



Borçelik Employee Relations Policy

■ Brief

This policy defines the main processes of the Human Resources Department within the framework of our Human Resources strategies, which aim to provide the best employee experience.

Employee Relations Policy

Borçelik bases its policies on the Borusan Group Human Resources Strategy and Procedures

Borçelik believes that making a difference in business life is possible by using its “human resources”. Accordingly, we create a work environment based on trust by ensuring continuity in our relations with our employees and maintaining a common vision and common values.

Borçelik aims to create and maintain an organization that creates value, adds meaning to life, is happy and draws its strength from its employees. In line with this vision, Borçelik aims to maintain a high degree of employee loyalty and to be the first choice of the best recruitment candidate in the field.

The main processes of the Human Resources Department, which were designed within the framework of our Human Resources strategies with the aim of providing the best employee experience, are implemented through the following policies:

Our Principles

Organizational Structure and Working Conditions

We offer our employees inclusive work environments that are people-oriented, value diversity, adhere to the principles of business ethics, focus on development and support high performance.

Borçelik’s organizational structures have been established in the simplest way possible in line with the company’s strategies, goals and needs. Digitalization allows for the use of efficient, productive, innovative digital working methods that are independent of time and space. We deploy matrix, horizontal and flexible structures, agile teams, and different forms of resource usage in line with our needs.

We develop the right working conditions to ensure the happiness and well-being of all employees. We create meaningful and inspiring work environments and, where appropriate, adopt flexible working hours and methods that promote a work-life balance. We implement practices to safeguard well-being that are responsive to the differing needs of our employees, alongside the physical and behavioral regulations required for Occupational Health and Safety.

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Talent Acquisition and Employer Branding

Through our strong employer branding and by developing innovative recruiting tools, programs and collaborations, we aim to attract the most talented individuals, those who are able to support Borçelik's strategy and goals. In this context, it is essential to assess prospective employees fairly using modern recruitment processes and methods designed in line with our needs.

Throughout the recruitment process, we set out to find talents who will create the highest added value. In addition to their functional suitability for the job, candidates are assessed in terms of their potential for adding value to Borçelik's own values, our leadership model and the organization as a whole in areas outside of work.

The Alpha Young Talent Program is implemented centrally in order to bring in young, talented individuals who will support Borçelik's vision and who can be trained to become future leaders.

Talent Development and Employee Retention

Investing in identifying and developing the potential of our employees is among Borçelik's most important priorities. Fairness and objectivity are essential in Performance Management, which consists of setting, measuring and rewarding individual goals based on the company's strategies and objectives. All of our managers are responsible for ensuring this within their own teams.

The Talent Management Process ensures that high-potential employees with strong levels of performance and exemplary behavior are identified. Thereafter, an investment is made in their development. The Talent Management Process aims to design rotation plans for high-potential employees as well as to identify those who can serve as backups for management roles in the group companies.

Group/company employees are prioritized when vacancies open up within the group or company. If no suitable candidates are found, external candidates are also included in the recruitment process. Each employee has equal rights and is subject to the same practices in the promotion process; employees with a high potential and performance are prioritized by the management during the promotion process.

The Borusan Academy invests in the development of its employees. It designs and implements programs that foster the Corporate Culture, as well as Leadership Development Programs and programs aimed at the development of functional competencies. Specific programs are also prepared and implemented for individual, technical and professional development are prepared and in accordance with company needs.

In addition to all these professional development opportunities, Borçelik's employees are expected to make the effort to continuously improve themselves.

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Borçelik Leadership Model and Development

In addition to their other responsibilities, leaders at Borçelik attach importance to managing their own team members. They also focus on cooperation with other teams, joint achievements and their own individual awareness. Accordingly, they develop people, team and individual management skills.

The Borçelik Leadership Model details the competencies and behaviors expected of Borçelik Leaders. They should be equipped with individual awareness, believe in the power of their team, prioritize collaborative success and take action today in terms of the future outcomes desired.

The Leadership Development Program, as defined by the Borusan Academy, strengthens individuals' "leadership muscles" and helps to train leaders who can inspire others in their organizations.

Recognition, Appreciation and Total Rewarding Management

Total Rewarding Management includes providing a motivating and competitive wage, and fringe benefits, and engaging in appraisal practices that support high performance and focus on employees' competencies and contributions to business goals.

At Borçelik, performance is evaluated in line with an internationally recognized job evaluation methodology, considering the size and complexity of all roles, the role's basic level of responsibility, its relative contribution to the organization and the knowledge, skills, experience and competencies required for the role.

Wage policies are determined in parallel with the job evaluation process by taking into account macroeconomic data, the wage policies prevailing in the market, and long-term goals of the company.

Wage management is executed in accordance with legal obligations, taking into account the job size and complexity, performance, experience and the internal and external wage balance of individuals.

Fairness and objectivity within the company, and the company's solvency are also taken into account for wage management purposes.

The performance bonus system, as part of the total reward, aims to help the company achieve goals and business results above its set targets, to encourage employees to demonstrate a superior performance by rewarding success and to establish a target-oriented performance culture. Employees with appropriate performance grades are paid a performance bonus at the end of the year based on their individual performances in line with the year-end performance and solvency.

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Managing the Employee Engagement

Employee engagement in Borçelik is strengthened by monitoring how employees engage and by taking into account their suggestions and expectations. The main priorities in this respect are providing a safe work environment where ethical values are kept alive, taking into account employees' needs for a work-life balance, and ensuring sustainable engagement by creating a positive organizational climate with the right leadership styles.

Periodic Employee Engagement Surveys are conducted by independent companies in line with this goal and the suggestions and expectations of the employees are also collected through these.

The strengths and weaknesses that emerge as a result of the Employee Engagement Surveys are analyzed by the Human Resources and Management teams. Any necessary actions are then planned and implemented accordingly and their developments are monitored.

Freedom of Association and Collective Bargaining Agreements

Labor unions are significant organizations that build constructive relations within the organization and play a role in strengthening these relations. In this context, Borçelik adheres to the principle of freedom of association, allowing unions and structures that proactively involve workers to function within the organization.

Responsibility and Monitoring

The Human Resources Department is responsible for preparing and publishing the Human Resources and Employee Relations Policy and Procedures, providing assistance in maintaining these procedures, and creating the appropriate environment to ensure the participation of employees in the development of these processes.

The practices conducted within the context of the Human Resources and Employee Relations Policy and Procedures are regularly monitored and evaluated by the Human Resources Department.

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