



# Human Rights Policy







FROM TODAY  
TO THE FUTURE



# Human Rights Policy



**01**

**TALENT  
ACQUISITION**



**02**

**PERFORMANCE  
MANAGEMENT**



**03**

**COMPENSATION AND  
REWARD  
MANAGEMENT**



**04**

**CORPORATE  
DEVELOPMENT  
AND LEARNING**



**05**

**CAREER  
MANAGEMENT**



**06**

**LEADERSHIP**



**07**

**DIVERSITY AND  
INCLUSION**



**08**

**EFFECTIVE  
COMMUNICATION  
AND  
COLLABORATION**



# Human Rights Policy

As Saya Holding and its subsidiaries, we adopt the 10 principles of the UN Global Compact and shape our corporate governance model accordingly. Within this framework;

- Quality Education (Goal 4)
- Gender Equality (Goal 5)
- Decent Work and Economic Growth (Goal 8)
- Reduced Inequalities (Goal 10)

we have established development goals as the foundation of our business model. Through this approach, we aim to support sustainable growth in the sector and increase our social contribution.

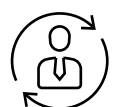


- We are aware that sustainable growth is only possible through the contributions of our employees. Based on our corporate culture and values, we aim to grow our group with colleagues who can think strategically, act proactively, and embrace a collective "we" consciousness.
- We aim to create awareness in each employee by offering a fair, transparent, equal, productive, healthy, gender equality-supporting, and development-focused working environment.
- To advance our corporate culture, we conduct annual surveys on employee engagement and satisfaction, incorporate their feedback into strategic planning, and take action together with them.
- Our employee experience model is designed to enhance motivation and strengthen commitment to the company, aiming to provide a positive experience from recruitment to offboarding.
- We prioritize the balance between work and private life for our employees, design all our systems accordingly, and manage our processes with this focus.
- At Saya Holding and its subsidiaries, we do not tolerate any form of workplace misconduct such as physical or psychological violence, humiliation, discrimination, bullying, or harassment. We do not accept any behavior that threatens peace and security. An Ethics Committee has been established to prevent any negative situations. Complaints are evaluated within a framework of confidentiality. We also regularly organize trainings to raise awareness among our employees and encourage open communication so everyone can be heard.
- We encourage the active participation of our employees in decision-making processes and value their opinions and suggestions.
- We take measures to protect and improve the physical, mental, and social health of our employees in accordance with occupational health and safety legislation.





- Candidates with personal traits aligned with Saya Holding values, who are compatible with our corporate culture, qualified, and have development potential, join our family under the principle of equal opportunity.
- In recruitment, in addition to the required education, experience, etc., it is essential that candidates have the Functional Competencies and Core Competencies required for the position.
- Loyalty to the company and colleagues, creativity under intense work pace, and the ability to generate innovative ideas are among our primary evaluation criteria.
- Depending on the position requirements, we conduct verbal and numerical aptitude tests, foreign language tests, assessment center exercises (role-playing, case studies), personality inventories, and competency-based interviews.
- We are socially responsible for not employing child labor under the legal working age determined by laws and international norms. We do not employ workers under the age of 18.
- We organize summer and winter internship programs to contribute to the development of individuals preparing for professional life and provide mentorship for a quality learning experience.



- We implement a fair and objective performance management system aligned with corporate goals, providing feedback on employees' performance and competencies based on work objectives.
- We create development plans for employees with low performance scores, supporting their development with internal and external training and coaching, and closely monitor their progress.
- We reward high-performing employees and offer them additional responsibilities to enrich their roles and support their growth.





- We maintain a fair and market-aligned compensation system based on grade structures and competencies, sensitive to equality principles. We uphold the principle of equal pay for equal work and protect all employee rights.
- Employees' salaries are determined during recruitment according to the role, their knowledge and experience, and the group's salary scale, and are communicated at the job offer stage.
- We implement practices to recognize, reward, and motivate our employees for their achievements, behaviors, and efforts. We honor and reward exemplary attitudes, projects, or outstanding achievements.
- We provide educational scholarships for the children of employees who meet specific criteria and are enrolled in state university undergraduate programs.
- We collaborate with technical schools and provide financial support to students pursuing vocational education.
- We support employees who wish to pursue postgraduate or doctoral studies under the conditions specified in the Graduate/Postgraduate Support Regulations.



- We emphasize creating a learning organization culture in all Holding companies to achieve business objectives, supporting development and learning.
- We conduct all training activities within the framework of the Training Regulations, aimed at increasing practical and theoretical knowledge, gaining skills, fostering positive attitudes and behaviors, and encouraging self and job development.
- We support in-house training through established academies, develop internal trainers, and create mechanisms to encourage them to deliver training.
- We promote the widespread use of our e-learning platform, enabling employees to access personal and professional development resources anytime.
- We offer training and certification opportunities to support continuous learning and personal/professional development.





- We ensure equal opportunities in our appointment and promotion processes by using a career model that unlocks employee potential. We prioritize internal appointments.
- We understand that career planning is not just about promotion but a comprehensive process to develop and acquire new competencies. We support employees' career development by improving their skills.



- We aim to create a continuous learning and development environment that supports the growth of current and potential leaders and offer educational opportunities for leadership development.
- Through mentorship programs across Holding companies, we provide opportunities for managers to develop leadership skills while supporting mentees' career and personal development.



- We ensure that employees feel valued, recognizing individual differences (nationality, gender, age, race, religion, sect, political view, etc.) as a richness in human resources, and do not tolerate discrimination.
- We offer opportunities to encourage women's participation in the workforce, support work/life balance, and facilitate their development.
- We promote the employment of women in managerial positions, supporting both recruitment and internal promotion.
- We value the opinions, suggestions, and feedback of all employees and foster a participatory culture.
- We prioritize cooperation with organizations that value equality and diversity and act with social responsibility awareness, making our employees a part of this approach.





- We strive to create and promote a participatory, collaborative, transparent, sincere, and innovative culture that emphasizes team spirit.
- We create environments where employees can gather, have fun, and develop themselves and their work.
- We use an inclusive, clear, and simple communication style that respects differences and aim to raise awareness by focusing on the 10 principles of the UN Global Compact adopted by our group.
- We establish digital communication tools and feedback platforms for employees to share their opinions and suggestions.