this way, approximately 921,600 kWh of energy was saved annually.

In 2020, we achieved an improvement of 78% (3,407,076 kVAR) as a result of the studies carried out to reduce reactive energy consumption.

> With the SCADA system, generators can be monitored and remote intervention can be made in case of malfunctions. Thanks to the system, an annual saving of

4,000 liters is achieved in fuel consumption.

In 2020, we achieved an improvement of

78% (3,407,076 kVAR) as a result of the studies carried out to reduce reactive energy consumption.



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During the reporting period,

293,881,842 GJ

of energy was consumed

within the scope of our

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activities.

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WATER MANAGEMENT

As one of our most important natural resources, we adopt a responsible approach in the efficient use of water. From the beginning of the project, we attach importance to effectively managing the water issue and protecting the water quality. We are trying to carry out our activities with minimum water consumption since the beginning of the construction stage and the following period. In order to ensure efficient use of water and to prevent water waste, we organize necessary training and information activities for relevant employees.

As part of the project devoted to protect underground and surface water resources, culverts were constructed to ensure safe flow of water under the project road, connection roads and junctions during the construction stage. During the excavations, any action that could damage the underground aquifers was avoided. Temporary works required during construction were designed to reduce the irregularities and obstacles that may occur in riverbeds, small stream systems in the vicinity, the Bosphorus coast and their related ecosystems. Special attention was given to drinking water reservoirs and water quality studies were carried out at regular intervals in these reservoirs. No discharge of any liquid was permitted in these areas.

We continue our efforts to reduce water consumption as well as recycle the water used during the operation period following the construction phase. Both in construction and operation stage, the disposal of wastewater was carried out in accordance with the requirements of the relevant regulations and legislation as in all other wastes. Spills and Leakage Emergency Plan was prepared and implemented.

As part of our activities, a total of 448,765 tons of water was consumed during the reporting period. 75% of the water consumed is used in irrigation and maintenance processes within the scope of afforestation and landscaping works. Within the scope of Biodiversity Action Plan, it is predicted that the amount of water used for irrigation works will decrease qualitatively in the coming periods, together with the decrease in the irrigation need of trees and plants selected in accordance with the environment.



As part of our activities, a total of **448,765** tons of water was consumed during



of the water consumed is used in irrigation and maintenance processes within the scope of afforestation and landscaping works. Introduction

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WASTE MANAGEMENT

Yavuz Sultan Selim Bridge and Northern Ring Motorway Operation consists of many sections such as Yavuz Sultan Selim Bridge and Northern Ring Motorway, connection roads, Hüseyinli (Asian Side) and Odayeri (European Side) Maintenance and Operation Centers, Toll Collection Booths, Dangerous Goods Control Points, Main Management/Control Center and associated offices and infirmary.

Within the scope of the project, Hazardous and Non-Hazardous Wastes are produced, which are determined and managed by the Waste Management Regulation criteria. The wastes produced were separated by on-site decomposition method and they were recycled, reducing resource use and preserving its economic value. The wastes are disposed appropriately by working with both private organizations and municipalities authorized by the ministry. In addition, packaging wastes at the toll booths that are part of the project and within the borders of the relevant municipalities; are collected by the relevant municipality, and domestic solid wastes are collected and delivered to the solid waste dumping site.

Waste management is of great importance in the protection and efficient use of natural resources. We prepared a Waste Management Plan for the management of waste generated as a result of our activities. We also have an Industrial Waste Management Plan submitted to the Provincial Directorate of Environment and Urbanization. With the plan approved by the Provincial Directorate of Environment and Urbanization and our Waste Management Plan, our wastes are separated and disposed of in accordance with legal regulations. In this way, we prevent the environmental pollution from our actions.

During the reporting period, 286 tons of non-hazardous waste was generated within the scope of our operation. A large part of this figure consists of deformed End-of-Life Tires, which we usually collect from the road. We also generated 7.2 tons of hazardous waste as a result of our activities. Most of the hazardous wastes are composed of engine, transmission and lubricating oils. Our wastes are collected by licensed companies.

In the reporting period, we reviewed our waste inventory and improved our waste areas within the scope of the "Zero Waste" project. For 2021, we aim to achieve improvements in the waste management system, to provide training to our employees in this direction and to obtain a Zero Waste Certificate.



INDUSTRIAL WASTE MANAGEMENT PLAN

2 Industrial Waste Management Plans prepared for the management of wastes generated as a result of our activities in Odayeri and Hüseyinli Maintenance Operation Centers were submitted to the Provincial Directorate of Environment and Urbanization. Subsequently, our wastes and waste areas were inspected by ministry inspectors and our plans were approved for 3 years. In this way, our wastes are separated and disposed of in accordance with legal regulations. As a result of this, no environmental pollution is caused. In line with our approved plans, we ensured compliance with the plans in 2019-2020-2021. Our waste amounts and types will be revised according to our changing processes in the last 6 months of 2021, and then our Industrial Waste Management Plans will be submitted for approval again.

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BIODIVERSITY

We carry out our biodiversity practices under the "Biodiversity Action Plan" starting from construction stage to operation stage. Our activities with respect to biodiversity have a special place as a result of the importance we attach to minimize our environmental impact. In this context, certain measures were taken in order to protect the habitats, flora and fauna during the Yavuz Sultan Selim Bridge and motorway construction phase and the currently obtained results are actively controlled and evaluated.

For Habitats and Flora;

• Maintenance vehicles are only allowed to move on existing roads that connect the project site with its surroundings.

- Necessary drainage is provided in the design to prevent road pollutants from directly entering streams and wetlands, and to prevent them from polluting the surrounding habitats.
- The landscaping of the seeds and saplings used for planting and landscaping has been made in accordance with the surrounding habitats. Broad-leaved trees were planted and local seeds and saplings were used to regenerate lost forests.

For fauna;

- Hunting ban has been imposed around the project area.
- Ecological bridges and tunnels were built where necessary, preventing the fragmentation of living spaces and allowing animals to cross the roads safely.



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5 MILLION 100 THOUSAND TREES PROJECT



Since 2012, ICA continues its forestation activities with great care and systematic work within the framework of the protocols it signed with the Ministry of Agriculture and Forestry, the General Directorate of Forestry, the Ministry of Transport and Infrastructure and the General Directorate of Highways.

In the past period, 4 million 800 thousand trees and plants were planted with afforestation works carried out in many regions from Ağva to Çatalca, from Kanlıca to Kemerburgaz and on the route of the Northern Ring Motorway, which are shown by the General Directorate of Forestry and are located within the provincial borders of Istanbul.

As of November 13, 2020, within the scope of the new afforestation works started from the Hüseyinli location on the Northern Ring Motorway route, 300 thousand new trees and plants were planted, thus the 5 million 100 thousand Trees Project achieved its goal. The goal of the 5 MILLION 100 THOUSANDS of Trees Project has been achieved. Introduction

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ECOLOGICAL BRIDGE

ICA has built an "Ecological Bridge" in Uskumruköy on the European side of the Northern Ring Motorway, a first in our country. The bridge located within the wildlife reserve, prevents the present habitat from being divided and provides wild animals continuous access to living environment. Within the scope of the Ecological Bridge, 1,500 plants and seedlings and 20.000 m2 of grass were planted. **1,500** plants and seedlings and **20.000** m² of grass were planted in the area where the bridge is located.



ICA – SHELL TURKEY COLLABORATION FOR AFFORESTATION

During the reporting period, ICA and Shell Turkey have jointly started a new afforestation project, which will be Shell's first afforestation project in Turkey. Within the scope of the project, ICA is responsible for allocating the land, collecting all legal permits related to afforestation and providing technical consultancy, and Shell Turkey is responsible for all infrastructure investments for afforestation, the supply and planting of trees and plants, and forest maintenance and irrigation in the following years. The plantation project is carried out by the Forestry Department of Istanbul University.

Shell Turkey Forest is expected to neutralize 105 tons of CO2 per year. This means that as the forest matures, more than 1,300 conventional cars will be made ineffective annually for a greener planet. As ICA, we believe that such initiatives and collaborations in the field of sustainability will create additional value for all stakeholders. Corporate Governance Practices

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"Development of the Marine Pollution Detection, Tracking and Analysis System from Ships for the Northern Region of the Bosphorus Project"



The Bosphorus is one of the most important waterways in the world and is home to more than 15 million people. It is the most important passage connecting the Black Sea basin to the Mediterranean and other important waterway basins. With the increasing demand for energy, raw material and food in recent years, the cargo volumes of the ships passing through the Bosphorus have increased significantly. Especially the number and size of crude oil tankers carrying liquid bulk cargo, chemical tankers, LNG, LPG gas vessels have increased. In this respect, detection and prevention of this marine pollution originating from ships is vital for the environment and human health. Controlling the risks arising from the passage of ships in the Bosphorus is critical to increase the safety of navigation, life, property and the environment. Along with this, accidents that may occur along the Bosphorus can have very serious consequences. For this reason, it is important to prevent pollution from ships in the Bosphorus and negligence that may arise from accidents and operational procedures.

ICA continued its work in the reporting period for the "Istanbul Bosphorus Marine Pollution Detection Project", which started with ICA's sense of responsibility towards Istanbul and Turkey. The project, which was implemented with the scientific support of Istanbul Technical University Turkish Straits Maritime Application and Research Center, aims to detect pollution from ships using remote sensing technologies and to protect the marine environment, coastline and human health. In this context, tankers / ships entering / exiting the Bosphorus from the Black Sea are monitored with radar and cameras installed on the Yavuz Sultan Selim Bridge.

In the light of all these findings, ICA will monitor the ships entering/exiting from the Black Sea by continuously scanning an area of 2.5 kilometers on the northern side of the Yavuz Sultan Selim Bridge with the use of a radar, thermal camera installed on the Yavuz Sultan Selim Bridge and the software necessary for trackin , and will inform the institutions such as the General Directorate of Coastal Safety, Coast Guard etc. The control center of the system is located in the Main Control Center, where ICA monitors the entire motorway and bridge 24/7.

CONTRIBUTION OF THE PROJECT

- Being able to estimate the type, spread and size of the pollution
- Analyzing the consequences and effects of pollution
- Providing sustainable protection for the community, the marine environment and the coastline

- It can be recommended to the Turkish Straits and the country's coastline as a model application
- The dynamic data to be obtained will contribute to scientific studies

LATEST UPDATE

Installation of all equipment was completed, monitoring room system installations and tests of all components of the system in the Main Control Center started. Data collection and evaluation process started in the monitoring room and trainings on system management were conducted.

PLAN FOR 2021 AND GOAL FOR 2022

System setup, software updates and system optimization will be performed. It is expected that the data collected from the field will be shared with the relevant institutions and organizations to provide a fast and effective response to marine pollution cases and the collected data will support academic studies in cooperation with ITUBOA. With the project, it is aimed to conduct academic studies in 2022 to examine the environmental effects of ships passing the strait, to examine the damage to the sea and its environment, and to examine the biological effects of pollution.

Social Development

17 HEDEFLER İÇİN Ortaklıklar

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"CONTINUING OUR OPERATIONS BY CREATING VALUI FOR THE SOCIETY AND ECONOMY CONSTITUTES THE BASIS OF OUR SOCIAL RESPONSIBILITY APPROACH. IN THIS REGARD, AS IC GROUP, WE CARRY OUT SOCIAL RESPONSIBILITIY PROJECTS AND AWARENESS RAISING ACTIVITIES THAT CONTRIBUTE TO MANY FIELDS SUCH AS EDUCATION, ENVIRONMENT AND SECTORAL DEVELOPMENT."



IC İBRAHİM ÇEÇEN FOUNDATION

IC Foundation by which social projects of IC's Holding that we are an affiliate is the main guiding principles for the projects we carry out. Activities of educational support we undertake in a planned way since 1984 by the leadership of İbrahim Çeçen, reached an institutional structure with the IC Foundation established in 2004.

IC Holding founded the University of Ibrahim Cecen and donated to the Republic of Turkey. The university started its academic year for 2007-2008.



CONTRIBUTION TO SOCIAL AWARENESS

Corporate

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ICA actively supports the campaigns that develop social awareness since the construction stage. In this context, the activities carried out in the reporting period are as follows:

Support for World Cancer Day February 4

Yavuz Sultan Selim Bridge was illuminated with blue and orange lights to raise awareness against cancer on February 4 in 2018-2019 and 2020.

Yavuz Sultan Selim Bridge is lit red for World Hemophilia Awareness Day

Yavuz Sultan Selim Bridge was illuminated in red on the evening of April 20, 2020 between 19.00 - 23.00 in order to raise public awareness about Hemophilia (Genetic Coagulation Disorder) as part of the World Hemophilia Awareness Day events.

Awareness of inflammatory bowel diseases with purple light

Yavuz Sultan Selim Bridge was illuminated in purple on the evening of May 18, 2020 in order to draw attention to diseases and to raise awareness within the scope of the World Inflammatory Bowel Diseases Day.





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Yavuz Sultan Selim Bridge Turns **Blue for World Scleroderma Day**

Yavuz Sultan Selim Bridge was illuminated in blue on the evening of June 29, 2020, to draw attention to Scleroderma and raise awareness within the scope of World Scleroderma Day.

Yavuz Sultan Selim Bridge turns red for World Duchenne Awareness Day

As part of World Duchenne Awareness Day, Yavuz Sultan Selim Bridge was illuminated in red on the evening of 7 September 2020 to draw attention to and raise awareness about DMD (Duchenne Muscular Dystrophy) disease.

Yavuz Sultan Selim Bridge illuminated red for World Heart Day

Yavuz Sultan Selim Bridge was illuminated in red on the evening of 29 September 2020 in order to draw attention to heart diseases and health within the scope of the 21st World Heart Day activities.

Yavuz Sultan Selim Bridge turns green for Cerebral Palsy awareness

Yavuz Sultan Selim Bridge was illuminated in green on the evening of October 6, 2020, to draw attention to Cerebral Palsy and raise awareness within the scope of "World Cerebral Palsy Day".

Supporting the week of children with leukemia from Yavuz Sultan Selim Bridge with orange light

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Yavuz Sultan Selim Bridge is illuminated with orange color to support children struggling with leukemia and to raise awareness against leukemia as part of the 2-8 November Children's Leukemia Week every year.

Yavuz Sultan Selim Bridae illuminated blue for "World **Diabetes Day**"

Yavuz Sultan Selim Bridge was illuminated in blue on the evening of 14 November 2020 to draw attention to diabetes and raise awareness within the scope of "November 14 World Diabetes Day".

Support for autism with blue lights

This year, ICA supports the Light It Up Blue campaign, which was organized for the "Autism Awareness Day", declared by the United Nations to draw the attention of the public in the face of the rapid increase in autism.

In this direction, Yavuz Sultan Selim Bridge was equipped with blue lights to draw attention to autism awareness on Tuesday evening, April 2, 2019.

Yavuz Sultan Selim Bridge turns purple for World Epilepsy Day

Yavuz Sultan Selim Bridge was illuminated with purple lights, the worldwide color of the disease, on Monday evening, February 11, 2019, to draw attention to epilepsy.

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Yavuz Sultan Selim Bridge turned off its lights to shed light on climate change

Yavuz Sultan Selim Bridge supported the World Hour event initiated by WWF in 2007 by turning off the lights of the bridge. The event, held on Saturday, March 24, 2018, with the theme of "biodiversity and connect to the world", aimed to raise awareness of the need to take action against climate change.

Yavuz Sultan Selim Bridge Lights Orange For Violence Against Women

Yavuz Sultan Selim Bridge was illuminated with orange lights, the symbol of the campaign, between November 24 and 26, showing its support in 2018 for the "November 25 International Day for the Elimination of Violence Against Women", announced by the United Nations nineteen years ago.

Free eye screening for drivers as part of "Safe Driving"

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Practices

Within the scope of ICA's motto "Attention to Safe Driving", free eye scans were carried out for drivers on 24-25 April 2018 at the Bi Mola resting facilities located on the Yavuz Sultan Selim Bridge and Northern Ring Motorway route. In the health screenings carried out in cooperation with the European Eye Hospital, the importance of eye health in driving was emphasized.

Road Transportation is Healthy Transportation Campaign

In line with the increasing concern about using public transportation due to the pandemic and the increase in individual vehicle use, the "Healthy Transportation is Road Transportation" campaign was organized. Within the scope of the campaign, it was aimed to raise awareness with radio spots and digital content.



On July 2-8, the importance of safe driving and seat belts was explained to the drivers with the "Seat Belt Simulation Vehicle" at the Bi Mola Işıklar facility serving on the route of Yavuz Sultan Selim Bridge and Northern Ring Motorway. Experts in the field of safe driving training accompanied the drivers and gave information. Drivers who had the opportunity to try the "Alcohol Glasses" in addition to the simulation tool, had the opportunity to experience the harms of alcohol use, such as slow reaction, blurred vision and double vision, difficulty in perception of depth and distance, impaired hand-foot coordination and difficulty in decision making.



#ProjectEDWARD

We participated in the social media campaign on the European Day Without a Road Death (Project EDWARD), organized to draw attention that no one should die on Europe's roads. Project EDWARD is supported by ASECAP (European Association of Toll Road Infrastructure Operators), of which we have been a member for 2 years. With the #ProjectEdward tag on social media, we created awareness about driver-induced errors that cause traffic accidents.







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ACTIVITIES

International Intelligent Transportation Systems Summit

We participated in the 1st International Intelligent Transportation Systems Summit held by the Intelligent Transportation Systems Association of Turkey on March 6-7, 2019 at the Information Technologies and Communications Authority and informed the visitors about the intelligent transportation systems used in the Yavuz Sultan Selim Bridge and the Northern Ring Motorway. We also presented the benefits of the bridge and motorway for Istanbul transportation, the motorway route, operating processes and the benefits provided to the users.

ICA became the silver sponsor of the International Intelligent Transportation Systems Summit

organized for the 2nd time on March 11-12, 2020. At the summit, the signing ceremony of the "Truck Assist" project was organized, which enables truck drivers to drive safely and comfortably, and of which ICA is an important stakeholder.



In addition, the advantages of the Yavuz Sultan Selim Bridge and the Northern Ring Motorway to Istanbul transportation, the motorway route, operating processes and the benefits provided to the users were presented.

TransAnatolia RallyRaid

Yavuz Sultan Selim Bridge and Northern Ring Motorway joined the Transanatolia Istanbul route, which is known as one of the best rally raid races in the world. In this context, we supported national and international rally players.

ASECAP Marketing Workshop

We came together with European highway operators at the "Marketing Workshop" organized by the European Association of Toll Road Infrastructure Operators (ASECAP) in Vienna. At the workshop, the details and experiences of the marketing and communication activities of many highway operator companies from all over Europe, from Italy to Denmark, from Portugal to Greece were presented.

Technical visit

On 20 June 2019, more than 60 foreign academicians were hosted at the YSS Bridge and the Northern Ring Motorway within the scope of the Turkish World Engineering, Architecture and Urban Planning Summit "Meeting of Urban Planning Authorities and Academicians". During the technical visit, after watching the presentations and videos about the YSS Bridge, the participants were informed about the operation process in the Main Control Center.

Shell Road Safety Conference

ICA participated in the 10th Road Safety Conference, which was organized on November 27, 2019, with the theme of "We Achieve Goal Zero, Because We Care", with the presentation of "ICA Road Safety Practices".

TRANSIST Fair

We participated in Transist 2018, which was held with the theme of "4C: Cost, Capacity, Congestion, Connection" between 8-10 November 2018 at Istanbul Congress Center. We presented the benefits of Yavuz Sultan Selim Bridge and Northern Ring Motorway for Istanbul transportation and informed the visitors about the motorway route, operational processes and the benefits provided. Introduction

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PERFORMANCE TABLE

ENVIRONMENTAL PERFORMANCE INDICATORS	2018	2019	2020
Scope 1 Emissions (ton)			
Northern Ring Motorway	/	3,558.25	4,386.49
Yavuz Sultan Selim Bridge	/	58.88	192.27
Scope 1 Emissions (ton)			
Northern Ring Motorway	/	13,832.81	13,528.56
Yavuz Sultan Selim Bridge	/	1,410.30	1,492.65
YSS passing emission (ton)	/	12,385.92	11,606.53
Total Energy Consumption (GJ)	135,872,073,94	158,928,077.58	137,125.993.86
Direct Renewable	1,951.69	1,951.69	1,951.69
Direct non-renewable	135,779,000	158,824,000	137,023,403
Indirect Renewable	0	0	0
Indirect non-renewable	91,122.25	102,125.89	100,639.17
Energy Density (total energy/no. of employess) (GJ)	242,628.70	269,650.25	238,479.99
Water Withdrawal by Source (m3)			
Well water	98,598.58	95,798.95	72,638.60
Municipal water	64,450	65,400	68,470
Other	498.3658	495.4589	468.3456
Total	163,546.95	161,694.41	141,576.90
Total Waste			
Hazardous	3,560	3,925	4,065
Non-hazardous	3,625	3,859	4,635
Environmental Trainings (person*hour)			
Company employees	186	195	220
Contractor employees	191	205	250

SOCIAL PERFORMANCE INDICATORS	2018	2019	2020
Total Employees	560	589	575
Total number of female employees	142	141	138
Total number of male employees	418	448	437
Total number of female white-collar employees	91	89	92
Total number of male white-collar employees	166	179	181
Total number of blue-collar female employees	55	54	46
Total number of blue-collar male employees	248	267	256
Employees between the ages of 18-30	215	246	195
Employees between the ages of 31-45	290	283	298
Employees between the ages of 46-65	55	60	82
Employees over the age 65	0	0	0
Employee Turnover Ratio	20.19	21.9	9.5
Employees Hired			
Female	58	45	8
Male	81	122	34
between the ages of 18-30	69	109	22
between the ages of 31-45	64	44	11
between the ages of 46-65	6	14	9
above 65	0	0	0
Employees Resigned			
Female	33	45	17
Male	65	83	42
between the ages of 18-30	40	73	28

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SOCIAL PERFORMANCE INDICATORS	2018	2019	2020
between the ages of 31-45	45	42	29
between the ages of 46-65	12	12	2
above 65	1	0	0
Employees Taking/Returning Maternity Leave			
Female employees took maternity leave	4	4	10
Male employees took maternity leave	31	33	0
Female employees returned from maternity leave	4	3	10
Male employees returned from maternity leave	31	33	0
Employee Training			
Number of Participants to Trainings	3,631	1,451	830
person*hour	8,720	3,180	4,770
Number of senior executives			
Senior female managers	2	2	2
Senior male managers	8	9	8
Senior executives age between 18-30	0	0	0
Senior executives age between 31-45	4	3	2
Senior executives age between 46-65	6	8	8
Senior executives over 65	0	0	0
Occupational Health and Safety Indicators			
Fatalities	0	0	0
Loss of Limb Accident (Major)	0	0	0
Lost Day Accident	18	11	6
No Lost Days Accident	13	10	8
Total Days Loss	97	93	30

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GRI CONTENT INDEX

Disclosures	Descriptions and Page Numbers	Omissions				
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GRI 102: General Disclosures 2016						
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102-3	About ICA pp.6-7	-				
102-4	Contact p.61	-				
102-5	About ICA pp.6-7	-				
102-6	Coprporate Governance Practices p.14	-				
102-7	About ICA pp.6-7	-				
102-8	About ICA p.7; Human Resources Management p.36; Performance Indicators p.57	-				
102-9	Human Resources Management p.36; Performance Indicators p.57	-				
102-10	About ICA pp.6-7	-				
102-11	GRI Content Index: On March 17, 2020, Astaldi's shares were taken over by IC İçtaş.	-				
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102-14	Message from the Chairman p.4 ;Message from the General Manager p.5	-				
	Ethics and Integrity					
102-16	About ICA p.8; Ethics Management p.16					
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102-18	Corporate Governance Practices p.14	-				

Disclosures	Descriptions and Page Numbers	Omissions				
	Stakeholder Engagement					
102-40	Stakeholder Engagement Practices at ICA p.19	-				
102-41	GRI Content Index: We have no employees covered by collective bargaining agreement	-				
102-42	Stakeholder Engagement Practices at ICA p.19	-				
102-43	Stakeholder Engagement Practices at ICA p.19	-				
102-44	Stakeholder Engagement Practices at ICA p.19	-				
	Reporting Practices					
102-45	About the Report p.3	-				
102-46	About the Report p.3	-				
102-47	Sustainability Management p.16	-				
102-48	GRI Content Index: On March 17, 2020, Astaldi's shares were taken over by IC İçtaş.	-				
102-49	GRI Content Index: No restatements of information.	-				
102-50	About the Report p.3	-				
102-51	GRI Content Index: It is ICA'ssecond Sustainability Report	-				
102-52	About the Report p.3	-				
102-53	Contact p.61	-				
102-54	About the Report p.3	-				
102-55	GRI Content Index p.59	-				
102-56	GRI Content Index: Report has not been subjected to external assurance	-				

"For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the Turkish version of the report."

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		Material Issues	
Standards	Disclosures	Descriptions and Page Numbers	Omissions
	Water, Energy	y and Emission Management	
	103-1 Explanation of the material topic and its boundary	Environmental Management p.43; Water Management p.46; Energy and Emission Management p.44	-
GRI 103: Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Environmental Management p.43; Water Management p.46; Energy and Emission Management p.44	-
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Environmental Management p.43; Water Management p.46; Energy and Emission Management p.44	-
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Energy and Emission Management p.44	-
	302-1 Energy consumption within the organization	Energy and Emission Management p.44; Performance Table p.57	
GRI 302: Energy	302-2 Energy consumption outside the organization	Performance Table p.57	
2016	302-3 Energy density	Performance Table p.57	
	302-4 Reduction of energy consumption	Energy and Emission Management p.45	
	303-3 Water withdrawal	Water Management p.46	
GRI 303: Water	303-4 Water discharge	Performance Table p.57	
and Effluents 2018	303-5 Water consumption	Water Management p.46	
	305-1 Indirect GHG Emissions (Scope 1)	Energy and Emission Management p.44; Performance Table p.57	
GRI 305:	305-2 Indirect GHG Emissions (Scope 2)	Energy and Emission Management p.44; Performance Table p.57	
Emisyonlar 2016	305-5 Reduction of GHG emissions	Energy and Emission Management p.44	
GRI 306: Effluents	306-2 Waste by type and disposal method	Waste management p.47; Performance Table p.57	
and Waste 2016	306-5 Water bodies affected by water discharges and/or runoff	GRI Content Index: There is no water source that is significantly affected as a result of the activities.	
	Biodiversity and	Afforestation	
GRI 103:	103-1 Explanation of the material topic and its boundary	Environmental Management p.43; Biodiversity p.48	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Environmental Management p.43; Biodiversity p.48	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Environmental Management p.43; Biodiversity p.48	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity pp.48-50	
GRI 304:	304-2 Significant impacts of activities, products, and services on biodiversity	Biodiversity pp.48-50	
Biodiversity 2016	304-3 Habitats protected or restored	Biodiversity pp.48-50	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity pp.48-50	
	Equality and Div	versity at Work	
GRI 103:	103-1 Explanation of the material topic and its boundary	Human Resources Management p.36	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Human Resources Management p.36	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Human Resources Management p.36	
GRI 401:	401-1 Employee Turnover	Performance Table p.57	
Employment 2016	401-3 Maternity Leave	Performance Table p.58	
GRI 405: Diversity	405-1 Diversity of governance bodies and employees	Performance Table p.58	
and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	GRI Content Index: There is no gender discrimination in the remuneration of employees.	

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SUSTAINABILITY REPORT		Practices	Excellence		Management	Management	Development

Standards	Disclosures	Descriptions and Page Numbers	Omissions
	Employee Sati	sfaction	
GRI 103:	103-1 Explanation of the material topic and its boundary	Human Resources Management p.36	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Human Resources Management p.36	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Human Resources Management p.36	
GRI 404:	404-1 Average hours of training per year per employee	Human Resources Management p.37; Performance Table p.58	
Employee	404-2 Programs for upgrading employee skills and transition assistance programs	Human Resources Management pp.36-37	
Development	404-3 Percentage of employees receiving regular performance and career development reviews	Human Resources Management p.37	
GRI 406: Non- Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Resources Management p.36	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Resources Management p.36	
	Occupational Healt	h and Safety	
GRI 103:	103-1 Explanation of the material topic and its boundary	Occupational Health and Safety pp.39-40	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Occupational Health and Safety pp.39-41	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Occupational Health and Safety pp.39-41	
	403-1 Occupational health and safety management system	Occupational Health and Safety p.40	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety pp.39-40	
	403-3 Occupational health services	Occupational Health and Safety pp.39-40	
GRI 403:	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety pp.39-40	
Occupational Health and Safety	403-5 Worker training on occupational health and safety	Occupational Health and Safety pp.40-41	
2018	403-6 Promotion of worker health	Occupational Health and Safety pp.39-41	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety pp.39-41	
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety p.39	
	403-9 Work-related injuries	Occupational Health and Safety p.39; Performance Table p.58	
	Contribution to Regi	onal Economy	
GRI 103:	103-1 Explanation of the material topic and its boundary	About ICA pp.6-7	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; About ICA pp.6-7	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; About ICA pp.6-7	
	Contribution to Social Wealth with Corporate Social res	oonsibility Projects, Impact on Local Communities	
GRI 103:	103-1 Explanation of the material topic and its boundary	Social Development pp.53-56	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Social Development pp.53-56	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Social Development pp.53-56	
	Contribution to Sectoral Development	and Stakeholder Cooperation	
GRI 103:	103-1 Explanation of the material topic and its boundary	Our Memberships p.11; Social Development pp.53-56	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Social Development pp.53-56	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Social Development pp.53-56	

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Standards	Disclosures	Descriptions and Page Numbers	Omissions
	Sustainab	le Cities	
GRI 103:	103-1 Explanation of the material topic and its boundary	Our Contribution to Sustainable City Concept p.24	
Management	103-2 The management approach and its components	Sustainability Management pp.16-17; Our Contribution to Sustainable City Concept p.24	
Approach 2016	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Our Contribution to Sustainable City Concept p.24	
	Operational Su	ustainability	
GRI 103:	103-1 Explanation of the material topic and its boundary	Our Quality Approach pp.23-24	
Management Approach 2016	103-2 The management approach and its components	Sustainability Management pp.16-17; Our Quality Approach pp.23-24	
	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Our Quality Approach pp.23-24	
	Business Continuity and En	nergency Preparedness	
GRI 103:	103-1 Explanation of the material topic and its boundary	Our Quality Approach pp.23-24; Road Safety and Security pp.28-30	
Management Approach 2016	103-2 The management approach and its components	Our Quality Approach pp.23-24; Road Safety and Security pp.28-30	
	103-3 Evaluation of the management approach	Our Quality Approach pp.23-24; Road Safety and Security pp.28-30	
	Corporate Go	overnance	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
	103-2 The management approach and its components	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
	103-3 Evaluation of the management approach	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
	Sustainable P	Profitability	
GRI 103:	103-1 Explanation of the material topic and its boundary	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
Management	103-2 The management approach and its components	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
	103-3 Evaluation of the management approach	Corporate Governance Practices pp.14-16; Sustainability Management pp.16-17	
	Digitalization a	nd Inovation	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Digitalization p.32	
	103-2 The management approach and its components	Sustainability Management pp.16-17; Digitalization p.32	
	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Digitalization p.32	
	Road Safety a	nd Security	
GRI 103:	103-1 Explanation of the material topic and its boundary	Road Safety and Security pp.28-30	
Management Approach 2016	103-2 The management approach and its components	Sustainability Management pp.16-17; Road Safety and Security pp.28-30	
	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Road Safety and Security pp.28-30	
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Customer Satisfaction pp.25-26	
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	103-3 Evaluation of the management approach	Sustainability Management pp.16-17; Customer Satisfaction pp.25-26	

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