



TRAKYA CAM SANAYİİ A.Ş.  
2019 SUSTAINABILITY  
REPORT

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## ABOUT THE REPORT

With its sixth sustainability report, Trakya Cam Sanayi A.Ş. (Flat Glass) presents its stakeholders its sustainability performance covering the period from January 1, 2019 to December 31 based on the “Core” compliance option of the Global Reporting Initiative (GRI) Standards.

Data in the report covers all legal enterprises of Flat Glass in Turkey and abroad. Economic indicators of Şişecam Otomotiv A.Ş., established in 2017 within Flat Glass, are incorporated into the report so that they are consistent with the consolidated data in the financial reports of Flat Glass. Information other than financial information does not cover Şişecam Otomotiv A.Ş. Performance reporting only includes the yearly data of 2018 and 2019 based on the expansion made in 2018. In future reporting periods, performance data will continue to be presented as comparatively, taking year 2018 as the starting point.



Stakeholder feedback is extremely important in improving both our activities and our reporting process. Accordingly, you can send all your opinions, suggestions and complaints to [carefornext@sisecam.com.tr](mailto:carefornext@sisecam.com.tr).

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In 2019, our Group produced 5.1 million tons of glass; 2.4 million tons of soda; and 3.9 million tons of industrial raw materials. The sales revenue of our Group reached TRY 18 billion with a 16% increase compared to the previous year.

## MESSAGE FROM THE GENERAL MANAGER OF ŞİŞECAM

Esteemed Stakeholders,

Şişecam Group, with this, the seventh edition of our report, presents the key developments in our operations towards of our goal of “growth that creates sustainable value”. As with the previous editions, our report was issued in accordance with the Global Reporting Initiative, and is a summary of the practices that we have undertaken within the scope of the United Nations Sustainable Development Goals.

Our Group, as one of the world’s leading glass producers, operates across 14 countries with 42 production facilities and 22,000 employees. Having already ranked among the first 3 in glassware, the first 5 in glass packaging and flat glass, the first 8 in soda production and number one in chromium chemicals, Şişecam Group continued to progress ambitiously in line with the Group’s vision of acceding to the top three producers across all our lines of business.

The Şişecam Group has maintained operations efficiently despite the challenging conditions in the reporting period. In 2019, our Group produced 5.1 million tons of glass, 2.4 million tons of soda and 3.9 million tons of industrial raw materials. The Group’s sales revenue reached TRY 18 billion, representing growth of 16% over the previous year. Total exports from Turkey amounted to USD 788 billion, a rise of 4%, with the contribution of our high export performance in glass packaging and flat glass products. The share of our international sales reached 63% as of the end of 2019.

Şişecam Group has continued to integrate our CareforNext sustainability approach, which is built on the pillars of “Preserve”, “Empower” and “Progress”, into our business processes. In line with our sustainability strategy, Şişecam continued rolling out activities in the reporting period, while involving all stakeholders across the value chain. The Sustainability Committee oversaw all of these efforts, with full participation by the Energy and Production Technologies, Environment, Corporate Social Responsibility, Occupational Health and Safety, Diversity and Inclusion, and Digitalization & Innovation Technologies work groups. Our Group’s high performance, which we owe to our great belief in sustainability, was deemed successful by independent assessment agencies. Traded on Borsa Istanbul (BIST-100), Şişecam and Şişecam Group companies maintained their position in the “November 2019-October 2020 BIST Sustainability Index”.

Our Group has achieved numerous improvements in 2019 in order to manage, prevent and/or minimize of and to ensure full compliance with the respective legal requirements against the environmental impacts generated upon its operations. In this direction, corporate level procedures were issued and having being implemented across the Group to govern the essential corporate principles and to organize implementation steps regarding the environmental impact of the Group as well as to ensure coordination of the associated responsibilities.

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Şişecam has determined the transition to “Integrated Waste and Wastewater Management” in accordance with the “zero waste” and “circular economy” approaches in avoidable wastes resulting from its activities as a Group objective. It is aimed to manage waste and wastewater from the production and facilities of the Group with cost analysis and to evaluate industrial symbiosis opportunities more effectively. Furthermore, numerous projects were undertaken to ensure conscious use of natural resources. In 2019, approximately 15,500 tons of paper, carton, plastic and wood were recycled.

Having operated in an energy intensive industry, Şişecam’s top priorities included minimizing energy use and increasing energy efficiency through its manufacturing activities. Accordingly, the year 2019 marked energy saving amounting to 734,000 GJ as part of the activities continued for achieving efficient energy use.

Şişecam Group’s human resources policy targets “continuous success” at the cornerstone of its operations as well as disseminates a collective learning culture while promoting best practices on human resources across its business lines and adding value to stakeholders. The qualifications, talent and competency of our human resources within our Group constitute the most important element that will enable our Group to reach its targets in the future, as it has done so far. Driven by this understanding, we undertook numerous projects and investments aimed at building capacities of our employees. Our Group has started to reap the fruits of such projects and investments, further boosting its competitive structure with innovative, pioneering and distinctive human resources.

In 2019, “The Şişecam Group Diversity and Inclusion Guidelines” were published in order to expand the inclusive corporate culture across all of Şişecam’s operations and value chain to support and further enhance diversity and inclusion efforts. The “Women-Friendly Manufacturing Plant Project” continued in the reporting period with an aim to disseminate a culture of equal opportunities and inclusion across the Şişecam Group, and to ensure supporting women’s participation in employee force. The project has been primarily initiated at the production facilities in Turkey by with the goal of promoting equal opportunities at the work life.

The research, technological development and digitalization efforts continued at a full pace during the reporting period, since those are recognized as the major elements of global competition for Şişecam Group. Our Group addresses digitalization as a 360-degree integrated model that includes the entire value chain, from total supply chain to customer experience. We follow a digital transformation strategy aims to pioneer integration of business processes into innovative digital technologies. Accordingly, our Group has been implementing a series of programs while commissioning the responsive systems successfully. Our Group has fully continued to implement Industry 4.0 applications while enlarging comprehensive projects in the fields of operational excellence.

As part of our “RTD” (Research, Technology and Development) activities, we have cooperated with the R&D departments of 60 (32 local and 28 international) institutions including universities, research organizations, private companies as well as carried out design projects jointly with a 23 designers. We have completed the laboratory operations of 27 out of 120 work packages on development of new products and technologies as well as conducted the production tests over 20 work packages while commercialized 13 new products/technologies. Moreover, completed applications of 3 patents and 8 PCT/EPO; registrations of 7 patents and achieved official endorsement of 2 design applications.

Mainstreaming sustainability into supply chain management has been one of Şişecam’s areas of focus. In 2019, Environmental, Social and Governance (ESG) priorities were screened across all relevant work flows of supplier management including review, implementation, monitoring and improvement phases. Accordingly, suppliers are assessed on their performances regarding delivery, quality, financial, production technologies, risk management and sustainability through Supplier Performance System.

Our Group has been pioneering in establishment of a domestic infrastructure for glass recycling and investing in the future through efforts for increasing glass recycling practices. “Glass and Glass Again” Project has been one of the key contributors to such achievements since 2011 as being recognized one of the largest and most compelling social responsibility projects of Turkey in the field of sustainability. Having recognized as one of the best practices on enhancement of The Project was awarded by the Sustainable Business Awards in the Social Impact category.

Şişecam Group is among the longest-standing representatives of cultural heritage of glass production in Turkey. In the reporting period, we continued to implement such practices to protect and nourish this heritage. As a global player, our Group will continue to increase its long-term, sustainable investments that contribute to social development with new model applications and projects in line with its goals of shaping its future by creating value in all the geographies where it operates.

We are fully aware of our responsibilities in sustaining the value we have created to date. I would like to sincerely thank all of our stakeholders who have contributed to our sustainability journey, which is driven by the fulfillment of such responsibilities.



**Prof. Dr. Ahmet Kirman**  
Vice Chairman and CEO



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Our company was able to increase its total sales by 13% on TRY basis and spent TRY 1.0 billion on investments in 2019.

## MESSAGE FROM FLAT GLASS GROUP PRESIDENT

Dear Stakeholders,

I am very pleased to share with you the 2019 Sustainability Report, which is the sixth sustainability report of Şişecam Flat Glass. With this report which we prepared in accordance with the Global Reporting Initiative Standard, we demonstrate how we have transformed our sustainability approach, which is a part of our way of doing business across Şişecam Group, into performance by integrating them into our business processes.

2019 was a year of economic, political and social turmoil around the globe, leaving significant impact on Turkey. Flat Glass went past a challenging period in 2019, continuing to add value to stakeholders with quick actions and strategies. By playing an active role on the current markets and using new market opportunities, our company was able to increase its total sales by 13% on TRY basis. In line with the strategy of value creation through sustainable and novel products on mind, Flat Glass maintained both organic and inorganic growth initiatives to reinforce its position on global markets, and spent TRY 1.0 billion on investments in 2019.

At Flat Glass, we realize our corporate growth and development without compromising our sustainability principles. Trakya Cam Sanayii A.Ş. has started to be included in BIST Sustainability Index as of November 1, 2019 as an indication of our understanding of sustainability.

We kept on taking firm actions and creating value for our stakeholders towards our goals set on the axes of Preserve, Empower and Progress as part of Şişecam Group's sustainability strategy of "Care for Next". In line with this strategy, we focused on preserving natural resources and corporate heritage, adopting an approach based on diversity and inclusion towards our stakeholders, encouraging digitalization, and reducing our impact on climate change. We aimed to contribute to the Sustainable Development Goals through our sustainability initiatives and implementations.

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As part of our concept of “Preserve”, we continued our environmental investments and trainings without gearing down. In 2019, we allocated a budget of TRY 35.5 million for environmental investment and management expenditures. To raise environmental awareness, we provided our employees with 1,100 hours of training on environment. In 2019, we witnessed positive developments about water savings as well, as a result of efficiency actions taken, with significant reduction in total water consumption, water density and waste water volume. Within the scope of our resource efficiency efforts, 422 thousand tons of cullet was used in production, thus contributing to the circular economy.

To make a contribution to our corporate heritage, we also continued our initiatives to extend right glass preferences in our industry. We maintained our Glass Consultancy service we provide for decision makers of architectural projects in 2019 as well. We visited numerous public institutions, universities and sectoral organizations, and worked to raise awareness of right glass selection.

As part of our concept of “Empower,” we continued our investments for our people in 2019. We contributed to occupational and personal development of our people through 59 thousand hours of training. Out of 253 suggestions received by NAR Suggestion Development Platform to which our people submit their innovative and creative ideas, 9 were put into practice.

Like the entire Şişecam Group, occupational health and safety is among our uncompromisable business priorities in Şişecam Flat Glass. Our employees were provided with 53 thousand hours of training on occupational health and safety in 2019. In 2019, no fatal incidents or occupational diseases occurred in Şişecam Flat Glass. Accident intensity rate decreased by 33% compared to the previous year.

At Flat Glass, we also support social projects that will enhance the welfare of the communities we operate in and know-how of the industry. With “Glass Mastery Project” we continued in 2019 as well, we kept on working to meet the demand for qualified labor force across the glass industry in Turkey. With the support by our company in this period, Ankara Chamber of Industry Vocational

Qualification Authority was authorized to issue certificates. Additionally, through a Presidential decree published in the Official Gazette, the pre-approval process was completed in connection with return of amounts expended by glass masters in the course of certification to the companies they work for from the Unemployment Insurance Fund.

With our approach of “Empower,” we sustained our fight with climate change, and innovation and digitalization efforts. In 2019, we also continued our investments on renewable energy, a critical leg of Flat Glass’ fight with climate change. Ranking second across Turkey and Europe in terms of installed capacity as an integral roof system, the 6.2 MW solar energy plant installed on the roof of Mersin plant is among the top 10 in the world. The Solar Energy System generates 8 million kWh of energy, preventing almost 4,000 tons of CO<sub>2</sub> emission.

As the first company to receive the Environmental Product Statement in the flat glass industry in Turkey, we also helped our customers use energy efficiently with new and energy-saving, eco-friendly products we made available on the market. We achieved 473 thousand GJ of energy savings through energy efficiency efforts within the relevant reporting period.

We continued, without slowing down, our innovation efforts we carried out with a vision to design products and services of tomorrow. We transferred approximately TRY 12.8 million funds to R&D initiatives we undertook in collaboration with the regional laboratories within Şişecam Group Science and Technology Center. Within this reporting period, we registered four patents and filed two patents.

We believe sustainability calls for a far-sighted perspective and stakeholder relations based on trust. I would like to express my gratitude to all of our stakeholders, especially our employees, shareholders and business partners for their continuous support to us in this challenging journey.



**Dr. Reha Akçakaya**  
President, Flat Glass Group

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# ABOUT FLAT GLASS

**Trakya Cam Sanayii A.Ş., the parent company of Şişecam Group operating in the field of flat glass, operates in two main business lines: architectural glass (flat glass, patterned glass, mirror, laminated glass, coated glass, energy glasses and home appliance glasses) and automotive glasses (auto glass and encapsulated glasses).**

Trakya Cam Sanayii A.Ş., which produces with a total of 13 float lines, 4 automotive glass and 3 encapsulation facilities, provides input to the construction, automotive, energy glass and home appliance glass sectors with its facilities operating in 10 different countries and an ever expanding product range.

## Vision & Mission

Flat Glass's vision is: "To grow rapidly as a flat glass company with a global reach, backed by strong brands and innovative solutions..." not just in Turkey but also abroad where the company maintains its activities. It sustains this ambitious claim through a robust manufacturing infrastructure, coupled with a diversifying product range that is constantly updated and upgraded.

**Our Strategy** » Globalization (Organic & Inorganic) Profitable and Fast Growth along with Regional Leadership » Wide Product Portfolio with Value Added Products » Product Innovation and Advanced R&D » Effective Total Cost Management » Environment & Sustainability » Market & Customer Focus

➤ Technological perfection and continuous progress constitute Flat Glass's main priority.

## OUR VALUES



We derive strength from our traditions and support each other



We thrive and develop together



We care for our environment



We adopt a fair and transparent management approach



We respect differences

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## Flat Glass Brands

Şişecam Clear Float Glass	Şişecam Extra Strong Laminated Glass	Şişecam Lacquered Glass
Şişecam Ultra Clear Float Glass	Şişecam Temperable Low-E Glass	Şişecam Ultra Clear Lacquered Glass
Şişecam Tinted Float Glass	Şişecam Solar Control Low-E Glass	Şişecam Temperable Lacquered Glass
Şişecam Tentesol	Şişecam Laminated Solar Control Low-E Glass	Şişecam Patterned Glass
Şişecam Tentesol Titanium	Şişecam Acoustic Laminated Solar Control Low-E Glass	Şişecam Mirrored Patterned Glass
Şişecam High Reflective Glass	Şişecam Temperable Solar Control Low-E Glass	Şişecam Wired Glass
Isıcam Systems C Series	Şişecam Laminated Glass	Şişecam Picture Frame Glass
Isıcam Systems S Series	Şişecam Ultra Clear Laminated Glass	Şişecam Glass for Photovoltaics
Isıcam Systems K Series	Şişecam Acoustic Laminated Glass	Şişecam Glass For Solar Thermal Collector
Şişecam Low-E Glass	Flotal	Şişecam Glass for Ovens
Şişecam Laminated Low-E Glass	Flotal Ultra Clear	Şişecam Glass for Refrigerators
Şişecam Acoustic Laminated Low-E Glass	Flotal E	



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## FLAT GLASS IN 2019



**2.5** Million Tons  
Architectural Glass  
Production



**11** Million m<sup>2</sup>  
Automotive Glass  
Production



**12** Million Pieces  
Encapsulated Glass  
Production



**3** Million ton/year  
Annual Float Production  
Capacity



**17**  
Number of Production  
Facilities



**10**  
Number of Countries  
with Production



**6,651** Million TL  
Sales Revenues



**3,898** Million TL  
International Sales  
Revenues



**769** Million TL  
Net Profit for the Period



**13.2%**  
Increase in Sales  
Revenues



**1,035** Million TL  
Investments



**1,548** Million TL  
EBITDA



**12.4%**  
Increase in Turnover  
in Overseas Sales



**6,659**  
Number of Employees\*



**100,000**  
Number of Followers on  
Social Media

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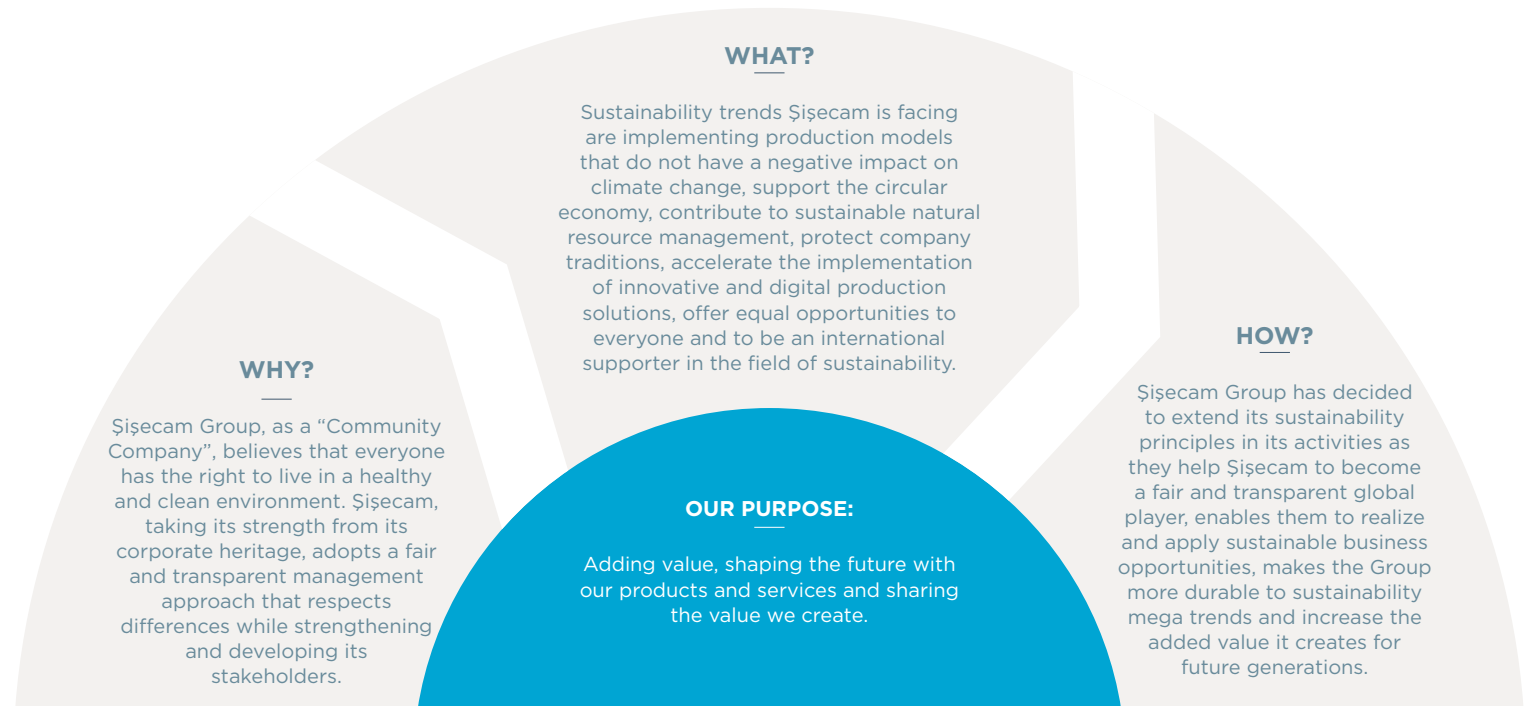
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# INTEGRATED CORPORATE SUSTAINABILITY APPROACH

## Sustainability in Şişecam: Why? What? How?

The uncertain global economy, unstable social integration and unpredictable rapidly increasing digitalization are some of the obstacles to maintaining a successful business in a rapidly changing framework. Being a sustainable business is no longer limited to meeting expectations regarding profit growth and stakeholder value. Challenges such as the rapid demands of young employees, digitization that provides information transparency, climate change, energy consumption,

waste generation, threats to public health, poverty, social exclusion, biodiversity reduction, land use, resource scarcity and responsible resource consumption change the system in which our business and supply chains operate. In this context, creating sustainability approaches is now an obligation. Şişecam Group, one of the leading companies in the world glass industry, is also aware of its responsibility to create a sustainable world and protect its corporate heritage.



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## Şişecam Sustainability Strategy: Care For Next

Sustainability is the focus of Şişecam operations and it is an important element that forms the basis of the way of doing business. Accordingly, all investment decisions, product and process development activities are planned and carried out by taking into account the social and environmental impacts of the activities. Şişecam aims to expand its sustainability vision to include all its stakeholders in this wide value chain, from raw material supply to post-consumption recycling.

Şişecam’s sustainability strategy evaluates risks to key cases that affect business processes, with a holistic approach to risk. Risks and opportunities in all related issues are actively evaluated, and continuously increasing the added value foreseen for stakeholders is aimed. This approach, which is integrated into the business strategy of Şişecam Group, is based on its main pillar to create permanent value, protect natural resources, invest in people, and follow technological innovations.

## Şişecam Sustainability Strategy: Care for Next



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In this respect, Şişecam Group, which revised its sustainability strategy in 2017, launched the “Care for Next”, an integrated corporate sustainability strategy, in 2018. The strategy shaped around the “Preserve”, “Empower” and “Progress” pillars, protects natural resources and corporate heritage for new generations; aims to approach all its stakeholders with the principles of respect for diversity and inclusion, to progress on digitalization, and to continue operations that do not have a negative impact on climate change.

The “Care for Next” strategy, which has been mainstreamed into Şişecam’s business strategy and in consideration of the stakeholder expectations, has an integrated and compatible framework with the United Nations Sustainable Development Goals (SDG) and developed its sustainability strategy in line with these global goals. Şişecam has identified the SDGs that it contributes the most while concentrating its efforts in the field of sustainability towards

these goals. Şişecam contributes to 11 development goals upon its implementations under these main headings.

In order to disclose the contribution provided to the SDGs, the targets set for the Sustainability Committee as well as for working groups and the actions taken towards these targets are evaluated and followed on the basis of their contribution to the SDGs. In addition, “good practices” carried out throughout the year within the Group are matched with SDGs. Accordingly, level of awareness among the Group Companies on SDGs along with their contributions to those have increased upon implementation of solid practices.



You can access the details of Şişecam’s sustainability approach from the Sustainability section of the Şişecam Group corporate website.

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## Sustainability Management

Sustainability management in Şişecam Group is a multi-layered and participatory structure. With different roles and responsibilities, the Sustainability Committee, Working Groups and Sustainability Directorate are the bodies responsible for implementing the Community sustainability strategy.

The Sustainability Committee, which is under the direction of the Strategy Directorate and is formed with the high level participation of Production Groups, Human Resources, Strategy,

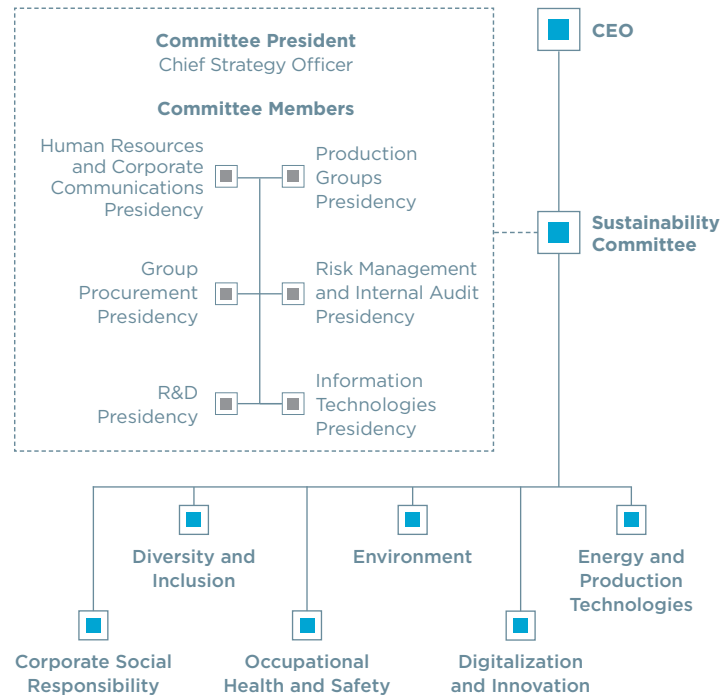
Information Technologies, Finance, Risk Management and Internal Audit, Purchasing, and Department of Research and Technological Development coordinates sustainability efforts and creates synergies to find system-based solutions with high impact actions. The Sustainability Committee ensures increased communication between the working groups and Group companies on sustainability and realizes joint projects. The Committee is responsible for the integration of the sustainability strategy into Şişecam processes, the implementation of operational improvement activities, and the coordination, direction and monitoring of the activities of the Sustainability Committee sub-working groups.

Group Production Vice Presidents are active members of the Sustainability Committee and manage the practices of the sustainability strategy within the Groups. The Committee convened 4 times in 2019 and evaluated the performance of the Group Companies to achieve their sustainability goals.

Six active working groups within the Committee ensure the direct implementation of Şişecam Group's sustainability strategy and action plan. Working groups operating in the fields of environment, energy and production technologies, occupational health and safety, digitalization and innovation, diversity and inclusion, corporate social responsibility continued their regular meetings in 2019.

Sustainability Directorate within Şişecam Group Strategy Directorate is responsible for bringing together teams responsible for production, brand, communication, human resources, infrastructure, supply and quality, by coordinating corporate sustainability activities. The Directorate acts as the center within the Group to implement practices such as corporate sustainability reporting, supply chain sustainability, sustainability training programs, measurement of sustainability effectiveness, energy and natural resources management in line with the Sustainability Strategy.

### Şişecam Group Sustainability Management Structure



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## Performance Monitoring and Tracking

Sustainability performance of Şişecam Group is carefully monitored and reported in line with its related strategy. The main axes of the "Preserve", "Empower" and "Progress" Sustainability Strategy and the prioritized issues within this scope are followed up with basic performance indicators. Short and medium-term goals have also been set for all major goals, so that the impact of variable social and economic developments is also taken into account. Benchmarking studies, annual sustainability scorecards and half-year evaluations are important mechanisms in monitoring the sustainability performance and providing feedback in Şişecam Group.

In addition to the goals set by Şişecam Group, sustainability parameters determined by international financial institutions such as EBRD and IFC in areas such as occupational health and safety, ethics, and environmental sustainability are indicators that are monitored and reported.



**You can reach all corporate policies that are referenced in performance monitoring and monitoring systems in Şişecam Group from the Sustainability section of the corporate [website](#).**



**Trakya Cam Sanayi A.Ş has been included in the Borsa Istanbul Sustainability Index for the period of November 2019-October 2020 as a result of its performance in the field of sustainability after careful scrutiny of listed companies.**

## Collaborations and Stakeholder Engagement

Şişecam Group aims to improve both its institutional capacity and the size of its impact through collaborations in the local and global areas. Accordingly, it develops subject-based partnerships in areas such as product life cycle management, social inclusion, integration of sustainability into business processes, big data management, and biodiversity. Plans are also made to extend these partnerships to the entire value chain. In this context, Şişecam plays various roles in many events, summits and forums throughout the year and shares its experiences in the industry with its business partners.

Şişecam cooperates with domestic and international universities and research institutions within the scope of research, technological development and design activities. The "Glass Science and Technology Graduate Program", which was launched in 2016 with Gebze Technical University in order to provide human resources to the glass industry, continues successfully and gave its first graduate in 2019.

Şişecam Group considers dialogue with stakeholders as an important element of its sustainability performance. In this regard, it is of great importance to meet with different stakeholder groups in different channels and to actively use the feedback obtained from them and reflect them to the operations. Aware of the added value created by different ideas, stakeholders' expectations are constantly included in decision-making processes.

Sustainability reports were also prepared in Turkish and English audiobooks and uploaded to relevant websites, to ensure easy access for visually impaired internal and external stakeholders, using a creative communication strategy to increase the impact of the reports. The CEO message distributed with the communication package was also written in Braille alphabet, recycled in printed materials, and FSC (Forest Stewardship Council) certified papers were used to raise awareness of the visually impaired.



**You can access the stakeholder communication methods applied in Flat Glass on the 35 page of the report.**



**You can access the corporate memberships of Flat Glass on the 35 page of the report.**

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RESPONSIBLE MANAGEMENT PRACTICES

# RESPONSIBLE MANAGEMENT PRACTICES

Putting sustainable, transparent and accountable management to the focus of its operations, Şişecam acts in line with its vision of becoming a global company by increasing the value it creates with responsible management practices. In this regard, Şişecam takes into consideration future needs as well as today's requirements; it aims to carry out responsible management practices at international standards and thereby continuously increase shareholder value.

Acting with the awareness that the adoption of transparent, fair, accountable management practices by companies is at least as important as financial performance, Şişecam's Corporate Governance Rating in 2019 was at 9.53 level as in 2018. Flat Glass, a member of Şişecam Group, adopts progressive and transparent governance practices.

Flat Glass adopts progressive corporate governance practices within the framework of responsible management approach, respects fair competition, spreads its corporate ethics understanding to all its stakeholders, and offers equality and diversity-oriented employment conditions.



**You can reach the details of corporate governance principles and practices applied in Flat Glass from the Corporate Governance Principles Compliance Report in the Investor Relations section of the corporate [website](#) of Şişecam Group.**

## Business Ethics

Ethical Rules are the guiding principles of responsible business conduct in Flat Glass. The Code of Ethics, which was launched in 2010 and updated through needs assessments, is organized within the framework of the general principles of honesty, transparency, confidentiality, impartiality and compliance with the law. "Şişecam Group Code of Ethics" is a map that guides the relations of all Group employees with customers, suppliers, shareholders and other stakeholders.

The "Ethics Committee" established in 2014 and working under the Corporate Governance Committee, works to ensure compliance with the Code of Ethics in the Community activities, evaluate contradictory practices, disseminate the ethical culture throughout the Group, and raise awareness on this issue. Şişecam Group Code of Ethics also defines the duties and responsibilities of managers and all employees.

Employees can forward transactions that are not ethically appropriate to the Audit Committee and the Internal Audit Unit. An ethical hotline has been set up so that stakeholders can communicate transactions considered to be incompatible with the law or the ethical values of the company to members of the Audit Committee, which consists of independent board members. In addition, complaints can be submitted through the e-mail address of "[etik@sisecam.com](mailto:etik@sisecam.com)".



**You can find detailed information about the Code of Ethics on the Corporate Management Policies section of the Şişecam Group corporate [website](#).**



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## Combating Corruption

The Anti-Bribery and Anti-Corruption Policy, which clearly reveals Flat Glass's commitments and approach to combating bribery and corruption, is an integral part of the Group's Code of Ethics. With this policy, it is aimed to provide necessary information and to determine the responsibilities and rules in this regard in order to prevent bribery and corruption in all Community activities.



You can find detailed information about **Anti-Bribery and Anti-Corruption Policy on the Corporate Management Policies section of Şişecam Group corporate [website](#).**

## Corporate Environmental Management

It is one of the important parts of the responsible management approach to monitor and reduce all direct and indirect environmental impacts that occur through Şişecam Group operations. The Environment and Energy Policy, which was created within this scope and taken as a basis in all Şişecam operations consists of the dissemination of following activities:

- Using production techniques to reduce the environmental impacts of the Group's activities,
- Effective energy and resource management,
- Developing implementations to reduce climate change impacts and
- Dissemination of waste recycling and regaining activities.

The works carried out within the scope of this policy continued in 2019 to cover all domestic and international facilities. As a result of environmental controls based on the production value chain, including legal compliance, natural resource and waste

management, improvement areas were examined and relevant actions were determined and continued to be associated with investment plans to be projected when necessary.

In order to regulate the necessary institutional principles and implementation steps for the management of environmental impacts and to coordinate related responsibilities, the documents of "Corporate Environmental Management Procedure", "Waste Management Principles Implementation Instruction" and "Environmental Aspects Assessment Guide" have been prepared covering the entire community geography, taking into account the relevant local legislation requirements. Relevant procedures were published in the Community in 2019 and started to be implemented.

The Environmental Management of the Group is carried out under the responsibility of environmental engineers at operational level, Quality and Environmental Directorates at Production Groups level, and Environmental Management Directorate affiliated to the Sustainability Directorate at the General Directorate level. The environmental management approach is supported by the ISO 14001 Environmental Management System at the community production facilities, and effective communication, supervision and reporting practices are carried out with a multi-layered structure that extends from Şişecam's top management to the level of the factory and subcontractor.

Periodic studies are carried out to provide a holistic monitoring of the environmental impact of all activities carried out within Şişecam Group, continuous improvement and management with a common understanding across the Community. With the Environmental Data Management System, information such as natural resource consumption, waste generation and compliance, which constitute the basis of the Group's environmental performance, are periodically reported and monitored through the QDMS (Quality Document Integrated Management System) infrastructure. The scope of the Environmental Data Management System has been expanded to cover the production facilities abroad with the efforts to expand the system.

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The follow-up of the obligations within the scope of the legal environmental legislation in force in the operational geography is periodically provided through the Environmental Data System and by the Environmental Cross Checks carried out by the Environmental Management Department, based on the declaration of the production groups and facilities.

Environmental investment and management expenditures realized in the reporting period amounted to 35.587.885 TL. In the same period, 1,176 person \* hour environmental training was provided to our employees and 235 person \* hour environmental training for contractor company employees.



**You can find detailed information on environmental performance in the "Preserve" and "Progress" sections of our report.**

## Sustainability in the Supply Chain

Sustainable supply chain management is among the primary focus areas of Şişecam. In 2019, Environmental, Social and Governance (ESG) priorities in the supply chain started to be addressed in all phases of supplier management including evaluation, implementation, monitoring and development. Accordingly, the relevant processes were reviewed and supplier management systems, including ESG dimensions, were put into operation. Following systems were prepared and put into practice where ESG is also integrated:

- Supplier Commissioning and Decommissioning Systems,
- Supplier Risk Assessment and Monitoring Application,
- General Terms and Conditions of Purchase,
- Şişecam Group Suppliers Code of Conduct,
- Supplier Proficiency Audit Question List,
- Supplier Performance Evaluation System.

With the supplier performance system, suppliers are evaluated in the areas of dispatch performance, quality, financial, production technologies, risk and sustainability. With the Supplier Risk Assessment and Monitoring Application, the activities of the suppliers are evaluated under financial, ethical, geopolitical, strategic headings and the risk score of the suppliers is determined. In order to increase supplier cooperation, the order confirmation portal application was launched.

In order to increase product and service quality by category, supplier commissioning, selection, auditing and performance evaluation processes are constantly reviewed, and action plans for improvement areas are developed and monitored depending on the audit results carried out by third party independent audit firms. With these practices, awareness of sustainability of Şişecam suppliers and their continuous development in this field are provided.

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## Process and Continuous Development

While Şişecam Group reinforces its strong position on a global scale, it continues to evaluate opportunities in alternative markets and to move towards global expansion targets. The value created for stakeholders is increased by continuing projects and studies aimed at increasing productivity with a continuous improvement approach throughout the Group.

In the reporting period, the works targeted within the scope of the process and continuous development have been reached to a large extent, and additional studies that will accelerate 2020 according to the new development areas and opportunities have been completed by adding them to the business plan. In this context, in addition to the Development and Change

Management, Process Management Infrastructure, Process Management Sustainability, Operational Excellence and Customer Orientation studies planned for 2019, Automation and Digitalization, Process Improvement, 5S Studies and Transformation Projects were carried out. The Lean Maturity Level model was designed in 2019 and lean maturity level development studies were initiated in the related factories.

When evaluated within the scope of the process and continuous development, 2019 studies focused on sub-structural development, consultancy and support, automation and digitalization dimensions.

In the reporting period, of the 23 process and process improvement projects, 22 were successfully completed by Flat Glass.

Infrastructural Works		Coaching, Consultancy and Support		Automation and Digitalization
 Excellent Process Management	 Continuous Development	 Lean Management	 Process Improvement Projects	 Automation and Digitalization in Processes
Şişecam Process Architecture	Operational Excellence Program	Lean Maturity Level Reviews	Groups Based Process Improvement Projects	Process Management Software Infrastructure
Integration with Transformation Projects	Inventory Of Past Period Process Improvement Projects	Lean Maturity Level Development Studies	Process Improvement Trainings	Robotic Process Automation Studies
Process Maturity Level Evaluation in Governance Processes			Process Improvement Projects Above Groups	Overall Equipment Effectiveness



## **PRESERVE**

**We PRESERVE to contribute to environmental sustainability and share our experience of eighty five years with future generations.**



PRODUCT SAFETY

USE OF NATURAL RESOURCES

CORPORATE HERITAGE



Flat Glass undertakes to preserve safety of its products, natural resources, biological diversity and its corporate heritage as part of “Preserve,” one of the three key components of Şişecam’s sustainability strategy “Care for Next.”

## PRODUCT SAFETY

Flat Glass manages product safety as a business priority up to the global standards, in line with all legal requirements across the geography it operates in.

CE marking on Şişecam Flat Glass products used in construction industry indicates that these products meet EU requirements for product safety.

In order to ensure the reliability of Isicam branded products and to make the quality sustainable, it should be ensured that Isicam Authorized Producers make production in accordance with

certain quality standards. For this purpose, 1,516 Glass Audits were made to Isicam Authorized Manufacturers in 2019.



**In the reporting period, no situations arose contrary to legal regulations and voluntary principles related to health and safety impacts of Şişecam Flat Glass products.**

### Certificates and Standards Held

	Country	ISO 9001	ISO 14001	OHSAS 18001
Trakya Cam Sanayii A.Ş. Trakya Plant	Turkey	✓	✓	✓
Trakya Yenişehir Cam Sanayii A.Ş.	Turkey	✓	✓	✓
Trakya Cam Sanayii A.Ş. Mersin Plant	Turkey	✓	✓	✓
Trakya Cam Sanayii A.Ş. Headquarters and Sales Center	Turkey	✓		
Trakya Polatlı Cam Sanayii A.Ş.	Turkey	✓	✓	✓
Trakya Glass Bulgaria EAD	Bulgaria	✓	✓	✓
Sisecam Flat Glass Italy Srl	Italy	✓	✓	✓
Trakya Glass Rus AO	Russia	✓	✓	✓
Sisecam Flat Glass India Limited	India	✓	✓	✓

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## USE OF NATURAL RESOURCES

In this period of climate change with effects being experienced even more intensely, efficient use of natural resources is a prime topic for all enterprises. Sustainability in the use of natural resources is a business priority at Şişecam Group. As part of this, Flat Glass supports circular economy, develops practices that help reduce water consumption, and formulates projects to foster biological diversity throughout its operational geography.

### Water Management

Water consumption is an environmental indicator strictly tracked in Flat Glass. With the Sustainable Energy Measurement and Monitoring System installed in Turkey plants of Flat Glass, consumption of water resources is instantaneously tracked, keeping water consumption per unit production under control.

In 2019, water consumption in Flat Glass was 3.3 million m<sup>3</sup>, with a decrease by 9.4% compared to 2018. This year, the amount of reused water was 853,551 m<sup>3</sup>, with an increase by 25.9% compared to 2018. As a result of these efforts, amount of waste water in 2019 was 872,000 m<sup>3</sup> with a decrease by 36.6% compared to the previous year.

#### HIGHLIGHTS

##### Technological Water Chemical Consumption Decrease - Flat Glass Kırklareli Plant

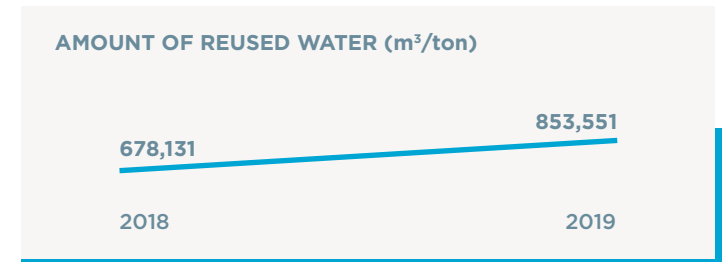
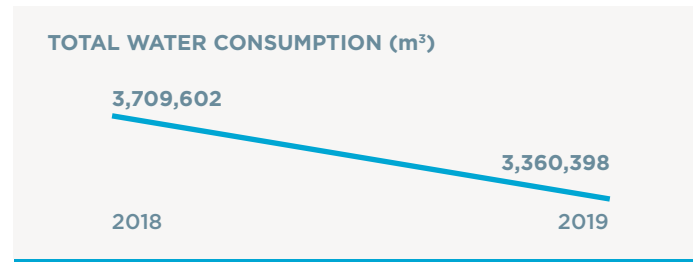
As part of this project, the plant started using softened water by passing hard water used as water resource through a water softening system. As a result, chemical consumption was cut down to 47 tons, with a decrease about 20%.

##### Reuse of Reclaimed Water From Washing Machines - Flat Glass Yenişehir Plant

35,000 m<sup>3</sup> of water savings was achieved annually as a result of use of water reclaimed from Washing Machines TR3 and TR4 as makeup water in cooling towers.

##### Discharge of waste water from the RO system to the raw water tank - Flat Glass Polatlı Plant

RO waste water, having a high conductivity level, was discharged to the raw water tank, allowing 9,540 m<sup>3</sup> of water savings in 2019.





PRODUCT SAFETY

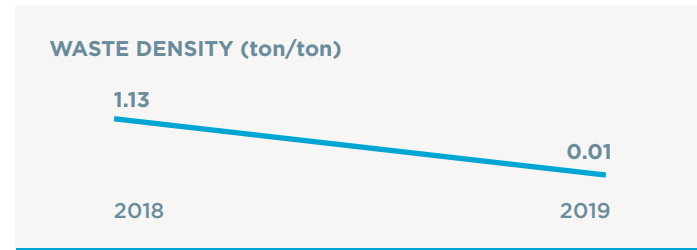
USE OF NATURAL RESOURCES

CORPORATE HERITAGE

## Support for Circular Economy and Waste Management

Reuse of glass, a material which can be infinitely recycled, is among the business priorities of Flat Glass. Amount of waste is cut down through recycling, which is a significant part of waste management approach, and raw material efficiency is achieved by reusing recycled products in production processes.

In 2019, 421,676 tons of cullet was reused in production, thus reducing waste amount as well as making savings in resources, and 168 tons of recycled raw materials were used in production at Flat Glass.



Total waste amount of Flat Glass was significantly reduced compared to 2018. This was mainly because there was no cold repair in 2019 unlike 2018 when there was recycling waste as a result of TM cold repair.

## Biodiversity

Global climate change and human-instigated environmental disasters threaten the reproduction of many species. Respect for biological diversity is a topic that must be among environmental priorities of all enterprises. Flat Glass develops projects to contribute to biodiversity in territories where its plants are located, and strives to minimize its environmental impacts. Flat Glass planted 958 trees in locations of its plants in 2019.

PRODUCT SAFETY

USE OF NATURAL RESOURCES

**CORPORATE HERITAGE**

## CORPORATE HERITAGE

One of the healthiest materials of the world, glass is a unique substance that reflects culture across all geographies it is used in. Used in countless areas from construction and technology to dining table and white goods, glass has been shaped by the life style of societies since the era before Christ.

Şişecam Group is among the most long-standing representatives of the cultural heritage of glass in Turkey. Flat Glass, a company of Şişecam Group, implements applications that will preserve and nourish this heritage. Flat Glass considers it among its major responsibilities to give comprehensive information on its products to enable proper usage of glass.

### Glass Consultancy

Through project-specific Glass Consultancy provided to decision makers of construction projects such as architects, façade consultants, investors and contractors in Turkey and abroad, the company helps with the selection of right glass.

### Share Events 2019

Şişecam Flat Glass was the main partner in Share Events 2019 International Architecture and Engineering Forum held regularly in different European cities. The series of events where architects and other industry professionals attend from all over the world and where new ideas, practices and projects are discussed aimed to promote brand awareness abroad through presentations made to an audience of 3000 people in Macedonia, Albania, Slovenia, Hungary, Romania, Serbia, Bulgaria, Italy, the Czech Republic, Poland and Greece.

### Informational Activities

In 2019, through activities involving presentations, Flat Glass reached:

- PVC joinery businesses with Eurofereastra event in Romania,
- All industry professionals interested in the topic of façade with Building Style and ETEM events in Bulgaria,
- Leading real estate investors from India with CREDAI event in Istanbul.
- The company also reached furniture designers, interior designers and architects with “I am Design” event organized by Association of Inegöl Furniture Industrialists.

### Isıcam Informational Activities

Şişecam Flat Glass' Field Representative team visits PVC frame producers which are customers of Isıcam Authorized Producers across Turkey, encourages these companies to recommend eligible Isıcam products to end consumers, and carries out activities to make Isıcam brand visible by the end users.

### Activities targeting public sector

Visits to various ministries and municipalities continued also in 2019 to provide information on best practices for energy efficiency in glass and glazing systems. In these visits, practices for energy efficiency in buildings to be designed or audited by public and private sector were shared with managers and technical staff of public institutions.

### Activities targeting universities

Activities targeting university students, which are the future decision makers, continued at an increasing pace in 2019 as well. Within this scope, our company shared, in collaboration with universities, information on our products with students from faculty of architecture and engineering of 6 different universities.



## **EMPOWER**

**We empower inclusive corporate culture to entrust future generations with a better tomorrow.**



DIVERSITY AND INCLUSION

- TALENT MANAGEMENT
- EMPLOYEE DEVELOPMENT
- EMPLOYEE HAPPINESS
- OCCUPATIONAL HEALTH AND SAFETY
- CORPORATE SOCIAL RESPONSIBILITY
- CUSTOMER RELATIONS

## DIVERSITY AND INCLUSION

Flat Glass believes diversity and inclusion will carry corporate and cultural heritage for a better tomorrow. Supporting equal participation of human resources in business life, Flat Glass reinforces its inclusive approach through equal opportunities it offers for everyone. Diversity of people is viewed as a source of different experiences and perspectives. In line with the principle of “Empower” of Şişecam Sustainability Strategy, Flat Glass nurtures a human-oriented management approach that focuses on empowering all stakeholders, primarily female employees.

Flat Glass designs its human resources approach and management in accordance with the Şişecam Group Human Resources Policy, which covers topics such as globalism, equal opportunity, respect for diversity, objectivity, and continuous development.

Flat Glass works within the Diversity and Inclusion Working Group which works under Şişecam Sustainability Committee. Contributed by internal and external stakeholders, the Working Group formulates action plans with respect to support for improvement and facilitation of working conditions of women, labor force participation and career development of women, and awareness and cooperation with stakeholders.



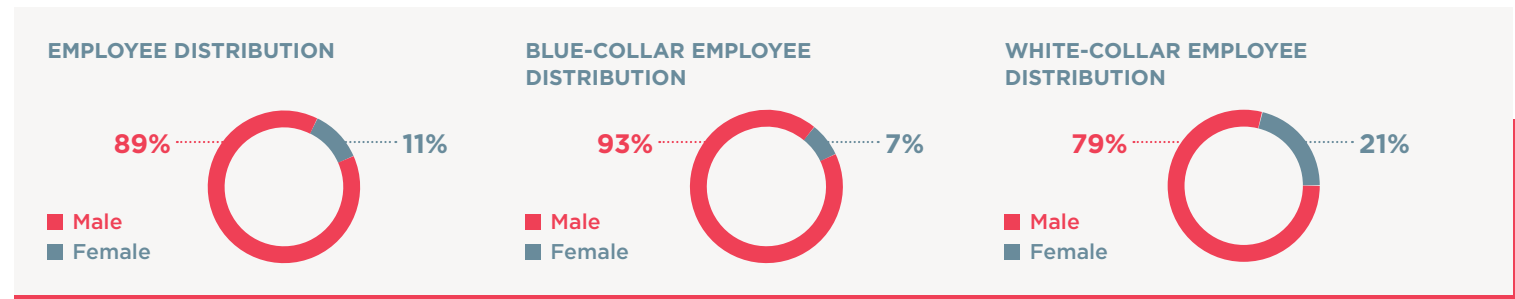
With the motivation to fortify and further diversity and inclusion initiatives, Flat Glass adopts the Diversity and Inclusion Guidelines published by Şişecam Group in 2019. These guidelines define the principles of equal opportunity adopted by the Group for all stakeholders, and set forth corporate goals to monitor development in this respect. Gender mainstreaming being the top priority, efforts focus on increasing the number of female employees by 30% at all levels of the organization. In the reporting period Flat Glass facilities reached to “female friendly plant” standard and female employment was encouraged.

Seeing employee diversity as an element enriching corporate culture, the number of female workers consists of 11% of the total employee count at Flat Glass Group. In the relevant reporting period, hire of female workers was encouraged in domestic plants, and 17 female workers were hired.

Flat Glass takes steps to promote employment of the disabled as part of its concept of diversity. Work environment is arranged so that working conditions of disabled employees are improved. As of 2019, the number of disabled people employed at Flat Glass is 72.

\*Includes all Flat Glass subsidiaries.

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DIVERSITY AND INCLUSION

**TALENT MANAGEMENT**

EMPLOYEE DEVELOPMENT

EMPLOYEE HAPPINESS

OCCUPATIONAL HEALTH AND SAFETY

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CUSTOMER RELATIONS

## TALENT MANAGEMENT

Flat Glass aims to be the most preferred workplace, attract right talents, and bring out and improve the potentials of its people, which is possible with a work environment where innovative practices are tracked, and a collective learning culture prevails. At Flat Glass, people are offered talent programs supporting their development, and their development process is tracked through career and performance management practices. All these initiatives are executed with an objective, systematic and human-oriented approach. Flat Glass follows career and talent management systems and the performance development system, both developed for Şişecam Group.

As part of Şişecam Group Career Management System, employees are offered the opportunity to improve their talent and give a direction to their career. Career maps and succession plans are created by evaluating both individual and organizational requirements together in the course of career planning. Flat Glass follows Şişecam Group Talent Management System to attract right talents, enable current employees to fulfill their potential, and raise future leaders. Focusing on sustainable corporate success culture, Şişecam Group continues its global

and local development investments. Journey, the Global Talent Management Program, launched in 2019 and covering all levels of the organization, aims to identify high potentials, support development of such employees, and prepare them for leadership roles. With its integrated structure including hiring, career management, succession and development management systems, the program allows for end-to-end talent management.

Flat Glass believes in the importance of continuous contact and communication with young talents in attracting talents. Within this scope, university campus programs are carried out with the “year-long visibility on the campus” strategy. In addition, social media is actively used in channels intensely used by the target audience.

Şişecam Group Performance Development System aims to expand sustainable success-oriented performance culture and transform personal achievement into corporate success. To this end, a joint goal awareness is created by degrading corporate goals to individual goals. Integrated with the strategic planning process of Şişecam Group, this system is built upon a global infrastructure enabling employees and managers to make objective assessments.



**In 2019, preparatory actions were taken for “Performance Development System Foreign Harmonization” and “Global Fringe Benefits” projects. With a view to using performance and wage processes more efficiently, system and method improvements were made.**

DIVERSITY AND INCLUSION

TALENT MANAGEMENT

**EMPLOYEE DEVELOPMENT**

**EMPLOYEE HAPPINESS**

OCCUPATIONAL HEALTH AND SAFETY

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## EMPLOYEE DEVELOPMENT

Flat Glass believes strengthening personal and occupational knowledge and skills of its people is highly significant in building a successful future. In this respect, Flat Glass employees are continuously supported with internal and external training programs.

Flat Glass contributes to the development of its employees through trainings planned with Şişecam Academy. Considering annual training attendance hour criteria, Flat Glass has a leading role in the Group's training activities. Seminars and workshops organized under the roof of Şişecam Academy raise the environmental and social responsibility awareness among its employees.

Şişecam Academy designs schools and programs, organizes seminars and constructs career solutions in technical and professional development, personal development, corporate development and leadership for the needs of Group employees.

Launched for access by users via Şişecam Academy Portal as part of "Those Directing the Future of Glass Program" carried out with Flat Glass dealers to support the development of Şişecam dealers, the e-learning system was effectively functional in 2019 as well.

 In 2019, 58,955 person\*hour of training was provided for Flat Glass employees.

## EMPLOYEE HAPPINESS

Believing in the healing effect of employee engagement and satisfaction on the working climate, Flat Glass offers its people a work environment which is participative and open to communication, and which maintains corporate values. Flat Glass believes an extended employment history of people in the company takes an important place in the continuity of business success. 38% of employees in Flat Glass have been working in the company for 10 years or above.

The company conducts an Employee Engagement and Satisfaction Survey regularly every year to improve the positive business climate by obtaining opinions and suggestions of employees. The coverage of the survey was expanded on a global scale in 2019 to include 70% of employees. Practices are improved in accordance with the demands of employees. Besides the engagement and satisfaction survey across the group, an "Employee Engagement Survey" was also conducted at all domestic and overseas workplaces of Flat Glass.

Flat Glass believes participative business culture will contribute to employee happiness. Participation of employees in the company decision making processes is supported, opinions and suggestions of employees are solicited through various channels, and employees are kept updated on the developments about Flat Glass and the Group through communication platforms. As an interactive structure, corporate intranet system Camport maintains active communication across Flat Glass. In 2019, project efforts were launched for improving communication activities through more effective use of internal means of communication.

As part of recognition and rewarding practices, employees are remembered on days special to them, honored by the company for their exemplary behavior and success in the company. Suggestions that comply with strategies and goals of the group and that add value are evaluated with "Nar Suggestion Development System." Within the scope of this practice, innovative and creative ideas that add value to Flat Glass, increase business efficiency, and help improve work climate and corporate culture are assessed and rewarded. In 2019, 253 suggestions were submitted to "Nar Suggestion Development System" by employees, and 9 of these were put into practice.



DIVERSITY AND INCLUSION

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

EMPLOYEE HAPPINESS

**OCCUPATIONAL HEALTH AND SAFETY**

CORPORATE SOCIAL RESPONSIBILITY

CUSTOMER RELATIONS

## OCCUPATIONAL HEALTH AND SAFETY

Providing a safe and healthy work environment is among the key priorities of Flat Glass. With an established occupational health and safety culture prevailing across the group, the work environment is continuously improved, allowing employees to act with a proper awareness of health and safety. Flat Glass contributes to the goal of Şişecam Group involving “zero occupational accident by 2022” through various applications.

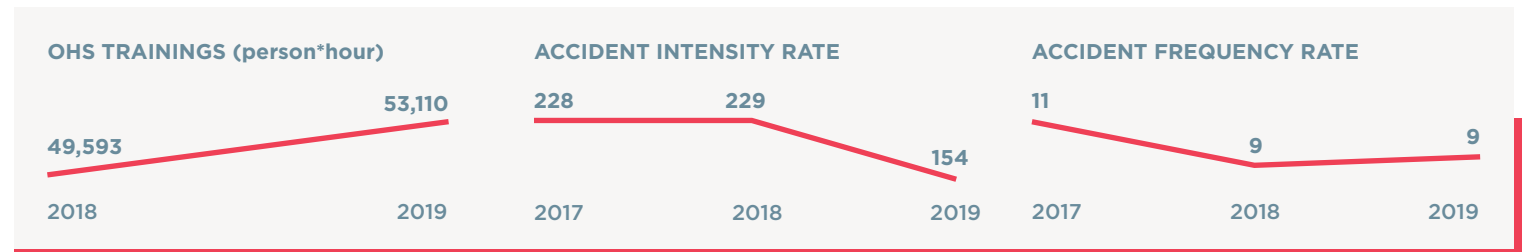
At Flat Glass, occupational health and safety matters are managed in cooperation with the Şişecam Group Industry Relations Directorate, as per the OHS policy published by Şişecam Group, and in compliance with OHSAS 18001 Standard. In line with the standard, all domestic Flat Glass operations are audited by the Quality and Environment Directorate. Cross OHS audits are made in other group plants by Flat Glass OHS experts. This enables sharing of information and experience among different production pipelines, helping continuous improvement of OHS activities. In the relevant reporting period, OHS actions were taken as part of 5S activities launched at Flat Glass Group Basic Glass Turkey production facilities. Trainings were provided for Flat Glass OHS teams and actions taken were tracked with the audit plan.

Flat Glass supports activities carried out across the Group to make occupational health and safety more effective in workplaces, as part of its “Human First” strategy. Aiming to realize all stages of production activities in a healthy and safe work environment, Flat Glass conducted projects and activities in 2019 to enhance the Occupational Health and Safety culture, together with the Şişecam Group Industry Relations Directorate. In plants operating under Flat Glass, the company made audits, provided Occupational Health and Safety Leadership Trainings, organized an occupational Health and Safety Painting Contest, and carried out OHS Ambassadors activities.

Decreasing the number of occupational accidents and maintaining a healthy and safe work environment are possible only with an awareness of occupational health and safety among people. To this end, Flat Glass provided its employees with 53,110 person\*hour of occupational health and safety training in 2019.

The preventive approach of Flat Glass in occupational health and safety averted any fatal occupational accidents and occupational diseases in 2019. Additionally, in the reporting period, accident intensity rate decreased by 33% compared to the previous year.

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DIVERSITY AND INCLUSION

TALENT MANAGEMENT

EMPLOYEE DEVELOPMENT

EMPLOYEE HAPPINESS

OCCUPATIONAL HEALTH AND SAFETY

**CORPORATE SOCIAL RESPONSIBILITY**

**CUSTOMER RELATIONS**

## CORPORATE SOCIAL RESPONSIBILITY

Flat Glass aims to contribute to the development of the society it is established in, and to actively participate in the resolution of social, economic and environmental problems. While carrying out corporate social responsibility activities, Flat Glass takes the Sustainable Development Goals as a guide and gives priority to young people, women and vulnerable groups.

### Glass Mastery Project

Glass Mastery Project, aiming to raise the skilled workforce needed in the domestic glass industry, continued in 2019 as well. As part of the project, occupational standards and competencies were established, and online trainings were launched to train glass masters. With the support by our company in this period, Ankara Chamber of Industry Vocational Qualification Authority was authorized to issue certificates. Additionally, through a Presidential decree no. 1598 dated 03.10.2019, published in the Official Gazette, the pre-approval process was completed regarding the return of amounts spent by glass masters in the course of certification to the companies they work for from the Unemployment Insurance Fund.

## CUSTOMER RELATIONS

With the solutions it creates, Flat Glass aims to guide customers and dealers towards these solutions, and develop products to address the needs of stakeholders in line with their feedback.

Isicam Systems Kumbara Card Club which has been launched in order to increase the demand for Isicam products at PVC-frame producers, which have a high degree of influence on customer preferences, and to convince them to opt for energy efficient series, and to create Isicam brand ambassadors, reached 10,075 members as of the end of the reporting period. With the target of spreading brand ambassadors, Kumbara Card Club was developed to incorporate also aluminum frame producers into the system in 2019.

Flat Glass continues to put into practice Customer Relationship Management (CRM) applications and activities across all of its global markets to manage relationships with customers and sub-customers systematically. Main objective of this practice is to perceive customer needs properly, steer the market with suitable products and services, and build sustainable relationships with the relevant stakeholders. In Isicam customer complaint management maintained through the CRM system in 2019, all processes of 130 Isicam customer complaints submitted to Flat Glass were registered and tracked in the CRM, and complaints were resolved.

Through project-specific Glass Consultancy provided to decision makers of construction projects - such as architects, façade consultants, investors and contractors - in Turkey and abroad, the company helps with the selection of right glass. In 2019, 2,953 technical calculations were done for projects, face-to-face meetings were held with almost 3,000 industry executives, leading to preference of Şişecam Flat Glass products in 619 projects.

For making Glass Consultancy more widespread, the company created the online training called "Right Solutions To Different Needs" consisting of three modules. This training contains information on the criteria to be taken into consideration while recommending a product complying with specifications and on the selection of the right glass using application examples.

Glass specifications uploaded for 8 different building types on "prestijprojeler.com" portal, where architecture offices, construction companies and public institutions may access technical information on construction materials and product technical specifications and material producers may access project information, were downloaded 750 times in 2019 and use of Flat Glass products was facilitated.

To celebrate 45<sup>th</sup> anniversary of Isicam, Isicam Authorized Manufacturers came together in Antakya, the city for tolerance that brings together diverse cultures and beliefs with a rooted history. In the meeting, held with the theme of "Proud Heritage, Strong Future", memories and achievement of the past had been shared. It was emphasized that higher goals could be achieved together with Isicam Authorized Producers in the future by building upon the previous achievements yielded with the traditional values.



## PROGRESS

Driven by its concept “Progress,” Flat Glass implements innovative products and services by focusing on fight against climate change, R&D and digitalization.



COMBATING CLIMATE CHANGE

ECOLOGICAL PRODUCTS

R&D AND DIGITALIZATION

INNOVATIVE PRODUCTS

# COMBATING CLIMATE CHANGE

Climate change is one of the critical risk elements that the entire business world, irrespective of industry or size, must jointly fight against, with effects being experienced even more intensively day by day. Şişecam Flat Glass continues its operations with an awareness of responsibility that falls upon Flat Glass in connection with climate change and in cooperation with stakeholders. With a view to becoming a business partner to help fight against climate change, Şişecam Flat Glass aims to cut down energy consumption by developing innovative, eco-friendly novel products meeting customer needs in all industries it operates.

The company carries out activities for identifying and implementing a roadmap for sustainable energy supply, renewable energy resources implementations and efficiency projects to ensure energy efficiency. Key energy consumption items are instantaneously monitored and performance of the processes is improved in the production plants where a Sustainable Energy Measurement and Monitoring System (SEMMS) is established.

Şişecam Flat Glass reviews risks and opportunities related to energy continuously and manages operations accordingly. Şişecam evaluates management of risks related to climate change as a key priority. Flat Glass shares its relevant performance with Şişecam under the Carbon Disclosure Project. In addition to these practices, carbon reduction goal of Şişecam Group is supported through energy efficiency projects undertaken in all production facilities.

Operating in an energy-intensive industry, Flat Glass has continued to take actions to increase energy efficiency. With efficiency efforts made in the relevant reporting period, Flat Glass achieved 472,942 GJ of energy savings, resulting in a financial worth of TRY 44,641,915 of savings. Greenhouse emission reduction achieved in the same period was 45,117 tons of CO<sub>2</sub>.



## SOLAR ENERGY SYSTEM

Ranking second across Turkey and Europe in terms of installed capacity as an integral roof system, the 6.2 MW solar energy plant installed at an area of 79,300 m<sup>2</sup> on the roof of Flat Glass Mersin plant is among the top 10 in the world. The Solar Energy System generates 28,800 GJ (8 million kWh) of energy, preventing almost 4,000 tons of CO<sub>2</sub> emission.

## SAMPLE PROJECTS IN COMBATING CLIMATE CHANGE

**Electricity saving (Flat Glass Polatlı Plant)** – As a result of improvements in cooling sets, energy savings and TRY 434,000 of annual cost return were achieved through decommissioning of fans on certain days throughout the year.

**Reduction of NOx Emissions in Tinted Flat Glass Productions (Flat Glass Mersin Plant)** – To reinforce the eco-friendly plant title and address any future NOx emission limitations, a project was launched aiming to cut down NOx emissions in color Flat Glass productions. In the reporting period, an improvement by 5.8% was observed in the relevant emissions compared to 2018.

**Replacement of Conventional Lighting Systems (Flat Glass India Plant)** – Daily 307 kWh of energy savings was achieved through replacement of conventional lighting with long-life alternatives.



COMBATING CLIMATE CHANGE

ECOLOGICAL PRODUCTS

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INNOVATIVE PRODUCTS

## ECOLOGICAL PRODUCTS

With a view to becoming a business partner that helps fight against climate change, Şişecam Flat Glass aims to minimize energy consumption by developing innovative, eco-friendly novel products meeting customer needs in all industries it operates. In addition to innovative solutions developed in business processes, the company continues to add value in its sphere of influence through new products developed.

In Turkey, which imports 70% of its energy, approximately 30% of the energy consumption takes place in buildings and about 30% of the heat losses in buildings are caused by uninsulated windows. In order to minimize heat and energy losses, it is of great importance to transform buildings into energy efficient processes. Accordingly, in 2013, temperable coated glass was released to the market for use in the architectural glass industry, which provides heat insulation and solar control.

In addition to meeting safety needs thanks to their, temperable property compared to ordinary insulating glass units, Temperable Low-E Glass also reduces heat loss in winter by 50%, while Temperable Solar Control Low-E Glass provides, in addition to heat insulation, savings in cooling expenses by reducing solar energy transmission by 40-65% compared to ordinary insulating glass units.

With an eco-friendly production concept, Şişecam Flat Glass manufactured Flotal E, the mirror of Şişecam, without using copper and lead. In addition to its eco-friendly structure free from substances harmful to nature, Flotal E provides a clear sight without compromising its high reflection rate. Eco-friendly production approach results in less waste, helping protect nature.

Şişecam Solar Panel Glass is low-iron, tempered frosted glass produced by Şişecam Flat Glass for use in solar panels. Coming in two pattern selections, Sandy and Prism, Şişecam Solar Panel Glass reduces reflections on the glass surface with its patterned structure, and provides maximum efficiency in solar glass performance with its high light transmittance and low reflection values. Light reflections may be minimized through special anti-reflection (AR) coating applied on glass surfaces. AR coating will provide an increase in performance and high efficiency in solar panels by increasing light transmittance of glass by 2%.

## R&D AND DIGITALIZATION

With projects implemented with Şişecam Department of Research and Technological Development, Flat Glass closely follows technological developments that drive the industry and enriches its product portfolio. The company aims to develop innovative and value-adding products addressing evolving market demands through creation of cooperation opportunities with research institutions, universities, and companies. Total R&D expense was TRY 12,782,796 in 2019. Within this reporting period, four patents are registered and two patents are filed.

Şişecam Flat Glass attaches great importance to communication with stakeholders on digital channels. In the reporting period, the company continued to intensely leverage the pace and reach of social media in communicating target audience, for this purpose, new social media platforms were added to the existing Turkish accounts of the brands, and new English accounts were created to incorporate all global markets. Number of followers reached 100 thousand by the end of the year with a total of 16 social media accounts belonging to Şişecam Düzcamlar, Şişecam Flat Glass, Şişecam Flat Glass India, Isıcam, Flotal and Flotal Mirror.

To increase the number of followers and interactions of Isıcam on social media, a Facebook contest called "Camdan Cama" (Camdan Cama) was organized which described superior features and consumer benefits of the brand for users, users. Thanks to this content, Isıcam Facebook account gained 12 thousand new followers and achieved to 20 thousand interactions.

With the participation of prestigious architecture offices carrying out projects in Turkey and abroad and engineers, R&D Meetings: "Glass in Design and Innovation" workshop was organized at Şişecam Science, Technology and Design Center.

To identify a strategy in the creation process of Şişecam Flat Glass digital products to facilitate the preference of Şişecam Flat Glass products in domestic and overseas projects which must be prepared using Building Information Modelling (BIM), BIM training was provided as specially designed for Flat Glass, and a workshop was organized with the professionals from the industry.

COMBATING CLIMATE CHANGE

ECOLOGICAL PRODUCTS

R&D AND DIGITALIZATION

INNOVATIVE PRODUCTS

Starting global communications via the newly-opened English Instagram account of Flotal brand, B2B and B2C communications continued also on the Turkish social media account, following digital trends, with initiatives to increase access and interaction by the target audience.

AWithin the scope of Şişecam Flat Glass’s global digital communication strategy, digital media communication campaigns were held in India and Italy. Using the most effective digital advertising methods, Şişecam Flat Glass met the target audiences in a wide variety of digital platforms, and through the campaigns, it was provided 30 million impressions throughout the year.

Şişecam Flat Glass continued providing trainings in different areas on the “e-Learning Portal” launched in 2018 to enable its business partners to have access to information they need by every means available, continue their learning, keep their knowledge updated and rich, with a view to add more value to operations of its business partners. Flat Glass also organized individual and professional development trainings for Business Partners in Customer Relationship Management, Sustainability and Digitalization fields in the Company Headquarters.

Flat Glass pays special attention to protection of customer information privacy. In this regard, the company leverages the most up-to-date, effective and secure infrastructure in this arena. In business agreements, joint confidentiality and information storage issues are secured by ISO 27001 Information Security Management System certificate. In this reporting period, digital and cyber security efforts continued; no cases of violation of customer privacy occurred and no complaints were received.

**MOBILE APPLICATIONS**

In line with the needs of different target audiences, “Glass Projects” application was added to already existing mobile applications “İsıcam Selection Wizard,” “Glass Acoustic,” “Performance Calculator” and “Glass Consultant” to help them have easy and rapid access to information. Available in Turkish and English, this novel mobile application allows for reviewing reference projects of Şişecam Flat Glass around the globe and offers users filtering options by project name, construction type and product category.

**INNOVATIVE PRODUCTS**

Flat Glass aims to increase not only its competitive advantage but also its positive added value for shareholders with innovative products it develops. Products developed with this regard are produced by considering the major factors such as environment and climate change as well as customer expectations.

Product development activities were continued in the second coated glass production line located in Yenişehir Plant of Şişecam Flat Glass. As part of these activities, “Şişecam Solar Control Low-E Glass” “Şişecam Temperable Low-E Glass Neutral 71/53” and “Şişecam Temperable Solar Control Low-E Glass Neutral 50/33” products were developed in line with the market needs and made available for customers and business partners.

In 2019, Italy Manfredonia Plant Coating Line was commissioned, and four new products, i.e. Low-E, high light transmission Low-E, Solar Control Low-E and Temperable Low-E, were made commercially available. Temperable and non-temperable versions of “Low-E Glass Neutral 80/64” product family, standing out with its high light and solar energy transmittance, were added to the product portfolio.

Produced with safety performance features even more improved than conventional laminated glass, Şişecam Extra Strong Laminated Glass was added to the product family.

New color options were added to “Temperable Lacquered Glass” product family, designed to provide user safety against potential impacts in the areas of use.

Targeting the automotive industry, trial production, customer launching customer, sample delivery and patent application stages were completed and technical approval and orders were received from customers in 2019 for windshield products, i.e. high performance athermic coated windshield to be used as laminated vehicle windshield helping reduce the AC load through heat and solar control and adding defrosting function and windshield with Head-up Display function reflecting selected navigation indicators on the windshield.

Development activities are are proceeding for new body tinted float glass from batch, functional coatings, anti reflective coatings, lacquered glass and smart glass systems to address different customer demands.

New triple silver product “Şişecam Temperable Solar Control Low-E Glass Neutral 60/28” which is available for the architectural glass industry won “Façade Material/ System of the Year” in 2019 for the 6th time.



KEY STAKEHOLDER GROUPS AND ATTENDANCE PLATFORMS

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Key Stakeholder Groups and Attendance Platforms

Stakeholder Group	Attendance Platforms	Attendance Frequency
Analysts	Face-to-face meetings, • Workshops	At least four times a year
Employees	Satisfaction survey • Suggestion and idea sharing platforms • Face-to-face meetings • Seniority incentive award • Recognition and reward system	Recurrent
Shareholders	General board meetings, • Periodic information reports, • Social media	At least twice a year
Public Institutions	Regular reporting • Meetings, forums and conferences • Press releases • One-to-one interviews	Recurrent
Customers	Satisfaction surveys • Social media • Face-to-face meetings and meetings • Phone and e-mail	Recurrent
NGOs	Strategic collaborations • Events	At least once a month
Suppliers	Daily workflow • Face-to-face meetings • E-mail communication	Recurrent
Universities	Conferences • Joint studies • Internship programs	Annual
Investors	Telephone/teleconferencing and e-mail communication • Face-to-face meetings • Workshops	At least twice a year
Media	Press conferences • Press releases • Interviews	At least once a month

Corporate Memberships

All Indian Glass Manufacturer’s Association	Çerkezköy Chamber of Commerce and Industry	Polatlı Chamber of Commerce
Ankara Chamber of Industry	Cybex Exim Solutions Pvt. Ltd.	Solar Energy Industrialists and Industry Association
Association of Turkish Construction Material Producers (İMSAD)	Gebze Chamber of Commerce	Targovishte Chamber of Commerce
Automotive Industry Association	GS1 Bulgaria	Targovishte Chamber of Commerce and Industry
Automotive Suppliers Association	GSFE	TOBB
BuildingSmart International	Gujarat Employers Organisation	TURKBESD
Bulgarian Confederation of Industrialists and Employers	Heat, Water, Sound and Fire Insulators Association (İZODER)	Turkish Business People Association
Bulgarian Energy Consumers Federation	Istanbul Chamber of Commerce	Uludağ Exporters’ Association of Automotive
Bulgarian Glass and Glass Manufacturers’ Association	Istanbul Chamber of Industry	Vadadora Chamber of Commerce and Industry
Büyükkarıştıran Islah Organized Industrial Zone	Kocaeli Chamber of Industry	White Goods Suppliers’ Association
Buzau Chamber of Commerce	Lüleburgaz Chamber of Commerce and Industry	Yenişehir Chamber of Commerce and Industry
Central Anatolian Exporters’ Association	Mersin Chamber of Commerce and Industry	

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## PERFORMANS INDICATORS

Economic Performance Disclosures	2018	2019
Total revenue (TRY)	5,875,064,071	6,650,648,000
Wages and benefits paid to the employees (TRY)	783,475,353	759,456,000
Dividend paid (TRY)	170,000,000	199,400,000
Tax paid (TRY)	186,155,000	154,037,000
Social donations (TRY)	2,140,000	400,000

Social Performance Disclosures		
Employee Demographics	2018	2019
Total Workforce (Number)	3,476	3,383
Female	377	386
Male	3,099	2,997
<b>Total</b>	<b>3,476</b>	<b>3,137</b>
Total Employees by Contract Type (Number)		
<b>Permanent</b>	<b>3,388</b>	<b>3,348</b>
Female	339	378
Male	3,049	2,970
<b>Temporary</b>	<b>88</b>	<b>35</b>
Female	38	8
Male	50	27
Total Employees by Category (Number)		
<b>Blue Collar</b>	<b>2,304</b>	<b>2,234</b>
Female	138	149
Male	2,166	2,085
<b>White Collar</b>	<b>1,172</b>	<b>1,149</b>
Female	239	237
Male	933	912

Employee Demographics	2018	2019
Total Employees by Employment Type (Number)		
<b>Full-time</b>	<b>3,473</b>	<b>3,381</b>
Female	377	386
Male	3,096	2,995
<b>Part-time</b>	<b>3</b>	<b>2</b>
Female	0	0
Male	3	2
Total Employees by Education Level (Number)		
Primary School	243	365
High School	1,824	1,657
University and above	1,409	1,361
Total Employees by Age (Number)		
Below 30	701	617
30-50	2,566	2,511
50+	209	255
Number of contractor employees	1,550	1,374
Full-time	1,440	1,225
Part-time	110	149
Female	217	168
Male	1,333	1,206
Tenure	3,476	3,383
Female employees 0-5 years	227	227
Female employees 5-10 years	62	77
Female employees 10+ years	88	82
Male employees 0-5 years	1,296	995
Male employees 5-10 years	706	833
Male employees 10+ years	1,097	1,169

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Employee Demographics	2018	2019
Top Management Structure (Number)		
<b>By Gender</b>		
Female	1	4
Male	25	17
<b>By Age Group</b>		
30-50	18	12
50+	8	9
<b>By Nationality</b>		
Turkish Citizen	23	19
Expat	3	2
Board Structure (Number)		
Female	1	4
Male	5	5
Mid-Level Management Structure (Number)		
<b>By Gender</b>		
Female	13	13
Male	81	74
<b>By Age Group</b>		
30-50	75	66
50+	19	21
<b>By Nationality</b>		
Turkish Citizen	86	62
Expat	8	25

Turn Over	2018	2019
New Hires (Number)		
<b>By Gender</b>	374	240
Female	80	52
Male	294	188
<b>By Age Group</b>	374	240
Below 30	203	106
30-50	154	116
50+	17	18
Employees Recently Left (Number)		
<b>By Gender</b>	281	290
Female	35	37
Male	246	253
<b>By Age Group</b>	281	290
Below 30	88	84
30-50	149	164
50+	44	42

Social Inclusion and Diversity	2018	2019
Employees on Parental Leave	151	145
Female	22	15
Male	129	130
Employees Returned to Work after Parental Leave	12	58
Female	12	13
Male	0	130
Workforce Covered by Collective Agreement (Number)	2,089	1,849
Female	154	161
Male	1,935	1,688
Cases of Discrimination (number)	0	0
Disabled Employees	72	72
Female	8	7
Male	64	65

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Employee Development	2018	2019
Employee Trainings (personxhour)		
Blue-collar female	932	3,767
White-collar female	6,792	13,815
Blue-collar male	54,794	73,735
White-collar male	31,716	74,112
Female	7,724	17,582
Male	86,510	147,847
Contractor Trainings (personxhour)		
Female	355	806
Male	12,719	11,023
Şişecam Academy Training (personxhour)	20,439	58,955
Employees under Performance Review		
Female	193	329
Male	1,081	1,289
Blue-collar	251	653
White-collar	1,023	965

Environmental Trainings	2018	2019
Environmental Trainings (personxhour)	3,702	1,411
Direct employees	3,049	1,176
Contractors	653	235

Research and Development	2018	2019
R&D Budget (TRY)	20,986,000	12,782,796
R&D Employees	163	691*
Patent applications	9	2
Patents granted	1	4
Nar Project Development System- suggested projects	31	253

\*Number includes Şişecam BTTM.

Supply Chain Management	2018	2019
Active suppliers	5,289	5,373
Local suppliers	2,784	2,545
Percentage of local suppliers (%)	55	47

Occupational Health and Safety	2018	2019
Accident severity rate	229	154
Accident frequency rate	9	9
Working Hours	-	14,713,515
Lost Day	-	1,970
Number of Accident	-	127
Occupational Health and safety trainings (personxhour)	49,593	53,110
Number of Occupational Health and Safety Committees	17	29
Number of Occupational Health and Safety Committee members	102	68
Number of employee representatives in Occupational Health and Safety Committees	37	14

Environmental Performance Disclosures	2018	2019
Net production (ton)	2,479,000	2,401,000
<b>Natural Resources</b>		
Raw material used (ton)	3,191,593	3,050,504
Recycled or recovered raw material used (ton)	-	168
Total water withdrawal by source (m <sup>3</sup> )		
Municipality	740,929	573,413
Surface	1,101,157	1,079,598
Underground	1,867,516	1,682,390
Other	0	24,997
<b>Total</b>	<b>3,709,602</b>	<b>3,360,398</b>
Recovered or reused water (m <sup>3</sup> )	678,131	853,551
Water intensity (m <sup>3</sup> /ton)	1.50	1.40

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Environmental Performance Disclosures	2018	2019
Total Wastewater Discharge by Target Environment (m <sup>3</sup> )		
Natural Receiving Environment	625,065	452,359
Sewer	750,483	419,434
<b>Total</b>	1,375,548	871,973
Internal glass fractures were reused in production (ton)	374,004	421,676
External glass fractures were reused in production (ton)	0	0
Hazardous Waste by Disposal Method (ton)		
Energy Recovery	3,676	3
Recovery	223,119	946
Incineration	0.46	43,467
Landfill	1,577	912
Other	24	52
<b>Total</b>	228,396	45,380
Non-Hazardous Waste by Disposal Method (ton)		
Recovery	2,575,837	8,980
Incineration	0	64
Landfill	812	1,034
Other	28	3,506
<b>Total</b>	2,576,677	13,585
Total amount of waste (ton)	2,805,073	58,966
Waste intensity (ton/ton)	1.13	0.01
Amount of packaging material (ton)	28,990	26,483
International plants (ton)	18,702	14,338
Domestic plants (ton)	10,288	12,145
Packaging waste recovery rate***(%)	54	54

\*\*\* Only for domestic plants operations.

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Management Approach	2018	2019
Environmental non-compliance penalties (Number)	0	0
Amount of environmental non-compliance penalties (TRY)	0	0
Environmental Expenditures (TRY)		
Environmental Management Expenditures	17,535,678	22,406,792
Environmental Investment Expenditures	419,065	13,181,093
<b>Total</b>	17,954,743	35,587,885
Sapling planted	3,998	958

Combating Climate Change	2018	2019
Energy consumption (GJ)		
Natural gas	20,566,543	21,078,788
Electricity	1,499,212	1,433,710
LPG	3,460	1,023
Other	1,265,623	2,512
<b>Total</b>	23,334,839	22,516,033
Energy intensity (GJ/ton)	9.41	9.37
Energy saving (GJ)	375,600	472,942
Energy saving (TRY)	24,000,000	44,641,915
Scope1 Emissions (ton)	1,661,518	1,428,208
Scope2 Emissions (ton)	181,878	124,098
Total Emissions (ton)	1,843,396	1,552,305
CO <sub>2</sub> intensity (ton CO <sub>2</sub> /m <sup>2</sup> )	0.74	0.62
GHG savings (ton CO <sub>2</sub> )		
Scope1	6,146	11,052
Scope2	33,783	34,065
<b>Total</b>	39,929	45,117

\* As the subcontractor employees' lost days are not taken into consideration, the actual working hour of the subcontractor is not taken into account in the Accident severity Rate calculations.

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102-43	Collaborations and Stakeholder Engagement, p.15
102-44	Collaborations and Stakeholder Engagement, p.15

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Reporting Practices	
102-45	About the Report, p.2
102-46	About the Report, p.2
102-47	Şişecam Sustainability Strategy: Care For Next, p.12-13
102-48	GRI Index: There are no restatements of information.
102-49	About the Report, p.2 ; Şişecam Sustainability Strategy: Care For Next, p.12-13
102-50	About the Report, p.2
102-51	<a href="https://www.sisecamduzcam.com/en/sustainability/sustainability-reports">https://www.sisecamduzcam.com/en/sustainability/sustainability-reports</a>
102-52	Annual reporting
102-53	Contact, p.42
102-54	About the Report, p.2
102-55	About the Report, p.2
102-56	No external assurance

Material Issues		
Standards	Disclosures	Descriptions and Page Numbers
Combating Climate Change		
GRI 103: Management Approach 2018	103-1	Explanation of the material topic and its boundary
	103-2	The management approach and its components
	103-3	Evaluation of the management approach
GRI 302: Energy 2018	302-1	Energy consumption within the organization
	302-3	Energy intensity
GRI 305: Emissions 2018	305-1	Direct (Scope1) GHG emissions
	305-2	Energy Indirect (Scope 2) GHG emissions
	305-4	GHG emissions intensity
	305-5	Reduction of GHG emissions
	305-3	GHG emissions intensity
Natural Resources Use		
GRI 103: Management Approach 2018	103-1	Explanation of the material topic and its boundary
	103-2	The management approach and its components
	103-3	Evaluation of the management approach
GRI 303: Water 2018	303-1	Water withdrawal by source
	303-3	Water recycled and reused

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



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Standards	Disclosures	Descriptions and Page Numbers
GRI 306: Effluents and Waste 2018	306-1 Water discharge by quality and destination	Environmental Performance Disclosures, p.39
	306-2 Waste by type and disposal method	Environmental Performance Disclosures, p.39
<b>Diversity and Inclusion</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Diversity and Inclusion, p.26
	103-2 The management approach and its components	Diversity and Inclusion, p.26
	103-3 Evaluation of the management approach	Diversity and Inclusion, p.26
GRI 401: Employment 2018	401-1 New employee hires and employee turnover	Social Performance Disclosures, p.38
	401-3 Parental leave	Social Performance Disclosures, p.38
GRI 405: Diversity and Equal Opportunity 2018	405-1 Diversity of governance bodies and employees	Social Performance Disclosures, p.38
	<b>Occupational Health and Safety</b>	
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Occupational Health and Safety, p.29
	103-2 The management approach and its components	Occupational Health and Safety, p.29
	103-3 Evaluation of the management approach	Occupational Health and Safety, p.29
GRI 403: Occupational Health and Safety 2018	403-1 Workers representation in formal joint management- worker health and safety committees	Social Performance Disclosures, p.38
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety, p.29; Social Performance Disclosures, p.39
	<b>Talent Management</b>	
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Talent Management, p.27
	103-2 The management approach and its components	Talent Management, p.27
	103-3 Evaluation of the management approach	Talent Management, p.27
GRI 202: Market Presence 2018	202-2 Proportion of senior management hired from the local community	Social Performance Disclosures, p.38
GRI 401: Employment 2018	401-1 New employee hires and employee turnover	Social Performance Disclosures, p.38
	404-1 Average hours of training per year per employee	Social Performance Disclosures, p.38
GRI 404: Training and Education 2018	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development, p.27
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development, p.27

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<b>Product Responsibility</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Product Safety, p.21
	103-2 The management approach and its components	Product Safety, p.21
	103-3 Evaluation of the management approach	Product Safety, p.21
GRI 416: Customer Health and Safety 2018	416-1 Assessment of the health and safety impacts of product and service categories	Product Safety, p.21
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	GRI Content Index: There are no non-compliance cases regarding health and safety impacts of products in reporting period.
GRI 417: Marketing and Labeling	417-1 Requirements for product and service information and labeling	Product Safety, p.21
	417-2 Incidents of non-compliance concerning product and service information and labeling	GRI Content Index: There are no non-compliance cases about product labelling in reporting period.
GRI 419: Socio-economic Compliance 2018	419-1 Non-compliance with laws and regulations in the social and economic area	GRI Content Index: No legal fines were paid for non-compliance to social and economic regulations in the reporting period.
<b>Corporate Heritage</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Corporate Heritage, p.23-24
	103-2 The management approach and its components	Corporate Heritage, p.23-24
	103-3 Evaluation of the management approach	Corporate Heritage, p.23-24
<b>Contribution to Social Development</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Corporate Social Responsibility, p.30
	103-2 The management approach and its components	Corporate Social Responsibility, p.30
	103-3 Evaluation of the management approach	Corporate Social Responsibility, p.30
<b>Research&amp;Development and Digitalization</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Research&Development and Digitalization, p.33-34
	103-2 The management approach and its components	Research&Development and Digitalization, p.33-34
	103-3 Evaluation of the management approach	Research&Development and Digitalization, p.33-34
<b>Innovative Products</b>		
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care For Next p.12-13 ; Innovative Products, p.34
	103-2 The management approach and its components	Innovative Products, p.34
	103-3 Evaluation of the management approach	Innovative Products, p.34

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