

「ONE PLANET  
COMMON FUTURE」



**2020**

Türkiye Şişe ve Cam Fabrikaları A.Ş.  
SUSTAINABILITY REPORT



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**2020**  
ŞİŞECAM SUSTAINABILITY REPORT

# ABOUT THE REPORT

Şişecam continues to be a worldwide source of pride for Turkey with its employees, customers, suppliers and shareholders.

Türkiye Şişe ve Cam Fabrikaları A.Ş. presents this 8th sustainability report to share its sustainability performance covering the period January 1, 2020 - December 31, 2020 with its stakeholders. This report has been prepared in accordance with the GRI Standards: Core option.

The data in the report covers all legal businesses of Şişecam in and out of Turkey. The major subsidiaries of the Şişecam, namely Anadolu Cam Sanayii A.Ş., Denizli Cam A.Ş., Soda Sanayii A.Ş., Trakya Cam A.Ş. and Paşabahçe, which are all listed in Borsa İstanbul, were merged under Şişecam

in 2020. The reporting of each company's sustainability performance data, which were published separately in each company's own report in the past years, will continue under the roof of Şişecam as of this year.

The valuable feedbacks from our stakeholders are extremely important in terms of improving both our operations and our reporting process. You can share your opinions, suggestions and complaints about our report and all sustainability matters with us at [carefornext@sisecam.com](mailto:carefornext@sisecam.com).



# MESSAGE FROM THE CEO

Esteemed stakeholders, 2020 was a year of global uncertainties and risks due to the COVID-19 pandemic.

As Şişecam we supported a broad ecosystem which included our suppliers, customers, employees while balancing the negativities through our quick actions taken since the beginning of the pandemic and our firm crisis management practices. While we go through all these processes, our merging which is one of the most crucial turning points of our 85-year-history, became the biggest one that took place in Turkish capital markets. After the merge we became the industrial company with the highest free float rate in Borsa Istanbul with the rate of 49%.

We determinately march on towards our vision of being one of the top 3 companies in each of our lines of work in line with our operational excellence goal as an institution that produces globally in 4 continents and 14 countries with the devoted work of 22.000 employees. Despite the harsh conditions in the reporting period, we

continued our work effectively and sustainably by taking advantage of our global production network that holds a place in every area of glass sector. In 2020 we produced 4.9 million tons of glass, 2.2 million tons of soda, 3.9 million tons of industrial raw material and increased our income from sales by 18% compared to last year and reached to 21.3 billion TL. While our total exports from Turkey was 685 million USD our share of international sales reached to 60% at the end of 2020.

We continue to integrate our CareforNext approach that was built on "Protect", "Empower", "Progress" into our work processes after the One Şişecam merger. While we move towards our 2022 sustainability goals, we started a strategy project in 2020 where we started to determine our 2030 goals in line with UN Sustainable Development Goals. We continue our efforts to disseminate

our sustainability strategy and best practices in a way to include all stakeholders in the value chain during the reporting period. Our work within this scope is conducted under the roof of Sustainability Committee and Energy and Production Technologies, Environment, Corporate Social Responsibility, Occupational Health and Safety, Diversity and Inclusion, Digitalization and Innovation Technologies working groups that is a part of the Committee. Our high performance rooted in the importance we attach to sustainability is awarded by independent evaluation institutions. Şişecam continues to be in the BIST Sustainability Index after the merger that took place in 2020.

Disseminating our inclusive corporate culture to all of the value chain and supporting and improving diversity and inclusion efforts is one of our most important goals. "Female-Friendly Factory Project" that is



conducted to spread the equality of opportunity and inclusion culture to the whole Group and support females getting into the workforce continued during the reporting period. We move towards our goal of 30% women employees with 4700 women employees and in line with UN Sustainable Development Goals.

As the only example in the world that operates in all areas of glass, we are aware of the potential gain of glass which can be recycled indefinitely. Within this scope, we occupy a different position among all peers as a company that both produces and recycles glass. With our most important investment regarding the improving of glass recycling infrastructure in Turkey, Şişecam Environment Systems, we obtained 256,000 tons of recycled and waste glass in 2020 in order to use them in our own operations.

We introduced Paşabahçe Aware Glassware collection which includes 100% recycled glass in 2020 in order to highlight the importance of circular economy and recycling.

We continue at full speed with research, technological development and digitalization studies which are among Şişecam Group's important global competition factors. Şişecam approaches to digitalization as an 360-degree-integrated concept from supply chain to customer experience throughout the value

chain and adopts a digital transformation strategy that speeds up the integration of work processes with innovative digital technologies. In this scope, Şişecam realized one of biggest 3 projects of SAP. Our goal is to structure our digital infrastructure in a way to cover all systems with our global activities integrated. When the process is completed, our company will have cloud-based systems and big data processing abilities, main tools to artificial intelligence analytics and advanced technologies, comprehensive projects for operational excellence with Industry 4.0 applications.

Glass is an important need for all individuals due to the widespread use of it during food consumption. At a point to meet the high hygiene standards during Covid-19 pandemic, Şişecam introduced V-block antimicrobial coating which was developed fully by in-house sources and 94,1% effective against Covid-19. With our products we also enable our customers to take pioneering steps regarding sustainability in various sectors. Şişecam Science Technology Design Center is one of the leading R&D centers of the world regarding glass and operates to develop products for renewable energy generation, high energy efficiency, heat performance and safety. Compared to 2019, "R&T&D" (Research&Technology&Development) budget increased by 25% reaching 123 million TL and cooperated with 60 (32 national and 28 international)

universities, research institutions and firms; common work was conducted with a total of 23 designers, 16 of which are foreign, regarding "Design" actions. In addition we obtained 4 patent applications and 6 patent registration.

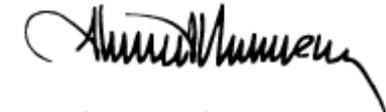
Since we operate in an energy-dense sector and have a high sense of responsibility regarding climate change, we see the reduction of energy use in all processes, increasing energy efficiency and decreasing greenhouse gas emissions as the topics of priority. As a result of efforts took place in line with this, we saved 263.028 GJ of energy and prevented 103,471 tons greenhouse gas emissions in 2020.

For Şişecam that aims for global sustainable success, is an innovator, spreads the culture of learning together, puts the best human resources practices into practice in areas of operation and applies a human resources policy that values all stakeholder; talent and competence of the human resource is and has been the most important factor to reach the goals. We continue to provide a suitable working environment to all our employees in the challenging 2020 conditions by taking all necessary health and safety precautions.

Şişecam perceives the actions it took in 2020 as a turning point regarding long-term strategies and global competitive

capacity with its position materialized as "global excellence". While the historic breakthrough to make the future of Şişecam more integrated, digital, optimized and operationally excellent continues; we speed up the investments that are long-term, sustainable and supportive of the societal development with new model practices and projects.

We are aware of all the responsibilities that lay on our shoulders regarding the sustainability of the value we create for all stakeholders with the knowledge that we are among the most deep-rooted representatives of the cultural heritage of glass. I kindly pay my gratitude to all stakeholders that support us during this journey.



Prof. Dr. Ahmet Kirman  
Vice Chairman and CEO



# FIGHTING THE PANDEMIC

Since the beginning of the process, we have taken multiple key steps to protect the health of our employees and ensure business continuity, both at our production facilities and at our Headquarters.

The Covid-19 virus has evolved into a global pandemic, making a serious mark on the year 2020. As the impacts of Covid-19 continue in 2021, we at Şişecam continue to closely monitor the pandemic-related developments on a national and international scale, and we constantly adjust our business processes by implementing the highest level measures in all countries we operate in. Aware of the responsibility of being one of the longest-established organizations in Turkey, we are completely fulfilling our duties regarding the health of our colleagues, business partners

and customers without any interruptions to our production and services to cover the basic needs of the society in these challenging times.

As a result of the actions and plans we have put in place since the pandemic broke out, we have adopted highest level of protective measures and practices for occupational health and safety across our entire organization in and out of Turkey and have also taken various measures to maintain business continuity. As always, our top priority is to ensure the health and safety of our employees and their families, and thus we take all relevant measures.

We closely monitor the instructions of the Turkish Ministry of Health and all relevant public authorities and meticulously implement all measures set. To that end, as part of the "Pandemic Action Plan", we rapidly implement the decisions taken by the "Emergency Coordination Committee", which consists of the members of the

Executive Board and is chaired by Şişecam CEO, in line with current developments.

We communicate transparently with all our employees in all countries where we operate as well as all stakeholders including but not limited to our employee' unions, suppliers and customers, and regularly share the measures we take. In addition, we use various communication channels such as e-trainings, digital screen posts and e-mail announcements to inform our employees about the developments regarding the pandemic as well as Covid-19 symptoms and personal protective measures and to share updates.

Since the beginning of the process, we have taken multiple key steps to protect the health of our employees and ensure business continuity, both at our production facilities and at our Headquarters. Before the official reporting of the first Covid-19 case in Turkey, we started to take our precautions and quickly implemented

ŞİŞECAM'DAN DÜNYADA BİR İLK!  
ANTİMİKROBİYAL KAPLAMALI  
CAM EV EŞYASI

  
**V-BLOCK**  
A ŞİŞECAM TECHNOLOGY



## V-Block

We developed the "Antimicrobial V-Block Coating Technology", a world first

protective measures against Covid-19 through decisions such as distributing personal protective materials, disseminating the use of disinfectants and taking body temperature of our employees at our production facilities. We started to regularly disinfect the common areas that our employees use intensively. We have created a working order that observes social distancing for our employees in all our workplaces. We have ensured that periodic disinfection is performed in employee shuttles at each shift change. We have succeeded in optimizing the number of employees at our production facilities in a way that will not affect our production operations but protect employee health.

Meeting the expectations of our trustful customers and ensuring their health and safety at the highest level are among our top priorities. Thanks to our deep-rooted innovation culture and pioneering R&D organization, we also developed the "Antimicrobial V-Block Coating Technology", which is a first in the world, to neutralize viruses and bacteria including the Covid-19 virus on glass surfaces.

We have launched a comprehensive donation campaign to deliver the V-Block Technology to all healthcare professionals who have been working devotedly at the front line since the first day the Covid-19 virus emerged in our country. In coordination with the General Directorate of Public Hospitals of the Ministry of Health, we will deliver 1,27 million V-Block-coated Paşabahçe Cups to all our healthcare professionals in public hospitals by the end of July.

Parallel to the decision taken by the official authorities in Turkey, we put our expectant and chronically-ill employees on administrative leave at the beginning of the process. At our Headquarters, we have created a working order in which the presence of employees is reduced through remote

working and alternate office working to protect the health of our employees and ensure business continuity at the same time. We have rearranged our recruitment processes and trainings so that they could be held on digital platforms. In order to minimize visitors at our Headquarters, we started to hold visitor interviews and meetings via communication tools such as telephone, teleconferencing and video conferencing. We have temporarily suspended business trips and customer visits, taking into consideration the health of both our customers and employees. In addition, we have regularly supported public health efforts during the pandemic process. Details of the support we have extended in the process is available on our website.

As a global Group with production in 14 countries and sales over 150 countries, we maintain our operations with a determination to deliver our services and support expected by our customers in the entire process. We request all our business partners providing services to our facilities to strictly match the degree of measures and practices we have implemented.

We also closely follow our suppliers' practices regarding social distancing, hygiene and disinfection.

As we are going through an extraordinary period in which any feedback is critical for us to make the right planning, we work on procurement, production and logistics to take all necessary measures to fulfill our customer commitments.

**We request all our business partners providing services to our facilities to strictly match the degree of measures and practices we have implemented.**



When the pandemic situation started, a Crisis and Risk Management Team consisting Procurement & Supply Chain units was formed. At the beginning of the process, regular assessment meetings were held every day. Later the meetings took place 3 times and twice a week. Now the meetings are continued to be held once a week. Crisis and Risk Management Team evaluated the effects and risks of the pandemic and created the necessary actions plan. At the beginning actions such as the control of blanket orders in Chinese suppliers, information gathering towards active suppliers (Tier1-Tier2) in order to learn the supply chain risks and effects, vehicle disinfection at shipments & knowledge sharing to suppliers regarding quarantined drivers, continuous communication with automotive suppliers that declared s stance, prioritizing needs bu reviewing purchasing and investment decisions and/or cuts, urgent spare part need monitoring, reviewing of supplier contracts with a focus on service continuity were put into practice. After the effect of the pandemic that started in China spread to the whole world, the action scope was enlarged to include all suppliers. Crisis and Risk Management Team ensured the critical raw material monitoring, dynamic management of production capacities towards demand shifts and quick action taking in lines. With the actions taken at daily S&OP meetings,

stock levels are managed optimally and by answering market conditions in an agile and robust way, a proactive supply chain approach was demonstrated. Through close relations and effective coordination with all stakeholders of the supply chain, supplier relations and customer priorities were managed effectively. The importance of supplier diversification, localization/ endenization and proximity to source increased and alternative/sustainable supply sources were put into practice in order to prevent the possible cuts and delays in value chain. By taking into consideration the suppliers' conditions after the pandemic, the suppliers with especially high rate of income from Şişecam and whose capacity use dropped drastically were identified. In line with this, the financing support was provided to these suppliers by either decreasing the maturity level or providing cash in advance. In addition, Supplier Financing System (Kyriba) was put into practice as a result of harmonization of all systems with a focus of digitalization in order to reach more suppliers. Quarantine restrictions of all countries where our production facilities are located and to which we make delivery were constantly monitored and required precautions were taken. Covid-19 measures were taken at all production facilities and increasing OHS demand towards protective equipment (mask etc.) were met. Main headlines

regarding the reflection of pandemic on logistics can be listed as difficulty in vehicle recruitment, transit/shipment period extension, changing rate of freight due to the reduction in vehicle capacities. During this process, shipment plans were made as soon as possible and shared with suppliers and vehicle reservations were guaranteed in order to be able to quickly respond to change of shipment plans. When difficulties arose to find a vehicle and driver due to quarantine rules, maritime and rail transport options were utilized as alternatives. Central storage management is being planned via creating common storage areas within the scope of sustainable value creating supply chain. With the common storage use, operational simplicity is targeted via single-handedly managing the packaging, loading-unloading, stockpiling, secondary services and shipment. With the pandemic, the importance of quick decision-making and having flexible and agile organizations was underlined once more and the emphasis on digitalization increased. Regardless of the pandemic situation and the effective management of investments, digitalization journey and digital transformation projects (robotic process automation, process mining, blockchain etc.), process and system improvement efforts continued without a pause. Thanks to the digitalized processes within the scope of digital transformation of procurement program,

remote work model is being effectively applied without an interruption at operations.

# ABOUT ŞİŞECAM

Şişecam was established in 1935 to meet Turkey's need for base glass products and is among the most distinguished global manufacturers as the only company operating in every field of glass today.

Operating with 22,000 employees in 14 countries and 4 continents in all areas of glass, including Flat Glass, Glassware, Glass Packaging, Automotive Glass and Glass Fiber as well as chemicals covering soda

ash and chromium compounds, Şişecam sells its products in over 150 countries thanks to its widespread global sales organization.

## VISION

To be a global company, teaming up with business partners for innovative solutions to differentiate ourselves with our high-end technologies and global brands, with utmost respect to people and the environment, while striving to be among the leading companies in all fields of operation.

## MISSION

To become a company which adds value to life through its high-quality products offering comfort and which respects people, the environment and the law.

## OUR VALUES

- We derive strength from our traditions and support each other
- We adopt a fair and transparent management approach
- We thrive and develop together
- We care for our environment
- We respect differences





## ŞİŞECAM FLAT GLASS

Having started operations in 1981, Şişecam Flat Glass produces architectural glasses, automotive and encapsulated glasses, solar glasses and white goods glasses. We rank 5th in the world and 1st in Europe thanks to our flat glass production capacity.

- 2.2 million tons of architectural glass production
- 8 million m<sup>2</sup> of automotive glass production
- 8 million pieces of encapsulated glass production



## ŞİŞECAM GLASS PACKAGING

Şişecam Glass Packaging has been operating since our establishment in 1935 and produces glass packaging in various volumes and colors for the food & beverages, pharmaceutical and cosmetics industries. Şişecam Glass Packaging is the fifth largest glass packaging manufacturer in the world and first in Europe.

- 2.3 million tons of glass packaging production



## ŞİŞECAM GLASSWARE

Since our establishment in 1935, Şişecam Glassware has been operating in the fields of automatic and handmade glassware production from soda glass, crystalline glass, heat-resistant borosilicate glass and lead-free crystal as well as paper cardboard packaging production and retail merchandising. Şişecam is the second largest glassware company in the world and in Europe.

- 291,000 tons of glassware production



## ŞİŞECAM CHEMICALS

Şişecam Chemicals has been operating since 1969 and produces soda derivatives, chromium chemicals, glass fiber, industrial raw materials, electricity, Vitamin K3 derivatives and sodium metabisulfite. Şişecam Chemicals is Europe's fourth and the world's eighth largest soda producer in terms of production capacity. Şişecam Chemicals is the world's leading producer of basic chromium sulphate (BCS).

- 2.2 million tons of soda production
- 48,000 tons of glass fiber production
- 3.9 million tons of industrial raw material production

# Şişecam's Global Presence

We deliver our high quality products to 150 countries through our production network in all areas of glass covering 14 countries in 4 continents and sales channels spread all over the world.

14 Countries

43 Production Facilities

4.9 MILLION TONS of Glass Production

2.2 MILLION TONS of Soda Production

3.9 MILLION TONS of Industrial Raw Material Production

### ŞİŞECAM FLAT GLASS

Kırklareli Plant Branch  
Mersin Plant Branch  
Bursa Plant Branch  
Ankara Plant Branch  
Şişecam Otomotiv A.Ş.

### ŞİŞECAM GLASSWARE

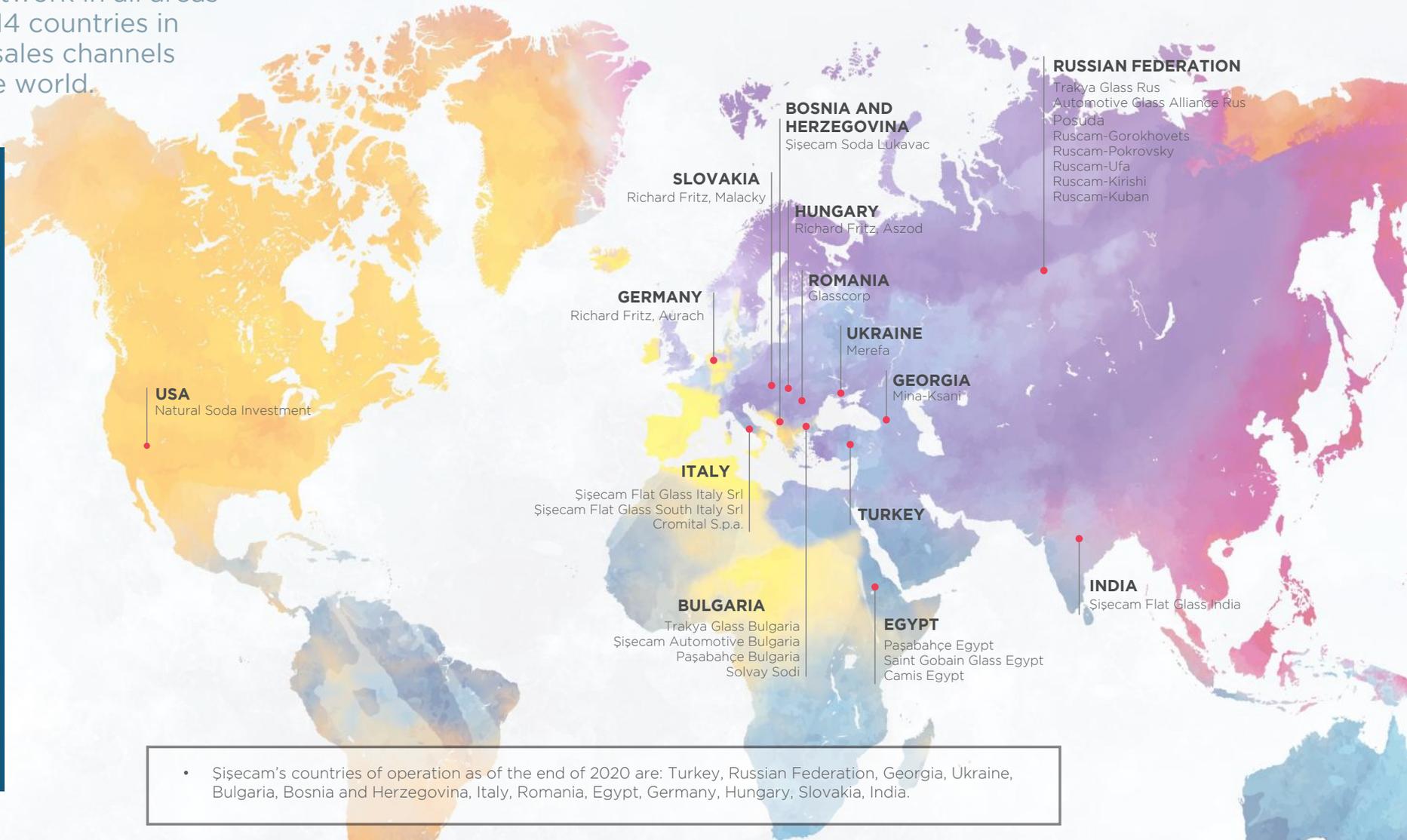
Kırklareli Plant Branch  
Eskişehir Plant Branch  
Denizli Plant Branch  
Camiş Ambalaj San. A.Ş. Tuzla Plant

### ŞİŞECAM GLASS PACKAGING

Mersin Plant Branch  
Yenişehir Plant Branch  
Eskişehir Plant Branch

### ŞİŞECAM CHEMICALS

Mersin Soda Plant Branch  
Mersin Kromsan Plant Branch  
Oxyvit Kimya San. ve Tic. A.Ş.  
Cam Elyaf Plant  
Camiş Madencilik Provinces of Operation: Aydın, Balıkesir, Bilecik, İstanbul, Karabük, Kırklareli, Mersin



- Şişecam's countries of operation as of the end of 2020 are: Turkey, Russian Federation, Georgia, Ukraine, Bulgaria, Bosnia and Herzegovina, Italy, Romania, Egypt, Germany, Hungary, Slovakia, India.

# ONE ŞİŞECAM MERGER

In 2020 when we celebrated our 85<sup>th</sup> anniversary, we consolidated all operations under the roof of One Şişecam.

In 2020, a year that will be considered a key milestone in the world history when we celebrated our 85<sup>th</sup> anniversary, we consolidated all operations under the roof of One Şişecam. In a bid to render our global organization more mature, we merged our major affiliates, namely Anadolu Cam Sanayii A.Ş., Denizli Cam Sanayii ve Ticaret A.Ş., Paşabahçe Cam Sanayii ve Ticaret A.Ş., Soda Sanayii A.Ş. and Trakya Cam Sanayii A.Ş., under the roof of One Şişecam, which was crowned the largest transaction in the history of Turkish capital markets.

Leveraged by our stunning history of 85 years, we successfully completed

the merger in such a year to continuously whet our ability to create synergies in multiple fields in line with our growth strategy that creates sustainable value.

We centralized our main functions such as supply chain, production, sales and marketing to provide cost advantage, create synergy between our business lines, make our decision-making processes more effective, and ultimately display a better share performance for investors by further increasing our revenues and profitability. In addition, our free float rate rose to 49%. In today's ever developing and changing world, the merger in 2020

has enabled a more effective management of our operations spread over 4 continents for different business lines and introduced an agile, responsive and lean global organization. We see this merger as a tool to further strengthen our perception and position in global capital markets and make our competitiveness and the economic value we offer more sustainable.

In the coming period, we aim to make Şişecam a more "Integrated", "Digital", "Optimized" and "Operationally Excellent" group through the use of competent human resources and smart technologies.

# ŞİŞECAM IN 2020

**21.3**  
Billion TL

Consolidated net sales of TL 21.3 billion, EBITDA of TL 6 billion, EBITDA margin of 28%



**1.9**  
Billion TL  
Investment

**40**  
Million TL  
Environmental investments worth TL 40 million



**240,000**  
Tons

A new flat glass furnace with an annual capacity of 240,000 tons in Polatlı, Ankara



**2.2**  
Million Tons  
of soda and 4.1 million tons of industrial raw material production



**100%**  
Local  
V-Block, 100% local coating technology effective against viruses and bacteria

**685**

Million \$

60% international sales<sup>1</sup> and USD 685 million dollars of export revenues



**4.9** Million Tons of glass production

## One Şişecam Merger

The merger of all Şişecam companies under one roof, which is the largest transaction in the history of Turkish capital markets



## Aware

The world's first glassware collection made of 100% recycled glassware



## Sustainability

Development in sustainability indices



## SPK

Disclosure of compliance with the sustainability principles in the Şişecam 2020 Annual Report in accordance with the principles set by the Capital Markets Board (CMB)



## 2022-2030

Materiality assessment for the 2022-2030 Sustainability Strategy



**256,000**

Tons

Contribution to the circular economy through the recovery of 256,000 tons of glass



# ŞİŞECAM'S SUSTAINABILITY JOURNEY

1935...

- We were established to respond to the needs of society.

2011

- We joined the Carbon Disclosure Project (CDP)
- We launched the "Glass and Glass Again" project.

2012

- We joined the CDP supply chain program

2013

- We published our first GRI (Global Reporting Initiative) Sustainability Report

2014

- We established the "Şişecam Ethics Board"
- We held the 1<sup>st</sup> Environment and Energy Workshop.

2015

- We established the Sustainability Committee



BORSA İSTANBUL'DA  
**GONG**  
ŞİŞECAM İÇİN ÇALIYOR  
5 EKİM 2020



BORSA  
İSTANBUL  
GRU



2016

- We were listed in Borsa Istanbul's Sustainability Index
- We established Çevre Sistemleri A.Ş. for glass recycling with "Transition to a Green Economy" goal

2017

- We held our 1st International Sustainability Workshop
- We became the first company in the Turkish flat glass industry to receive Environmental Product Declarations (EPD) in compliance with the European norm EN 15804

2018

- We ranked among the top 100 companies in the Vigeo Eiris Sustainability Index
- We published our CareforNext Corporate Sustainability Strategy
- We started the "Şişecam Women From Yesterday to Today" digital exhibit

2019

- We formed our Climate Change Coordination Board
- We published our Diversity and Inclusion Principles
- We were awarded with the Sustainable Business Prize of the Sustainable Development Foundation (SKD).
- We were awarded with Sabancı University's "Board Strengthened with Women" award

2020

- We continued to be in BIST as One Şişecam
- We published Şişecam Supplier Code of Conduct
  - We achieved the recycling of 256,000 tons of cullet.
- We transferred the Şişecam Glass Collection to the digital platform.
- We developed the V-block coating technology that is protective against viruses and bacteria
- We developed the Aware collection that is 100% recycled glassware

# SUSTAINABILITY GOVERNANCE

## Our Sustainability Management Structure

At Şişecam, we manage sustainability in a multi-layered and participatory manner. Although they have different duties and responsibilities, the bodies responsible for the implementation of our sustainability strategy are the Sustainability Committee, Working Groups and the Sustainability Directorate.

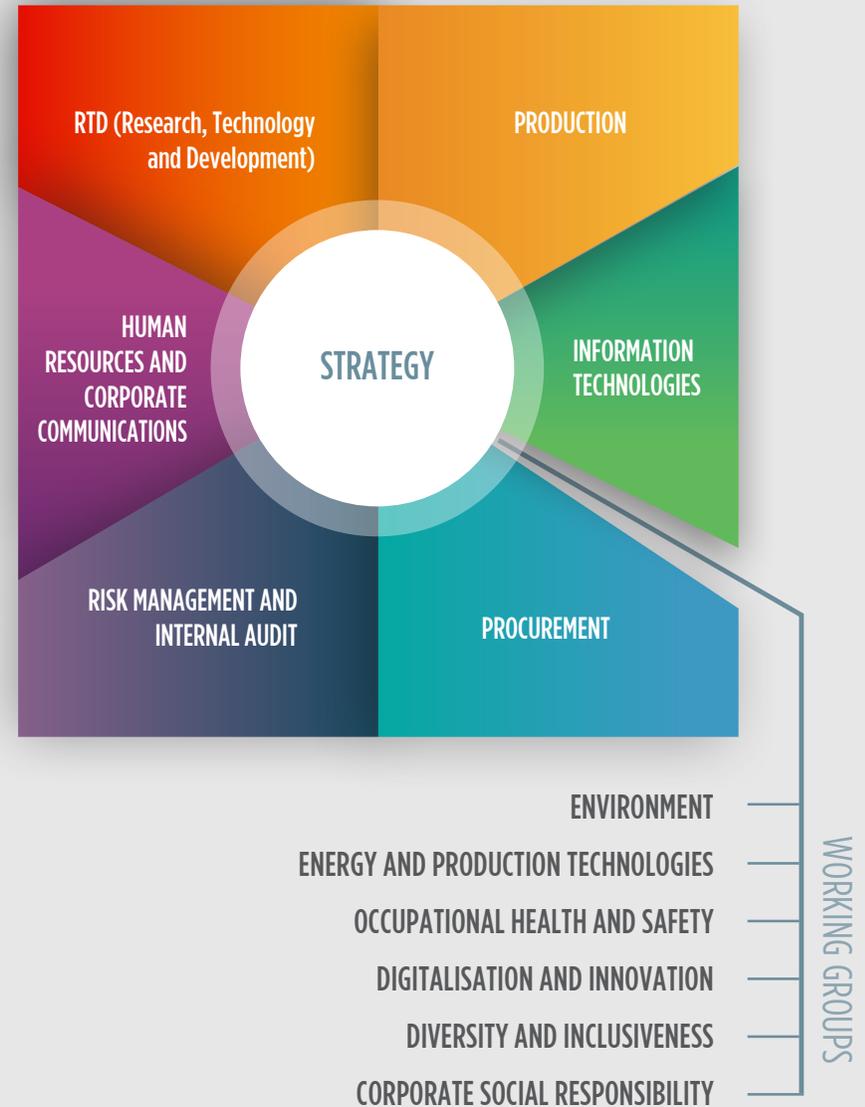
Şişecam Sustainability Committee is managed by our Strategy Department and is formed with the high-level participation of Production Groups, R&TD, Information Technologies, Financial Affairs, Risk Management and Internal Audit, Group Procurement and Human Resources and Corporate Communications Departments. It coordinates sustainability efforts to find system-based solutions through high-impact actions. Our Sustainability Committee is responsible for improving sustainability-related communication and implementing joint sustainability projects between working groups and Production Groups. The Committee meets on a quarterly basis and is also responsible for the integration of the sustainability strategy with Şişecam processes, the implementation of operational improvement activities, and the coordination, direction and monitoring of activities by the sub-working groups of the Sustainability Committee.

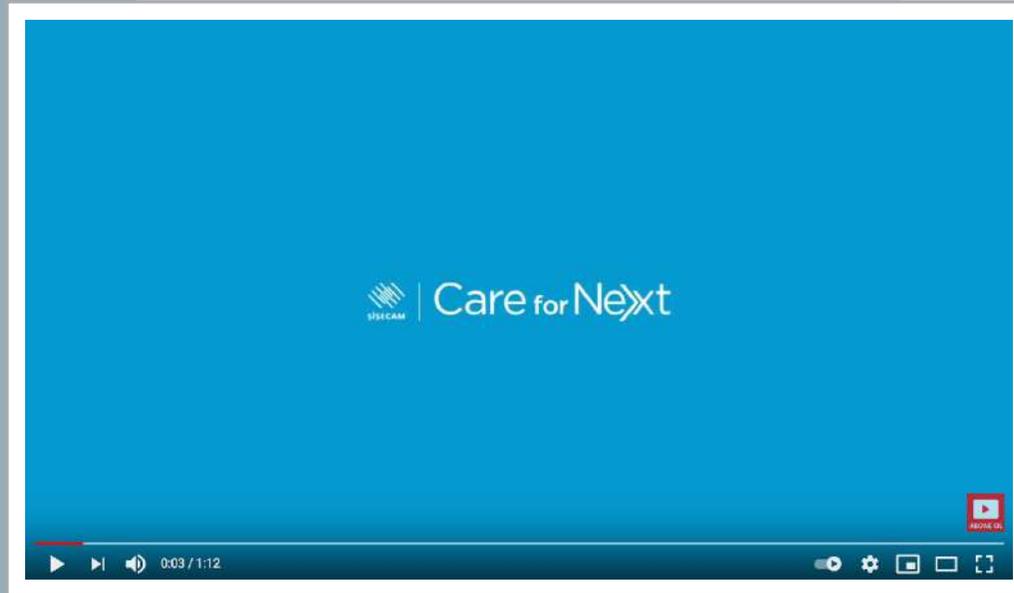
The Group's Vice Presidents for Production are active members of our Committee

and oversee the implementation of our sustainability strategy within Production Groups. Şişecam Sustainability Committee convened four times in 2020 to assess the performance of Production Groups in achieving their sustainability goals.

There are six working groups under the Sustainability Committee, and these groups ensure the direct implementation of Şişecam Sustainability Strategy and Action Plan. The working groups operate in relation to the themes of Environment, Energy and Production Technologies, Occupational Health and Safety, Digitalization and Innovation, Diversity and Inclusion, and Corporate Social Responsibility. The working groups met regularly in 2020.

Our Sustainability Directorate is the unit responsible for coordinating our corporate sustainability activities and bringing together the teams responsible for production, brand, communication, human resources, infrastructure, supply and quality. The Directorate serves as a focal point in our company for the management - in line with our Sustainability Strategy - of practices on matters such as corporate sustainability reporting, supply chain sustainability, sustainability training programs, measuring the effectiveness of our sustainability initiatives, and managing energy and natural resources.





Care for  
Ne>>t

## Şişecam Sustainability Strategy (2017-2021)

# Care for Next

We see sustainability as the focal point of our operations and a core element of our business model. To that end, we plan and carry out all our investment decisions as well as product and process development activities in consideration of social and environmental impacts. We aim to disseminate our sustainability vision to include all our stakeholders in every aspect of our value chain from raw material supply to post-consumption recycling.

Through the Şişecam sustainability strategy, we assess the key risks that affect our business processes within a holistic risk approach. Integrated into Şişecam business strategy, this approach is based on the main axes of creating permanent value, protecting natural resources, investing in people, and monitoring technological innovation.

Accordingly, we reviewed our sustainability strategy in 2017 and launched our integrated corporate Sustainability Strategy "CareforNext" in 2018. Shaped around the pillars of "Preserve", "Empower" and "Progress", our strategy aims to preserve natural

resources and our corporate heritage for new generations, to approach all our stakeholders by respecting diversity and inclusion, to encourage digitalization, and to sustain operations which do not make a negative impact on climate change.

Şişecam Sustainability Goals cover 5-year periods within the framework of CareforNext and are established in a way that contributes to the Sustainable Development Goals (SDGs) of the United Nations Development Programme.

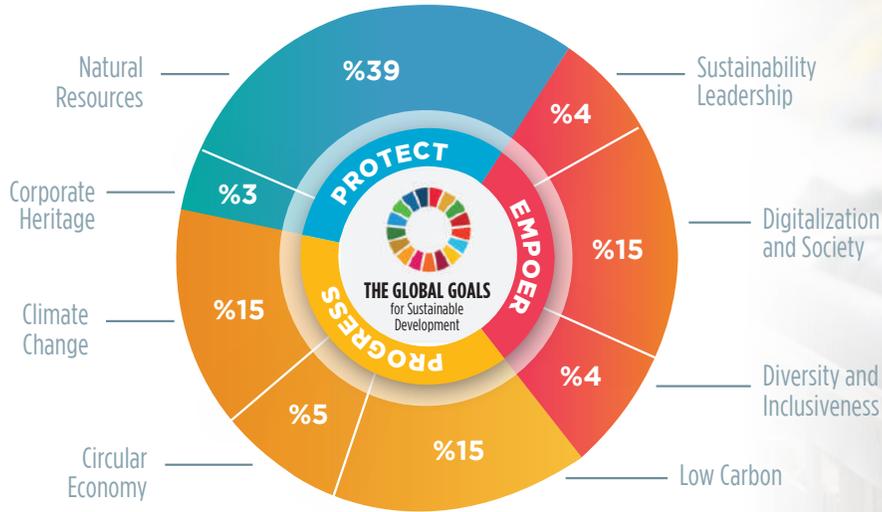
Focal points for the Preserve pillar are **Use of Natural Resource Uses, Corporate Heritage** and **Product Liability**.

Focal points for the Empower pillar are **Diversity and Inclusion, Talent Management, Occupational Health** and **Safety** and **Contribution to Social Development**.

Focal points for the Progress pillar are **R&D and Digitalization, Innovative Products** and **Combating Climate Change**.



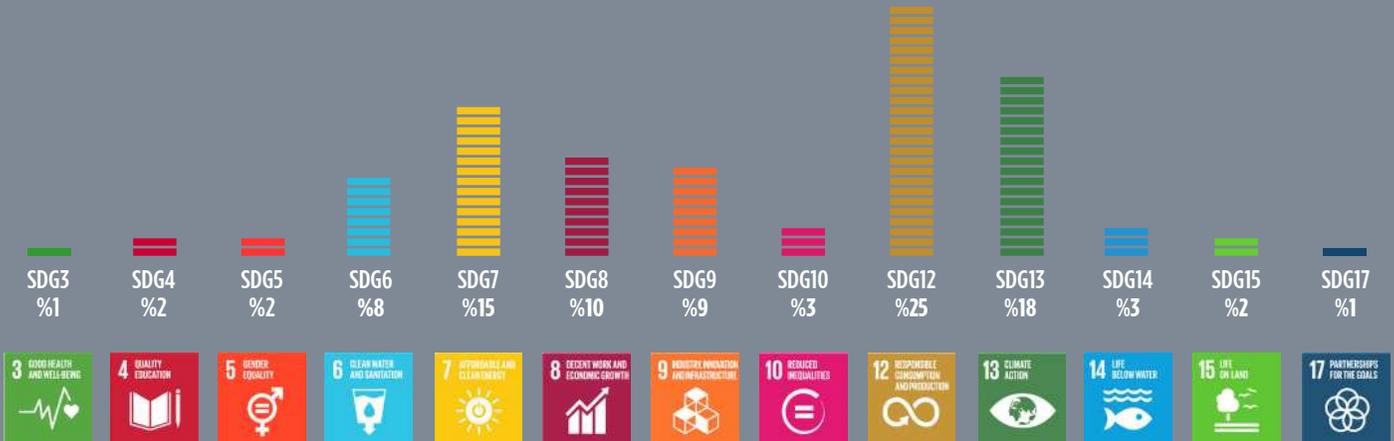
# Best Practices



## Best Practices and UN Sustainable Development Goals

To demonstrate our contribution in the context of SDGs, the goals of our Sustainability Committee and working groups as well as action towards these goals are monitored.

Furthermore, by matching the best practices we have realized throughout the year with SDGs, we monitor our contribution to the goals via clear practices and support awareness-raising for sustainable development in all areas.



## Our Sustainability Performance in 2020

In line with our Sustainability Strategy, we meticulously evaluate our sustainability performance and report it regularly. We use key performance indicators to follow the main pillars of our Sustainability Strategy, namely “Preserve”, “Progress” and “Empower”, in addition to our goals related to priority matters. We also consider the impact of variable social and economic developments and set short and medium-term goals separately for all main goals. We benefit from key mechanisms such as benchmarking studies, annual sustainability scorecards and half-year assessments in monitoring our sustainability performance and providing feedback.

In addition to the goals we have set, we monitor and report the sustainability parameters determined by international financial institutions such as the European Bank for Reconstruction and Development (EBRD) and the International Finance Corporation (IFC) in areas including but not limited to occupational health and safety, ethics, and environmental sustainability.

Since the first year it started operations in Turkey, we have been submitting our reports to the



CDP Program, the world’s most respected reporting platform on climate change, a critical priority for our company and the sector in which we operate. Every year, we transparently report our climate change governance structure, strategy, risk and opportunity management methods as well as carbon emissions metrics to corporate investors and the public. Our CDP disclosures are available on our corporate website and the CDP database.

Prior to the One Şişecam merger we realized this year, all Şişecam companies were regularly assessed in the Borsa Istanbul (BIST) Sustainability Index. As a result of the assessment in 2020, we are still assessed as One Şişecam (SISE) in the December 2020 – October 2021 period in the BIST Sustainability Index (XUSRD).



PRESERVE



EMPOWER



PROGRESS

Şişecam Sustainability Strategy (2017 -2022)	Unit	2020
Reuse of 5% of treated industrial wastewater	%	Above target
Using at least 20% recycled (outer cullet) glass in Glass Packaging production	%	Above target
Reducing NO <sub>x</sub> emissions through primary measures in at least 10 glass furnaces	Quantity	9
Realizing at least 4 industrial synergy programs	Quantity	Achieved
Increasing forestland by 20% in existing mining sites	%	%9
Reorganizing corporate procurement procedures in line with the sustainability principles	Procedure	Achieved
Initiating biodiversity and conservation practices in cooperation with local people at operational sites	Implementation	Ongoing
Zero occupational accidents “Lost Time Injury Frequency Rate” (LTIFR)	LTIFR	10
Determining “Şişecam’s” Diversity and Inclusion Principles”	Principles Document	Achieved
Disseminating an inclusive culture at Şişecam and with stakeholders, use indicators to measure the development of such culture	% of female employees	21.4
Supporting national and international policies and regulations on equal opportunities	Convention	Ongoing
Reducing GHG emission intensity of glass production facilities by 5% from 2017 baseline	%	2.5
Reducing annual specific energy intensity of glass production facilities by 2% from 2017 baseline	%	0
Obtaining 12 MW of energy from renewable (wind and/or solar) sources	MW	7.07
Switching to reactant pre-heating method in at least 1 additional plant to reduce natural gas consumption	Quantity	Ongoing
Switch to Waste Heat Recovery system in at least 2 additional factories	Quantity	Ongoing

## Process and Continuous Progress

Continuous Progress at Şişecam requires achieving our goals together, including employees from all levels, constant questioning in order to take all of our work to the next step, producing quick and effective solutions, learning from each other and making the search for the better

a road for perfection through constant individual improvement.

By creating a continuous progress culture and making continuous progress sustainable, CareforNext strategy is supported directly throughout the Şişecam.

In addition to the systematic process improvement projects, in 2020 Continuous Progress Platform -which is in line with the One Şişecam vision and serves to business lines of Şişecam and its synergy- was put into practice, standardization which is in the scope of lean transformation was

disseminated, OEE digital infrastructure was tested in two facilities within the scope of digitalization efforts and RPA studies were extended.



### 2020 Process Improvement Projects

Area of Operation	Glass Packaging	Glassware	Chemicals	Architectural Glass	Şişecam Automotive	Total
Number of Projects	25	17	8	7	5	62

**Financial Return 38 million Turkish Lira**

### LEAN Maturity Level Progress

PML 1 → PML 1+

- An infrastructure based on solid grounds
- Creating a constant improvement culture
- Maintaining process effectivity determination
- Improving processes
- World quality products and service

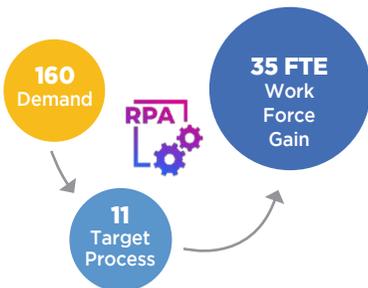
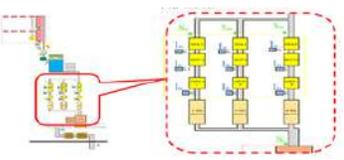
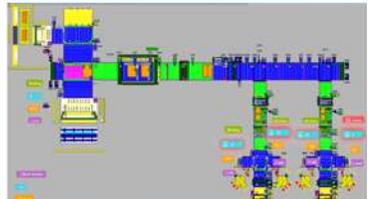
### Continuous Progress Trainings

Internal training to 340 participants

- Kaizen
- Visual Management
- 5S



Digitalization	
	Automation and Digitalization of Processes
	Perfect Process Management
OEE PoC Studies	
RPA Studies & Transition to Automation Hub	
Process Cockpits	

Process Management Cockpits	Robotic Process Automation	OEE
<ul style="list-style-type: none"> <li>Management of Şişecam Process Governance Model</li> <li>Management of Process Architecture</li> <li>Management of Continuous Progress</li> </ul>		<p>Glass Packaging Yenişehir Facility Line A1</p>  <p>Trakya Flat Glass Facility_ Special cutting chfdom Automotive cutting line-1 (Bottero)</p> 

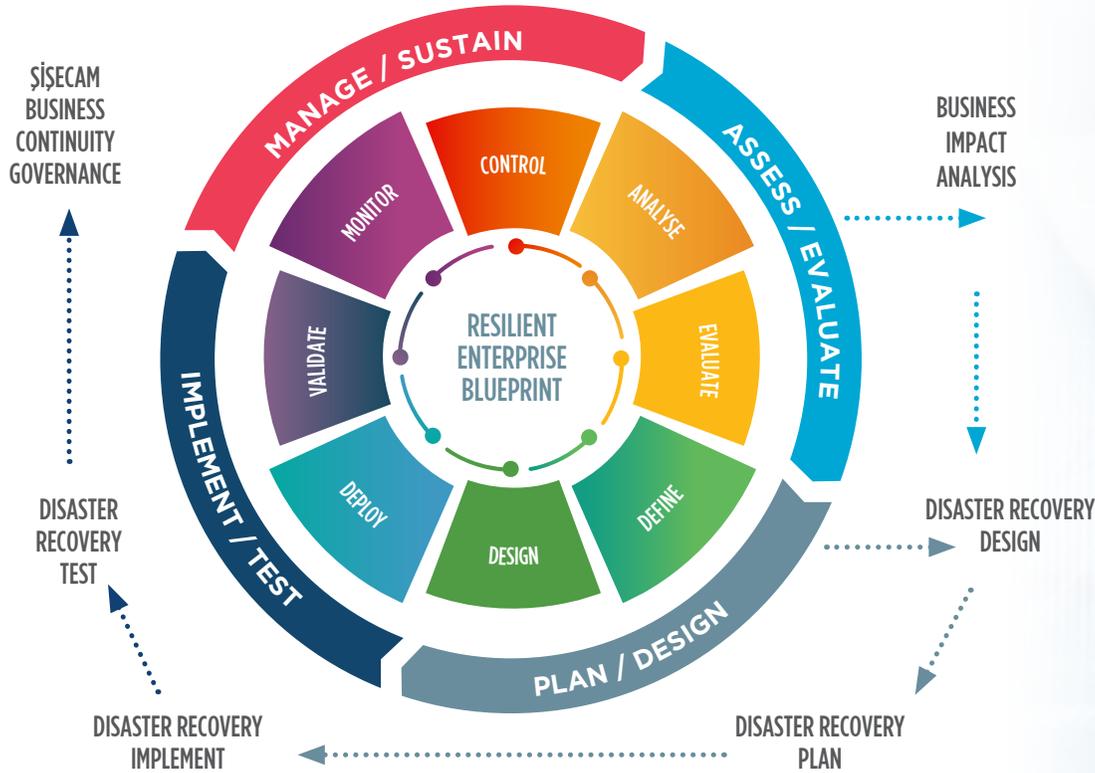
30% of 62 Continuous Progress projects completed in 2020 served to the sustainability targets and 23 projects on “Recycling, Resource Saving and Pollutant Reduction” have been implemented that contributed to the “PRESERVE” pillar in our CareforNext strategy. All process improvement projects were summarized into an A3-format book for sharing, synergy and archiving purposes.

Lean Maturity Level (LML) assessments which started in 2019 within the scope of Lean Transformation efforts for consistency with global practices, uniformity in Şişecam as a whole, standardization and supporting continuous development took place also in 2020 and actions were put in place in parallel to the development plans. On the other hand, it was aimed to make use of advanced problem-solving techniques in order to support the continuous progress and university cooperation and 15 projects started towards supporting our abilities regarding advanced data analytics and optimization. The development on our Lean

Maturity level which is achieved through operational, managerial and cultural improvements at factories with Lean Transformation work that aims to prevent waste and to reach Operational Excellence, serves to the “EMPOWER” axis of our CareforNext strategy.

Within the scope of digitalization efforts, some cockpits were prepared on the basis of process ownerships to move the processes forward and to enable the accession to identifies processes, documents, risks and performance indicators for activation of the process management. Efficiency and proactive management of effectiveness are supported through Robotic Process Automation (RPA) in managerial processes and through Overall Equipment Effectiveness (OEE) in operational processes. In addition to these, the “EMPOWER” axis of our CareforNext strategy was supported via process management and managing the RPA work from digital platforms.

# Şişecam IT Resiliency - IT Business Continuity



At Şişecam, we carry out the “Business Impact Analysis” process, which we analyze and probe into financial and non-financial matters related to operational, market, strategic and legal risks, along with the identification and analysis of our corporate IT risks that are currently

present and may arise in our digital transformation journey.

Based on the results of the “Business Impact Analysis”, the disaster recovery infrastructure is being re-designed using cutting-edge technologies in the cloud

and on-board data center that form the infrastructure of the digital transformation journey. IT business continuity plans are also reviewed and updated in line with the standards.

Business critical systems and data are

securely kept at different data centers in accordance with the outcomes of the business impact analysis. Thanks to the cloud technologies used, the ability to activate IT services within an acceptable downtime will be available.

CareforNext  
**2022-2030**  
**VISION**

Protect the **PLANET**  
**EMPOWER** SOCIETIES  
**TRANSFORM** LIVES



## CareforNext 2022 - 2030:

# PROTECT THE PLANET - EMPOWER SOCIETIES - TRANSFORM LIVES

As the only company in the world operating in every field of glass, we work to become one of the three largest manufacturers in the world in our main business areas. One of Şişecam's main goals in its roadmap is to create sustainable value for its stakeholders.

Therefore, since the day we were established, we have considered sustainability as a part of our business

operations, and we have been taking steps to continuously improve our sustainability performance.

While ceaselessly increasing our effectiveness in the current business lines under the umbrella of One Şişecam, we aim to lead the market by focusing on innovative products and technological transformation, quickly adapt to the new business setups that will emerge after

the global Covid-19 pandemic, protect our corporate heritage, and launch new business lines and take advantage of new and strategic cooperation opportunities to meet the emerging needs.

At Şişecam, we started an update at the end of 2020 to build our Sustainability Strategy for 2022-2030 on a sustainability framework comprising 3 pillars, namely 'Protect the Planet', 'Empower Society'

and 'Transform Life, and the supporting area called 'Continuous Development', which crosscuts all sustainability activities. In the new strategy era, Şişecam aims to bolster our CareforNext vision as a company Protecting the Planet, Empowering Society, Transforming Life and Continuously Developing ourselves and all our stakeholders in all these areas.



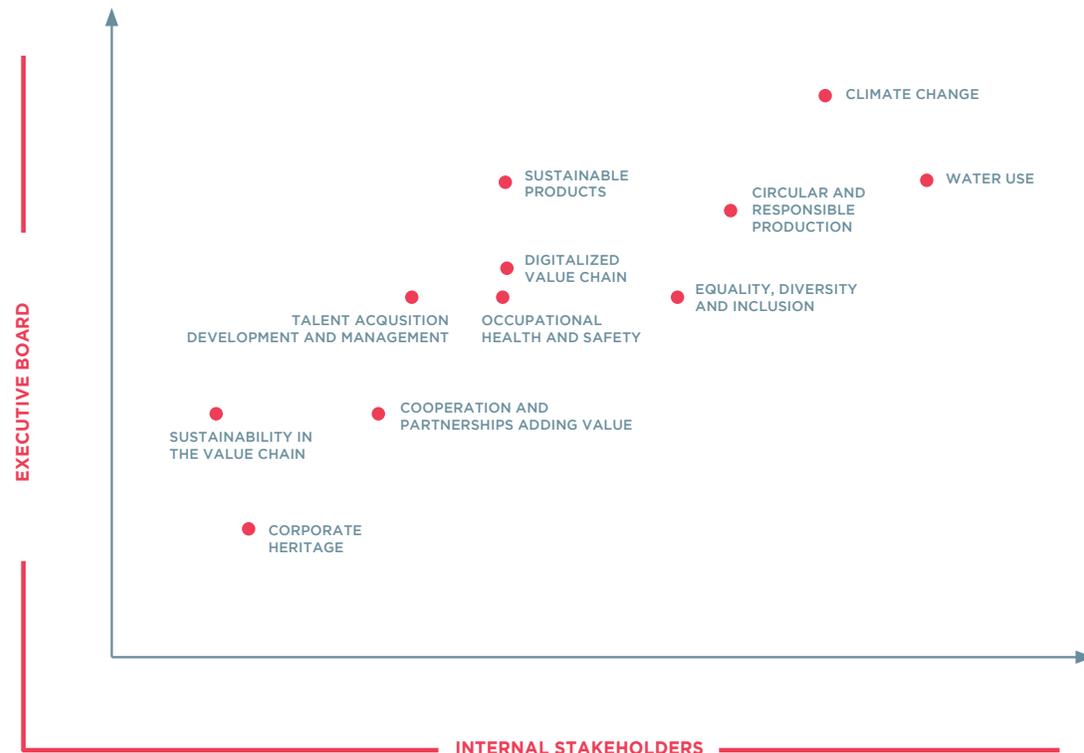


As part of this work, the opinions of various groups, senior managers, departments and employees from different levels within Şişecam on the three pillars, priorities and supporting areas were blended, and key priority matters in relation to corporate operations and fields of influence were identified. In the process of identifying the Sustainability Strategy framework and priorities, examples of global best practices, peer assessments, criteria of independent sustainability

performance rating agencies, the sustainability priorities of the previous period (2017-2022) and Şişecam's general strategy were taken into consideration as well as internal stakeholder opinions.

The points identified were submitted to Şişecam Executive Board and stakeholders for opinion through questionnaires, and Şişecam Materiality Matrix for 2022 - 2030 was established.

Each priority set under the main pillars of 'Preserve', 'Empower' and 'Transform' in Şişecam's Sustainability Strategy for 2022-2030 was evaluated on the basis of each business line of Şişecam. As part of this work, goals were defined for each area prioritized in the Sustainability Strategy for 2022-2030, and the actions and/or tools required to achieve these goals were identified.



## Main Stakeholder Groups and Participation Platforms

Since the day it was established, institutional memberships and creating value together are important for Şişecam which support development with partnership with various institutions, both at its own sector and in a wider scope in industry. Şişecam regularly shares its knowledge and experience regarding sustainable development via its corporate memberships and works to directly serve Sustainable Development Goal 17.



## Corporate Memberships

Since the day it was established, institutional memberships and creating value together are important for Şişecam which support development with partnership with various institutions, both at its own sector and in a wider scope in industry. Şişecam regularly shares its knowledge and experience regarding sustainable development via its corporate memberships and works to directly serve Sustainable Development Goal 17.

Flatglass	Glass Packaging	Automotive	Glassware	Chemicals	Şişecam
BEYSAD (White Goods Supply Industry Association)	Packaging Manufacturers Association	Association of Glass Producers in Bulgaria	Bor Region Industrialists Association	AICE (Italian Foreign Trade Association)	ARGEMİP (R&D Centers Communication Platform)
BuildingSMART Turkey	ÇEVKO (Environmental Production and Packaging Waste Recovery Foundation)	Automobile Manufacturers' Association of Romania	EDG (European Domestic Glass)	ASSICC (Italian Chemicals Trade Association)	Celsian Glass Solar
Bulgaria Glass Producers Association	Georgian and Turkish Businessmen Association	TAYSAD (Turkish Automotive Parts and Components Suppliers)	ICF (International Crystal Federation)	Bosnia-Herzegovina Employers Association	DEİK - Bulgaria Business Council
Bulgarian Federation of Industrial Energy Consumers	IPGR (International Partners in Glass Research)	Turkish Businessmen Foundation - Romania	KASAD (Carton Packaging Manufacturers Association)	Bosnia-Herzegovina Foreign Investors Council	DEİK - Romania Business Council
Bulgarian Confederation of Industrialists and Employers	Russian-Turkish Businessmen Association	OMÜD (Corrugated Cardboard Producers Association)	TUSİD (Industrial Kitchen, Launderette, Service Equipment Industrialists and Businessmen Association)	ENSIA (Association of Energy Industrialists and Businessmen)	DGG (German Glass Technology Association)
GENSED (Turkish Solar Energy Industry Association)	Russia Glass Producers Association	ZÜCDER (Turkish Houseware Association)	TURKİD (Industrial Kitchen, Launderette, Service Equipment Industrialists and Businessmen Association)	ESAPA (European Soda Ash Producers Association)	ESG (European Society of Glass Science and Technology)
Gujarat Employers Organisation				ICDA (International Chromium Development Association)	GAE (Glass Alliance Europe)
İMSAD (Association of Turkish Construction Material Producers)				Red Cross	ICG (International Commission on Glass)
İZODER (Thermal Water, Sound and Fire Insulators Association)				SERHAM (Ceramics, Glass and Cement Raw Materials Association)	İKSV (Istanbul Culture and Art Foundation)
All India Glass Manufacturers' Federation				TCMA (Turkish Composite Manufacturers Association)	TAPV (Turkish Family Planning Foundation)
TÜRKBEŞD (White Goods Manufacturers' Association of Turkey)				TKSD (Turkish Chemical Industrialists Association)	TEDAR (Supply Chain Management Foundation)
				Turkish Miners Association	TKYD (Turkish Corporate Management Association)
				Turkey Wind Energy Association	TÜYİD (Investor Relations Foundation)
					Şişecam Camış Electricity: EÜD (Electricity Producers Foundation)
					Şişecam Foreign Trade:
					TURKTRADE: (Turkish Foreign Trade Foundation)
					PETFORM (Petroleum and Gas Platform Association)



## Stakeholder Relations and Partnerships for Goals

Through local and global collaboration, we aim to improve both our institutional capacity and the extent of our impact. To that end, we develop theme-based

partnerships in areas such as life cycle management of our products, social inclusion, integration of sustainability into our business processes, big data

management and biodiversity. We also expand these partnerships across our entire value chain. We assume various roles in many events, summits and

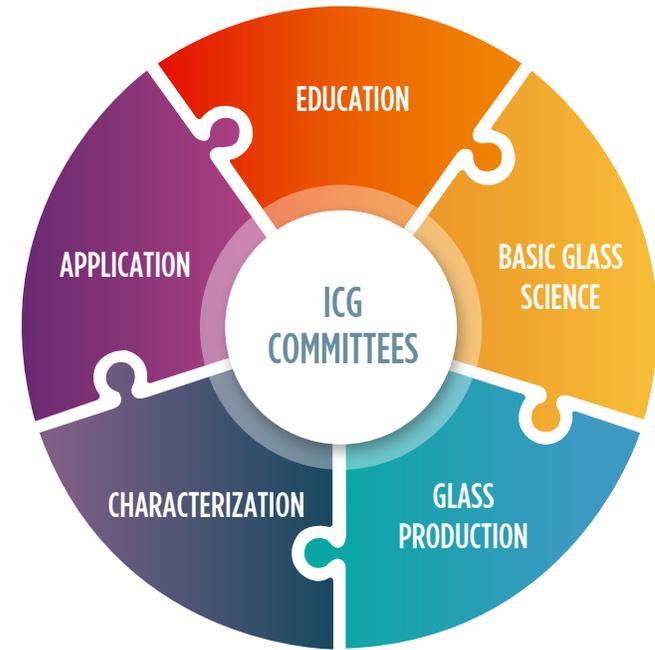
forums throughout the year to share our sectoral experience with our business partners and other stakeholders.

### We Lead the International Commission on Glass (ICG) 2030 Goals Transformation Roadmap

Şişecam is a member of the International Commission on Glass (ICG), an organization that brings together academics who conduct research on glass as well as glass companies under the same roof. ICG aims to improve its financial power in line with its 2030 goals and support research on common issues and development points that will not create a competitive element in the glass industry. Accordingly, Şişecam is the first among companies sponsoring ICG to take the managerial responsibility in this transformation, leading the way in drawing up the transformation roadmap, planning the restructuring process and taking necessary action.

Strategic focuses in line with the ICG 2030 transformation goals include the following: improving relations and collaboration between academia, industry experts and industrial companies; supporting the contribution of the

glass industry in terms of sustainability and the environment; supporting the studies of academics and students doing research on glass. Through this transformation movement, the ICG roadmap aims to revise the membership structure and transform it into a system where industry participation will become more attractive, integrate a modern communication structure that uses digital channels more effectively, increase the value from studies as well as the effectiveness of technical committees, improve recognition through online training events and talks, and build up a platform facilitating more effective communication among industry stakeholders. At Şişecam, we will continue to play an active role in the realization of these goals. Moreover, we will act as an active member of the ICG in the commission through research topics regarding the glass industry.



## Şişecam Flat Glass Stakeholder Meetings

During the online events attended by almost 11,000 professionals from the sector including architects, façade consultants, façade companies and architecture students in various European countries as well as India, numerous presentations were made with an emphasis on iconic projects realized with Şişecam Flat Glass products, new application areas for glass in architecture after the pandemic, how to choose the right glass in architecture, the use of glass in hospitals, schools and office buildings, and health, happiness and productivity brought along by daylight.

Traditionalized by Şişecam Flat Glass since 2014 under the motto "The Transparent

Face of Architecture" and bringing together architects, architecture students, designers and construction industry professionals with famous, inspiring architects, the T Meetings took place online for the first time on a global scale.

The publication of "Transparent Architecture", the English version of the architecture bulletin and website "Transparent Bulletin" (Şeffaf Bülten), which has been published in Turkish since 2015, started. While the Turkish bulletin is still sent to 19,000 architects every month, the newly-published English bulletin is shared with 11,000 international architects.



At Şişecam, we cooperate with universities and research institutions in Turkey and abroad within the scope of our research, technological development and design activities. In 2020, 9 TÜBİTAK 224 projects were carried out with 7 universities as part of collaboration efforts for innovation. For related projects, we carry out joint studies with a total of 29 students. As part of TÜBİTAK 1004 Centers of Excellence Support Program, we joined the consortia for the programs carried out by METU - GÜNAM and BİLKENT - UNAM. Our Glass Science and Technology Graduate Program, which was started in 2016 in cooperation with Gebze Technical University to provide qualified human resources to the glass industry and graduated its first class of students last year, continues successfully. At Şişecam, we consider stakeholder dialogue an important element of

our sustainability performance. To that end, we attach great importance to meeting different stakeholder groups on different channels and actively reflecting their feedback to our operations. Aware of the added value created by different ideas and opinions, we constantly include stakeholder expectations in our decision-making processes. You can review our full stakeholder communication matrix in the Appendices section of our report.

We deliver a creative communication strategy in order to increase the impact of our reports. We prepare our sustainability reports in the form of Turkish and English audiobooks for facilitated access by visually-impaired internal and external stakeholders and also share the audiobooks on our website.



## THE YEAR'S SUSTAINABILITY AWARD

Bogazici University Engineering Club's (ENSO) 10<sup>th</sup> Bogazici Business World Award Ceremony took place on 27<sup>th</sup> of February online due to the pandemic.

Pioneers of the business world who were awarded participated to the event and paid their thanks to ENSO.

Within the scope of the votes as part of an organization by ENSO, which is one of the important university clubs of Turkey, Şişecam was awarded with The Year's Sustainability Award



## Corporate Governance

We put a sustainable, transparent and accountable management approach at the heart of our operations, thereby increasing the value we create through responsible management practices and acting within an awareness of being a global company. To that end, we aim to carry out our responsible management practices in

accordance with international standards, taking into consideration the needs that may arise in the future as well as today's requirements, and thereby constantly increasing shareholder value.

Acting within an awareness that companies' adoption of transparent, fair

and accountable management practices is at least as important as their financial performance in the eyes of stakeholders, Şişecam's Corporate Governance Rating rose to 9.54 in 2020.

Within the framework of our responsible management approach, we adopt

progressive corporate governance practices, respect fair competition, disseminate our corporate ethics understanding to all our stakeholders and create employment conditions that befit human dignity and focus on equality and diversity.

### Quality Management

In 2020, in line with one Şişecam transformation we started the "Integrated Quality Management" by meeting the requirements of ISO 9001 Quality Management System (QMS) in a way to include all units that operate in Şişecam Headquarters and we were eligible for management system documentation. We also completed the certification transformation for transferred companies under the roof of One Şişecam. We established Quality Documentation Management System (QDMS) in order for our QMS to be able to managed integrally with other management systems.

Şişecam QMS work includes determination of risks and opportunities on the basis of processes, conducting of internal investigation, Management Review and putting the corrective and curative activities that arose from these meetings and supporting of training activities. We also published the Şişecam Intellectual Rights Management provision required under the scope of 6,769 Industrial Property Law under the roof of QMS. We continue our work to determine the basic principles and requirements to manage intellectual rights end to end at digital platforms.

### Information Security Management

As Şişecam, we own 11 ISO 27001 Information Security Management System certifications that cover companies and production areas. We monitor and coordinate these centrally. Our Information Security Management actions include trainings, audits, determination of risks, regulation of actions and corrective steps, monitoring of findings, determination of goals and opportunities, monitoring of breaches and revising the related legislative documents. In order to maintain the data and information security against internet safety threats which increased during the pandemic due to the remote working conditions

- We transferred to the safe VPN solutions with back-ups including employees and out-of-company consultants
- We started using safety software with advanced threat detection/prevention qualities in order to secure the employees that work remotely
- We raised awareness against various attacks

In addition, we evaluate the related risk matters at the monthly "Cyber Security Committee" meetings which is conducted within the scope of information security and with the participation of senior managers.

### Protection of Personal Data

A "Protection of Personal Data Committee" was formed in order to coordinate the activities regarding conduct of personal data processing and procedures in our Company. The Committee meets every month and consists representatives from Law, Human Resources, Information Security

Management, Information Technologies and Financial Affairs. In addition, compliance with Protection of Personal Information Law and General Data Protection Regulation are also followed by our Legal Consultancy Department.

## ISO 27001 Information Security Awareness Training

ISO 27001 Information Security Awareness Training is mandatorily appointed to all employees since 2017. In addition, the orientation package of interns and new employees also

includes this training. The training was prepared for our employees to have the basic information regarding information security and raise awareness. The training includes chapters such as

related terms and definitions, realizing and reporting breaches, global breaching examples, responsibilities, policies and procedures. The training that takes 3 hours is completed by 2,562

of our employees. Additional awareness and internal assessor class trainings are held for employees who adopt the responsibility of Information Security Responsible and Internal Assessor.

## Business Ethics, Anti-Bribery and Anti-Corruption

As part of its managerial responsibility, Şişecam adopts a business model that is based on corporate governance practices, respects fair competition, disseminates corporate ethics to all its stakeholders, befits human dignity and focuses on equality and diversity.

The guide to our responsible way of doing business is the "Şişecam Code of Ethics". The Code of Ethics, which was launched in 2010 and updated through needs assessments, is organized within the framework of the general principles of integrity, transparency, confidentiality, impartiality and compliance with the law and is a guide that directs the relations of the Company employees with

customers, suppliers, shareholders and other stakeholders. We are updating our ethical guides within a holistic perspective in line with the One Şişecam merger and continuous development perspective.

The "Anti-Bribery and Anti-Corruption Policy", which clearly and explicitly sets forth our commitments and approach to combating bribery and corruption, is an integral part of Şişecam's Code of Ethics. This policy aims to provide necessary information to prevent bribery and corruption in all Company operations and to determine responsibilities and rules in this regard. You can access the Anti-Bribery and Anti-Corruption Policy, the Corporate

Code of Ethics and all other corporate governance policies in the Corporate Governance Policies section on our corporate website.

Our Ethics Board was formed in 2014 and reports to the Corporate Governance Committee. It works to ensure compliance with the Code of Ethics in the Company's operations, to evaluate any practices that violate it, to spread the ethical culture throughout the Company and to raise awareness on the matter.

An ethics whistle-blowing hotline at 0850 206 50 50 was established in order for all our stakeholders to inform the Audit Committee Members,

which consists of independent Board Members, on transactions that they think do not comply with the law or our Company's ethical values. Whistle-blowing reports and complaints can also be submitted to etik@sisecam.com and the contact section on our corporate website. In addition, our employees and all other stakeholders can report unethical behavior to the employees of the Risk Management and Internal Audit Department through various channels.

## Sustainability in Our Supply Chain

Sustainable supply chain management is among our priority focus areas. Efforts are in place to integrate our environmental, social and governance (ESG) priorities into all phases of our supply chain including the assessment, implementation, monitoring and improvement of supplier management. Accordingly, we keep working to integrate ESG aspects into the following by reviewing the relevant processes:

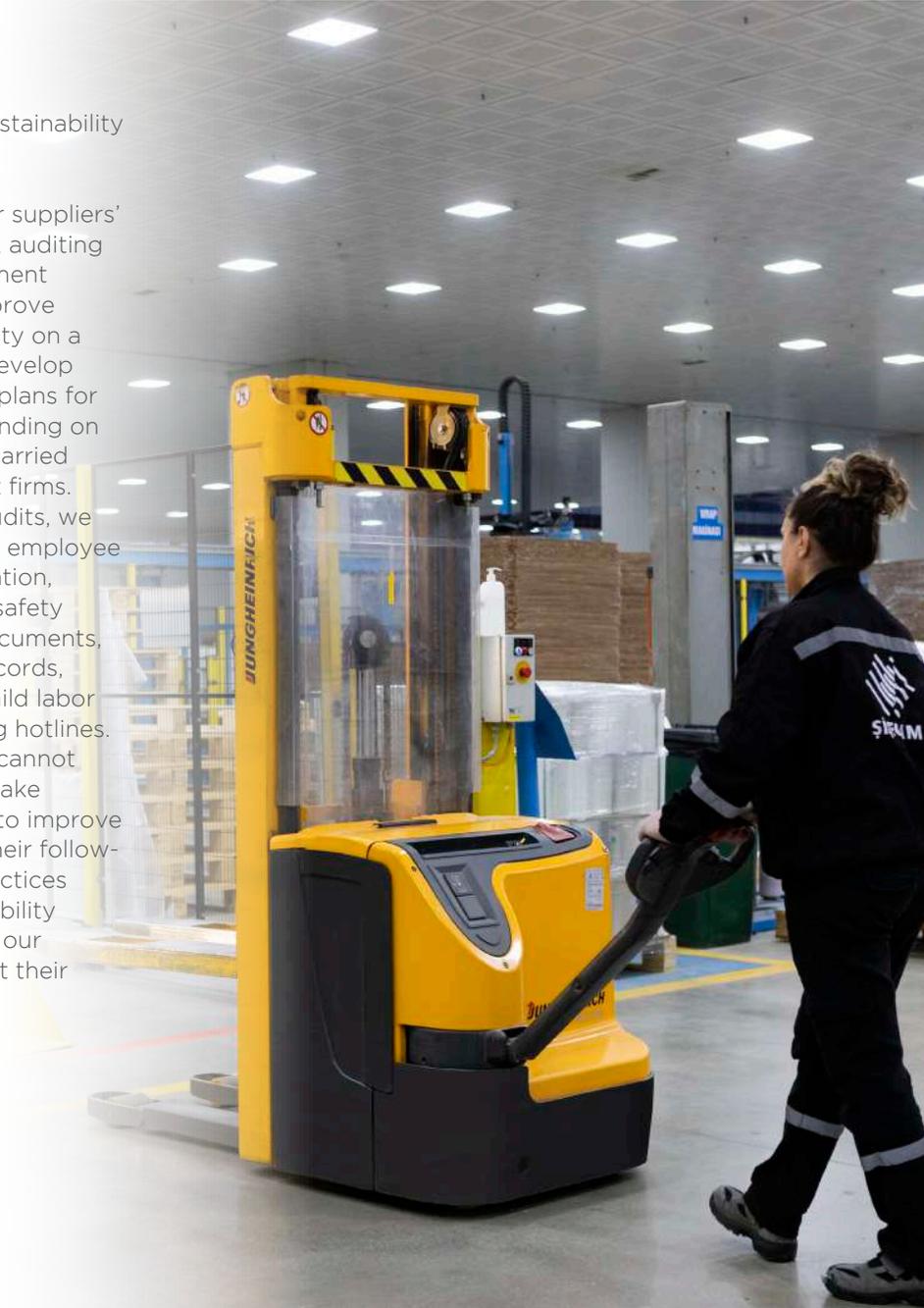
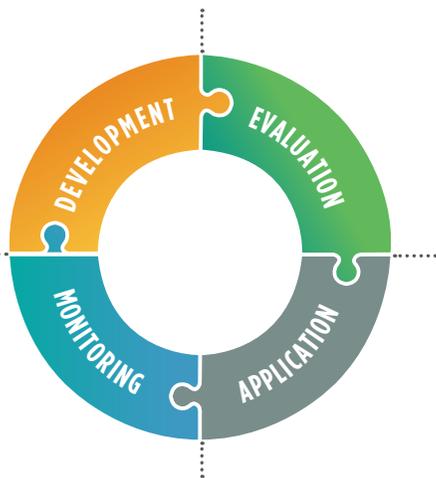
- Supplier Commissioning and Decommissioning Systems,
- Supplier Risk Assessment and Monitoring Application,
- General Terms and Conditions of Procurement,
- Şişecam Suppliers Code of Conduct,
- Supplier Qualification Checklist,

We use the Supplier Risk Assessment and Monitoring Application to evaluate the operations of our suppliers from financial, ethical, geopolitical and strategic points of view and identify their risk scores. As part of the efforts to expand our Roots and Wings Transformation Global Program, we laid the foundations of our future-ready technological infrastructure. Under the integration and digital transformation efforts in this context, we worked on End-to-End Integrated Procurement, Process Standardization, Enhanced Collaboration with Suppliers, Compliance with Policies & Procedures, and Easy, Flexible and Modern Interfaces for our supply chain.

In 2020, we prepared user guides for our suppliers about the systems they will use in our procurement process and made these guides available to suppliers. Among our new strategic goals are getting our suppliers to approve the code of conduct, monitoring their compliance level with REACH, ROHS and the Şişecam's Chemical Management principles, and

disseminating supplier sustainability e-trainings.

We constantly review our suppliers' commissioning, selection, auditing and performance assessment processes in order to improve product and service quality on a category basis, and we develop and follow up our action plans for improvement areas depending on the results of the audits carried out by independent audit firms. As part of our supplier audits, we conduct inquiries such as employee rights and non-discrimination, occupational health and safety policies, management documents, occupational accident records, security measures and child labor as well as whistle-blowing hotlines. In cases where suppliers cannot perform adequately, we take various actions for them to improve themselves and ensure their follow-up. While using these practices as a tool to raise sustainability awareness on the part of our suppliers, we also support their continuous development.



# PRESERVE

The future will flourish with us...

We develop practices that protect natural resources and corporate heritage and take them to the next generations.





## GLASS RECYCLING PLANTS

Şişecam is the only company in the world operating in every field of glass. As we are involved in all steps of the glass value chain, which has a huge impact on natural resources, we are aware of our responsibilities in terms of natural resource saving, glass recycling and circular economy practices. At Şişecam, we are taking firm steps for leadership in practices that will protect our natural resources as well as corporate heritage and bequeath them to future generations.

The use of cullet in glass production reduces the consumption of raw materials and provides significant energy savings by lowering the melting point of the batch. As the consumption of natural gas in furnaces decreases, direct GHG emissions are also reduced.

Investing in Glass Recycling Plants, Çevre Sistemleri A.Ş. uses waste glass rather than natural raw materials to ensure the following:

- Local community is provided with employment opportunities thanks to the installation of glass recycling facilities,
- Waste glass is collected and recycled, preventing waste generation and reducing natural raw material consumption,
- Preparing waste glass as ready-for-furnace cullet and increasing the use of cullet in melting processes allow for energy savings and reduced GHG emissions.

Recycling specific to the Yenışehir Glass Recycling Facility enabled the use of ready-for-furnace cullet at a rate of 70% in the green glass furnace in 2020, reducing specific energy consumption for glass production by 33% and GHG emissions at the facility by 46% as compared to the case scenario in which no cullet is used.



### YENİŞEHİR GLASS RECYCLING PLANT INVESTMENT IN 2020 ENABLED

- Employment opportunities for 31 employees, including 5 women.
  - The collecting of 197,889 tons of glass in total



### ESKİŞEHİR GLASS RECYCLING PLANT INVESTMENT IN 2020 ENABLED

- Employment opportunities for 12 employees, including 2 women.
  - The collecting of 57,872 tons of glass



### ALL IN ALL, BOTH INVESTMENTS IN 2020

- Allowed for the recycling of approximately 256,000 tons of cullet, saving 153,000 tons of CO<sub>2</sub> in total

# Corporate Environmental Management



We take these goals as the basis for all international operations of Şişecam and support them through our continuous monitoring, assessment and improvement activities. We continue our monitoring and evaluation efforts for the follow-up and evaluation of our goals covering our domestic and international facilities in 2020, thereby contributing to the improvement of our environmental performance.

On a monthly basis, we monitor our environmental performance indicators that set the basis for our environmental performance such as air emissions, climate change impact, energy, water use, waste, wastewater and resource management via Şişecam Environmental Data Registry System, and we evaluate our targets periodically on Individual Scorecards specifically set for each business line.

We comply with the relevant local legislation requirements to cover all our operations on the basis of the “Corporate Environmental Management Procedure”, “Implementation Guidelines for Waste Management Principles” and “Guidelines on the Assessment of Environmental Aspects” in order to regulate the necessary corporate principles and implementation steps regarding the management of our environmental impacts and coordinate the relevant responsibilities.

Our Corporate Environmental Management approach has been shaped in line with Şişecam’s Environmental and Energy Policy and pursues the following goals:

- efficient use of natural resources and energy,
- continuous monitoring of emissions,
- effective management of waste, and zero waste,
- launching products and processes that are either environmentally friendly or have reduced environmental impacts.

As of 2020, we continue to monitor compliance with environmental laws and requirements by implementing monitoring and tracking systems on digital platforms in order to ensure fast and effective compliance of Şişecam with the environmental legislation.

We support the monitoring of environmental compliance requirements with environmental controls and environmental audits based on the production value chain including legal compliance as well as natural resource and waste management. As a result, we identify points for improvement, identify action steps and, when necessary, associate them with investment plans to be designed. In the reporting period, we allocated a budget of TL 141 million for environmental management expenses and investments.

As of 2020, we annually review our environmental aspect assessments, aligning the assessments on important environmental aspects between facilities, and use them as a guide in setting environmental goals and targets at all Şişecam facilities. We use ISO 14001 Environmental Management Standard to support the processes we have created to evaluate the environmental aspects that occur during the operations at our production facilities and update the processes annually.

We deliver our domestic activities in accordance with the “Regulation on Environmental Management Services” under the coordination of “Şişecam Environmental Management Unit”, which was established following the Şişecam merger in October 2020.

We address environmental management controls and audits at all our facilities within an interdisciplinary approach under the coordination of environmental engineers. We run the environmental management processes coordinated by the Central Environmental Management Directorate through a multi-layered structure extending from Şişecam’s senior management to the plant and subcontractor levels.

We monitor the performance of the environmental management system through internal audits, management review meetings, central environmental management cross-checks and environmental measurements by facilities. We make sure proactive action - as a priority - and corrective action - if necessary - are implemented in accordance with the current ISO 14001 requirements, which are available in almost all of our production facilities.

# Corporate Environmental Management

To that end, we consider it highly important to improve the environmental awareness of all our employees and raise awareness on environmental issues among our employees and business partners' employees. In 2020, we provided our employees with 1,959 person\*hours of environmental training as part of the efforts to disseminate environmental awareness. We have provided the environmental training, which could not be held face to face due to Covid-19, on digital medium to all our employees in Turkey who are on monthly salaries and hourly wages. In order to improve the environmental awareness of our employees, we designed the relevant content through customization according to the relevant groups.

In order to holistically monitor and minimize the direct or indirect effects of all activities carried out within Şişecam on the environment; We aim to define the basic policy and holistic processes, implement them on a global scale, and monitor their effectiveness and improve them.



## ENVIRONMENTAL POLICY AND GOALS

- Corporate Goals
- Corporate Standards
- Performance indicators
- Investment directing and prioritization

## CIRCULAR ECONOMY

- Integrated Waste Management
- Regaining and recycling practices

## MONITORING AND CONSTANT IMPROVEMENT

- Monitoring and analysis of environmental data
- Environmental Dimension Analysis
- Cross Checks
- Capacity Enhancement
- Dissemination of Best Practices

# USE OF NATURAL RESOURCES

The impacts of climate change are felt more and more each day. By making our use of natural resources sustainable, Şişecam not only eliminates our risks in accessing natural resources but also takes major steps in combating the climate crisis. Sustainability in the use of natural resources is one of our Company's top priorities. To that end, we support the circular economy through our activities in all of our business groups, develop practices that will reduce our water consumption

and implement projects that protect and increase biodiversity at locations where we operate.

The Environmental Data Registry System at Şişecam allows us to monitor and analyze environmental performance at all our plants. We use system-based analyses to ensure internal practices of the Company are standardized and best practices are disseminated.



# Water Management

Water crises triggered by the climate crisis may pose significant risks in some locations where we operate. Therefore, our water consumption is an environmental indicator that is followed meticulously.

Our company handles effective water consumption within the scope of the Corporate Sustainability Approach “Care for Next”. We are implementing projects and studies one after another in order to reduce water consumption at all production locations and to maximize water recovery.

11% of the best practices and projects realized in 2020 consist of studies on effective water management that contribute to the global development goal of the United Nations on “Clean Water and Sanitation” (SDG 6).

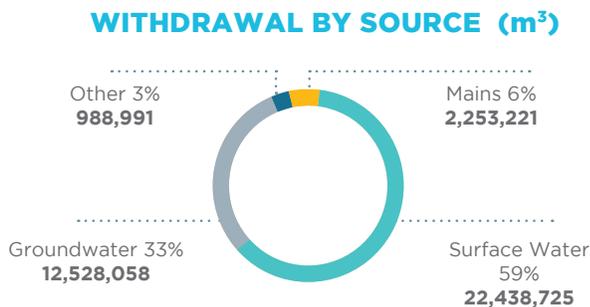
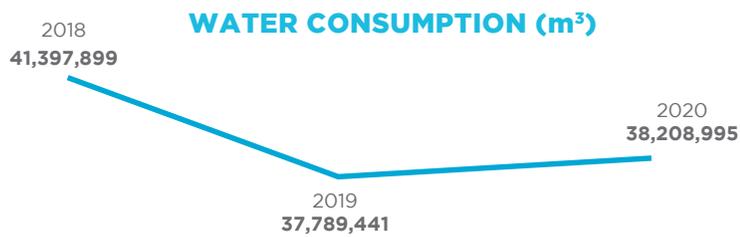
Currently, 9.3 million m<sup>3</sup> of water is recycled/reused at our production locations. Our total water consumption in 2020 declined by 7% compared to that of 2018. Thus, the industrial wastewater reuse goal under the “Preserve” approach was also realized and completed as of last year.

In order to re-emphasize the importance of effective water consumption, we published a bulletin that encourages the conscious use of water while paying attention to our personal hygiene during the Covid-19 process.

Considering the water pollution load within the scope of effective water management, we set the wastewater values of our production facilities as a performance monitoring parameter. Accordingly,

we prioritized the modernization of wastewater treatment plants in most of our production facilities, particularly in Russia, and developed projects to reduce the wastewater pollution load.

At Şişecam, as part of effective resource management for the critical future that awaits our world, we will continue to develop projects to reduce our water consumption, to create alternative sources and to reuse the water we consume.





We continue to develop various projects in order to reduce water consumption, create alternatives to water consumption and reuse the water used in production processes. Some water efficiency and recycling projects we have realized at our different facilities for in 2020 are as follows:

**250,000m<sup>3</sup>**  
Water Savings  
Annually

## Şişecam Flat Glass

Thanks to the pressure-controlled manometers in the washer used for the cutting line at our Mersin plant, a 20% reduction in water consumption has been attained.

An improvement in water conductivity within the water tank of the washer at the Ankara plant, which has a daily water consumption of 144 m<sup>3</sup>, led to the reduction of daily water consumption down to almost 20 m<sup>3</sup>.

At our Manfredonia facility in Southern Italy, rainwater (at a maximum flow of 50 m<sup>3</sup>/hour) is taken into the 24,000 m<sup>3</sup>-utility tank and used, thus saving water.

## Şişecam Glass Packaging

At our Mersin plant, a scraper system has been used instead of vibratory feeders for fusion waters, thus reducing water consumption at source and enabling an annual water saving of 24,165 m<sup>3</sup>.

## Automotive

At our Luleburgaz plant, sand filter reverse flush water is taken into a separate water tank for use in irrigating gardens. It is expected that 1,000 - 2,000 m<sup>3</sup> of water will be saved annually.

## Şişecam Glassware

At our Kırklareli plant, some of the treated wastewater from the chemical treatment plant is passed through the oily cullet washing unit while the rest is reused as temper water in the production machines after crossing through the softening unit inside the treatment plant. Both recovery methods secure water savings and reduce the amount of wastewater discharged into the receiving environment.

After the phosphonate compound in the wastewater from the reverse osmosis unit in the production of demineralized water had been found to be of a similar content with the conditioning chemical supplied to cooling towers, it was decided to use such wastewater as feed water alternative to the cooling towers. As a result of work in cooperation with the chemical supplier, the conditioning chemical used for the cooling tower was also changed, thereby reducing the operating cost. Furthermore, feeding wastewater from the reverse osmosis unit rather than raw water to the cooling towers has enabled water savings.

Wastewater treated after the production processes at our production facilities in Egypt and Bulgaria is reused in washing cullet, toilets and facility roads, thus saving water.

## Şişecam Chemicals

Wastewater at a flow rate of 20 m<sup>3</sup> per hour drained into the canal from the Fluid Bed system at our soda ash plant is fed into the wet-end compressor cooling towers, saving 175,200 m<sup>3</sup> of groundwater use annually.

## Camış Packaging

In 2020 within the scope of Tuzla factory the projects were held in order to increase the collected rainwater. The capacity increased from 2019 value of 329 m<sup>3</sup> to 429m<sup>3</sup>.

Under the existing conditions, 80% of approximately 4,000 m<sup>2</sup> rainwater coming from the roof and 3 tons of rainwater accumulated on soil is collected without getting into underground sources.

Stored rainwater is distributed to units in need via water booster and used for machine cleaning, epoxy making and at the toilets.

## Management of Air Emissions

We monitor our NOx emission levels from glass production by continuous emission measurement systems at 10 facilities. As part of our Sustainability Strategy, we have

transitioned to lower-NOx combustion systems at 9 glass furnaces as of 2020 within the scope of our goal to reduce NOx emission values from glass furnaces

and have implemented such systems in 47 of 49 furnaces. We continued our work on mitigating glass furnace emissions via primary measures under the coordination

of R&TD to prepare a guide to secure low NOx emissions.

## Circular Economy and Waste Management

It is our priority approach to proactively prevent wastes at source before they are generated. Our approach is based on the reduction of generated wastes

and recycling and recovery alternatives where they cannot be reduced as well as evaluating industrial symbiosis opportunities. It is reinforced with the

true cost of waste model and is pending for application to all processes. Şişecam has an Environment and Energy Policy in addition to a Waste Management and

Circular Economy Policy and adopts the following principles:

### Corporate Integrated Waste Management Project:

As part of the Corporate Integrated Waste Management Project, the digital infrastructure setup for our true cost of waste approach was initiated at the Soda and Kromsan Mersin Plant and Eskişehir Glassware Plant. Pilot studies supported by equipment and software were launched to provide online waste management through the creation of a digital trace at the point where wastes are generated.

### At the pilot facilities, the following work is carried out:

- Identifying waste reduction, reuse, recycling and recovery opportunities at the organization as well as its deficiencies and opportunities to reuse, recycle and recover wastes
- Prioritizing options for maximum environmental benefit in a minimum amount of time
- Determining investment requirements, evaluating cost and savings
- Proactively managing legal compliance risks that may occur in the long run
- Benchmarking facilities, disseminating best practices
- Managing wastes and determining true cost of wastes via the mass balance approach

### PRINCIPLE #1

#### Align and Achieve the Group's Standard in Waste Management

The Group-wide harmonization of waste management systems which differ particularly under the impact of local regulations aims to transition to a common approach and standard including targets, common indicators and performance monitoring.

### PRINCIPLE #2

#### Seek for Circular Economy and Saving Opportunities

Efficiency and economic savings are targeted by making economic growth independent from raw material consumption, efficiently using resources, ensuring a high rate and quality of recycling including critical raw materials, and developing new business models based on industrial synergy.

### PRINCIPLE #3

#### Treat Waste As a Material or Energy Resource

The circular economy approach defines waste as a preventable loss of value and aims to stop the loss by closing the loop. To that end, opportunities related to the reduction, reuse, recycling, recovery or use of wastes as an energy resource, with a priority to prevent their generation in the first place, are evaluated in accordance with legislative provisions. In cases where this is not possible, final disposal is pursued in accordance with the legislation.

### PRINCIPLE #4

#### Plan and Act with Cradle to Cradle Approach

Under the circular economy model, the main objective is to manage all product components and related processes in a resource-efficient manner and to minimize their environmental impact throughout the life cycle of the product. Material selection and production processes as well as the use, turning into waste and recovery practices for the product are holistically observed in the planning phase in order to address the product or service design within the framework of the end-to-end life cycle and are thus managed.

### PRINCIPLE #5

#### Prioritize Needs on the basis of True Cost of Waste

Apart from the final waste disposal costs, this principle aims to determine the real economic dimension caused by waste generation by distributing all consumed resources from raw materials to energy and labor to product(s) and waste(s). This aims to evaluate waste generation sources individually and to identify improvement opportunities that may lead to reduction of waste generation.

### PRINCIPLE #6

#### Be Aware of Producer Responsibilities including Suppliers

As part of Extended Producer Responsibility, the aim is to be aware of producer responsibilities including customers/consumers so as to give the responsibility for the product to the producer particularly for take-back, recycling and final disposal to assume responsibility for the entire life cycle of a product and in order to reduce all kinds of impacts on the environment and consumers.

## Circular Economy Approach

With our “Integrated Waste Management” approach, which is based on the central coordination of the wastes arising from our operations, we adopt as our main goals the integrated management of preventable wastes from production facilities at operational locations in accordance with the “zero waste” and “circular economy” approaches as well as a more effective utilization of industrial symbiosis opportunities.

As a result of our Integrated Waste Management approach targeting “zero wastes”, we aim to bring all recyclable wastes back into the economy. To that end, in all our operations, we commit to:

- continuously improve the Şişecam standard for waste management,
- observe circular economy and savings opportunities,
- evaluate wastes as a material or energy resource,
- prioritize our needs in consideration of the true cost of waste,
- plan and implement waste management through the life cycle approach,
- act within an awareness of our producer responsibilities together with our suppliers.

In light of our waste management principles and in order to minimize the direct and indirect impact of production wastes on human health and the environment in 2020 while reducing and managing production wastes at source, to contribute to environmental sustainability and to ensure full compliance with legal obligations, we drafted the “Şişecam Waste Management Policy” and “Waste Management Procedure” as well as other relevant management documents to set the implementation principles on waste management.

We started pilot practices at two of our production facilities in order to improve waste monitoring and sorting capabilities and to align facilities with today’s digitalization requirements. We aim to disseminate within Şişecam the efforts held in parallel at Mersin Soda Plant and Eskişehir Glassware Plant as part of projects which establish a unit-based waste tracking system and adopt a waste management approach based on true cost of waste. We have determined the “true cost of waste”, an output of the foregoing efforts, as the main criterion for improvement opportunities that will reduce waste generation.



## USE OF NATURAL RESOURCES

## CORPORATE HERITAGE

## PRODUCT LIABILITY

Our capacity building efforts on waste management raise employee awareness on the matter and ensure that current best practices are shared and disseminated.

Our current practices enable us to dispose of 99% of our hazardous wastes from our operations via licensed recovery or recycling companies. We give all of our non-hazardous wastes from glass production to licensed recovery or recycling companies. We create licensed sanitary landfills for our non-hazardous wastes from production of chemicals, and we rehabilitate such landfills through Şişecam's greening investments.

In 2020, we ensured that 55% of the packaging materials used to package the products we launched the previous year were collected from the

market and recovered. We recycled approximately 37,500 tons of paper, cardboard, plastic and wood. To that end, we continued to contribute to education, support and awareness-raising activities for students as well as our recycling projects which we carried out together with the authorized body.

As part of our circular economy approach, we continue to develop various projects to reduce wastes at source, to bolster recycling and to contribute to the circular economy. We aim to further reduce our waste intensity in the future as compared to the current levels by implementing projects and best practices one after another.



Some circular economy and waste management projects we have realized at our various facilities in 2020 are as follows:

## Şişecam Flat Glass

Our Mersin plant is focused on attaining target spectral values by using less colorants as raw materials. 14% and 12% improvement were achieved in hematite and zinc selenite consumption respectively, without any problems in color and permeability values.

Sodium nitrate is used in the production of smoke-colored bronze glass and flat glass to increase oxidation and selenium permanence. Sodium nitrate presents issues such as a high unit price, high stock volume, huge space requirement, significant inventory cost, and negative impacts on NO<sub>x</sub> emissions. Under the project on the adjustment of sodium nitrate consumption, sodium nitrate consumption was reduced by 30% without experiencing any negative impacts on quality performance and colorant consumption. Furthermore, resource wastes were prevented, and NO<sub>x</sub> emissions were improved.

In float lines, SO<sub>2</sub> is fed to both surfaces of the ribbon to suppress rolling defects on subsurfaces and increase corrosion resistance. Flow optimization reduced SO<sub>2</sub> flow rates by 20% without any vulnerabilities in quality performance.

## Şişecam Glass Packaging

At our Yenışehir plant, the cobalt oxide raw material, which gives its blue color to the glass as used in the production of UV green glass packaging, was reduced without any disruptions to its color parameters. Cobalt oxide consumption per ton of glass was gradually reduced and completely eliminated, saving TL 1.4 million per year. Deformed wooden pallets at the plant are also repaired regularly. In 2020, over 20,000 pallets were repaired, saving more than TL 1 million. In addition, pallet sheets were thinned except for exclusive customer requirements, resulting in savings of approximately 3,500 kg of polyethylene nylon per month.

A new waste batch silo was built in our Mersin plant, and a recovery process was developed for batches to be formed during the transition period. By increasing the performance of the base nylons used for packaging, the transverse and longitudinal tensile strength values were increased, preventing sheet re-packaging for returns due to defective packaging and reducing customer complaints.

## Şişecam Glassware

At our Kırklareli plant, the powder captured at the flue gas treatment plant are fed into the borosilicate glass batch and recovered. By feeding 200-250 tons of powder per year, raw material consumption at an equal rate is prevented.

All batch wastes generated in the batch plant are collected, fed back and reused 100%, saving 100-150 tons of raw materials annually.

As a result of efforts to reduce the consumption of silicone used in plate printing dye transfer, the amount of silicone consumed per product has been reduced by 90%, the printing quality has been improved, and an annual consumption and waste of around 10 tons of silicone has been prevented.

As a result of efforts to reduce stretch consumption in the automatic pallet stretching machine at packaging phase, stretch has been thinned by 6 microns, reducing the annual stretch consumption by 28%, and the use of angle iron in various product groups has been stopped.

After the phosphonate compound in the wastewater from the reverse osmosis unit in the production of demineralized water had been found to be of a similar content with the conditioning chemical supplied to cooling towers, it was decided to use such wastewater as feed water alternative to the cooling towers. As a result of work in cooperation with the chemical supplier, the conditioning chemical used for the cooling tower was also changed, thereby reducing the operating cost. Furthermore, feeding wastewater from the reverse osmosis unit rather than raw water to the cooling towers has enabled water savings.

## Şişecam Chemicals

Zero Waste Practices - In our Chemicals business line, zero waste containers have been placed at facilities in order to separate wastes at source, reduce wastes and increase recycling pursuant to the Zero Waste Regulation (Official Gazette No. 30829 of July 12, 2019). Zero waste information trainings were provided to the relevant personnel, and an application was made through the Integrated Environmental Information System, resulting in the obtainment of a zero waste certificate.

## Circular Economy Approach and Glass

We take this advantage of glass as the basic notion, and thus we remain the only manufacturer in the world that both produces and recycles glass.

Glass is a key material which can be infinitely recycled and to which circular economy can be ideally applied. We take this advantage of glass as the basic notion, and thus we remain the only manufacturer in the world that both produces and recycles glass.

Glass is a raw material that can be recycled and fed into production rather than being just waste after use. It is one of the most important products for the sector in combating climate change. In that sense, glass packaging products which can be recycled infinitely and reduce energy and CO<sub>2</sub> emissions in production are indispensable solutions for a carbon-neutral economy when compared to irreversible and non-recyclable products.

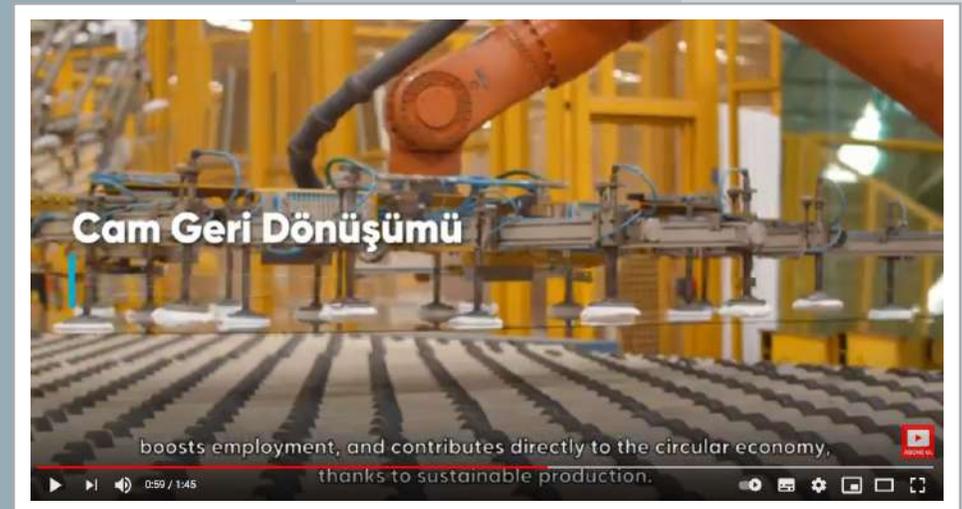
Aiming to use natural resources most efficiently, minimize environmental impacts and continuously increase energy efficiency, Şişecam Glass Packaging works to minimize resource consumption by

increasing the quality and quantity of recycled glass (cullet) in its production facilities. Şişecam Glass Packaging intends to support and continuously improve cullet suppliers by upholding quality and quantity premiums. In 2020, it supplied 256,000 tons of recycled and waste glass. Among our 2022 sustainability goals is the use of approximately 21% recycled cullet in Glass Packaging production. Our efforts enabled us to attain a foreign cullet rate of 21% in 2020.

At Şişecam Çevre Sistemleri A.Ş., we sustain our efforts to strengthen the glass recycling infrastructure in Turkey. As we carry out waste glass recycling processes at our Yenişehir and Eskişehir facilities, we also purchase the cullet that other suppliers make ready for the furnace and bring it into production.

In 2020, 1,240,635 tons of cullet were reused at our glass production facilities. This both reduced the amount of wastes and saved on resources. In 2020, 1,060,531 tons of recycled raw materials were used throughout the Company.

Our company continues to work to identify and evaluate the potentials in the value chain in order to ensure the recycling of glass products at all locations we operate.



## Water Management

Under our Corporate Integrated Waste Management project, the idea of “zero discharge” was considered at all facilities where the project was initiated, and water savings points were identified as opportunities and shared with the facilities. Beyond ensuring legal compliance, the possibilities for reuse of treated wastewater are also considered in our processes. To that end, Mersin Glass Packaging facility has largely succeeded in becoming a zero-discharge facility. The “zero discharge” approach is accepted as Şişecam Best Practice.

It was first adopted at our Russia Ufa facility, and that was how the project began.

Water crises triggered by the climate crisis may pose significant risks in some locations where we operate. Therefore, water consumption is one of our environmental indicators that is followed meticulously. In 2020, Şişecam’s water consumption increased by 1% year on year to 38.2 million m<sup>3</sup>. In 2020, Şişecam recycled/reused 9.3 million m<sup>3</sup> of water.

## Environmental Measurement

The key element in monitoring environmental performance is to establish an effective environmental measurement and monitoring system.

As part of measurement and monitoring activities, our performance in reaching environmental targets and indicators such as reducing unit consumption of raw materials, water and energy, increasing recycling rates and reducing emissions is regularly monitored. All facilities on a global scale are monitored through our “Environmental Data

Registry System”, and environmental performance reports are presented to our senior management quarterly.

All measurements are made by competent companies in accordance with local legislation. Special performance measurements are performed at Şişecam’s accredited laboratories by the Energy and Environment Directorate under R&TD work.



## Used Glass Products Come to Life with Paşabahçe Aware Collection

Inspired by the turquoise color of the Bosphorus, Paşabahçe Aware collection is the world's first glassware collection containing 100% recycled glass. Thanks to an energy efficiency achieved by using completely recycled glass, gross natural gas consumption per glass was reduced by 14% in the project, and over 200 tons of GHG emissions were prevented.



## Biodiversity

At Şişecam, we strive to keep our environmental impacts to a minimum by developing projects that will contribute to biodiversity in the regions where our factories are located.

Global climate change and man-made environmental disasters threaten numerous species. At Şişecam, we strive to keep our environmental impacts to a minimum by developing projects that will contribute to biodiversity in the regions where our factories are located.

Within the boundaries of all Şişecam facilities, an average of 5 to 10 decares of land is reserved for afforestation,

and Şişecam Forests are created in the regions where we operate.

The quartz sand mining site in Bayırköy town of Bilecik was commissioned in 2008. Extraction will end on an area of 400,000 m<sup>2</sup> in 2020-2021. The rehabilitation/terracing of this site is ongoing. It is expected that an area of 350,000 m<sup>2</sup> will be afforested by 2022.

Şişecam Glassware Denizli plant started planting activities in Cankurtaran region, which has created a mini forest with grown-up trees on an area of three decares. The number of trees and saplings within the plant site, which is covered by green space at an approximate rate of 50%, has reached 18,000.

Planting activities initiated by Şişecam Chemicals plants in Mersin Region in 2006 are traditionally held every year for identifying and planting forest areas. To that end, the 14<sup>th</sup> Tree Planting Festival was held in 2020, and almost 2,000 additional saplings were planted, reaching a total number of 45,500 trees in 15 years.

In order to protect the nesting areas of the endangered Caretta-Caretta and Chelonia Mydas turtles on the Mersin-Kazanlı coast, one of the most important spawning areas in the world, the coast is cleaned every year before the spawning period, and the protection of turtles is supported.

At Şişecam, we not only support biodiversity through business operations

but also work to raise awareness through activities and events. On the World Environment Day 2020, we organized a biodiversity-oriented webinar called 'The Role of Biodiversity for a Healthy Planet' with representatives from the United Nations Development Programme (UNDP) including a Marine Invasive Species Specialist and a Wildlife Trade Information Management Officer as speakers. We also shared an exclusive documentary on campport for a week.

45,500  
TREES  
in 15 years

# 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 tables and white goods, glass has been shaped by the life style of societies since before the common era. Şişecam is among the most long-established representatives of the cultural heritage of glass in Turkey. We implement practices that will preserve and nourish this heritage.

## Flat Glass Glass Consulting

With project-specific Glass Consultancy service provided to decision makers of construction projects such as architects, façade consultants, investors and contractors, the company helps with the selection of right glass solutions. As part of the project, 2,953 technical calculations were made and meetings were held with almost 3,000 industry executives. The energy saving products contribute to leaving a cleaner environment to the future generations.

## Put Glass Into Life (Hayata Cam Kat)

Put Life Into Glass (Hayata Cam Kat), Şişecam's internet platform for informing consumers about glass packaging completed its 9th year. Diverse content about environment, life, and tastes are continued to be shared on the website and social media channels.

Put Life Into Glass stands out among corporate blogs with its success and continues to grow organically.

## Glass Art Collection

The collections of 250 antique glass art that is gathered together after a long and delicate effort to protect cultural values and reflects a history of 3,500 years is registered to Istanbul Archaeology Museums. Collections is exhibited in a special room prepared and protected at Şişecam Headquarters. You may visit the Collection at <http://www.sisecamcameserleri.com/tr> online.

You may watch the artwork, some in 3D, under the three headings of Ancient Greece, Roman and Byzantine and view each of them regarding the period, area and the technical production details.



## 35th International Glass Symposium



The 35<sup>th</sup> Glass Symposium, held on November 9, 2020, was started by the opening speeches of Şişecam RTD and Flatglass business line President Dr. Reha Akçakaya and Şişecam General Manager Prof. Dr. Ahmet Kirman.

Within the scope of the 'New Ecosystem' plenary session of the program, Şişecam Strategy President Özlem Vergon spoke about the "Effects of the Pandemic Process on the Glass

Industry" and the future trends after 2020. The following session on 'Advanced Technology Materials' was held. In the session moderated by Şişecam Coating Technologies Director Dr. İlkay Sökmen, Prof. Dr. Hakan Ürey from Koç University, Dr. İsmail Özgün Özer from Eskişehir Technical University, and Prof. Dr. Suleyman Ozcelik from Gazi University; held presentations on artificial reality, transparent ceramics and advanced production techniques. At the end of the

session, Şişecam Atmospheric Coating Technologies Senior Researcher Dr. Osman Burak Okan made a presentation on anti-microbial thin coating techniques on complex shaped glass surfaces with Şişecam's V-Block technology.

In the following part of the 'New Ecosystem' session chaired by Şişecam Melting Technologies and Engineering Director Tolga Uysal, A presentation on glass furnaces in a carbon-free future was given by Stuart Hakes, Managing Director of F.I.C. Limited. In the following section, Şişecam Sustainability Director Bahar Ubay Güçlüsoy, Air Liquide Glass & Metals Global Marketing Director Luc Jarry, UAS Messtechnik GmbH Energy and Environmental Technologies President Florian Stadler, Şişecam Energy Efficiency Management Senior Project Engineer Gürhan Dural and Glass Technology Services Ltd. Technical Director Dr. Nick Kirk held presentations on "Sustainable Glass Production" under various titles.

In the "Operational Excellence" session held after lunch, Various presentations

were held by; Machine2Learn General Manager Dr. Ali Bahramisharif; Şişecam Flat Glass Mersin Plant Production Manager Ayhan Aydemir, Şişecam Glass Packaging Eskişehir Plant Supply Chain Manager Tuğba Özer and Production Planning Engineer Ekin Yiğit; Şişecam Glassware Eskişehir Factory Technical Manager Ege Artun; Şişecam Energy Efficiency Management Senior Project Engineer Dr. Levent Kılıç; Şişecam Glassware Designers Gökhan Toraman and Alp Aruca.

# PRODUCT LIABILITY

We ensure the safety of our products in line with global standards and by complying with all legal requirements wherever we operate. All units of our company are managed pursuant to international quality, safety, environmental and sectoral management systems.

	Country	ISO 9001	ISO 27001	ISO 14001	ISO 50001	ISO 22000	HALAL	KOSHER	FDA	GMP+	ISO 15378	ISO 10002	OHSAS 18001/ ISO 45001	BRC v.5 / v.6	FSC	PEFC	Covid-19	IATF 16949
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glass Packaging Mersin Plant	Turkey	✓	✓	✓	✓	✓							✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glass Packaging Yenişehir Plant	Turkey	✓	✓	✓	✓	✓							✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glass Packaging Eskişehir Plant	Turkey	✓	✓	✓	✓	✓					✓	✓	✓				✓	
Glass Packaging Management and Sales Center	Turkey	✓	✓									✓						
OOO Ruscam Glass Packaging Holding Gorokhovets Plant	Russia	✓		✓		✓							✓	✓				
OOO Ruscam Glass Packaging Holding UFA Plant	Russia	✓		✓	✓								✓	✓				
OOO Ruscam Glass Packaging Holding Kirishi Plant	Russia	✓		✓									✓	✓				
OOO Ruscam Glass Packaging Holding Kuban Plant	Russia	✓		✓									✓	✓				
JSC Mina Plant	Georgia	✓				✓							✓					
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Chemicals Mersin Soda Plant	Turkey	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Chemicals Mersin Kromsan Plant	Turkey	✓	✓	✓	✓								✓					
Oxyvit Kimya San. ve Tic. A.Ş.	Turkey	✓	✓	✓	✓								✓					
Şişecam Soda Lukavac d.o.o.	Herzegovina	✓		✓														
Cromital S.p.A.	Italy	✓		✓														
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glassware Eskişehir Plant	Turkey	✓	✓	✓	✓	✓							✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glassware Kırklareli Plant	Turkey	✓	✓	✓	✓								✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Glassware Denizli Plant	Turkey	✓	✓	✓	✓								✓				✓	
Camiş Ambalaj San. A.Ş. Tuzla Plant	Turkey	✓	✓	✓	✓								✓	✓	✓	✓		
Paşabahçe Bulgaria EAD	Bulgaria	✓		✓									✓					

## USE OF NATURAL RESOURCES

## CORPORATE HERITAGE

## PRODUCT LIABILITY

	Country	ISO 9001	ISO 27001	ISO 14001	ISO 50001	ISO 22000	HALAL	KOS-HER	FDA	GMP+	ISO 15378	ISO 10002	OHSAS 18001/ ISO 45001	BRC v.5 / v.6	FSC	PEFC	Covid-19	IATF 16949
OOO Posuda Limited	Russia	✓		✓									✓					
Paşabahçe Egypt Glass Manufacturing S.A.E.	Egypt	✓		✓		✓							✓					
Şişecam Otomotiv A.Ş.	Turkey	✓	✓	✓	✓								✓					✓
Şişecam Automotive Bulgaria EAD	Bulgaria	✓		✓									✓					✓
Şişecam Automotive Romania SA	Romania	✓		✓									✓					✓
Şişecam Automotive Glass Alliance Rus AO	Russia	✓		✓									✓					✓
Richard Fritz Holding	Germany	✓		✓														✓
Richard Fritz Prototype + Spare Parts GmbH	Germany	✓		✓														✓
Richard Fritz Spol, S.R.O.	Slovakia	✓		✓														✓
Richard Fritz Kft	Hungary	✓		✓														✓
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Flat Glass Kırklareli Plant	Turkey	✓	✓	✓	✓								✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Flat Glass Bursa Plant	Turkey	✓	✓	✓	✓								✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Flat Glass Mersin Plant	Turkey	✓	✓	✓	✓								✓				✓	
Türkiye Şişe ve Cam Fabrikaları A.Ş. Şişecam Flat Glass Ankara Plant	Turkey	✓	✓	✓	✓								✓					
Trakya Glass Bulgaria EAD Plant	Bulgaria	✓		✓	✓								✓					
Şişecam Flat Glass Italy Srl	Italy	✓		✓	✓													
Şişecam Flat Glass South Italy Srl	Italy	✓		✓														
Trakya Glass Rus AO	Russia	✓		✓	✓								✓					
Şişecam Flat Glass India Limited	India	✓		✓														
Camiş Madencilik A.Ş.	Turkey	✓	✓	✓	✓								✓					
Camiş Elektrik Üretim A.Ş.	Turkey	✓	✓	✓														

## Şişecam Chemical Management Procedure

Within the scope of the Environment and Energy Policy published in 2014, we make commitments to reduce the negative environmental impacts from our operations. Hazardous chemicals are carefully managed at our facilities. Under the Corporate Environmental Management System, we have published our Chemicals Management Procedure, effective as of January 1, 2021, in order to emphasize the procedures and principles regarding the management of chemicals and to ensure that the suppliers comply with these procedures and principles.

The procedure reminds the responsibilities of central units and

facilities and explains the basic principles for implementation. All the rules to be applied starting from the supply of chemicals to their use, storage, and disposal after use or at the end of their life are explained in detail. The procedure also makes available to facilities a form of minimum criteria to be applied in the selection and risk assessment of chemicals. This form ensures that it is not possible to start the procurement process for any chemicals for which a risk assessment has not been completed by our Company's Procurement Department.

## Safe Production During the Covid-19 Pandemic

In 2020, we continued to move forward without a pause in our production processes by taking all necessary precautions for our employees and customers following the outbreak of the Covid-19 pandemic. Our efforts enabled us to become the first glass

company to receive the Covid-19 Safe Production Certificate given by the Turkish Standards Institute. As of the end of the reporting period, we have obtained Covid-19 Safe Production Certificates for 10 facilities of Şişecam in Turkey.



# EMPOWER

We will produce together and go even further.

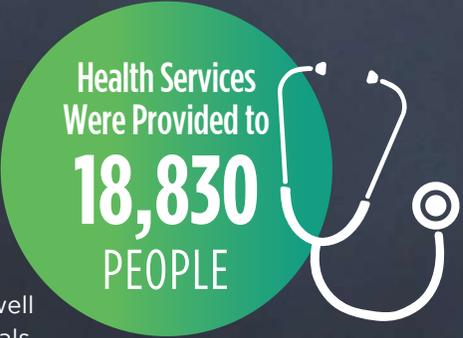
In line with our “empower” approach, we work to expand our inclusive corporate culture, become a workplace preferred by everyone and support local communities as well as the supply chain.



## Social Responsibility Practices in India

Due to the lack of access to health services as well as social inequalities, the Covid-19 pandemic deals a much harder blow on disadvantaged groups and developing countries. At Şişecam, we strive to ensure that all people have equal rights and conditions in line with our Empower approach. In India, where 70% of the population lives outside cities and there is not enough doctors, Şişecam India continues to run the Mobile Health Units (MHU) program in cooperation with the Deepak Foundation.

The project has been developed to provide access to healthcare services for disadvantaged groups in rural areas and aims to both facilitate access to primary healthcare services and raise awareness on health and nutrition. As of April 2020, a total of 18,830 people have been provided with healthcare services, with 12,826 patients having received outpatient healthcare services. The role of MHUs has become even more critical during the Covid-19 pandemic, when private clinics were closed down and public healthcare services suffered from an extreme workload. At Şişecam, we will continue to work for fundamental human rights and equal access to services for all disadvantaged groups.



# DIVERSITY AND INCLUSION

In terms of diversity, we consider rich human resources as one of our key values. Our company adopts an inclusive stance in its management and leadership approach that supports every Şişecam employee to realize their potential. Accordingly, we published the Şişecam Diversity and Inclusion Guidelines in 2019. We also established a Working Group, through which we aim to disseminate the inclusive corporate culture valuing the individual differences of our employees to all our stakeholders, particularly our suppliers, dealers and business partners. We address Diversity and Inclusion Principles in line with our “Empower” approach, and we implement various projects and practices to expand the inclusive corporate culture, become a preferred workplace and support local communities as well as the supply chain.

Within an awareness of corporate citizenship, we implement major projects in order to eliminate the gender inequality

barriers hindering women’s participation in work life, an item at the top of the global and Turkish agendas. We implemented the “Women-Friendly Plant Project” in 2018 as part of the “Equal Employment Opportunities” efforts to increase the number of female employees working at our production facilities. Through this project, we have taken important steps to make arrangements regarding the basic physical needs of our female employees in the production facilities, and we have developed cooperation with professional organizations and universities to employ qualified female employees in plants. As part of the long-term project internship program, we are working to recruit qualified female young talents at the headquarters and plants. At Şişecam, we pay particular attention to recruiting female engineers through the long-term internship program at plants. The rate of young female talents that we employed at Şişecam through our internship programs has been increasing for the last 2 years.



We pay attention to equal opportunities both when choosing project interns and providing employment. We have 4,700 female employees who make up more than 20% of Şişecam. We aim to

increase the number of female employees at all levels by 30% in the long run in line with the United Nations Sustainable Development Goals.

The female employees who are employed under the “Equal Employment Opportunities” activities are currently working in various positions such as forklift operators, quality control workers, logistics workers and master fiber processors to support production processes.

We received the ‘Women on Board’ Award during the ‘Female Directors of Turkey Conference’ held by the Corporate Governance Forum of Sabancı University for a 7<sup>th</sup> time in 2019. Şişecam achieved a women executives rate of 30% in the Board of Directors, cementing a place among the companies with the highest number of female board members in Turkey. In 2020, this rate rose to 44%.

At Şişecam, we continued our work on equal opportunities without a pause in 2020. In particular, we expanded our equal opportunities work at our production facilities outside Turkey, taking

into consideration cultural diversity. We implemented supportive arrangements and practices so that our stakeholders in our ecosystem also became a part of this awareness.

We believe any individual can achieve anything when they want and when given the opportunity. All our employees benefit equally from the career opportunities offered by Şişecam. We manage the career journey of our employees based on their competences, not their gender.

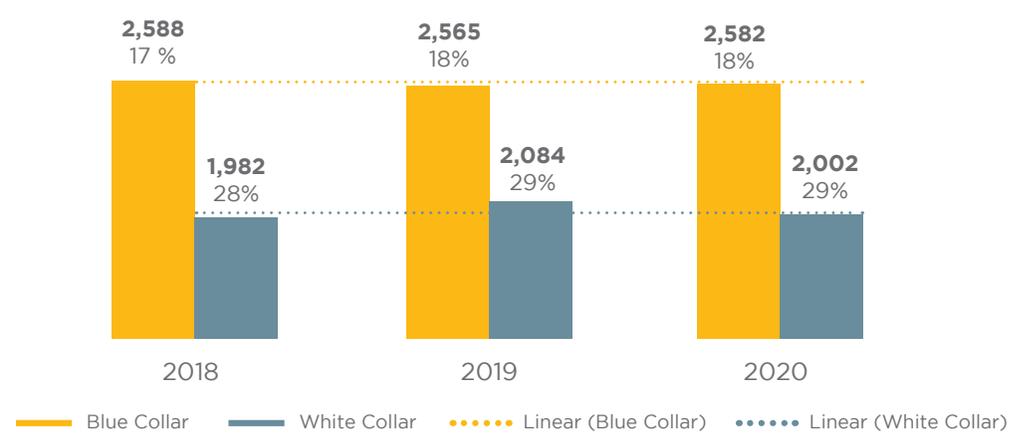
The social and economic barriers created by gender inequality lead to negative prejudice about women’s participation particularly in some sectors of the manufacturing industry. In order to improve this perception and employ women at our production sites, we implement supportive training programs that promote, encourage and provide them with professional competence. The “Glass Production Certificate

Program”, which we have implemented in cooperation with Balıkesir University and Balıkesir Labor and Employment Agency Directorate in order to bring trained workforce to our sector, is a good example to our efforts.

Improving employment opportunities for disabled employees is an integral part of our understanding of diversity and inclusion. The work environment throughout our company is organized in a way that facilitates the work life of our disabled employees. In 2020, the number of disabled employees reached 502.

Şişecam adopts the philosophy of “People first!”. Therefore, Şişecam’s most valuable asset is undoubtedly its employees. We work hard to facilitate the lives of all our employees by implementing projects that will increase the productivity and motivation of our employees, and we strive to support them in establishing a balance between working life and private life. We offer our employees an environment where they can make choices in line with their needs through the care we show for work and private life balance and our people-oriented culture, as well as our flexible working schedule.

**NUMBER AND RATIOS OF WOMEN EMPLOYEES**



## Digital Exhibition: Women of Şişecam From Past to Present

The understanding of equal opportunities in our Company, one of the most established organizations in Turkey, dates back to the day it was founded. In 2018, as part of our diversity and awareness communications, we launched the “Digital Exhibition: Women of Şişecam From Past to Present” (Dünden Bugüne Şişecamlı Kadınlar Dijital Sergisi), emphasizing that equal opportunities have been an integral part of Şişecam’s organizational culture since its establishment in 1935.

The digital exhibition tells the story of the founder of our R&D unit, our employee who was awarded the most prestigious glass award in the world, and the Women of Şişecam, who have supported our Company in its journey to become a world-class organization. It is available on Campport, a sharing platform, and contributes to the carrying of our corporate heritage into the future.

## March 8 International Women’s Day

On March 8, International Women’s Day, we turned a new page on gender equality in the workplace thanks to the “Discriminate Nobody, Speak Equality” communication campaign launched by our Diversity and Inclusion Working Group. This communication brought into focus the invisible barriers in communication that cause gender inequality in business and social life. The films and posters prepared as part of the campaign drew attention to the use and consequences of discriminatory language regarding gender, which is commonly faced in daily and business life. The campaign called on all Şişecam employees to stop sexist discourse and use expressions that equalize everyone. This internal awareness communication was publicly shared on @sisecamkariyerim social media accounts and leveraged by employees on their individual accounts.



DIVERSITY AND INCLUSION

TALENT DEVELOPMENT AND MANAGEMENT

OCCUPATIONAL HEALTH AND SAFETY

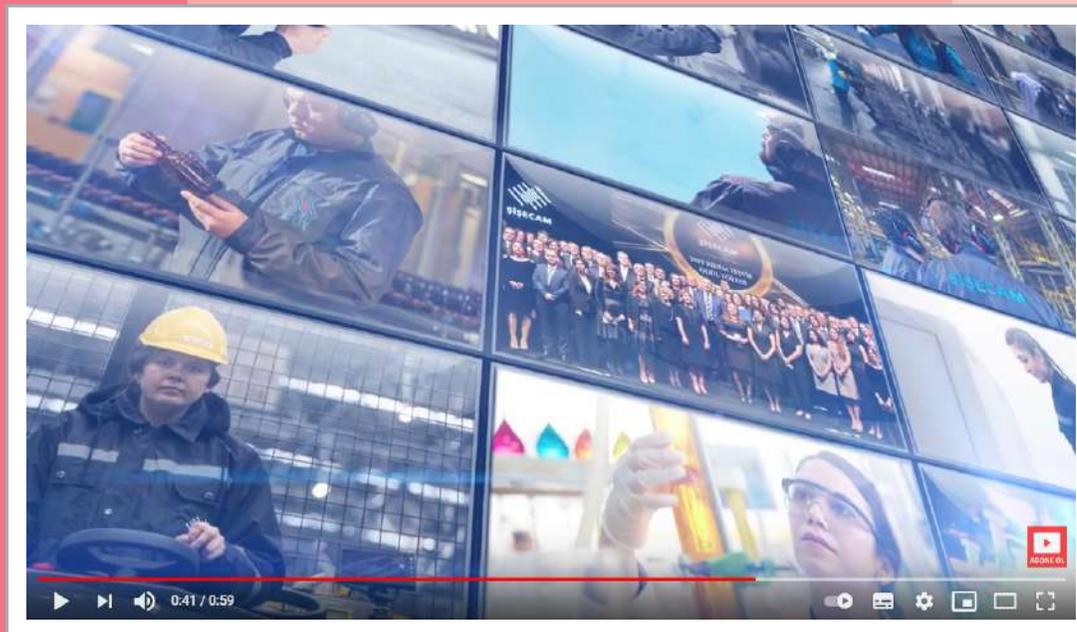
CONTRIBUTION TO SOCIAL DEVELOPMENT

CONTRIBUTION TO EDUCATION AND TRAINING

CONTRIBUTION TO SPORTS

ENVIRONMENTAL CONTRIBUTION

CUSTOMER RELATIONS



# TALENT DEVELOPMENT AND MANAGEMENT

Under our talent management approach, we aim to be the most preferred workplace and recruit the right talents, and then to reveal the potentials of existing talents. To that end, we adopt an objective, systematic and development-oriented approach in our human resources processes. While we support our employees with talent management programs, we also closely monitor their career and performance developments.

Şişecam Performance Development System aims to promote a performance culture focusing on sustainable success and to support the transformation of personal achievements into corporate success.

Accordingly, corporate goals are reduced to individual goals, creating a common goal awareness. The system works in integration with the company's strategic planning process and is built on a global infrastructure that allows employees and managers to make objective assessments. Performance Development System is constantly being improved in order to achieve human-oriented, fast and reliable results. In order to improve employee competences within the scope of the system, all training and development activities were consolidated under the "Individual Development Plan".

## Employee Support Program

Initially implemented as a pilot practice at Şişecam Glass Packaging Mersin plant, our Employee Support Program was made available to all Şişecam employees and their family members in 2020.

All Şişecam employees and family members can access legal processes, health consultancy services, veterinary services and psychological support 24/7 free of charge via phone, mobile application, website and SMS. Only statistical information is kept during the interviews made through the Employee Support Program. Personal information and the matters consulted are kept confidential by the company offering consultancy support.

What is the Scope of Consulting Services?

1. Legal Matters
2. Healthcare Services
3. Dietitian and Healthy Nutrition
4. Newborn Care
5. Technology
6. Physical Therapy and Ergonomics
7. Veterinary Medicine
8. Psychology
9. Finance
10. Social Life and General Information Services

## Global Talent Management: Journey

The Global Talent Management Program Journey aims to create a talent profile in our company and make a global resource planning for needs within the One Şişecam approach. It also aims to identify high potential employees, support their development and prepare them for leadership roles. To that end, all participants

of the Executive Leadership Program, which was designed by INSEAD exclusively for Şişecam to nurture global and visionary leaders and was ended in 2019, attended the executive coaching program consisting of 8 sessions. The first module of the "INSEAD - Plant Manager Development Program", which was designed in cooperation with

INSEAD as production-oriented program, was held in February 2020. The "Cost Accounting" training, one of the preliminary finance trainings in the program, was completed in October. An English Language Development Program was initiated for All the business lines of Şişecam within the scope of One Şişecam and Journey Global

Talent Management, and customized programs such as Individual Development Journeys, Mentoring and Mini MBA were designed for different groups. The program enables end-to-end management of talent thanks to its integrated structure covering recruitment, career management, succession and development management systems.

## Employee Development

Standing out for its distinctive development solutions, Şişecam Academy continued to operate on alternative training channels in the aftermath of the introduction of Covid-19 measures in 2020 in order to provide all development resources needed by our Company employees in the areas of technical and professional development, personal development, corporate development and leadership.

Due to the Covid-19 pandemic, which has affected the whole world, our face-to-

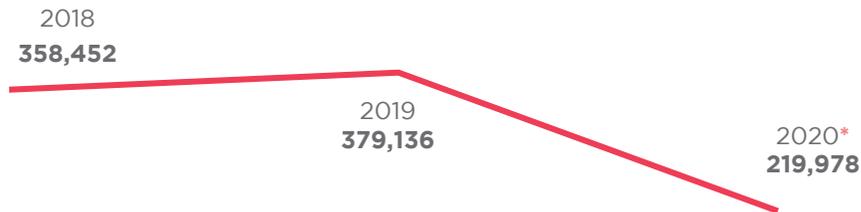
face training and development activities continued through online trainings and live broadcasts using alternative training technologies, considering the scope of the measures to maintain a social distance and protect the health of our employees and their families. In line with the aim of achieving sustainable success as a company, some of the trainings offered via the traditional in-class training method were selected and redesigned for delivery via virtual classroom and/or distance education methods. These trainings are designed for Individual Development

Trainings, School/Certificate Programs, English Language Development Program, Talent Management Project, and Internal Trainer Project.

Due to the pandemic-led measures and conditions, our training and development activities decreased compared to previous years, with a total of 219,978 person\*hours of training having been held at Şişecam Academy in 2020. After the reporting period, which is a transition period, there are plans to increase our training hours above the levels of

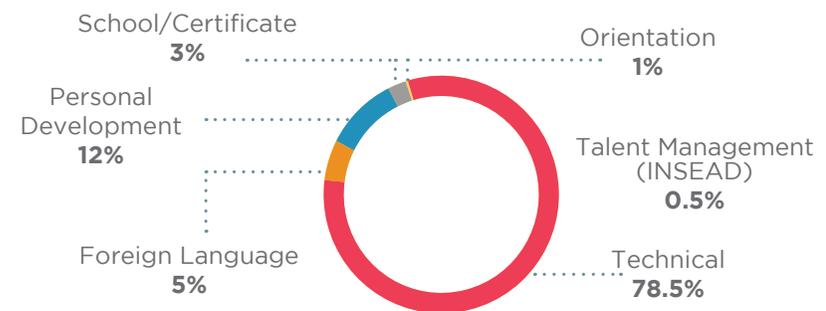
previous years once the use of alternative education technologies is normalized and disseminated.

### EMPLOYEE TRAININGS (person\*hour)



\* Total training hours were reduced in 2020 because in person training programs were canceled during the pandemic.

### TRAININGS AT ŞİŞECAM ACADEMY (person\*hour)



## Schools

As part of the HROne Global Human Resources Transformation Project, the Performance Development system was commissioned in 13 countries, the CIPD (Chartered Institute Personal Development) Professional criteria framework was adapted to Şişecam strategies, and the Success Profiling Model was established. Aiming, as a Human Resources Partner, to improve the quality of employees' relations with the groups they support as well as their business skills, to achieve more efficient and effective business outcomes, and to increase employee loyalty and motivation, the Human Resources School is scheduled to start in May 2021 once its design is completed based on success profiles.

## School Cooperation

A cooperation protocol was signed between the Ministry of National Education, General Directorate of Vocational and Technical Education and Şişecam on March 27, 2020 within the scope of school-industry collaboration that we have realized to train qualified manpower for the glass industry. The protocol enabled the opening of Industrial Automation Technology site as well as workshops at Bursa Yenişehir Vocational and Technical Anatolian High School. In order to receive applications from qualified apprentice students for the Ceramics and Glass Technology Department at Denizli Governor Necati Bilican Vocational Training Center, the application criteria were set, and the apprentices were supported for graduation with a high school degree.

## Language Development Programs

In line with the One Şişecam merger and our global adaptation strategy, we designed the English Language Development Program to enable all our employees to improve their English proficiency. A mixed learning facility which offers the opportunity to benefit from different methods and techniques according to needs and expectations, the program has also been launched at institutions outside Turkey in 2020. Our employees benefit from face-to-face group training, in-class follow-up training, personalized digital content, simultaneous online course applications, multimedia applications and rich resources of study.

## Alternative Training Technologies

In line with our company’s global adaptation and digitalization strategy, alternative training technologies are employed in order to enrich the content offered under the roof of the Academy and to access the content irrespective of location, place and time. Both e-learning modules, videos, digital programs produced with internal resources, and applications or modules created as a result of collaboration with different companies are integrated into the Learning Management System. Following the suspension of classroom training

in 2020 due to the pandemic, training technology solutions were diversified at Şişecam Academy, and the contents were quickly shared with Company employees. Virtual classroom application was started, and some in-class trainings were transferred onto this medium. Awareness-raising training and videos on the coronavirus pandemic as well as content suitable for the new working order were produced using internal resources and shared with Company employees. Depending on the global adaptation strategy, Orientation Trainings

normally held in classrooms have also been moved to online platforms in view of the pandemic. In addition, all orientation modules are re-edited and reproduced with the use of 360-degree videos and virtual reality. The first phase of the project is completed, and the second phase is due in 2021.

In order to enable employees on hourly wages to benefit from the applications and modules offered with alternative training technologies, Distance Learning Stations have been

established in our plants for Turkey, and these employees have been integrated into the system. After the installation, our employees on hourly wages were assigned Occupational Health and Safety training as well as Parenting and Child Psychology training, which comprises the first two modules of the Happy Families video series and consists of 40 videos in total. In addition, the mobile platform on which our employees can access training was introduced with the guide.

## Online Academy Seminars During the Covid-19 Process

Due to the current Covid-19 pandemic, the Academy seminars, which are held regularly every year, were made available to our employees through the Bluejeans Events platform this year in order to minimize risks and maintain a social distance. The seminars were structured in view of current issues and needs and focused on much-needed matters during the pandemic such as psychological resilience, remote team management, Covid-19 awareness and personal protection methods, possible developments in the economy, reflections of the distance learning process on parenting psychology, nutritional recommendations to bolster the immune

system, and macro and micro expressions in the digital environment to strengthen virtual communication.

In addition, seminar series were held on the following subjects in order to contribute to the individual development of our employees, to raise awareness about personal leadership, and to understand the leadership model and competences that will lay the groundwork for us to keep up with change.

- Surviving Tough Times for Professionals: Psychological Resilience

- For Managers: The Manager’s Guide to Remote Management in a Time of Crisis
- Global and Turkish Economy & Possible Expectations in the Wake of Covid-19
- Let Food Be Your Medicine: The Immune System and Nutrition
- Course of the Covid-19 Pandemic, Individual Awareness and Protection Methods
- Psychology of Parenting: Distance Learning, Relationship Building at Home, and Anxiety Management
- Macro and Micro Expressions on Digital Environment

- Personal Leadership: Being the Architect of Our Lives
  - Digital Smart Leader
- Furthermore, as part of working life vs. personal life balance, a mindfulness training event was held for employees who requested it during the year. In addition, the “Studio” application, which offers live trainings on wellbeing topics such as mindfulness, meditation, yoga, fitness, nutrition, psychology, beauty and care, personal development and coaching, and family and children, was piloted for 1 month and was much liked. Efforts to disseminate the application continue.

## Dealer Trainings Online E-Trainings for Our Partners

Şişecam Flat Glass continued to share online e-learning programs on our Şişecam Academy website in 2020 in order to add more value to the activities of its Partners by using the technologies and solutions offered by the digital age and to enable them to access the information they need 24/7 regardless of time and place. To that end,

- Window Noise Control e-training
- Choosing the Right Glass for Projects e-training
- Cutting, Edge Processing, Enamel Paint and Tempering e-training
- Isicam Production e-training

were shared with all our domestic Partners in Turkish on Şişecam Academy website.

Due to Şişecam Flat Glass' highly-focused production and sales and marketing of our products in different geographies, all e-trainings prepared in Turkish in the past were translated into English, Russian, Bulgarian, Romanian and Italian languages in 2020, and have been made available to our overseas sales teams in addition to our customers abroad.

E-trainings include a total of 32 different videos, with more than 150,000 words

having been edited in 5 different languages. The trainings were watched 4,300 times by approximately 1,000 users defined in the system. They will be enriched with technical and product e-trainings on different subjects and will continue to be shared with all Partners on Şişecam Academy portal.

In order to maintain close relations with A+ architects, who have switched to teleworking and are the decision makers in the value chain of our Company, online wine tasting events were organized with the participation of over 60 prestigious architects, and glass solutions were

developed on a project basis through online showroom visits. 8 online events were held for 416 architects and prospective architects.

## Employee Engagement Survey

My Şişecam Employee Engagement Survey, which is open to all Şişecam employees and is conducted to ensure a working environment that maintains global cooperation throughout Şişecam,

is open to change, uses its potential and shares an agile and entrepreneurial culture and to shape our human management and leadership actions with the opinions of our colleagues, was

responded to by 15,300 employees, marking a participation rate of 70%. According to the survey results announced during the reporting period, the sustainable employee engagement

score across Şişecam increased by 28% to 68% compared to the previous research.

# OCCUPATIONAL HEALTH AND SAFETY

Creating a healthy and safe work environment for our employees is one of our top priorities. Working conditions are constantly improved for the establishment of a healthy and safe work environment throughout the company, and measures are taken to ensure that employees act within awareness and consciousness on occupational health and safety issues. To that end, we are moving towards the goal of “zero workplace accidents until 2022”.

Occupational health and safety matters in Şişecam are managed by Industrial Relations Directorate. Occupational health and safety issues are managed within the framework of Şişecam OHS Policy and in compliance with the OHSAS 18001 Standard in order to ensure consistency throughout the all business lines. The compliance of our production facilities with the standard is monitored through annual audits, and the documents are renewed accordingly. At our plants in Turkey, cross-audits are conducted by teams of OHS experts at plants in different fields. During the period, production processes were reviewed in terms of occupational health and safety within the scope of operational excellence efforts.

During the Covid-19 pandemic, which was the first item on the agenda in 2020, Şişecam

quickly identified all the necessary measures to protect the health of our employees and put them into practice at all our points of operation. In addition to the practices specific to the pandemic process, we continued to increase our occupational health and safety performance without a pause.

All our employees are given regular OHS trainings in order to reduce occupational accidents and to sustain every stage of the production processes in a healthy and safe working environment. In 2020, OHS trainings totaling 107,195 person\*hours was held.

Thanks to our approach that always puts employee safety first, no fatal occupational accidents occurred in any of our operations in 2020. The training activities we delivered and the preventive action we have taken enabled an improvement of 17% in our incidence rates (IR) and 3% in our lost day rates (LDR) compared to 2019.



## INCIDENT RATE (IR)



## OHS practices during the reporting period

Global transmission prevention practices and policy were prepared quickly and announced to all workplaces. To that end, 8.5 million surgical masks were distributed for our operations in Turkey, work intensity was reduced, and personnel services were downsized to a capacity of 50%. Periodic disinfection work has been commissioned for ventilation systems and working environments. All positive cases at workplaces were seriously followed up, and the increase in transmission was prevented through the required isolation steps.

As a result of audits by the Turkish Standards Institute (TSE), all Şişecam Turkey Plants, Şişecam Headquarters and Şişecam Science, Technology and Design Center workplaces have been awarded the Covid-19 Safe Production/Service certificate.

Our traditional Occupational Health and Safety Drawing Contest, which aims to raise occupational health and safety awareness that includes the children of our employees between the ages of 6-10 and their families in a way to cover all our activities inside and outside of Turkey, was held

online in 2020. The theme of the contest was “The Warning Sign You Dream of”, and 288 drawings were submitted for the contest. Gifts were sent out to all participants in addition to children who were ranked.

Sponsored by the Human Resources Department under the HR-One Transformation Projects, the OHS Scorecard (KPI) project run under the coordination of TEID (Ethics and Reputation Association) to evaluate employees at Şişecam workplaces in terms of their performance regarding occupational health and safety within the scope of the activities and work they delivered, to develop an OHS culture and to create a safe working environment was completed. It was practically launched for all HR units and OHS experts on December 22, 2020. The effective use of the OHS Scorecard (KPI) Project started in 2021. It applies to employees on monthly salaries (Chiefs, Engineers, Technicians, Authorized Officers, etc.) working at our company’s plants, facilities and businesses in Turkey.

Şişecam Healthcare Services Follow-up Program aims to check all services related to employee health as provided by workplace healthcare units and was commissioned to include the data requested by the General Directorate of Occupational Health and Safety of the Ministry of Family, Labor and Social Services. User trainings on the program were developed with the contributions of physicians at our workplaces in Turkey. The trainings were completed and put into live use.

Occupational Safety Personal Protective Equipment processes were studied within the scope of the Field Innovation project. Personal Protective Equipment processes were examined as the second phase of the “Field Innovation” project sponsored by the Human Resources Department. Merging the presentations, a project team was established, and efforts for the automation of Personal Protective Equipment processes were started.



# CONTRIBUTION TO SOCIAL DEVELOPMENT

Our Corporate Social Responsibility approach shared in Şişecam Social Responsibility Guide identifies priority social, environmental and managerial issues and focus areas for investment that will lead to the greatest impact and value for our stakeholders, creates

social investment programs in line with strategic plans, sets targets supporting these programs both in Turkey and abroad, ensures programs are implemented in line with Şişecam Corporate Social Responsibility principles.

## CORPORATE SOCIAL RESPONSIBILITY PRINCIPLES ŞİŞECAM

- |   |   |  |   |   |  |
|---|---|--|---|---|--|
| 1 |   | <p>Attaches importance and priority to efforts that contribute to social development based on social needs in the countries where it operates as required by its corporate citizenship approach.</p> | 4 |    | <p>Cares about the participation of employees and encourages them to contribute to society on a voluntary basis.</p> |
| 2 |  | <p>Places importance on carrying out all social development activities based on the principles of sustainability, transparency, and participation.</p>   | 5 |  | <p>Acts sensitively about the traditions and cultures of the countries where it operates.</p>                        |
| 3 |  | <p>Executes social responsibility projects in accordance with national and international standards.</p>  | 6 |  | <p>Acts in accordance with all applicable laws, rules and regulations.</p>   |

# CONTRIBUTION TO EDUCATION AND TRAINING

We continue to contribute to the development of social potential and future generations through our various education projects and studies. At Şişecam, we support our employees and their children with education scholarships under the “Promoting Education Scholarship” that we have been making available for many years. To that end, a total of TL 7.5 million was distributed as scholarships to 7,911 students in 2020.



## Şişecam Vocational and Technical Anatolian High School

The construction of Yenişehir Şişecam Vocational and Technical Anatolian High School was completed by our Company in 2019 under the protocol signed with Bursa Governorship, Provincial Directorate of National Education, and Yenişehir Municipality. Subsequently transferred to the Ministry of National Education, the school started its activities in the 2019-2020 academic year with 16 classrooms, 3 laboratories and 13 workshops on an area of 20,000 square meters. In the 2019-2020 academic year, the first academic year of the school, 269 students attended education. As of the 2020-2021 academic year, 280 students continue to study at the school, 42 of whom are receiving education in the field of Mechatronics at the Industrial Automation Department.

## Private Şişecam Vocational and Technical Anatolian High School

Private Şişecam Vocational and Technical Anatolian High School was built in Mersin Tarsus Organized Industrial Zone (MTOSB) by Şişecam and later transferred to the Ministry of National Education. Through its educational activities since the 2014-2015 academic year, the school has been supporting young people to have a profession. The school was built with the support of the Vocational Education Development Project by Mersin Governorship and has 44 classrooms in addition to a workshop. As of the 2020-2021 academic year, 1,014 students are studying at the school. To date, 210 of the 610 students who graduated from the school became professionals and joined the workforce. Others continue with their university education.

## CONTRIBUTION TO SPORTS

### Şişecam Çayırova Sports Club

Swimming and fishing in the Marmara Sea were a major part of social life for the employees of Çayırova Cam San A.Ş. in Çayırova district but later became unfavorable due to increased pollution in the early 1980s. In 1982, a decision was made to start sailing activities at Şişecam Çayırova Social Facilities to benefit from other opportunities the sea offers and to carry out social activities. The decision was fully supported by Mr. Metin Ünlüer, CEO of the time, and by Mr. İ.Hakkı Eskicioğlu, the Accounting Manager of the time whom we remember in respect and mercy.

Şişecam Çayırova Sports Club was first established under the name of Çayırova Specialized Sailing Sports Club Association and started its activities at Çayırova Social Facilities in 1982 in order to lead young people to sports activities and to contribute to the development of sports training as well as physical skills and morals.

The Club received permission in 1984 pursuant to the new associations law

and obtained the status of a federated club before the General Directorate of Youth and Sports in 1985. As of 2020, it contributes to the country's sports community by raising young athletes in sailing, rowing and canoeing with a team of 150 athletes and executives.

The name of the club, which functions in rowing and sailing, was changed to Şişecam Çayırova Sports Club instead of Çayırova Specialized Sailing Sports Club. Thus, in addition to Şişecam employees, it became possible to serve the children of families from all over Turkey in the Çayırova region, where many industrial companies are located, particularly in the surrounding districts. Children studying at schools in the region are trained as national athletes completely free of charge at Çayırova Sports Club. Şişecam Çayırova Sports Club has around 8,000 children from 25 schools in the region to take the necessary tests and train talented and interested ones as athletes in canoeing, rowing or sailing.





Our club also enables physically-handicapped young people to do sports within the limits of its own means. In 1996, our athlete, coach and club received the “Fair Play” award for BEHAVIOR from the Fair Play Council of the Turkish National Olympic Committee. Our club adheres to its goals and objectives and continues to work to glorify our country’s name in the international arena by training many more successful athletes for the National Team.

The main goals of Şişecam Çayırova Sports Club are to train young people in Canoeing, Rowing and Sailing branches,

to direct them to sports, to improve their physical skills and morals in addition to sports training, to organize various sports competitions related to its subject, to participate in the organized competitions, to encourage individuals of all ages to participate in amateur sports, and to ensure that they get away from bad habits.

Between 1984 and 2020, a total of 1960 athletes, 79 of whom were national athletes, started their sports career at Şişecam Çayırova Sports Club. The number of athletes who started at the club and pursued a career in sports is 193. Today, the club contributes to



the country's sports community by raising young athletes in sailing, rowing and canoeing, with a team of approximately 120 athletes and managers. Şişecam Çayırova Sports Club athletes are entirely the locals of the region, and all training activities are carried out free of charge.

Still operating on a limited basis due to the Covid-19 pandemic, Şişecam Çayırova Sports Club was renovated at a rate of 60% by Çayırova Cam San A.Ş. using the idle materials at the plant and the surrounding region. The old boathouse has been reconstructed as a museum, library and administration building. The club building

has been turned into a space where children can attend their distance learning courses, particularly during the Covid-19 pandemic. Almost no new materials were used for the construction of the sections where the sails and canoes are stored. All materials were completely dismantled from the old plant.

Due to the Covid-19 pandemic, 4 national and 1 international competitions were held in 2020. In these competitions, our athletes won 13 first places, 4 second places, 12 third places in national events, and 1 second place and 1 third place in international events. As a team, they also won the 3rd place cup in the Young Men's category.



## Activities of Canoeing Branch

During Canoe Sprint Races in the 2020 schedule, the Canoeing Branch won 6 first places, 1 second place and 5 third places in total this year. As a result of the races, 4 of our athletes were invited to the National Team Camp.

In the International Gloria Cup race attended by a total of 76 athletes from 12 countries, our national athletes Özge Uzar, İbrahim Fırat and Cihan Yıldız came in third, second and second respectively.



## Activities of Rowing Branch

The Rowing Branch attended 1 national and 4 regional competitions in 2020, winning the first place in 5 categories, second place in 3 categories, and third place in 4 categories. As a result of the National Team Tests held in Köyceğiz, Muğla, our Young Men's Team was selected for the national team for International Zagreb Races.



## Activities of Sailing Branch

Athletes of Şişecam Çayırova Sports Club Sailing branch won 2 first places, 1 second place and 3 third places in total in Optimist General, Optimist Junior and Optimist Girl's categories during the races included in the 2020 schedule of the Turkish Sailing Federation.



# ENVIRONMENTAL CONTRIBUTION

## Glass and Glass Again

The Glass and Glass Again Project has been conducted since 2011 within the framework of cooperation with different stakeholders. The project aims to support transition to a recycling society by triggering a change in social behavior and is carried out in line with three main goals:

- Raising awareness, particularly public awareness, on the recycling of glass packaging,
- Improving the infrastructure for the collection of glass packaging wastes,
- Modernizing the facilities where glass packaging wastes are collected and processed and separating glass packaging wastes mixed with household wastes before dispatching to sanitary landfills.

Since the beginning of the project, over 250,000 primary school students were given training on recycling, more than 20,000 glass money boxes were made available to municipalities, and 1,562,000 tons of glass waste were recycled. Thus, greenhouse gas emissions equivalent to suspending 562,239 cars from traffic for 10,000 kilometers were prevented. Energy

savings through recycling reached a level that would meet the heating and hot water needs of 65,595 houses for a year. Finally, CO2 emissions equivalent to the air cleaned by 48,220,678 trees in a year were prevented.

The number of social media outreach and interactions of the Glass and Glass Again Project, which aims to raise awareness about glass recycling by using the power of social media, continues to increase each day. Live broadcasts of events held throughout the year were also available on social media accounts, where the importance of recycling, information about the use of glass, and recycling gains were shared in different setups. Social media accounts drawing attention to glass recycling reach an average of 4.5 million people per month. As of 2020, the number of followers of the project reached 182,000 people on Facebook and 30,000 people on Instagram. The Glass and Glass Again project makes a significant contribution to raising awareness on the protection of glass as a cultural heritage, thanks to its interaction with target audiences through its social media accounts.



## Environmentally-Friendly Products at Paşabahçe Stores

Paşabahçe Stores brings eco-friendly products designed by Tulya Madra, the famous designer who founded Santimetre Studio, using natural materials to customers who love what's natural. Products that combine the past and modernism and are designed using completely natural materials also draw attention with their level of environmental awareness.

Using completely natural materials in her products, Madra's porcelain coffee pots she designed using olive tree branches stand out with their rich colors. For coffee pots, the card with the instructions for use of the pots contains all the details about how the product should be used. The glass collection inspired by the Beykoz glasses from the 19th century reflects naturality with its natural colors. "Environmentally-Friendly" products bearing the signature of Santimetre Studio are available for sale at Paşabahçe Stores.



# CUSTOMER RELATIONS

Şişecam develops customer-oriented business processes through various applications in order to respond to customer expectations and to launch advanced products and services in line with these expectations. To that end, Şişecam informs its customers through CRM applications, customer meetings, customer visits, customer satisfaction surveys and fairs attended, and actively receives feedback from customers. Thus, relevant measures are developed, and the added value from products and services is increased.

Continuing to increase the demand for Isicam branded products by PVC and aluminum joinery companies, which have a great influence on directing consumer preferences to Isicam Systems, "Isicam Systems Money Box Card Club" continued to expand its member network with a total approximate number of 8,500 members. In order to direct the product preferences of PVC and Aluminum Joinery Companies to qualified Isicam products that offer energy efficiency,

numerous awareness-raising activities and campaigns have been put into effect. The viral film series "Only the Bearer Knows" (Yaşayan Bilir), which conveys the benefits of Isicam Systems to users, was published on the Youtube channel of Isicam Systems and communicated on their social media accounts. Isicam GIF images and stickers were published in order to increase the sharing of Isicam Systems on social media accounts for end consumers. In order to direct the product preferences of PVC and aluminum joinery companies to qualified Isicam products that offer energy efficiency, numerous awareness-raising activities and campaigns have been put into effect. Due to Covid-19, which has affected the whole world, meetings with the target audience were held online. Digital meetings under the theme "Our Home Has Isicam" (Evimiz Isicam) were held with Isicam Authorized Manufacturers, while online showroom visits were held with joinery companies that are members of the Money Box Card Club.



DIVERSITY AND INCLUSION

TALENT DEVELOPMENT AND MANAGEMENT

OCCUPATIONAL HEALTH AND SAFETY

CONTRIBUTION TO SOCIAL DEVELOPMENT

CONTRIBUTION TO EDUCATION AND TRAINING

CONTRIBUTION TO SPORTS

ENVIRONMENTAL CONTRIBUTION

CUSTOMER RELATIONS

Aware of its pioneering role in the Flat Glass sector, Şişecam has continued to contribute to the standards and regulations prepared by the public sector in 2020 as well. Accordingly, TS 825 Thermal Insulation Rules Standard, which is being revised under the coordination of the Ministry of Environment and Urbanization, was supported via the NGO, to which Şişecam is a member, in terms of “window and curtain wall glazing systems”. Likewise, in the NZEB (Nearly Zero Energy Buildings) guide document published by the Ministry, the definitions about windows was contributed to, and the use of triple glazing systems with two plate coatings in the windows of the buildings to be built with this standard in our country was standardized.

The project of creating BIM (Building Information Modeling) objects has been started in order to create smart elements of Şişecam Flat Glass products and to include these smart elements in the global digital material library BIMObject and on the Flat Glass website. This project will ensure that Flat Glass products are included in the specifications, and their use will be guaranteed in international and national prestigious projects that must be designed on the BIM platform.

The “Reference Projects 2021” book launch, the third of the “Reference

Projects” publication series which includes more than 100 projects - 29 of them being abroad - brought to life via our new products, took place at Istanbul Architecture Festival, which was organized online for the first time this year and was co-sponsored by Şişecam Flat Glass. The book “Reference Projects 2021” was published in English and was presented to almost 90 architects, 94 investors, 18 façade consultants and all industry professionals who contributed to these projects. The book includes additional information on “Authorized Manufacturers” as well as “Architectural Designer, Façade Consultant and Investor” information with a view to contributing to the promotion of the Turkish glass industry on international markets.

Flat Glass and Mirror Processing Franchise System has been established in Turkey in order to increase the quality of products and services offered to consumers, to increase the perception of quality and to ensure that it is sustainable. The efforts to include processor companies in the system are under way.

The scope of the Accreditation System implemented in Turkey to increase the quality and sustainability of temperable coated glass processing was expanded. In 2020, services continued through

a total of 61 accredited dealers in 26 provinces. The International Accreditation System has been implemented in order to expand the use of our temperable coated glasses in the project sales segment on international markets. The accreditation of processing companies in Europe, the Balkans, the Middle East and India has started. In 2021, the number of accredited customers in international markets will continue to increase.

In order to increase the market recognition of value-added products in India such as Mirror, Tentesol, and Ultra Clear and increase their sales share, multidimensional product communication efforts were delivered for all links of the value chain. In addition, loyalty campaigns aimed at direct customer and sub-customer groups to increase sales were organized throughout the year, increasing product brand recognition and creating customer loyalty.

As part of market development efforts, sectoral collaboration efforts continued in 2020 as well. To that end, cooperation has started with IKEA and TEKFEN. Accordingly, our Flotal E product developed exclusively for IKEA has been used in IKEA mirrors both in Turkey and on international markets since 2020. As part of the cooperation with Tekfen, CSP (Concentrated Solar Power) solar mirror development studies were carried out

for the solar energy sector. Thus, while creating new markets by expanding the usage areas of our products, direct support is offered to the renewable energy sector.

In 2020, the “Coated Glass Detector” Mobile Application was added to our range of mobile applications, which were created based on the need for decision makers to access accurate information easily and quickly in line with the developing and changing needs of today. The total number of mobile applications has now reached 6. Our mobile applications have a wide target audience such as end consumers, architects, industry professionals or students and are available in English, Italian, Russian, Bulgarian and Romanian. They have been downloaded 24,000 times as of the end of 2020.

The number of members in the Paşabahçe Club customer loyalty program launched in March 2017 has reached 200,000. Paşabahçe account on Instagram, one of the most popular social media platforms, is followed by 1.1 million followers.

# PROGRESS

With the awareness of sustainability...

We introduce innovative products and services by focusing on combating climate change, R&D and digitalization within our understanding of “Progress”.



## A First in the World: Antimicrobial Coated Glassware

Şişecam did not experience any problems in production thanks to the superior measures it took as well as its agile process management approach both before and during the Covid-19 pandemic. Being aware of its responsibility to provide healthy products to many different sectors and its role in the fight against Covid-19, Şişecam broke new ground in the world by using its superior R&TD know-how after the start of the pandemic.

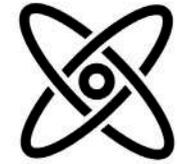
Developed by Şişecam's scientists and providing 24/7 hygiene, V-Block technology is an antimicrobial coating effective against viruses and bacteria at a rate varying between 90% and 99.5%. Our

coating covers glass surfaces to prevent the accommodation and reproduction of harmful organisms on the glass surface. Both the Ministry of Health and accredited laboratories confirm that our coating is effective against Covid-19 at a rate of 94.1%. The special formula applied to the outer surface of products at high temperatures through the method of vapor deposition during production remains ever active. It makes a significant contribution to the fight against pandemic when used in environments where the risk of contamination is high such as hotels, restaurants, cafes, hospitals, and cafeterias in addition to home use.

3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



**V-BLOCK**

Δ ŞİŞECAM TECHNOLOGY



# CLIMATE CHANGE AND ENERGY

Climate change is one of the key risk factors that the entire business world, regardless of the sector and size, must fight together as its impacts are felt more and more each day.

At Şişecam, we closely monitor the effects of our operations on climate change, act within an awareness of our responsibility in combating climate change and carry out our operations

in cooperation with our stakeholders. In order to become a solution partner in combating climate change in all our business lines, we aim to minimize the energy consumption from our own operations while developing innovative, environmentally-friendly products that meet customer expectations.



# Combating Climate Change

Climate risks are actively managed by our Company. Short, medium and long-term targets regarding climate change are followed up through key performance indicators. We aim to reduce our greenhouse gas emissions, which cause climate change, by 5% (compared to the base year of 2017) by 2022. The existing energy efficiency and greenhouse gas emission reduction efforts enabled a GHG emission reduction of 103,471 tons in 2020.

Şişecam Corporate Climate Change Governance Structure has been established in order to manage our GHG emissions more effectively and to adapt to the physical impacts of climate change. Accordingly, efforts have been accelerated to identify priorities in combating climate change and to reinforce relevant strategies and actions.

Implemented by Şişecam in order to create sustainable value and become an active advocate of sustainability on a global scale, the CareforNext strategy is based on integrating this approach into the entire value chain and sharing this strength with stakeholders to offer joint solutions that make a difference.

Thus, we follow global trends, investor expectations, product and customer expectations, and legal obligations and continue our work on necessary compliance. When considered from the perspective of this strategy, we see that the European Union Green Deal contains both risks and opportunities, and the main threat and also the main opportunity is combating climate change.

Accordingly, the Climate Change Coordination Board we established in 2019 at Şişecam performed the following work:

- Determining GHG emission reduction potentials for the sectors in which we operate, analyzing investment costs
- Identifying medium-to-long-term potentials for an investment-effective carbon mitigation strategy.

We continue to keep these studies updated according to the regionally-developing carbon pricing trends.

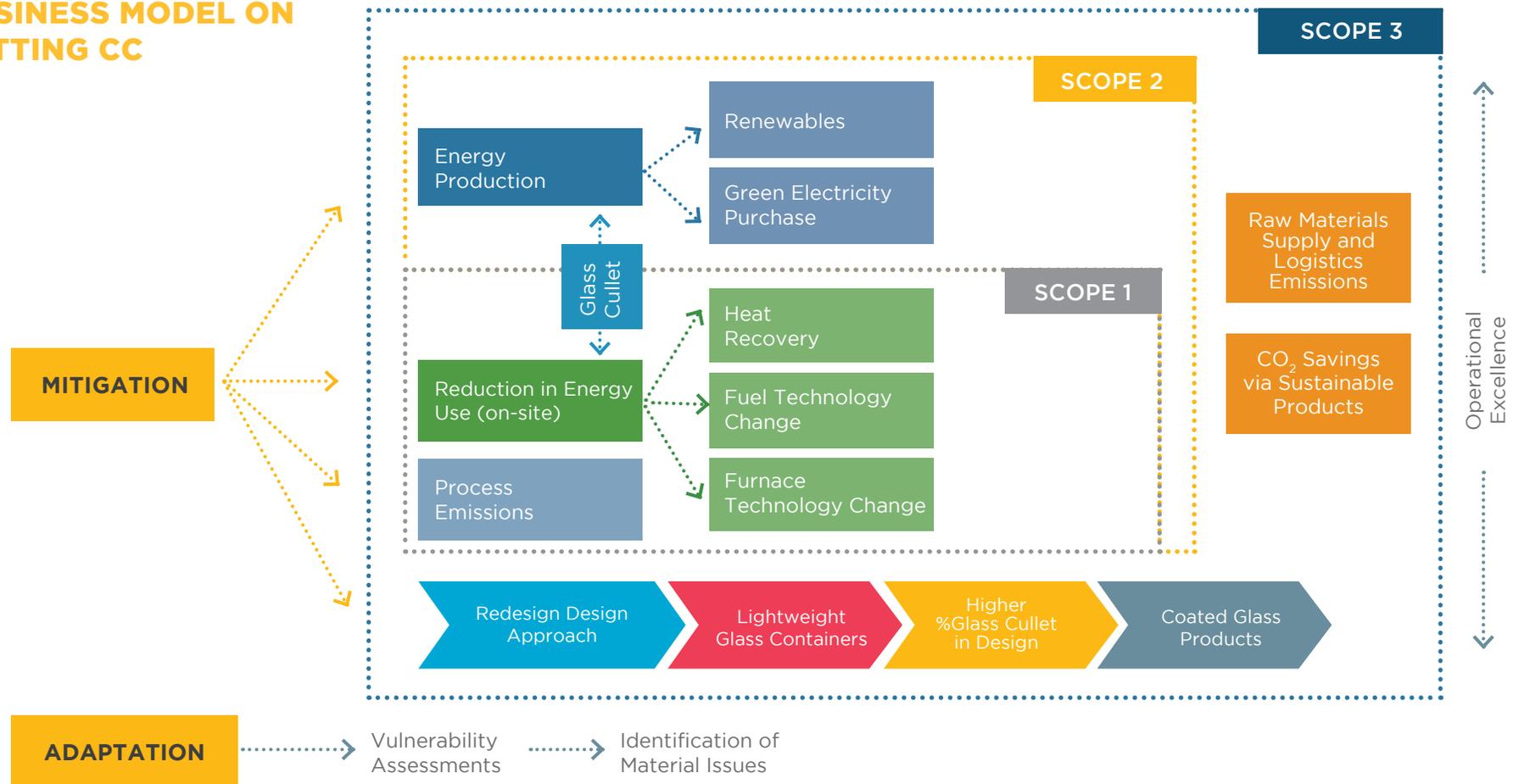
In order to combat climate change, our flat glass solutions such as Solar Low-E coated glass under the Isicam K brand save on fuel costs by reducing

heat losses by 50%, while decreasing solar energy by 40% in summer, thereby reducing the energy costs of air conditioning systems. We closely follow the opportunities for the Renovation Wave for Europe, which is an important component of the Green Deal, and we think that triple double glazing system solutions will gain greater importance within the framework of Zero Energy Building standards.

Our R&D capabilities directly serve the key components of our sustainability agenda, with a clear focus on creating social and environmental benefits in recent years. Indeed, the number of patented products that directly contribute to our sustainability strategy has exceeded 39. This number constitutes more than half of our patented innovations, which contribute significantly to energy and resource efficiency as well as waste and emission reductions in addition to public health.

At Şişecam, GHG monitoring studies continued in the reporting period, and scenario studies were conducted for 2020-2030 to mitigate GHG emissions. The reported Scope 1 and 2 emissions include Şişecam’s entire set of production operations. Preparations for reporting and monitoring Scope 3 emissions are under way.

### OUR BUSINESS MODEL ON COMBATTING CC



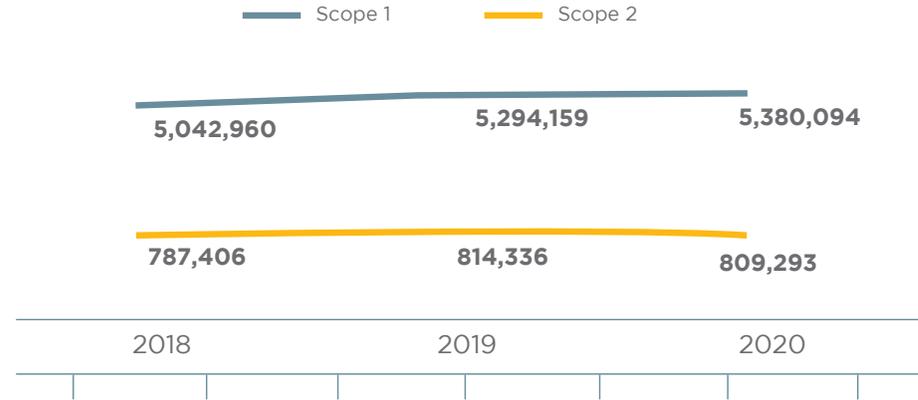
Monitoring and analyses are carried out instantly under the Energy Monitoring System (EnIS), which was established to monitor and improve the energy efficiency of energy resources as well as energy-consuming equipment and processes in real time. As part of digitalization and Industry 4.0 work, efforts on data monitoring and analysis project for the glass melting furnace are progressing.

Our company ceaselessly works to identify and implement a roadmap for sustainable energy supply, renewable energy applications, and technologies and projects that will secure energy efficiency. At our production facilities where EnIS is installed, continuous improvements are made by

instantly monitoring the main energy consumption items.

Şişecam operates in energy-intensive sectors. Due to both our environmental and financial impacts, energy efficiency practices are among key areas for our Company. Our efforts to increase energy efficiency in 2020 resulted in an energy saving of 263,028 GJ.

### ŞİŞECAM GHG EMISSIONS (tons of CO<sub>2</sub> equivalent)



Some of the climate change and energy efficiency projects we realized at our different facilities in 2020 are as follows:

## Şişecam Flat Glass

Along color transitions, non-standard glass in terms of spectral values and optical quality breaks. This process takes between 2 to 10 days depending on the type of colors used on float lines. During the transition from smoke-colored to colorless at our Flat Glass plant in Mersin in October 2020, the non-standard time was shortened by 40 hours through revisions in the strategies on the submergence of the neck cooler, temperature and tonnage. This enabled a reduction of total electricity, natural gas, emissions, labor and fixed costs in product replacements. 258,120 m<sup>3</sup> of natural gas and 23,294 kWh of electricity were saved.

By optimizing the hydraulic balance in the closed circuit water cooling system at our Mersin plant, the system pressure was reduced from 6 bar to 5.4 bar, and an annual electricity saving of 525,600 kWh was attained.

By reducing the steam system pressure through optimization and turning off the steam used to heat the drying air in TR3-TR4 washers, 15% savings were achieved in the amount of natural gas consumed for steam production at plants.

The 79,300 m<sup>2</sup> of solar power plant with an installed capacity of 6.2 MW as installed on the roof of our Mersin plant ranked second in Turkey and Europe and among the top 10 in the world in terms of installed capacity as a one-piece roof application. The solar power system generates 28,800 GJ (8 million kWh) of energy annually, preventing approximately 4,000 tons of GHG emissions.

## Şişecam Glass Packaging

Şişecam continues to provide lightened glass packaging solutions with aiming less raw materials and less energy use at glass design. With the design shift in line with this 14% of greenhouse gas emission reduction was achieved in a single bottle type.

## Şişecam Glassware

For our Kırklareli plant, inefficient compressors were replaced with new compressors, and energy efficiency was increased by optimizing the compressor air used at our Kırklareli and Eskişehir plants as well as the existing compressor air. At our Glassware Plant in Bulgaria, on the other hand, lighting automation works were completed to prevent unnecessary lighting, thus saving energy.



## R&D

At Şişecam, we attach high priority to research and technological development and digitalization studies in order to increase our global competitiveness and to ensure sustainability and excellence in all our processes.

Under the roof of the Research and Technological Development Department (R&TDD), R&D and Design activities were restructured in 2020 by considering corporate strategies, Production Space strategies and global trends in the sector. These activities were carried out by strengthening national and international collaboration.

Şişecam Science, Technology and Design Center (STDC) is Turkey's most advanced R&D center in addition to being among the largest R&D centers in Europe. The Center is comprised of 29 updated and specialized laboratories as well as a product design center serving glassware and glass packaging. 164 full-time researchers work at STDC. In addition, full-time researchers in our production space directly support R&TDD activities.

The R&TD budget increased by 25% compared to 2019 year-on-year to stand at TL 128 million. Furthermore, 4 patent applications were filed and 6 patent registrations were completed in 2020.

As part of the activities of the Glass Packaging Design Department, 368 shape designs were made for 206 business packages in 2020.

Of the 206 projects, 181 are new products and 25 are improvement projects. Trial and set mold orders have been placed for 66 of these projects, 35 of which have been commercialized through mass production. 3 Glass Packaging Designers working at the Design Center analyzed their own design projects throughout the year and created a design-supported analysis platform. Moreover, a teammate who works as an Analysis Engineer has contributed to the establishment of the system by training the designers and supervising their work. In total, each designer carried out an average of 50 structural analysis studies and, by the end of the year, 156 structural analyses had been carried out by designers. In 2020, particular priority was given to relief projects.

The Glassware Design Department completed a total of 512 automatic product designs, 543 secondary-formed product designs, 1,925 packaging designs and 292 handmade product designs in 2020. 325 of the realized product, accessory and pattern designs have evolved into commercial products.

In 2020, the R&D units of 68 universities, research institutions and companies including 38 national and 30 international units were cooperated with. For 'design' activities, joint work was performed with a total of 26 designers comprising 8 national and 18 foreign designers.





As part of R&TD activities, 3 TUBITAK projects were conducted. As regards cooperation, 9 TÜBİTAK 2244 projects were carried out with 7 universities. These projects are ongoing in cooperation with 29 students. The project work includes the development of ultra-thin domestic glass, the development of low-weight technological glass with high mechanical performance for making passenger cars lighter, the development of new generation glass fiber products and processes, the development of new generation photovoltaic energy glasses, the development of new generation, reinforced, functional, thin glass and glass ceramic, the modelling and optimization - through machine learning - of electro-opto-mechanical properties of multi-layer thin films applied on flat glass, the operational and analytical evaluation of energy efficiency and the influential factors in glass production, the improvement of mechanical and optical properties of the glass surface through coating, and the

nurturing of qualified R&D workforce for the thermal treatment of coatings by laser. As part of TÜBİTAK 1004 Centers of Excellence Support Program, we joined the consortia for the programs carried out by METU - GÜNAM and Bilkent - UNAM.

Two EC Life+ projects continued within the scope of International Support Programs. In addition to these projects, five HORIZON2020 (two MSCA\_ITN, one MSCA COFOUND, one LC-SPIRE, one LOW-CARBON) applications, one EUROSTARS application, one EU Ira-SME application, and one ERA.NET Rus Plus application in addition to one bilateral cooperation (TUBITAK & Russia) project application were filed. Furthermore, within the scope of international applications, three project applications were filed under ARDEB 1071-Support Program for Increasing the Capacity to Benefit from International Research Funds and Participation in International R&D Collaboration.

Apart from externally-supported projects, 28 new product and new technology projects for innovation were conducted at R&TD. The highlights from 2020 under these projects are as follows:

- Smart glasses and new coatings,
- Solar power,
- Establishing a pilot facility for the production of high-tech glasses,
- Commercializing featured ballistic glasses first with military and then with civil applications,

- Nano-reinforced glass fiber products with superior elasticity modules,
- Polymers and composites: new fibers, new processes, new matrices,
- New melting techniques (full electric, hybrid, hydrogen, SCM, SP, carbon capture, advanced melting techniques development studies),
- Competence in advanced analysis techniques (particularly surface)

The R&D activities by Şişecam Chemicals are carried out in line with the goals of developing existing processes in the production of soda and chromium compounds with low-cost technologies in an

environmentally-friendly manner, enriching the product portfolio with new products exhibiting high added value, and increasing competitiveness through cost-reducing and productivity-enhancing studies. In the soda product business line, projects on new product development, carbon capture and cost reduction were implemented in 2020. In the chromium product business line, studies were conducted on new product development, and process and product quality improvement. Demands regarding the environment, product and raw materials have been examined within a scientific framework.





## Innovative Products

In 2020, Şişecam implemented projects together with R&TDD to develop innovative and value-added products offering solutions to the expectations of the industry. It enriched its product range by launching products that brought solutions to various customer expectations.

Şişecam Flat Glass developed the “Şişecam Temperable Solar Low-E Glass Neutral 63/29” product in the triple-silvered product group, which exhibit the highest selectivity and maximum thermal insulation properties in the architectural glass industry.

“Şişecam Temperable Solar Low-E Glass Neutral 70/40 and Neutral 70/37” products developed for projects such as residences, villas and stores, where transparency and low reflectivity bear importance as well as maximum thermal insulation and solar control, were added to the portfolio with standard options.

In addition to the “Şişecam Temperable Solar Low-E Glass Neutral 51/28” product exhibiting effective thermal insulation, optimum daylight transmission and maximum solar control, “Şişecam Solar Low-E Glass Neutral 62/44” and “Şişecam

Temperable Solar Low-E Glass Neutral 43/28” products were also developed and presented to customers and partners. Şişecam contributes to the energy sector with the anti-reflective coating solution it developed for the CSP (Concentrated Solar Power) system for use in solar mirrors and solar panels.

Developed against bacteria and viruses and licensed by the Ministry of Health, the V-Block technology has also made it into the implementation phase in products for the architecture, white goods and automotive sectors.

Şişecam cooperates and conducts joint projects with various institutes, universities, research institutions and companies. It closely monitors the new technologies that lead the sector to maintain its competitive and pioneering position in the architectural, automotive and white goods sectors. Aiming to meet the evolving industry demands and enrich its product portfolio, Şişecam continues to work on functional coatings, anti-reflective coatings and mirrors for the architectural and energy sectors, lacquered glasses and smart glass systems that offer innovative solutions to the needs of the sector.

# DIGITALIZATION

Aware of our global competitiveness and our leading role in production, we implement digital transformation practices to achieve the highest possible efficiency and performance levels. We regularly follow related developments and review our business processes accordingly.

## The first Blockchain transaction for foreign trade in Turkey

As the first company in Turkey to perform foreign trade transactions using the Blockchain technology, we broke a new ground with our pioneering work in digital transformation in 2020.

The foreign trade transaction with Kuraray Europe GmbH, the German supplier of Şişecam Otomotiv A.Ş., was completed on the Marco Polo platform, of which İsbank and Commerzbank are members, with negotiations being held to guarantee payment with Blockchain. Following meetings during which the system was introduced to all relevant units by Marco Polo officials, the pilot process was completed on May 27. Subsequently, İsbank became the first Turkish bank to perform a foreign trade transaction with Blockchain technology in Turkey and provide a payment guarantee, while Şişecam became the first company in Turkey to finance a foreign trade transaction with Blockchain technology.



As part of disseminating the Roots and Wings Transformation Global Program, the foundations of a future-ready technology infrastructure were laid, the integration of business lines and central functions continued, and the efforts to create a digital transformation platform were sustained by increasing speed and quality in decision making. The transformation enabled the following:

✓ Financial Affairs - Central Finance and Financial Consolidation, Bank Payments Abroad, Renewed Budget System (Holding, Paşabahçe Stores), e-Transformation (e-invoice, e-waybill, e-Ledger, etc.), Supplier Finance, Glassware and digital solutions for Foreign Trade Finance infrastructure with Blockchain

✓ Şişecam Glassware - New Technological Infrastructure Cloud Platform Production Transition, projects on Production & Supply Chain Joint Process Model

✓ Procurement - End-to-End Integrated Procurement, Process Standardization, Increased Collaboration with Suppliers, Policy & Procedure Compliance, Easy, Flexible, Modern Interfaces

✓ Human Resources - Solutions for Payroll & Time Management, Global Performance Evaluation, HR Contact Center portal for One Employee Experience, Employee Data Center and mobile technologies

These projects realized under the Roots and Wings Digital Transformation Program facilitated efforts to improve data quality, clean and manage master data, and create management cockpits.



Under our “Digital Şişecam” strategy focused on Industry 4.0 and integrated with our production management systems, we carried out the following work in 2020:

- Some key projects launched to improve the experience include Paşabahçe Experience store for our customers as well as location-, device- and time-independent access solutions as part of Digital Office for our employees. Comprehensive security projects for identity, device, data and application, cloud and infrastructure security were carried out using the Zero Trust approach to increase cyber security, manage risk and ensure compliance.
- Comprehensive safety projects towards cloud and infrastructure safety with identity, device, data and application were realized with Zero Trust approach to increase cyber safety and managing risks to harmonize
- The dissemination of Intelligent Warehouse and RFID Production tracking systems continued at plants, and efforts were made to utilize Digital Twin opportunities. The use of Robotic Process Automation enabled an increase in efficiency and productivity, the acceleration of selected processes,

the elimination of manual operations, the improvement of workforce and the reduction of errors.

- New Technological Infrastructures were established to create a flexible and agile infrastructure. The Data Center is moved to the Cloud Architecture, and Business Continuity was improved. Organizational data architecture was improved, an analytical structure was created, and data visualization was completed.
- With Robotic Process Automation speeding of the selected process, elimination of manual operations, work force enhancement and decrease of errors were achieved that enabled efficiency and productivity increase.
- Opportunities to add value to Şişecam regarding digital transformation technologies were explored, workshops were organized, proof-of-concept studies were carried out, and useful solutions were turned into projects by the Digitalization and Innovation Working Group. An architectural infrastructure was established for the collection and analysis of data in the cloud environment to identify opportunities to create value from data, particularly for proof of concept work at plants.

# APPENDICES

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# Performance Indicators

## Appendix 1: Performance Indicators

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		* Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<b>Economic Performance Indicators</b>														
Total revenues (thousand TRY)	15,550,314	18,058,686	21,340,686	6,650,648	4,959,765	4,307,228	5,449,024	3,562,032	2,382,126	3,080,475	3,196,871	4,182,491	4,272,387	1,080,513
Wages and benefits paid to the employees (thousand TRY)	1,423,466	1,602,009	1,924,541	759,456	355,706	479,789	337,103	497,174	381,331	799,580	546,164	302,203	241,041	63,196
Dividend paid (thousand TRY)	456,809	619,906	**518,673	199,400	82,354	142,193	35,846					345,000	90,613	320,000
Taxes paid to governments (thousand TRY)	537,910	336,719	**496,471	154,037	20,528	28,535	45,591	49,428	58,667	14,113	19,988	131,679	426,635	11,473
Budget for donations-sponsorship-CSR (thousand TRY)			16,000	400		5,333		109		494		97		16,000
Fines incurred for non-compliances to regulations														
Total amount of significant monetary fines (TRY)	No significant fines													
Number of cases resolved through reconciliation mechanisms	6													
<b>Social Performance Indicators</b>														
<b>Employee Demographic</b>														
Total employees (number) (includes all active)	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Women	4,570	4,649	4,584	386	459	915	1,003	1,020	973	1,646	1,589	208	226	334
Men	17,238	17,152	16,901	2,997	3,009	3,198	3,325	2,041	2,095	5,888	5,610	2,348	2,383	479
Employees by employment type (Number)	21,808	21,801	21,485	3,383	3,468	4,123	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Permanent	21,481	21,118	21,122	3,348	3,307	4,073	4,258	3,047	3,021	6,945	7,165	2,556	2,576	795
Women	4,451	4,552	4,501	378	414	914	995	1,012	973	1,579	1,576	208	224	319
Men	17,030	16,566	16,621	2,970	2,893	3,159	3,263	2,035	2,048	5,366	5,589	2,348	2,352	476
Temporary	327	683	363	35	161	40	70	14	47	589	34		33	18
Women	123	97	74	8	45	1	8	8		67	13		2	6
Men	204	586	289	27	116	39	62	6	47	522	21		31	12

\* Chemicals :  
2019 data covers Soda San. A.Ş. activities. With the Şişecam merger, the basis of the data preparation included Şişecam and its business lines, Camiş Maden and Camiş Elektrik data was consolidated under Chemicals.

\*\* Restated consolidated figures. Details can be found in the 2020 Annual Report.

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<b>Total employees by employee category (Number)</b>	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Blue collar	14,809	14,633	14,635	2,234	2,324	2,780	2,889	2,518	2,495	5,487	5,280	1,615	1,647	
Women	2,588	2,565	2,582	149	202	519	536	834	781	1,027	1,016	40	47	
Men	12,221	12,068	12,053	2,085	2,122	2,261	2,353	1,684	1,714	4,460	4,264	1,575	1,600	
White collar	6,999	7,168	6,850	1,149	1,144	1,333	1,439	543	573	2,047	1,919	941	962	813
Women	1,982	2,084	2,002	237	257	396	467	198	192	619	573	168	179	334
Men	5,017	5,084	4,848	912	887	937	972	343	381	1,428	1,346	773	783	479
<b>Total employees by employment type (Number)</b>	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Full-time	21,753	21,755	21,448	3,381	3,468	4,113	4,328	3,045	3,060	7,506	7,174	2,556	2,609	809
Women	4,544	4,621	4,569	386	459	915	1,004	1,006	967	1,629	1,580	208	226	333
Men	17,209	17,134	16,879	2,995	3,009	3,198	3,324	2,039	2,093	5,877	5,594	2,348	2,383	476
Part-time	55	46	37	2				16	8	28	25			4
Women	26	28	16					10	6	17	9			1
Men	29	18	21	2				6	2	11	16			3
<b>Total employees by education (number)</b>	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Primary school and below	2,953	2,638	3,341	365	254	586	601	428	808	1,237	1,455	146	214	9
High school or equivalent	10,730	11,723	11,355	1,657	1,635	2,294	2,472	1,934	1,508	4,431	4,445	1,264	1,183	112
University and above	8,125	7,440	6,789	1,361	1,579	1,233	1,255	699	752	1,866	1,299	1,146	1,212	692
<b>Total employees by age group (Number)</b>	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Under 30	4,824	4,029	3,659	617	631	784	668	590	637	1,575	1,283	323	333	107
30 - 50	15,330	15,844	15,593	2,511	2,532	3,011	3,230	1,964	1,968	5,542	5,312	1,914	1,914	637
Above 50	1,654	1,928	2,233	255	305	318	430	507	463	417	604	319	362	69
<b>Contractors</b>	15,404	15,708	11,146	1,374	1,558	1,480	1,370	709	1,120	1,880	3,775	1,374	1,336	617
Full-time	7,433	7,664	3,199	1,225			1,368	870		1,839	1,831	1,374		
Part-time	269	190	2	149			2			41				
Women	1,741	1,830	712	168		434	402	333		440	310			
Men	5,961	6,024	7,233	1,206	1,558	1,046	968	376	1,120	1,440	1,634		1,336	617
<b>Tenure</b>	21,808	21,801	21,485	3,383	3,468	4,113	4,328	3,061	3,068	7,534	7,199	2,556	2,609	813
Female employees 0-5 years	2,394	2,357	2,141	227	271	300	289	500	484	1,006	860	76	85	152
Female employees 5-10 years	983	952	1,113	77	108	226	273	200	281	327	354	36	37	60
Female employees 10+ years	1,193	1,321	1,308	82	80	389	441	309	208	313	375	96	108	96
Male employees 0-5 years	6,708	5,751	5,409	995	1,369	1,000	986	883	840	2,146	1,564	543	495	155
Male employees 5-10 years	3,494	4,293	4,921	833	627	743	773	471	691	1,661	2,401	401	334	95
Male employees 10+ years	7,036	7,127	6,593	1,169	1,013	1,455	1,566	698	564	2,081	1,645	1,404	1,550	255

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<b>Top Management</b>	142	145	131	21	18	26	24	13	14	21	22	19	13	40
<b>By Gender</b>														
<i>Women</i>	24	34	29	4	3	8	4			7	6	1	1	15
<i>Men</i>	118	111	102	17	15	18	20	13	14	14	16	18	12	25
<b>By Age Group</b>														
30 - 50	90	92	87	12	11	16	16	11	10	15	15	8	4	31
50+	52	53	44	9	7	10	8	2	4	6	7	11	9	9
<b>By Nationality</b>														
<i>Turkish Citizen</i>	120	128	112	19	13	17	18	9	9	21	20	17	12	40
<i>Expats</i>	22	17	18	2	5	9	6	4	5		2	2		
<b>Board of Directors (Number)</b>	9	9	9											9
<i>Women</i>	3	4	4											4
<i>Men</i>	6	5	5											5
<b>Executive Board (Number)</b>	12	11	9		1		1				1			6
<i>Women</i>	4	3	2											2
<i>Men</i>	8	8	7		1		1				1			4
<b>Mid-Level Management (Number)</b>														
<b>By Gender</b>	483	428	447	87	84	89	81	53	60	88	96	46	60	66
<i>Women</i>	113	93	101	13	12	30	15	12	9	28	36	5	9	20
<i>Men</i>	370	335	346	74	72	59	66	41	51	60	60	41	51	46
<b>By Age Group</b>	483	428	447	87	84	89	81	53	60	88	96	46	60	66
<i>Under 30</i>	3	3	1					1	1	2				
30 - 50	388	331	350	66	64	70	62	44	52	64	70	36	48	54
50+	92	94	96	21	20	19	19	8	7	22	26	10	12	12
<b>By Nationality</b>	483	428	447	87	84	89	81	53	60	88	96	46	60	66
<i>Turkish Citizen</i>	413	312	309	62	53	44	37	30	31	72	76	42	46	66
<i>Expats</i>	70	116	138	25	31	45	44	23	29	16	20	4	14	
<b>Turnover</b>														
<b>New employees (Number)</b>														
<b>By Gender</b>	2,831	1,972	1,428	240	244	470	400	360	318	597	282	164	100	84
<i>Women</i>	943	634	477	52	83	124	105	127	132	229	96	31	22	39
<i>Men</i>	1,888	1,338	951	188	161	346	295	233	186	368	186	133	78	45
<b>By Age Group</b>	2,831	1,972	1,428	240	244	470	400	360	318	597	282	164	100	84

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<i>Under 30</i>	1,556	936	677	106	129	245	179	143	136	286	124	113	70	39
<i>30 - 50</i>	1,153	924	661	116	107	216	200	190	149	264	132	50	30	43
<i>50+</i>	122	112	90	18	8	9	21	27	33	47	26	1		2
<b>Leavers (Number)</b>														
<b>By Gender</b>	2,528	2,209	1,773	290	285	441	344	541	372	705	601	116	98	73
<i>Women</i>	747	629	475	37	75	107	81	181	116	226	163	14	8	32
<i>Men</i>	1,781	1,580	1,298	253	210	334	263	360	256	479	438	102	90	41
<b>By Age Group</b>	2,528	2,209	1,773	290	285	441	344	541	373	705	601	116	98	73
<i>Under 30</i>	911	708	531	84	104	138	124	184	113	273	171	20	12	7
<i>30-50</i>	1,298	1,138	815	164	118	255	186	276	168	338	264	47	40	39
<i>50+</i>	319	363	427	42	63	48	34	81	91	94	166	49	46	27
<b>Diversity and Inclusion (GRI 102-41)</b>														
<b>Employees who took parental leave</b>	936	1,022	952	145	188	167	198	138	137	414	349	90	53	27
<i>Women</i>	272	356	456	15	42	56	87	80	108	150	204	8	5	10
<i>Men</i>	664	666	496	130	146	111	111	58	29	264	145	82	48	17
<b>Employees returning from parental leave</b>	685	704	618	143	152	143	123	72	54	297	210	90	52	27
<i>Women</i>	151	141	143	13	6	30	35	18	23	49	65	8	4	10
<i>Men</i>	534	563	475	130	146	113	88	54	31	248	145	82	48	17
<b>Return to Work Rate from Maternity Leave</b> (Reporting scope since January 2019)			%86		%58		%93		%92		%91		%99	%57
<b>Employees who were still employed after one year since returning from parental leave</b> (Reporting scope since January 2019)			%77		%96		%93		%49		%64		%72	%100
<b>Workforce Under Collective Agreement (Number)</b> (under the industrial union)		11,459	11,987	1,849	2,150	1,377	1,301	1,806	2,221	5,083	4,865	1,344	1,450	
<i>Women</i>		1,811	2,099	161	222	15	18	514	762	1,071	1,034	50	63	
<i>Men</i>		9,648	9,888	1,688	1,928	1,362	1,283	1,292	1,459	4,012	3,831	1,294	1,387	
<b>Cases of discrimination (Number)</b>		2	1					1	1					
<b>Disabled employees</b>	428	524	502	72	79	77	76	63	60	169	162	125	107	18
<i>Women</i>	46	51	51	7	10	12	13	13	8	10	12	6	5	3
<i>Men</i>	382	473	451	65	69	65	63	50	52	159	150	119	102	15
<b>Employee Development</b>														
<b>Employee Trainings at Şişecam Academy (personxhour)</b>	358,451	379,136	219,979	165,429	38,812	181,885	39,725	39,602	15,274	140,187	64,588	54,788	37,686	23,894
<b>By Gender</b>														
<i>Women</i>	52,177	58,979	37,235	17,582	4,959	41,326	3,520	8,934	1,806	19,869	11,731	5,903	4,721	10,499
<i>Men</i>	306,274	320,157	182,744	147,847	33,853	140,559	36,205	30,668	13,468	120,318	52,856	48,885	32,965	13,395

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<b>By Employee Category</b>														
Blue Collar Women	185	1,371	2,220	3,767	674	26,374	95	2,622	322	486	443	126	688	
White Collar Women	51,992	57,608	35,015	13,815	4,285	14,953	3,425	6,312	1,484	19,383	11,288	5,777	4,033	10,499
Blue Collar Men	159,968	155,316	87,498	73,735	16,326	85,798	19,727	16,394	8,813	74,902	29,751	19,332	12,881	
White Collar Men	146,306	164,841	95,246	74,112	17,527	54,761	16,478	14,274	4,655	45,416	23,105	29,554	20,085	13,395
<b>By Training Type</b>														
Talent Management			918		201		175		156		138		156	92
Personal Growth			25,192		3,452		3,982		922		6,632		3,872	6,332
School/Certification			6,072		533		581		163		1,219		475	3,101
Orientation			1,420		244		274		103		131		279	390
Technical			175,632		32,917		33,265		13,473		54,872		31,395	9,711
Language			10,745		1,465		1,448		458		1,597		1,509	4,267
Franchise/Contractor Trainings (personxhours)			433		433									
<b>Employees Subject to Performance Review</b>	5,720	7,702	6,835	1,618	1,119	2,463	1,429	2,081	618		1,926	1,295	965	778
Women	1,651	1,810	1,968	329	237	327	457	960	208		569	167	185	312
Men	4,069	5,892	4,867	1,289	882	2,136	972	1,121	410		1,357	1,128	780	466
Blue Collar		4,023		653		1,254		1,545				391		
White Collar	5,720	3,679	6,835	965	1,119	1,209	1,429	536	618		1,926	904	965	778
<b>Environmental training (personxhour)</b>	15,881	20,392	1,959	1,411	341	5,239	366	1,826	80	10,081	217	1,835	839	116
Direct employees	14,087	16,705	1,959	1,176	341	3,986	366	1,227	80	9,403	217	913	839	116
Contractors	1,794	3,687		235		1,253		599		678		922		
OHS Training (personxhours)	215,348	347,983	107,195	53,110	21,448	110,342	18,256	24,423	7,510	137,046	38,315	23,062	14,712	6,954
<b>R&amp;D</b>														
R&D Budget (million TRY)	117	103	128											
R&D Employees	165	168	164											
Patent Applications	17	2	4	2	1						2		1	
Patents	3	7	6	4	2		2			3	2			
Number of successful Projects / Number of suggestions to NAR suggestion platform	25/514	29/93	38/534	0/253	16/166		5/86	21/807	14/37	9/21	2/104		1/33	0/108
<b>Supply Chain Management</b>														
Number of active suppliers***	12,290	12,120	10,538	2,746	2,552	3,132	2,907	2,318	2,228	2,683	2,375	2,554	2,334	486
Number of local suppliers***	9,238	8,909	9,322	2,359	2,347	2,957	2,741	1,969	1,869	2,473	2,207	2,338	2,131	454
Share of local procurement***	%72	%76	%76	%81	%73	%80	%86	%63	%60	%89	%83	%55	%68	%92

\*\*\* Identical suppliers were identified and the data were revised.

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals		Şişecam Headquarters
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2020
<b>Occupational Health and Safety</b>														
Number of incidents	613	551	437	127	94	104	71	54	46	214	151	85	75	0
Direct employees	515	493	375	127	66	104	67	54	42	214	148	85	52	0
Contractors	98	58	62		28		4		4		3		23	0
Incidents resulting in death	2	0	0											
Incident rate (IR) (Total number of incidents x 1,000,000/total number of working hours)	14	12	10	9	12	17	8	8	8	15	12	15	11	0
Lost-day rate (Total number of lost days x 1,000,000/total number of working hours)	672	269	262		249		213		235		289		341	
<b>Environmental Performance Indicators</b>														
<b>Natural Resources</b>														
Raw material used (ton)	15,575,163	14,774,299	17,932,259	3,050,504	1,332,581	2,559,297	2,731,918	27,308,281 piece, 9,521,323 m <sup>2</sup>	2,173	496,775	458,024	8,051,790	13,407,564	
Renewable materials			661,680		2,272		27,356		2,101		246,373		383,578	
Paper and cardboard			479,179		823		5,256		672		240,332		232,097	
Plastics			182,501		1,450		22,100		1,429		6,041		151,481	
Non-renewable materials			16,275,445		1,330,570		1,709,166		72		211,651		13,023,985	
Metals			10,697,078		573,681		987,881				190,600		8,944,915	
Minerals			3,568,838		736,215		201,649				20,931		2,610,043	
Machine oil			742,246		20,342		721,642		3		120		139	
Other			1,538,301		332		68,909		81		91		1,468,888	
Net production (ton)	Presented on a consolidated basis	Presented on a consolidated basis	13,445,053	2,401,000	2,389,506	2,182,189	2,123,488	about 12,000,000 piece, 10,957,775 m <sup>2</sup>	3,093,492	355,742	383,012	2,141,047	5,455,556	
Recycled or recovered raw material used (ton)	441,089	302,636	1,429,095	168	560,394	94,961	674,861	15,964		68,823	193,840	122,720		
Total water withdrawal by source (m <sup>3</sup> )	41,397,899	37,789,441	38,208,995	3,360,398	3,099,276	1,651,882	1,664,984	659,513	857,159	1,063,397	927,675	31,054,251	31,659,901	
Mains	5,284,135	1,883,255	2,253,221	573,413	391,463	407,582	456,818	59,674	332,917	714,487	574,623	128,099	497,400	
Surface waters	18,819,498	19,736,566	22,438,725	1,079,598	86,124	18,019	12,823					18,638,949	22,339,778	
Groundwater	13,698,502	13,638,828	12,528,057	1,682,390	1,683,397	1,226,281	1,195,343	599,839	524,242	348,670	302,550	9,781,648	8,822,526	
Other	3,595,764	2,530,792	988,991	24,997	938,292					240	50,502	2,505,555	197	
Recovered or reused water (m <sup>3</sup> )	4,278,365	4,162,233	9,321,607	853,551	327,194	435,180	455,573	162,489	24,289	745,803	91,311	1,965,210	8,423,241	
Total wastewater discharge by destination (m <sup>3</sup> )	18,200,282	18,039,932	29,379,264	871,793	1,084,742	632,512	463,465	699,573	840,489	803,234	619,858	25,017,391	26,370,710	
Natural receiving environment	16,530,617	16,623,179	17,867,729	452,359	34,999	284,051	436,370	495,883		394,970	573,293	14,995,916	16,823,067	
Sewer systems	1,669,665	1,416,753	11,341,564	419,434	884,131	348,461	27,095	203,690	836,131	408,264	46,565	10,021,475	9,547,642	
Other			169,970		165,612				4,358					
Cullet reused in production (ton)	1,145,334	1,147,927	1,262,966	421,676	503,581	536,265	674,861			189,986	84,524			
Internal cullet	906,282	915,273	1,049,421	421,676	486,766	303,611	415,514			189,986	147,142			
External cullet	239,052	232,654	276,908		16,816	232,654	259,347				745			

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals	
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
<b>Amount of recovered packaging materials (%)</b>	%54	%54	%55	%54	%55	%54	%55	%62	%55	%56	%55	%56	%55
<b>Waste (ton)</b>	4,600,964	2,089,972	1,885,551	58,966	43,302	29,590	15,622	275,560	234,272	31,584	36,926	1,694,274	1,555,429
<b>Hazardous Waste by Disposal Method (ton)</b>	249,309	73,751	113,583	45,380	9,210	4,067	3,379	17,865	9,260	1,540	4,344	4,900	87,390
<i>Energy recovery</i>	5,994	3,338	1,615	3	183	1,320	833	1,453	31	512	476	51	92
<i>Recycling</i>	225,787	4,531	13,344	946	8,690	1,083	1,852	855	471	375	344	1,272	1,986
<i>Incineration</i>	12,080	45,420	91,524	43,467	1	12	50	747	8,595	255	309	939	82,568
<i>Landfill</i>	5,237	20,301	6,701	912	335	1,556	409	14,800	17	395	3,205	2,638	2,733
<i>Other</i>	211	161	400	52		96	235	10	146	3	9		10
<b>Non-Hazardous Waste by Disposal Method (ton)</b>	4,351,655	2,016,221	1,771,968	13,584	34,092	25,523	12,243	257,695	225,012	30,044	32,582	1,689,374	1,468,039
<i>Energy recovery</i>	4,064	1,552	1,992		1,845	1,356		99	74	92	72	5	
<i>Recycling</i>	2,619,607	173,352	198,874	8,980	31,546	17,451	9,765	121,387	120,192	22,568	28,497	2,966	8,874
<i>Incineration</i>	2,263	1,798	5,176	64	1			1,734	5,176				17
<i>Landfill</i>	1,688,013	1,806,523	1,550,919	1,034	669	5,496	2,478	112,644	87,325	945	1,300	1,686,403	1,459,148
<i>Other</i>	37,708	32,996	14,988	3,506	31	1,220		21,831	12,244	6,439	2,713		
<b>Climate Change and Energy</b>													
<b>Energy consumption (GJ)</b>	78,144,231	76,093,332	78,395,606	22,516,033	22,028,137	17,448,421	15,760,790	1,578,015	714,069	7,358,382	6,569,100	27,162,189	26,337,267
<b>Non-renewable sources</b>	78,131,900	76,058,900	78,365,649	22,516,033	21,998,180	17,448,421	15,760,790	1,578,015	714,069	7,358,382	6,569,100	27,162,189	26,337,267
<i>Natural gas</i>	53,785,574	58,207,552	53,538,047	21,078,788	20,423,558	14,665,593	13,177,631	850,479	39,927	6,260,060	5,596,315	15,352,632	14,300,617
<i>Electricity</i>	5,941,793	6,345,438	6,667,948	1,433,710	1,572,596	2,780,644	2,499,077	725,754	674,143	1,056,366	932,534	348,464	989,599
<i>LPG</i>	38,014	36,336	36,527	**** 1,023	1	295				34,960	36,479	58	47
<i>Acetylene</i>	1,041	8,539	3,773			1,889				6,650	3,773		
<i>Coal/anthracite</i>	18,365,478	11,461,035	11,129,437				82,433					11,461,035	11,047,004
<i>Other</i>		4,640	6,989,916	2,512	2,025		1,648	1,782		346			6,986,242
<b>Renewable sources</b>	12,331	34,432	29,957		29,957								
<i>Solar</i>	11,065	29,957	29,957		29,957								
<i>Other</i>	1,266	4,640											
<b>Energy savings (GJ) *****</b>	633,481	734,038	263,028	472,942	208,003	152,470	49,009	1,832	3,828	14,480	564	92,314	1,625
Scope 1 GHG Emissions (ton)	5,042,960	5,294,159	5,380,094	1,428,208	1,147,868	1,122,697	1,217,535	2,548	6,367	402,669	345,621	2,338,037	2,662,702
Scope 2 GHG Emissions (ton)	787,406	814,336	809,293	124,098	158,611	345,489	359,292	104	51,994	129,045	99,157	215,601	140,238
Emission reduction (ton CO <sub>2</sub> )	65,689	79,671	103,562	45,117	24,322	15,185	63,853	1,867	1,416	5,202	13,880	12,300	91
<i>Scope 1</i>		14,252	25,300	11,052	2,502	1,381	16,417	1,819			6,290		91
<i>Scope 2</i>		47,917	78,262	34,065	21,820	13,804	47,436	48	1,416		7,590		

\*\*\*\* Maintenance of LPG storage tanks.

\*\*\*\*\* Reduction in consumption due to furnace rebuilding and pandemic.

	Şişecam			Şişecam Flat Glass		Şişecam Glass Packaging		Şişecam Automotive		Şişecam Glassware		Şişecam Chemicals	
	2018	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
GHG intensity of glass production (ton CO <sub>2e</sub> /net production)	0.722	0.731	0.804	0.62	0.60	0.504	0.73			1.49	1.16		
NOx emissions (kg)	59,744,942	13,598,807	29,955,848		14,533,735	11,385,178	11,694,213	207	417,621	1,152,203	3,143,524	1,061,219	166,753
SOx emissions (kg)	7,642,569	1,431,960	4,087,915		2,384,251	1,413,224	1,121,230		22,489	18,736	26,684		533,261
<b>Environmental Management</b>													
<b>Environmental expenditures (TRY)</b>	99,002,025	160,420,967	141,887,077	35,587,885	22,378,721	6,338,332	2,008,757	10,537,376	4,812,524	7,239,098	3,235,638	104,148,508	109,451,437
<i>Environmental management expenditures (TRY)</i>	87,531,038	123,472,988	102,479,484	22,406,792	5,874,702	3,469,499	1,617,494	9,158,790	4,812,524	5,871,548	2,042,393	84,675,731	88,132,371
<i>Environmental investments (TRY)</i>	11,470,987	36,947,979	39,407,593	13,181,093	16,504,019	2,868,833	391,263	1,378,586		1,367,550	1,193,245	19,472,777	21,319,066
<b>Total amount of environmental fines paid during the reporting period (TRY)</b>	No significant environmental fines												
<b>Significant environmental impact compliants during the reporting period (Number)</b>	No significant environmental impact compliants												
<b>Number of saplings planted</b>	5,823	4,354	989	958	65	171	230	41	204	1,144	410	2,040	80

# GRI Content Index

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.

The service was performed on the Turkish version of the report.



## GRI 102-55

GRI Standard	Disclosures	Page Number and/or URL	Omissions
<b>GRI 101: Foundation 2016</b>			
<b>General Disclosures</b>			
<b>GRI 102: General Disclosures 2016</b>	<b>Company Profile</b>		
	102-1	About the Report p.3	-
	102-2	About Şişecam p.9	-
	102-3	İstanbul, Turkey	-
	102-4	About Şişecam p.11	-
	102-5	<a href="https://www.sisecam.com.tr/en/investor-relations/corporate-overview-and-governance/shareholder-structure">https://www.sisecam.com.tr/en/investor-relations/corporate-overview-and-governance/shareholder-structure</a>	-
	102-6	About Şişecam p.11	-
	102-7	About Şişecam p.13	-
	102-8	Social Performance Indicators p.A1-A6	-
	102-9	Supply chain is shaped by necessities of our products and services.	-
	102-10	About Şişecam p.9	-
	102-11	Şişecam Sustainability Strategy: Care for Next p.19-20	-
	102-12	External Initiatives p.28-31	-
	102-13	Corporate Memberships p.29	-
	<b>Strategy</b>		
	102-14	Main Stakeholder Groups and Participation Platforms p.28	-
	102-15	Şişecam Sustainability Strategy: Care for Next p.19-20	-
	<b>Ethics and Integrity</b>		
	102-16	Business Ethics p.33	-
	102-17	Business Ethics p.33	-
	<b>Governance</b>		
102-18	Sustainability Management p.17	-	
102-19	Sustainability Management p.17	-	
102-20	Sustainability Management p.17	-	
102-21	Main Stakeholder Groups and Participation Platforms p.28	-	

GRI 102: General Disclosures 2016	102-29	Sustainability Management p.17		
	102-30	Sustainability Management p.17		
	102-31	Sustainability Management p.17		
	102-32	Sustainability Management p.17		
	<b>Stakeholder Engagement</b>			
	102-40	Main Stakeholder Groups and Participation Platforms p.28	-	
	102-41	Social Performance Indicators p.A4	-	
	102-42	Main Stakeholder Groups and Participation Platforms p.28	-	
	102-43	Stakeholder Relations and Partnerships for Goals p.26-27	-	
	102-44	Stakeholder Relations and Partnerships for Goals p.26-27	-	
	<b>Reporting Practice</b>			
	102-45	About the Report p.3	-	
	102-46	Şişecam Sustainability Strategy: Care for Next p.26-27	-	
	102-47	Şişecam Sustainability Strategy: Care for Next p.26-27	-	
	102-48	There are no restatements	-	
	102-49	About the Report p.3; Şişecam Sustainability Strategy: Care for Next p.26-27		
	102-50	About the Report p.3	-	
	102-51	<a href="https://www.sisecam.com.tr/en/sustainability/reporting/sustainability-report">https://www.sisecam.com.tr/en/sustainability/reporting/sustainability-report</a>	-	
	102-52	Annual	-	
	102-53	About the Report p.3	-	
102-54	About the Report p.3	-		
102-55	GRI Content Index A9	-		
102-56	No external assurance	-		

Material Issues			
GRI Standard	Disclosures	Descriptions and Page Numbers	Omissions
<b>İklim Değişikliğiyle Mücadele</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Combating Climate Change p.82	-
	103-2 The management approach and its components	Combating Climate Change p.82	-
	103-3 Evaluation of the management approach	Combating Climate Change p.82	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance Indicators p.A6-A8	-

GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG Emissions	Environmental Performance Indicators p.A8	-
	305-2 Energy indirect (Scope 2) GHG Emissions	Environmental Performance Indicators p.A6-A8	
	305-4 GHG Emissions intensity	Environmental Performance Indicators p.A6-A8	-
	305-5 Reduction of GHG emissions	Environmental Performance Indicators p.A6-A8	-

**Natural Resources Use**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Natural Resource Use p.39	
	103-2 The management approach and its components	Natural Resource Use p.39	
	103-3 Yönetim Yaklaşımı Değerlendirmesi	Natural Resource Use p.39	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management p.40	-
	303-2 Management of water discharge related impacts	Water Management p.40	-
	303-3 Water withdrawal	Water Management p.40; Environmental Performance Indicators p.A6	
	303-4 Water discharge	Environmental Performance Indicators p.A6	
	303-5 Water consumption	Environmental Performance Indicators p.A6	
GRI 306: Waste 2016	306-2 Waste by type and disposal method	Environmental Performance Indicators p.A6-A7	

**Diversity and Inclusion**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Diversity and Inclusion p.58-59	-
	103-2 The management approach and its components	Diversity and Inclusion p.58-59	-
	103-3 Evaluation of the Management Approach	Diversity and Inclusion p.58-59	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators p.A3-A4	-
	401-3 Parental leave	Social Performance Indicators p.A4	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social Performance Indicators p.A3	-

**Occupational Health and Safety**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Occupational Health and Safety p.67	-
	103-2 The management approach and its components	Occupational Health and Safety p.67	-
	103-3 Evaluation of the Management Approach	Occupational Health and Safety p.67	-
GRI 403: Occupational Health and Safety 2016	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.67; Social Performance Indicators p.A6	

**Talent Management**

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Talent Development and Management p.62	-
	103-2 The management approach and its components	Talent Development and Management p.62	-
	103-3 Evaluation of the Management Approach	Talent Development and Management p.62	-

Talent Management			
GRI 202:Management Approach	202-2 Proportion of senior management hired from the local community	Social Performance Indicators p.A1-A6	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators p.A3-A4	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Development s.63; Social Performance Indicators p.A4-A5	
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Development and Management p.62-66	
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators p.A1-A6	

Product Responsibility			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Product Responsibility p.53-55	-
	103-2 The management approach and its components	Product Responsibility p.53-55	-
	103-3 Evaluation of the Management Approach	Product Responsibility p.53-55	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Responsibility p.53-55	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There are no non-compliance cases regarding health and safety impacts of products in reporting period.	-
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Responsibility p.53-55	
	417-2 Incidents of non-compliance concerning product and service information and labeling	There are no non-compliance cases regarding health and safety impacts of products in reporting period.	
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	There are no non-compliance cases regarding health and safety impacts of products in reporting period.	

Corporate Heritage			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Corporate Heritage p.51	-
	103-2 The management approach and its components	Corporate Heritage p.51	-
	103-3 Evaluation of the Management Approach	Corporate Heritage p.51	-

**Contribution to Social Development**

<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Contribution to Social Development p.69	-
	103-2 The management approach and its components	Contribution to Social Development p.69	-
	103-3 Evaluation of the Management Approach	Contribution to Social Development p.69	-

**R&D and Digitalization**

<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; R&D p.86; Digitalization p.89	-
	103-2 The management approach and its components	R&D p.86-87; Digitalization p.89-91	-
	103-3 Evaluation of the Management Approach	R&D p.86-87; Digitalization p.89-91	-

**Innovative Products**

<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its boundary	Şişecam Sustainability Strategy: Care for Next p.19-20; Innovative Products p.88	
	103-2 The management approach and its components	Innovative Products p.88	
	103-3 Evaluation of the Management Approach	Innovative Products p.88	