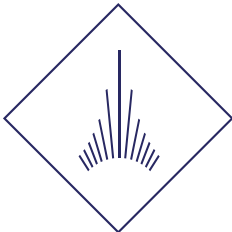


2022 SUSTAINABILITY REPORT



a member of  
**Groupe ADP**



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# About the Report

# 01



# About the Report

**Established in 1997, TAV Airports, Türkiye's renowned airport operator, consistently delivers top-notch services across all airport operations, offering millions of passengers an unparalleled travel experience.**

With a forward-looking approach, TAV Airports is dedicated to constructing airports for the future, while prioritizing its responsibility towards future generations and shaping its operations accordingly.

To this end, TAV Airports emphasizes sustainability-driven initiatives, recognizing their increasing significance, and leverages its skilled workforce and intellectual capital to spearhead sector-leading projects. It is dedicated to constructing a greener future by minimizing its environmental impact, fostering trust and collaboration with stakeholders, and actively participating in enhancing the well-being of local communities.

TAV Airports shares in an open and transparent manner its progress and future goals with stakeholders through its Sustainability Report, which adheres to GRI Standards and provides comprehensive data from January 1 to December 31, 2022, encompassing all its subsidiaries. The Sustainability Report also includes historical sustainability data to showcase measurable performance and includes a detailed account of the Holding's contribution to the UN Sustainable Development Goals (SDGs). With this report, TAV Airports also commits to report its sustainability performance annually in the future.

TAV Airports always places strong communication with its stakeholders at the core of its activities and attaches great importance to stakeholder feedback. For your comments and suggestions regarding the report, please contact us at [sustainability@tav.aero](mailto:sustainability@tav.aero).





# Message from the Senior Management

# 02



# Message from the Senior Management

Esteemed Stakeholders,

Since its establishment in 1997, TAV Airports has achieved great pride and satisfaction as it has evolved into a global brand within its sector, operating in 8 countries.

After three challenging years, 2022 signaled the end of the pandemic, and despite facing uncertainties due to geopolitical, economic, and industry instabilities, TAV Airports managed to conclude the year with a normalized situation in terms of passenger and traffic volumes. Despite the prevailing geopolitical uncertainties in 2022, TAV Airports has achieved remarkable results, surpassing even the strong pre-pandemic period of 2019 in terms of revenue and operating profitability. This success has been bolstered by a significant increase in passenger numbers, reaching a total of 78 million.

In light of the current magnitude of the climate crisis, we place significant emphasis on conducting all our operations with a profound sense of responsibility towards future generations. As TAV Airports continues its growth, we are committed to minimizing the adverse environmental effects of our operations and actively contributing to the development of communities in the regions where we operate.

In line with our goal of building a better future, we aim to make all our airports carbon-neutral by 2030. Currently, Antalya, İzmir and Ankara airports operate in this status. We are also committed to making all our operations carbon “net-zero” by 2050. Furthermore, we are dedicated to maximizing the utilization of renewable energy sources. In line with this vision, we have already installed a solar power plant at our airport in Madinah, and we have plans to further invest in solar power plants with the aim of sourcing 30% of our energy consumption directly from the sun.

Recognizing that sustainability is not only about environmental issues, we strive to develop activities that will set an example for our sector in line with our corporate social responsibility approach. We support many projects in different fields, especially education, sports and culture, and work to create positive impact in all the regions where we operate. We strive to maximize our impact through various projects we implement in cooperation with various institutions.

We attach great importance to ensuring that our employees, whom we regard as the most valuable part of our family, are highly motivated, and work to enhance both their productivity and loyalty. To this end, we ensure the effective management of human resources by offering equal and fair opportunities to all our employees without any discrimination. In addition, we are aware of our qualified workforce and support our employees with trainings on both personal and technical issues.

TAV Airports is renowned as a global leader in providing exceptional passenger experiences, thanks to our commitment to high service quality. Even in the face of challenging conditions, we consistently emerge stronger from crises and remain steadfast in shaping the future of TAV Airports. We would like to express our gratitude to you, our stakeholders, who are our biggest supporters in this process, for taking the time to read this sustainability report in which we openly share our efforts on our sustainability journey. We would also like to thank the entire TAV Airports family, especially our colleagues who contributed to this report, as well as the individuals who have played a pivotal role in shaping our success today.

**Sincerely,**  
**TAV Airports Board**  
**of Directors**





# TAV Airports at a Glance

# 03

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# TAV Airports at a Glance

Footprint in  
**29**  
**COUNTRIES**

**15**  
**AIRPORT**  
operations

**560**  
**thousand**  
**flights**  
hosted in 2022

**3**  
**carbon-neutral**  
airports

**78.5**  
**MILLION**  
passengers served  
in 2022

**TL 2.1**  
**billion**  
net profit





# About TAV Airports

# 04



# About TAV Airports

## 4.1. History

One of the world's leading airport operators, TAV Airports operates Antalya, Ankara Esenboğa, İzmir Adnan Menderes, Milas-Bodrum and Gazipaşa-Alanya airports in Türkiye.

Outside of the Türkiye, TAV Airports operates Almaty Airport in Kazakhstan, Tbilisi and Batumi Airports in Georgia, Monastir and Enfidha-Hammamet Airports in Tunisia, Skopje and Ohrid Airports in Macedonia, Madinah Airport in Saudi Arabia and Zagreb Airport in Croatia. In addition, the Holding also provides services in other areas of airport operations such as duty free, catering, ground handling, IT, security, and operational services. In this context, TAV Airports also operates duty free, food and beverage and other commercial areas at Riga Airport in Latvia.





## 4.2. Milestones

The company was awarded the İstanbul Atatürk Airport tender. An extraordinary growth story, progressing from serving only **10 million passengers to becoming one of the top 10 airports in the world by 2018.**

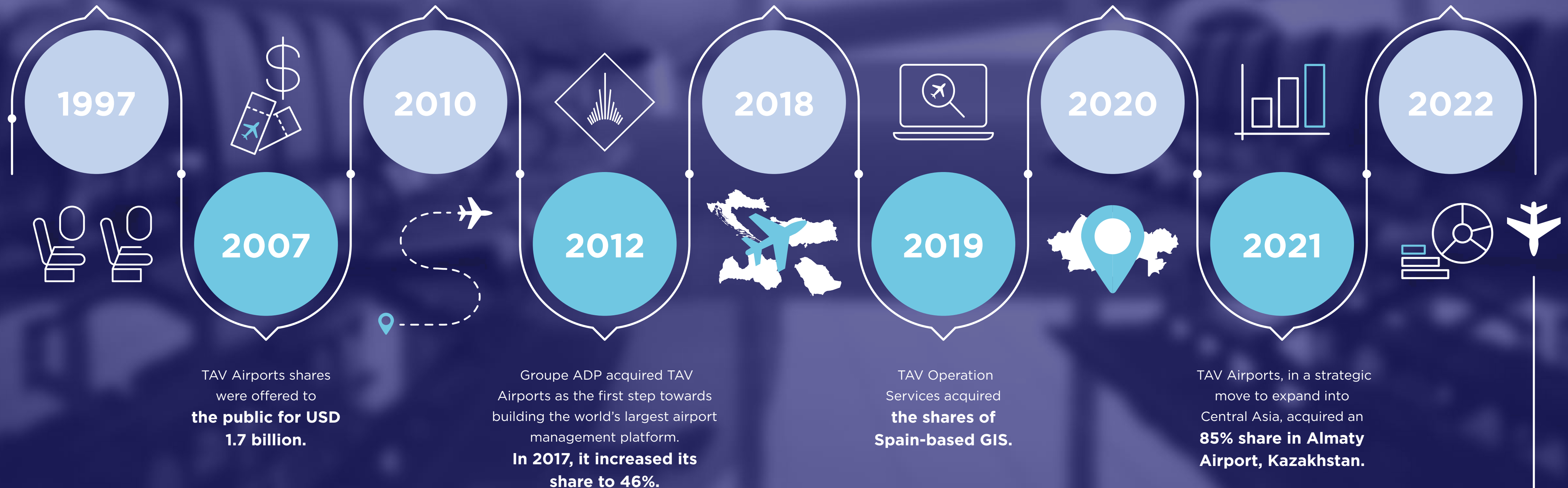
### 10 airports in the portfolio in the first 10 years

With the expertise gained in İstanbul, TAV Airports expanded its network to Georgia, Tunisia, and N. Macedonia in addition to three more airports in Türkiye.

TAV Airports and Fraport partnered at Antalya Airport, the largest tourism hub in the Mediterranean. **TAV Airports' portfolio reached 15 airports with additional operations in Türkiye, Latvia, Saudi Arabia and Croatia.**

The signing of the share purchase agreement **for the Almaty Airport in Kazakhstan was completed.**

The average maturity of the portfolio **exceeded 30 years, with the Antalya and Ankara operations extended beyond 2050.**





## 4.3. Strategy

As a member of Groupe ADP, TAV Airports is part of the leading airport management platform with

**global presence,  
through our service  
companies  
at 108 airports  
in 29 countries.**





## 4.3. Strategy

Our common purpose drives our ambitions:

**“Welcome  
passengers, operate  
and imagine airports,  
in a responsible way  
and all around the  
world.”**

It embodies three strong  
beliefs that will lead to a  
**new momentum  
for our group.**

To be a hospitality expert  
in the service of travelers.  
**The airport of the future  
must offer a seamless  
digital journey, high  
value-added services and  
offers, and a personalized  
experience.**

To be an innovative group  
**serving the  
infrastructures  
of tomorrow.**

The airport of the future  
**must be an  
efficient  
one thanks to  
sustainable  
construction and  
operating methods.**

To be a multi-local group  
**in service of local  
communities.**

The airport of the future  
must be a transportation and  
**energy hub that is  
integrated into overall  
regional planning.**

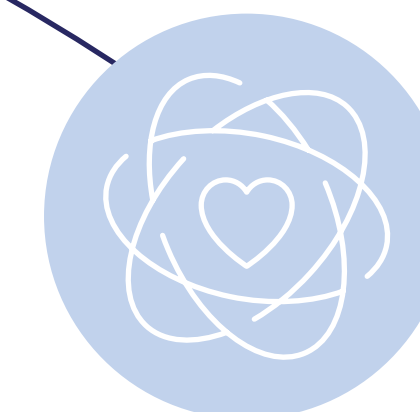


## Corporate Values



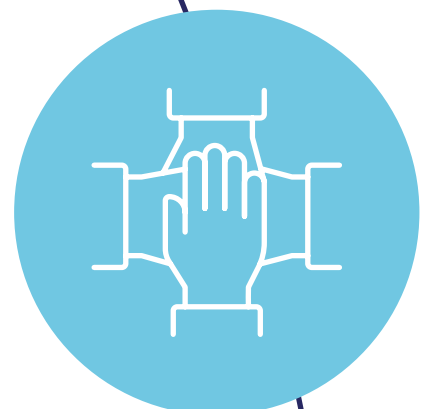
### PROFESSIONALISM

We perform our work with the utmost care and to the highest standards and closely monitor developments in our business. We consider work-related priorities in all relationships in our working life.



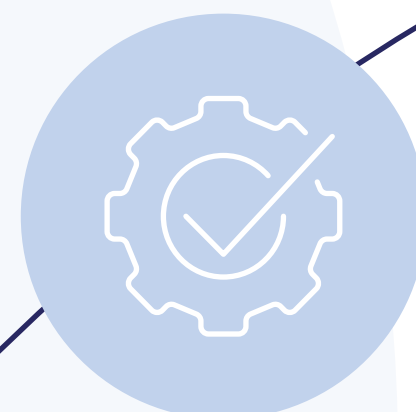
### INNOVATION

Based on customer satisfaction, we create opportunities for continuous development and innovation in all processes. Recognizing that innovation fuels differentiation, we are dedicated to delivering services that are contemporary and creative.



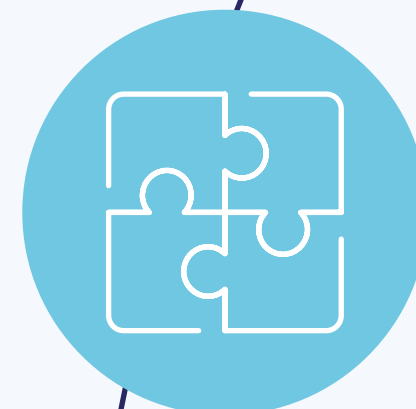
### TEAMWORK

With the belief that cooperation, mutual commitment, expertise, and knowledge-sharing are the basis of success, we see teamwork as a guarantee of personal achievement and encourage teamwork in all our operations.



### RESPECT

We prioritize respect for people, the environment, and the law, and we adopt acting within ethical rules as a basic requirement. We act honestly, transparently, fairly, and responsibly in all our work.



### DYNAMISM

Adopting dynamic and flexible working as a principle, we operate with a result-oriented and agile approach, regardless of the conditions. By continuously assessing the environment and conditions, we respond to change in a timely manner.



## Pioneers 2025 Strategic Roadmap

# DIGITALIZATION

We will implement real-time monitoring and employ automated and digital processes across all stages of the passengers' journey. To fulfill this vision, we have developed and implemented the “**Smart Airport Program**” by leveraging TAV Technologies' existing capabilities and ongoing R&D activities.

■ **Improving customer experience**  
– Supporting the development of hospitality offerings, generating additional revenue.

▴ **Optimizing operations – Increasing terminal capacity, optimizing costs, standardizing processes.**

# HOSPITALITY

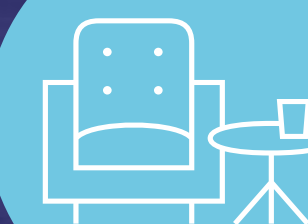
▴ **Achieving a 4+ ASQ score for all airports annually.**

● **Reaching over 3 million passengers.**

▴ **Having 3 airports in the top 100 in Skytrax ratings.**

■ **Reaching +10 million customers in the lounge network.**

● **Adding two 5-star lounges to the portfolio.**





## Pioneers 2025 Strategic Roadmap

# SUSTAINABILITY

In collaboration with Groupe ADP, we have established a fully consolidated ESG roadmap that encompasses four key pillars.

### CORPORATE GOVERNANCE:

Effective and efficient governance to improve TAV Airports' performance, becoming more stable and productive, reducing risks, enhancing reputation, ensuring safer growth, and increasing trust.

Establishing a long-term plan to build strategic relationships with suppliers in order to obtain the required goods and services within a given cost range and at the best quality.

### ENVIRONMENT:

Working in line with the commitments set out in the Airports for Trust charter.

**Increasing the proportion of battery-powered GSEs in the fleet to 20% by 2025.**

**Defining a carbon budget for new capital expenditure over EUR 5 million.**

**Including all airports in the ACA by 2025.**

**Following up on commitments made to Act4Nature International on biodiversity.**

### SOCIAL:

Enhanced flexibility, innovation and competitive advantage while improving business performance and considering diversity and equality.

### COMMUNITY:

Building long-term trust and alignment with local stakeholders, increasing the benefits of airport operations for local communities, uniting the airport community, and working together to maximize the positive impacts of airport operations.





4.4. Shareholding Structure

TAV Airports has a solid partnership structure that combines technical **know-how, sectoral expertise, and financial strength.**



●  
**46.1%**  
**Groupe ADP**

One of Europe’s leading airport operators with operations around the world.

●  
**5.1%**  
**Tepe İnşaat**

Operating since 1969, one of the leading companies in the sector.

●  
**1.2%**  
**Sera Yapı**

Focused on construction infrastructure and superstructure activities.

●  
**47.6%**  
**Free Float**





## 4.5. Organizational Structure / BOARD OF DIRECTORS

### Edward Arkwright, Chair

Born on April 26, 1974, Edward Arkwright graduated from IEP in Paris and studied at ESSEC Business School. Arkwright also holds a master's degree in Advanced Studies in Modern History. Appointed as a clerk to the Senate in 1997, Arkwright served in the Legislation Department (1997-1999) and on the Finance Committee (1999-2002). From 2002 to 2007 he served in various capacities as Advisor to the Minister of Budget and Minister of Finance on the implementation of the budget reform, Government Reform and Public Finance. In 2007, Arkwright joined the Caisse des Dépôts Group as Chief Private Secretary to the Managing Director and Member of the Executive Committee and in 2010 he became Chief Strategy Officer of the Caisse des Dépôts Group. Between 2007 and 2012, he served on the Board of Directors of the Caisse des Dépôts Group of Companies, as Chairman of the Board of Directors of Icade, a publicly listed company operating in the field of real estate, specializing in tourism,

and as Chairman of the Board of SCET, a consulting company for local authorities. When he joined Aéroports de Paris in December 2012, he served as Chairman of the Board of Directors, Special Advisor to the CEO and Member of the Executive Committee. On September 1, 2013, Arkwright was appointed CFO responsible for Finance, Strategy, Legal, Accountability and Procurement and has been acting CEO since May 2016. He is also the Chairman of the Board of Directors of Hub One, Groupe ADP's IT company, Chairman of the Board of Directors of TAV Airports Holding and Chairman of the Board of Directors of Groupe ADP International. Arkwright is also a member of the Board of ESSEC Business School and Chairman of the Board of the Cercle de l'Harmonie Orchestra.





## 4.5. Organizational Structure / BOARD OF DIRECTORS

### Mustafa Sani Şener, Vice Chair

Mustafa Sani Şener was appointed as Board Member and Chief Executive Officer of TAV Airports in 1997. He graduated from Karadeniz Technical University (KTÜ), Department of Mechanical Engineering in 1977 and in 1979 he received his M.Phil. degree in Fluid Mechanics from the University of Sussex in the UK. He was awarded an honorary doctorate in engineering by KTÜ Mechanical Engineering Faculty for his contributions to the development of Turkish engineering at the international level and an honorary doctorate in business administration by the University of New Hampshire for his achievements in Project and Risk Management during his tenure at TAV Airports. Prior to TAV Airports, Şener worked in many national and international projects in various roles from Project Manager to General Manager and studied Complex Systems Management at the Massachusetts Institute of Technology (MIT). Şener served as a member of the Airports Council International (ACI) World Board

of Directors and as the Chairman of the Türkiye-France and Türkiye-Croatia Business Councils of the Foreign Economic Relations Board (DEİK). Since January 2022, he has been the Chairman of DEİK Türkiye-Kazakhstan Business Council. In 2016, Şener was awarded the Legion d'honneur (Order of Chivalry) by French President François Hollande for his contributions to the relations between the two countries. In the same year, Şener was also honored with the Order of Distinguished Service by the Georgian government and in 2019, he was honored with the Order of Merit by the Macedonian Government. The business model created at TAV Airports became a case study at Harvard University and was lectured by Sani Şener to MBA students at Harvard Business School (HBS). In the voting conducted by Thomson Etxel among local and foreign financial institutions, he was ranked first in Türkiye in 2010, 2011, 2014, 2015 and 2016 and third in the European transport sector in 2014.

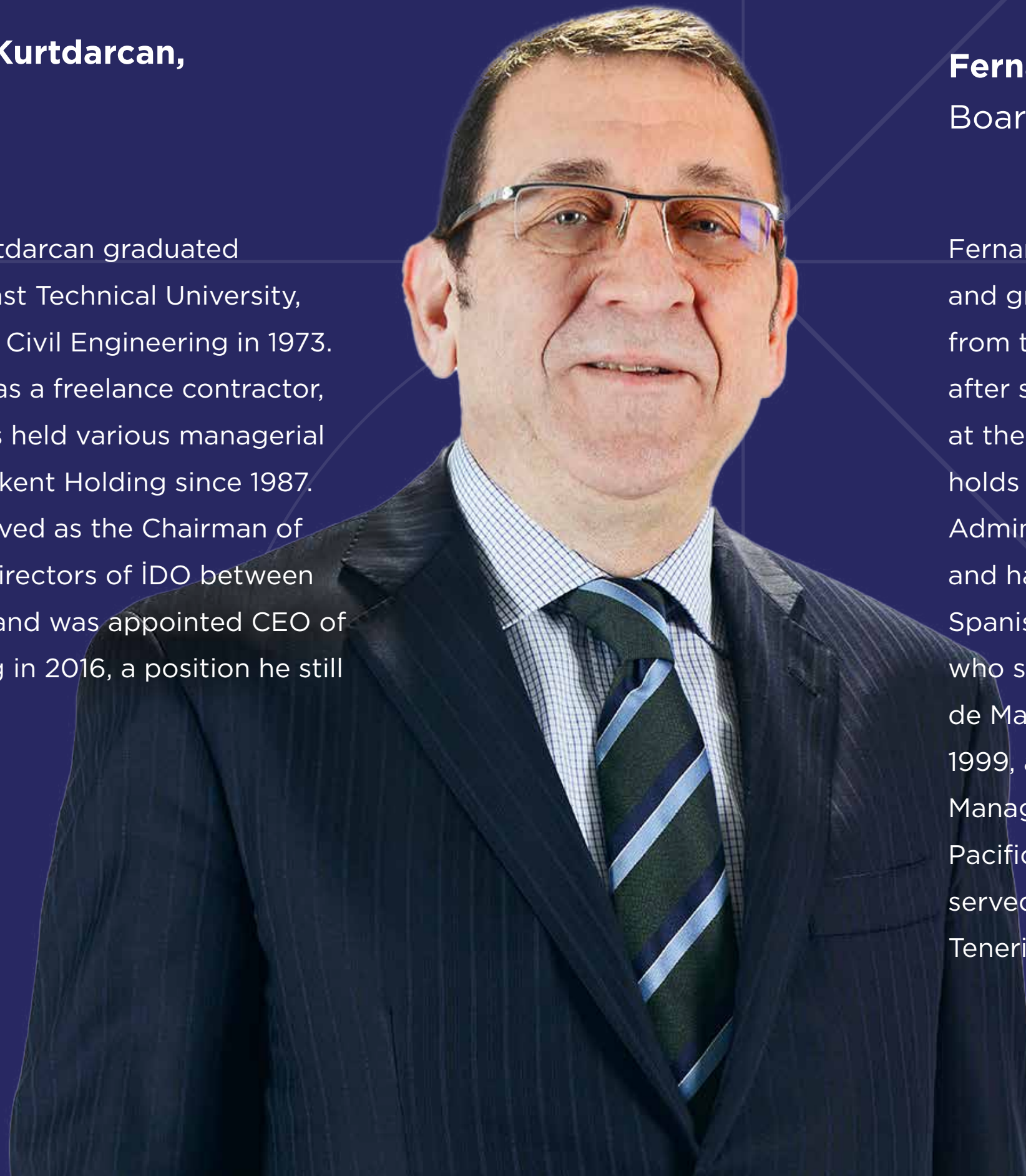




## 4.5. Organizational Structure / BOARD OF DIRECTORS

### **Ali Haydar Kurtdarcan,** Vice Chair

Ali Haydar Kurtdarcan graduated from Middle East Technical University, Department of Civil Engineering in 1973. After working as a freelance contractor, Kurtdarcan has held various managerial positions at Bilkent Holding since 1987. Kurtdarcan served as the Chairman of the Board of Directors of İDO between 2011 and 2013 and was appointed CEO of Bilkent Holding in 2016, a position he still holds.



### **Fernando Echegaray,** Board Member

Fernando Echegaray was born in Spain and graduated in Computer Engineering from the University of Balearic Islands after studying Industrial Engineering at the University of Catalunya. He holds a bachelor's degree in Business Administration from IESE Business School and has held various positions at the Spanish airport operator Aena. Echegaray, who served as Assistant Director at Palma de Mallorca Airport between 1985 and 1999, assumed the position of Operations Manager at Grupo Aeroportuario del Pacifico (GAP) in Mexico in 2000. He served as Chief Executive Officer at Tenerife South Airport in 2003-2004

and at Canary Islands Airports in 2004-2006. Echegaray also served as the Chief Executive Officer of Barcelona-El Prat Airport between 2006 and 2012. He was also the Flight Network Director of 46 airports in Spain at AENA between 2012 and 2017. Since July 1, 2017, Echegaray has been serving as Groupe ADP's Head of International Operations. Echegaray has also been serving as a member of the Executive Committee and Director of International Investments since May 1, 2018. He was appointed as Groupe ADP's Chief Operating Officer in January 2020, a position he still holds.





## 4.5. Organizational Structure / BOARD OF DIRECTORS

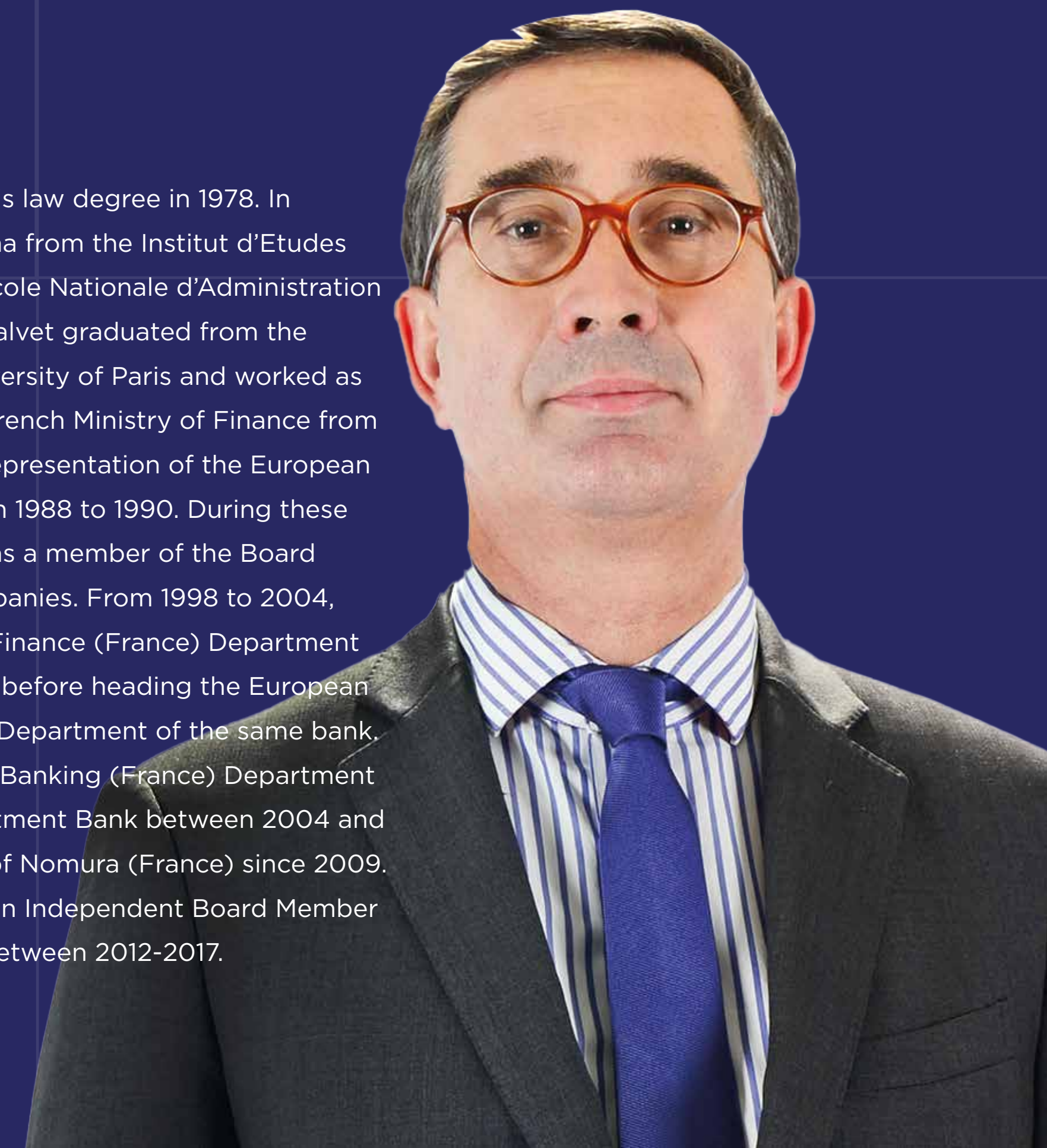
### **Franck Mereyde,** Executive Board Member

Born on April 6, 1972, Franck Mereyde graduated with a degree in Civil Engineering and a master's degree in Geophysics and Space Techniques. After starting his career at Environnement Canada and Météo France, in 2002 he became a technical advisor to the Ministry of Infrastructure's Research and Joint Transportation division, and later an advisor to the Budget, Finance and Civil Aviation divisions. Mereyde joined Groupe ADP in 2005 as Deputy Director of Operations at Paris-Charles de Gaulle Airport and later became Director of Operations. He was also responsible for Groupe ADP's cargo division. In 2007, he was appointed Director of Terminals 2A, 2B, 2C and 2D at Paris-Charles de Gaulle Airport, and in January 2010, he assumed responsibility for the high-speed rail connection (TGV/RER) with Paris-Charles de Gaulle Airport, as well as the directorship of Terminals 2E, 2F and 2G. Appointed on March 1, 2011 as the General Manager of Paris-Orly Airport, Mereyde is a Board Member of Aéroports de Paris Management and Hub Safe.



### **Jerome Calvet,** Board Member

Jerome Calvet obtained his law degree in 1978. In 1979, he received a diploma from the Institut d'Etudes Politiques and from the Ecole Nationale d'Administration in 1983. In 1983, Jerome Calvet graduated from the Faculty of Law at the University of Paris and worked as Financial Attaché at the French Ministry of Finance from 1983 to 1997 and at the Representation of the European Community in France from 1988 to 1990. During these years, Calvet also served as a member of the Board of Directors of many companies. From 1998 to 2004, Calvet led the Corporate Finance (France) Department of Société Générale Bank, before heading the European Mergers and Acquisitions Department of the same bank. Calvet led the Investment Banking (France) Department of Lehman Brothers Investment Bank between 2004 and 2008 and has been CEO of Nomura (France) since 2009. Jerome Calvet served as an Independent Board Member at TAV Airports Holding between 2012-2017.





## 4.5. Organizational Structure / BOARD OF DIRECTORS

### **Xavier Hürstel,** Board Member

Xavier Hürstel was born on May 24, 1969. A graduate of the IEP (French Institute of Political Studies) from the University of Paris and Paris-Dauphine University, Xavier Hürstel, a former student of the ENA (French National School of Administration), after fifteen years of service in the French State, has held Senior Executive positions for more than ten years in various companies. Xavier Hürstel started his career as a manager in the Budget Department. He then joined the French representation to the European Union (EU) in Brussels and was President of the Budget Committee of the Council of the EU (1999-2002). Between 2002 and 2006, Hürstel was an advisor to the Ministers of Economy, Finance and

Budget, and also worked as an advisor to the cabinet of Jean-Pierre Raffarin and Dominique de Villepin in the offices of the French Prime Minister. In 2008, he joined PMU as General Manager of Operations and became CEO in 2014. In 2017, Hürstel became an Executive Director at Sopra Steria consulting and technology group. Xavier Hürstel took office as Executive Vice President of Groupe ADP, responsible for the coordination of Group development efforts. Xavier Hürstel has been awarded the Knight's Order.



### **Aylin Selen,** Board Member (Independent)

After graduating from Middle East Technical University, Department of Civil Engineering in 1991, Aylin Selen joined Akfen Group in 1994 following her previous positions at different companies. Since 1997, she has worked as Technical Manager during the construction period and as Technical Services Director during the operation period of Atatürk Airport, Türkiye's first airport build-operate-transfer project. Aylin Selen worked with METU professors and lecturers to compile the success story of the construction of Atatürk Airport into a book titled "Beyond Construction" and has also been involved in presenting this success story and the preparatory work and operation of the build-operate-transfer project at various universities and congresses. In 2003, Aylin Selen became the founding General Manager of TAV Construction and retired at the end of 2010 after TAV Construction's growth in Türkiye, North Africa and the Middle East with airport and high-rise building projects.





## 4.5. Organizational Structure / BOARD OF DIRECTORS

### Jean-Michel Vernhes, Board Member (Independent)

Jean-Michel Vernhes graduated from the French Academy of Civil Aviation (ENAC) with a diploma in Civil Aviation Interference and Research Engineering (IEEAC) in 1974, and in 1982 he obtained his diploma in Civil Aviation Engineering. Jean-Michel Vernhes assumed the position of Director of Aviation Concessions at Toulouse-Blagnac Airport in January 1999, following a lengthy career at the Directorate General of Civil Aviation. From 1993 to 1998, he served as Assistant Navigation Manager and Human Resources Officer in Paris. In June 2002, he was appointed as General Manager of the Toulouse Chamber of Commerce and Industry. He also continued to serve as Chairman of the Board

of Directors of Toulouse Blagnac Airport, which was established on March 23, 2007. In September 2009, he resigned from his position at the Toulouse Chamber of Commerce and Industry to assume the position of Chairman of the Board of Directors of Toulouse-Blagnac Airport. In addition to his role as Chairman of the Board of Directors of Toulouse Blagnac Airport, Jean-Michel Vernhes was also President of the French Airports Association (ALFA-ACI) from October 2008 to October 2011. From May 2011 to May 2017, he served as President of the French Airports Union (Union des Aeroports Français).



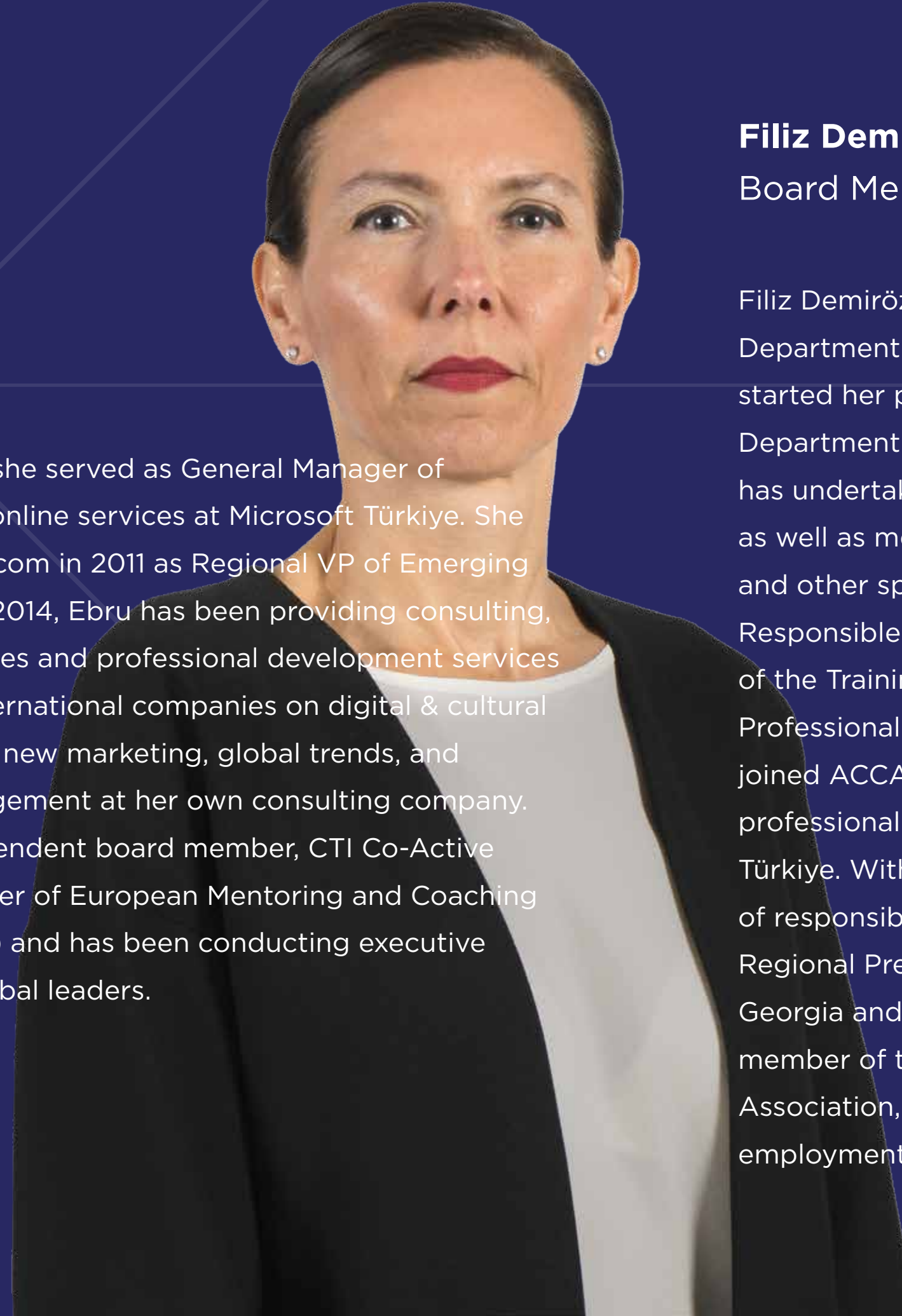


## 4.5. Organizational Structure / BOARD OF DIRECTORS

### **Ebru Yonca Çapa,** Board Member (Independent)

Ebru Yonca Çapa has an International Baccalaureate degree from United World College and a BBA degree in international business and economics from University of Bridgeport, USA. She has participated in various leadership and management programs at IMD, Kellogg's Graduate School and Harvard Business School. She started her career at Procter & Gamble as product manager and later undertook the role of marketing & communications manager at Digital Equipment Corporation in 1993. In 1997, she joined Microsoft Türkiye as marketing & communications manager. In 2004, she was appointed as MSN Türkiye's country manager and from 2005 to 2008 served as Middle East & Africa Regional Director of MSN & Online Services. Between

2008 and 2011 she served as General Manager of consumer and online services at Microsoft Türkiye. She joined Monster.com in 2011 as Regional VP of Emerging Markets. Since 2014, Ebru has been providing consulting, keynote speeches and professional development services to local and international companies on digital & cultural transformation, new marketing, global trends, and strategic management at her own consulting company. She is an independent board member, CTI Co-Active Coach, a member of European Mentoring and Coaching Council (EMCC) and has been conducting executive coaching to global leaders.



### **Filiz Demiröz,** Board Member (Independent)

Filiz Demiröz graduated from Boğaziçi University, Department of Business Administration in 1995 and started her professional career at KPMG Türkiye Audit Department in the same year. At KPMG Türkiye, she has undertaken the management of audit projects as well as mergers and acquisitions, valuation, IPO, and other special projects. In addition to her role as a Responsible Partner, she has assumed the leadership of the Training and Development Department and Professional Practice Department. In 2016, Demiröz joined ACCA, the global finance and accounting professional organization, as the President of Türkiye. With the new countries added to her area of responsibility, Demiröz continues to serve as the Regional President of ACCA Türkiye, Azerbaijan, Georgia and Afghanistan. Filiz Demiröz is also a member of the Supervisory Board of YenidenBiz Association, which aims to contribute to women's employment.





## 4.5. Organizational Structure / SENIOR EXECUTIVES

### Serkan Kaptan, CEO

Serkan Kaptan received his bachelor's degree in Business Administration from İstanbul University and completed the MBA program at Marmara University in 2002. Kaptan joined TAV Airports in 1998 with the İstanbul Atatürk Airport build-operate-transfer project. Until 2001, he worked as an airport management consultant at Airport Consulting Vienna, owned by VIE, a partner of TAV Airports. Since 2002, he has been responsible for business development and strategy, airline marketing, research and development and investments at TAV Airports. Kaptan, who has 25 years of experience in airport and airline operations and public-private partnership infrastructure projects, has served as the Deputy Chairman of the

Executive Board of TAV Airports since 2016, as well as a board member in all subsidiaries of the Holding. He was appointed as the Chief Executive Officer of TAV Airports in May 2022. Kaptan is also an Executive Board Member responsible for Groupe ADP Central Asia, Middle East, Africa, Eastern Europe and CIS. Kaptan, who serves as a Board Member of the Service Exporters Association (HİB) and Chairman of the DEİK Latvia-Türkiye Business Council, was elected to the Board of Directors of the Airports Council of Europe (ACI Europe) in 2021. Kaptan is married and has two children.





## 4.5. Organizational Structure / SENIOR EXECUTIVES

### **Franck Mereyde,** Executive Board Member & Chair of Executive Committee

Born on April 6, 1972, Franck Mereyde graduated with a degree in Civil Engineering and a master's degree in Geophysics and Space Techniques. After starting his career at Environnement Canada and Météo France, in 2002 he became a technical advisor to the Ministry of Infrastructure's Research and Joint Transportation division, and later an advisor to the Budget, Finance and Civil Aviation divisions. Mereyde joined Groupe ADP in 2005 as Deputy Director of Operations at Paris-Charles de Gaulle Airport and later became Director of Operations. He was also responsible for Groupe ADP's cargo division. In 2007, he was appointed Director of Terminals 2A, 2B, 2C and 2D at Paris-Charles de Gaulle Airport, and in January 2010, he assumed responsibility for the high-speed rail connection (TGV/ RER) with Paris-Charles de Gaulle Airport, as well as the directorship of Terminals 2E, 2F and 2G. Appointed on March 1, 2011 as the General Manager of Paris-Orly Airport, Mereyde is a Board Member of Aéroports de Paris Management and Hub Safe.



### **Burcu Geriş,** Deputy CEO & CFO

Burcu Geriş graduated from Boğaziçi University, Department of Business Administration in 1999 and later received MBA degrees from London Business School and Columbia Business School. She started her professional career at Garanti Bank, where she worked in the Treasury and Project Finance departments between 1999 and 2005. Geriş joined TAV Airports Holding in 2005 and served as the head of the Project and Structured Finance Department. Geriş became CFO in 2012 and Vice President in 2014. In 2015, she was named Young Global Leader by the World Economic Forum and Rising Talent by the Women's Forum in 2013. She was selected as one of Türkiye's 50 Most Influential CFOs by Fortune magazine for three consecutive years in 2016, 2017 and 2018. In addition to her board memberships at TAV Group Companies, Geriş is a member of Women Corporate Directors (WCD), Professional Women's Network (PWN), Global Board Ready Women (GBRW), Global Relations Forum Young Professionals Program, BÜMED, CBS and LBS Alumni Associations.





## 4.5. Organizational Structure / SENIOR EXECUTIVES

### **Murat Örnekol,** Chief Purchasing Officer (CPO)

Murat Örnekol, who graduated from Middle East Technical University, Department of Industrial Engineering in 1980, held the position of General Manager at Esenboğa Airport from 2006 to 2008. Prior to joining TAV Airports, Örnekol worked as Planning Engineer, IT Manager and Trade Manager at Kutlutaş Holding. He served as General Manager at Bordata, an IT company, General Manager at Beretta Holding and Logistics and Business Development Coordinator, Head of Healthcare Sector, Telecom Project Director, and Deputy Chairman of the Holding's Executive Board at Bayındır Group companies. In 2008, Örnekol was appointed as Operations Director at TAV Airports Holding and served as Vice President in charge of Operations and Procurement between 2013-2019. Murat Örnekol has been serving as Chief Procurement and Logistics Officer (CPO) since January 2020.



### **Hakan Öker,** Chief Human Resources Officer (CHRO)

Hakan Öker graduated from Hacettepe University, Department of Sociology in 1986. In 1988, he started working as a Personnel Specialist at Beksa, Bekaert-Sabancı Çelik Kord A.Ş. After assuming different responsibilities at Beksa between 1988 and 1998, he continued his career as Human Resources Director at Kordsa Türkiye, Quality and Information Systems, Shared Services Director at Tire, Reinforcement Materials and Automotive Group and then as Projects Director at Sabancı Holding. In January 2007, he assumed Global Human Resources Responsibility at Kordsa Global, and was appointed Vice President of Human Resources and Information Systems in January 2009 and as Assistant General Manager of Human Resources in July 2015. Öker served as the Vice President of Human Resources at TAV Airports Holding from 2016 to 2020, and as of January 3, 2020, he has been fulfilling the role of Chief Human Resources Officer (CHRO).





## 4.5. Organizational Structure / SENIOR EXECUTIVES

### **Kürşad Koçak,** Chief Operating Officer (COO)

Kürşad Koçak graduated from Ankara University in 1990 and began his career in the industry in 1996. In 1997, he joined Havaş and worked in managerial positions at İstanbul, Dalaman, Trabzon and Antalya Airports. Koçak also assumed the role of General Manager at Cyprus Airport Services (CAS) and was appointed as Havaş Assistant General Manager in 2009. In 2015, Koçak was appointed as Havaş General Manager and has been serving as TAV Airports Holding Group Head – Airports (COO) since July 1, 2020. He is also active in the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) Civil Aviation Council and Turkish Private Sector Aviation Enterprises Association (TÖSHİD).



### **M. Kerem Öztürk,** Chief Information Officer (CIO) and TAV Technologies General Manager

M. Kerem Öztürk studied Information Technology Management at Marmara University and International Business Administration at the University of Vienna. He has worked as Consultant, Project Manager, IT Policy Officer, and CIO in companies such as Mercedes Benz, KPMG, ALLIANZ Group, Vodafone, Tüvtürk and Tüv-Süd since 1996. Prior to joining TAV Technologies, he most recently worked as CTO at Mars Cinema Group and held senior positions in many projects in the areas of strategy, governance, IT policies, IT processes and procedures, digital transformation, business intelligence, web, and mobile software development. Öztürk is also experienced in project management, system management, software development projects, ERP Systems, network management, IT security and process management and speaks English and German.





## 4.6. Group Companies and Services Provided / AIRPORT OPERATIONS



# 100%

### Ankara Esenboğa Airport

Esenboğa Airport, serving Ankara, the capital of Türkiye, began operations in 2006 with its new and modern terminal building, which brings together domestic and international terminals in a single facility.



# 100%

### Izmir Adnan Menderes Airport

Izmir Adnan Menderes Airport serves as a gateway to the Aegean region, home to a strong industrial, agricultural and tourism infrastructure. TAV Airports took over operations in 2006 and invested EUR 416 million for the new state-of-the-art domestic terminal.



# 100%

### Gazipaşa-Alanya Airport

Gazipaşa-Alanya Airport is a boutique airport with direct access to the east of Antalya, serving mostly low-cost carriers and charter flights.



# 50%

### Antalya Airport

TAV Airports, together with its partner Fraport, started operating Antalya Airport in February 2018. It is the largest tourism center in the Mediterranean in terms of international passenger traffic and the second busiest airport in Türkiye.



# 100%

### Milas-Bodrum Airport

Located between two important cities of ancient Caria, Milas-Bodrum Airport is one of the most popular destinations in the Aegean.



# 100%

### Enfidha-Hammamet Airport and Monastir Airport

Enfidha is the first airport in Africa to join the ACA program. Enfidha and Monastir cater to the touristic areas of Tunisie.

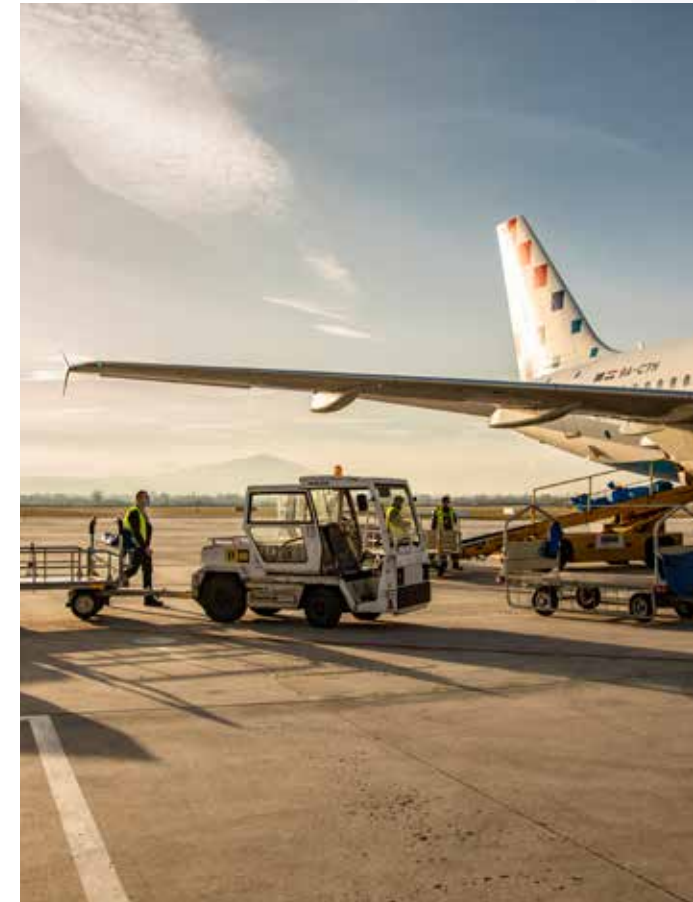




# 80% - 76%

## Tbilisi (80%) Airport and Batumi (76%) Airport

Situated in the strategically important Caucasus region, Tbilisi Airport is recognized as one of the 'Top Ten Airports in Eastern Europe'. Batumi serves as the gateway to a prominent tourist destination of the Black Sea region.



# 100%

## Skopje Airport and Ohrid Airport

Since 2010, TAV Airports has more than doubled the traffic at Skopje, the capital of North Macedonia, and Ohrid, a UNESCO World Heritage Site.



# 85%

## Almaty Airport

The economic and cultural capital of Kazakhstan, Almaty is the busiest airport in the country. It is an important crossroads on the modern "Silk Road", serving as the base of the flag carrier Air Astana.



## Riga Airport

TAV Airports has been operating the commercial areas of Riga Airport, the hub of Latvia's national flag carrier airline Air Baltic, since 2011



# 15%

## Zagreb Airport

An architectural landmark, Zagreb Airport's new terminal opened in 2017. TAV Airports is part of an international consortium that won the operation rights for Zagreb Airport in 2013.



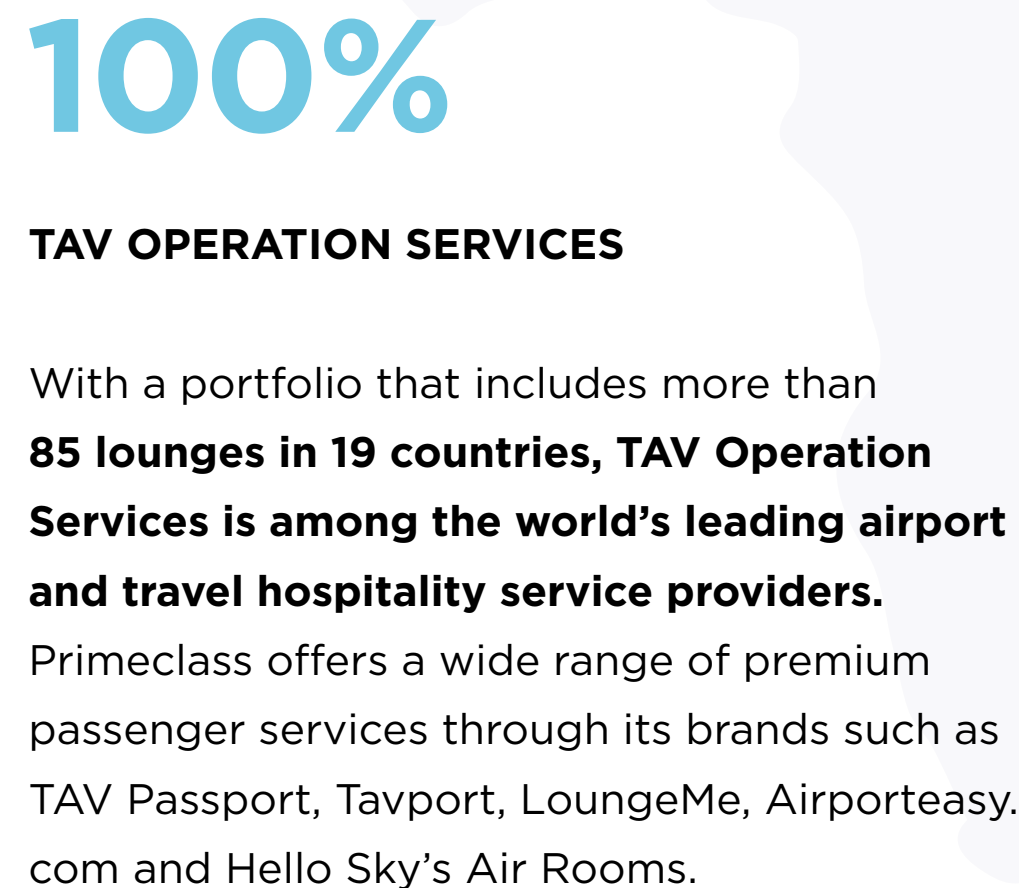
# 50%

## Madinah Airport

Madinah Airport, Saudi Arabia's first airport privatization project, was implemented with an investment of USD 1.2 billion. The new terminal is the first terminal in the Middle East and North Africa region to be LEED-certified.

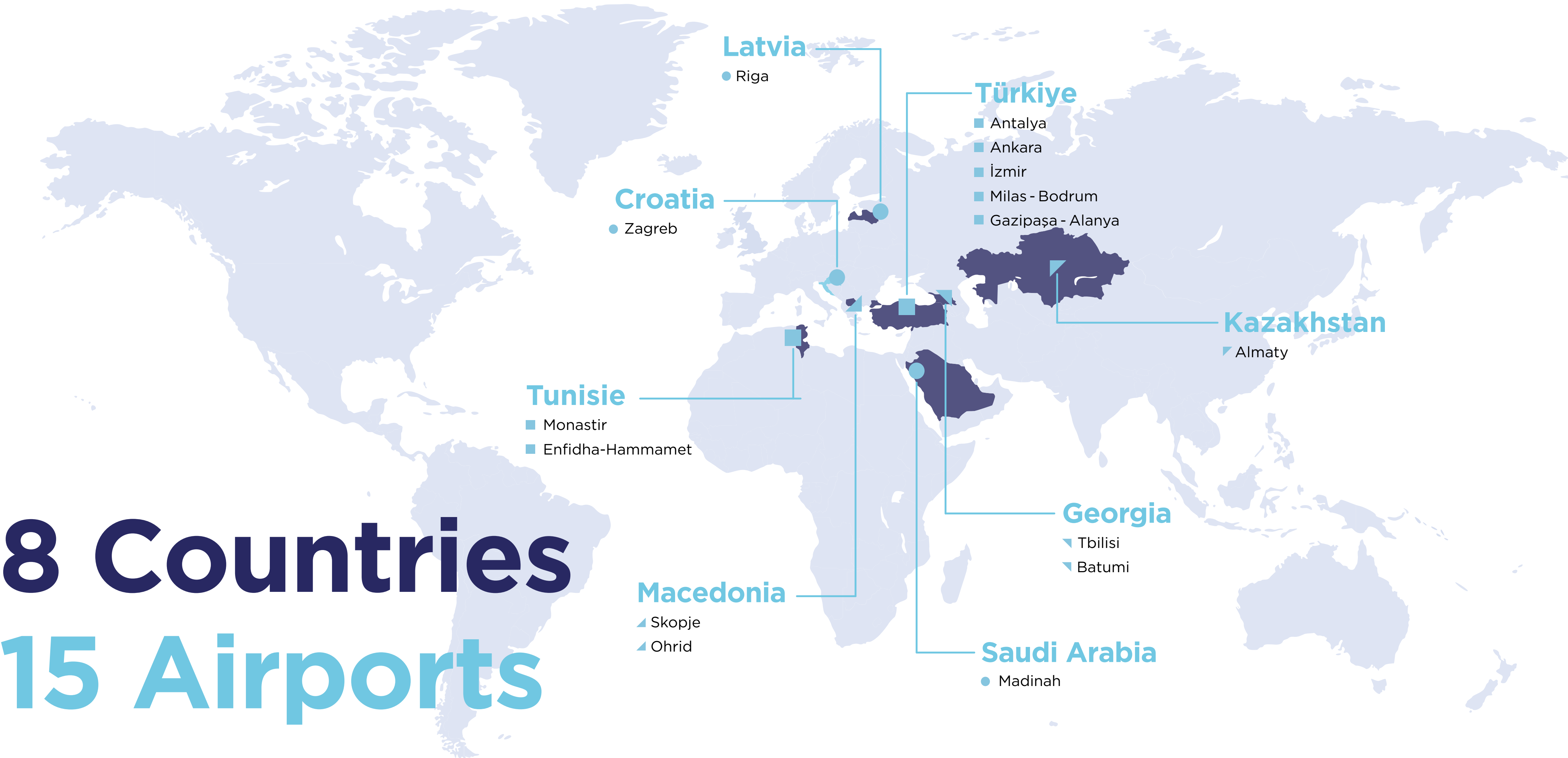


## 4.6. Group Companies and Services Provided / SERVICE COMPANIES





## 4.7. Operating Regions





## 4.8. Award and Achievements

- Ankara Esenboğa Airport, which is operated by TAV Airports, has been recognized as one of the “Best Employers in Anatolia” by Great Place To Work. The list includes thirteen companies that were selected based on employees’ evaluations on

**60 different issues categorized under five headings.**



- TAV Airports has been included in the **BIST Sustainability 25 Index, which consists of companies with high sustainability ratings.**

- TAV Airports won five awards at the Bonds&Loans ceremony. In addition to the financing agreements for Almaty, Madinah, and Antalya airport projects, **TAV Airports finance team was also awarded in two separate categories.**

- TAV Airports’ subsidiaries, namely BTA, TAV Operation Services, and TAV Aviation, have been recognized as some of the top **27 companies in Türkiye in terms of the happiness of female employees.** This recognition is based on evaluations conducted by the Great Place To Work Institute, a leading research institution focusing on corporate culture and employee experience.

- Airports operated by TAV Airports, including İzmir Adnan Menderes, Ankara Esenboğa, Madinah, Tbilisi, Zagreb, and Skopje, have received prestigious awards for being the best airports in their respective categories.

**These awards were granted as part of the Airport Service Quality (ASQ) program at the passenger experience summit organized by ACI World in Krakow, Poland this year.**

- Almaty, Batumi, Madinah, Tbilisi, and Zagreb airports, which are operated by TAV Airports, have been recognized as some of the best airports in their respective regions in the **World Airport Awards 2022 organized by Skytrax and based on passenger votes.**





## 4.8. Award and Achievements

- Gazipaşa-Alanya Airport has been awarded the ACA level one certification by ACI Europe.

**All airports operated by TAV Airports in Türkiye have participated in the program.**



- The Almaty Airport project has been honored with the

**“DFI Deal of the Year” award in the Asia-Pacific region by the renowned project finance and infrastructure magazine, IJGlobal.**

- TAV Airports has been awarded the **“Great Place To Work” certificate, recognizing it as a workplace that fosters a high-trust culture.**

The certification is based on the evaluation of employees’ experiences regarding corporate culture, conducted by the Great Place To Work Türkiye institute.

- TAV Airports has ranked among the top 50 brands in the **2022 “TÜRKİYE 100 - Türkiye’s Most Valuable Brands” survey conducted by Brand Finance, a London-based international brand evaluation and strategy organization.**

- During the European Union Aviation Summit in Toulouse, France, the aviation industry made a commitment through a declaration to achieve zero climate change-causing emissions by the year 2050. The declaration signed at the European Union Aviation Summit in Toulouse, France, was open for signing by various organizations, including ECAC member countries and private sector entities, with TAV Airports’ nine airports among the signatories. Apart from European Union member states, the declaration was also signed by sectoral organizations such as ACI Europe, as well as nearly

**80 airport operators from 34 countries, with TAV Airports representing Türkiye as the sole signatory.**







# Corporate Governance Approach at TAV Airports

# 05



# Corporate Governance Approach at TAV Airports

## 5.1. Ethical Principles and Compliance

TAV Airports adheres to the principle of respecting the local people, cultural elements, and regulations of the regions where it operates. In line with this objective, the aim is for employees of all airport operations and service companies, both locally and internationally, to exhibit consistent behavior.

**The concept of “Ethical Principles and Compliance” is considered a crucial element for building trust among TAV Airports and its stakeholders.**

All employees actively participate in the process and serve as ambassadors for promoting the culture of Ethical Principles and Compliance in stakeholder relationships. This culture has become deeply ingrained in the internal rules of TAV Airports.

In collaboration with Groupe ADP and TAV Airports, a dedicated

**“Ethics and Compliance Department” has been established within the Group to ensure adherence to ethical principles and legal requirements.**

Within the framework of the Ethics and Compliance Program carried out by the Unit, studies were conducted on the following topics:



## Code of Conduct Policy

Gifts and Hospitality  
Policy  
Conflicts of Interest  
Policy  
Ethics and Compliance  
Committee Policy  
Third Party Evaluation  
Policy

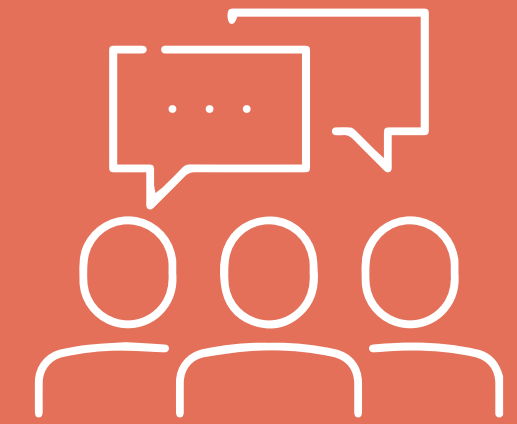
## Ethics Hotline



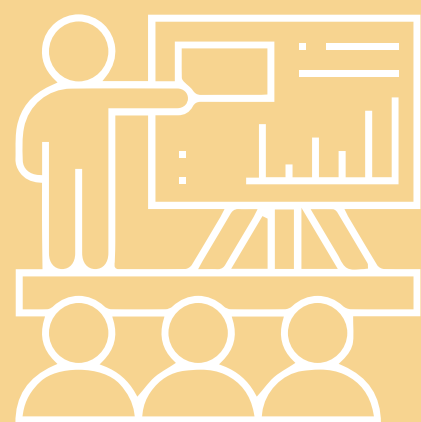
## Corruption Risk Mapping



## Annual Communication Plan



## Training



## Ethics and Compliance Committee



## Annual Ethics Survey



## Control and Monitoring of Business Relations





## Preventing Conflicts of Interest



The International Code of Conduct published by Groupe ADP and adopted by TAV Airports and Group Companies is accessible to all employees and the public and constitutes the focus of the Ethics and Compliance Program. This policy includes the principles that employees must comply with regardless of their title, job, and position.

TAV Airports acts in compliance with the International Code of Conduct and other policies in force on topics such as prevention of corruption, respect, and

**protection of  
personal data,  
and carries out  
the Ethics and  
Compliance  
Program with  
great dedication  
in all countries  
where it operates.**

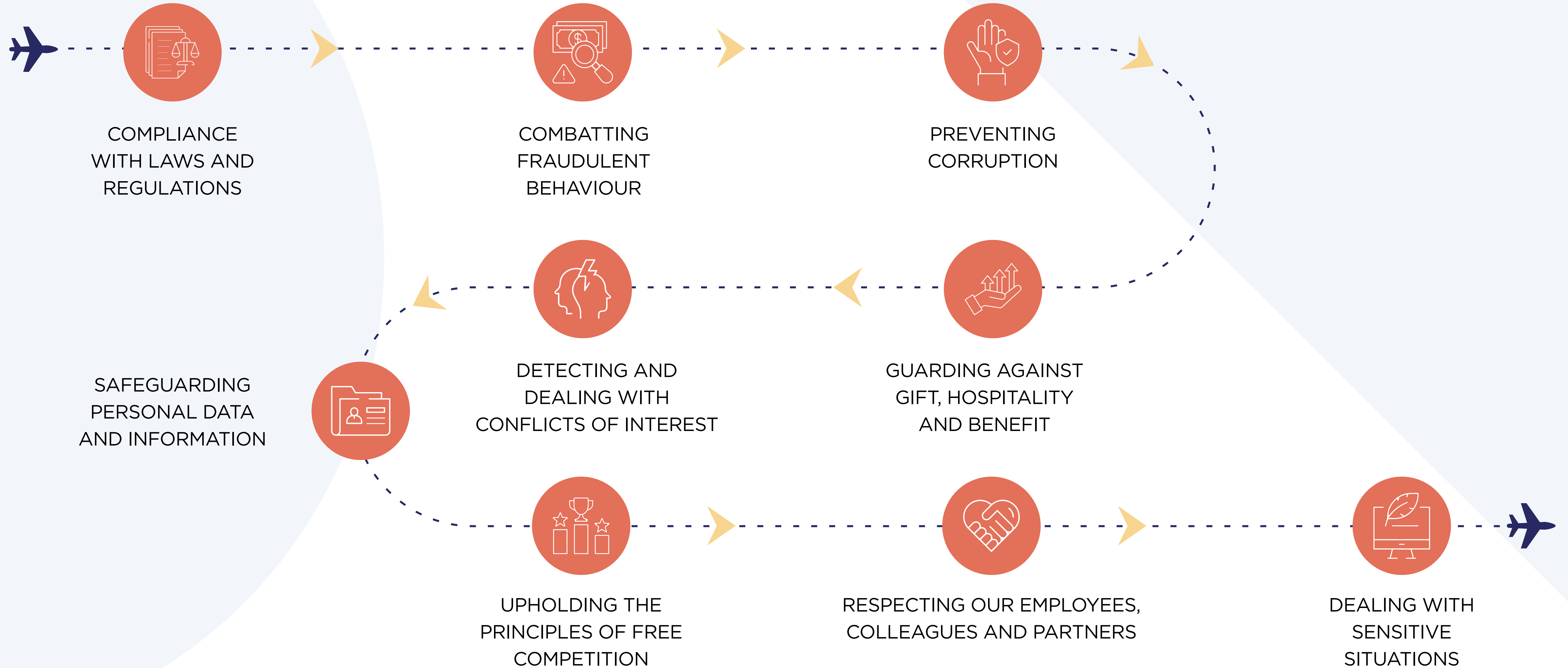
## Ethics and Compliance Provisions



## Corporate Ethics and Compliance Officers









## 5.2. Enterprise Risk Management and Internal Control

TAV Airports places great importance on proactively managing risks that could impact the sustainability of its operations and the continuity of the value chain it has created. To this end, it ensures the identification of risks associated with all its operations and implements various risk management practices. Furthermore, senior management closely monitors both risks and opportunities, in alignment with the corporate risk management function, and integrates them into strategic decision-making processes.

**TAV Airports has published a comprehensive Enterprise Risk Management (ERM) Policy that outlines the methods and principles for fulfilling responsibilities and duties related to corporate risk management. With this policy, TAV Airports aims to;**

- Identify the risk factors that may affect the process of TAV Airports and Group Companies in achieving their corporate objectives,

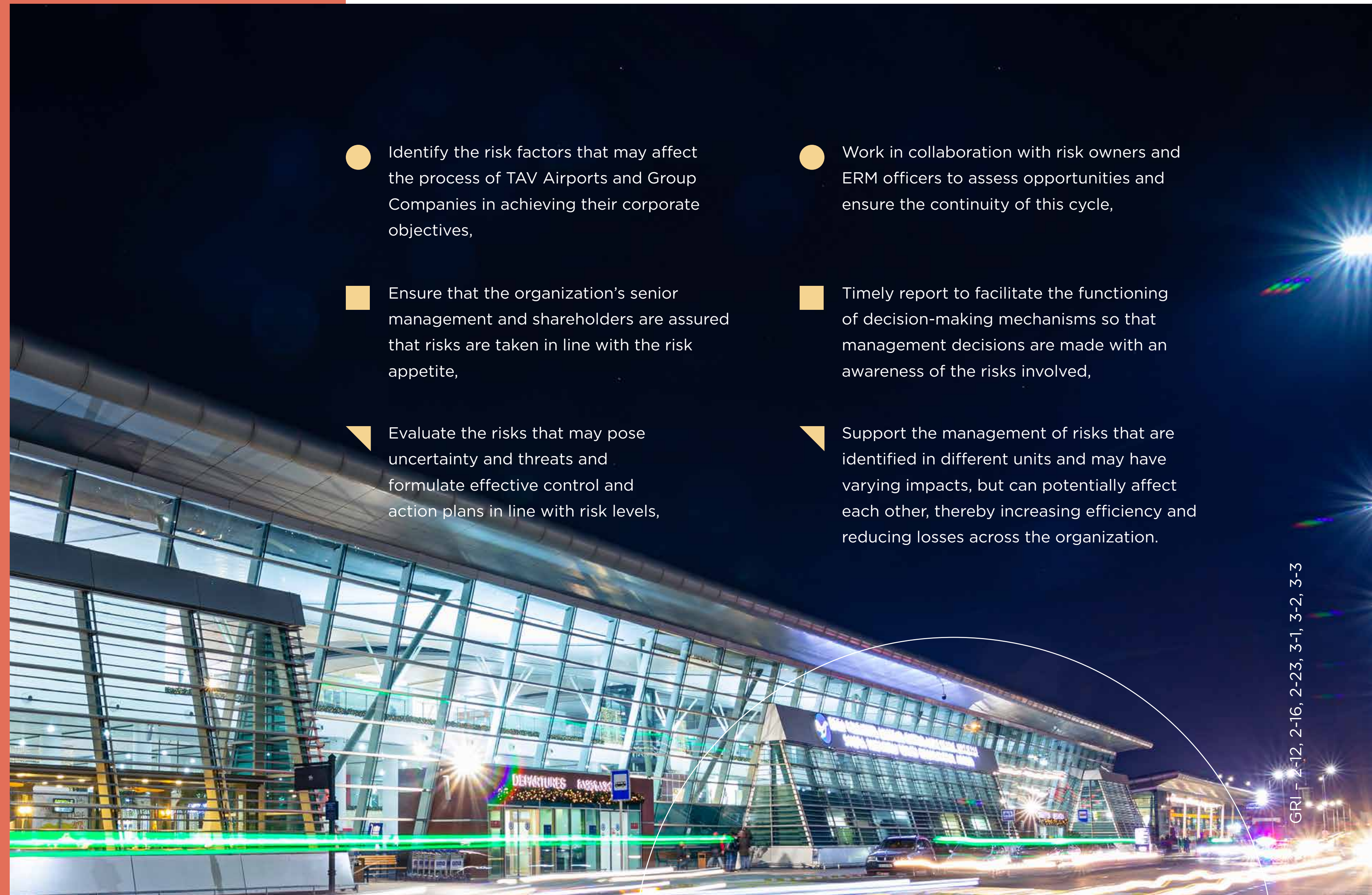
- Ensure that the organization's senior management and shareholders are assured that risks are taken in line with the risk appetite,

- ▲ Evaluate the risks that may pose uncertainty and threats and formulate effective control and action plans in line with risk levels,

- Work in collaboration with risk owners and ERM officers to assess opportunities and ensure the continuity of this cycle,

- Timely report to facilitate the functioning of decision-making mechanisms so that management decisions are made with an awareness of the risks involved,

- ▲ Support the management of risks that are identified in different units and may have varying impacts, but can potentially affect each other, thereby increasing efficiency and reducing losses across the organization.



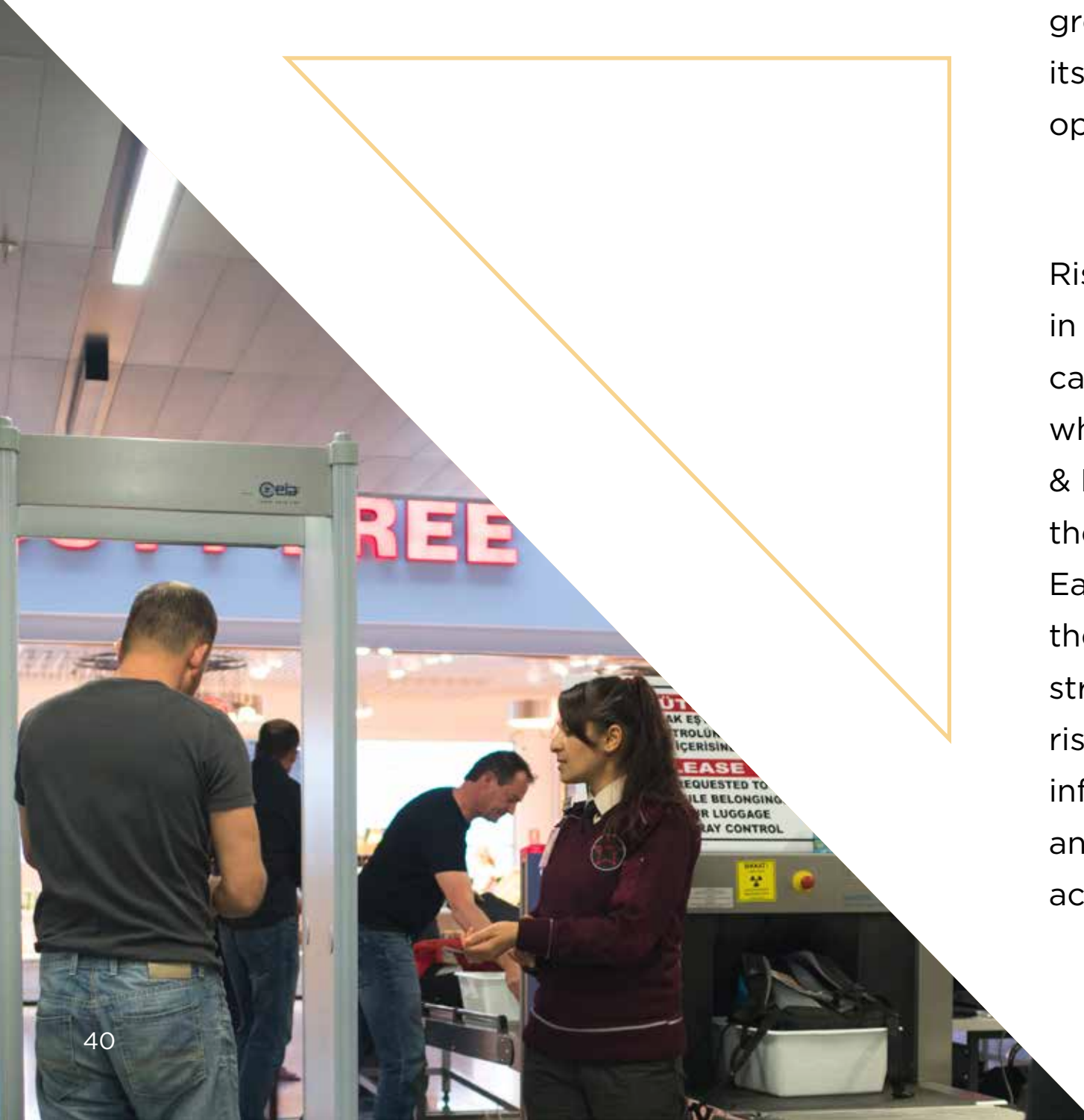


The enterprise risk management function within TAV Airports is entrusted with the responsibility of establishing and operating the enterprise risk management system across all Group Companies. The risk management process of all Group Companies is reviewed annually and reported to the CFO and the Early Detection of Risk Committee.

TAV Airports has established and operationalized the Early Detection of Risk Committee in accordance with the relevant regulations and guidelines, including those outlined in the Turkish Commercial Code (TCC) and Capital Markets Board (CMB) Corporate Governance Principles. The main objective of the Early Detection of Risk Committee is to proactively identify and manage various types of risks that may pose a threat to the existence, growth, and continuity of TAV Airports and its Group Companies. This includes financial, operational, strategic, and regulatory risks.

Risk management practices at TAV Airports, in coordination with senior management, are carried out by the Risk & Internal Control Unit, which reports to TAV Airports Internal Audit & Risk and Compliance Department, under the supervision of the Board of Directors and Early Detection of Risk Committee. Within the scope of risk management, financial risks, strategic and operational risks, environmental risks, safety, security and health risks, information technology risks and regulatory and compliance risks are reviewed and actively managed.

**At TAV Airports, the Risk & Internal Control Unit monitors the processes of systematic establishment of the internal control system, ensuring its corporate sustainability and effective execution. The Unit regularly shares reports summarizing audit results and ongoing findings with the Audit Committee and the CEO.**





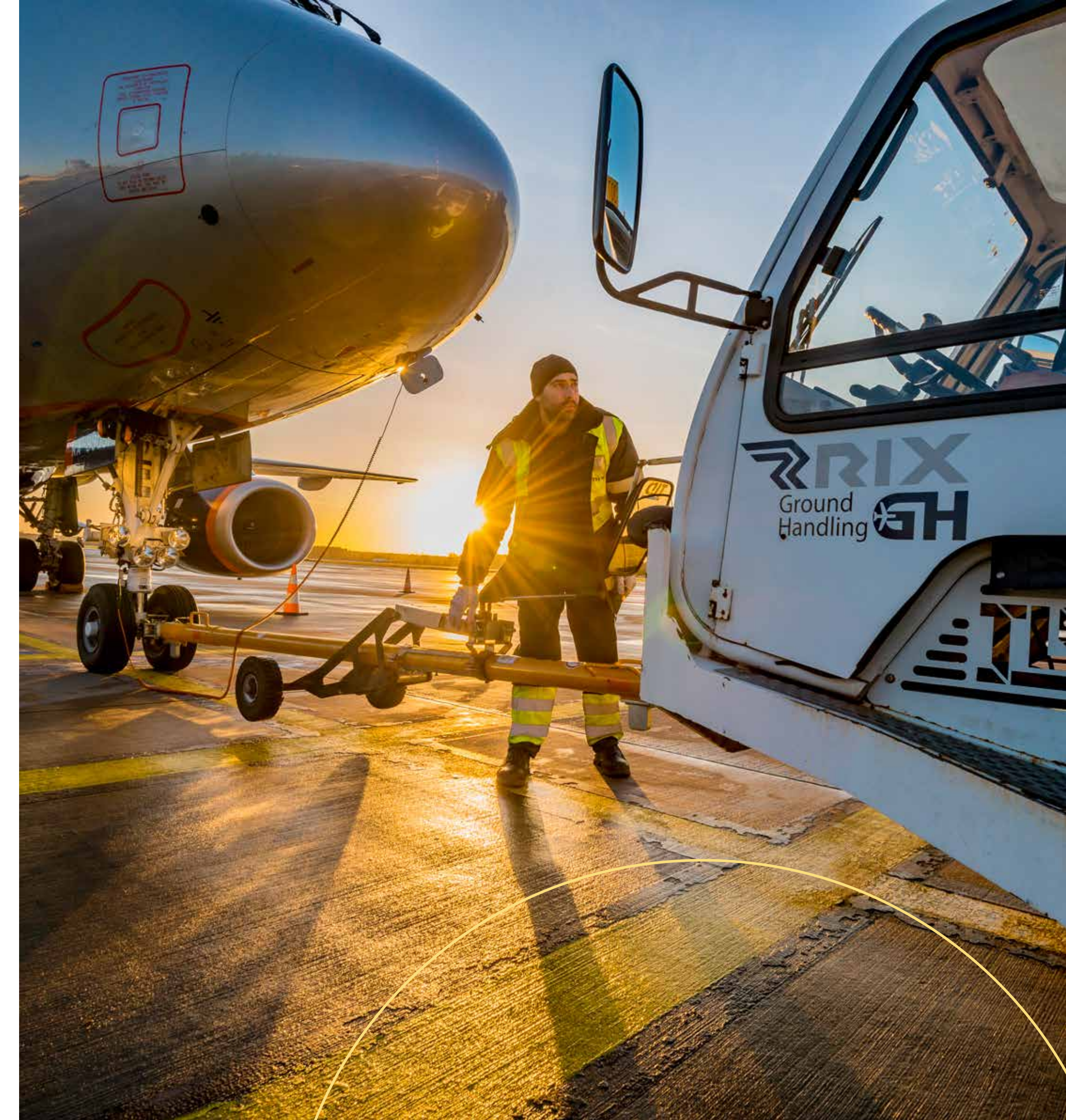
### 5.3. Management Systems and Certificates

TAV Airports aligns its operations with national and international guidelines, standards, and practices to deliver superior airport services across all areas and ensure the satisfaction of its stakeholders. In addition to internal practices, TAV Airports adheres to international quality and management system guidelines, standards, and practices to ensure standardized business processes throughout its operations.

By following and implementing standards and certification processes, it achieves effective and comprehensive monitoring across all work areas. Through adherence to national and international guidelines, standards, and regulations, it ensures compliance and provides services and products that meet global quality standards, tailored to the demands, and needs of its stakeholders. TAV Airports strives to deliver a superior airport experience to its guests worldwide, both at the airports it operates directly and through its service companies.

**To enhance its corporate governance structure, TAV Airports actively engages in internationally recognized certification processes, addressing critical areas such as environmental management, climate change, sustainable supply chain, occupational health and safety, energy management, employee rights and management, stakeholder relations, local communities, and information security. This is accomplished through the implementation of robust policies and procedures.**

<https://tavhavalimanlari.com.tr/en-EN/sustainability/pages/sustainability-policies>





## ISO 9001

# Quality Management System

- Ankara Esenboğa Airport
- ▤ İzmir Adnan Menderes Airport
- Gazipaşa-Alanya Airport
- Antalya Airport
- ▤ Milas-Bodrum Airport
- Tbilisi Airport
- Batumi Airport
- ▤ Enfidha-Hammamet Airport
- Monastir Airport
- Skopje Airport

- Ohrid St. Paul the Apostle Airport
- ▤ Madinah Airport
- Almaty Airport
- ATÜ Duty Free
- ▤ BTA
- Havaş
- TAV Operation Services
- ▤ TAV Technologies
- TAV Security Solutions

## ISO 10002

# Customer Satisfaction Management System

- Ankara Esenboğa Airport
- ▤ Antalya Airport
- Enfidha-Hammamet Airport
- Monastir Airport
- ▤ Skopje Airport
- Ohrid St. Paul the Apostle Airport
- Madinah Airport
- ▤ Almaty Airport
- Havaş
- TAV Operation Services



# ISO 14001 Environmental Management System

- İzmir Adnan Menderes Airport
- Antalya Airport
- Tbilisi Airport
- Batumi Airport
- Skopje Airport
- Ohrid St. Paul the Apostle Airport
- Madinah Airport
- Almaty Airport
- Havaş

# ISO 22000 Food Safety Management System

- BTA

# ISO 14064 Greenhouse Gas Calculation and Verification Management System

- Ankara Esenboğa Airport
- Havaş

# ISO 27001 Information Security Management System

- Antalya Airport
- Skopje Airport
- Ohrid St. Paul the Apostle Airport
- TAV Technologies



# ISO 45001 Occupational Health and Safety Management System

- İzmir Adnan Menderes Airport
- Antalya Airport
- Almaty Airport
- Havaş
- TAV Operation Services

# ISO 50001 Energy Management System

- Ankara Esenboğa Airport
- Antalya Airport

# ACA Airport Carbon Accreditation

- İzmir Adnan Menderes Airport
- Antalya Airport
- Tbilisi Airport
- Batumi Airport
- Almaty Airport
- Havaş

# AHA Airport Health Accreditation

- Ankara Esenboğa Airport
- İzmir Adnan Menderes Airport
- Gazipaşa-Alanya Airport
- Antalya Airport
- Milas-Bodrum Airport
- Tbilisi Airport
- Batumi Airport
- Enfidha-Hammamet Airport
- Monastir Airport
- Skopje Airport
- Ohrid St. Paul the Apostle Airport
- Madinah Airport
- Almaty Airport



# FSSC 22000 Food Safety Management System

● BTA

# SAFE TOURISM CERTIFICATE

● Havaş

# IATA ISAGO

● Havaş

# ZERO WASTE CERTIFICATE

- Ankara Esenboğa Airport
- ▤ İzmir Adnan Menderes Airport
- Gazipaşa-Alanya Airport
- Antalya Airport
- ▤ Milas-Bodrum Airport





# A Journey of Change: Sustainability

# 06



# A Journey of Change: Sustainability

## 6.1. TAV Airports' Sustainability Approach

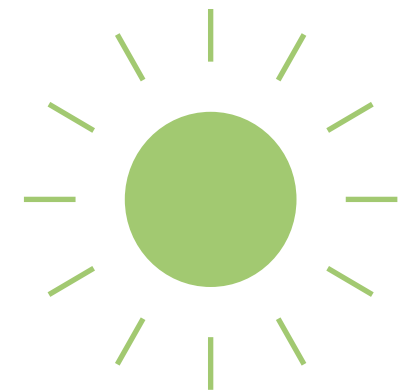
As part of its sustainability strategy, TAV Airports is committed to serving all its stakeholders in key areas such

**as climate change,**  
**energy management,**  
**decarbonization,**  
**circular economy,**  
**sustainable finance,**  
**diversity, inclusion,**  
**and equity,**

in addition to creating economic value through its operational activities. TAV Airports and its subsidiaries adopt international guidelines and implement value production processes that embrace the principles of a low carbon economy, while adhering to global guidelines, standards, and practices. This approach aims to minimize environmental and social impacts across all areas of operations.



Effective organizational structures for sustainability are recognized as integral to TAV Airports' management approach, as they are believed to be key in achieving the desired results in terms of sustainability.





TAV Airports has established a

# SUSTAINABILITY MANAGEMENT SYSTEM

that aims to promote and implement the sustainability strategy across all levels and functions within the organization, as well as with its subsidiaries at the group level. This system facilitates the regular sharing of improvements and progress made in a transparent manner with all stakeholders involved.

The main objective is the value-oriented transformation and sustainable, measurable, globally comparable, dynamic, and continuous development of operations.

TAV Airports has established a modern technology infrastructure to effectively identify and measure the impact of its activities. This infrastructure enables the generation of accurate and reliable data, which in turn supports the organization in achieving its objectives.

TAV Airports has a

## Sustainability Policy

that aims to serve as a bridge between all airports and Group Companies in terms of sustainability and prioritizes creating value by contributing to the corporate culture.



## 6.2. Sustainability Governance Structure

TAV Airports acknowledges that realizing the desired outcomes **in sustainable development, which necessitates organizational and cultural transformation, relies on the establishment of an effective organizational structure.**

Driven by this understanding, TAV Airports has established a distinctive management structure that seeks to promote and embed the principles of sustainable development across all operational levels and geographical locations, featuring organizational units aligned with the **Groupe ADP Corporate Social Responsibility Strategy 2025 Guidelines**.

### TAV Airports has proactively implemented an ESG (Environmental, Social, and Governance)

management system to ensure the effective integration and comprehensive management of sustainability aspects across its operations. This management system encompasses a wide array of practices and initiatives, diligently addressing environmental, social, and governance dimensions to ensure responsible and sustainable business practices.

TAV Airports' ESG management system focuses on minimizing environmental impacts, fostering social inclusion and welfare, and upholding robust corporate governance standards as key pillars of its sustainable business approach.

TAV Airports actively engages with Development Finance Institutions (DFIs) to enhance its sustainability practices through their expertise in ESG matters, as well as their support in terms of guidance, resources, and financing. Collaborations with DFIs involve fostering dialogue, exchanging best practices, accessing financial resources for sustainability initiatives, and receiving technical support to enhance and strengthen

**TAV Airports' ESG management system.**



Through its collaborations with DFIs, TAV Airports enhances its sustainability performance, adheres to international standards, and actively contributes to sustainable development goals.

**Responsibility for the ESG management system lies with the Sustainability and Business Excellence Department of TAV Airports. The organizational chart is given below:**



**CEO**



**CHRO**



**SUSTAINABILITY  
AND BUSINESS  
EXCELLENCE  
COORDINATOR**



**ENVIRONMENT  
ASSISTANT  
MANAGER**



**OHS  
ASSISTANT  
MANAGER**



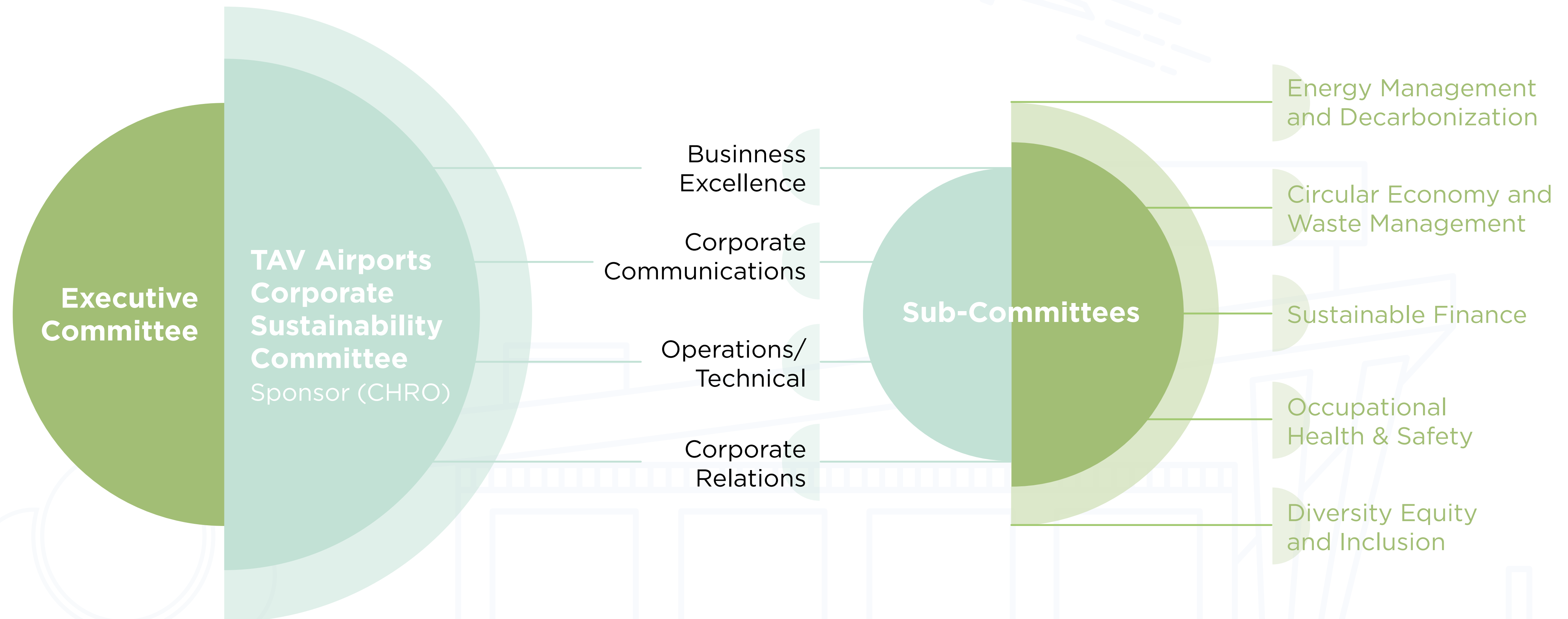


## The governance structure of TAV Airports has been updated to align with the sustainability activities outlined in the 2022-2025 Strategic Plan

- Subcommittees work towards facilitating collaboration, knowledge-sharing, and project development on specific themes related to sustainable development.
- Subcommittees meet bimonthly to assess updates, trends and developments in thematic issues within the scope of the legislation.
- As part of the sustainable development programs to be integrated into the strategies of the subsidiaries, the Holding identifies common mechanisms and develops projects for dissemination, awareness raising and process improvement at the group level.



## 6.2. Sustainability Governance Structure / TAV AIRPORTS CORPORATE SUSTAINABILITY ORGANIZATION





## 6.2. Sustainability Governance Structure / ROLES AND RESPONSIBILITIES OF SUSTAINABILITY COMMITTEES



Integrating TAV Airports Holding **corporate sustainability goals into company strategies.**



Preparing, implementing, and reporting on internal action plans necessary to achieve **TAV Airports Holding's corporate sustainability objectives.**



**Consistently monitoring sustainability focus areas identified by TAV Airports Holding,** actively contributing to content development, and shaping the agenda.



Regularly submitting the **"Company Sustainability Progress Report"** to the Holding Sustainability Committee every four months, aligning with the established sustainability indicators and targets.

## TAV AIRPORTS

Sustainability Sponsor (CHRO)  
Sustainability & Business Excellence  
Corporate Communications  
Airports Management  
Corporate Relations

## COMPANIES

Sustainability Sponsor (GM)  
Sustainability Leader  
Working Groups



Establishing corporate sustainability strategies and policies aligned with **ADP strategies and communicating them to subsidiaries.**



Identifying macro-level sustainability indicators and targets; **monitoring corporate sustainability performance and progress through companies' progress reports, and providing guidance to companies.**



Consolidating and publishing **corporate reports requested by stakeholders.**



Convening **sub-committees to address** shared topics at the group level and assess progress.



Offering a platform to learn and exchange insights on current **sustainability issues, including trends, legislative changes, and significant developments in relevant focus areas.**



TAV Airports has proactively implemented an **ESG (Environmental, Social, and Governance)** management system to ensure the effective integration and comprehensive management of sustainability aspects across its operations. This management system encompasses a wide array of practices and initiatives, diligently addressing environmental, social, and governance aspects to ensure responsible and sustainable business practices.

TAV Airports' ESG management system focuses on:

minimizing  
environmental impacts

fostering social  
inclusion and welfare

upholding robust  
corporate governance  
standards

as key pillars of its sustainable business approach. The system includes setting objectives, implementing policies, conducting assessments and monitoring performance to ensure continuous improvement in these areas.

Development finance institutions are specialized financial institutions that provide financing and support to sustainable development projects.



**TAV Airports recognizes  
the importance of  
collaboration with  
organizations that  
specialize in ESG issues.**



### 6.3. Material Topics and Alignment with SDGs

Sustainability priorities are individual to each organization and are defined by its field of activity, serving as a distinguishing factor that sets it apart from others. Organizations identify their sustainability priorities based on their strategies, fields of activity and future targets

**A “Stakeholder Engagement and Materiality Analysis” was conducted in 2022 to identify the issues that TAV Airports prioritizes in the field of sustainability.**

Corporate strategies, global trends, international sustainability frameworks (**GRI (Global Reporting Initiative) Standards**, CDP (**Carbon Disclosure Project**), TCFD (**Climate-related Financial Disclosure Task Force**), SASB (**Sustainability Accounting Standards Board**), UN Sustainable Development Goals (**SDGs**), the UN Global Compact, the World Economic Forum (**WEF**) Global Risks Report, the United Nations Principles for Responsible Investment (**UN PRI**) and sectoral practices were examined, and an inclusive universe of topics was created in line with the prominent themes.

The study was carried out by following the survey method, covering the internal and external stakeholders of TAV Airports. A total of

## 966 responses

were received from stakeholders including,

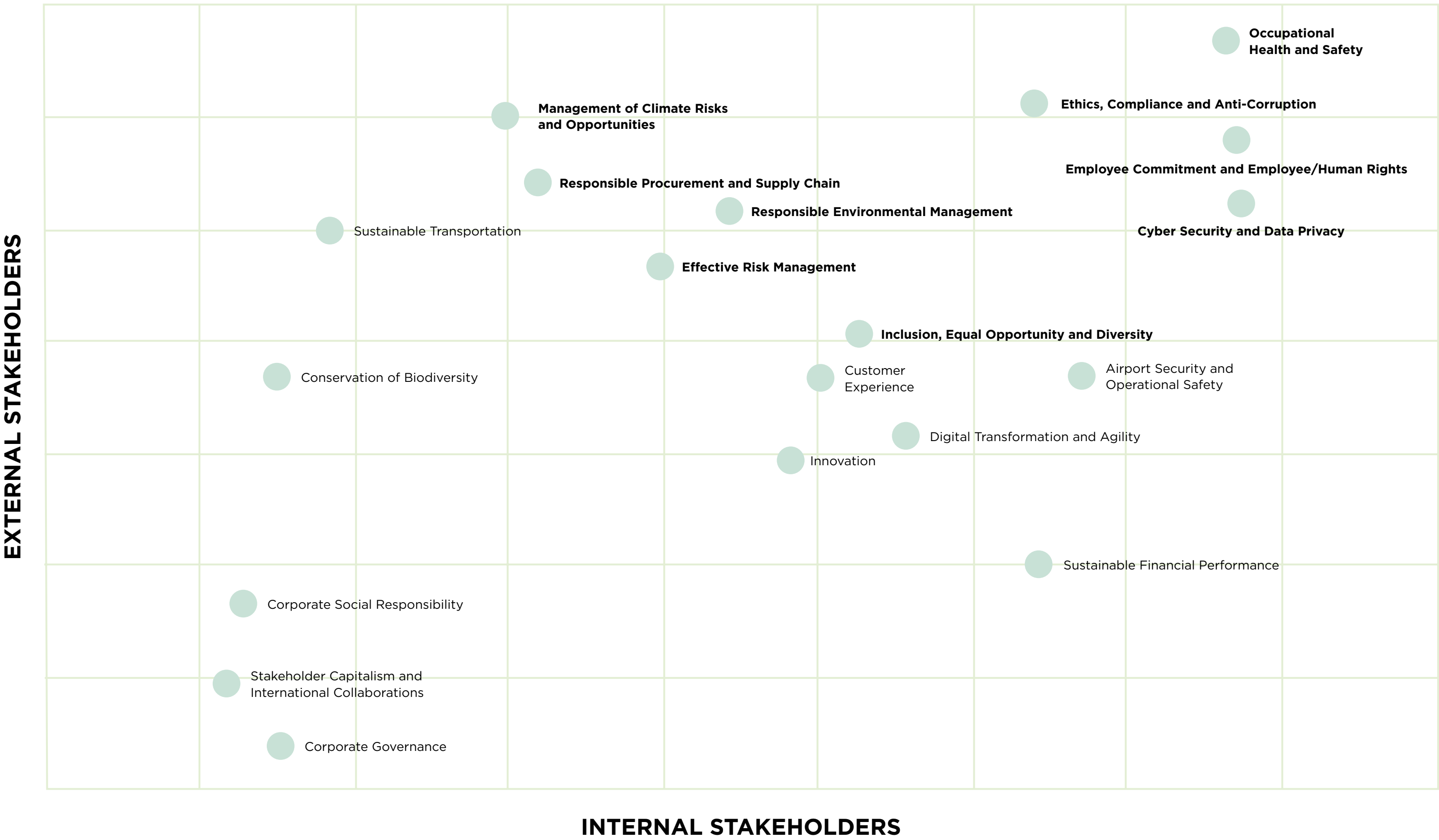
- TAV Airports Board of Directors
- Senior Management
- Subsidiaries
- ▲ Shareholders
- Employees
- Customers
- Government Agencies
- ▲ Intermediary / Consultant Institutions
- Academic stakeholders
- NGOs
- Suppliers





6.3. Material Topics and Alignment with SDGs

The responses received were evaluated on a consolidated basis, enabling the determination of the relative importance of various issues. Based on the analysis, a prioritization matrix was created by mapping the responses of internal stakeholders on the X-axis and external stakeholders on the Y-axis.



MATERIALITY MATRIX



The following topics were rated as the highest priority issues by both internal and external stakeholders:

● **Occupational Health and Safety**

■ **Ethics, Compliance and Anti-Corruption**

▼ **Employee Commitment and Employee/Human Rights**

● **Cyber Security and Data Privacy**

■ **Responsible Environmental Management**

▼ **Effective Risk Management**

● **Inclusion, Equal Opportunity and Diversity**

■ **Management of Climate Risks and Opportunities**

▼ **Responsible Procurement and Supply Chain**

TAV Airports adopts a comprehensive approach by focusing on the three main pillars of

○ **DIGITALIZATION**

○ **HOSPITALITY**

○ **SUSTAINABILITY**

**as it strives to be carbon-neutral by 2030 and achieve net zero emissions by 2050, evaluating and addressing its material issues to meet the set targets.**



**DIGITIZATION**



**HOSPITALITY**



**SUSTAINABILITY**

TAV Airports aligns its processes with the **“2025 Pioneers”** strategic roadmap of Groupe ADP, emphasizing performance and sustainability. The **“Stakeholder Engagement and Materiality Analysis”** serves as a roadmap for TAV Airports’ sustainability journey, guiding its focus on key issues and stakeholder engagement. Based on the identified material issues and in line with the strategic roadmap, TAV Airports expanded the scope of its strategy and shaped its approach by focusing on the relevant topics.



TAV Airports, as a member of the United Nations Global Compact Signatories Association, actively participates in the United Nations Global Compact SDG Goals Acceleration Program, which aims to expedite the integration of the United Nations Sustainable Development Goals into its business strategies and processes, particularly in relation to the identified material issues.

The program, which encourages setting ambitious and realistic sustainable development goals and provides an opportunity to benchmark participating companies, was implemented in Türkiye for the first time. Through the United Nations Global Compact SDG Goals Acceleration Program, TAV Airports receives support to achieve the goals outlined in the 2030 agenda, develop new systems for integrating sustainability into all business processes, and strategically prioritize actions that will accelerate progress towards the SDGs.

The Sustainable Development Goals (SDGs) serve as the overarching framework that companies use to shape their approach to sustainability.

**Aligning sustainability strategies with the SDGs enables companies to contribute to the global sustainability policies. In this context, TAV Airports conducted an analysis to relate its identified priorities with the Sustainable Development Goals.**





6.3. Material Topics and  
Alignment with SDGs /  
KEY SUSTAINABLE  
DEVELOPMENT GOALS  
FOR TAV AIRPORTS

SUSTAINABILITY PRIORITIES	RELATED SDG
Airport Security and Operational Safety	3
Employee Commitment and Employee/Human Rights	5-8-10
Inclusion, Equal Opportunity, and Diversity	3-5-10
Customer Experience	9-13-14-15-16
Ethics, Compliance and Anti-Corruption	8-12-16
Corporate Social Responsibility	4-10
Effective Risk Management	8-12
Management of Climate Risks and Opportunities	7-8-9-11-12-13-14-15
Sustainable Financial Performance	8-12
Stakeholder Capitalism and International Collaborations	13-14-15-16
Corporate Governance	8-12
Conservation of Biodiversity	3-11-15
Responsible Procurement and Supply Chain	8-9-10-12-13-14-15-16
Digital Transformation and Agility	8-9
Cyber Security and Data Privacy	9
Innovation	8-9
Occupational Health and Safety	3-8-11-12
Sustainable Transport	3-9-10-11-12-13-14-15
Responsible Environmental Management	3-9-10-11-12-13-14-15



## TAV Airports attaches importance to being actively involved in all activities that will contribute to the SDGs.

The Holding has joined the Business and Human Rights Program organized by the United Nations Global Compact (UNGC), aiming to identify and assess human rights impacts, integrate them into business processes, monitor progress, measure effectiveness, communicate activities with stakeholders, and foster collaboration within a broad network. It has also joined the UN Global Compact's Climate Action Peer Learning Group, which offers a platform for sharing best practices and exchanging experiences on crucial sustainability matters, particularly in relation to climate action

## The "Airports for Trust" Declaration, signed by the Chief Executive Officers of 23 airports in the Groupe ADP platform worldwide, plays a pivotal role in the global integration of TAV Airports' sustainable development strategy.

Plays a pivotal role in the global integration of TAV Airports' sustainable development strategy.

The Group's commitments in this area aim to contribute to achieving common goals in the aviation ecosystem.





The commitments outlined in the Declaration, which address key environmental issues including climate change and biodiversity, were thoroughly reviewed, and expanded in collaboration with all stakeholders by Groupe ADP in 2022. The current content of the Declaration is as follows:



Our commitments to be the industry leader in environmental protection:

- Work to transform our operations to have **zero impact on the environment, including becoming carbon-neutral by 2030 at the latest,**
- Actively participate in the aviation industry's **environmental transformation efforts,**
- Increase the integration of each airport into a local **resource system by promoting circular economy, on-site resource generation and process simplification,**
- Build a greener future by reducing the environmental footprint of development projects for our operations **(design, construction, renovation).**

The harmonized and sustainable development of airport operations should be closely linked to creating value for local communities and investing in human development at the local level. Our commitments to develop a lasting win-win relationship and a shared vision of the future:

- Actively contribute to improving **the living conditions of local communities and reducing noise exposure,**
- Build trust and alignment with **local stakeholders over the long term,**
- Strengthen the positive impact of **airport operations on local communities, monitor the environmental and social impacts that may occur on the living spaces of local communities, take necessary measures, and fulfill improvement actions,**
- Unite the airport community and act together to maximize **the positive impact of airport activity and facilitate acceptance.**



- We are committed to measuring **the environmental and socioeconomic impacts of our airports and ensuring transparency.**
- Together, our airports form a strong network of skills, **knowledge and understanding of the challenges of air transport.**
- This network should foster awareness and **commitment to maximize the positive impact of airport operations for all stakeholders.**





# Respecting the Environment for the Future

# 07





# Respecting the Environment for the Future

TAV Airports recognizes the importance of environmental preservation for the well-being of future generations and proactively works to mitigate risks such as climate change, environmental pollution, and the degradation of natural habitats by implementing sustainability-oriented initiatives.

**With its**  
**Pioneers 2025 strategy**  
**TAV Airports has**  
**declared that it aims**  
**to operate airports**  
**around the world in**  
**a responsible manner.**

In this context, it acknowledges the significant role of climate change mitigation practices in creating a better world. TAV Airports recognizes the importance of minimizing negative impacts on biodiversity and natural resource consumption and demonstrates its commitment through various measures such as investing in renewable energy, reducing emissions, and implementing efficient waste, water, and energy management practices.

TAV Airports highlights its commitment to environmental impact management through its **Sustainability Policy** and **Environmental Policy**, which are integral parts of its sustainability strategy, showcasing its dedication to addressing environmental concerns.



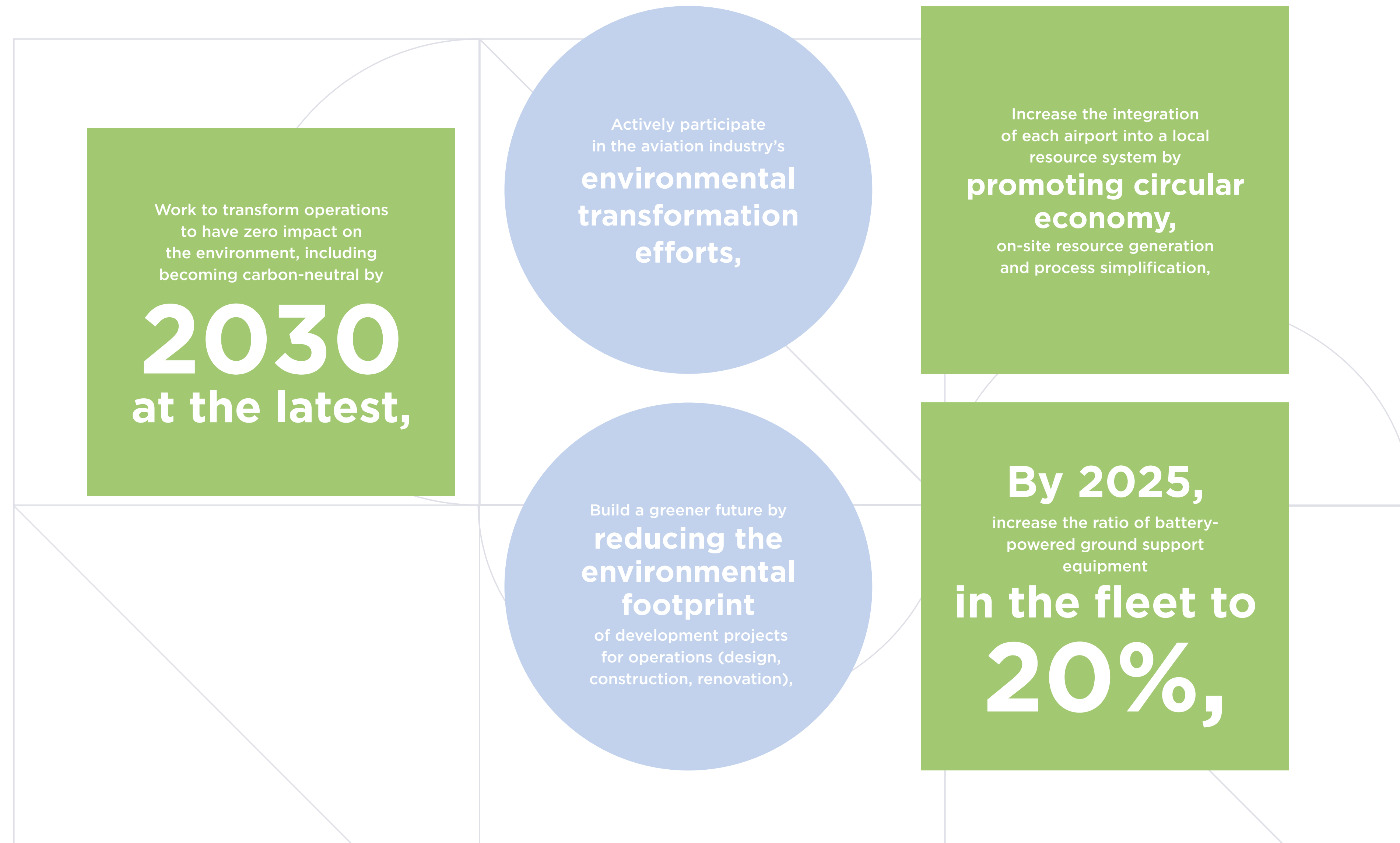


TAV Airports has joined forces with other global airports within Groupe ADP by signing the

**“Airports for Trust” declaration, representing a significant step in the international integration of its sustainability strategy.**

In 2022, Groupe ADP reassessed the commitments in this declaration with all stakeholders and expanded their scope, addressing other critical environmental issues, with an emphasis on climate and biodiversity.

The commitments made to be a sector leader in creating a better planet are outlined as follows:





Define a carbon  
budget for new  
capital expenditure  
over

**EUR  
5  
million,**

**Use 10% low  
carbon energy**  
in terminals and airside,

**By 2030,  
identify a roadmap  
to improve the  
biodiversity index,**

In order to fulfill its commitments, TAV Airports has implemented Environmental Management Systems that are designed to minimize, manage, and monitor environmental risks throughout its operations. Furthermore, TAV Airports has extended its experience in environmental management to all of its Group Companies.

In its pursuit of a more sustainable future, TAV Airports actively collaborates with various organizations and has allocated a **total budget of EUR 1,861,816.7 towards these works.**

Follow up on biodiversity  
commitments under the  
international

**Act4Nature,**


**By 2025,  
include all airports  
in the ACA.**



## 7.1. Combating the Climate Crisis

The escalating climate crisis, attributed to the increasing concentration of greenhouse gases in the atmosphere, continues to manifest its effects with greater intensity both globally and in our country. These effects include amplified heatwaves and more frequent occurrences of extreme weather events such as droughts and floods. To mitigate the impacts of climate change, it becomes crucial to prioritize initiatives such as reducing greenhouse gas emissions, transitioning to renewable energy sources, and implementing energy efficiency measures.

**In this context, airports are one of the key players in the air transport sector that directly affects the climate crisis.**



**TAV Airports acknowledges that its operations contribute to carbon emissions through various sources such as building heating and cooling, fuel consumption, electricity usage, and road transport. It has significant impacts on local ecosystems due to its wide range of operations.**



In this context, it also recognizes its responsibility for issues such as loss of green spaces and habitats. In line with its Climate Change Policy, TAV Airports implements practices aimed at reducing the environmental impact of its activities, addressing the challenges posed by climate change and safeguarding our future.

**It prioritizes the fight against the climate crisis and effective energy management by implementing Greenhouse Gas Management Systems, which encompass various operations including ground handling.**

TAV Airports recognizes its responsibility in addressing the climate crisis and is committed to creating a more sustainable world for future generations by actively working to reduce its emissions. Service companies and terminals, which are part of TAV Airports, are combating the climate crisis under the Holding. TAV Airports has dedicated departments and employees responsible for environmental sustainability within the organization, and various awareness-raising activities are conducted across multiple group companies to promote environmental sustainability.



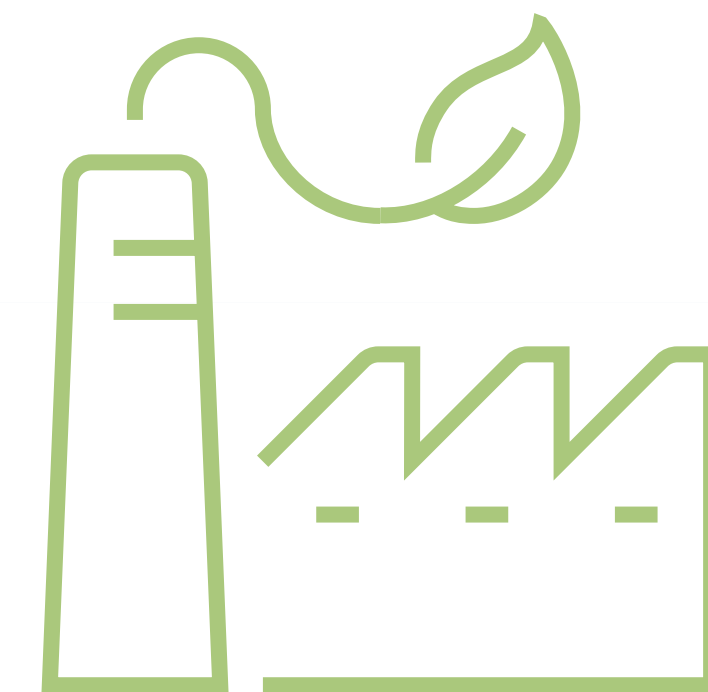
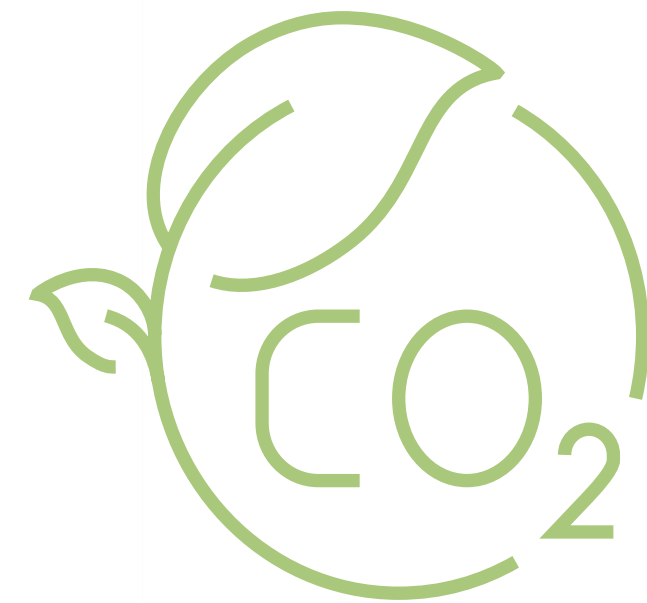


TAV Airports strives to be a leader in sustainable airport operations and has set a goal of achieving zero fines by effectively managing its environmental impact.

**The Holding has not incurred any environmental fines in recent years.**

As a member of Groupe ADP, TAV Airports has demonstrated its commitment to carbon-neutral airport operations by successfully eliminating the carbon footprint of Ankara, İzmir, Tunisie Monastir and Enfidha-Hammamet Airports. TAV Airports has offset a significant amount of greenhouse gas emissions by **retiring 21,603 carbon credits** from the Verra-registered Otluca HPP and Çamlıca-3 HPP projects, effectively balancing the equivalent metric tons of emissions.

In this way, it supported high-integrity trading practices in the voluntary carbon market. TAV Airports strives to directly reduce operational emissions and plans to expand and maintain these practices across all TAV Airports in order to meet its commitment to compensate for emissions that cannot be reduced.







At **Antalya Airport**, a climate change risk analysis study was conducted to identify and manage the risks arising from climate change. Accordingly, while identifying the potential risks and opportunities of climate change, plans were made for water supply and energy supply from renewable energy sources. Emphasizing that awareness-raising activities play an important role in ensuring environmental sustainability, Antalya Airport organizes environmental trainings attended by all employees and an Environment Day event attended by passengers and employees every year.

A budget of approximately **TL 5,000,000** for environmental expenditures and approximately **TL 1,000,000** for environmental liabilities has been allocated for **2023**.



Climate change risk assessment was also conducted at **Ankara Esenboğa Airport**. Drawing attention to the importance of energy efficiency and greenhouse gas emission reduction practices in combating the climate crisis, Ankara Esenboğa Airport provides awareness-raising trainings on environmental issues to all employees and stakeholders once a year.

At **Ankara Esenboğa Airport**, **100,000** saplings were planted in the **Çubuk Region** to support the offsetting of emissions by sequestering carbon dioxide in the atmosphere.

TAV Airports periodically meets with Groupe ADP Environment and Energy Team and organizes workshops on environmental management, energy management and greenhouse gas emission reduction.





## 7.2. Carbon Footprint and Emissions

TAV Airports acknowledges its responsibility regarding greenhouse gas emissions, including carbon dioxide and other pollutants, generated from various sources such as aircraft operations, heating and cooling systems in airport buildings, road transport, as well as electricity and fuel consumption.

**Effective management and reduction of these emissions are among the priorities of TAV Airports. In this context, the Holding adopts practices such as increasing energy efficiency, expanding the use of renewable energy, and encouraging car sharing to reduce emissions from road transport.**

**Thanks to these practices, carbon footprint and emissions are reduced at TAV Airports, mitigating the sector's impact on climate change, and contributing to the global efforts.**

In most of TAV Airports' domestic and international terminals, carbon emissions have been calculated according to the GHG Protocol standard and emission reduction targets have been set.

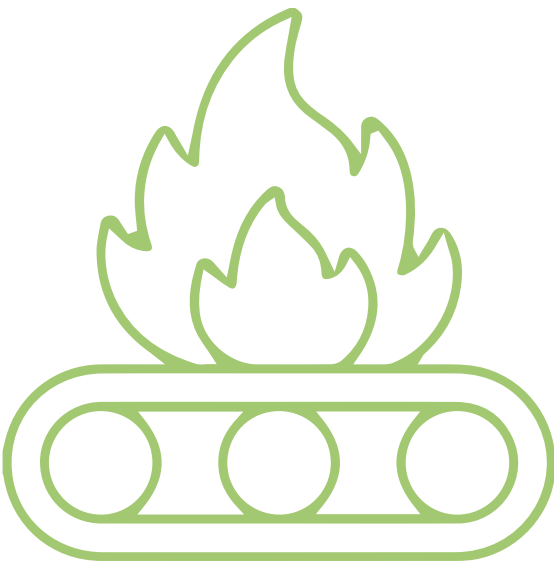


In this context, TAV Airports aims to  
reduce its absolute emissions

**by 1% by 2025.**

**The annual reduction target is set at 1%.**

Greenhouse gas inventories prepared for  
airports and ground handling services  
are verified and registered annually by an  
independent audit company in accordance  
**with the ISO 14064-1 standard.**



(Scope 1) **Combustion**

(Scope 2) **Emissions From  
Electrical Energy**

(Scope 3) **Scope 1 and Scope 2  
Emission Calculations  
+ Flight Emissions**

of stakeholders across airports are evaluated.

In addition, management systems covering the creation,  
measurement, monitoring, mitigation, and neutralization  
of greenhouse gas inventory are **certified under the  
ACA program**. A shuttle service is provided to transport  
employees, significantly contributing to emission  
reduction, and fuel consumption is minimized through  
route optimization.





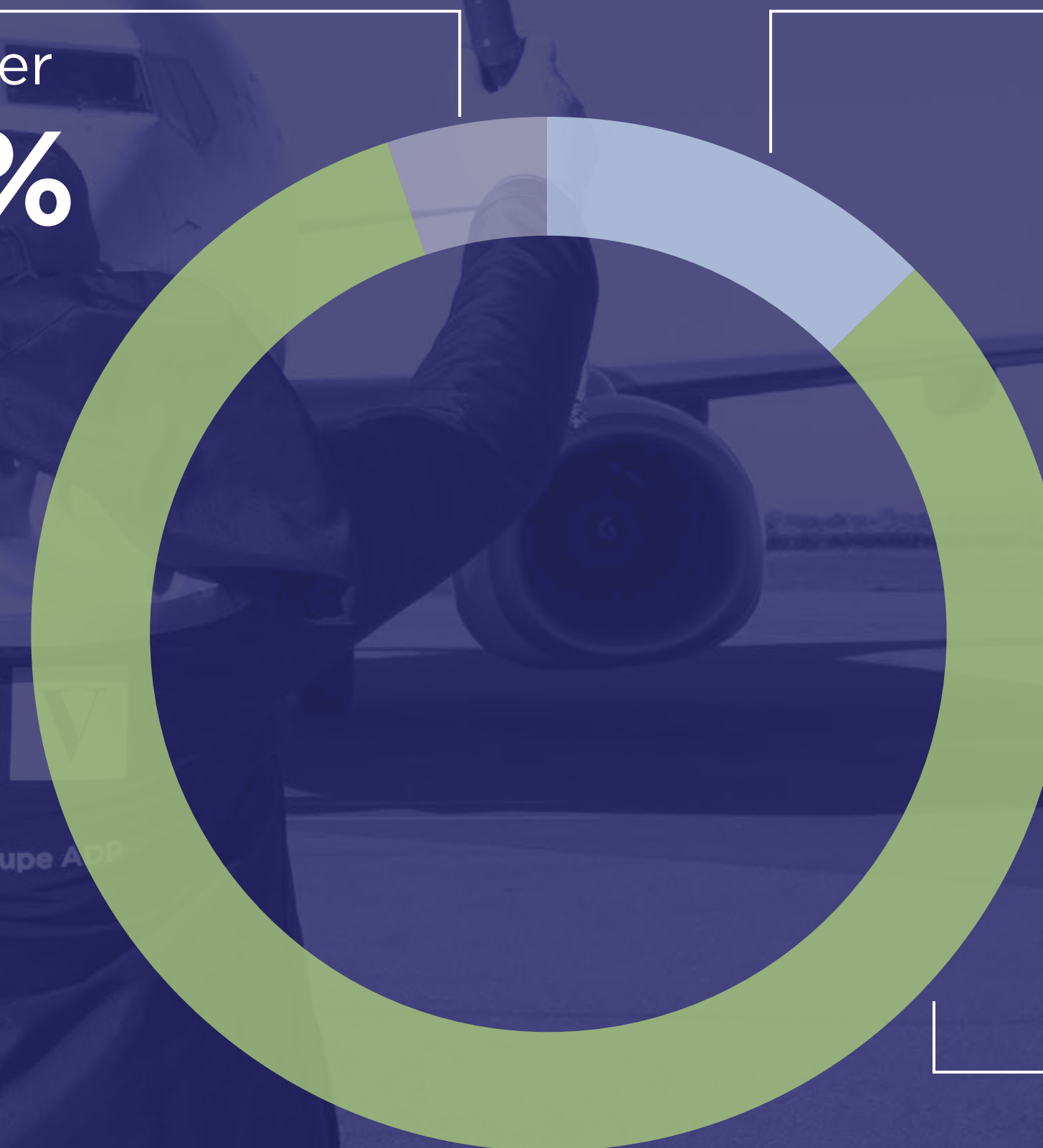
TAV Airports has embraced the widespread use of electric vehicles, which are environmentally friendly and have lower emissions compared to conventional vehicles.

**The Holding currently owns a total of 1,172 pieces of equipment, with 12.5% electric vehicles and 82.5% diesel vehicles.**

other  
**5%**

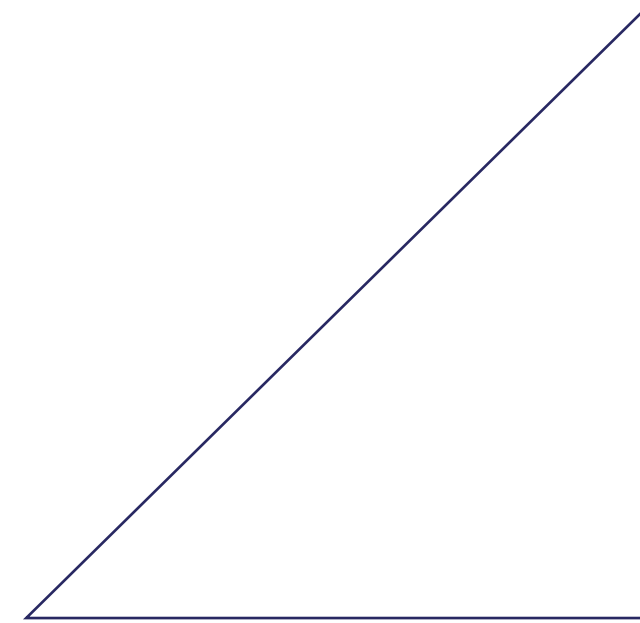
electric vehicles  
**12,5%**

diesel vehicles  
**82,5%**





With the declaration announced at the European Union Aviation Summit, **the aviation sector has committed to zero emissions that cause climate change by 2050**. TAV Airports, with a total of nine airports operated in Türkiye, Macedonia, Georgia, and Kazakhstan, has joined this declaration and announced its target to reduce greenhouse gas emissions.



## ANTALYA AIRPORT

In light of the Greenhouse Gas Monitoring Plan, Emission Report Preparation Control Procedure, Carbon Management Procedure and Pollution Prevention and Monitoring Procedure, **Antalya Airport** implements practices to ensure the effective management of greenhouse gas emissions, one of the major causes of the climate crisis.

In addition, carbon footprint is calculated through the Carbon Management System Procedure and targets are set to reduce carbon emissions. One of these targets is to reduce emissions **by 1% by 2022**, based on total absolute emissions or per capita emissions or average emissions data for the last three years.



Antalya Airport purchased carbon credits to offset Scope 1 emissions and obtained I-REC Certification for Scope 2 emissions.

**A total of 3,634.56 tCO2 of credits were acquired for offsetting Scope 1 emissions. Additionally, 31,585,609 kWh of electricity was included in the I-REC Certification.**

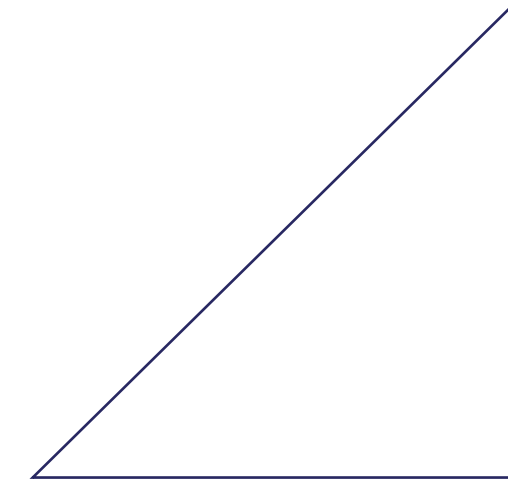
Antalya Airport has also conducted a carbon accreditation study indicating that carbon and greenhouse gas emissions are managed effectively. In order to reduce fuel consumption, employees working at the airport use electric bicycles and scooters.



## ANKARA ESENBOĞA AIRPORT

At **Ankara Esenboğa Airport**, an action plan to reduce greenhouse gas emissions and increase energy efficiency is being prepared within the scope of ISO 50001 Energy Management System.

In addition, greenhouse gas reduction projects are carried out in order to qualify for the **ACA Level+3 Certificate**. At **Ankara Esenboğa Airport**, where **ACA-GHG Tools prepared in accordance with ISO 14064** are used for greenhouse gas emission calculations, research is ongoing to obtain **ACA Level 4+** regarding the reduction of greenhouse gas emissions.



The airport has set a target to reduce total Scope 1 and Scope 2 emissions **by 1% by the year 2025**.

Every year, I-REC certificate is obtained for Scope 2 emissions within the scope of ACA Level 3+ Certification. Scope 1 consumption is neutralized at Ankara Esenboğa Airport, which purchases carbon credits equal to the amount of Scope 1 emissions. In 2021, **Ankara Esenboğa Airport purchased 8,513 tCO<sub>2</sub> of credits to offset its Scope 1 emissions**.

## MADINAH AIRPORT

Aiming to reduce Scope 2 emissions by 20% by 2030, **Madinah Airport** uses advanced instruments with sensors to monitor and measure NO<sub>x</sub> and SO<sub>x</sub> emissions. The studies indicate that the results are within standard limit values. In addition, chemicals that damage the ozone layer are also measured. **(Results according to this analysis: HCF-22: 0,309 tons; HFC-134a: 0,189 tons; Freon gas 410c: 0,153 tons).**





## MONASTIR AND ENFIDHA-HAMMAMET AIRPORTS

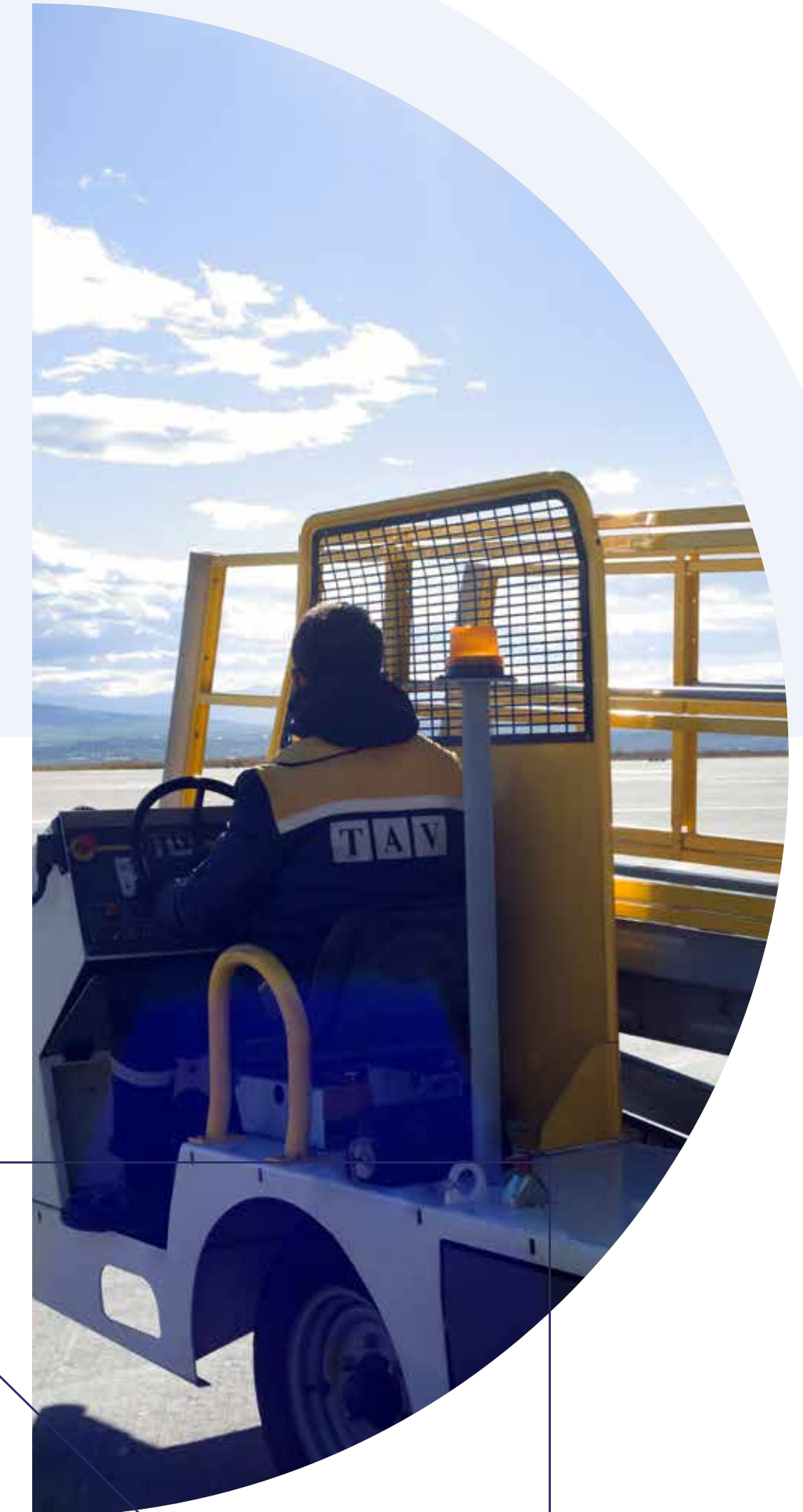
At the two airports representing **TAV Tunisie (Monastir and Enfidha-Hammamet)**, internal audits of the greenhouse gas management system are conducted twice a year under the ACA program.

Accordingly, Enfidha-Hammamet Airport holds ACA Level 3+ Certification while Monastir Airport holds ACA Level 2 Certification. Monastir and Enfidha-Hammamet Airports have a target to reduce its total greenhouse gas emissions by 2% in 2023 compared to 2022, while Scope 1 and Scope 2 emissions are targeted to be reduced by 15% and Scope 3 emissions by 5%. The offsetting process for 2023 GHG emissions in Enfidha-Hammamet Airport is ongoing. Carbon credits purchased by TAV Tunisie during the financial year totaled 7,259 tCO<sub>2</sub> for Scope 1 and Scope 2 emissions.

## TBILISI AND BATUMI AIRPORTS

In 2022, **Tbilisi and Batumi Airports** implemented its Carbon Management Plan and has set ambitious future goals. It aims to obtain ACA Level 2 Certificate by 2023 and ACA Level 3 Certificate by 2026.

Tbilisi and Batumi Airports has set ambitious goals to achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2030 and aims to fully transition into a **Net Zero Airport by 2050.**





# İZMİR ADNAN MENDERES AIRPORT

**İzmir Adnan Menderes Airport** has started to work on the action plan to reduce greenhouse gas emissions and increase energy efficiency in 2009.

In 2009, İzmir Adnan Menderes Airport became **the first airport in Türkiye to receive the ACA Certification.**

Since 2014, it has been certified as a carbon neutral airport with **ACA Level3+ certification**

Greenhouse gas reduction projects are carried out within the scope of ACA Level+3 Certificate. As part of the ACA Level 3+ Certificate, I-REC certificate is obtained for Scope 2 emissions.

İzmir Adnan Menderes Airport purchases carbon credits equivalent to the amount of emissions, effectively neutralizing its Scope 1 carbon footprint. In this context, carbon credits equivalent to **8,720 tCO<sub>2</sub>** were purchased for 2022. **İzmir Adnan Menderes Airport aims to reduce CO<sub>2</sub> emissions by 2% by 2035.**



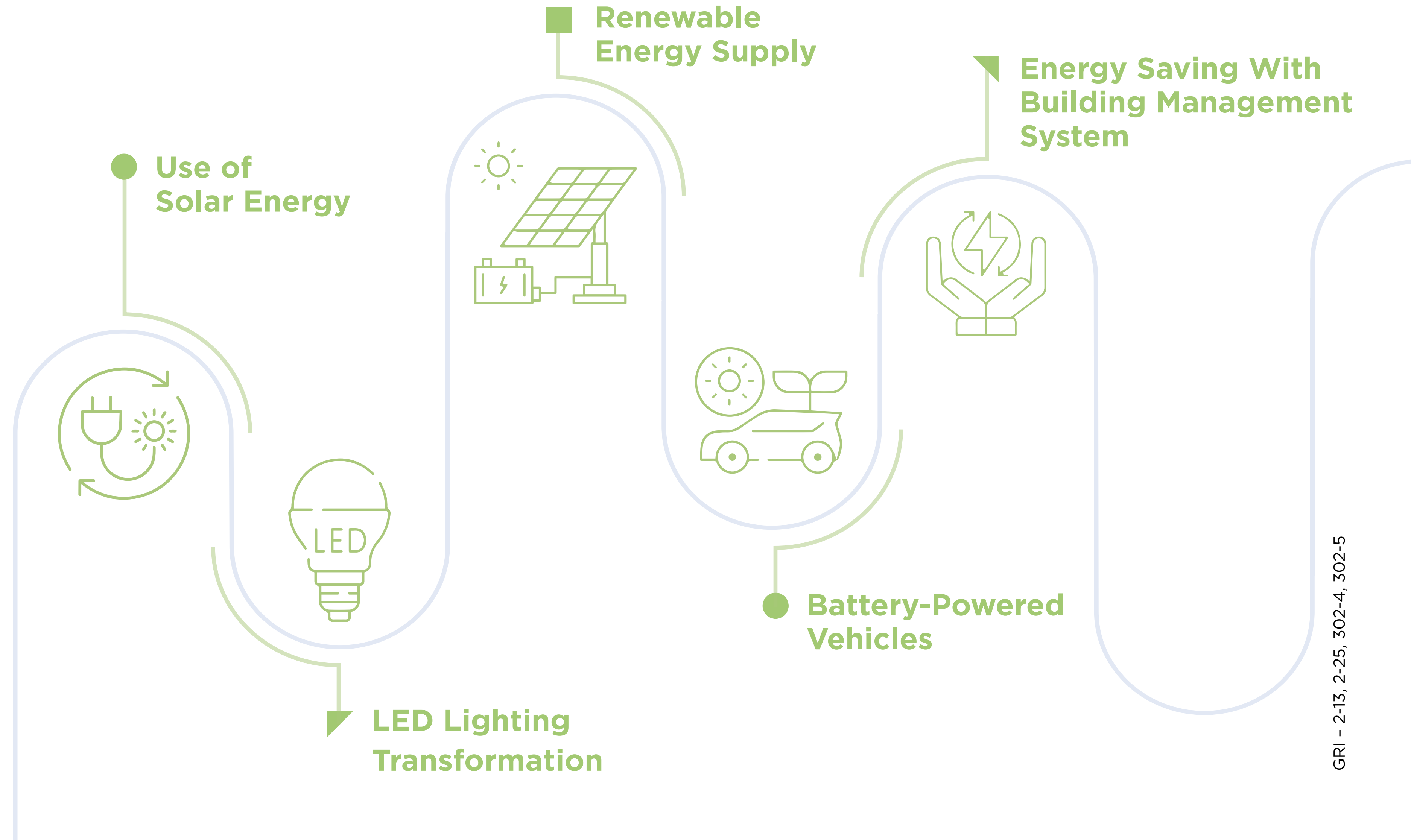


## 7.3. Energy Management

TAV Airports is committed to sustainable development and takes proactive measures to reduce energy consumption and costs while increasing energy efficiency. Thanks to effective energy management, it supports both resource efficiency, the widespread use of renewable energy and economic sustainability.

In this context, some Group Companies calculate consumption data and set forward-looking targets. Aiming to increase fuel efficiency and the use of renewable energy, TAV Airports contributes to both effective energy management and emission reduction.

Aware of its responsibility for energy management in all its operations, TAV Airports plans to achieve its targets in light of its Energy Policy and in line with its **“Decarbonization Roadmap 2022-2025”** through projects **(use of solar energy, LED lighting transformation, battery-powered vehicles, energy saving with building management system, renewable energy supply, etc.)**, improvement works and ISO 50001 Energy Management System practices.





TAV Airports is working towards obtaining the **LEED (Leadership in Energy and Environmental Design) Certificate**, which is based on the measurement and evaluation of impacts to reduce environmental footprints. Thanks to the LEED Certificate, buildings are evaluated in 9 different categories.

**Among the categories, the Energy and Atmosphere category stands out as the most extensive, comprising 33 accessible points, while other categories such as Location and Transportation, Indoor Environmental Quality, and Water Efficiency are also included, each with its own set of criteria.**

TAV Airports' related practices are as follows:

**Antalya Airport's T2 International and T4 Domestic Terminals**, as part of the Antalya Airport Expansion Project, are expected to achieve LEED Gold Certification, scoring between 60-79 points on the LEED certification system's point scale.

The T2 terminal expansion project of Antalya Airport aims to attain specific scores in categories such as energy efficiency, water efficiency, and indoor environmental quality by the second quarter of 2023. To achieve the desired scores, Antalya Airport has implemented several measures, including the installation of a 4 MW solar panel plant on the roof of T2, the utilization of high-efficiency air conditioning units and fixtures, and the implementation of strategies to maximize energy and water efficiency.

Furthermore, Antalya Airport aims to prioritize indoor air quality by selecting raw materials and low-emission materials that meet high standards, thereby maximizing the overall scores in this category. The airport foresees that the use of electric vehicles will increase with climate change and aims to prepare the infrastructure for electric vehicles in the T2 parking lot area and to provide the necessary areas and facilities to encourage the increase in the use of bicycles and to obtain full points in the relevant subcategories.

**İzmir Adnan Menderes Airport** domestic terminal holds the **LEED Silver Certificate**.

Havaş Station Building at **İstanbul Airport**, which holds **LEED Gold Certificate in the New Buildings category**, is **LEED Silver certified**. **Additionally, the administrative buildings have also obtained LEED certification.**

**LEED Gold Certificate** was obtained for the construction phase at **Madinah Airport**. While the work in the field of green building continues, it is planned to obtain **LEED Certification for operation and maintenance in 2025**.



## ANTALYA AIRPORT

**Antalya Airport** is working on implementing various activities on energy generation, supply, and conservation. The targets set in this context are given below:

Generate **25%** of total electricity consumption by trigeneration (natural gas) by the end of 2026,

Purchase **98 million** kWh of energy from renewable sources by the end of 2026,

Continue investments in activities such as converting all terminal lighting to LED, replacing old systems and preferring energy-efficient systems within the scope of energy saving.

## ANKARA ESENBOĞA AIRPORT

**Ankara Esenboğa** Airport follows the procedures and instructions prepared within the scope of ISO 50001 Energy Management System Certificate. Every year, a year-end report on energy consumption is prepared and shared with senior management. Energy efficiency projects are implemented within the action plan created as a result of annual reviews.

In 2021, Ankara Esenboğa received I-REC Certificate for **4,174 MWh** and set a target to reduce energy consumption by **5%** compared to the levels recorded in 2019.





## TBILISI AND BATUMI AIRPORTS

**TAV Georgia** is actively working on enhancing energy efficiency by implementing new procedures to minimize the use of engines on land by 2025 and to source 25% of its energy from renewable sources by 2028.

The airport, which has increased the energy obtained from solar energy in the last **3 years, obtained 1,491.67 GJ of energy from solar energy in 2022.**



## MADINAH AIRPORT

**Madinah Airport** has taken action on green buildings, one of the practices to reduce environmental impact.

Madinah Airports aims to enhance its sustainable energy practices by installing a **2 MW storage-free solar power plant in 2023**, leveraging solar energy for parking lot lighting and ensuring uninterrupted power supply to the district cooling plant.



## MONASTIR AND ENFIDHA-HAMMAMET AIRPORTS

### Monastir and Enfidha-Hammamet Airports

have an Energy Conservation Procedure and Balanced Energy Use Procedure integrated into the operational and technical system. This ensures energy management according to the airport's occupancy levels and needs. Recognizing the importance of renewable energy in sustainable development, Monastir and Enfidha-Hammamet Airports utilize solar energy.

Within the scope of minimizing energy consumption, which is one of the most fundamental principles of energy management, it aims to reduce energy consumption by **13% by 2024 compared to 2019.**



## İZMİR ADNAN MENDERES AIRPORT

The energy generated and consumed at **İzmir Adnan Menderes Airport** is continuously monitored by the Scada System as part of the energy management system.

A solar energy system and a trigeneration plant produce energy from natural gas. While electrical energy is generated in the trigeneration plant, the waste heat generated is used for cooling in summer and heating in winter.

Plans for 2023 include increasing the capacity of the solar energy system. Upon the commissioning of the project, the objective is to achieve a renewable energy ratio of **10% by generating 5 MWh of renewable energy.**





7.4. Waste Management

As a responsible organization hosting numerous individuals and conducting diverse activities, TAV Airports recognizes the importance of minimizing its environmental impact and ensures the safe and eco-friendly disposal of waste generated from its operations.



TAV Airports implements a comprehensive waste management approach that involves waste characterization, quantification, and adhering to the waste management hierarchy to reduce, reuse, recycle, and recover waste at the source, thereby promoting the principles of the circular economy. In cases where it is not possible to apply the mentioned methods, it resorts to the last option, waste disposal.

TAV Airports works on waste separation and collection in its operational areas and holds the Zero Waste Certificate within DHMİ (General Directorate of State Airports Authority), and raises employee awareness on recycling and waste management. **TAV Airports strives to comply with the legislation related to the Zero Waste Management System in all areas of activity.**





Pollution Prevention and Monitoring Procedure and Waste Management Plan are implemented at **Antalya Airport**. Antalya carries out waste management within its premises and has a waste collection and sorting facility where all waste is collected. After collection and sorting by a licensed subcontractor, recyclable waste is sent to recycling facilities.

**A total of 1,130 tons of waste was recycled in 2022.**

In order to ensure effective waste management at **Ankara Esenboğa Airport**, various waste management procedures are in place:





At **Ankara Esenboğa Airport**, in line with the aforementioned procedures, it is essential to manage waste in a way to minimize damage to the environment. The targets set out in the Environmental Management Program are addressed each year to reduce the amount of waste. TAV Airports is actively developing procurement procedures to prioritize the selection of sustainable and environmentally friendly products, particularly in packaging, as part of its commitment to sustainable practices.

**İzmir Adnan Menderes Airport** continues to contribute to the circular economy by reducing, reusing, recycling, and recovering waste at the source according to the waste management hierarchy with the Waste Management Procedure within the scope of **ISO 14001:2015 Environmental Management System**. **İzmir Adnan Menderes Airport recycled 395 tons of waste in 2022**. Regular awareness-raising meetings are held with all airport stakeholders regarding the separate collection of waste at the source as household and packaging waste. Within the scope of Waste Management, hazardous waste is managed by licensed companies, ensuring proper disposal and/or potential energy recovery.



**TAV Macedonia, Skopje and Ohrid Airports** have a Pollution Prevention Plan where Waste Management Procedure is implemented. This plan ensures that air, soil and water pollution is prevented, and waste generation is minimized and managed. In the case of packaging waste, biodegradable (PLA) packaging is preferred for some of the packaging of products used for services provided in restaurants, cafes, and kitchens. **The airports have set a future goal that all packaging will meet this standard and be made from environmentally friendly raw materials.**

**Monastir and Enfidha-Hammamet Airports** collaborated with an oil recycling company to ensure effective recycling of waste and recycled **400 liters of oil in 2022**. **For organic waste, it partnered with a company to recycle 2% of organic waste**. In addition, the type (PET, PS, PE, paper, and aluminum) and amount of recyclable waste were examined in detail and quantified.



## 7.5. Water Management

As population grows and industrialization expands, the effective management of water resources becomes increasingly important in order to safeguard these limited resources, prevent water pollution, and ensure the needs of future generations are met.

While ensuring effective water management, TAV Airports attaches importance to reducing **water waste, ensuring access to clean water, protecting ecosystems by keeping water quality at a high level and mitigating the impacts of climate change.**

To this end, it has established the Water Policy, which emphasizes the efficient use of water resources with the vision of being the leading airport operator in the regions where it operates.

**In addition, TAV Airports, which also carries out activities to raise awareness on reducing water consumption, has set a target of increasing water efficiency by 5%.**





## ANTALYA AIRPORT

A Water Management Plan has been prepared for effective water management at **Antalya Airport**. In this context, water needs are met from groundwater and saving measures are taken to reduce water consumption. In addition, water use and management instructions have been established to ensure saving measures and water management. Water treatment is made through the wastewater treatment plant located within the operation area and the Wastewater Treatment Operating Instructions are implemented to ensure efficient wastewater management.



## ANKARA ESENBOĞA AIRPORT

At **Ankara Esenboğa Airport**, a controlled discharge of water is conducted to adjust specific parameters of the water used for the cooling tower. The quantity of discharged water varies in each system based on factors such as the flow rate of circulation pumps, the number of pumps in operation, and the temperature. The amount of water in question is approximately **30,000 tons per year at Ankara Esenboğa Airport, and approximately 70% of this water is recovered through treatment and re-feeding.**

Both a partner company and Esenboğa analyze the recycled water. Ankara Esenboğa Airport prioritizes water conservation in its annual performance targets, aiming to implement and operate water recovery systems in the future based on thorough benefit, cost, and risk analyses. The airport also aims to reduce water consumption **by 10% by 2025 compared to the levels recorded in 2022.**



## TBILISI AND BATUMI AIRPORTS

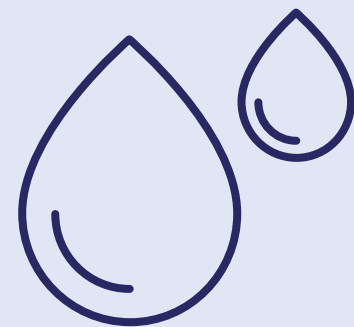
Tbilisi and Batumi Airports aim to reduce water consumption **by 3% in 2023.**





## MONASTIR AND ENFIDHA-HAMMAMET AIRPORTS

In **Monastir and Enfidha-Hammamet Airports**, wastewater is treated through the state-owned wastewater treatment plant and reused for irrigation purposes when necessary. It also aims to reduce water consumption **by 8% by 2028 compared to 2019**.



## İZMİR ADNAN MENDERES AIRPORT

At **İzmir Adnan Menderes Airport**, which carries out its activities with the awareness that water resources are limited, daily water consumption is monitored through remote reading of meters placed at consumption points. Any unusual water consumption is promptly detected and addressed. The irrigation system for landscaping areas is managed by means of automatic valves with timers to keep the irrigation time and duration under constant control.



TAV Airports implements proper conditioning of process water in cooling towers to minimize blowdown water, while also utilizing filtered water from the gray water system and sinks, which is then directed to reservoirs for storage. In addition, negotiations are underway with İzmir Water and Sewerage Administration for a project to recycle wastewater treatment plant effluent. If approved, the project is planned to recover **25% of current water consumption**.



## MİLAS-BODRUM AIRPORT

At **Milas-Bodrum Airport**, the wastewater treatment plant effluent is recycled after filtration and disinfection and used for irrigation of landscaping areas. Effluent quality is regularly monitored at the facility. The amount of treated wastewater recovered as irrigation water is continuously measured.





## 7.6. Biodiversity

TAV Airports recognizes the significance of preserving species and biodiversity, preventing ecosystem degradation, and facilitating transformative changes for the sake of a sustainable and thriving world.

It operates with a sense of responsibility to safeguard local habitats and ecosystems, restore degraded environments, protect endangered species, and enhance biodiversity within its operational areas. To ensure the protection of biodiversity, TAV Airports follows a hierarchy of measures that prioritizes avoiding, mitigating, and reducing impacts that may pose a threat to biodiversity.

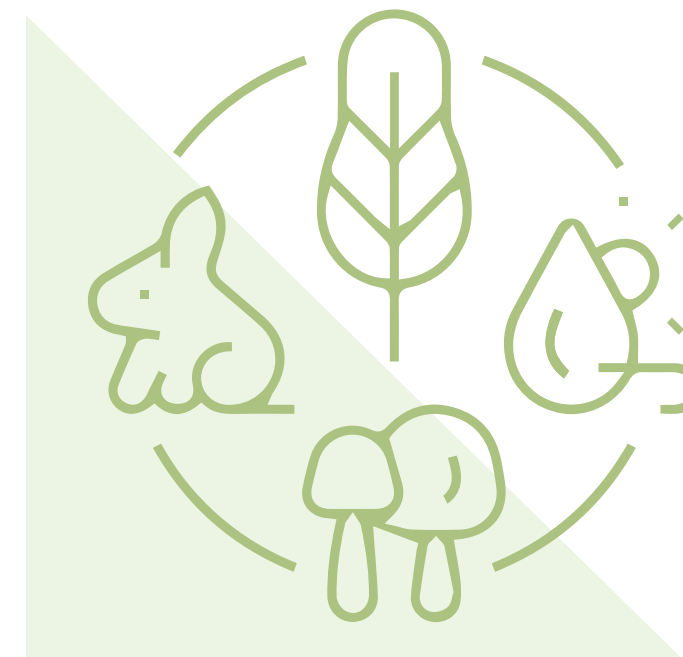
**In this context, TAV Airports, which plans activities to contribute to SDG 15 and has created the Biodiversity Policy, takes into account the principles that include**

**Avoiding**

**Reducing**

**Mitigating**

**Balancing**



**the impacts that may harm biodiversity in its areas of operation.**

In line with Groupe ADP policies, TAV Airports has announced its commitment to biodiversity conservation through Act4nature International. In this context, it aims to design a process for assessing the impacts of its core activities on biodiversity and integrating biodiversity into operational decision-making process. Recognizing that combating climate change will directly contribute to the protection of biodiversity, TAV Airports complies with national and international regulations and laws to support biodiversity.





# Respecting People for the Future

08



# Respecting People for the Future

**TAV Airports recognizes that its employees are crucial stakeholders in the journey towards sustainability and conducts its operations with a strong awareness of their significance.**

By fostering a collaborative culture rooted in respect, trust, and tolerance, TAV Airports cultivates an environment where diverse perspectives are shared, leading to the development of innovative ideas and informed decision-making.

Accordingly, TAV Airports provides both positive social impact and employment to people all over the world. TAV Airports' Human Resources Policy is designed to nurture a workforce characterized by creativity, strategic thinking, subject matter expertise, high motivation, developed social skills, and value-added talents, aiming to cultivate a human profile that embodies these qualities to the fullest extent possible.





## 8.1. Human Resources Management

The fundamental policy of TAV Airports is to ensure the creation, development, and evaluation of human resources at global standards, guided by the principle of providing equal opportunities for all individuals. In line with its commitment to international standards and best practices, TAV Airports has established all its human resources processes in accordance with national and international standards and practices, including



- **The UNGC Human Rights and Labor Standards**

- **ILO** (International Labour Organization) guidelines

- **Equator Principles**

- **IFC** (International Finance Corporation) **Performance Standards**

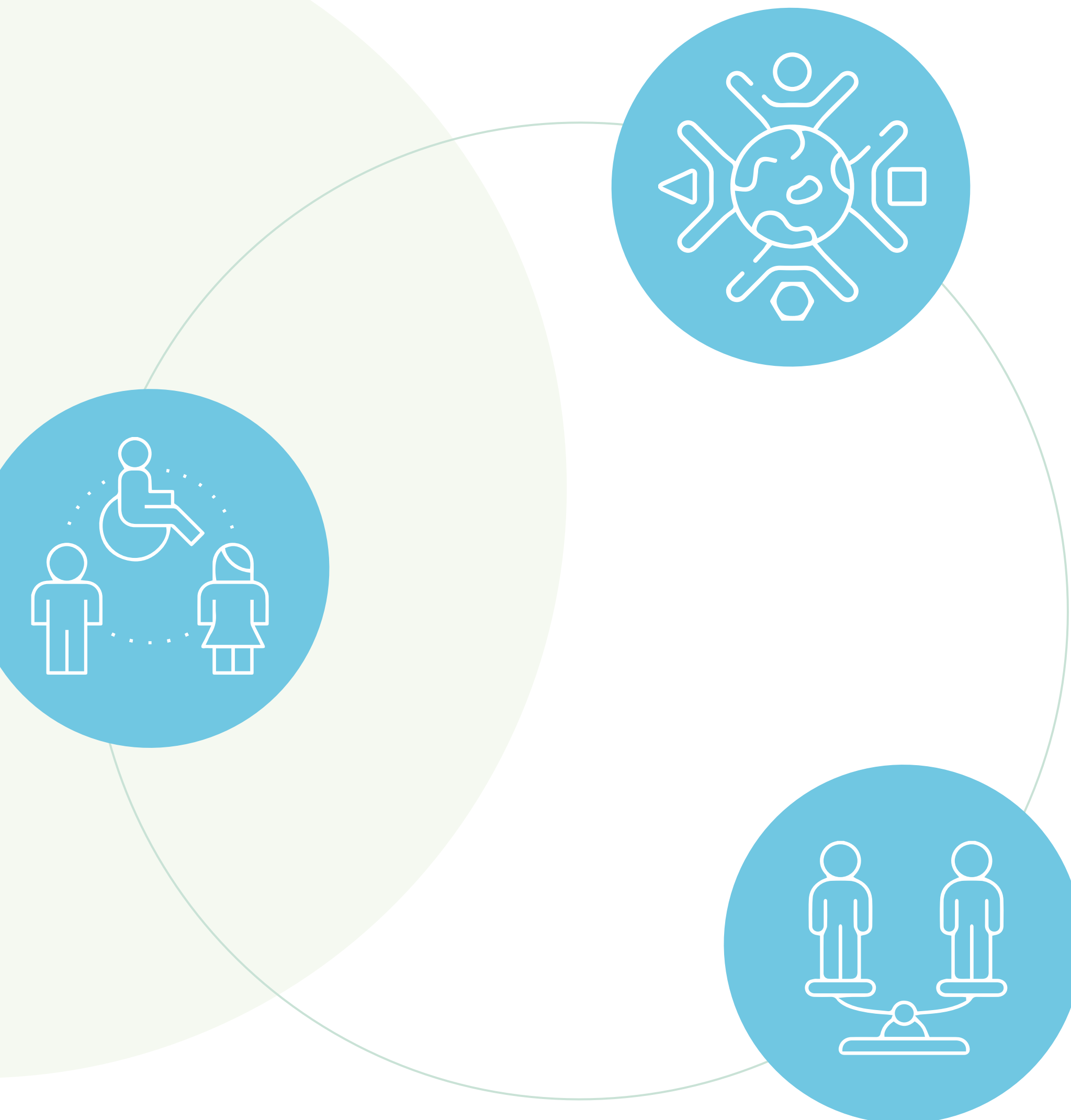
- **EBRD** (European Bank for Reconstruction and Development) **Performance Requirements**

**TAV Airports prioritizes the rights and freedoms of its employees and is committed to providing working conditions that adhere to the principles of the International Labour Organization (ILO). It upholds the commitments outlined in the Right to Freedom of Association and Protection of the Right to Organize (Convention 87), as well as the Right to Organize and Collective Bargaining (Convention 98). These commitments are also aligned with the constitutional provisions on the right to form associations stated in the Constitution of the Republic of Türkiye.**

TAV Airports aims to attract highly educated and motivated individuals who possess strong social skills, entrepreneurial mindset, openness to growth and innovation, and a drive for self-improvement and excellence in their work. Through effective human resources management practices, it aims to enhance employee performance and contribute to the organization's success by creating a climate that encourages creativity, continuous learning, and efficient goal achievement.








TAV Airports recognizes the significance of sustainability and has established a governance structure to promote the integration and adoption of its sustainability approach across all locations and organizational levels. To effectively implement corporate sustainability strategies, subcommittees have been established, enabling the sharing of knowledge, experiences, and collaborative project development on key sustainability areas within the Group's focus.

**This structure, which is expected to strengthen the awareness of the concepts of diversity, inclusion, and equality within the organization, designs the necessary processes to ensure dissemination and works on their integration into the corporate strategy.**

As a general approach, subcommittees are expected to develop programs that focus on gender equality, as well as diversity and inclusion-based approaches that support enhancing the effectiveness of innovation processes.

The UNGC BHR (United Nations Global Compact Business and Human Rights) Accelerator Program is an initiative to advance the implementation of the United Nations Guiding Principles on Business and Human Rights and is a collaboration between the United Nations Global Compact and the Danish Institute for Human Rights. The program supports companies in integrating human rights into core business practices and provides participating companies with a structured framework and guidance to assess, address and improve their human rights performance. By participating in the program, TAV Airports demonstrates its commitment to integrate human rights into its business practices and aims to advance the implementation of the United Nations Guiding Principles. It also aims to improve its human rights performance, contribute to sustainable development, and align its businesses with international standards and principles.





**TAV Airports' key objective is to develop human resources policies that prioritize diversity, inclusiveness, and equity, ensuring improved working conditions for employees with diverse identities and characteristics, while aligning with the social and cultural context of the geographical locations in which it operates.**

Recruitment processes at TAV Airports are carried out in a structured manner through online recruitment platforms and social networks. TAV Airports actively participates in various platforms to recruit high school and university students for internships. Internship positions are determined across all Group Companies. At the end of the internship program, individuals with high satisfaction rates are assessed for potential recruitment based on available vacancies within the Holding. In addition, agreements were made within the scope of university collaborations and the NTAV (New Graduate) program was launched.

At TAV Airports, a performance evaluation process is carried out once a year and monitored in 3 periods. Throughout the year, the set targets are closely monitored, and at the end of the period, the achievements within those targets are scored, which are then taken into account in the premium calculation process.



During the promotion process for managerial positions, promotion requests are evaluated in the last month of the year, and candidates may be subjected to a development center process conducted by the Human Resources Group Presidency. In the light of the outputs of this process, development areas are identified, and the infrastructure is prepared for the follow-up and approval of the promotion. In addition, TAV Airports provides its employees with a wide range of organizational mobility in terms of rotation, domestic and international career opportunities and horizontal or vertical positions in line with their wishes.

TAV Airports values the feelings, thoughts and opinions of its employees and tries to implement improvement activities at every opportunity.

As of September 2021, TAV Airports introduced a remote working practice for its employees, which continues to be in effect.

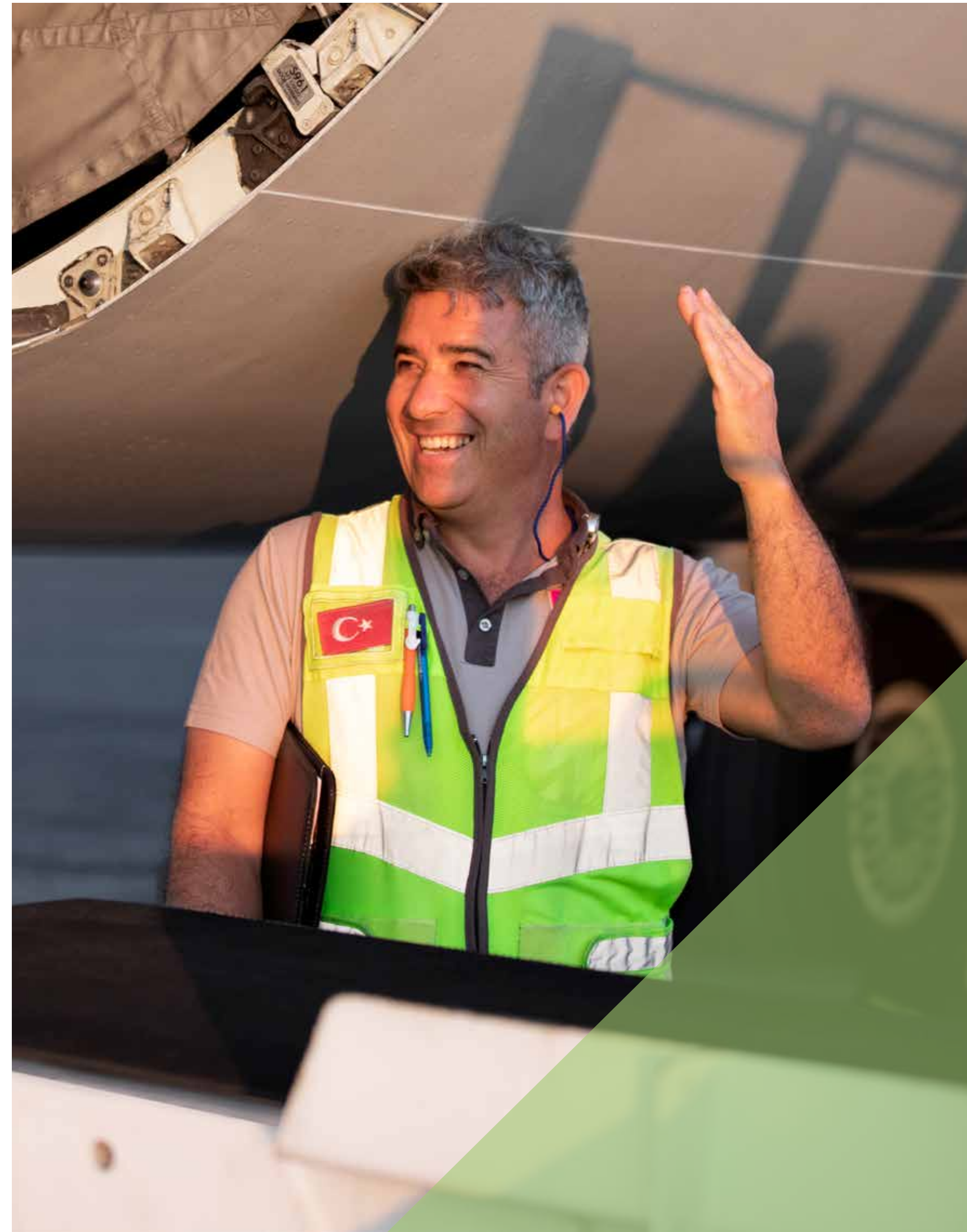
**Employees continue to contribute to Holding values and continuity by working remotely 2 days a week.**





A Great Place To Work Survey was conducted at TAV Airports in 2022 with the participation of 83% of employees in comparison with “Top 5 2022”, “Türkiye’s Best Employers 2022” and “Professional Services 2022”. According to the results of the comparative analysis, TAV Airports have surpassed the “Top 5 2022” averages in the following themes:

- Customers Rate Services as “Excellent”
- Satisfactory Wages
- ▴ Pride in Work
- Willingness to Work for a Long Time



- Caring for Each Other
- Competent Managers
- Physical Security
- ▴ New Employees are Warmly Welcomed
- Managers’ Words and Actions Match
- Managers Represent the Company in the Best Way

**When considering the different aspects of the survey, the comparative analysis results for the categories of “reliability”, “respect”, “equity”, “pride” and “team spirit” are as follows.**





TAV Airports Holding

TOP 5 2022

Best Employers of Türkiye 2022

Professional Services 2022



## 8.2. Inclusion and Gender Equality

TAV Airports promotes equity, equal opportunity, and diversity in all its activities, treating all employees equally **regardless of race, color, gender, religion, language, marital status, sexual orientation, gender identity, political opinion, ethnic identity, health status, and family responsibilities.**

Accordingly, it aims to foster a corporate culture that values diversity, inclusivity, and support for disadvantaged groups. The Holding ensures that all business processes adhere to equal opportunity principles without gender discrimination and implements innovative and sustainable solutions and projects for the benefit of its customers and employees alike.

Building on this perspective, the remuneration policy at TAV Airports is based on fair and consistent principles that align with employees' responsibilities and market standards. It ensures a balanced and competitive wage management approach across the Holding and its subsidiaries, operating under the principle of **"Equal Pay for Equal Work"**.

The Human Resources Policy of TAV Airports, which strives to be the workplace of choice, is designed to create an ideal work environment that prioritizes occupational safety, provides comprehensive opportunities for employees' professional and personal growth, and promotes equal opportunities for all. TAV Airports made a commitment to increasing the ratio of female members in the Board of Directors to above **25% and attained this goal in 2018.**





TAV Airports, in alignment with the Equal Opportunity Model created by the Women Entrepreneurs Association (KAGİDER), highlights its **dedication to promoting gender equality and empowering women in the workforce.**

**The Equal Opportunity Model** is a certificate program prepared by KAGİDER to promote women's employment and was developed under the leadership of KAGİDER with the technical support of the World Bank and in cooperation with PWC and EY.

**(2017)**  
FEM Certificate

In 2017, **TAV Airports received the Equal Opportunity Model (FEM) Certificate**, which aims to end gender discriminatory approaches in business life by identifying inequalities in processes such as promotion, social activities, career planning, recruitment, training, and development.

**3 Group Companies**  
Best Workplaces for Women

3 Group Companies were awarded **Best Workplaces for Women by Great Place To Work.**

**Top 15 Companies**  
Women Employment

In addition, TAV Airports ranked among the **top 15 companies** in Türkiye that create the highest number of women employment in the ninth women-friendly companies survey conducted by Capital magazine.

**Top 100**  
Women Friendly Companies

TAV Airports and its subsidiaries ATÜ Duty-Free, BTA, Havaş and TAV Security Services were also included in the **"100 Women Friendly Companies"** list.



A woman in a TAV Airport security uniform is working at a checkpoint. She is wearing a dark blue uniform with a white vest that has 'TAV Havalimanları Güvenlik' and 'SECURITY' written on it. She is holding a metal detector wand and is scanning a box. The background shows an airport terminal with a high ceiling and other people in the distance.

TAV Airports and Group Companies actively promote gender equality by fostering inclusive policies and language, **vehemently opposing workplace discrimination, consistently highlighting equal opportunity and motivation, and integrating these values as fundamental elements of their corporate culture and approach.**



TAV Airports, Holding, and Havaş actively participate in the General Directorate of Civil Aviation Gender Balance Development Commission (TCDGK), which aims to monitor and enhance gender balance in the Turkish civil aviation sector, offering recommendations for improvement, promoting equal opportunities in aviation professions for both genders, and encouraging women specifically to pursue education and training in aviation-related fields.

As a signatory of the UNGC Compact, TAV Airports demonstrates its commitment to gender equality by actively supporting the Women's Empowerment Principles (WEPs), a collaborative initiative between UN Women and UN Global Compact. The Women's Empowerment Principles, an integral part of the Global Compact, focuses on advancing gender equality worldwide and strives to empower women in various domains, including health, safety, education, and overall development.

The Principles were **designed by UN Women and the UN Global Compact as a “gender lens”** to inspire and strengthen the work of individuals and organizations that strive for women's presence in all areas and at all levels of economic life.

Group Companies actively participate in unique projects that support gender equality in different sub-dimensions specific to the sectors in which they operate.





## As of 2022, the scope of the project has been enhanced and efforts are underway to ensure its expansion to all Group Companies.

Havaş is among the first signatory companies of the “Business Against Domestic Violence (BADV)” project, which has been carried out by Sabancı University Corporate Governance Forum since 2016 and aims to create support mechanisms at workplaces against domestic violence and make violence against women more visible.

The project identifies ways to prevent domestic violence and offer support by using the managerial and organizational capabilities of the business world. Taking measures against domestic violence in the workplace will increase employee productivity and motivation, reduce employee turnover and contribute to reducing the risk of violence against women and promoting human rights.

In addition, Havaş published the UN Global Compact’s “Business and Human Rights Navigator” to support business progress in the area of human rights and presented it as an example of good practice developed to enable companies to more effectively assess the human rights impacts of their organizations and supply chains.





TAV Airports works in cooperation with different organizations on equal opportunities and focuses on creating a positive impact in the regions where it operates. As a founding member of the Women in Technology Association (WTECH), TAV Airports actively supports its mission to foster an inclusive and egalitarian approach, empowering women in Türkiye to embrace science and technology fields.

In addition, it makes donations to the Foundation for the Support of Women's Work on behalf of its employees during special occasions such as birthdays, Mother's Day, and Father's Day. It extends its support to employees or their spouses who welcome a new addition to their family by providing handmade baby delivery packages crafted by women in need through the Nefes Association.

**In addition, donations were made through KEDV on Women's Day in 2021 and 2023 and certificates were issued on behalf of each female employee.**

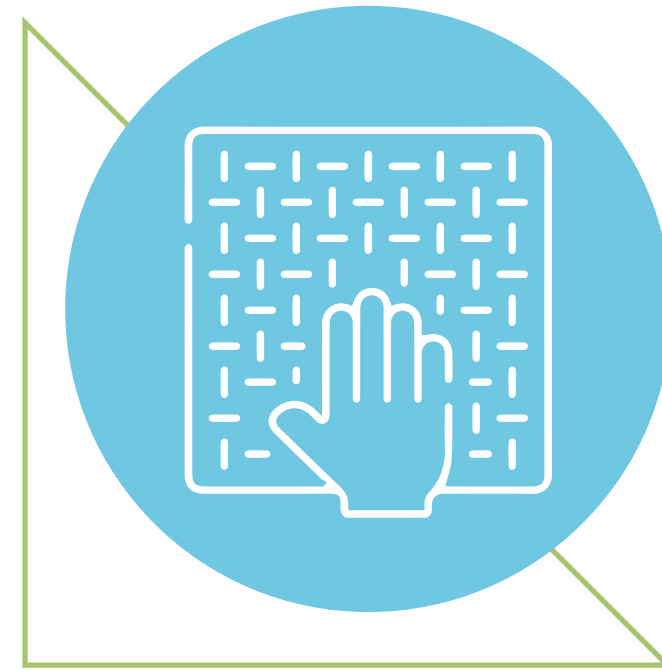


With the mission of raising awareness in companies and women, TAV Airports takes part in the Women in Sales Network social project, which was launched by Sales Network in 2019 to generate ideas to increase women's participation in the sales world and to improve the qualified labor pool. **TAV Airports serves as the spokesperson for the “Mentors for a Million Women Program”,**

Which aims to connect young women (aged 15-25) in STEM (Science, Technology, Engineering and Mathematics) with industry leaders through a digital platform. As a Program Ambassador, TAV Airports plays a crucial role in facilitating mentorship connections for participants and actively contributes to the program's working groups.



**Ankara Esenboğa Airport** has various practices in place for customers with disabilities. These include:



**Tactile floors in terminal building and parking lots**



**Audible warning systems installed in elevators** (providing floor information in Turkish and English)



**More accessible restrooms in the terminals**



**Adjusting the height of payphones to be wheelchair-accessible**



**Installation of assistance points**



**Providing basic sign language training to employees to provide better services for people with disabilities**



### 8.3. Integrated Talent Management and Backup System

TAV Airports utilizes the Integrated Talent Management and Backup System in order to recruit qualified managers or retain existing managers. In addition to internal systems, the Holding works with relevant consultancy firms, assessment and evaluation systems and consultants to recruit qualified managers to the group.



**The Integrated Talent Management and Backup System aims to create a talent pool of high-performance and high-potential employees.**

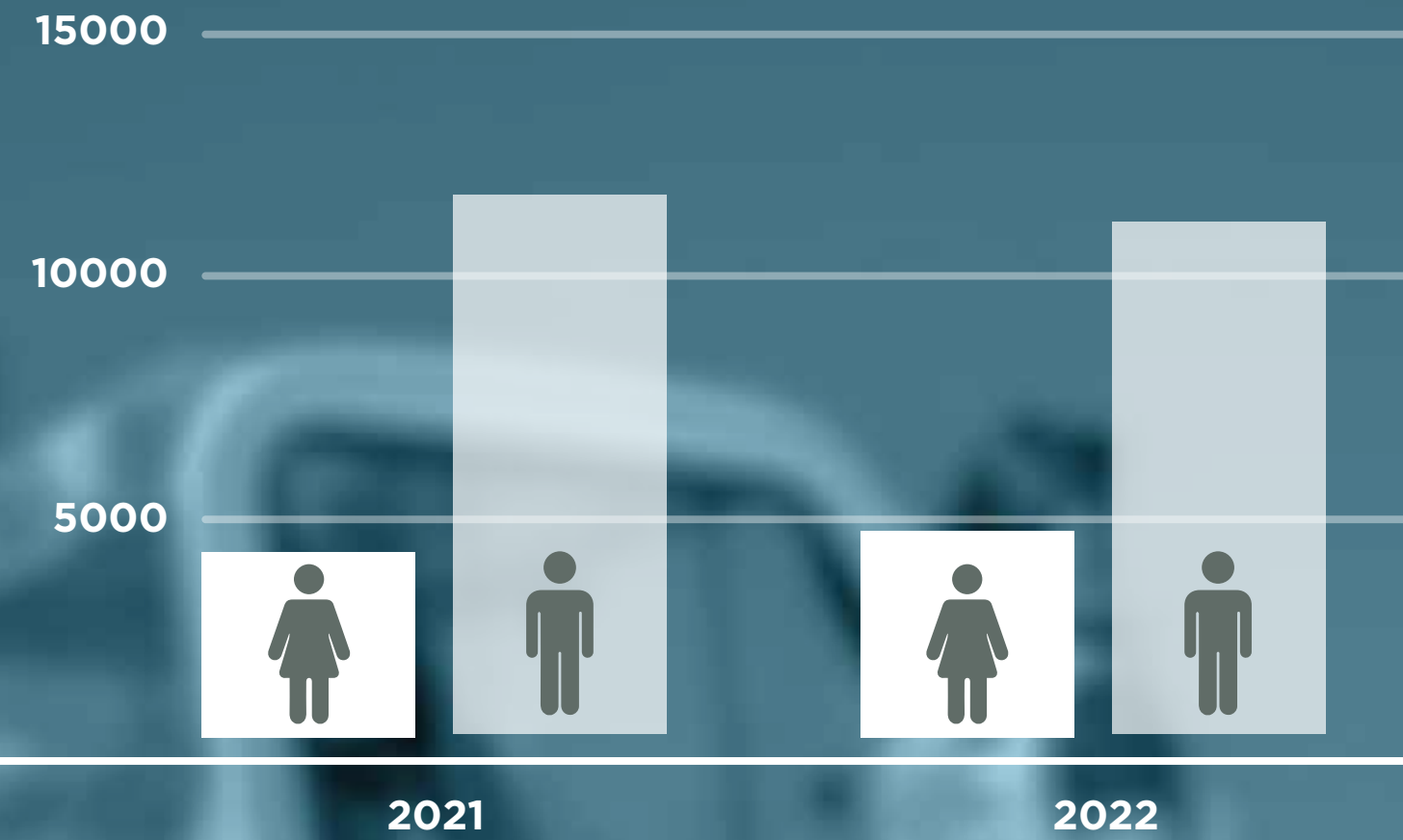
Then implement solutions that focus on developing these talents, identify backups for senior positions and plan different career opportunities for high-potential employees. Employees identified as Potential or High Potential based on Talent Management results are offered career opportunities that include fringe benefits and wages aligned with their new roles. Additionally, they receive training support for a period of 2 years upon request.



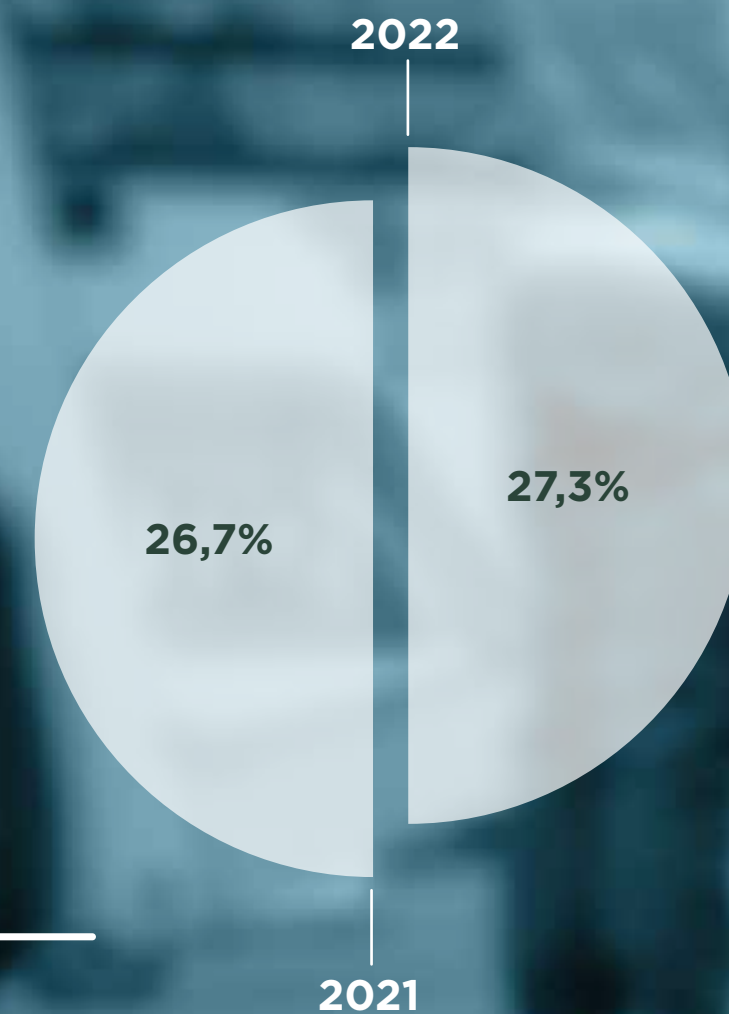


## 8.4. Employee Profile

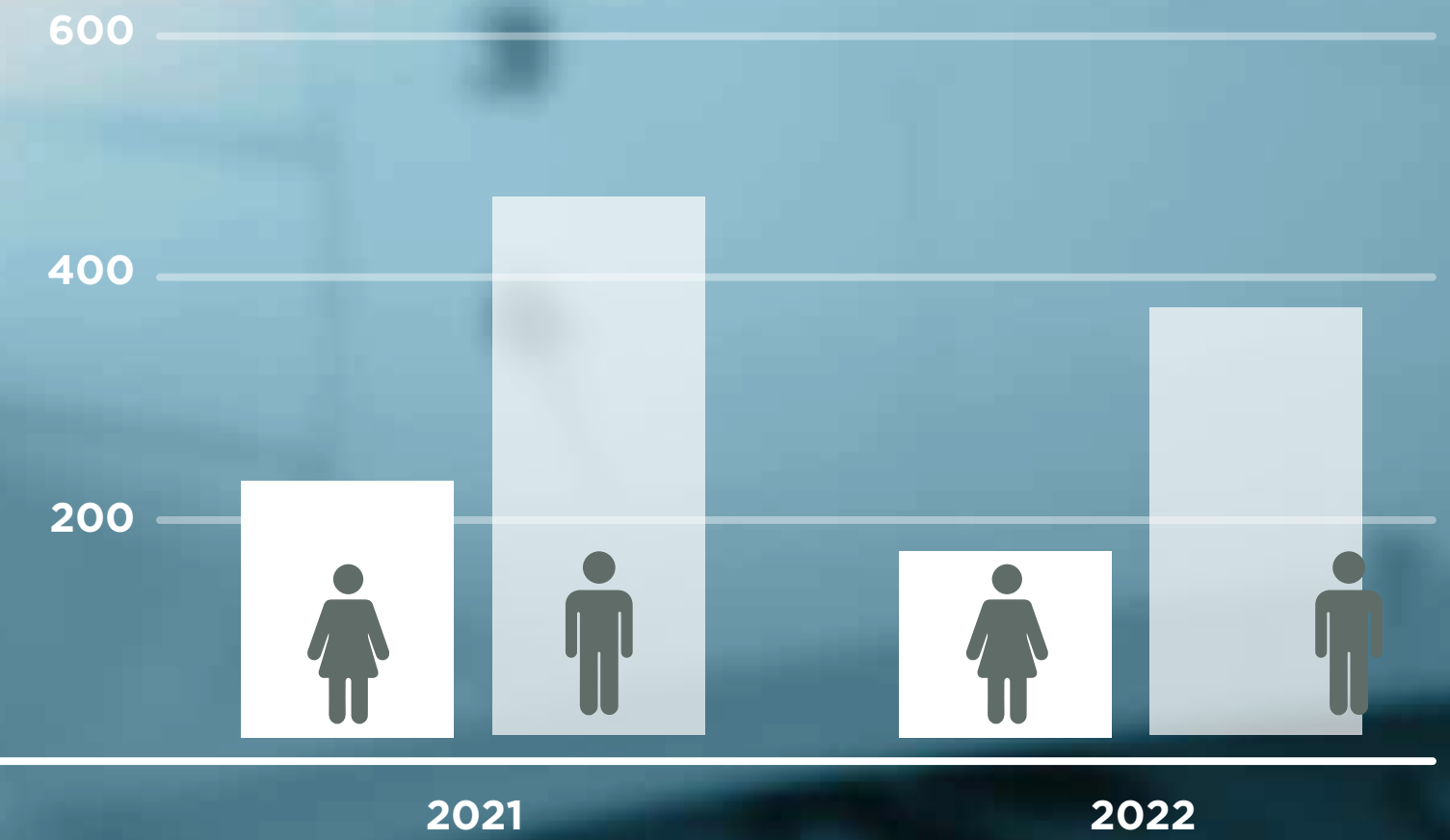
### Breakdown of Employees by Gender



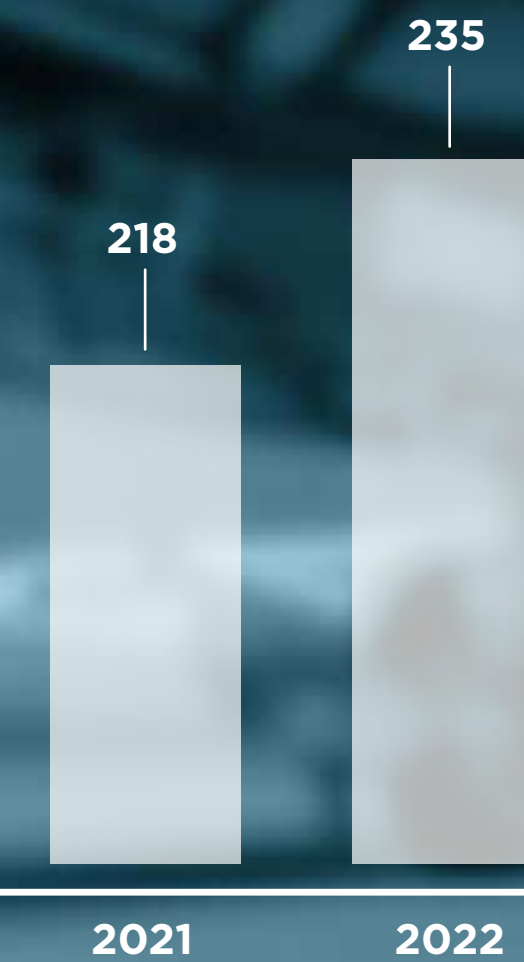
### Ratio of Female Employees to Total Employees



### Breakdown of Senior Executives by Gender



### Number of Employees With Disabilities





## 8.5. Employee Satisfaction And Loyalty

TAV Airports recognizes that its human resources are invaluable assets that play a pivotal role in elevating its competitive advantage as it transitions from regional leadership to a global player. In this context, TAV Airports does its part to create a safe and healthy working environment for all its employees and carries out activities to increase their loyalty. It conducts regular analyses and studies, utilizing human resources metrics, to assess the current state of fringe benefits, social rights, office facilities, and working environments.

**These evaluations aim to ensure that these aspects are aligned with competitive standards.**

TAV Workshop was established at TAV Airports to bring employees together for music, dance, painting, and photography courses. In addition, TAV Clubs organize tournaments in football, basketball, volleyball, chess, table tennis and bowling. Additionally, TAV Airports organizes staff nights on special occasions, fostering a sense of unity and enabling employees to celebrate and share the excitement of these memorable days together. These events contribute to building a strong corporate culture.



### FRINGE BENEFITS

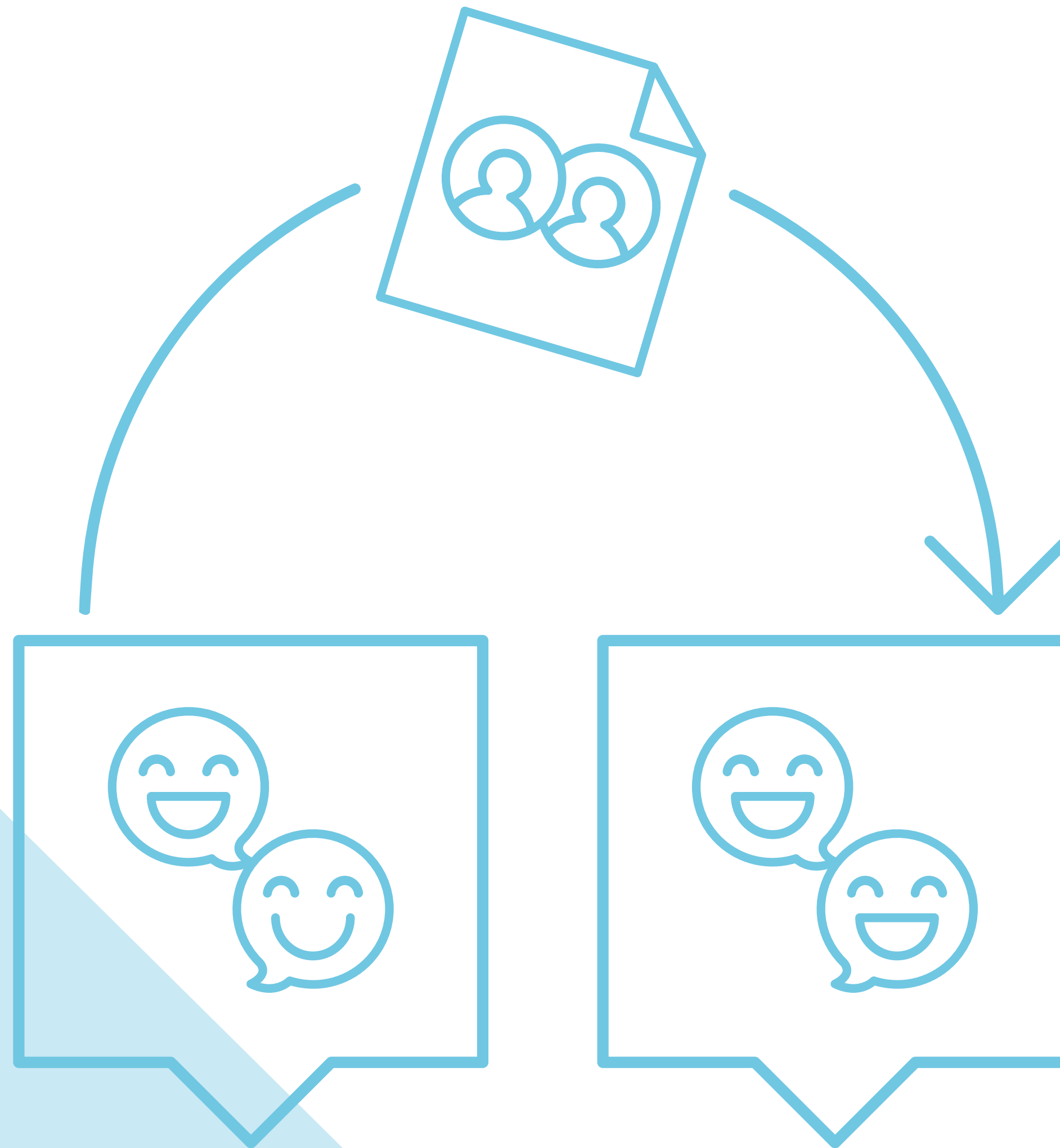


### SOCIAL RIGHTS



### WORKING ENVIRONMENTS





Certain discounts are also offered for TAV Airports employees within the scope of corporate agreements. In this way, Vadistanbul campus employees can enjoy additional social rights. The employees of the Administration Building have the option to work remotely on Fridays and one day per week. International organizations are continuously assessed, and relevant practices are implemented.

TAV Airports attaches great importance to the opinions and views of its employees and conducts an employee experience survey every year.

## **TAV Airports attaches great importance to the opinions and views of its employees and conducts an employee experience survey every year.**

Based on the findings of these surveys, action plans are developed and implemented across Group Companies. The Holding places great value on its employees and consistently engages in development programs and new initiatives. Social clubs for employees, special day events and internal communication workshops are tangible expressions of the value TAV Airports places on its employees.



## 8.6. Support for Employee Development

Aware of the importance of a qualified workforce, **TAV Airports implements 9-Box Grid**, a talent management project, to support employee development and manage talent. In this context, TAV Airports Group conducts evaluations of all its employees using a 9-box model, which helps identify and recognize the talents within the organization. The annual implementation of the 9-Box Grid at TAV Airports ensures an objective evaluation process for all employees, enabling them to assess their performance effectively. It also establishes a talent pool that supports career development opportunities within the organization.

TAV Airports has been actively using the e-learning platform supported by compulsory /technical trainings for many years within the scope of employee development processes. The content of the platform, called **TAV Eduport**, is constantly renewed and kept up-to-date. TAV Eduport offers employees an engaging and enjoyable training experience by providing a wide range of training topics, with over 6,000 options available in various languages and supported by subtitles.

The e-learning platform is accessible both on the web and via mobile application. Trainings are offered to employees under main headings such as



### Aviation Programs



### Airports Council International Programs



### Security Training Programs



### Non-Aviation Security Training Programs



### Competency and Skill Development Trainings



### Management and Leadership Development Trainings



### Corporate Development and Management Systems

TAV Airports has an online training platform that is shared with all Group Companies and all employees have access to various trainings offered. The platform includes mandatory technical trainings, as well as personal development and executive trainings.

**In 2022, TAV Airports allocated a total budget of TL 1,500,000** for the training of its employees. Within the scope of the **“Fly into The Future”** development program, TAV Airports aims for each employee to receive at least one training per year. This target is excluded from the training budget. This target excludes high-level trainings, assessment center practices at the beginning of the process, and high-cost/specialized trainings.



As part of face-to-face trainings, TAV Academy offers face-to-face development programs categorized into three main areas:



**NTAV recruits new graduates to Group Companies and monitors their development throughout the year.**



**Each employee attends at least one development program.**



**Within the scope of the Leader Program, a development center has been launched, and a development program has been created to address individual needs.**

**The leadership development program and assessment and evaluation practices are centrally managed by the Holding Human Resources Department.**



## 8.7. OHS Approach

**TAV Airports prioritizes human health as its utmost value**, demonstrating unwavering adherence to legal regulations, international standards, and ethical guidelines concerning occupational health and safety.

All efforts related to occupational health and safety at TAV Airports are centered around safeguarding and enhancing the long-term health, performance, motivation, and ultimately productivity of its employees.

TAV Airports adopts a systematic approach, in accordance with contemporary standards, to identify potential factors leading to occupational accidents and diseases, analyze risks, prioritize employee health, ensure a safe and healthy work environment, implement necessary precautions, and eliminate hazards across airports and Group Companies.

GRI - 2-12,2-13, 2-16, 2-23, 2-24, 2-25, 3-1, 3-2, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10



It monitors and reports accident frequency rate and accident severity rate indicators through the OHS Committee in order to measure and monitor its occupational health and safety performance. The formulas used and annual values of the relevant indicators are as follows:

**Accident Frequency Rate**  
(Total number of Lost Time Work Accidents / Actual Working Hours) x 1,000,000

**Accident Severity Rate**  
(Total number of Lost Days Due to Occupational Accidents / Actual Working Hours) x 1,000

	Unit	2019	2020	2021	2022
Number of Occupational Accidents With Lost Days	number	350	132	167	271
Lost Days Due to Occupational Accidents	day	5656	2012	2198	1782
Total Actual Operating Hours	million hours	32.8	22.8	27.2	41.2
Accident Frequency Rate	number of accidents per million hours of work	10.64	5.77	6.15	6.57
Accident Severity Rate	loss of days in a thousand hours of work	0.17	0.09	0.08	0.04
Fatal Occupational Accidents	number	0	0	0	0
Occupational Diseases	number	0	0	0	0



TAV Airports is committed to continuously improving its occupational health and safety performance, with the primary objective of consistently reducing the frequency and severity of accidents year by year. In 2020 and 2021, the reduced working hours resulting from decreased traffic during the pandemic contributed to a significant decrease in both the frequency and severity rates of accidents.

Despite an increase in the number of accidents in 2022, **following the disappearance of the pandemic's effects, TAV Airports continues to observe a downward trend in accident severity compared to the previous two years.**

## 2022 proved to be an exceptionally successful year in terms of occupational health and safety performance at TAV Airports,

showcasing a significant decrease in accidents when compared to 2019, which allows for a more accurate comparison taking into account working hours.

OHS policies across Group Companies are established by the OHS Committee within the sustainability governance structure. The Committee is composed of occupational safety experts and occupational physicians to advise and support all subsidiaries on the continuous improvement of occupational health and safety.







Contribution  
to Society  
for the Future

09



# Contribution to Society for the Future

## 9.1. Stakeholder Relations

In its pursuit of creating sustainable value, TAV Airports recognizes the significance of establishing effective communication with its stakeholders and actively engages in gathering opinions through diverse communication channels on a regular basis. With the feedback it collects through its wide and inclusive stakeholder network, the Holding is constantly developing and transforming in a way that keeps up with the requirements of the age.

STAKEHOLDERS	COMMUNICATION METHOD
EMPLOYEES	Email, telephone, and face-to-face meetings Meetings and trainings Digital communication tools Digital training programs Employee satisfaction surveys Special events for employees Committee meetings Announcements and notifications In-house publications
CUSTOMERS	Customer satisfaction surveys Email, telephone, and face-to-face meetings Contact Center Customer visits and meetings Exhibitions, conferences, fairs Website News Social media Request/grievance sites
SUPPLIERS	Email, telephone, and face-to-face meetings Meetings Supplier audits
PUBLIC INSTITUTIONS AND LEGISLATIVE BODIES	Periodic reporting Meetings and conferences Email, telephone, and face-to-face meetings Audits

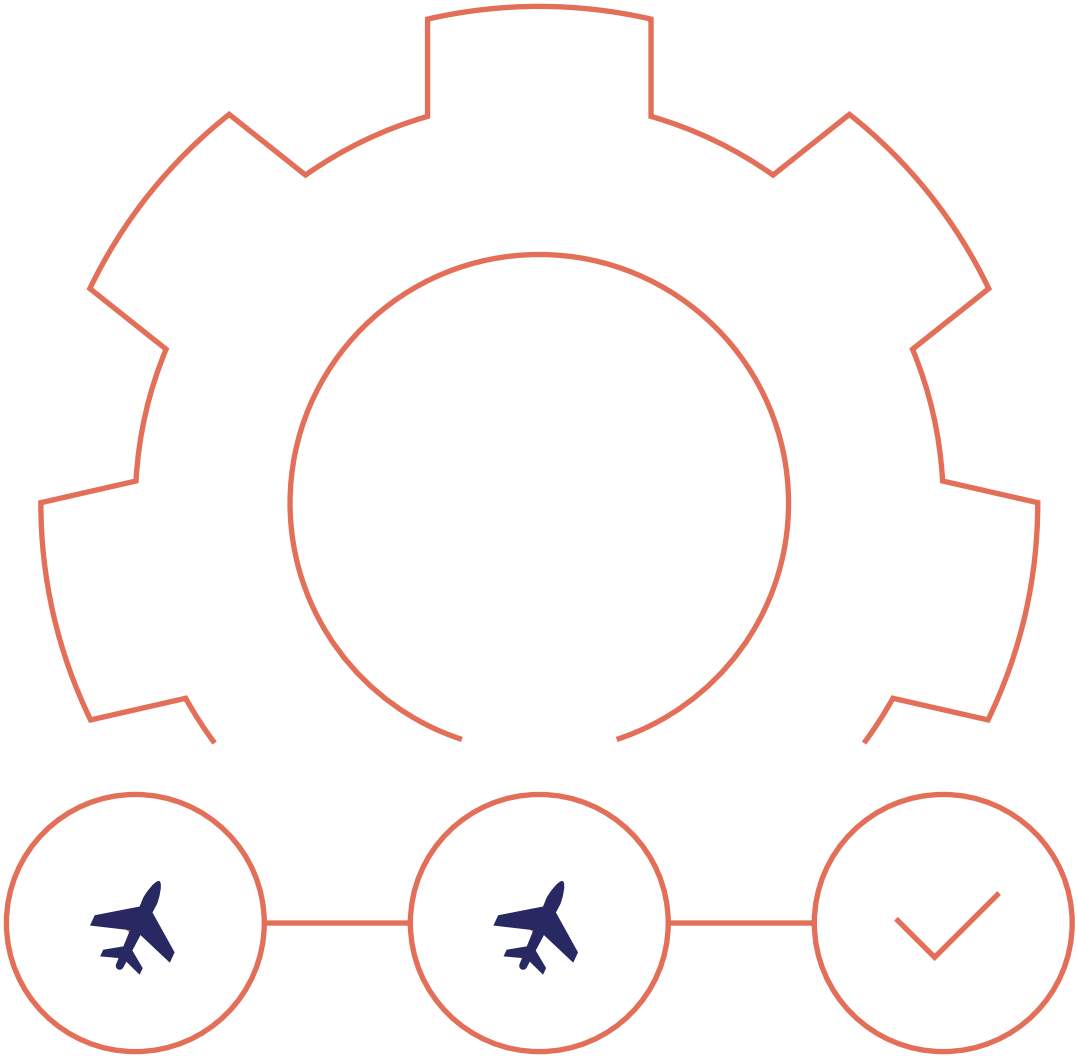




9.2. Memberships and Collaborations

TAV AIRPORTS HOLDING MEMBERSHIPS AND COLLABORATIONS	COMPANY
Turkish Ethics and Reputation Society (TEİD)	Holding
Turkish Institute of Internal Auditing (TİDE)	Holding
Women in Technology Association	Holding
Young Guru Academy	Holding
Association of Corporate Communicators	Holding
Association of Private Sector Volunteers (ÖSGD)	Holding
Business4Goals	Holding
Business Council for Sustainable Development Türkiye (BCSD Türkiye)	Holding
UN Global Compact Türkiye Network (UNGÇ)	Holding
UN Global Compact Signatories Association	Holding
İstanbul Chamber of Certified Public Accountants (İSMMMO)	Holding
Corporate Governance Association	Holding
Union of Chambers and Commodity Exchanges of Türkiye (TOBB)	Holding
Circular Economy Mirror Committee	Holding

TAV AIRPORTS HOLDING MEMBERSHIPS AND COLLABORATIONS	COMPANY
İstanbul Chamber of Commerce (İTO)	Holding
30% Club (Growth through Diversity)	Holding
Airports Council International	Holding
Maltepe University Civil Air Transport Management Advisory Board	Holding
TSE MTC184 Circular Economy Mirror Committee	Holding
Mentors for a Million Women	Holding
TOBB EU Green Deal Working Group	Holding
TÜRKONFED Business and Human Rights Working Group	Holding
TURKONFED Green Transformation Commission	Holding
Sales Network	Holding
PERYÖN	Holding





### 9.3. Supply Chain Management

TAV Airports considers it an integral element of its corporate vision to create social benefit in the geographies where it operates with the principle of respect for people and the environment and to conduct all supply chain and procurement operations in line with sustainability principles.

When selecting its suppliers, it takes into account professionalism, operational capability, solution-oriented approach, and references in addition to the cost factor. Furthermore, TAV Airports has integrated environmental and social criteria into the supplier selection process as a result of its sustainability approach.

**Suppliers are required to adhere to the following conditions outlined in the contract annex, which is provided to them as an attachment to the procurement contracts:**

comply with the principles stated in the International Labour Organization (ILO), along with relevant national legislation and contractual provisions,

not engage in activities such as forced labor, child and youth labor, discrimination, unregistered labor,

comply with national legislation and applicable treaty provisions on social issues such as social arrangements, wages, working hours, freedom of association, prevention of health and safety risks,

fully comply with applicable environmental regulations and conduct impact identification, assessment, and mitigation studies for environmental activities,

implement occupational risk prevention measures to ensure safety and protect the physical and mental health of their employees,

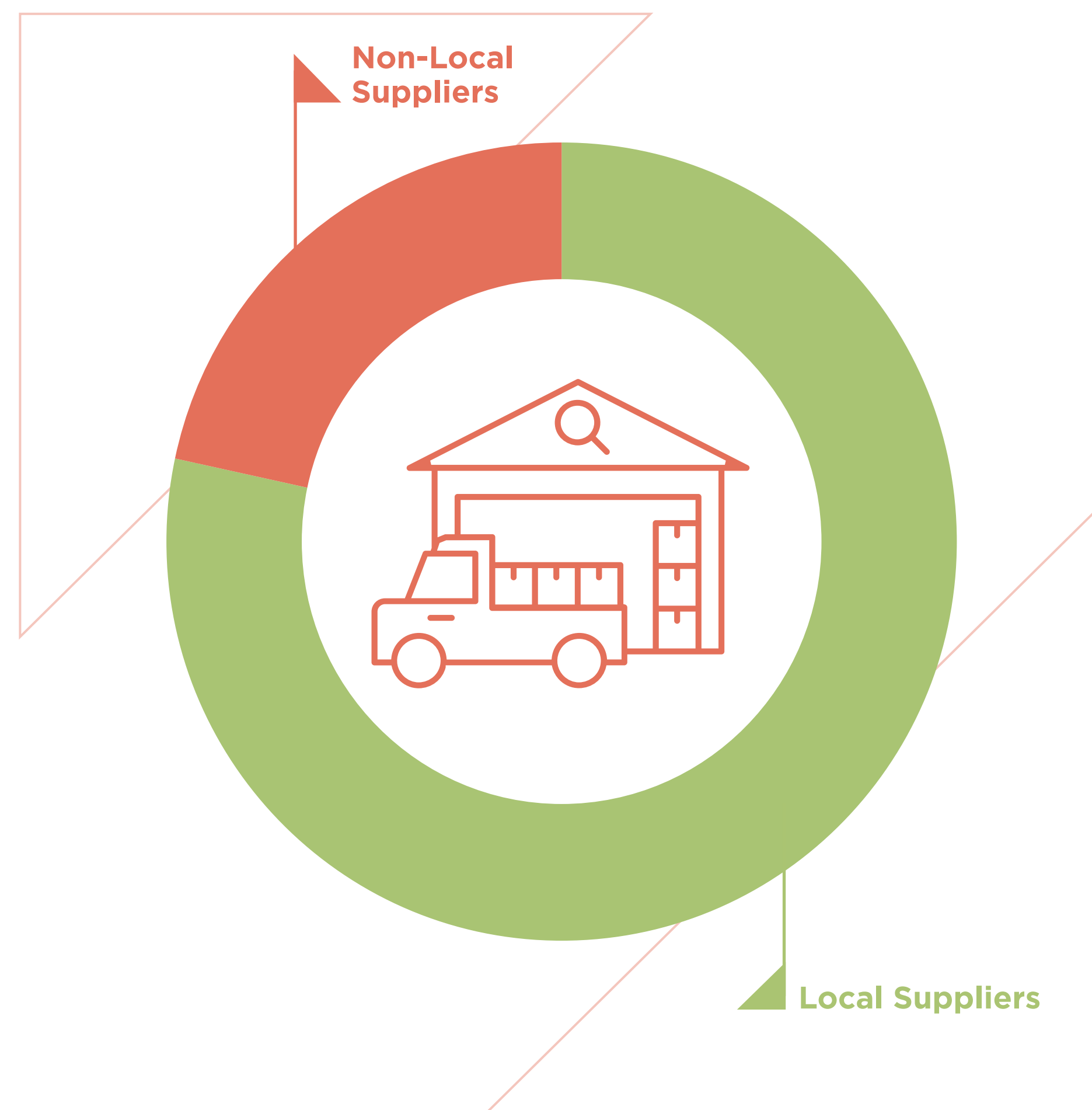
comply with all national and international anti-corruption laws, regulations, and norms throughout the duration of the Contract or Purchase Order and in the event of a violation of these provisions, cooperate with TAV Airports in good faith to provide all necessary or useful documents and information in a fully transparent manner.

GRI - 2-6, 2-13, 2-15, 2-23, 2-24, 2-25, 2-26, 2-28, 204-1, 205-1, 205-2, 406-1, 408-1, 409-1, 3-1, 3-2, 3-3



TAV Airports retains the right to conduct compliance checks on the contract's terms and conditions and has the authority to terminate the contract if non-compliance is identified. To ensure compliance with procurement conditions and assess suppliers' ability to meet these requirements, TAV Airports conducts supplier performance evaluations.

These evaluations are conducted by the requesting and purchasing units using TEDPER software within the ERP system after the delivery of services for purchases that exceed USD 3,000. Suppliers with a score of "1" as a result of the evaluations may be removed from the supplier list with the approval of the Purchasing and Logistics Coordinatorship. **As of 2022 year-end, TAV Airports has a total of 1,213 suppliers, 969 of which are local suppliers.**



In accordance with the French "Potier Law" regarding the obligation of parent and contracted companies to be prudent in relation to their supply chains, Groupe ADP has completed the **"Human Rights Risk Mapping" study in December 2022, which includes "reasonable due diligence measures to identify risks and prevent serious human rights violations", including the activities of TAV Airports and/or subcontractors and suppliers with which it has a business relationship.**



## 9.4. Corporate Social Responsibility Approach / Contribution to Local Community

In line with its corporate social responsibility approach, TAV Airports supports diverse projects **in different fields, particularly in education, sports, and culture, and focuses on customer satisfaction and employee happiness as the main focus of the social impact it creates in the regions where it operates.**

In order to develop a lasting win-win relationship and a shared vision for the future, TAV Airports has made the following commitments:

Actively contribute to improving **the living conditions of local communities and to reducing noise exposure,**

Build trust and alignment with local **stakeholders over the long term,**

Strengthen the positive impact of airport operations **on local communities, monitor the environmental and social impacts that may occur on the living spaces of local communities, take necessary measures, and fulfill improvement actions,**

Unite the airport community and act together **to maximize the positive impact of airport activity and facilitate acceptance.**

TAV Airports has established a Corporate Social Responsibility (CSR) Policy that outlines the principles to be followed for investments and ongoing activities of the Holding and all Group Companies in this domain.

**The amount spent by  
TAV Airports for CSR  
activities and social  
investments amounted  
to EUR 2,056,751 in  
2021 and EUR 346,393  
in 2022.**



**In 2021 and 2022, TAV Airports carried out a wide range of corporate social responsibility projects under the headings of education and contribution to the local community:**

Through its collaboration **with the Electronic Recycling Foundation**, TAV Airports has facilitated the enhancement of computers and the establishment of computer classrooms in schools.

A charity bazaar was organized to support a primary school identified as being in need, undertaking initiatives such as painting the school premises and constructing a **training/meeting hall through company contributions**.

**Aksu Cihadiye Secondary School's** general building maintenance was carried out. Additionally, various needs of the school were fulfilled, including the provision of a conference hall, sports equipment, and air conditioning systems.

Within the scope of the “Assist” Project carried out by the **Antalya Provincial Governorship**, sports uniforms were presented to schools in the Kepez region.

**In Aksu İncikpınar Secondary School and Şehit Ahmet Köse Secondary School, “Traffic Rules and Awareness Campaign”** was organized with Antalya Police Department. As part of the campaign, traffic brochures were distributed.

**Esenboğa** provided school vehicles and clothing to **a total of 9,800 students in 24 village schools**.

**Madinah Airport** has contributed to the provision of **Technical and Occupational Training (COOP)** at Taibah University.

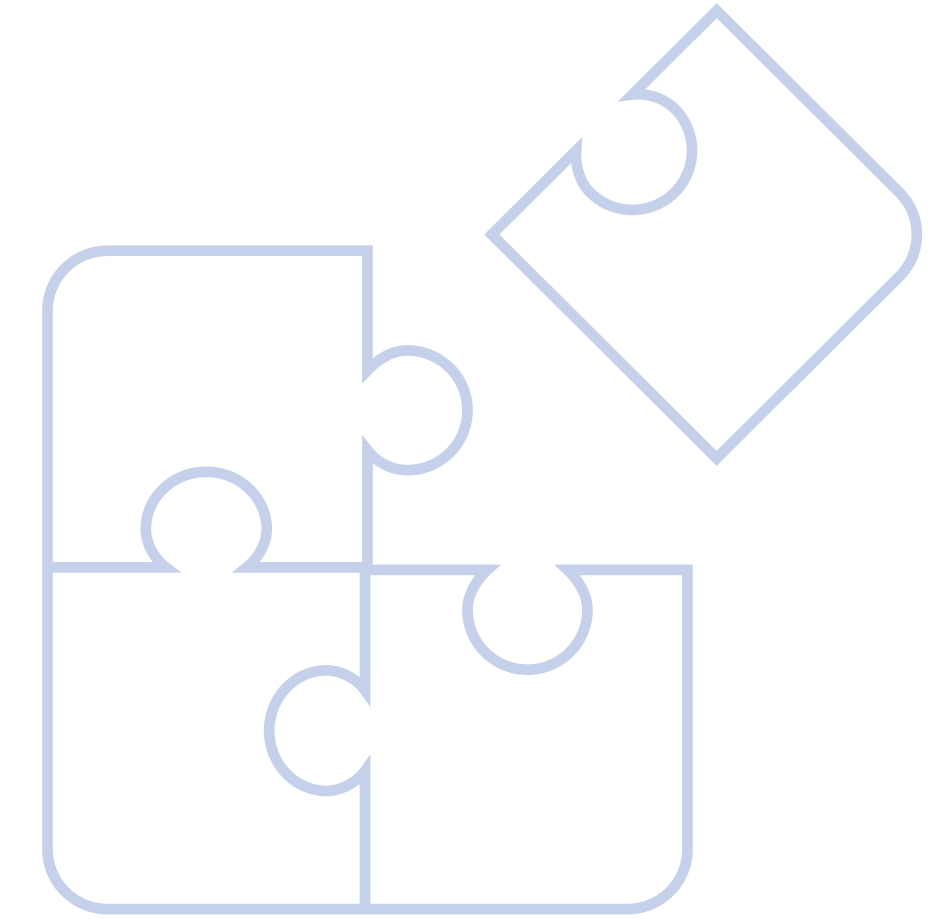
**Monastir and Enfidha-Hammamet** made a donation to the **Tunisien Workers' Union (UGTT)** to contribute to its efforts to improve training in the transport sector.

A donation was made to the **“RAHMA Center for the Disabled”** in the city of Enfidha.

Within the scope of the **“Anything for Children”** project, in cooperation with **ATÜ and Ankara Esenboğa Airport**, clothing and stationery aid was provided to **Mazmanlı Village Primary School in Hassa district of Hatay, where 1st, 2nd, 3rd and 4th grade students study**.

**ATÜ collaborated with the Association for Supporting the Recycling of Electronic Waste (EAGD)** to refurbish idle computers from its inventory. These repaired computers were then donated to schools in need across Türkiye, including **Bursa Süleyman Cura Secondary School, Bolu Göynük Narzanlar Primary School, Zonguldak Devrek Ahmet Taner Kışlalı Secondary School, and Kocaeli Kandıra Kocakaymaz Yunus Emre Primary School**.

During special occasions, **the Holding joins forces with associations**, demonstrating its support by purchasing products from the associations equivalent to the number of employees.





## 9.4. Corporate Social Responsibility Approach / Contribution to Local Community / BARRIER WITHOUT BARRIERS

The “**Blue without Barriers**” project, which is planned to be implemented in Antalya province, will not only raise awareness among people with disabilities that they have the opportunity to participate in physical activities, but will also foster personal growth and enhance self-confidence among them.

By providing diving and swimming opportunities for people with disabilities, the project will serve as an opportunity for their active participation in different areas of life and provide accessibility. Scuba diving and swimming, the main activities of the Blue without Barriers project, are of great importance for the social and physical rehabilitation of persons with disabilities. Scuba diving and swimming offer people with disabilities a greater sense of bodily control and mastery compared to land-based activities, fostering increased confidence and self-belief.

The activities to be carried out within the scope of the project will provide an opportunity **for people with and without disabilities to share common interests and skills, thus empowering people with disabilities socially.**







# Customer Experience Management

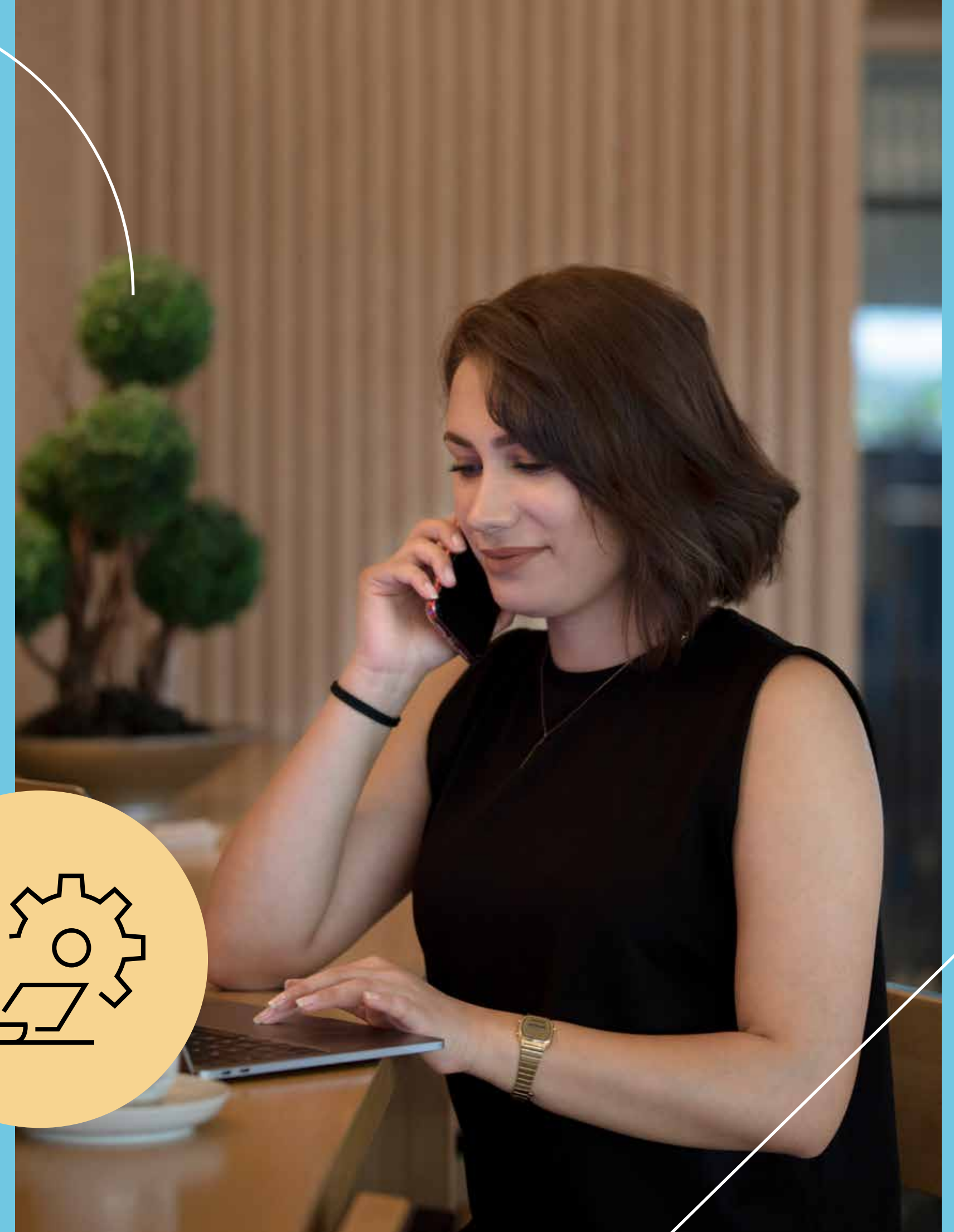
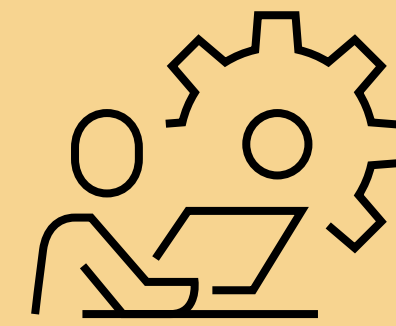
# 10



# Customer Experience Management

Aware of its responsibility to provide the best customer experience, TAV Airports places customer satisfaction at the center of its business models. Within the scope of its responsibility to serve both its stakeholders and all internal and external customers within the airport ecosystem, the Holding continues to offer innovative solutions and follow emerging trends in order to achieve and maintain the highest service levels

In this context, while reviewing the practices of airports and subsidiaries, it benchmarks all domestic and international sectoral markets and compares business models. **In addition, it participates in sectoral organizations both globally and in Türkiye in order to update and follow the developing and changing global customer experience management styles.**





**Accurate measurement,  
development and monitoring  
of service levels are ensured  
in accordance with the ISO  
10002 Customer Satisfaction  
Management Certificates held  
by TAV Airports in Esenboğa,  
Antalya, Tunisie, Macedonia,  
Havaş and service companies.**



In line with the customer-oriented approach that prioritizes customer satisfaction, all customer feedback is promptly and transparently addressed through the Customer Satisfaction and Complaint Management System (CRM) software, ensuring open communication, and providing reassurance to customers. Every feedback received is handled objectively, fairly, carefully, and confidentially, ensuring appropriate solutions are provided to customers. TAV Airports works on the necessary corrective actions to prevent the recurrence of nonconformities it has been notified of, implements the said actions, and develops its business processes to meet the expectations of its customers.





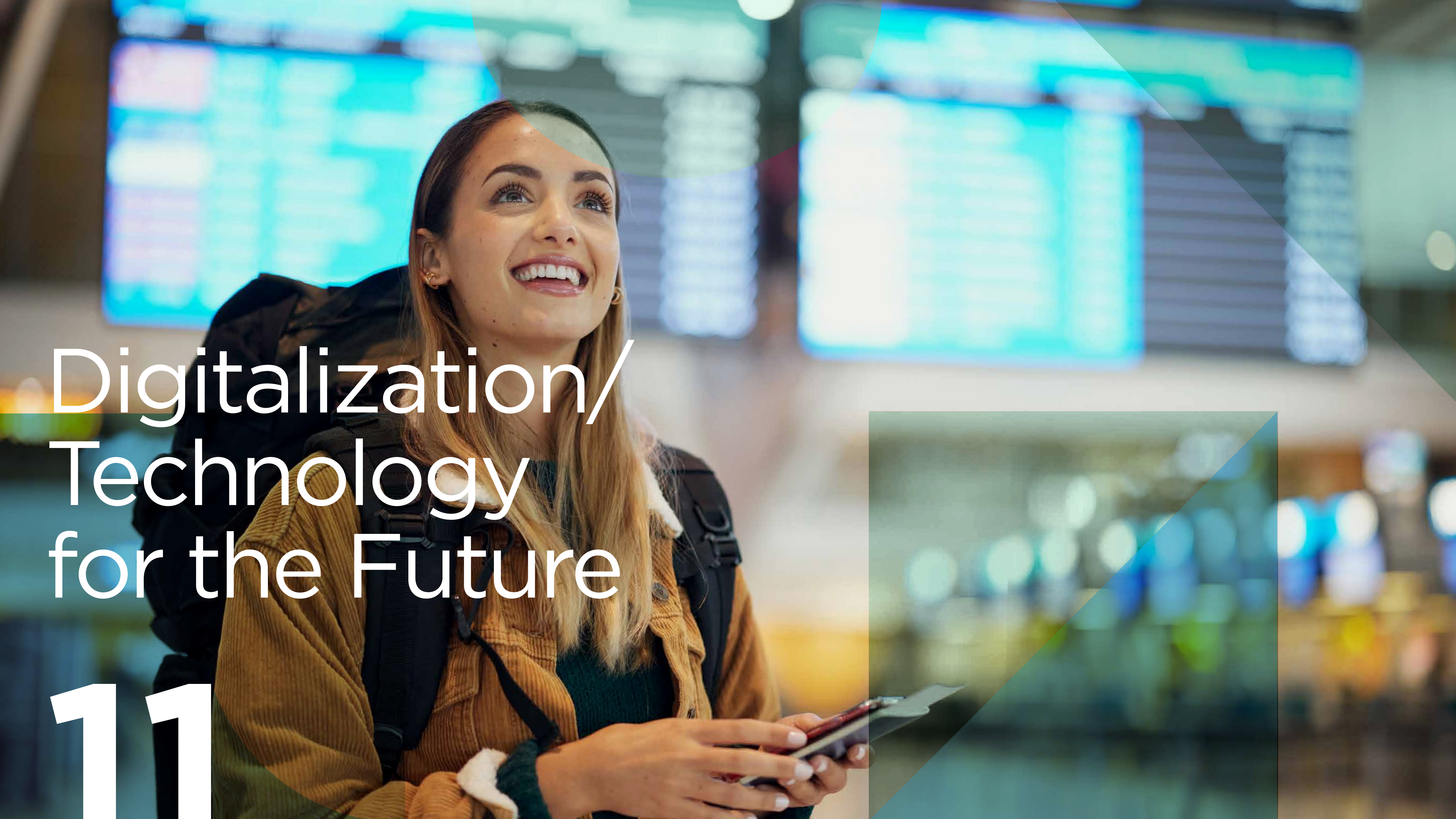
Customer satisfaction surveys are conducted at all airports and subsidiaries, and the data obtained from these surveys are analyzed and reported, with the awareness that customer feedback will always be constructive and aimed at improving service levels. In addition to survey data, all kinds of data recorded through the Customer Satisfaction and Grievance Management System CRM software are processed and reported monthly and annually. All data is processed in order to increase customer satisfaction and exceed expected service levels, and improvement and development activities are carried out when necessary.

TAV Airports attaches importance to direct communication with its customers and provides equal communication opportunities to all its customers in accordance with the fundamental principles of its **Customer Satisfaction Policy, which include transparency, accessibility, responsiveness, objectivity, confidentiality, accountability, continuous improvement, and customer orientation.**

**To ensure customer-centric services, the Holding maintains a dedicated Customer Contact Center staffed by 29 experts who provide customer-specific assistance and access to a wide range of services for airports and subsidiaries throughout Türkiye.**







# Digitalization/ Technology for the Future

# 11



# Digitalization/ Technology for the Future

In recent years, digitalization has gained immense significance in airports, as it has in numerous other sectors, permeating every aspect of life. TAV Airports recognizes the significance of digitalization in enhancing efficiency and convenience for both passengers and employees. Digitalization efforts not only improve the airport experience, but also play a key role in the process of becoming more sustainable by reducing the need for employees and resources. Attaching importance to supporting digital technologies, TAV Airports also leverages digitalization in its training programs and conducts various practices in this context.

In terms of digitalization and innovation, it aims to develop its own technologies in **R&D activities with a focus on SDG 7, SDG 9 and SDG 17, and to make digital transformation and corporate entrepreneurship strategies holistically innovative and sustainable for customers and all employees.**

Recognizing that information technology (IT) systems must operate effectively in order to provide quality service at airports, TAV Airports evaluates the development of IT infrastructure and projects in line with the corporate strategy and goals. In this context, risks related to information security are closely monitored and proactive measures are taken to manage them efficiently. In addition to these practices, the Holding also works with Groupe ADP to manage the risks that may be encountered in the field of cyber security.





Striving to be a pioneer in the field of digitalization and technology, TAV Technologies provides a full range of services in a broad portfolio ranging from analysis to design, consultancy, support, and maintenance. It contributes to the development of airports of all sizes by producing turnkey solutions for projects realized in the process of designing an airport from scratch or expanding an existing airport.

**The “Smart Airport Program”** developed by TAV Technologies aims to support TAV Airports’ standardization and modernization efforts, improve passenger experience and optimize operations.

In this context, reliable and instantaneous person counts are conducted at İzmir Adnan Menderes Airport with the “Passenger Flow Management Platform” and waiting performance is planned to be improved through waiting time analysis. In addition, a system has been developed to help complete the Barcode Boarding Pass verification process, referred to as TDAS, quickly and reliably. Efforts are underway to optimize the usage of car parks and reduce waiting times for passengers by developing a system that streamlines and enhances the overall parking experience.

**With the PAX Analyzer, it is planned to collect data from the systems to create a dashboard with passenger flow statistics and forecasts based on boarding pass printing or reading activities.**







# Most of the aforementioned applications are planned to be realized for 8 airports

(İzmir Adnan Menderes Airport (ADB), Ankara Esenboğa Airport (ESB), Milas-Bodrum Airport (BJV), Gazipaşa-Alanya Airport (GZP), Tbilisi Airport (TBS), Batumi Airport (BUS), Almaty Airport (ALA) and Skopje International Airport (SKP)) by the end of 2024.

The table below outlines the timeline for the implementation of various practices under the Smart Airport Program:

Airport	Free Wi-Fi	Flow Management	TDAS	Information Kiosk	Car Park Enhancement	Self-Boarding Gate	Self Bag Drop	PAX Analyzer	Business Intelligence
ESB	2023	2024		2023	2023			2023	2023
BJV	2023	2023	2023		2023			2023	2023
GZP								2023	2023
TBS		2023		2023		2023	2023	2023	2023
BUS		2023						2023	2023
ALA							2024	2023	2023
SKP					2023		2023	2023	2023

In addition to the aforementioned practices, TAV Technologies has been holding the ISO 27001 Information Security Management System Certification since 2011. Within this context, TAV Technologies manages the infrastructures of the company and all Group Companies and offers end-user support. Infrastructure and systems are monitored 24/7 against cyber threats to protect the organization’s information and data. In addition, users’ access is periodically reviewed, and trainings are provided to increase user awareness.

TAV Airports are audited by independent audit firms. It also conducts periodic penetration tests.





Annexes

12





# Annexes

## Annex - 1. Environmental Performance Indicators

TAV Airports	Scope 1 (tCO2eq)			Scope 2 (tCO2eq)			Scope 3 (tCO2eq)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Airports	29,014.14	34,252.91	26,572.51	10,047.6	50,114.19	39,276.4	207,850.35	601,636.75	649,421.94
Türkiye	27,908.04	27,820.41	18,868.71	9,654.41	14,514.49	28,760.60	207,850.35	573,946.75	524,980.94
Esenboğa-Ankara	7,821.00	8,512.00	6,388.00	1,530.00	1,916.00	5,364.00	82,162.00	95,978.00	121,501.00
Adnan Menderes-Izmir	15,614.00	14,014.00	8,716.00	2,468.00	3,663.00	10,549.00	-	220,591.40	-
Gazipaşa-Alanya	-	340.20	40.11	-	706.33	723.58	-	-	-
Antalya	3,426.53	5,294.41	3,581.71	5,656.41	8,935.49	11,844.6	125,688.35	257,377.35	403,479.94
Milas-Bodrum	-	-	841.95	-	-	5,338.46	-	-	-
Georgia (Tbilisi&Batumi)	1,106.10	1,470.90	1,730.80	393.20	555.40	602.80	-	-	-
Tunisie (Monastir&Enfidha-Hammamet)	-	4,203.00	5,231.00	-	3,730.00	4,264.00	-	27,690.00	124,441.00
Enfidha-Hammamet	-	4,107.00	5,124.00	-	1,693.00	2,135.00	-	27,690.00	124,441.00
Monastir	-	96.00	107.00	-	2,037.00	2,129.00	-	-	-
Macedonia (Skopje&Ohrid)	-	-	742.00	-	-	5,649.00	-	-	-
Madinah-Saudi Arabia	-	758.60	-	-	31,314.30	-	-	-	-

TAV Airports	Tap Water (m3)			Groundwater (m3)			Total Water (m3)			Recovered/Reused (m3)			Water Discharged (m3)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Airports															
Türkiye	142,345	191,536	236,618	679,484	714,676	740,749	821,829	906,212	977,367	44,741	50,287	61,900	791,231	924,088	1,085,338
Esenboğa-Ankara	-	-	-	172,918	186,592	187,454	172,918	186,592	187,454	720	750	820	171,623	185,047	186,634
Adnan Menderes-Izmir	137,663	186,508	231,664	229,499	206,115	205,247	367,162	392,623	436,911	31,021	30,087	40,080	54,266	44,702	54,565
Gazipaşa-Alanya	4,682	5,028	4,954	-	-	-	4,682	5,028	4,954	-	-	-	-	-	-
Antalya	-	-	-	-	-	-	-	-	-	-	-	-	252,224	343,359	474,694
Milas-Bodrum	-	-	-	277,067	321,969	348,048	277,067	321,969	348,048	13,000	19,450	21,000	313,118	350,980	369,445
Georgia (Tbilisi&Batumi)	34,913	48,258	58,300	-	-	-	34,913	48,258	58,300	-	-	-	34,650	47,995	34,650
Tunisie (Monastir&Enfidha-Hammamet)	71,598	88,463	126,582	-	-	-	71,598	88,463	126,582	-	-	-	-	-	-
Macedonia (Skopje&Ohrid)	-	-	-	53,199	65,168	66,196	53,199	65,168	66,196	-	-	-	-	-	-
Madinah-Saudi Arabia	355,785	464,964	605,706	62,432	-	-	418,217	464,964	605,706	70,524	77,970	141,062	70,524	77,970	141,062
Almaty-Kazakhstan	-	-	496,677	-	-	-	496,677	-	-	-	-	-	-	-	-

TAV Airports	Hazardous Waste (tons)			Non-Hazardous Waste (tons)			Total Waste (tons)			Total Recycled Waste (tons)			Share of Recycled Waste (%)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Airports															
Türkiye	18.44	42.69	77.61	5,990.06	9,888.98	10,570.22	13,447.05	18,969.60	18,621.85	721.87	986.08	1,829.15	64.40	63.80	79.70
Esenboğa-Ankara	9.29	18.76	58.51	569.12	555.35	683.61	578.41	574.11	742.12	137.89	143.05	215.27	24.00	25.70	31.50
Adnan Menderes-Izmir	1.70	11.46	6.82	873.70	1,172.53	1,573.64	875.40	1,183.99	1,580.46	56.40	69.10	88.70	7.20	8.00	7.00
Antalya	7.45	9.05	7.98	3,760.84	7,298.00	7,046.27	11,206.84	16,345.00	15,028.27	378.78	573.87	1,130.69	16.20	13.10	16.20
Milas-Bodrum	-	3.42	4.30	786.40	863.10	1,266.70	786.40	866.50	1,271.00	148.80	200.06	394.49	17.00	17.00	25.00
Georgia (Tbilisi&Batumi)	0.45	0.20	1.90	165.00	467.80	513.00	165.45	468.00	514.90	-	-	-	-	-	-
Macedonia (Skopje&Ohrid)	2.00	2.58	1.07	178.29	328.05	41.99	180.28	330.63	43.05	-	-	-	-	-	-
Almaty-Kazakhstan	-	-	-	-	-	4,560	0.00	0.00	4,560.00	-	-	-	-	-	-





Antalya				
	Unit	2020	2021	2022
Electricity Purchased Externally	kWh	20,448,724	30,565,487	52,668,017
Electricity Generated by Trigeneration	kWh	24,331,104	27,364,176	11,626,902
Electricity Consumption	kWh	44,779,828	57,929,663	64,294,919
Renewable Electricity Consumption	kWh	-	-	-
Natural Gas Consumption	Sm³	6,210,553	7,255,407	3,375,241
Other		3,250	3,770	4,030
Total Energy Consumption	GJ	403,131	488,021	362,781
Annual Energy Savings	%	-	-	-
Ankara Esenboğa				
	Unit	2020	2021	2022
Electricity Purchased Externally	kWh	6,731,075	8,099,807	16,273,088
Electricity Generated by Trigeneration	kWh	12,671,317	13,012,878	7,070,916
Electricity Consumption	kWh	19,402,392	21,112,685	23,344,004
Renewable Electricity Consumption (I-REC)	kWh	6,731,075	8,099,807	16,273,088
Natural Gas Consumption (Boiler)	Sm³	769,028	1,093,006	1,352,849
Natural Gas Consumption (Tri-Gen)	Sm³	3,189,679	3,210,077	1,789,690
Total Energy Consumption	GJ	221,483	240,831	204,410
Annual Energy Savings	%	30.74	24.68	36.07
İzmir Adnan Menderes				
	Unit	2020	2021	2022
Electricity Purchased Externally	kWh	7,807,510	11,535,991	36,580,438
Electricity Generated by Trigeneration	kWh	27,266,682	27,720,151	11,288,853
Total Electricity Consumption	kWh	35,352,145	39,526,276	48,137,665
Renewable Energy Generation	kWh	277,953	270,134	268,374
Renewable Electricity Consumption (I-REC)	kWh	-	7,977,349	24,228,054
Natural Gas Consumption	Sm³	7,759,465	8,179,665	4,471,847
Total Energy Consumption	GJ	127,267.72	142,294.59	173,295.59
Annual Energy Savings**	%	-23.17*	+11.80	+22.19
*Aviation activities remained at a low level due to the pandemic.				
**Annual energy savings are evaluated based on the previous year. Annual energy increases are associated with the recovery of the aviation sector after the pandemic.				

Gazipaşa				
	Unit	2020	2021	2022
Electricity Consumption	kWh	1,615,984	1,828,580	1,850,499
Georgia (Tbilisi&Batumi)				
	Unit	2020	2021	2022
Electricity Consumption	kWh	5,505,164	7,786,024	8,966,069
Renewable Electricity Consumption	kWh	415.77	411.58	414.35
Natural Gas Consumption	Sm³	309.17	349.83	406.12
Total Energy Consumption	GJ	19,818.59	28,029.69	32,277.85
Macedonia (Skopje&Ohrid)				
	Unit	2020	2021	2022
Electricity Consumption	kWh	7,383,780	8,654,429	8,245,940
Natural Gas Consumption	m³	167,586	204,692	166.31
Total Energy Consumption	GJ	37,293.44	445,513.42	43,214.77
Madinah				
	Unit	2020	2021	2022
Electricity Consumption	kWh	48,726,206	57,479,422	66,181,190
Renewable Electricity Consumption	kWh	140,525	140,525	140,526
Tunisie				
	Unit	2020	2021	2022
Electricity Purchased Externally	kWh	5,072,716	6,834,694	8,987,566
Electricity Generated by Trigeneration	kWh	10,859,581	8,822,653	10,505,323
Electricity Consumption	kWh	15,932,297	15,657,347	19,492,889
Renewable Electricity Consumption	kWh	32,120	32,120	32,120
Natural Gas Consumption	Nm³	2,189,430	1,812,509	2,370,026
Milas-Bodrum				
	Unit	2020	2021	2022
Electricity Consumption	kWh	10,689,423	11,966,991	13,134,711
Renewable Electricity Consumption	kWh	1,127,108	1,872,503	1,919,879
Natural Gas Consumption	Sm³	408,431	392,874	427,325
Total Energy Consumption*	GJ	58,184	64,870	70,564
Annual Energy Savings	%	0.09	0.13	0.12
*Aviation activities remained at a low level due to the pandemic.				





Annex - 2. Social Performance Indicators

Breakdown of employees as of period-end	2020	2021	2022
Total number of employees	13,221	15,738	17,088
Indefinite term contract	12,227	14,792	15,284
Fixed-term contract	993	946	1,804
Female	3,500	4,210	4,675
Male	9,721	11,529	12,413
Breakdown of employees by position and gender	2020	2021	2022
Total number of managers and higher-ranking positions	539	726	529
Female (managers and higher-ranking positions)	150	218	149
Male (managers and higher-ranking positions)	389	508	380
Ratio of female employees to total number of employees	26.40%	26.70%	27.30%
Ratio of female managers to total number of managers	27.80%	30%	28.10%
Number of employees with disabilities	178	218	235
Share of employees with disabilities	1.4	1.4	1.4
Average working duration of employees (Years)	5.1	5.1	5.1
Turnover (%)	-	-	13.5
Ethnic minorities	-	-	83.12% Turkish 16.84% Other
Share of newly hired female employees	-	-	40%

TAV Airports	Number of occupational accidents			Number of days lost due to accidents		
	2020	2021	2022	2020	2021	2022
Airports						
Türkiye						
Esenboğa-Ankara	0	0	5	0	0	45
Adnan Menderes-Izmir	0	3	8	0	16	37
Antalya	-	3	3	-	16	22
Milas-Bodrum	1	0	0	9	0	0
Georgia	0	2	2	0	46	10
Tunisie	5	5	4	205	129	39
Macedonia	7	6	2	186	144	32
Almaty-Kazakhstan	-	2	1	-	22	17
Service Companies						
BTA	39	42	70	751	258	589
HAVAŞ	69	87	154	679	1,468	918
TAV Operation Services	0	0	2	0	0	3
TAV Security Solutions	11	17	20	182	99	70
Total	132	167	271	2,012	2,198	1,782

Units		2020	2021	2022
Occupational accidents with lost days	Number	132	167	271
Number of lost days	Days	2,012	2,198	1,782
Total working hours	Million Hours	22.8	27.2	41.2
Accident frequency rate	Accidents per 1 million hours worked	5.77	6.15	6.57
Accident severity rate	Days lost due to occupational accidents per thousand hours worked	0.09	0.08	0.04
Fatal occupational accidents	Number	0	0	0
Occupational diseases declared throughout the year	Number	0	0	0

TAV Airports	Total Hours of Training	Total Number of Participants	Training Budget
2022			
Airports			
Türkiye			
TAV Aviation	3	8	TL 154.00
TAV Gazipaşa	108	84	TL 1,570.80
TAV Bodrum	5,166	871	TL 88,680.00
TAV İzmir	10,162	1,984	TL 95,660.00
TAV Macedonia	5,596	6,272	-
TAV Tunisie	5,284	275	TL 770,140.00
TAV Georgia	864	814	TL 779,728.00
TAV Kazakhstan	2,050	712	TL 3,726,000.00
Service Companies			
Holding	136	115	TL 29,048.00
Havaş TR	481.5	6,134	TL 2,351,380.00
Havaş Latvia	984	188	TL 329,660.00
Havaş Croatia	2,568	586	TL 2,222,660.00
BTA Domestic	26,335	7,117	TL 1,262,500.00
BTA International	1,665	4,501	TL 540,000.00
TAV Informatics	20,100	330	TL 283,000.00
TAV Operation Services	4,912	741	TL 1,071,340.00
			TL 13,551,520.80
Total			EUR 677,576.04
			(Person/Hour) 2.81





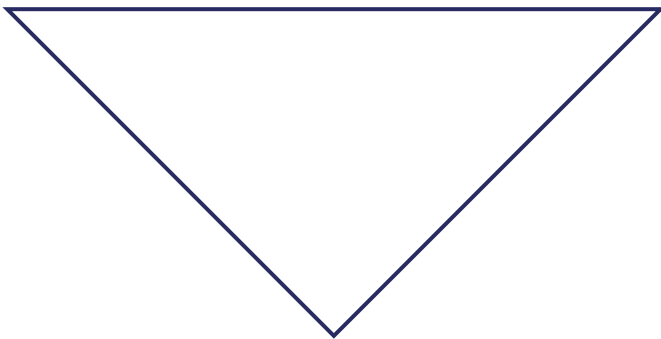
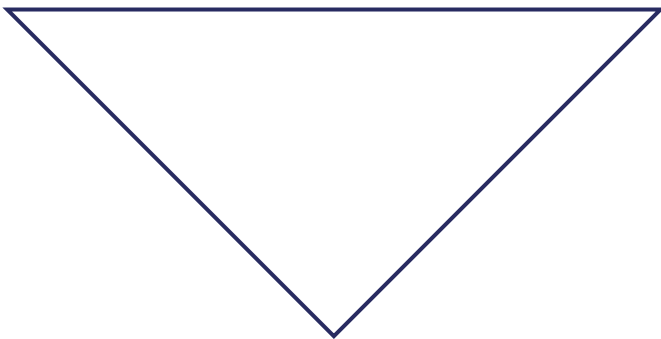
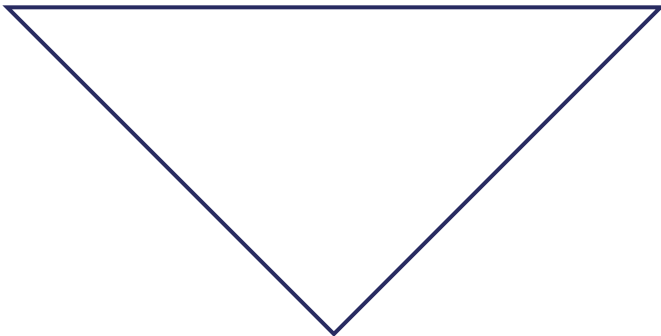
Annex - 3. GRI Content Index

TAV Airports has reported in accordance with the GRI Standards for the period January-December 2022.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI Content Index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures **2-1 to 2-5**, **3-1** and **3-2** are aligned with the appropriate sections in the body of the report.



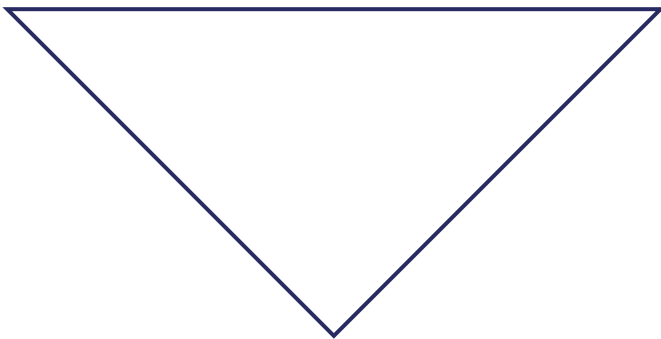
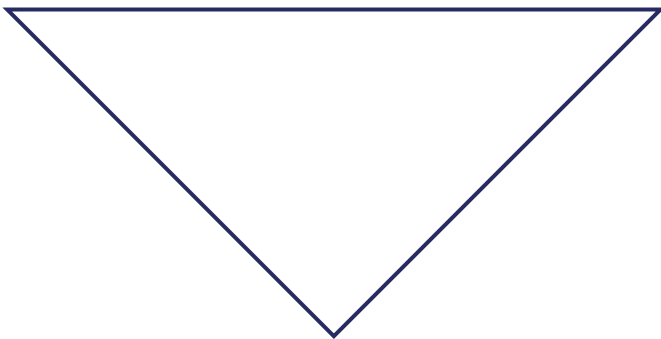
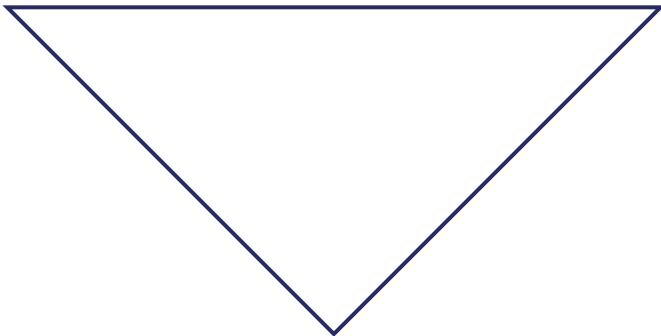
GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	Corporate Profile		
	2-1 Organizational details	TAV Airports at a Glance, p.7 Strategy, p.11 Group Companies and Services Provided, p.28 Operating Regions, p.31	-
	2-2 Entities included in the organization's sustainability reporting	About the Report, p.3	-
	2-3 Reporting period, frequency and contact point	About the Report, p.3	-
	2-4 Restatements of information	There is no information restated according to previous reports.	-
	2-5 External assurance	No external audit was conducted within the scope of the report.	-
	2-6 Activities, value chain and other business relationships	Message from the Senior Management, p.5 History, p.9 Corporate Values, s.13 Group Companies and Services Provided, p.28 Operating Regions, p.31 Memberships and Collaborations, p.115 Supply Chain Management, p.116 Digitalization/Technology for the Future, p.126	-
	2-7 Employees	Employee Profile, p.105 Employee Satisfaction and Loyalty, p.106 Support for Employee Development, p.108 Social Performance Indicators, p.132	-
	2-8 Workers who are not employees	No external employee works in TAV Airports	-
	2-9 Governance structure and composition	Shareholding Structure, p.16 Organizational Structure, p.17 Sustainability Governance Structure, p.49	-
	2-10 Nomination and selection of the highest governance body	Integrated Talent Management and Backup System, p.104	-
	2-11 Chair of the highest governance body	Organizational Structure, p.17	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Enterprise Risk Management and Internal Control, p.39 Sustainability Governance Structure, p.49 OHS Approach, p.110	-
	2-13 Delegation of responsibility for managing impacts	Organizational Structure, p.17 Sustainability Governance Structure, p.49 Energy Management, p.77 Waste Management, p.82 Water Management, p.85 Biodiversity, p.88 OHS Approach, p.110 Memberships and Collaborations, p.115 Supply Chain Management, p.115	-
	2-14 Role of the highest governance body in sustainability reporting	Message from the Senior Management, p.5	-







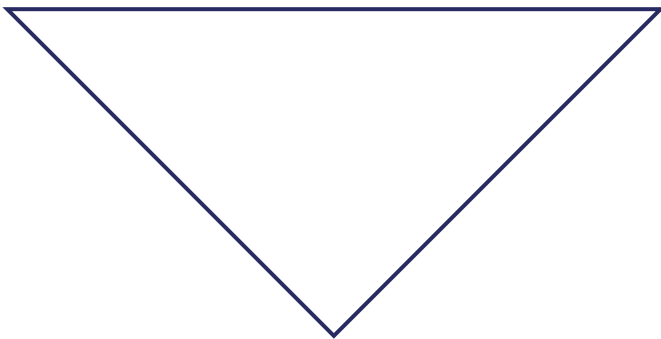
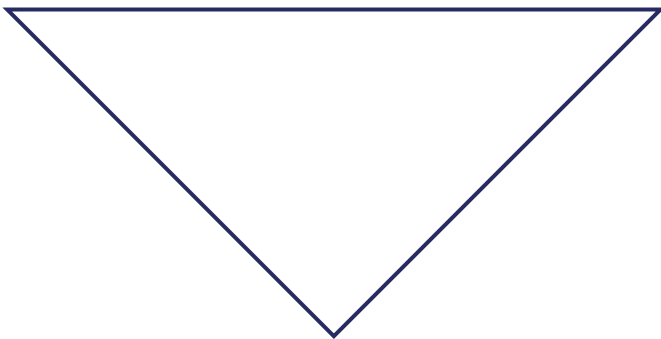
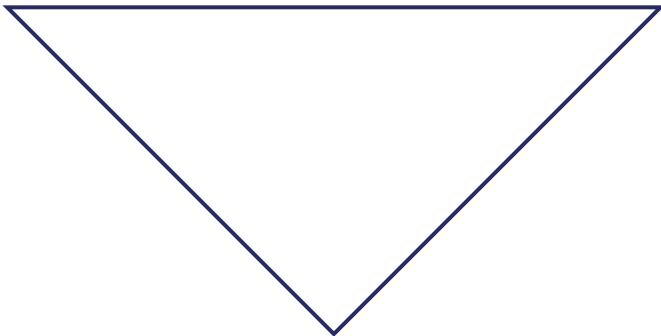
	2-15 Conflicts of interest	Ethical Principles and Compliance, p.35 Supply Chain Management, p.116	-
	2-16 Communication of critical concerns	Organizational Structure, p.17 Enterprise Risk Management and Internal Control, p.39 Sustainability Governance Structure, p.49 OHS Approach, p.110	-
	2-17 Collective knowledge of the highest governance body	Integrated Talent Management and Backup System, p.104	-
	2-18 Evaluation of the performance of the highest governance body	Confidentiality constraints  TAV Airports, does not share this information publicly in accordance with the institution's privacy policies.	-
	2-19 Remuneration policies	Human Resources Management, p.91 Inclusion and Gender Equality, p.97	-
	2-20 Process to determine remuneration	Confidentiality constraints  TAV Airports, does not share this information publicly in accordance with the institution's privacy policies.	-
	2-21 Annual total compensation ratio	Confidentiality constraints  TAV Airports, does not share this information publicly in accordance with the institution's privacy policies.	-
	2-22 Statement on sustainable development strategy	TAV Airports' Sustainability Approach, p.47 Material Topics and Alignment with SDGs, p.55	-
	2-23 Policy commitments	Ethical Principles and Compliance, p.35 Enterprise Risk Management and Internal Control, p.39 TAV Airports' Sustainability Approach, p.47 Material Topics and Alignment with SDGs, p.55 Respecting the Environment for the Future, p.63 Combating the Climate Crisis, p.66 Biodiversity, p.88 Respecting People for the Future, p.90 Human Resources Management, p.91 OHS Approach, p.110 Supply Chain Management, p.116 Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
	2-24 Embedding policy commitments	Material Topics and Alignment with SDGs, p.55 Respecting the Environment for the Future, p.63 Combating the Climate Crisis, p.66 Biodiversity, p.88 Respecting People for the Future, p.90 Human Resources Management, p.91 OHS Approach, p.110 Supply Chain Management, p.116 Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
	2-25 Processes to remediate negative impacts	Sustainability Governance Structure, p.49 Energy Management, p.77 Waste Management, p.82 Water Management, p.85 Biodiversity, p.88 OHS Approach, p.110 Memberships and Collaborations, p.49 Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
	2-26 Mechanisms for seeking advice and raising concerns	Supply Chain Management, p.116 Customer Experience Management, p.122	-
	2-27 Compliance with laws and regulations	Ethical Principles and Compliance, p.35	-
	2-28 Membership associations	Memberships and Collaborations, p.115	-
	2-29 Approach to stakeholder engagement	TAV Airports' Sustainability Approach, p.47 Material Topics and Alignment with SDGs, p.55 Respecting the Environment for the Future, p.63 Stakeholder Relations, p.114	-
	2-30 Collective bargaining agreements	TAV Airports does not have a workforce under a collective agreement.	-







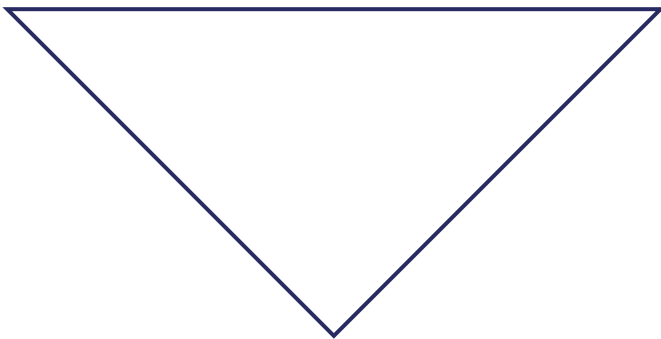
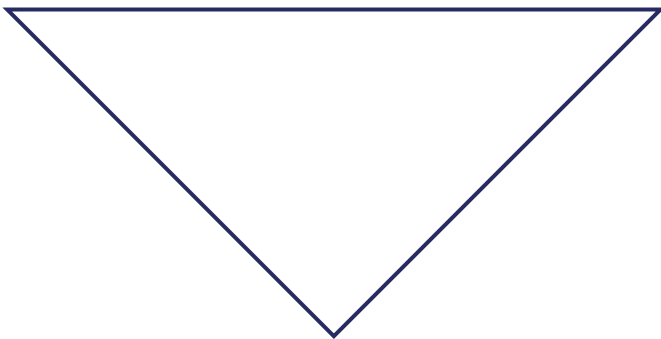
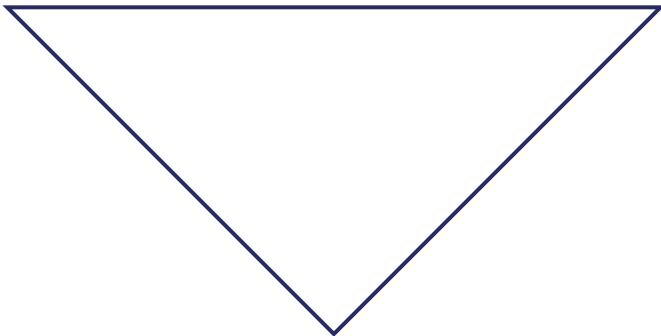
Material Issues			
GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
GRI 3: Material Topics 2021			
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics and Alignment with SDGs, p.55	-
	3-2 List of material topics	Material Topics and Alignment with SDGs, p.55	-
	3-3 Management of material topics	Material Topics and Alignment with SDGs, p.55	-
GRI 200 ECONOMIC STANDARDS SERIES			
Sustainable Financial Performance			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics and Alignment with SDGs, p.55	-
	3-2 List of material topics	Material Topics and Alignment with SDGs, p.55	-
	3-3 Management of material topics	Material Topics and Alignment with SDGs, p.55	-
Effective Risk Management			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Enterprise Risk Management and Internal Control, p.39	-
	3-2 List of material topics	Enterprise Risk Management and Internal Control, p.39	
	3-3 Management of material topics	Enterprise Risk Management and Internal Control, p.39	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Combating the Climate Crisis, p.66	-
Responsible Procurement and Supply Chain			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Supply Chain Management, p.116	-
	3-2 List of material topics	Supply Chain Management, p.116	
	3-3 Management of material topics	Supply Chain Management, p.116	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, p.116	-
Kurumsal Yönetişim			
GRI 3: Öncelikli Konular 2021	3-1 Öncelikli konuların belirlenmesine yönelik süreç	TAV Havalimanları'nda Kurumsal Yönetişim Yaklaşımı, s.35	
	3-2 Öncelikli konuların listesi	TAV Havalimanları'nda Kurumsal Yönetişim Yaklaşımı, s.35	
	3-3 Öncelikli konunun yönetimi	TAV Havalimanları'nda Kurumsal Yönetişim Yaklaşımı, s.35	







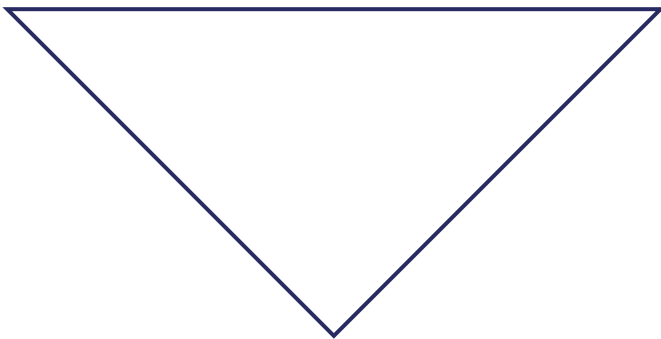
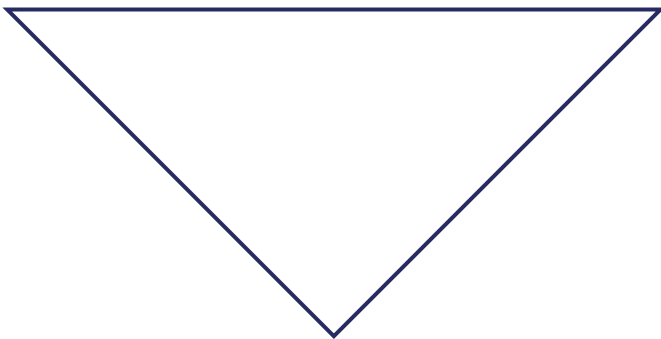
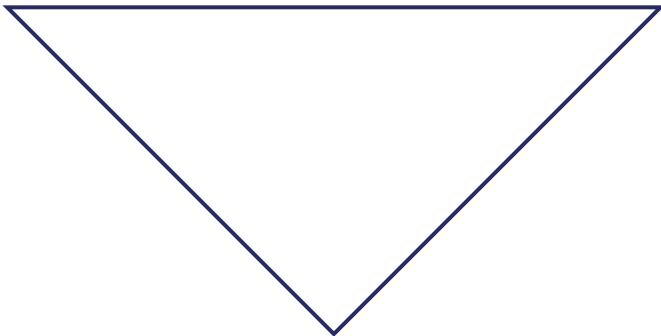
Corporate Governance			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Corporate Governance Approach at TAV Airports, p.35	
	3-2 List of material topics	Corporate Governance Approach at TAV Airports, p.35	
	3-3 Management of material topics	Corporate Governance Approach at TAV Airports, p.35	
Ethics, Compliance and Anti-Corruption			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Ethical Principles and Compliance, p.35	-
	3-2 List of material topics	Ethical Principles and Compliance, p.35	-
	3-3 Management of material topics	Ethical Principles and Compliance, p.35	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Principles and Compliance, p.35	
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Principles and Compliance, p.35	
	205-3 Confirmed incidents of corruption and actions taken	Ethical Principles and Compliance, p.35	
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no lawsuits regarding anti-competitive behavior and activities.	
GRI 300: ENVIRONMENTAL STANDARDS SERIES 2016			
Sustainable Transportation			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Carbon Footprint and Emissions, p.70	-
	3-2 List of material topics	Carbon Footprint and Emissions, p.70	-
	3-3 Management of material topics	Carbon Footprint and Emissions, p.70	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Message from the Senior Management, p.5 Environmental Performance Indicators, p.130	-
	302-4 Reduction of energy consumption	Respecting the Environment for the Future, p.63 Carbon Footprint and Emissions, p.70 Energy Management, p.77 Environmental Performance Indicators, p.130	-
	302-5 Reductions in energy requirements of products and services	Carbon Footprint and Emissions, p.70 Energy Management, p.77	-







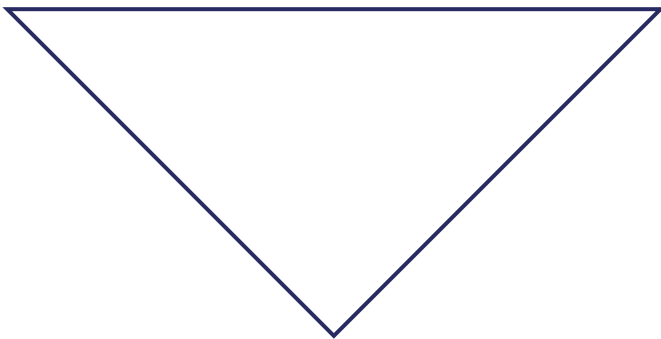
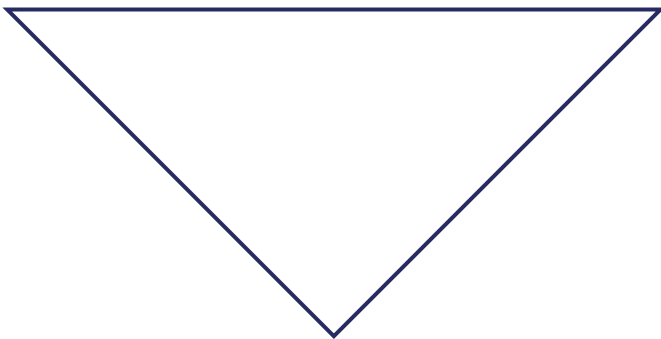
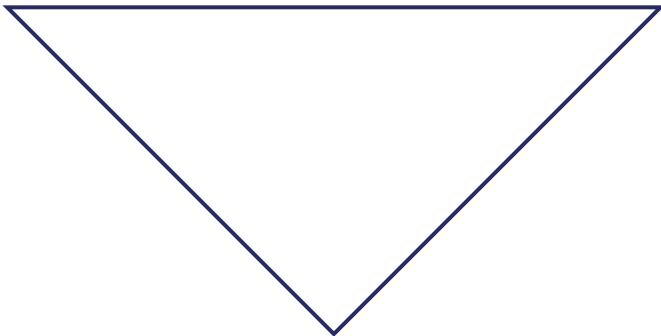
Management of Climate Risks and Oppurtunities			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Combating the Climate Crisis, p.66	
	3-2 List of material topics	Combating the Climate Crisis, p.66	
	3-3 Management of material topics	Combating the Climate Crisis, p.66	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG Emissions	Carbon Footprint and Emissions, p.70 Environmental Performance Indicators, p.130	-
	305-2 Energy Indirect (Scope 2) GHG Emissions	Carbon Footprint and Emissions, p.70 Environmental Performance Indicators, p.130	-
	305-3 Other indirect (Scope 3) GHG emissions	Carbon Footprint and Emissions, p.70 Environmental Performance Indicators, p.130	-
	305-4 GHG emissions intensity	Carbon Footprint and Emissions, p.70	-
	305-5 Reduction of GHG emissions	Message from the Senior Management, p.5 Respecting the Environment for the Future, p.63 Combating the Climate Crisis, p.66 Carbon Footprint and Emissions, p.70	-
	305-6 Emissions of ozone-depleting substances (ODS)	Carbon Footprint and Emissions, p.70	-
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Carbon Footprint and Emissions, p.70	-
Responsible Environmental Management			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Combating the Climate Crisis, p.66	-
	3-2 List of material topics	Combating the Climate Crisis, p.66	
	3-3 Management of material topics	Combating the Climate Crisis, p.66	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p.85	-
	303-2 Management of water discharge-related impacts	Water Management, p.85	-
	303-3 Water withdrawal	Water Management, p.85 Environmental Performance Indicators, p.130	
	303-4 Water discharge	Water Management, p.85 Environmental Performance Indicators, p.130	
	303-5 Water consumption	Water Management, p.85 Environmental Performance Indicators, p.130	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, p.82	
	306-2 Management of significant waste-related impacts	Waste Management, p.82	
	306-3 Waste generated	Waste Management, p.82	
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Combating the Climate Crisis, p.66	







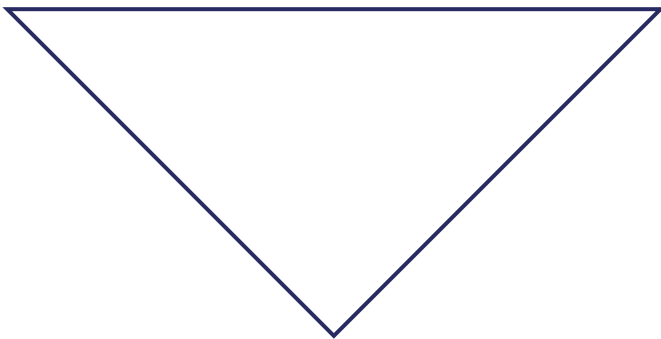
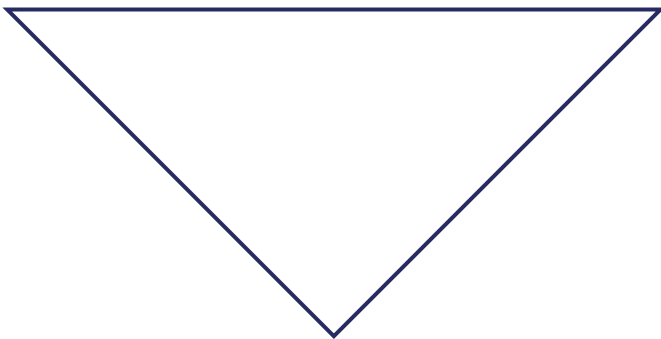
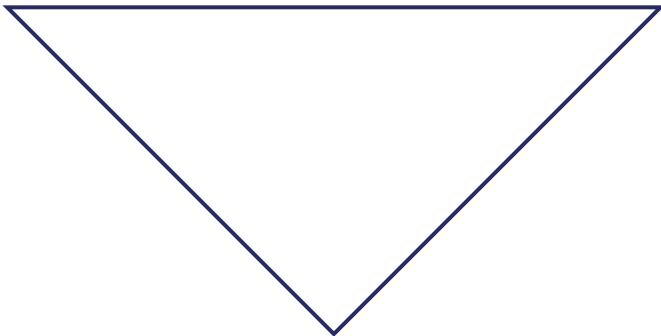
GRI 400: SOCIAL STANDARDS SERIES 2016			
Employee Commitment and Employee/Human Rights			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Human Resources Management, p.91 Integrated Talent Management and Backup System, p.104	-
	3-2 List of material topics	Human Resources Management, p.91 Integrated Talent Management and Backup System, p.104	
	3-3 Management of material topics	Human Resources Management, p.91 Integrated Talent Management and Backup System, p.104	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Resources Management, p.91 Social Performance Indicators, p.132	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Support for Employee Development, p.108 Social Performance Indicators, p.132	
	404-2 Programs for upgrading employee skills and transition assistance programs	Message from the Senior Management, p.5 Integrated Talent Management and Backup System, p.104 Employee Satisfaction and Loyalty, p.106 Support for Employee Development, p.108	
Occupational Health and Safety			
GRI 3: Material Topics 2021	403-1 Occupational health and safety management system	Human Resources Management, p.91 OHS Approach, p.110	-
	403-2 Hazard identification, risk assessment, and incident investigation	Human Resources Management, p.91 OHS Approach, p.110	-
	403-3 Occupational health services	Human Resources Management, p.91 OHS Approach, p.110	-
GRI 403: İş Sağlığı ve Güvenliği 2016	403-1 Occupational health and safety management system	OHS Approach, p.110	
	403-2 Hazard identification, risk assessment, and incident investigation	OHS Approach, p.110 Social Performance Indicators, p.132	
	403-3 Occupational health services	OHS Approach, p.110	
	403-4 Worker participation, consultation, and communication on occupational health and safety	OHS Approach, p.110	
	403-5 Worker training on occupational health and safety	OHS Approach, p.110	
	403-6 Promotion of worker health	OHS Approach, p.110	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	OHS Approach, p.110	
	403-9 Work-related injuries	OHS Approach, p.110 Social Performance Indicators, p.132	
	403-10 Work-related ill health	OHS Approach, p.110 Social Performance Indicators, p.132	







Airport Security and Operational Safety			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics and Alignment with SDGs, p.55	-
	3-2 List of material topics	Material Topics and Alignment with SDGs, p.55	-
	3-3 Management of material topics	Material Topics and Alignment with SDGs, p.55	
Cyber Security and Data Privacy			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics and Alignment with SDGs, p.55	-
	3-2 List of material topics	Material Topics and Alignment with SDGs, p.55	-
	3-3 Management of material topics	Material Topics and Alignment with SDGs, p.55	
Inclusion, Equal Oppurtunity and Diversity			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Inclusion and Gender Equality, p.97	-
	3-2 List of material topics	Inclusion and Gender Equality, p.97	
	3-3 Management of material topics	Inclusion and Gender Equality, p.97	
GRI 413: Local Communities 2016	405-1 Diversity of governance bodies and employees	Human Resources Management, p.91 Inclusion and Gender Equality, p.97 Employee Profile, p.105	
GRI 413: Local Communities 2016	406-1 Incidents of discrimination and corrective actions taken	Ethical Principles and Compliance, p.35 Human Resources Management, p.91 Inclusion and Gender Equality, p.97 Employee Profile, p.105 Supply Chain Management, p.116	-
GRI 413: Local Communities 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethical Principles and Compliance, p.35 Human Resources Management, p.91Supply Chain Management, p.116	
GRI 413: Local Communities 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethical Principles and Compliance, p.35 Supply Chain Management, p.116	
Inclusion, Equal Oppurtunity and Diversity			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
	3-2 List of material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	
	3-3 Management of material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	

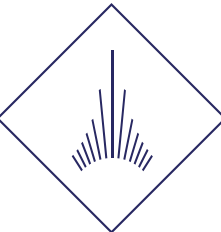






GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Respecting the Environment for the Future, p.30 Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
Corporate Social Responsibility			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	-
	3-2 List of material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	
	3-3 Management of material topics	Corporate Social Responsibility Approach / Contribution to Local Community, p.118	
Customer Experience			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Customer Experience Management, p.122	-
	3-2 List of material topics	Customer Experience Management, p.122	
	3-3 Management of material topics	Customer Experience Management, p.122	
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There are no cases of non-compliance with the health and safety effects of products and services.	-
Innovation			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Digitalization/Technology for the Future, p.126	-
	3-2 List of material topics	Digitalization/Technology for the Future, p.126	-
	3-3 Management of material topics	Digitalization/Technology for the Future, p.126	
Digital Transformation and Agility			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Digitalization/Technology for the Future, p.126	-
	3-2 List of material topics	Digitalization/Technology for the Future, p.126	-
	3-3 Management of material topics	Digitalization/Technology for the Future, p.126	





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