

## Human Resources

Sabanc Holding's strategy in Human Resources is to gain acclaim by setting world class human resources management standards and to be a top employer of choice.

To realize this goal, Sabanc Holding tailors a management team that is highly selective in recruitment and promotion, can create and instill a compelling vision, hold all employees accountable for achieving high standards of performance and encouraging and nurturing employees to achieve their full potential while rewarding those with outstanding performance.

Sabanc Holding aims to attract open-minded, ethical, entrepreneurial, strategic minded, innovative, energetic, achievement-oriented, collaborative and participative individuals.

### Our Human Resources Policies and Principles

The human resources management approach employed in Sabanc Group companies responds to the specific business requirements in each industry as well as the design and implementation of practices, which support strategic objectives.

Sabanc Human Resource Policies and Principles represent the basic principles of the Sabanc Group's human resource management applications and priorities, while also enabling the flexibility required for the special conditions and needs of such a wide range of businesses of varying structures within different sectors.

### Attracting and Recruiting the Best Talent

Our goal is to:

- Be the employer of choice for top talent
- Recruit talented individuals who possess the required qualifications and who will help support the Group going forward and who adhere to the Sabanc values
- Meet the future workforce needs of the Group through a global and proactive perspective in recruitment.

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## Investing in Our People

Our main responsibilities are to:

- Invest in and create an environment with opportunities for continuous development of our employees and help them realize their potential.
- Continuously track employee performance and support open communication by creating a culture where managers are accountable for employee development.
- Develop and nurture employees to create a high performance global talent pool of future leaders.

## Building Organizational Capability

It is our priority to:

- Continuously assess and review organizational capability, people, systems and processes while restructuring, if necessary, in line with the requirements to support success of the Group.
- Identify and assess high-potential employees and develop their careers based on the future needs of the Group.
- Enhance mobility in the Group through assignments, transfers and rotation for employee and organizational development.

## Reward and Recognition

We intend to:

- Offer a competitive reward package to attract top talent and enhance the commitment of existing employees;
- Encourage employee accountability and reward and recognize outstanding contributions, success and high performance in employees.
- Provide a level of compensation to employees commensurate with their responsibilities and the value they add to the organization.

## Increasing Employee Motivation and Commitment

Our objective is to:

- Promote the development and expansion of a participatory, open, transparent culture which values diversity and creativity.
- Proactively seek and consider employee feedback and expectations and continuously develop approaches that strengthen commitment, motivation and improve retention.
- Create a safe and healthy business environment where ethical values are embraced and a work/life balance is maintained.