



We Are Confidently  
Building the Future!



CONTENTS



Introduction

- 14 Çalık Holding Sustainability Manifest
- 16 About the Report
- 17 Sustainability Performance
- 18 GAP İNŞAAT 2021 Performance Indicators



GAP İNŞAAT at a Glance

- 22 Çalık Holding in Brief
- 24 GAP İNŞAAT in Brief
- 26 Vision, Mission and Corporate Values
- 27 Shareholding Structure
- 28 Country Representative Offices
- 29 Operation Map
- 30 Key Financial Indicators
- 32 Integrated Management Systems
- 34 Awards



Governance

- 38 Message from the Chairman
- 40 Message from the Executive Management
- 42 Sustainability Approach
- 43 Sustainability Priorities
- 44 Stakeholder Map
- 46 Business and Value Creation Model
- 50 Integrated Management Approach
- 52 Quality Management
- 54 Professional Corporate Governance Approach
- 56 Board of Directors
- 58 Committees
- 59 Code of Ethics and Compliance Policy
- 63 Connections with SDG



Social

- 66 Occupational Health and Safety
- 72 Qualified Human Resources Management
- 78 Social Investments
- 83 Connections with SDG



Environmental

- 86 Environmental Management
- 88 Waste Management
- 92 Effective Air Quality
- 93 Effective Water Management
- 94 Effective Noise Management
- 95 Effective Energy and Emission Management, Global Climate Change
- 100 Biodiversity
- 101 Connections with SDG



Economic

- 104 Value Added Economic Performance
- 106 Project Management Approach Focused on Sustainable Profitability
- 107 Unconditional Customer Satisfaction
- 110 Responsibility in the Supply Chain
- 113 Connections with SDG
- 114 Looking to the Future
- 115 Appendix
- 115 Glossary
- 116 GRI Content Index

Contact



With our sustainability-focused efforts, we take our achievements from local to global. As one of the world's most reputable and prestigious contractors, we have been included in the "World's Top 250 International Contractors" list every year since 2006.

Our aim is to enhance the general welfare of society by contributing to the local economies of every region where we operate. We are building a sustainable future by undertaking projects that will add value to human life.

We are moving towards the future across a broad geographic region with our deep business experience, the reliability of the Çalık brand, robust financial structure, and highly capable human resources.





# Common trust across diverse regions

Since our founding, we have undertaken 136 projects with a the total contract value of USD 6.36 billion. Today, we have ongoing projects worth over USD 1 billion in Türkiye, Turkmenistan and Qatar. We operate across the world's continents for a sustainable future.



Total number of projects  
**136**



A large background image showing the silhouettes of children running on a wooden structure against a sunset sky. The structure appears to be a series of platforms or steps. The sky is filled with clouds, and the sun is low on the horizon, creating a warm, orange glow. The children are running from left to right, and their silhouettes are dark against the bright sky. The structure is made of wooden beams and has a railing. The overall scene is one of hope and progress.

# We build the future with our projects

We develop infrastructure and substructure projects in various fields, including healthcare, industry, transport, and commerce. Our projects directly impact regional economic development, playing a major role in boosting the general welfare level of both countries and individuals. We add value to economies, future generations, and national ecosystems with projects constructed by us.



Total assets  
**TL 11 billion**





# We design sustainable projects of the future

We conduct our business operations around the Sustainable Development Goals declared by the United Nations. We demonstrate the significance we attach to the environment with our environmentally friendly solutions, engaging in carbon footprint reduction activities across our company. We value occupational health and safety above all. With employee trainings, we get ready for the future and take our achievements to the future.



**Social responsibility investment  
TL 16 million**



# We lead the way of improvement with our innovative practices

We focus on smart climate solutions, digitalization, automation, and innovation to lower carbon emissions in order to build sustainable cities and living spaces. Our technological infrastructure investments are aimed at utilizing wireless sensors and lasers, artificial intelligence-based products and other advanced services at our construction sites. By embracing innovation, we are leading the way to a carbon-free future for our industry.



Technological infrastructure investment  
**TL 13 million**





# INTRODUCTION

- 14** Çalık Holding Sustainability Manifest
- 16** About the Report
- 17** Sustainability Performance
- 18** GAP İNŞAAT 2021 Performance Indicators



## ÇALIK HOLDING SUSTAINABILITY MANIFEST

We dream of a world,  
Where we can play a part, and even inspire positive change...  
Where we can look at today with happiness and pride,  
and toward tomorrow with hope and confidence...

**We work with great drive**  
and keen awareness of our social responsibility  
to make this dream come true.

**We embrace sustainability as a guiding principle**  
in order to add value to the world with  
financial, social, environmental and cultural benefits.

**We focus on innovation;**  
we shape our solutions and business models  
according to current conditions and  
transcend time with digital breakthroughs.

**We aim to continuously improve the welfare**  
of our home country and operating countries and  
increase the quality of life without compromising  
occupational health and safety - one of our core principles.

**We value nature,**  
we preserve our natural resources for future generations,  
reduce waste and increase efficiency,  
support the circular economy, and  
implement projects that will reduce our environmental footprint.

At Çalık Holding, we focus on people and  
**prioritize initiatives that positively impact human life.**

**We uphold equality and justice**  
regardless of religion, language, race, or gender.

We believe that a more liveable  
**future is in our hands.**

And we also know this fact;  
every step we take with a heartfelt commitment to  
our sustainability principle equates to  
**VALUE FOR LIVES, VALUE FOR THE FUTURE!**





## ABOUT THE REPORT

# Powerful sustainability performance in various fields

The GAP İNŞAAT 2021 Sustainability Report was put into use in light of the 2016 Standards of the Global Reporting Initiative (GRI). The activities for preparing the Sustainability Report were performed by the Sustainability Team in tandem with the Integrated Management Systems Department. A consultancy company provided support to ensure the report's compliance with standards and for content design.

In its Sustainability Report, GAP İNŞAAT targets disclosing its sustainability performance in a wide range of areas from the economy to the environment, corporate governance, and social investments, to the stakeholders in its area of impact.

In addition to GRI 2016 Standards, the United Nations Sustainable Development Goals were taken into account in the data collection process. The data in the GAP İNŞAAT 2021 Sustainability Report contain the activities of GAP İNŞAAT between January 01 and December 31, 2021, domestic and overseas operations of the company and its applications about governance, economy, environment, social subjects, and ethics.

## SUSTAINABILITY PERFORMANCE

GAP İNŞAAT builds the future today with its professional management team, expert employees, capability to undertake turnkey projects in Türkiye and abroad, and many successful high profile projects.

As one of the world's most reputable and prestigious contractors, GAP İNŞAAT conducts projects on three continents worldwide to build a sustainable future. To date, GAP İNŞAAT has completed 136 projects with a total contract value of USD 6.36 billion. Currently, GAP İNŞAAT has four projects underway. GAP İNŞAAT builds the future today with its professional management team, expert employees, capability to undertake turnkey projects in Türkiye and abroad, and many successful high profile projects.

### GAP İNŞAAT's Areas of Expertise



Infrastructure



Industrial



Healthcare



Superstructure

Sustainable financial performance worthy of Çalık Holding



**6.36**  
USD billion

Total value of contracts completed to date

Project experience in varied geographies



**136**

Number of projects completed to date

Aware of its social responsibilities



**16**

TL million

Well-qualified and dynamic human resources



**1,145**

Number of employees



GAP İNŞAAT 2021 PERFORMANCE INDICATORS

Valuing occupational health and safety above everything, GAP İNŞAAT is a source of pride in the contracting field for Türkiye.

Subject	GAP İNŞAAT's Vision	Actions to be Taken	Key Performance Indicators
<div><div>Occupational Health and Safety of Employees and Subcontractors</div></div>	<ul style="list-style-type: none"><li>Zero-accident target is adopted in all processes.</li><li>The creation of a safety culture throughout the company and in all projects is aimed.</li></ul>	<ul style="list-style-type: none"><li>Assignment of Occupational Safety Specialists and Workplace Physicians in Projects</li><li>Providing Occupational Health and Safety training</li><li>Reporting and analysis for accident prevention at all levels</li><li>Performing practices to make the Occupational Health and Safety culture widespread</li></ul>	<ul style="list-style-type: none"><li>Implementing the Occupational Health and Safety practices in all fields</li><li>Number of accidents resulting in death (2021): 0</li><li>Number of lost workdays (2021): 21</li><li>Number of work accidents with lost workdays (LTI) (2021): 5</li></ul>
<div><div>Development of a Qualified Workforce</div></div>	<ul style="list-style-type: none"><li>Technological developments support the creation of a sustainable workforce where skills are developed through advanced engineering studies and shared experiences.</li></ul>	<ul style="list-style-type: none"><li>The program of inclusion and orientation in new recruitment processes</li><li>Introduction of the innovative talent development training</li><li>Inclusion of sustainability goals into performance indicators</li><li>Measurement of employee satisfaction</li></ul>	<ul style="list-style-type: none"><li>Hours of training per employee (2021): 4.5 hours</li><li>Time and paper saving were achieved after putting the digital recruitment processes into use.</li><li>SuccessFactors recruitment module was utilized to manage recruitment effectively</li><li>Employee satisfaction rate (2021): 74.4%</li></ul>
<div><div>Inclusion and Diversity</div></div>	<ul style="list-style-type: none"><li>It is against all kinds of discrimination. It approaches each individual equally.</li><li>It values diversity.</li><li>It supports gender equality.</li><li>It supports people with disabilities.</li></ul>	<ul style="list-style-type: none"><li>It has a management team that supports inclusion</li><li>It conducts studies aimed at increasing the ratio of female employees at management levels</li><li>It develops policies that include people with disabilities</li></ul>	<ul style="list-style-type: none"><li>The ratio of white-collar women employees/staff employed full-time (2021): 15%</li><li>The ratio of disabled employees/staff employed full-time (2021): 3%</li></ul>
<div><div>Social Contributions</div></div>	<ul style="list-style-type: none"><li>It contributes to the development of its operating region.</li><li>It establishes relations with representatives of NGOs and local governments.</li><li>It contributes to economic development through the use of local suppliers.</li></ul>	<ul style="list-style-type: none"><li>It elevates technical knowledge.</li><li>It raises the use of local labor for contributing to the employment of regional labor.</li><li>It carries out activities to increase the qualification and diversity of regional suppliers.</li></ul>	<ul style="list-style-type: none"><li>Local purchasing rate (2021): Qatar 94.91%, Turkmenistan 21.42%</li><li>Local employment rate (2021): Turkmenistan 95.2%</li><li>Foreign employment rate (2021): Qatar 57.1%</li></ul>

Subject	GAP İNŞAAT's Vision	Actions to be Taken	Key Performance Indicators
<div><div>Relations with Suppliers and Subcontractors</div></div>	<ul style="list-style-type: none"><li>It maintains a responsible and sustainable purchasing policy.</li><li>It supports the development of suppliers and subcontractors.</li><li>It sets social and environmental impact criteria for supplier selection.</li></ul>	<ul style="list-style-type: none"><li>It develops a digital supplier platform for supplier registration, communication, and evaluation.</li><li>It performs supplier and subcontractor audits.</li><li>It conducts studies for the adoption of social and environmental impact criteria by the entire supplier network.</li><li>It adds social and environmental impact criteria to the supplier pre-assessment procedure.</li></ul>	<ul style="list-style-type: none"><li>The data entry process has been started following the deployment of the SAP-SLC system. The SLC registry rate of the companies from which the order was placed in 2021 corresponded to 86%.</li><li>Pre-evaluations and performance evaluations of suppliers and subcontractors will be carried out annually.</li><li>Revised procedures have been published. Social, environmental and economic criteria were added to the supplier evaluation form.</li></ul>
<div><div>Business Ethics and Compliance</div></div>	<ul style="list-style-type: none"><li>It conducts training for all Company personnel.</li><li>It implements the Code of Business Ethics and Compliance Regulation.</li><li>It encourages employees to embrace the "Commitment to Comply with Code of Ethics and Statement of Non-Conflict of Interest."</li><li>It ensures the effective use of the Implementation Procedure Principles of the Ethical Line.</li><li>It conducts meetings of the Ethics Committee.</li></ul>	<ul style="list-style-type: none"><li>It prepares sub-procedures of Code of Business Ethics and Compliance Regulation.</li><li>It continues ethics and compliance training.</li><li>It continues ethical line activities.</li><li>It prepares the Code of Business Ethics and Compliance Guide.</li></ul>	<ul style="list-style-type: none"><li>It resolves complaints and applications made to the Ethics Committee.</li><li>It conducts Ethics and Compliance training for employees at least once a year (2021).</li><li>There will be at least one digital event and announcement on Ethics and Compliance.</li></ul>
<div><div>Climate Change</div></div>	<ul style="list-style-type: none"><li>It initiates and monitors emission measurements.</li><li>It supports new ideas and suggestions to mitigate carbon footprint emissions.</li></ul>	<ul style="list-style-type: none"><li>It establishes the digital infrastructure for emission inventory and measurement.</li><li>It provides project-based training on emission measurement to project representatives.</li><li>It collects suggestions about reducing energy consumption, by means of internal communication channels, and evaluates them.</li></ul>	<ul style="list-style-type: none"><li>In 2021, carbon and other greenhouse gas emissions will be measured at headquarters and in projects and such measurements will be brought to the attention of stakeholders.</li></ul>
<div><div>Natural Resources and Environment</div></div>	<ul style="list-style-type: none"><li>It develops and implements policies to prevent noise, air, and water pollution.</li><li>It implements saving measures on water consumption.</li><li>It designs buildings that preserve the historical texture and are compatible with its surroundings.</li></ul>	<ul style="list-style-type: none"><li>It makes noise measurements and develops works for the prevention of noise pollution.</li><li>It takes preventive measures against air pollution.</li><li>It develops solutions for water saving.</li><li>It protects local water sources, preserves them from pollution, and monitors them periodically.</li></ul>	<ul style="list-style-type: none"><li>Renovation of the historical building in collaboration with Beyoğlu Municipality and turning the building into an R&amp;D and technology center.</li><li>Facade restoration of 11 registered buildings, facade reconstruction of 141 registered buildings, and complete rebuilding of six registered buildings within the scope of the Taksim360 Project.</li></ul>





# GAP İNŞAAT AT A GLANCE

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- 28** Country Representative Offices
- 29** Operation Map
- 30** Key Financial Indicators
- 32** Integrated Management Systems
- 34** Awards



## Wide operation network in different continents

Dedicated to creating lasting value in every geography it operates, Çalık Holding realizes pioneering projects for society and the business world through its corporate processes, services, and products developed with a sustainability approach.

Maintaining its consistent growth performance since its establishment in 1981, Çalık Holding operates in 31 countries with more than 14,000 employees in seven different industries, including energy, construction, finance and banking, textile, mining, telecommunications, and digital.

Deriving most of its income from international projects and investments, Çalık Holding has equity partnerships with major and well-known public companies, namely Mitsubishi Corporation, SECOM, SSR Mining, and Sand Storm. Çalık Holding also has long-term business and solution partnerships with General Electric, Honeywell, Siemens, and Thyssenkrupp.

Furthermore, the Holding is working in close cooperation with major international financial institutions and export credit institutions such as JBIC, JICA, EULER HERMES, and UKEF. Çalık Holding is the first Turkish company to be invited to become a member of the Japanese Business Federation Keidanren.



**14  
thousand+**

**Number of  
Employees**

Çalık Holding aims to treat all cultures, beliefs, ethnicities, and genders equally by prioritizing diversity, sustainability and agility in all sectors and geographies where it operates.

Throughout its operations across the world, Çalık Holding is known for its integrity, reliability, robust financial structure and long-term collaborations with international companies. It develops innovative business models and moves forward in its lines of business with sustainable growth.

Dedicated to creating lasting value in every geography it operates, Çalık Holding realizes pioneering projects for society and the business world through its corporate processes, services, and products developed with a sustainability approach.

Accepted as the pioneer CRM solution in the world in 2021, the Salesforce program was adapted to its activities by the Business Development Department. The CRM platform enabled the Company to keep pace with the digital transformation in Business Development activities and to maximize the process and team efficiency at all times. Salesforce is a platform where

business processes can be tracked, records of potential customers and active customers can be kept, sales processes can be managed from a single platform via mobile or web and regular and multi-purpose reports can be prepared. Besides, the media groups with a focus on different economic and commercial news were adapted to the program, thereby expanding the customer information & news network.

### Business Areas

Operations in seven sectors in total including energy, construction, finance and banking, textile, mining, telecommunication and digital

### Goals

- > To rank among the leading players in all the industries in which the Group operates, with strong and reliable brands
- > To achieve sustainable growth through innovative investments

### Competitive Advantages

- > Deep expertise and know-how
- > Reliability associated with the “Çalık” brand in all its businesses
- > Dynamic and innovative management
- > Top priority given to employee satisfaction
- > Consistent growth with prudent investment decisions
- > Strong, long-lasting partnerships in international markets
- > Strategies aimed at delivering customer satisfaction beyond expectations
- > Renewing while achieving breakthroughs
- > Ongoing investments in digital transformation





# The architecture of the sustainable projects

Being a reputable and preferred contracting company in infrastructure, superstructure, health, and industrial plant projects, GAP İNŞAAT (GAP CONSTRUCTION) is a pioneering, innovative, environmentally, and nature-friendly solution partner that has adopted the principle of maximizing the application of modern technology.

Established in 1996, GAP İNŞAAT (GAP CONSTRUCTION) has ranked successively in the world's biggest international contractors list published by the U.S.-based Engineering News Record (ENR) Magazine, since 2006. The headquarters of GAP İNŞAAT of which Çalık Holding is the main shareholder is located in Istanbul.

GAP İNŞAAT, which is an esteemed contractor preferred in infrastructure, superstructure, health care, and industrial facility projects, performs operations in three continents to build a sustainable future with the "Value to Human, Value to Future" motto.

GAP İNŞAAT accomplished 136 projects with a contract value of USD 6.36 billion to date. Currently, the Company carries out four projects in Türkiye, Turkmenistan, and Qatar, which amount to USD 1.04 billion.



**136**

**Number of Completed Projects**

Having completed the Gediktepe Mine Site Project Gold and Silver Production Facilities in Balıkesir and delivered it to Lidya Madencilik at the end of 2021, GAP İNŞAAT has ongoing works on the Ashgabat Rehabilitation Center Project, the Physiology Center Project, Qatar Special Forces Integrated Training Center Project and Taksim360 Project.

GAP İNŞAAT made its international mark once again by ranking 162<sup>nd</sup> in the list of the world's top 250 international contractors, which was determined by the Engineering News-Record (ENR) on the basis of turnover.

GAP İNŞAAT is a pioneer, innovative, and environment- and nature-conscious solution partner that adopted the principle of utilizing modern technology to the highest extent. The Company published its Sustainability Report for the first time in 2021. GAP İNŞAAT implements all kinds of projects without compromising time and quality, by using its capabilities in logistics, engineering, and supply.

GAP İNŞAAT implements all kinds of projects without compromising time and quality, by using its capabilities in logistics, engineering, and supply.





## VISION, MISSION AND CORPORATE VALUES

GAP İNŞAAT maintains its stable progress by producing solutions that add value to humans and the environment in its regions of operation, with an innovative mentality.



### Vision

We aim to grow four-fold on four continents by our 44<sup>th</sup> anniversary in 2025, adding value to the lives we touch in all our areas of operation, with reliable teams motivated by our entrepreneurial spirit and innovativeness.

### Mission

Our mission is to contribute to rising prosperity by generating solutions that add value to human life in all our regions of operation with skill and drive.

### Corporate Values

#### Fairness

At work and in our principles, we are a family that is motivated by what is right and fair.

#### People-Oriented

We devote all our energy to improving people's lives. Our priority is always the development and happiness not only of our employees and customers but of all the people touched by the value we generate.

#### Reputation

We put our good name above all else.

#### Work from the Heart

Regardless of the conditions, we work diligently for our company, for our goals and for our projects that we believe will add value to human life.

#### Innovation

We constantly improve our solutions and business models, and discover what will make us different.

#### Agility

We have the flexibility and speed to overcome all challenges.

#### Sustainability

We value long-term, continuous success and respect the environment.

## SHAREHOLDING STRUCTURE

# Assuring performance with a robust shareholding structure



**GAP İNŞAAT is a  
whole subsidiary of  
Çalık Holding.**



COUNTRY REPRESENTATIVE OFFICES

GAP İNŞAAT reinforces its success with the projects it implemented in three continents and in numerous countries.

Country Headquarters	Address	Phone	Fax	E-Mail
Headquarters Türkiye	Büyükdere Cad. No: 163 34394 Zincirlikuyu - İstanbul	(+90) 212 306 50 00	(+90) 212 306 54 70	info@gapinsaat.com
Turkmenistan	Ashgabat, Berkaraklık Region, Bitaraf Turkmenistan Avenue, No: 538 Postcode: 744012 Ashgabat - Turkmenistan	(+99 312) 75 60 70	(+99 312) 75 57 55	info@gapinsaat.com
Dubai FZE	Office nr. 140, Building 4B, Dubai Airport Freezone, Dubai - U.A.E.	(+971) 4 881 29 66	(+971) 4 883 94 94	info@gapinsaat.com
Innovative Construction Technologies Trading FZE	Jafza One Building/A Tower/ Office No: A2013, Jebel Ali, Dubai - U.A.E.			info@gapinsaat.com
Qatar	C-Ring Road, Financial Square No. 2, Ground Floor, Office 5, Building No: 273, Street 230, Zone 41, Nuaija, P.O. Box. 30727, Doha/State of Qatar	(+974) 4 488 15 62	(+974) 4 432 38 46	info@gapinsaat.com
White Construction N.V	Gustav Mahlerlaan 278, 1082 ME, Amsterdam - The Netherlands			info@gapinsaat.com
Libya	Hai Alandalus, Behind Iraq Embassy Tripoli - Libya	(+218) 21 477 28 70	(+218) 21 477 28 70	info@gapinsaat.com
Kazakhstan	Sariarka District, Beibitshilik Street No: 33/1, Office No: 803, Nur-Sultan - Kazakhstan			info@gapinsaat.com
Ukraine	3 Oranzhereyna St., Shevchenkovskiyi District, Kyiv- Ukraine			info@gapinsaat.com
Russia Gap LLC	121059, Moscow, Dorogomilov Municipal District, st. Kievskaya, 19, Floor 4, office 426			info@gapinsaat.com
Russia Volgograd Branch	404354, Volgograd Region, Kotelnikovsky District, Kotelnikovo, st. Baranova, d. 11b, Floor 2, Office 4			info@gapinsaat.com
Deutsche Tiefbau	Gesellschaftfür Infrastrukturentwicklung mbHB-Leichenbrücke 1120354 Hamburg			info@gapinsaat.com

OPERATION MAP

Our Projects

Turkmenistan

- International Turkmenbashi Seaport Project
- Health Projects (27)
- Garaboğaz Fertilizer Production Plant
- Tejen Fertilizer Production Plant
- Petronas Gas and Energy Plant
- Kelete Cement Production Plant
- Yaşlık Paper and Cellulose Complex
- Power Plant Projects
- Turkmenbashi Textile Complex
- Turkmenbashi Jeans Complex
- Turkmenistan Ministry of Energy Central Building Project
- Turkmenistan Ministry of Health Central Building Project
- Arçabil Şayolu Highway Project
- Ministry Residences
- Turkmenistan Civilization Complex

Türkiye

- Metropol İstanbul
- Şehrizar Konakları
- Zincirlikuyu Office Project
- Malatya Wastewater Treatment Project
- Çöpler Sulfide Expansion Project
- Sapanca-Yuvacık Water Treatment Project
- Gediktepe Gold Mine Oxide Project

Iraq

- Baghdad International Airport Road Rehabilitation and Landscape Project
- Basra Port Extension Project

UAE

- Turkish Republic Embassy Building
- Turkmenistan Embassy Building

Sudan

- Sudan Telecommunication Building

Countries of Projects By the End of 2021

Turkmenistan

- Ashgabat Rehabilitation Center Project
- International Physiology Center Project

Türkiye

- Taksim360 Project

Qatar

- Qatar Special Forces Integrated Training Center Project

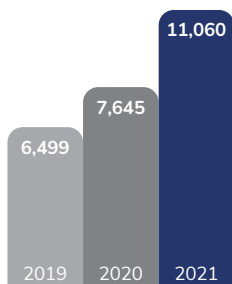


## Financial efficiency achieved in successful projects

Being a source of pride in the contracting field for Türkiye with its projects across three continents, GAP İNŞAAT displayed an outstanding performance also in 2021.

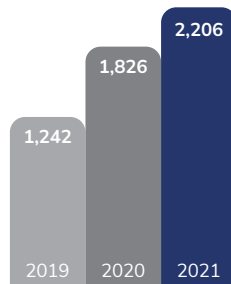
Total Assets (TL Million)

**45%**  
Growth



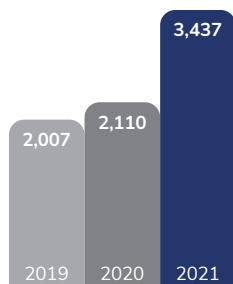
Net Sales (TL Million)

**21%**  
Growth



Total Shareholders' Equity (TL Million)

**63%**  
Growth





# Service mentality in accordance with the national and international standards

GAP İNŞAAT performs all activities in accordance with national and international standards. The Company reviews its processes and activities at regular intervals and carries on audit, evaluation, and improvement activities.

GAP İNŞAAT maintains its standard requirements as integrated and systematically within the scope of the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, and ISO 45001 Occupational Health and Safety Management System standards it holds. The Company reviews its processes and activities in regular intervals and carries out audit, evaluation and improvement activities.

**In 2021, GAP İNŞAAT met the conditions and requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 Quality, Environment, and Occupational Health and Safety Management System standards, accomplishing the certification audit.**

Audited by independent audit firms, GAP İNŞAAT ensures the validity of its certificates through the recertification audits conducted every three years as per the applicable national and international standards. The company is subjected to interim audits every year with respect to its headquarters and projects as part of the design, construction, and contracting services.

In 2021, GAP İNŞAAT met the conditions and requirements of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 Quality, Environment, and Occupational Health and Safety Management System standards, accomplishing the certification audit. Its certificates were renewed within this process.



Istanbul General Directorate of GAP İNŞAAT went through the audit successfully and received “TSE COVID-19 Safe Service Certificate” by fulfilling the terms of the “COVID-19 Hygiene, Infection Prevention, and Control Certification Program,” set by Turkish Standards Institution (TSI) due to COVID-19 pandemic.

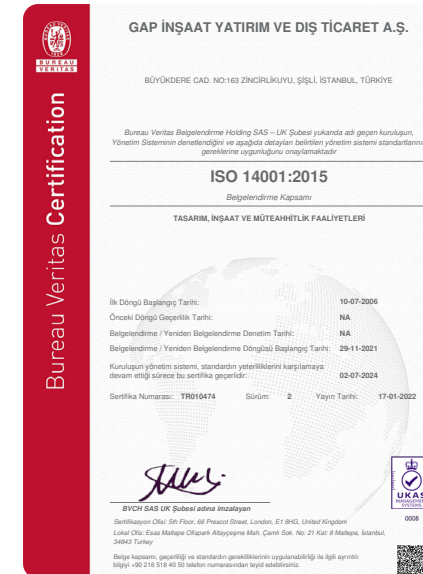
GAP İNŞAAT is audited occasionally by the Republic of Türkiye, Ministry of Labor and Social Security on occupational health and safety issues in its domestic projects and by the Republic of Türkiye, Ministry of Environment, Urbanization and Climate Change on compliance with environmental legislation. The Company carries out its activities in accordance with the Law on Occupational Health and Safety No. 6331, the Environmental Law No. 2872, and the relevant local legislations of the countries of operation.

## STANDARDS, CERTIFICATES AND DOCUMENTS

- ISO 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- ISO 45001:2018 Occupational Health and Safety Management System Standard
- TSE COVID-19 Safe Service Certificate
- LEED BD+C (Building Design + Construction) Gold Certificate

## ACCREDITATIONS

- UKAS (UK Accreditation Service)





## Sustainable awards and achievements

GAP İNŞAAT ranked No. 162 in the “World’s Top 250 International Contractors” list of the U.S.-based international contracting and construction magazine, ENR.



With the audits and studies carried out in 2018, GAP İNŞAAT was granted the “5 Star Occupational Health and Safety Excellence Award” by the British Safety Council, one of the world’s leading organizations on occupational health and safety. It was the first Turkish company in its sector to be eligible for this award.



The International Turkmenbashi Seaport, which was built by GAP İNŞAAT and will make Turkmenistan a center for world logistics, was the winner of the first prize in the “Airport/Seaport” category in the “Global Best Projects” competition, where projects in 23 categories were evaluated by the New York-based ENR in 2018.



Having taken place successively in the “World’s Top 250 International Contractors” list announced by the U.S.-based international contracting and engineering magazine ENR (Engineering News Record), since 1996, GAP İNŞAAT became the 162<sup>nd</sup> largest contractor with global-scale projects also in 2021. In connection with this award, GAP İNŞAAT received the “2021 The International Contracting Services Success Award” held by the Turkish Contractors Association.







# GOVERNANCE

- 38** Message from the Chairman
- 40** Message from the Executive Management
- 42** Sustainability Approach
- 43** Sustainability Priorities
- 44** Stakeholder Map
- 46** Business and Value Creation Model
- 50** Integrated Management Approach
- 52** Quality Management
- 54** Professional Corporate Governance Approach
- 56** Board of Directors
- 58** Committees
- 59** Code of Ethics and Compliance Policy
- 63** Connections with SDG



# Our primary objective is to add value to human life

In every region we operate and with every project we construct, our primary objective is to add value to human life. At GAP İNŞAAT, we are pioneers in developing economies, boosting the prosperity of residents in our operating regions.

Dear Stakeholders,

The coronavirus pandemic once again set the global agenda in 2021, as in the previous year. However, the pandemic was largely brought under control with intensive vaccination efforts during the year and the world's economies entered a period of recovery and normalization. Nevertheless, the challenging conditions of the pandemic continued to negatively affect economies around the globe.

Major problems in the global supply chain ushered in extreme fluctuations in commodity prices. With the gradually worsening energy crisis, inflation trended upward the world over. These volatile conditions curbed global economic growth. Despite this adverse environment and foreign currency exchange volatility, Türkiye demonstrated a well above-average growth performance driven by all-time high exports.

The global pandemic, an event unseen in terms of its worldwide impact in over a century, radically altered many aspects of the construction industry, including sales, construction systems, the structure of buildings, materials used, consumer behavior, and general trends.

## Key driver of the Turkish economy

The construction industry, which ground to a near halt at the onset of the Covid-19 pandemic, rebounded with measures implemented midyear. Nevertheless, foreign exchange fluctuations caused the industry to stagnate this year.

**With its deep expertise and extensive experience in infrastructure, superstructure, industrial and healthcare projects, GAP İNŞAAT generates solutions to meet the needs of the rapidly changing world while contributing to the development of the countries where it operates.**

Thanks to its domestic and international experience and extensive know-how, the Turkish construction industry can act in a flexible way to a large extent. With this ability, the recovery in the construction industry got underway in 2021.

Despite the challenging conditions of the pandemic, Türkiye's construction industry undertook new overseas projects totaling USD 15.2 billion in 2020. This figure nearly doubled in 2021. Over the medium term, the Turkish construction sector targets USD 50 billion in overseas projects.

At GAP İNŞAAT, one of the most prestigious brands of the Turkish construction industry, we play a major role in this success with our high profile projects executed on three continents. We are building a sustainable future guided by our motto "Value to People, Value to the Future."

## We rank among the top global players again this year

With our professional management team, expert employees, and capability to undertake turnkey projects in-county and abroad, GAP İNŞAAT is taking confident steps toward becoming a regional player in a Türkiye-centered area within a five-hour flight of the country.

Making difference in the industry with its technological, structural, financial, and corporate structure advantages required to compete globally, GAP İNŞAAT generates solutions for the needs of today's rapidly

changing world. In addition, GAP İNŞAAT contributes to the development of the countries where it operates with its specialization and experience in successful infrastructure, superstructure, industrial and healthcare projects.

In recognition of its exceptional performance, GAP İNŞAAT was ranked in the list of the International Contracting Services Success Awards held by the Turkish Contractors Association. Additionally, GAP İNŞAAT rose to number 162 in the "World's Top 250 International Contractors" list of the US-based ENR. We have appeared on this prestigious list every year since 2006.

## Sustainability-focused success

At GAP İNŞAAT, we actively support the United Nations Sustainable Development Goals (SDGs). Within this framework, we published the first Sustainability Report in GAP İNŞAAT's history in 2021.

This report details the efforts we conducted for seven of the UN's Sustainable Development Goals. GAP İNŞAAT's successful international operations support SDG 17: Partnerships for the Goals. Our business activities foster international trade, boost exports of developing countries, and help create a fair, equitable and open trade system that benefits everyone and is based on universal rules.

GAP İNŞAAT adopts systematic policies based on continuous development in all aspects of its operations. We manage the social impact that our business activities have on our stakeholders via our Social Impact Management Policy. This policy is designed to achieve the following goals for projects post-tender:

- Ensuring that employers and customers carry out projects in accordance with their specifications and laws, thus developing positive relations with social groups,
- Identifying risk areas in advance in relations with social groups and managing these risks with stakeholder participation,
- Recording complaints lodged about projects on a regular basis and notifying corrections and improvements related to complaints to interested parties in writing,



- Raising awareness of social responsibility among GAP İNŞAAT employees and subcontractors, establishing good relations with social groups, and adding value to societies.

## We are ready for the future today

Currently, the construction industry is undergoing a seismic shift due to macrotrends such as rapid urbanization, resource shortages, the growing skills gap in addition to climate change. Digital technologies are slowly entering the construction industry and fundamentally altering design, construction, operation, and maintenance of infrastructure, buildings, and other structural assets. According to Boston Consulting Group, the global construction sector is projected to record total savings of 12-20% per year, i.e. approximately USD 1 trillion to USD 1.7 trillion, after complete digitalization of the industry within 10 years.

We expect that urban structuring and renewable energy investments will rise significantly over the next 10 years due to these macrotrends. Green buildings, autonomous systems, digital adaptation, and the use of innovative building materials in particular are likely to expand in the coming decade.

Creating the world of the future with its forward-looking projects and innovative perspective, GAP İNŞAAT is preparing for tomorrow with its robust corporate structure and agile approach.

Similar to other global companies, GAP İNŞAAT has adopted digitalization and optimization in project management as a strategic priority. Generating sustainable income with new financing models, GAP İNŞAAT is focusing its business development efforts around EPC-F, PPP, and rental income opportunities. With this perspective, GAP İNŞAAT sees time, quality, and cost as the most critical components of project management.

At GAP İNŞAAT, we aim to secure our position in the rapidly changing global market by keeping pace with the evolving world dynamics. We plan to undertake more infrastructure and superstructure projects in Europe, an advanced developed market. We intend to transfer the valuable experience we gained in the Taksim360 renovation project in Istanbul to the European market. We also aim to expand in a wider geography by focusing on the African and Central Asian markets.

On behalf of GAP İNŞAAT, I extend my gratitude to all our stakeholders – especially our employees who have contributed the most to our success to date and who are our biggest asset on the path forward to our future targets.

Best regards,

**Ahmet Çalık**  
Chairman



## Sustainable growth steps in the region of operation

By consolidating its existing businesses and penetrating new markets worldwide, GAP İNŞAAT efficiently completed 2021, a year that saw the ongoing global impacts of the pandemic.

Dear Stakeholders,

The effects of the coronavirus pandemic persisted in 2021 and further transformed the construction industry like all sectors of the global economy.

According to the Construction Global Market Report: Opportunities to 2030 of The Business Research Company, the global construction industry is projected to post average annual growth of 7.5% between 2021 and 2023, climbing to USD 15.5 trillion. The Asia-Pacific region is expected to account for 42% of the total construction market by 2030, in further consolidation of that region's market dominance. TBRC's report forecasts that urban development and renewable energy investments will expand significantly over the next 10 years. Green buildings, autonomous systems, digital adaptation, and the use of innovative building materials are expected to be focus areas for construction industry players in the following decade.

The number of homes sold, a key indicator of the construction sector, increased to 1 million 491 thousand during the year in Türkiye thanks to accelerated economic growth and a rebound in housing demand partly driven by the unleashing of deferred demand. Mortgage sales declined from 573 thousand to 294 thousand with the effect of interest rate hikes. Since 2017, an average of 1 million 400 thousand

**Having successfully completed 136 projects to date, GAP İNŞAAT currently has four major projects underway in Türkiye, Turkmenistan, and Qatar.**

homes were sold each year in Türkiye. A remarkable jump was recorded in the sale of non-residential real estate, including tracts of land, fields, workplaces, factories, office space, warehouses and industrial sites. In 2021, sales in this category rose by 29.6% compared to the previous year, reaching 1 million 528 thousand – an all-time high.

In 2021, Turkish contractors registered the most business and total project value in Russia, as was the case over the prior two years. After Russia, Iraq has ranked second for Türkiye's construction contractors since 2019. Both countries are poised to maintain their importance for the Turkish industry in coming year. Sub-Saharan Africa has become a center of attraction for contracting services. The Turkish Contractors Association is actively engaging in efforts to connect the local market information of Türkiye's contractors in Africa with the strong financing opportunities of countries such as Japan, Austria, Sweden, and Switzerland.

During the pandemic risk and fund management and socio-psychological factors are understood to be as least as important as macroeconomic variables, and the lack of organization in these various issues drew attention in particular. At this stage of its development, Türkiye's construction sector would be well-served to undergo an environment-friendly structural transformation to ensure sustainable growth.



By consolidating its existing businesses and penetrating new markets worldwide, GAP İNŞAAT efficiently completed 2021, a year that saw the ongoing global impacts of the pandemic.

Having successfully completed 136 projects to date, GAP İNŞAAT currently has four major projects underway in Türkiye, Turkmenistan, and Qatar.

GAP İNŞAAT is also carrying out joint projects with Çalık Enerji and Japanese Mitsubishi Corporation in Uzbekistan and Iraq. Construction of the Gediktepe Mine Site Project – Gold and Silver Production Facilities in Balıkesir was completed and delivered to Lidya Madencilik at year-end 2021. The Iraq Basra Port Extension Project, in which all construction was performed by sea, was also completed at the end of 2021. As part of this project, a 250 m long dock was built for dredging ships to dock.

As Türkiye's first urban renewal effort conducted by public-private partnership, the Taksim360 Project is designed as a modern residential area befitting Istanbul's singular texture and meeting the needs of urbanites. With nine blocks and 824 units, the Taksim360 development consists of residential, office, and commercial sections, hotels, shopping, and concept streets complementing Istanbul's social scene. Named "Europe's Best Urban Renewal Project" at the European Property Awards, the Taksim360 site is being constructed in a historic area in accordance with LEED Gold criteria in line with a commitment to sustainability. Deliveries have already been made in the

residential block, the second phase of the project. The remainder of the Taksim360 Project is scheduled for completion by the end of 2023.

GAP İNŞAAT has integrated sustainability, the heart of its future vision, into all its business processes and operations. Thanks to its integrated management approach, GAP İNŞAAT achieves sustainable success by managing all relevant components of quality, environment, work safety, and information security in a seamless way.

GAP İNŞAAT maintains its quality standards with an integrated and systematic approach by implementing the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, and ISO 45001 Occupational Health and Safety Management System. With a strategic focus on automation, GAP İNŞAAT realized its digital transformation by utilizing advanced information technologies such as BIM and Revit.

At GAP İNŞAAT, we place great importance on smart climate solutions, digitalization, and innovation to reduce carbon emissions and create sustainable cities and living spaces. To these ends, GAP İNŞAAT is committed to implementing innovative process management solutions in its superstructure, industrial and infrastructure projects. In preparation for the post-internet era in the construction sector, GAP İNŞAAT is making investments to use wireless sensors, lasers, robots and artificial intelligence-based products and services

at its construction sites. In addition, GAP İNŞAAT demonstrates its commitment to the environment with nature-friendly solutions integrated into its construction projects. GAP İNŞAAT aims to use solutions that qualify for LEED Gold certification and lower carbon emissions pursuant to its sustainability goals.

In 2021, GAP İNŞAAT significantly reduced its paper usage by digitalizing the company's human resources processes. With the hybrid work model, we mitigated greenhouse gas emissions arising from consumption activities related to office work such as transport, heating, and electricity. Hybrid work also reduced water consumption at the company.

As part of its integrated management approach, GAP İNŞAAT diligently manages its business activities in every aspect, from ensuring unconditional employer/customer satisfaction and efficiently using energy and natural resources, to fostering an egalitarian, inclusive and safe working environment for its employees and contributing to society.

We owe a tremendous debt of gratitude to our employees who are taking our brand forward into the future and enabling us to contribute to a sustainable world with our guiding slogan "Value to People, Value to the Future," and to our business partners, employers, and all stakeholders for their ongoing support.

Kind regards,

**GAP İNŞAAT Executive Management**



SUSTAINABILITY APPROACH

GAP İNŞAAT Sustainability Team Members are employees who will reflect different perspectives of the Company, contribute to the spread of the sustainability perspective over time, and take an active role in it.

GAP İNŞAAT's 2021 Sustainability Report was prepared by the Sustainability Team of GAP İNŞAAT. Sustainability studies are managed by the Integrated Management Systems Department of GAP İNŞAAT Headquarters. The Sustainability Team is composed of Company employees working in different units of GAP İNŞAAT under the leadership of the Integrated Management Systems Department. Support was received from sustainability representatives at both the Headquarters and the projects.

Sustainability studies are managed by the Integrated Management Systems Department of GAP İNŞAAT Headquarters.

GAP İNŞAAT Sustainability Team Members are employees who will reflect different perspectives of the Company, contribute to the spread of the sustainability perspective over time, and take an active role in it. The 2021 Sustainability Report, prepared with an Integrated Management Approach, has been completed in the light of a three-stage preparation process outlined below.

Sustainability Reporting Process

Preparation	Reporting	Implementation
Executive manager interviews	Determination of stakeholders	Business and value creation model
Formation of sustainability team	Creation of materiality matrix	Connecting activities to SDG's
Research	Data collection	Transfer of activities
Sustainability	Identification of strategies	Performance and setting of goals

GAP İNŞAAT Sustainability Team

- Integrated Management Systems Department (Leader)
- Proposal Department
- Project Control Department
- Purchasing Department
- Business Development Department
- Corporate Communications Department
- Human Resources Department
- Budget & Reporting Department
- Accounting Department
- Project Representatives

FEEDBACK

We aim to publish our GAP İNŞAAT Sustainability Report on an annual basis and to continuously improve it. For your comments, suggestions, and questions in this field, you can contact us by e-mail and through our other communication channels: [surdurulebilirlik@gapinsaat.com](mailto:surdurulebilirlik@gapinsaat.com)

SUSTAINABILITY PRIORITIES

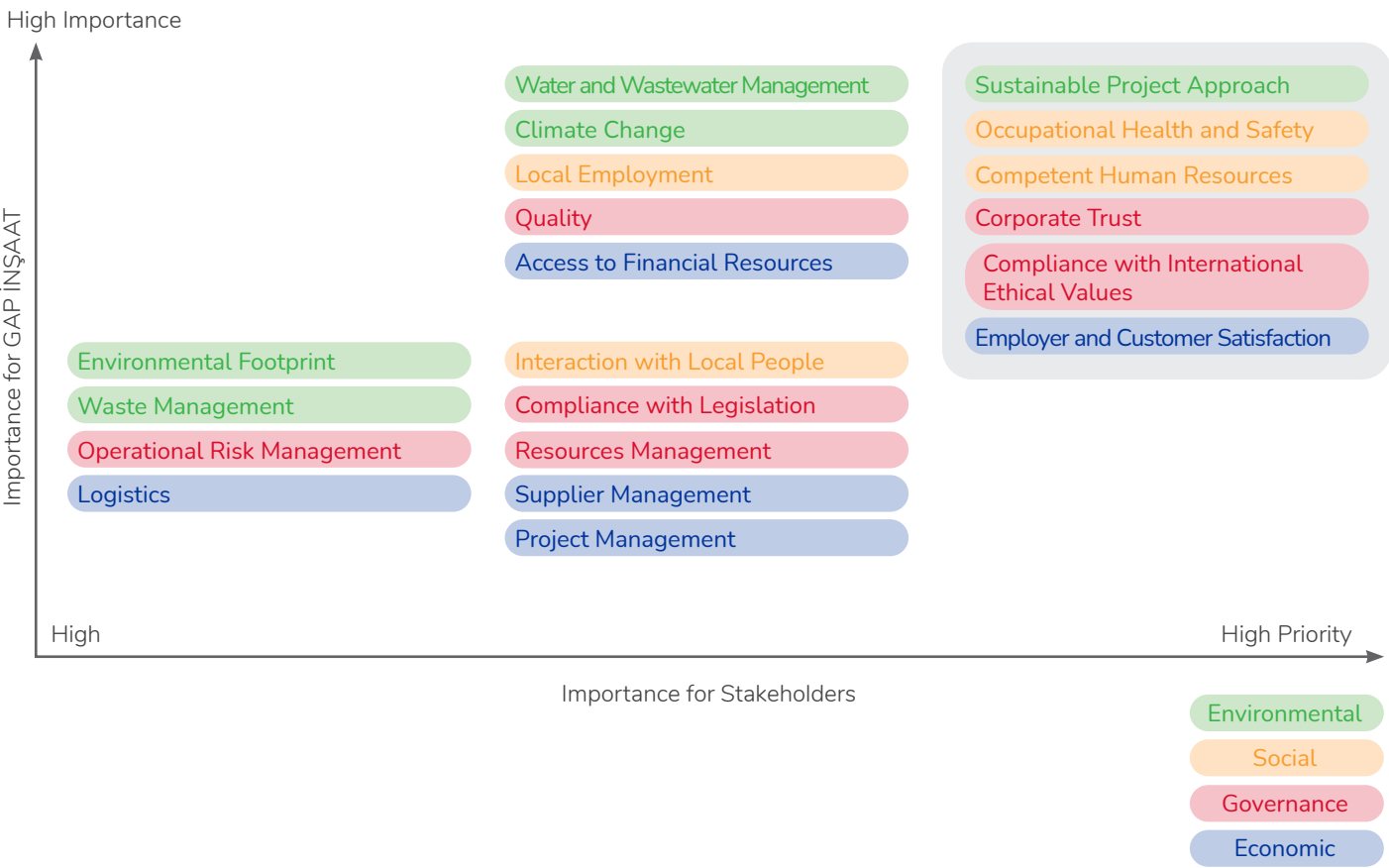
The data given as part of the GAP İNŞAAT 2021 Sustainability Report covers the activities of the Company in Türkiye, Turkmenistan and Qatar, between January 01, 2021, and December 31, 2021.

Prioritization Study in Line with GRI 2016 Standards and UN Sustainable Development Goals (SDG)

GAP İNŞAAT 2021 Sustainability Report Prioritization Study was prepared taking into account GAP İNŞAAT's corporate goals and stakeholder priorities in the light of the 2016 Standards, the latest reporting framework of the Global

Reporting Initiative (GRI). The data within the report covers the Company's activities between January 01, 2021, and December 31, 2021. The GAP İNŞAAT 2021 Sustainability Report also covers the Company's activities in Türkiye as well as those in Qatar and Turkmenistan.

PRIORITIZATION MATRIX

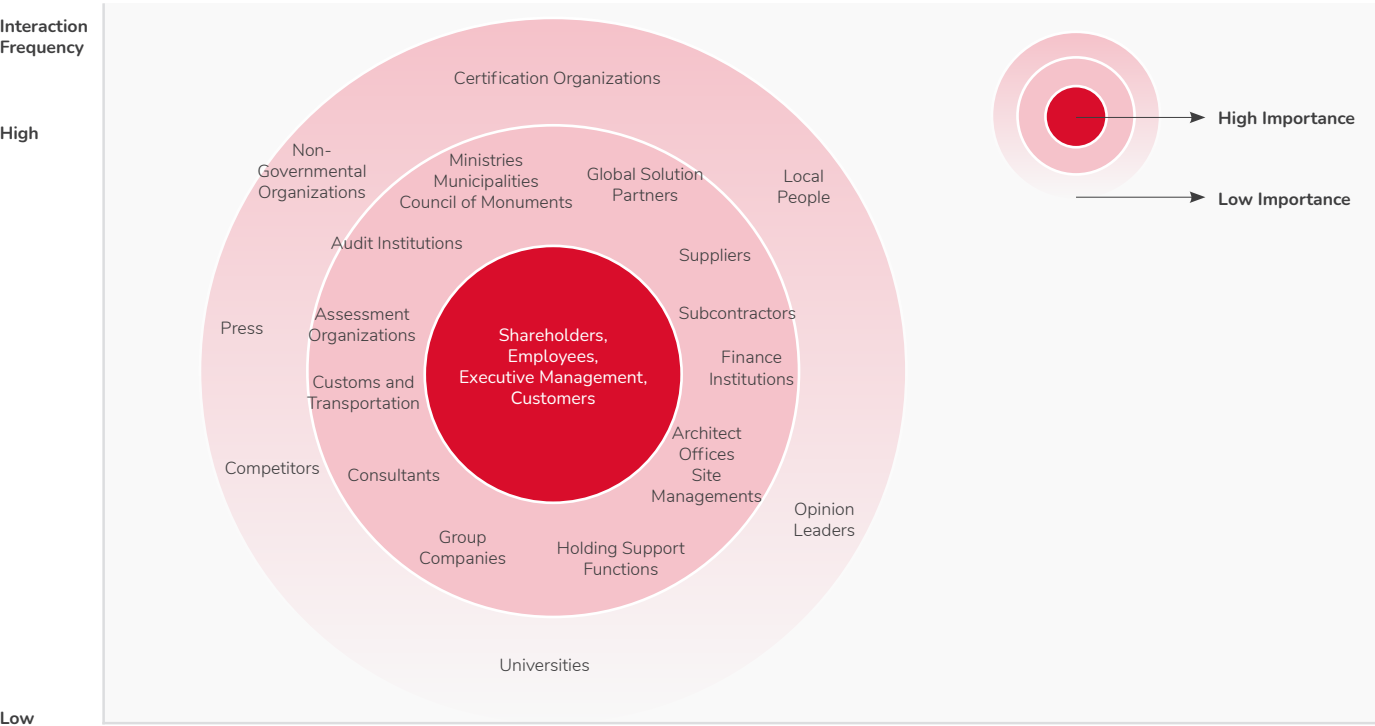




STAKEHOLDER MAP

Effective stakeholder communication

GAP İNŞAAT develops relationships based on mutual interaction and respect with its stakeholders located in its sphere of influence. GAP İNŞAAT’s stakeholder map covers all natural and legal entities that are affected by the Company’s activities or have an impact on it. GAP İNŞAAT classified its stakeholders into three groups by communication frequency. The middle group shows the stakeholders in constant communication. The second circle includes those groups contacted frequently and the outer circle includes the stakeholders interacted intermittently.



CORPORATE MEMBERSHIPS



**DEİK**  
Foreign Economic Relations Board



**HİB**  
Services Exporters' Association



**TABA**  
Turkish American Business Association



Ministry of Environment, Urbanization and Climate Change



**İMEAK**  
Chamber of Shipping



**İTO**  
Istanbul Chamber of Commerce



**TMB**  
Turkish Contractors Association



**GYODER**  
Real Estate Investors Association

COMMUNICATION METHODS WITH STAKEHOLDERS

Stakeholder Category	Communication Methods	Communication Frequency
Public Institutions	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	When Necessary
International Strategic Partners	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	In Collaboration Processes
Financial Institutions	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	In Collaboration Processes
Customers	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	Continuously
Non-Governmental Organizations	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Corporate Social Responsibility Campaigns, Annual Report, Sustainability Report When Necessary	In Collaboration Processes
Universities	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Awareness and Personal Development Trainings, Experiments, Scientific Topics, Academic Studies, Internships When Necessary	In Collaboration Processes
Media Organizations	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Trips for Press Members, Advertising Campaigns, Annual Report, Sustainability Report When Necessary	Within the Framework of the Strategic Communication Plan
Certification Organizations	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	In Collaboration Processes
Çalık Holding Headquarters Service Functions	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Press Releases, Annual Report, Sustainability Report When Necessary	Continuously
Suppliers	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Annual Report, Sustainability Report, Supplier Information Meetings, SRM Systems When Necessary	Continuously
Employees	GAP İNŞAAT Website (www.gapinsaat.com), Mailing; Online and Face-to-Face Meetings, E-Mail, Bulletin boards, Trainings, Ethics notification, Activities for Employee Families, Employee Motivation Activities, Annual Report, Sustainability Report When Necessary	Daily, Weekly, Monthly, When Necessary



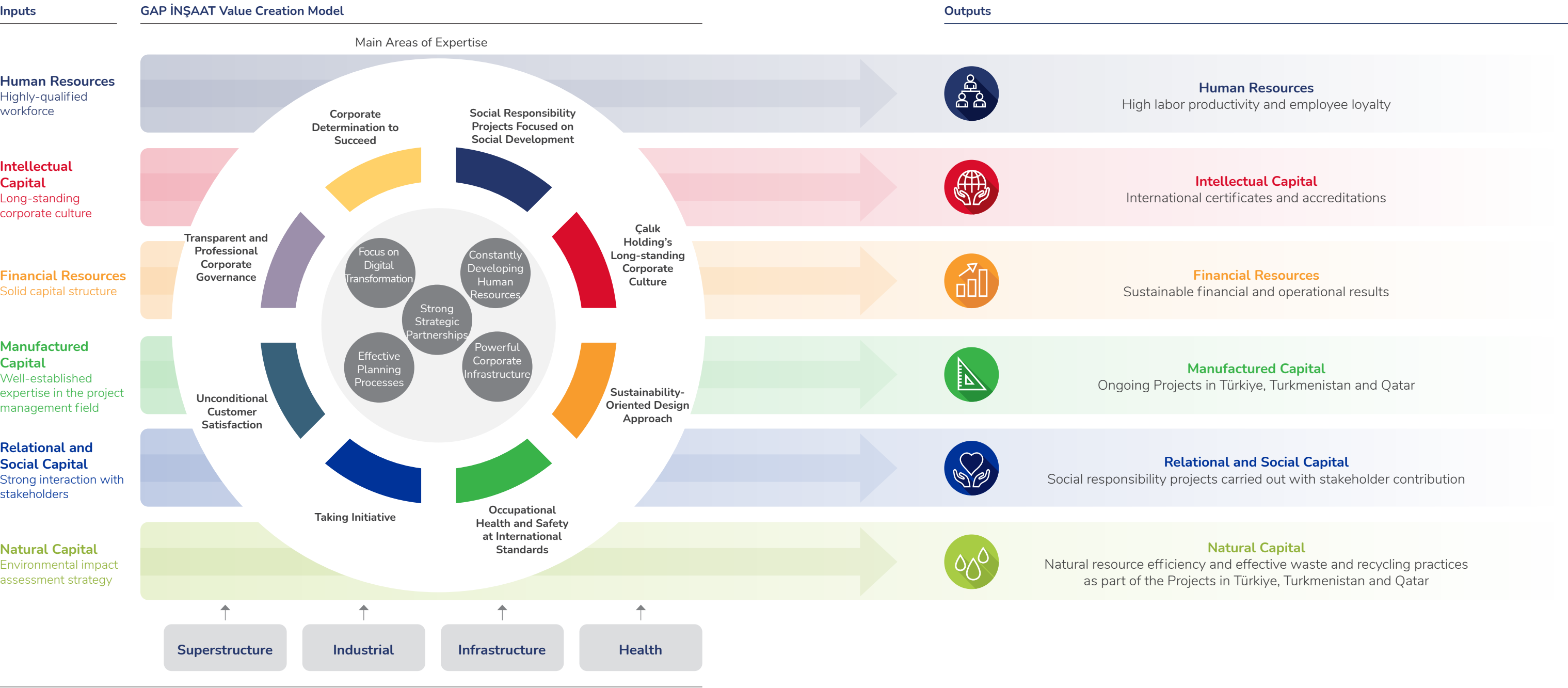
# Value creation model integrated into sustainability

The elements which positively keep GAP İNŞAAT that marches on the path to becoming a regional company;

- Work experience in a wide geography
- Reliability associated with the “Çalık” brand
- International partnerships that create synergy
- Robust financial structure
- Organic growth model
- Experienced team and innovative solutions

GAP İNŞAAT created a value creation model that also covers its stakeholders in the light of its integrated management approach. GAP İNŞAAT’s Business Model and Value Creation Approach will form the basis of the Company’s integrated reporting application in the coming period. On the other hand, GAP İNŞAAT which approaches

project management in a time-cost-quality triangle gives priority to the implementation of the autonomous systems in sites and the integration with the artificial intelligence-based digital technologies to achieve the industry 4.0 objectives set in the global construction industry.





# Substantial contribution to Sustainable Development Goals

## THE RELATIONSHIP OF OUR MATERIAL TOPICS WITH CAPITAL ELEMENTS AND SUSTAINABLE DEVELOPMENT GOALS

Material Issues	Related UN Sustainable Development Goal	Related Capital Item
Environmental		
Sustainable Project Approach		
Water and Wastewater Management		
Climate Change		
Environmental Footprint		
Waste Management		
Social	  	
Occupational Health and Safety	  	
Competent Human Resources	  	
Local Employment	  	
Interaction with Local People	  	

Material Issues	Related UN Sustainable Development Goal	Related Capital Item
Governance	 	
Corporate Trust	 	
Compliance with International Ethical Values	 	
Quality	 	
Compliance with Legislation	 	
Resources Management	 	
Operational Risk Management	 	
Economic	  	
Employer and Customer Satisfaction	  	
Access to Financial Resources	  	
Supplier Management	  	
Project Management	  	
Logistics	  	



# Stability ensured with an integrated management approach

Thanks to its integrated management mentality, GAP İNŞAAT attains sustainable success by managing all relevant components of quality, environment, work safety, and information security management systems in a smooth way.



Having successfully completed the Integrated Management Systems certification processes, GAP İNŞAAT is steadily increasing its value generation under six key capital elements inspired by the International Integrated Reporting Council (IIRC).

**GAP İNŞAAT is steadily increasing its value generation under six key capital elements inspired by the International Integrated Reporting Council (IIRC).**

GAP İNŞAAT adds the high health and safety standards it embraces, its commitment to environmental protection, and its worldwide technical know-how that results in customer satisfaction to any project undertaken by the company. Finding financial success alone insufficient, GAP İNŞAAT successfully maintains the integrity of its human resources while reducing the environmental impact of its activities, developing its technical infrastructure and intellectual capital, and including its stakeholders in the value chain.

Source	GAP İNŞAAT	Outputs	Value Created
Human Resources	Number of Employees/ Subcontractors, All Training Sessions Provided for Development, Rights Given, Special Practices, Occupational Health Practices	Employee Satisfaction	We value people and address occupational health and safety as a priority. Trained Workforce
Financial Source	Remuneration Policy, Premium Application, Fringe Benefits, Tax Contribution, Contribution to Economy with Supply Chain Management	Stakeholder Satisfaction	We contribute to economy. Development/Welfare
Know-how	Certificates, Standards, Our Rewards, Project Experience, Building-Specific Project Development Competency	Efficiency, Effectiveness in Utilization of Sources, Specialized Buildings, Technological Infrastructure	We achieve long-term resource efficiency by creating effective projects with our know-how. A Sustainable World
Our Social Relations	Our Social Responsibility Projects, Users, Our Customers, Our Stakeholders	Stakeholder Satisfaction	We make contribution to social life by supervising the building and its vicinity.
Source Produced	Number of Projects, Number of Houses and Resident Families, Number of Buildings, m² value of Projects	Residences and Health Units	We enhance life quality with life spaces.
Our Natural Resources	Environmental-Sensitive Projects, LEED, Waste Management, and Preservation, Development and Usage of Building Areas, and Their Conversion into Life Spaces	Carbon Emission, Minimization of Consumption (Electricity, Water, Waste) Rates in Usage	Through environment-friendly buildings, we minimize negative environmental interactions and develop environmental awareness in society. Protection of Cultural Heritage and Environment



# Reliable, transparent and trackable quality management approach

GAP İNŞAAT operates a reliable, transparent, and traceable quality management system and maintains corporate quality standards in all its projects. It considers the needs and expectations of its customers and all other stakeholders, responding to the project contract requirements.

GAP İNŞAAT reflects its corporate culture regarding quality in with its Quality Policy at all its domestic and international locations of operation. This policy is discussed and reviewed under the leadership of the Management in Management Review meetings held each year.

**Quality Policy**

This policy provides a framework for applying GAP İNŞAAT’s continuous and practical quality approach, planned to achieve its strategic goals to all its business processes.

GAP İNŞAAT is committed to implementing the following principles to minimize or eliminate the negative impacts that may occur on product quality in the work it does with the employers, employees, subcontractors, suppliers, and other stakeholders:

- To use a process-based approach to this policy with the responsibility of company leaders, managers, and employees, and to establish a basis for long-term business success in all our processes,
- To increase employer satisfaction by meeting the employer, requirements, and expectations, to realize profitable growth thanks to feasible services, and to increase the company’s competitive capacity by sustainably establishing mutually trusting and harmonious

**Work processes at GAP İNŞAAT proceed based on the procedures set according to international standards.**

collaborations with employers, subcontractors, suppliers, employees, and other stakeholders,

- To deliver any structures, products, and services compatible with its purpose in accordance with the applicable time, cost, occupational safety, environmental, and quality requirements,
- To apply and develop advanced technologies to be an innovator and pioneer in its sector, and to compete with information and system superiority,
- To document, review with a development-focused approach, meet the requirements of the Quality Management System, and ensure continuous improvement and development,
- To ensure the publication of management systems and controls, and that these are understood by employees,
- To meet all applicable conditions,
- To determine and meet the fundamental principles of Quality objectives to encourage continuous improvement,
- To identify, assess and monitor risk elements and opportunities that may affect the achievement of company goals within the scope of the Quality Management System corporate risk management approach and, where necessary, take actions,

- To ensure that work is done more effectively and efficiently by increasing the competencies and career development of employees through professional and personal development training programs,
- To define and store corporate knowledge, to protect and maintain the corporate culture, to value and protect corporate assets.

**Quality Practices**

GAP İNŞAAT aims to consistently ensure more systematic processes and activities over time.

In GAP İNŞAAT, work processes proceed in parallel with the internationally recognized procedures. The Company regards the requirements of ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018 Occupational Health and Safety Management System certificates as binding contracts. All processes from the engineering stage to commissioning are discussed in a studious way so that the terms set in those certificates are met normally or exceedingly.

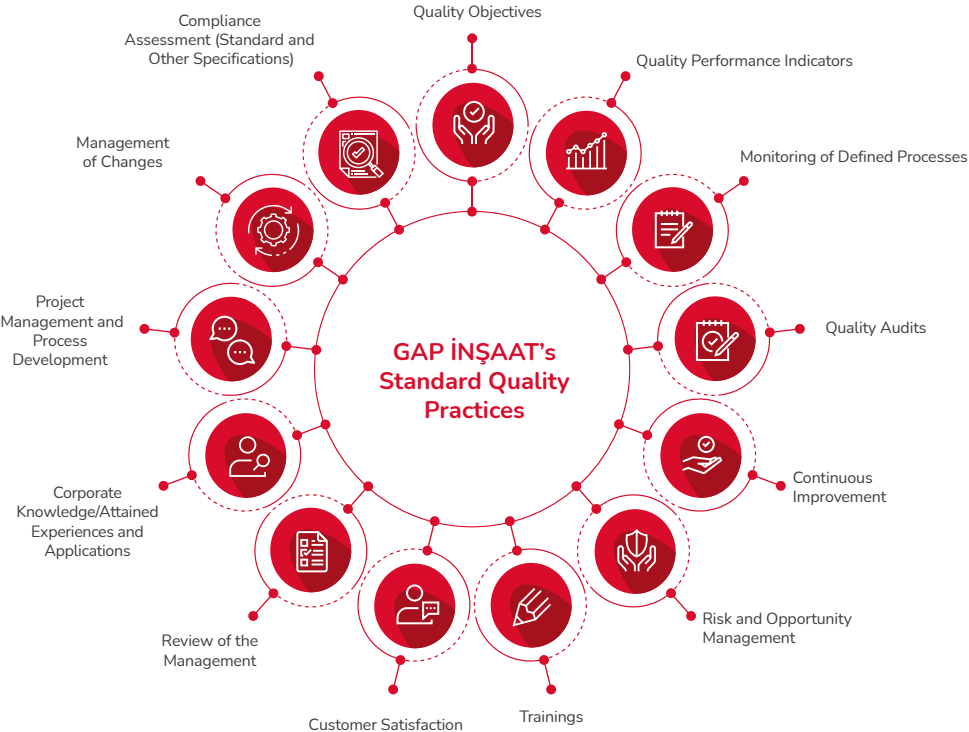
Thanks to the work processes continuously being reviewed, the best and latest applications are included in the application plan, procedures, specifications, and outline of the work’s design. In completed and ongoing projects, each engineering detail is consistently questioned and reviewed, and innovative engineering solutions are constantly searched for and developed for better and more influential outcomes.

Making occupational safety the main principle of its business pursuant to the “zero-accident” policy embraced, GAP İNŞAAT takes care to create working environments that protect the life safety of its employees, and employees are supported and supervised with periodic trainings.

**To maintain the effectiveness of the Quality Management System, GAP İNŞAAT controls its processes with internal and external audits conducted periodically.**

The Company also monitors the quality performance of subcontractors. It acts in a transparent manner while sharing institutional knowledge with the related parties and controls to ensure that subcontractors and suppliers render proper service regarding quality.

To maintain the effectiveness of the Quality Management System, GAP İNŞAAT controls its processes with internal and external audits conducted periodically. The findings obtained after the audits are followed up with corrective action systematics. Evaluation and quality standardization studies are sustained as part of continuous development activities.





## Visionary management approach

GAP İNŞAAT which takes solid steps in the future by managing the risks and opportunities effectively is the leading and powerful player in the industry with its deep-rooted corporate structure, rich corporate culture, and innovative approaches.

GAP İNŞAAT comes into prominence as a leader and strong player in the business areas that it focuses on with its rooted corporate structure, rich corporate culture, high-quality human resources, pioneer ventures, innovative approaches, and correct strategies, and it ceaselessly continues its efforts in all business lines with a sustainable growth target.

GAP İNŞAAT utilizes sustainable technologies and designs sustainable work and production processes with R&D studies and regards the United Nations Sustainable Development Goals as a guide.

**GAP İNŞAAT  
utilizes sustainable  
technologies and  
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Nations Sustainable  
Development Goals  
as a guide.**

As a project-based working organization, the Company produces solutions to problems by performing data-based and risk-based assessments. GAP İNŞAAT, which has a strong leadership based upon Çalık Holding's visionary management approach, takes strong steps into the future by effectively managing its risks and opportunities. The Company's Board Members, especially the Chairman of the Board Ahmet Çalık, lead the way in all business processes with their deep-rooted experience and expertise.



BOARD OF DIRECTORS



Ahmet Çalık  
Chairman

Ahmet Çalık was born in Malatya in 1958 and has been a member of a prominent family operating in the textile industry since 1930s. Ahmet Çalık launched his first business initiative in the textile sector in 1981. Ahmet Çalık is currently one of the important business leaders in both Turkish and international economic markets with his investments in six industries: energy, construction, mining, textile, finance, and digital. In 1997, he founded Çalık Holding in order to unite all the Group companies under a single roof. Focusing on initiatives that benefit society through his visionary investments, Ahmet Çalık is known for his integrity, reliability, strong financial assets, and long-term collaborations with international companies across his activities in diverse regions of the world. Ahmet Çalık has been honored with numerous awards and honors at home and abroad, especially the Order of State of Japan (Order of the Rising Sun, Gold Rays with Neck Ribbon), the Order of State of Turkmenistan, the Mahdum Guli Award of Turkmenistan, the Gayrat Medal of Turkmenistan, the American Ellis Island Medal of Honor, Republic of Türkiye Distinguished Service Medal, the Distinguished Service Medal of the Ministry of Foreign Affairs of the Republic of Türkiye, and the Outstanding Service Award of TBMM. Ahmet Çalık, Bursa Honorary Consul of the Republic of Kazakhstan, was awarded an honorary doctorate by Matsumoto Dental University and Kindai University in Japan, Tirana University in Albania, and Malatya Turgut Özal University. Ahmet ÇALIK currently serves as Board Chairman at Çalık Holding and Group Companies.



İzzetiye Keçeci  
Board Member

İzzetiye Keçeci graduated in International Relations from Istanbul University's Faculty of Economics in 1997 and began her professional career in the same year at Gap Tekstil, a Çalık Holding company. Subsequently, she held various Human Resources positions at Group companies, and between 2009-2017 she was the Human Resources Director at Çalık Holding. Keçeci, who continued her career as Çalık Holding's Operations Group President as of March 2017, is also a Board Member at GAP İNŞAAT, a Group company. She holds ICF Coaching and NLP Practitioner Certificates.



Ali İhsan Kuralkan  
Board Member

Ali Kuralkan graduated from the Department of Electronic Engineering at Eastern Mediterranean University and obtained an MBA degree in International Management and an INSEAD diploma in Telecommunications Marketing. Having started his professional career in Belgium, he worked at Alcatel-Lucent for around 14 years. Following his tenure as Commercial Director at Alcatel-Lucent, he led the Middle East Europe Region service provider at Cisco Systems and served as the Central Asia General Manager. Between 2012 and 2018, he served as Netaş's General Manager of International Markets, and finally, as CEO of MTH Technologies. Ali Kuralkan has been General Manager and Board Member at Çalık Digital since October 2020.



Mustafa Fatih Genç  
Board Member

Fatih Genç completed his bachelor's degree in the Civil Engineering Department of the Middle East Technical University in 1978. He worked at various levels at STFA Construction Group for more than 34 years, ultimately holding the position of General Manager. He was later appointed General Manager at İçtaş & Astaldi partnership, IC İçtaş Executive Board Member, and Taca Construction Saudi Arabia Country Manager. Fatih Genç who crossed paths with STFA Construction Group again in 2017, acted as a Project Management Committee Member in Kuwait. Since 2019, he has been a Board Member of Çalık Enerji and GAP İNŞAAT.



Orhan Gündüz  
Board Member

Orhan Gündüz received 2 separate bachelor's degrees with honors at Bilkent University from the Department of International Relations in 1993 and Business Administration in 1995. In 2001, he completed his MBA program in Finance, General Management, and Strategy at Northwestern University Kellogg School of Business in the USA. Gündüz started his professional career at PwC company and continued as a Manager at JPMorgan Chase Bank in the USA, as a Senior Credit Portfolio Manager at Deutsche Bank Türkiye, and Credit Portfolio Manager at Lehman Brothers, respectively. He simultaneously served as CFO and General Manager at Akfen REIT between 2008-2012, as General Manager at Galataport Port Management and Investments between 2013-2015, and at Eczacıbaşı Property Development and Investment between 2016-2020. Since 2020 Orhan Gündüz has been serving as a senior manager responsible for property investments at Çalık Holding companies, and as a Board Member of GAP İNŞAAT.

Name Surname	Description of Organization	Description of Position
Ahmet Çalık	Board of Directors	Chairman
İzzetiye Keçeci	Board of Directors	Board Member
Ali İhsan Kuralkan	Board of Directors	Board Member
Mustafa Fatih Genç	Board of Directors	Board Member
Orhan Gündüz	Board of Directors	Board Member



The Audit Committee supervises the accounting system, the disclosure of financial information to the public if required as per relevant legislation, independent auditing, and the operation and effectiveness of the internal control and internal audit system of the Holding/Company.

Name of the Committee - Board

- Audit Committee
- Disciplinary Committee
- OHS Board Committee
- HR Committee
- Purchasing Committee

Audit Committee

Mustafa Fatih Genç	Board Member	Chairman
Saim Üstündağ	President of the Audit Group	Member
Ayşe Nilüfer Türkçü Hıra	Director of Legal Department	Member
Veysel Şahin	Board Member	Member

The Audit Committee oversees the operation of GAP İNŞAAT’s accounting and reporting systems in line with applicable laws, rules and regulations, the operation and effectiveness of the public disclosure of financial information, the independent audit and internal control systems. The Committee convenes at least four times a year, to be at least once every three months, and the results of the meeting are attached to the minutes and submitted to the Board of Directors.

# Ethical perspective for all stakeholders

GAP İNŞAAT’s business approaches are guided by Çalık Holding’s Code of Ethics. The Company carries out its activities in accordance with the perspectives of the Group’s values of fairness, being people-oriented, reputation, working from the heart, innovation, agility, and sustainability.

Organization Structure of Ethics Committee

GAP İNŞAAT’s business approaches are shaped by the “Çalık Holding Code of Business Ethics and Compliance Regulation” prepared for Çalık Group. The Company adopts a business approach based on creating value for its stakeholders in all regions it operates. While carrying out its activities with this perspective, GAP İNŞAAT takes care to make its customers satisfied, to contribute to the development and growth of the country and regions in which it operates, to provide products and services at international standards and quality, and to be fair to all stakeholders.

The Company performs its activities with a focus on fairness, agility, working from the heart, being people-oriented, reputation, sustainability, and innovation. The Company and its employees take care to fulfill their responsibilities to the laws, customers, other employees, shareholders, suppliers, subcontractors, business partners, stakeholders,

competitors, society, humanity, and the Company. Employees are expected to act according to common values and described definitions of behavior when performing their work and operations.

Ethical Rules are the rules that draw the line and prevent negative behavior of people in the Company or society. The body of ethical rules is not only the separation of right from wrong, but also the determination to do what is ethical.

Ethical principles are audited by the Ethics Committee which was founded within Çalık Holding A.Ş. and reports to Çalık Holding’s Chairman of the Board of Directors. The Ethics Committee is formed of the following personnel:

- President - Çalık Holding Audit Group President
- Member - Çalık Holding Operations Group President
- Member - Çalık Holding Director of Legal Department

Holding’s Financial Relations and Strategic Planning Group President and the Chief Financial Officer are substitute members.

A substitute member should attend the meeting instead of a member who cannot attend due to a force majeure or a meeting about an employee of the same department.

It is expected that the work and operations of employees comply with this regulation. Disciplinary penalties included in the Disciplinary Penalties and Implementation Regulation are applied by the Ethics Committee after ethical violations.

“Zero Tolerance” in Legal Compliance and Anti-Corruption

All activities of GAP İNŞAAT are against bribery and all kinds of corruption. All employees and all third parties acting on behalf of GAP İNŞAAT are obliged to comply with the anti-corruption rules and the legal requirements of the countries in which they do business, including the Republic of Türkiye. These requirements include laws and regulations on corruption and bribery such as the Turkish Penal Code No. 5237 (TCK), the Law No. 5549 Regarding Prevention of Laundering of Crime Revenues, and the Misdemeanors Law No. 5326.



# Proactive risk management and internal audit activities

GAP İNŞAAT carries out effective risk management and internal audit activities with the responsibility of being a company that carries out international operations.

**Code of Business Ethics and Compliance Regulation Basic Guide**

GAP İNŞAAT successfully managed the work of the Ethics Committee in matters such as conducting investigations into unethical actions notified, updating the Code of Business Ethics and Compliance Regulation, providing Ethics and Compliance trainings to employees, and raising awareness about the Ethical Line.

**Communication Channels for Stakeholder Expectations and Suggestions**

GAP İNŞAAT accepts stakeholder suggestions and expectations regarding ethics through the following communication channels.

- Web: <https://etik.calik.com/>
- E-Mail Address: [etikhat@calik.com](mailto:etikhat@calik.com)
- +90 212 306 58 78 Ethical Communication Line
- Çalık Holding Notification Officer, Büyükdere Cad. No: 163 34394 Zincirlikuyu Şişli – İstanbul

**Effective Internal Audit Practices**

GAP İNŞAAT carries out effective risk management and internal audit activities with the responsibility of being a company that carries out international operations.

It was deemed essential that an internal audit is performed by a more independent and higher authority within the company. Therefore, Çalık Holding Audit Group carries out the audit and investigation activities on corruption issues that the companies within Çalık Holding, including GAP İNŞAAT, may face. However, acts of corruption are prohibited and subject to certain sanctions in all internal procedures, especially labor contracts. In addition, it is stated as a mandatory provision that employees of the company should refrain from actions that will be considered corruption in accordance with national legislation and the legislation of the operating country.

The risks such as operational, strategic, compliance, reputation, and reporting were regulated separately in various internal procedures within GAP İNŞAAT. Works about the Risk Committee which directly reports to the Holding's Board of Directors, and the Risk Management Policy went on in 2021.

**Ethical Decision Making**

GAP İNŞAAT employees should follow the following stages to make ethical decisions when performing their duties:

**Getting to know the event, decision or issue:**

- Have you been asked to do something you think might be wrong?
- Do you know of any illegal and immoral behavior, attitude of any employee?
- Do you know the relationship of the Code of Business Ethics with the decision/action you will take?

**Deciding on the business steps to be followed:**

- Review all relevant events and information.
- Plan the most accurate business steps.

**Testing your decisions:**

- List the questions that you need to consider.
- Check the compliance of your decision with the Company's values.

In order not to violate the Codes of Business Ethics in their decisions and actions, employees should ask themselves the following questions:

- Does my decision seem right to me?
- Is my decision compatible with the Codes of Business Ethics?
- Is there a legal obstacle?
- Could it have negative reflections on myself or the Group?

The company's employees pay attention to the protection of confidential information, including those belonging to suppliers, customers and stakeholders, regardless of whether it is related to the task they perform or not.

- Who else can the decision and action affect?
- Is there an alternative decision or action that will not conflict with the Codes of Business Ethics?
- Consult with interested parties.

**Risk Management Policies Aimed at Preventing Conflict of Interest**

Conflict of interest refers to any kind of material or non-material advantage and any personal interest thereof which will or might hinder employees from fulfilling their duties in an impartial manner.

It is essential for employees to avoid all kinds of activities that may give rise to a conflict of interest.

The Ethics Committee and the GAP İNŞAAT Disciplinary Board conduct examinations, audits, and investigations on the issues notified to them under the procedures governing their fields and the imperative provisions of public legislation.

The ways to be followed described in the regulations for the communication of these issues are as follows:

- First, notification to the managers with who the relevant employee is directly affiliated
- If the issue is about the manager with who the relevant employee is directly affiliated, or Executive Management, notification to Holding's Compliance Manager/Company's Compliance Officer and at the Ethical Line
- In case no action is taken for the issue, notification to one or more of the Holding's Ethics Committee members

According to the Company's procedures, all kinds of conflict of interest are prohibited, and it is recorded that

actions will be taken otherwise as per the provisions of the Code of Business Ethics and the Compliance Regulation as well as the Disciplinary Penalties and Implementation Regulation.

**Accepting or Offering Gifts**

GAP İNŞAAT has strict rules regarding the relations of its employees with external stakeholders such as customers and suppliers. In this context, employees cannot accept any gifts, income, aids, entertainment, special discounts, or commissions for their self-interest that may affect their impartiality, decisions, or behaviors. Non-cash offers such as free holidays, discount vouchers, and gift vouchers from customers and suppliers should also not be received as they are considered gifts. However, in the events where it is considered that the rejection of gift offers from customers and suppliers is not in accordance with commercial traditions and customs, the amount of the gift received cannot exceed EUR 150. If the gift exceeds EUR 150 equivalent or is estimated to exceed as its value is not known, the relevant manager and the Company's Compliance Officer should be informed, and the gift should be delivered to the Human Resources Department for registration as the company's fixture. In determining the amounts mentioned, the total values of gifts received directly or indirectly from the same natural or legal person in a calendar year are taken into account together. Employees may offer or accept entertainment or dinner to or from individuals provided these are in accordance with the customs of trade.

Employees should not accept cash or borrow money, regardless of its amount, from suppliers, rivals or customers and should not have covered their travel expenses, event expenses, and similar

payments. No mutual debt relation can take place between employees as well.

**Protection of Business Secrets and Confidentiality**

The Company's employees are obliged to protect confidential information, information that has not yet been disclosed, personal rights, and information of employees within the framework of "confidentiality agreements" signed with third parties as well as intellectual property rights of the Company. They cannot use or share them for the benefit of themselves or third parties. These obligations continue indefinitely, even if the employee's relations with the Company end.

The company's employees pay attention to the protection of confidential information, including those belonging to suppliers, customers and stakeholders, regardless of whether it is related to the task they perform or not. Being aware that confidential information is the property of the Company and should remain within the organization, employees take care to share it with authorized persons only within their authority, for the purposes of the Company, in cases required by work and where legally mandatory. Passwords, user IDs, authorizations, and other similar identifiers that are used to access the information systems of the company must be kept confidential and may not be disclosed to anyone other than authorized users or taken out. It is the employees' own responsibility to be aware of all policies related to the secure management, distribution, transportation, storage or destruction of confidential information.



# An open and transparent communication model

Media relations must be managed with a clear and transparent communication model. Corporate messages, information and statements must not be misleading. The company must be equally distanced from media organizations and have equal relationships with these organizations.

**Political Activities**

Demonstrations, propaganda and similar purposeful activities are not allowed within the boundaries of workplaces with regard to political activities. Company resources (such as vehicles, computers, e-mail) cannot be allocated to political activities.

**Unfair Competition**

Employees fully comply with the competition rules and laws in the countries where they operate, and do not compromise on the principle of honesty and integrity in competition. It is very important to be fair in relations with suppliers and subcontractors and to treat them with integrity and respect. The company selects the companies it works with by considering criteria such as performance, price, technical and financial competence, and quality. Employees may not provide services to a third party for a fee and, in particular, may not enter into competition with the Company contrary to their loyalty debt, as long as the service relationship continues.

A noncompetition provision in accordance with the “Legislation of the Republic of Türkiye” and/or the “Relevant Legislation in the Country of Operation” should exist in the Business Contracts or other written contracts concluded between the Company and employees.

**Media Relations and External Communication**

Media relations must be managed with a clear and transparent communication model. Corporate messages, information and statements must not be misleading. The company must be equally distanced from media organizations and have equal relationships with these organizations. Any financial or sectoral information requests from the media must be responded by authorized employees under coordination of the Corporate Communications Department. The communication with the media should be in writing. Only authorized persons can communicate about the company’s policies, practices and procedures again under the coordination of the Corporate Communications

Department. Making a statement to any broadcasting organization, conducting an interview, participating as a speaker in seminars, conferences, etc., is subject to the approval of the Company’s senior managers. No personal gain from these activities can be obtained in any way.

**Personal Data Privacy**

Employees are obliged to comply with the “Personal Data Protection Law,” the published “Çalık Group’s Policy on the Protection and Processing of Personal Data,” the “Information Systems Instruction Manual” and the rules, processes, procedures related to the use of technology and the requirements specified in the related application instructions.

# A strong corporate sustainability score

*GAP İNŞAAT embraces the United Nations Sustainable Development Goals.*

*GAP İNŞAAT designs sustainable work and production processes via R&D studies by using sustainable technologies. The company recognizes the importance of the Sustainable Development Goals of the United Nations that need to be achieved by 2030 to ensure a livable world.*

*Toward this end, GAP İNŞAAT supports the objectives of “Industry, Innovation, and Infrastructure (9)” and “Partnerships for the Goals (17).” With its successful international operations, GAP İNŞAAT contributes to further developing international trade, boosting the exports of developing countries, and creating a fair, equitable and open trade system that benefits everyone and is based on universal rules.*

*Going forward, GAP İNŞAAT plans to implement applications that advance its economic, social, environmental, and governance performance in line with the United Nations Sustainable Development Goals. In its priority value areas, GAP İNŞAAT constantly monitors its development with an effective and sustainable organizational structure and strong corporate governance.*







# SOCIAL

- 66** Occupational Health and Safety
- 72** Qualified Human Resources Management
- 78** Social Investments
- 83** Connections with SDG





# The occupational health and safety activities managed with the “zero-accident” goal

GAP İNŞAAT sets a framework for its employees all over the world to achieve the best Occupational Health and Safety & Environment (OHSE) performance.

Carrying out all work processes with the zero-accident principle, GAP İNŞAAT puts numerous works into implementation to eliminate or reduce risks.

GAP İNŞAAT reflects its corporate culture on Occupational Health and Safety with its OHSE Policy. Occupational Health and Safety Policy is a high-level document that guides GAP İNŞAAT management systems and applications as a commitment of the Management to occupational health and safety. This policy is discussed and reviewed under the leadership of the Management in Management Review meetings held each year.

Carrying out all work processes with the zero-accident principle, GAP İNŞAAT puts numerous works into implementation to eliminate or reduce risks.

**Occupational Health and Safety & Environmental Policy**  
GAP İNŞAAT is committed to acting according to the following principles as well as implementing these principles in order to minimize or eliminate the possible negative impacts on customers, employees, subcontractors, suppliers, and other third parties together with the environment and goods during its activities.

**Purpose**  
This policy is a framework for GAP İNŞAAT’s employees all over the world to achieve the best Occupational Health and Safety & Environment (OHSE) performance.

**Commitment**  
As one of our core values, we are committed to performing at an exceptional level in protecting our employees and the environment. Keeping our employees and the environment safe is the most important indicator of success. We try to be the best in all our projects and in our operating countries.

To take our OHSE program further, we are committed to:

- Proceeding from the principle of “Zero-Accident,” ensuring healthy and safe working conditions so that those who enter the GAP İNŞAAT site are not injured and their health is not impaired due to our activities, and also planning their activities in such a way as to ensure the protection of the environment,
- Setting Occupational Health and Safety & Environment targets in line with the “Zero-accident” principle and ensuring their follow-up,



- Implementing a highly effective OHSE management system that provides continuous review and improvement,
- Assuring that risks and opportunities in the workplace are proactively identified and managed,
- Appropriately satisfying employer requirements and all Occupational Health and Safety & Environment rules, and regulations in sectoral, local, international and national levels,
- Developing a safety culture with high awareness where our employees accept the safety of themselves and others as a responsibility,
- Improving our goals of pollution prevention, protection of natural resources and environmental sustainability,
- Setting and satisfying effective OHSE performance goals to promote the continuous improvement philosophy,
- Ensuring that our employees and stakeholders work together in consultation to continuously improve the OHSE performance,
- Being aware of and rewarding those that contribute to excellent OHSE performance,
- Trying to make GAP İNŞAAT the preferred supplier globally as it has safely conducted its construction and contracting work.

The commitment of GAP İNŞAAT’s leaders, management and employees to this policy is the basis for a safe and environmentally friendly workplace, operational excellence, and long-term business success.

**Expectations**  
Safety and environmental awareness are the fundamental values of GAP İNŞAAT and the golden keys to success. As the Company, we want everyone to be with us on our journey to continuously improve the “Zero-accident” culture dedicated to health, safety, and environmental excellence.

For this purpose, numerous environmentally friendly projects were prepared and put into practice, such as:

- Our leaders, managers, and employees demonstrate their commitment to ensuring that everyone arrives home safely each day in their decisions and practices,



GAP İNŞAAT is committed to performing at an extraordinary level for protecting the health and safety of its employees, works to make a safety culture with a high awareness embraced, and develops its goals.

- Our employees to adopt occupational health and safety and environmental protection as core values at work and outside the workplace,
- Every employee is to be committed to ensuring the safety of himself/herself and his/her colleagues,
- Every employee will incorporate GAP İNŞAAT’s life protection principles into his/her work processes and practices,
- To detect and manage the risks and opportunities in the workplace proactively,
- To train and prepare our employees so that they have the knowledge, skills, competencies, and equipment needed to perform their activities safely,
- To stop the work until it is made safe if the work activities cannot be carried out safely or the conditions or behaviors in the activity are unsafe,
- To review the results of the changes which may result in potential risks and opportunities and to take action to mitigate the negative impacts and/or to evaluate the opportunities, if necessary,
- We desire all employees to get over safety, health, and environmental incidents quickly, to report unsafe conditions and at-risk behaviors to their managers immediately, and to work diligently within their authority to solve the problem.

Our OHSE expectations are realized with the leadership shown, compliance with legal and other requirements, and the participation of GAP İNŞAAT personnel. This Policy is reviewed at least once a year to ensure that it meets the needs of GAP İNŞAAT and is made available to everyone.

**Occupational Health and Safety Practices**  
GAP İNŞAAT has always procured the resources necessary for construction sites and workplaces by investing in safe equipment and establishing safe working environments, believing in the zero-accident goal, and adopting the approach for prevention of occupational diseases.

GAP İNŞAAT organizes regular OHS training and emergency management drills, encourages all stakeholders to contribute to the OHS system, and aims to increase awareness of OHS.



# Risk factor minimized at international standards

GAP İNŞAAT fulfills the legal legislation requirements in Türkiye and in every country where it operates, as well as meets the requirements of ISO 45001:2018 Occupational Health and Safety Management System.

Foreseeing potential emergencies and accidents in terms of OHS, GAP İNŞAAT employs a risk-based thinking system and places importance on emergency risk assessments, developing corrective actions to minimize risks and following preventive approaches. GAP İNŞAAT has identified all risks as well as environmental and social impacts of all incidents that may occur during business activities. GAP İNŞAAT put numerous regulations into use to ensure the maximum efficiency and safety in the work environments within all projects it conducts.

GAP İNŞAAT fulfills the legal legislation requirements in Türkiye and in every country where it operates, as well as meets the requirements of ISO 45001:2018 Occupational Health and Safety Management System. The Company also monitors the OHS performance of subcontractors. GAP İNŞAAT exhibits full transparency while sharing the corporate knowledge gained through these processes.

GAP İNŞAAT controls its Occupational Health and Safety Management System with internal and external audits performed periodically. The findings obtained after the audits are followed up with corrective action systematics. Evaluation activities and OHS standardization studies are continued within the scope of continuous development activities.

It conducts checks to ensure that its subcontractors and suppliers provide appropriate services on OHS.

Occupational Health and Safety Statistics

	2019	2020	2021
Total Working Hours	7,727,058	5,045,489	6,093,687
Lost Time Injury Frequency Rate (LTIFR)	0.10	0.32	0.16
Total Recordable Injury Frequency Rate (TRIFR)	0.18	0.59	3.12
Number of Accidents Resulting in Death	-	-	-

GAP İNŞAAT reviews Occupational Health and Safety Management System periodically, and follows the attained findings through corrective activity systematics.

**Occupational Health and Safety Committee**  
GAP İNŞAAT convenes an OHSE Committee on a monthly basis at its headquarters and projects and receives the opinions of its employees on OHSE issues through employee representatives.

Apart from OHS committees, OHS coordination meetings are held periodically as part of the projects. Participation of the subcontractor's OHS officer and managers in these meetings is ensured.

**Audits for Suppliers**  
GAP İNŞAAT acts within the framework of legal compliance in all its business processes. GAP İNŞAAT, which carried out a large number of projects in CIS countries, the Middle East and the Gulf regions up to date, never allows child labor to be employed in sub-employer staffs. The Company is against discrimination based on religion, language and race among its local and foreign employees and offers equal opportunities to all its employees.

Occupational Health and Safety Practices Implemented on Project Basis

- Qatar**  
In Qatar Special Forces Integrated Training Center Project (QTC) implemented in Qatar by GAP İNŞAAT, the company achieved 4 million man/hours without a lost-time injury by the end of December 2021. This success was appreciated by the employer and mentioned often at meetings. In addition,
- Weekly occupational safety site walks continue.
  - Training sessions are provided daily.
  - Information, awareness, and health surveillance activities regarding the coronavirus continue to be organized.
  - Within the framework of a program, an OHS audit is carried out in the workers' camp of the subcontractor.
  - Acceptance of heavy machinery to the site and their controls go on.
  - Weekly OHS Coordination meetings continue to be held with subcontractors.
  - Distribution of the Occupational Health and Safety, and Environment Manual prepared for the Qatar project, to all project staff continues.
  - Inspections for the storage and use of hazardous materials on the site continue.
  - Monthly environmental compliance audits performed on the site are maintained.

**Turkmenistan**  
GAP İNŞAAT which conducted construction and contracting works for public projects in Turkmenistan for so long maintained the permanent values it created in Turkmenistan, also in the year of activity 2021 with leading innovative approaches by fully utilizing modern technologies, and without compromising on occupational health and safety. Thanks to the modern design of the people-oriented new building where the Company moved in 2016, and the minimum energy consumption-focused systems inside such as illumination, ventilation, heating, cooling, etc., it managed to adapt to the developing technology easily and align the regulations quickly.

Some of the Occupational Health and Safety Practices implemented based on the projects are summarized as follows:

- The Occupational Safety compliance certificate was obtained from Turkmenistan State Standards for the projects every year.
- 2021 Integrated Management Systems internal auditing was performed.
- On-the-job speeches (toolbox training) are organized once a week with the participation of all site employees.
- OHSE training is provided and recorded at the beginning of the employment and in three-month periods.
- Weekly OHSE Site Visits are made with the site management.
- OHSE committee meetings are held every month for the projects.
- Training is given and recorded based on the annual OHSE training plan.

- Trainings are provided, and drills are conducted according to the annual emergency training and drill plan.
- HSE site manuals (in Turkish, Turkmen and Russian) are delivered to all employees.
- Occupational safety slogans in Turkish, Turkmen and English, made of canvas were prepared and hung in the areas visible to our employees.
- Occupational safety warning signs and plates in Turkish and Turkmen were prepared and hung in the areas visible to employees.
- As part of the fight against the COVID-19 pandemic, the necessary regulations were made and measures continued to be taken for the work environment as per the rules of the Turkmenistan Ministry of Health (fever measurements, hygiene, disinfection activities, mask, distance measures, information posters, plates, training, PCR tests, vaccination applications, etc.).





## Maximum efficiency ensured with safe working conditions

It is aimed to achieve maximum efficiency and safety by closely monitoring the conformance of the work environment also in the future with leading, innovative, and the environment- and nature-friendly solutions.

- Dumping areas were formed as part of the environmental measures at the site. Environmental training and drills continued.
- Daily OHSE non-conformities are detected, actions are taken, and improvements are made.
- Measures and controls for dangerous substances continue by allocating separate storerooms for dangerous substances in accordance with the legislation.
- Controls of construction machinery and equipment in terms of occupational safety and environment are continuously performed.
- Electrical safety measures were taken, and periodical controls are made (grounding, measurements, equipment control, color coding, panels, locks, etc.).
- Fire measures were taken and the controls for this issue continued (fire extinguisher tubes, booths, etc.).
- Personal protection equipment of all employees was provided and checked regularly.
- Vehicle lanes and pedestrian ways were arranged at the site. Measures were taken on the sides of excavation site.

It is aimed to achieve maximum efficiency and safety by closely monitoring the conformance of the work environment also in the future with leading, innovative, and the environment- and nature-friendly solutions.

**GAP İNŞAAT put numerous regulations into use to ensure the maximum efficiency and safety in the work environments within all projects it conducts.**

### Taksim360

- During the pandemic, a PCR test was made to each newly-hired, body temperature checks were made for office staff, and the maximum number of employees allowed to work in the office was determined. Training about hygiene in the site, wearing masks, and social distancing was provided.
- The staff who began working at the site received orientation training.
- Daily control forms (tower crane, scaffold, sling, etc.) were implemented in the site prior to every work and the use of damaged and broken equipment in the site was avoided.
- Monthly color code application continues for the electrical equipment and electrical panels at the site. All electrical equipment is checked monthly, and the appropriate ones are allowed to be used in the site.
- Daily site inspections are performed, daily HSE reports are prepared to make the measures taken, corrective and preventive activities are planned, and actions are taken.
- A tracking form was issued for the site equipment subjected to periodical inspection. Based on the results of risk assessment and within the framework of the legal processes, periodical inspections are repeated. Every piece of equipment at the site is taken to the site under the control of the work safety unit.



- A toolbox training plan is made on a weekly basis and training is given every day during the week.
- The emergency plan is updated based on the ongoing production processes in the site, and regular drills are planned.
- Fire extinguishers and emergency equipment are checked monthly.
- Wastes are sent away from the site on a daily basis, roads are watered to remove dust within dust control, and environment measurements are made annually.
- Buildings in the project were granted LEED certification which is a green building rating system developed internationally.

**In Çalık Holding and Group Companies Code of Business Ethics and Compliance Regulation, there are strict audits and sanctions against the possibility of employing child labor at suppliers.**

**Child Labor Audits for Suppliers**  
In Çalık Holding and Group Companies Code of Business Ethics and Compliance Regulation, there are strict audits and sanctions against the possibility of employing child labor at suppliers.



## A big family with 1,145 employees

The main purpose of the Human Resources Policy of GAP İNŞAAT is to achieve maximum success and sustainability by investing in loyal human resources that prioritize corporate and ethical values and improve their competencies.



GAP İNŞAAT aims to leverage its competitive advantage with its qualified workforce in the ever-changing business world. The Company delivered services with 1,145 employees by the end of 2021.

GAP İNŞAAT formulated its Human Resources Policy and Practices based on the values of Çalık Holding. In this respect, GAP İNŞAAT pays attention to ensure that every employee adopts, and takes into consideration in each step taken, the values that apply to Çalık Holding and all Group companies: fairness, people-oriented approach, reputation, working from the heart, innovation, agility, and sustainability.

**GAP İNŞAAT shows utmost importance to values of fairness, being people-oriented, reputation, working from the heart, innovation, agility, and sustainability.**

### Our Human Resources Policy

- As GAP İNŞAAT Human Resources, we aim to leverage our competitive advantage with our qualified workforce in the ever-changing business world.
- We act with the values of “fairness” and “people orientation” of Çalık Holding. We focus on performance management and career and backup plans to provide equal job opportunities to all employees.
- With “agility,” another value of Çalık Holding, we comply with the labor and social security laws of Türkiye, as well as of all the countries where we operate. We create organizations that can swiftly adapt to the demands of other countries and provide local employment.

- In addition, we adopt corporate business principles that provide an essential roadmap for Çalık Holding to advance through sustainable growth.
- On principle, we ensure that today's realities are understood, and that preparation is made for potential future scenarios. We thus continue to build solid and dynamic structures.

Corporate business principles of GAP İNŞAAT cover the following items.

- An open business approach based on transparency
- A creative, efficient, and effective business management
- An environment of effective communication and continuous training
- Innovative and formative business values
- Up-to-date use of technology
- Customer-oriented work approach
- A working environment based on amiability and respect
- Business processes that are sensitive and respectful to the beliefs and core values of society

### Human Resources Processes

GAP İNŞAAT ensures sustainable labor productivity with its professionally executed human resources processes. In 2021, a hybrid work model was implemented, and digitalization processes became more of an issue.

The primary human resources processes carried out by GAP İNŞAAT are as follows:

### Recruitment Process

GAP İNŞAAT aims to recruit a qualified workforce that is highly qualified, comprising experts in their fields, and one with experience on international platforms, having worked on projects of a similar scale in its respective countries of operation and Türkiye.

The competencies, training and experience of employees are considered in recruitment.

There is no gender discrimination in site and headquarters personnel. The philosophy of the right candidate for the right job is adopted and compliance with

the job description is sought. In this context, ongoing recruitment activities are carried out per the Company's basic processes and procedures. In addition, these activities are carried out following the obligations stated in the relevant regulations and laws. Considering the laws of the operating country and those of Türkiye, processes based on the principle of superiority are created on a country basis to protect all employees' legal rights.

In addition to human resources interviews, second interviews in the recruitment process are conducted with interview committees according to their areas of technical/expertise. Relevant procedures determine the conduct and composition of the interview committees.

Inventory, English tests and similar applications are performed as an assessment method for candidates whose interviews are deemed successful. Recruitment can vary globally depending on the employment processes for foreign employees of the operating country, concerning Turkish, local, and foreign national personnel. Turkish employees are the priority; then, considering the operating country and the criteria sought, the international workforce is reached and local employment in the country of work is ensured. Recruitment platforms are used to reach candidates: this process is managed by job advertisements. An orientation training program is prepared within the framework of the orientation procedure for recruited employees. The orientation program aims to accelerate newly recruited employees' adaptation to the Corporate culture, working environment, processes, and practices and foster their maximum contribution and loyalty to the Company. Within the scope of the orientation process application steps, employee starts the orientation journey with the guide assigned.

Orientation training begins with the presentation of the group promotional film, the group promotional presentation, the “Smiling Faces of Çalık” film, and the Company's promotional presentation

by the Recruitment Officer. After that, the Company's intranet and social media accounts are shared with the employee, along with the Company organization chart.

Participation in the department visits scheduled is ensured while employees complete the Occupational Health and Safety training. A new employee is greeted with a “welcome” kit at their desk on the first working day.

### Dynamic Performance Management

Performance Management is a mechanism that aligns individual goals and performance with the Company's goals and strategies to bring the vision and mission to life. The aim is to make all processes compatible with the requirements of a rapidly changing world compared to previous years, perform better every year per the Company's strategies and vision, annually review employee competencies, and achieve excellence in all processes with improving performance. At the end of each year, interim assessments and reviews are evaluated to estimate the goals and performance levels of the coming year. The results obtained by the Company together with employees are reviewed by the Board as the Company performance, and a Company report card is created. Employees work with the principle of superior performance in processes that will bring added value to the Company's results through their performance. The Performance Management System operates through the ÇalıkZone system, a Digital Human Resources Platform. Within GAP İNŞAAT, where all human resources processes have been digitalized, performance results constitute an input of talent management processes. Talent management reviews the digital platform for all the employees every year, and the platform is updated with the new positions by high and normal potential. All information of the employees (training attended, certificates received, projects they worked on, language knowledge, etc.) is kept in the talent management module and monitored by the Senior Management. In parallel to the talent management processes, employees' knowledge, skills, and qualifications are developed with their personal development plans each year.



# Human resources applications that promote development and motivate

Performance assessments are carried out regularly every year.

Its results support the career backup processes.

In May 2021, promotion processes were implemented based on this policy, and 15 employees were promoted to upper roles.

Performance evaluations are performed regularly every year. Its outcomes support the career backup processes. In May 2021, promotion processes were implemented based on this policy, and 15 employees were promoted to upper roles.

## Career Management Open to Continuous Development

- **Employees:** The career management process aims for employees to achieve career goals, strengthen the Company's image, increase motivation and loyalty, and ensure compliance with the organizational culture.
- **Universities:** GAP İNŞAAT, which aims to provide employment opportunities to young talented university graduates, carries out a New Graduate Recruitment Program that is repeated every two years, and in which it participates together with Çalık Holding and Group companies. Young new graduates are placed in appropriate positions, whether at home or abroad.

In 2021, the competencies expected from employees were integrated into recruitment, performance, and career management processes, thereby carrying out both process-oriented and systemic developments.

## Wage Management

Wage Management at GAP İNŞAAT is determined and implemented based on providing, protecting, rewarding, and motivating the human resources required

**In GAP İNŞAAT, employees carry on their work with the extraordinary performance principle in the processes where added value is created in the Company activities together with their performance.**

for the Company's sustainable success. As a basic principle, the wage policy is established in confidentiality and specific to individual companies. The recruitment wages and wage increase rate of existing employees are adjusted through this policy. Though a wage increase occurs once a year during the period determined by the Company, it has multiple criteria. Within the framework of internal/external developments, term performance notes, and the promotion/assignment process, the process is completed by notifying the employee upon the determination of the Human Resources Department with the managers of respective departments and final Board approval.

Remuneration policy and benefits are implemented to everyone objectively in accordance with the policies of Çalık Holding. Market scales constitute the basis for overseas projects and domestic wage assessments.

## Effective Internal Communication Processes

Effective internal communication applications are being implemented within GAP İNŞAAT. An Open-Door policy is applied, and friendly communication is maintained. To increase employees' in-house motivation, their birthdays are celebrated, and the celebration of newborn children is shared with all Company employees in a personalized mail design. On official days, the occasion



is shared by Company employees through mail featuring a day-specific design, and relevant posts are made at the Company's social media accounts.

The "We Grow with Ideas" meeting is held every two months within the company. In this context, employees, managers, and HR meetings are organized. GAP İNŞAAT attends the Managers Meeting held once a year within the Holding. In the Managers Meeting organized on December 3-4, awareness is created by discussing the sustainability theme.

In the Employee Satisfaction survey made in 2021, a satisfaction score of 74.4% was achieved.

## Continuous Training Activities

According to GAP İNŞAAT, the development of human resources is crucial to the efficient execution of work and the effectiveness of employees. Within this framework, training activities are carried out for the development of human resources. Training needs analyses are carried out to increase the competencies of the employees, whereby training plans are prepared for the coming year. In line with the training needs analysis, new training

**The "We Grow with Ideas" meeting is held every two months within GAP İNŞAAT. Besides, the Company attends the Managers' Meeting organized once a year.**

and development programs are devised and discussed with specialized training institutions.

Training is discussed under two titles of personal and professional development. The primary training provided to employees by GAP İNŞAAT is as follows:

- Recruitment and On-Job Training
- Orientation Training
- Technical Training
- Sustainability Training
- Occupational Health and Safety Training
- Environmental Training
- Emergency Training
- Carbon Footprint Training
- Human Resources Training
- Training about the Processes

In 2021, 342-hour training was provided to 1,106 employees.

PMP training was organized for 33 employees and 32 employees were entitled to receive specialization certificates in 2021.

Çalık Academy was also established in 2021. Via Çalık Academy, the best instructors in Türkiye gave training to employees on the digital platform.





## QUALIFIED HUMAN RESOURCES MANAGEMENT

According to GAP İNŞAAT, the development of human resources is crucial to the efficient execution of work and the effectiveness of employees.

Within this framework, training activities are carried out for the development of human resources.

### Training Statistics

#### Istanbul

	2019	2020	2021
White Collar Annual Training (Total Hours)	262	2,211.5	5,046
Blue Collar Annual Training (Total Hours)	-	-	-

#### Turkmenistan

	2019	2020	2021
White Collar Annual Training (Total Hours)	60	42	65 people (390 hours)
Blue Collar Annual Training (Total Hours)	550	362	571 people (3,426 hours)

#### Qatar

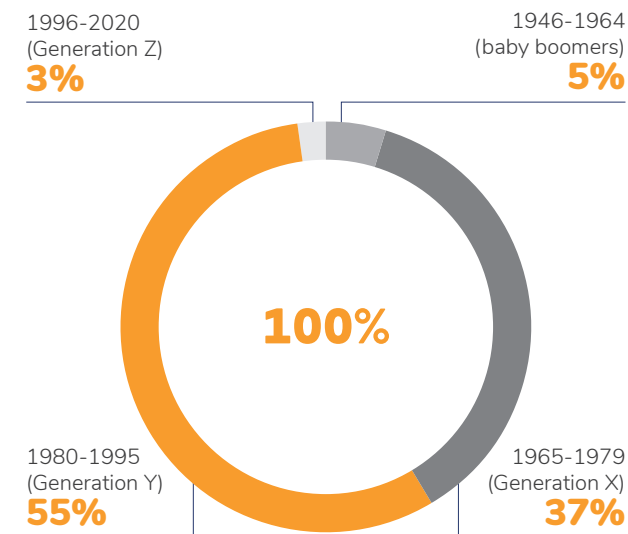
	2020	2021
OHS Training (Total Hours) - White Collar	5,809	16,074
Technical Training (Total Hours) - White Collar	10,195	148

#### 2021- Istanbul Headquarters and Projects

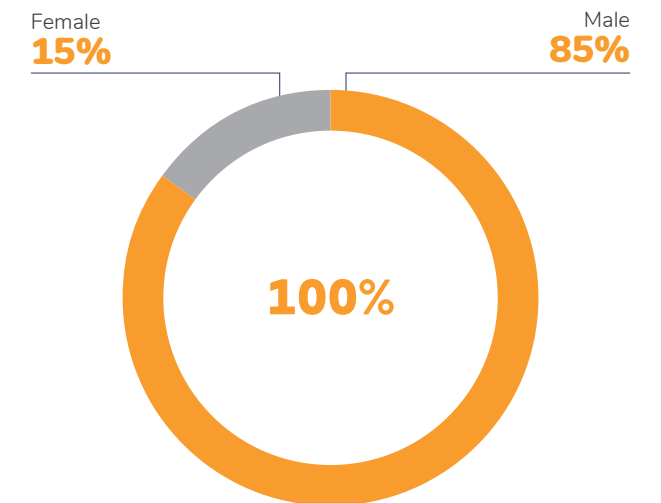
	Duration Hours	Number of Participants	Person Hours
Finance for Purchasing Officers	40	15	120
Law of Contract and Contract Management	24	12	96
Supplier Performance and Relationship Management	35	15	105
Labor Law for Managers and Social Security Practices	7	6	42
Sustainability.	24	11	88
Risk Management in Supply Chain	32	15	120
Next Generation Human Resources Applications Training - "HR Metrics" and "Big Data and HR"	14	12	168
Compulsory Occupational Health Training 1 <sup>st</sup> Session	8	376	752
Compulsory Occupational Health Training 2 <sup>nd</sup> Session	8	376	752
Negotiation Techniques	32	15	120
Information Security Awareness Training	28	57	228
Carbon Footprint Awareness Training (Opening)	1	32	32
Digitalization of Legal Request Forms	1	120	120
Logistics Training	1	4	4
PMP Training	66	33	2,244
Emergency and Search & Rescue	4	1	4
Basic First Aid	16	3	48
Fire Safety-Search/Rescue/Evacuation Training	1	3	3
<b>Total</b>	<b>342</b>	<b>1,106</b>	<b>5,046</b>

A total of 1,145 people, 15% of which are female are employed at GAP İNŞAAT.

### Employee Distribution by Age Groups

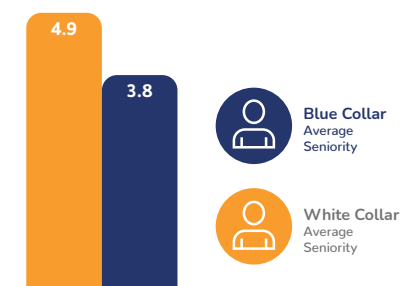


### Employee Distribution by Gender

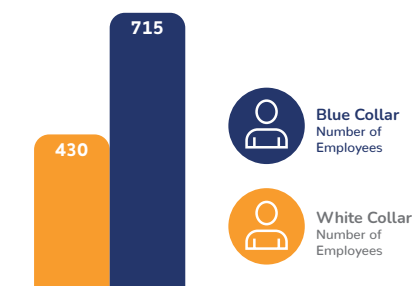


**Total Number of Employees: 1,145 (Blue+White Collar)**  
**Rate of Disabled Employees: 3%**

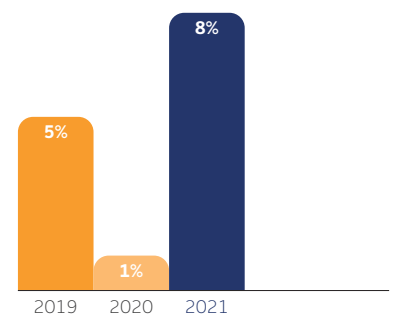
#### Employee Seniority Distribution



#### Distribution Across White Collar and Blue Collar



#### Labor Turnover Rate





# Efforts that create social value

GAP İNŞAAT which realized Türkiye’s first and biggest “urban renewal” project in Tarlabası enabled a historical building to be renovated and protected in collaboration with Beyoğlu Municipality.



- To record and follow up the complaints about projects, and to notify corrections and improvements related to complaints to interested parties in writing,
- To develop social responsibility awareness among GAP İNŞAAT employees, subcontractors, and suppliers, to establish good relations with social groups and contribute to societies in this way.

The strategy developed by GAP İNŞAAT within the scope of the social impact management policy stipulates

- Establishing good relations with the local people,
- Developing healthy relations with local institutions and organizations,
- Informing project employees regularly about emergency, safety, and health issues,
- Working with local organizations at the levels possible in procurement processes,
- Performing activities and processes in accordance with the requirements of specifications, and legal terms,
- Providing solutions by active monitoring of complaints and compensating damages and losses caused.

The following approaches for the management of social impacts were established:

**Social Impact Management Policy**

Implementing systematic policies based on continuous development in all areas, GAP İNŞAAT carries out its social impact on its stakeholders through its Social Impact Management Policy. This policy has the following goals for projects initiated after the tenders received:

- To achieve that employers and customers perform projects in accordance with their specifications and laws, thus developing positive relations with social groups,
- To ensure management of the risks about the relations with social groups by determining the risk areas in advance with the participation of stakeholders,

**GAP İNŞAAT keeps its activities for contributing to society with the strategies it develops as part of the Social Impact Management Policy, and by establishing positive relations in the areas of operation.**

Subject	Suggestions
Applying Project Social Impact Governance in an Effective Manner	<ul style="list-style-type: none"><li>• Having up-to-date information regarding the communities living in the area of operation and the problems there</li><li>• Strengthening relations with local communities during the project</li><li>• Informing employees about the issues related to local communities</li><li>• Establishing sustainable communication channels with local authorities and public</li></ul>
Use of Local Workforce in the Operating Region	<ul style="list-style-type: none"><li>• Cooperating with local communities on business opportunities in projects</li><li>• Giving priority to the groups most affected by projects in the recruitment processes</li><li>• Carrying out opportunities to benefit from the local workforce in a fair and impartial manner</li></ul>
Using Local Organizations Located in the Operating Region in Procurement Process	<ul style="list-style-type: none"><li>• Evaluating capacity in terms of the capacity to fulfill goods and services planned to be procured from local organizations, and expected standards</li><li>• Informing companies that are found adequate in respect of the goods and services that will be needed within the scope of the project and their procurement conditions</li><li>• Supporting first the local organizations if they meet case price, quality, reliability, and timely delivery conditions</li></ul>
Training and Development of the Local Workforce	<ul style="list-style-type: none"><li>• Providing orientation training to project employees</li><li>• Giving the necessary trainings on the issues such as environmental awareness, health, safety, and fire</li><li>• Providing vocational computer training to project employees</li></ul>
As Part of the Project, Protection of Roads in the Region and Prevention of Accidents	<ul style="list-style-type: none"><li>• Developing standards to prevent possible disruptions that may occur due to construction machinery and heavy equipment, by inspecting roads before the start of the project</li><li>• Determining the alternative routes in the cases such as the excavations where work area contains the existing roads</li></ul>
Prevention of Work Accidents and Working with Zero-accident	<ul style="list-style-type: none"><li>• Realization of regular OHS training</li><li>• Achieving effective implementation of OHS practices and audits by including them in daily job descriptions of employees and ensuring their control</li></ul>
Providing the Continuity of the Economic and Social Life of the Local People	<ul style="list-style-type: none"><li>• Encouraging stakeholder participation in risk and opportunity areas by analyzing the economic activities of local people</li><li>• Identifying and implementing strategies for possible risk areas</li></ul>
Prevention of the Risk of Possible Conflicts with the Local People	<ul style="list-style-type: none"><li>• Effective management of work sites</li><li>• Informing employees about the local culture of the operating region and taking measures to prevent possible non-compliances</li><li>• Analyzing the needs of the local community properly and encouraging its development</li><li>• Protecting the welfare of the local community from the impact of the activities</li></ul>



## Projects touching lives

In addition to cooperation with the Turkish Photography Foundation within the scope of the Beyoğlu Culture Road Project, GAP İNŞAAT contributed to the transformation of a historical building, which was under the auspices of Beyoğlu Municipality, into an R&D and Technology Center by completing its restoration.



Beyoğlu Culture Road Festival

### Activities That Protect the Region and History

#### Taksim360

Taksim360 Project, which reflects GAP İNŞAAT's experience and expertise in the field of property development, is located in the Beyoğlu District of Istanbul. Focusing on carrying the historical heritage of Beyoğlu into the future, a large number of historical buildings are being preserved, restored, and carry them into the future.

Taksim360 Project participated in the "Beyoğlu Investors Group," which consists of investors investing in Beyoğlu and was established with the aim of protecting Beyoğlu's values and bringing the region to national and international platforms. Regular communication and promotion activities of the project and the Beyoğlu Region at home and abroad were carried out under the roof of BIG. The Company participated at MIPIM, one of the world's leading property organizations, organized in Cannes, France, and in the Cityscape Fair organized in Qatar/Dubai with the Taksim360 Project under the roof of BIG.



The historical building in Beyoğlu transformed into R&D and Technology Center

GAP İNŞAAT supported the Beyoğlu Culture Road Festival organized by T.R. the Ministry of Culture and Tourism between October 30 and November 14, 2021. The "Istanbul with Photos" exhibition was held at Taksim360 by GAP İNŞAAT in collaboration with the Turkish Photography Foundation. With the exhibition, the unique frames of 11 photographers met with art lovers.

**GAP İNŞAAT supported the Beyoğlu Culture Road Festival organized by T.R. the Ministry of Culture and Tourism between October 30 and November 14, 2021.**

Thanks to cooperation with Beyoğlu Municipality, a historical building in Beyoğlu was restored and protected. The said building will render service as a Technology and R&D Transformation Center.



GAP İNŞAAT, which was carrying out EPC projects in Turkmenistan for a long time, continued to create positive social impact on its stakeholders during its 2021 activity period. Works purchased from local artists were evaluated in completed projects and thus, art was supported.



**East-West convergence boosted trade**  
Turkmenistan International Turkmenbashi Seaport Project built by the seashore of the Caspian Sea shortened the logistic path between east and west, thus a contribution was made to regional prosperity with the increased trade volume.

**Turkmenistan**  
GAP İNŞAAT, which was carrying out EPC projects in Turkmenistan for a long time, continued to create positive social impact on its stakeholders during its 2021 activity period. Works purchased from local artists were evaluated in completed projects and thus, art was supported.

As part of the educational support of GAP İNŞAAT, 1,500 students received a non-refundable grant.

**Within the framework of the measures taken by the Ministry of Health of Turkmenistan, material and building contributions were made for the mandatory quarantine practices applied in entering the country, during the global pandemic.**

Within the framework of the measures taken by the Ministry of Health of Turkmenistan, material and building contributions were made for the mandatory quarantine practices applied in entering the country, during the global pandemic.

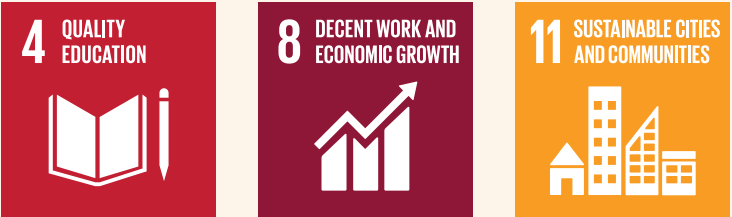
Local Turkmen dishes were served weekly on definite days within the dining hall-kitchen organization, the operation of which belongs to GAP İNŞAAT. Thus, the regional culture was introduced to the foreign staff.

**Qatar**  
With the aim of making a positive impact on the stakeholders of the Qatar Special Forces Integrated Training Center Project implemented by GAP İNŞAAT in Qatar, the Company enabled various training sessions to be given to the staff of the Qatar Ministry of Defense to improve their personal development and project management skills. Comprehensive training packages were created for 67 employees working at the employer's side. As part of the training; Microsoft Office, Autodesk Programs, PMP Programs, IT, and Security trainings were provided. Also, an IPMT (Integrated Project Management Training) training package was created for five engineers of the employer. Engineers who worked in various departments of the site received training rotationally.

Furthermore, a local purchase rate of 95% was achieved in the region of operation, making a significant contribution to that region.

# A strong corporate sustainability score

GAP İNŞAAT which incorporated the social responsibility mentality into corporate culture stands behind the United Nations Sustainable Development Goals. The Company, which makes community investments in its operating regions, carries out social responsibility activities in its operating regions in line with Quality Education (4), Decent Work and Economic Growth Goal (8) and Sustainable Cities and Communities (11).







# ENVIRONMENTAL

- 86** Environmental Management
- 88** Waste Management
- 92** Effective Air Quality
- 93** Effective Water Management
- 94** Effective Noise Management
- 95** Effective Energy and Emission Management,  
Global Climate Change
- 100** Biodiversity
- 101** Connections with SDG



# Environmental risk management activities

Environmental management of GAP İNŞAAT contains the management of air-pollutant emissions, water management, noise management, effective energy use management, and activities for increasing the environmental awareness of employees.

GAP İNŞAAT reflects its corporate culture on the environment with its OHSE Policy. This policy was formed in accordance with ISO 14001 Environmental Management System Standard. The Environmental Policy is a high-level document that guides GAP İNŞAAT management systems and applications as a commitment of the Management to the environment. This policy is discussed and reviewed under the leadership of the Management in Management Review meetings held each year.

GAP İNŞAAT makes arrangements to minimize environmental risks.

Environmental management of GAP İNŞAAT contains the management of air-pollutant emissions, water management, noise management, effective energy use management, and activities for increasing the environmental awareness of employees. The activities are

**The Environmental Policy of GAP İNŞAAT was put into practice based on ISO 14001 Environmental Management System Standard.**

controlled through internal and external audits. As part of the independent external audits, compliance with ISO 14001 Environmental Management System Standard is revised every year.

The Company attaches importance to the environmental training process and aims for raising awareness through its efforts to increase environmental sensitivity every passing day. Environmental awareness and waste management training are provided to the newly-hired employees within the orientation training. In addition, training is given to raise awareness about environmental accidents, environmental management in emergencies, the disposal process of hazardous materials, environmental risks, and precautions to be taken, environmental legislation, waste management, and natural resource management. In 2021, environmental training was increased.





# Effective waste management for a liveable world

GAP İNŞAAT supports the reduction of environmental pollution and waste by taking an environment-friendly approach in all its activities and aims to ensure that the environment is protected and passed on to future generations.

GAP İNŞAAT which creates effective natural resource management strategies, carries out effective waste management activities in its operating regions. The Company believes that a waste management policy is a prerequisite for the struggle against global climate change and the protection of the life cycle.

**GAP İNŞAAT believes that waste management policy is a prerequisite for the struggle against global climate change and protection of the life cycle.**

GAP İNŞAAT has defined waste categories as follows:

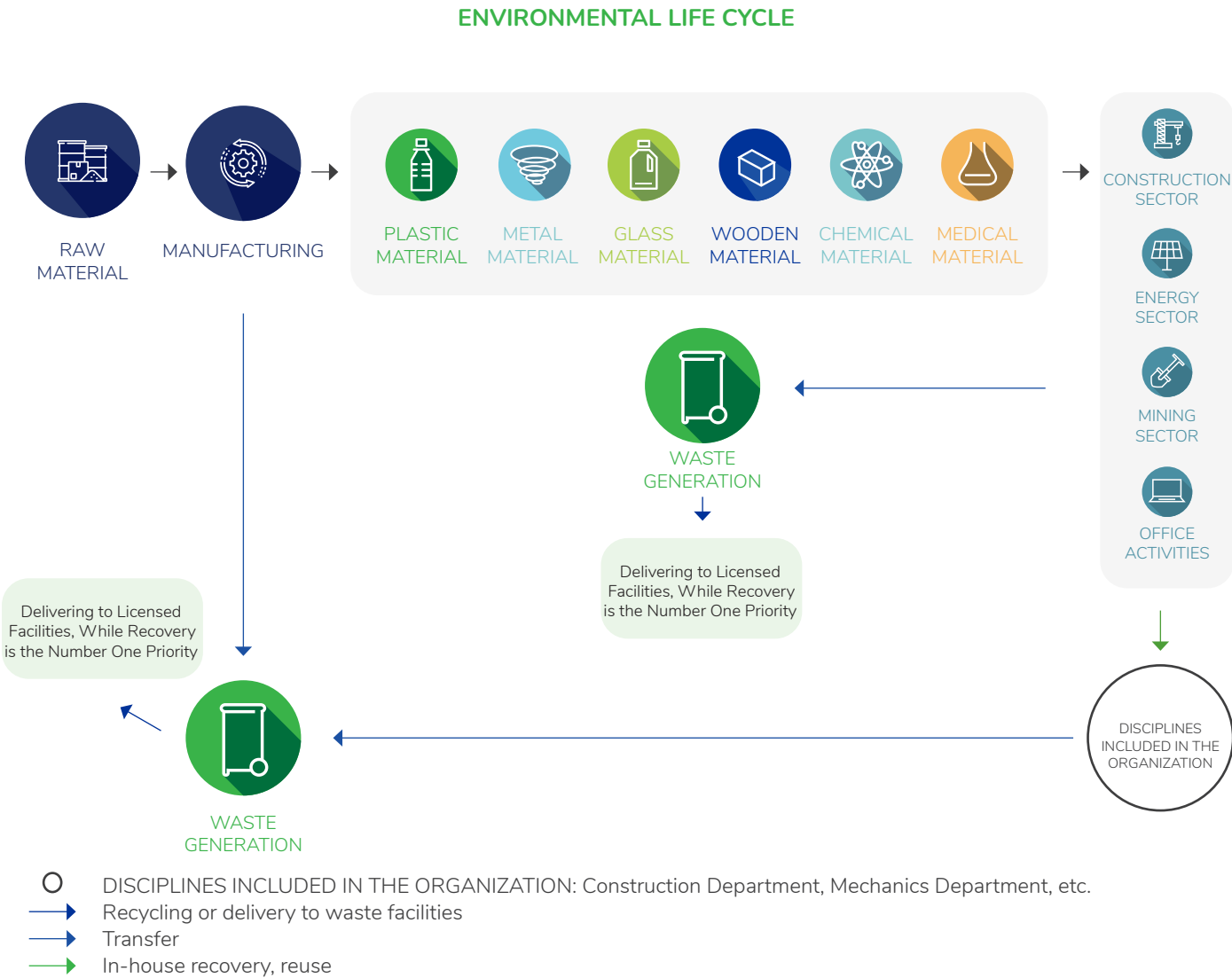
- Hazardous Waste
- Non-Hazardous Waste
- Inert Waste

**Waste Management Applications**

GAP İNŞAAT carries out waste management in the light of the following principles.

- Listing wastes by creating a waste management matrix,
- Striving to use hazardous substances, including chemicals and petroleum products, to a lesser extent in order to minimize the amount of hazardous waste,
- First, working on the prevention of waste formation, and if this fails, reducing the waste formation,
  - o Ensuring the reuse of materials,
  - o Recycling the materials for reuse where possible,
  - o Recycling the possible types of fuel for reuse,

- o Discharging wastewater to the areas allowed by authorities, after purifying it through package treatment systems and achieving the values in line with the legal regulations,
- o Performing waste management in accordance with the relevant legislations,
- o Ensuring that waste generated is disposed of by licensed institutions with the selection of the suitable procedures and technology,
- Classifying all resulting wastes as hazardous or non-hazardous, parsing all hazardous or non-hazardous wastes,
- Carrying out waste disposal only by the appointment of competent persons,
- Informing the relevant parties about the waste disposal zones,
- Assessing possible impacts before starting the transportation of harmless or non-hazardous waste to be given to third parties for reuse or disposal,
- Disposing of all solid waste in accordance with the requirements of the country of operation,
- Following the “Procedure for Preventing Leaks” in order to prevent the spread of all debris, and dangerous liquids (For example, oil, diesel fuel and chemicals).





# Improving performance in waste quantity

GAP İNŞAAT which creates effective natural resource management strategies, carries out effective waste management activities in its operating regions.



GENERAL WASTE INDICATORS

Istanbul Headquarters

Waste Quantities	2019	2020	2021
Hazardous Waste (kg)	17,455	6,325	36 kg
Non-Hazardous Waste (kg)	395	2,035	1,999 kg

Wastewater Statistics	2019	2020	2021
Wastewater Quantity (m³)	9,000	4,800	3,600

In 2021, empty toner cartridges which almost make up all the hazardous waste of Istanbul Headquarters were sent back to the supplier for refilling, instead of being sent for disposal. In this way, the formation of hazardous waste was reduced by contributing to the reuse process.

WASTE MANAGEMENT APPLICATIONS AS PART OF PROJECTS

**Turkmenistan**  
GAP İNŞAAT achieved the following waste management activities as part of its projects in Turkmenistan.

**Domestic waste:** The leftovers from the projects and the central building were collected in separate containers to be given to stray animals every day.

Other domestic wastes were brought by the authorized waste collection institutions, to the dumping areas which are allowed by the legal authorities of the relevant country.

GAP İNŞAAT achieved numerous waste management activities as part of its projects in Turkmenistan.

**Recyclable materials:** Paper, plastic, metal, etc. wastes were collected in waste containers with the color codes which are determined by the national standards and stored to be taken to recycling facilities with labels on them.

**Hazardous waste:** Hazardous waste originating from the machine supply processes such as batteries, oils, etc. was received by the authorized institutions.

**Medical waste:** Materials like syringes and needles in these areas were first disinfected, using “Superbenziden” and its substitute disinfectant materials, and then collected in special bags and delivered to related public enterprises.

Turkmenistan Head Office

Wastewater Statistics	2019	2020	2021
Wastewater Quantity (m³)	56,024	51,448	61,345

**Qatar**  
GAP İNŞAAT successfully implemented a waste management in the project it carried out in Qatar by parsing 2,500 m³ of waste as hazardous waste, waste oils, contaminated waste, and medical waste.

Wastewater Statistics	2020	2021
Wastewater Quantity (m³)	3,276.4	13,112.6

Waste Quantities	2020	2021
Medical waste (g)	2,700	13,000
Waste filters (pcs)	60	174
Waste oil (l)	6,750	2,950
Mixed non-hazardous waste (m³)	4,588.5	30,703.5



# Substantial fight against air pollution

GAP İNŞAAT monitors the impact of air quality originating from its activities, under the supervision of expert employees.



In the noise, lighting, and thermal comfort measurements performed by GAP İNŞAAT at least once a year, it was found that no limit value was exceeded. Noise, lighting, and thermal comfort measurements of the Company's headquarters are carried out at least once a year under the coordination and supervision of Occupational Health and Safety Professionals. In addition to such measurements, both personal dust exposure measurements and dust measurements in the environment are performed on the project sites. This process conducted by experts within the framework of legal legislation is a part of our activities for assessing the environmental dimensions. It was seen in these measurements that any limit value was not exceeded. Our environmental awareness efforts were continuously monitored during our activities.

**In the noise, lighting, and thermal comfort measurements performed by GAP İNŞAAT at least once a year, it was found that no limit value was exceeded.**

- The measures to combat air pollution on the project sites of the Company are as follows:
- Use of technological and modern construction equipment and materials,
  - Regular daily, weekly and monthly maintenance of equipment,
  - Replacement of worn, loose, or unstable machine parts that cause vibration,
  - Installation of high-quality silencer(s) on motorized equipment,
  - Keeping the machine parts well lubricated to reduce friction,
  - Erecting acoustic enclosures and barriers around generators,
  - Planning activities that will create noise pollution to be carried out within the most appropriate time frames.

# Sensitive approach to water consumption

Before utilizing the water resources in the regions of operation, GAP İNŞAAT negotiates with the local community and public institutions to reach an agreement. It never gets water from the fishing areas.

Water is needed for operations in the construction process and for dust prevention activities. In this context, GAP İNŞAAT first examines the water condition of its operating regions in order to benefit from water resources in these regions. After the examination, the quantity of water that may be used is determined. After the necessary water quantity is determined, a mutual agreement is reached by negotiating with the local community and public institutions as part of the environmental impact assessment processes. After the water use right agreement and permit procedures are completed, water is used. There is absolutely no water intake from the fishing areas.

## GENERAL WATER CONSUMPTION INDICATORS

### Istanbul Headquarters

	2019	2020	2021
Quantity of Water Used (Mains water, Groundwater) (m³)	11,400	6,000	4,373

### Qatar

	2020	2021
Quantity of Water Used (Mains water, Groundwater) (m³)	12,216	55,386

### Turkmenistan Head Office

	2019	2020	2021
Quantity of Water Used (Mains water, Groundwater) (m³)	56,024	51,448	61,345

### Taksim360

Quantity of Water Used (Mains water, Groundwater) (m³)	2019	2020	2021
Site	6,256.00	7,441.00	0*
360-361-1	2,640.00	1,294.00	1,543
385-386	-	552.00	3,065
Total	9,223.00	9,287.00	4,548

\* Activities at the "Site" were performed by the subcontractor and therefore, according to 2021 Taksim360 Project water consumption data, the water consumption originating from GAP İNŞAAT's activities was given as "0".



# Efforts for reducing noise pollution

GAP İNŞAAT also includes its stakeholder groups in its activities performed to determine the noise condition of the construction site environment before the construction process begins.



- The Company's activities aimed at preventing noise pollution in its operating regions are as follows:
- Use of technological and modern construction equipment and materials,
  - Regular weekly and monthly maintenance of equipment,
  - Replacement of worn, loose, or unstable machine parts that cause vibration,
  - Installation of high-quality silencer(s) on motorized equipment,
  - Keeping the machine parts well lubricated to reduce friction,
  - Erecting acoustic enclosures and barriers around generators,
  - Planning activities that will create noise pollution to be carried out within the most appropriate time frames.

**Noise Control Applications As Part of Taksim360 Project**

The Taksim360 Project is located in the central Beyoğlu District of Istanbul. In order to prevent noise pollution caused by construction in the project, regular frequency measurements and controls are carried out. In addition, with use of acoustic glasses throughout the project, it is aimed to be minimally affected by the noise of the city after the completion of the project.

**Workplace environment measurements of GAP İNŞAAT Headquarters are performed under the control and coordination of Occupational Health and Safety professionals.**

GAP İNŞAAT takes measures to control the environmental noise risk that may arise from its activities, and to eliminate the damage that may originate from such risk. With this awareness, the Company includes its stakeholder groups in its activities performed to determine the noise condition of the operation site environment and remove the risks before the construction process begins.

Workplace environment measurements of GAP İNŞAAT Headquarters are performed under the control and coordination of Occupational Health and Safety professionals.

# Minimum energy consumption for a sustainable world

Carrying on its activities to minimize the negative effects on the environment and climate, GAP İNŞAAT utilizes the latest developments in construction technology to enhance its energy efficiency.



Headquarters, Turkmenistan Head Office, Qatar Special Forces Integrated Training Center, and Taksim360 project, were calculated as the total carbon dioxide equivalent.

Scope-1 direct greenhouse gas emissions arising from 2021 activities of GAP İNŞAAT, Scope-2 indirect greenhouse gas emissions arising from the consumption of outsourced electricity, and Scope-3 other indirect greenhouse gas emissions - "Flights and Staff services" data were added to the calculation.

Scope-1 direct greenhouse gas emissions constitute about 49% of the total emissions.

In Scope-1 emissions, the greenhouse gas emissions originating from fuel consumption, refrigerant gases, and fire extinguishers make up a major part of GAP İNŞAAT's carbon footprint in 2021. 2021 Scope-1 emissions correspond to 1,085.52 tons of CO<sub>2</sub> equivalent.

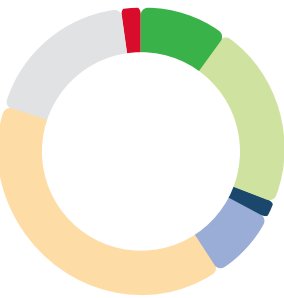
**GAP İNŞAAT keeps working on minimizing the energy consumption arising from its activities for a more liveable world.**

Focusing on leaving a more livable world for the next generations, GAP İNŞAAT realizes a minimum level of energy consumption in its activities. Carrying on its activities to minimize the negative effects on the environment and climate, GAP İNŞAAT utilizes the latest developments in construction technology to enhance its energy efficiency.

**Carbon Emission Indicators**  
GAP İNŞAAT carbon footprint calculations cover four selected facilities of the organization. The greenhouse gas emissions released during the activities, including GAP İNŞAAT Istanbul

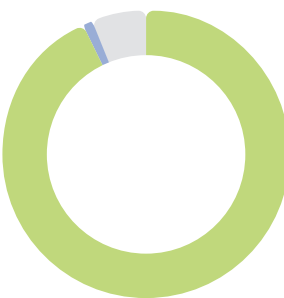


Istanbul Headquarters



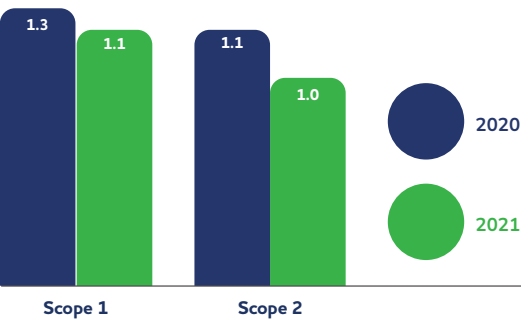
Fixed Burning - Natural Gas	10%
Fixed Burning - Diesel	0%
On Road - Diesel	21%
On Road - Gasoline	2%
Off Road - Diesel	0%
Refrigerant Gases	8%
Fire Extinguishers	0%
Purchased Electricity	39%
Business Travels	18%
Employee Commuting	2%

Qatar Special Forces Integrated Training Center Project (QTC)

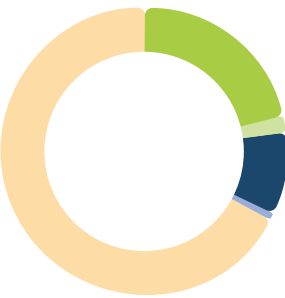


Fixed Burning - Natural Gas	0%
Fixed Burning - Diesel	93%
On Road - Diesel	0%
On Road - Gasoline	0%
Off Road - Diesel	0%
Refrigerant Gases	1%
Fire Extinguishers	0%
Purchased Electricity	0%
Business Travels	6%
Employee Commuting	0%

Emission mitigation in consumption data (thousand tons CO<sub>2</sub>eq)

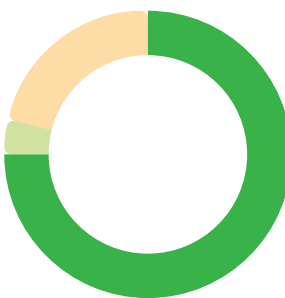


Turkmenistan Head Office



Fixed Burning - Natural Gas	21%
Fixed Burning - Diesel	0%
On Road - Diesel	2%
On Road - Gasoline	9%
Off Road - Diesel	0%
Refrigerant Gases	1%
Fire Extinguishers	0%
Purchased Electricity	67%
Business Travels	0%
Employee Commuting	0%

Taksim360 Project



Fixed Burning - Natural Gas	75%
Fixed Burning - Diesel	0%
On Road - Diesel	4%
On Road - Gasoline	0%
Off Road - Diesel	0%
Refrigerant Gases	0%
Fire Extinguishers	0%
Purchased Electricity	21%
Business Travels	0%
Employee Commuting	0%

GAP İNŞAAT 2021 GREENHOUSE GAS RESULTS

Category	Emission Type	Emission Source	Location	Tons CO <sub>2</sub> eq
Scope 1 - Direct Greenhouse Gas Emissions	Fixed Burning	Natural Gas	Istanbul Headquarters	51.25
			Taksim360 Project	139.95
			Qatar Special Forces Integrated Training System Project (QTC)	-
			Turkmenistan Head Office	243.50
	Fixed Burning - General	Diesel	Istanbul Headquarters	1.47
			Taksim360 Project	-
			Qatar Special Forces Integrated Training System Project (QTC)	341.65
			Turkmenistan Head Office	0.17
	Mobile Burning - On Road	Diesel	Istanbul Headquarters	109.61
			Taksim360 Project	7.97
			Qatar Special Forces Integrated Training System Project (QTC)	-
			Turkmenistan Head Office	20.25
		Gasoline	Istanbul Headquarters	10.09
			Taksim360 Project	-
			Qatar Special Forces Integrated Training System Project (QTC)	-
			Turkmenistan Head Office	104.64
	Mobile Burning - Off Road	Diesel	Istanbul Headquarters	-
			Taksim360 Project	-
			Qatar Special Forces Integrated Training System Project (QTC)	-
			Turkmenistan Head Office	-
	Leakage Emissions	Refrigerant Gas Leakages	Istanbul Headquarters	41.52
			Taksim360 Project	-
			Qatar Special Forces Integrated Training System Project (QTC)	4.24
			Turkmenistan Head Office	9.09
	Leakage Emissions	Fire Extinguishing Gas	Istanbul Headquarters	0.10
			Taksim360 Project	-
			Qatar Special Forces Integrated Training System Project (QTC)	0.01
			Turkmenistan Head Office	0.01
			Scope 1 Total	1,085.52
Scope 2 - Energy Indirect Greenhouse Gas Emissions	Purchased Electricity	Istanbul Headquarters	197.62	
		Taksim360 Project	38.97	
		Qatar Special Forces Integrated Training System Project (QTC)	-	
		Turkmenistan Head Office	776.35	
"Scope 3 - Indirect Greenhouse Gas Emissions Business travel"	Business Travels	Istanbul Headquarters	94.34	
		Taksim360 Project	-	
		Qatar Special Forces Integrated Training System Project (QTC)	22.74	
		Turkmenistan Head Office	5.08	
"Scope 3 - Indirect Greenhouse Gas Emissions Employee commuting"	Employee Commuting	Istanbul Headquarters	8.16	
		Taksim360 Project	0.16	
		Qatar Special Forces Integrated Training System Project (QTC)	-	
		Turkmenistan Head Office	-	
			Scope 3 Total	130.48
			TOTAL EMISSIONS	2,228.94



EFFECTIVE ENERGY AND EMISSION MANAGEMENT, GLOBAL CLIMATE CHANGE

Within the direct greenhouse gas emissions, the consumptions arising from fuel consumption, refrigerant gases, and fire extinguishers constitute a large percentage of GAP İNŞAAT’s carbon footprint in 2021.

GENERAL ENERGY CONSUMPTION INDICATORS

Istanbul Headquarters			
Electricity Consumption Indicators (kwh)	2019	2020	2021
	676,145	506,470	449,120
Fuel Consumption Indicators	2019	2020	2021
Natural Gas (m³)	1,250,000	1,351,000	253,484
Diesel (l)	44,559.54	21,482	41,352
Gasoline (l)	-	1,245	4,289

Qatar

Fuel Consumption Indicators	2020	2021
Diesel (l)	819,159	128,753

Taksim360

Electricity Consumption Indicators (kwh)	2019	2020	2021
	557,921.92	374,286.24	88,550
Natural Gas Consumption Indicators (kwa)	2019	2020	2021
	112,888.14	160,162.06	692,253

GAP İNŞAAT was awarded the LEED Certificate with the office block of the Taksim360 project.

Turkmenistan Head Office

Electricity Consumption Indicators (kwh)	2019	2020	2021
	1,071,160	1,011,896	1,073,275
Fuel Consumption Indicators	2019	2020	2021
Diesel (l)	343,142	483,814	7,598
Gasoline (l)	63,214	110,913	44,520
Gas Consumption Indicators (m³)	2019	2020	2021
	221,850	223,500	108,837

**LEED Certification Processes**  
GAP İNŞAAT which carries out all its projects according to international environmental standards, was awarded the LEED Certificate with the office block of the Taksim360 project. The LEED BD+C (Building Design + Construction) Gold certificate, which covers new construction or heavily renovated projects, is a pioneer in its field in Türkiye.





## For the future of all living things

In Turkmenistan Seaport Project, the artificial island covering 3.1 million m<sup>2</sup> became a haunt for migratory birds.



GAP İNŞAAT, which carries out all its activities in the light of environmental impact assessment, built and completed the Turkmenistan Seaport Project worth USD 1.5 billion, with an environmentally friendly approach. In the project built according to eco-friendly port standards, the nesting areas located on the birds' migration route were turned into a special bird sanctuary as a sign of respect for nature. The artificial island of 3.1 million m<sup>2</sup>, built so that migratory birds can fly free, is an exemplary project for transferring biodiversity to future generations.

  
**1,692,761**  
**m<sup>2</sup>**  
Size of the  
Bird Island

With the International Turkmenbashi Seaport Project, GAP İNŞAAT both maintains its work speed and protects the nesting areas located on the birds' migration route for a sustainable world.

In the project, there is an artificial island constructed by pumping the materials taken from the sea for the port deepening, to another area. Thus, the life of the migratory birds over the sea continues on this island.

## A strong environmental sustainability score

*Operating with the aim to leave a more livable world for the next generations, GAP İNŞAAT carries out all its activities paying attention to the environmental impact. As part of this, "Sustainable Development Goals" support the "Climate Action (13) Goal" actively.*







# ECONOMIC

- 104** Value Added Economic Performance
- 106** Project Management Approach Focused on Sustainable Profitability
- 107** Unconditional Customer Satisfaction
- 110** Responsibility in the Supply Chain
- 113** Connections with SDG



## Key driver of Turkish economy

The Turkish construction industry completed 2021 with a contraction of 0.9%. In consequence, the construction industry experienced a contraction for four consecutive years. The measures taken for the construction and housing sector against the pandemic started encouraging demand and the problem of insufficient demand was mitigated.

The construction industry began to recover in early 2021, although it has been affected by the pandemic which is a global risk, as from 2020. Nevertheless, cost inflation is rising significantly in almost all countries from the second half of 2021. Change in the demand structure and disrupted production processes resulted in global supply and logistic problems. The raw material costs which climb and fluctuate strengthened the inflationary trend all around the world. The countries which adopted expansionary monetary and fiscal policies from the beginning of the pandemic started to desist from such implementations. As a result, it seems inevitable that demand will go down and many industries, including the construction industry, will be affected by the process.

According to the “Construction Global Market Report: Opportunities to 2030” report of TBRC (The Business Research Company), it is expected that the construction sector will grow annually by 7.5%, reaching USD 15.5 trillion between 2021 and 2023. In the 2030 projection, it is envisaged that sectoral leadership of the Asia-Pacific region will consolidate further with an expansion in the market share, dominating 42% of the market.



**1 million  
491**

Houses sold

**According to the  
“Construction Global  
Market Report:  
Opportunities to  
2030” report of  
TBRC (The Business  
Research Company),  
it is expected that  
the construction  
industry will grow  
annually by 7.5%,  
reaching USD 15.5  
trillion between  
2021 and 2023.**

The Turkish construction industry completed 2021 with a contraction of 0.9%. In consequence, the construction industry experienced a contraction for four consecutive years. Demand level is the most substantial determinant in the construction industry. The measures taken for the construction and housing industry against the pandemic started encouraging demand and the problem of insufficient demand was mitigated.

One of the primary indicators of the construction industry, “the number of houses sold” corresponded to 1 million 491 thousand as a result of the accelerated economic growth, recovery in demands, and initiation of deferred demands. It was observed that mortgaged sales declined from 573 thousand to 294 thousand with the effect of interest rate hikes. Apart from housing, a remarkable escalation was observed in the sales of real estate such as land, fields, workplaces, factories, offices, warehouses, and industrial estates. Sales in this field rose by 29.6% in 2021 compared to the previous year, reaching 1 million 528 thousand and breaking the all-time record.

The construction industry which brings foreign currency to the economy with international contracting activities overseas and provides employment to the Turkish labor force made a breakthrough in the international market in 2021. The value of new projects which was USD 15.2 billion in 2020 was almost doubled in 2021 and the short-term target was revised to USD 30 billion. In the medium-term, the target is to boost it to USD 50 billion.

The country where Turkish contractors undertake the most businesses and total project costs make peak has been Russia in 2021, as it has been in the last two years. In addition to Russia, Iraq which rose to the second rank in 2021 after 2019 will maintain its importance also in the upcoming period. However, the course of the Russia-Ukraine war will determine the ranking. In Iraq, substantial cooperations will become visible following the formation of the government. Positive results of the political relationships which get warmer are expected in the Middle East. Cooperation with the UAE in the third countries, especially in Iraq is on the agenda.

Under current conditions dominated by a climate crisis against the whole world and humanity, it is significant that the construction sector and its sub-components need to perform more environmentally-conscious and climate-friendly activities with lower carbon emissions. In this context, it is of vital importance for the industry to meet definite standards from the manufacturing process to the final use in the upcoming period. The development of national climate standards and their implementation in an environmentally-sensitive manner will contribute to sustainability.



**The construction  
industry which  
brings foreign  
currency to the  
economy with  
overseas contracting  
activities,  
and provides  
employment for  
Turkish labor rose  
dramatically in the  
international market  
in 2021.**

It is apparent that the industry requires development in carbon trading and the rights based on it. This gap can be utilized as an emerging opportunity in the construction industry. Collaborations to be made with the government and related institutions for this purpose will gain significance. It may be relevant to develop new financing models/products for urban transformation and the construction of earthquake resistance buildings, and urgently generate structural solutions based on region/neighborhood.



# Vision to grow 4 fold in 4 continents by 2025

GAP İNŞAAT manages its projects with a sustainable future vision, adopting the “Value for People, Value for the Future” motto. With its projects realized on a global scale, the company was announced to be the 162<sup>nd</sup> biggest contractor in the world.



GAP İNŞAAT carries out large-scale projects and predominantly works with domestic and foreign public organizations. The company steadily increases its added value from its synergy with prestigious international brands like Mitsubishi and EWE.

GAP İNŞAAT which chose the said Türkiye-based region stated as a five-hour flight zone takes firm steps toward becoming a regional company. In 2021, GAP İNŞAAT once again managed to take part in the world's largest contractors ranking organized by the U.S.-based ENR magazine, where it is present continuously since 2006. With its global scale projects, GAP İNŞAAT was announced to be the world's 162<sup>nd</sup> biggest contracting company in 2021.

GAP İNŞAAT which succeeded in entering the list of 2020 Export Champions prepared by the Service Exporters' Association (HiB) of Turkish Exporters Assembly (TİM) was granted the second award in the category of construction, undertaking, and contracting services.

With its reliable teams getting strength from the innovation-focused entrepreneurial spirit, GAP İNŞAAT carries on its operations with the vision to grow four-fold in four continents in 2025, its 44<sup>th</sup> anniversary by adding value to any sphere of life it touches.

Conducting projects in three continents for a sustainable future with the “Value for People, Value for the Future” motto it embraced, GAP İNŞAAT completed 2021 in which global impacts of the pandemic sustained, in an efficient way by consolidating its existing businesses undertaken and working on penetration to new markets in the world.

Taking strength from the trust created by the Çalık brand, the Company displays a stable growth trajectory thanks to work experience across vast geography and adapting to local conditions. Having expertise in infrastructure, superstructure, energy, and health projects, GAP İNŞAAT has secured project management deals worth USD 7.40 billion, including the projects ongoing since its establishment.

**In 2021, GAP İNŞAAT once again managed to take part in the “World's Top 250 International Contractors” list organized by the U.S.-based ENR magazine where it has been listed successively since 2006.**

# Long-term relations with customers

GAP İNŞAAT actively monitors the latest industrial trends, engineering techniques, and consumer behavior, as well as the global environmental agenda, especially climate change. This allows the Company to improve its business practices where necessary.

Adopting Çalık Holding's principle of unconditional customer satisfaction, GAP İNŞAAT manages its customer relationships based on mutual respect.

The Company considers creating value for customers, increasing customer satisfaction, and establishing an environment of long-term trust in its customer relations one of its primary goals. Accordingly, it treats the people and organizations it works with honestly, fairly, respectfully, and in good faith. The Company and its employees, who fulfill their legal obligations on time, conduct business relations with companies within legal obligations.

GAP İNŞAAT which increased its total assets to TL 11 billion as of the end of 2021 operates according to the principle of unconditional customer satisfaction with the motto “Value for People, Value for the Future.”

GAP İNŞAAT adopts an integrated management approach to EPC and property development, monitoring the latest industry trends, engineering techniques, and consumer behavior, as well as the global environmental agenda. In particular, it keeps abreast of efforts to tackle climate change and implements improvements in business processes where necessary.

**GAP İNŞAAT attaches importance to smart climate solutions, digitalization, and innovation for fewer carbon emissions to achieve its goal of producing sustainable cities and living spaces.**

GAP İNŞAAT attaches importance to smart climate solutions, digitalization, and innovation for fewer carbon emissions to achieve its goal of producing sustainable cities and living spaces. For this reason, the Company seeks innovative solutions in the superstructure, industrial and infrastructure projects it undertakes. Giving weight to automation, GAP İNŞAAT realized its transformation by utilizing the information technologies such as BIM and Revit and switching to industry 3.0 in digitalization. GAP İNŞAAT which is preparing for the term summarized as the post-internet era in the construction sector, continues its infrastructure investments rapidly in order to use wireless sensors, lasers, and artificial intelligence-based products and services at its construction sites. Solutions aiming for LEED Gold certification and reduced carbon emissions are addressed within the framework of set sustainability goals.



# Promoter of local development

GAP İNŞAAT, renowned for its timely projects realized at predictable costs, adds momentum to the sustainable development of its operating regions.



Besides, GAP İNŞAAT created a value-creation model that also covers its stakeholders with its integrated management approach. GAP İNŞAAT's Business Model and Value Creation Approach will form the basis of the company's integrated reporting application in the coming period. On the other hand, GAP İNŞAAT which approaches project management in a time-cost-quality triangle gives priority to the implementation of the autonomous systems in sites and the integration with the artificial intelligence-based digital technologies to achieve the industry 4.0 objectives set in the global construction industry.

**GAP İNŞAAT gives priority to the implementation of the autonomous systems in sites and the integration with artificial intelligence-based digital technologies to achieve the industry 4.0 objectives set in the global construction industry.**

## Continuous Contribution to the Country and Society

By the end of 2021 and in full compliance with national laws and international sectoral regulations, GAP İNŞAAT had paid nearly TL 42 million in taxes (Value Added Tax, Stamp Duty, Years of Construction Withholding, Wages and Other Withholdings, and Social Insurance Premiums).

GAP İNŞAAT, renowned for its timely projects realized at predictable costs, adds momentum to the sustainable development of its operating regions. GAP İNŞAAT provides powerful support to the economies of the countries with its projects in Türkiye, Turkmenistan, and Qatar and its local employment and local supplier policies. The Company, which operates in EPC, also undertakes management, training of operation officers, and maintenance services on completion of the construction process, notably in projects such as hospitals and seaports.

## Environment-Friendly Buildings Respecting the History

In Taksim360 project which won the "Europe's Best Urban Renewal Project" at the 18<sup>th</sup> International Real Estate Awards, historical buildings are restored and other buildings are renewed originally with a contemporary architectural touch.



As part of the Taksim360 Project, the structures and facades that have survived are preserved using restoration techniques. This practice ensures the maintenance of the original architectural integrity. In addition, all registered facades within the project are preserved by both suspension and restoration techniques and reconstruction as per the decisions taken by the Renovation Board. The objective is to maintain the original early 20<sup>th</sup>-century texture of the street.

The renovation is done using creative models for energy and water efficiency. Careful consideration is given to fire, earthquake and building safety, and the use of daylight, landscaping, and lighting design. Care is also taken to ensure that renovated buildings are environmentally friendly.

The project's objective is to achieve harmonious results from diverse disciplines. These include avoiding noise pollution from mechanical and electrical installations and the use of environmentally friendly technologies and materials in the buildings. Furthermore, with this approach built into the architectural design, all hand-drawn works at the buildings and quality building elements within are to be preserved in warehouses for reuse, with faithful reproductions of those not suitable for reuse being produced.

**GAP İNŞAAT provides powerful support to the economies of the countries with its projects in Türkiye, Turkmenistan, and Qatar and its local employment and local supplier policies.**

The aim is to reuse original materials in situ. Therefore the wrought iron doors, balustrades, and buttress elements present in the certified buildings and valuable building elements such as plaster decorations, marble inscriptions, and wall panels will be stored in warehouses for reuse. Rigged bricks obtained from the demolition of masonry buildings were also kept for reuse as building elements in new buildings. All rubble resulting from the demolition works in the area is used by waste management company İSTAÇ in rehabilitation areas as a recovery material. All iron and steel materials obtained from demolition are passed and sent for recycling. Necessary precautions are taken during the construction process by methods such as washing-watering-silt fence enclosure to prevent damage to the city center and surrounding streets.

As the Taksim360 Project is located in a protected area, it falls outside the scope of parking regulations. However, the aim is to establish an indoor car park that will be sufficient for the use of each independent unit to the extent possible. Parking spaces are reserved near the entrances for low-emission vehicles, disabled persons' vehicles, electric cars, and bicycles. shower/dressing areas are provided in the parking lots. The buildings' roof areas are designed as green-open terraces. In the landscape, environmentally friendly plants that are most compatible with prevailing climatic conditions and require less water are used. While the project area is being renovated, the aim is to use techniques that maximize energy and water efficiency. Low-energy outdoor lighting technologies that highlight architectural elements and are appropriate for the character of the historical buildings are used.



# Sustainable supplier management

GAP İNŞAAT considers suppliers in all its operating regions as its stakeholders. It stipulates those suppliers to work per its corporate values and ethical principles.

GAP İNŞAAT expects its business partners to show sensitivity in supplier selection regarding anti-corruption, compliance with human rights, non-employment of child labor, employee rights, and the environment. In this context, the Company assists its suppliers with “best practices” and carries out active inspections at project construction sites.

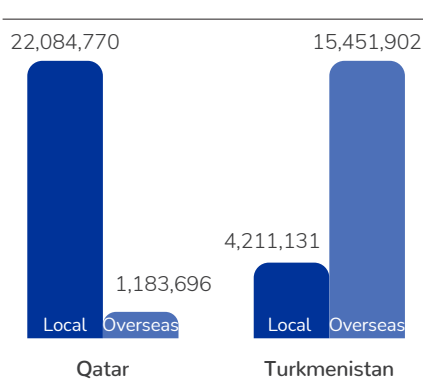
The Supplier Life Cycle (SLC) module and the Supplier Offer Module, which enable GAP İNŞAAT’s purchasing and supply chain to be managed more effectively, were made available on the Çalık Supplier Portal. The use of E-tender has begun in most purchasing processes, and the targeted 2022 e-tender ratio of at least 50% on a volume basis is set as a Key Performance Indicator (KPI). In line with this, the purchasing department at headquarters achieved the 50% target in 2021.

As of the end of 2021, GAP İNŞAAT, which has been carrying out projects in Turkmenistan and Qatar as part of foreign projects, has achieved strong synergy with its suppliers.

Relations with suppliers in international projects

As of the end of 2021, GAP İNŞAAT, which has been carrying out projects in Turkmenistan and Qatar as part of foreign projects, has achieved strong synergy with its suppliers. Having completed a total local purchasing rate of 21.42% at the Turkmenistan Aesthetic Center Hospital Project (EST), the Physiology Center Project (FIZ), Ashgabat Rehabilitation Center Project (ARM), Ashgabat Clinical Center State Administration Building (HKB), and Burn Treatment Hospital Project (YAN) in Turkmenistan, GAP İNŞAAT has conducted regular audits to ensure that suppliers operate per the laws of Turkmenistan and the values of Çalık Holding. The Company’s local purchasing rate in Qatari projects was 94,91%. Following regular meetings with suppliers of Qatari origin, the Company added Occupational Health and Safety (OHS) and good faith articles to the contracts.

Local/Overseas Purchase Table (US Dollar)



	Local	Overseas	Total	Percentage of Local Purchase (%)
Qatar	22,084,770	1,183,696	23,268,466	94.91%
Turkmenistan	4,211,131	15,451,902	19,663,034	21.42%



The International Turkmenbashi Seaport Project which is built on the seashore of the Caspian Sea

GAP İNŞAAT and its subsidiaries, which carry out projects in Turkmenistan and Qatar as well as in Türkiye as of the end of 2021, completely realize all their business processes with their robust logistics capabilities. GAP İNŞAAT and its subsidiaries conduct their logistics activities per construction deadlines, in the most economical conditions, and with attention to human health, and all product shipments conform to established regulations.

Built on the seashore of the Caspian Sea, the International Turkmenbashi Seaport Project shortened the logistic path between east and west, thus a contribution was made to regional prosperity with the increased trade volume.

**Headquarters positioned as the logistics management office**  
International transportation of all projects by GAP İNŞAAT is carried out by the headquarters logistics department. Logistics teams work in coordination with the headquarters logistics department at each construction site. While transportations are monitored via the SAP TM module, basic information such as the details of each transport (details of loaded materials, daily location information, loading/unloading, customs entry/exit dates) can be accessed through this system As the system is accessible by requisitioner of transported materials and the construction site team at any time, it increases communication speed between departments, and provides efficiency and convenience. The performance of GAP İNŞAAT’s logistics activities can be monitored and annual reports can be prepared with this system.

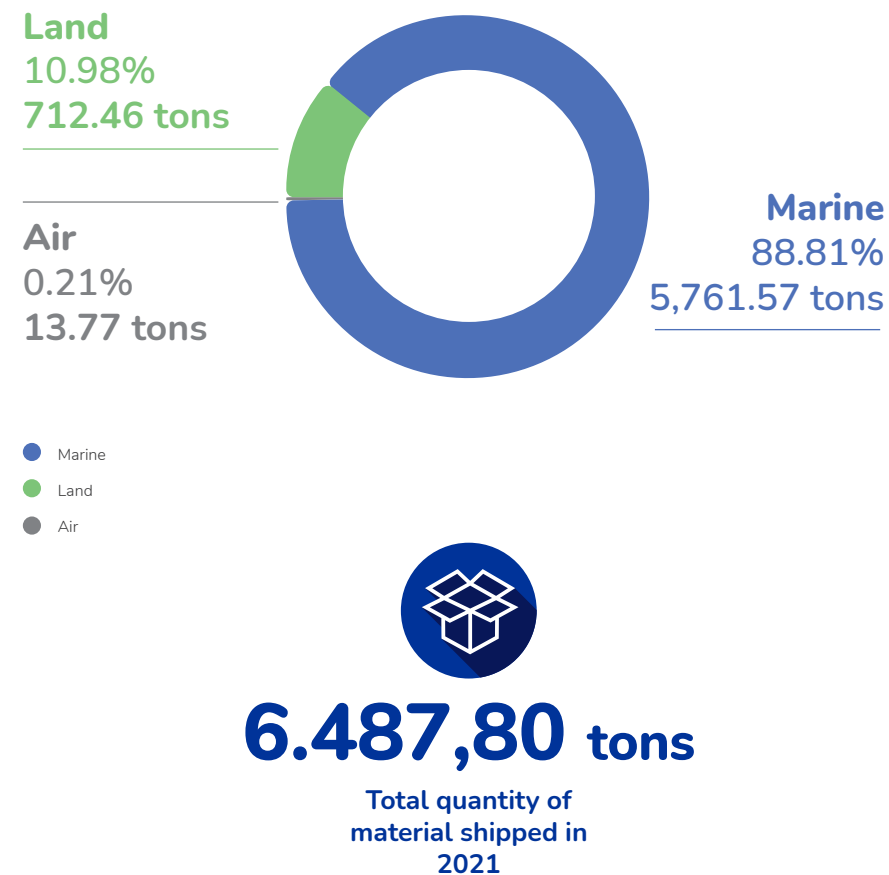


# End-to-end sustainability approach in value chain

GAP İNŞAAT carries out its logistics activities comprising the processes of purchasing services, products, and equipment, in line with its ethical principles and the Sustainable Development Goals of the United Nations.

## Weight-Based Activity Rates for 2021

Weight (Tons) Distribution Chart by Transport Type



### Basic goal: To grow supply chain

GAP İNŞAAT carries out its logistics activities comprising the processes of purchasing services, products, and equipment, in line with its ethical principles and the Sustainable Development Goals of the United Nations. GAP İNŞAAT, executing its procurement processes to high-quality standards, is continually growing its value chain. GAP İNŞAAT considers suppliers in all its operating regions as its stakeholders. It requires those suppliers to work per its corporate values and ethical principles. This practice ensures occupational health and safety, and environmental protection both at the construction site and during operation phases. It is also of great importance for the sustainability of GAP İNŞAAT's corporate reputation that suppliers work to GAP İNŞAAT's values.

GAP İNŞAAT, which carries out activities in the fields of EPC and property development, pays attention to bringing the materials to the project site by protecting the local environment in proper planning within the time frame while carrying out its projects.

# A strong economic sustainability score

One of the substantial players in the construction industry that has a key role in the Turkish economy, GAP İNŞAAT supports the UN Sustainable Development Goals (SDG). In this context, the Company successfully carries out all its activities in accordance with the Decent Work and Economic Growth (8) goal of the UN Sustainable Development Goals (SDG). GAP İNŞAAT contributes to local development and employment in its operating regions in the light of the sustainable growth strategy. The Company, which supports the Goal of No Poverty (1), strives with all its might to provide Good Health and Well-Being (3) within its organizational structure and in its operating regions.





LOOKING TO THE FUTURE

GAP İNŞAAT expects urban structuring and renewable energy investments to climb over the next 10 years. Green buildings, autonomous systems, digital adaptation, and the use of innovative building materials are expected to be focus areas for construction industry players in the following decade. GAP İNŞAAT's new business development strategies include targeting markets affected by climate action, achieving its digitalization and optimization goals in project management, entering into global strategic partnerships and perfecting its ability to acquire new business projects by adopting new financing models based on EPC, EPC-F, PPP and the generation of sustainable rental income.

GLOSSARY

<b>GAP İNŞAAT:</b>	GAP İNŞAAT Yatırım ve Dış Ticaret A.Ş. and all its subsidiaries
<b>ARM</b>	Ashgabat Rehabilitation Center Project
<b>BIG:</b>	Beyoğlu Investors Group
<b>CIS Countries:</b>	Commonwealth of Independent States
<b>ENR:</b>	Engineering News Record
<b>EPC:</b>	Engineering, Procurement, Construction
<b>EST:</b>	Aesthetic Center Hospital
<b>FIZ:</b>	Physiology Center Project
<b>GOP:</b>	Gediktepe Gold Mine Oxide Project
<b>HKB:</b>	Ashgabat Clinical Center State Administration Building
<b>IIRC:</b>	International Integrated Reporting Council
<b>OHS:</b>	Occupational Health and Safety
<b>OHSE:</b>	Occupational Health and Safety-Environment
<b>KVKK:</b>	Law on Protection of Personal Data
<b>LEED BD+C:</b>	LEED (Leadership in Energy and Environmental Design) Building Design and Construction
<b>MIPIM:</b>	International Building Construction Fair
<b>QTC:</b>	Qatar Special Forces Integrated Training Center Project
<b>SAP TM Module:</b>	SAP Transport Management Module
<b>SDG:</b>	Sustainable Development Goal
<b>SLC:</b>	Supplier Lifecycle Management Module
<b>SRM:</b>	Supplier Offer Management
<b>TÜİK:</b>	Turkish Statistical Institute
<b>TSE:</b>	Turkish Standards Institute
<b>UKAS:</b>	UK Accreditation Service
<b>YAN:</b>	Burn Treatment Hospital Project



GRI CONTENT INDEX

GRI Standard	Description	Direct Source/Page Number	Reason of Omission
GRI 101: Foundation 2016			
GRI 102: General Explanations 2016			
	Corporate Profile		
GRI 102: GENERAL EXPLANATIONS 2016	102-1	Front Cover About the Report, p. 16	
	102-2	GAP İNŞAAT in Brief, p. 24-25	
	102-3	GAP İNŞAAT in Brief, p. 24-25 Inside Back Cover	
	102-4	GAP İNŞAAT in Brief, p. 24-25 Country Representative Offices, p. 28 Operation Map, p. 29	
	102-5	Shareholding Structure, p. 27	
	102-6	GAP İNŞAAT in Brief, p. 24-25 Country Representative Offices, p. 28 Operation Map, p. 29	
	102-7	Sustainability Performance, p. 17 GAP İNŞAAT in Brief, p. 24-25 Country Representative Offices, p. 28 Operation Map, p. 29 Key Financial Indicators, p. 30-31	
	102-8	Qualified Human Resources Management, p. 72-77	
	102-9	Responsibility in the Supply Chain, p. 110-112	
	102-10	Responsibility in the Supply Chain, p. 110-112	
	102-11	Sustainability Priorities, p. 43	
	102-13	Corporate Memberships, p. 44	
	Strategy		
	102-14	Message from the Chairman, p. 38-39 Message from the Executive Management, p. 40-41	
	102-15	Message from the Chairman, p. 38-39 Message from the Executive Management, p. 40-41 Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	Ethics and Integrity		
	102-16	Code of Ethics and Compliance Policy, p. 59-62	
	102-17	Code of Ethics and Compliance Policy, p. 59-62	
	Governance		
	102-18	Professional Corporate Governance Approach, p. 54-55 Board of Directors, p. 56-57	
	102-19	Professional Corporate Governance Approach, p. 54-55 Board of Directors, p. 56-57	
	102-20	Professional Corporate Governance Approach, p. 54-55 Board of Directors, p. 56-57	

GRI Standard	Description	Direct Source/Page Number	Reason of Omission
GRI 102: GENERAL EXPLANATIONS 2016	102-22	Board of Directors, p. 56-57 Committees, p. 58	
	102-23	Board of Directors, p. 56-57	
	102-25	Risk Management Policies Aimed at Preventing Conflict of Interest, p. 61	
	102-26	Board of Directors, p. 56-57	
	102-27	Board of Directors, p. 56-57	
	102-29	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	102-30	Professional Corporate Governance Approach, p. 54-55	
	102-31	Professional Corporate Governance Approach, p. 54-55	
	102-32	About the Report, p. 16 Sustainability Approach, p. 42	
	102-33	About the Report, p. 16 Sustainability Approach, p. 42	
	102-34	About the Report, p. 16 Sustainability Approach, p. 42	
	102-35	Wage Management, p. 74	
	102-36	Wage Management, p. 74	
	Stakeholder Analysis		
	102-40	Stakeholder Map, p. 44-45	
	102-41	There is no collective bargaining agreement.	
	102-42	Stakeholder Map, p. 44-45	
	102-43	Stakeholder Map, p. 44-45	
	102-44	Sustainability Priorities, p. 43	
	Reporting		
	102-45	Auditor's statements can be found on GAP İNŞAAT Annual Report 2021 and on the website.	<a href="https://www.gapinsaat.com/documents/Gap_insaat_31.12.2021-SPK-TR.pdf">https://www.gapinsaat.com/documents/Gap_insaat_31.12.2021-SPK-TR.pdf</a>
	102-46	About the Report, p. 16 Sustainability Approach, p. 42	
	102-47	Sustainability Priorities, p. 43	
	102-48	There are no changes.	
	102-49	There are no changes.	
	102-50	01.01.2021-31.12.2021	
	102-51	This is the second Sustainability Report of GAP İNŞAAT.	
	102-52	Annual	
	102-53	Sustainability Approach, p. 42	
	102-54	About the Report, p. 16	
	102-55	GRI Content Index, p. 116-120	
	102-56	No independent assurance statement has been received for this report.	



GRI CONTENT INDEX			
GRI Standard	Description	Direct Source/Page Number	Reason of Omission
GRI 200: ECONOMIC STANDARD SERIES			
	Economic Performance		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Value Added Economic Performance, p. 104-105	
	Indirect Economic Impacts		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Project Management Approach Focused on Sustainable Profitability, p. 106	
	203-2	Business and Value Creation Model, p. 46-49 Value Added Economic Performance, p. 104-105 Project Management Approach Focused on Sustainable Profitability, p. 106	
	Procurement Practices		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Responsibility in the Supply Chain, p. 110-112 Combating Bribery and Corruption	
	Combating Bribery and Corruption		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 205: COMBATING BRIBERY AND CORRUPTION 2016	205-1	“Zero Tolerance” in Legal Compliance and Anti-Corruption, p. 59 Effective Internal Audit Practices, p. 60	
	205-2	“Zero Tolerance” in Legal Compliance and Anti-Corruption, p. 59 Effective Internal Audit Practices, p. 60	
GRI 300: ENVIRONMENTAL STANDARD SERIES	Energy		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	

GRI Standard	Description	Direct Source/Page Number	Reason of Omission
GRI 302: ENERGY 2016	302-1	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	302-2	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	302-4	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	Water and Wastewater		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 303: WATER AND WASTEWATER 2018	303-3	Waste Management, p. 88-91	
	303-5	Effective Water Management, p. 93	
	Biodiversity		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 304: BIODIVERSITY 2016	304-1	Biodiversity, p. 100	
	304-2	Biodiversity, p. 100	
	Emissions		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 305: EMISSIONS 2016	305-1	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	305-2	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	305-3	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	305-5	Effective Energy and Emission Management, Global Climate Change, p. 95-99	
	Waste		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 306: WASTE 2020	306-1	Waste Management, p. 88-91	
	306-2	Waste Management, p. 88-91	
	306-3	Waste Management, p. 88-91	



GRI CONTENT INDEX			
GRI Standard	Description	Direct Source/Page Number	Reason of Omission
GRI 400: SOCIAL STANDARDS SERIES			
	Occupational Health and Safety		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Integrated Management Systems, p. 32-33	
	403-2	Occupational Health and Safety, p. 66-71	
	403-3	Occupational Health and Safety, p. 66-71	
	403-4	Occupational Health and Safety, p. 66-71	
	403-5	Occupational Health and Safety, p. 66-71	
	403-6	Occupational Health and Safety, p. 66-71	
	403-7	Occupational Health and Safety, p. 66-71	
	403-8	Occupational Health and Safety, p. 66-71	
	403-9	Occupational Health and Safety, p. 66-71	
	403-10	Occupational Health and Safety, p. 66-71	
	Training and Education		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 404: TRAINING AND EDUCATION 2016	404-1	Qualified Human Resources Management, p. 72-77	
	404-2	Qualified Human Resources Management, p. 72-77	
	404-3	Qualified Human Resources Management, p. 72-77	
	Diversity and Equal Opportunity		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	GAP İNŞAAT 2021 Performance Indicators, p. 18-19 Qualified Human Resources Management, p. 72-77	
	Child Labor		
GRI 103: GOVERNANCE APPROACH 2016	103-1	Sustainability Priorities, p. 43	
	103-2	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
	103-3	Sustainability Priorities, p. 43 Professional Corporate Governance Approach, p. 54-55	
GRI 408: CHILD LABOR 2016	408-1	Child Labor Audits for Suppliers, p. 71	



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