

**TÜRK TUBORG
SUSTAINABILITY
REPORT 2022
EXECUTIVE SUMMARY**



**TÜRK
TUBORG A.Ş.**

CEO'S MESSAGE



Damla Birol
CEO

In 2022, we experienced the justified pride of successfully achieving the goals we set in every field with perseverance and determination, together with the support of all our stakeholders.

Dear stakeholders,

We have left behind another year in which we focused on our sustainability activities with a perspective in line with global goals. In such a period when we understand more and more the impact of all our sustainability efforts on our lives, we are happy to present our corporate governance, economic, social and environmental performance to our stakeholders in our sixth sustainability report.

As Türk Tuborg, we continued our sustainability journey in 2022 with determination to move forward in line with our 2050 vision.

With our mission of **"100% Compliance with Global Development"**, which developed with the priority of providing the highest quality products to our customers and supporting a sustainable future, we continued to invest in sustainability practices in order to reduce our environmental and social impact while harmonizing our production processes and product development efforts with global standards.

In 2022, we realized a record harvest in domestic barley production and achieved the highest production in the last 10 years. In order to contribute to the sustainability of our barley production, we increased the number of farmers we work with by 50% and strengthened our cooperation with local producers. By developing our business partnerships, we increased the proportion of our business partners in our barley and seed production processes by 45%, thus further strengthening our local production and supply chain network. In order to ensure sustainability in agriculture, we applied for registration and production permits for new barley varieties and obtained temporary production permits. The reason we focus on these varieties is that they will contribute to the protection of agricultural resources by using less water and fertilizer. In line with our goal, we continued our activities with our **"100% Quality"** and **"100% Agriculture"** motto, which aims to support our farmers from the production stage and to take the final product under control.

In 2022, with the understanding of **"100% Quality"**, we established a qualified supply network in Türkiye and abroad. We planted in 25 different cities, growing 9.5 times compared to 2018.

As Türk Tuborg, we took our work on sustainable agriculture to the next level in 2022. In cooperation with our IT teams, we developed the "Field Tracking" application and thus we were able to track seed and barley fields with tablets via the SAP system. In addition, we have taken a brand new stage in tracking systems by making field observation with satellite data. Within the framework of our 2025 vision and through our sustainable agriculture trainings, we want to continue to increase the awareness and competencies of our farmers on sustainability.

Furthermore, we have also been consistently maintaining the "Dealer Upgrade Program", which we initiated with our efforts to ensure 100% compliance of our dealers, the most valuable partners of our business, with the quality standards of our company and the importance we attach to their development.

In line with our goal of **"100% Contribution to Economics and Business Life"**, as a company that has adopted the principle of **"100% Equal Opportunity"** in business life, we continue to take active steps to ensure equal opportunities among our employees. As Türk Tuborg, we have increased the number of female employees by 42% in the last 5 years and continued to maintain our leading position in our sector in this field. In addition to this success, which enables Türk Tuborg to be among the leading Turkish companies in terms of female employment not only at the manager and executive level but also in production areas, I am proud to maintain an inclusive management approach by keeping the rate of female members in our Board of Directors at 33%. Our goal is to increase the rate of female employees to 35% at all levels.

With the same goal and with the motto **"Women's Power in Production"**, we continued our efforts to increase the number of female employees in our production site in 2022. By increasing the number of female employees in our supply chain function by 103% in the last 5 years, we have supported our commitment to gender equality with concrete steps. I would also like to proudly emphasize that we have been a pioneer in our industry by increasing the number of female production operators by approximately 7 times in the last 5 years. At the same time, with our **"Women in the Field"** project, we are pleased to have increased the number of female employees in our sales function by 59% in the last 5 years.

As a company that always wants to contribute to the personal and professional development of our employees, we increased our investment in employee training by approximately 70% in 2022 compared to the previous year.

With all these efforts and our Human Resources Practices shaped in line with our **100% Equal Opportunity** policy, we succeeded in becoming one of the 3 finalists in the Diversity and Inclusion Management category of the Peryön Value for People Awards in 2022.

As Türk Tuborg, in line with our goal of **"100% Support to Climate Action"**, which we adopt with a responsible approach to environmental and sustainability issues; we continue to develop projects that focus on targets such as energy saving, efficient use of water and waste reduction not only in the production phase but also in every stage of all our business processes due to the importance we attach to environmental issues such as reducing energy consumption, protecting water resources, reducing waste and emissions.

In 2022, we again initiated various improvement projects to increase energy efficiency in our production facilities. We have developed projects to increase the amount of renewable energy we use, and we have worked intensively on projects where we can utilize alternative energy sources.

As in previous years, we continue to underline our goal of minimizing water consumption per product and protecting fresh water resources in beer production. As a result of the "Water Saving Project Team" we formed to achieve our 2025 target of "reducing total water consumption per product in beer production by 25% compared to 2021" and all other projects we implemented in 2022, we have saved a total of 276 thousand m³ of water.

As a company that constantly monitors the dynamics of the circular economy, we brought a total of 109.249 tons of by-products from beer and malt production into the circular economy in 2022. At the same time, thanks to the recycling of paper waste collected and sent to recycling facilities in 2022, we contributed to the protection of the environment by reducing waste material worth 7.197 trees.

In our sustainability journey, which we support with the goal of **"100% Participation to Global Cooperation"**, we are aware of the necessity of cooperation and innovation to achieve global goals. In this context and within the framework of our strategy, we continue to implement projects together with our employees, suppliers, dealer network and priority stakeholders of the society, and we attach great importance to the use of innovative technologies and digitalization.

Like all conscious and sensitive companies, we continue our work by establishing global collaborations with the aim of making our world a better, more liveable place. While we continue our efforts to increase the number of registered seeds in line with our **"Sustainable Agriculture"** goal, we also attach importance to contributing to the development of art and culture by providing significant support in the field of "Culture and Arts" in order to increase the quality of life for everyone.

As Türk Tuborg, the awards we received as a result of our efforts in 2022 made us both happy and proud.

Being awarded the **International Occupational Safety Award**, one of the world's most prestigious occupational health and safety awards, and **two bronze awards** at the Brandon Hall Group Excellence Awards with Türk Tuborg's "100% Leadership School New Executive Development Program". In addition, these meaningful awards in both the national and international arena, such as being selected as the **"the happiest workplace with three stars"** in the FMCG sector in the survey conducted by Happy Place to Work and **being among the top three companies in the list of "Most Admired Companies" in the sector** in the survey conducted by Capital magazine and ZENNA Research and Consultancy, have been an important source of motivation for us to achieve even better in the future.

In the future, as in the past, we will continue to update our current roadmap with a strategic focus on the development of our company and our employees, as well as our activities to minimize the environmental impact of our operations and products. In 2022, we experienced the justified pride of successfully achieving the goals we set in every field with perseverance and determination, together with the support of all our stakeholders. As we move forward with a sustainable vision, we owe it a debt of gratitude to all Türk Tuborg employees, our valuable suppliers, our valued customers and our esteemed business partners for their efforts on this path.

Damla Birol



AWARDS



Turkey's Top 50 Women CEOs

In the list published by Ekonomist magazine for the past 10 years, our CEO, Damla Birol, has been recognized as one of the country's top CEOs for the 10th time.



International Safety Awards

With the prestigious award, organized for the 64th time by the British Safety Council, we have once again proved the importance we attach to occupational health and safety by being selected among a large number of companies in Türkiye.



Turkey's Happiest Workplaces

In a survey conducted by Happy Place to Work, we were honoured as the three-star happiest workplace in the fast-moving consumer goods sector.

50

Turkey's Most Popular Companies

In a survey conducted by Realta Consultancy with the participation of more than 76,000 students from over 120 universities every year, we were recognized as one of Turkey's most preferred top 50 companies.



Brandon Hall Group Excellence Awards

In the field of Human Resources, we were awarded 2 bronze awards in the "Leadership Development" and "Talent Management" categories for our "100% Leadership School New Manager Development Program," an internationally prestigious award.



Turkey's Top 100 Companies in Corporate Culture

In collaboration with Fast Company and ERA Research, with the support of Kariyer.net, we were recognized among Turkey's top 100 companies with the strongest corporate culture in the "Corporate Culture 100" research.

50

Turkey's 50 Most Effective CEOs

In a research conducted by Business Life magazine, our CEO, Damla Birol, was included in the list of "Turkey's Top 50 Effective CEOs".



Turkey's Top 50 Effective CMOs

In the "2022 Year's Top 50 Researches" by DataExpert Exceptional Leadership Solutions and Milliyet Executive, prepared by BMI Business School Istanbul, our Vice President responsible for Marketing, Nilüfer Reisoğlu, was selected as one of Turkey's Top 50 Effective CMOs.



Top 50 Successful Digital CMOs

In the list of "Top 50 Successful Digital CMOs" prepared by Fast Company Türkiye magazine, our Vice President responsible for Marketing, Nilüfer Reisoğlu, was featured.



PERYÖN Diversity and Inclusion Management

We became one of the three finalist companies in the "Diversity and Inclusion Management" category at the PERYÖN Human Value Awards with our 100% Equal Opportunity practices.



Turkey's Most Admired Companies

For the 22nd year in a row, in a research conducted by Capital magazine and ZENNA Research and Consultancy, we ranked among the top 3 "Most Admired Companies" in our industry, elevating our success to higher ranks this year.



Turkey's Top 50 Most-Liked CEOs

Our CEO Damla Birol was included in the list of "Turkey's Top 50 Most-Liked CEOs" published by Golden Leader Awards.

HOW DO WE MANAGE SUSTAINABILITY?



Strong sustainability governance and engagement are key to achieving our goals.

Our sustainability management tracks advancements in the field of sustainability not only in our country, but also globally, and employs a responsible and transparent management style that encompasses our entire value chain. This strategy entails creating our corporate governance understanding using sustainable logic and placing transparency at the center of our management model.

In addition to the authorities and responsibilities of the Executive Board and the CEO, the highest level at Türk Tuborg is devoted to sustainability efforts and performance monitoring connected to these operations. Sustainability is governed

through Sustainability Management, with representatives appointed from all functions. Our studies on sustainability are conducted by the Sustainability Committee, which reports to the Sustainability Management. Our Sustainability Management is responsible for tasks such as establishing corporate goals that will improve our performance, planning and implementing actions to achieve these goals, and monitoring corporate governance, and social and environmental performance.

In 2022, under the leadership of our Sustainability Management, which carried out an intensive work pace;

- In 2022, the Sustainability Committee held regular meetings to monitor the sustainability studies and road map, and our Sustainability Management evaluated the decisions made at the conclusion of these meetings.
- In 2022, we focused on communication activities and developed a communication plan in order to increase the internal and external stakeholders' awareness of sustainability.
- In 2022, sustainability subcommittees were established. In this way, Türk Tuborg's managerial, environmental, and social priorities and targets are monitored more closely.

The policies we have created within the scope of the integrated management system are an integral part of our Sustainability Management.

Sustainability Management, which is formed with the participation of the Vice President of Human Resources, Vice President of Supply Chain and Vice President of Marketing under the chairmanship of our CEO, reviews policies to manage economic, social, environmental and governance risks. In addition, the committee meets annually and regularly reviews the strategy and objectives. It makes and implements the investment decisions required to achieve our sustainability objectives. In addition, it monitors the strategy and objectives at Management Review (MR) meetings held periodically throughout the year as part of integrated management systems.

Sustainability Team is responsible for establishing working groups on sustainability, enhancing departmental communication, and executing joint projects. It focuses on the dissemination of our collaborative initiatives and techniques as well as the participation of our stakeholders. It aims to incorporate the management's decisions and the approach to sustainability into all company activities. The annual publication of the sustainability report gives our stakeholders with access to information.

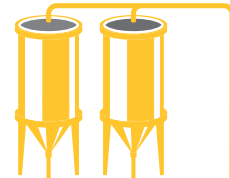
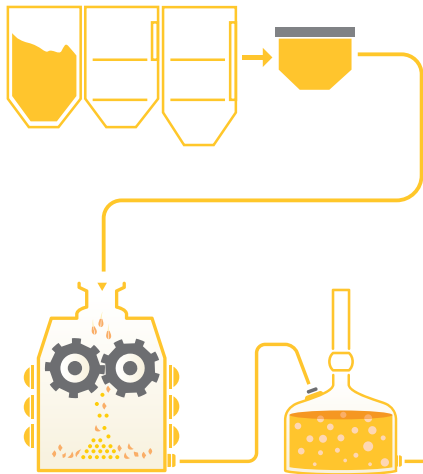


VALUE CHAIN OF TÜRK TUBORG

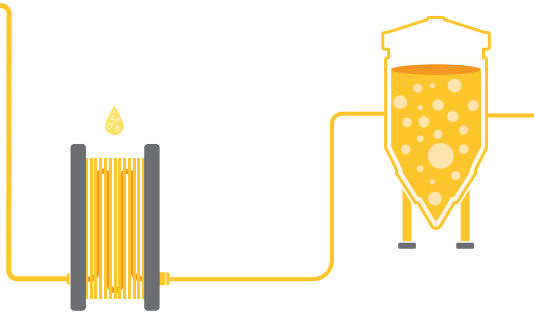


SUSTAINABLE AGRICULTURE

MALT PRODUCTION



BEER PRODUCTION



LOGISTICS AND DISTRIBUTION



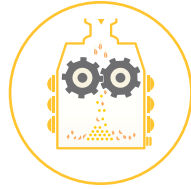
PACKAGING



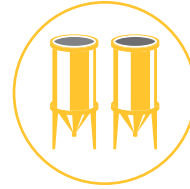
As Türk Tuborg, we have integrated our material sustainability efforts, strategic goals, and sustainability performance into the value chain. As a result of the impact analyses, we conducted in the value chain, we prioritized sustainability issues across the value chain.



SUSTAINABLE AGRICULTURE



MALT PRODUCTION



BEER PRODUCTION



PACKAGING

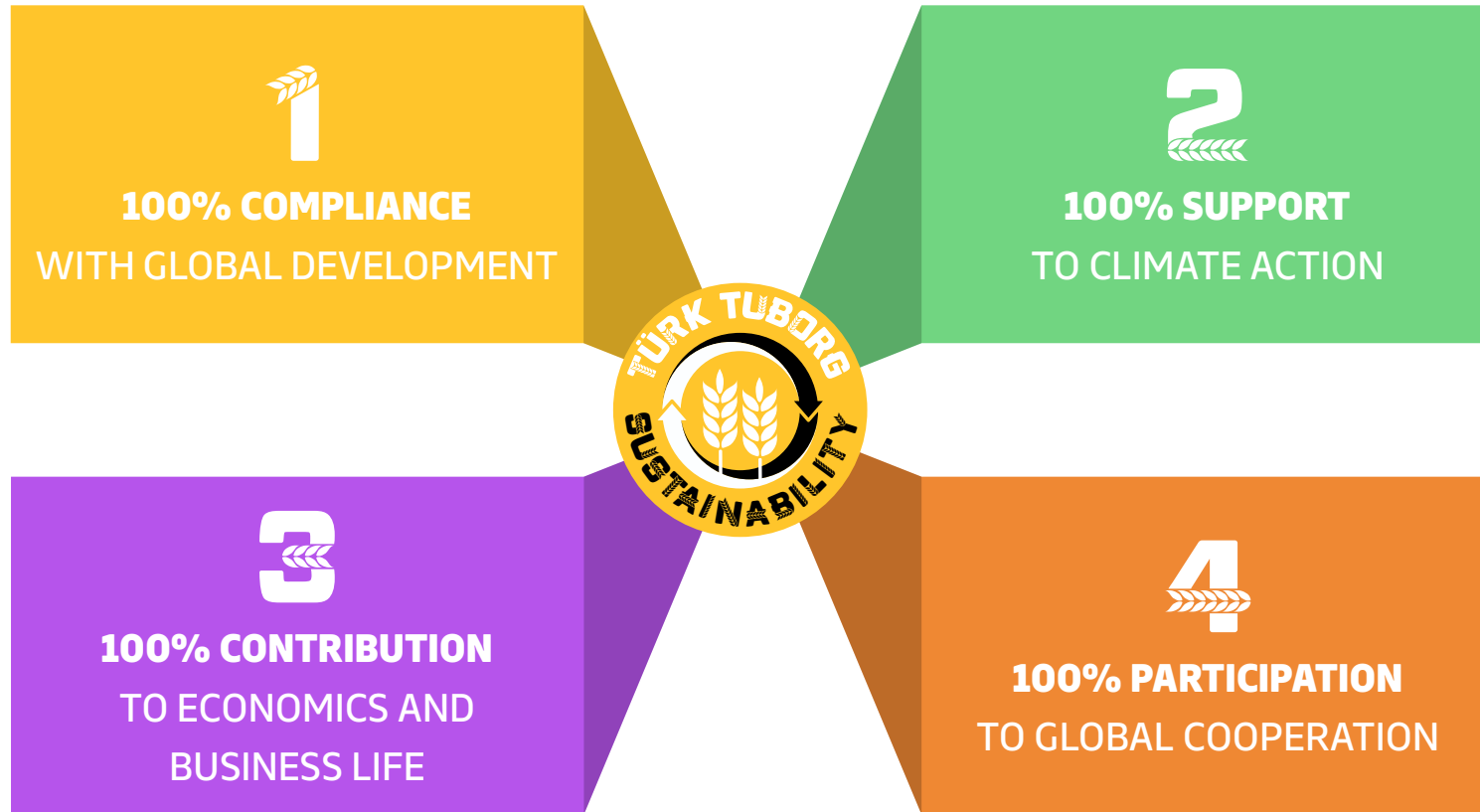


LOGISTICS AND DISTRIBUTION



CONSUMPTION

Development of Commercial Stakeholders	●					
Supply Continuity	●	●	●			
Greenhouse Gas Management		●	●	●	●	
Green Economy		●	●	●		
Energy Management		●	●	●	●	
Water Management	●	●	●	●		
Equality and Inclusion	●	●	●	●	●	●
Employee Development	●	●	●	●	●	●
Occupational Health and Safety	●	●	●	●	●	●
Social Development						●
R&D and Innovation	●	●	●			



As Türk Tuborg, we continue to **create 100% value** and share this value transparently within the framework of our strategic areas of **100% Compliance with Global Development, 100% Support to Climate Action, 100% Contribution to Economics and Business Life, 100% Participation to Global Cooperation.**

We continue to work towards achieving our 2050 vision by following our sustainability goals we set in 2021 under 4 main strategies.

100% COMPLIANCE WITH GLOBAL DEVELOPMENT



PRIMARY FOCUS ISSUES	MAIN TARGET	TARGET SUBJECT	2025 GOALS	2030 GOALS	2050 VISION	
DEVELOPMENT OF COMMERCIAL STAKEHOLDERS	To raise our suppliers' awareness of and familiarity with global sustainability.	Supplier Development	We will continue to communicate and provide supporting resources to increase our suppliers' awareness of sustainability.	We will expand the joint sustainability projects we develop with our suppliers and raise their awareness.	We aim to ensure the continuity of joint sustainability projects that we develop with our suppliers.	 
		Farmer Programs	We will continue to increase our farmers' awareness and competencies on sustainability with Sustainable Agriculture Trainings	Until 2030, we will train all our business partners and farmers in the Sustainable Agriculture ecosystem.	We aim to build an ecosystem in which we can develop a sustainable agriculture vision and ensure the continuity of responsible production with all of our farmers and stakeholders.	  
SUPPLY CONTINUITY	To raise our suppliers' awareness of and familiarity with global sustainability. To ensure raw material supply by promoting agricultural development and the growth of our business stakeholders.	Agricultural Investments	With the Business Partners Development Program, we will raise the awareness and knowledge of all of our business partners about improving agricultural productivity.	By developing Regional Sowing Plans, we will economically strengthen cultivation areas by encouraging the cultivation of barley varieties suitable for the region. With these studies, we aim to exceed 70% of Turkey's average yield.	By improving the local agricultural supply chain, we hope to ensure continuous raw material sustainability	 

100% COMPLIANCE WITH GLOBAL DEVELOPMENT

Offering the highest quality products to our customers has always been our first priority and we have developed our entire production approach on the basis of the "100% Quality" motto. We implement our motto of 100% Quality by providing "100% Compliance with Global Development".

Today's business environment reveals the increasing importance of the interaction of businesses with their stakeholders and directs businesses to act within the framework of social responsibility awareness. Organizations that are grounded in their corporate purpose and create value for all stakeholders over the long term are better positioned to meet the challenges and opportunities of 21st century risks. The management consulting firm McKinsey, in its report titled 'The State of Stakeholder Capitalism', which discusses stakeholder capitalism, which came to the agenda at the Davos Summit, stated that the profitability and company value of companies that adopt stakeholder capitalism increase. At this point, McKinsey underlined that companies should set concrete and achievable goals, regularly measure the results achieved through independent organizations and present them to stakeholders.

In this context, we are aware of the need to ensure the development of all our stakeholders in order to adapt to global development. We know that making our stakeholders more aware of sustainability will support agricultural development and accelerate the achievement of our sustainability goals while securing the supply of raw materials.

We are in constant communication with our farmers and business partners. Our agricultural engineers, who reach our farmers together with our business partners, continue to reflect our vision of sustainable agriculture on the field.

The fact that our agricultural engineers guide farmers from planting preparation to seed and inform them about the correct fertilization and plant nutrition methods is of great value for both agricultural development and sustainable raw material supply. As a matter of fact, through these efforts, we help reduce environmental impacts while increasing efficiency and production quality.

We are also working on a monitoring mechanism where we can set ESG criteria for all our business partners and track their sustainability performance.

100% COMPLIANCE WITH GLOBAL DEVELOPMENT

In order to offer the highest quality products to our customers, we have built our entire production approach on the basis of "100% Quality". We realize our 100% Quality target by ensuring "100% Compliance with Global Development". Our conception of quality encompasses human health at every level of production, our contribution to environmental protection in the items we employ, and the use of innovative techniques in all of our processes. Additionally, we support local farmers in our region by improving output and growing high-quality malted barley varieties in the barley supply, which is the initial step in achieving high quality. As in the past, the conservation of water before and after production, the maintenance



of hygiene, and the protection of social health will have a prominent position among our future focal areas. We will only be able to achieve this level of excellence if we develop, safeguard, and disseminate our knowledge and experience in our operating field to all of our personnel. In line with our goals of raising awareness of our suppliers on global sustainability and securing raw material supply by supporting the development of our business stakeholders;

→ **We harvested over 25 thousand tons of barley, breaking our domestic barley production record of the last 10 years.**

This figure is 119% above last year and 174% above the long-term average.

→ We increased the number of farmers by 50% from 400 to 600.

→ We increased the number of business partners in our barley and seed production processes from 5 to 11 and increased our local power.

→ Within the scope of the Business Partners Development Program, we have completed the training, research, and planning activities to be implemented in 2023.

→ In order to ensure sustainability in agriculture, **we applied for registration and production permits for new barley varieties and obtained temporary production permits for 2 new varieties.**

→ We increased the number of graduates to 78 dealers with 53 new dealers who successfully completed the Dealer Upgrade Program.

→ By switching to a tender system, we included our suppliers in technological developments and the process.

→ Within the scope of sustainable cooperation with our suppliers, we worked on index projects and ensured the follow-up of developments in global processes.

→ We started to track stationery and all office needs through the digital platform.

→ With localization projects, we ensured that sustainable procurement gains priority in cost and deadline processes.

→ In the technical equipment group, we started the practice of reviewing maintenance processes before purchasing in the event of a failure.



100% SUPPORT TO CLIMATE ACTION



PRIMARY FOCUS ISSUES	MAIN TARGET	TARGET SUBJECT	2025 GOALS	2030 GOALS	2050 VISION	
GREENHOUSE GAS MANAGEMENT	To reduce our greenhouse gas emissions in all processes in the value chain, primarily focusing on emissionintensive activities.	Carbon Emission Management	We will prepare and verify the Corporate Carbon Footprint Report according to the ISO 14064-1 standard.	With our renewable energy and carbon emission reduction projects that we will implement, we will reduce our carbon footprint by 30% compared to 2021.	We intend to fulfil our share of the responsibilities associated with our country's goal of becoming net zero by 2053.	
GREEN ECONOMY	Constantly monitor the dynamics of the circular economy and contribute to the growth of the deposit system.	Zero Waste	We will end the use of plastic bottles in our products and raise awareness of our business partners about zero waste.	We will raise awareness of our sales points about zero waste. We will reduce our total packaging weight by 10%.	Using the Zero Waste in Ecosystem approach, we hope to implement recycling throughout the entire value chain.	
ENERGY MANAGEMENT	To optimise energy use and increase the use of renewable energy sources in manufacturing.	Energy Efficiency	We will improve our energy consumption per product by 10% by the end of 2021.	We will improve our energy consumption per product by 19% by the end of 2021.	We will improve our energy consumption per product by 28% by the end of 2021.	
		Use of Renewable Energy Source (RES)	We will double the rate of use of Renewable Energy Sources in our total energy consumption compared to 2021.	We will increase the rate of use of Renewable Energy Sources by 5 fold in our total energy consumption compared to 2021.	We intend to use Renewable Energy Sources to meet 60% of our total energy consumption.	
		Energy Supply	We will find at least 1 efficient and new alternative energy source.	We will find at least 2 efficient and new alternative energy source.	We aim to find alternative sources to all the energy sources we use.	
WATER MANAGEMENT	To reduce total water consumption per product in beer production and to actively promote fresh water conservation.	Total water consumption per product in beer production	We will reduce the total water consumption per product in beer production by 25% compared to 2021.	We will reduce the total water consumption in beer production by 35% compared to 2021.	We aim to reduce our water consumption to 1.9 liters per liter of beer by 2050.	
		Conservation of Fresh Water	We will raise awareness among our suppliers and agricultural producers, monitor their water-saving performance, and announce successful projects through reporting.	We will carry out studies to determine the water reserves by making an inventory of terrestrial freshwater ecosystems in the target regions.	We aim to develop projects for the protection of critically valuable regions, which will be selected from among the resources whose inventory is determined.	

100% SUPPORT TO CLIMATE ACTION

The preservation of the planet's limited resources and the environment is among our core values at Türk Tuborg. We believe that our responsible production and consumption approach will contribute globally to preventing climate change, which poses risks to our future. To provide **"100% Support to Climate Action"**, we continue our efforts with the **"100% Environment"** perspective, constantly evaluating the environmental impacts in all our business processes. We develop projects not only limited to production but also to fulfil the requirements of our climate action partnership. Through the projects we have developed to conserve energy, water, and reduce waste, we aim to make a significant contribution to climate action.

The negative impacts of climate change are becoming more frequent and acute. According to the latest Intergovernmental Panel on Climate Change (IPCC) Report, 3.3 billion people live in severely vulnerable climate conditions. According to the World Economic Forum's "Global Risks Report 2023", the four most important risks that are expected to affect the world economy over the next 10 years are environment and climate-oriented.

Within the framework of sustainable development and business understanding, which is on the world agenda with current developments, the necessity of organizations to have an acceptable environmental policy to achieve their business goals is clearly revealed.

As Türk Tuborg, we have long considered the protection of the planet's limited resources with a responsible production and consumption approach among our main priorities. We believe that our responsible production and consumption approach will contribute to the prevention of climate change on a global scale. Priorities for us in terms of environmental protection include energy and water conservation, as well as the reduction of all types of waste and emissions. We are not limited to the production phase, but we are committed to fulfilling the requirements of partnership in climate action by developing projects to reduce energy consumption, conserve water and reduce waste at every stage of our operations.



100% SUPPORT TO CLIMATE ACTION



At Türk Tuborg, we adopt a responsible production and consumption approach to preserve the limited resources of our planet. We prioritize reducing energy consumption, conserving water, and minimizing waste and emissions for environmental conservation. We not only focus on production but also develop projects at every stage of our operations to conserve energy, protect water, and reduce waste. Our commitment is to fulfil the requirements of our climate action partnership, guiding our efforts to make a significant contribution to climate action.

We share our responsible production approach with the entire society, especially our suppliers and other stakeholders, at every opportunity and on every platform. We strive to raise the awareness of our consumers both in the consumption of our products and in the recycling of the packaging of these products, and we work to develop projects that will create permanent effects in this direction.

- ➔ **We are proud to be the first company in the beverage sector to have our greenhouse gas declaration verified by the Turkish Standards Institute.**
- ➔ **We brought a total of 109.249 tons of by-products from production into the circular economy.**
- ➔ **We have reduced water consumption per product by 34% in the last decade.**



100% CONTRIBUTION TO ECONOMICS AND BUSINESS LIFE



PRIMARY FOCUS ISSUES	MAIN TARGET	TARGET SUBJECT	2025 GOALS	2030 GOALS	2050 VISION	
EQUALITY AND INCLUSION	Increasing the participation of people with disabilities and women in all decisionmaking and business processes.	Women's Employment	We will continue to raise awareness and embed the Gender Equality culture within the organisation.	We will increase our female employee rate to 35%.	We will increase our female employee rate to 50%.	
		Ratio of Female Employees in Senior Management	We will maintain our 43% female employee ratio in the Senior Management.	We will maintain our 43% female employee ratio in the Senior Management.	We aim to reach a 50% female employee ratio in the Senior Management.	
		Ratio of Female Employees in the Board of Directors	We will maintain our 33% female employee ratio in the Board of Directors.	Maintaining 33% female employee ratio in the Board of Directors.	We aim to reach a 50% female employee ratio in the Board of Directors.	
		Support for Disability-Free Living	We will raise our business partners' awareness of the barrier-free workplace.	We will continue to develop projects with our business partners to create a barrier-free work environment and to support the participation of people with disabilities in life in order to support disabled life.	In order to support a life without disabilities, we intend to expand our efforts to create a barrierfree work environment and to encourage the participation of people with disabilities throughout the entire ecosystem.	
EMPLOYEE DEVELOPMENT	To raise employees' awareness of sustainability and to improve their technological skills.	Sustainability Awareness	We will create an environment where each of our colleagues will contribute to and adopt a sustainable future both in their work and social life.	To support the institution's sustainability strategy, we will ensure the development of technical/digital skills and competencies that our employees should have due to their positions.	We aim to keep the technical/digital skills and competencies of our employees up-to-date, which they must have due to their positions, in order to support the sustainability strategy of the institution.	
OCCUPATIONAL HEALTH AND SAFETY	To achieve zero accidents among all employees and suppliers, to improve the working environment, and to promote overall health.	Physical Health	Zero Work Accidents	Zero Work Accidents	Zero Work Accidents	
		Mental Health	With our 100% Quality Life program, we will continue to strengthen the mental health of our employees and support the mental health of our business stakeholders and their families.	We will continue to support mental health by making our 100% Quality Life programmes available to our business partners and their families, and we will collaborate with our business stakeholders to develop projects	We aim to expand and protect 100% Quality Life programmes that help our employees, business stakeholders, and their families with their mental health.	

100% CONTRIBUTION TO ECONOMICS AND BUSINESS LIFE

For us, the first condition of quality production is the quality working conditions of our highly qualified and innovative team. We ensure continuous development and strive to achieve our goal of high product quality through our innovation activities, which we create by utilizing the knowledge and experience of our qualified team. Within the scope of our strategy of **100% Contribution to Economics and Business Life**, we aim to be one of the leading companies in our sector thanks to the investments we make in every stage of our value chain, especially in our employees.

Organizations need to use human capital effectively and efficiently in order to keep pace with changing conditions, ensure continuity and increase profitability and competitiveness.

We take the necessary measures to create working environments that maximize the safety and well-being of our employees. We aim to minimize accidents and health problems by adopting strict standards and policies on occupational health and safety. We also offer awareness programs and resources to protect and support employees' mental health.

We reject all forms of discrimination to ensure that our employees work with equality, fairness, and inclusion. We offer equal opportunities to all employees without discrimination on any grounds such as language, religion, race, sect, belief, gender, and sexual orientation. By creating a culture that promotes diversity and inclusion, we appreciate the different talents and perspectives of each and every employee.

We place special emphasis on playing an active role in women's empowerment and gender equality. We develop policies and programs that encourage women to actively participate in decision-making processes. We implement supportive policies to ensure that women employees are more represented in leadership positions and management levels.

With all these efforts, we aim to contribute to the development of our employees by creating an equitable, fair, inclusive, and diversity-oriented working environment where a qualified work life is ensured. We know that our business success is based on the happiness and success of our employees, and we continue to move forward by adhering to these values.

100% CONTRIBUTION TO ECONOMICS AND BUSINESS LIFE

We are aware that a qualified work life is the basis of quality production. In line with this awareness, we ensure that our working environments are highly secure, protect physical and mental health, comply with human rights, are equal and inclusive, and we secure this situation with our developing structure and market capability. In line with our principle of "100% Equal Opportunity", we do not discriminate on the basis of language, religion, race, sect, belief, or gender; in other words, we create an innovative and diverse working environment that offers equal opportunities and supports the development of employees. With our focus on women's empowerment in business and social life, we support efforts to ensure women's active participation in decision-making processes. In this context, the following matters are ensured;

- We prioritize increasing the number of female employees in our workforce under the motto "**Women's Power in Production**".
- In 2022, we maintained a **33% female employee ratio in the Board of Directors**.
- We were among the **3 finalist companies in the Peryön Human Values Awards in the category of Diversity and Inclusion Management**.
- We increased our total investment in **employee training by approximately 70%** compared to the previous year.
- Over the past 5 years, we have increased our number of female employees by **42%**.



The Happiest Workplace with Three Stars

As Türk Tuborg, we are proud to be named **the three-star happiest workplace in the FMCG sector**.

The evaluation process consisted of two stages; in the first stage, a survey was sent to the employees of all companies participating in the research. Companies with sufficient points in this survey process were included in the next stage, the HR process audit.

Turkey's happiest workplaces were awarded one, two or three stars depending on their total score.

As Türk Tuborg, we were selected as the **the happiest workplace with three stars** in the fast-moving consumer goods sector with the scores obtained as a result of both the survey sent to employees and the HR process audit.



100% PARTICIPATION TO GLOBAL COOPERATION



PRIMARY FOCUS ISSUES	MAIN TARGET	TARGET SUBJECT	2025 GOALS	2030 GOALS	2050 VISION	
SOCIAL DEVELOPMENT	To raise awareness and understanding of the social and environmental sustainability of society.	Social Development	We will continue to implement corporate social responsibility projects in specific areas based on the priorities of Türk Tuborg.	We will ensure that the relevant stakeholders are informed by making social impact analyzes of the corporate social responsibility projects implemented by Türk Tuborg.	We aim to continue producing inclusive and sustainable social responsibility projects to raise awareness of common life.	
R&D AND INNOVATION	Increased use of new technologies and digitalization in manufacturing processes.	Agricultural R&D	By 2025, we will triple the number of registered candidate seeds and improve our sustainable agriculture activities.	We will continue to improve efficiency and quality by incorporating digital agriculture and tracking systems into all stages of the agricultural production supply chain. We intend to use digital systems to monitor at least 80% of our fields.	We aim to be one of Turkey's leading agricultural R&D companies, as well as an agricultural producer with a large number of registered varieties.	

100% PARTICIPATION TO GLOBAL COOPERATION

We believe that we can enhance our activities aimed at achieving global goals not only through partnership and collaboration but also with an innovative perspective. In order to ensure **100% Participation to Global Cooperation**, we implement projects together with our employees, suppliers, dealer network and priority stakeholders in all segments of society, and we care about supporting the development of our strategic stakeholders. We aim to increase our innovation efforts in all our processes through the use of new technologies and digitalization.

The World Business Council for Sustainable Development (WBCSD) defines the obligation of businesses for sustainable development as "contributing to sustainable economic development in partnership with employees, their families, the local community and society at large". The United Nations Development Programme (UNDP) Strategic Plan 2022-2025 states that global development goals can be achieved through a rights-based approach and projects centered on human development.

When the concepts of sustainability and digitalization are considered together, the global management consulting firm Accenture calls these two concepts "Twin Transformers". According to Accenture, a new value emerges at the intersection of digital technologies and sustainability.

Companies that integrate digital and sustainable transformations into their business operations and value chains are 2.5 times more likely to be among the top performers in the future than those that do not.

As Türk Tuborg, we carry out corporate social responsibility projects in order to increase the social and environmental sustainability awareness and consciousness of the society in line with local and global developments and our priorities. We continue to produce inclusive and sustainable volunteering projects that aim to develop awareness of common life through employee volunteering activities. In addition, we continue to move forward by being aware of the importance of new technologies and digitalization in our production processes and by adapting and developing these innovations to our processes.

100% PARTICIPATION TO GLOBAL COOPERATION



We are aware that we need to carry out our activities in a collaborative manner in order to achieve global goals. With this perspective, we seek the views of our stakeholders when determining our sustainability strategies and related targets, and we endeavour to formulate our future plans together with our stakeholders. We aim to support their development and increase our social impact by developing projects in cooperation with our stakeholders from all walks of life, including our employees, suppliers, dealer network, customers, and society in general. On the other hand, we aim to take our research and development targets to the next level with the use of innovative technologies in all our processes.

- We continue to provide mentoring and scholarship support to young people with disabilities and social disadvantages within the **100% Support Program**, which we carry out within the scope of our ongoing cooperation with the **Alternative Life Association (AYDER)** to create permanent and sustainable solutions.
- Recognizing the importance of digitalization, **we strive to raise awareness among our stakeholders regarding the integration of new technologies into all our processes.**

- We share our responsible production approach with the whole society, especially our suppliers and other close stakeholders, at every opportunity.
- Recognizing that achieving global targets is only possible by raising awareness among consumers, we continue to improve our efforts in this area.



**TÜRK TUBORG
SUSTAINABILITY
REPORT 2022
EXECUTIVE SUMMARY**

