

Shape
the
Future.

CCN





03



04

01



05

Corporate Profile and Values	06
CCN Holding From Past to Present	08
Subsidiaries of CCN Holding	09
Services and Solutions	13
Collaborations and Memberships	14

02



15

Organizational Structure	17
Management Systems	19
Policies	20
Ethical Principles	21
Risk Management	22
Internal Control and Audit	23

03



24

Sustainability Policy	26
Sustainability Management	27
Sustainability Related Priorities	29
SDG Mapping with Sustainability Priorities	30
Sustainability Goals	31

04



33

Combating Climate Change	36
Energy Management	37
Energy Efficiency Efforts	39
Waste Management	42
Water Management	44

05



45

Human Resources Approach	47
Equity, Diversity and Inclusion	50
Talent Management and Employee Development	53
Employee Satisfaction	55
Occupational Health and Safety	56
Emergency Preparedness	58

06



59

Stakeholder Relations	60
Supply Chain Management	61
Customer Satisfaction	62
Contribution to Social Development	63

07



66

Digitalization Practices	68
Information Privacy and Security	69

08



70

About the Report

CCN Holding started its journey as a company in 2007 and currently offers services in various sectors with a workforce of approximately 6,500 people. These sectors include construction, healthcare, services, education, security, clinic, technology, yacht construction and operation, and integrated facility management services.

CCN Holding considers sustainability as a way of doing business and aims to present with the 2023 Sustainability Report the company's performance in the environmental, social and governance areas to relevant stakeholders. Covering the activities between January and December 2023 and all group companies affiliated with CCN Holding, this report has been drawn up in accordance with the Global Reporting Initiative Standards (GRI Standards). CCN Holding and its group companies are committed to annual reporting of the sustainability related performance in alignment with the leading corporations in this field, especially in the construction sector, both in Türkiye and across the world.

CCN Holding is aware that long-term success is possible only through strong collaboration and synergies with stakeholders and therefore CCN Holding shapes its sustainability journey and business processes with the valuable opinions of stakeholders. If you would like to join us on this valuable journey and share your suggestions and thoughts with us, please contact us at surdurulebilirlik@ccnholding.com



Message From The Management



CCN Holding aims to be a leading organization in Türkiye and the world in the healthcare, investment management, construction, digital solutions and facility management sectors, and has made it a part of its goals to leave a livable world for future generations. As a group of companies that aims to exist not only today but also in the future, we are aware of the risks posed by global climate change, limited natural resources and social problems. Therefore, CCN Holding supports sustainable development and the fight against climate change through its efforts in areas such as environmental protection, equal opportunities and digitalization.

CCN Holding aims to be a leading organization in Türkiye and the world in the healthcare, investment management, construction, digital solutions and facility management sectors, and has made it a part of its goals to leave a livable world for future generations.

With more than 20 years of experience, nearly 6,500 employees, and in the light of the sustainability approach, CCN Holding adopted the Sustainable Development Goals (SDGs) as a guide and works committed to achieve the SDGs. CCN Holding serves in various sectors such as Integrated Facility Management and service provision and to support sustainable development, CCN Holding has focused in recent years its sustainability work in particular in this field. Seeking to place sustainability at the center of its ongoing business processes and new investment opportunities, CCN Holding became a signatory to the United Nations (UN)-backed Principles for Responsible Investment (PRI) in 2023.

In 2023, CCN Holding reorganized its sustainability governance structure to move sustainability efforts forward and have a systematic approach. The Company also reviewed its sustainability priorities and prioritized occupational health and safety (OHS), environmental management, energy efficiency, digital transformation, ethical principles and gender equality. Significant steps have been taken to continue these efforts in 2024 and work is underway to set targets

and metrics within the framework of the sustainability strategy.

CCN Holding performs various activities to cope with global environmental problems and to limit global warming to 1.5 degrees. In this respect, the Company aims to minimize the negative environmental impacts arising from its business processes in the operational sectors. Scope 1 and 2 greenhouse gas emissions from Ankara Bilkent and Mersin City Hospitals were reduced by 2.1% and energy consumption by 5% year on year. The newly established Technology-Energy, Environment, Nexus (T-EEN) Teknik, a subsidiary of CCN Technic, has initiated numerous projects to increase energy efficiency in public buildings.

CCN Holding attaches great importance to the inclusion of women in the workplace and in all areas of social life. CCN Holding protects diversity and equal opportunities and has demonstrated its commitment in this regard by becoming a signatory to the Women's Empowerment Principles (WEPs) in 2023. 3,042 (47.3%) of the employees working in the Holding companies are women. CCN Holding also prioritizes the representation of women in management and decision-making positions.

4 out of 7 (57%) of the Board of Directors and 2 out of 4 (50%) of the Executive Board of Directors are female executives. Considering human resources as its most important capital and attaching great importance to employee development, CCN Holding provided 24 hours of vocational, technical and personal training per employee in 2023. In addition, at least 1 hour of sustainability training was provided to each employee.

CCN Holding will take further steps to improve its performance by following sustainability-oriented global developments. With the 2023 Sustainability Report, I am pleased to present to you, our esteemed stakeholders, our sustainability efforts including data for 2023. I would like to thank CCN Holding employees who contributed to the preparation of this report and who are our most precious capital.

Murat ÇEÇEN
Chairman of the Board of CCN Holding



01

About CCN Holding



Corporate Profile and Values

With more than 20 years of experience in the construction, healthcare, integrated facility management, technology and yacht sectors, CCN Holding employs around 6,500 people.

With more than 20 years of experience in the construction, healthcare, integrated facility management, technology and yacht sectors, CCN Holding employs around 6,500 people. Since its establishment in 2007, CCN Holding has undertaken prominent projects, especially in the construction sector. These include important projects such as Baku Heydar Aliyev Cultural Center designed by Zaha Hadid and Baku Flame Towers. CCN Holding has a market share of more than 20% of the hospitals Public-Private Partnership (PPP) market in Türkiye. CCN Holding is the first organization to have

built a hospital developed with the PPP model in Türkiye with the Mersin City Hospital. The Ankara Bilkent City Hospital, the world's largest hospital built in a single piece, became another milestone project for CCN Holding. In addition, CCN Holding is currently constructing Dimitrie Gerota Hospital, the largest hospital project in Romania as of 2023, which will be completed with European Union (EU) funds in accordance with Nearly Zero-Energy Building (NZEB) standards.

CCN Holding has transferred its successful construction experience to various projects

covering the services needed for facility management and extending service provision to external stakeholders. Incorporating subsidiaries such as CCN Security, CCN Service, CCN Technic and CCN Clinic, CCN Holding offers world-class integrated facility management services in a wide range of industries from hospitals to shopping malls, from hydroelectric power plants to hotels.

CCN Holding has also stepped into the technology field through Infera Technology and T-EEN aiming to carry out all business processes with high technological and digital

solutions. World-class software and system integration solutions are offered, as well as uninterrupted services are provided to 50,000 technologically active devices and software as part of the Hospital Information Management System Services. CCN Technic conducts electrical-mechanical contracting, technical operation and maintenance activities and provides engineering, project development, procurement and installation services on renewable energy sources.



Corporate Profile and Values



Strategic Goal

To be one of the leading groups in Türkiye and across the globe in the healthcare, investment management, construction, digital solutions and facility management sectors.

Corporate Values

For Customers

- Pursuing environmentally friendly technology, supporting and managing change.
- Delivering on time at the standards and conditions promised.
- Providing an environment of trust for customers by creating sustainable brand value in all areas where CCN Holding and its subsidiaries operate.

For Employees

- Enhancing practice through quality management, production and service approaches, continuously supported by the necessary technological resources, working environment and freedom of expression.
- Ensuring that employees are guided to be open to development, innovative and fair.
- Increasing corporate loyalty by adopting a human rights approach for employees.
- Adopting a business-oriented approach based on merit in recruitment and placement.
- Ensuring that the knowledge and experience gained over time turns into a corporate culture.
- Ensuring that the corporate culture is accessible and improvable by all employees and stakeholders.
- Providing equal development and advancement opportunities for all stakeholders and increasing motivation by prioritizing personal development, competition and happiness of employees.

For Business Partners

- Creating long-term solution partnerships based on honesty and trust.
- Being a leader and exemplary company in all fields of activity in terms of productivity, quality and occupational safety.
- Being a leader in all fields of activity with experienced and trained personnel.

CCN Holding From Past to Present

2007 <ul style="list-style-type: none"> The first steps for Baku State Beach Houses Project are taken. Baku Heydar Aliyev Center Project, designed by world-renowned architect Zaha Hadid, starts. 	2012 <ul style="list-style-type: none"> Inclusion in ENR Magazine's International Contractors List. Mersin Integrated Health Campus Project is taken over. 	2015 <ul style="list-style-type: none"> The largest volume of financial close deals in healthcare campus projects tendered through the Public Private Partnership model in Türkiye is achieved with the participation of seven banks. Bilkent Integrated Healthcare Campus Project is awarded Contract of the Year-Türkiye by Project Finance International (PFI), and Best Social Development Contract (CEE) and Best Healthcare Contract (EMEA) in the Project Finance category by EMEA Finance. Bilkent Integrated Healthcare Campus Project receives the Infrastructure Financing Contract of the Year award from Bonds, Loans & Sukuk. 	2017 <ul style="list-style-type: none"> Operations continue under the umbrella of DiA Holding abroad and CCN Holding in Türkiye. Mersin City Hospital, Türkiye's first and largest city hospital built through the Public-Private Partnership Model, starts its operations. Through the "RFID (Radio Frequency Identification) based inventory management and space tracking system" application commissioned at Mersin City Hospital, the project receives an award in the category "Best RFID application in healthcare services in 2017".
2008 <ul style="list-style-type: none"> Baku Premium Villas Project starts. Baku State Beach Houses Project is completed. Baku Flame Towers Project, designed by the world-renowned prestigious architecture firm HOK, is launched. 	2013 <ul style="list-style-type: none"> Baku Heydar Aliyev Center, the cultural center of Azerbaijan, is officially opened. Baku Flame Towers Project wins the "Best Hotel and Tourism Complex" award by MIPIM (International Real Estate Investment Fair). The first financial close is achieved for healthcare campus projects tendered with the Public Private Partnership (PPP) model in Türkiye. Phase-I of Baku Shahdag Summer-Winter Ski Complex Project is completed. 		2018 <ul style="list-style-type: none"> Bilkent Integrated Healthcare Campus project completion activities are performed.
2009 <ul style="list-style-type: none"> Baku Shahdag Summer-Winter Ski Complex Project, which is planned to be operational in four seasons and is one of the largest ski centers, starts. 		2016 <ul style="list-style-type: none"> CCN Group is established. Bilkent Integrated Healthcare Campus Project wins the "Silver Award" in the Best Healthcare Project category at the Partnerships Awards. 	2019 <ul style="list-style-type: none"> Ankara Bilkent City Hospital is opened.
2010 <ul style="list-style-type: none"> Groundbreaking for Baku Premium Villas. The second phase of Bilgeh Villas starts. 	2014 <ul style="list-style-type: none"> Baku Flame Towers Project, the symbol of Baku, is completed. Mersin Integrated Health Campus Project wins the Best PPP Contract (CEE) award in the Project Finance category by EMEA Finance. DIAMAK Makine Havacılık ve Lojistik A.Ş. is established to offer services in building construction, building services, user health and facilities, furniture and equipment integrity. Mersin City Hospital Clinical Support Service Provider MDB Company is established in partnership with Bozlu A.Ş. 	<ul style="list-style-type: none"> Bilkent Integrated Healthcare Campus Project is selected as the "Healthcare Service Contract of the Year" in the Project Finance Contracts of the Year category by the World Finance Awards. 	2020 <ul style="list-style-type: none"> Ankara Bilkent City Hospital is fully commissioned.
2011 <ul style="list-style-type: none"> Baku Premium Villas Project is complete. Baku Heydar Aliyev Center Project receives a Design Award from Wallpaper magazine. The tender is awarded for Bilkent Integrated Health Campus Project, Europe's largest health campus. 		<ul style="list-style-type: none"> EPC (Engineering, Procurement and Construction) Contract is signed for Gaziantep Integrated Healthcare Campus Project. A project of Directorate General of Public Health and Turkish Medicines and Medical Devices Agency is taken over. CCN Health Group, the leading service provider of large integrated healthcare campuses established through the Public-Private Partnership model in Türkiye, is established. 	2021 <ul style="list-style-type: none"> Azerbaijan office is opened.. 2022 <ul style="list-style-type: none"> Romania office is opened. 2023 <ul style="list-style-type: none"> We become a signatory to the Women's Empowerment Principles (WEPs) and the UN-backed Principles for Responsible Investment (PRI).

Subsidiaries of CCN Holding



CCN CONSTRUCTION

CCN Construction offers advanced construction solutions from planning, design and engineering through to completion, with an end-to-end lifecycle management capability that allows for unique concepts, designs and operation/maintenance. The company's fields of activity include hospitals, hotels, cultural centers, business centers, residential buildings and tourism complexes. The scope of services includes construction processes such as sustainability-oriented testing and commissioning, project development, sustainable design and engineering, procurement and contract management. The company has various fields of operation in Türkiye and Europe.



infera

Launched by CCN Holding in the field of technology, Infera Technology aims to lead the process of technology becoming a fundamental element of business strategies, rather than just a support tool in service delivery. The aim is to make a difference in service delivery with synergies in line with technology applications and business models in the service, technical, clinical and security business lines carried out in various regions of Türkiye, such as Ankara and Mersin City Hospitals, which contributes significantly to shaping the corporate culture in this direction.



CCN EDUCATION

CCN Education started its operations within CCN Holding in 2013. Embracing an innovative, forward-thinking, student-centered and universal perspective in the education sector with its strong academic staff and professional managers, CCN Education has collaborated with the Turkish Education Association, one of the leading organizations in Türkiye. As a result of this collaboration, CCN Education successfully managed TED Izmir College in the 2014-2015 academic year and TED Kocaeli College in the 2015-2016 academic year under the umbrella of the Turkish Education Association. With its specialized, experienced and professional staff, CCN Education aims for innovative and quality education and makes excellent education possible and accessible to parents and students.

Subsidiaries of CCN Holding



ICE YACHT

ICE Yacht took its first step towards becoming an important actor in the field of yacht building and operation in 2015. Having started its projects with an understanding based on quality and trust, the company continues to operate today by preserving these core values at every step and in the light of CCN Holding's experience gained in various sectors.



CCN HEALTH

CCN Health is a leading service provider of integrated healthcare campuses established through the PPP model. The company offers solutions related to the management and financing of the organizations it serves. CCN Health aims to contribute to domestic and international projects by expanding its existing portfolio of healthcare investments, to take part in projects developed with the PPP model and to employ the most experienced personnel in the construction and operation of healthcare campuses.



CCN SECURITY

CCN Security offers security services encompassing all risk factors and delivers superior performance with a professional approach, taking into account specific needs. In this context, the Company provides private security services on a 24-hour basis on an area of 674,000 m² at Ankara City Hospital (Bilkent) Campus, on an area of 232,000 m² at Mersin City Hospital and on a construction site of 638,000 m² at Gaziantep Integrated Health Campus. CCN Security offers effective and high-quality security services in line with the integrated security concept by devising security technologies and systems specific to the risks and needs of the institutions, organizations and businesses of which it is a solution partner, and ensures the development of security employees through general and project-specific training.

Subsidiaries of CCN Holding



CCN CLINIC

CCN Clinic performs medical equipment planning, investment and operation activities at state-of-the-art healthcare campuses operated under the PPP model. It offers laboratory, imaging, sterilization and disinfection services.



CCN SERVICE

CCN Service was established with the principle of “quality service” and “continuous improvement” by recognizing the lack of integrated facility management services in Türkiye. Offering a one-stop shop for sustainable solutions, CCN Service manages professional facility management services and provides world-class integrated service solutions. It enables its customers to focus on their core business, gathering sub-units of companies or organizations under a single roof and providing integrated facility management.



CCN TECHNIC

CCN Technic offers technical facility management services including building and land services, extraordinary maintenance and repair services, shared services and ground-garden maintenance services for the PPP healthcare projects at the Mersin and Bilkent City Hospitals. These services are performed in accordance with high standards of operation and maintenance of technical infrastructure. CCN Technic derives its strength in the services offered from its experience in engineering and contracting services, qualified personnel and management staff, continuous calibration studies, business and budget planning expertise, continuous training, the ability to analyze corporate software and inventory management capabilities, planned work and occupational safety trainings.

Subsidiaries of CCN Holding



WISERA

Wisera is a Work Management and Tracking Application that collects work requests of its customers' field and office employees from various channels on a single platform, automatically assigns tasks to the most suitable employees and monitors work processes. Wisera aims to increase operational efficiency by optimizing business processes such as Job Tracking Management, Field Service Management, Asset Management, Audit Management and Energy Management.



T-EEN TECHNIC

T-teen Technic aims to increase energy savings and ensure environmental sustainability by using innovative and alternative methods in the transformation of public buildings. In this transformation process, T-teen Technic integrates existing buildings with modern, environmentally friendly technologies to maximize energy efficiency. At the same time, it has adopted as its main mission leaving a greener and more livable legacy for the future by providing long-term sustainable solutions for society.

Services and Solutions

Integrated Facility Management services at CCN Holding enable the sub-units of companies or institutions to be united under a single roof and thus business processes to be managed with a communication network between all units from information/reception, travel planning, cleaning, security, parking, disinfection, catering, waste management services to technical maintenance and repair. As an Integrated Facility Service Provider, CCN Holding is responsible for all auxiliary service functions. End-to-end digitalization is targeted by focusing on the use of technology across the Holding's subsidiaries utilizing Digital Facility Management approach.

The advantages offered by Integrated Facility Management are presented below.

Through the communication and coordination to be established between each unit, information exchange and service follow-ups are performed at the highest level.

Needs for integrated facility services are fulfilled on time and via a quality service approach.

With its specialized and experienced management staff, the support needed is provided on time, in full and with the appropriate equipment.

Innovative solutions and international standards for services are followed and services are provided accordingly.

Resource optimization is achieved through continuous system improvements.

Time, personnel and facility efficiency is ensured.

A continuous relationship is established with customers from the contracting stage until the end of the service period.

The requests of customers are understood, and efforts are made to provide the most suitable solution.

With the advantage of one-stop facility management, an efficient management system is established and uninterrupted service is provided to customers.



Collaborations and Memberships



Turkish Industry & Business Association (TÜSİAD)

In 2023, the Company became a member of TÜSİAD, representing nearly 4,500 companies, at the Chairman of the Board of Directors (CBD) level. CCN Holding is represented by 20 managers in 24 different working groups under the headings of Gender Equality, Sustainability-Environment-Energy, Social Security, Employment, Technology, Entrepreneurship, Finance, Tourism and Country Networks.



Business Council for Sustainable Development Türkiye (BCSDT)

CCN Holding became a member of SKD Türkiye, the regional network and business partner of the World Business Council for Sustainable Development (WBCSD) in Türkiye, in 2021. CCN Holding is actively involved in working groups and works with other private sector representatives to contribute to sustainable development.



WEPs

As part of its sustainability strategy, CCN Holding concretized its support for the empowerment of women in society, business and economic life in 2023 by signing the WEPs developed under the cooperation of the United Nations Global Compact (UN Global Compact-UNGC) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). By adopting the Women's Empowerment Principles, CCN Holding has achieved 46% in women's share in total employees and 53% in the Board of Directors and is expanding practices to increase women's employment. In addition, CCN Holding aims to set an example for the business world with its activities aimed at equal opportunities in all sectors in which it operates.



Foreign Economic Relations Board (DEİK)

Acting with the business world through the DEİK platform, CCN Holding strives to strengthen the dynamics of the Turkish economy and to extend Türkiye's power to the world through its membership at the Russia, Italy and Vietnam Country Councils.



30% Club

The 30% Club was founded based on the belief that gender balance renders companies to be more successful and boards more effective. CCN Holding actively participates in the 30% Club and sets an important example in the business world with 53% of its board members being women.



Turkish Employers' Association of Construction Industries (İNTES)

Founded in 1964, İNTES is a non-governmental organization representing the leading companies in the Turkish construction industry with 150 members operating in the construction sector. Together with other sector leaders that are members of İNTES, CCN Construction produces safe and high-quality work that is compliant with the rules of science and art, carries them to the future as heritage and experience and contributes to the development of the sector.



PRI

As part of its efforts to promote sustainable investments, CCN Holding became one of the leading organizations in the sector to sign the United Nations-backed PRI in 2023. In line with this global cooperation, CCN Holding operates in accordance with six fundamental principles that aim to achieve a sustainable global financial system contributing to the environment and society.



Long Term Infrastructure Investors Association (LTI/A)

Founded in 2014 by and for investors, LTI/A is an international non-profit professional association. CCN Holding aims to facilitate and promote infrastructure investments that ensure the long-term sustainable development of societies and countries through LTI/A, of which it became a member in 2023.



02

Corporate Governance



Corporate Governance

CCN Holding is firmly committed to its corporate governance principles and conducts its operations in line with these core values and ethical principles.

CCN Holding recognizes the importance of a strong corporate governance structure in maintaining a responsible business model with a focus on nature and society. CCN Holding is firmly committed to its corporate governance principles and conducts its operations in line with these core values and ethical principles. CCN Holding prioritizes full compliance with legal requirements, continuously adding value to its stakeholders and operating in accordance with national and international standards. In this regard, the Board of Directors, the highest governance body, leads all employees in making corporate governance principles a part of the corporate culture. Furthermore, CCN Holding continues to adhere to corporate governance principles in order to maintain its commitment to leave a more livable world for future generations.



Organizational Structure

The Board of Directors, which is the highest decision-making body of CCN Holding, has a senior management structure that determines the strategies and targets regarding the activities of the holding.

The Chairman of the Board of Directors is Murat Çeçen, who is a member of the Board of Directors of IC Holding, which operates in various fields such as construction, tourism, airport and marina management.

The Board of Directors consists of seven members. As of 2023, these members are Murat ÇEÇEN, Mehmet Ali BAYAR, Murat BAYAR, Berfin ÇEÇEN ŞENOL, Azer HAVLIOĞLU, Mina Melik ŞENTÜRK and Nilgün KİTAPCI.



Murat ÇEÇEN
Chairman of the Board



Mehmet Ali BAYAR
Member of the Board



Murat BAYAR
Member of the Board



Berfin ÇEÇEN ŞENOL
Member of the Board



Azer HAVLIOĞLU
Member of the Board



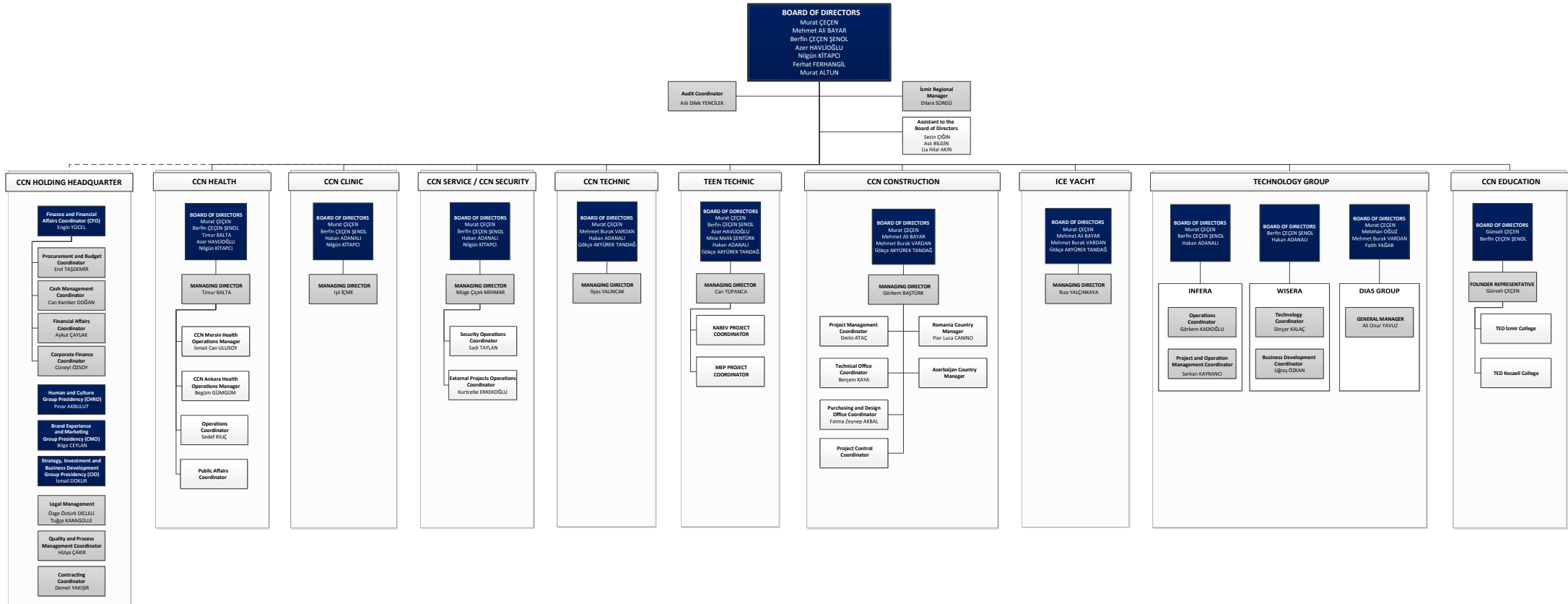
Mina Melik ŞENTÜRK
Member of the Board



Nilgün KİTAPCI
Member of the Board

Organizational Structure

CCN HOLDING ORGANIZATIONAL STRUCTURE *



*As of the report publication date, the current organizational chart for 2024 is presented.

Management Systems

CCN Holding conducts all its activities within the framework of national and international guidelines, standards and practices in line with its corporate values and goals. In order to ensure standardization in business processes, international quality and management system guidelines, standards and practices are meticulously followed in addition to internal practices. Accordingly, adherence to national and international guidelines, standards and regulations is ensured, and services and products that comply with quality standards are offered in line with the demands and needs of stakeholders.

The certificates held by CCN Holding and their coverage are listed below:

ISO 9001 Quality Management System:	ISO 14001 Environmental Management System:	ISO 45001 Occupational Health and Safety Management System:	ISO 10001 Customer Satisfaction Management System:	ISO 27001 Information Security Management System:
<ul style="list-style-type: none"> • CCN Holding • CCN Health • CCN Technic • CCN Service • CCN Security • CCN Construction • CCN Education • Infera Technology 	<ul style="list-style-type: none"> • CCN Holding • CCN Health • CCN Technic • CCN Service • CCN Security • CCN Construction • CCN Education • Infera Technology 	<ul style="list-style-type: none"> • CCN Holding • CCN Health • CCN Technic • CCN Service • CCN Security • CCN Construction • CCN Education • Infera Technology 	<ul style="list-style-type: none"> • CCN Holding • CCN Health • CCN Technic • CCN Service • CCN Security • CCN Construction • CCN Education • Infera Technology 	<ul style="list-style-type: none"> • CCN Service • CCN Security

Policies

CCN Holding recognizes that policies serve as a guide for the organization and that establishing strong policies is critical for sustainable business performance.

CCN Holding recognizes that policies serve as a guide for the organization and that establishing strong policies is critical for sustainable business performance. CCN Holding has embraced this awareness and developed policies clearly stating the company's rules, standards, values, culture and benefits.

CCN Holding has a Sustainability Policy encompassing issues such as environment, climate change, sustainable supply chain, resource efficiency, renewable energy, water management and employee rights. In addition to Sustainability Policy, CCN Holding's sustainability-related policies are listed below:

 Quality and Health, Safety and Environment (HSE) Policy	 Corporate Social Responsibility Policy	 Human Resources Policy	 Ethical Principles and Policies Guide	 Responsible Procurement Policy	 Information Security Policy
---	--	--	---	--	---

Ethical Principles



CCN Holding's focus is on compliance with the rules in all circumstances, transparency, respect and equality.

CCN Holding adopts an ethical approach reflecting the principles of integrity, honesty and transparency. Forming the basis of this understanding, the Ethical Principles and Policies Guide offers guidance in the daily activities and relationships of employees at all levels of the organization. The Guide addresses issues such as corruption, bribery and discrimination, strictly defines corporate principles and emphasizes that negative behavior is subject to zero tolerance. The relevant guide is available [here](#).

CCN Holding's ethical framework aims to increase each employee's sense of responsibility and encourage compliance with ethical standards. As a result of this ethical approach, CCN Holding's focus is on compliance with the rules in all circumstances, transparency, respect and equality. This approach aims to ensure that all activities within the organization are in compliance with ethical principles by communicating these rules accurately and completely from senior management to all employees.

Prioritizing ethical principles and transparency, CCN Holding follows a zero-tolerance policy towards bribery and corruption in all regions where it operates, and is committed to full compliance with national and international laws.

The Code of Ethics covers in detail important issues such as money laundering, political contributions and relations, social responsibility, sponsorships, gifts and hospitality expenses, conflict of interest, fight against unfair competition, evaluation of third parties, confidentiality and data security, insider trading, diversity and equal opportunities, fair working conditions, health, safety and environment, legal responsibility.

CCN Holding provides an open channel of communication (etik@ccnholding.com) for employees about ethical violations or suspicions, ensuring that everyone adheres to these values and the Holding's reputation is protected.

CCN Holding's Ethics Committee stands out as an important decision-making body established to review and evaluate ethical violations. It ensures that violations are dealt with fairly and appropriate penalties are identified, based on transparency and fairness. The Ethics Committee Working Procedure defines the working procedures and principles of the Ethics Committee. In addition, investigations conducted by the Disciplinary Committee are also monitored by the Board of Directors to understand the root causes of ethical violations and to develop strategies to prevent similar situations in the future.

Risk Management

Risks are identified in advance and minimized by taking necessary measures.

CCN Holding proactively evaluates situations that may positively or negatively affect the organization by devising effective risk management practices to identify various risks and opportunities it encounters on its journey to achieve its goals. Thanks to this approach, risks are identified in advance and minimized by taking necessary measures. Above all, CCN Holding has established a Risk Committee focusing on early risk management in line with corporate governance principles.

Risks that may affect the organization in terms of financial, operational, strategic and reputational aspects are actively assessed. These risks and opportunities include social and environmental factors. The risks identified in internal audit and control activities are also taken into consideration and their potential effects and probability of occurrence are evaluated. Risks and opportunities for material issues identified under sustainability management activities are reviewed and findings are reported to the Board of Directors.



Internal Control and Audit

Internal control processes at CCN Holding consist of steps such as identifying authorization and approval mechanisms, designing and testing operational processes, performance monitoring and reporting to ensure the correct functioning of the workflow.

CCN Holding is aware that internal control and audit activities should be carried out to ensure that business processes are performed orderly and effectively. Internal control processes at CCN Holding consist of steps such as identifying authorization and approval mechanisms, designing and testing operational processes, performance monitoring and reporting to ensure the correct functioning of the workflow.

Internal audit practices are activities conducted to measure, evaluate and improve the effectiveness of the organization's risk management, control and governance processes. The Internal Audit Department at CCN Holding provides assurance and advisory services with an independent and objective approach, focusing on risks to improve the organization's business, deliver added value and ensure the accuracy of financial data.

The Internal Audit department measures the effectiveness of risk management, control and governance processes in order to improve the organization's operations, add value and ensure the accuracy of financial data, and provides assurance and consultancy activities with a risk-focused, proactive, independent and objective perspective. The Internal Audit team conducts its work in accordance with the International Standards for the Professional Practice of Internal Auditing. Auditors hold nationally and internationally recognized professional certifications such as CIA (Certified Internal Auditor), CISA (Certified Information Systems Auditor), CFE (Certified Fraud Examiner) and CPA (Certified Public Accountant).



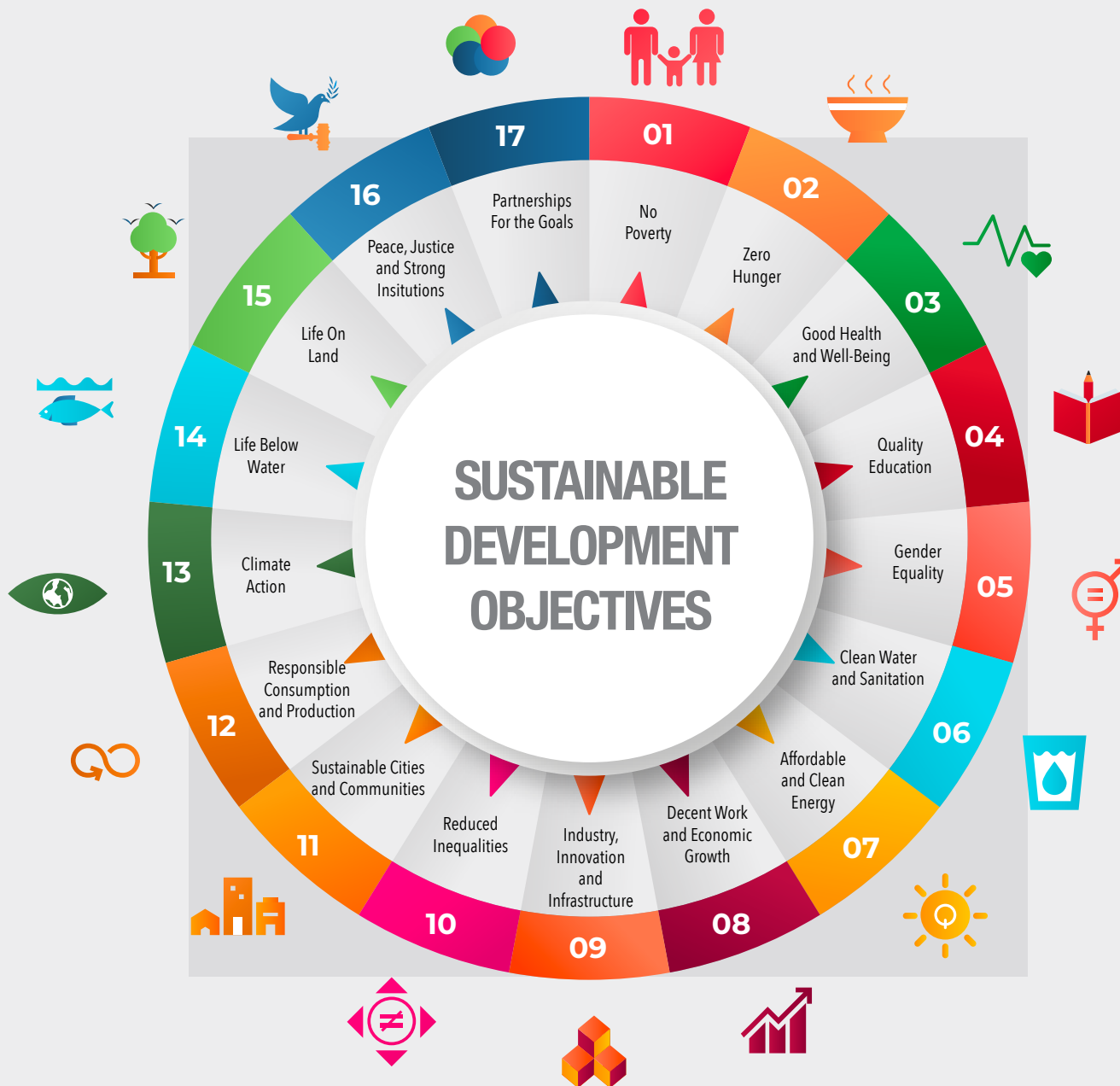


03

Sustainability Approach



Sustainability Approach



CCN Holding aware that the sustainability approach should be integrated with all functions of the organization.

CCN Holding considers sustainability as an approach that must be integrated into all areas of its operations and business processes. It is also aware that the sustainability approach should be integrated with all functions of the organization. Therefore, it aims to ensure that all its activities in construction, healthcare, services, education and technology contribute to the Sustainable Development Goals (SDGs).

It is of utmost importance that the companies affiliated to CCN Holding consider their environmental and social impacts while conducting their activities. In addition, acting in compliance with corporate values and ethical principles is at the heart of the sustainability approach.

Sustainability Policy

Drawn up in the light of corporate values, ethical principles and SDGs, CCN Holding's Sustainability Policy has three main focus areas.

Do Something for the World!

- Ensuring effective and efficient use of resources,
- Investing in new technologies to increase renewable energy capacity and energy efficiency,
- Developing solutions for energy efficiency and creating the required infrastructure,
- Increasing the use of renewable energy sources in energy consumption,
- Ensuring efficient use of water resources and developing projects to raise awareness on this issue,
- Complying with emissions reduction targets,

Only Human

- Implementing social projects that contribute to social development, have a high positive impact and develop permanent solutions to social problems,
- Evaluating the environmental and social impacts of activities and protecting public health,
- Increasing employee engagement and welfare, creating a working environment where employees can develop themselves and work with confidence,
- Ensuring the prevention of all forms of discrimination in the workplace and accordingly providing equal rights in employment, career management, remuneration, performance evaluation, etc,
- Believing in the power of women, supporting the rise in women's employment and the active participation of women at all levels of the workplace,

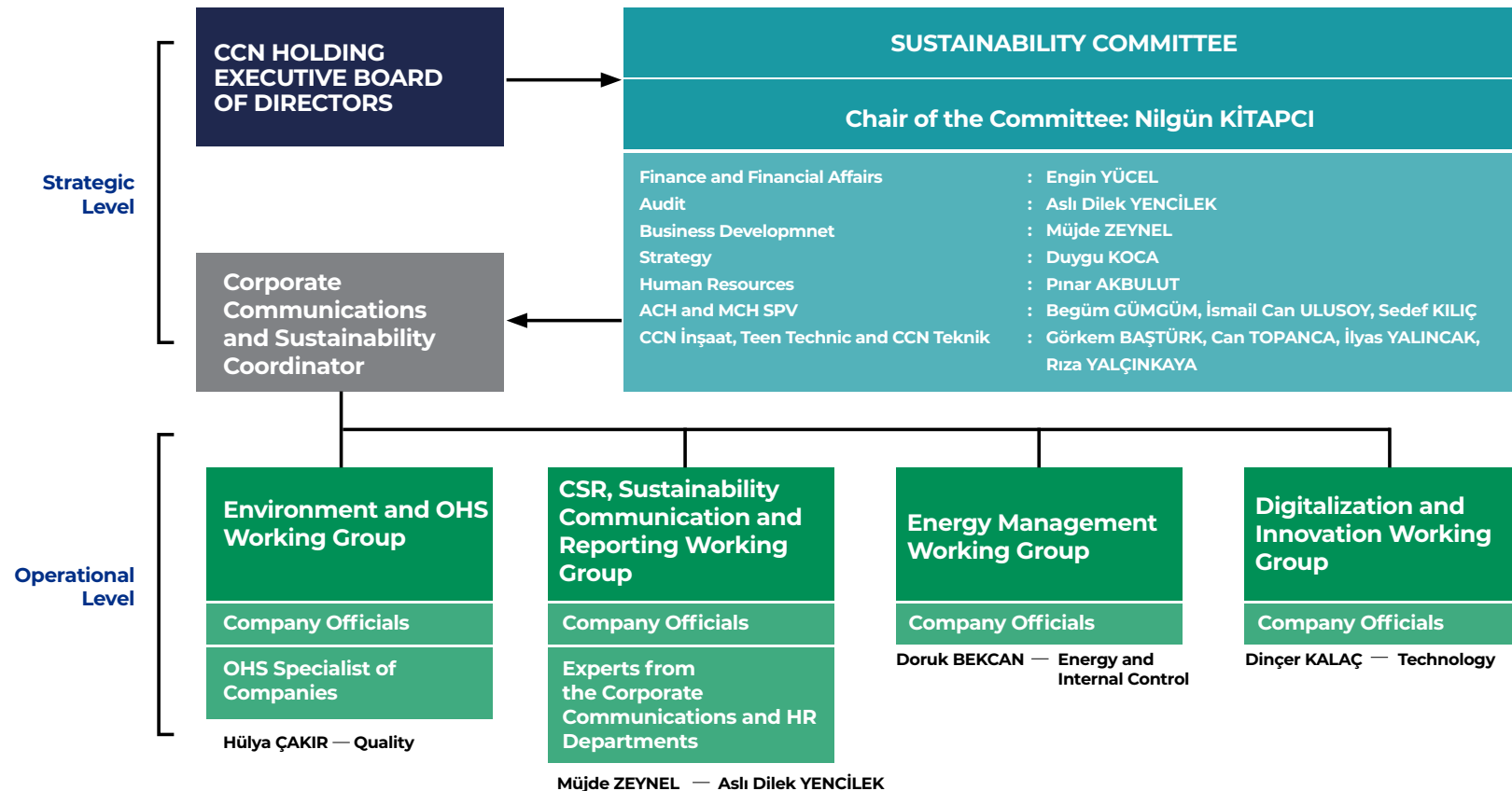
Operational Excellence

- Complying with basic business ethics rules and corporate governance principles in business processes,
- Developing collaborations to contribute to the SDGs,
- Combating bribery and corruption and encouraging all CCN Holding stakeholders to do so,
- Implementing the sustainability approach through responsible supply chain practices and adding value to suppliers,
- Offering differentiated services and solutions by following and evaluating emerging technologies and digital research.

CCN Holding Sustainability Policy is available [here](#).

Sustainability Management

It is of utmost importance for CCN Holding to manage environmental and social issues effectively and quickly. Therefore, the sustainability approach is embraced and monitored at the highest level by the Board of Directors.



Sustainability Management

<div>Chair of the Sustainability Committee Nilgün Kitapcı Key Responsibilities<ul style="list-style-type: none">• In line with CCN Holding’s sustainability priorities, the Chair reviews corporate policies, strategies, roadmaps, risks and opportunities, and identifies issues that need to be revised.• The Chair sets sustainability goals and performance criteria.• The Chair monitors 4 times a year the performance of the set targets and reports the results to the Board of Directors.• The Chair takes part in the approval/endorsement of sustainability related budgets.• The Chair represents the Holding in local and international fora on sustainability issues.• The Chair authorizes and coordinates the work of the working groups assigned by the Corporate Communications and Sustainability Coordinator.</div>	<div>Corporate Communications and Sustainability Coordinator Key Responsibilities<ul style="list-style-type: none">• S/he coordinates the work of working groups in thematic areas, monitors performance and identifies actions to improve performance.• S/he submits the sustainability-oriented projects implemented by the working groups for the approval of the Sustainability Committee.• S/he meets the working groups 4 times a year, monitors the KPIs followed by the working groups, and works in coordination with the Sustainability Communication and Reporting Working Group to consolidate annual data and transfer it to the sustainability report.• S/he follows and participates in sustainability events, trainings and collaboration opportunities.• S/he identifies the areas for improvement regarding the working groups and ensures that necessary training and capacity building activities are organized.• S/he coordinates sustainability communication activities to raise awareness within the organization.</div>		
Main Responsibilities of Working Groups:			
<div>Environment and OHS Working Group<p>It is responsible for carrying out environmental and OHS related activities such as combating climate change, identifying risks and opportunities, developing effective emission management practices, integrated waste management, biodiversity and the effective management of chemicals.</p><p>Group leader: Hülya Çakır</p></div>	<div>Digitalization and Innovation Working Group<p>It is responsible for digitalization efforts within CCN Holding and reducing environmental impact through digitalization. This working group is also responsible for the consolidation of the ESG data, OHS management and digitalization for emission reduction.</p><p>Group leader: Dinçer Kalaç</p></div>	<div>CSR, Sustainability Communication and Reporting Working Group<p>It is responsible for recording and consolidating ESG data for the annual Sustainability Reporting. It is responsible for the development of applications for external stakeholders and society (CSR projects), the development of collaborations with stakeholders (NGO, university collaborations, etc.), and the follow-up and management of processes.</p><p>Group leader: Müjde Zeynel & Aslı Dilek Yencilek</p></div>	<div>Energy Management Working Group<p>It is responsible for the execution and coordination of activities on energy efficiency and renewable energy use under energy management. It carries out projects to optimize energy consumption. It records energy consumption data and submits it to the Sustainability Communication and Reporting Working Group every year.</p><p>Group leader: Doruk Bekcan</p></div>

Sustainability activities are managed by the Corporate Communications and Sustainability Coordination Department reporting to the Board Member. There are also 2 sustainability representatives in each of the subsidiaries and their work is coordinated by the Corporate Communications and Sustainability Coordination Department. Sustainability efforts are also supported by CCN Holding's central departments (Human Resources, Audit, Finance and Accounting, Procurement, Performance Monitoring and Process Management (OHS, Quality), Legal and Business Development).

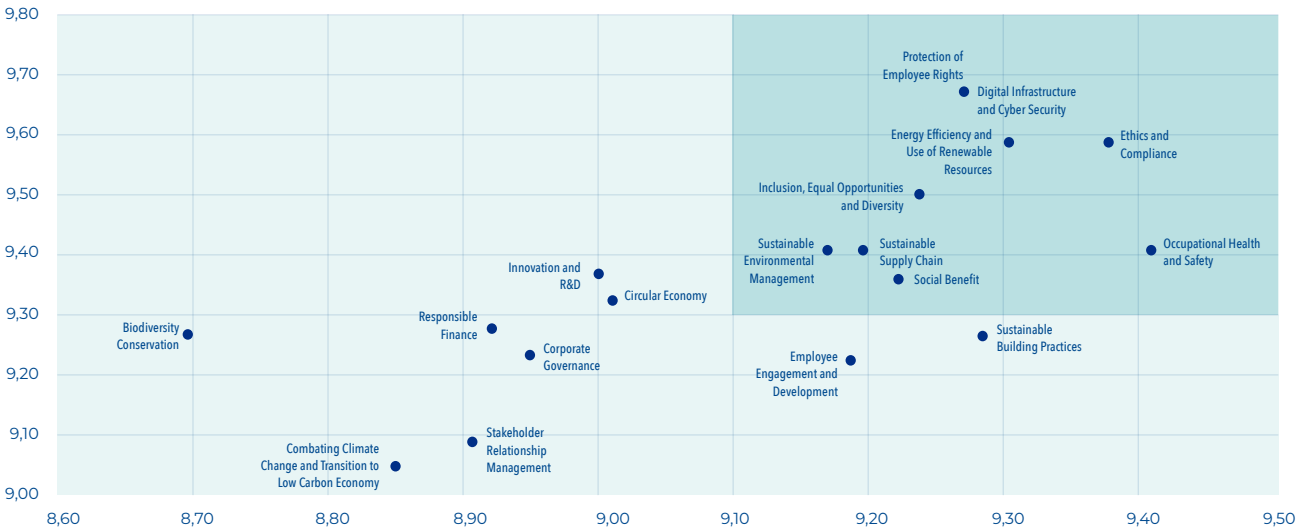
Sustainability Related Priorities

CCN Holding conducted a Priority Analysis to set its priorities in the field of sustainability and thus reviewed and updated its priority focus topics.

For the Priority Analysis, a stakeholder analysis was initially conducted and CCN Holding’s key stakeholders were identified. Among both internal and external stakeholders of the organization, the stakeholders that have the greatest impact on sustainability efforts are the senior management, employees, suppliers, business partners, non-governmental organizations (NGOs) and universities, national and international financial institutions, VIP real estate offices, suppliers and contractors.

A “Priority Survey for Sustainability” was then sent to these stakeholders, and 18 predetermined sustainability issues were ranked by priority. The survey questions were based on a three-stage system, which allowed for a multidimensional assessment. 18 sustainability topics were presented to stakeholders for their assessment in terms of (1) the importance of the topic, (2) the adequacy of existing efforts, and (3) the priority of the topic in the future. It was therefore understood which sustainability issues were of high importance and priority for stakeholders.

A total of 88 responses were received to the Prioritization Survey for Sustainability including 66 from internal stakeholders and 22 from external stakeholders. The responses from the stakeholders were analyzed and a Priority Matrix was created. Stakeholder views on the priority level of the topic were used as the basis for the Priority Matrix. As observed in the matrix below, sustainability issues are ranked as medium priority, high priority and top priority.



Among the 18 issues directed to stakeholders’ views through the survey, 9 top priority issues are listed below.

 Occupational Health and Safety	 Digital Infrastructure and Cyber Security	 Ethics and Compliance
 Social Benefit	 Inclusion, Equal Opportunities and Diversity	 Sustainable Environmental Management
 Sustainable Supply Chain	 Protection of Employee Rights	 Energy Efficiency and Use of Renewable Resources

SDG Mapping with Sustainability Priorities

The relationship between top 9 priority sustainability topics and the SDGs is presented below.

 Ethics and Compliance	   	 Occupational Health and Safety	  
 Digital Infrastructure and Cyber Security	 	 Social Benefit	   
 Protection of Employee Rights	    	 Inclusion, Equal Opportunities and Diversity	 
 Sustainable Environmental Management	     	 Sustainable Supply Chain	 
 Energy Efficiency and Use of Renewable Resources	   		

Sustainability Goals

CCN Holding has set and pursues short-, medium- and long-term goals on the environmental, social and governance dimensions of sustainability.

CCN Holding Sustainability Goals	Short-term Target (1 Year)	Progress in 2022	Progress in 2023	Medium-term (1-5 Years)	Long-term (5-10 Years)
Increasing the number of female employees and achieving the long-term target (50%)	47%	46%	47%	50%	50%
Developing a social responsibility project on Gender Equality with IC Foundation		Completed. (The Mentoring Project conducted in 2022 will also be implemented in 2023).		✓	
Reducing overall energy consumption for Ankara and Mersin City Hospitals	10%	10%	5%	15%	20%
Collecting data from existing projects, researching the advantages of Solar Power Panels (SPP) and increasing capacity			Ted Izmir College, one of the projects that has been active for more than a year, contributed with 72.4% savings to the school energy 3,600,000 TL budget. The data collection process is going on.		
Establishing an energy management system for Ankara City Hospital			Completed.	✓	
Ensuring energy savings by replacing existing lighting groups with LED luminaires in Ankara and Mersin City Hospitals		Completed.	500 LED luminaires were installed.		✓
Searching projects applicable to TED College within the scope of eco school and renewable energy	✓	Completed.	Completed.	✓	✓
Carrying out afforestation works under carbon offsetting activities (units/year)	15,000	20,375	250	20,000	15,000
Developing projects to reduce greenhouse gas emissions (projects/year)	3	4	3	5	10
Developing projects to reduce water consumption (projects/year)	2	Research has been carried out on projects related to water treatment systems and rainwater storage. The process is going on.	Research has been conducted for hospital enterprises. The process is going on.	4	6
Searching storage and day heat systems for water use and increasing the capacity of existing systems			The process is going on. Day heat has been installed in Kabev projects.	✓	

Sustainability Goals

CCN Holding Sustainability Goals	Short-term Target (1 Year)	Progress in 2022	Progress in 2023	Medium-term (1-5 Years)	Long-term (5-10 Years)
Implementing a rainwater harvesting project.			Rainwater storage activities were designed and implemented in Altunizade Hotel Project.		✓
Increasing the satisfaction rate of hospital visitors in services such as car parking, food, cleaning, etc. under the vision of "Healthcare Institutions of the Future"	92%	93%	90%	94%	95%
Reducing the accident severity rate calculated for the loss of workforce	0.75	0.95	1.18	0.70	0.65
Establishing an ethics and compliance department			The "Ethics Committee" responsible for the implementation of the Ethical Principles and Policies Guide was established.	✓	
Providing employees with necessary information to ensure compliance with the Code of Ethics	✓	Completed.	Completed.		
Establishing a Sustainability Department			Completed.	✓	
Providing basic sustainability training to all employees			Completed.	✓	
Identify sustainability certificates to be obtained				✓	
Establishing the CCN Academy	✓	Completed.			
Implementing responsible procurement practices			CCN Holding Responsible Procurement Policy is implemented.	✓	
Increasing the number of supplier visits (visits/year)	25	25	25	150	175
Adding clauses on the Code of Ethics in procurement contracts	50%	100%	100% (Added to all contracts.)	75%	100%



04

Environmental Management



Environmental Management

CCN Holding is taking various steps to cope with these global challenges and environmental problems and to limit global warming to 1.5 degrees. In this respect, CCN Holding continuously strives to minimize the negative environmental impacts arising from business processes in the sectors in which it operates.

Throughout the last century, the effects of the industrial revolution led to major changes in natural resources, climate and the environment, having profoundly shaken the balance of the planet. Environmental crises such as changing weather patterns, heat waves, rising sea levels and severe droughts take place around the world. This highlights the need for all communities and sectors to take joint responsibility. These ever-increasing global challenges make it imperative that the necessary actions for a sustainable future are identified and implemented as soon as possible.

CCN Holding is taking various steps to cope with these global challenges and environmental problems

and to limit global warming to 1.5 degrees. In this respect, CCN Holding continuously strives to minimize the negative environmental impacts arising from business processes in the sectors in which it operates.

CCN Holding prioritizes quality and OHS as well as the environment in its activities. **Embracing the principle of “People and the environment first”, the Holding addresses its environmental management approach in its Quality, Health, Safety and Environment Policy.** This policy focuses on environmental protection, net zero emissions, zero waste, renewable energy and the efficient use of resources.

CCN Holding’s relevant policy highlights the following principles:

Identifying occupational health and safety and environmental impacts, mitigating risks and seizing opportunities,	Fulfilling the requirements of regulations, leaving a sustainable world without polluting the environment and using natural resources effectively,	Disposing of waste from operations in an environmentally friendly and economic manner,	Ensuring the engagement of and raising awareness of all stakeholders on quality, environment, occupational health and safety issues.
---	--	--	--

The policy text is available [here](#).



Environmental Management

CCN Holding performs its operations in accordance with nationally and internationally recognized standards in environmental management. **All companies within the Holding hold ISO 14001 Environmental Management System Certification. Accordingly, the environmental impacts and regulatory requirements of activities at the campuses where services are provided are evaluated and monitored.** Employees of the Holding are provided with Environmental Awareness and Waste Management trainings

every year as per ISO 14001 and ISO 50001.

For Ankara Bilkent and Mersin City Hospitals, Environmental Impact Assessment studies have been conducted to keep environmental impacts at low levels starting from the project phase and measures have been taken based on necessary projections. The European Bank for Reconstruction and Development (EBRD) Environmental and Social Performance Requirements and the International Finance Corporation's (IFC) Performance Standards were taken into consideration.

In this respect, impacts on the physical environment were assessed under the headings of air quality, noise, wastewater, soil, geohazards and waste, and mitigation practices were introduced for construction and operation periods.

The Quality and Operations Audit Department at Ankara Bilkent City Hospital and the Operations Management Unit at Mersin City Hospital are responsible for managing environmental issues.



As a result of its efforts to become a self-sufficient school and create a sustainable ecosystem on its campus, TED Izmir College was awarded the "Green Flag" award by the internationally recognized and respected Eco-Schools Program. The school also holds the "My School is Clean" certificate issued by the Ministry of National Education of the Republic of Türkiye. In the future, it aims to participate in the "Global Schools" Program, an initiative of the United Nations Sustainable Development Solutions Network, which supports UNESCO's Global Action Program on education for sustainable development (ESD). In January 2023, it became a member of the "Global Schools Program".



Eco House

Perma-culture and composting activities are carried out with pre-school, primary and secondary school students under the roof of Eco House.



Kindi Farm

With Kindi Farm, students have the opportunity to observe the lives of our animal friends and witness their growth adventure, while learning values such as taking responsibility and respecting the right to life of living creatures.



Forest School

From kindergarten to 12th grade, TED Izmir College implements a forest-based education curriculum that aims to develop students' desire to explore and self-confidence as well as the ability to live in nature. TED Izmir College is the first school in Türkiye to implement this curriculum.

Combating Climate Change

With a sense of responsibility, all Holding companies adopt sustainability principles and integrate these principles into their business processes and operations.

Tackling climate change requires everyone to play their part in protecting the planet and creating a healthier environment. In this sense, CCN Holding contributes to efforts to combat climate change with its companies operating in various sectors. With a sense of responsibility, all Holding companies adopt sustainability principles and integrate these principles into their business processes and operations. Thus, each company aims to identify and meticulously address the most important sustainability-related issues in its business processes.

In Ankara and Mersin City Hospitals, studies are performed to monitor fossil fuel consumption, analyze consumption data and use energy more efficiently. Energy efficiency projects aim to reduce fossil fuel use in these hospitals. Greenhouse gas emissions are also calculated, the calculations are verified annually by authorized verification bodies and verified emission reports are submitted to the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye.

The Holding's companies perform environmental risk assessments covering human, soil, air and water. CCN Technic and CCN Altyapı companies' efforts to mitigate climate change and the search for alternatives to limited natural resources create new business opportunities.

Scope 1 and 2 emissions are calculated and **preparations for monitoring and reporting Scope 3 emissions are going on. Compared to 2022, Scope 1 emissions were reduced by 19.1% at Mersin City Hospital and 10.3% at Ankara City Hospital during the reporting period.**

Scope 1 and Scope 2 emissions of Ankara City Hospital and Mersin City Hospital, which are affiliated to CCN Health, one of the Holding companies, as well as CCN Construction and CCN Education are as follows.

	Unit	Birim	2021	2022	2023
CCN Construction	Scope 2	tCO ₂ eq	-	-	10.29
CCN Health: Ankara City Hospital	Scope 1	tCO ₂ eq	73,893.39	63,238.95	59,488.81
	Scope 2	tCO ₂ eq	20,197.93	30,926.19	32,630.32
CCN Health: Mersin City Hospital	Scope 1	tCO ₂ eq	16,440.77	13,188.94	11,232.61
	Scope 2	tCO ₂ eq	19,355.84	23,737.50	25,696.83
CCN Education: TED Izmir College	Scope 1	tCO ₂ eq	0.294	63.76	60.98
	Scope 2	tCO ₂ eq	400.45	424.49	263.17



19.1%
reduction

in emissions at
Mersin City Hospital
compared to 2022.



10.3%
reduction

in emissions at
Ankara City Hospital
compared to 2022.

Energy Management

Aware that energy management is one of the most significant areas in the fight against climate change, CCN Holding takes important steps in energy management to protect natural resources and reduce emissions. Within the framework of legal requirements, the Holding commissioned mandatory building surveys at Ankara Bilkent City Hospital and IC Green Palace and ensured the establishment of the ISO 50001 Energy Management System. CCN Holding's environmental goals include reducing greenhouse gas emissions by increasing the use of renewable energy sources and adopting energy efficient systems.

The use of equipment with high energy efficiency class has been adopted as a principle in all enterprises affiliated to the Holding companies and all construction sites of CCN Construction and CCN Altyapi. In particular, CCN Health, CCN Construction, CCN Altyapi and CCN Technic companies

focus on reducing energy consumption through energy efficiency practices. Innovative applications such as heat pump conversions, fan and motor renewals, heat recovery systems and the integration of air and water cooled chillers are implemented. Energy losses are also minimized through exterior insulation, while renewable energy investments are prioritized in all projects. CCN Holding also aims to optimize energy consumption in all its projects and to use smart building systems in the most appropriate way to reduce environmental impact.

CCN Technic takes critical measures for the efficient use of energy and energy resources in buildings under Facility Management. CCN Altyapi and CCN Technic perform renovation works for existing and new buildings to use efficient and renewable energy resources. **The energy needs of 17.2 MW (60% of the need) in Ankara City Hospitals and**

4 MW (25% of the need) in Mersin City Hospital, which are operated by CCN Technic, are met from the trigeneration system.

Thanks to the SPP with an installed capacity of 2.07 GJ installed by CCN Technic at TED İzmir College, the school has the potential to meet 95% of its own energy needs.

In Ankara Bilkent City Hospital, 1 DC (fast charging) and 2 AC (normal charging) devices were installed. Energy efficiency awareness training is also periodically provided to all staff at Ankara Bilkent and Mersin City Hospitals. As a result of the cooperation with Siemens, a system was developed to monitor the hospital's energy system.



Energy Management

Energy Consumption Data	Unit	2023
Electricity Consumption	kWh	21,269
Total Energy Consumption	GJ	76.568



Ankara Bilkent City Hospital

Energy Consumption Data	Unit	2021	2022	2023
Electricity Consumption	kWh	148,495,388.00	149,085,675.5	147,728,890.2
Natural Gas Consumption	Sm ³	36,928,437.8	31,466,802.0	30,057,890.0
Total Energy Consumption	GJ	1,949,090.28	1,742,012.82	1,683,161.42



Mersin City Hospital

Energy Consumption Data	Unit	2021	2022	2023
Electricity Consumption	kWh	61,717,374.67	61,416,218.24	62,599,571.55
Renewable Electricity Consumption	kWh	0	49,065.92	77,079.00
Natural Gas Consumption	Sm ³	8,388,619.71	6,742,874.75	5,816,626.68
Total Energy Consumption	GJ	543,500.24	479,377.46	448,158.53



CCN Education

Energy Consumption Data	Unit	2021	2022	2023
Electricity Consumption	kWh	827,368.36	877,037.46	543,748.64
Renewable Electricity Consumption	kWh	-	-	564,419.19
Natural Gas Consumption	Sm ³		27,811.48	25,709.40
Total Energy Consumption	GJ	2,978.52	4,222.62	3,996.45



Building on CCN Technic's significant experience in large-scale technical operations, T-EEN Technic is dedicated to developing sustainable solutions for existing structures. In 2022, T-EEN diversified its activities towards SPP installations and then focused on energy efficiency projects for public buildings in 2023. Accordingly, energy management and efficiency practices are intensifying. T-EEN Technic contributes to Türkiye's 2053 net zero emission target with the energy savings achieved in Ankara Bilkent and Mersin City Hospitals thanks to 5 renewable energy projects, 6 energy efficiency retrofit projects and 2 energy management practices. T-EEN has also established a strategic partnership with 2M Energy to further consolidate itself in the field of technical facility management, offering state-of-the-art electric vehicle charging solutions.



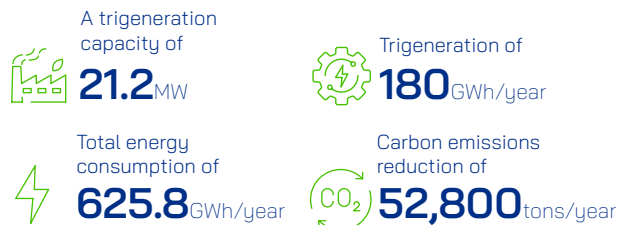
Energy Efficiency Efforts

Energy efficiency projects developed by T-EEN Technic are listed below.



Energy Management in Ankara Bilkent and Mersin City Hospitals:

In 2023, 63 GWh of energy savings were achieved at Ankara Bilkent City Hospital and Mersin City Hospital through energy efficiency measures, including lighting, air conditioning and smart building applications.

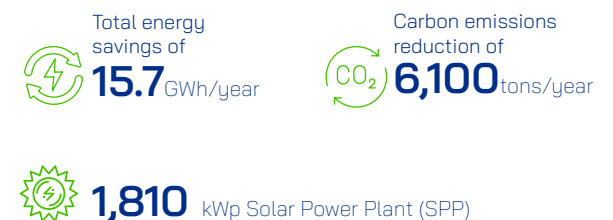


Project on Energy Efficiency in Buildings:

Significant energy savings were achieved by using alternative systems for high-consumption lighting fixtures, air conditioning systems, building insulation and solar power plant installation in public buildings serving various purposes across Türkiye.



Energy Efficiency Project in Denizli Public Buildings: Pamukkale University:



Energy Efficiency Efforts

Energy efficiency projects developed by T-EEN Technic are listed below.

Energy Efficiency Project in Antalya Public Buildings:



Antalya Training and Research Hospital became the first laboratory in Türkiye to receive the "EFLM Green & Sustainable Laboratory" certificate thanks to its energy efficiency retrofit efforts.

 Total energy savings of **8.0** GWh/year

 Carbon emissions reduction of **3,200** tons/year

 Solar Power Plant (SPP) **720** kWp



Alanya Training and Research Hospital Project:

 Total energy savings of **5.0** GWh/year

 Carbon emissions reduction of **2,500** tons/year

 Solar Power Plant (SPP) **1,150** kWp



Elmalı Hospital:

 Total energy savings of **3.0** GWh/year

 Carbon emissions reduction of **2,000** tons/year

 Solar Power Plant (SPP) **150** kWp



Alanya Courthouse:

 Total energy savings of **1.2** GWh/year

 Carbon emissions reduction of **600** tons/year

 Solar Power Plant (SPP) **200** kWp



Gazipaşa State Hospital:

 Total energy savings of **1.0** GWh/year

 Carbon emissions reduction of **200** tons/year

 Solar Power Plant (SPP) **150** kWp

Use of Renewable Energy

Renewable energy projects developed by T-EEN Technic:



TED İzmir College:

total energy savings
750.000 kWh/year

carbon emission reduction of
6.100 tons/year

^a
1.810 kWp
solar power plant (SPP)



TED Kocaeli College:

total energy savings
640.000 kWh/year

carbon emission reduction of
200 tons/year

^a
585 kWp
solar power plant (SPP)



IC Airport Hotel:

total energy savings
470.000 kWh/year

carbon emission reduction of
200 tons/year

^a
350 kWp
solar power plant (SPP)



IC Santai Family Resort Hotel:

total energy savings
430.000 kWh/year

carbon emission reduction of
200 tons/year

^a
325 kWp
solar power plant (SPP)



Altunizade DoubleTree Hilton Hotel:

total energy savings
300.000 kWh/year

carbon emission reduction of
150 tons/year

^a
250 kWp
solar power plant (SPP)

Waste Management

Waste is managed at the Holding's facilities and projects in accordance with the CCN Environmental Management Procedure and Waste Management Plan. Waste is weighed with sensitive scales at the locations where it is generated, classified by waste types and codes, its quantities are monitored by transferring it to the hospital information management system and annual waste declarations are periodically provided.

CCN Holding aims to use resources efficiently, reduce waste generation, separate, collect and recycle waste at its source in the field of waste management.

In line with its Quality, Health, Safety and Environment Policy, CCN Holding guarantees that the waste generated by its activities is disposed of in an environmentally friendly and economic manner. To this end, infrastructure has been established at Ankara and Mersin City Hospitals for the collection, sorting and recycling of waste. Non-hazardous waste is separated at source with recyclable and non-recyclable (other waste) waste bins placed on site with a dual collection system.

Waste is managed at the Holding's

facilities and projects in accordance with the CCN Environmental Management Procedure and Waste Management Plan. Waste is weighed with sensitive scales at the locations where it is generated, classified by waste types and codes, its quantities are monitored by transferring it to the hospital information management system and annual waste declarations are periodically provided.

Ankara and Mersin City Hospitals hold Zero Waste Certification and implement waste management in line with environmental legislation and sustainability principles. Waste at healthcare facilities is managed in accordance with the Waste Management Directive, Zero Waste

Management Directive, Medical Waste Management Plan and Industrial Waste Management Plan. All waste types are measured in these two healthcare facilities.

TED Izmir College affiliated to CCN Holding also has a Zero Waste Certificate. Waste types other than domestic waste are measured. Education and Construction companies manage waste in accordance with the CCN Environmental Management Procedure and Waste Management Plan. Waste quantities are measured by the disposal company and the data is monitored by the Administrative Affairs and Environment Unit.



Waste Management

Values of non-hazardous waste:

	2021		2022		2023	
	Other (Domestic)	Recycling	Other (Domestic)	Recycling	Other (Domestic)	Diğer (Evsel)
CCN Ankara Health	548.400	5,435.880	595.840	5,978.940	489.840	6,575.160
CCN Mersin Health	274.740	1,247.180	297.040	1,305.160	386.800	1,565.480
CCN Construction	0	-	0	-	0.46	-
CCN Education	1.30	-	3.54	-	4.35	-

Values of hazardous waste:

	2021	2022	2023
CCN Ankara Health	3,646.740	3,213.503	3,055.082
CCN Mersin Health	1,069.850	932.470	1,092.325
CCN Construction	0	0	6.280
CCN Education	0.07	0.113	0.056

Hazardous waste is sent for disposal/recycling by filing a request to licensed companies through MoTAT (Mobile Waste Tracking System) system. Waste declarations are submitted periodically every year until the end of March.

A total of 8,840 hours of waste management training was provided to all service employees at Ankara Bilkent and Mersin City Hospitals, CCN Holding's white-collar employees and TED

College educators under the Zero Waste project. Training on waste in hospitals is broadcast on closed circuit TV. Waste management activities are also organized for students at TED Izmir College. In 2023, the Holding organized "Environmental Awareness and Waste Management" event with the participation of 120 white-collar employees.



Water Management

The conservation and efficient use of water resources is becoming an increasingly important global environmental challenge. CCN Holding attaches great importance to the effective and efficient use of water.

At Ankara Bilkent and Mersin City Hospitals, water consumption is regularly monitored on a tower basis.

Water Consumption Data	Unit	2021	2022	2023
Ankara Bilkent City Hospital Tap Water Consumption	m ³	1,125,092.0	1,224,002.0	1,280,079.0
Mersin City Hospital Tap Water Consumption	m ³	472,620.0	507,560.0	515,320.0

A large portion of the municipal water used in the Holding's operational processes is consumed by customers and visitors who benefit from the Holding's services.

CCN Holding aims to raise the awareness of employees and visitors on water conservation by organizing trainings on water management. Wastewater systems operated in city hospitals are regularly analyzed by the relevant local wastewater administrations.

Water conservation measures are comprehensively implemented at CCN Holding. By adjusting the timer settings in garden irrigation systems, the systems are operated in 15-minute periods between 06:00 p.m. and 07:00 a.m., which are the cool hours of the day, and this method offers significant efficiency in water use. The drip irrigation system is also activated every three days for half an hour to minimize water consumption. In all plants, the use of aerators ensures a controlled water flow, resulting in savings in total water consumption. In automatic irrigation systems, savings were achieved by 5% through making adjustments depending on the weather conditions.



05

Working Life at CCN Holding



Working Life at CCN Holding



CCN Holding is committed to complying with the International Labor Organization's (ILO) Fundamental Human Rights Convention to protect human rights and ensure decent working conditions.

CCN Holding's corporate values and success are based on the importance it attaches to its employees. The main elements shaping the human resources approach are the protection of human rights, increasing diversity within the organization and ensuring a safe work environment. CCN Holding is committed to complying with the International Labor Organization's (ILO) Fundamental Human Rights Convention to protect human rights and ensure decent working conditions.

Supporting employees to develop their knowledge, skills and competencies is also an integral part of CCN Holding's human resources approach. CCN Holding aims to be an organization that is preferred by employees and creates value for its employees.

Human Resources Approach

Included in the Human Resources Policy and Procedures, the Human Rights Policy addresses issues such as respect for and compliance with human rights, equal opportunities, diversity and inclusion, discrimination, freedom of expression, occupational health and safety.

CCN Holding manages its human resources processes through the Human Resources Department in line with its Human Resources (HR) Policy. The main objective of this policy is to create a human resources system with a focus on “people” and “continuous improvement”. The relevant policy is available [here](#)

Focusing on employees and the improvement of related processes, CCN Holding manages human resources through its policies, targets and strategy.

The HR policy aims to achieve the following goals:

Following a proactive approach to create an effective, efficient and motivated organizational structure in order to increase employee satisfaction and engagement,

Making necessary investments for the continuity of training and development of all employees,

Contributing to the efficiency and profitability targets of the organization,

Offering equal opportunities to employees in career management,

Maximizing the productivity of employees through career planning and training management candidates within the organization,

Following a transparent and open management policy for trust-based and effective interactions,

Protecting the material and moral rights of employees,

Increasing individual and team performance through continuous improvement processes and systems, and rewarding superior performance.



Human Resources Approach

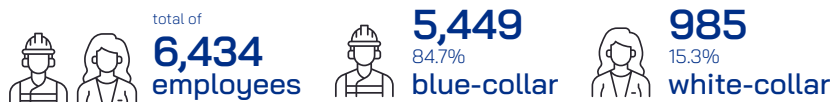
As of 2023, there are a total of 6,434 employees working in all group companies within CCN Holding. Of these employees, 5,449 (84.7%) are blue-collar and 985 (15.3%) are white-collar, and all of them work full-time.

The holding aims to have qualified human resources in the sectors in which it operates, to be a pioneer in human resources practices and to be preferred by employees. While providing employment, it is ensured that candidates are individuals who adopt the values of the organization, have an advanced level of education and a sense of responsibility, are open to innovations, changes and development, and are great in teamwork. CCN Holding recruits suitable candidates through competency-based interviews conducted within human resources management processes. After the adaptation of a newly recruited employee to the corporate culture and the onboarding process, the trainings that s/he will receive specific to the respective department are identified. Long-term interns are given priority in full-time recruitment.

As of 2023, there are a total of 6,434 employees working in all group companies within CCN Holding. Of these employees, 5,449 (84.7%) are blue-collar and 985 (15.3%) are white-collar, and all of them work full-time. There are no part-time employees within CCN Holding.

The table below shows the employee profile of CCN Holding.

	2021		2022		2023	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total number of employees	4,675	825	5,295	850	5,449	985
	5,500		6,145		6,434	
Number of white-collar employees	Male	Female	Male	Female	Male	Female
	375	450	511	261	651	334
	825		772		985	
Number of blue-collar employees	Male	Female	Male	Female	Male	Female
	2,125	2,550	2,804	2,569	2,741	2,708
	4,675		5,373		5,449	
Number of persons in governing bodies and the Board of Directors	Male	Female	Male	Female	Male	Female
	63	27	68	31	75	37
	90		99		112	
Number of employees excluding governing bodies	Male	Female	Male	Female	Male	Female
	2,437	2,973	3,247	2,799	3,317	3,005
	5,410		6,046		6,322	



Human Resources Approach

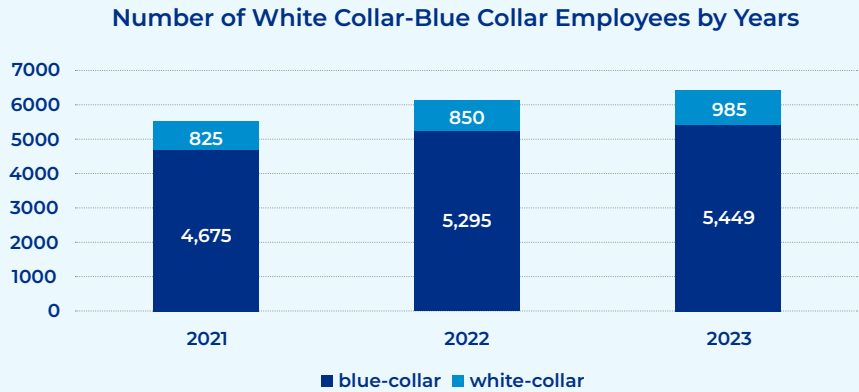
In 2023, 112 people served on the Holding’s governing bodies. The number of employees excluding governing bodies is 6,322. While the total number of employees in 2022 was 6,145, 289 additional people were employed in 2023, representing a rise of 4.7%.

CCN Holding implements a remuneration policy to support its goals and strategies, in line with the requirements in business processes and changes in the sectors in which it operates. In order to increase motivation and engagement, wages are reviewed and updated at least once a year, if deemed necessary. In cases of salary changes due to promotions and position changes, the new salary of the employee is set depending on his/her position in the new grade. CCN Holding’s remuneration policy is fair, transparent, based on measurable performance targets and sustainable success.

A remuneration policy is set through job evaluation and analysis in order to retain the members of the Board of Directors and qualified managers. Wage increases are organized in line with inflation and living conditions by analyzing competitor markets. Certain fringe benefit practices meet managers’ expectations from the organization and strengthen their loyalty to the organization.

The fringe benefits offered to employees vary depending on their position within the organization. Private health insurance is available for managers and positions there above. The right to use a mobile phone line also stands out for superintendents and positions there above. Meals and personnel transport services are provided as a fringe benefit for all employees. Social activities are also organized within the corporation (breakfast event, free dress code, etc.) to ensure employee motivation.

Employees are provided with a wide range of supports to help them achieve a work-life balance. In addition to paternal/ maternity leave and breastfeeding leave, which is a legal procedure, maternity allowance is provided for white-collar employees who have children and marriage allowance is provided for white-collar employees who are getting married. IC Foundation is contacted to provide life contribution scholarships when the children of employees continue to study in public or private schools (as a scholarship student). Shopping cards are given to all employees 3 times a year as social assistance. For employees with children, agreements are signed with kindergartens close to the group company offices and corporate discounts are obtained.



In 2023, 112 people served on the Holding’s governing bodies. The number of employees excluding governing bodies is 6,322. While the total number of employees in 2022 was 6,145, 289 additional people were employed in 2023, representing a rise of 4.7%.

Equity, Diversity and Inclusion

Of the 7 members at CCN Holding’s Board of Directors, 4 are women, corresponding to 57%. Of the 4 members of the Executive Board of Directors, 2 (50%) are female executives. The proportion of female employees in CCN Holding’s governing bodies (including the Board of Directors) stood at 30.00% in 2021, 31.31% in 2022 and 33.04% in 2023.

CCN Holding offers a working environment where diversity and equal opportunities are cherished and different perspectives are respected. It is committed to building a working environment that is inclusive and provides equal opportunities for all. The principles embraced by the organization with respect to diversity and equal opportunities are publicly disclosed through the Ethical Principles and Policies Guide. The relevant guide is available [here](#)

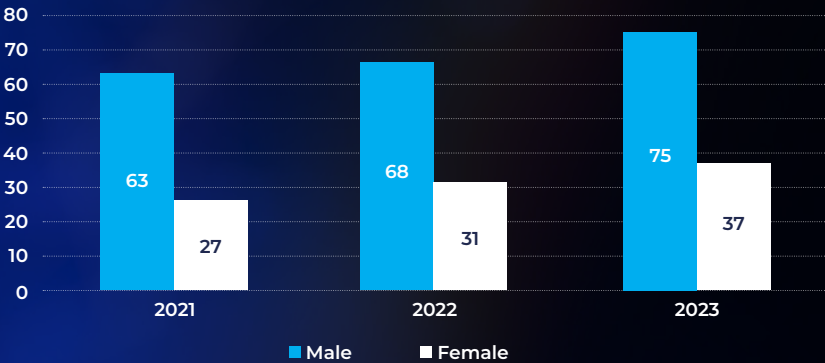
For CCN Holding, diversity means the combination of all characteristics that make employees unique, including, but not limited to, age, gender, race, color, marital status, religion, nationality, political beliefs, economic/class, status, disability and sexual orientation. By ensuring diversity, the organization is enriched in terms of combining different viewpoints, fostering

innovation and offering the best services and solutions.

CCN Holding acts in accordance with the Universal Declaration of Human Rights, which states that “Everyone, without any discrimination, has the right to equal pay for equal work.” With the wage management model applied in recruitment processes, equal wages are applicable to jobs at the same level regardless of gender. The organization has practices in place to eliminate gender-based wage inequality.

CCN Holding considers it valuable for women to be in decision-making bodies with equal representation with men and to take an active role in decision-making processes. Therefore, the proportion of female employees at managerial level has been increasing over the years.

Number of People in Senior Management by Years and Gender



Equity, Diversity and Inclusion

CCN Holding considers it important for women to continue working after becoming parents. In 2023, 21 out of 24 female employees who went on maternity leave returned to work. The rate of female employees who returned to work after the end of maternity/parental leave stood at 87.5%.

	2021	2022	2023
Number of female employees on maternity/parental leave	41	32	24
Number of female employees returning to work after the end of maternity/parental leave	34	29	21
Ratio of female employees returning to work after the end of maternity/parental leave (%)	82.90%	90.60%	87.50%



Ratio of female employees returning to work
after the end of maternity/parental leave
as of 2023

87.50 %

Some practices are performed within the company to increase women's employment. In order to protect the right to education for female employees, weekly or hourly leave is granted to employees pursuing master's and doctoral studies. Special corporate discount agreements have also been signed for CCN Holding employees who wish to study in private universities under university-industry cooperation. Long-term internship programs are also organized for female candidates who are high school or university students. Through this internship program, female candidates can get to know the profession of their choice and improve themselves. For female students studying at university, a mentoring program is implemented with senior female executives working at CCN Holding. Accordingly, female students can benefit from the business and social life experiences of female managers.

In addition to gender diversity, CCN Holding, which organizes various projects in Türkiye and abroad, employs personnel from different nationalities. The organization does not discriminate on the basis of age, either. As of 2023, 29.9% of employees are under the age of 30 and 7.0% are over the age of 50. An inclusive working environment is created as a result of an egalitarian approach.

	2021		2022		2023	
Number of employees under 30	Male	Female	Male	Female	Male	Female
	831	850	957	770	1,049	811
	1,681		1,727		1,860	
Number of employees between the ages of 30-50	Male	Female	Male	Female	Male	Female
	1,395	2,005	2,009	1,958	2,047	2,074
	3,400		3,967		4,121	
Number of employees over 50	Male	Female	Male	Female	Male	Female
	274	145	349	102	296	157
	419		451		453	

29.90 %
of employees are under
the age of 30

7.0 %
of employees are over
the age of 50

Equity, Diversity and Inclusion

The Holding organized various projects to increase the employment of people with disabilities. Turkish Employment Agency (İŞKUR) announces job postings through employment offices and employs people with disabilities at the end of the candidate evaluation process. In order to create a disability-friendly workplace and to render the work environment favorable for them, employees with disabilities are periodically surveyed and their feedback is received.

	2021		2022		2023	
Number of employees with disabilities	Male	Female	Male	Female	Male	Female
	83	36	95	40	100	42
	119		135		142	
Ratio of employees with disabilities (%)	Male	Female	Male	Female	Male	Female
	3.30%	1.20%	2.90%	1.40%	2.90%	1.40%
	2.16%		2.20%		2.21%	



Number of employees
with disabilities
as of 2023

142

Ratio of employees
with disabilities

% 2.21

Talent Management and Employee Development

CCN Holding employees also receive personal development training from faculty members who are academicians. In 2023, 226 white-collar employees received an average of 16 hours of professional, technical and personal development training.

Total duration of vocational and technical education ^{as of 2023} **38,056** hour

CCN Holding considers the talents and professional competencies of its employees as an important capital that shapes the future of the organization. Therefore, it aims to increase the professional knowledge and competencies of all employees, especially new recruits and management candidates.

12% of the employees have a bachelor's degree or higher, while 88% have high school education or less.

Executive development programs provide interim managers with the opportunity to develop their competencies and technical skills, and regular monthly trainings are offered by an in-house trainer. CCN Holding employees also receive personal development training from faculty members who are academicians. In 2023, 226 white-collar employees received an average of 16 hours of professional, technical and personal development training.

In addition to professional training, blue-collar employees receive organizational development training. In 2023, a total of 4,305 blue-collar employees received an average of 8 hours of training.

Number of employees with high school education or less

5,652

Number of employees with a bachelor's degree

706

Number of employees with post-graduate education

76

	2021		2022		2023	
Number of employees with high school education or less (including BoD)	Male	Female	Male	Female	Male	Female
	2,181	2,656	2,960	2,451	3,002	2,650
	4,837		5,411		5,652	
Number of employees with a bachelor's degree (including BoD)	Male	Female	Male	Female	Male	Female
	285	313	317	344	345	361
	598		661		706	
Number of employees with post-graduate education (including BoD)	Male	Female	Male	Female	Male	Female
	34	31	38	35	40	36
	365		73		76	



Number of people receiving vocational and technical education

**Blue-Collar
4,305**

Average 8 hours per person



**White-Collar
226**

Average 16 hours per person

Professional, personal development, technical trainings (excluding compulsory trainings)	2021		2022		2023	
Total number of persons trained	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
	3,750	147	4,100	213	4,305	226
	3,897		4,313		4,531	
Average hours of training per employee	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
	6	4	7.5	7	8	16
Total training (person*hour)	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
	22,500	588	30,750	1,491	34,440	3,616
	23,088		32,241		38,056	

Talent Management and Employee Development

It is planned to offer "Sustainability Awareness Training" for CCN Holding employees at least once a year. Specially prepared for white and blue collar employees, this training addresses sustainability goals and efforts. In total, 6,434 employees received one hour of sustainability training.

Sustainability trainings	2021		2022		2023	
Total number of persons trained	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
	4,675	825	5,295	850	5,449	985
	5,500		6,145		6,434	

Through individual performance management implemented regularly every year, trainings are organized for employees to succeed in their business and competency targets, and employees are given feedback via the semi-annual performance evaluation process. Employees who are successful during the performance period and fulfill the required criteria are assigned additional duties and responsibilities during the promotion period and their salaries and benefits are improved.

Under performance and talent management, individual performance targets are set for the Holding's employees in line with the vision and goals of the organization. These targets are job and competency based. In line with the performance management system, employees are subjected to interim evaluations at 6-month intervals and annual general evaluations. Promotion processes are carried out for employees who succeed in their performance targets and move up to the next level in the competency matrix.

CCN Holding's sustainability strategy includes measuring performance in economic, environmental and social issues, setting strategic goals in these areas and managing change effectively. Corporate social responsibility and environmental awareness affect financial performance as well as sustainability performance. The positive relationship that emerges here also reveals the significant relationship between corporate value and corporate sustainability. Accordingly, employees are given performance-oriented targets that include environmental and social issues.

CCN Holding's sustainability strategy includes measuring performance in economic, environmental and social issues, setting strategic goals in these areas and managing change effectively.



Employee Satisfaction

Within CCN Holding and its group companies, requests, suggestions and complaints from employees are valuable in order to provide a better working environment and consequently increase the performance and efficiency of the organization. Employee satisfaction enables employees to be more productive and creative, as well as increasing their loyalty to the organization. A high sense of belonging ensures the continuity of quality and efficient workforce and the long-term existence of the organization.

CCN Holding implements the Employee Satisfaction Procedure encompassing all group companies. The Senior Management and the Human Resources Department are responsible for the implementation of this procedure.

CCN Holding organizes various projects for employee engagement. In this context, training and career development opportunities are offered for blue-collar and white-collar employees. In addition to vocational and technical trainings, personal development and motivational trainings are organized to increase the competence and engagement of employees. “We Listen to You” (Sizi Dinliyoruz) project is implemented to monitor employees’ opinions and complaints. Other grievance mechanisms within the organization are the Open Door Policy (face-to-face), Grievance, Request and Suggestion Boxes/QR Code Application, Employee Representatives Meeting and communication tools, web page, e-mail and telephone numbers, Postal Service. Requests, suggestions and complaints are analyzed, nonconformities that may affect the quality of the business activity performed and actions to be taken are identified, recorded and a follow-up procedure is initiated.

As of 2023, the employee turnover rate at the Holding stands at 3.45%.

Employee turnover rate (%)	2021	2022	2023
	3.10%	3.30%	3.45%

In 2023, the ratio of employees who left the organization voluntarily stood at 90%, while the ratio of those who left the organization involuntarily (retirement, death, incapacity, dismissal, termination of contract of limited duration, termination by the employer) was 10%.

Employee satisfaction surveys are conducted regularly, at least once a year. Conducted online through Likert survey application, the surveys include categories such as Corporate Culture, Working Environment, Work Performed, Development and Career, Internal Communication, Subordinate-Superior Relations, and Social Facilities. Feedback added as comments in the survey is analyzed and necessary actions are taken.



Occupational Health and Safety

OHS issues at CCN Holding and all of its subsidiaries are managed by the ISO 45001 Occupational Health and Safety Management System. OHS activities of all subsidiaries are carried out under the Holding. The organization employs 5 OHS specialists and procures services from ten different Joint Health and Safety Units (JHSU). Through JHSUs, 24 occupational safety specialists, 17 occupational physicians and 6 healthcare personnel are employed.

The purpose of OHS practices is to minimize the possibility of occupational accidents during or due to work, to prevent health problems that may arise from the working environment and to take measures in activities that may cause occupational diseases. OHS activities within the projects mainly focus on employee training, employee health examinations and follow-up, hazard analysis and risk assessment, and emergency planning.

OHS issues at CCN Holding and all of its subsidiaries are managed by the ISO 45001 Occupational Health and Safety Management System. OHS activities of all subsidiaries are carried out under the Holding. The organization employs 5 OHS specialists and procures services from ten different Joint Health and Safety Units (JHSU). Through JHSUs, 24 occupational safety specialists, 17 occupational physicians and 6 healthcare personnel are employed.

While providing OHS documentation, the differentiating needs of group companies in various sectors, legislative and standard requirements, and the OHS criteria set forth by investors in the projects we work on are taken into consideration.

In line with CCN Holding's sustainability targets, there are targets to reduce the accident severity rate calculated for the

years 2021, 2022, 2023, as well as for the medium-term (1-5 years) and long-term (5-10 years) loss of labor force. The medium-term target for the weight ratio is 0.7 and the long-term target is 0.65.

OHS trainings offered to employees address General Topics (Legislation, Legal Rights, Workplace Cleanliness, Occupational Accidents and Occupational Disease), Health Topics (Occupational Disease, Disease Prevention, Biological and Psychosocial Risk Factors, First Aid and Hazards of Tobacco Products), Technical Topics (Chemical, Physical and Ergonomic Risks, Manual Lifting, Fire Protection, Safe Use of Work Equipment, Electrical Risks, Occupational Accident Protection, Signs, Use of Personal Protective Equipment (PPE), Evacuation and Rescue) and Other Topics (Isolation, Waste Management, Safe Pressure Cylinder Handling, Physical and Verbal Violence, Working at Height, Work Permits, Emergency, Earthquake and Muster Areas).

In 2023, a total of 8,347 people (7,291 blue-collar and 1,056 white-collar) received OHS training. Of those who received this training, 6,434 are CCN Holding employees and 1,913 are employees of subcontractor companies operating in the respective fields of CCN Holding projects.

24
occupational
safety
specialists

17
occupational
physicians

6
healthcare
personnel



Occupational Health and Safety

In 2023, a total of 8,347 people (7,291 blue-collar and 1,056 white-collar) received OHS training. Of those who received this training, 6,434 are CCN Holding employees and 1,913 are employees of subcontractor companies operating in the respective fields of CCN Holding projects.



	2021		2022		2023	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total number of people trained on OHS	6,679	797	4,069	479	7,291	1,056
	7,476		4,548		8,347	
	Employees	Subcontracted Employees	Employees	Subcontracted Employees	Employees	Subcontracted Employees
Total number of people trained on OHS	5,500	1,976	3,278	1,270	6,434	1,913
	7,476		4,548		8,347	
	Blue-Collar	White-Collar	Blue-Collar	White-Collar	Blue-Collar	White-Collar
Total OHS training (person x hour)	67,166	8,317	63,386	9,382	68,435	11,651
	75,433		72,768		80,086	
	Employees	Subcontracted Employees	Employees	Subcontracted Employees	Employees	Subcontracted Employees
Total OHS training (person x hour)	63,601	11,832	58,266	14,502	65,810	14,276
	75,433		72,768		80,086	
	Employees	Subcontracted Employees	Employees	Subcontracted Employees	Employees	Subcontracted Employees
Number of accidents	746	108	1,066	209	1,103	157
	854		1,275		1,260	
Number of days lost due to accidents	3,011		2,517		3,073	
Accident frequency rate*	48.943		64.072		64.676	
Accident severity rate*	1,294		0,949		1,183	

OHS accident rates are calculated according to the formulas below:

Number of accidents per million hours

Accident Frequency Rate = $\text{Number of Accidents} \times 1,000,000 / (\text{Net employee} \times \text{hour})$

Workforce lost for every 1,000 person-days of work

Accident Severity Rate = $\text{Time lost due to accidents} \times 1,000 / (\text{Net employee} \times \text{hour})$

Emergency Preparedness

Throughout the reporting period, a total of 62 drills were conducted covering various scenarios such as Fire Extinguishing, Earthquake and Chemical Spillage. These include 37 Fire Extinguishing Drills, 23 Evacuation Drills, 1 Spill Drill and 1 Earthquake Drill.

As CCN Holding, an Emergency Procedure has been established and Emergency Response Plans have been prepared on a location basis in order to be prepared for emergencies and minimize potential damage. These plans include the identification of Emergency Response Teams and specific training for them.

Emergency Evacuation Plans are placed at strategic locations to provide clear guidance during emergencies. Throughout the reporting period, a total of 62 drills were conducted covering various scenarios such as Fire Extinguishing, Earthquake and Chemical Spillage. These include 37 Fire Extinguishing Drills, 23 Evacuation Drills, 1 Spill Drill and 1 Earthquake Drill.

Emergency and Disaster Management training was also provided to all employees and Emergency Response Teams were updated. Extinguishing, protection and rescue teams took part in Emergency and Disaster Management Drills at Mn Özel Eğitim Öğretim Anonim Şirketi, one of our subsidiaries. Two sample drills were conducted: an earthquake drill at TED Izmir College and a fire extinguishing drill at Ankara City Hospital.



06

Value Chain Management



Stakeholder Relations

CCN Holding has identified the key stakeholders with whom it interacts in order to ensure that the corporate culture is accessible and improvable by all stakeholders and that an effective and strong communication environment is maintained. It also identified the method, frequency and purpose of its communication with stakeholders.

Through the practices carried out under “Stakeholder Engagement Plans”, the main stakeholders of the projects implemented by CCN Holding were identified, and various meetings and interviews were held to identify the impact of the projects on these stakeholder groups. Projections were also created to mitigate impacts on stakeholders and feedback mechanisms were put in place to collect opinions, complaints and suggestions from relevant stakeholders as projects are implemented. CCN Holding's engagement plan for stakeholder relations is presented in the table below.

	Frequency of Communication	Communication Channel/Method	Purpose of Communication
Settlement and Organizations Within the Field of Operation	Depending on the need	Project Visits Meetings	Identification of impact on residential areas and identification of actions to be taken
Local and National Public Institutions	Once a month (or as needed)	Visits by organizations to the field of operation Meetings Official Correspondence	Identifying the actions to be taken by interacting with public authorities
Ministry of Health	Once a month (or as needed)	Meetings Official Correspondence	Identifying the actions to be taken through interaction
Customers	At regular intervals in line with communication needs	Project website Social media accounts Satisfaction surveys	Regular information sharing on the current situation and developments
NGOs and Relevant International Organizations	At regular intervals in line with communication needs	Visits paid by NGOs Meetings Website, social media accounts	Regular information sharing on the latest situation, developments and potential joint projects
Investors and Lenders	At regular intervals in line with communication needs	Organizations' visits to the project area Meetings held with the participation of project managers Various written/printed reports about the activities Project website, social media accounts	Regular information sharing on the current situation and developments Monitoring of operation processes Informing about environmental/ social impacts and actions taken
Employees	At regular intervals in line with communication needs Suggestion system once a month Employee survey once a year	Meetings Social media accounts Suggestion system Employee survey	Regular information sharing on the current situation and developments
Subcontractor	Once a month (or as needed) Surveys according to the times specified in the relevant contract	Meetings Official Correspondence Service Satisfaction Survey Trainings	Identifying the actions to be taken through interaction
TSuppliers	Depending on the need	Meetings Official Correspondence	Identifying the actions to be taken through interaction
Collaborations-Business Council for Sustainable Development Turkey (BCSD Türkiye)	At regular intervals in line with communication needs	Meetings	Regular information sharing on the latest situation, developments and potential joint projects

Stakeholder feedback plays an important role in the success of CCN Holding's sustainability journey. For this reason, stakeholder feedback is considered as an important development opportunity and is actively utilized to improve performance in relevant areas. During the reporting period, a recording system was established for the help desk team to record the notifications received at e-mail addresses, forward them to the relevant units and monitor them. Thus, feedback on performance received through communication channels, the frequency and method of which are identified depending on the needs of stakeholder groups, is collected by the relevant responsible departments throughout the year and the findings obtained are evaluated and remedial measures are taken.

Supply Chain Management

Considering sustainable and responsible supply chain among its priority areas, CCN Holding aims to further improve the value created by performing all procurement activities within the framework of this approach. Under the activities carried out with an understanding of corporate sustainability in economic, environmental and social terms, all suppliers and customers with whom CCN Holding interacts are also expected to contribute to CCN Holding's sustainability goals.

The procurement process at CCN Holding is managed by the Procurement Coordinator in line with the Responsible Procurement Policy and CCN Procurement Procedure. The Responsible Procurement Policy is available [here](#).

In line with the Procurement Policy, the following issues are taken into consideration.

- Preferring suppliers that offer high quality services in procurement processes, have a high level of reputation in the market and have the ability to manage risk,
- Preferring products and services with minimal environmental and social impacts throughout their life cycle,
- Conducting procurement processes within the framework of CCN Procurement Procedure and establishing mutually constructive and long-term collaborations with suppliers in the light of ethical rules,
- Contributing to the development of local economy by preferring local suppliers as much as possible in procurement processes,
- Acting fairly and ethically in the selection of suppliers and not having any conflict of interest with the supplier,
- Integrating sustainability approach into all procurement processes and encouraging suppliers in this regard.

Under the Responsible Procurement Policy, suppliers are also expected to implement the following matters.

- Creating working environments with respect for human rights for its employees,
- Conducting its activities by respecting the ethnic and cultural differences of its employees and guaranteeing equal opportunities,
- Having strict policies in place against child labor,
- Ensuring compliance with the legislation in force in the country of cooperation (Labor Law, the processing and protection of personal data, environment, occupational health and safety, anti-bribery and anti-corruption, etc.).

Suppliers are subjected to an initial evaluation before creating a bid comparison form during the bidding process and are checked at least once a year through the Supplier Evaluation Form integrated into the Enterprise Resource Planning (ERP) system. Evaluation criteria include environmental issues as well as social issues such as child labor and forced labor, and compliance with ethical processes. Whenever possible, samples of the products to be procured are requested in addition to the required documentation so that environmental impacts can be comprehensively assessed. On-site visits are also paid to suppliers to audit compliance with the Responsible Procurement Policy, audits are reported and priority is given to making business with suppliers demonstrating high performance. A supplier sustainability assessment report is published at the end of the year.

CCN Holding plans to conduct 25 supplier visits each year in line with its sustainability targets and uses the consultant-approved Supplier Visits Evaluation Form during these supplier visits. In 2023, all of the targeted visits were paid and the issues checked in relation to sustainability within the Supplier Visits Evaluation Form are listed below.

- Incorporating sustainability into the procurement policy,
- Existence of management systems,
- Working conditions, equality, child and forced labor, rights and freedoms,
- Employee trainings,
- Grievance and suggestion mechanism,
- Compliance with regulations,
- Traceability of procured materials,
- Environmental impact, energy efficiency, water efficiency, waste management

Customer Satisfaction

Customer satisfaction and continuity are among the core values of CCN Holding. Accordingly, CCN Holding is committed to offering safe, reliable, customer-oriented, innovative and sustainable services.

CCN Holding handles its activities regarding customer satisfaction in line with the Customer Satisfaction Management Procedure. The purpose of this procedure is to explain the process of evaluating customer complaints or requests for the services provided by CCN Holding and its subsidiaries and to ensure that all incoming feedback is systematically collected, evaluated and finalized in a centralized manner. This procedure establishes a standardized method for planning activities related to the conversion of customer feedback into satisfaction.

The channels identified for reporting requests and complaints to CCN Holding are as follows:

Notifications made to the Patient Rights Unit in City Hospitals,

Electronic notifications of requests, suggestions and complaints made to kiosks,

SABİM (Communication Center of the Ministry of Health) request, suggestion and complaint notification,

CİMER request, suggestion and complaint notification,

Audits conducted by Patient Related Committees in City Hospitals,

Efficiency and quality audits conducted by the Ministry of Health of the Republic of Türkiye,

CCN Sağlık's audit and performance evaluations.

As for the complaints received, necessary corrective actions are taken in accordance with the Corrective Action Procedure when deemed necessary. Customer satisfaction is also one of the most important factors in improving the quality of service and thus, customer satisfaction surveys are organized. Opinions, suggestions and complaints communicated through various channels are meticulously taken into consideration. Planned and unplanned trainings are organized to increase customer satisfaction.



Contribution to Social Development

CCN Holding aims to be a good corporate citizen first and foremost in everything it does, and is in daily contact with all members of society including customers, neighbors, businesses or residents. CCN Holding aims to build partnerships with a focus on strengthening good relations with all the communities we work with and bringing about positive change in society.

All activities are carried out by the Corporate Communications and Sustainability Coordination Department and within the framework of the Corporate Social Responsibility (CSR)

Policy. The principles integrated into this policy cover all companies and all fields of activity of CCN Holding. The CSR Policy has been developed in accordance with the relevant corporate governance rules and international standards and is constantly reviewed and updated accordingly. The CSR Policy is available here.

The added value generated through the activities is intended to be offered to the society through CSR projects and volunteering activities that respond to the needs of the society and will have a long-term and lasting impact

The focus areas of CSR efforts have been identified as supporting women's employment and education/scholarship support, and efforts are in place in the following areas:

Providing scholarship support to university students,

Providing shelter and cash support to the relatives of employees and other citizens affected by the earthquake,

Supporting female entrepreneurs by preferring their brands in corporate gifts.

Together with IC Foundation, Ağrı İbrahim Çeçen University, TED İzmir College and volunteer employees, CCN Holding organizes activities that create value for society.



Be Aware, Be Healthy!

Under "Breast Cancer Awareness Month" activities, awareness training was organized for employees and scholarship students by Prof. Ebru Menekşe, General Surgeon at Ankara Bilkent City Hospital. A total of 150 people attended the training where important information was shared on the importance of early diagnosis of breast cancer and raising breast cancer awareness.



Collaboration With IC Foundation

Founded in 2004, İbrahim Çeçen (IC) Foundation organizes projects that contribute to Türkiye's development and social level by cooperating with various institutions and organizations in various fields such as education, health, sports, culture and arts.

Following the earthquake disaster in our country, aid was periodically sent to the earthquake zone in cooperation with IC Foundation depending on the needs identified.

To date, a total of 16,000 students and 1,254 students in the 2022-2023 academic year have benefited from the free education

scholarship offered to successful university students in need across Türkiye. In addition to the foundation's support, CCN also provided scholarships to 26 national athletes through its own resources and to 8 students through its employees.

- Under the project conducted in cooperation with IC Foundation, scholarships were offered to the successful daughters of blue-collar employees to support their education.

- Monthly scholarship payments are made voluntarily among CCN Holding employees for IC Foundation scholarship students. This scholarship is awarded to high school and university scholars as a living allowance.



CCN Holding Mentoring Project

Sixteen university students selected among IC Foundation scholarship recipients were paired with 16 senior female executives working at CCN Holding and participated in a one-year mentoring project.

Contribution to Social Development



Social Responsibility Projects of TED İzmir College

TED İzmir College organizes various activities and offers educational opportunities to its students:

- It offers elective courses on “World Citizenship” and “Sustainability”, and students are encouraged to reinforce their knowledge through various projects within these courses.
- In order to familiarize students in lower grades with nature, activities such as collecting seeds, growing saplings and performing art activities with natural materials are carried out.



Volunteering

A mentoring project is implemented on a voluntary basis within the Holding. A volunteer team of senior female executives mentors female university students.

In order to increase the current ratio of female managers in the company, it is planned to strengthen the awareness of women's leadership and entrepreneurship through interviews with female managers. Following all practices, an awareness output consisting of the feedback of female employees will be prepared and announced to all employees.

There is also a volunteer team working with IC Foundation to meet the toy and stationery needs of children studying in village schools in Ağrı. Announcements are made within the Holding, unused or newly purchased materials are collected from employees' homes and sent to village schools. Toys requested by the children themselves at the beginning of the year were also supplied by the employees and delivered to the relevant schools.

Contribution to Social Development

Ağrı İbrahim Çeçen University

Ağrı İbrahim Çeçen University was established to contribute to education and science in Ağrı and to develop this region in social, cultural and economic terms. The foundations of Ağrı İbrahim Çeçen University were laid in the 1967-1968 academic year as Ağrı Girls' Primary Teacher Training School established under the Ministry of National Education, and continued to fulfill its teacher training function by turning into a two-year Education Institute as of the 1977-1978 academic year.

Through the Law No. 2809 on the Organization of Higher Education Institutions enacted on June 30, 1982, Ağrı School of Higher Education was affiliated to Atatürk University Kazım Karabekir Faculty of Education.

Upon the enactment of the law No. 3837 of July 3, 1992, Ağrı School of Higher Education was transformed into Ağrı Faculty of Education and continued to offer undergraduate education

for primary education until 2007 under the Rectorate of Atatürk University.

The Higher School of Health was established with the Decree of the Council of Ministers No. 8655 of October 10, 1996 published in the Official Gazette of November 2, 1996 and with the cooperation protocol of November 22, 1996 signed between the Ministry of Health and the Council of Higher Education. It started its education activities in the 2003-2004 academic year by enrolling its first students under the Rectorate of Atatürk University. As of 2023, the University has 10 faculties, 4 colleges, 6 vocational schools and 1 institute.

The activities, all of which are donations to the state, are organized by IC Foundation to support the university both socially and culturally.

The activities, all of which are donations to the state, are organized by IC Foundation to support the university both socially and culturally.





07

Digitalization and Information Security



Digitalization and Information Security

CCN Holding attaches great importance to digital infrastructure and cyber security and aims to create a long-term sustainable competitive advantage by integrating this approach into its corporate activities. Digitalization processes managed by the Corporate Information Technologies Department play an important role in ensuring that the company transforms into a structure that follows and implements innovations in this field. Accordingly, CCN Holding focuses on next-generation technologies such as big data analytics, cyber security, Internet of Things (IoT) technologies, artificial intelligence and blockchain in order to facilitate business processes and create solutions where the data needed by customers can be presented through digital channels.



Digitalization Practices

Examples of digitalization already implemented and introduced in 2023 are given below.

Robotic Process Automation (RPA) applications have been commissioned in order to automate repetitive business processes within CCN Holding companies and business units.

Rental printers are used and the number of papers can be monitored. The use of double-sided paper is encouraged.

In Ankara and Mersin City Hospital projects, print-out tracking systems are used to reduce paper consumption.

Thanks to the transition to cloud technologies, systems are managed in a more centralized structure. Energy efficiency was achieved with consolidated data centers used in this way.

The widespread use of video conferencing systems within the company has prevented travel for meetings, noise and environmental pollution.

Paper consumption was reduced by expanding the use of e-signature in Ankara City Hospital, Mersin City Hospital projects and within CCN Holding companies.

Energy efficiency was achieved by ensuring that door queue monitors and information screens at Ankara City Hospital and Mersin City Hospital are automatically turned off when not in use.

The Task Management and Tracking Application developed by Wisera Teknoloji has been widely used in CCN Holding projects. This application enabled to establish a measurable and auditable structure and to increase energy, personnel and process efficiency.

CCN Holding companies have started using IoT projects to boost energy and water efficiency in their projects.

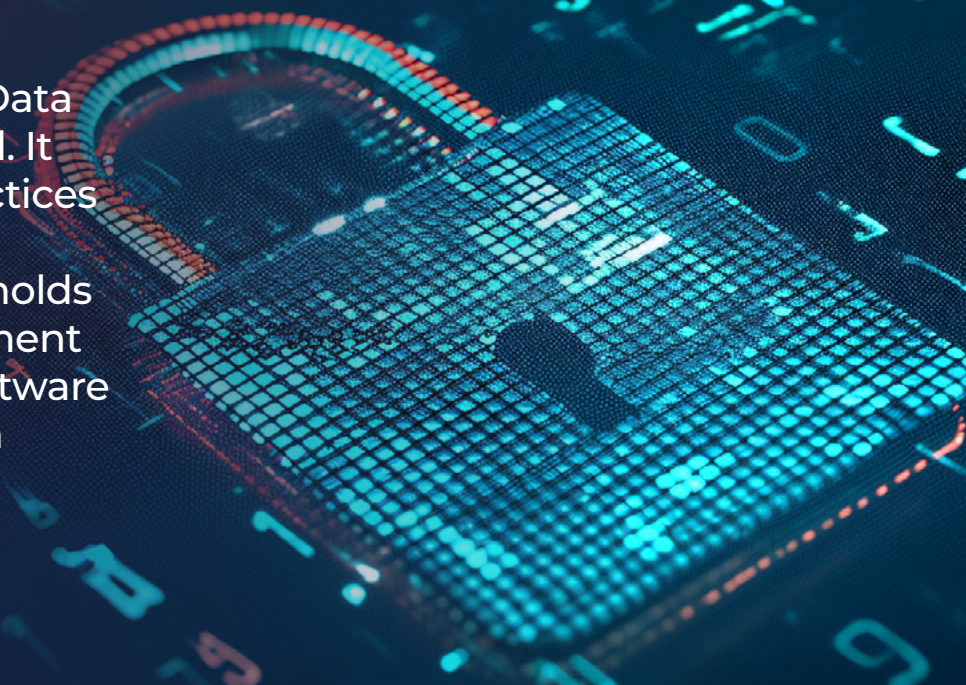
In Ankara City Hospital and Mersin City Hospital projects, practices were established and processes were adapted to ensure timely and accurate maintenance of equipment. Accordingly, the performance of equipment, consumables and spare parts has been measured and fault rates have been reduced to low levels.

T-EEN Technic was established by CCN Technic to contribute to Türkiye's climate goals through the use of renewable energy sources and the implementation of innovative smart building technologies. T-EEN Technic will offer solutions to reduce the energy consumption of existing buildings or newly designed structures.

There are also internal and external trainings (information technologies trainings, MS office trainings, etc.) organized by the Human Resources Department.

Information Privacy and Security

CCN Holding performs its information security activities through the Personal Data Protection Law (PDPL) Committee Board. It also aims to introduce cybersecurity practices and improve their effectiveness through surveillance and prevention activities. It holds ISO 27001 Information Security Management System Certificate and ISO/IEC 15504 Software Process Evaluation Management System Certificate.



GRI

08

GRI Content Index



GRI Content Index



CONTENT INDEX
ESSENTIALS SERVICE

2024

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 1: Foundation 2021			
CCN Holding reported in compliance with GRI Standards for the period of January-December 2023. For the Content Index-Essentials Service, the GRI Services Team reviewed that the information is presented in a manner consistent with GRI Standards reporting requirements and that the information within the index is clear and accessible to stakeholders. This service was delivered on the Turkish version of the report.			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	Corporate Profile, Corporate Governance and Effective Risk Management		
	2-1 Organizational details	About CCN Holding, p.5-14 CCN Holding From Past to Present, p.8	-
	2-2 Entities included in the organization's sustainability reporting	Subsidiaries of CCN Holding, p.9-12	-
	2-3 Reporting period, frequency and contact point	About the Report, p.3	-
	2-4 Restatements of information	CCN Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-5 External assurance	No external audit was conducted for the sustainability report.	-
	2-6 Activities, value chain and other business relationships	About CCN Holding, p.5-14	-
	2-7 Employees	Human Resources Approach, p.47-49	
	2-8 Workers who are not employees	Supply Chain Management, p.61	-
		Occupational Health and Safety, p.56-57	
	2-9 Governance structure and composition	Organizational Structure, p.17-18	-
	2-10 Nomination and selection of the highest governance body	CCN Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-11 Chair of the highest governance body	Message from the Management, p.4	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Message from the Management, p.4	-
		Organizational Structure, p.17-18	
	2-13 Delegation of responsibility for managing impacts	Sustainability Management, p.27-28	-
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, p.27-28	-
	2-15 Conflicts of interest	Ethical Principles, p.21	-
	2-16 Communication of critical concerns	Corporate Governance, p.15-23	-
		Sustainability Management, p.27-28	

GRI Content Index

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Sustainability Management, p.27-28	-
	2-18 Evaluation of the performance of the highest governance body	Talent Management and Employee Development, p.53-54	-
	2-19 Remuneration policies	CCN Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-20 Process to determine remuneration	CCN Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-21 Annual total compensation ratio	CCN Holding does not share this information publicly in accordance with the privacy policies of the organization.	-
	2-22 Statement on sustainable development strategy	Message from the Management, p.4	-
	2-23 Policy commitments	Policies, p.20	-
		Sustainability Policy, p.26	
	2-24 Embedding policy commitments	Ethical Principles, p.21	-
		Risk Management, p.22	
		Internal Control and Audit, p.23	
	2-25 Processes to remediate negative impacts	Environmental Management, p.33-43	-
	2-26 Mechanisms for seeking advice and raising concerns	Ethical Principles, p.21	-
		Employee Satisfaction, p.55	
	2-27 Compliance with laws and regulations	Corporate Governance, p. 15-23	-
		Ethical Principles, p.21	
		SDG Mapping with Sustainability Priorities, p.29-30	
	2-28 Membership associations	Collaborations and Memberships, p.14	
	2-29 Approach to stakeholder engagement	Stakeholder Relations, p.60	-
	2-30 Collective bargaining agreements	Human Resources Approach, p.47-49	-

GRI Content Index

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 3: Material Topics 2021			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities, p.29	
	3-2 List of material topics	Sustainability Priorities, p.29 SDG Mapping with Sustainability Priorities, p.29-30	
Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Principles, p.21	-
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Principles, p.21 Sustainability Policy, p.26	-
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no lawsuits regarding anti-competitive behavior and activities.	-
Corporate Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance, p.15-23	-
Combating Climate Change and Transition to a Low Carbon Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Combating Climate Change, p.36	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Combating Climate Change, p.36	
	305-2 Energy indirect (Scope 2) GHG emissions	Combating Climate Change, p.36	
	305-5 Reduction of GHG emissions	Combating Climate Change, p.36	
Sustainable Environmental Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Management, p.33-44	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, p.42-43	
	306-2 Management of significant waste-related impacts	Waste Management, p.42-43	
	306-3 Waste generated	Waste Management, p.42-43	
	306-4 Waste directed to disposal	Waste Management, p.42-43	
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Management, p.44	
Energy Efficiency and Use of Renewable Resources			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Management, p.37-40	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management, p.37-40	
	302-4 Reduction of energy consumption	Energy Management, p.37-40	

GRI Content Index

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
Sustainable Building Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	Subsidiaries of CCN Holding, p.9-12	
		Energy Management, p.37-38	
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management, p.42-43	
Responsible Financing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Message from the Management, p.4	
		Energy Management, p.37-38	
Digital Infrastructure and Cyber Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization and Information Security, p.67-69	
Innovation and R&D			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization and Information Security, p.67-69	
Biodiversity Conservation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Management, p.27-28	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety, p.56-57	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p.56-57	-
	403-2 Types of injuries and accident frequency rates, occupational diseases, lost days and absenteeism, and total number of work-related fatalities	Occupational Health and Safety, p.56-57	-
	403-3 Occupational health services	Occupational Health and Safety, p.56-57	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p.56-57	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p.56-57	-
	403-6 Promotion of worker health	Occupational Health and Safety, p.56-57	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p.56-57	-
	403-10 Work-related ill health	Occupational Health and Safety, p.56-57	-

GRI Content Index

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
Inclusion, Equal Opportunities and Diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Equity, Diversity and Inclusion, p.50-52	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equity, Diversity and Inclusion, p.50-52	
	405-2 Ratio of basic salary and remuneration of women to men	Equity, Diversity and Inclusion, p.50-52	
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equity, Diversity and Inclusion, p.50-52	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor and actions taken	Supply Chain Management, p.61	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor and actions taken	Supply Chain Management, p.61	
Employee Engagement and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Resources Approach, p.47-49	
		Employee Satisfaction, p.55	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management and Employee Development, p.53-54	
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Development, p.53-54	
Sustainable Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.61	
Stakeholder Relationship Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relations, p.60	
Social Benefit			
GRI 3: Material Topics 2021	3-3 Management of material topics	Contribution to Social Development, p.63-65	
GRI 413: Local Communities 2016	413-1 Percentage of operations with local community engagement, impact assessments and development programs in place	Contribution to Social Development, p.63-65	
Protection of Employee Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	Working Life at CCN Holding, p.45-58	



Sustainability Report | 2023