

## Human Resources

Employing nearly 22 thousand employees, Şişecam believes that diversity in human resources should be supported with sustainable corporate success.

Conducting production, sales and marketing operations in 14 countries with about 22 thousand employees, Şişecam firmly believes that diversity in human resources must be promoted and is key to achieving sustainable corporate success. Şişecam focuses on equal opportunities, adopts a systematic and development-oriented approach, transfer its differences and cultural heritage in a stronger position, and shape its future through a perspective that is based on constant improvement and innovation. The Company implements the best human resources practices that allow employees to realize their potential and emphasize talent development.

### Single Şişecam Organizational Structure Activities

In 2020, as part of the “Single Şişecam” vision, activities were undertaken to restructure Şişecam’s operation model and achieve functional excellence and conduct projects that can generate a high value. While the organizational restructuring projects are underway, the Company aimed to establish a lean and agile organization. On the other hand, second phase of the Roots and Wings Digital Transformation Program is planned to be commenced to ensure harmonization among product groups. In this context, the organizations of Supply Chain, Sales and Marketing, Production and Quality functions will be addressed, in addition to the Financial Affairs and Human Resources functions centralization of which has been largely completed.

### Human Resources Transformation Project

Şişecam began working on the Human Resources Transformation Project in 2019 under the “Roots and Wings Digital Transformation Program” which was designed to renew the Company’s ways of doing business and improve its technological infrastructure. Human resources practices and methodologies at Şişecam were overhauled to re-design the Company’s human resources processes from a standard, digital, lean and agile perspective, reduce operational workload through digital technologies and a common service centre approach, and enhance employee experience by focusing on high value-added activities.

The Performance Development System, Employee Central, Global Resource Management, Human Resources Service Channels, and Payroll & Time Management practices were introduced to implement Human Resources solutions with a single, end-to-end data infrastructure offering an integrated and seamless experience. The project is expected to be completed in 2021.

### Diversity and Inclusion at Şişecam

Şişecam sees the diversity of its human resources as one of its most valuable assets. Therefore, the Company adopts an inclusive management and leadership approach that supports every employee to realize their full potential in the workplace. Similarly, the Company continues its activities and projects to eliminate gender inequalities and remove all barriers that hold women back from decent work. “Don’t Discriminate, Use Equal Language (Ayırma, Dilini Eşitle)” and “The Power of Purple Embraces Everyone on March 8 (8 Mart’ta Morun Gücüne Herkes Dahil)” communication campaigns were executed.

Şişecam workforce is 21% female while its Board of Directors is 44% women. Female employees take up various positions that support production processes, such as forklift operators, quality control staff, logistics staff and fiber processing employees. In 2020, Şişecam continued to make architectural changes in its plants to create a more suitable workplace environment and meet workplace needs under the “Women-Friendly Plant Project.”



### Talent and Career Management

With the Journey Global Talent Management Program implemented to develop talents, Şişecam, driven by its focus on sustainable corporate success culture, aims to contribute to development of high-potential employees and prepare them for leadership roles. The program ensures end-to-end talent management thanks to its integrated structure which includes resource management, career management, succession and development management systems. Introduced in 13 countries back in 2019, the program covers more than 7 thousand employees on monthly wages. Potential assessment processes were completed for 1,150 employees at four different organizational levels; areas of development for these staff members were also determined. Talent pool-specific development programs were designed to develop talents and increase their loyalty to the company. English Language Development Program development support was provided to more than one thousand employees.

With the “Executive Leadership Program” specially designed for Şişecam in collaboration with INSEAD Business School in 2019, the Company supported the strategic thinking, change management, innovation, operational excellence and leadership skills, and provided manager coaching support in 2020. In addition, the first module training was conducted under the “INSEAD – Plant General Manager Development Program.”

Customized programs such as Individual Development Journeys, Mentoring and Mini MBA were designed for employees in different talent groups.

### Şişecam Academy

Training and development activities which were provided to continuously support development of employees and stakeholders and develop their competencies had to be re-designed by employing alternative training methods and provided via digital platforms due to the pandemic conditions.

Academy seminars, school and certification programs and orientation programs, which were designed specifically for Şişecam and prioritized contents needed during the pandemic, were all moved to the digital platforms.

Under the Digital Transformation projects, e-learning modules were prepared, Remote Training Stations were created for blue collar employees, and virtual classroom practices were introduced. Projects built on virtual reality technologies are planned to be introduced in the future.

Şişecam offers development programs for its distributors and conducts studies on quality education and training programs for young people in cooperation with schools and universities. The “Flat Glass Distributor Development Program” began to be used more commonly. 1,300 users from approx. 800 firms were granted access to the program. 7 trainings were prioritized and made available in English to contribute to company awareness on a global level. The Company began to work on an e-training library to be made available to customers and sales teams abroad in different language versions.

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Under the school-industry collaborations aimed at developing qualified workforce for the industry, the Company signed a collaboration protocol with the Ministry of Education Vocational and Technical Education General Directorate. As per this protocol, the Industrial Automation Technology department was established and workplace was built at the Yenişehir Vocational and Technical Anatolian High School in Bursa. Acceptance criteria were set to receive apprenticeship applications to the Ceramic and Glass Technologies Centre in the Denizli Vali Necati Bilican Vocational Education Centre, and initial actions were taken to ensure that the apprentices get their high school diplomas. In collaboration initiated in 2018 with Balıkesir University, the 3<sup>rd</sup> of Glass Application Certification Program was completed.

28 man\*hours of training was provided for salary employees, while 13 man\*hours of training was provided for hourly employees.

### Performance and Compensation Management

The Performance Development System designed to transform targets set in line with corporate strategies into sustainable and

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successful business results and align people towards a common goal with a team spirit has been renewed and implemented in 11 languages across 13 countries.

The system allows employees to be better recognized and rewarded after they become a member of the Şişecam family and aligns their career growth and personal development plans to the corporate objectives. Results from the Performance Development System are used as an input for processes such as employee evaluations, planning training and development programs based on the results of such evaluations, compensation and career management, and rewarding.

Şişecam's compensation system is designed to facilitate attracting and retaining the right talents based on corporate strategies and rewarding them in a fair and consistent manner. Necessary infrastructure is being developed for compensation, benefits and budget processes as part of the transformation process.

### Recognition, Appreciation and Rewarding

The "Stars of the Year" program encourages employees to submit their successful projects for evaluation. Owners of projects who contribute significantly to business results in various areas - including production, efficiency, quality, innovation, technology development, occupational health and safety - are rewarded for their efforts. With the NAR Suggestion Development Platform, innovative and creative suggestions that have the potential to create added value and improve efficiency are taken into evaluation. Exemplary behavior and successes are also appreciated through instant rewarding systems.

The Company also organizes ceremonies to celebrate its employees at all levels completing their 10<sup>th</sup>, 15<sup>th</sup>, 20<sup>th</sup>, 25<sup>th</sup> and 30<sup>th</sup> year of service.

### Resource Management

An integrated resource management approach is used during selection and placement processes. The Company's needs for employees are evaluated in a holistic manner with both external and internal candidates. Accordingly, recruitment and career move processes have been designed from end-to-end and the Resource Management application has been made available for use in 13 countries. This application allows all stakeholders to select, evaluate and monitor candidates via a single system. Its user-friendly platform also allows candidates to monitor vacancies. Additionally, robotic process automation solutions add value to processes.

### Employer Brand and Youth Talent Programs

Şişecam quickly adapted to rapidly changing circumstances during the pandemic. The Company moved its youth talent programs and university events to the digital space and reached out to 18 thousand young students through 102 university events.

254 university students were enrolled into the summer internship program "First Step." Student who were assigned to roles within the Headquarters completed their virtual internship, while those who were assigned to roles within Şişecam Science, Technology and Design Centre and plants completed their on-site internship. Additionally, 150 students who could not sign up to the internship program due to quota limitations were supported with a 2-week digital seminary program during which Şişecam professionals shared their knowledge and experience with them.

The Global Young Talent Program "Together" received nearly 10 thousand applications in 2020, and 141 project interns began their internship at domestic and overseas organizations. Due to the pandemic, the interns had to work remotely. 64% of the project interns who joined the program were later recruited by Şişecam. Since 2017, a total of 390 interns were accepted to the "Together" program and 164 of them later joined Şişecam.

Under the Industrial Doctorate Program, which is offered in collaboration with TÜBİTAK and allows doctoral students to take part in research projects, 14 doctoral students go on with their studies at Şişecam Science, Technology and Design Centre. In addition, 18 students from five universities are provided with support in relation to their dissertation in cooperation with mentors.

English and Turkish posts under the tag "Şişecam My Career" continue to be shared on social media platforms, i.e. key platforms that enable the Employee Brand to communicate with young talents. The social media accounts attract great attention from young people. The number of followers reached 12 thousand with a 8% increase per month. With 140 posts and 80 thousand interactions, close communication has been established with the labor market through digital platforms.

In 2020, Şişecam moved up five positions in the list of "Best Employers" voted by young professionals and university students, and ranked first under many categories in the manufacturing sector.

### Employee Engagement and Events

Backed by various actions taken before the pandemic, Şişecam follows the highest standards in occupational health and safety and has shown great agility in taking a variety of measures to protect its workforce and ensure business continuity.

Firstly, a "Pandemic Response Plan" was created pursuant to the decisions of the "Emergency Coordination Committee," which consisted of the CEO and Executive Board members. Protective measures were quickly implemented, such as handing out personal protective equipment to employees and suppliers, disinfecting work areas, common areas and employee shuttles, and arranging the working conditions in a manner which conforms social distancing rules. A multi-dimensional crisis management was established for all stakeholders and more than 200 announcements were made to raise awareness and provide information through communication campaigns on public restrictions and company practices.

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The number of employees that can be present in a production facility at the same time was optimized to protect employee health without interrupting production activities. The headquarters developed remote working arrangements to avoid overcrowded work areas, protect the health of employees and ensure business continuity.

During the pandemic, People Management and Communication Guidelines were published for managers and human resources team, and the COVID-19 Communication Committee Support Line was opened for questions and requests of employees.

With the free Employee Support Line, 24/7 service support was provided on 10 different subjects including Psychological Consultancy and Medical and Financial matters.

Regular plant visits made by the CEO have been moved to the digital platform. All global employees came together with the senior management during live Single Şişecam Meeting events.

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### Measuring and Monitoring Employee Experience

In collaboration with independent research firms, Şişecam regularly measures employee loyalty to improve and re-shape its employee management and leadership practices based on the opinions of its employees. Following a survey conducted in 2019 on a global scale with the participation of all employees, including hourly and monthly employees, all management teams identified improvement actions based on the results of the survey and thus, approx. 800 improvement actions were taken in 2020.

### Administrative Affairs and Security

Service procurement models of Şişecam facilities were reviewed and re-designed according to the principles of operational excellence and standardization.

Ongoing projects include Smart Fleet Software, Service Optimization Project, use of e-mobile security systems with the transition to tech-intensive security practices, digital weighbridge practices, security reporting via a single system, procuring physical archiving services from a single service provider, and digital archive project.

The Zero Waste project has been carried out. International certification processes are planned to be performed at buildings in use in 2021.

According to the employee satisfaction surveys designed to measure how satisfied the Şişecam Headquarters employees are with the building management services, food and catering services, employee shuttles and transportation services, the percentage of employees satisfied increased from 77% in 2019 to 83% in 2020.

Şişecam Headquarters and Şişecam Science, Technology and Design Centre meeting the requirements of the TSE COVID-19 Hygiene, Infection Prevention and Control Documentation Program received the TSE COVID-19 Safe Service Certificate, while the Company's production facilities located in Turkey was awarded the TSE COVID-19 Safe Production and Service Certificate.

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