



SUSTAINABILITY REPORT 2021

MLPCARE

MEDICALPARK

liv HOSPITAL

CONTENTS

● About the Report	2
Message from the Chairman and CEO	3
Highlights of 2021	5
Memberships, Rewards and Certificates	6
COVID-19	7
● About MLP Care	8
MLP Care at a Glance	8
MLP Care in Brief	11
Our Vision, Mission and Values	16
Our Strengths	17
Our Fundamental Growth Strategies	18
● Our Corporate Governance Approach	20
Our Shareholding Structure and Board of Directors	21
Our Ethics and Compliance Approach	26
Internal Audit Management	26
Corporate Risk Management Program	27
Information Technologies and Our Digital Business Culture	29
Economic Values We Created	32
● Our Sustainability Approach	34
Our Materiality Matrix	34
Our Sustainability Strategy	35
Our Sustainability Targets	36
Stakeholder Engagement	37
● Our Fight against Climate Change and Our Responsible Environmental Approach	41
Energy and Emission Management	42
Our Effective Resource and Waste Management	49
● MLP Care for Society	52
Community Health	53
Expert Staff	58
Communication with Our Guests	59
•Guest Trust and Privacy	60
● MLP Care for Our Employees	62
Human Resources Approach	62
•Employee profile	63
•Employee Satisfaction and Engagement	68
•Prevention of Discrimination and Equal Opportunities	69
•Investments Made for the Development of Employees	70
Occupational Health and Safety	74
● United Nations Sustainable Development Goals and MLP Care	76
● Annexes	
● Performance Indicators	79
● GRI Content Index	85
Contact Information	91



About the Report

Due to the nature of our work, we both work to satisfy the health-related needs of individuals, and contribute to the protection and improvement of the health of the society. Accordingly, we shape our services according to the requirements of the developing world. We make maximum effort to satisfy the expectations of our guests and all our other stakeholders by providing high-quality services, and aim to not make a negative impact on the world.

Since we were established, we have been performing our activities with an ethical, accountable, and responsible management style. Therefore, we are happy to share our sustainability approach and our works in this field with our distinguished readers through our second report on sustainability. In this sustainability report, you can find about our activities, areas of responsibility, and the strategy, management, and performance details of our Group.

We hope that this report where we explain our practices we performed in social, environmental and governance areas between 1 January 2021 and 31 December 2021 reinforces the already-strong feelings of trust between us and our stakeholders, and to set an example for our sector. Our report has been prepared in accordance with the GRI Standards “Core” option. You can find in the “GRI Content Index” table where the GRI Standards were used in our report.

The data included in our second sustainability report which we plan to share with the public this year has not been audited externally. Unless specified otherwise, the data in our sustainability report reflect the performance of our hospitals within MLP Sağlık Hizmetleri A.Ş. (“MLP Care”, “MLPCARE”) in the year 2021. You can send your views and questions to “investor@mlpcare.com”.

Message from the Chairman and CEO

Esteemed investors, employees, and stakeholders,

Last year, we had shared with you our sustainability report, which was a first in the healthcare sector, and we also had presented our commitments, pointing out that balancing economic, environmental, and social effects of our growth became our priority. I am glad to express those positive responses from all of our stakeholders for this report made us enormously happy. Likewise, our world needs great attention and consciousness from all of us.

It is extremely promising to see that, in 2021, steps taken towards sustainable development accelerated across the world and in Türkiye. Ratification by Türkiye of Paris Agreement, commitments in the nature of red alerts given by our nation and other nations for the purpose of protecting the society and the environment during the 26th Conference of the Parties held in Glasgow are concrete indicators showing how critical sustainability has become for individuals and institutions. Effects of the pandemic, for sure, on the current phase may not be denied...

The pandemic reminded us the importance of access to high quality healthcare services as well as rendering healthcare services in a sustainable manner. We, too, as the company, took quite proactive steps in 2021 in order to keep pace with sustainability efforts, which accelerated in our country and across the world.

Sustainability strategy that turned into the way we do business

We have started furthering our work by establishing a Sustainability Working Group consisting of executives in order to proceed with our commitments in a regular and efficient manner and to ensure that the understanding of sustainability extends to all of our business processes, our hospitals and stakeholders.

We have, together with our Working Group, set a sustainability strategy capable of meeting needs, compatible with our corporate business strategy and our sector. The strategy detailed in the report will increase our operational and financial efficiency and guide us keeping sustainability at our focus at all times.

In a nutshell, I can describe our sustainability strategy as creating a sustainability value chain for the human, the world and the community; fed by the responsible structure of governance and sharing of the value created, with our services and all of our processes involved in service production. For us, the foundation of creating a sustainable chain of values is responsible and efficient operations, embracing responsible business practices across the supply chain as well as offering an unrivaled guest experience.

Digitalization gains importance for tracking sustainability goals

In parallel to our sustainability strategy, we have started defining our short, medium, and long-term goals in details. We aim to put this strategy into practice through many goals ranging from choosing greener products and services in purchasing processes to calculation of our carbon footprint and reduction of our emission.

We are aware that involvement in this process not only by our institution's management but also by each of our hospitals and units are critical for achievement of this goal. Therefore, we are setting Key Performance Indicators (KPIs) compatible with sustainability goals on the basis of business units.

Our digitalization efforts contribute to the value of our institution both by supporting our sustainability strategy and helping us track our goals. Carrying on digitalization efforts undertaken across all departments without slowing down is also a source of motivation for us in this regard.

Esteemed stakeholders,

Our Company, one of Türkiye's prominent institutions and leader of its sector, is aware of its responsibilities in terms of sustainability. It is of great importance for us to continue our mission of setting an example in this field too, through our works and to inspire with our practices. Now, at a global scale, we experience that organizations capable of quickly responding to changing needs of the community and environment and even predicting such changes and taking a position through proactive approaches are able to create lasting and more effective values.

We, as the Company, set for us the goal of reaching net zero emission by 2050 in order to support our country's 2053 goal associated with climate change.

Sustainability is a long path, a way of living and doing business... Therefore, we are aware that there is still a lot to do. Since we attach great importance to works undertaken by our country in this field, we became a member of Business Council for Sustainable Development Türkiye in the first quarter of 2022. We will continue our efforts related to sustainability by becoming signatory of national and international initiatives and becoming members of organizations where we can create value.

Before I finish, I also would like to share the happiness of leaving behind the negative effects of the pandemic in our lives. Seeing positive results of vaccination efforts is precious for all of us, but above all, for us healthcare professionals.

We have played an effective role in our country's fight against the pandemic, including vaccination, from its earliest days, with all of our hospitals and healthcare staff. Although it was an exhausting period for us, we managed to serve our country properly thanks to our employees from all levels and different positions for their self-sacrificing approaches throughout the process. I want to thank all employees, once again, for their enormous efforts throughout this process.

I wish you a good reading by hoping that we can start talking about the positive results of sustainability works across the world and at our organization just like the pleasing results of vaccination efforts.

Best Regards
Dr. Muharrem Usta
Chairman and CEO

Highlights of 2021

Vadistanbul, the 6th hospital of Liv Hospital brand, started its operations in May 2021.

We expanded our hospital network with the opening of Liv Hospital Vadistanbul in May 2021. Liv Hospital Vadistanbul especially serve all robotic surgery applications, adult and children pediatric cancer surgeries, expert hearth health clinic, spine clinic and athlete health clinic, rehabilitation clinic with innovative treatments, advanced endoscopy clinic, stem cell, and regenerative medical center, and many other clinics and treatments.

We got ISO 27001 Information Security Management System Certification in 2021.

By completing our ISO 27001 Information Security Management System Certification process in 2021, we published our "Information Security Management System Policy", which includes our commitments, goals and responsibilities, on our corporate website.

Awards



MLP Care were awarded by Institutional Investor for our successful investor relations practices in 2021 like 2020. Our Company, ranked at the top of the list EMEA Healthcare and Pharmaceuticals category "Best Investor Relations Program", MLP Care's Chairman of the Board of Directors and CEO Muharrem Usta awarded "Best CEO", our CFO Burcu Öztürk awarded "Best CFO" and our Strategy and Investor Relations Director Deniz Can Yücel awarded "Best Investor Relations Professional". In the BIST All category Best Investor Relations Program of the same research, our CFO Burcu Öztürk "Best CFO" and Strategy and Investor Relations Director Deniz Can Yücel "Best Investor Relations Professional" awarded.

- Medical Park was awarded the prize "the brand that creates the best customer experience" in the private healthcare institutions category, A.L.F.A Awards, 2021
- Runner-up Award in the Healthcare Services Category in the 2020 Service Export Champions Survey conducted by the Service Exporters Association (HİB)
- Best Education Video, Brandon Hall Excellence Awards, 2021
- Silver Award in the Call Center of the Year Category, Customer Experience Awards, 2021
- Certificate of Appreciation to ISU Liv Hospital Bahçeşehir Organ Transplant Center - Ministry of Health General Directorate of Health Services, 2021
- Liv Hospital Best Innovative Healthcare Hospital of the Year Award-Göktürk Magazine, 2021
- Liv Hospital Best Supporting Hospital of the Year Award- TAMEV, 2021
- Liv Hospital Best Social Responsibility Project Award - International Women's Solidarity Association (UKDD), 2021
- Liv Hospital Most Creative Hospital Award- Parıltı Association, 2021
- Liv Hospital Outstanding Success Award - Lions Club, 2021

Memberships



- BCSD Türkiye - Business Council for Sustainable Development Türkiye
- HİB - Turkish Service Exporters Association
- İTO - Istanbul Chamber of Commerce
- OHSAD - Turkish Association of Private Hospitals and Healthcare Institutions
- TÜYİD - Turkish Investor Relations Society

Certifications



- JCI (Joint Commission International) Accreditation Standards
- Ministry of Health Quality Standards
- Surgical Review Corporation Center of Excellence Certification
- ISO 27001: 2013 Information Security Management System Certificate
- ISO 9001:2015 Quality Management System Certificate*
- ISO 14001:2015 Environmental Management System Certificate*
- ISO 45001: 2018 Occupational Health & Safety Management System* Certificate

(*)ISO 9001, 14001, 45001 certificates have been obtained for various hospitals in 2022, and certification works will be expanded throughout the Group.

University Affiliations



- Altınbaş University Hospital Medical Park Bahçelievler
- Bahçeşehir University Hospital Medical Park Göztepe
- Yüksek İhtisas University Medical Park Ankara Hospital
- İstanbul Aydın University VM Medical Park Florya
- Istinie University Hospital Liv Hospital Bahçeşehir
- Istinie University Hospital Medical Park Gaziosmanpaşa
- İzmir University of Economics Medical Park Hospital*

(*) Group has sold its shares on Sentez Sağlık Hizmetleri A.Ş. as of 30 April 2022. Ownership of İzmir University of Economics Medical Park Hospital was handed over to its other partner, MP Sağlık ve Ticaret A.Ş. ("MP Sağlık").





COVID-19

The new type of Coronavirus (COVID-19) outbreak that emerged in People's Republic of China in December 2019 and quickly spread across the entire world continued its effect in 2021, too. As MLP Care, we closely monitored the developments since the beginning of the pandemic and took necessary actions. With the awareness that we are a private health group with the highest installed capacity in Türkiye, and with our philosophy of **“Human Health First”**, we mobilized all of our resources since the first day of the pandemic, and all our medical staff fought in the front lines of this battle selflessly.

We took all kinds of precautions in order to protect our employees, our guests and our hospitals, including the performance of hygiene and disinfection activities by considering the relevant parameters for minimizing the risk of COVID-19 infection. We made special plans particularly about cleaning and hygiene and had them implemented in all our hospitals as a standard.

We formed **“Hospital Pandemic Boards”** within Group Hospitals with the participation of doctors from various medical branches, and we increased the number of the members of “Infection Control Committees” which were already active.

In order to minimize the risks for our employees and their families, we introduced working from home practice for people working in appropriate departments, and focused on strengthening our digital infrastructure. We doubled our internet speed and allowed our employees to use VPN so that they can connect to the company network safely.

We extended Tele-Health technologies to all our hospital and provided remote health services in order to adapt to the new working order and to contribute to public health. We continued our digitalization efforts at full pace to prevent the disruption of our health services and to decrease physical contact.

We determined the beds that could be allocated in case of an epidemic such as COVID-19 with software that monitors the state of all beds in the MLP Care group from a single center in the Business Intelligence environment. We also started to monitor and manage the bed occupancy rate with Command Center Dashboard software that provides real-time data flow.

We continued to work, in 2021, in coordination with the Ministry of Health for **vaccination** which is the most important factor for community immunity. As part of the vaccination efforts, everyone at our Group's hospitals fulfill their share of responsibility devotedly.

About MLP Care

MLP Care at a Glance



Türkiye's leading hospital group

MLP Care has strong brand recognition, as well as a unique business model that appeals to diverse price segments.

We provide worldclass healthcare services with 30* hospitals within the Group.

More than 20,000 employees (including 2,500 doctors) are working at the MLP Care.

*In 2021, there were 30 hospitals in our Group. As of December 2022, the number of hospitals in our Group is 28.



We continue to increase our scientific depth through our collaborations with universities and faculties of medicine.

- 7* Group hospitals that collaborate with the university.
- 379 academicians** who work as doctors in Group hospitals (14.6% of all our doctors)



We have operational and surgical superiority recognized globally thanks to the high-tech equipment and innovative methods we use.

- Da Vinci Robotic Surgery System
- Gamma Knife Treatment



We have medical quality accreditations that are the best in their classes in general.

- JCI Accreditation
- Global Surgical Review Corporation Standard in Surgery, and "Excellence Center" awards in three centers



We have sustainable financial growth performance.

- Business growth through Top-up Health Insurance System
- Business growth through revenue diversification

(*) As of April 30th, 2022 MLP Care acquired shares of Sentez Sağlık Hizmetleri A.Ş. İzmir University of Economy transferred ownership of Medical Park Hastanesi to MP Sağlık ve Ticaret A.Ş. ("MP Sağlık"), its other existing partner. Thus, the Group now has 6 hospitals involving cooperation with a university.

(**)Per regulations issued by YÖK (The Council of Higher Education), academicians from other provinces are no longer permitted to work at universities in İstanbul, Ankara, and İzmir. While the number of academicians with an academic title and appointed in the academic staff of universities is 379, the total number of physicians with academic titles assigned or not assigned to academic staff is 983.



MLP Care in Brief



IN 2021 15 CITIES 30 HOSPITALS

- MEDICAL PARK HOSPITALS
 - MEDICAL PARK (16 HOSPITALS)
 - VM MEDICAL PARK (8 HOSPITALS)
- LIV HOSPITAL (6 HOSPITALS)

The share transfer process, which started on March 16, 2022 with the share transfer agreement regarding two of the subsidiaries (Sentez and MS Sağlık) between MLP Sağlık Hizmetleri A.Ş. (MLP Care) and MP Sağlık ve Ticaret A.Ş. (MP Sağlık), was completed on May 20, 2022. As a result of these transactions 56% stake in Sentez subsidiary (Medical Park Gaziantep, Medical Park Izmir, and Medical Park Batman hospitals) are transferred to MP Sağlık. Additionally, MLP Care stake on MS Sağlık has increased to 100%.

In order to increase its portfolio efficiency in line with its strategy of growing with large-scale hospitals in metropolitan areas MLP Care transferred Medical Park Tarsus and Medical Park Elazığ hospitals.

In line with our strategy to increase foreign medical tourism revenue, MLP Care and Bona Dea Limited Liability Company ("Bona Dea") have signed management service contract in June 29, 2022 in order to operate Bona Dea International Hospital in Baku, Azerbaijan. Regarding this agreement, MLP Care takes over the management of the Bona Dea company and the hospital.

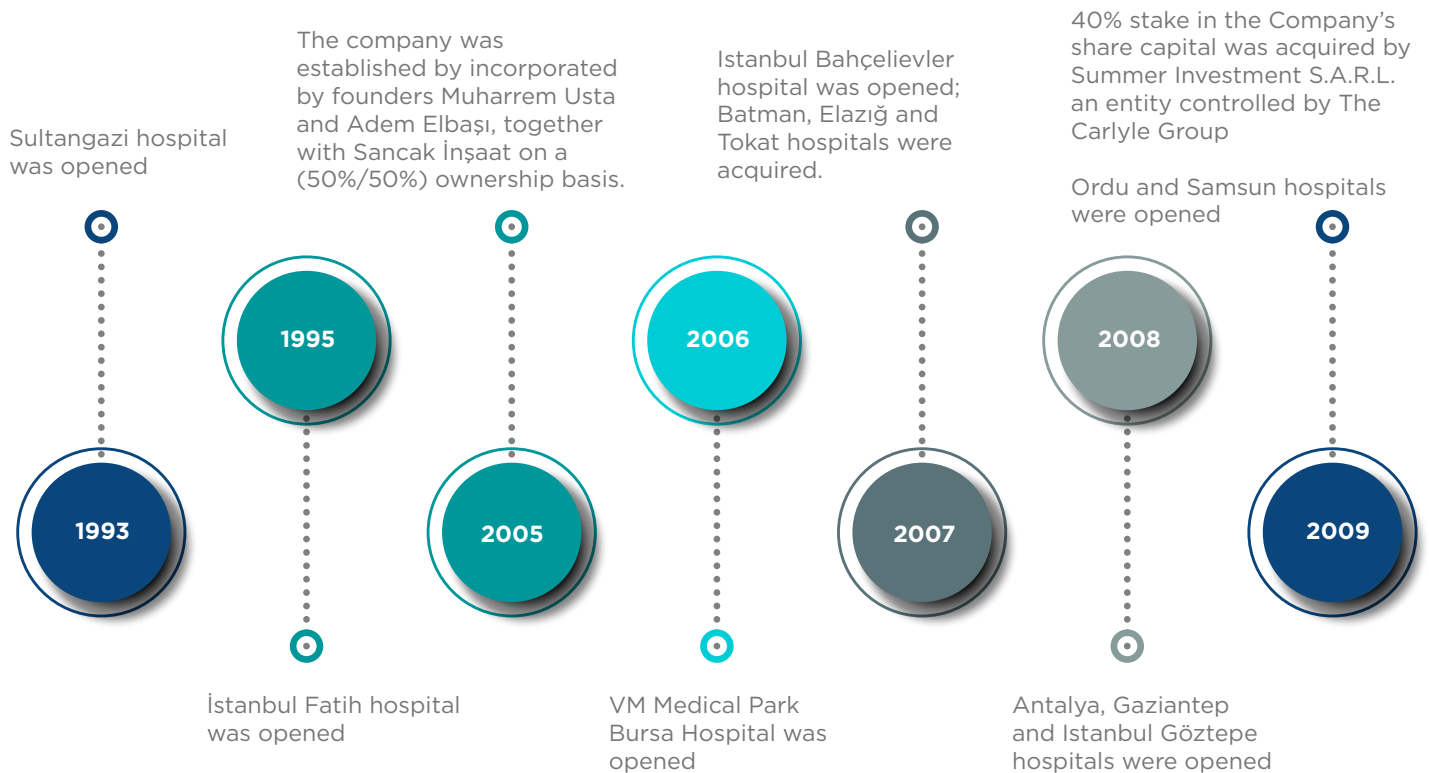
In November 23, 2022, the licences of Özel Adana Metro Hospital and Özel Adana Hospital were obtained by our Group through MLP Care's 80% owned subsidiary, Samsun Medikal Grup Özel Sağlık Hizmetleri A.Ş. ("Samsun Medikal"), by signing a lease agreement for the buildings of the relevant hospitals, taking over their personnel and operations.

Our hospital and staff numbers in 2022 are as follows:
 27 Hospitals in Türkiye, 1 Hospital in Azerbaijan
 ~ 5,350 beds

The journey of our Company, which is the leading multidisciplinary hospital group in Türkiye, started with Medical Park in 1993. We added Liv Hospital brand and VM Medical Park concept to our Group, and continue to provide our services as the leading health group in our sector. We prioritize building sustainable relations with all our stakeholders in our value chain built on trust through the activities of our General Directorate in İstanbul and our operations in 15 provinces in 2021. Within this framework, we continue our investments to facilitate access to health care services. We are proud to be contributing to our country's economy with 30 hospitals, 2,591 doctors, 4,277 nurses and 20,016.

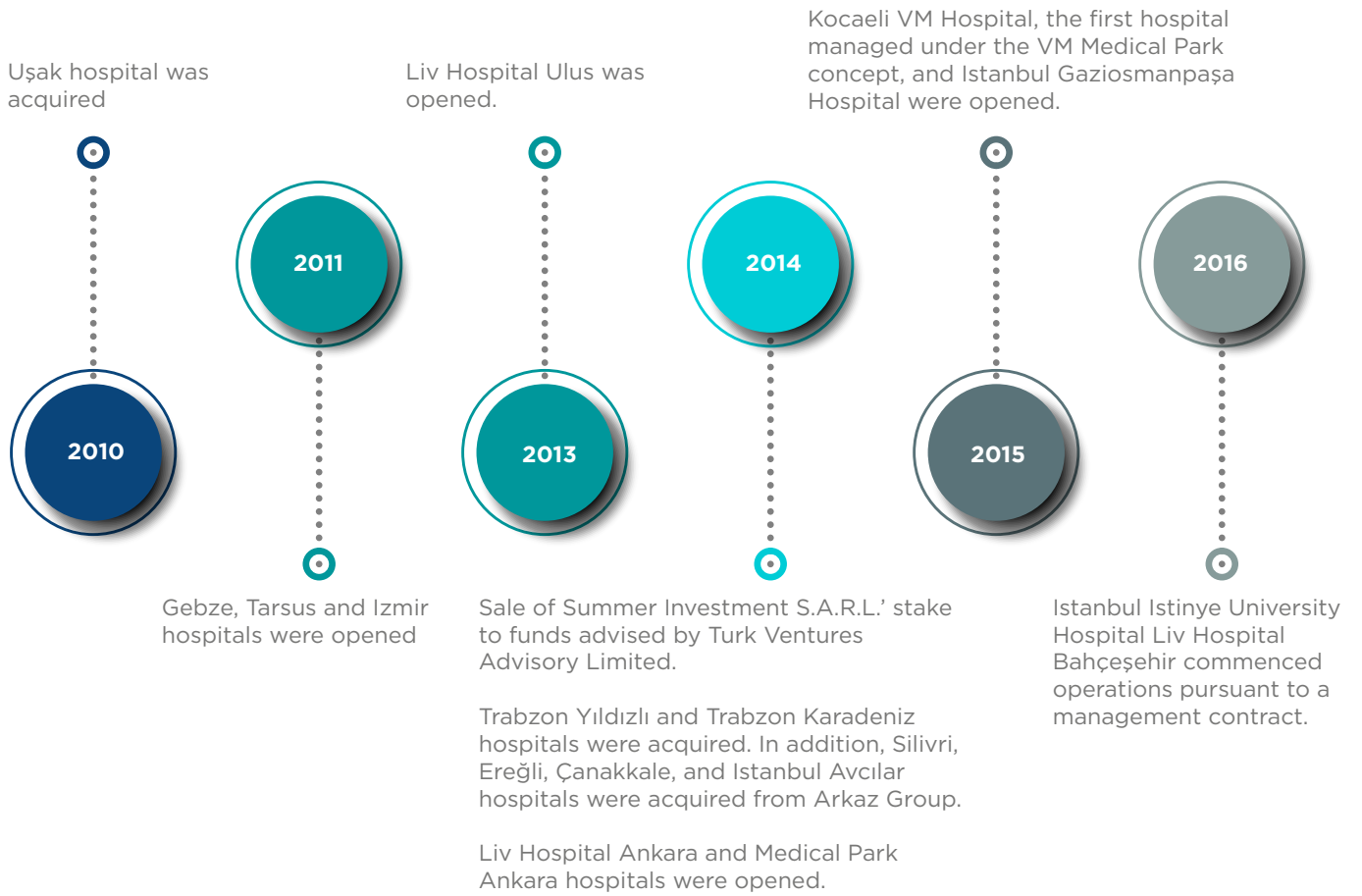


Vadistanbul, the 6th hospital of Liv Hospital brand, started its operations in May 2021.



MLP Care serves under 2 brands and 1 concept with 3 different price policies in Türkiye, thus, it can serve its guests who have different income levels.

As we continue our activities with our strong corporate governance philosophy, we offer our wide range of services to our guests under our Medical Park and Liv Hospital brands and our VM Medical Park concept.





Istanbul Aydın University Hospital VM Medical Park Florya started operations pursuant to a management contract.

Liv Hospital Samsun was opened

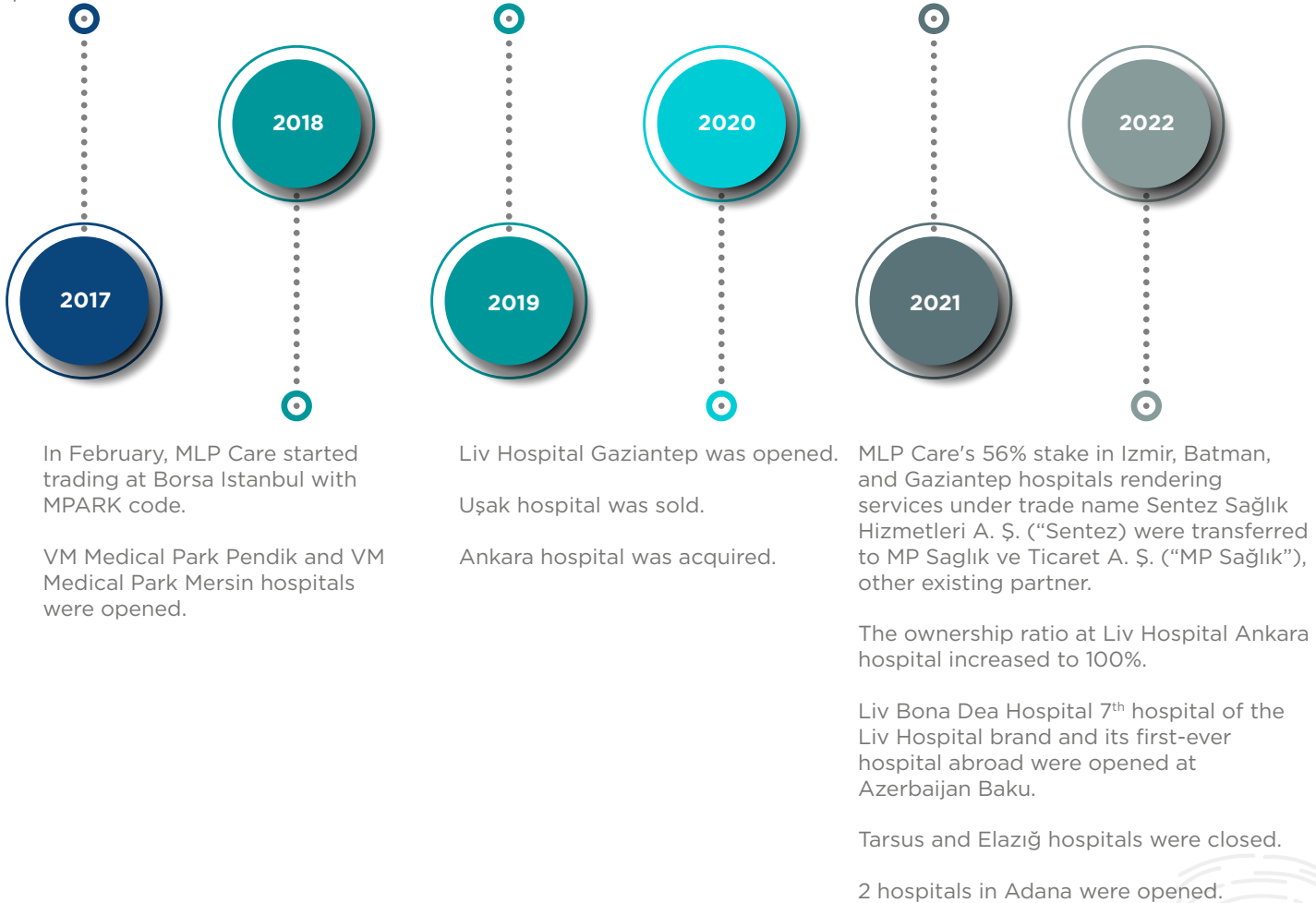
57% of the shares of Avcılar, Ereğli and Silivri hospitals were sold to Arkaz Sağlık Hizmetleri A.Ş. (Arkaz).

The ownership share in Çanakkale hospital was increased to 100%.

Özel Mehmet Toprak Hospital was acquired.

Istanbul Liv Hospital Vadistanbul was opened.

Istanbul Fatih hospital was closed.





Medical Park

With Medical Park, our first brand that we introduced with the “Health for Everyone” motto, we offer our services to middle and upper segments. 16* hospitals operate under this brand in our group.

In December 2022, the number of our Medical Park hospitals is 13.



VM Medical Park

We added the Value Added Medicine – VM phrase to the Medical Park brand name and launched “VM Medical Park” concept in 2015. Currently, 8 of the Group hospitals provide higher quality services under this concept. This concept targets the patients in higher income groups relying on private health insurance and self-pay patients willing to pay higher prices for high quality services.



Liv Hospital

With the Liv Hospital brand which was launched in 2013, we target the premium segment, consisting mainly of self-pay patients or patients who have private health insurances and willing to pay more for VIP service. We incorporated the “Leading International Vision” (Liv) understanding both to our brand and to our operations, and currently our 6 hospitals are operating under the Liv Hospital Brand to help our guest to regain their health.

In December 2022, the number of our Liv Hospital hospitals is 7.

Our Vision, Mission and Values



Our Vision

We aim to become a reference institution in abroad and the most preferred private healthcare service provider in Türkiye.

We are going to reach our vision by;

1. Keeping our patients as top priority
2. Achieving measurable and high-quality clinical results
3. Investing in human, infrastructure and technology continuously
4. Being the most attractive institution in which doctors and other medical personnel are willing to work at.



Our Mission

We work to ensure that all people live healthy lives.



Our Values

- We value people – reliability is our core indispensable principle
- We make a difference with all our services.
- We are committed to scientific methods and continuous improvement.
- We are an agile, goal- and success-oriented team.
- We serve as a model institution with our ethical principles and professional ethics



Our Strengths





Our Fundamental Growth Strategies

18 hospitals were added to MLP Care's portfolio between 2014 and 2021 as a result of our new hospital investments and acquisitions.

We aim to continue providing our world-class services to all patient groups in different income segments in the upcoming periods. We follow the strategies below to achieve these objectives.

- Maintaining the leading position in the private healthcare sector and expanding footprint with new investments and acquisitions.
- Support of the Private Medical Insurance schemes into further top line growth
- Increasing the share of medical tourism in the total revenue
- Continuing to focus on university affiliations

You can examine *MLP Care 2021 Annual Report*  for the details of our growth strategies.



Our Corporate Governance Approach

We continue our healthcare sector leadership in our sustainability activities, and re-evaluate our business plan and growth strategy within this framework. As MLP Care, we see corporate governance as an indispensable part of our way of doing business, and endeavor to act according to “Corporate Governance Principles” in all our operations. We reshape our corporate governance understanding in a way that it will be sensitive not only to our financial performance but to environmental and social matters as well, and that it will carry us to the future. Thus, we aim to create greater added value for our stakeholders.

Creating high added value for our stakeholders is one of the fundamental objectives of our sustainability works.



Our Shareholding Structure and Board of Directors

We continue to contribute to our society and our country with the strength we get from our shareholding structure.

Our Shareholding Structure

The capital structure of the Company is as follows as of 31 December 2021.

Shareholder Name	Share in Capital (%)	Share in Capital (Thousand TL)
Lightyear Healthcare B.V.	30.69%	63,844
Sancak İnşaat Turizm Nakliyat ve Dış Tic. A.Ş.	15.35%	31,943
Muharrem Usta	8.98%	18,678
Hujori Financieringen B.V.	3.98%	8,287
Adem Elbaşı	2.99%	6,226
İzzet Usta	1.20%	2,490
Saliha Usta	0.90%	1,868
Nurgül Dürüstkan Elbaşı	0.90%	1,868
Publicly Traded*	35.01%	72,833
Nominal Capital	100.00%	208,037

(*) The shareholders of the Group purchased 6,827 thousand shares from the publicly traded portion of the capital. The distribution of the shares purchased is as follows; 3,224 thousand shares representing 4.43% of the publicly traded portion of the capital were purchased by Lightyear Healthcare B.V.; 1,613 thousand shares representing 2.21% of the publicly traded portion of the capital were purchased by Sancak İnşaat; 943 thousand shares representing 1.29% of the publicly traded portion of the capital were purchased by Muharrem Usta; 418 thousand shares representing 0.57% of the publicly traded portion of the capital were purchased by Hujori Financieringen B.V.; 314 thousand shares representing 0.43% of the publicly traded portion of the capital were purchased by Adem Elbaşı, and other shareholders purchased 314 thousand shares representing 0.43% of the publicly traded portion. The 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on 24 September, 2018. 126 thousand shares were purchased by İzzet Usta and 18 thousand shares were purchased by Adem Elbaşı from the publicly traded portion were sold.



Our Board of Directors

In line with the Corporate Governance Principles, the board meetings are conducted regularly in such a way that it can efficiently carry out its duties and the board members also hold meetings under extraordinary circumstances.

The operations and the administration of the Company are carried out by the Board of Directors, which comprises six members who are elected by the General Assembly. Board members are subject to the conditions stated in the Turkish Commercial Code and the Capital Markets Regulations. It is aimed to carry out the duties of the Board in accordance with the Corporate Governance Principles in a transparent, accountable, fair, and responsible manner. In line with the Corporate Governance Principles, the Board meetings are conducted regularly in such a way that it can efficiently carry out its duties. The Board Members also hold meetings under extraordinary circumstances.

Dr. Muharrem Usta

Chairman and CEO

Seymur Tari

Vice Chairman (representing Sullivan B.V.)

Hatice Hale Özsoy Bıyıklı

Member (representing Elinor B.V.)

Haydar Sancak

Member (representing Sancak İnşaat)

Meral Kurdaş

Independent Board Member

Tayfun Bayazıt

Independent Board Member

Committees of the Board of Directors	Number of Committee Members	Name-Last Name of Committee Members	Number of Meetings Held	Number of Reports Submitted to Board of Directors
Audit Committee	2	Tayfun Bayazıt Meral Kurdaş	4	4
Corporate Governance Committee	4	Tayfun Bayazıt Meral Kurdaş Hatice Hale Özsoy Bıyıklı Deniz Can Yücel	4	4
Early Detection of Risk Committee	3	Meral Kurdaş Tayfun Bayazıt Hatice Hale Özsoy Bıyıklı	6	6
Nomination and Remuneration Committee	3	Meral Kurdaş Tayfun Bayazıt Hatice Hale Özsoy Bıyıklı	2	2

According to Article 17 of the Articles of Association titled “The Duties and the Responsibilities of the Board of Directors” and as part of the Capital Markets Regulations Corporate Governance Principles, the Committees that are required by law or deemed appropriate by the Board were established in order to ensure that the Board carries out its duties and responsibilities properly.

Corporate Governance Committee assists the Board of Directors in relation to compliance with the Corporate Governance Principles, including the determination of the investigations and conflicts of interest which may occur in case of violation of the Corporate Governance Principles. In this process, the Committee also monitors the Investor Relations Unit. The Committee holds at least four meetings annually and meets outside the agenda when necessary.

Our Corporate Governance Committee Charter 🖱️

The main purpose of the **Audit Committee** is the supervision of the Company’s accounting system and accounting practices, public disclosure of the Company’s financial information, the operation and efficiency of the internal and external audit of the Company and the compliance of the Company with the applicable legislation. The Committee also performs the duties imposed on it under the Articles of Association and the Communiqué. The Audit Committee also works continuously to increase the level of compliance with the legislation and company regulations, and to reinforce transparency, accountability, fairness, predictability and efficiency, and meets at least four times a year on a quarterly basis.

Our Audit Committee Charter 🖱️

Early Detection of Risk Committee assists the Board of Directors in identifying in a timely manner the risks that might jeopardize the existence, improvement, and continuation of the Company, establishment of an expert committee for the implementation of appropriate risk management strategies and risk management, and also performs other duties imposed on it under the applicable legislation.

Board of Directors participated in the establishment of the Committee, which holds six meetings annually to perform its duties. The Committee is in charge of the following duties.

- Identifying the current and potential operational, strategic and other risks, and preparing suggestions to take the necessary measures regarding these risks,
- Building risk management systems, and preparing suggestions to improve the systems regarding building the organizational structure in the Company and increasing performance,
- Offering solutions for the risks to the Board of Directors and the Audit Committee

Early Detection of Risks Committee Charter 🖱️

Our **Nomination and Remuneration Committee** was established in 2021 with the resolution of the Board of Directors dated 30 April 2021 and No. 2021/23. The Committee holds meetings at least twice a year and as frequently as necessitated by the tasks given to it. The Committee charged with the following duties.

- To establish a transparent system for the determination, evaluation and training of candidates for Board Membership and Managerial positions with Administrative Responsibility, and to determine policies and strategies regarding this matter.
- To carry out regular assessments regarding the structure and efficiency of the Board of Directors, and to submit recommendations to the Board about changes that could be made regarding these matters.

- The assessment of the independence of Independent Board Membership candidates, (including the candidates for the Board of Directors and investors), and the writing of a relevant report and submitting it for the approval of the Board of Directors.
- To conduct evaluations for the election of Independent Board Members to serve until the next General Assembly Meeting to ensure that minimum number of Independent Board Members is met if the number of Independent Board members drops for any reason, and to report the result of the assessment to the Board of Directors in writing.
- To ensure that the principles, criteria and practices to be used in the remuneration of the Board Members and Managers with Administrative Responsibilities be determined by considering the Company's long-term objectives, and that they are monitored.
- To prepare the remuneration policy of the Company and to submit it to the Board of Directors
- To prepare and submit recommendations regarding the remuneration to be paid to the Board Members and the Managers with Administrative Responsibilities to the Board of Directors considering the degree of achieving criteria used in remuneration.
- To submit the reports which contain information about the activities of the Committee and outcomes of the meetings to the Board of Directors at its first meeting.
- To revise the committee charter regularly, and to submit amendment suggestions to the Board of Directors for approval.

Nomination and Remuneration Committee Charter

Executive Management

Name-Surname	Title	Total Professional Experience	Working at MLP Care as of
Dr. Muharrem Usta	Chief Executive Officer	29	1995
Burcu Öztürk	Chief Financial Officer	18	2014
Dr. Adem Elbaşı	Chief Operations Coordinator	33	1995
Dr. Hikmet Çavuş	Chief Strategy and Performance Coordinator	29	2003
Şerafettin Demiray	Chief Human Resources Coordinator	24	2021
Gürkan Çağlıoğlu	IT & Digital Transformation Coordinator	22	2019
Hakan Ercan	Intenal Audit Director	23	2021
Dr. Deniz Can Yücel	Strategy and Investor Relations Director	23	2017



Our Ethics and Compliance Approach

We have a dialogue with our stakeholders within framework of principles of transparency and mutual respect in compliance with our Business Ethics Policy.

We believe transparency is the fundamental requirement of building sustainable relationships with our stakeholders based on trust. We conduct our operations according to our *Code of Ethics* in order to ensure the effective use of resources; the open, transparent and lawful maintenance of all services and activities; prevention of unfair competition; and the creation of an awareness of corporate and social responsibility in our managers and employees.

The Company, the Company's directors, managers, and employees, the Company's affiliates, subsidiaries and members of the Board of Directors/ Managers/employees of the Company's business partners, doctors who are contracted as business partners and who are employed by the Company; and representative offices of the Company are required to comply with this Code of Ethics. Under the Ethical Values Policy, all persons noted above must act with integrity and honesty in all business processes. These persons are required to comply with relevant regulations such as healthcare and data protection (e.g. keeping patient information confidential) during their tenure at the Company. Additionally, they are also obliged to avoid any kind of conflict of interest under the Business Ethic Policy.

We continue to provide our services which we offer in compliance with national and international service standards together with our business partners which conform to our ethical principles and which meet our expectations. When our employees encounter an unethical behavior in their workplace, they can report it anonymously by sending an e-mail to etikihbar@mlpcare.com without having to disclose their identity and contact information.

As MLP Care, we comply with the universal rules of law, laws and regulations concerning bribery and corruption, and ethical and professional principles as we conduct our operations. All our employees and other stakeholders apply our *Anti-Bribery and Corruption Procedure* in order to comply with anti-bribery and corruption laws and regulations. Our Anti-Bribery and Corruption Procedure encourages all our employees to report any illegal or unethical behavior they encounter within the company to the company. Moreover, this procedure also specifies the duties of the Board of Directors, Disciplinary Committee, Human Resources Department, the managers and employees, and provides the details for its implementation.

Disciplinary Committee

The Disciplinary Committee oversees the disciplinary processes applied to the employees of MLP Care and Affiliated Companies, who are subject to the rules and principles set forth by the Disciplinary Committee and Operating Procedures.

Internal Audit Management

The Internal Audit Unit observes the “The Institute of Internal Audit” international standards when carrying out its activities.

The Internal Audit Unit works under MLP Care Board of Directors administratively and functionally and performs its duties within the scope of Internal Audit Guide (Manual Hand Book). The Department carries out its activities independently and objectively in order to improve the operations of hospitals and to create added value. The purpose of the unit is to provide modern, entrepreneurial internal audit and consultancy services. For this purpose, audits include consultancy elements, particularly on how the audit findings should be handled and how processes can be best applied.

According to the Internal Audit Guide, within the scope of the audit and consultancy services, audits are conducted for each hospital at least once every two years; in the first years for the new hospitals, and within three to six months in case of replacement of the general manager at any hospital.

Corporate Risk Management Program

The Corporate Risk Management Program is designed to provide an environment in which risks are defined, impact and probability evaluations are made, and the most efficient and appropriate responses are developed for identified risks. In our corporate risk management processes, we revise risk management processes by considering opportunities along with threats. These threats/opportunities are measured in line with the risk appetite of the Company and ultimately enable the Company to consciously take risk reduction, transfer, acceptance or risk aversion decisions.

The implementation of the Corporate Risk Management Program is carried out according to the policies determined by the Quality and Risk Management Directorate and approved by the Board of Directors.



Our Corporate Risk Management Vision

To contribute to sustainable growth by determining and measuring the risk portfolio of our Company, by increasing the awareness of all our employees regarding this matter, and by assessing risks as a whole.



Our Corporate Risk Management Mission

To provide reasonable assurance for the systematic and efficient determination and management of the risks our Company is exposed to and the opportunities it encounters during its operations, and to make risk management an indispensable part of the company culture and the strategic decision-making process.





Corporate Risk Management Strategies

- To achieve an efficient corporate risk management organization and to determine roles and responsibilities,
- To ensure that the risk management complies with the company strategies,
- To ensure that corporate risk management is implemented in all MLP Care companies coherently,
- To implement the Corporate Risk Management Program regularly, and to contribute to the development of the Program by making necessary improvements as a result of evaluations.

The fundamental processes which we consider and against which we plan precautions in relation to the risks we grouped under 4 categories are as follows:

Strategic risks

- External risks
- Epidemics
- Revenue Management
- Doctor Strategies and Communication
- Crisis Management
- International Patient Process

Legal regulation and compliance risks

- Code of Conduct/Abuse
- Personal Data Protection Law Compliance Process
- Legislation and Compliance

Financial Risks

- Risks Related to Debts
- Interest Risk
- Currency Risk
- Cash Flow / Liquidity Provision
- Refinancing Risk

Operational Risks

- Emergency Management
- Occupational Health and Safety
- Facility Maintenance and Management
- Medical Equipment Management
- Clinical Process – Patient Safety
- Digital Transformation
- Service Excellence
- IT Infrastructure and Security

The Quality and Risk Management Department works in cooperation with all departments within the Company to identify, assess and control the risks associated with the strategic objectives and operational processes of the departments.

Our Corporate Risk Management Program is implemented subject to policies established by the Directorate of Quality and Risk Management and approved by the Board of Directors.

Climate Related Risks

We are working on defining the risks and opportunities of climate change and calculating the possible financial costs for our Company. This study was started in 2022 and it is planned to be evaluated together with our current Corporate Risk Management System.

Information Technologies and Our Digital Business Culture

Our need for information technologies is so high in order to ensure that our guests can receive services at targeted quality standards and to run our operations and we are increasing investments made for such systems.

With the COVID-19 pandemic, we started to improve our IT infrastructure, and increase the internet bandwidth and security measures in order to ensure that all our administrative units and information systems employees can continue their work remotely, safely, and uninterrupted. We have commissioned **Two-Factor Authentication System** in order to increase security of VPN connections for remote working.

Security of our data is one of our priorities. Since the number of cyber-attacks increased during the pandemic, we emphasized infiltration tests to minimize our vulnerabilities. Additionally, we are tracking intra-organizational awareness against potential attacks through phishing tests we continued in 2021.

Accordingly, we update our software and hardware used in our security systems, and continue to protect our data. We can detect any infiltration with our **Intrusion Prevention System**, and ensure the security of both our patients' and our Company's data. Moreover, with the Cyber Security Operation Service we launched, we continue our prevention efforts proactively. In addition to these, we completed our works for obtaining ISO 27001 Information Security Management System Certificate, and we published our "Information Security Management System Policy" which contains our commitments, targets, and responsibilities on our company website in 2021.

In order to provide anonymity in data analysis, we fulfill the requirements for complying with the Law on the Protection of Personal Data.

As an indication of our environmental sensitivity, we launched our paper-free hospital project. In this way, we aim to minimize unnecessary resource usage, increase patient information security, and improve our processes.

We use **Hospital Information Management System (HIMS)** in our basic operational practices in our hospitals. We launched our digital transformation program where we revise our HIMS so that it can respond to the increasing public legislations, and support the Big Data environment. With this transformation program, we aim to replace the current system with a new HIMS which will allow the collection of more electronic health data from patients, which is suitable for internet-based user experience, whose clinical data entry screens have been re-designed, and which will provide infrastructure to AI activities.

Our R&D unit which continues its projects under Information Systems Coordinatorship developed **mobile applications** for our brand. These applications allow for mobile payment, transfer of personal health data to database via the mobile devices and their analysis, sending of notifications based on location, and reporting of medical results as soon as they are ready. Development of mobile applications continue by making use of different technologies.

Display of results in progress has been added to display of medical results which were already in use thanks to enhancements introduced at our mobile app, thereby, increasing our customer satisfaction and reducing density at our call center and improving the waiting times. Also, it has been made possible for a patient to have access to clinic documents of the patient (epicrisis, surgical operation report, etc.) without physically visiting the hospital. While the pandemic was still continuing, we provided convenience for our patients, reducing risk of contamination. Moreover, we launched Tele-Health (Video Clinic) application to be used in doctor and patient interviews, thus continued to consider the health of both our employees and our patients and facilitating access to health services.

We care about digital transformation projects and focus on works that will increase our service quality.

Upon commencement of the pandemic, we, as MLP Care, led by Digital Transformation Team, had accelerated our efforts related to our projects in our roadmap which were already successfully positioned from a strategic perspective. An **'Operation Management Center'** has been established in order to disseminate our digital projects effectively in the field. With this Center, we aim to manage the change that needs to be made in the field, to use each project according to its intended use, to integrate digital projects into daily processes quickly to provide more targeted and effective interventions to patients.

Infectious diseases related to global warming have the potential to threaten the healthcare service capacity due to their ability to spread very quickly. We developed infrastructures where bed management can be carried out via contemporary methodologies against these overloads to be caused by epidemics. We use software that enables monitoring of all patient beds in our hospitals from a single center. The beds that can be allocated in pandemics such as COVID-19 can be determined with the Business Intelligence application, and with **Command Center Dashboard** software which enables real-time data flow, we can monitor and manage our momentary bed occupancy rates.

With **Digital HR Project**, we increase the efficiency of human resources systems and processes and support the dissemination of digital transformation culture in our institution. Within the scope of this project, efforts are continuing to carry out all recruitment (publishing ads, collecting candidate applications in-house) and career management (promotion, transfer, job change) processes in a digital environment. In addition, with this Project, it has become possible to plan all employees' working hours, overtime, leave, reports, etc. and track them more transparently on a digital platform. Thus, managers can plan the working hours of the employees and the employees can review their schedule and request revisions. The payroll system is carried out within the scope of this data.

With the **Digital Invoicing Project**, we aim to streamline the revenue cycle operation through automated invoicing for the services provided at the hospitals using the RPA (Robotic Process Automation) technology. Payers (insurance, Ministry of Health, contracted institutions) are exploring new ways to quantify value as it relates to reimbursement, which puts additional pressure on hospitals to provide documentation to support claims. Data and rule-based processes design communication between multiple existing Systems made it possible to run end-to-end cycle almost error free. As a matter of fact, by digitalization of the invoicing process and while RPA can contribute to better data quality and compliance, claim denials reduced and the positive impact of accounts receivable has improved the cash flow.

In addition, the Digital Transformation office pioneers a close cooperation with Istinye University, which has achieved significant success in artificial intelligence studies in the healthcare sector. We also continue to collaborate with Istinye University for the development of decision support systems and artificial intelligence solutions.

We centralized our **Contract Management System** to have control on all already-signed contracts, and to use a supervised system for new incoming contracts. We made the whole process traceable, and thus improved the contract approval process. With this improvement, the content of the contracts was made reportable for all involved parties.

Digital Transformation Projects Completed in 2020-2021

Number of processes planned to be digitalized	2020 9 Main Processes 30 Sub Processes	2021 11 Main Processes 30 Sub Processes
Number of processes being digitalized	18	10
Number of digitalized processes	12	20



Economic Values We Created

We started our journey as Medical Park in 1993, and added the Liv Hospital brand and VM Medical Park concept to our company along the way.

Our proven track record of growth, both through greenfield expansions and acquisitions, added 18 hospitals to the Company's portfolio between 2014 and 2021. As part of its strategy to focus growth in metropolitan areas with mid-large scale hospitals, we evaluate the opportunities for greenfield expansions and acquisitions.

As we continue to maintain our facilities in order to offer high quality facilities to our guests and employees, we also reinforce their technological infrastructure with new capital investments.

Our Group Revenue increased 44.4% in 2021 compared to 2020, reaching TL 5,796 million. The continued robust uptick in domestic patient and foreign medical tourism business revenues quarter-on-quarter have been the main drivers for the strong performance. In 2021, private medical insurance revenue went up by 83.0% especially driven by the strong growth of the top-up insurance. This high growth momentum was supported by the increase in demand for private medical insurance after the pandemic.

Foreign Medical Tourism (FMT) revenue grew by 109.2% in 2021 due to the low base effect triggered by the 21.8% contraction in 2020 and the gradual openings of international flights this year. FMT revenues was up more than 100% in TL terms in 2021, and also exceeded the 2019 revenues, which did not have any pandemic effect, in US dollars terms, due to the vaccination coverage increased in society both in Türkiye and in many of the countries and the increasing the number of traveling passengers. FMT revenues as a percentage of the total revenues was 12.3% in 2021.

Revenues from other ancillary business decreased by 32.7% in 2021 due to voluntary non-renewal of the tender for the laboratory business in line with the strategy to focus on core business.

You can find detailed information about our financial performance in our *2021 Annual Report*. 

Created and Distributed Economic Value

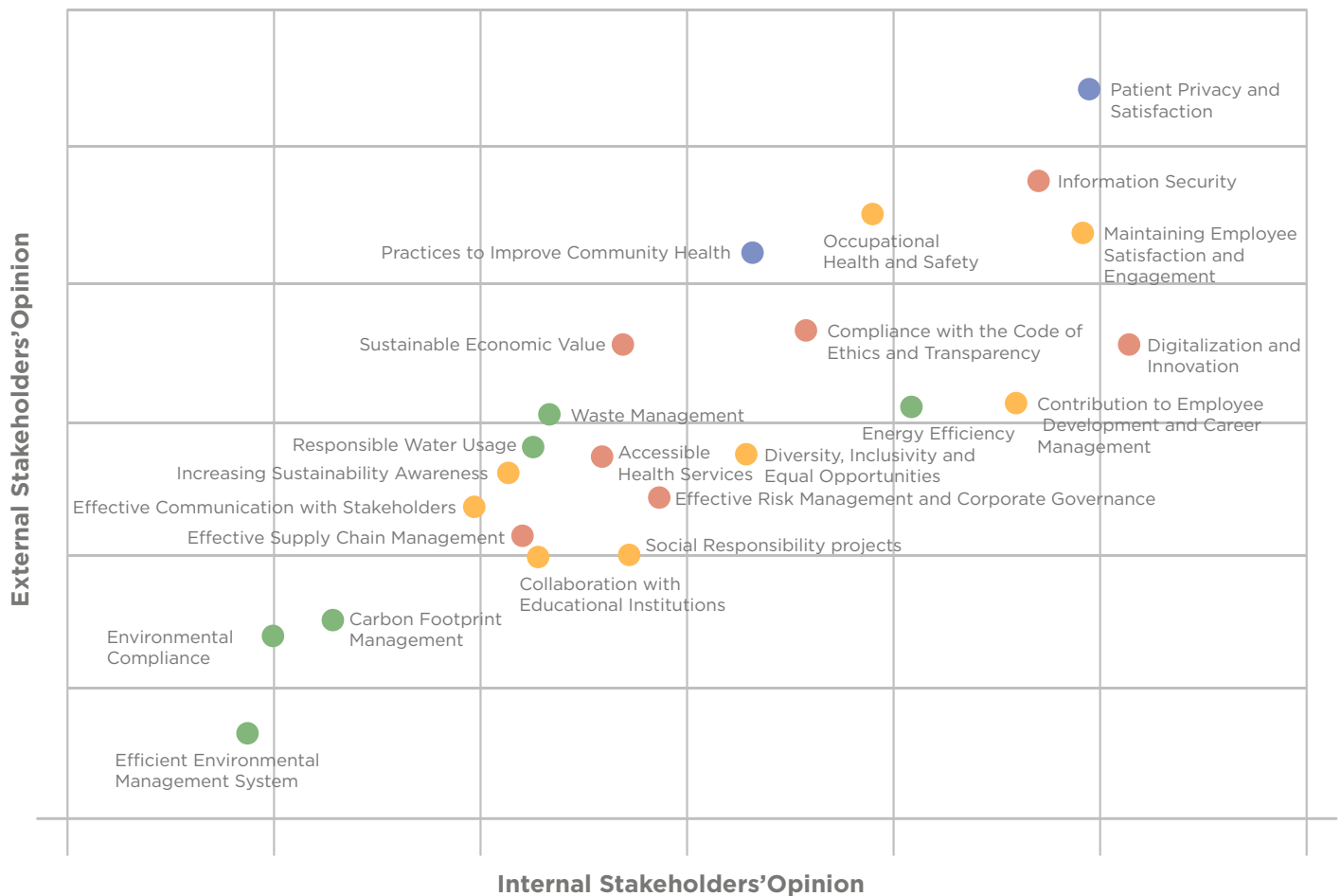
	2020 (thousand TL)	2020 (%)	2021 (thousand TL)	2021 (%)
CREATED ECONOMIC VALUE (REVENUES)	4,014,679	100%	5,795,954	100%
DISTRIBUTED ECONOMIC VALUE	3,799,323	95%	5,423,057	94%
Operating expenses	1,832,866	46%	2,580,119	45%
Benefits to the employee	1,485,402	37%	2,170,124	37%
Benefits to the state	48,138	1%	100,289	2%
Benefits to the capital providers	412,389	10%	547,317	9%
Benefits to the society	20,528	1%	25,208	0%
ECONOMIC VALUE HELD	215,357	5%	372,897	6%



Our Sustainability Approach

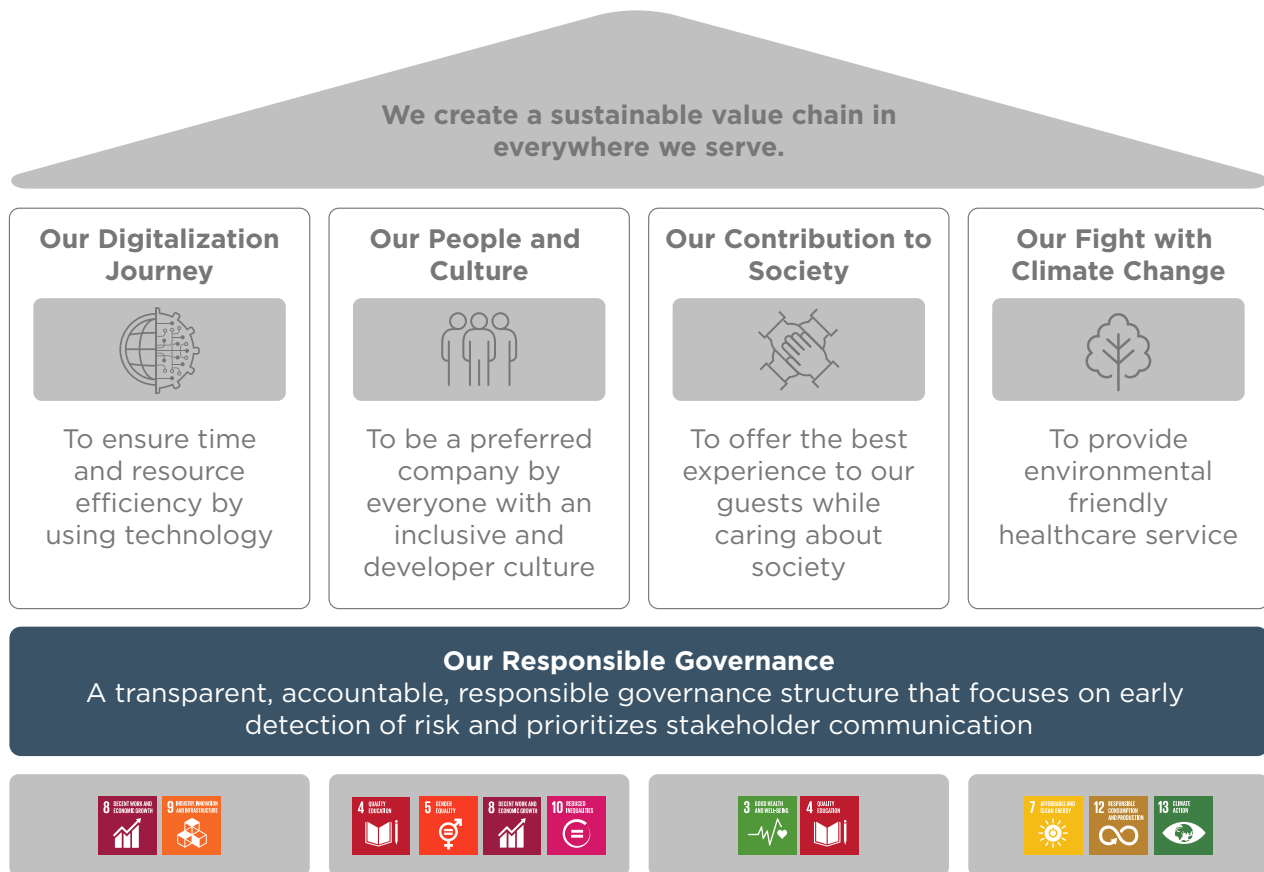
Our Materiality Matrix

We, as MLP Care, had only received opinions of our internal stakeholders at our first study on establishing our priorities of sustainability. However, we are happy to share with you our matrix of sustainability priorities updated by including opinions of our external stakeholders in this report. With regards to matters we will address in the field of sustainability, we examined matters of priority from our sector within the global conjuncture and organized a workshop in order to be able to receive opinions of our departments, then we made a decision. Afterwards, we divided our external stakeholders into 11 main groups (Guests, Senior Management, Investors and Shareholders, Community, Public Institutions and Regulatory Authorities, Suppliers, Insurance Institutions, Media, Accreditation Institutions, Educational Institutions, Financial Institutions) and asked them to rate matters of priority we provided. 96 external stakeholders responded to the questionnaire whereas 78 internal stakeholders expressed their opinions, as well.



Of the 23 topics, 10 were rated as "very high priority", 10 as "high priority", and 3 as "priority". There is no subject that the participants evaluated below 3.6 on the scale of 0-5.

Our Sustainability Strategy



We integrate our sustainability efforts into our way of doing business. In every chain of the service we provide, we build processes that create value for our Company, our stakeholders, our society and our environment. We group our sustainability efforts under four main themes within our vision to “create a sustainable value chain in everywhere we serve”. These are Digitalization, People and Culture, Contribution to Society and Fight against Climate Change. We shape our works related to these four themes within the framework of a purpose for each theme. We aim to

- ensure resource efficiency with our digitalization efforts,
- be a preferred company by everyone with our work within the scope of Human and Culture,
- be a healthcare company that cares about society as well as offering the best experience to our guests with our efforts under the theme of Contribution to Society,
- provide environmental friendly healthcare services with our practices within the scope of our Fight against Climate Change.

We support all these efforts with a responsible governance structure within the framework of transparency and accountability principles. In addition, we have matched the themes of our sustainability strategy and our work within the scope of sustainability with the United Nations Sustainable Development Goals. You can find detailed information on pages 76-78 of our report.

In 2021, we accelerated our sustainability efforts in order to align with all these developments, to increase the value we create for society and the environment, to deliver the commitments we made to our stakeholders. We started to carry out our sustainability efforts by forming a Sustainability Working Group consisting of our executives, in order to ensure that our work progresses regularly and efficiently, that understanding of sustainability affects all our business processes, hospitals, and stakeholders. The organization of the Working Group is undertaken by the Investor Relations and Strategy Directorate, also the works are led by the Investor Relations and Strategy Director, who is a member of the Corporate Governance Committee and reports directly to the Chairman of the Board of Directors. The Sustainability Working Group, plays a guiding role in sustainability issues which include determining strategies and targets, planning social and environmental studies that will benefit the company, and carrying out related studies systematically in all hospitals.

Our Sustainability Targets

Our Digitalization Journey



- Zero data security incident
- Carry out projects that increase time, resource and workforce efficiency

Our People and Culture



- Reduce accident frequency rate
- Increase the ratio of female executives to 42% in 2025
- Build Talent Management System by 2025
- Increase the level of sustainability awareness
- Minimum 82% employee satisfaction by 2027
- Review Human Resources and Human Rights Policies and share them with stakeholders

Our Contribution to Society



- Add MLP Care Social Criteria to Supplier contracts by 2024
- Maintain cooperation with universities, medical faculties and vocational schools

Our Fight with Climate Change



- Add MLP Care Environmental Criteria to supplier contracts by 2023
- Start renewable energy production works by 2024
- Be ready SBTi (Science Based Target Initiative) by 2027
- Be net zero by 2050
- Use renewable energy
- Reduce Scope 1 and 2 emissions
- Improve waste management system

Our Responsible Governance




- Evaluate climate-related risks by 2023
- Report sustainability performance together with financials by 2025
- Make the supply chain more sustainable by 2030

We will constantly improve and review our sustainability goals both for the development of our organization and to respond to stakeholder needs. In our 2022 Sustainability Report, we plan to share our additional goals that will contribute to our organization, stakeholders, and the environment.







Stakeholder Engagement

As we realize our sustainability projects, we try to learn the demands and expectations of our stakeholders, and continue our work in the light of the feedback we receive. We base our dialogue with our stakeholders on openness, clarity, and accountability. As we improve our processes in our field of activity thanks to the feedback received via communication channels, we also use them actively in determining our long-term strategies.

Our Stakeholder	Communication Frequency	Our Dialogue Channel	Our Communication Reason
 Our Guests	Continuous	Call Center	We actively use our communication channels through which our guests can easily reach us to inform them, to listen to their demands, and to make appointments. We learn their opinions with Guest Satisfaction Survey after they receive our services, and work on areas which have some potential for development. We use brochures to inform our guests about current health topics. In addition, we aim to create positive values with our periodical Social Responsibility
	Continuous	Brochures	
	Continuous	Guest Satisfaction Survey	
	Continuous	Social Media	
	During the project	Sponsorship and Social Responsibility Projects	
 Society	Continuous	Phone	We actively use communication channels like telephone, e-mail, social media etc. in our wide spectrum of services which target different segments with our strong brands. In addition, we show our sensitivity to the public with our sponsorships and aim to benefit the society with our Social Responsibility Projects.
	Continuous	Social Media	
	Continuous	E-mail	
	During the project	Sponsorship and Social Responsibility Projects	
	When needed	Public Disclosure Platform	
 Our Employees	Continuous	E-mail	We inform our employees through internal publications such as news, newsletters, information notes and support our internal communication through MLP Care Development Academy. We evaluate the opinions and suggestions of our employees through the Employee Satisfaction Surveys we organize once a year.
	Continuous	Phone	
	Once a year	Employee Satisfaction Surveys	
	When needed	MLP Care Development Academy	

 <p>Our Shareholders and Our Investors</p>	Continuous	E-mail	<p>We share our performance in a transparent manner through our financial statements and annual reports published at the end of the period. We actively use our website in Turkish and English for our domestic and foreign investors, and share informative articles and news about us. Besides, we frequently respond to the questions from our investor and organize face-to-face and/or online meetings. In addition, we disclose our performance and the work we do to our investors and shareholders in accordance with the Capital Market Law and all other relevant legislation along with other stakeholders, abiding by the principle of transparency.</p>
	Continuous	Meetings	
	Continuous	Phone	
	When needed	Our Official Website	
	When needed	Public Disclosure Platform	
 <p>Media</p>	When needed	Seminars and Conferences	<p>With the seminars and conferences we participate in, we take part in the media with the media with the projects within the scope of our Social Responsibility Projects. In addition, our managers and doctors share their knowledge and experience through interviews on various platforms.</p>
	During the project	Sponsorship and Social Responsibility Projects	
	When needed	Interviews	
 <p>Insurance Institutions</p>	When needed	E-mail	<p>We regularly hold meetings on quality of service and service improvement with insurance institutions on tariff determination annually.</p>
	When needed	Phone	
	When needed	Corporate Websites	
 <p>Our Suppliers</p>	When needed	E-mail	<p>We meet with our suppliers at events such as fairs, seminars, negotiation meetings, express our requirements and demands, receive information about the industry and get feedback from our suppliers about our business processes.</p>
	When needed	Meetings	
	When needed	Fairs	
	When needed	Corporate Websites	

 Public Institutions and Regulators	When needed	Audits	Within the scope of the regulations we are subjected to, we are regularly audited and we provide information with reporting upon request from public institutions. Furthermore, we share our knowledge and experiences by participating in seminars and symposiums on the topics concerning our sector, thus improving ourselves.
	When needed	Reporting	
	When needed	Seminars and Conferences	
 Financial Institutions/ Analysts	When needed	E-mail	We maintain our relations with financial institutions in order to cooperate on financing new investments. We share our financial statements with them and hold meetings for potential investment collaborations.
	When needed	Meetings	
	When needed	Phone	
 Universities	When needed	Social Responsibility Projects	Within the framework of management consultancy, we communicate with our strategic stakeholders within the scope of accreditation and certification studies. In addition, we aim to provide benefit students by sharing our experiences with them by participating in activities such as Career Days.
	When needed	Career Days	
	When needed	Phone	
 Accreditation Institutions	When needed	Audits	As part of certification process, we are staying in touch with accreditations institutions for the purpose of works associated with meeting relevant quality conditions and we are periodically audited by them.
	When needed	E-mail	





Our Fight against Climate Change and Our Responsible Environmental Approach

As MLP Care, we have a safe environmental management system covering energy, water consumption, and waste management in all our hospitals. While we carry on our environmental studies to meet national regulations, we improve our standards in order to enhance the service we offer to our guests and the environment in where we serve. We consider both national environmental legislation and the environment-related articles of the JCI (Joint Commission International) Accreditation Standards which evaluates international hospital management systems from both the patient and operational perspectives.

We perform our activities in accordance with the Environmental Law No. 2872 and the relevant legislation. We receive consultancy service on environmental issues and hazardous material safety management in all our hospitals, our consultants make evaluations continuously, carry out the studies to comply with the legislation, and take the necessary improvement actions with the hospital management. In addition, environmental consultants collaborate together with the Infection Control Committees in our hospitals.

Thanks to this collaboration, we fulfill all the legal requirements in the light of both the «Environmental Law» and the «European Agreement concerning the International Carriage of Dangerous Goods by Road». We have secured all the topics that form the basis of our Environmental Management System with the Environmental Policy, procedures and instructions created within this scope, and shared them with all our employees. Within the scope of our responsible environmental approach, we aim to minimize our environmental impact as the result of our activities by informing all our employees about the environment and waste management. There are no incidents that affect the use of tangible assets, including all machines, equipment and devices at MLP Care hospitals, or that create environmental risk.

Our Environmental Policy ➡

Our Environmental Policy, which forms the basis of the Environmental Management System, includes a set of environmental procedures and instructions and we shared it with all our employees. Environmental issues such as energy and waste management are also included in the orientation trainings assigned to the employees.

We know that we can only achieve the sustainability goals we have set if all of our employees develop a common mind and have a high level of awareness. In 2023, we aim to assign at least two sustainability-related trainings for employees. In addition, we plan to organize sustainability-oriented competitions by 2025 and to implement award mechanisms for the development of sustainability-related projects by the end of 2024.



Energy and Emission Management

Human health is directly affected by conditions of the environment where she/he is. Therefore, we are aware that, while improving the human health, the environment must be protected for continuation of the said wellness. We are measuring effects of our activities within the fight against the climate crisis, are planning actions to reduce such effect and setting goals.

In 2021, while performing our sustainability efforts we put down our *Energy Policy* in writing and announced on our website in order to gather our maintenance works and practices related to energy use, to guide our following work, and to share our perspective on energy which has become more critical because of the climate crisis.

In addition, we have presented and interpreted all our consumption and emission data which we have announced, in comparison with the previous year.

	Consumption (GJ)		Consumption (GJ)/ Revenue (TL million)	
	2020	2021	2020	2021
Natural Gas	180,630	244,954	0.052	0.042
Electricity	395,590	477,251	0.113	0.082
Gasoline	643	1,174	0.000184	0.000203
Diesel	11,352	19,941	0.00325	0.00344
Fuel-oil	9,339	5,145	0.003	0.001
Total	597,554	748,465	0.17	0.13

Consumption includes; natural gas, electricity, fuel oil used for heating, diesel consumptions due to generator used when required, gasoline and diesel consumptions of our private cars and rental cars under our responsibility. 2020 data includes 24 hospitals whereas 2021 data includes 27 hospitals and Head Office.

We show our natural gas consumptions, which we record in Sm^3 , and our gasoline, diesel and fuel oil consumptions, which we record in liters, in GJ units. While expressing our 2021 consumption in GJ, we used a different conversion factor from different reference source than last year. We plan to continue using the conversion factors we used this year, aiming to make the data comparable in the future.

Diesel consumption in 2021 represents the amount of fuel used in vehicles and the amount due to the use of generators, which are activated in our hospitals in case of need. Of the total 19,941 GJ diesel amount, 12,390 GJ is vehicle fuel consumption, 7,551 GJ is generator-based consumption.

We carry out energy efficiency projects to minimize our emissions and energy consumption from our activities in our hospitals. We plan to save 1,300,000 kWh of electricity and 74,000 Sm^3 of natural gas by the end of 2023.

We care about and implement energy efficiency projects with environmental awareness.

We carry out energy efficiency projects to minimize our emissions and energy consumption from our activities in our hospitals. Our good practices are as follows:

LED Transformation

We save energy in our consumption by replacing the older generation of high energy consumption fixtures with environmentally friendly and long-lasting LED technology.

Central Technical Team

We establish a central technical team to provide healthy and sustainable maintenance, as well as to prevent external service costs. We will reduce the additional costs for our hospitals in the long term and contribute to the prolongation of the life of the machines together with this team.

Instant Energy Tracking System

We can access instant consumption information of the energy used in our hospitals with our Instant Energy Monitoring System studies. This system will be extended to all our hospitals and will enable us to monitor the energy consumption in the hospitals and to take action in a short time in case of inefficiency.

Real Time Machinery-Equipment Inspection System

With the Real-Time Machinery-Equipment Inspection System, we can monitor our inventory and maintenance plans, track changes instantly, prevent malfunctions indirectly by means of predicting them and extend machinery lifetimes.

Automation System

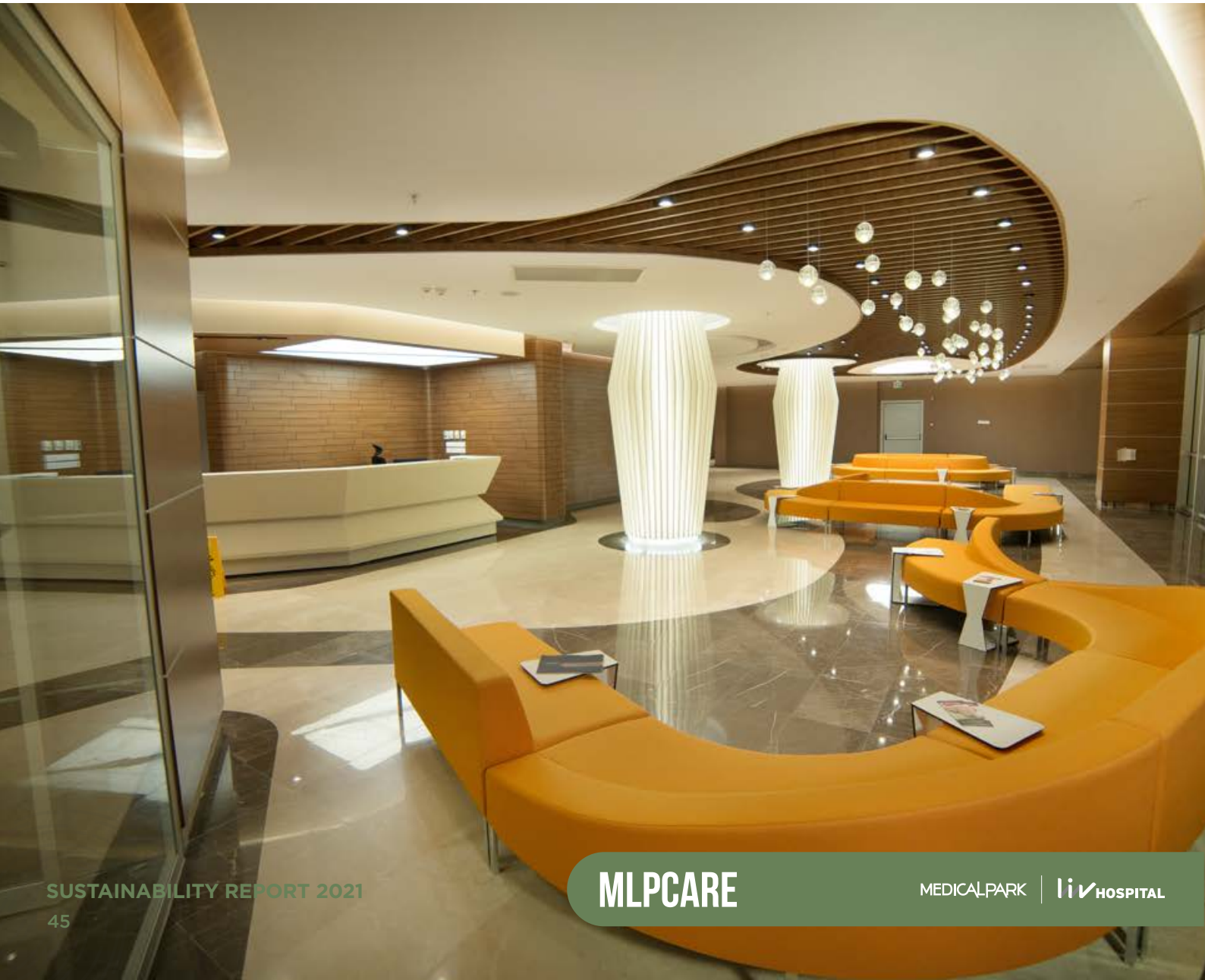
In order to ensure energy efficiency, the energy of particularly our large hospitals, rooms and corridors that do not operate at night, such as outpatient clinics, will be closed with an automation system. We are working to generalize this practice in all our hospitals.

Our priority is to protect and provide the sustainability of our existing assets.

Our Maintenance Works

Efficiency and maintenance studies are carried out according to the requirements of the existing energy systems in our hospitals. The maintenance works we carry out in our various hospitals are as follows:

- In order to prevent natural gas and electrical energy losses, we have started our work on mechanical installation insulations and plan to continue them.
- Monthly maintenance and follow-up works of the closed-circuit water system continued, the water quality was controlled, and the corrosive elements that would increase energy consumption in the mechanical installation were started to be eliminated.
- The maintenance works of the circulation pumps in the heating systems, the efficiency of which was found to have decreased, have been prioritized.
- Boilers that have expired or become inefficient have been identified, replaced or repaired.



In 2021, we carried out works for a sustainable environment and one of them was a calculation of our greenhouse gas emissions caused by our activities for the first time. While making this calculation, we used internationally accepted methods. The result of the calculation showed that our electricity consumption is the main emission source, so we started to evaluate our maintenance and improvement works which we are currently carrying out. After this first calculation, we evaluate our greenhouse gas emissions in 2021 more comprehensively and started working on our greenhouse gas inventory in detail. In 2021, we covered our emissions from our operations in a more comprehensive way. We used IPCC 20006 Guidelines as a methodology when calculating 2021 emissions. However, when necessary, we made use of the GHG Protocol (Greenhouse Gas Protocol) and DEFRA (Department for Environment, Food & Rural Affairs) methodologies.

	2020		2021	
	Emission (tCO ₂ e)	Emission (tCO ₂ e)/Revenue (TL million)	Emission (tCO ₂ e)	Emission (tCO ₂ e)/Revenue (TL million)
Scope 1	12,212	0.0035	26,910	0.0046
Scope 2	59,371	0.0170	57,416	0.0099
Scope 3	1,670	0.0005	24,048	0.0041
Total	73,254	0.0209	108,374	0.0187

We included the data of 27 hospitals and Head Office in our emission calculations. Besides, we included our emissions due to disposal of our nonhazardous wastes in addition to our emissions due to disposal of hazardous and medical wastes in our calculations. We have also taken into account the emissions arising when our hazardous and medical wastes are carried from our hospitals and transported to disposal facilities. The fuel consumption related emissions of our shuttles, which the employees use to reach our hospitals and head office, have been the item we included in the calculations for the first time this year. In addition, compared to preceding year, we have examined the flights we made as part of our business trips in a more detailed way. Accommodations we use during such business trips have been taken into consideration for this year's calculations, too. Emissions generated by fire extinguisher, cooler gas, and anesthetic drugs are among items added to this year's inventory for the first time.

Net Zero by 2050

We have set goals for reduction of greenhouse gas emissions, contribution to fight against the climate crisis, and also saving on energy consumption and we have established our action plans to improve our good practices in the light of such goals. Accordingly, we have set the goal of net zero carbon emission by 2050 in order to be able to contribute to efforts put in the fight against the climate crisis both in our country and across the world.

First step: Reducing Scope 1 and Scope 2

We have set our roadmap, short- and medium-term specific, measurable, achievable, appropriate and time-bound goals in order to achieve the long-term goal and defined such goals to our relevant departments. We are working on our roadmap for the net zero emission target, and we are intensifying our steps by setting short-term targets in this process. By 2025, we aim to reduce our Scope 1 and Scope 2 emission intensity by 8% compared to the 2021 base year.

Renewable Energy

As we march towards the point of being net zero by 2050, our biggest supporter project on the way to achieving our goal will be our efforts for use of renewable energy.

In addition, we are planning to start renewable energy production works with Solar Power Plant Project to be used in our hospitals by 2024.

Our Effective Resource and Waste Management

We look closer not only energy consumption but also our water usage and realize good practices in order to increase water efficiency. We are in the opinion that a holistic action should be taken both in the world and in Türkiye in order to prevent the depletion of available water resources, which is one of the main threats of the climate crisis, and to prevent scarcity of water. Pursuant to this, we protect water, which is an essential need of our lives, by reducing our consumption as a part of our responsibility towards all our stakeholders and the environment.

	Consumption (m ³)		Consumption (m ³)/ Revenue (million TL)	
	2020	2021	2020	2021
Water Usage	765,102	941,672	0.219	0.162

Water consumption quantity for 2020 includes 24 hospitals whereas 2021 includes data of 27 hospitals.

Water Efficiency Studies

Conscious use of our water resources constitutes utmost importance for our hospitals. We use aerators in our taps to ensure efficient use of water in our various hospitals within the Group.

We perform filter maintenance and control works in the softening process in order to minimize the loss of water softened for use in mechanical systems and medical devices.

Most of our hospitals are fitted with sensor faucets for more efficient use of water, one of the most important sources of our operations. Also, we are planning to transform all 2025 faucets used in common areas of our hospitals into sensor faucets.

We aim to save 18,000 m³ of water by the end of 2023, as a short-term goal, with all these ongoing and planned works.



As a result of the services we ensure that all people live healthy lives, we generate and collect our hazardous and non-hazardous wastes separately at source in our hospitals, and manage them in accordance with the legislation. In the light of the United Nations Sustainable Development Goals, we carry on our waste management processes sensitively and efficiently to minimize the negative effects of waste on the climate and the environment by supporting recycling for a circular economy. We collaborate with companies licensed by the Ministry of Environment, Urbanization and Climate Change for the disposal and transportation of hazardous wastes, in accordance with the legislation.

In this context, the weight of hazardous and medical wastes sent to disposal consisting of our activities in 27 hospitals in 2020 and 2021 in terms of tons is as follows:

	2020	2021
Hazardous and medical waste (tons)	2,737	3,392

Non-hazardous wastes are managed at our hospitals in compliance with legislations. Such process is being run by Infection Control Committees, environment advisors, dangerous goods safety consultants, and hospital personnel in charge. Our total non-hazardous waste quantity for 2021 consisting of glass, paper and cardboard, mixed package, metal, plastics is 321,017 kg for 27 hospitals.

Digital Protocol Book and E-Invoice Application

We aim to reduce the amount of paper waste by replacing the patient protocol notebooks used by the doctors in our hospitals with a digital protocol notebook application in many of our hospitals. Interface software has been developed with the Robotic Process Automation (“RPA”) software. Thus, instead of issuing paper documents and invoices for the payer institutions, it was ensured that the documents could be transmitted as electronic documents with robotic e-invoice application.

Zero Waste Project

Within the scope of the Zero Waste Project, wastes are separated and collected in 4 different waste collection boxes located on patient floors and polyclinics: non-recyclable waste, metal, plastic, glass and paper. With this project, it is aimed to establish a system that aims to protect human and environmental health and all resources.

The Project to Improve Waste Management

In 2023, we plan to carry out a project that we will start in pilot hospitals in order to improve our waste management processes, and as a result of this project, we plan to increase our recycling rate until 2025.

Responsible Supply Chain Management

We classify our supply chain as medical (pharmaceuticals, medical consumables, etc.) and non-medical (hotel services, etc.) groups. We conduct our dialogue with our suppliers based on openness and trust in all our purchasing processes, based on sustainable competition in line with the understanding of business partnerships. With the support of our employees who are experts in the field of purchasing, we continue our efforts to use actual purchasing methods in business processes and to make them leaner through digital transformation.

Characteristics of resources used as well as effective use of resources determine the amount of waste generated and the impact of such waste upon the environment. For this reason, we include our suppliers in our works that aim to reduce our environmental impact arising from our activities. Starting from 2023, we will add criteria related to environmental sustainability to the contracts we have made with our suppliers and we will consider selecting suppliers regarding their compliance with these criteria.



MLP Care for Society

As Türkiye's largest private healthcare group, we have been following up national and international health standards since the day we have been established in order to increase the health and welfare conditions of the society which we are a part of. We are implementing work that creates value for our society by ensuring that every person has access to their basic right to health care within the framework of the principles of transparency and reliability. Considering the requirements, expectations and rights of all our stakeholders, especially our employees and guests, we aim to maintain our leading position among private hospitals in all the services we offer with a holistic approach.

On the other hand, we are observing an increased impact of the climate crisis and environmental pollution on human health, which has become a serious threat to the world. With this point of view, we are shaping our efforts to leave a sustainable world for future generations and to build a healthy future. While performing our activities, we dream of a healthy future and take action today to fulfill our responsibilities for public health.



Community Health

At MLP Care, we care about public health, closely follow global health trends and take measures against possible threats while carrying out our routine activities. Information and awareness raising activities are among the measures we have taken.

We have played an effective role in our nation's fight against the pandemic, from its earliest days, with all of our hospitals and healthcare staff. We increased our contribution to the said fight through our participation in the vaccination process last year. We continued our efforts for improved public health thanks to all of our employees' self-sacrifice and their unselfish approach to the process.

We implement **"Antibiotic Use Control" and "Antibiotic Prophylaxis Program"** in order to promote the correct usage of antibiotics in our hospitals, to ensure the correct surgical antibiotic prophylaxis and to prevent unnecessary antibiotic usage and resistance development. With this program, we prevent the spread of resistant microorganisms, reduce unwanted drug effects, and ensure that patients receive the most appropriate antimicrobial treatments, while reducing the treatment costs. In this Program, we rely on scientific requirements and the rules and/or protocols determined by the Hospital Infection Control Committee (ICC) in the control of antibiotic use. In the light of this information, we prevented antibiotics that require the approval of the Infectious Diseases Specialist from being obtained from the pharmacy or outside the hospital without the approval of the Infection Control Specialist. We have also designed and standardized this process with the Hospital Information Management System (HIMS).

We take the necessary measures to prevent the issues that may threaten the health of the community and patients during the use and storage of controlled drugs used for medical purposes in our hospitals. We perform our standard practices such as requesting, supplying, counting and keeping records of the drugs for treatment in accordance with the instructions established. We include this subject in orientation training programs and in-unit trainings for nurses working in patient care services. In addition, we provide trainings on the importance and functioning of the process to the units where these drugs are used intensively every year. In addition, we standardized the disposal process of drugs which are subject to environmental and public health control in accordance with the Ministry of Health guidelines and the environmental legislation and included them in the hospital's waste management program.

One of the most important aims of preventive health services is to maintain and improve existing health. The most important tool for this is effective provision of information and raising awareness. Chronic respiratory diseases such as asthma, chronic obstructive pulmonary disease (COPD), sleep apnea syndrome, and hypertension affect millions of people. In particular, the effect of smoking on cancers with these diseases has been admitted. In this context, we place images and brochures in our hospitals explaining the damages caused by smoking so that all our guests can see them. In addition, we inquire about smoking habits as a standard on the patient inquiry forms of all our doctors during outpatient clinic examinations.

At the same time, the **"Smoking Cessation Recommendation Training"** program is implemented for all our in-patients, and we encourage our guests to quit smoking starting from the hospitalization period until discharge.

Since narcotic substance abuse treatment is managed by the public, we refer these patients to the relevant institutions in accordance with public regulations.

We are taking advantage of technologic developments and pursuing various collaborations in order to be generate the best solutions in the field of health and render the highest quality service for our community, being aware of our responsibility as being Türkiye's most widespread group of hospitals.

Our Collaborations

ICMAS - International Contemporary Medical Academy of Science

Liv Hospital and Istinye University collaborated with International Contemporary Medical Academy of Science ICMAS for the international online education project. Experience and education meetings aimed at doctors and medical students from various countries will be held at this Academy, which is an International educational platform, and modern approaches, new practices, latest treatment methods and technologies will be shared based on different specializations.

The First on the International Arena: Brachytherapy Educational Center

Brachytherapy is a method which is used particularly in the treatment of skin, prostate and gynecological cancers. BrachyAcademy, a non-profit international organization, chose Liv Hospital Ulus as the first and only Brachytherapy Education Center of Türkiye.

Spine Surgery Center (Liv Spine Center) Certification

AOSpine Europe in Switzerland, an organization which conducts training activities for the advanced training of spine surgery specialists, aims to train spine surgeon in different countries. In 2020, Liv Hospital Ulus Spine Surgery was elected to the foreign fellow program of Aospine Spine Surgery Centers which has branches in many European countries. An association which is highly respected all around the world, AOSpine chooses spine surgery training centers objectively and carefully based on the number and variety of cases, multidisciplinary approach capabilities and scientific publications.

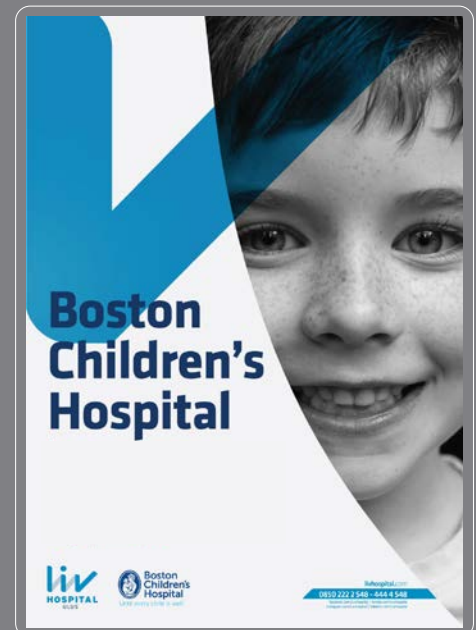


National Consortium Of Breast Centers (USA) Membership Certificate

National Consortium Of Breast Centers, which is headquartered in the USA, certifies its member hospital to ensure that collaboration by achieving international standards, applying and expanding their programs. In this respect, Liv Hospital Ulus was certified in 2020.

Boston Children's Hospital & Liv Hospital Ulus Second Opinion Service

Boston Children's Hospital, which is considered the best children's hospital in the USA, provides second opinion services for the diagnosis and treatment of children with specific diseases that are difficult to diagnose. In this respect, Liv Hospital Ulus and Boston Children's Hospital signed an agreement to collaborate to improve the health and future of children. At Liv Hospital Ulus, Boston Children's Hospital's expert doctors are consulted online for the diagnosis and treatment of complex diseases that are difficult to diagnose for a second opinion.



Experience for Specialized Medical Procedures

Aside from our world class service quality, we are contributing to the public health with services we render and facilities we have at specialized branches.



Transplantation

At our hospitals, renal transplantation, liver transplantation, pancreas transplantation, and cornea transplantation operations are performed successfully.



Bone Marrow Transplantation

Adult and Pediatric Bone Marrow Transplantation Centers run their operations at international standards in integration with international bone marrow banks.



Brain and Nerve Surgery

We, as MLP Care, keep pace with modern medical practices and take advantage of the technology in every field. We are able to offer treatment thanks to Gamma Knife treatment we have, which enables brain surgeons to perform surgeries in the most abnormal parts of the brain without incision. This method does not require hospitalization, no intensive care is required, and the patient is able to immediately return to work, thereby, reducing the cost.



Oncology

Oncology treatment is provided to adults and children in a personalized fashion. We are able to use the most efficient, most flawless, and most precise methods whilst offering this treatment and we provide our guests with world class service, making use of our experience and technologies.



Cardiology and CV Surgery

Robotic surgery, which is considered to be the highest point of surgery, is successfully applied for many surgeries. We aim for the best achievable results and high patient comfort with advanced laparoscopic and robotic surgeries. Important surgeries are successfully performed in branches such as gynecology, urology, cardiac surgery, obesity surgery, and general surgery in particular.



In Vitro Fertilization

We aim for a high rate of success for IVF treatment, taking advantage of advanced technology. Our IVF Centers are fitted with separate operation theater, andrology, and embryology laboratory.



Regenerative Medicine, Stem Cell Production Center

Our Regenerative Medicine, Stem Cell Production Center's approved clinic indications:

- Cartilage degenerations
- Ischemic tissue wounds
- Artery, vein tissue ischemia
- Soft tissue wound treatment
- Cosmetic applications.



Advanced Laparoscopic and Robotic Surgery

Thanks to facilities offered by the modern medicine and technology, today, many operations can be performed safely, more quickly, and comfortably. We keep pace with such methods at all times and we are working to render the most modern and highest quality service for our community. Our applications that stand out in the field of advanced laparoscopic and robotic surgery include Da Vinci surgical robot, femto second laser used for cataract surgery, and makoplasty used for knee replacement surgeries.

Hospital School

In 2021, a hospital classroom was opened at Altınbaş University Hospital Medical Park Bahçelievler for students at compulsory education age who had to be hospitalized due to their health problems so that they can get education throughout their treatment. Thus, a contribution was made to education processes of such students.

In 2021, we spent TL 1,693,611 in donations and TL 6,248,994 for social responsibility projects (2020: TL 1,740,587 and TL 5,039,341 respectively).

Social Responsibility Project To Support Special Athletes

We conduct a social responsibility project in 2021 with the slogan “The Power is in Our Hearts”, in order to raise awareness with sharing our special athletes’ inspiring experiences which are about refinding themselves undauntedly, despite the difficulties they experience.

As Liv Hospital, we signed a health protocol in cooperation with the Istanbul Provincial Directorate of Health and our amputee swimmers, who honor our country and us with the medals they won, despite all the difficulties they experienced. Within the framework of this protocol, we undertook the medical checkups of our special athletes and passed the medical screenings of approximately 115 athletes who have various degrees. This medical checkup service, which we provide before and after the races, still continues.

Happiness Agenda

We took photos of business people, representatives of nongovernmental organizations, prominent figures of the society and the art world, while training in the pool with athletes. We created a Happiness Agenda with using the photographs of the athletes and motivational sentences which present the athletes’ perspectives on life and we distributed these agendas to our stakeholders. In addition, the income from the sale of the Happiness Agenda was transferred to the athletes.



Photograph Exhibition

In addition, we organized a photography exhibition with our athletes, who inspired us, at Vadistanbul Shopping Mall on 3rd December, International Day of Disabled Persons. In addition, the Happiness Agenda was sold at this exhibition and our athletes were presented with a medal of courage.

Attention To Breast Cancer

As Liv Hospital, we conducted a social responsibility project about breast cancer, in this context in October, which is the month of Breast Cancer Awareness, with the importance we attach to public health. We organized a special breast examination and mammography checks for female employees, who are over the age of 40 and working for Kağıthane Municipality, in order to attract attention to the importance of the annual health check for early detection of breast cancer.

As MLP Care, we support clubs, sports complexes, sports organizations and sportspersons in different branches with our Medical Park and Liv Hospital brands. We take pride in sponsoring the health of dozens of sports clubs which are from different branches such as Galatasaray, Samsun Medical Park Disability Sports Club, Tarsus Training Dormitory, Trabzonspor, Kasımpaşa Sports Club, Samsunspor Basketball Club, Fatih Karagümrük Sports Club, and THY Volleyball Club.

Raising Awareness in the Community

- In those cities where we have hospitals, we organize seminars intended to raise awareness on heart health, Alzheimer's disease, obesity, nutrition for the elderly in collaboration with municipalities.
- At special times dedicated for raising awareness on diseases such as February 4th World Cancer Day, 15th February Samsun Childhood Cancer Day, 21st March World Down Syndrome Day, 26th March Epilepsy Awareness Day, 2nd April World Autism Awareness Day, November 2nd to 8th Week of Children with Leukemia, December 1st World AIDS Day, we aim to increase awareness by organizing events at our hospitals, taking part in events of countless associations and institutions, increasing visibility of these diseases using our social media accounts.
- We organize events wherein we raise awareness on subject matters such as harmful effects of tobacco usage, exam anxiety for students by visiting both public and private educational institutions occasionally.
- We organize events intended to draw attention to protection of the environment and our animal friends on special days related to the environment, being aware that a human can only have continued wellness in a healthy environment.
- We hang posters across our hospitals, hand out flyers, actively use our social media accounts with a view to informing our guests depending on hot topics and needs occasionally.
- At our hospitals the woman and women's health are given special consideration, and we raise awareness and organize seminars on diagnosis and treatment processes for breast cancer and cervical cancer.
- At our hospitals, we visit rest homes and elderly care centers in order to stand by our senior citizens.





Expert Staff

We care about the health of each of our guests and offer our services with our solution-oriented expert staff capable of responding to all their requirements. We are providing world class healthcare service with our expert staff possessing superior qualifications and experience at our hospitals within our structure. At the end of 2021, the number of academics* serving as doctors in Group hospitals is 379 (14.6% of total doctors).

In our hospitals under the roof of MLP Care, our doctors are invited to **information update symposiums** supported by central organizations and are informed about current and potential disease problems in the future. In addition, there are scientific predictions that diseases are emerging in previously unseen geographies due to climate change. In case of such dangers, we inform our doctor and non-doctor healthcare workers with intermittently published images.

Changing environmental conditions have a direct impact on human health. This effect requires a more systematic study of the protection and improvement of health. **Infection Control Committees**, that we have established to monitor the infections that are observed to become more common in the community due to the infections in hospitals and the change of environmental conditions, consist of specialist councils in the field. In addition to the analytical work of these councils on infections, we are increasing the volume of our community services with allergy and immunology clinics increasing in number day by day. Besides this, every application for specific infectious diseases required to be reported will be processed Ministry of Health databases in online environments. By this means, early contact tracing for possible endemic spreads is supported.

*Per regulations issued by YÖK (The Council of Higher Education), academicians from other provinces are no longer permitted to work at universities in İstanbul, Ankara, and İzmir. While the number of academicians with an academic title and appointed in the academic staff of universities is 379, the total number of physicians with academic titles assigned or not assigned to academic staff is 983.

Personalized Medicine with Councils

As MLP Care, we decide on the diagnosis and treatment of many diseases with councils formed by experienced and specialist physicians from varying disciplines. We determine the most appropriate treatment protocols according to the decision taken by the council, which is attended by many doctors specializing in their respective field, by considering up-to-date approaches.

Oncology Council, Heart Health Council, Perinatology Council, Physician Conferences, Difficult Cases / Critical Cases, Morbidity and Mortality Meetings, Neurosciences Council, Thoracic Oncology Council, Pediatric Oncology Council, Nutrition and Malnutrition Council, Vertigo Council, Pituitary Council, Chest Council, Thyroid Council, Diabetic Foot Council, Oncology Council, Cardiovascular Surgery - Cardiology Council, Hematology Council, Pediatric Diseases Council, Pediatric Hematology Council.

Our guest satisfaction rate was 79.1% in 2021.

Communication with our Guests

As MLP Care, we keep the satisfaction and loyalty of our guests among our top priorities in all the services and services we offer. Supporting the sustainability of human health, which we define as the key to success in the sector in which we operate we see it as our responsibility to always has always been considered our top responsibility. We have taken global technological trends as the basis in all health services we offer to our guests in our hospitals in 2021, as is so every year. With our state-of-the-art equipment and infrastructure, we continued to provide high-quality services in each field of expertise with fully equipped services.

We continue our efforts to ensure that our guests receive timely, fair, impartial, adequate, safe and effective services by demonstrating a 'guest-oriented' approach at the heart of our hospitals. Pursuant to this, the activities of our hospitals are held subject to Quality in Health inspection every year by the Ministry of Health Inspectors.

Based on the feedback and opinions we receive in line with the requirements and expectations of the guests visiting our hospitals, we provide continuous improvement in our service processes. We aim for our guests to always have a positive experience during the service they receive, and we always aim to be the preferred hospital in case of any need.

Our primary criterion in the service we provide to our guests is that they are satisfied with the service they receive. Therefore, we receive feedbacks from our guests, following the service, through channels such as text message questionnaire, complaint platforms, contact them based on consent given by them, and provide the field the chance for improvement, turning such feedbacks into opportunities. Our journey of improving the guest experience does not end there, we also ask our guests for their opinions on the way we evaluate feedback processes. We are sharing with the hospital demands and comments of our guests expressing their opinions through the call center and we are informing our guests at every stage throughout the time when such demands and comments are processed and concluded by the hospital. We are constantly conducting controls so that this traceable process can be effective and quick.

In 2020, we had uploaded the common call center technology upon all operator systems in order to improve the entire inbound call center traffic of all MLP Care hospitals. We are continuing to improve processes for satisfaction of our guests contacting the call center. In 2021, we, first, contact the relevant unit and make sure that such unit is available at that moment before transferring our guests calling the call center and wishing to contact the relevant unit of the relevant hospital. Thus, we stop our guests' calls being missed.

We note down calls of those guests calling our call center and wishing to create an appointment, yet unable to find availability on the day and time they wish and such notes are shared with management of hospitals, such notes are collected and inspected at the end of the month and hospitals update their staff plans.

We always aim to keep the guest experience at the highest level while continuously improving our services.

Guest satisfaction with numbers:

- At 2020, we increased the problem resolution rate in the initial communication of our guests with the call center. In 2021, we increased our current performance by 10% compared to the previous year.
- By reducing the complaint resolution process in the CRM system from 7 days to 2 days, we rapidly resolved the complaints of our guests and we sustained this performance in 2021.
- We have increased our Google score from 2.9 to 3.8 in 2020; from 3.8 to 4.3 in 2021 by meeting with our guests who have low Google ratings of our hospitals and by quickly resolving their problems.

Guest Trust and Privacy

We completed process of ISO 27001 Information Security Management System certificate.

Guest trust and privacy, considered by our side among our material issues, constitute the basis of our business practices. The information shared by the guests visiting our hospitals is of great importance in terms of privacy. We take utmost care to protect the guest information stored in our hospitals under the roof of MLP Care. At the heart of the trust we provide to our guests who visit our hospitals is our strong staff of Turkey's most experienced and talented doctors and our state-of-the-art infrastructure. In 2021, no circumstances have been identified that may cause a breach and/or breach of the confidentiality of guest information.

With the Cyber Security Operation Service we launched in 2020, we continue our prevention efforts proactively. Moreover, we started our works in 2020 for obtaining ISO 27001 Information Security Management System Certificate, and we published our Information Security Management System Policy which contains our commitments, targets, and responsibilities on our company website in 2021. In order to provide anonymity in data analysis, we fulfill the requirements for complying with the Law on the Protection of Personal Data.



MLP Care for Our Employees

At MLP Care, we are sensitively approaching the issue of providing our employees with a healthy, safe, and comfortable working environment where they feel they belong. At the same time, we focus on globally developing and transforming business models and provide improvements in our business processes based on the idea that every job starts and ends with people. We respond to the expectations and suggestions of our qualified and high value-added employees, based on the principles of equality and inclusiveness. In addition to our existing skilled workforce, we support new graduates with career opportunities, education and development programs and ensure the sustainability of our organization.

We believe that our workforce should be continuously open to development in order to sustain the sustainable growth of our Company.

In light of this perspective, we offer our employees training opportunities to contribute to them in both professional and personal development areas and to have them achieve high efficiency. The Sustainable Development Goals set by the United Nations emphasize that everyone should be supported to be empowered regardless of age, gender, disability, race, ethnicity, religion, economic or other status by the year 2030. With the sensibility of being one of the leading institutions in the healthcare industry in Türkiye, we consider all our responsibilities as a necessity and we align the means of doing business with global standards in order to contribute both to our Company and to the whole society. We are continuing our projects that will further our Human Resources Management within framework of Sustainable Development Goals.

Human Resources Approach

To create a corporate culture aiming to increase employee engagement with fair and incentive human resources practices and processes, we have four main human resources strategies that support the development of our employees and prioritize open communication:

1. To dynamically shape the organizational structure in line with strategic goals and assure its continuity in order to ensure the effective and efficient operation of the Group,
2. To create an encouraging, fair, and transparent performance culture where success is evaluated with concrete and measurable criteria,
3. To create a service-oriented HR structure that contributes to the performance of business units with its effective HR system, process, and infrastructure that provides maximum benefit from technology with the awareness of cost and speed,
4. In addition to bringing talents to the Group, to ensure the sustainability of the organization by supporting these talents with career opportunities, training and development programs.

Our Human Resources Policy 

Digitalized Human Resources Processes

Corporate Performance Management System

The Corporate Performance Management System is implemented at MLP Care. In order to improve performance in line with the Company's strategies, task-based numerical targets are set for hospital and department leaders. The determined targets are assigned to our employees monthly, and premium payments are made according to the realization rates of these targets.

Digital HR

In line with the Company's HR strategies, the Digital HR project was launched in May 2019 in order to make the Human Resources systems and processes more efficient and to support the dissemination of the digital transformation culture throughout the Company. Within the scope of the project, the first phase, Staff Demand Management, was launched in November 2020. The project is aimed to be completed by further advancing all recruitment (publishing ads, collecting candidate applications in-house) and career management (promotion, transfer, job change) processes.

Digital HR - FTE Management Screen

Due to the pandemic we have focused on protecting the health of our employees by using our digital infrastructure in our business models in order to prevent increase in disease transmission in our offices. Since it was not possible for our employees who work from home to use card access, fingerprint, and facial recognition system on the Employee Attendance Tracking System (PDKS), we built a system to track working hours, overtimes, vacations, sick leaves etc. in the electronic environment. With this system our managers were able to effectively plan working hours of the employees while our employees continued to work without taking risks that might have a negative impact on their health.

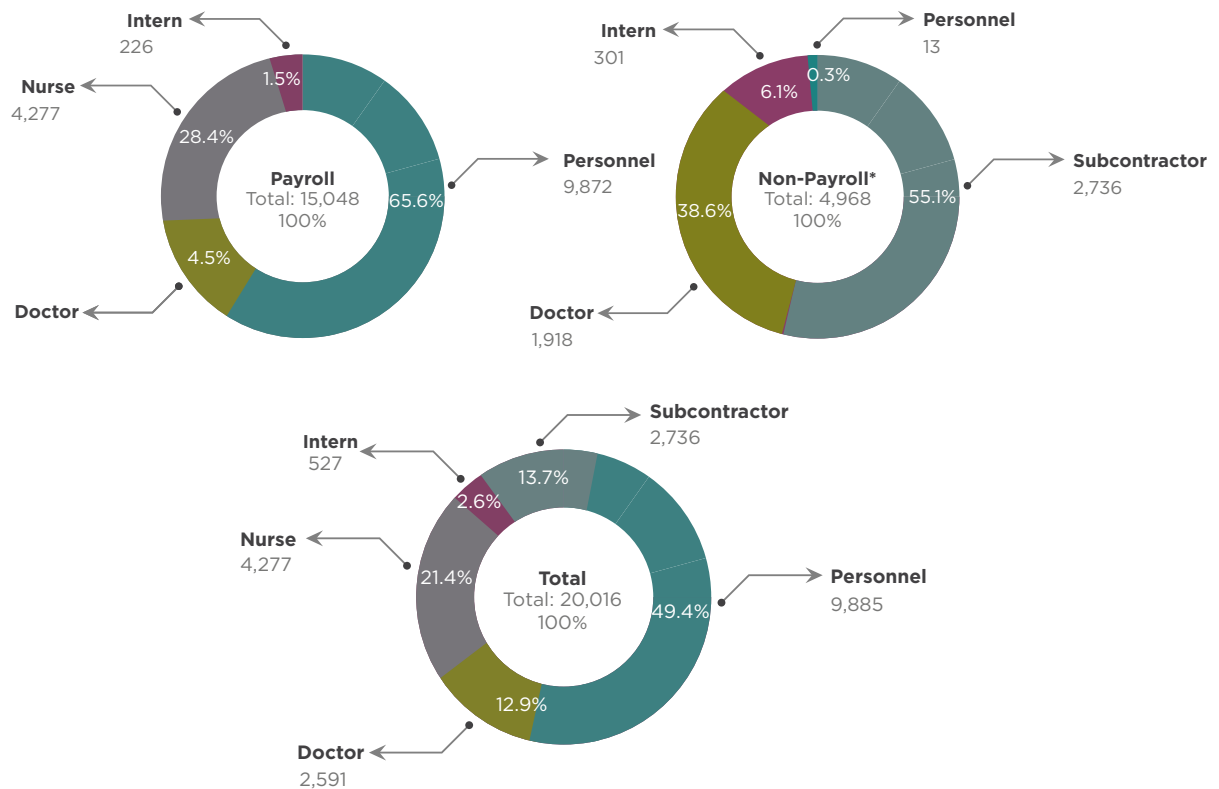
On the Job Training Programs (IEP) are organized to allow people who are listed in the Turkish Employment Agency (İŞKUR) and actively looking for jobs to have work experience and to see practices in their professions for which they receive theoretical education and to adapt to the work environment. We, at MLP Care have had 368 attendees benefit from the On the Job Training Programs. Additionally, occupational certificate programs that include theoretic and practical education with the collaboration of private and public sectors under the framework of Occupational Education and Skill Development Cooperation Protocol (MEGIP) to educate and train employees who are equipped with the skills required in the labour market are organized. 119 people attended in these course programs.

Employee profile

Total number of employees: 20,016

Based on the belief that a company can be as strong as its weakest link we think that our employees should have distinctive qualities. We, at MLP Care provide equal opportunity to our employees in our recruitment, promotion and assignment procedures and we believe that our comprehensive corporate identity is a wealth for our eco-system. We employ candidates who have improved themselves in their area of expertise throughout their academic life and career journey and who are open for continuous improvement. We believe that the most important driving force together with our improvement-oriented management approach, which makes us successful is our people. We maintain our position as the leader in the healthcare industry thanks to our more than 20 thousand employees who act in unison and work hard to meet healthcare needs of millions of people everywhere in Türkiye. In line with our objective to grow and provide high quality healthcare services to more people every day; we use our internal resources first in our recruitment and placement processes. In 2021, 1,566 employees changed positions, 198 employees were appointed to somewhere else and 459 employees were promoted to support their competencies.

Total number of employees



Distribution of Employees According to Age



* Personnels who are not included in our payroll are contractor employees, doctors who work under 4B system, interns who are not paid according to the law and contracted consultants.

Distribution of the Members of the Board of Directors According to Age

Female Male

Under 30

0

0

Between 30-50

1

0

Over 50

1

4

Total

2

4

Distribution of Executive Managers According to Age

Female Male

0

0

1

2

0

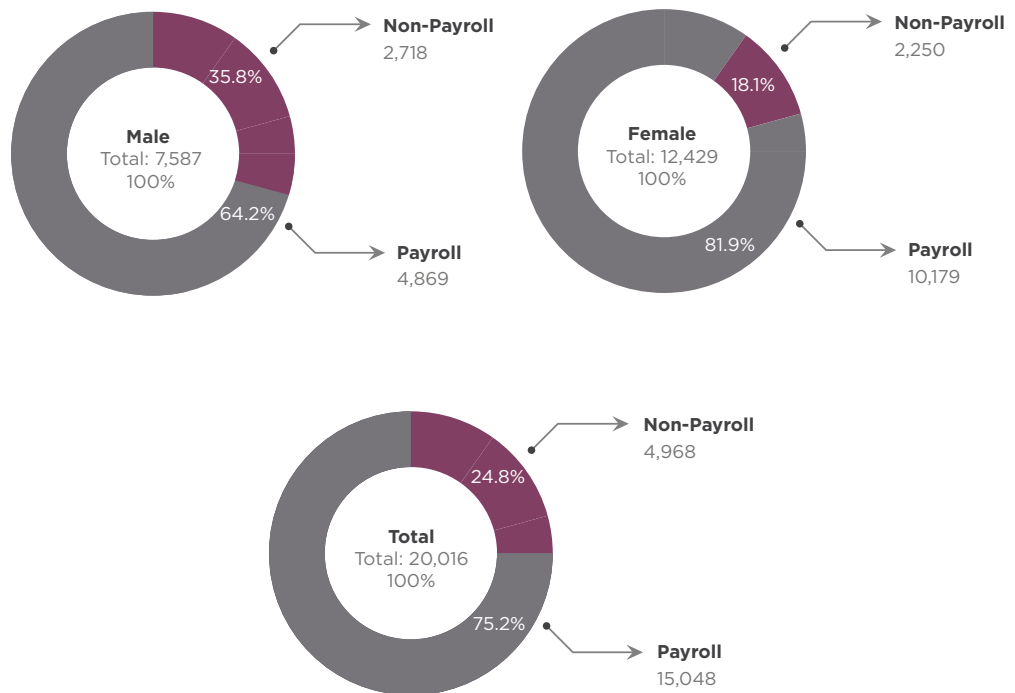
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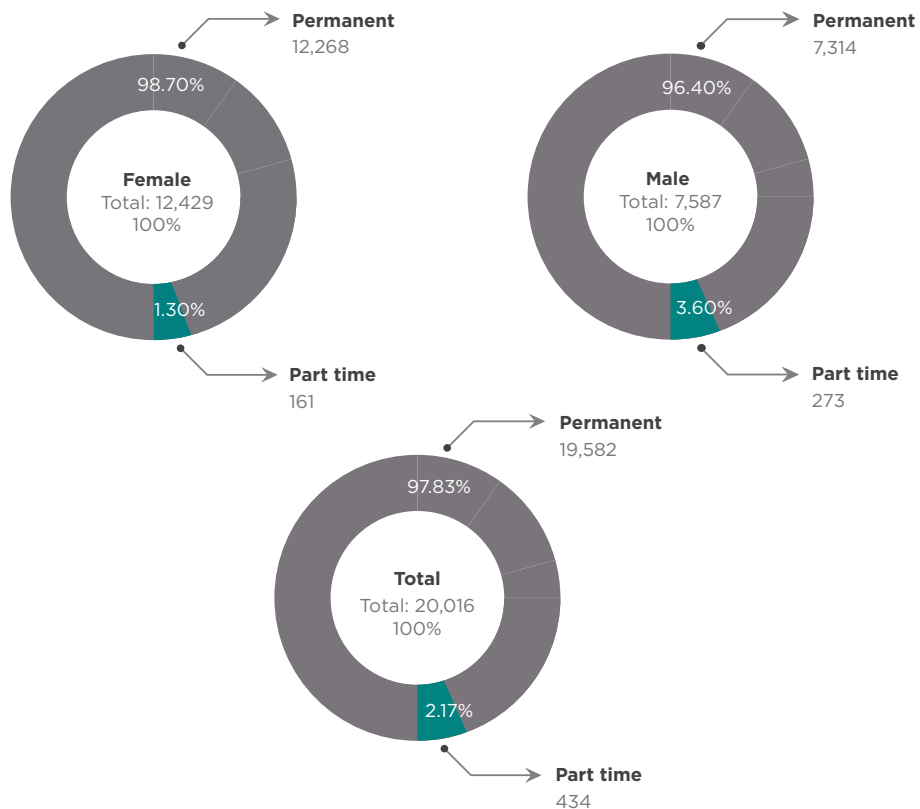
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Distribution of Employees According to Contract Type and Gender



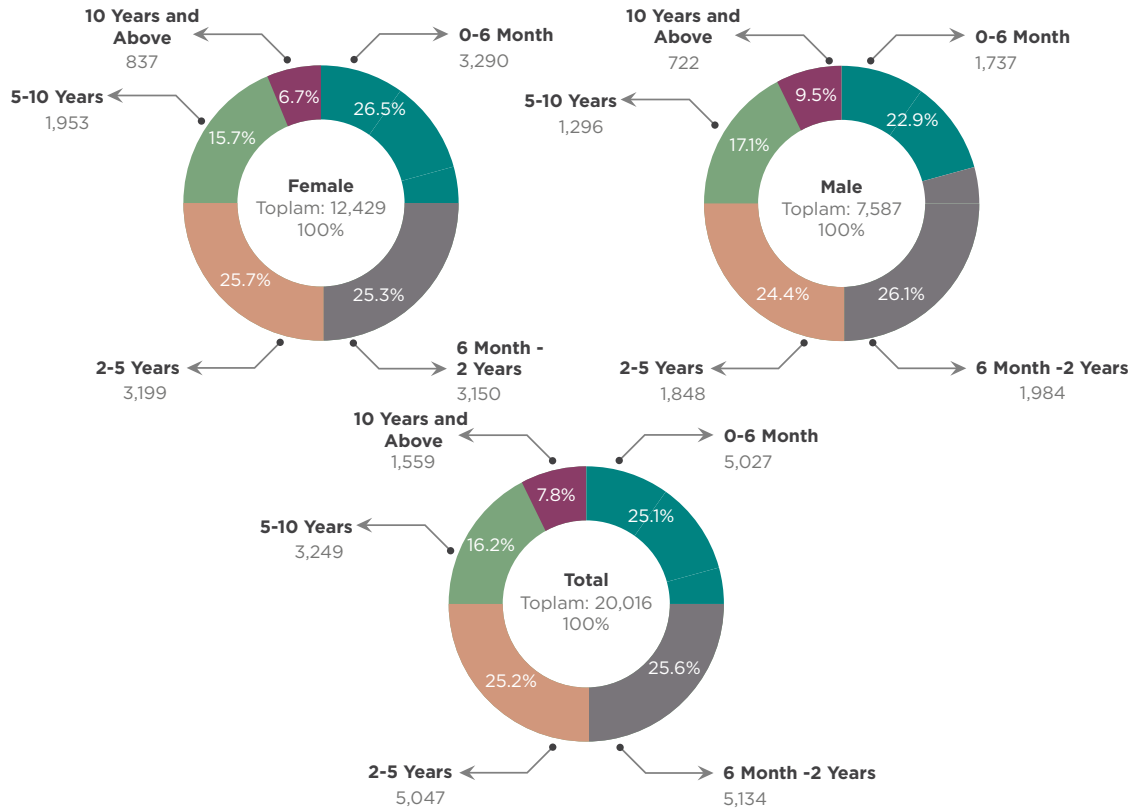
Distribution of Employees by Recruitment Category and Gender



Distribution of Board of Directors Members According to Their Independent Status

	Female	Male
Independent Members of the Board of Directors	1	1
Non-independent Members of the Board of Directors	1	3
Total	2	4

Distribution of Employees According to Seniority



Employee satisfaction and engagement

We consider improvement of employee engagement as one of the main factors to ensure work continuity and achieve long term goals.

Our employee satisfaction rate was 80% in 2021.

We respond to needs and expectations of all of our employees working in our Group and measure and assess their job satisfaction levels every year to increase engagement and improve their motivation. Accordingly, our employee satisfaction rate for 2021 is 80% and rate of participation in the questionnaire is 67%. We intend to increase our efforts for increasing satisfaction in the next reporting year and raise the rate of participation in the questionnaire. In 2020 when many healthcare professionals resigned due to conditions induced by the pandemic in the past year, we have reduced our employee turnover rate which was 40.14% to 33.8% based on the measurement covering nurses and personnel.

We provide complementary health insurance to the majority of our full-time employees, which can be used in our hospitals. We also offer to our employees affordable complementary health insurance for their family members with the "Healthcare to Our Family Project".

Employees can be offered the opportunity to use the employee shuttles, taking into account the user density, user demand, and working schedule.

In addition to this, our employees joined the private pension scheme in accordance with the amendment to the Private Pension Savings and Investment System Law no. 4632. This scheme does not bring any financial burden to our Company and we continue to pay for our employees' social security premiums. Employees are free to join labor unions in accordance with the law.



Prevention of Discrimination and Equal Opportunities

The percentage of female employees was 62% and male employees was 38% in 2021.

We offer equal opportunities to all of our employees working in our hospitals under MLP Care Group in line with the universal human rights regardless of their ethnical origin, gender, skin color, race, nationality, economic status, and religion/faith. We are committed to protecting the rights of all of our employees with our business processes that are in compliance with laws, legal regulations, and human rights. Our main expectation from all of our employees is to embrace all rights offered in MLP Care at the maximum level, and improve their engagement and use the working environment where they can provide their services effectively. No discrimination case occurred during this reporting period. We believe that women should have social and economic freedom and build their career expectations independently for a free and equal society. In line with this approach, we are diligent about employing women in our group. Our total number of employees was 20,016 in 2021 (2020: 18,024). The total number of female employees was 12,429 and total number of male employees was 7,587 (2020: 11,065 female, 6,959 male).

We are aware of the term "glass ceiling" which prevents women from being promoted and we care about the number of women in management positions. We plan to increase the rate of female managers from 39% in 2021 to 42% in 2025.

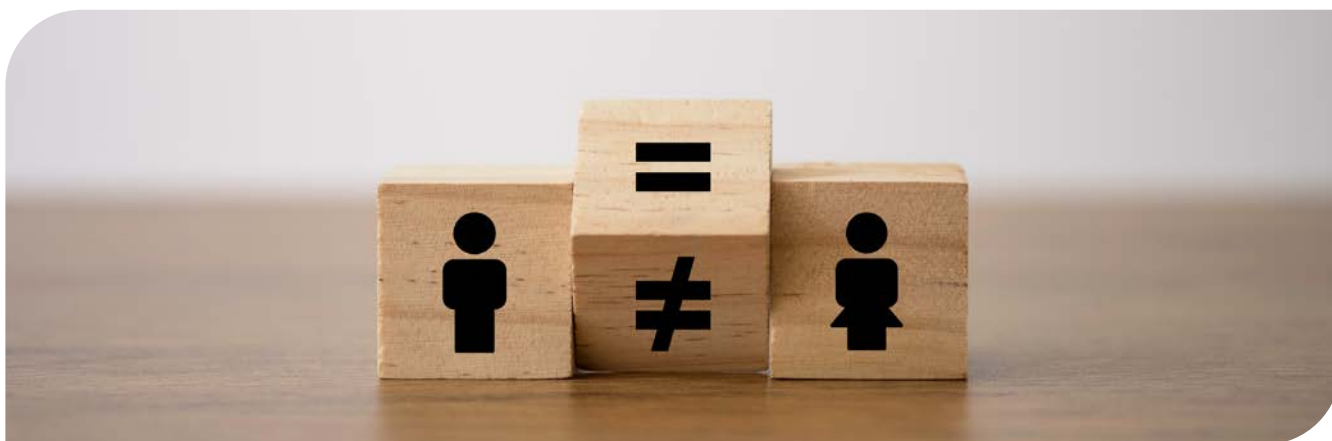
We offer job opportunities for disabled people who are considered as a vulnerable group with the aim to overcome prejudice. We care about providing equal job opportunities in our Group where social status based on gender, physical, and mental disabilities is cancelled.

The total number of female disabled employees was 104 (2020:105) and male disabled employees was 235 (2020:237) in 2021 reporting year.

Distribution of Disabled Employees According to Gender

Female	104
Male	235
Total	339

Our Human Rights Policy 



Maternity Leave Policy

We support economic independence of women and understand the importance of promoting their career continuity and therefore we provide a total of 16 weeks of maternity leave; eight weeks before and eight weeks after childbirth for our female employees. Furthermore, our male employees use their parental leave rights.

The number of female employees who took maternal leave was 308 and number of male employees who took parental leave was 95 in 2021. The number of employees who returned to work after maternal leave was 124, the number of female employees who took unpaid maternal leave was 88 and the number of female employees who resigned after maternal leave was 96. All of our male employees going on a paternity leave, only 2 people resigned upon expiry of the leave.

Investments Made for the Development of Employees

We know that main factors in the improvement of performance and success of our employees are the investments we make for their development and training we provide to them. We support all of our employees' development and provide a wide variety of development and training programs. Our goal is to provide a wide range of training programs designed according to the needs of our employees to improve their knowledge and skills.

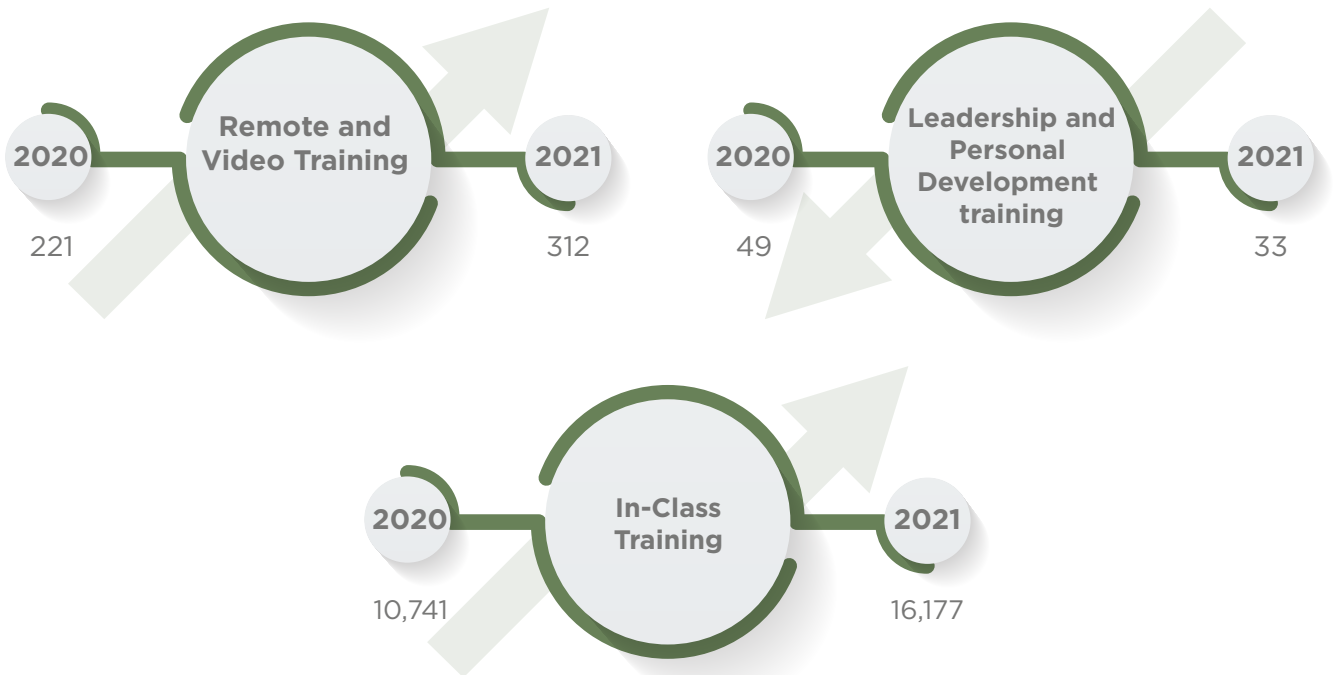
With the MLP Care Development Academy, we promote continuous development of our employees by designing programs that address today and future needs.

In 2021, importance of digital trainings continued and e-orientation packages, on-screen trainings, etc. were provided to employees and managers via digital channels. For example; "Occupational Health and Safety (OHS) in Remote Working" e-training has been assigned to the head office employees working in the hybrid model due to the pandemic, and the "Fire Safety Information" e-training, which is one of the OHS trainings, has been prepared to give the necessary information separately in our hospitals and Head Office versions and assigned to the both hospital employees and head office employees. The pre-test/post-test applications of OHS in-class trainings are arranged through the system.

Despite the ongoing pandemic conditions and restrictions, in 2021, per capita training hours for all our Company's employees were increased by 33% to 22.5 and this rate was 16.9 in 2020, thanks to the e-trainings delivered to the employees by the MLP Care Development Academy and the in-class trainings held at the hospitals. Our total training hours in 2021 were 450,031 and it was over 428,289 training hours in 2019 before the pandemic. In the last year, nearly 100 e-training and e-books have been added to the MLP Care Development Academy. Overall completion rate for the training programs provided on online platforms to our employees was 71%. While a total of 118,815 people attended the 10,741 in-class trainings we held in 2020, in-class trainings increased by 51% to 16,177 in 2021, and participation in training increased by 41% to 167,012. While the number of e-learning and e-books completed remotely was 300,976 in 2020, it increased by 20% in 2021 to 360,936.

Additionally, we shared with our employees articles on personal development, leadership and global trends in the business world published in well-known journals and magazines in our weekly e-bulletin, "Perspektif".

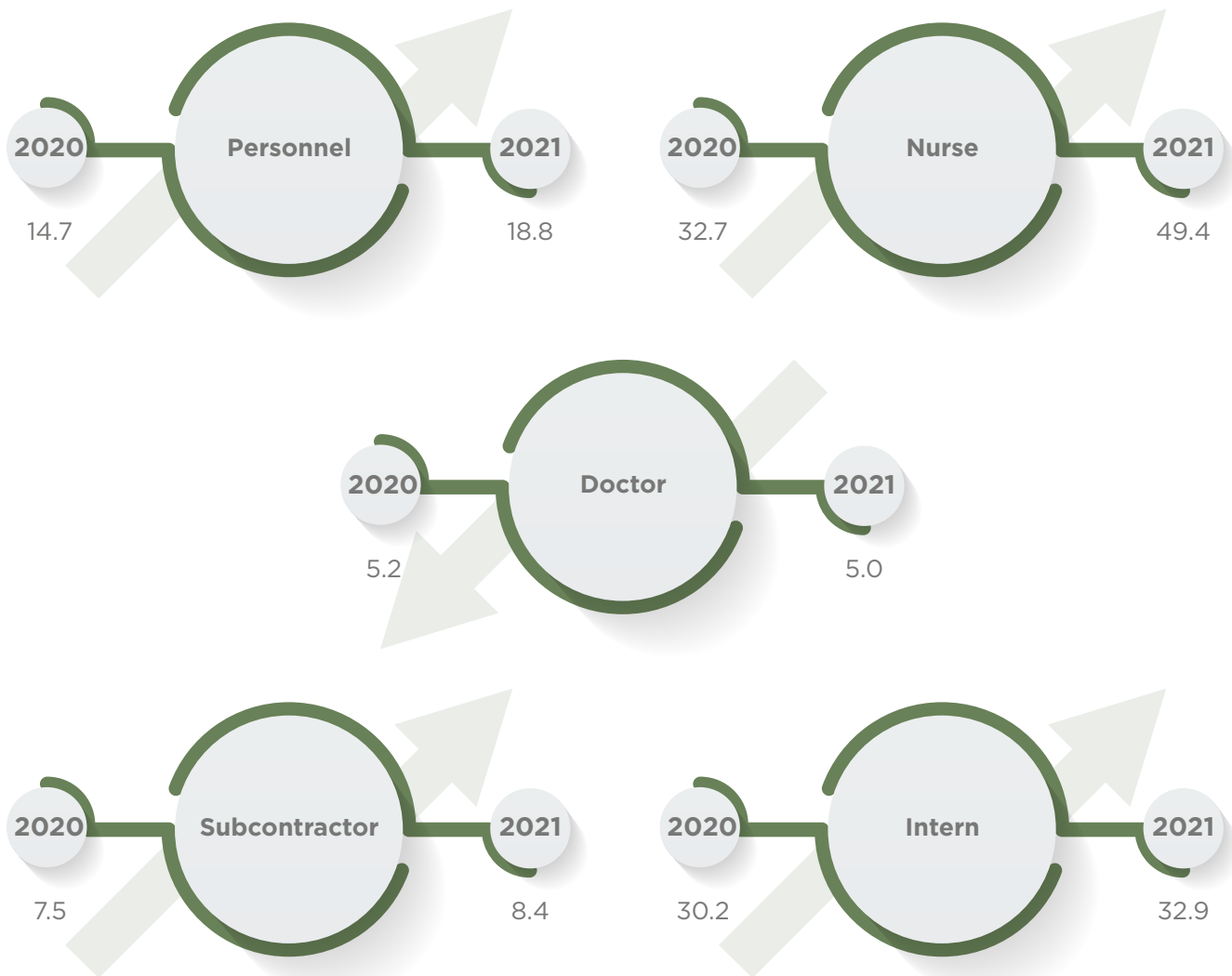
The number of training programs according to training type is shown in the following table.



* The graphs was drawn based on the number of training programs.



We, at MLP Care provide training opportunities to all of our employees according to the equality and comprehensiveness principles. The number of training hours per employee is shown in the following table.



We updated the training content of our patient care teams with the goal to improve the services and experiences of our guests in our hospitals in 2020.



The training programs which we provide to allow our employees always aim the best in their areas of expertise include:


- Planning of specialized area training,
- Including Patient Care Services (HBH) training in MLP Care Development Academy system,
- Creating instruction and procedures reading lists for employees and ensuring that these are read on the electronic environment and information is updated regularly,
- Standardization of recruitment processes for Patient Care Services,
- Analyzing training needs to determine the contents of training programs and developing annual training plans,
- Developing training programs on communication for the departments that provide patient care services and initiating a Clinical Training Nurse system,
- Improving provision of patient care services and increasing scientific studies to achieve care standardization,
- Developing practical guidelines about standard care provided in all of our clinical departments for our clinical staff.

We internationally awarded second time with our education project!

One of our works on digitalization was «Little Details, Big Traces Project» in associate with Directorates of Patient Care Services and Guest Experience, for the purpose of regarding communication and behavior standards in order to improve the service culture of our Patient Care Service staff. This series of education videos, shot with professional actors, humorously discussed all of the Emergency, Outpatient and Inpatient processes, covered the Do's and Don'ts and as a permanent training material through the MLP Care Development Academy, and delivered to all our Patient Care Services staff. Our Company with this education project awarded with the Silver Prize in Best Education Video category in the global competition organized every year by Brandhall, which is highly respected consultancy group in USA. We received the our first international prize from this platform among many other local and global competitors with another education project Guest Service teams in 2018. Therefore we are proud once again to receive an international award for the second time.

In addition to the training programs provided to our employees, we also provide opportunities for practical training and observation to the students of Istinye University in their courses that require field research. A total of 3,400 students had the opportunity to participate in the practical course program in 2021.

Occupational Health and Safety

Our main expectation from our Occupational Health and Safety activities is to ensure that we have the highest standards for health and safety as required by our sector. Our goal in our Occupational Health and Safety activities in our hospitals under the MLP Care group is to keep potential occupational accident risks under control, provide a healthy and safe working environment and to increase awareness on Occupational Health and Safety culture with the participation of all of our staff. We have an effective Occupational Health and Safety Management System based on international standards and experience of many years, which has turned into a corporate culture over time to create safe working environments. We carry out Occupational Health and Safety (OHS) activities in our MLP Care Group hospitals with the strong commitment and demand of the senior management. This strong commitment provides the basis for all activities and the management system and is shared with all stakeholders using the *Occupational Health and Safety policy*. Our commitment which we clearly explain in this policy is carried out effectively using tools such as internal procedures and training programs, workshops, plans, instructions, checklists and forms. We detect areas of improvement through inspections and depending on the results of such inspections we review our management system and take actions in line with the continuous improvement principle.

We at MLP Care never compromise Occupational Health and Safety and consider everyone as MLP Care staff and include them in the Occupational Health and Safety system including our contractors' employees and temporary employees during their work in our hospitals. We carry out all of our activities in accordance with the Occupational Health and Safety Law no 6331 and standards of globally recognized organizations and implement a comprehensive risk management. We analyze all aspects of the activities we carry out to identify risks and take necessary measures. We proactively detect risks with the **risk based approach** of the Occupational Health and Safety System and ensure that necessary measures are taken right from the beginning. We take suitable improvement actions against all risks and dangers identified with our proactive approach and identify temporary measures against risks and dangers for which improvement actions are taken and we secure the area or situation until all related work is completed.

Every hospital under the MLP Care group has an **OHS Committee and a Facility Safety Committee** and these committees meet at regular intervals (monthly) in accordance with the applicable laws. During these meetings the committees review OHS, facility safety and infrastructure compliance performances and any detected major risk and requests and feedbacks are discussed and actions to be taken are decided. These committees consist of the people stipulated by law and meetings are held in a transparent and participatory environment.

In our hospitals occupational health and safety work is carried out by the **Occupational Health and Safety departments**. An occupational health and safety specialist, a workplace doctor and other healthcare professionals work in these departments. Our Occupational Health and Safety departments continue their work under the organization of the OHS Committee and Facility Safety Committee and they carry out site visits, inspections and on-site observations to identify risks and take necessary actions to reduce the possibility and impact of such risks.

We make sure that all of our employees start to work after receiving their on-the-job training in accordance with the applicable laws and corporate standards. We organize occupational health and safety training for all new employees on the MLP Care Development Academy portal simultaneously with in-person training programs and follow their participation in the training. We make sure that all of our employees in the MLP Care Group receive Basic Occupational Health and Safety Training on general, technical and health topics by the Occupational health and safety specialist and Workplace Doctor every year in accordance with the applicable laws.

With the **Occupational Health and Safety software program** which we started to use in our hospitals under our Medical Park and Liv Hospital brands, we have met the requirements of the OHS processes and ensured that hospital administrations including senior management and Occupational Health and Safety employees can monitor these processes.

We work to ensure safety for our employees with early identification of Occupational Health and Safety Risks and risk awareness training.

With the software program which allows us to have access to real time occupational accident statistics, training rates, action completion status, we aim to

- have continuity in OHS processes,
- maintain corporate memory by entering all OHS activities in the system,
- accelerate processes,
- improve service and data quality,
- achieve efficiency in personnel and work processes,
- see the bigger picture with centralized consolidated reporting,
- reduce paper use by keeping everything in the electronic environment.





We continue to work to minimize occupational accidents and illnesses with valuable contribution from our employees and support of our senior management in all hospitals under the MLP Care Group.

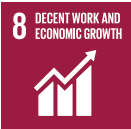

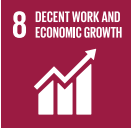

Ambient Temperature Control and Early Warning System



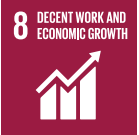


We mitigate fire risk by automatic activation of the warning system when there is an increase in the temperature inside server rooms with the Ambient Temperature Control and Early Warning System.



United Nations Sustainable Development Goals and MLP Care

Area of Focus	Material Topics	Good Practices	Page Number	SDGs we contribute to
ENVIRONMENT	Energy Efficiency	<ul style="list-style-type: none"> • Real Time Machinery-Equipment Inspection System Real time monitoring of the inventory and maintenance work to predict malfunctions and failures and therefore prolonging economic lives of machinery 	44	
	Responsible Water Consumption	<ul style="list-style-type: none"> • Real Time Energy Monitoring System Installation Real time monitoring of energy consumption for energy efficiency 	44	
	Waste Management	<ul style="list-style-type: none"> • Sorting at Source and Recycling in Accordance with the Zero Waste Regulation Collection of recyclable and non-recyclable waste separately and use of suitable disposable and recycling processes 	50	
	Environmental Compliance	<ul style="list-style-type: none"> • LED Transformation Replacing old model/technology lighting used in the hospital with LED lighting to save energy 	44	
	Effective Environmental Management System	<ul style="list-style-type: none"> • Water Efficiency Studies Increasing the use of water saving aerators and reducing waste water in softening process 	49	
		<ul style="list-style-type: none"> • Installation of a Fully Automated Chemotherapy Compounding Device and System Reducing adverse effects of cytotoxic waste generated during preparation of chemotherapy drugs on the environment with the use of closed cycle waste system of the Automated Chemotherapy Compounding device. • Digital Protocol Book Digitalization of the protocol processes with Robotic Process Automation (RPA) software to reduce paper consumption 	75	
			50	

Area of Focus	Material Topics	Good Practices	Page Number	SDGs we contribute to
GOVERNANCE	Ethics and Compliance	<ul style="list-style-type: none"> • MLP Care Compliance with Ethical Requirements Establishing an ethics complaint line, ensuring compliance with the Anti-Corruption and Anti-Bribery procedure and all ethical principles. 	26	
DIGITALIZATION and INNOVATION	Digitalization and Innovation	<ul style="list-style-type: none"> • Digital Protocol Book Digitalization of the protocol processes with Robotic Process Automation (RPA) software programs 	50	
	Information Security	<ul style="list-style-type: none"> • Update of the Hospital Information Management System (HBYS) Starting a digital transformation in the current system and developing a user-friendly management system with an infrastructure of artificial intelligence, which can collect more electronic health data 	29	
		<ul style="list-style-type: none"> • Operation Management Centre Building a center to integrate digital projects into daily processes in a fast and effective way 	30	
		<ul style="list-style-type: none"> • Cyber Security Maximizing cyber security to protect patient and company data and detect potential leaks 	29	
		<ul style="list-style-type: none"> • Use of Bed Capacity Monitoring and Management Software Developing a software program for centralized monitoring of all patient beds in order to be prepared against overburdening of hospitals caused by health crisis such as the COVID-19 pandemic 	30	
		<ul style="list-style-type: none"> • Tele Health (Video Clinic) Application Remote healthcare services to reduce contact and transmission risk and to contribute to public health 	30	

Area of Focus	Material Topics	Good Practices	Page Number	SDGs we contribute to
PEOPLE and CULTURE	Occupational Health and Safety	<ul style="list-style-type: none"> • Occupational Health and Safety Activities and Use of Software Building an Occupational Health and Safety System, providing training to increase awareness, and control of occupational health and safety processes with a software program 	74	  
	Education and Training	<ul style="list-style-type: none"> • Ambient Temperature Control and Early Warning System Mitigating fire risk by automatic activation of the warning system when there is an increase in the temperature inside server rooms 	75	
	Diversity, Comprehensiveness and Equal Opportunities	<ul style="list-style-type: none"> • İŞKUR - On the Job Training Program (IEP) Providing opportunities for people who are looking for jobs to gain experience about their professions for which they received practical education, providing training to help them adjust to the working environment and offering employment after training 	63	
		<ul style="list-style-type: none"> • Occupational Training and Skill Development Cooperation Protocol (MEGIP) Organizing occupational certificate programs that include theoretical and practical education to educate and train employees who are equipped with the skills required in the labour market and offering job opportunities at the end of the project 	63	
		<ul style="list-style-type: none"> • MLP Care Development Academy Providing orientation and leadership programs, technical training, competency based training and corporate culture training programs 	70	
		<ul style="list-style-type: none"> • Istinye University Internship - Practical Courses Providing opportunities to Istinye University students to practice and reinforce what they learn in courses that require field research 	73	
		<ul style="list-style-type: none"> • Digital HR Application Digitalization of Human Resources Department processes to plan workforce and to have a more transparent human resources management 	63	
		<ul style="list-style-type: none"> • Health to Family Project Offering to our employees affordable complementary health insurance for their family members 	68	
SOCIETY	Expert Staff	<ul style="list-style-type: none"> • Information About Tropical Diseases which Have Been Increasing As a Result of Climate Change Providing information to healthcare personnel about the risk of occurrence of diseases that have not been seen in our country, due to climate change 	53	 
	Practices to Improve Community Health	<ul style="list-style-type: none"> • Control of Antibiotic Use and Antibiotic Prophylaxis Program Actions taken to prevent unnecessary use of antibiotics, to ensure that patients take suitable antibiotics as antimicrobial treatments, to prevent spread of resistant microorganisms. 	53	
	Patient Safety and Privacy	<ul style="list-style-type: none"> • Tele Health (Video Clinic) Application Remote healthcare services to reduce contact and transmission risk and to contribute to public health 	30	
		<ul style="list-style-type: none"> • Use of Bed Capacity Monitoring and Management Software Developing a software program for centralized monitoring of all patient beds in order to be prepared against overburdening of hospitals caused by health crisis such as the COVID-19 pandemic 	30	
		<ul style="list-style-type: none"> • Hospital School A hospital classroom was opened at Altınbas University Hospital Medical Park Bahçelievler for students at compulsory education age who had to be hospitalized due to their health problems. 	56	
		<ul style="list-style-type: none"> • Cyber Security Maximizing cyber security to protect patient and company data and detect potential leaks 	29	

Performance Indicators

Corporate Governance

Committees of the Board of Directors	Number of Committee Members	Name-Last Name of Committee Members	Number of Meetings Held	Number of Reports Submitted to Board of Directors
Audit Committee	2	Tayfun Bayazıt Meral Kurdaş	4	4
Corporate Governance Committee	4	Tayfun Bayazıt Meral Kurdaş Hatice Hale Özsoy Bıyıklı Deniz Can Yücel	4	4
Early Detection of Risk Committee	3	Meral Kurdaş Tayfun Bayazıt Hatice Hale Özsoy Bıyıklı	6	6
Nomination and Remuneration Committee	3	Meral Kurdaş Tayfun Bayazıt Hatice Hale Özsoy Bıyıklı	2	2

The capital structure of the company is as follows as of 31 December 2021.

Shareholder Name	Share in Capital (%)	Share in Capital (Thousand TL)
Lightyear Healthcare B.V.	30.69%	63,844
Sancak İnşaat Turizm Nakliyat ve Dış Tic. A.Ş.	15.35%	31,943
Muharrem Usta	8.98%	18,678
Hujori Financieringen B.V.	3.98%	8,287
Adem Elbaşı	2.99%	6,226
İzzet Usta	1.20%	2,490
Saliha Usta	0.90%	1,868
Nurgül Dürüstkan Elbaşı	0.90%	1,868
Publicly Traded*	35.01%	72,833
Nominal Capital	100.00%	208,037

(*) The shareholders of the Group purchased 6,827 thousand shares from the publicly traded portion of the capital. The distribution of the shares purchased is as follows; 3,224 thousand shares representing 4.43% of the publicly traded portion were purchased by Lightyear Healthcare B.V.; 1,613 thousand shares representing 2.21% of the publicly traded portion of the capital were purchased by Sancak İnşaat; 943 thousand shares representing 1.29% of the publicly traded portion of the capital were purchased by Muharrem Usta; 418 thousand shares representing 0.57% of the publicly traded portion of the capital were purchased by Hujori Financieringen B.V.; 314 thousand shares representing 0.43% of the publicly traded portion of the capital were purchased by Adem Elbaşı, and other shareholders purchased 314 thousand shares representing 0.43% of the publicly traded portion. The 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on 24 September, 2018. 126 thousand shares were purchased by İzzet Usta and 18 thousand shares were purchased by Adem Elbaşı from the publicly traded portion were sold.

Economic Performance Indicators

	2020 (thousand TL)	2020 (%)	2021 (thousand TL)	2021 (%)
CREATED ECONOMIC VALUE (REVENUES)	4,014,679	100%	5,795,954	100%
DISTRIBUTED ECONOMIC VALUE	3,799,323	95%	5,423,057	94%
Operating expenses	1,832,866	46%	2,580,119	45%
Benefits to the employee	1,485,402	37%	2,170,124	37%
Benefits to the state	48,138	1%	100,289	2%
Benefits to the capital providers	412,389	10%	547,317	9%
Benefits to the society	20,528	1%	25,208	0%
ECONOMIC VALUE HELD	215,357	5%	372,897	6%

Environmental Performance Indicators Emissions

	Emission (tCO ₂ e)	2020 Emission (tCO ₂ e)/Revenue (TL million)	Emission (tCO ₂ e)	2021 Emission (tCO ₂ e)/Revenue (TL million)
Scope 1	12,212	0.0035	26,910	0.0046
Scope 2	59,371	0.0170	57,416	0.0099
Scope 3	1,670	0.0005	24,048	0.0041
Total	73,254	0.0209	108,374	0.0187

We included the data of 27 hospitals and Head Office in our emission calculations. Besides, we included our emissions due to disposal of our nonhazardous wastes in addition to our emissions due to disposal of hazardous and medical wastes in our calculations. We have also taken into account the emissions arising when our hazardous and medical wastes are carried from our hospitals and transported to disposal facilities. The fuel consumption related emissions of our shuttles, which the employees use to reach our hospitals and head office, have been the item we included in the calculations for the first time this year. In addition, compared to preceding year, we have examined the flights we made as part of our business trips in a more detailed way. Accommodations we use during such business trips have been taken into consideration for this year's calculations, too. Emissions generated by fire extinguisher, cooler gas, and anesthetic drugs are among items added to this year's inventory for the first time.

Energy Consumptions

	Consumption (GJ)		Consumption (GJ)/ Revenue (TL million)	
	2020	2021	2020	2021
Natural Gas	180,630	244,954	0.052	0.042
Electricity	395,590	477,251	0.113	0.082
Gasoline	643	1,174	0.000184	0.000203
Diesel	11,352	19,941	0.00325	0.00344
Fuel-oil	9,339	5,145	0.003	0.001
Total	597,554	748,465	0.17	0.13

Consumption includes; natural gas, electricity, fuel oil used for heating, diesel consumptions due to generator used when required, gasoline and diesel consumptions of our private cars and rental cars under our responsibility. 2020 data includes 24 hospitals whereas 2021 data includes 27 hospitals and Head Office.

We show our natural gas consumptions, which we record in Sm³, and our gasoline, diesel and fuel oil consumptions, which we record in liters, in GJ units. While expressing our 2021 consumption in GJ, we used a different conversion factor from different reference source than last year. We plan to continue using the conversion factors we used this year, aiming to make the data comparable in the future.

Diesel consumption in 2021 represents the amount of fuel used in vehicles and the amount due to the use of generators, which are activated in our hospitals in case of need. Of the total 19,941 GJ diesel amount, 12,390 GJ is vehicle fuel consumption, 7,551 GJ is generator-based consumption.

Water Consumption

	Consumption (m ³)		Consumption (m ³)/ Revenue (TL million)	
	2020	2021	2020	2021
Water Usage	765,102	941,672	0.219	0.162

Water consumption quantity for 2020 includes 24 hospitals whereas 2021 includes data of 27 hospitals.

	2020	2021
Hazardous and Non-hazardous wastes	2,737	3,392

The weight of hazardous and medical wastes sent to disposal consisting of our activities in 27 hospitals in 2020 and 2021 in terms of tons is as follows:

Social Performance Indicators

Total number of employees

	Payroll	Non-Payroll*	Total
Personnel	9,872	13	9,885
Doctor	673	1,918	2,591
Nurse	4,277	-	4,277
Intern	226	301	527
Subcontractor	-	2,736	2,736
Total Employees	15,048	4,968	20,016

* Personnels who are not included in our payroll are contractor employees, doctors who work under 4B system, interns who are not paid according to the law and contracted consultants.

Distribution of Employees According to Age

	Female	Male	Total
Under 30	6,747	2,760	9,507
Between 30-50	5,098	3,829	8,927
Over 50	584	998	1,582
Total	12,429	7,587	20,016

Distribution of the Members of the Board of Directors According to Age

	Female	Male
Under 30	0	0
Between 30-50	1	0
Over 50	1	4
Total	2	4

Distribution of Executive Managers According to Age

	Female	Male
Under 30	0	0
Between 30-50	1	2
Over 50	0	3
Total	1	5

Distribution of Employees According to Contract Type and Gender

	Female	Male	Total
Payroll	10,179	4,869	15,048
Non-Payroll	2,250	2,718	4,968
Total	12,429	7,587	20,016

Distribution of Employees by Recruitment Category and Gender

	Female	Male	Total
Permanent	12,268	7,314	19,582
Part time	161	273	434
Total	12,429	7,587	20,016

Distribution of Board of Directors Members According to Their Independent Status

	Female	Male
Independent Members of the Board of Directors	1	1
Non-independent Members of the Board of Directors	1	2
Total	2	4

Distribution of Employees According to Seniority

	Female	Male	Total
0-6 Month	3,290	1,737	5,027
6 Month -2 Years	3,150	1,984	5,134
2-5 Years	3,199	1,848	5,047
5-10 Years	1,953	1,296	3,249
10 Years and Above	837	722	1,559
Total	12,429	7,587	20,016

Distribution of Disabled Employees According to Gender

	2020	2021
Female	105	104
Male	237	235

Types of Training Provided to Employees

	2020	2021
Remote and Video Training	221	312
Leadership and Personal Development training	49	33
In-Class Training	10,741	16,177

Average Hours of Training Provided to Employees

	2020	2021
Personnel	14.7	18.8
Nurse	32.7	49.4
Doctor	5.2	5.0
Subcontractor	7.5	8.4
Intern	30.2	32.9

* The table was drawn based on the number of training programs.

GRI Content Index

GRI Standard	Notifications	Page Numbers
GRI 101: Basic 2016		
GRI 102: General Standard Disclosures 2016		
Corporate Profile		
102-1	Organization Name	2
102-2	Primary brands, products and services	15
102-3	Location of the headquarters	11
102-4	Number of countries the organization operates in and the number of countries that the organization has certain operations or operations on sustainability described in the report	11
102-5	Ownership and legal form	21
102-6	Markets served	15
102-7	Scale of the Organization	15
102-8	Information on employees and other workers	62-70
102-9	Supply Chain	50
102-10	Significant changes to the organization and its supply chain	50
102-11	Precautionary approach and precautionary principle	23
102-13	Membership of associations	6
Strategy		
102-14	Statement from senior decision maker	3-4
102-15	Key impacts, risks and opportunities	27-28
Ethics and Integrity		
102-16	Values, principles, standards and norms of behaviour	16-26
102-17	Internal and external mechanisms such as Helplines and call centers which provide information and recommendations on ethics and legal behavior and corporate integrity	26
Governance		
102-18	Governance structure of the organization including highest level governance body committees	22-24
102-20	The highest level of administrative position(s) with responsibility for economic, environmental and social topics and their responsibility for the highest governance body	22-24

102-21	Communication processes between stakeholders and the highest level governance body about economic, environmental and social topics	35
102-22	Composition of the highest governance body and its committees	22-24
102-25	Processes that prevent conflict of interest	26
Stakeholders Engagement		
102-40	List of stakeholder groups	37-39
102-41	Collective bargaining agreements	68
102-42	Identifying and selecting stakeholders	37-39
102-43	Approach to stakeholder engagement	37
102-44	Key topics and concerns raised	34
Reporting		
102-45	Entities included in the consolidated financial statements	2
102-46	Defining report content and topic boundaries	2
102-47	List of material topics	34
102-48	Restatement of information	There is no restatement of information.
102-49	Changes in reporting	34
102-50	Reporting period	2
102-51	Date of most recent report	2020
102-52	Reporting cycle	Yearly
102-53	Contact information for questions regarding the report and its content	2
102-54	Claims of reporting in accordance with the GRI Standards	2
102-55	GRI content index	85-89
102-56	External assurance	2
GRI Standard	Notifications	Page Numbers
Special Standard Disclosures		
GRI 200 Economic Disclosures		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	18,34
	103-2 Management approach and its components	34
	103-3 Evaluation of the management approach	34

GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	32
	201-2 Financial implications and other risks and opportunities due to climate change	28
	201-4 Financial assistance received from government	32
Anti-Corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	26
	103-2 Management approach and its components	
	103-3 Evaluation of the management approach	
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	
GRI 300 Environmental Standards		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	41
	103-3 Evaluation of the management approach	41
GRI 302: Energy 2016	302-1 Energy consumption within the organization	42-43
	302-2 Energy consumption outside of the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	49
	103-3 Evaluation of the management approach	49
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared source	49
	303-3 Water withdrawal	
	303-5 Water consumption	
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	46
	103-3 Evaluation of the management approach	46

GRI 305: Emissions 2016	305-1 Direct (Scope 1) green gas emissions	46
	305-2 Indirect (Scope 2) green gas emissions	
	305-3 Indirect (Scope 3) green gas emissions	
	305-4 GHG emissions intensity	
Wastes		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	50
	103-3 Evaluation of the management approach	50
GRI 306: Wastes 2020	306-1 Waste generation and significant waste-related impacts	50
	306-3 Waste generated	50
Environmental compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	41
	103-2 Management approach and its components	
	103-3 Evaluation of the management approach	
GRI 307: Environmental Compliance 2016	307-1 Noncompliance with environmental laws and regulations	
GRI Standard	Notifications	Page Numbers
GRI 400 Social Disclosures		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	62
	103-3 Evaluation of the management approach	62
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	64-68
	401-3 Percentage of employees who return back to work after maternity leave and employee retention rate	70
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	74-75
	103-2 Management approach and its components	
	103-3 Evaluation of the management approach	

GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	74-75
	403-4 Employee participation in occupational health and safety, consultancy and communication	
	403-5 Employee training on occupational health and safety	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Employees working in the Occupational Health and Safety Management System	
Education and Training		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	70
	103-3 Evaluation of the management approach	70
GRI 404: Education and Training 2016	404-1 Average number of training hours per employee	70-72
	404-2 Talent management and life long learning programs that support employee development	70-72
Diversity and Equal Opportunities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	69
	103-3 Evaluation of the management approach	69
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity in the governance bodies and the staff	65-67-69
Prevention of Discrimination		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	69
	103-3 Evaluation of the management approach	69
GRI 406: Prevention of Discrimination 2016	406-1 Number of discrimination cases and corrective measures	69
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	34
	103-2 Management approach and its components	60
	103-3 Evaluation of the management approach	60
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breach of customer privacy and losses of customer data	60

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