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# ABOUT THE REPORT

As Türkiye Sigorta, we aim to present our approach to managing the value and impact we created within the scope of our activities in 2022, our sustainability priorities and performance results to all our stakeholders with our second sustainability report.

This report has been prepared in accordance with GRI standards. The report covers the activities carried out within Türkiye Sigorta and Türkiye Hayat Emeklilik between January 1, 2022 and December 31, 2022. Türkiye Sigorta, the name of our umbrella brand, was used in any text other than those including explanations specific to one of our Companies or comparative explanations for two companies in the report.

Contributions made by Türkiye Sigorta to United Nations Sustainable Development Goals were also stated. The UN Global Compact (UNGC) Progress Notice and the Women's Empowerment Principles (WEPS) recommendations were also taken into consideration in the content of the report. Besides, generally accepted performance indicators in the industry were included in the report. Topics that comply with the principles in the Capital Markets Board (CMB) Sustainability Principles Compliance Framework are also explained in the relevant sections of the report.

You can send any comments and suggestions regarding our sustainability activities and reporting to our Sustainability Committee at [surdurulebilirlik@turkiyesigorta.com.tr](mailto:surdurulebilirlik@turkiyesigorta.com.tr).



# CHAIRMAN'S MESSAGE



**Aziz Murat ULUĞ**  
Chairman of  
the Board of Directors

**“Our purpose is to spread the insurance culture in our country and bring our industry to its rightful place while strengthening our sustainable leadership in production and profitability.”**

## Dear Stakeholders,

One of our biggest goals is to achieve a better performance every day in the area of sustainability, which is one of the main focuses of our business. We are very pleased to present our sustainability performance to you in this report, which summarizes the activities we conducted in this direction.

As a world, we left behind a challenging year. The main factors that brought about this challenge were the increase in financial risks worldwide and inflationary pressure. Together with the negative effects of the Russia-Ukraine war, the effects of this challenging period are expected to continue for some time.

Despite all these adversities, the dynamism in our sector continued and total premium production increased by 123% to TRY 235 billion. As Türkiye Sigorta and Türkiye Hayat Emeklilik, we maintained our leadership in the insurance sector also in

2022 with our high underwriting capacity and premium production reaching TRY 32 billion with a premium increase of 104%. The pension sector's fund size increased by 77% to TRY 433 billion during the same period, and we are also the leader in the pension sector with a fund size of TRY 97 billion. The asset size of our companies reached TRY 140 billion, while their year-end profits totaled TRY 4.3 billion. All these results we achieved are the most successful financial outcomes of our “sustainable leadership” approach. Our purpose is to spread the insurance culture in our country and bring our industry to its rightful place while strengthening our sustainable leadership in production and profitability.

In light of the vision of “positive insurance for the future”, we continued our sustainability practices, which we implemented in order to increase the value we create and share with our

capital elements, without interruption in 2022 as well. We reviewed our priorities and determined the steps we will take within the scope of corporate sustainability, which is one of our focal points that completely affects the way we do business. In line with our strategy to combat climate change and the national carbon neutrality goal, we focused on developing sustainable products and services and digital solutions. In parallel with all these efforts, our purpose is to continuously review, renew and improve our Environmental, Social and Governance (ESG) business models.

We will continue our activities with the strength we receive from our stakeholders on our way to becoming a global brand. I would like to thank all our stakeholders, especially our employees, who have accompanied us on this journey and have always carried us to better points with their valuable contributions.

Kind regards.

# GENERAL MANAGER'S MESSAGE



**Taha ÇAKMAK**

Board of Directors Deputy  
Chairman and General Manager

**“With the mission of serving 85 million people, Türkiye Sigorta focuses on developing inclusive and sustainable products that meet different needs in every field, taking into account the evolving dynamics of the sector and the prioritized expectations of our clients.”**

## Our Esteemed Stakeholders,

Although the year 2022 was a year in which normalization was fully achieved during the pandemic process, globally high inflation, the Russia-Ukraine war, energy and supply problems increased production costs, while recession concerns and decreased demand in developed economies directly affected many sectors.

Despite all these challenging and volatile conditions, we, as Türkiye Sigorta, displayed a successful financial performance in 2022. With TRY 28.2 billion in assets, total premium production of TRY 25.2 billion with 114% premium growth, and net year-end profit of TRY 941 million, we increased our financial strength and maintained our leadership with a 12.3% market share.

On Türkiye Hayat Emeklilik side, our asset size was realized as TRY 111.7 billion and our year-end net profit as TRY 3.4 billion. We maintained our leadership in both the life and pension sectors, with premium

production up 75% to TRY 6.9 billion and a 22.2% market share in the life insurance sector, and a 22.4% market share in the private pension and automatic enrollment system with a fund size of TRY 97 billion including state contributions.

We do not focus only on the economic dimension of the value we create, but also address sustainability in a multidimensional manner with our “Insurance for Positive Impact” approach. In this context, we set more concrete targets to integrate Environmental, Social and Governance (ESG) risks into our corporate strategy in 2022. In addition, we established our sustainability committees according to our sustainability focus and the needs of our stakeholders and started to implement our work in the relevant processes. In the coming period, we will continue to monitor our performance in line with the targets we set and develop our business models accordingly.

With our vision of carrying the insurance experience from “after” to “before”, we realize end-to-end digitalization efforts in client experience, distribution channels and employee practices. During the period, we launched the Türkiye Sigorta Customer Platform, Türkiye’s first insurance and pension mobile super application that brings together all components of the value chain consisting of our clients, business partners and sales channels on an integrated platform. With the platform, we offered our clients the opportunity to access their policies and contracts from a single point, query about the remaining coverage in health policies, report damages in housing policies, get a car insurance quote and receive mobile PPS consultancy services with the “FonaSor” application. We will continue to focus on increasing the satisfaction of our stakeholders and launch new applications in the coming period as well.

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# GENERAL MANAGER’S MESSAGE

With the mission of serving 85 million people, Türkiye Sigorta focuses on developing inclusive and sustainable products that meet different needs in every field, taking into account the evolving dynamics of the sector and the prioritized expectations of our clients. To this end, we launched five insurance and three PPS products during the reporting period.

With our responsible investment approach, we continue to offer our participants Türkiye Hayat Emeklilik Sustainability Stock Pension Investment Fund, which consists of companies with positive environmental, social and governance evaluations in Borsa Istanbul and the Sustainability Index.

Within the scope of combating climate change, we provide coverage for renewable energy projects and protect our farmers’ crops with our agricultural insurance products. We also implement practices that will reduce

our environmental impact in our operational processes. In the reporting period, we expanded the scope of our efforts to determine our carbon footprint in line with our Climate Change Strategy by measuring Scope 3 emissions. For Scope 1 and 2 emissions, we started to make all measurements in the headquarters buildings and prepared the Greenhouse Gas Emission Report in accordance with the Greenhouse Gas Protocol.

We support the development of our employees, our most valuable capital, through Executive MBA, Micro-MBA, leadership training and development certificate programs and long-term training programs organized under the roof of Türkiye Sigorta Academy. We conduct Young Talent Recruitment Programs to increase awareness of the Türkiye Sigorta employer brand and to attract young talents to our company. In the reporting period, we recruited 118 young talents in our company.

We attach importance to female employment and support our female employees throughout their career processes from recruitment to retirement. We are proud to have a 55% female employee ratio by 2022.

In order to increase the motivation and satisfaction of our employees, we implement employee welfare practices and strive to create a corporate culture that is inclusive and open to communication. With this effort, we received the “Great Place to Work” certificate in 2022 as a result of the Great Place To Work Institute's Trust Index Survey.

We conducted interim audits for all quality certificates we hold and ensured document continuity. During the period, we also added ISO 9001 Quality Certificate to our quality portfolio.

With the responsibility and sensitivity that our name brings, we focus on creating a positive

impact for society. In 2022, as Türkiye Sigorta, we undertook the Basketball Super League Name Sponsorship and the Amputee National Football Team Sponsorship. We became one of the sponsors of the Insurance and Risk Management Awareness Strengthening Trainings for the Tradesmen (ESIB), which is planned as the insurance industry's most widely participated training campaign to widespread insurance literacy in society. We created a Memorial Forest of 10,000 saplings for a greener future.

We will continue our successful efforts that we realized so far with a focus on the concept of sustainability in the future as well. I am very pleased to share with you our second Sustainability Report, which includes the social, economic and environmental aspects of our operations, and I would like to thank all our stakeholders, especially our employees, for supporting our success.

Kind regards.



# CORPORATE PROFILES



**Türkiye's largest and leading insurance and pension companies, Türkiye Sigorta and Türkiye Hayat Emeklilik, which draw their experience from their deep-rooted history, aim to produce solutions that exceed expectations at every moment of life by carrying the insurance experience from “after” to “before” through an agile, innovative and responsive approach and to meet the expectations of the insured people at the highest level with the most competitive insurance products.**



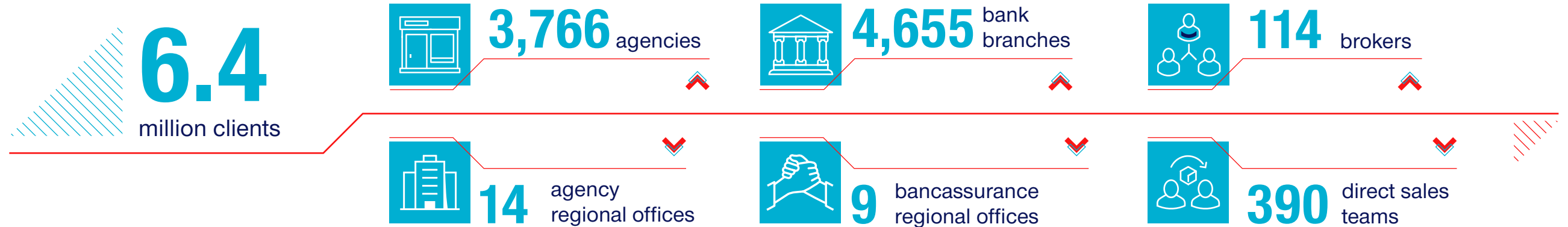
# ABOUT TÜRKİYE SİGORTA



The main shareholder of Türkiye Sigorta, which started its operations with the merger of Ziraat Sigorta and Halk Sigorta under the roof of Güneş Sigorta on August 31, 2020, is TVF Finansal Yatırımlar<sup>1</sup> with 81.1% share, while the remaining 18.9% of the Company's shares are traded on Borsa İstanbul<sup>2</sup>.

Headquartered in İstanbul, Türkiye Sigorta serves its 6.4 million clients through 14 agency regional offices, 9 bancassurance regional offices, 3,766 agencies, 4,655 bank branches, 114 brokers and 390 direct sales teams.

In Non-Life insurance, the Company provides services in Fire and Natural Disasters, Transportation, Watercraft, Watercraft Liability, Motor Vehicles, Motor Vehicles Liability, Accident, Aircraft, Aircraft Liability, General Losses, General Liability, Legal Protection, Credit, Sickness/Health and Financial Losses branches. It is the leader in the industry in Motor Vehicles Liability, General Losses, Air Vehicles, Air Vehicles Liability and Accident main branches and in Traffic, TCIP, Government-backed Agriculture, Government-backed Receivables, Emergency Health, Housing, Construction, Personal Accident, Income Deficiency and Unforeseen Commercial Expenses sub-branches.



<sup>1</sup> Türkiye Wealth Fund holds a 100% stake in TVF Finansal Yatırımlar A.Ş.

<sup>2</sup> The market capitalization of the Company, whose shares are traded on the BIST Stars Market under the symbol TURSG, is TRY 14.5 billion as of December 31, 2022.

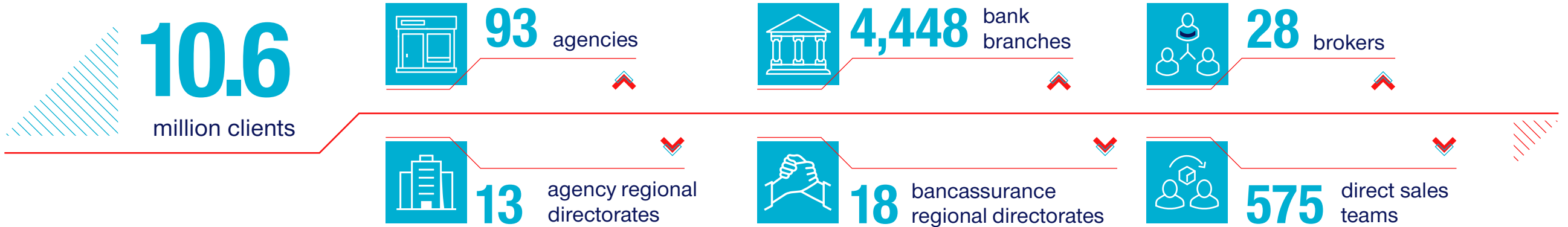


# ABOUT TÜRKİYE HAYAT EMEKLİLİK



The Company was established on September 1, 2020 with the merger of Ziraat Hayat ve Emeklilik and Halk Hayat ve Emeklilik under Vakıf Emeklilik ve Hayat. The main shareholders of the company are TVF Finansal Yatırımlar with 92.6% share and Türkiye Sigorta with 7.36% share. The Company operates in life insurance and individual and auto-enrolment pension systems. It continues to be the largest and leading

life and pension company in Türkiye with 13 agency regional directorates, 18 bancassurance regional directorates, 93 agencies, 4,448 bank branches, 28 brokers and 575 direct sales teams for 10.6 million insured and pension clients.

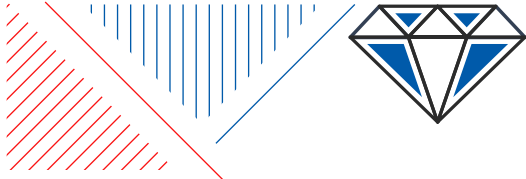


# VISION MISSION AND VALUES



## VISION

Be recognized as a global technology company within a decade based on its understanding of offering solutions catering to the need for trust at every moment of life for everyone dreaming of a bright future, and using its power for kindness, while carrying the insurance experience from “after” to “before”



## VALUES

**Confident;** Pioneering, global scale, redefining the insurance experience

**Sensitive;** Listening, understanding, doing candidly, elaborating, placing our relationship with stakeholders at the heart of our business

**Inquisitive;** Discovering, learning, enthusiastic, understanding the past and building “beyond”

**Virtuous;** Being a good person, values, responsibility, importance and respect, doing the right thing, being a role model



## MISSION

Whenever and wherever trust is needed; the answer is Türkiye, Insurance



## AWARDS AND ACHIEVEMENTS IN 2022

With the Türkiye Sigorta Customer Platform, we were awarded the **“Digital Insurance Initiative of the Year”** award at the **7th Asia Awards** ceremony and the **2nd prize** among 300 companies at the **Gartner Eye on Innovation**, one of the most prestigious awards in the finance industry.

At the **Smart-i Awards**, Türkiye’s first and sole innovation-based insurance award program, Türkiye Sigorta was deemed worthy of **3 Gold** awards with “Birlikte Yürüelim-WeWALK” project in the “Social Responsibility” category, “Yeni Nesil Sigortacılık Okulu” project in the “Changemakers” category and “Corporate Communications Team” in the “Team of the Year” category, while Türkiye Hayat Emeklilik received a **Silver** award in the “Changemakers” category with the “Yedi Şehir Yedi İyi İnsan” project.

We were recognized as the **“Customer Brand”** of the year in the **“Private Pension”** category at the **ALFA Awards 2022**.

At the **ACE (Achievement in Customer Excellence) Awards** organized by Şikayetvar, Türkiye Hayat Emeklilik received the **Gold** award in the Customer Satisfaction award program and Türkiye Sigorta received the **Silver** award in the Customer Satisfaction award program.

We received the **“Great Place to Work”** certificate as a result of the Great Place To Work Institute’s Trust Index Survey.

We ranked **2nd** in the “Insurance” category by being included in the **Türkiye’s 100 Most Admired Talent Programs** organized by TopTalent Talent Platform, which awards the activities and practices that make the best contribution to the talent acquisition of companies with the votes of young talents every year.

We received the **Gold** award in the **“Best Promotion”** category at the **PSM Awards** for our communication plan for Sempati Pet Insurance.

With our 2021 Annual Report, which we prepared with the theme “Biz Türkiyeyiz”, we won a total of 7 awards, including **4 Gold** awards at the **ARC Awards 2022**, one of the most prestigious awards for annual reports worldwide, **3** awards at the **Vision Awards 2021** organized by the League of American Communication Professionals LLC (LACP), and **2** awards at the **Galaxy Awards 2022**.



Introduction

Strong  
Corporate GovernanceSustainability  
ManagementPositive Impact For  
Our BusinessPositive Impact For  
Our ClientsPositive Impact For  
Our EmployeesPositive Impact On  
The EnvironmentPositive Impact  
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## MEMBERSHIPS AND INITIATIVES WE SUPPORT



## Türkiye Sigorta



## Türkiye Hayat Emeklilik





# STRONG CORPORATE GOVERNANCE



Sustainable Development Goals

**10** REDUCED  
INEQUALITIES

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

**17** PARTNERSHIPS  
FOR THE GOALS

# CORPORATE GOVERNANCE

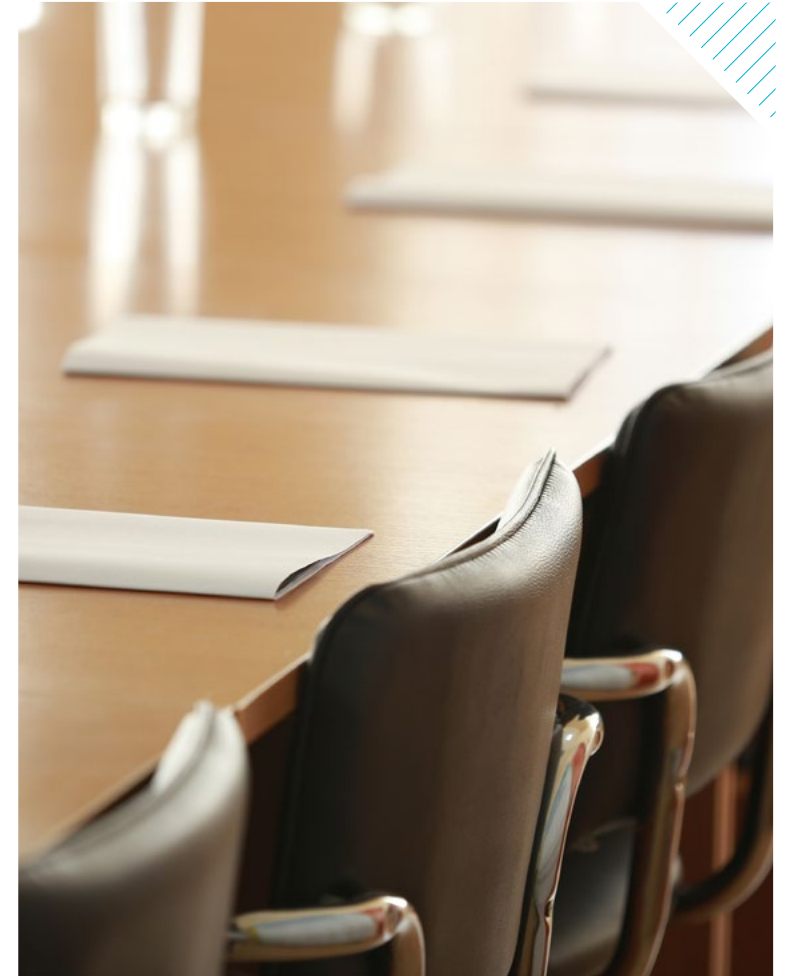
**The Board of Directors, as the top level in charge of company's activities, ensures compliance of corporate governance activities with the CMB Corporate Governance Principles, establishes the necessary mechanisms to ensure compliance, supports the development of practices for compliance and monitors the developments.**

In accordance with the company's internal directives and relevant Board decisions, the environmental, social and financial impacts of the activities as well as governance and transparency mechanisms are planned by the Board of Directors, which is the top level body. Türkiye Sigorta and Türkiye Hayat Emeklilik are represented by the same six Board members. There are two independent Board members among the members. General Manager is Board Member by nature and is a different person than Chairman of the Board. There's no discriminating decision for not having a female member although the Board of Directors has no female members.

The Board of Directors convenes at least once a month. The agenda and additional documents related to the issues to be discussed are presented

to the members at least one week prior to the meeting. The members of the Board of Directors make a written evaluation of their work within a year and remedial steps are taken according to the results of the evaluations.

The Board of Directors has established various committees to actively meet its duties and responsibilities as per CMB Regulations and Company management. Audit Committee, Early Detection of Risk Committee and Corporate Governance Committee are the ones established within the scope of the legislation. The Corporate Governance Committee also assumes the duties of the Nomination, Remuneration and Sustainability Committees. Current committees have 2 independent members as per the CMB regulations; and either independent member undertakes the duty of chairmanship. Along with two independent members; chairman of internal systems at the Audit Committee, assistant general manager of finance management at the Early Detection of Risk Committee, and investor relations manager at the Corporate Governance Committee are positioned as members. Two committees, which are Strategy and Information Technologies Steering Committees, have been established as per the company management and their members were selected among Board members and senior executives.





## CORPORATE GOVERNANCE



## Board Committees

Audit Committee

Corporate Governance Committee

Early Detection of Risk Committee

Information Technologies Steering Committee

Strategy  
Committee

## Internal Committees

Senior Management Committee

Agency Management Committee

Bancassurance Management Committee

Information Technologies Committee

Disciplinary Board

Ethics Committee

Fund Board

Claims and Technical Committee

Human Resources Committee

Business Continuity and Crisis  
Management Committee

Personal Data Protection Committee

Marketing Committee

Purchase and Tender Commission

Sustainability Committee

Asset Investment Committee

The Company avoids decisions and practices that may adversely affect compliance with the Corporate Governance Principles and annually declares that it takes utmost care and diligence to take positive steps towards compliance with the principles and that it has adopted the principles. It publishes the Corporate Governance Principles Compliance Report on its website and in its annual report.

📄 Please [click](#) here for Türkiye Sigorta Corporate Governance Compliance Report 2022.

📄 Please [click](#) here for Türkiye Sigorta Corporate Governance Information Form 2022.

📄 Please [click](#) here for Türkiye Hayat Emeklilik Corporate Governance Compliance Report 2022.

The Corporate Governance Committee monitors the compliance of Türkiye Sigorta and Türkiye Hayat Emeklilik with corporate governance regulations and annual developments. It supports improvement efforts to establish better governance and monitors progress. Improvements in governance are the most important driving force that moves forward the efforts made in the environmental, social and economic aspects of sustainability. With this force, continuous improvement of governance is emphasized to support the efforts.

Türkiye Sigorta and Türkiye Hayat Emeklilik Companies receive a Corporate Governance Rating every year to monitor and measure corporate governance practices. At the time of the publication of this report, the ratings of Türkiye Sigorta and Türkiye Hayat Emeklilik were 9.57 and 9.44, respectively.

Corporate Governance Rating Reports 2022 of 📄 [Türkiye Sigorta](#) and 📄 [Türkiye Hayat Emeklilik](#) are published on the website.

Türkiye Sigorta has been included in the BIST Corporate Governance Index since 2020.

# BUSINESS ETHICS

Please [click](#) here to access our Ethical Principles.

**Our ethical principles are a reference source that regulates the way we do business and includes the principles, rules of conduct and working order that our employees must comply with while carrying out our operations. Our company and our employees act in line with ethical principles towards legal regulations, employees, clients, business partners, shareholders, the company's corporate identity, the environment and society.**

An Ethics Committee has been established within the Company to manage the relevant processes. Regulations regarding the formation, implementation, procedures and principles of the Committee are approved by the Board of Directors. The Ethics Committee prepares an annual report to be submitted to the Board of Directors every year. The Ethics Committee also takes the lead in conducting or commissioning studies to establish an ethical culture within the Company.

No discrimination is made against an employee who reports an ethical violation upon encountering an ethical violation, and the employee's freedom of notification is respected. In addition, all measures are taken to protect the confidentiality of the notifying person.

Retaliation against an employee who, in good faith, notifies a concern about illegal or unethical behavior to the Company cannot be tolerated, and this situation is immediately reported to the Company's Disciplinary Board.

As stated in our ethical principles, Türkiye Sigorta does not employ any employee under the age of 18 and acts in accordance with the procedures and principles regarding child labor. We are committed to not employing forced and compulsory labor within the scope of our Ethical Policy.



# RISK MANAGEMENT



We regularly evaluate the existing risks within our operations and regularly review our policies in parallel with the changes that occur and the provisions of the relevant legislation.

In this respect, the Risk Management Unit periodically evaluates the risks in the Company's risk inventory, underwriting risk, liquidity risk, operational and administrative risks, counterparty and third party risk, reinsurance risk, reputation risk, credit risk, insurance risks, market risk and risks subject to capital adequacy calculation, risks related to regulations, policies and procedures planned to be published within the company and new practices, risks related to pension investment funds throughout the year and reports the results of the evaluations to the Audit Committee and the General Manager on a quarterly basis. In addition, the Early Detection of Risk Committee is informed about the results of risk assessments on a bi-monthly basis.

The Company's risks are monitored under four main headings: strategic, financial, operational and information technology risks. The risk inventory is classified under these headings, risk levels are measured and their locations on the heat map are identified. Heat maps are reviewed and revised at least once a year.





## RISK MANAGEMENT



## Reporting Period and Risk Assessment 2023

The year 2022, which we left behind, sharply demonstrated the inevitability of change and a new perspective for insurance companies as well as for every player in the economic system. The insurance industry, whose core business area is “risk”, is expected to walk on a tough path in 2023 and the following years, where it will try to manage many risks at the same time.

In its Protection Gaps Report, the Global Federation of Insurance Associations (GFIA) states that these are times of uncertainty and change with high levels of risk when individuals and organizations around the world are increasingly experiencing a situation where their health, assets and income are not adequately protected. The report states that “Technology”, “Climate Change”, “Demographic and Social Change”, “Macroeconomics and Policies” have created a protection gap of approximately USD 2.8 trillion in pension systems, cyber-attack protection, health and natural disasters coverage and points out that the risk environment has changed significantly in this context.

In parallel with technological changes in the insurance industry, in the period we will experience, innovative and digital product offerings that will increase digital insurance interaction in the lives of individuals and organizations will increase, risks will be detected early with the Internet of Things

regarding climate change, more comprehensive product designs will be made for the insurance needs of the young working population and the health and retirement needs of the increasing elderly population regarding demographic change, and commercial insurances are expected to develop in many areas ranging from business interruptions to the employment of skilled labor and disruptions in production and supply chains regarding macroeconomics and policies.

In addition to being a future in which new products tailored to anticipated risks are developed, 2023 and beyond will also be a period in which insurance companies will also need to thoroughly review and develop their strategies and corporate structures. In this period, in addition to structural developments such as resilience and agility, insurance companies will need to make risk and capital management more effective, develop modular systems for their ancillary businesses by focusing more on their core strengths and establish partnerships, manage the allocation of insurance capacity wisely in the fight against climate change, get rid of old technology urgently, and protect their balance sheets with products such as parametric insurance and parametric reinsurance for low probability but high cost risks.

At Türkiye Sigorta, we plan all our activities by taking these risks into consideration and prepare for the future with basic sustainability principles.

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# COMPLIANCE WITH LEGISLATION AND STANDARDS, AUDIT AND CONTROL

Within the scope of regulatory compliance activities, in 2022, controls were made to ensure that new transactions and products are carried out in accordance with the law and other relevant legislation, the company’s policies and insurance practices, as well as the activities carried out and planned by our companies to ensure compliance with their legal obligations. A compliance program established with a risk-based approach was carried out in order to ensure compliance with the laws, regulations and communiqués issued for the implementation of the regulations published by the Financial Crimes Investigation Board (MASAK).

As Türkiye Sigorta, we consider the fight against all kinds of corruption, including bribery, as a sensitive area in business life. We carry out relevant audit mechanisms in all kinds of actions of our employees, clients and suppliers in business processes. One of the most important tools is our attitude towards promoting a culture of transparency, accountability, honesty and ethics.

Türkiye Sigorta	Türkiye Hayat Emeklilik
Separate Legislation	
Capital Markets Law No. 6362	Private Pension Law No. 4632
Common Legislation	
Insurance Law No. 5684	
Regulation on Internal Systems in Insurance and Private Pension Sectors	
Law No. 5549 on Prevention of Laundering Proceeds of Crime	
Law No. 7269 on Prevention of Financing the Proliferation of Weapons of Mass Destruction	
Law No. 6415 on Prevention of Financing of Terrorism	
Turkish Commercial Code No. 6102	
Turkish Code of Obligations No. 6098	
Law No. 6698 on the Protection of Personal Data, Turkish Accounting Standards and Turkish Financial Reporting Standards	
Law No. 4054 on the Protection of Competition	
Legal obligations within the scope of other relevant legislation regulations	

## COMPLIANCE WITH LEGISLATION AND STANDARDS, AUDIT AND CONTROL



## Anti-Corruption Training 2022

## Türkiye Sigorta

## Türkiye Hayat Emeklilik

Number of Trained People

1,529

1,144

Training Person \* Hour

3,058

2,288

The activities required to ensure compliance with the “Law on Prevention of Laundering Proceeds of Crime and Financing of Terrorism” and the regulations and communiqués issued pursuant to this law are carried out with the policy established by the Company. In order to raise awareness and fulfill the training obligation, online and face-to-face trainings are provided for all Company employees and distribution channel employees.

In 2022, 1,529 Türkiye Sigorta and 1,144 Türkiye Hayat Emeklilik employees, and employees in 20,826 bank branches, 5,686 insurance agencies and 143 pension agencies received training on Prevention of Laundering Proceeds of Crime and Financing of Terrorism. Our Company’s corporate policy was shared with all our employees and distribution resources.



Internal audit activities are carried out by Internal Audit Directorate reporting directly to the Board of Directors and reported to the Board of Directors through the Audit Committee.

Audits are conducted on whether the Company’s operations are carried out in line with its strategies, policies, principles and targets, on the adequacy of applications for the accuracy of financial data and the protection of assets, the effectiveness of internal control and risk management systems, and the support services received. In addition, it also conducts inspections and investigations for irregular and unlawful transactions of personnel and fraudulent or dishonest activities carried out by third parties against the Company. Audit activities are carried out within the framework of the annual audit plan prepared in a risk-oriented manner in line with the Company’s goals and strategies. The findings identified as a result of the activities are recorded in the Finding Tracking System and the actions taken are monitored through the system. Audit reports are submitted to the Audit Committee and the Board of Directors. In 2022, a total of 15 audit reports, 6 investigations and inspections were finalized at Türkiye Sigorta, while 4 audit reports, 2 investigations and 11 inspections were finalized at Türkiye Hayat Emeklilik.

Within the internal control activities, the business plan for 2022 was created according to business processes exposed to risk, test frequencies and risk scores, and control activities were carried out periodically according to test frequency. In this context, periodic control studies were conducted regarding the control points in all processes of the Company. Within the studies conducted, the effectiveness of the existing controls in the processes and their compliance with internal and external legislation were evaluated. Reports on the issues identified in the control results are reported to the Audit Committee and the General Manager. The recommendations in the control reports and the realizations made accordingly are monitored through the “Internal Control Finding Tracking Platform”. The Internal Control Unit established its organizational structure in 2022 as per the Regulation on Internal Systems regarding insurance processes published in November 2021, and efforts to comply with the regulation will continue in 2023.



# QUALITY MANAGEMENT



We carry out the management, auditing, improvement and monitoring activities of our Company processes with certain standards through the Total Quality Management approach, aiming to increase the quality awareness of our employees who manage our company activities and all stakeholders who interact in our processes. The certificates we hold play a major role in ensuring compliance with international standards.

## Türkiye Sigorta

**ISO 9001 Quality Management System**

**ISO 10002 Customer Satisfaction Management System**

**ISO 18295 Customer Relations Management System**

## Türkiye Hayat Emeklilik

**ISO 9001 Quality Management System**

**ISO 10002 Customer Satisfaction Management System**

**ISO 18295 Customer Relations Management System**

**ISO 27001 Information Security Management System**



# BUSINESS CONTINUITY

The ISO/IEC 22301 Business Continuity Management System Standard is taken as a basis to ensure business continuity of Türkiye Sigorta and Türkiye Hayat Emeklilik Companies, and the Business Continuity Management System Project is realized within the framework of the standard.

Activities carried out within the Business Continuity Project are:

- > Determining the critical processes of the organization,
- > Determining acceptable downtime in cases where continuity cannot be ensured,
- > Determining the impact of possible interruptions on the organization with Business Impact Analysis (BIA),
- > Preparation of business continuity plan and related recovery plans and procedures,
- > Establishing emergency procedures,
- > Establishing resumption plans,
- > Planning drills,
- > Verifying the adequacy of processes,
- > Updating plans according to process changes.

**As Türkiye Sigorta,  
we aim to obtain  
ISO 22301  
Business Continuity  
Management  
certificate  
in 2023.**



# SUSTAINABILITY MANAGEMENT



## Sustainable Development Goals

**3** GOOD HEALTH  
AND WELL-BEING

**4** QUALITY  
EDUCATION

**5** GENDER  
EQUALITY

**7** AFFORDABLE AND  
CLEAN ENERGY

**8** DECENT WORK AND  
ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**13** CLIMATE  
ACTION



# MANAGEMENT STRUCTURE



**The Board of Directors is the top level body in transforming sustainability into a corporate culture. It provides all opportunities for companies to acquire the necessary competencies.**

On behalf of the Board of Directors, the Corporate Governance Committee evaluates social, economic and environmental impacts from a holistic perspective and monitors the management of sustainability priorities by setting short, medium and long-term goals. It supports the establishment of quality management and policies in line with the sustainability approach. It ensures the operation of the processes for determining the strategic framework. It supports decisions and offers suggestions for the understanding and dissemination of the sustainability approach among internal and external stakeholders. It is responsible for the follow-up of sustainability focal points and the targets and actions taken to address these focal points.

The Board of Directors reviews sustainability impacts at least twice a year. In 2022, the Board of Directors reviewed sustainability activities through the Corporate Governance Committee presentations and minutes. In 2022, the Committee prepared six minutes in insurance and five minutes in pensions regarding sustainability activities. The disclosures made as specified in the Capital Markets Board's CMB Sustainability Principles Compliance Framework regulations were presented in the format of the Sustainability Principles Compliance Report 2022 both in the annual report,

📄 [Türkiye Sigorta website](#) and  
📄 [KAP announcement](#).

In 2022, instead of the sustainability working group established in 2021, the organization was expanded by ensuring committee diversity in order to manage sustainability activities more comprehensively. The Sustainability Committee was formed under the Corporate Governance Committee, which is composed of executives who are familiar with the strategy, employee, technical, operations, marketing, digital, quality, training, administrative services, corporate governance, sustainability and communication management processes of our companies, and Sustainability Subcommittees, which address 5 main sustainability topics, were formed under this committee. The Sustainability Committee establishes a communication bridge between the Corporate Governance Committee and the Sustainability Subcommittees and carries out the tasks of determining the sustainability strategy, setting the main targets in line with the strategy, monitoring the work of the subcommittees, ensuring that the work is in line with the plan, approving the work to be carried out to achieve the targets, determining the budget and resources for the work and informing the Board of Directors and the Corporate Governance Committee about the work.





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## MANAGEMENT STRUCTURE

Unit managers related to employee, client, environment and supply management processes, governance and communication processes, who can work in line with the materiality topics of the committees, serve in these 5 subcommittees under the Sustainability Committee.

Subcommittee members attend meetings every 2 months and the committees share their opinions and developments regarding the Company's sustainability activities.



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MANAGEMENT STRUCTURE



Completed

Continuous improvement

ESG Material Topics		GOALS (2022)	CONCLUSION (2022)	REALIZATIONS (2022)	GOALS (2023)
GOVERNANCE	Sustainability Strategy	Establishing a sustainability strategy	✓	Strategic objectives and goals were set to integrate environmental, social, economic and governance practices into business processes. These were shared with the public in the report.	Finalizing policy sets and preparing action plans to meet the requirements of standards
		Determining whether the strategy is in line with international standards	✓	UNGC and Refinitiv question sets were issued.	Complying with national and international corporate sustainability frameworks
	Performance Evaluation System	Ensuring goal ownership in sustainability efforts	✓	Sustainability organization was renewed and responsibilities were allocated to 5 sub-committees established.	Adding main sustainability goals to the next generation Performance Evaluation System (OKR)
	Digitalization	Achieving the competence to become a technology company (Target year: 2030)	➔	Activities towards the goal are described in detail in our “Digitalization” section.	Achieving the competence to become a technology company (Target year: 2030)
	Integrated Value Creation	Publishing the sustainability report in accordance with international standards	✓	Sustainability Report 2021 (first) was published.	Achieving transformation into 6 Capital Business Model and Publishing Integrated Annual Report 2023
	Certification	Starting the installation project of the Business Continuity Management System (BCMS)	✓	The installation project was initiated to create business-impact analysis, crisis management and business continuity plans for the installation of the BCMS.	Obtaining ISO 22301 Business Continuity Management System certificate
		Obtaining the Quality Management System certificate	✓	ISO 9001 Quality Management System certificate was obtained.	Obtaining the ISO 27001 Information Security Management System certificate for Insurance

MANAGEMENT STRUCTURE



Completed

Continuous improvement

ESG Material Topics		GOALS (2022)	CONCLUSION (2022)	REALIZATIONS (2022)	GOALS (2023)
ENVIRONMENT	Fight Against the Climate Crisis	Developing a strategy to fight against the climate crisis	✓	A strategy to fight against the climate crisis was established and planned actions were made public in a report.	Committing to net-zero by 2053 (explained in detail in the “Combating Climate Change” section of our report)
	Greenhouse Gas Emissions	Identifying costs that cause greenhouse gas emissions	✓	Greenhouse gas emission reporting was made in accordance with the greenhouse gas protocol.	Ensuring the systematization of the study
	Zero Waste Management	Becoming a Zero Waste Company	➔	Recycling work started for e-waste, as well as paper waste.	Preparing the Zero Waste Management Plan
	Sustainable Products	Developing products against new risks	✓	Five products were developed on the insurance side and three on the pension side.	Reviewing the product portfolio and enriching it with sustainable new products
		Enriching our renewable energy portfolio	➔	Renewable energy projects generated TRY 176 million in premiums.	Maintaining our sector-leading position with insurance products provided for renewable energy projects
	Supplier Management	Integrating sustainability activities into processes related to suppliers	➔	Efficient use of the procurement budget was ensured by reviewing the existing software and hardware inventory and clarifying the needs through the IT Asset Management Project (CMDB).	Establishing responsible purchasing policies and strategies
EMPLOYEE	Employee Satisfaction	Conducting an employee satisfaction survey	➔	Employee satisfaction survey score was realized as 68%. The Company won the Great Place to Work award.	Increasing employee satisfaction survey score by 2 points
		Creating a “Development Map” for employees	➔	A competency model was created. Based on the model, 221 employees from field teams were included in the “Fark Et Kendini” Sales Development program.	Conducting competency assessment of all employees
	Digital Solutions for Employees	Establishing the next generation Performance System (OKR)	✓	A performance management system, which we call ODAK, was established.	Implementing the next generation Performance Evaluation System (OKR)
		Starting the Robotic Process Automation (RPA) project	✓	The necessary procurement and installation processes for the project were completed.	Implementing RPA in a total of 30 processes, including 27 processes in Insurance and 10 processes in Pension, counting common processes as one.
		Removing user computers, servers, applications from old domain dependencies and migrating them to the common TRS domain	✓	With the migration to TRS Domain, centralization was achieved in all user systems.	Carrying out efficiency studies after the migration to Common Domain

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MANAGEMENT STRUCTURE



Completed

Continuous improvement

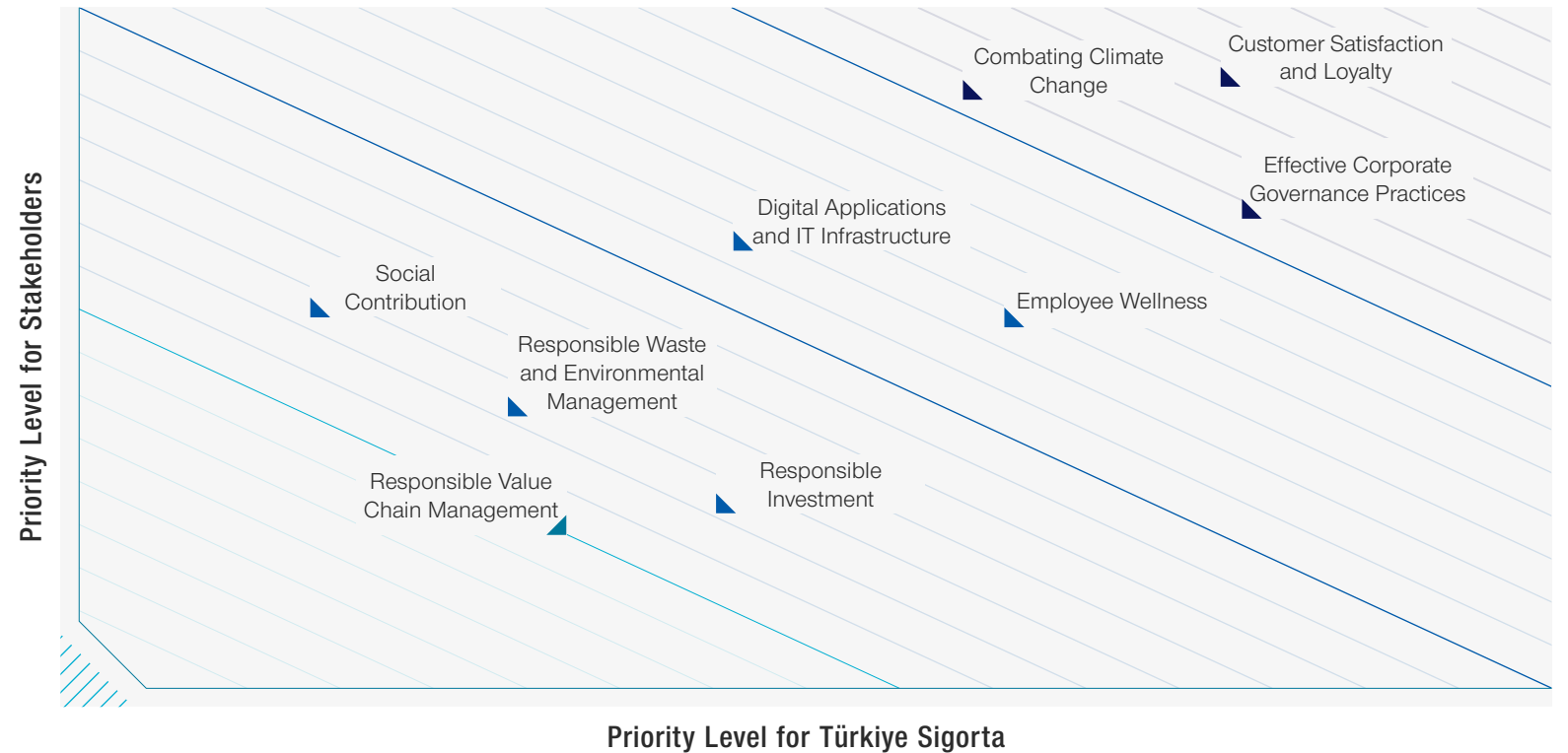
ESG Material Topics		GOALS (2022)	CONCLUSION (2022)	REALIZATIONS (2022)	GOALS (2023)
CLIENT	Customer Satisfaction	Developing and measuring customer experience	➔	A customer experience measurement study was conducted and the scores are described in detail in our “Customer Satisfaction” section.	Conducting experience measurement at a total of 30 contact points, 24 in Insurance and 11 in Pension, counting common processes as one Raising the experience-based customer satisfaction score above 3.75
	Holistic Experience with Digital Solutions	Building a platform-based business model	➔	Türkiye Sigorta Customer Platform was made available to insured people and all stakeholders. Developments for robotic fund management and business partnerships were added to the Customer Platform along with the housing branch.	Increasing the number of Customer Platform users to 4 million
		Enhancing digital customer experiences	➔	Türkiye Sigorta Assistant is now available on its website.	Enhancing digital costumer experiences
SOCIETY	A Green Future View	Creating a symbol for our sustainability project	➔	A 10,000 saplings Türkiye Sigorta Memorial Forest was created.	Protecting the Memorial Forest and afforesting it regularly every year



# MATERIAL TOPICS

During the reporting period, the sustainability priorities set in 2021 were reviewed with the participation of all committees.

The simplification in material topics facilitated the acceleration of progress and its adoption by the committees. The list of material topics that emerged as a result of the work carried out in this context is as follows:



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# STAKEHOLDER ENGAGEMENT

**We shape and improve our sustainability performance in line with the contributions and opinions of our stakeholders.**

In this direction, it is among our important responsibilities to create different channels through which our stakeholders can convey their opinions and contributions, to provide feedback and develop responses to these opinions and contributions at the required frequencies. We aim to ensure the continuity and development of our sustainability performance with our management approach based on stakeholder engagement.

We have a wide range of stakeholder groups such as clients, employees, shareholders, investors, reinsurers, distribution channels such as agency-bank-broker, service and contracted institutions, suppliers, independent audit institutions, financial institutions, non-governmental organizations (NGOs), media, universities, public institutions and international organizations. To better meet the expectations of this broad group and to collect their opinions more efficiently, within the scope of our sustainability efforts, 2 separate committees, “Voice of the Customer” and “Employee Wellness”, were established for our two largest stakeholder groups, clients and employees, and all units that have communication with them, are responsible for their processes within the company and can offer innovations were added to these committees.



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# STAKEHOLDER ENGAGEMENT



Stakeholder Group	Stakeholders	Material Topics	Stakeholder Engagement Methods	Communication Frequency
Employees	Employees Subcontracted Employees Trade Union	Employee Wellness Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change Responsible Waste and Environmental Management	Employee Satisfaction Survey Orientation Program Online Academy and Digital Library Türkiye Sigorta Academy Avita Employee Support Program Employee Ambassadors and Companionship “Biz Varız” Suggestion System Request Management System Email, SMS, Webex, Physical Meetings Türkiye Sigorta Clubs Special Day Treats “Birlikteyiz” Platform “Birlikteyiz” Magazine Stakeholder Survey Ethics Committee	Once a year When new employees arrive At any time Every day When needed When needed When needed At any time At any time 2-3 times a year 5-10 times a year 5 times a year Quarterly Once every 3-4 years When needed
Clients	Insured people PPS Participants OKS Participants	Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change Customer Satisfaction and Loyalty	Customer Experience Measurement Customer Platform Customer Communication Center Türkiye Sigorta Assistant Policies and Contracts Website Email	When needed At any time When needed At any time At any time At any time At any time

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STAKEHOLDER ENGAGEMENT



Stakeholder Group	Stakeholders	Material Topics	Stakeholder Engagement Methods	Communication Frequency
Sales Channels	Agency Bank Broker Digital Channels	Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change Responsible Value Chain Management	Agency and Bank Branch Visits Agency Academy Pusula Rota Platform Request Management System Satisfaction Surveys Agency Bulletin Pusula Magazine Brochure Website Phone, SMS, Email	When needed 2-3 times a year At any time At any time At any time Once a year At least once a month Quarterly At any time At any time When needed
Suppliers	Consultants Suppliers Contracted Healthcare Organizations Damage Related Business Partners Surveyors, Reinsurers Audit Firms Other Business Partnerships	Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change	Customer Platform DMS Document Management System Visits Evaluation Meetings Tender Phone, SMS, Email Contracts	At any time When needed When needed In different periods according to the subject At the service selection When needed At the beginning of service
Partners and Investors	Shareholders Investors Brokerage Analysts	Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change Responsible Waste and Environmental Management Responsible Investment	KAP Announcements Financial Reports Investor Presentations Investor Conferences Annual Reports Sustainability Reports General Assembly Meeting investor.relations@turkiyesigorta.com.tr yatirimci.iliskileri@turkiyesigorta.com.tr	When needed At the end of each quarter At the end of each quarter At the end of each quarter Once a year Once a year Once a year When needed When needed



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# STAKEHOLDER ENGAGEMENT



Stakeholder Group	Stakeholders	Material Topics	Stakeholder Engagement Methods	Communication Frequency
Institutions	Insurance Association of Türkiye Pension Monitoring Center Competitor Companies Financial Institutions Academic Institutions Public Institutions Subsidiaries Banks Courts	Digital Applications and IT Infrastructure Effective Corporate Governance Practices Combating Climate Change Responsible Investment	Insurance Association Committee Meetings Integrated Applications, Portals Sectoral Organizations Financial Processes UYAP System Official correspondence, Email	When needed In different periods according to the subject When needed When needed Follow up at any time When needed
Society	Individuals Associations and Foundations NGOs Media	Effective Corporate Governance Practices Combating Climate Change Social Contribution	Social Responsibility Projects National and Local TV Channels National and Local Printed Publications Interviews with Sectoral Publications Exhibitions and Performances Press Meetings Social Media Communication Advertising Efforts and Information Videos Press Monitoring	At least once a year When needed When needed When needed 3 times a year When needed Follow up at any time When needed Every day



# POSITIVE IMPACT FOR OUR BUSINESS



## Sustainable Development Goals

- |  |  |                                |
|--|--|--------------------------------|
| <b>1</b> NO POVERTY                      | <b>3</b> GOOD HEALTH AND WELL-BEING              | <b>5</b> GENDER EQUALITY       |
| <b>8</b> DECENT WORK AND ECONOMIC GROWTH | <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE | <b>10</b> REDUCED INEQUALITIES |



# SUSTAINABLE FINANCIAL PERFORMANCE

**As Türkiye's largest and leading insurance company, we reassure our clients with our strong financial performance, support investments that are important for the future of our country, and provide benefits to society.**

In 2022, inflation, which remained high due to the negative effects of global macroeconomic conditions, was one of the most important topics of the year in our country. In the insurance sector, the negative effects of inflation and exchange rate developments, especially in the non-life branch, as

well as the increased mobility and damage frequencies following the pandemic put considerable pressure on the sector's balance sheets.

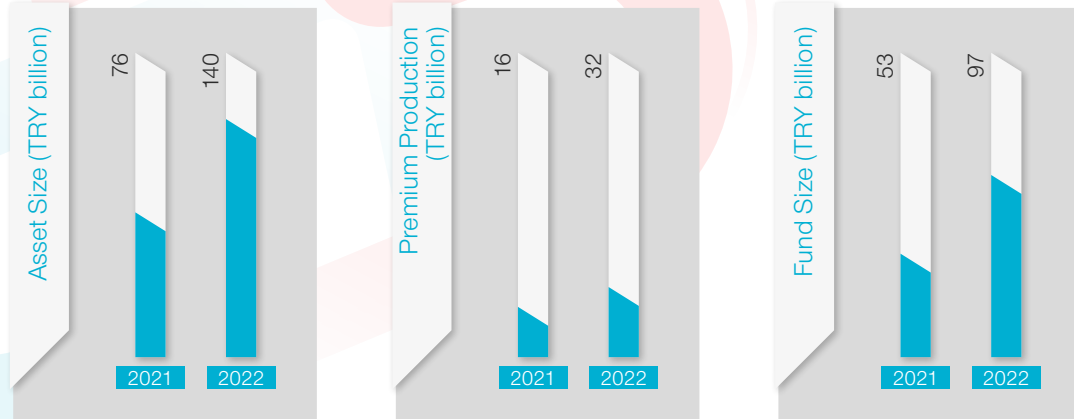
Despite these challenging and volatile conditions, as of the end of 2022, Türkiye Sigorta maintained

its leadership with TRY 28.2 billion in assets, TRY 25.2 billion in total premium production with a 114% increase, TRY 941 million in net year-end profit and 12.3% market share.

With a net year-end profit of TRY 3.4 billion, Türkiye Hayat Emeklilik

reached TRY 111.7 billion in assets, while maintaining its leadership in the life insurance sector with premium production up 75% to TRY 6.9 billion, and in the private pension and automatic enrollment system with a fund size of TRY 97 billion including state contributions and a 22.2% market share.

As of year-end 2022, the total asset size of our Türkiye Sigorta and Türkiye Hayat Emeklilik companies reached approximately TRY 140 billion, while total premium production amounted to TRY 32 billion.



	Türkiye Sigorta			Türkiye Hayat Emeklilik		
	2021	2022	Increase (%)	2021	2022	Increase (%)
Market Share (%) <sup>3</sup>	13.4	12.3	-1.1	22.2	22.1	0
Premium Production (TRY million) <sup>3</sup>	11,750	25,173	114	3,926	6,862	75
Asset Size (TRY million)	14,351	28,199	96	61,510	111,723	82
Net Profit (TRY million)	1,058	941	-11	1,736	3,392	95
Total Equity (TRY million)	4,220	6,421	52	3,914	6,206	59
Technical Balance (TRY million)	1,297	502	-61	1,176	2,039	73

<sup>3</sup> Information on premium production and market share of Non-Life Insurance for Türkiye Sigorta and Life Insurance for Türkiye Hayat Emeklilik was provided.

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# SUSTAINABLE FINANCIAL PERFORMANCE



As Türkiye Sigorta, we provided TRY 32 trillion 431 billion of coverage to policies in 2022 and made a total claim payment of TRY 6 billion 916 million in the same year. As Türkiye Hayat Emeklilik, we provided TRY 1 trillion 41 billion of coverage to life policies and made TRY 1 billion 611 million in life compensation payments.

2022	Coverages Provided to Clients (TRY billion)	Gross Paid Claims (TRY million)
Türkiye Sigorta	32,431	6,916
Türkiye Hayat Emeklilik	1,041	1,611

## Sustainable Financial Success at Borsa Istanbul

Türkiye Sigorta, 18.9% of which is publicly traded, is the most valuable insurance company listed on Borsa Istanbul with a market capitalization of TRY 14.5 billion (USD 778 million) as of December 31, 2022. Determined to maintain its consistent performance in regular dividend payments, Türkiye Sigorta aims to be included in the BIST Dividend index with a total gross dividend of TRY 1.2 billion distributed for three consecutive years. Türkiye Sigorta shares are traded in BIST Stars, BIST Corporate Governance, BIST Insurance, BIST Financial, BIST 100-30, BIST 100 and BIST All indices under the ticker TURSG.<sup>4</sup>

In 2022, our share price increased by 169% compared to the end of 2021, outperforming the Insurance Index, which increased by 109% in the same period, by 60 points. This positive performance was supported by our financial and strong operational performance, which remained resilient despite the challenges faced by the sector, as well as the share buyback decision taken by the Board of Directors in June 2022. Türkiye Sigorta became the only company in its sector to repurchase shares while distributing dividends. Our share price, which increased by 157% since the share buyback decision, was well above the BIST 100 Index, which rose by 121%, and the Insurance Index, which rose by 133%. We were also included in the BIST Buyback index at the time of the publication of this report.



Yusufeli Dam

## As Türkiye's insurance, we support the "Türkiye's Century".

As Türkiye Sigorta, we consider providing assurance for our country's major investments and strategic assets among our corporate responsibilities. We contribute to the safe construction of our future with the guarantees we provide for our drill ships, TÜRKSAT satellites, Çanakkale Bridge and oil exploration vessels. We also support our country to have a say in the global automotive industry by providing guarantee for TOGG's construction project. We are proud of the guarantees we provided for Abdülhamid Han, Türkiye's fourth drill ship belonging to TPAO, which will participate in hydrocarbon exploration activities, and for Yusufeli Dam, which is recognized as the largest dam in Türkiye and the fifth largest dam in the world.

As Türkiye Hayat Emeklilik, we offer services that support a long-term savings approach, encourage individuals to save and invest, and reduce their financial worries during retirement. In Life Insurance, we provide long-term support by utilizing the credit creation capability of 3 public banks.

<sup>4</sup>In 2023, the Company was included in the BIST Buyback Index and plans to be included in the BIST Dividend Index.



# RESPONSIBLE INVESTMENT

**One of the most important sustainability responsibilities of the industry in which we operate is to ensure the integration of environmental, social and governance issues (ESG) into investment decisions. Therefore, our responsible investment approach has an important place in our sustainability strategy.**

With this approach, we do not invest in projects involving processes, services, products and activities that limit personal rights and violate human rights, nor do we invest in activities involving forced labor or child labor.

Aware of our responsibility towards our planet and society, we believe that it is a fundamental principle of an insurance company's approach to invest in the assets of companies that reduce their carbon footprint, contribute to the protection of the environment and natural resources, and carry out R&D and innovation activities in this field. We thus expand our positive impact area in the transition to a green and inclusive economy.

In 2022, our sustainability-related investments amounted to TRY 179.3 million in insurance and TRY 167.5 million in pensions. Their shares in total investments are 1.2% and 1.4%, respectively.

As Türkiye Sigorta and Türkiye Hayat Emeklilik, operating in the insurance and pension sectors, we closely follow developments in responsible investment and impact investing. By developing our product portfolio in this field, we aim to enable our clients to contribute to building a sustainable future.

Established in 2021 by Türkiye Hayat Emeklilik, the Sustainability Equity Pension Investment Fund is an important example of our practices in this field. The fund allows all PPS participants to invest in companies that create value in sustainability topics. As of year-end 2022, the fund has a net asset value of TRY 1,628 million and 248,000 thousand investors.

## Türkiye Hayat Emeklilik Sustainability Equity Pension Investment Fund

With the Sustainability Equity Pension Investment Fund, we stand against climate change, support human rights and strive for more effective governance. We offer our clients the opportunity to take part in the responsible world of future by investing in companies listed in Borsa Istanbul's Sustainability Index that prioritize environmental, social and governance principles by creating long-term value within the scope of sustainable growth.



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# DIGITALIZATION and INFORMATION SECURITY

As Türkiye Sigorta and Türkiye Hayat Emeklilik, we act with the awareness that innovation and digitalization play a critical role in our industry and continue our digitalization efforts that will increase sustainable growth, efficiency in business processes and service quality and assurance in all our stakeholder relations. In line with our mission, we aim to improve ourselves with digital solutions, easy-to-use and applicable innovations in every field for our clients, employees, sales channels and operations units.

Artificial intelligence is one of the topics we address in the focus of digitalization, and we carry out many studies to add value to our company, especially by using machine learning and deep learning algorithms.

In line with our sectoral goals and Company strategies, our three most important stakeholders - our clients, employees and distribution channels - benefit the most from our digital applications.

In 2022, we invested approximately **TRY 72 million** and **TRY 106 million** in IT hardware and software, respectively

## Digitalization in Customer Experience

As Türkiye Sigorta, within the framework of our vision to transform into a technology company within 10 years, we develop all our platforms open to our clients in line with the new design line and technological infrastructures in order to perfect the customer experience and increase customer satisfaction.

We focus on digital solutions with the aim of increasing operational efficiency and service quality, gaining a competitive advantage and enhancing stakeholder satisfaction, particularly our employees, clients and distribution channel.

We expand our service network with our business partnerships for finance, health, vehicle and housing products within the [Türkiye Sigorta Customer Platform](#), which enables many basic insurance and pension activities to be carried out end-to-end in a digital environment. Our evaluation process is accelerated by viewing policies through the platform, as well as filing health, motor insurance and housing damage reports and uploading documents digitally. We even make automatic payments for housing damages.

One of the innovations of 2022, our new mobile PPS consultancy application, [FonaSor](#), recommends the most suitable fund package for our PPS clients based on their risk and investment preferences by evaluating the trends and changes in the markets.

With [Türkiye Sigorta Assistant](#), our chatbot application that we developed using artificial intelligence technologies, we enable our clients to perform their transactions easily and provide a higher quality service. We plan to expand the Türkiye Sigorta Assistant service, which is currently available on our website, to include the Customer Platform by the end of 2023.

# DIGITALIZATION and INFORMATION SECURITY

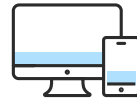


## Digitalization in Distribution Channels

At Türkiye Sigorta, we focus on digital solutions also in our distribution channels, which are among our most important stakeholders, with the aim of increasing operational efficiency and service quality, gaining competitive advantage and enhancing stakeholder satisfaction.

We facilitate the management of distribution channel-independent operational processes with the Rota Sales Platform, which was developed as a brand new platform that offers users a paperless, documentless, end-to-end digital sales experience and is used by sales teams in agencies, bank channels and regional directorates.

In 2022, the Rota Sales Platform, which was first utilized by Halkbank employees, will also be available to Vakıf Katılım, Ziraat Katılım and Emlak Katılım employees by 2023. In the coming period, we plan to increase the number of insurance products offered for sale, as well as to add many functions such as renewal tracking and designing customized sales screens for institutions to our platform. With the development of customized production screens for each institution-specific needs of insurance and pension products, we will contribute to both production and customer satisfaction by offering the right product to the right institution.



**2.7 million**  
pieces of paper saved

Thanks to the Rota Sales Platform, we procured a total of 65,000 contracts and other printed documents with an average length of 30 pages through the digital platform, saving an average of 2.7 million pieces of paper per year, and saving approximately TRY 2.5 million from the printing and shipping of these documents to clients.



# DIGITALIZATION and INFORMATION SECURITY



## Digitalization in Employee Practices

At Türkiye Sigorta, we continuously improve the way we do business to continue our operations with advanced technological infrastructures, and we implement projects that enable our employees to do more value-added work and increase productivity.

With the common employee platform [Birlikteyiz](#), we offer all our employees the opportunity to easily and securely access the applications, information and trainings they want at any time, regardless of their work location.

## Digitalization of Recruitment Processes

With the digitalization of recruitment processes, we aim to improve the candidate experience, facilitate reporting processes by tracking all candidate processes through a single system, and further improve our employer brand image.

## New Application for Measuring Employee Performance

To carry out the performance evaluation process of our employees in line with more transparent and objective criteria, we completed the installation of the new generation (Objective and Key Result-OKR) performance application, which is open to continuous feedback and feedforward, and capable of instant targeting and evaluation. In addition, we plan to complete the Integrated Enterprise Resource Planning (ERP) Project for personnel, payroll, recruitment, talent management and training modules in 2024.

With [Armada Business Intelligence](#) we offer the power of reporting in decision support processes, enabling employees to focus on sales processes without wasting time with reporting.

By automating our repetitive and rule-based business processes with [Robotic Process Automation \(RPA\)](#), we aim to reduce operational costs,

increase efficiency, reduce the error rate and direct our employees to value-added work. We will continue our efforts to perfect all our business processes with RPA integration.

At Türkiye Sigorta, we implement the [Document Management System \(DMS\)](#) in order to provide insurance products and services in practical, understandable and accessible formats, to ensure the permanence of corporate culture and to move towards a paperless office.

## Process and Document Review Study

During the digital transformation process, we conduct process and document review studies in line with the aim of creating an easy-to-use, applicable, more efficient system and moving from personal memory to corporate memory. In 2022, within the scope of the second phase of the “Business Process Design Project”, which we started in 2021, processes were analyzed

with a focus on operational efficiency, customer orientation and compliance with quality standards, resulting in 950 processes and 153 documents for insurance and 795 processes and 110 documents for pension. With the introduction of RPA applications into our lives, we aim to complete the process simplification study by the end of 2023 in order to update our living and continuously improving processes.





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DIGITALIZATION and INFORMATION SECURITY



OUR DIGITAL ASSETS		
Applications	Beneficiary Stakeholders	Gains
Türkiye Sigorta Customer Platform	Clients	2.4 million active clients
		Notifications started to be received for Health, Housing and Motor Insurance policies.
		In Health Insurances: Number of Compensation Notifications: 76,755 Compensation Paid: TRY 34.6 million
		100 different service offerings with 50 different business partners
		35,000 clients participating in campaigns
Türkiye Sigorta Assistant Chatbot	Clients	Nearly 35 thousand interviews were held. Nearly 8 thousand requests were collected.
Mobile PPS Consultancy Service: FonaSor	Clients	11,500 participants benefited from the service, which reached a fund size of TRY 384 million.
Automatic Provision in Health Policies	Clients	Provision requests of approximately 1.3 million health insurance holders were met. 75% of total provisions were realized through automatic provision. 101 contracted private hospitals were integrated via web service. 28% of all provisions and 81% of provisions received from integrated institutions were executed automatically via integration. 1.5 million insured people were instantly notified of outpatient treatment provisions via SMS.



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DIGITALIZATION and INFORMATION SECURITY



OUR DIGITAL ASSETS		
Applications	Beneficiary Stakeholders	Gains
Digital Damage Notification	Clients, Employees	Conveniences such as “Automatic Payment Model” in housing damages were provided.
Rota Sales Platform	Clients, Employees, Distribution Channels	The Centralized Request Management System facilitated communication between business partners and employees. Policy renewals started to be made. An average of 2.7 million pages of paper was saved annually by procuring contracts and other printed documents with an average length of 30 pages and a total production volume of 65,000 through the digital platform. Halkbank branches were the first to use the application.
Pusula	Employees, Distribution Channels	Work was carried out for the Request Management System to go live in 2023. It will be made available to banks and agencies.
OSEM Portal Integration	Clients, Employees, Distribution Channels, Solution Partners	Damage processes were managed with the most up-to-date information and operation times were shortened.
“Birlikteyiz” Platform	Employees	250 contents was shared without straining email traffic. Thanks to the platform, internal communication, teamwork and productivity were increased.
Employee Performance Measurement (OKR)	Employees	The installation is completed to be used in the next year.
Armada Business Intelligence	Employees, Agencies	Agency Channel Production Tracking screens were completely updated. The Agency Scorecard, which reports parameters such as Production, Offer, Protocol Status and Renewal on a single page, was prepared. A front panel was prepared for KPI (Key Performance Indicator) tracking of Regional Sales Management.
Robotic Process Automation (RPA)	Employees	The necessary procurement and installation processes for the RPA project were completed.
Document Management System (DMS)	Employees	32.8 million documents in insurance (Filenet) and 8 million documents in pension (DMS) were recorded.
Digitalization of Recruitment Processes	Employees	Nearly 10,000 applications were made via our Application Management System and video interviews, inventory and case studies and assessment sets were applied through our digital platform.

# DIGITALIZATION and INFORMATION SECURITY



At Türkiye Sigorta, we consider information security, which has gained importance in parallel with digitalization, among our material focus areas, and we closely monitor and implement security and technology solutions to ensure the confidentiality and integrity of information assets. In this scope:

- We use applications such as next generation firewalls, intrusion and anomaly detection and prevention system, data leakage prevention system, data masking, encryption processes with crypto algorithms, multi-factor authentication method.
- With the Central Provision System, we provide service to all systems that need credit card collection transactions through a single interface.
- We ensure that the integrations of all applications developed in the API Gateway Project with internal and external institutions are redundantly passed through a centralized secure structure.
- In order to prevent technical vulnerabilities and cyber-attacks, we conduct periodic internal and external penetration tests, close the findings in the result reports, and regularly monitor and continue our work to prevent possible vulnerabilities.
- We define responsibilities through the contracts we sign with our employees, third-party stakeholders and parties whose data is processed or who will process data.

# RESPONSIBLE SUPPLY CHAIN



As Türkiye's largest insurance company, we have an extensive supply network of +1,000 active suppliers. In our purchasing processes, we prefer suppliers with working norms equivalent to ours and work with the aim of establishing long-term relationships with our suppliers and spreading our sustainability approach throughout our value chain. We conduct annual evaluations for many of our business partners and suppliers, such as claims suppliers. In 2023, we aim to publish our Sustainable Purchasing Policy to further improve the sustainability performance of our suppliers. Our future plans include developing value-added and ESG-compliant products and services by working and learning together.

We increase our contribution to the national economy by working with local suppliers in all possible processes. In 2022, we paid TRY 843 million to our supplier network.

2022	Number of Suppliers	Payments made (TRY million)
Türkiye Sigorta	826	496
Türkiye Hayat Emeklilik	665	347







# POSITIVE IMPACT FOR OUR CLIENTS



## Sustainable Development Goals

**8** DECENT WORK AND  
ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

# CUSTOMER SATISFACTION

We are a company that takes responsibility for millions of customers across multiple lines of insurance. In line with this sense of responsibility, we embrace customer orientation as a culture, not a goal, and develop pioneering practices in accessible insurance with products and services that meet the changing needs of our customers and enhance the customer experience.

We ranked second in “Health Insurance” according to the Customer Experience Index prepared in cooperation with Turkcell Global Bilgi and Fast Company.

## Number of First-Time Insured and Contract-Signing Customers in 2022



Life  
Insurance

**+ 2.1 million**



Elementary  
Insurance

**+ 1.5 million**



Private Pension  
System (PPS)  
Agreement

**+ 442  
thousand**



Automatic  
Participation System  
(APS) Agreement

**+ 424  
thousand**



Personal  
Accident  
Insurance

**+ 28  
thousand**

As part of our vision of “customer-oriented business management in 2022:

- We conducted “Voice of the Customer” studies to listen to all our customers, receive their feedback, identify areas for improvement, and design the ideal experience for our customers. By continuously monitoring the results of our efforts, we have been able to integrate them into our systems, create continuity, monitor the process-based development areas of the relevant units, and report them to management.
- We also regularly conduct customer satisfaction surveys. We analyze the results of these surveys in detail and, if necessary, conduct root cause analysis for our customers. The customer satisfaction rates of Türkiye Sigorta and Türkiye Hayat Emeklilik in 2022 were 75% and 79%, respectively.
- We carried listened to our customers at the points of contact we identified as being a priority. On the Türkiye Sigorta Customer Platform, function-based evaluations of our customers were obtained through transaction-based experience surveys, while the services received from our business partners on the platform

were also evaluated by platform users. Our customers took part in transaction-based experience surveys on the Türkiye Sigorta Customer Platform to help us assess functionality and used the same platform to evaluate the services provided by our business partners.

- We conducted various reviews to understand the overall performance of the Customer Call Center and Private Customer Management teams in providing services to our customers.
- We launched the “Customer Churn Prediction” project to predict loss of existing customers. The project identifies customers who are likely to leave and runs activities to retain them.
- We use Genesys customer service software to provide service at international standards in line with our work to improve our Customer Call Center, telephone exchange, and voice response system. We simplified the voice response system and enriched it with personalized announcements that steer customers through the right transaction steps.



# CUSTOMER SATISFACTION



## Customer Information Processes

We take care that the information about the products and services offered to our customers is accurate, simple, and easily accessible. We aim to provide complete and accurate information to our policyholders through a set of frequently asked questions on Türkiye Sigorta's customer platform and website. We train our field teams and distribution channels so they can better understand our products and inform our customers clearly.

We promote our products on social media platforms every month. We send SMS messages to our policyholders to inform them about renewal, cancellation, and other matters concerning their policies. We also make phone calls to inform subscribers who submit product requests via our website and mobile app and to let customers know when the insurance products they purchased are up for renewal. We promoted our under-18 PPS plan on social media in 2022 and published brochures to inform our participants about the benefits and contents of the plan. We also inform our customers about their financial situation. We made a total of 442 thousand calls in this regard in 2022.

We conduct content management in line with search engine optimization to give our customers easy access to information on product content and usage.

Customer Call Center KPIs	Türkiye Sigorta	Türkiye Hayat Emeklilik
Number of Incoming Calls	2.2 million	2.6 million
Call Answer Rate (%)	89	96



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# CUSTOMER SATISFACTION



## Claims Procedures

We at Türkiye Sigorta prioritize customer satisfaction through our extensive network of contracted service providers and effective claims management.

### Cash Claims Project

We launched the Cash Claims Project, which enables payouts in as little as 8-10 days for simple claims up to a certain amount, in pilot provinces aiming to implement it in all provinces in 2023.

### Support for Policyholders Affected by Natural Disasters

We stand by our policyholders when natural disasters strike with our fast claims settlement procedures. Our fast and local services allowed us to completed damage claims procedures as quickly as possible in Antalya, Muğla, Kastamonu, Artvin, and other cities hit by floods, earthquakes, and forest fires in 2022. We established local mobile claims centers in the Kumluca-Antalya flood zone and dispatched experienced claims personnel to the disaster areas. Following the Düzce earthquake in November 2022, we identified policyholders in the region and quickly carried out claims settlement procedures without waiting for them to file claims. We paid out over TRY 130 million to more than 3,600 policyholders for losses caused by natural disasters.

### Fleet Claims Team

We have established a Fleet Claims Team to communicate quickly with our fleet clients.

## Assistance Services

We offer a variety of assistance services to meet our customers' highest expectations. Assistance services include roadside assistance and replacement vehicle services in the event of a roadside breakdown for policyholders in the automobile division; limited plumbing, electrical, key and glass services, as well as ambulance and rescue services for policyholders in the home and workplace division; and check-ups, eye and dental exam packages, physical examinations, at-home blood collection, mammograms and breast ultrasounds for women, and PSA tests for men for policyholders in the health division.



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# CHANNEL OPTIMIZATION

The agents, banks, and brokers that make up our distribution channels are among our most important stakeholders. Accordingly, we carry out activities that increase stakeholder satisfaction, improve the channel experience, and support employee development.

We conducted a parametric clustering study in the reporting period to better identify distribution channels, easily monitor channel trends, and identify the right targets.

Commission Transferred to Distribution Channels (TRY millions)	2021	2022
Türkiye Sigorta	1,471	2,115
Türkiye Hayat Emeklilik	1,243	1,857

2022	Türkiye Sigorta	Türkiye Hayat Emeklilik
Number of Bank Branch Channels	4,655	4,448
Number of Agencies	3,766	93

In the banking channels of VakıfBank, Ziraat Bank and Halkbank, we focus on increasing the variety of products offered for sale and organizing sales support campaigns to contribute to premium production targets. We organize training to improve our service quality. We also conduct a “Bank Channel Experience Measurement Survey” to identify the points that will increase satisfaction with our banking distribution channels.

We focused on agency penetration and agency efficiency in 2022 in line with our corporate strategy. Our goal was to ensure agency prevalence in product-based production by periodically increasing the premium production of products and changing agency screen usage habits. We conducted analytical agency management studies to improve agency efficiency and can now measure agency efficiency faster.

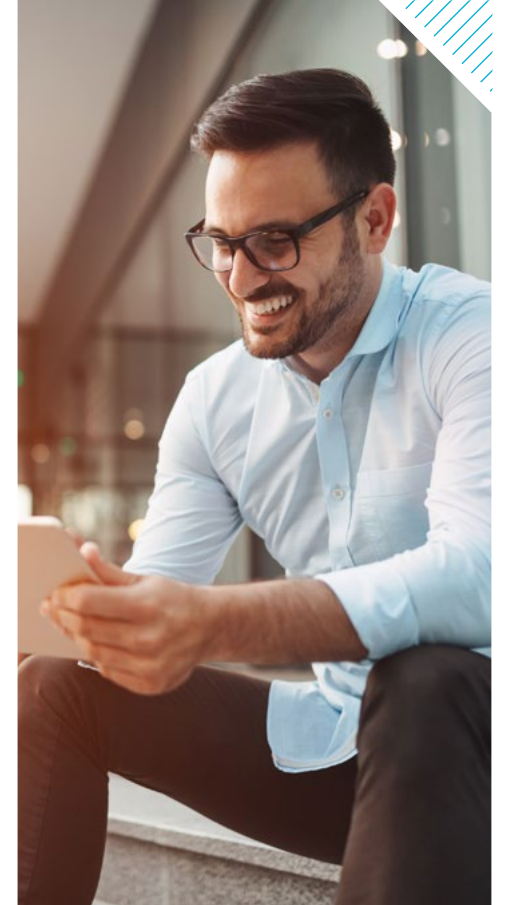
## CHANNEL OPTIMIZATION



During the reporting period:

- In order to simplify the screens on which our agencies work and to design the planned screens for the requirements of their clients according to their needs, we defined screens for pilot agency users and reported the responses to the relevant teams in accordance with the survey we prepared to learn about their experiences with this interface. We defined screens for agency users in a pilot scheme to simplify the screens used by our agencies and design the screens planned for customer demands in line with their needs. We then prepared a survey to record their experiences with this new interface and reported the results to the relevant teams.
- We launched the “Life on Good Day ” (İyi Günde Hayat) product via the Customer Call Center.
- We began to offer Women-Specific Critical Illness Insurance, Diabetes Support Health Insurance, Expanded Critical Illness Insurance, Comprehensive Emergency Health Insurance, Financial Cyber Protection Insurance, and Sympathy Pet Insurance for sale through our distribution channels.
- We sold the “My Family is Safe” (Ailem Güvende) Personal Accident product through Ziraat Bank’s mobile, Internet banking, and digital branch channels for the first time. We launched the “My Life is Safe” product in the life branch. We added TCIP and personal accident products to the Internet banking app.

- We started selling policies in the Halkbank channel tailored to the needs of bank customers (such as Diabetes Support Health Insurance, Women-Specific Critical Illness Insurance, and Complementary Health Insurance). We increased the coverage limits we offer to our customers in all personal accident products.
- On the pension side, we started to offer all participants the “Life Clubs” (Yaşam Kulüpleri) service, offering free and discounted products available only to VakıfBank and Halkbank customers.
- We provided over 60,000 hours of training in PPS licensing, MASAK, and participation insurance to bank employees.
- The Türkiye Sigorta Agency Academy program designed in collaboration with Marmara University gave 645 person\* hour of training to 103 of our agencies in 2022.
- Türkiye Sigorta Products training courses are organized regularly every month for each new agency opened. Training was given to 277 agencies in 2022.
- Türkiye Sigorta Pusula Magazine, prepared with contributions from our agencies, is delivered to all agencies and can also be read for free on the Turkcell Dergilik app.
- We strengthen the communication between us by sharing bulletins with our agencies twice a month, including company-related developments especially for agencies.





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# SUSTAINABLE PRODUCTS AND SERVICES

As Türkiye Sigorta, we continue to stand by our policyholders with our sustainable products that are inclusive, support the transition to a low-carbon economy, and are offered at affordable premiums in line with the evolving dynamics of the sector and the prioritized expectations of our customers with our “Insurance for All” approach. While offering a variety of products and coverages against existing risks, we aim to meet the expectations of our policyholders at the highest level by conducting product development studies for new risks.

Our Sustainable Product Portfolio	Number of Policies	Premium (TRY million)
Financial Cyber Protection	97,079	31.9
Treatment and Assistance for Critical Illnesses Insurance	24,306	9.8
Natural Gas Conversion Package	2,326	0.1
Women-Specific Critical Illness Insurance	520	0.6
Diabetes Support Health Insurance	146	0.4
Sempati Pet Insurance	41	0.04
Expanded Critical Illness Insurance	24	0.02

We offered five new sustainable insurance products to our customers in 2022:

- > Our [Women-Specific Critical Illness Insurance](#) offers coverage for cancer types unique to women. We also offer free additional services such as check-ups, mammograms, and dental check-up packages.
- > With [Expanded Critical Illness Insurance](#) coverage, we make payouts up to the policy limits for cancer, stroke, kidney failure, and similar illnesses covered by the policy while the insured is still alive. We also offer free check-ups, dental exams, and eye exams within the limits of the product.
- > A first in the industry, our [Diabetes Support Emergency Health Insurance](#), designed specially for diabetes and which the industry can exclude and apply deductibles, covers the treatment costs for diabetes patients and people at risk of diabetes in the emergency situations defined by the World Health Organization. We also offer a free physical exam by an endocrinologist twice a year and at-home blood collection for routine blood tests.
- > Our [Sempati Pet Insurance](#), designed specifically for cats and dogs, covers the cost of treatment for any ailments that our household pets may suffer, as well as any damage they may cause to third parties.
- > Our [Financial Cyber Protection Insurance](#) covers policyholders against the risks of identity theft, fraud, ATM theft, loss of wallet, and personal password theft. We also offer a free antivirus program to protect the insured’s electronic devices, such as cell phones and computers, from cyber-attacks.

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# SUSTAINABLE PRODUCTS AND SERVICES



## Renewable Energy Insurance Products

We are pioneering the transition of legacy producers to more sustainable sources with new services and coverages that mitigate the risks of the transition to a low-carbon economy. We provide comprehensive coverage for risks that may occur during both the installation and operation of energy facilities that qualify as renewable energy.

Renewable Energy Product Portfolio	Number of Policies	Net Premium (million TRY)	Sum Insured (billion TRY)
Solar Power Plant	1,195	28	18
Hydroelectric Power Plant	128	78	58
Wind Power Plant	36	42	29
Geothermal Power Plant	27	16	11
Biomass Power Plant	15	10	3.8
Biogas Power Plant	11	2.4	0.8

## Agricultural Insurance Products

Agricultural Insurance Products cover farmers’ crops and livestock against risks from natural disasters and weather events such as floods, frost, hail, and fire. We also provide agency and reinsurance support to TARSİM (Agricultural Insurance Pool), which was established in Türkiye to produce state-backed agricultural insurance policies and handle damage claims, share risk, and protect reinsurance. We concluded 1.4 million policies and TRY 6 billion of Agricultural Insurance products in the reporting period.



# SUSTAINABLE PRODUCTS AND SERVICES



## Life and Pension Insurance Products

As a life product organization, we not only responded to the expectations of our policyholders, but also introduced the comprehensive and complementary **Plus Life Insurance**, which lets policyholders mix and match many coverage options to improve the quality of their lives and make them comfortable in these days of their lives. In addition to death coverage, our product covers 19 critical illnesses as well as accidental disability and death risks, medical expenses, and daily hospitalization coverage. We also offer optional earthquake coverage. We generated TRY 955 thousand in premiums with 935 policies in 2022.

On the pension side, we will continue to support our clients with our comprehensive products. Accordingly, we launched three new pension products in 2022:

- With our **Under-18 PPS** plans, we are expanding the scope of private pension provision by offering products to individuals under the age of 18, while at the same time helping to raise awareness of saving at an early age. Our plans have a total of 133,314 participants.
- We offer our **PPS Plan for Young People** with low contribution rates to young people between the ages of 18 and 26, giving them the means to build a strong future. There are currently 86,012 participants in the plan, and we reached a fund size of approximately TRY 4.5 million with over 21,000 contracts concluded during the year.
- Our **Women Entrepreneurs PPS Plan** helps our 1,143 women clients save the earnings they make from their enterprises with the special advantages we offer.



[Click here](#) to access all of our products.

Product Name	New Contracts (number)	New Contracts Amount (TRY million)
Under-18 PPS	73,402	113
PPS for Young People	21,195	23
Women Entrepreneurs PPS	736	1





# POSITIVE IMPACT FOR OUR EMPLOYEES

We at Türkiye Sigorta consider our employees to be among our most important stakeholders and we are renewing our human resources processes to provide our employees with a fair and transparent work environment that respects human and employee rights, supports gender equality, and adopts best practices. Our valuable employees are the sole source and representative of our current and future achievements, and we are pleased to support their growth and follow their career paths.

[Click here](#) for the Türkiye  
Sigorta Human Resources Policy.

## Sustainable Development Goals

3 GOOD HEALTH  
AND WELL-BEING

5 GENDER  
EQUALITY

4 QUALITY  
EDUCATION

8 DECENT WORK AND  
ECONOMIC GROWTH

10 REDUCED  
INEQUALITIES





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# EQUALITY AND INCLUSION

From the recruitment stage onward, we adopt a fair and non-discriminatory approach to all practices, including training, promotion, performance management, career management and compensation, and we are sensitive to issues of equal opportunity, gender equality, and inclusion. This means that we do not tolerate discrimination based on gender, language, religion, ethnic origin or age, and we comply with the International Labor Organization (ILO) and the United Nations Universal Declaration of Human Rights. There were no incidents of discrimination in 2022.

Our compensation policy is based on the principle of equal pay for equal work. We maintain a fair compensation system based on tiered structures and competencies, in line with competition and market conditions, and mindful of the principles of equality. As in all areas, we take gender equality into account in wage distribution.

[Click here](#) for the Türkiye Sigorta Remuneration Policy.

We respect the rights of our employees to join labor unions and engage in collective bargaining. We are creating the conditions necessary for labor unions to conduct their work freely throughout the company and where employees can freely and effectively exercise their rights to engage in union activity and collective bargaining. We maintain a very good and constructive relationship with the labor union through employee representatives. We make decisions based on mutual agreement during collective bargaining. We have signed a two-year contract with the union that will run until 2023, and as of 2022, 664 employees, more than 23% of our total workforce, are union members.

2022	Türkiye Sigorta	Türkiye Hayat Emeklilik
Number of Union Members	455	209
Percentage Unionized (%)	17	29

We are committed to ensuring that our employees have adequate social rights and opportunities. We do not discriminate between our employees in terms of benefits; we ensure that the benefits given to full-time employees are not denied to part-time employees. We apply reasonable limits to these benefits based on the number of days worked by part-time employees.

We value women's employment and support our female employees throughout their careers, from recruitment to retirement. Equally important to us is the balance of women and men in our management teams, not just among our employees. We aim to prevent gender inequality by monitoring ratios such as the ratio of women to men who are promoted and who work above the level of manager with monthly and annual reports.



Our overall percentage of female employees in 2022 was 55% and the percentage of female senior and middle managers was 28%.

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## EQUALITY AND INCLUSION



We are also very sensitive to our female employees who have recently given birth. We include 2 months of paid leave in the statutory 6-month maternity leave period. We also add a bonus of TRY 2,600 to the Employer Group Pension Contracts of our employees in the month they have a child. A total of 99 mothers and 48 fathers who were on parental leave during the reporting period returned to work during this time.

As part of our equal opportunity policy, we contribute to the preschool care and education of our employees' children aged 0-6. A total of 377 children, including children of both male and female employees, benefited from childcare during the reporting period.

When hiring employees with disabilities, we consider the current needs and qualifications of the position and strive to avoid negative discrimination in terms of pay, benefits, titles, or responsibilities. We take the utmost care to provide our disabled employees with the working environment suitable for their condition, give them work that will not cause them discomfort, and provide them with additional equipment if needed. We had 63 disabled employees during the reporting period.

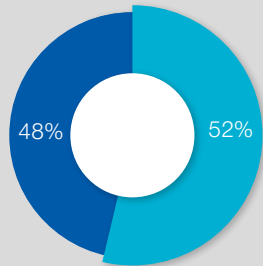


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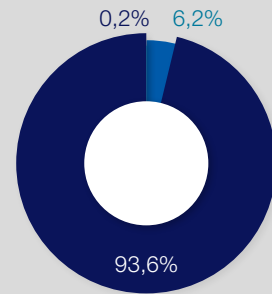
# DEMOGRAPHICS

## Türkiye Sigorta

Employee Ratio  
by Gender (%)

Female

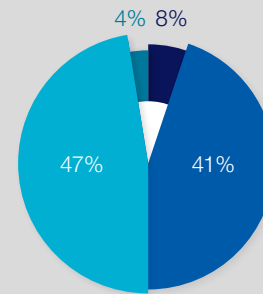
Male

Employee Ratio by  
Education Level (%)

Primary School

High School

University and Higher

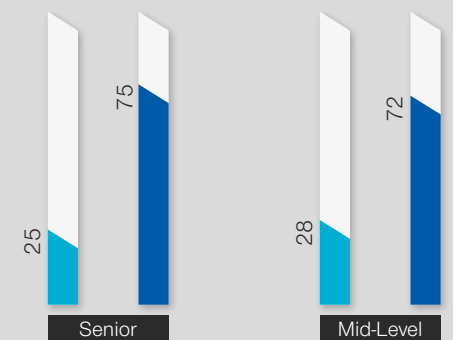
Employee Ratio by  
Age Groups (%)

18 - 25

25 - 35

35 - 50

50+

Executive Ratio  
by Gender (%)

Female

Male

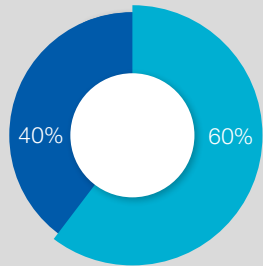
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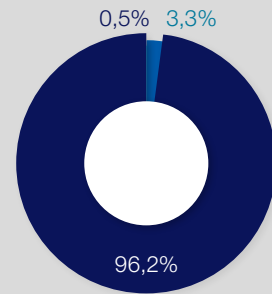


## Türkiye Hayat Emeklilik

Employee Ratio  
by Gender (%)

Female

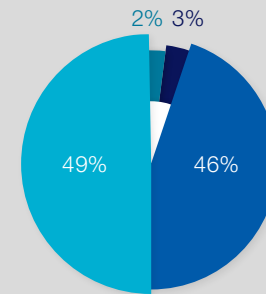
Male

Employee Ratio by  
Education Level (%)

Primary School

High School

University and Higher

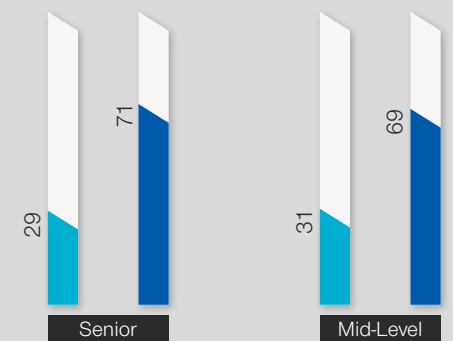
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35 - 50

50+

Executive Ratio  
by Gender (%)

Female

Male



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# EMPLOYEE DEVELOPMENT AND SATISFACTION

**We at Türkiye Sigorta aim to create a working atmosphere that maximizes current employee engagement and a human resources system that potential employees are going to be eager to work for with the slogan “We are at the Source.”**

## Talent Management and Employee Development

Our talent management approach involves closely monitoring our employees' career development and performance improvement using the “Competency Model,” which examines Fundamentals, Leadership, and Functionality based on behavioral indicators.

We implement a fair, transparent, egalitarian, and objective evaluation system that supports our employees with multidimensional assessment tools, feedback interviews, and development plans that contribute to their career goals and growth to place our human resources correctly in the right job. The results then form the basis for development and promotion. Türkiye Sigorta had 44 instances of vertical mobility at the management level and 207 at the specialist level; Türkiye Hayat Emeklilik had 31 instances of vertical mobility at the management level and 165 at the specialist level.

We aim to create a dynamic structure that internally matches our workforce with the right needs and creates our own potential resource for opportunities.

Talent management involves focusing on attracting young talent and conducting young talent recruitment programs to increase awareness of Türkiye Sigorta's employer brand, introduce our work culture, strengthen communication with young talent, and attract young talent to our company. We recruited 118 young talents to our companies as a result of these programs in 2022.

We finished implementing a next-generation performance evaluation system called ODAK (OKR-Objectives and Key Results) in 2022. It is more flexible, more agile and allows for immediate evaluation rather than year-end evaluation to effectively measure performance by changing the work culture and target methodology.



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# EMPLOYEE DEVELOPMENT AND SATISFACTION



## Integrated Talent Management

We implemented the “Integrated Talent Management” system in 2022, aiming to evaluate human resources from a holistic perspective and promote a culture of continuous improvement. We design targeted development and support programs to support leadership positions and retain employees.

### Integrated Talent Management Development and Support Programs

### Progress

"ODAK" [FOCUS] Performance Evaluation System

Installation will be completed in 2022 and we will start using the system in 2023.

Achievements

We conducted a competency assessment for 221 employees working in field sales teams. We created a management level support map of sales teams. Four employees were promoted to Regional Manager and 24 to Regional Sales Manager. Development plans for individual needs will be prepared in 2023.

You First

We implemented the internal notice practice, where our employees are prioritized in their career development and unit changes are made by evaluating them against objective evaluation criteria. This practice saw 19 employees transferred to different units during the reporting period.

Digital Library

We offer free access to hundreds of books and many articles.

Online Academy

We provide online training materials to support the personal and professional development of our employees.

Orientation Training

We bring our new employees up to speed with the company's culture and business processes. We have 249 "Friends" actively involved in our units to keep the orientation process going.

Mentor-Mentee Project

We launched this program at the end of 2022 to support the professional development of our employees through "social learning" by passing on experience, reinforce the culture of continuous learning and improvement, and increase employee motivation.

Unlimited Sales New Graduate Program

We trained 106 newly hired employees during the year training in Basic Insurance, Basic Sales Skills, Personal Development, Financial Management, and Products.

## EMPLOYEE DEVELOPMENT AND SATISFACTION



Our Young Talent Recruitment Programs	2022 Accomplishments
Hiring Challenge	The program, run twice during the year, received more than 2,000 applications, interviewed 304 of the applicants, and hired 64 talented young people.
Career Z	We received more than 3,000 applications during the year and conducted 87 interviews, resulting in 18 young talents being hired.
A Strong Future Through You	We received more than 1,000 applications during the reporting period and conducted 117 interviews, resulting in us offering 36 talented young candidates the opportunity to experience business life for two months in the summer and the opportunity to work part-time during the school term, depending on the evaluations made afterward.

We launched the Türkiye Sigorta Academy training platform in 2021, where we organize long-term online and classroom training programs under the headings of professional and technical development, personal development, business development, compulsory training, and PPS licensing. The Academy gave 93,700 man-hours of training in these areas during the reporting period.

“ We spent **TRY 4.8 million** on training in 2022 comprising **TRY 2.2 million** on insurance training and **TRY 2.6 million** on pension training. ”

Training	Türkiye Sigorta		Türkiye Hayat Emeklilik	
	Number of People	Person * Hour	Number of People	Person * Hour
Boğaziçi University Leadership Development	16	1,050	11	699
Boğaziçi University Leadership Improvement	11	645	9	402
Istanbul Technical University Micro MBA	19	1,242	10	690
Hiring Challenge	20	1,025	12	528
Unlimited	50	1,757	56	2,064
Career Z	6	1,067	13	549
Kültür University Internal Coaching	43	757	47	1,166
TSEP 40th Period	4	401		

Types of Training		Face-to-Face Training		Online Training	
		Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Personal Development	Number Of People	351	241	2,112	1,508
	Person * Hour	2,130	1,425	1,558	912
Corporate Development	Number Of People	2,942	2,015	2,236	1,461
	Person * Hour	7,304	4,902	3,929	2,417
Occupational and Technical	Number Of People	2,581	3,689	2,013	1,247
	Person * Hour	10,936	17,287	1,581	677
Compulsory	Number Of People	1,538	1,077	7,678	7,851
	Person * Hour	5,166	3,286	14,085	13,754
PPS Licensing	Number Of People	308	28		
	Person * Hour	2,156	196		

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# EMPLOYEE DEVELOPMENT AND SATISFACTION



## Employee Satisfaction

We at Türkiye Sigorta are aware that employee satisfaction plays an important role in creating and strengthening employee engagement. We therefore implement employee welfare practices to increase our employees' motivation and satisfaction and we strive to create a participatory and communicative corporate culture that allows our employees to express their ideas and suggestions in the best possible way and bring them to life.

We measure employee engagement in collaboration with Great Place To Work (GPTW), a company that has conducted research on corporate culture and employee satisfaction around the world for more than 30 years. We conduct an Employee Satisfaction and Engagement Survey regularly each year, and our score for 2022 was 68%.

We create and implement action plans based on the feedback we receive from the surveys. Based on the principle of equality, we carefully check whether the evaluation results contain any gender-specific issues. Following the survey conducted during the reporting period, we were awarded the GPTW Employee Satisfaction Qualification Certificate with an increase of 5 points compared to the previous year.

### Great Place To Work

As a result of the Great Place To Work Institute's Trust Index Survey, we received the "Great Place to Work" certificate.

Great  
Place  
To  
Work®

We also focus on strengthening employee loyalty and motivation through practices that address employee well-being and work-life balance. We offer our employees policies with high coverage limits and special privileges in the group medical insurance market so they can benefit more from healthcare services. We also provide free policies to employees' children and spouses upon request. Once a year, we provide free mammograms for female employees over the age of 40 and free PSA services for male employees. We also have funds set aside to cover the related expenses in the event of an illness that is not covered by health insurance but threatens an employee's life or vital functions.

### AVITA - Employee Support Program

With our AVITA helpline platform we provide a service to our employees that can meet all kinds of health-related requests ranging from psychological support to medical opinion over the phone at any time.

AVITA



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## EMPLOYEE DEVELOPMENT AND SATISFACTION



Saying “Just one click away,” we are breaking the mold of working life by implementing the hybrid work model, proving that quick and agile decisions can be made even when working from home. This model is tailored to the needs of each unit and allows employees to work from anywhere for 1 month a year while offering them ergonomic and financial support.

Another link in the chain of employee satisfaction is a managerial approach that is open to communication and

participatory. As part of this, we organize various activities that facilitate the adoption of corporate values and culture and strengthen communication among employees. We encourage our employees to participate in the company’s decision-making processes and to share their ideas and suggestions through the “We Are Here” suggestion system and the “Employee Ambassador” program. As a result of the applications we received for the Employee Ambassador program, we identified 79 volunteer Employee Ambassadors.

We conduct appreciation and recognition activities to show that we value our employees’ opinions. We awarded 11 of the 45 suggestions received through the “We Are Here” suggestion system in the reporting period and we are continuing to design projects based on those suggestions. One of the 11 winning suggestions was in the area of sustainability.

Socially, we organize club and sports tournaments that enrich the lives of our employees.

### We Are Together

We publish our quarterly online company magazine, We Are Together, to strengthen the organic bond between our colleagues and the company, revitalize team spirit, and keep our employees informed. In addition to company news, innovations, and achievements, our magazine also includes industry news, employee interviews, club activities, and our colleagues’ special hobbies.

### In-House Chats

We organize the “In-House Chats” event, where our General Manager meets our employees, to strengthen open communication with our employees and we share the take-aways of the event with the relevant business units. The event took place three times during the reporting period.



Türkiye Sigorta and Türkiye Hayat Emeklilik Clubs were founded in 2022 and organized many activities in 12 different workshops including theater, dance, camping, chess, soccer, and running in four main clubs – Hobbies, Art, Sport, and From the Heart.

The 26-member Türkiye Sigorta Soccer Team, formed within Türkiye Sigorta, took part in the 13th Insurance Sector League in 2022 and won the championship trophy for the company, beating 15 other teams. The team then took part in the International Companies League in Slovenia, representing Türkiye.

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# OCCUPATIONAL HEALTH AND SAFETY

We at Türkiye Sigorta consider the health and safety of our employees to be one of our primary responsibilities. As such, we closely follow the requirements of national and international occupational health and safety legislation, regularly evaluate our occupational health and safety performance, and issue periodic reports. We adopt a proactive approach to reduce risks to an acceptable level, reduce all material and moral losses, and create a safe and healthy working environment for employees with the slogan “zero occupational accidents.”

We follow Türkiye Sigorta's Human Resources Policy and legal regulations concerning all Occupational Health and Safety OHS-related topics. Our company has an Occupational Health and Safety Committee organized in accordance with legal regulations with a total of 24 members, four of whom are employee representatives, and it meets every three months.

The working environment in the insurance sector has been classified as “less dangerous” in terms of hazard class; 101 hazard indices that may occur in the company have been identified and the necessary measures have been taken. Our employees suffered zero injuries during the reporting period and the accident severity rate was 0%. In addition, there were no cases of occupational diseases in Türkiye Sigorta's operations during the reporting period.

We organize training sessions to raise our employees' OHS awareness. We provided 2,688 person \* hour of OHS training to 336 employees at Türkiye Sigorta in 2022 and 1,120 person \* hour of OHS training to 140 employees at Türkiye Hayat Emeklilik.

One of the components of occupational health and safety at Türkiye Sigorta is office ergonomics. We make the necessary improvements and supply our office employees with ergonomic work equipment to provide them with a healthier and more comfortable working environment. We also provide information on ergonomics in our work from home guide and remote work training.

Our headquarters in Levent has a 400 m² gym complete with professional sports equipment to maintain our employees' physical health and state of mind through sporting activities; the gym is open at weekends, too. We have also been providing dietitian services at our Levent headquarters since the beginning of 2021.

Accident Statistics	Türkiye Sigorta	Türkiye Hayat Emeklilik
Accident Weight Ratio ((Total Days Lost/(Total Working Days - Nonworking Days))* Daily Working Time *200.000)	0	0
Injury Ratio ((Total Occupational Injuries/(Total Working Days - Nonworking Days))* Daily Working Time *200.000	0	0
Occupational Disease Ratio ((Number of Occupational Diseases/ (Total Working Days - Non-working Days))* Daily Working Time *200.000)	0	0
Lost Day Ratio ((Total Occupational Lost Days/(Total Working Days - Non-working Days))* Daily Working Time *200.000)	0	0
Number of Deadly Accidents	0	0





# POSITIVE IMPACT ON THE ENVIRONMENT

Our unchanging goal in this area is to continually monitor our environmental footprint and minimize our impact. To this end, we continuously monitor our performance and identify areas for improvement so we can manage our operations in line with our environmental policy and implement efficient practices as part of our sustainability management.

## Sustainable Development Goals

- |    |                               |    |                                |    |  |
|----|-------------------------------|----|--------------------------------|----|--|
| 6  | CLEAN WATER<br>AND SANITATION | 7  | AFFORDABLE AND<br>CLEAN ENERGY | 12 | RESPONSIBLE<br>CONSUMPTION<br>AND PRODUCTION |
| 13 | CLIMATE<br>ACTION             | 14 | LIFE BELOW<br>WATER            | 15 | LIFE<br>ON LAND                              |



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We actively promote environmental awareness among our employees and in our value chain. We gave 176 person\*hour of environmental training to our employees during the reporting period. We also intend to increase the positive impact we make by including environmental sustainability factors when assessing our suppliers.

As in all other areas, we pay special attention to legal compliance. We strive to achieve an operation that goes beyond full compliance by fully meeting all legal requirements. We did not receive any environmental fines during the reporting period.

In the reporting period, the amount of expenditures made by our insurance and pension companies for environmental management amounted to TRY 3.2 million and TRY 3.9 million, respectively, totaling TRY 7.1 million.



# COMBATING CLIMATE CHANGE

We are living in a time when climate change and its negative effects are being felt intensely. Unfortunately, maintaining current practices will not be enough to eliminate this significant risk. Therefore, we at Türkiye Sigorta continue our operations aware that we must all play our part in combating this important problem that needs to be tackled globally.



We at Türkiye Sigorta and Türkiye Hayat Emeklilik base our efforts to combat climate change on our corporate strategy. To this end, we began studies to create A strategy for combating the climate crisis and announced this in our first report published in 2021. We believe that we need to draw up our climate change strategy to cover the following areas:

- Integrate climate risks and opportunities into corporate strategy and risk management and ensure Board of Directors oversight,
- Analyze how climate risk impacts products, operations, and value chains,
- Report Scope 1, Scope 2, and Scope 3 greenhouse gas emissions in accordance with the Greenhouse Gas Protocol,
- Set a net-zero carbon target consistent with the national target,
- Set science-based corporate decarbonization targets,
- Annually disclose progress recorded according to predetermined and consistent targets.

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## COMBATING CLIMATE CHANGE



Our fundamental approach to mitigating the risks posed by climate change is to accurately define and assess the extent of our impacts and take action to reduce them. We have categorized these impacts in three groups: internal factors, external factors, and factors arising from insurance and pension activities. We intend to analyze the extent of the impact of these factors and focus our efforts on generating solutions to mitigate them. Our goal here is to facilitate access to insurance instruments aimed at mitigating the risks posed by climate change for our core business and enrich our renewable energy-oriented portfolio in line with our sustainable insurance approach. When reviewing applications from non-renewable power plants in our operations, we consider the more challenging bidding conditions and conduct a risk assessment for the power plant, and we exclude distressed investments wherever possible.

In addition to integrating our value chain, which we define as an external factor, into the process and continuing our efforts in this regard, we are working to minimize our environmental footprint with respect to internal factors as part of the fight against climate change. Our principal guides here are our Sustainability Management System (SYS) and Environmental Policy, as well as our efforts to develop carbon footprint measurement methodologies.

[Click here](#) to access our Environment, Occupational Health and Safety Policy.

In managing our operations, we actively assess the risks and opportunities presented by climate change, both through the relevant operational departments and our sustainability working groups.

Greenhouse gases from our operations are the result of the total energy consumed by our headquarters and regional offices throughout the year. Energy consumption consists of electricity purchased for lighting, heating and cooling (air conditioners), natural gas purchased for heating, and fuel consumption for daily activities (vehicle use and employee transportation).

We redoubled our efforts to determine the current situation during the reporting period. We expanded the scope of our work to identify and measure all greenhouse gas sources. In addition to electricity, lighting, and water consumption at our headquarters, we included all air conditioners, cooling units including cold rooms, refrigerators and dispensers, generators, circuit breakers and all fire extinguishers in our measurement inventory and calculation. We included all the sources in our headquarters buildings when calculating carbon emissions based on maintenance reports.

We wrote our carbon emissions report in accordance with ISO 14064 standards. We are going to conduct studies in 2023 to establish an Environmental Management Team and determine its duties and responsibilities.

**As of 2022, we have issued 1,412 policies for renewable energy projects with a total premium production of TRY 176 million and provided our policyholders with TRY 121 billion of coverage for renewable energy projects.**



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COMBATING CLIMATE CHANGE



Energy Consumption by Source (GJ)

Türkiye Sigorta	2020	2021	2022	Türkiye Hayat Emeklilik	2020	2021	2022
Electricity	6,322	5,722	5,754	Electricity	4,648	4,952	4,843
Heating	201	212	232	Heating	197	229	233
Vehicle Fuel		11,066	14,286	Vehicle Fuel		10,667	11,523
Service Vehicles <sup>5</sup>			1,604	Service Vehicles <sup>6</sup>			1,480
TOTAL	6,523	17,000	21,876	TOTAL	4,845	15,848	18,079

<sup>5</sup> Consumption calculations for service vehicles began in 2022.

<sup>6</sup> Consumption calculations for service vehicles began in 2022.

Starting in 2023, all electrical energy used by our headquarters buildings will come from renewable sources.

Emissions (ton CO <sub>2</sub> e)	2020		2021		2022 <sup>7, 8</sup>	
	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Scope-1	95	93	985	878	1,213	910
Scope-2	737	542	667	578	671	565
Scope-3	0.8	0.8	0.7	0.7	348	342
TOTAL	833	636	1,653	1,457	2,232	1,817

<sup>7</sup> The calculation of Scope 3 emissions included water consumption, hotel accommodation, shuttle vehicles, courier services, and air travel.

<sup>8</sup> Gas leaks from the Head Office generator, circuit breakers, chillers, fire extinguishers, and water dispensers have been added.

We care that our employees can travel to and from work in safety and comfort. We try to maintain a balance between the time they spend in Istanbul’s traffic traveling to and from work and the optimum number of shuttle buses and routes to be selected, and we use computer-supported apps for the shuttle routes. We create joint solutions for efficiency and carbon emission reduction by operating a single shuttle bus for company employees who live in a suitable location.



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# WASTE MANAGEMENT AND CONTRIBUTION TO THE CIRCULAR ECONOMY

“

We prevented the waste of approximately **2.7 million** pieces of paper in 2022 and saved **TRY 2.5 million** by sending **65,000** mailings digitally instead of by post.

”

We operate in a paper-intensive environment with various forms, documents, booklets, and brochures, such as policy production and PPS contracts. By digitizing processes and transferring our operational processes to the electronic environment, we not only increase our operational efficiency but also protect the environment by reducing paper consumption. Our efforts to reduce paper consumption in our operations are proceeding apace.

These efforts include digitizing physical document submissions as much as possible to reduce paper consumption, save costs, and meet our corporate obligations faster and healthier in line with the targets we have set since 2021. Our approach here involves reducing the use of couriers by preferring email or SMS delivery options for pension contracts, life insurance policies, annual pension statements, termination request forms, compensation and operation letters sent to inform clients at certain intervals unless the client specifically requests otherwise.

We aim to sort paper, cardboard, glass, electrical and electronic waste, and household waste at the source in the headquarters and regional offices of Türkiye Sigorta and Türkiye Hayat Emeklilik and to gradually implement office waste sorting in each office.

We recycle the paper and electronic waste generated in our operations. The amount of paper waste sent for recycling during the reporting period was 4 tonnes for Türkiye Sigorta and 46 tonnes for Türkiye Hayat Emeklilik, while the amount of electronic waste sent for recycling was 13.9 tonnes for Türkiye Sigorta and 13.9 tonnes for Türkiye Hayat Emeklilik.





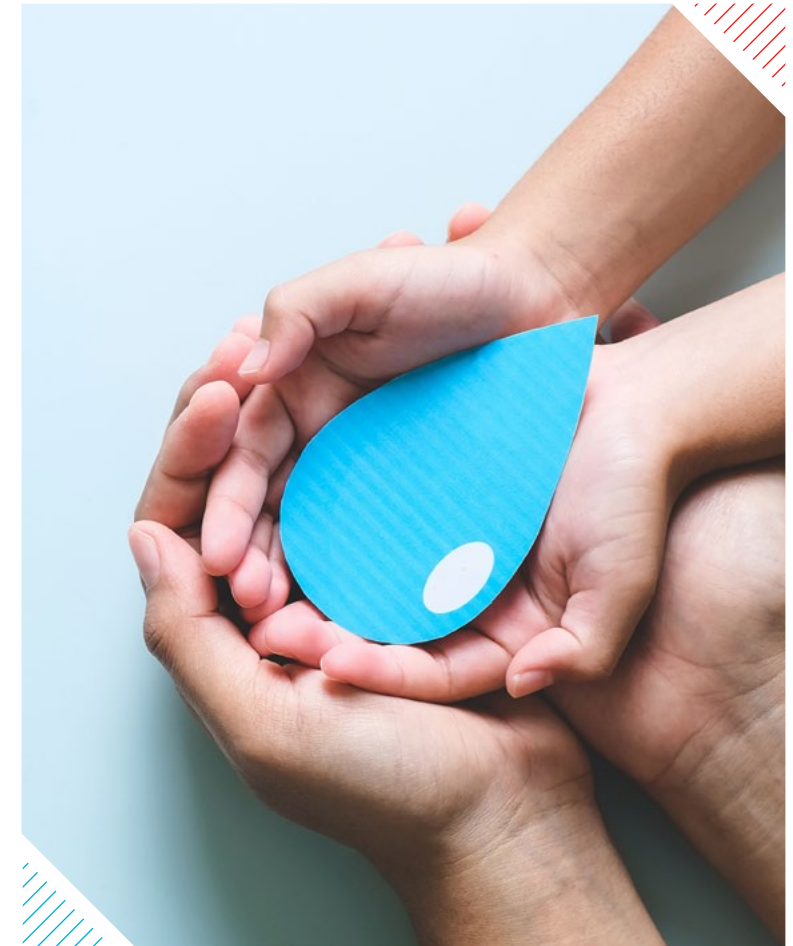
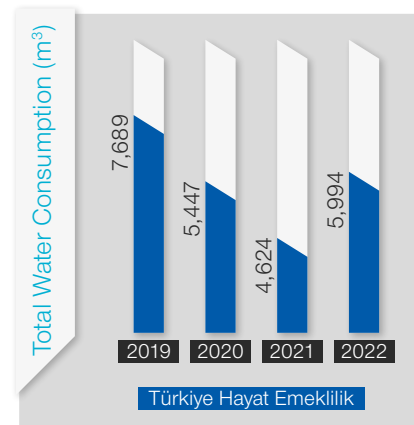
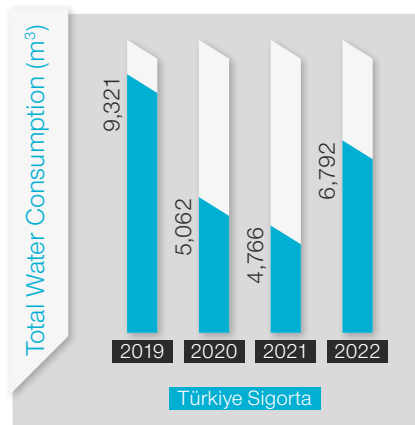
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# WATER MANAGEMENT

**Efficient use of natural resources significantly helps reduce our environmental impact. Water use is becoming increasingly important and reaching critical levels, and is another material topic we are monitoring in this context.**

Water is used in our operations to meet personal needs. Purchased drinking water and municipal water used for personal needs and cleaning are the company's sources of water consumption. We are implementing practices for the efficient use of water in accordance with the goals we have set in the context of our sustainability management systems and environmental policy.





# POSITIVE IMPACT FOR SOCIETY



## Sustainable Development Goals

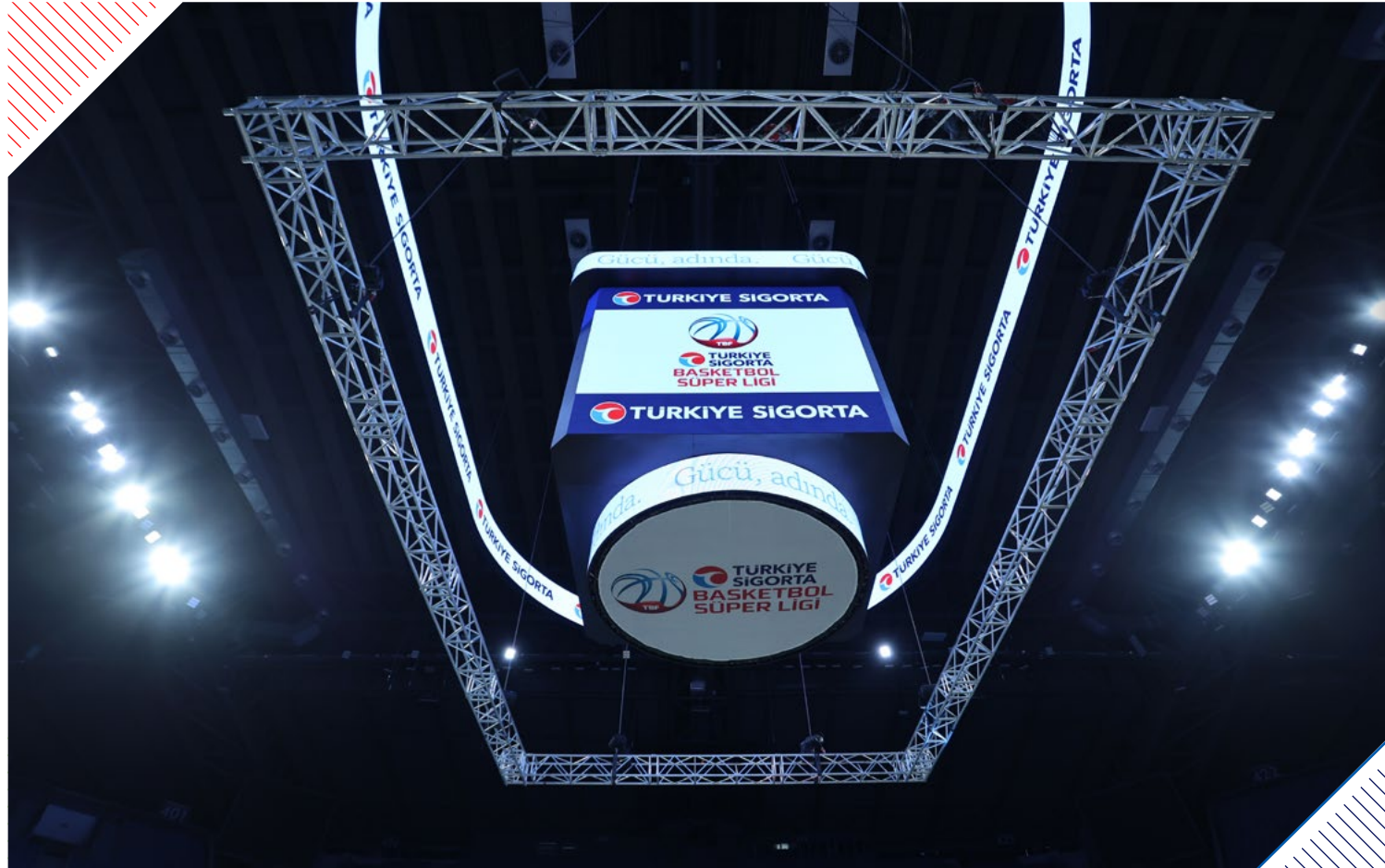
**4** QUALITY  
EDUCATION

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

**10** REDUCED  
INEQUALITIES

**11** SUSTAINABLE CITIES  
AND COMMUNITIES





The insurance and pension industry is all about people, society, and the world. As a leading company in these areas, we respond to the needs of society and work for the benefit of society. We use our power for good through our projects to increase insurance awareness in our country and use our social investments to protect the environment, develop sports, and support civil society.

We spent a total of TRY 10.6 million in 2022 on donations and sponsorships, corporate social responsibility projects and social investments within Türkiye Sigorta and TRY 2.5 million within Türkiye Hayat Emeklilik.

2022

Amount (million TRY)

Türkiye Sigorta

10.6

Sponsorship Activities

9.4

Donation

0.7

Corporate Social Responsibility Activities

0.5

Türkiye Hayat Emeklilik

2.5

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# EFFORTS TO INCREASE INSURANCE AWARENESS

## ESIB Training

We became one of the sponsors of the Insurance and Risk Management Awareness Training for Artisans (ESIB), which is planned to be the insurance industry's largest training mobilization aimed at spreading insurance literacy in society. We shared our extensive experience and expertise with artisans through free training sessions, reaching more than 2 million artisans over the course of the project. In addition to risk management training, our in-house trainers provided training on topics such as BES, occupational insurance, cyber risk insurance, and the financial insurance that artisans need.

## Türkiye Sigorta Chats

In cooperation with Ekonomi Newspaper, we organized "Türkiye Sigorta Chats" panels to explore the needs and potential of the insurance industry. The panels addressed topics to raise awareness of risk management and insurance in businesses and included regional chambers of commerce and industry, NGOs, universities, and industry pioneers as panelists and audience members.

## Next-Generation Insurance School

We developed the Next-Generation Insurance School certificate program in 2022 aimed at college juniors, seniors, and postgraduate students from all disciplines, with the aim of equipping students with information on the fundamentals of insurance and getting them better acquainted with the industry. A total of 65 students participated in our 5-week program in 2022.





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# CORPORATE SOCIAL RESPONSIBILITY AND VOLUNTEERING ACTIVITIES

## Türkiye Sigorta Memorial Forest

We are conducting reforestation activities to reduce the impact of climate change and leave a more habitable world for future generations in line with our sustainability objectives. To this end, we plan to establish a memorial forest in Sivas province in 2022 on behalf of Türkiye Sigorta in cooperation with the Ministry of Environment and Forestry, planting 10,000 saplings in the first phase by identifying the most suitable tree species for the region. We aim to grow our forest by planting new saplings every year and make the forest a symbol of our sustainability project.



## Sponsorship of the Turkish Basketball Super League

As the title sponsor of the Turkish Basketball Super League, one of the best leagues in the world, we support the growth and development of basketball in Türkiye. Our sponsorship began in 2021 and will continue over three seasons.

## National Amputee Soccer Team Sponsorship

We are proud to support the National Amputee Soccer Team, a symbol of perseverance and determination that has made our country proud by winning two European Championships and one World Cup.



## Etnospor Sponsorship

We sponsor Etnospor to promote different and less-known traditional sports and to pass them on to new generations.

## 44<sup>th</sup> Istanbul Marathon

We participated in Türkiye's biggest charity run for the third time with 233 runners who ran for a better world and raised funds for various non-governmental organizations. With 1,986 donors, our employees who took part in the marathon raised a total of TRY 425,705 for NGOs ranging from Darüşşafaka Association and KAÇUV to the Turkish Education Association and UNICEF.

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# CORPORATE SOCIAL RESPONSIBILITY AND VOLUNTEERING ACTIVITIES



## Age-Friendly Hackathon

We became the main sponsor of Türkiye's first Age-Friendly Hackathon competition in 2022, where young people from different disciplines competed with technological solution designs to identify the needs for quality old age and make old age that much easier. We helped young people to understand different age periods so they could help older people enjoy retired life to the full. Successful solutions were then turned into designs to be implemented by the sponsors.

## Activities From the Heart

Our employees volunteer to carry out social responsibility projects in the Activities From the Heart Club. The club organized the 2022 Year-End Goodness Bazaar with contributions by various NGOs such as the Foundation for the Support of Women's Work, Laughter Heals Association, and the Turkish Down Syndrome Association. The club also organizes a book collection campaign to create libraries for needy schools, an Audio Book campaign with the Six Dots Foundation for the Blind, and a food collection project for stray animals.

## Our Entrepreneurship Investments

We have provided financial support in recent years to many insurtech companies through the ITU Çekirdek Big Bang Start-up Challenge InsurTech Program. With the launch of the Türkiye Sigorta Customer Platform, we started to build our business partnerships on this platform. This allows our business partners to save on customer acquisition costs by connecting directly with customers so that not only Türkiye Sigorta's customers but also all platform users can benefit from free or discounted services. With the development of the business partnership structure, we aim to unite start-up companies with their target customer base at no cost in the future.

[Click here](#) for the list of Türkiye Sigorta Customer Platform partnerships.



Giriş	Güçlü Kurumsal Yönetim	Sürdürülebilirlik Yönetimi	İşimiz İçin Pozitif Etki	Positive Impact For Our Customers	Positive Impact For Our Employees	Positive Impact On The Environment	<b>Positive Impact For Society</b>	Performans Göstergeleri	Gri İçerik İndeksi
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## FEBRUARY 6, 2023, EARTHQUAKE



Following the earthquake disaster that occurred in 2023, the year in which we prepared the 2022 Sustainability Report, and in which we suffered great losses as a country, we in Türkiye Sigorta carried out activities in many areas to heal the wounds of this disaster to some extent.

### Measures Taken for Our Employees

- > We established a crisis management center to maintain constant communication with the employees of Türkiye Sigorta and Türkiye Hayat Emeklilik working in the disaster area and carry out the necessary work under the coordination of this center.
- > After assessing the needs in the region, we procured the necessary relief materials and send our first humanitarian relief truck to Adana, accompanied by an emergency team of eight people. Our second truck delivered the relief supplies prepared at the headquarters to Beşiktaş Red Crescent Society. Our third truck delivered one rented panel van and three more people to Adana.

- > We paid natural disaster allowance to all our employees, including the employees of our subcontractors in the provinces affected by the earthquake.
- > We provided safe accommodation for our employees and their immediate relatives in the region upon their request and helped transport them to hotels or other cities.
- > We also provided “optional life insurance” for our employees and administrative staff working in the earthquake zone.
- > We made plans for psychological support activities.

### Measures Taken for Losses and Stakeholders

- > We gave cash natural disaster assistance to our offices in the earthquake zone, as well as cash advances and supplemental assistance to our offices whose needs were identified.
- > Our risk engineers and sales teams worked around the clock in our

crisis center and in the field to renew policies.

- > We assigned claims adjusters to make rapid loss assessments.
- > We started to provide services in the region with our mobile claims and information centers in Kahramanmaraş, Hatay, Gaziantep, Malatya, and Adıyaman.
- > We ensured the continuation of coverage for uncollected policies by implementing the termination notice waiver.
- > We established a process for completing personal pension exit procedures quickly and with no paperwork.
- > Considering the situations in which our policyholders cannot contact our company directly to report claims, we took the necessary steps to receive claims from policyholders’ relatives.
- > We trained and assigned stakeholder teams through our customer call center teams to ensure that claims lists received from our customers and public institutions could be processed quickly.

- > We prepared an earthquake claim form for our home and motor insurance customers on our website and mobile platform.

### Let My Home Be Your Home Campaign

- > As part of the “Let My Home Be Your Home” campaign coordinated by the Ministry of Interior of the Republic of Türkiye, we created the “One Heart Building and Property Insurance” product and insured the homes of well-doers who opened their homes to earthquake victims. We insured a total of 2,830 houses between March 2023 and September 2023 with a premium of TRY 1,132,000 and a coverage amount of TRY 70,750,000.

### Türkiye Sigorta Solidarity Community

- > Working in collaboration with Etnospor, we established a solidarity community consisting of 100 Kyrgyz tents across from the Congress Center in Kahramanmaraş Sütçü İmam University.
- > We organized events on April 22 and 23 to celebrate April 23 National

Sovereignty and Children's Day and the Feast of Ramadan.

### AFAD and Red Crescent Support

- > We directed our employees to blood centers to donate blood to the Red Crescent. We also became a corporate blood donor and are planning to set up blood donation booths in our headquarters buildings.
- > Working in collaboration with the Red Crescent, we organized Iftar events in 11 different locations in the earthquake zone.
- > We provided TRY 5 million in cash assistance to AFAD in the first phase. We allocated a similar budget for our in-kind support to the Red Crescent.
- > We donated TRY 2 billion to AFAD for the One Heart Campaign organized to support the earthquake victims.
- > We donated tablets and computers to the provincial governor's offices in the earthquake zone for students preparing for exams.

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# PERFORMANCE INDICATORS



ECONOMIC PERFORMANCE INDICATORS	2020	2021	2022
<b>Asset Size (million TRY)</b>			
Türkiye Sigorta	11,064	14,351	28,199
Türkiye Hayat Emeklilik	43,513	61,510	111,723
<b>Total Equity (million TRY)</b>			
Türkiye Sigorta	3,460	4,220	6,421
Türkiye Hayat Emeklilik	2,891	3,914	6,206
<b>Net Profit (million TRY)</b>			
Türkiye Sigorta	1,153	1,058	941
Türkiye Hayat Emeklilik	1,384	1,736	3,392
<b>Premium Production (million TRY)</b>			
Türkiye Sigorta_Non Life_	8,887	11,750	25,173
Türkiye Hayat Emeklilik_Life	3,994	3,926	6,862

ECONOMIC PERFORMANCE INDICATORS	2020	2021	2022
<b>Premium Increase (%)</b>			
Türkiye Sigorta_Non Life	24	32	114
Türkiye Hayat Emeklilik_Life	12	-2	75
<b>Market Share (%)</b>			
Türkiye Sigorta_Non Life	13.0	13.4	12.3
Türkiye Hayat Emeklilik_Life	27.6	22.2	22.2
Türkiye Hayat Emeklilik_PPS	21.4	21.6	22.4
Türkiye Hayat Emeklilik_AES	56.3	54.3	52.0
<b>Fund Size (billion TRY)</b>			
Türkiye Hayat Emeklilik_PPS	29.8	43.8	79.7
Türkiye Hayat Emeklilik_AES	6.6	8.9	17.3
<b>Technical Balance (million TRY)</b>			
Türkiye Sigorta	1,341	1,297	502
Türkiye Hayat Emeklilik	1,228	1,176	2,039
<b>Payments to Employees (million TRY)</b>			
Türkiye Sigorta	250	320	651
Türkiye Hayat Emeklilik	220	282	445



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## PERFORMANCE INDICATORS



SOCIAL PERFORMANCE INDICATORS		2020		2021		2022	
Employee Demographics		Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Total Number of Employees		1,047	1,235	1,273	1,219	1,582	1,218
	Female	512	737	649	729	821	729
	Male	535	498	624	490	761	489
Employees by Nationality		1,047	1,235	1,273	1,219	1,582	1,218
	Local	1,047	1,235	1,273	1,219	1,582	1,218
	Foreign	-	-	-	-	-	-
Number of Subcontracted Employees		120	139	155	102	93	117
	Female	57	83	89	67	59	79
	Male	63	56	66	35	34	38
Total Number of Employees by Contract Type		1,047	1,235	1,273	1,219	1,582	1,218
Permanent		1,047	1,235	1,273	1,219	1,582	1,218
	Female	512	737	649	729	821	729
	Male	535	498	624	490	761	489
Temporary		-	-	-	-	-	-
	Female	-	-	-	-	-	-
	Male	-	-	-	-	-	-
Total Number of Employees by Employment Type		1,047	1,235	1,273	1,219	1,582	1,218
Full Time		1,047	1,235	1,273	1,219	1,582	1,218
	Female	512	737	649	729	821	729
	Male	535	498	624	490	761	489
Part Time		-	-	-	-	-	-
	Female	-	-	-	-	-	-
	Male	-	-	-	-	-	-

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SOCIAL PERFORMANCE INDICATORS	2020		2021		2022	
Employee Demographics	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Total Number of Employees by Education Level	1,047	1,235	1,273	1,219	1,582	1,218
Primary	3	6	3	6	3	5
High School	92	42	91	41	98	41
Associate's Degree	120	159	118	152	155	134
Bachelor's Degree	698	892	914	900	1,140	909
Postgraduate	132	136	145	119	181	127
Doctorate	2		2	1	5	2
Total Number of Employees by Age Groups	1,047	1,235	1,273	1,219	1,582	1,218
18-25	5	6	87	62	116	36
25-35	365	596	545	634	652	561
35-50	620	607	601	503	748	597
50+	57	26	40	20	66	24
Senior Management Structure (Number)	30	13	33	12	36	7
Female	6	2	7	3	9	2
Male	24	11	26	9	27	5
18-25	0	0	0	0	0	0
25-35	3	2	5	0	0	0
35-50	23	11	22	10	27	5
50+	4	0	6	2	9	2

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SOCIAL PERFORMANCE INDICATORS		2020		2021		2022	
Employee Demographics		Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Mid-Level Management Structure (Number)		72	69	71	59	83	54
Female		17	20	17	17	23	17
Male		55	49	54	42	60	37
18-25		1	1	0	0	0	0
25-35		7	12	7	6	6	5
35-50		61	51	60	49	70	47
50+		3	5	4	4	7	2
Number of Employees Under Collective Agreement		376	320	527	217	455	209
White-Collar		376	320	527	217	455	209
Female		186	163	278	126	244	122
Male		190	157	249	91	211	87
Subcontracted		-	-	-	-	-	-
Female		-	-	-	-	-	-
Male		-	-	-	-	-	-
Number of Disabled Employees		25	17	25	16	34	29
Number of Interns		-	-	4	3	28	11

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## PERFORMANCE INDICATORS



SOCIAL PERFORMANCE INDICATORS		2020		2021		2022	
Employee Turnover		Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Turnover (%)		-	-	10.4	12.7	9.9	13.5
Number of Newly Hired Employees		53	-	336	160	435	199
	Female	27	-	185	87	215	111
	Male	26	-	151	73	220	88
	18-25	5	-	63	43	139	40
	25-35	25	-	211	99	221	127
	35-50	20	-	60	17	72	31
	50+	3	-	2	1	3	1
Number of Leaving Employees		93	129	124	157	159	164
	Female	47	54	54	85	66	89
	Male	46	75	70	72	93	75
	18-25	-	-	4	3	26	11
	25-35	-	-	51	75	80	78
	35-50	-	-	60	74	50	66
	50+	-	-	9	5	3	9
Number of Employees on Maternity and Paternity Leave		-	-	39	85	63	84
	Female	-	-	21	72	37	62
	Male	-	-	18	13	26	22
Number of Employees Returning from Maternity and Paternity Leave		-	-	38	83	63	84
	Female	-	-	20	70	37	62
	Male	-	-	18	13	26	22



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SOCIAL PERFORMANCE INDICATORS	2020		2021				2022			
Employee Development	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta Online	Türkiye Hayat Emeklilik Online	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta Online	Türkiye Hayat Emeklilik Online
Employee Trainings - Number of Participants (person)	1,167	1,374	9,019	8,081	20,059	11,516	7,720	7,050	14,039	12,067
White-Collar	-	-	8,405	7,399	18,540	10,998	7,513	6,998	13,288	11,357
Subcontracted	-	-	614	682	1,519	518	207	52	751	710
Female	-	-	3,774	4,302	9,406	6,343	3,712	3,935	7,264	7,204
Male	-	-	5,245	3,779	10,653	5,173	4,008	3,115	6,775	4,863
Employee Trainings - Total Hours (person*hour)	2,451	3,023	36,690	40,404	14,060	7,971	27,692	27,096	21,153	17,760
White-Collar	-	-	35,892	38,888	13,253	7,644	27,505	26,111	20,682	17,110
Subcontracted	-	-	798	1,516	808	327	187	985	471	650
Female	-	-	21,854	22,516	7,157	4,644	13,225	14,772	11,353	10,652
Male	-	-	14,836	17,889	6,903	3,327	15,029	11,762	9,800	7,108

SOCIAL PERFORMANCE INDICATORS	2020		2021		2022	
Employee Development	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Outsource Employee Trainings - Number of Participants (person)	-	-	6,020	12,040	215	2,285
Outsource Employee Trainings - Total Hours (person*hour)	-	-	23,228	36,984	645	32,789
Number of Employees Given Regular Performance Evaluation Feedback						
White-Collar	973	1,064	1,183	1,111	1,582	1,218
Female	507	658	603	667	823	730
Male	466	406	580	444	759	488

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ENVIRONMENTAL PERFORMANCE INDICATORS	2020		2021		2022	
	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik	Türkiye Sigorta	Türkiye Hayat Emeklilik
Energy Consumption by Sources (GJ)						
Electric	6,322	4,648	5,722	4,952	5,754	4,843
Heating	201	197	212	229	232	233
Vehicle Fuel			11,066	10,667	14,286	11,523
Service Vehicles					1,604	1,480
Energy Density (GJ/number of employees)	6.2	3.9	13.4	13	13.8	14.7
Emissions (ton CO <sub>2</sub> e)			13	13,4	14,7	13,8
Scope-1	95	93	985	878	1,213	910
Scope-2	737	542	667	578	671	565
Scope-3	0.8	0.8	0.7	0.7	348	342
Water Consumption (m³)	5,062	5,447	4,766	4,624	6,792	5,994
Water Density (m³/ number of employees)	4.8	4.4	3.7	3.8	4.3	4.9

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Statement of Use	Türkiye Sigorta A.Ş., has reported in accordance with the GRI Standards for the period 01 January 2022-31 December 2022
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Profiles, p:7-10			
	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 ; Contact, Inside Back Cover			
	2-4 Restatements of information	About the Report, p:3			
	2-5 External assurance	GRI Content Index: None			
	2-6 Activities, value chain and other business relationships	Corporate Profiles, p:7-10; Stakeholder Engagement, p:30-33; Responsible Supply Chain, p:44			
	2-7 Employees	Demographics, p:57-58 ; Social Performance Indicators, p:79-81			
	2-8 Workers who are not employees	Social Performance Indicators, p:79			
	2-9 Governance structure and composition	Corporate Governance, p:14-15			
	2-10 Nomination and selection of the highest governance body	Corporate Governance, p:14			
	2-11 Chair of the highest governance body	<a href="https://www.turkiyesigorta.com.tr/en/about/board-of-directors">https://www.turkiyesigorta.com.tr/en/about/board-of-directors</a>			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, p:14			

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.

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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
General Disclosures					
	2-13 Delegation of responsibility for managing impacts	Corporate Governance, p:14-15 ; Sustainability Management, p:24-25			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management, p:24-25			
	2-15 Conflicts of interest	Business Ethics, p:16			
	2-16 Communication of critical concerns	Business Ethics, p:16; Stakeholder Engagement, p:30			
	2-17 Collective knowledge of the highest governance body	<a href="https://www.turkiyesigorta.com.tr/en/about/board-of-directors">https://www.turkiyesigorta.com.tr/en/about/board-of-directors</a>			
	2-18 Evaluation of the performance of the highest governance body	GRI Content Index: Türkiye Sigorta 2022 Activity Report, p:102; Türkiye Hayat Emeklilik 2022 Activity Report, p:72			
	2-19 Remuneration policies	GRI Content Index: The principle of "equal pay for equal work" is applied.			
	2-20 Process to determine remuneration	Equality and Inclusion, p:55			
	2-21 Annual total compensation ratio	GRI Content Index: This information is not shared for privacy reasons.	2-21 a; 2-21 b; 2-21 c	Confidentiality constraints	Türkiye Sigorta does not disclose this information as there is no law regarding the disclosure of wages in Turkey.
	2-22 Statement on sustainable development strategy	Sustainability Management, p:24-25			
	2-23 Policy commitments	Sustainability Management, p:26-28			
	2-24 Embedding policy commitments	Sustainability Management, p:26-28			
	2-25 Processes to remediate negative impacts	Risk Management, p:17-18			
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics, p:16; Stakeholder Engagement, p:30			
	2-27 Compliance with laws and regulations	GRI Content Index: No penalties were received for non-compliance with laws and regulations during the reporting period.			
	2-28 Membership associations	Corporate Governance, p:12			
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p:30-33			
	2-30 Collective bargaining agreements	Equality and Inclusion, p:55			



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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics, p:29			
	3-2 List of material topics	Material Topics, p:29			
Effective Corporate Governance Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance, p:14-15; Business Ethics, p:16; Risk Management, p:17-18; Compliance with Legislation and Standards, Audit and Control, p:19-20; Material Topics, p:29			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Compliance with Legislation and Standards, Audit and Control, p:19-20			
	205-2 Communication and training about anti-corruption policies and procedures	Compliance with Legislation and Standards, Audit and Control, p:20			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Business Ethics, p:16			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Ethics, p:16			
Responsible Value Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Responsible Supply Chain, p:44			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Supply Chain, p:44			
Responsible Investment					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Responsible Investment, p: 37			
Customer Satisfaction and Loyalty					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Customer Satisfaction, p:46-48			

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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
Combating Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ;Combating Climate Change , p:67-69			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Combating Climate Change, p:69, Environmental Performance Indicators, p:84			
	302-3 Energy intensity	Environmental Performance Indicators, p:84			
	302-4 Reduction of energy consumption	Combating Climate Change, p:67-68			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Combating Climate Change, p:69, Environmental Performance Indicators, p:84			
	305-2 Energy indirect (Scope 2) GHG emissions	Combating Climate Change, p:69, Environmental Performance Indicators, p:84			
	305-3 Other indirect (Scope 3) GHG emissions	Combating Climate Change, p:69, Environmental Performance Indicators, p:84			
	305-5 Reduction of GHG emissions	Combating Climate Change, p:67-68			
Responsible Waste and Environmental Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Waste Management and Contribution to Circular Economy, p:70 , Water Management, p:71			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Contribution to Circular Economy, p:70			
	306-2 Management of significant waste-related impacts	Waste Management and Contribution to Circular Economy, p:70			
	306-4 Waste diverted from disposal	Waste Management and Contribution to Circular Economy, p:70			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, p:71			
	303-5 Water consumption	Water Management, p:71; Environmental Performance Indicators, p:84			
Digital Applications and IT Infrastructure					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Digitalization and Information Security, p:38-43			

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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirement(S) Omitted	Reason	Explanation
Employee Wellness					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29; Equality and Inclusion, p:55-56 ; Demographics, p:57-58 ; Employee Development and Satisfaction, p:59-63; Occupational Health and Safety, p:64			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Demographics, p:57-58 ; Social Performance Indicators, p:79-81			
	405-2 Ratio of basic salary and remuneration of women to men	Equality and Inclusion, p:55			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equality and Inclusion, p:55			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development and Satisfaction, p:60-61			
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators, p:83			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	GRI Content Index: None.			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p:64			
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p:64			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p:64			
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p:64			
	403-6 Promotion of worker health	Occupational Health and Safety, p:64			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p:64			
	403-9 Work-related injuries	Occupational Health and Safety, p:64			
Social Contribution					
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics, p:29 ; Efforts to Increase Insurance Awareness, p:74; Corporate Social Responsibility and Volunteering Activities, p:75-76			
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Efforts to Increase Insurance Awareness, p:74; Corporate Social Responsibility and Volunteering Activities, p:75-76			

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Prepared by

Türkiye Sigorta Sustainability Committee

[surdurulebilirlik@turkiyesigorta.com.tr](mailto:surdurulebilirlik@turkiyesigorta.com.tr)

Report Advisor and Design

Kıymet-i Harbiye

[info@kiymetiharbiye.com](mailto:info@kiymetiharbiye.com)

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