

WHEN MLPCARE IS PRESENT **HEALTH** Follows



SUSTAINABILITY
REPORT 2022

MLPCARE
MEDICAL PARK | **liv** HOSPITAL

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WHEN MLPCARE IS PRESENT
HEALTH Follows



WHEN MLPCARE IS PRESENT HEALTH Follows

- **About the Report**
- **Our CEO Message**

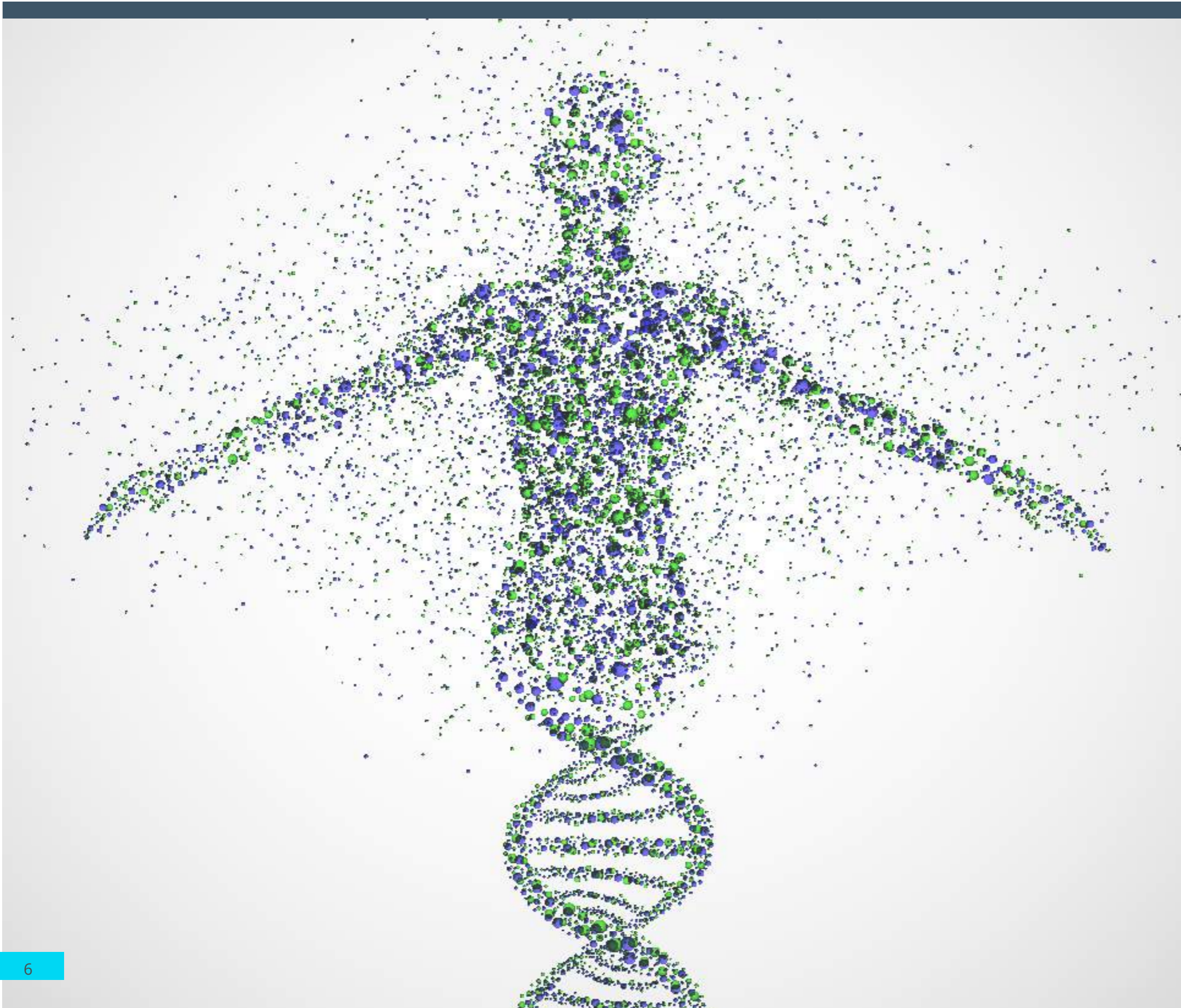
WHEN MLPCARE IS PRESENT, HEALTH FOLLOWS

As the MLP Care family; with our hospitals, which have become a leading brand in the private health sector in Türkiye, we show our difference both at home and abroad, and we always do our best for the health and satisfaction of our guests.

With the strength we derive from our achievements, we're publishing our sustainability report with the concept of **"When MLPCARE Is Present, Health Follows"** in order to transparently share the value we create for the environment and society.

We are proud of the healthcare services we offer at world standards in our hospitals, where respect for people is essential, where a better tomorrow flourishes, and where technological developments are combined with the healthcare sector.

When there is a deep-rooted history and good governance, when there is a commitment to improving the future, when responsible environmental understanding is the basis, when employees are always happy and working for the community, when innovations are implemented quickly, **MLPCARE IS PRESENT!**



As an institution that has managed to become the leading health group in the private health sector in Türkiye; we handle every activity we carry out and plan for the future with the perspective of being sustainable in the health sector. In this perspective, we share our social, environmental and governance activities that we carried out between January 1, 2022 - December 31, 2022, through our Sustainability Report, which we published for the third time this year. In addition, while we take care to explain our contributions to the health sector, our corporate policies and our MLP Care working principles which determine our way of doing business, in our report; we have also conveyed our sustainability priorities, practices and targets that we have determined with the participation of our valuable stakeholders.

We have prepared our Sustainability Report **in accordance with GRI Standards**, while also aligning with the requirements highlighted by the United Nations Global Compact. We now present it for your consideration. The data in this sustainability report, which we have published for the third time this year, is not subject to external audit. Unless otherwise stated, the data in our sustainability report reflects the performance of our hospitals within MLP Sağlık Hizmetleri A.Ş. ("MLP Care", "MLPCARE") as of 2022.

We are pleased to transparently share with you, our valued stakeholders, all of our activities that we have carried out within this framework, within the concept of "When MLPCARE Is Present, Health Follows".

You can access our sustainability report at www.mlpcare.com and send us your questions, comments and suggestions regarding the report via investor@mlpcare.com.

Dear investors, stakeholders, and employees who add value to our organization with their efforts,

When we first started our sustainability efforts, we stated that we were planning to break new ground for our industry and that we wanted to create a participatory process with all our stakeholders. It gives us strength to see that this call has resonated with you beyond our expectations. In our third report published this year, we are pleased to share the details of the activities we realized in 2022 with your strong support.

Due to our expertise, we define and shape our work and processes around the concept of “health”. This approach also guides us in our sustainability efforts. We produce projects in order to establish a healthy society, healthy environment, healthy growth, and healthy organizations and we support the existing projects with all our strength. Have no doubt that, where there is MLP Care, there is health!

Last year, we showed our determination to continue our sustainability efforts and take concrete steps by being included in the Borsa İstanbul (BIST) Sustainability Index, which includes companies with high sustainability performances. This move, which we made in order to transparently monitor our efforts and the efficiency of our efforts, was a first for our sector. **We are the first hospital group to be included in the BIST Sustainability Index, which includes companies with high levels of corporate sustainability performance.**

As MLP Care, we always act sensitively in catching up to date. Being aware of how much our world has changed and to what extent it has undergone

technological transformations, we integrate this beneficial process into our health activities. We strive to consider the processes in our hospitals from a digital perspective, and we act by being aware of how important sometimes even a minute is for our guests. You know that we have developed many projects based on digitalization. We aim to share the outputs of the projects we are in the final phase with you in the future. In a sector where time is so valuable, we think that we will set an example for everyone with our projects, and we continue our efforts to do the best for our society.

Social inclusion is one of the most important issues in terms of sustainability. We attach equal importance to all aspects of sustainability. Last year, we participated in an important initiative under the sub-headings of inclusion and equality of opportunity, which are one of the most important components of the social dimension. **We became one of the signatories of the UN Women’s Empowerment Principles-WEPs.** WEPs, which is a global initiative, works for the empowerment of women all over the world. As one of the companies with the highest number of female employees and female managers in Türkiye, I would like to state that this signature demonstrates our determination to provide equal opportunities for women.

Another issue on which we are marching towards the goal with determination is healthy growth. While we continue to invest in our country, **we opened our first branch abroad, Liv Hospital**

Bona Dea in Baku, Azerbaijan last year. Our new plans for abroad continue.

In the area of healthcare services, Türkiye is highly successful. We continue to stand out in the world with our works and achievements. We wish to support the success of our country with new branches abroad, in the proud 100th anniversary of our republic. In the light of Mustafa Kemal Atatürk’s principles and science, I sincerely hope that this year will be a year in which we run from one success to another on behalf of our country and our Company.

Before concluding, I would like to remind you that this year, more than ever, we need to work and unite. We have to heal the wounds of the huge Kahramanmaraş earthquake together, and we have to get our country back on its feet together.

Since the first day of the earthquake, we have mobilized our means for our earthquake-stricken citizens who were injured and in need of healthcare services, in all our hospitals in our country, especially in our hospitals in the region, and tried to be a cure for their problems. We played an active role in the acute period with our humanitarian aid shipments to the region and the soup kitchens we established. We did not limit our work to these. Being aware of the magnitude of this unprecedented disaster and the population density affected, we have created an employment project for the region and an earthquake fund with the contribution of our employees. As the

MLP Care family, we state that we will stand by our earthquake victims throughout the process in order to completely heal our wounds, and we express with all our hearts that we will overcome this pain together.

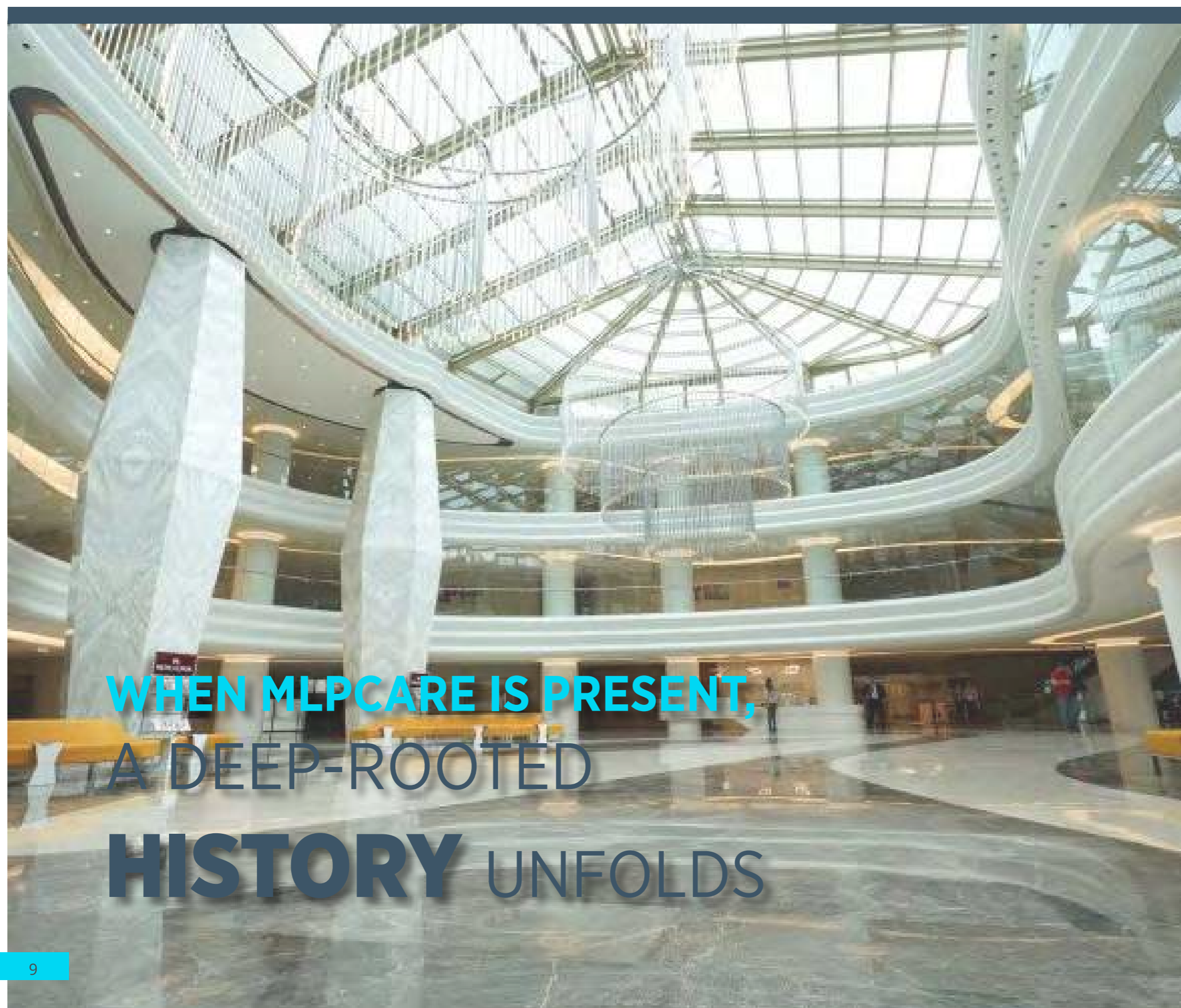
In such difficult times, I understand the value of our society more than ever, and I believe that we should make an effort to be a signatory to any positive work that can be carried out for the benefit of society. As MLP Care, I am proud to share with you our sustainability report, which we have published for the third time this year, and our work for the benefit of the environment and society.

Best Regards,

Dr. Muharrem Usta
Chairman and CEO

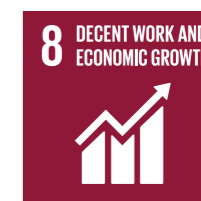


WHEN MLPCARE IS PRESENT,
A DEEP-ROOTED
HISTORY UNFOLDS



Our Corporate Profile

- About Us
- Our Activity Map For 2022
- Our Milestones
- Our Vision, Mission, and Values
- Our Strengths
- Our Growth Strategy
- Memberships and Our Certificates
- Our Awards and Achievements





As MLP Care, we have come a long way in nearly thirty years since we started our journey in 1993. We started our journey of success with our Medical Park brand, and we continue with incorporating our Liv Hospital brand and VM Medical Park concept. With our strong brand recognition and unique business model that appeals to different socioeconomic segments, we provide world-class healthcare services in 28 hospitals.

At MLP Care, with the support of our employees, we are taking firm steps forward in line with the same vision and mission as a family at our hospitals and headquarter across Türkiye and in Baku. We continue to work hard every day to ensure that our contribution to Türkiye's healthcare sector continues unabated.

As the MLP Care family, we are one of the leading healthcare service providers in Türkiye in the healthcare sector, which is shaped by our changing and developing world, and we are constantly improving our way of doing business to benefit society. As the leading healthcare group in Türkiye, **we strive to take our sector to the next level every day through academic collaborations, and we consider the development of the healthcare sector in Türkiye and raising its standards among our responsibilities.** We carry out our activities with more than 2,500 doctors and approximately 19,000 employees, more than 14,000 of whom are on payroll. We proudly state that 453 of our doctors continue their academic lives as appointed at various universities.

Today, we lead the private healthcare sector with 28 hospitals operating in 13 provinces in Türkiye and Baku in Azerbaijan, with a total capacity of nearly 5,600 bed capacity.

In addition, we pay special attention to university collaborations as an institution, and as MLP Care, we have 6 hospitals in cooperation with universities and medical faculties. While Altınbaş University Hospital Medical Park Bahçelievler Hospital, Bahçeşehir University Hospital Medical Park Göztepe and Yüksek İhtisas University Medical Park Ankara Hospital operate within our institution, we operate three foundation university medical schools, namely IAU VM Medical Park Florya Hospital, İstinye University Hospital Liv Hospital Bahçeşehir and İstinye University Hospital Medical Park Gaziosmanpaşa under management consultancy contracts.

We work with a centralized business model that supports field operations in hospitals and central management. In this way, we have a nationwide network. Our business model is supported by a balanced payer profile, and MLP Care continues to grow rapidly and profitably. Our senior management team has deep industry knowledge and experience and comes to MLP Care from Türkiye's leading healthcare organizations and other companies.

Strong Brand Recognition

At MLP Care, we have strong brand recognition and a unique business model that appeals to different socioeconomic segments.

With our most modern infrastructure and technological facilities

- A total of 28 hospitals in 13 provinces in Türkiye and Baku, Azerbaijan
- We operate with a total of 19,000 employees, of which more than 2,500 are doctors and more than 14,000 are on payroll.



We have best-in-class medical quality accreditations across the portfolio.

- JCI Accreditation
- Global Surgical Review Corporation Standard in Surgery, and “Centers of Excellence” awards in three centers



We continuously increase our scientific depth through collaborations with universities and medical faculties.

- 6 hospitals with university cooperation within the Group
- 453 academicians* serving as doctors in Group Hospitals (17.8% of total doctors)



We have world-recognized operational and surgical superiority by using new methods with high-tech equipment.

- Da Vinci Robotic Surgery System
- Gamma Knife Treatment



We have a sustainable financial growth performance.

- Growth through the Top-up Health Insurance System
- Growth through revenue diversification



* Due to YÖK (Council of Higher Education) regulations, the permissions for academicians from provinces other than İstanbul and Ankara to work at universities located in İstanbul and Ankara have been lifted. The number of academicians with academic titles who have been appointed to academic positions at universities is 453.

Income Portfolio with a Balanced Structure

In Türkiye, MLP Care offers services under 2 brands and 1 concept with 3 different pricing policies. This strategy allows the Company to target different segments of the population. These are the Medical Park and Liv Hospital brands and the VM Medical Park concept, respectively.



Medical Park

It is our first brand that we launched with the slogan "Health for Everyone", addressing the middle-upper mass segment. The target patient group is covered by SSI (Social Security Institution) health insurance and 13 of our Group hospitals operate under this brand.



VM Medical Park

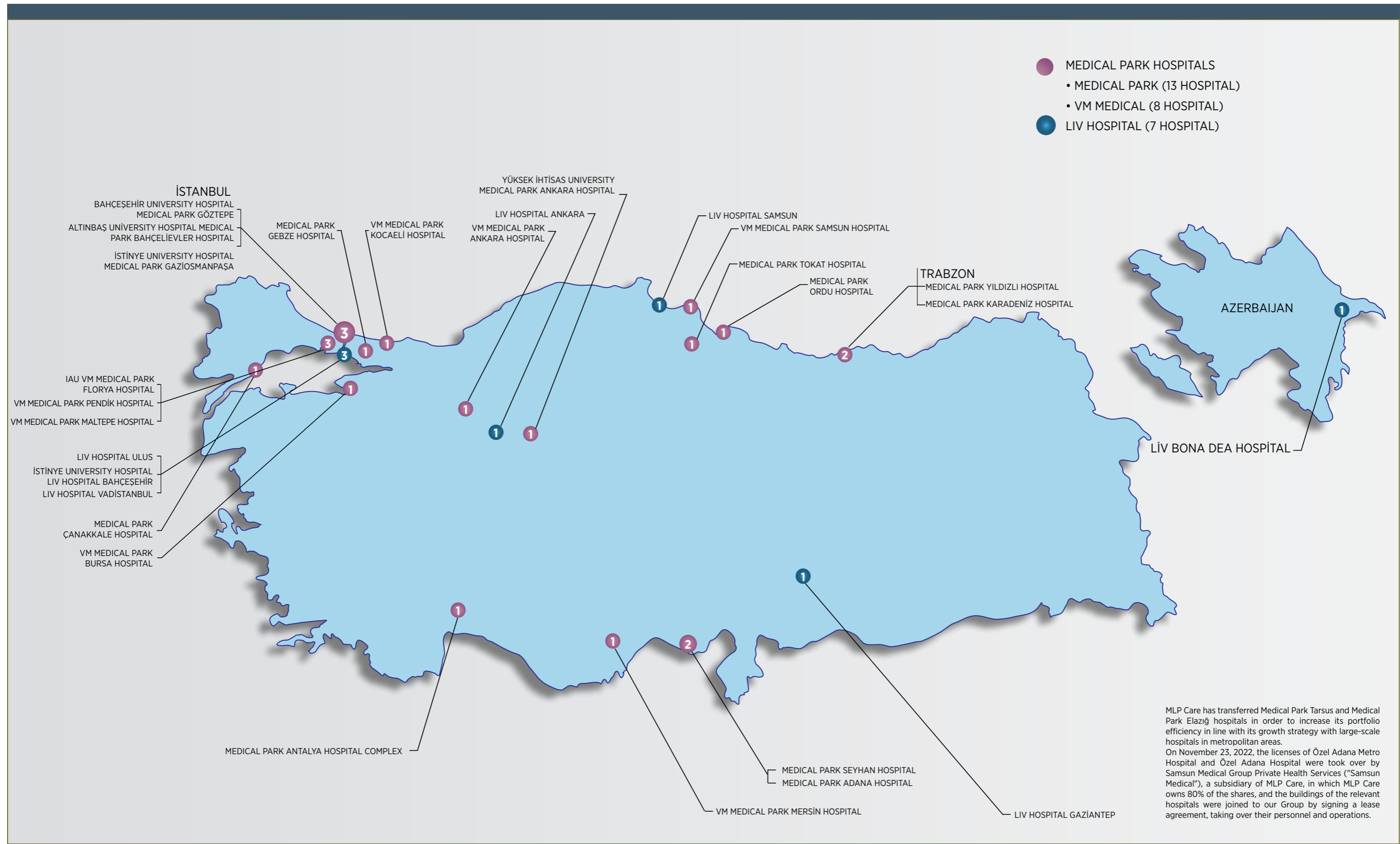
Our VM Medical Park concept, named after the phrase "Value Added Medicine", was launched in 2015. This concept has been created mainly to serve high-income patients who have private health insurance or self-pay patients and can pay additional fees for better quality services. Within the scope of this concept, we provide a higher level of service by offering high-tech medical infrastructure, high-caliber doctors, more nursing and administrative staff per patient, sophisticated contemporary decor, and suite room options for patients. 8 of our Group hospitals operate under this concept.



Liv Hospital

Our Liv Hospital brand is our premium segment service that we launched in 2013. Liv Hospital, which takes its name from the abbreviation of "Leading International Vision", targets the premium segment, which consists mainly of patients who have private health insurance and who want to receive specialized services. Under this brand, we offer higher comfort, a high ratio of staff per patient, as well as rooms with the latest technology. We have 7 hospitals operated exclusively under our Liv Hospital brand: İstanbul Ulus, Vadistanbul, Ankara Çankaya, Samsun and Gaziantep, as well as İstinye University Hospital Liv Hospital Bahçeşehir and Liv Bona Dea Hospital, for which we provide management consultancy services.

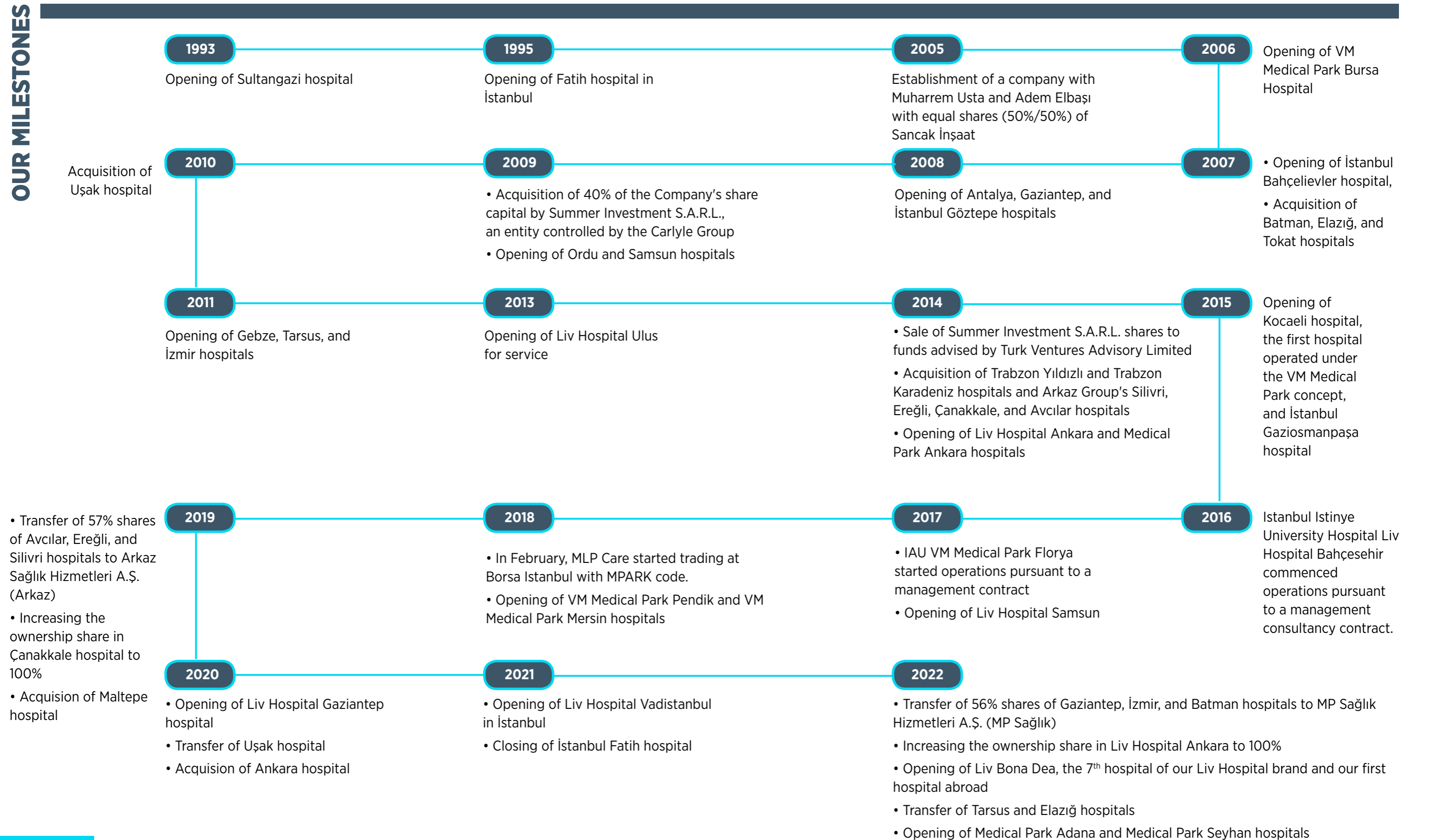
OUR ACTIVITY MAP FOR 2022



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

On November 23, 2022, the licenses of Özel Adana Metro Hospital and Özel Adana Hospital were took over by Samsun Medical Group Private Health Services ("Samsun Medical"), a subsidiary of MLP Care, in which MLP Care owns 80% of the shares, and the buildings of the relevant hospitals were joined to our Group by signing a lease agreement, taking over their personnel and operations.

OUR MILESTONES



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;

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



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 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 VISION,
MISSION
AND
VALUES

OUR GROWTH STRATEGY



Between fiscal years 2014 and 2022, we added 21 hospitals to our portfolio through new hospital investments and acquisitions.

At MLP Care, we continue our strong growth through new hospital openings, acquisitions, university collaborations and our brands that appeal to different segments. With our two brands and one concept, we offer services to a broad patient base consisting of middle-upper mass, premium mass, and premium patient segments. As MLP Care, we aim to provide high quality and sustainable service to the patient groups in different segments we address in the future. Our key strategies to achieve these goals are as follows:

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

For details of growth strategies, you can review the **MLP Care 2022 Annual Report**.



**Turkish Investor Relations
Society (TÜYİD)**

As the leader of the private healthcare sector in Türkiye, we are in demand for all kinds of awards that will crown our achievements. With the awards we received in 2022, we underline once again that we have a structure that is never satisfied with what we have and always aims for the better. We have indicated our relevant awards below:

The Best Private Hospital Group

We were recognized as the Best Private Hospital Group by The Global Economics.



Investor Relations Award

Our success in our Investor Relations efforts was recognized by Institutional Investor for 3 consecutive years.



Turkey's 50 Most Influential CFOs

As a result of the research conducted by Dataexpert and Fortune Magazine, we were ranked among Türkiye's 50 Most Effective CFOs. Burcu Öztürk, our CFO at MLP Care, achieved to be on the list 4 times according to the research results.



Emerging EMEA Health Care and Pharmaceuticals

Our Company was ranked at the top of the list in the EMEA Health Care and Pharmaceuticals category and recognized to have Best Investor Relations Program. MLP Care's Chairman of the Board of Directors and CEO Muharrem Usta was recognized as Best CEO, CFO Burcu Öztürk recognized as Best CFO, Strategy and Investor Relations Director Deniz Can Yücel was recognized as Best Investor Relations Professional, and Strategy and Investor Relations Associate Director Turgut Yılmaz was runner-up in the Best Investor Relations Professional category. In the BIST All category our Company was ranked at the top of the Best Investor Relations Program of the same research, CFO Burcu Öztürk was recognized as Best CFO, while Strategy and Investor Relations Director Deniz Can Yücel was recognized as Best Investor Relations Professional.



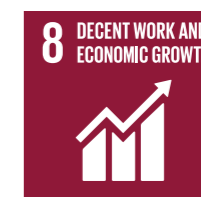


WHEN MLPCARE IS PRESENT,
GOOD **GOVERNANCE**
PREVAILS



Corporate Governance

- Our Board of Directors
 - Our Value Adding Partnership Structure
- Our Business Ethics
 - Our Internal Audit Department
- Our Corporate Risk Management
 - Economic Value Created



As the leader of the private healthcare sector, we carry out all our activities based on a sustainability perspective, integrate this perspective into our business plan and growth strategies, and act with the same mindset in the management of our Company. As MLP Care, we continue our contributions to the healthcare sector by adding more and more each day, and we consider corporate governance as an indispensable part of our way of doing business and we pay attention to act in accordance with the "Corporate Governance Principles" in all our operations.

Leading the sector with our efforts, we do not limit our corporate governance approach to our financial performance, but also act sensitively in social and environmental issues, which are other fundamental dimensions of sustainability. In this way, we aim to create high added value for all stakeholders with whom we cooperate.

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

The operation and administration of our Company is carried out by our six-member Board of Directors, which is elected by the General Assembly in accordance with the provisions of the Turkish Commercial Code and the Capital Markets Law, and has the qualifications specified in the Turkish Commercial Code and Capital Markets Legislation.

We aim to carry out the activities of the Company's Board of Directors in a transparent, accountable, fair, and responsible manner in accordance with all the issues determined by the Corporate Governance Principles. In accordance with the Corporate Governance Principles, our Board of Directors convenes as often as it can fulfill its duties effectively, and convenes urgently when an extraordinary situation occurs.

OUR BOARD COMMITTEES

According to Article 17 of the Articles of Association titled "Duties and Authorities of the Board of Directors", in order to ensure that the Board of Directors fulfills its duties and responsibilities in a healthy manner within the scope of the Corporate Governance Principles of the Capital Markets Legislation, other committees required by law and deemed appropriate by the Board of Directors have been established within the Board of Directors.

The areas of responsibility, working principles, and composition of members for the committees are determined by the board of directors. These principles are also published on the Company's website.

Board Committees	Number of Committee Members	Name-Surname of Committee Members	Number of Meetings Held	Number of Reports Submitted to the Board of Directors
Audit Committee	2	Tayfun Bayazıt Meral Kurdaş	5	5
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

* As of March 09, 2023, the title of the company, which was Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş., was registered as "Sancak Yatırım İç ve Dış Ticaret Anonim Şirketi".

Our Corporate Governance Committee

Committee assists the Board of Directors in relation to the compliance with the corporate governance principles, including the regulation of investigations and conflicts of interest which may occur in case of violation of the corporate governance principles. The Committee shall also monitor the investor relations unit.

Our Corporate Governance Committee convenes at least four times a year and also convenes off the agenda when deemed necessary.

Our Corporate Governance Board Charter

Our Audit Committee

Our Audit Committee aims to oversee the Company's accounting system and accounting practices, public disclosure of the Company's financial information, the functioning and effectiveness of the Company's internal and external audit, and compliance with the relevant legislation. The Committee also undertakes the duties assigned by the Articles of Association and the Communique.

Our committee, which works to contribute to the continuous improvement of the level of compliance with the legislation and internal regulations within our company, and to strengthen transparency, accountability, fairness, predictability and efficiency, convenes at least four times a year, at least once every three months.

Our Audit Committee Charter

Our Early Detection of Risk Committee

Our Early Detection of Risk Committee assists the Board of Directors in the early detection of risks that may jeopardize the existence, development or continuity of our Company, in the implementation of appropriate risk management strategies and in the establishment of an expert committee for risk management, and fulfills other duties assigned to it by the legislation.

Our Committee fulfills the following duties, provided that it holds at least six meetings a year:

- Identification of existing and potential operational, strategic and other risks and preparation of recommendations for taking relevant measures in connection with these risks,
- Preparation of proposals for the establishment of risk management systems and the development of systems related to the establishment and enhancement of the functionality of organizational infrastructures within the Company,
- Suggesting solutions to risks to the Board of Directors and the Audit Committee.

Our Early Detection of Risk Committee Charter

Our Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established in 2021 with the decision of the Board of Directors dated April 30, 2021 and numbered 2021/23. It convenes as often as required by the task assigned to it, provided that it holds at least two meetings a year. Our committee is responsible for the following tasks:

- Establishing a transparent system for the identification, evaluation and training of suitable candidates for Board membership and Administrative Responsible Executive positions and determining policies and strategies in this regard,
- Conducting regular evaluations on the structure and efficiency of the Board of Directors and submitting proposals to the Board of Directors for changes to be made in these matters,
- Evaluating the candidate proposals for Independent Board Membership, including those of the Board of Directors and investors, by taking into consideration whether the candidate meets the independence criteria or not, and submitting this evaluation, by linking to a report, to the Board of Directors for its approval,

- If there is a decrease in the membership of the Independent Board of Directors for any reason, in order to ensure that the minimum number of Independent Board members is reinstated, an evaluation is made for the election of Independent Members to serve until the first General Assembly meeting to be held, and the result of the assessment is reported to the Board of Directors in writing,
- Determining the principles, criteria and practices to be used in the remuneration of the members of the Board of Directors and Administrative Responsible Executives, taking into account the long-term goals of the Company, and overseeing them,
- Preparation of the Company's remuneration policy and submission to the Board of Directors,

- Submission to the Board of Directors of proposals regarding the remuneration to be paid to the members of the Board of Directors and Administrative Responsible Executives, taking into account the degree of achievement of the criteria used in remuneration,
- Presenting information about the activities of the Committee and the reports containing the results of the meetings to the Board of Directors at the first Board meeting to be held after each meeting,
- Periodic review of the Committee's charter and, if necessary, submission of proposed amendments to the Board of Directors for approval.

Our Nomination and Remuneration Committee Charter

Senior Management

Name - Surname	Title	Total Professional Experience	Year of Employment at MLP Care
Dr. Muharrem Usta	CEO	30	1995
Burcu Öztürk	CFO	19	2014
Dr. Adem Elbaşı	Chief Operations Coordinator	34	1995
Dr. Hikmet Çavuş	Chief Strategy and Performance Coordinator	30	2003
Şerafettin Demiray	Chief Human Resources Coordinator	25	2021
Gürkan Çağlıoğlu	Information Systems and Digital Transformation Coordinator	23	2019
Hakan Ercan	Internal Audit Director	24	2021
Deniz Can Yücel	Strategy and Investor Relations Director	24	2017

With our strong shareholding structure and systematic way of doing business, we continue to increase our contribution to our society and country every year.

As of December 31, 2022, our shareholding structure is as follows:

SHAREHOLDING STRUCTURE

Shareholders	Share in Capital (%)	Number of Shares (TL thousand)
Lightyear Healthcare B.V. (*)	34.67%	72,131
Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş. (**)	15.35%	31,943
Muharrem Usta	8.98%	18,678
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

(*) Turk Ventures Adv. Ltd. provides consultancy services in its Istanbul liaison office to Dutch shareholders TPEF (Hujori Financieringen B.V. ("Hujori")) and Lightyear Healthcare B.V. ("Lightyear")). Consulted Hujori and Lightyear have merged under Lightyear. With this merger, 8,287 thousand shares corresponding to 3.98% of the non-public portion and 418 thousand shares corresponding to 0.57% of the publicly traded portion owned by Hujori were transferred to Lightyear.

(**) As of March 9, 2023, the title of Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş. has been registered as "Sancak Yatırım İç ve Dış Ticaret A.Ş."

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



OUR BUSINESS ETHICS



As the MLP Care family, we work for the mutual satisfaction of both our guests and other stakeholders, and we always work with the same perspective by adopting a transparent communication approach based on our business processes. We conduct our operations in accordance with our **Business Ethics Policy**, which we have developed in light of this perspective, and we are sensitive to ensure that all our stakeholders have the same awareness.

Our Business Ethics Policy is the compass of our business processes, aiming to ensure effective use of resources, open, transparent and rule-compliant management of various service activities, prevention of unfair competition, and the formation of social and corporate awareness and responsibility in both managers and employees.

Members of the Board of Directors or Board of Managers, executives and employees of Company,



Company's subsidiaries, affiliates and business partners, doctors providing services against invoice at the Company, Company's subsidiaries, affiliates and business partners, doctors employed by Company's health service providers ("Company Employee(s)"), subsidiaries of Company and Company liaison offices abroad (Company and Company Employees shall be collectively referred to as the "Company Entities and Employees") are obliged to comply with this Business Ethics Policy. Within the scope of this Business Ethics Policy, all the above-mentioned individuals and organizations must perform all their activities honestly and in unity during their term at the Company, and must fulfill all obligations arising from the Turkish health and personal data protection legislations. In addition, these individuals and organizations have obligations to avoid all kinds of conflicts of interest within the framework of the Business Ethics Policy.



We continue the services we provide both locally and abroad with our stakeholders who have adopted the same ethical approach and with whom we have common ground. If any of our employees who provide services within our organization encounters a situation that is not within the ethical framework, they can anonymously voice their complaints by sending an e-mail to etikihbar@mlpcare.com.

It is one of our building blocks that every work done in our organization is in line with our ethical principles. In this context, our **Anti-Bribery and Anti-Corruption Procedure**, which we have established based on legal requirements and laws to prevent any corruption and bribery that may occur within our organization, applies to every person we cooperate with and within our organization, including our partners. Each incident of bribery and corruption within our organization carries severe sanctions under our procedure and reporting is



encouraged in case any incident is detected. The duties of the Board of Directors, the Disciplinary Committee, the Human Resources Department, managers and employees regarding the Anti-Bribery and Anti-Corruption Policy are explained and the implementation principles of the procedure are detailed.

Discipline Committee

The Committee oversees the employee disciplinary processes of the Company and its Subsidiaries. In this context, employees of the Company and its Subsidiaries are subject to the principles and principles set forth by the Company in the Disciplinary Board and its Procedure.

OUR CORPORATE RISK MANAGEMENT

Our Internal Audit Department, which reports administratively and functionally to our MLP Care Board of Directors, fulfills its duties and responsibilities in accordance with the Internal Audit Guidelines. Our Internal Audit Department performs its activities independently and objectively in order to provide added value to our hospitals while improving their operations. The main purpose of our Department can be summarized as providing modern, entrepreneurial internal audit and consultancy services by conducting audits that include consultancy elements on how audit findings should be handled and how processes can best be implemented.

According to our Internal Audit Guidelines, each hospital is audited every two years at the latest, new hospitals are audited in their first year, and in the event of a change of hospital general manager, within three to six months of the change. In addition, follow-up audits are conducted when necessary, depending on the results of the audits.



We know that the healthcare sector we serve requires a detailed analysis of all kinds of risks and we implement a proactive process regarding the risks we may encounter. Within the scope of our Corporate Risk Management Program, which we have implemented with the principle of proactive risk management, we aim to identify risks, make impact and probability assessments, and create effective and appropriate risk responses for the identified risks.

The healthcare sector has a feature that brings with it risks and opportunities. With the awareness of what the industry brings, we not only analyze risks, but also create a more comprehensive risk management process by taking into account the opportunities.

In our Company, the risk management process is carried out within the scope of identifying the dangers to which we may be exposed to patient / patient relatives, employee and workplace safety, strategic, operational, financial targets, information security, compliance with legislation and corporate reputation, climate change issues, analyzing and evaluating the risks, ensuring the control of these risks, determining and evaluating the measures to be taken to proactively reduce them. By measuring the effects of the threats and opportunities we may encounter on our organization, our processes are managed by consciously making decisions to reduce, transfer, accept or avoid risk. With these studies, it is ensured that the significant risks of the companies are identified, control activities and actions are determined, these risks are managed with appropriate processes and action plans are developed to reduce the risk to acceptable levels.

In the corporate risk management organization, risk managers have been identified on a departmental basis. At the same time, all employees are responsible for reporting the risks they identify. In this context, all operations are included in the process and non-financial risks are also identified.

Our Corporate Risk Management Mission

To provide reasonable assurance for the systematic and effective identification, evaluation and management of the risks and opportunities that our Company is exposed to during its activities in the most appropriate manner, and to make risk management an indispensable part of the corporate culture and strategic decision-making process.

Our Corporate Risk Management Vision

To contribute to sustainable growth by identifying and measuring the risk portfolio of our Company, raising the awareness of all employees on this issue, and evaluating risks holistically.

Department managers coordinate the fulfillment of the tasks of identifying, evaluating, responding to, reviewing and reporting the risks at the sub-unit level related to their own processes in relation to the objectives of the organization. They match the identified risks with their activities by utilizing the knowledge and expertise of sub-units and ensure that all important issues are addressed.

Our Corporate Risk Management Program is implemented in accordance with the policies determined by the Quality and Risk Management Directorate and approved by the Board of Directors. The Quality and Risk Management Directorate works in cooperation with all departments within our Company to identify, evaluate and control risks and opportunities related to the strategic goals and operational processes of the departments.

Our Corporate Risk Management Strategies

- To achieve an effective corporate risk management organization and define roles and responsibilities,
 - To ensure that risk management is aligned with the organization's strategies,
- To ensure the consistent application of corporate risk management across all MLP Care companies,
 - To implement the Corporate Risk Management Program regularly and contribute to the development of the Program by making necessary improvements as a result of evaluations.

Under 4 main categories, the risks identified by us are listed below:

Strategic Risks		Regulatory Compliance Risks	
<ul style="list-style-type: none">External RisksEpidemicsRevenue ManagementDoctor Strategies and CommunicationCrisis ManagementInternational Patient ProcessClimate-Related Risks		<ul style="list-style-type: none">Code of Conduct/AbusePDPL Compliance ProcessLegislation & Compliance	
Financial Risks		Operation Risks	
<ul style="list-style-type: none">Risks Related to DebtsInterest RiskCurrency RiskCash Flow/Liquidity ProvisionRefinancing Risk		<ul style="list-style-type: none">Emergency ManagementOccupational Health and SafetyFacility Maintenance and ManagementMedical Equipment ManagementClinical Process-Patient SafetyDigital TransformationService ExcellenceIT Infrastructure and Security	



The Sub-Working Groups that we have established within the scope of our Sustainability Working Group continue their work in one-to-one communication with the Quality and Risk Management Directorate. Thus, a risk management structure has been established in which risks and opportunities related to material issues can be identified by the subject owners and easily communicated to the Quality and Risk Management Directorate for further work.

As an organization serving in a sector where technological developments are rapidly applied, we work actively with the support of our Information Systems and Digital Transformation Coordinatorship in analyzing technology-related risks. At our Company, technology-related risks are monitored at the Board of Directors level, all risks are analyzed in detail and actions are determined. In addition, by including data centers in the scope of our organization, we comply

with ISO 27001 Information Security Management System standards and are audited by independent certification bodies every year.

Climate-Related Risks and Opportunities

Climate-related risks are evaluated within the scope of strategic risks, which are risks that may prevent us from achieving our business objectives. Risks and opportunities brought by climate change have been identified and the study continues to be developed and detailed. In addition, within the scope of these developments, we continue to work on calculating the possible financial costs of the related risks and opportunities for our Company. We started our activities in this area during the reporting year and the issue is evaluated within the framework of our existing Corporate Risk Management System.

We continue our healthcare journey in Türkiye, which we started with Medical Park in 1993, with our Liv Hospital brand and VM Medical Park concept. We maintain our leading position in Türkiye and make our name mentioned with praise abroad, as well. In order to expand our hospital network, we cooperate with universities, diversify our staff by providing employment opportunities in this context, and also serve as university hospitals. We quickly adapt to today's changing technological conditions, maintain our existing facilities and strengthen their technological infrastructure in order to provide high quality healthcare services to our guests and employees.

Between fiscal years 2014 and 2022, we added 21 hospitals to our portfolio through greenfield expansions and acquisitions. In line with our strategy to focus on large and medium-sized hospitals in metropolitan areas, we evaluate the opportunities for greenfield expansions and acquisitions.

In 2022, our revenue increased by 69.7% to 9,837 million TL (2021: 5,796 million TL), total

revenue normalized for divestitures, our total revenue increased by 90.9%. Foreign medical tourism (FMT) and private medical insurance revenue were the highest growth segments. Our domestic patient revenue increased by 58.6% 2022 due to increased inpatient numbers and both inpatient and outpatient average prices. Our FMT revenue increased by 146.4% in TL terms and 31.8% in USD terms in 2022. In 2022, our FMT revenue accounted for 17.8% of our total revenue. Our revenue from other ancillary business increased by 69.8% in 2022 due to management consultancy revenues from university hospitals and Liv Bona Dea Hospital. The consultancy revenues increased by 99.9% to TL 234 million in 2022 (We currently have 6 university hospitals, 3 of which we have management service contracts with).

With our success in operational performance, we have achieved an increase in the value we create and the economic value we distribute to our many stakeholders. We present our Economic Value Created table for 2021 and 2022 below:

	2021 (thousand TL)	2021 (%)	2022 (thousand TL)	2022 (%)
Economic Value Created	5,795,954	100%	9,836,916	100%
Economic Value Distributed	5,423,057	94%	8,564,677	87%
Operating Expenses	2,580,119	45%	4,189,530	43%
Employee Benefits	2,170,124	37%	3,695,784	38%
Benefits to the State	100,289	2%	97,623	1%
Benefits to Capital Providers	547,317	9%	534,173	5%
Benefits to Society	25,208	0%	47,567	0%
Economic Value Retained	372,897	6%	1,272,239	13%

You can find detailed information on our Financial Performance in our [Annual Report](#).





WHEN MLPCARE IS PRESENT,
TOMORROW'S
IMPROVEMENT BEGINS

Improvement Begins



WHEN MLPCARE IS PRESENT,
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Our Sustainable Management Approach

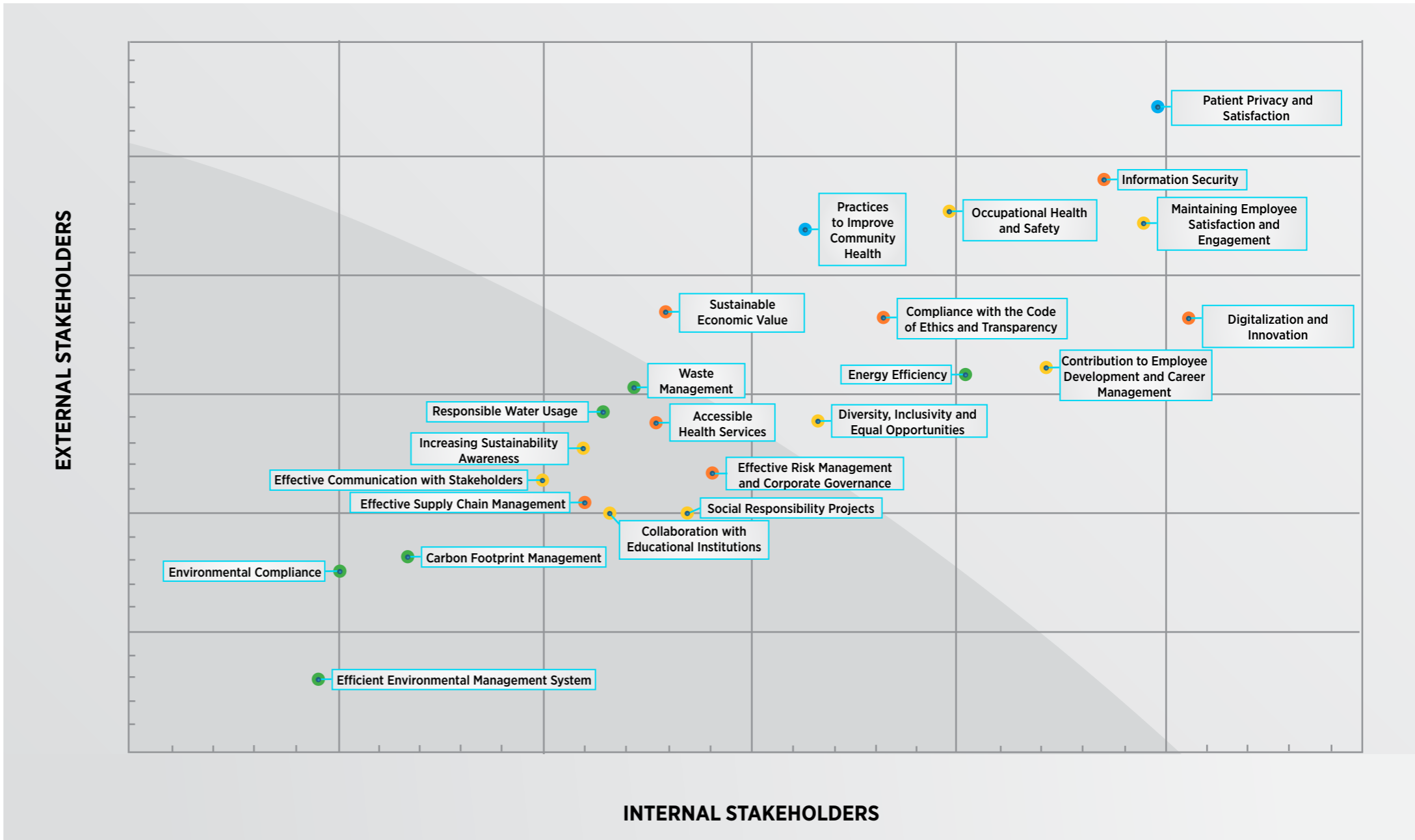
- Our Material Topics
- Our Sustainability Approach
- Our Sustainability Working Group
- Our Sustainability Goals
 - United Nations Sustainable Development Goals and MLPCARE
 - Sustainability in the Supply Chain
- Our Stakeholder Communication



OUR MATERIAL TOPICS

We actively evaluate our contribution to sustainability practices in the healthcare sector and solutions to global problems within the scope of our sustainability priorities. While determining our sustainability strategy, material topics, and targets, we take into account our business strategies, prominent issues in our sector, megatrends, stakeholder opinions, and conjunctural issues, and constantly review them. The materialization of the identified issues has been prepared in accordance with the methods recommended by the standard we use to prepare our report. We decided on the topics we will work on in the field of sustainability by examining the material issues in our sector in the global conjuncture, taking into account our business strategy, and organizing a workshop to get the opinions of our departments. Afterwards, we divided our external stakeholders into 11 main groups (Guests, Senior Management, Investors and Shareholders, Community, Public Institutions and Regulatory Authorities, Suppliers, Insurance Companies, Media, Accreditation Institutions, Educational Institutions, Financial Institutions) and asked them to rate the material issues we presented to them. 96 external stakeholders participated in the survey, while 78 internal stakeholders also expressed their opinions. The prepared and reported material issues were presented to the senior management and accepted. When we reviewed our material issues matrix that we shared in 2021 this year, there was no need for an update.

At MLP Care, we demonstrate sustainable strategic management by conducting a materiality analysis for specific issues, particularly environmental, social, and governance issues. Of the 23 topics, 10 were rated as «very high priority», 10 as «high priority» and 3 as «priority». On a scale of 0-5, there is no topic that the respondents rated below 3.6.



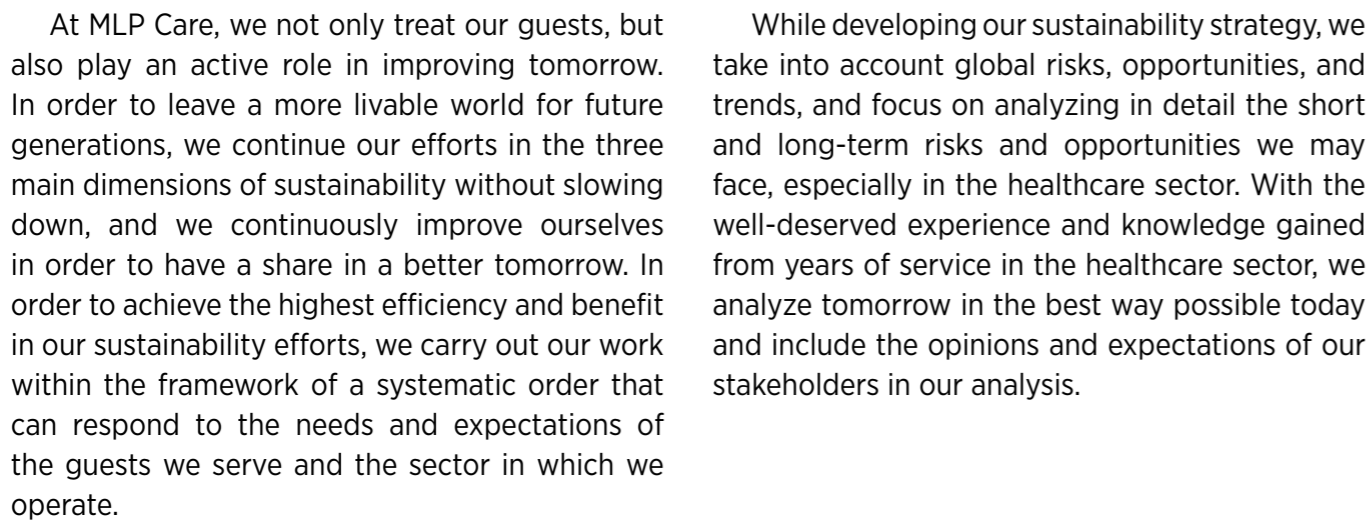
On the materiality matrix above, it is evident that the topics located on the right and at the top are identified as more material topics. In other words, areas shaded in light gray are determined to be of higher priority compared to the topics in the darker gray region.

● SOCIAL

● ENVIRONMENT

● HEALTH

● GOVERNANCE



We aim to ensure resource efficiency through our digitalization efforts, to be a company preferred by everyone through our work on people and culture, to be a healthcare organization that improves the society while offering the best experience to our guests through our work under the theme of contribution to society, and to provide environmentally friendly healthcare services through our practices to fight with climate change.

In 2020, within the scope of the "Sustainability Principles Compliance Framework" published by the Capital Markets Board (CMB), publicly traded companies are expected to work in line with the basic principles on environmental, social and governance issues. In this context, while the implementation of these principles is voluntary, it has been made mandatory under the "Comply or Disclose" principle. Accordingly, we, as MLP Care, have started to publish our answers and explanations within the scope of the Capital Markets Board Sustainability Principles Compliance Framework in our Annual Report. You can access our Annual Report for 2022 [here](#).

OUR SUSTAINABILITY WORKING GROUP

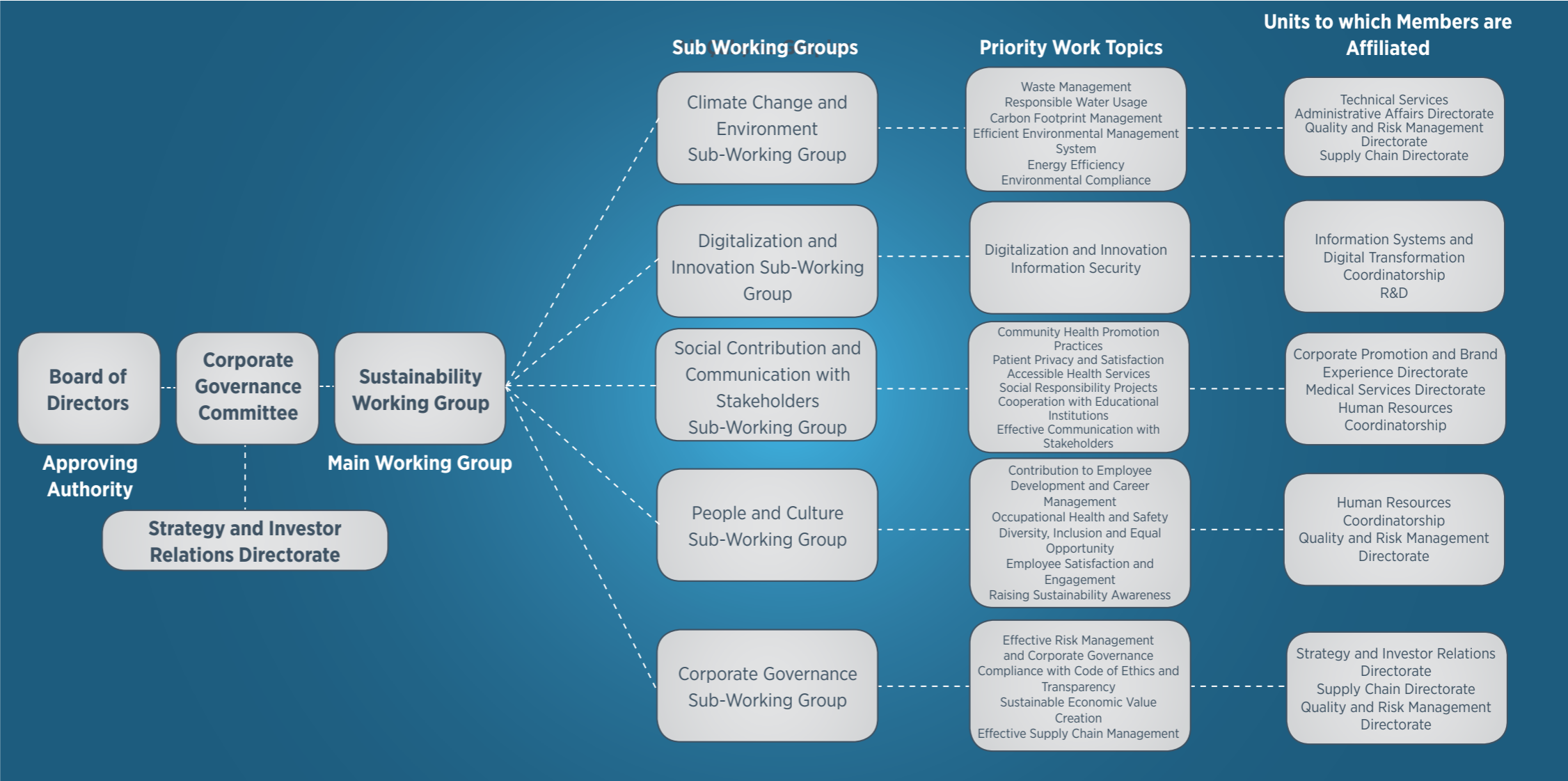
At MLP Care, we have established a Sustainability Working Group to ensure that every effort we undertake in line with the importance we attach to sustainability proceeds in a systematic manner. We continuously improve ourselves to ensure that the decisions agreed upon by our Working Group are implemented immediately in our hospitals and have a positive impact on our stakeholders. As of the 2022 reporting period, in order for our sustainability governance structure to operate more comprehensively, we have not only further developed our structure since the previous reporting year, but also established specific focus Sub-Working Groups to work with our Working Group.

The Digitalization and Innovation, People and Culture, Corporate Governance, Social Contribution and Communication with Stakeholders, Climate Change and Environment Working Groups, which we have determined by taking into account the needs of the sector and our Company's way of doing business, operate under our Sustainability Working Group. With this structure we have implemented, we determine the material issues that each Sub-Working Group is responsible for, and we follow up these material issues and related projects with the Sub-Working Groups.

Within the scope of our Sustainability Working Group, Sub-Working Groups share the issues, targets, and progress of the relevant targets with their leaders, and the process is carried out with the guidance of the leaders. The organization of the Working Group is undertaken by the Strategy and Investor Relations Department, and the work is led by the Strategy and Investor Relations Director, who is a member of the Corporate Governance Committee and reports directly to the Chairman of the Board of Directors. At the Corporate Governance Committee meetings, discussions are held on a quarterly basis on the Company's sustainability efforts, future plans, and global sustainability developments.

In 2022, the Corporate Governance Committee held four meetings to discuss sustainability priorities, the strategy designed, the targets set, the evaluation of sustainability activities carried out in the previous year, and the activities and projects planned for the current year. Our Chairman and CEO also includes sustainability activities in his agenda during meetings with stakeholders.

A diagram of our Sustainability Working Group is provided below:



As part of our strategies, MLP Care has set specific, measurable, achievable, and timely targets for the short, medium and long term. As the pioneer of sustainability in the healthcare sector, we continue our efforts to take concrete and effective steps, and we share with you below our targets with a base year of 2021:

Completed

In progress

Since it is an ongoing goal, there is no completion status. Within the scope of this objective, activities and projects are being carried out.

Studies have not yet started.

Target	Theme	Target Year	Studies / Progress Made in Line with the Targets	Completion Status
Zero information security incidents	When MLPCARE Is Present, Innovation Blossoms	Continuous	<ul style="list-style-type: none">● Phishing tests continued.● Continued to provide information security trainings to employees.	
Conducting projects that provide time, resource, and labor efficiency	When MLPCARE Is Present, Innovation Blossoms	Continuous	<ul style="list-style-type: none">● Projects are produced and executed, and you can access the relevant projects in the 2022 Annual Report between the pages 62-65.	
Reducing accident frequency rate	When MLPCARE Is Present, Employee Happiness Thrives	Continuous	<ul style="list-style-type: none">● With the Dashboard Sensor Tracking Project, temperature, humidity, dew point, air quality, flooding, voltage, frequency sensors were installed in technical areas (transformer room, boiler room, compressor room, pharmaceutical warehouse, etc.) in hospitals within the scope of occupational health and safety measures. These sensors enabled the head office and hospital managers to take quick action in case of warnings, alarms, and critical alarms. This project helps to take precautions with a proactive approach before an incident or accident occurs.	
Increase the ratio of female managers from 39% to 42% in 2025	When MLPCARE Is Present, Employee Happiness Thrives	2025	<ul style="list-style-type: none">● In line with our target, this ratio increased to 40.7% in 2022.	
Creating a Talent Management System by 2025	When MLPCARE Is Present, Employee Happiness Thrives	2024	<ul style="list-style-type: none">● Work continues in line with the target.	
Raising awareness of sustainability	When MLPCARE Is Present, Employee Happiness Thrives	Continuous	<ul style="list-style-type: none">● Through the MLP Care Development Academy, employees are trained on topics such as patient privacy and security, information security, occupational health and safety, and waste management in line with the organization's sustainability priorities.	
To ensure at least 82% employee satisfaction by 2027	When MLPCARE Is Present, Employee Happiness Thrives	2026	<ul style="list-style-type: none">● In 2022, the employee satisfaction rate was realized as 80%.	
Publishing Human Resources and Human Rights Policies	When MLPCARE Is Present, Employee Happiness Thrives	2022	<ul style="list-style-type: none">● The existing Human Resources Policy was updated and published on the official website.● Human Rights Policy was developed based on national laws, international principles, conventions, and guidelines and published on the official website.	

Target	Theme	Target Year	Studies / Progress Made in Line with the Targets	Completion Status
In 2023, providing at least two sustainability-related trainings to our employees	When MLPCARE Is Present, Employee Happiness Thrives	2023	● Trainings on employee health protection and waste management were offered to employees.	✓
Organizing sustainability-focused competitions by 2025	When MLPCARE Is Present, Employee Happiness Thrives	2024	● Study has not started yet.	...
By the end of 2024, to implement award mechanisms for the development of sustainability-related projects	When MLPCARE Is Present, Employee Happiness Thrives	2024	● Study has not started yet.	...
By 2023, identify climate-related risks	When MLPCARE Is Present, Good Governance Prevails	2022	● Climate-related risks were identified by relevant departments.	✓
Reporting sustainability performance with financial data by 2025	When MLPCARE Is Present, Good Governance Prevails	2024	● Timeline for Integrated Reporting has been created.	⌚
Building a sustainable supply chain by 2030	When MLPCARE Is Present, Good Governance Prevails	2029	● Environmental criteria were identified first for the establishment of a sustainable supply chain. ● Determined environmental criteria started to be included in supplier contracts. ● Studies are continuing to determine social criteria.	⌚
By 2024, include MLP Care Social Criteria in supplier contracts	When MLPCARE Is Present, Healthy Communities Flourish	2023	● Social criteria are under preparation.	⌚
Maintain collaborations with universities, medical faculties, and vocational schools	When MLPCARE Is Present, Healthy Communities Flourish	Continuous	● The Group has 6 hospitals with university partnerships and 453 academicians* (17.8% of total doctors) serving as doctors in Group hospitals. <i>* Due to YÖK (Council of Higher Education) regulations, the permissions for academicians from provinces other than İstanbul and Ankara to work at universities located in İstanbul and Ankara have been removed. The number of academicians with academic titles who have been appointed to the academic staff of universities is 453.</i>	↺
By 2023, include MLP Care Environmental Criteria in supplier contracts	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2022	● MLP Care Environmental Criteria were determined, negotiations were held with the relevant suppliers and started to be added to the contracts.	✓

OUR SUSTAINABILITY GOALS

Target	Theme	Target Year	Studies / Progress Made in Line with the Targets	Completion Status
By 2024, start working on producing our own renewable energy	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2023	● Works continue in line with the target.	
By 2027, be ready to deliver a Science Based Target	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2026	● Work has started to add indirect emission sources to the Scope 3 emission calculations.	
Net zero emissions by 2050	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2049	● Work has started to add indirect emission sources to the Scope 3 emission calculations.	
By 2025, reduce our Scope 1 and Scope 2 emissions intensity by 45% compared to the base year 2021	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2024	● We continue our efforts to save electricity and natural gas in order to reduce our carbon emissions from energy consumption. In addition, through our Solar Energy Power Plants, where we will generate our own renewable energy, we are planning to increase our target from the initially set 8% to a 45% reduction.	
Improving the Waste Management System	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	Continuous	● The needs of the current waste management process in hospitals were identified.	
To save 3,000,000 kWh electricity and 900,000 Sm³ natural gas by the end of 2023	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2023	● The target was achieved by 2023 thanks to the projects implemented, maintenance works, and performance management follow-up. Since the target was achieved ahead of the schedule, we are planning to save 3,000,000 kWh of electricity and 900,000 Sm³ of natural gas in total by the end of 2023, based on 2021 consumption.	
To save 18,000 m³ of water by the end of 2023	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2023	● Filter maintenance works are carried out and we benefit from the use of aerators and sensors in faucets. While anticipating achieving a reduction of less than 18,000 m³ by the end of the year 2023, we also plan to continue our innovative practices to further enhance our savings capabilities	
In 2023, we will launch a project in our pilot hospitals to improve our waste management processes.	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2023	● The needs of the current waste management process in hospitals were identified. ● Interviews were conducted with project stakeholders.	
Increase our recycling rate by 2025	When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced	2024	● System researches are being conducted in order to keep records of our non-hazardous wastes according to their type. The needs of the current waste management process in hospitals were identified.	

Focus Area	Material Topics	Good Practices	SDGs We Contributed to
When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced		Real Time Machine-Equipment Inspection System <ul style="list-style-type: none">• With the system we have installed, we keep our operating inventory and maintenance plans under constant control. With this system, we can instantly monitor the status of the equipment and intervene when necessary.	<div>3GOOD HEALTH AND WELL-BEING</div> <div>7AFFORDABLE AND CLEAN ENERGY</div> <div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>13CLIMATE ACTION</div>
	Waste Management	LED Conversion <ul style="list-style-type: none">• We save energy in our consumption by replacing old generation lighting fixtures with environmentally friendly and long-lasting LED technology.	
	Responsible Water Usage	Instant Energy Monitoring System <ul style="list-style-type: none">• With the system we have installed, we monitor the energy used in our hospitals.	
	Carbon Footprint Management	Water Efficiency Activities <ul style="list-style-type: none">• We carry out filter maintenance works, aerator and sensor usage works.	
	Efficient Environmental Management System	Digital Protocol Book and E-Invoice Application <ul style="list-style-type: none">• With our work, we aim to reduce the amount of paper waste by replacing the patient protocol books used by our doctors in our hospitals with digital protocol books.	
	Energy Efficiency	Zero Waste Project <ul style="list-style-type: none">• We ensure that non-recyclable and recyclable wastes are collected separately at source and appropriate disposal and recycling processes are applied.	
	Environmental Compliance		

Focus Area	Material Topics	Good Practices	SDGs We Contributed to
When MLPCARE Is Present, Good Governance Prevails	Compliance with the Code of Ethics and Transparency	Compliance with MLP Care Ethical Principles <ul style="list-style-type: none">• We enable anonymous notifying of any unethical situation through the ethical complaint line we have established, and we comply with the Anti-Bribery and Anti-Corruption Procedure and all ethical principles.	<div>8DECENT WORK AND ECONOMIC GROWTH</div>
When MLPCARE Is Present, Healthy Communities Flourish		Antibiotic Usage Control and Antibiotic Prophylaxis Program <ul style="list-style-type: none">• Our program aims to reduce the overuse of antibiotics, provide patients with the most appropriate antimicrobial treatment, and prevent the spread of resistant microorganisms.	<div>3GOOD HEALTH AND WELL-BEING</div> <div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>
	Practices to Improve Community Health	Hospital School <ul style="list-style-type: none">• In 2021, we opened a hospital classroom at Altınbaş University Hospital Medical Park Bahçelievler Hospital for students of compulsory school age who are undergoing inpatient treatment due to health problems. In this way, we prevented students' education processes from being interrupted and contributed to students.	
	Patient Privacy and Satisfaction	Remote Health Service <ul style="list-style-type: none">• With our service, we enable the communication through various ways such as video calls and messaging between doctor and patient.	
	Social Responsibility Projects	Cyber Security Practices <ul style="list-style-type: none">• We ensure data security with intrusion prevention systems, in-house trainings, and tests.	
	Collaboration with Educational Institutions		
	Expert Staff		

Focus Area	Material Topics	Good Practices	SDGs We Contributed to
When MLPCARE Is Present, Employee Happiness Thrives		Occupational Health and Safety Studies and Software Usage <ul style="list-style-type: none">We are working on establishing the Occupational Health and Safety Management System, providing trainings to raise awareness, and monitoring occupational health and safety processes with software.	<div>3GOOD HEALTH AND WELL-BEING</div> <div>4QUALITY EDUCATION</div> <div>8DECENT WORK AND ECONOMIC GROWTH</div>
	Occupational Health and Safety	MLP Care Development Academy <ul style="list-style-type: none">We ensure the provision of orientation and leadership programs, technical trainings, competency-based trainings, and corporate culture trainings for our employees.	
	Contribution to Employee Development and Career Management	Digital HR Practice <ul style="list-style-type: none">We digitalized the processes of the Human Resources Department to plan the workforce and manage workforce tracking more transparently.	
	Diversity, Inclusion, and Equal Opportunity	Master's and PhD Programs <ul style="list-style-type: none">We offered our employees 100% scholarship to attend ISU PhD programs. In 2022, we also offered free master's degree opportunities to our employees by covering the remaining amount of the master's degree opportunities given to our Company with a 50% discount.	
	Maintaining Employee Satisfaction and Engagement	Top-up Health Insurance <ul style="list-style-type: none">Top-up health insurance benefits are offered to our new employees.	

Focus Area	Material Topics	Good Practices	SDGs We Contributed to
When MLPCARE Is Present, Innovation Blossoms		Operation Management Center <ul style="list-style-type: none">We ensure the digital integration of our processes and operations.	<div>3GOOD HEALTH AND WELL-BEING</div> <div>8DECENT WORK AND ECONOMIC GROWTH</div> <div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div>
		Cyber Security Practices <ul style="list-style-type: none">We ensure data security with intrusion prevention systems, in-house trainings, and tests.	
		Hospital Information Management System (HIMS) <ul style="list-style-type: none">We manage our processes in a safer and faster way with HIMS, which enables the digital recording and realization of the processes we carry out in our institutions. We are also creating a system that is open to developments related to artificial intelligence.	
	Digitalization and Innovation	MLP Online USBS <ul style="list-style-type: none">With our software, we offer remote health services with our own infrastructure by adding features such as video calls and messaging between doctor and patient.	
	Information Security	Patient Admission Practices in New Generation Healthcare Services <ul style="list-style-type: none">With this project carried out by our R&D unit, we aim to create a seamless structure for our guests to carry out their transactions online from appointment to treatment, from the billing process to the payment to be received from the insurance company during their stay in hospitals.	
		My Mobile Hospital Project <ul style="list-style-type: none">Within the scope of this project, we plan to offer many different services such as sales of treatment services, video call services, use of wallets for payments, medicine supply and home care services through our mobile and internet-based applications.	

In order to realize the goals and targets we have set in line with our sustainability strategy, we know that we can achieve this by integrating the concept of sustainability into every process starting from our supplier selection and involving all our stakeholders in this process. We manage our supply chain structure with the awareness that the establishment of a responsible supply chain structure will have a direct positive impact on all our business processes. We categorize our supply chain as medical (pharmaceuticals and medical consumables, etc.) and non-medical (hospitality services etc.).

In our procurement processes, which we carry out within the scope of our responsible supply chain approach, we take care to establish transparent dialog with our suppliers, and we carry out our processes based on trust, based on sustainable competition. With the support and dedication of our expert procurement employees, we use up-to-date procurement methods in our business processes and continue our efforts to simplify through digital transformation.

In our procurement processes, we have criteria such as ensuring the timely and accurate supply of products, selecting high quality products with relevant certificates, supplying orders in accordance with the specified conditions, working with the right companies by considering supplier performance evaluations, otherwise contacting new companies, complying with delivery deadlines, return procedure, order quantity, and responding to requests and complaints in a timely manner. In addition, we pay special attention to acting responsibly within the scope of the environmental dimension of sustainability.

As of 2023, we will start to include the environmental criteria set by MLP Care in our contracts especially with our cafeteria and cleaning service suppliers. Our environmental criteria include efficient use of resources, being an environmentally aware organization, and choosing materials that are environmentally and human health friendly. In the future, we will start working to expand our responsible business partnership approach not only in the environmental dimension, but also in the social and governance dimension. With the initiatives we have executed and those we have planned, we are formally committed to establishing a sustainable supply chain by the year 2030.

Our suppliers from whom we receive goods or services are also responsible for complying with all the rules in our Business Ethics Policy and Anti-Bribery and Anti-Corruption Procedure. If they do not comply, the sanctions they may be exposed to within the scope of the relevant policy and procedure are also specified in the relevant documents.

At MLP Care, we do not compromise on Occupational Health and Safety in any way, and we include everyone within the boundaries of the workplace, including our suppliers in our hospitals and short-term employees, as MLP Care employees within our Occupational Health and Safety scope.



OUR STAKEHOLDER COMMUNICATION

As an organization that acts sensitively in involving its stakeholders in every process it carries out, we see it as part of our job to receive the opinions of our stakeholders on the continuity of our activities and to make improvements that will benefit our performance subsequent to these opinions. We use our financial, time, and labor resources to ensure a transparent and accountable communication process with our stakeholders.

The health and satisfaction of our guests, who make up our structure and whom we consider to be the most valuable part of our sector, are above everything else for us. For this reason, in addition to the results of our guest satisfaction surveys, we care about the comments that our guests can convey to us through various channels, and we improve ourselves further with these comments.

Our Strategy and Investor Relations Department ensures communication with many of our external stakeholders, primarily shareholders and investors, as well as financial institutions, public institutions and regulatory authorities. We communicate with our stakeholders through quarterly financial results announcement meetings, the annual General Assembly, participation in conferences, panels, seminars, and roadshows with investors and analysts, and answering investor questions from time to time. In addition, the Department also informs our stakeholders by preparing material event disclosures, disclosing these disclosures to the public by signing them electronically and transmitting them to the Public Disclosure Platform, and ensuring that they are announced on the company website within the next business day after the disclosure is made to the public. In addition, the Strategy and Investor Relations Department leads the preparation and presentation of annual and sustainability reports to stakeholders.

Knowing that a healthy society is made up of conscious individuals, we actively use our social media accounts and aim to contribute to public health by sharing relevant contents on health at various times according to the agenda and needs, especially the posts of our doctors. By organizing events in our hospitals at special times dedicated to raising awareness about diseases, participating in the events of various associations and institutions, using our social media accounts, we contribute to raising awareness by increasing the visibility of these diseases, and transform our communication with the society into a beneficial process.






➤ **We base our dialogue with stakeholders on the foundations of transparency, clarity, and accountability.**



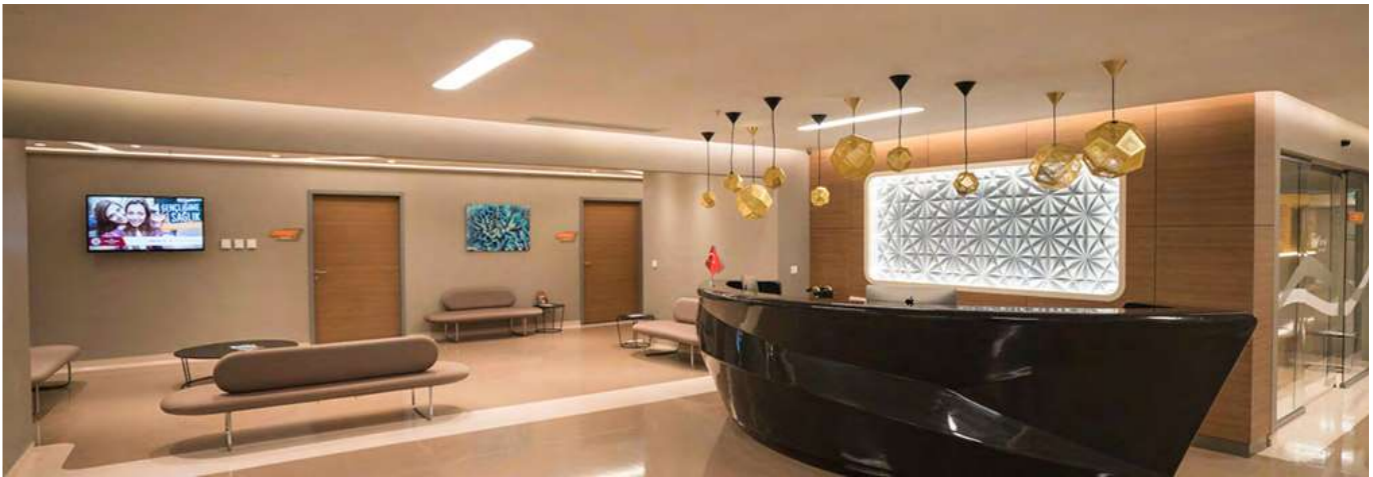
Stakeholder Groups	Our Communication Channels	Our Communication Frequency	Our Communication Reason
 Our Guests	Call Center	Continuous	We actively use our communication channels, through which our guests can easily reach us, to inform them, listen to their requests and make appointments for them. After the service, we take their opinions through Guest Satisfaction Surveys and work on our areas which have some potential for development. To inform our guests about current health issues we use brochures. In addition to this, we carry out periodic Social Responsibility Projects to create positive value that we are aiming for.
	Brochures	Continuous	
	Guest Satisfaction Surveys	Continuous	
	Social Media	Continuous	
	Sponsorship & Social Responsibility Projects	During the project	
 Society	Phone	Continuous	We actively use communication channels such as telephone, e-mail, and social media in our wide spectrum of services which target various 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.
	Social Media	Continuous	
	E-mail	Continuous	
	Sponsorship & Social Responsibility Projects	During the project	
	Public Disclosure Platform	When necessary	
 Our Employees	E-mail	Continuous	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 that we organize once a year.
	Phone	Continuous	
	Employee Satisfaction Surveys	Once a year	
	MLP Care Development Academy	When necessary	

Stakeholder Groups	Our Communication Channels	Our Communication Frequency	Our Communication Reason
 Our Shareholders and Investors	E-mail	Continuous	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. We also frequently answer questions from our investors 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 along with other stakeholders transparently, in accordance with the Capital Market Law and all other relevant legislation.
	Meetings	Continuous	
	Phone	Continuous	
	Our Official Website	When necessary	
	Public Disclosure Platform	When necessary	
 Media	Seminars and Conferences	When necessary	We take place in the media with the seminars and conferences we attend and the projects within the scope of our Social Responsibility Projects. In addition, our executives and doctors share their knowledge and experience through interviews on various platforms.
	Sponsorship & Social Responsibility Projects	During the project	
	Interviews	When necessary	
 Insurance Organizations	E-mail	When necessary	We regularly hold meetings on quality of services and service improvements with insurance institutions and also annual meetings on tariff determination.
	Phone	When necessary	
	Corporate Websites	When necessary	

OUR STAKEHOLDER COMMUNICATION

Stakeholder Groups	Our Communication Channels	Our Communication Frequency	Our Communication Reason
 Our Suppliers	E-mail	When necessary	We meet with our suppliers at events such as fairs, seminars, negotiation meetings, express our needs and demands, receive information about the industry and get feedback from our suppliers about our business processes.
	Meetings	When necessary	
	Fairs	When necessary	
	Corporate Websites	When necessary	
 Public Institutions and Regulatory Authorities	Audits	When necessary	We are regularly audited within the scope of the regulations we are subjected to, and we provide information through reports when requested by public institutions. Furthermore, we share our knowledge and experiences by participating in seminars and symposiums on the topics concerning our sector, thus improving ourselves.
	Reporting	When necessary	
	Seminars and Conferences	When necessary	
 Financial Institutions/ Analysts	E-mail	When necessary	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.
	Meetings	When necessary	
	Phone	When necessary	

Stakeholder Groups	Our Communication Channels	Our Communication Frequency	Our Communication Reason
 Universities	Social Responsibility Projects	When necessary	Within the framework of management consultancy, we communicate with universities, our strategic stakeholders, within the scope of accreditation and certification studies. In addition, we aim to provide benefits to students by sharing our experiences with them by participating in activities such as Career Days.
	Career Days	When necessary	
	Phone	When necessary	
 Accreditation Institutions	Audits	When necessary	As part of certification process, we are staying in touch with accreditation institutions for the purpose of works associated with meeting relevant quality conditions and we are periodically audited by them.
	E-mail	When necessary	





WHEN MLPCARE IS PRESENT,
A RESPONSIBLE
ENVIRONMENTAL
APPROACH IS EMBRACED



WHEN MLPCARE IS PRESENT,
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Our Environmental Approach

- Our Environmental Management
 - Our Efficient Energy Use
 - Our Fight With the Climate Crisis
 - Our Emission Management
- Our Waste Management
- Our Water Management



At MLP Care, we believe that in order to build a sustainable future, we must succeed in all environmental, economic, and social aspects of sustainability. As we touch people's lives in the healthcare sector, we work hard to leave a more livable world for future generations. Therefore, we act in accordance with environmental management principles while conducting our business and activities.

We continue to pursue our responsible environmental approach wherever we operate.

At MLP Care, we have a robust environmental management system covering energy management, water usage, and waste management in all our hospitals. We conduct our environmental efforts in line with national legislation, while raising our standards to improve the service we provide to our guests and the environment in which we operate. In our hospitals, we take into account national environmental legislation and the environmental articles in the US-based JCI (Joint Commission International) Accreditation Standards, which address international hospital management systems with a focus on patients and organizations. In this way, we both protect the environment and provide a sustainable hospital management by reducing our environmental impacts. In addition, we strive to maintain our strong environmental management system with the motto and motivation of **"When MLPCARE Is Present, A Responsible Environmental Approach Is Embraced"** by carefully paying attention to all legal requirements imposed by both the Environmental Law No. 2872 and the European Agreement on the International Carriage of Dangerous Goods by Road, and we work every day to create a sustainable future. We receive

environmental consultancy and hazardous substance safety consultancy services in each of our hospitals, our consultants make continuous evaluations, we work with the hospital management to ensure that the work is carried out in accordance with the legislations and to take the necessary improvement actions. In addition, environmental consultants also work together with Infection Control Committees in our hospitals. The Sub-Working Group on Fight with Climate Change, which is one of our 5 Sub-Working Groups operating under the Sustainability Working Group, is also active in ensuring that environmental practices are carried out in line with the set targets. The main objective of this Sub-Working Group is to provide environmentally friendly healthcare services.

There is no situation that may affect the use of tangible assets, including machinery and equipment, in our hospitals operating under MLP Care and that may pose environmental risks or result in legal penalties.

In order to minimize our impact on the environment, we keep our operating inventory and maintenance plans under constant control with the **"Real-time machinery-equipment inspection system"**. With this system, we are able to monitor the condition of the equipment instantly, and thanks to its features that enable us to take precautions by predicting the occurrence of a possible malfunction in advance, we extend the life of machinery and equipment, and create a sustainable usage process. This system also helps us optimize our operating processes. In addition to all these, by continuously monitoring the status of the equipment in the inventory, making timely repairs, and providing the necessary spare parts, we ensure a more sustainable and efficient hospital management and work hard to minimize our impact on the environment.

You can access our Environmental Policy, which we have created within the scope of our Environmental Management System, [here](#).



At MLP Care, we carry out more than one active work on energy management, which is one of the most important parts of our environmental management system. We place sustainability at the heart of the way we do business in terms of energy. For this reason, we assume a serious responsibility in energy management to make a difference in our sector.

Our energy management covers all measures taken for the effective use of energy resources and the prevention of waste. In this direction, we endeavor to monitor our energy consumption, increase our energy efficiency, and use energy-saving technologies. While working to ensure all these management steps, we implement the following energy efficiency practices:

- With **our LED Transformation Project**, we save energy in our consumption by replacing the old generation of high energy consumption luminaires with environmentally friendly and long-lasting LED technology.
- With **the Instant Energy Monitoring System**, we can instantly monitor the amount of energy used in our hospitals. We can also recognize hospitals with increased energy consumption early and take necessary actions to save energy. In this

way, we take an environmentally sensitive approach by ensuring energy savings in hospitals, while at the same time supporting the budget planning of our hospitals.

- In order to save energy, particularly in our large hospitals, the energy of polyclinics, rooms, and corridors that are not used at night is automatically turned off with **the Hospital Automation System**. In this way, we reduce our energy consumption and provide savings. This practice not only reduces our energy costs, but is also very important for a sustainable hospital management as it is an environmentally friendly approach.
- In order to reduce natural gas and electrical energy losses, we continue to work on **mechanical installation insulations**. With these studies, we aim to both save energy and reduce our environmental impact by preventing energy losses.
- In order to ensure energy efficiency, we carry out **renovation works** on our boilers that have expired or become inefficient. In this context, we ensure that the boilers we identify are replaced or repaired when necessary.

With environmental consciousness, we value and implement energy efficiency projects.



STAKEHOLDER VIEW

As MLP Care Technical Services Directorate, our main duty is to ensure the continuity of the healthcare services provided by our organization with methods that are effective, technological, fully compliant with our quality policy, and based on patient and employee safety.

Today, increasing population, urbanization, industrialization, growing health awareness, rapidly advancing medical technologies, and the increasing demand for healthcare services have made it even more important to use resources effectively and efficiently. Implementing sustainable and innovative practices to increase the efficiency of healthcare services without compromising on quality is among the main issues on our agenda as the MLP Care family.

As MLP Care Technical Services Directorate, our completed and planned projects and best practices contribute to our resilience against the risks brought about by the climate crisis and to the sustainability of the healthcare services we provide. We can consider our practices such as minimizing water and energy use in our hospitals, using efficient lighting and water fixtures, preferring clean and renewable alternatives, using natural resources efficiently, minimizing our operating expenses by increasing the quality of our facility maintenance and reducing energy costs, turning our facilities into smart buildings with innovative works and controlling them with automation systems within this scope. These efforts, which contribute to becoming a resilient organization against the climate crisis and ensuring the sustainability of healthcare services, are ongoing.

As we continue to prove our professional and technical skills with great dedication in the healthcare sector, we carry out our work with the principle of sensitivity to people and human health.

As the Technical Services Directorate, we will continue to be at the center of our environmental sustainability efforts, adding value for our stakeholders and creating benefits for our brands and hospitals.

Enver Bilgici
Technical Services Director

Our Maintenance Works

- Monthly maintenance and monitoring of the closed-circuit water system continued, water quality was taken under control and corrosive elements that would increase energy consumption in mechanical installations started to be eliminated.
- The maintenance of circulation pumps in the heating systems, whose efficiency was found to have decreased, was prioritized.
- We aim to increase the number of hospital technical staff together with the Human Resources Coordinatorship in order to ensure healthy and sustainable maintenance and to prevent outsourced service costs. With this expanded team, we will both reduce the additional costs incurred for our hospitals in the long term and contribute to extending the life of the machines.

With this comprehensive approach, as MLP Care, we have achieved successes in energy management, but we are not satisfied with these achievements and always strive to do even more. As we fulfill our sustainability commitments, we remain true to our business goals. We continue to work continuously to make further progress in energy management and efficient energy use. You can access our Energy Policy [here](#), which we have created in this context, on our official website.

2020 data includes 24 hospitals whereas 2021 and 2022 data include 27 hospitals and Head Office. The table below shows our energy consumption for the last 3 years:

Energy Consumption	Consumption (GJ)			Consumption (GJ) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Natural Gas	180,630	244,954	215,675	0.052	0.042	0.019
Electricity	395,590	477,251	471,802	0.113	0.082	0.042
Gasoline	643	1,174	6,407	0.000184	0.000203	0.000571
Diesel	11,352	19,941	18,499	0.00325	0.00344	0.00165
Fuel-oil	9,339	5,145	2,682	0.003	0.001	0.0002
Total	597,554	748,465	715,065	0.17	0.13	0.06



In the year 2022, observing significant progress towards the electricity and natural gas savings targets we had set in 2021, we have revised our savings goals upwards. Accordingly, based on the 2021 consumption levels, we aim to achieve a total of 3,000,000 kWh electricity and 900,000 Sm³ natural gas savings by the end of 2023.

We aim to become a net-zero emissions institution by the year 2050. To achieve this goal, we will work tirelessly and continue our efforts to minimize emissions to the fullest extent possible.

At MLP Care, we are working hard not only to provide healthcare services, but also to be one of the leading organizations in environmental management in our sector. Today, the global climate crisis is affecting the healthcare industry as it does all other sectors. For this reason, at MLP Care, we are working to take a more active role in the fight with the climate crisis by further enhancing the initiatives carried out within the framework of our Environmental Policy every day.

It is of great importance for us that the activities we carry out in our hospitals are environmentally safe and sustainable. We carry out our activities in accordance with the Environmental Law No. 2872 and related legislations. Our hospitals receive environmental consultancy and hazardous substance safety consultancy services, these consultants continuously carry out evaluations in our hospitals, and continue to work with the hospital management to take necessary improvement actions while carrying out activities in accordance with the legislations. In addition, environmental consultants also work together with Infection Control Committees in our hospitals. Thanks to this working systematic, we fulfill all legal requirements in the light of both the "Environmental Law" and the "European Agreement on the International Carriage of Dangerous Goods by Road".

With the awareness of the environmental problems in our world, we fulfill our duties for a sustainable future, and we work to achieve our environmental goals and realize our commitments. We work with a secure environmental management system covering energy, water, and waste management. We share the topics that form the basis of our environmental policy with all our personnel by supporting them with procedures and instructions, and aim to increase our corporate awareness. We are also determined about the steps we will take in the fight with the climate crisis. By 2050, we aim to become a carbon neutral organization. We will work with all our strength to achieve this goal and continue our efforts to minimize our emissions. We are also working to improve our waste management system, and we pay attention to efficient resource utilization and developing approaches that take into account the circular economy. We recycle a portion of our waste and appropriately dispose of non-recyclable waste.

In light of these steps, we aim to make a difference in the fight with the climate crisis. By consistently adopting an approach that respects the environment, we aim to conserve natural resources and leave a livable world for future generations.



At MLP Care, we adopt an environmentally sensitive approach to emission management as part of our sustainability commitments. At our Company, we work on emission management to minimize the environmental impact of emissions generated during our operations. As part of these efforts, we adopt environmentally friendly technologies and aim for the lowest possible emission levels in our operations. In addition, we monitor and analyze emission sources and continuously update management plans. Thus, by taking the necessary steps to minimize our emissions, we demonstrate an environmentally sensitive approach.

At MLP Care, we are committed to becoming a carbon neutral organization by 2050 and we will continue to work with all our strength to achieve this goal. In order to minimize our emissions, we plan to start producing renewable energy to be used in our hospitals. We are also working with our suppliers to create processes to use sustainable products and prefer environmentally friendly materials. In this way, we aim to reduce our carbon footprint and become a carbon neutral organization.

Our 2021 and 2022 emissions data include 27 hospitals and Head Office. Scope 1 emissions consist of natural gas consumption, fuel consumption of our long-term leased vehicles and ambulances, as well as the impact of fire extinguishers, refrigerant gases, and anesthetics. Scope 2 emissions include

the emissions associated with our electricity consumption. Scope 3 emissions, on the other hand, encompass the emissions arising from waste and waste disposal processes, business travel, employee commutes from home to work, and emissions resulting from the procurement of purchased energy.

In 2020, Scope 1 and Scope 2 emissions included the natural gas, heating fuel oil, and electricity consumption of 24 of our hospitals. Emission calculations related to vehicle usage covered the fuel consumption of our vehicles at 27 hospitals, as well as fuel consumption of rental vehicles under our responsibility. Data from 27 hospitals and Headquarter are included in our emissions calculations for the years 2021 and 2022. The primary reason for the increase in Scope 1 emissions compared to 2020 is the inclusion, for the first time in 2021, of emissions generated by fire extinguishers, refrigerant gases, and anesthetic drugs. Following the calculations in 2021, we implemented measures and initiatives that resulted in a 30% reduction in Scope 1 emissions in 2022 compared to our base year of 2021. Our Scope 2 emissions, on the other hand, decreased in 2021 compared to 2020 due to our energy efficiency efforts, and in 2022, they remained nearly constant compared to our base year of 2021. We anticipate significant reductions in our Scope 2 emissions as a result of our Solar Power Plant initiatives.

In 2020, Scope 3 emission calculation included emissions related to business-related flights and emissions resulting from the disposal of waste generated as a result of our activities. The waste data used includes emissions from the disposal of medical and hazardous waste at 27 hospitals. Data from 27 hospitals and General Headquarters are also included in our Scope 3 emissions calculations for the years 2021 and 2022. Unlike in 2020, our 2021 and 2022 Scope 3 emissions calculations include emissions from the disposal of non-hazardous waste, as well as emissions generated when hazardous and medical waste is transported from our hospitals to disposal facilities. In 2021, we also included emissions resulting

from the fuel consumption of transportation services used by our employees to commute to our hospitals and Headquarter for the first time. Additionally, within the scope of our business travel, we conducted more detailed assessments of flights, and for the first time in our 2021 calculations, we considered the impact of accommodations during these business trips. The noticeable increase in our Scope 3 emissions in 2021 compared to 2020 is attributed to the addition of these new emission sources to our calculations. The increase in Scope 3 emissions in 2022 is attributed to the increased commute emissions as office work became more prevalent due to the diminishing impact of the Covid-19 pandemic.



Emission Amount	Emission (tCO ₂ e)			Emission (tCO ₂ e) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Scope 1	12,212	26,910	18,720	0.0035	0.0046	0.0017
Scope 2	59,372	57,416	57,665	0.0170	0.0099	0.0051
Scope 3	1,670	24,048	30,297	0.0005	0.0041	0.0027
Total	73,254	108,374	106,682	0.0209	0.0187	0.0095



We plan to reduce our Scope 1 and Scope 2 emissions by 45% by the year 2025, based on the 2021 emissions, through our Solar Power Plant projects, efficiency improvements, and maintenance efforts.

Waste management is one of the important cogs in the wheel of our Environmental Management System, and as MLP Care, it is one of our priorities for a sustainable future. Our priorities are to minimize our negative impact on the environment, minimize waste generation, and use our resources efficiently within the scope of our activities in our hospitals. To this end, we continuously review our waste management processes and implement strategies to minimize waste at the source, and use sustainable methods to collect, classify, and dispose of waste.

MLP Care cooperates with companies licensed by the Ministry of Environment, Urbanization and Climate Change for the disposal and recycling of hazardous waste. With this cooperation, the transfer of our hazardous wastes is carried out in accordance with the legislation. In this way, waste is prevented from harming the environment and processed in accordance with waste management processes for a sustainable future. The management of non-hazardous wastes in our hospitals is carried out in compliance with the legislation and this process is carried out by Infection Control Committees, environmental consultants, hazardous material safety consultants, and hospital personnel on duty. These teams receive the necessary trainings on waste management and implement the necessary procedures for the correct collection, transportation, and disposal of waste. Thus, we protect the health of our employees, minimize our impact on the environment, and minimize the negative effects of waste. In these waste management processes, we attach great importance to meeting the environmental requirements of Joint Commission International (JCI) Standards and the Turkish Ministry of Health Quality Standards for Healthcare, and we have also received our zero-waste certificate in our hospitals.

- At MLP Care, we are aware of our responsibility towards the environment and human health, and we work diligently on this issue. In this context, the practices we carry out to improve our work and make our waste management more effective are as follows:
- Our Digital Protocol Book and E-Invoice Application** We aim to reduce the amount of paper waste by replacing the patient protocol books used by the doctors in our hospitals with a digital protocol book application. For this purpose, interface software was developed with robotic process automation (RPA) software. Thus, instead of issuing paper documents and invoices for the payer institutions, documents are transmitted as electronic documents through the e-invoice application. This application not only reduces the use of paper, but also speeds up transactions and increases efficiency.
 - Our Zero Waste Project** In line with regulatory requirements and the Zero Waste Project, MLP Care hospitals have four different waste collection bins: metal, plastic, glass, and paper. The aim is to protect human and environmental health and provide the sustainability of resources. Through the Zero Waste Project, by ensuring that waste is properly collected, sorted and recycled, minimizing environmental pollution and waste of resources, taking steps towards a sustainable future.
 - Our Project to Improve Our Waste Management Processes** In 2023, we plan to launch a project in our pilot hospitals to improve our waste management processes and increase our recycling rate by 2025 as a result of this project.



The amounts of our waste generated in our 27 hospitals as a result of the provided services and our activities for the last 3 years are given below:

Waste Amount	Amount (ton)			Amount (ton) / Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Hazardous and Medical Waste	2,737	3,392	3,351	0.00078	0.00059	0.00030
Non-Hazardous Waste		321	485		0.00006	0.00004
Total	2,737	3,713	3,836	0.00078	0.00064	0.00034

We are working hard to minimize our negative impact on nature and strive to continuously improve the waste management process of the wastes we have generated.

At MLP Care, we know the importance of the sustainable use of natural resources and believe that a holistic action should be taken both in the world and in Türkiye in order to prevent water scarcity and the depletion of available water resources, which is one of the main threats of the climate crisis. Water is not only an indispensable resource for the continuation of life, but also an important input in many sectors. In the healthcare sector, hospitals use water not only for healthcare services but also for cleaning and hygiene processes. Therefore, it is of great importance for us to adopt a sustainable water management strategy and ensure the protection of water resources.

Prioritizing the efficient use of water is of great importance for the sustainability of resources. For this reason, we use water-saving practices in our facilities in order to keep the water consumption in our hospitals under control and use it efficiently. Our efforts for the efficient use of water are as follows:

- In order to ensure efficient use of water in our various hospitals, we pay attention to the use of aerators in our faucets. Thus, we contribute to the protection of our natural resources by reducing water consumption.
- In order to minimize the loss of softened water used in mechanical systems and medical devices, we conduct regular filter maintenance and inspection. In this way, while minimizing water loss during the softening process, we ensure more efficient operation of mechanical systems and medical devices.
- We have equipped our faucets with sensor in many of our hospitals for more efficient use of water. We aim to make all our faucets in all hospitals sensor faucets by 2025.

The table below shows the water consumption amounts for the past 3 years within the processes conducted in our hospitals in the year 2022:

Water Consumption Amount	Consumption (m ³)			Consumption (m ³) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Water	765,102	941,672	938,534	0.219	0.162	0.084

The water consumption figures for the year 2020 include data from 24 hospitals, while the water consumption figures for the years 2021 and 2022 include data from 27 hospitals. As a result of our efforts and implemented measures, we have observed a water saving of 3,138 m³ in the year 2022 compared to the year 2021.





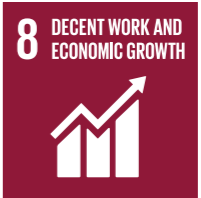
WHEN MLPCARE IS PRESENT,
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WHEN MLPCARE IS PRESENT,
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**Human Resources
and Our Working
Environment**

- Our Human Resources Approach
- Our Employee Profile
- Employee Engagement and Satisfaction
- Investing in Employee Development
- Diversity and Inclusion
- Occupational Health and Safety



As a leader in the private healthcare sector in Türkiye, we know that good work can only be achieved with good employees and we always act accordingly. We offer our employees a comfortable and safe working environment where they can express themselves freely and feel that they belong. At the same time, based on the idea that every business starts and ends with people, we scrutinize globally developing and transforming business models and make improvements in our business processes. We respond to the expectations and suggestions of our qualified and high value-added employees in line with the principles of equality and inclusiveness. We ensure the sustainability of our organization by recruiting new talents as well as our existing qualified workforce in our Group and by supporting new graduates with career opportunities, training and development programs. We care about the needs, safety, health, professional, and personal development of our employees and we say "When MLPCARE Is Present, Employee Happiness Thrives"...

In all our business processes, we regard each of our employees equally and shape our human resources approach with a fair and inclusive perspective. We embrace our employees with the awareness of the beauty that arises from differences, and we work to create the same sensitivity among our stakeholders. The Sustainable Development Goals set by the United Nations emphasize supporting the empowerment of everyone by 2030, regardless of age, gender, disability, race, ethnicity, religion, economic, or other status. Within the scope of the social dimension of sustainability, we act within the framework of these Development Goals in order to ensure sustainability in our human resources practices.

We offer relevant trainings for our employees to improve themselves professionally, to make social gains and to contribute to their personal development, and we make efficient use of the opportunities available to us in all matters related to trainings.

We have adopted the aforementioned equal and inclusive human resources practices and approaches as a corporate culture since the day we were founded, and we strive them to be adopted as well. At MLP Care, we follow a fair and inclusive recruitment policy from the beginning to the end of the recruitment process and offer equal remuneration to all employees based on performance.



In order to ensure the sustainable growth of our Company, we believe that our workforce should remain constantly open to development.

We build these efforts, which we have adopted to create a corporate culture that aims to increase employee loyalty through fair and encouraging human resources practices and processes, support the development of our employees and prioritize open communication, on four main human resources strategies:

1. In order to ensure the effective and efficient functioning of the Group, to dynamically shape the organizational structure in line with strategic objectives and to ensure its continuity,
2. To create a motivating, fair, and transparent performance culture where success is evaluated with tangible and measurable criteria,
3. To create a service-oriented HR structure that contributes to the performance of business units with an effective HR system, process, and infrastructure that maximizes the use of technology

with an awareness of cost and speed,
4. In addition to bringing talents to the Group, ensuring the sustainability of the organization by supporting these talents with career opportunities, training and development programs.

You can find our Human Resources Policy, which explains our way of doing business in more detail, [here](#).

Keeping up with the changing and developing world is of great importance, especially in the healthcare sector where the latest technologies are actively used. In a sector where time is so valuable, we are also working to speed up our processes. With the projects we have implemented in this context, we digitalize our human resources activities and make our processes reportable, measurable, and sustainable.



We ensure resource efficiency with our digitalized human resources processes.

• Corporate Performance Management System

Within the scope of the Corporate Performance Management System, we carry out activities to improve the performance of our employees in line with the strategies established by our Company. We set targets for hospital and department leaders, assign these targets to employees on a monthly basis, and pay bonuses in direct proportion to the level of realization of the work.

• Digital HR - Demand Processes

In order to speed up and make our processes more efficient in line with our Human Resources strategies, we digitalized our Human Resources activities in 2019 within the scope of our "Digital HR" project. In 2020, we launched the first phase of the project, "Staff Demand Management". We aim to transfer all recruitment processes (posting advertisements, collecting candidate applications within itself) to the live system in the first quarter of 2023, and we continue our efforts to carry out career management (promotion, transfer, job change) processes in a digital environment.

• Digital HR - FTE Management Screen

In order to prevent disease transmission that may occur in our offices with the Covid-19 pandemic, we have adopted a working model that will protect the health of our employees with the support of the digital infrastructure we have established. Considering our employees working from home with de facto hybrid working system can not use finger, user card, or face recognition via Personnel Attendance Control System (PACS), we start to track information such as working hours, overtime, vacation, report, etc. digitally. In this way, while our managers plan the working hours of their employees effectively, our employees can continue their duties without taking risks that may adversely affect their health.

• Digital HR - Form Processes

Within the scope of our HR digitalization efforts, we review our processes, standardize, report, identify points for improvement and development, and continue to work in this direction. We are advancing our project as a pilot application in six hospitals. In this context, we are able to receive resignation requests and probationary evaluation forms digitally. Thus, we provide the opportunity to carry out the work that Human Resources teams need to complete instantly, and offer our employees and managers a platform where they can make requests, approvals, and follow-ups. In 2023, we aim to expand digital human resources form processes to all our hospitals.

• Digital HR-Budget Processes

We have transitioned the work flow to the digital platform, where we forecast the monthly course of HR expense items and manually track the closing data. We created a flow that will enable simultaneous budget calculations by linking monthly manual HR expense items with the payroll program and digital HR FTE management. We set up a structure in which the closing figures of each month are digitally transferred to the relevant item headings, including payroll data and financial affairs trial balance figures, by constructing the closing budget of each month with the same systematic. Thus, we started to manage the process digitally, which we had followed manually.



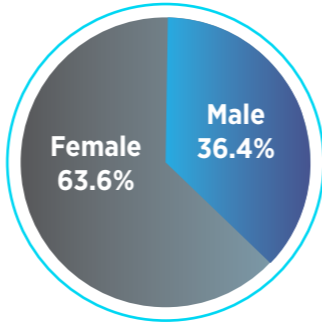
OUR EMPLOYEE PROFILE

Based on the idea that a company can only be as strong as its weakest link, we believe that the employees we hire should have distinctive qualities. At MLP Care, we place great importance on providing equal opportunities to our employees in our recruitment, promotion, and appointment procedures, and we see our inclusive employer identity as an asset for our ecosystem. We continuously improve our human resources practices with the awareness that our employees are our main differentiator from our competitors. We recruit employee candidates who have developed themselves in the field they will serve throughout their academic life and career journey and who are open to continuous development. With our development-oriented management approach, we believe that our human resources are the most important driving force that carries us to success, and we continue to nurture our staff with employees who share the same values with us.

In order to maintain our leading position in the private healthcare sector and to meet the demands and needs of our guests at the quality standards we set, we continue our journey with

nearly 19 thousand employees who adopt a dedicated and responsible business conduct system. MLP Care Recruitment and Career Management Unit supports the development of our employees and we respect their career plans. For our current open positions, we first evaluate the employees within our Company. By encouraging horizontal and vertical transitions within our Company, we care about ensuring that our current employees have the most appropriate career path in line with their goals and competencies. We provide opportunities such as promotion, assignment, and rotation to our current employees in open positions within MLP Care. We always believe that our employees who have had the opportunity to get to know our Company and our vision will integrate the knowledge they have gained through their experience into their new positions. In this context, we filled 27% of our open positions in 2022 with our own internal resources. In addition, 452 of our employees were promoted as a result of their successful performance.

2022 Total Employees	Male	Female	Total
MLP Care	6,882	12,048	18,930



Number of Employees by Years

Male			Female			Total		
2020	2021	2022	2020	2021	2022	2020	2021	2022
6,959	7,587	6,882	11,065	12,429	12,048	18,024	20,016	18,930



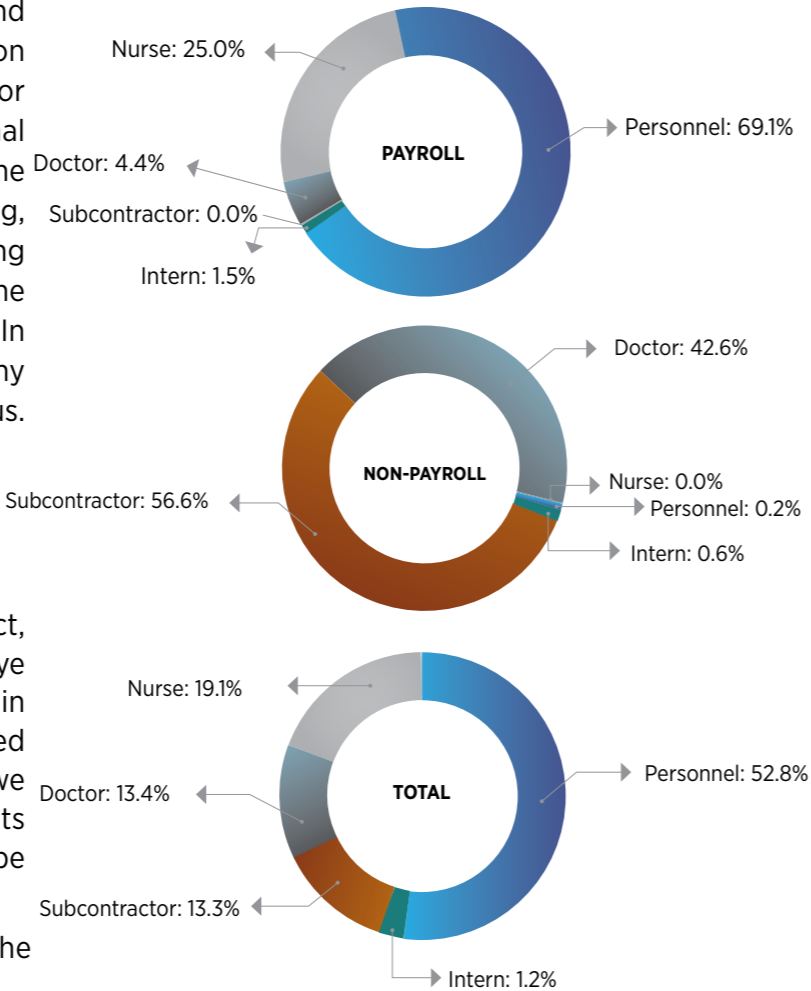
Vocational Training Programs

Vocational courses including theoretical and practical trainings are organized in cooperation with the public and private sectors in order for people with active job search to gain professional experience, to experience the practice in the professions they receive theoretical training, to improve their adaptation to the working environment, and to train employees with the qualifications demanded in the labor market. In 2022, 365 people participated in our Company as trainees and 219 people were employed by us.

Recruitment of Young Talents to Our Company

In 2022, within the scope of Talent-Up project, we discovered new talents among İstinye University students who want to advance in Digital Transformation processes and included them within our Company. In addition, we organized employment projects for the students of the Faculty of Health Sciences within the scope of private sector-university cooperation. Our employee profile distribution tables for the last three years are given below:

Employee distribution percentages for the year 2022:



STAKEHOLDER VIEW

We have made many fruitful collaborations and joint studies with MLP Care in the academic field in a short time. They participated as speakers in our panel on “Sustainability and the Healthcare Sector” and supported our academic research on the healthcare sector. They opened their doors to our students about internship and job opportunities. We aim to continue these collaborations and joint works in the future.

Doç. Dr. Ayfer USTABAŞ

Lecturer at İstinye University Department of Economics and Manager of ISU EPAM (Center for Economics and Policy Research)

Distribution of Payroll and Non-Payroll Employees by Employee Category	Payroll			Non-Payroll			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Personnel	8,884	9,872	9,994	20	13	8	8,904	9,885	10,002
Doctor	681	673	642	1,547	1,918	1,901	2,228	2,591	2,543
Nurse	3,911	4,277	3,624	0	0	0	3,911	4,277	3,624
Intern	299	226	210	212	301	26	511	527	236
Subcontractor	0	0	0	2,470	2,736	2,525	2,470	2,736	2,525
Total	13,775	15,048	14,470	4,249	4,968	4,460	18,024	20,016	18,930

At MLP Care, we place people at the center of all our activities. We continuously improve ourselves in order to strengthen our claim that "When MLPCARE Is Present, Employee Happiness Thrives" and to continue to do so in the years to come. We regularly conduct an employee satisfaction survey every year in order to increase the sense of belonging of our employees, to ensure employee loyalty and to carry

out activities to increase the internal motivation of our employees within the scope of their opinions about our Company. We accept our survey, which takes place in December every year, as a guide for ourselves and we carry out improvement activities in this context. While the employee satisfaction of our Company in 2022 was measured as 80%, the table of the data for the last 3 years is given below:

The employee satisfaction rate within MLP Care increased to 80% in the year 2022.

Employee Satisfaction	2020	2021	2022
Survey Participation Rate (%)	61%	67%	75%
Employee Satisfaction	77%	80%	80%

As can be seen from the table, despite the increase in the participation rate, the employee satisfaction rate remains at 80%. In light of this data, we set ourselves the goal of maintaining and then increasing this rate for the next reporting year.

In order to keep the satisfaction of our employees at the highest level, we offer them various opportunities and protect the health of our employees who work hard for public health. In this context, we offer top-up health insurance to our employees who start working at our Company. We also offer our employees the opportunity to purchase top-up health insurance for their family members with favorable policy options within the scope of the "Healthcare to Our Family Project".

We offered our employees the opportunity to benefit from İstinye University PhD programs with 100% scholarship during the reporting year.

Also, in the reporting year, in addition to the 50% scholarship opportunity in the Master's programs offered to our Company by the university, the remaining amount to be paid for participation in the program was paid by our Company, and we offered our employees a free Master's degree program.

By evaluating the density, demand, and working hours of the users, personnel shuttle service can also be provided to the employees.

In addition, we enrolled our employees in the private pension system within the scope of the amendment to the Private Pension, Savings and Investment System Law No. 4632. This system does not impose any financial burden on our Company and we continue to cover the social security premiums of our employees. In accordance with the legislation, employees are free to join labor unions.

INVESTING IN EMPLOYEE DEVELOPMENT

With the awareness that the investments we make in our employees will create added value not only for the employees themselves, but also for the Company and our guests who receive services from our Company, we ensure that our employees meet with useful trainings that will carry them forward in their professional fields and personal development. We offer training and development opportunities that will contribute to the organizational development of all our employees, and we work to expand our training opportunities.

We integrate working with experts in their fields into our corporate culture and make investments to further increase the qualifications, knowledge, and skills of our employees. We aim to increase the individual knowledge and skills of our employees and help them specialize in their areas of competence through diversified training programs tailored to their needs. With the MLP Care Development Academy, we support the continuous development of our employees by designing programs for the needs that will shape both today and the future.

In 2022, MLP Care Development Academy conducted face-to-face (in-class) orientation programs, technical trainings, competency-based trainings (communication, team building skills, etc.), leadership programs and corporate culture trainings in a controlled manner, taking into account employee health and safety. Considering the conditions in hospitals, mandatory technical trainings were generally provided online, while trainings organized in hospitals were organized in accordance with pandemic conditions (for a small number of employees, taking necessary precautions). In the second half of the year, the number of face-to-face trainings increased and the normalization process began.

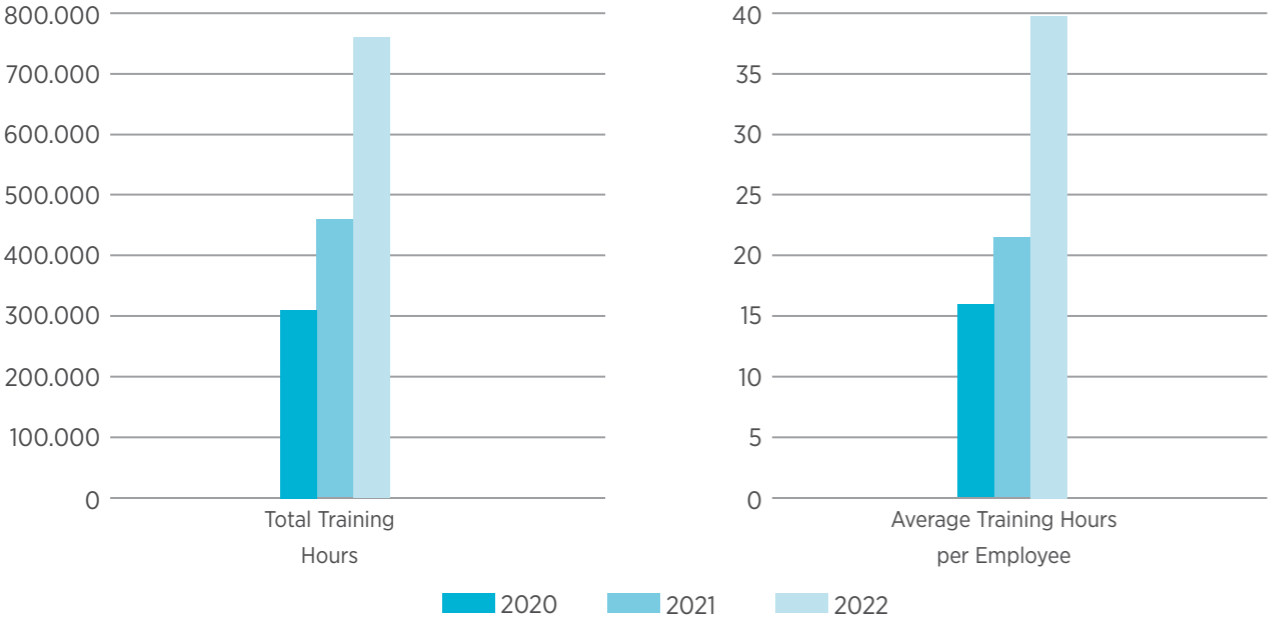
The "e-training" platform, which is available to all employees of our Company, allows access to the MLP Care Development Academy platform from any location with internet access, and e-trainings, exams, and surveys can be assigned to all employees at the same time through this platform.

In 2022, the emphasis on digital trainings continued, and training videos such as e-orientation packages, technical processes, screen trainings, etc. were made available to employees and managers digitally. In order to speed up the adaptation process of our employees from the moment they are introduced to our organization, e-orientation packages are automatically assigned to each new employee, who starts work, on the MLP Care Development Academy.

In 2022, the number of in-class trainings increased with normalization, and the number of online trainings increased in parallel. Training hours per employee increased to 40.0 hours, 78% higher than the 22.5 hours in 2021. In 2022, our total training hours increased to 756,375 hours. In the last year, more than 80 e-trainings and e-books were added to the MLP Care Development Academy. 33 of these e-trainings were related to Leadership and aimed at increasing the managerial skills of employees.

During the reporting year, we provided face-to-face trainings to 239,575 attendees and organized 21,303 classroom trainings. While the e-training completion rate reached 80%, we offered 383 distance and video training opportunities to our employees. We provided 82 trainings in terms of leadership and personal development.

Training Hours



Additionally, the education rates of the employee groups for the last 3 years have been provided above.

We also organize a separate orientation training program for our Guest Services employees who work in one-to-one contact with our guests. In addition, this year, we held "Guest Services Star" exams every six months as part of the Guest Services Stars Project. In light of the exam data, we made additional payments based on the success of our employees and used the exam results to prioritize career moves. We also conducted online training programs on "Intensive Care Nursing", "Operating Room Nursing", and "Executive Nurse Development" for our Patient Care Services staff. We held "Professional Knowledge Competency Exams" in which 2,950 of our employees participated from our Patient Care Services staff. As in the "Guest Services Star" exam, we made additional payments to our employees who succeeded in the "Professional Knowledge Competency Exams" and evaluated the exam results in order to prioritize

their career moves. In addition, these exam results guided us in creating the positions of Team Leader and Clinical Training Nurse.

The development of our managers in our Company, is a principle that we cannot compromise. For this reason, we assign "E-trainings Linked to Promotions" training to our managers for their development. While we have made it compulsory to complete all of these trainings during the December 2022 promotion period, we have also started to apply this as a criterion. In addition, one of our major projects in 2022 was the introduction of "Leadership" e-training packages on a title basis. Separate training packages have been created for each level (Team Leader, Responsible, Assistant Manager, and Manager positions). The completion of these training packages is also taken into account in the promotion of employees.

Since the healthcare sector is a high-risk group in terms of occupational health and safety (OHS), the trainings that take place in the classroom at hospitals were also supported online. After

Training Hours by Employee Category	Total Training Hours			Average Training Hours per Employee		
	2020	2021	2022	2020	2021	2022
Personnel	130,767	185,349	418,285	14.7	18.8	41.8
Doctor	11,653	12,998	29,856	5.2	5.0	11.7
Nurse	127,817	211,430	257,822	32.7	49.4	71.1
Intern	15,434	17,321	7,480	30.2	32.9	31.7
Subcontractor	18,568	22,933	42,932	7.5	8.4	17.0
Total	304,239	450,031	756,375	16.9	22.5	40.0

working with OHS experts on the subject, a total of 11 e-trainings on OHS General and Health topics were organized and uploaded to the MLP Care Development Academy platform and assigned to all employees. Our Quality and Risk Management Department prepared a presentation covering 20 different subheading of OHS topics, which were published as e-books on the MLP Care Development Academy and presented to our employees.

Personal development trainings under 31 different titles such as "Tips for Professional Life", "Coping with Challenges (Resilience)", "Achieving Success with the Right Perspective", "Emotional Intelligence", "Influencing Skills", "Personal Performance and Productivity", "Mindfulness" were offered to our employees to help overcome the mental distress brought on by the pandemic period and to increase success in business life.

In addition, various trainings are offered to employees to support certain business processes and competencies. For example, trainings such as "Digital Terms" and "Digital Competencies" that

provide information about the requirements of the age and the terminology that must be known, the compulsory "Health Law" training offered to our doctors with the contribution of Forensic Medicine Doctor Dr. Nezih Varol, and branch-based billing seminars can be considered in this context. In addition, we continue to share articles published in world-renowned magazines on topics such as personal development, leadership, and global trends in the business world with all employees through a weekly e-bulletin called "Perspective".

In 2022, 83 of our employees volunteered for Social Responsibility Projects. Collaborations were made with the Turkish Cancer Association, the Foundation for the Support of Women's Work, and Turmepa. On behalf of the Turkish Cancer Association and the Foundation for the Support of Women's Work (KEDV), our volunteer group participated in the public marathon and collected donations. The collected donations were transferred to the foundations.

At our hospitals under the umbrella of MLP Care, we offer equal opportunities to all our employees, regardless of language, religion, gender, age, disability or ethnic origin, within the framework of universal human rights. We show great sensitivity in protecting the rights of all our employees through our business processes that respect human rights and comply with legal regulations and laws. Our main expectation from all our employees is protecting the maximum extend of rights which is offered at MLP Care, maximize their loyalty to the Company, and benefit from a healthy working environment in which they can provide healthy service.

We see all our employee candidates who want to join our family as equal and we advance our processes accordingly. We select our candidates who want to join our organization by considering our Human Resources and Human Rights Policies, regardless of gender. While

we care that the recruitment policy we manage is gender-neutral, we take into account the differences in people's background, experience, and graduation. When a staff position is opened in any hospital within our Company, we pay attention to the fact that the person selected is the most suitable candidate for the position, regardless of the gender of the applicants. We apply this process in all our positions, including our administrative staff.

With the importance and value of the beauty that arises from differences, we do not want any physical difference to negatively affect the recruitment process. In this context, we pay special attention to the employment of disabled employees and act sensitively. The number of disabled employees we have employed for the last 3 years is given below:

Number of Disabled Employees by Gender	2020	2021	2022
Female	105	104	106
Male	237	235	232
Total	342	339	338

In 2022, 63.6% of our employees are women.

As the MLP Care family, we are aware that women's employment is one of the building blocks of society and in order to create a strong and equal society, women must have social and economic freedom and independently create their career expectations. In this context, in 2022, our Company became a signatory to the "Women's Empowerment Principles".

We support our female employees to ensure their economic independence, and being aware of the importance of encouraging the continuity of their careers, we take it as a basis that our female employees are not working for a total period of sixteen weeks,

eight weeks before and eight weeks after childbirth. In addition, we also allow our male employees to use their legal paternity leave rights. In 2022, the number of female employees on maternity leave was 242 and the number of male employees on paternity leave was 83. The number of female employees who returned to work after the end of maternity leave was 24, the number of female employees who used their right to unpaid maternity leave was 126, and the number of female employees who left their jobs was 92. All of our employees who took paternity leave continued to work after they return.

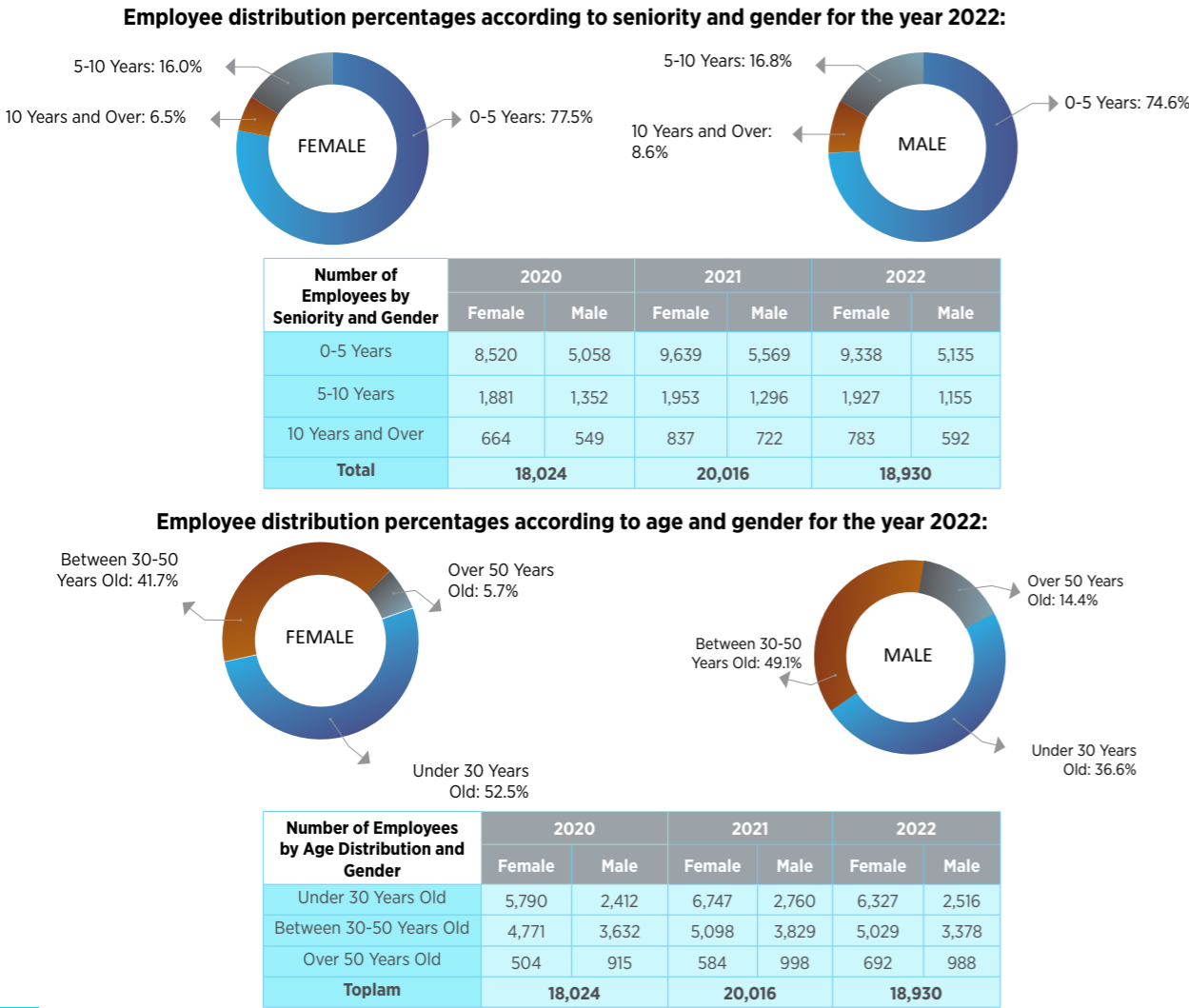


We are aware of the positive impact of women's employment on both the women themselves and the living affiliations of their families. In this context, thanks to our collaborations with universities and our Vocational Training Programs, approximately 77% of the interns we have hired in the last 3 years are women. In addition, in order to provide equal opportunities for female employees to find a place in the business world of the future, they need to be provided with various competencies in the fields of digitalization and information systems. In these Vocational Training Programs, approximately 43% of the recruited interns as permanent employees for our Information Systems and Digital Transformation department are women.

In our current processes, we conduct gender-neutral candidate selection based on job-appropriate criteria

and a gender-neutral wage policy. When a recruitment process is initiated for a position in a hospital, the base salary is not differentiated for men and women, the differentiation is based on the CV of the person. Differences such as graduation status, department, experience, scope of responsibility are determined with standardized criteria according to hospital groups. In administrative staff, we carry out wage management in accordance with the past work experience of the person and the current payment scale of the employees in the relevant field.

In this context, tables showing the distribution of our employees based on seniority and age for the last 3 years, as well as graphs representing the data for the year 2022, are provided below:



STAKEHOLDER VIEW

As MLP Care Human Resources Coordinationship, we develop practices to increase employee satisfaction within the framework of our Human Resources and Human Rights Policies, and to ensure diversity and equal opportunities, and a decent work and work environment.

Our digitalization efforts, which were important for us even before the pandemic, have become a part of our business life by increasing their importance after this process. With our digitalization projects in the field of human resources, we strive to accelerate the participation of our employees in business processes and to end the flow of data in paper media as much as possible.

As an organization with a high percentage of female employees, we value the presence of women in the workforce and prioritize the continuity of their careers. To achieve this, we are developing incentivizing initiatives tailored for our female employees. One of our goals for 2023 is to create remote working opportunities for female employees after their maternity leave, taking into account the requirements of their roles and responsibilities. In doing so, we aim to enable working mothers to continue their careers without interrupting their professional lives during the postpartum period.

Within the scope of the philosophy of continuous development, we encourage our employees to participate in Master's and Doctorate programs and provide financial contributions to continue their education. Within the scope of sustainability efforts, we aim to increase the level of awareness of both our employees and their children by assigning e-trainings through our MLP Care Development Academy portal.

In order to contribute to the employment of nurses and midwives, one of the most common employment problems faced by our sector, we launched a scholarship program in 2023. In the coming years, we plan to expand the number of universities covered by this program and increase the number of students we will reach.

We will continue to develop these practices, which are only a part of the projects we are working on, in alignment with our organization's human resources strategy and sustainability strategy.

Şerafettin Demiray
MLP Care Human Resources Coordinator

AsMLPCare, we work diligently as an organization that prioritizes the health of its employees above all else, and we aim to reflect our utmost sensitivity to human health as required by the sector in which we operate. We see our employees as members of our family and we do not compromise our Occupational Health and Safety (OHS) approach under any circumstances. We consider all our stakeholders and suppliers within the boundaries of the work site, including not only the personnel working in our hospitals, but also our subcontractors and short-term employees, as MLP Care employees and include them within the scope of Occupational Health and Safety.

You can access our **Occupational Health and Safety Policy** which we have created within the framework of our Occupational Health and Safety perspective, [here](#).

Law No. 6331 on Occupational Health and Safety and the standards of globally recognized institutions/organizations, we comply with all legal regulations to which our organization is subjected in our activities, and we carry out our work within the framework of certain standards. In all our activities, we identify possible risks by conducting analyzes and implement the necessary measures. With the **risk-based approach** of the Occupational Health and Safety Management System, we proactively identify risks and thus enable measures to be taken from the very beginning of the process. We immediately carry out improvement works for the risks and hazards we identify, determine temporary measures for each risk and hazard that may be in question, and bring the area or situation to a safe position until the work is completed.

All MLP Care hospitals have an OHS Committee and a Facility Safety Committee, which meet at least as often as required by the relevant law. At the Board meetings, we analyze OHS, facility safety and infrastructure compliance performance for the

relevant period and review any major risks identified. We also evaluate requests and feedback at these meetings and create action plans. We form our board and committees from the people specified in the law, and we organize meetings in a transparent and participatory environment.

We carry out all our health and safety work in our hospital with our professional and expert employees. We carry out our operational processes related to the safety of the working environment with the Occupational Health and Safety units we have established. Occupational Health and Safety units consist of OHS professionals, including Occupational Health and Safety Specialist, Workplace Doctor, and other health personnel. While our Occupational Health and Safety units, which are competent in their fields, continue their work with the organization of the **OHS Committee and the Facility Security Committee**, they take all necessary actions to predict and reduce the impact and probability of risks by identifying risks during field visits, inspections, and on-site observations.

At MLP Care, we attach utmost importance to every topic under the heading of Occupational Health and Safety, and we actively provide trainings to increase the knowledge and experience of our employees on the subject. We conduct on-the-job trainings for all new employees in accordance with the relevant legislation and our corporate standards and ensure that our employees start their duties with the necessary information. We assign health and safety trainings to new recruits through the MLP Care Development Academy portal, simultaneously with face-to-face trainings, and closely monitor the completion rate of these trainings. In this way, we ensure that all MLP Care employees receive Basic Occupational Health and Safety Training on general, technical, and health issues every year by an Occupational Health and Safety Specialist and a Workplace Doctor in accordance with legal regulations.

With the **Occupational Health and Safety software program** we have implemented in our hospitals serving under our Medical Park and Liv Hospital brands, we meet the requirements for OHS processes and provide the necessary opportunity for hospital administrations, including senior management, and Occupational Health and Safety professionals to follow the relevant processes in an integrated manner.

We carry out our processes related to occupational accidents within the scope of the "Occupational Accident Notification and Analysis Instruction" created within the scope of Ministry of Labor and the Ministry of Health legislations, and also national and international standards adopted by our Company. While recording occupational accidents on the digital platform used in the organization, we ensure that the Human Resources Department notifies the Social Security Institution within 3 business days within the scope of legal regulations.


With the **Dashboard Sensor Tracking Project**, we have installed temperature, humidity, dew point, air quality, flood, voltage and frequency sensors in the technical areas of our hospitals (transformer room, boiler room, compressor room, pharmaceutical warehouse, etc.) within the scope of occupational health and safety measures. Thanks to the warnings, alarms, and critical alarms that may come from these sensors, we enable the relevant center and hospital managers to take quick action. In addition, with this project, we help to take precautions with a proactive approach before an incident or accident occurs. With our ambient temperature monitoring system, we detect any change in the ambient temperature of the server rooms and minimize the risk of fire.

We are working on a system where all alarms and information can be instantly monitored, reported, malfunctions can be monitored from the

center and therefore instantly intervened without going to the location where the fire panels are located. We aim to complete this system in 2024.

We are working on a system where we can instantly monitor the medical oxygen gas levels in the liquid oxygen tanks in our hospitals without going to the location, monitor alarm situations through the system, and thus intervene instantly. The scope of our project includes viewing the analog systems on the tanks with a camera and writing to the interface, sending an alarm via e-mail when the capacity and pressure go beyond a certain level, triggering an alarm when the pressure in the manometer falls below a certain level, when the barometer deviates from the desired level in bar, when the camera cannot take images (fog, lens blockage by foreign matter, etc.). We aim to complete this system in 2024.

The Occupational Health and Safety system started to be implemented with the initiation of JCI Accreditation standards in 2008, and continued to be implemented in detail with the 6331 Occupational Health and Safety Law published in 2012. As of 2021, TS ISO 45001:2018 Occupational Health and Safety Systems standards have been included in our management system.



Our aim is to ensure the safety of our employees through early detection of Occupational Health and Safety risks and awareness trainings.

A woman with blonde hair in a ponytail, wearing a white tank top and dark shorts, is running away from the camera on a dirt path. She is wearing yellow and black running shoes. The path is surrounded by green grass and some trees in the background. The sky is bright blue with white clouds, and the sun is shining from the left, creating a lens flare effect.

WHEN MLPCARE IS PRESENT,
HEALTHY **COMMUNITIES**
FLOURISH



WHEN MLPCARE IS PRESENT,
HEALTHY **COMMUNITIES**
FLOURISH

Our Social Work

- Community Health
- Our Collaborations
 - Our Experience in Complex Medical Procedures
- Our Contribution to Social Responsibility
 - Our Sponsorships
- Communication with Our Guests
- Guest Trust and Privacy
 - Our Expert Staff



Negative effects of the climate change due to the changing environmental conditions directly affect human health. In order to remediate the disease conditions that people face, we provide quality healthcare services and make every effort to protect and improve public health.

As part of our systematic work organization, we closely monitor global health trends and take proactive measures against potential threats. We are aware that there are many platforms that may cause fear and anxiety or misinform the public, especially in the diagnosis and treatment of diseases, and we carry out **awareness-raising and information activities** to provide clarity on these issues. Our specialist doctors serving in our hospitals under the umbrella of MLP Care are invited to information update symposiums supported by central organizations and are informed about current and potential future diseases. We organize activities on these topics in our hospitals in line with the recommendations of our doctors. One of the most important goals of preventive healthcare services is to maintain and improve existing health. The most important tool for this is effective information and awareness raising. Chronic respiratory diseases such as asthma, chronic obstructive pulmonary disease (COPD), sleep apnea syndrome, and hypertension affect millions of people every year. The impact of smoking on these diseases and cancers is clear. We constantly inform our society about the negative effects of smoking and place visuals and brochures explaining the harms of smoking in our hospitals in a way that all our guests can see. During outpatient clinic examinations, our doctors also ask about smoking as a standard in patient questionnaires. We implement a **"Smoking Cessation Advice Training"** program for all inpatients being treated in our hospitals and encourage our guests to quit smoking from the time of admission to discharge. We also show our sensitivity to narcotic substance

addiction and since the treatment process of addiction is a publicly managed process, we refer guests who are struggling with this addiction to the relevant institutions in accordance with public regulations.

We implement the **"Antibiotic Use Control" and "Antibiotic Prophylaxis Program"** in our hospitals to promote the correct use of antibiotics, ensure correct surgical antibiotic prophylaxis, and prevent unnecessary antibiotic use and resistance development. With this program, we prevent the spread of resistant microorganisms, reduce undesirable drug effects, ensure that guests receive the most appropriate antimicrobial treatments, and reduce treatment costs. In this Program, we take the scientific requirements and the rules and/or protocols set by the hospital Infection Control Committee (ICC) as a basis for antibiotic use control. In light of this information, we prevented antibiotics that require the approval of an Infectious Diseases Specialist from being obtained from pharmacies or outside the hospital without the approval of the Infection Control Specialist. We have also ensured that this process is designed, limited, and standardized through the Hospital Information Management System (HIMS).

➤ **As MLP Care, we prioritize public health, closely monitor global healthcare trends, and take necessary precautions against potential threats while conducting our routine activities.**

We take all necessary measures to prevent problems that may threaten public and patient health in the use and storage of controlled drugs used for medical purposes in our hospitals. We carry out our standard practices such as requesting the medicines kept within our hospitals for treatments, counting them, and keeping their records within the scope of the necessary procedures. We provide detailed orientation training programs and in-unit trainings for our nurses affiliated to patient care services of these procedures. We also organize

trainings on the importance and functioning of the process every year for the units where these drugs are used intensively.

We aim to protect the environment and public health. In this context, we standardize the disposal process of medicines subject to control in terms of the environment and public health in accordance with the directives of the Ministry of Health and environmental legislation, and carry out the waste management program of our hospitals.



ICMAS - International Contemporary Medical Academy of Science

Liv Hospital and İstinye University collaborated with the International Contemporary Medical Academy of Science ICMAS for an international online education project. In this Academy, which is an international education platform, experience and training meetings are being planned for doctors and medical students from many different countries, and current approaches, new applications, latest treatment methods and technologies are shared according to specialties.

First International Brachytherapy Training Center

Brachytherapy is a method used especially in the treatment of skin, prostate, and gynecological cancers. The international non-profit BrachyAcademy organization has selected Liv Hospital Ulus as the first and only Brachytherapy Training Center in Türkiye.

Liv Spine Center Certification

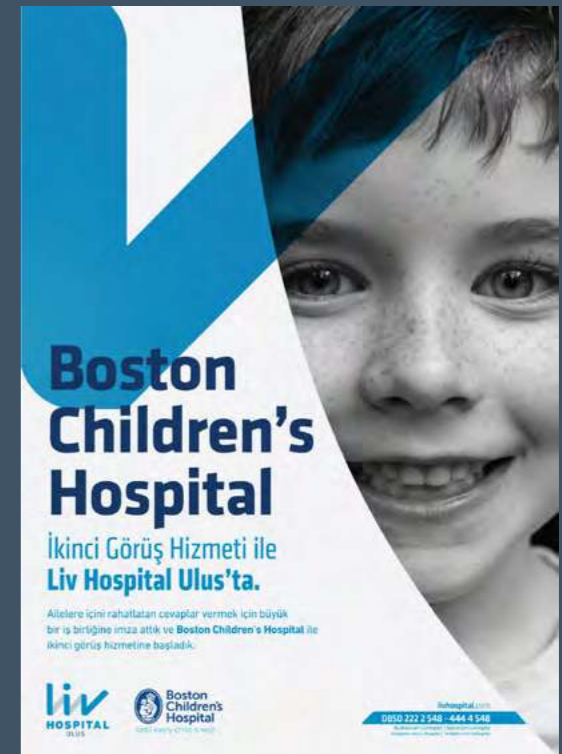
AOSpine Europe in Switzerland, which carries out activities for the advanced training of spine surgery specialists around the world, works to train spine surgeons in different countries. In 2020, Liv Hospital Ulus Spine Surgery was selected for the first foreign fellow program of the AOSpine Spine Surgery Center, which is located 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.

USA Breast Cancer Consortium Membership Certificate - National Consortium of Breast Centers

The National Consortium of Breast Centers in the USA certifies its member hospitals in order to ensure international standards, work in cooperation, implement and expand its programs. Liv Hospital Ulus Hospital was also certified in 2020 within this scope.

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

Boston Children's Hospital, which is recognized as the best hospital in the USA in the ranking of children's hospitals, provides second opinion services for the diagnosis and treatment of children with specific and difficult-to-diagnose diseases. In this context, Liv Hospital Ulus and Boston Children's Hospital have signed a cooperation for the health and future of children. At Liv Hospital Ulus, for the diagnosis and treatment of complex diseases that are difficult to diagnose, a second opinion is obtained for the correct diagnosis and treatment by online consultation with Boston Children's Hospital doctors, each of whom are experts in their fields.



With the sense of responsibility that comes with being Türkiye's leading hospital group, we strive to produce the solutions that our society needs in the field of healthcare in the best and fastest way possible. We closely follow all kinds of technological developments and engage in various collaborations in order to provide them with the highest quality service.



Organ Transplantation

Kidney transplantation, liver transplantation, pancreas transplantation, and cornea transplantation operations are successfully performed in our hospitals.



Bone Marrow Transplantation

Adult and Pediatric Bone Marrow Transplantation Centers are integrated with international bone marrow banks and operate at international standards.



Brain and Nerve Surgery

At MLP Care, we follow modern medical practices and utilize technology in every field. With our Gamma Knife treatment opportunity, we are able to provide treatment by allowing neurosurgeons to operate on abnormal areas of the brain without the need for any incisions. This method does not require hospitalization, there is no need for intensive care, and costs are reduced by allowing the patient to return to work immediately.



Cardiology and CV Surgery

We successfully apply robotic surgery, which is accepted as the highest point of surgery, in many surgeries. We aim for the best achievable results and high patient comfort with advanced laparoscopic and robotic surgeries. We successfully perform important surgeries in branches such as gynecology, urology, cardiac surgery, obesity surgery, especially general surgery.



In Vitro Fertilization

We aim for a high success rate in IVF treatment by utilizing advanced technology. Our IVF Centers have separate operating theaters, andrology and embryology laboratories.



Regenerative Medicine, Stem Cell Production Center

Approved clinical indications of our Regenerative Medicine, Stem Cell Production Center:

- Cartilage Degenerations
- Ischemic Tissue Wounds
- Arterial and Venous Tissue Ischemia
- Soft Tissue Wound Treatment
- Cosmetic Applications



Advanced Laparoscopic and Robotic Surgery

Thanks to the possibilities offered by modern medicine and technology, many operations are performed much faster, safer, and more comfortable today. We constantly follow these methods and strive to provide the most modern and highest quality service to our society. Our leading applications in the field of advanced laparoscopic and robotic surgery include the Da Vinci surgical robot, femtosecond laser used in cataract surgery, and microplastic used in knee replacement surgery.



Oncology

Oncological treatment is offered to adults and children in a personalized manner. While providing this treatment, we are able to use the most efficient, accurate and precise methods and provide world-class service to our guests by utilizing our technology and experience.

In addition to our world-class service quality, we contribute to public health through the services we provide within our specialized branches and the resources we have.

As MLP Care, we care about playing a role in every project that benefits society and working for a better world. We regularly carry out social responsibility projects every year, but we also see special days dedicated to specific diseases or issues as an important tool to raise public awareness, and we organize events on these days as well.

We find it very valuable for our society to raise awareness on all issues related to health, and we carry out many activities in order to contribute to this issue. We know that conscious and aware individuals will directly contribute to the public health. We carry out various information and awareness-raising activities in order to eliminate any confusion in the minds of our society on health-related issues and to prevent situations where misinformation will lead the society to fear.

On February 4, World Cancer Day, February 15, Samsun Childhood Cancer Day, March 21, World Down Syndrome Day, March 26, Epilepsy Awareness Day, April 2, World Autism Awareness Day, November 2-8, Children with Leukemia Week, November 22-27, Oral and Dental Health Week, December 1, World AIDS Day, December 3, International Day of Disabled Persons, we organized events in our hospitals to commemorate these days. We do not only organize events ourselves, but also participate in the activities of various associations and institutions.

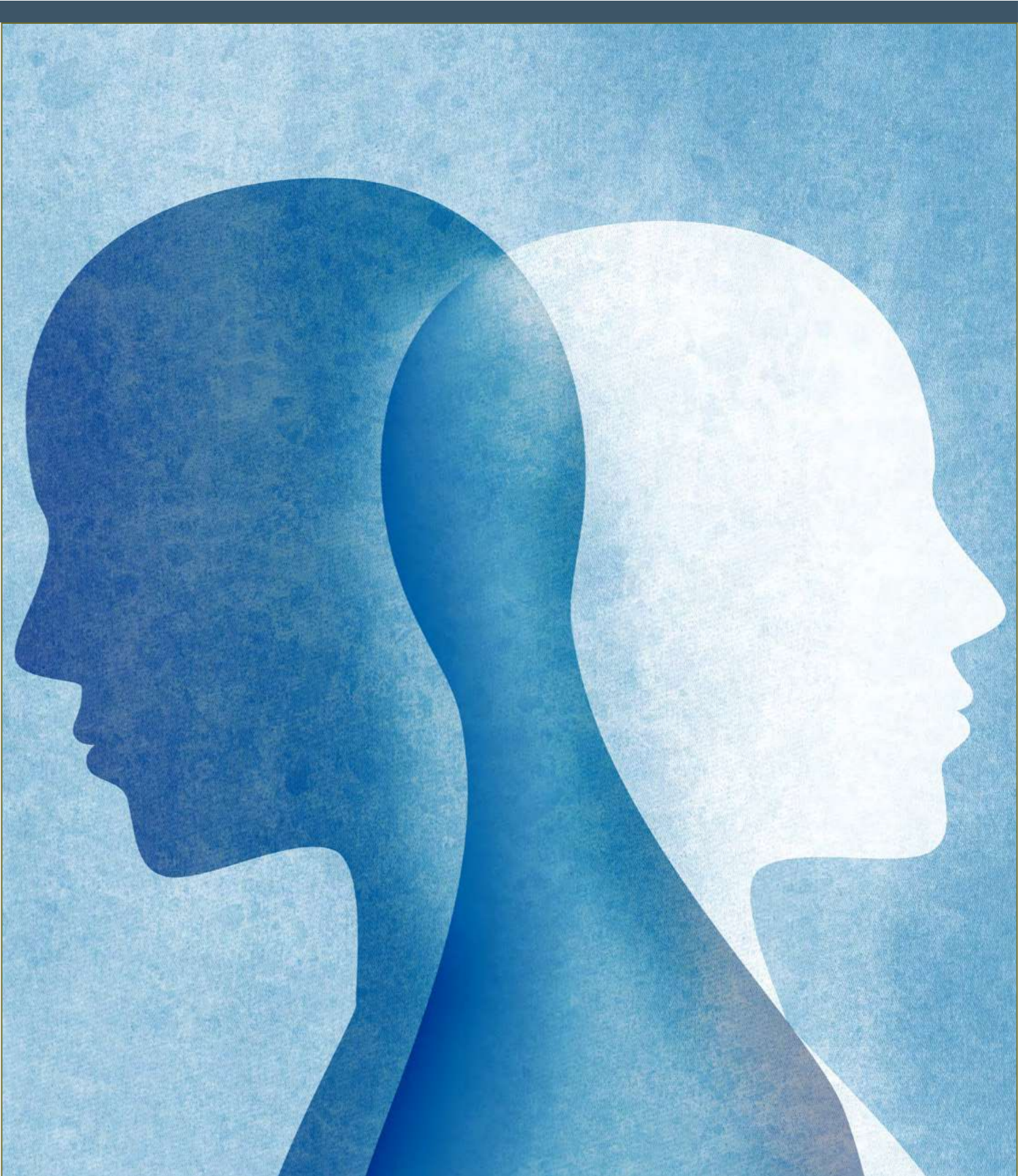
In cooperation with public institutions and various private sector companies in the cities where our hospitals are located, we organized seminars for the employees of these institutions to raise awareness on issues such as heart health, smoking cessation, obesity, proper nutrition, and organ transplantation. We also visited both public and private educational institutions at

various times and conducted eye and dental health screenings for students.

We did not forget the children who had to stay away from education due to health problems, we opened a hospital classroom at Altınbaş University Hospital Medical Park Bahçelievler Hospital in 2021 for students of compulsory schooling age who received inpatient treatment due to health problems. In this way, we prevent students' education processes from being interrupted and continue to contribute to students.

We do not neglect to be there for women and the elderly, we always hold them in high esteem within our hospitals and care about their health. We raise awareness on issues such as breast health, breast cancer diagnosis and treatment processes, cervical cancer and play an active role in the treatment of our elderly. We make an effort to protect the physical health of our elderly and make them feel that we are with them under all circumstances. Together with our hospital staff, we organize regular visits to nursing homes and elderly care homes and try to be with our elderly people to balance their internal motivation.

We also make sure to stand by women and the elderly, always treating them with care within our hospitals and prioritizing their health.



As MLP Care, we are aware of the importance of active use of social media in today's developing world. Knowing that the way to raise awareness is through social media posts, we make our social media accounts visible and share information on such days.

We can list our social responsibility activities that we carried out in 2022 on the basis of unity and solidarity as follows:

• **We Are Scoring Goals Against Obesity at All Ages**

In order to draw attention to obesity, one of the biggest dangers of our age, we organized the "We Score Goals Against Obesity at Every Age" event where Galatasaray Sports Club footballers Bafetimbi Gomis and Berkan Kutlu met with children. Together with the athletes, we emphasized the importance of sports in preventing obesity.

• **Laughter Heals Photograph Exhibition**

In collaboration with the Laughter Heals Association, we organized an exhibition of photographs of our children who have been treated for cancer at Vadistanbul Shopping Center.

• **We drew attention to Breast Cancer!**

As Liv Hospital, we realized a social responsibility project in October, Breast Cancer Awareness Raising and Awareness month, in order to reinforce the value we attach to public health. Aiming to emphasize the early diagnosis of breast cancer and the routine health check-up once a year, we granted all women working in Kağıthane Municipality and all female guests who attended the event the right to a special breast examination and mammography check-up.

• **Breathe for DMD**

In cooperation with the World Muscular Diseases Association, No Barriers in Art Foundation, Water and Women's Platform Association, we organized a "Breathe for DMD" event at Liv Hospital Vadistanbul in order to draw attention to the disease and raise awareness on World Duchenne Muscular Dystrophy (DMD) Disease Awareness Day.

• **360 Degree Evaluation of Türkiye-Azerbaijan Fraternity**

As MLP Care, in addition to our leading position in the healthcare sector in Türkiye, we continue to carry out activities that will make our name known globally. At Liv Bona Dea Hospital Baku, which we opened in the sister country Azerbaijan, we organized the event of the same name as "360-degree evaluation of Türkiye-Azerbaijan fraternity". In addition to Turkish and Azerbaijani business people, Turkish volunteers, MPs, Deputy Chairperson of the State Committee for Family, Women and Children also participated in the meeting. During the event, projects on further development of relations between the two countries and increasing cooperation between the two countries in the healthcare system, as in other areas, were discussed. Within the scope of the project, 300 women in need received mammograms and examinations.

• **Doctor's Coats Painted for Children**

Liv Bona Dea Hospital, our hospital in Azerbaijan, organized an event marking the anniversary of the beginning of the Patriotic War. With the support of Yasat Foundation, Zafar People's Union and Thalassemia Center, we joined forces for our children, who are our future. During the event, doctors' uniforms were painted and the event was attended by the participants of the Patriotic War,

families of martyrs and their children. At the end of the event, 100 children received a free examination package. Participation was not limited to those affected by the war. Turkish and Azerbaijani business people, parliamentarians, representatives of various state embassies in Azerbaijan, and members of the public also participated.

• **Independence Celebrated with Children!**

Our hospital in Azerbaijan Liv Bona Dea Hospital organized a special festival for children. During the festival, interviews were held on important issues closely related to children's health. At the end of the event, children from sensitive categories were entitled to free check-ups for 1 year. In addition, a special bazaar was organized and the proceeds from the sale were donated to families in need.

At MLP Care, we wish to continue our social responsibility projects without slowing down, and we do not have any financial concerns in our efforts to benefit society. In this context, our total expenditures for Donations and Social Responsibility Projects in 2022 amounted to TL 6,735,307 and TL 15,519,145, respectively (2021: TL 1,693,611 and TL 6,248,994, respectively).

OUR SPONSORSHIPS

At MLP Care, we are always proud to support sports and athletes. With this perspective, we support clubs, sports complexes, sports organizations, and individual athletes operating in different fields of sports with the contributions of our Medical Park and Liv Hospital brands. We care about the contributions of sports to the health of the individuals and society.

We proudly undertake the health sponsorship of dozens of sports clubs from different sports branches such as Galatasaray, Adana Demirspor Club, Ümraniye Sports Club, Giresunspor Club, Turkish Airlines Sports Club, Bahçeşehir College Basketball Club, IBB Sports Club, Beykoz Municipality Handball Team, Adam Volleyball Sports Club, Çukurova Women's Basketball Club, Elazığ Social Assistance Sports Club, Kasımpaşa Sports Club, Samsunspor Football Club, Nesibe Aydın Youth and Sports Club, Fatih Karagümrük Sports Club, Karabağ Football Club (Azerbaijan), Neftçi Professional Football Club (Azerbaijan).

You can access all the clubs from [here](#).



At MLP Care, we provide support to various clubs, sports complexes, sports events, and athletes under our Medical Park and Liv Hospital brands across different disciplines.

At MLP Care, we prioritize the happiness and satisfaction of our guests in all the services we provide, and we prioritize reinforcing their loyalty to our brand. With the sense of responsibility that comes with operating in a sector where human health is at stake, we aim to ensure the sustainability of health and carry out activities to this end. In 2022, as in every year, we took global technological trends as a basis for all the healthcare services we offer to our guests in our hospitals. We continued to offer superior quality services in each specialty in full-fledged services with our state-of-the-art equipment and infrastructure.

We place being "Guest-Centric" at the heart of our high-quality service approach. We strive to be transparent and inclusive in our relationships with our guests and mobilize all our means to ensure that they leave our hospitals with peace of mind. At MLP Care, we care about ensuring that our guests receive fair, impartial, adequate, safe, and effective service, and we are always working to increase our guest satisfaction. Every year, the activities of our hospitals are subjected to Healthcare Quality audits by Ministry of Health Auditors.

At MLP Care, we value the feedback our guests provide us for all the services they receive at our hospitals, and we base our feedback processes on the MLP Care Complaint Management Policy. We act in line with the needs and expectations of our guests and improve our service processes accordingly. In order to measure whether our guests who apply to our hospitals are satisfied with the service they receive after their visit, we use various channels such as post-service SMS surveys, complaint platforms, our "We Listen to You" section on our official website, and reach out to our guests with their permission. We turn this feedback into an opportunity and further improve ourselves. We do not limit our guest experience improvement journey to these, we also seek their opinions on the evaluation of our improvement and feedback processes.

In addition to accelerating the feedback and expectation processes of our guests, we make it possible for them to provide feedback on the examinations they have undergone at our hospitals and access to different health data through the mobile application we have developed. In this way, we provide convenience to our guests while helping to increase their satisfaction rates.

We meticulously examine the requests and opinions of our guests who contact us through our call centers, and direct the request to the relevant department of the relevant hospital in order to resolve it quickly. We inform our guests at every stage during the necessary review process of the submitted request or opinion by our hospital. We also carry out all necessary controls to ensure that the process runs efficiently and quickly.

In order to facilitate communication with our MLP Care hospitals, we direct our call centers through a common operator system. When a guest reaches our call center, before being directed to the relevant unit of the hospital they want to reach, we reach the unit in question and make sure that the unit is available at that moment. In this way, we prevent our guests from waiting on the line for a long time and leaving their calls unanswered.

We conduct a call density analysis based on the calls received by our call center. We note the calls of our guests who cannot find availability on the days and times they want and forward them to the management of the relevant hospital. In this way, we make staff planning on the basis of busy units and increase our growth rate in direct proportion to the need.

In addition, we periodically monitor the number of days in the complaint resolution process and Google ratings in the CRM system.

After communicating with our guests with low Google scores, we quickly solve the problems they are experiencing. In 2020, we increased our Google score from 2.9 to 3.8 and in 2021 from 3.8 to 4.3. In 2022, we maintained our average Google score at 4.3.

Our satisfaction rate in 2022 was measured as 73.2%. Compared to 79.1% in 2021, the main reason for the decreased satisfaction rate in 2022 is the change in our methodology for measuring guest satisfaction in 2022. As of August 2022, we started to track our satisfaction performance with the recommendation score methodology. We can confirm that this seemingly declining performance is largely due to the change in methodology, considering that our Google score average is at the same level as last year.

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At MLP Care, we regularly measure our guest satisfaction in order to continuously improve ourselves.

In 2020, we reduced the complaint resolution process in the CRM system from 7 days to 2 days and quickly resolved the complaints of our guests, and we continued this performance in 2021 and 2022.



GUEST TRUST AND PRIVACY

Guest trust and privacy, which we consider among our priority issues, constitute the basis of our way of doing business. The information shared by guests visiting our hospitals is of great importance in terms of privacy. We take the utmost care to protect guest information stored in our hospitals under the roof of MLP Care. Our strong team of the most experienced and talented doctors in Türkiye and our state-of-the-art infrastructure are at the heart of the trust we provide to our guests. In 2022, no breach of confidentiality of guest information and/or any situation that may cause a breach was detected. In 2020, we launched the Cyber Security Operation Service and continue our prevention efforts proactively. In addition, we completed our **ISO 27001 Information Security Certification** process in 2021 and published our "Information Security Management System Policy", which includes our commitments, goals, and responsibilities, on our corporate website. We have also completed the requirements within the scope of compliance with the Personal Data Protection Law in order to fulfill the anonymization conditions in data analysis studies.

Our employees are assigned trainings on information security and guest privacy, and relevant reminders are sent regularly. Thus, employees' awareness of information security and guest privacy is constantly kept high.



As an institution recognized for the value we place on our guests, we prioritize the health of our guests above everything else. In order to improve and protect public health, we offer our expert staff, comprised of our nation's esteemed doctors, to the service of our guests with quality healthcare facilities in every hospital within our Company. We closely follow the latest technologies and establish a healthcare system where our doctors integrate their experience and knowledge with these technologies during the diagnosis stage. We support the healthcare system we have established with our doctors, who are the best in their field, and we continue our journey of growth without slowing down. We are diversifying our healthcare units that provide services for every need and increasing the number of doctors serving in these units to ensure optimum guest satisfaction and quick solutions.

In 2022, we provided world-class healthcare services to our guests in 28 hospitals with a total of nearly 19,000 employees, including more than 2,500 doctors and 14,000 employees on payroll. We also attach great importance to the services provided by our academic doctors who contribute to the training of our valuable doctors who will contribute to our country. In the reporting year, we are proud to say that we brought together 453 academic* doctors (17.8% of total doctors), who teach at universities, with our guests.

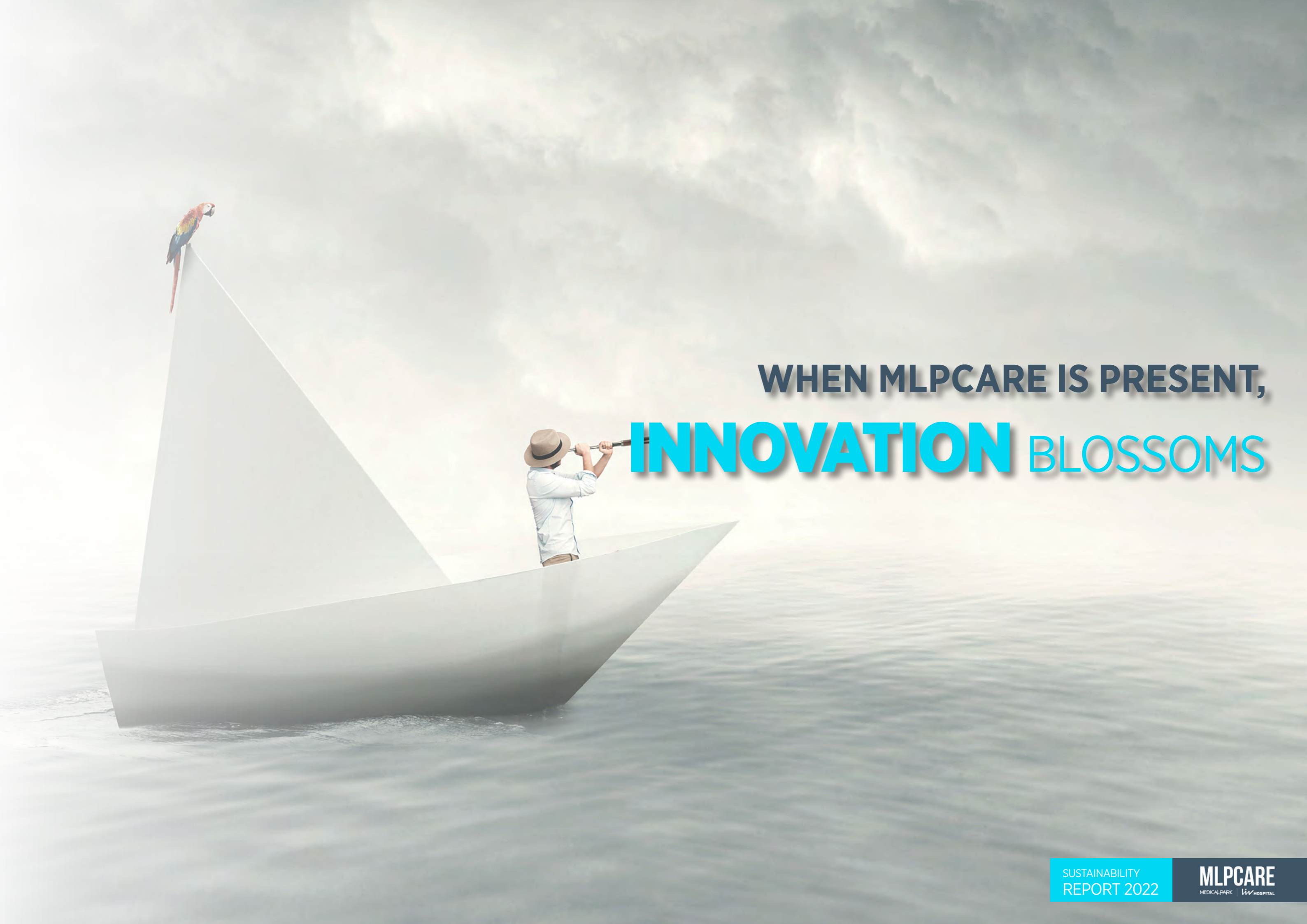
Personalized Medicine with Councils

At MLP Care, we decide on the diagnosis and treatment of many diseases with councils composed of experienced and specialized doctors from different disciplines. We determine the most appropriate treatment protocols based on current approaches and the decision of the council, which is attended by many doctors who are experts in their fields. These councils are:

- Organ Transplant Council
- Quality Council
- Oncology Council
- Breast Cancer Council
- Pituitary Council
- Endocrine Council
- Gastroenterology Council
- Neurology/Stroke Council
- Neuroscience Council



(*) Due to YÖK (Council of Higher Education) regulations, the permissions for academicians from provinces other than İstanbul and Ankara to work in universities located in İstanbul and Ankara have been removed. The number of academicians with academic titles who were also appointed to academic staff of universities is 453.



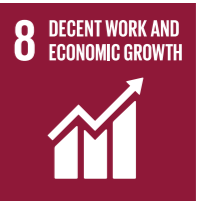
WHEN MLPCARE IS PRESENT,
INNOVATION BLOSSOMS



WHEN MLPCARE IS PRESENT,
INNOVATION BLOSSOMS

Innovation

- Information Technologies and Our Digital Business Culture



In order to serve our guests at the quality standards we target, and to carry out our operations efficiently, we are in high need of information technologies, especially in our sector. In line with our Information Technologies and Digital Business Culture, we are increasing our investments in systems that will directly improve the way we do business and increase our efficiency. We take into account the effects of today's changing and evolving world technology on the healthcare sector and endeavor to implement these changes in our Group hospitals. We know how valuable every second is in the healthcare sector and we support our understanding of high quality service with the latest technologies. In this way, we are able to carry out many processes such as hospital management, medical record keeping, appointment systems, communication between doctors and other staff digitally and provide faster and more effective service to our guests. We also work meticulously on data security and confidentiality and make maximum use of information technologies. We believe that **when MLPCARE is present, innovation blossoms**, and we continue our work on information security, digitalization, and innovation without slowing down.

The security of our data is among our highest priorities. In this context, we keep our security systems up-to-date in the light of the latest developments and make the data privacy of our guests and our Company one of our principles that we cannot compromise. With the **Intrusion Prevention System**, we are able to identify and prevent any leakage that may occur, thus ensuring the data privacy of our guests and our Company and keeping all data safe. While cyber-attacks have been increasing in recent years, we take precautions in this regard and regularly implement **Phishing Tests**. We aim to minimize situations that may cause data leakage while creating employee awareness with the projects we have implemented. We use a **Two-Factor Authentication System** to

improve the infrastructure necessary for our business units working remotely and information systems employees to continue their work safely and without interruption, and to increase internet bandwidth and security measures. We make announcements to emphasize the importance of data privacy in our business to our employees within the Company and continuously improve our Company's information security culture by providing trainings.

With the leadership of our Information Systems and Digital Transformation team, we continued our work on our roadmap without slowing down during the reporting year. It is important for our Company to effectively guide the change that needs to be made in the field and to use all our projects smoothly and in a way to serve their purpose. In this context, our **"Operations Management Center"** project is one of our main works aiming to effectively disseminate our digitalization efforts in the field. With this Operations Management Center, we aim to quickly integrate digital projects into our daily processes in order to guide the change that needs to be made in the field, to ensure that each work is used in accordance with its purpose, and to ensure target-oriented and effective intervention.

As of the reporting year, MLP Care uses the **Hospital Information Management System (HIMS)**, with which we have completed our digital transformation program. Our HIMS program supports big data environment and has parametric and structured data storage features. We have made our systems user-friendly by integrating our mobile applications with our web-based application. We have provided infrastructure for decision support systems and artificial intelligence studies in our HIMS program. We aim to follow the process in an integrated manner with new technologies, prioritizing user experience both in terms of process and technical aspects. We carry out our processes safely and quickly with HIMS, which enables the digital recording and realization

of the processes carried out in our institutions.

With our **Medical Device Integration Project**, we have combined the medical equipment and devices used by our specialist doctors to make diagnoses with our hospital information automation system, HIMS. With this application, our doctors can access the examinations of our guests digitally through HIMS, leave comments on the examinations, and follow them from a single platform. At the same time, we have also activated our archiving system with this project, and we are speeding up this process by facilitating the work of our robots, our digital employees, in the invoicing process. Every day we go one step further in integrating our medical devices.

As the R&D unit, which continues its projects under the Information Systems and Digital Transformation Coordinatorship, we have implemented our **MLP Online** product in 2022 within the scope of the announcement of the Ministry of Health General Directorate of Health Information Systems and the Regulation No. 31746 on the Provision of Remote Health Services. With our **MLP Online USBS** software, which we have integrated into the hospital information management system and the ministry data recording system, we offer remote healthcare services with our self-developed infrastructure, which we have added features such as video calls and messaging between doctor and patient. During the development process of our product, we obtained our **ISO IEC Spice** certificate and registered our software to the Ministry of Health system, and after the necessary controls were made, we also obtained our operating license for our product. With our MLP Online USBS software, which we have integrated into our mobile application, we provide healthcare services to many users in different locations regardless of distance. We plan to develop our product and turn it into a platform by adding mood analysis

with image processing, and translation and subtitling features with the principle of artificial intelligence-based machine translation.

Our R&D unit continues to work of the **Patient Admission Applications Project in Next-Generation Healthcare Services**. With this project, we aim to create a seamless structure for our guests to carry out their transactions online from appointment to treatment, from the billing process to the payment to be received from the insurance company during their stay in hospitals. We aim to ensure that transactions can be carried out without the need for registration counters or individuals, and that the process progresses digitally and quickly. While actively continuing our work, we aim to provide our guests with a faster and more practical healthcare service. We provide convenience in payments by integrating the system with the payment gateway so that appointment payments can be made online.

We ensure that information is transferred to billing teams through our **Smart Billing Project**, which actively uses decision support systems to identify protocols that are awaiting billing and have deficiencies. We continue our efforts to increase the number of decision support packages and maximize the efficiency of these packages.

Within the scope of our **My Mobile Hospital** project, we aim to offer many services in the healthcare sector to our users. In this context, we plan to offer many different services such as product sales, video call service, use of wallets for payments, supply of medication, and home care services through our mobile and internet-based applications and we are continuing our work on this subject. Although our service has not yet gone live, with the completion of this work, we aim to provide our guests with a higher quality and safer healthcare service. With our My Mobile Hospital Project, we will make access to healthcare

services easier and faster, increase the satisfaction of our guests, and take an important step towards digitalization in the healthcare sector.

At MLP Care, we care about protecting the environment. As a result of our respect and dedication to the environment, we launched our **paper-free hospital** project. We continue to work to further develop these projects in the future. We have also contributed to our paper-free hospital project with the **Central Radiation Project**, which we created to make it easier for our guests to access radiology results.

At MLP Care, we are aware that global warming is one of the reasons why infectious diseases are spreading so much. In this regard, we have developed a software called **Command Center Dashboard** through the Power BI practice in order to control the human density and bed occupancy in our hospitals. With the practice, we can calculate the bed occupancy of our hospitals, while we can easily manage many tasks such as length of stay of our guests and monitoring the environment in a digital environment by monitoring them through our sensors.

With the help of the Digital Invoicing Project which is in progress, we have streamlined revenue cycle operations by utilizing **Robotic Process Automation (RPA)** technology and automated invoicing for services rendered in our hospitals. Insurance providers (insurance companies, ministry of health, contracted institutions) are exploring new ways of valuation in relation to reimbursement, putting additional pressure on hospitals to provide documentation to support claims. The data and rule-based process design communication allowed between multiple existing systems has made it possible to run the end-to-end loop virtually error-free. Moreover, digitalization of the billing process reduces claim rejections due to RPA-driven data quality and compliance, with a positive impact on

accounts receivable and improved cash flow.

Within the scope of our Information Systems and Digital Transformation Coordinatorship projects, we are working in cooperation with İstinye University, which conducts artificial intelligence studies in the healthcare sector. We continue our efforts to develop decision support systems and artificial intelligence solutions with İstinye University without slowing down. In this field, we have completed projects on smart billing and parametric creation of radiology reports.

Within the scope of chronic disease management, we have started follow-up management (control examinations, examinations, training, etc.) for the needs of our guests with nearly one hundred evidence-based disease tracking algorithms. We continue to develop many **IoMT (Internet of Medical Things)** supported patient management software projects for remote management within e-health in order to optimize the remote follow-up of guests with disease tracking algorithms, their participation in healthcare services, and the results of their health outcomes.

At MLP Care, we care about the satisfaction of our guests. We launched our **Digital Satisfaction Project** to provide them with the best hospital experience. Within the scope of our Digital Satisfaction Project, our guests who receive services from our hospitals use decision support algorithms and promoter scoring (NPS - Net Promoter Score) in their personalized questionnaires specific to the service they receive. This application allows us to evaluate our services such as doctors, nurses, counters, operating rooms, hospitalization services and make improvements in our ecosystem. We continue to improve and work on our personalized digital satisfaction system.

The 360-degree guest concept has become an indispensable concept for us. With this concept, we aim to identify audiences with specific characteristics and perform channel transactions



for target audiences, and as a result of the channel transactions we perform, we aim to ensure the continuity of protective/preventive health procedures while gaining the loyalty of our guests who prefer us. We plan to improve the guest experience by conducting marketing activities in line with the requests and needs of our guests by obtaining fast outputs with the support of decision support systems. By aiming to ensure that

marketing activities are measurable and to achieve cost savings through target-oriented efforts, we improve ourselves to provide a better service to our guests.

We created **Our Command Center** to transfer real-time data from source systems to the analytical engine, to organize it into data models, and to provide services in the form of dashboards, information, and reports when necessary.

The Digital Transformation Projects we realized during the reporting year are listed below:

Digital Transformation Project Processes Executed in 2022	
Number of processes planned to be digitalized	11 Main Processes
	30 Sub Processes
Number of processes being digitalized	5
Number of digitalized processes	25

Corporate Governance

As of December 31, 2022, our shareholding structure is as follows:

Board Committees	Number of Committee Members	Name-Surname of Committee Members	Number of Meetings Held	Number of Reports Submitted to the Board of Directors
Audit Committee	2	Tayfun Bayazıt Meral Kurdaş	5	5
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

Corporate Governance

Shareholding Structure

Shareholders	Share in Capital (%)	Number of Shares (TL thousand)
Lightyear Healthcare B.V. (*)	34.67%	72,131
Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş. (**)	15.35%	31,943
Muharrem Usta	8.98%	18,678
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

(*) Turk Ventures Adv. Ltd. provides advisory services to the Dutch shareholders TPEF (Hujori Financieringen B.V. ("Hujori") and Lightyear Healthcare B.V. ("Lightyear")) from its İstanbul liaison office. Hujori and Lightyear have merged under Lightyear. With this merger, 8,287 thousand shares of Hujori corresponding to 3.98% of the non-publicly traded shares and 418 thousand shares of Hujori corresponding to 0.57% of the publicly traded shares were transferred to Lightyear.

(**) The company title of Sancak İnşaat Turizm Nakliyat ve Dış Ticaret A.Ş. has been registered as " Sancak Yatırım İç ve Dış Ticaret Anonim Şirketi." as of March 09, 2023.

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



Economic Value Created

	2021 (thousand TL)	2021 (%)	2022 (thousand TL)	2022 (%)
Economic Value Created	5,795,954	100%	9,836,916	100%
Economic Value Distributed	5,423,057	94%	8,564,677	87%
Operating Expenses	2,580,119	45%	4,189,530	43%
Employee Benefits	2,170,124	37%	3,695,784	38%
Benefits to the State	100,289	2%	97,623	1%
Benefits to Capital Providers	547,317	9%	534,173	5%
Benefits to Society	25,208	0%	47,567	0%
Economic Value Retained	372,897	6%	1,272,239	13%

Our Environmental Performance Indicators

Energy Consumption

	Consumption (GJ)			Consumption (GJ) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Natural Gas	180,630	244,954	215,675	0.052	0.042	0.019
Electricity	395,590	477,251	471,802	0.113	0.082	0.042
Gasoline	643	1,174	6,407	0.000184	0.000203	0.000571
Diesel	11,352	19,941	18,499	0.00325	0.00344	0.00165
Fuel-oil	9,339	5,145	2,682	0.003	0.001	0.0002
Total	597,554	748,465	715,065	0.17	0.13	0.06

Emission Amount

	Emission (tCO ₂ e)			Emission (tCO ₂ e) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Scope 1	12,212	26,910	18,720	0.0035	0.0046	0.0017
Scope 2	59,372	57,416	57,665	0.0170	0.0099	0.0051
Scope 3	1,670	24,048	30,297	0.0005	0.0041	0.0027
Total	73,254	108,374	106,682	0.0209	0.0187	0.0095

Waste Amount

	Amount (ton)			Amount (ton) / Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Hazardous and Medical Waste	2,737	3,392	3,351	0.00078	0.00059	0.00030
Non-Hazardous Waste		321	485		0.00006	0.00004
Total	2,737	3,713	3,836	0.00078	0.00064	0.00034

Amount of Water Consumption

	Consumption (m³)			Consumption (m³) /Revenue (TL thousand)		
	2020	2021	2022	2020	2021	2022
Water	765,102	941,672	938,534	0.219	0.162	0.084

Our Social Performance Indicators

2022 Total Employees

	Male	Female	TOTAL
MLP Care	6,882	12,048	18,930

Male			Female			TOTAL		
2020	2021	2022	2020	2021	2022	2020	2021	2022
6,959	7,587	6,882	11,065	12,429	12,048	18,024	20,016	18,930

Distribution of Employees with Payroll and Non-Payroll

	Payroll			Non-Payroll			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Personnel	8,884	9,872	9,994	20	13	8	8,904	9,885	10,002
Doctor	681	673	642	1,547	1,918	1,901	2,228	2,591	2,543
Nurse	3,911	4,277	3,624	0	0	0	3,911	4,277	3,624
Intern	299	226	210	212	301	26	511	527	236
Subcontractor	0	0	0	2,470	2,736	2,525	2,470	2,736	2,525
Total	13,775	15,048	14,470	4,249	4,968	4,460	18,024	20,016	18,930



Employee Satisfaction

	2020	2021	2022
Survey Participation Rate (%)	61%	67%	75%
Employee Satisfaction	77%	80%	80%

Training Hours by Employee Category

	Total Training Hours			Average Training Hours per Employee		
	2020	2021	2022	2020	2021	2022
Personnel	130,767	185,349	418,285	14.7	18.8	41.8
Doctor	11,653	12,998	29,856	5.2	5.0	11.7
Nurse	127,817	211,430	257,822	32.7	49.4	71.1
Intern	15,434	17,321	7,480	30.2	32.9	31.7
Subcontractor	18,568	22,933	42,932	7.5	8.4	17.0
Total	304,239	450,031	756,375	16.9	22.5	40.0

Number of Disabled Employees by Gender

	2020	2021	2022
Female	105	104	106
Male	237	235	232
Total	342	339	338

Number of Employees by Seniority and Gender

	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
0-5 Years	8,520	5,058	9,639	5,569	9,338	5,135
5-10 Years	1,881	1,352	1,953	1,296	1,927	1,155
10 Years and Over	664	549	837	722	783	592
Total	18,024		20,016		18,930	

Number of Employees by Age and Gender

	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
Under 30 Years Old	5,790	2,412	6,747	2,760	6,327	2,516
Between 30-50 Years Old	4,771	3,632	5,098	3,829	5,029	3,378
Over 50 Years Old	504	915	584	998	692	988
Toplam	18,024		20,016		18,930	

Digital Transformation Projects Executed in the Year 2022

Digital Transformation Project Processes Executed in 2022

Number of processes planned to be digitalized	11 Main Processes
	30 Sub Processes
Number of processes being digitalized	5
Number of digitalized processes	25

Statement of Use The GRI Content Index has been prepared in compliance with the GRI Content Index - Essentials Service standards.

GRI INDEX

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
Used GRI 2: General Disclosures 2021 General Disclosures			
	Corporate Profile		
	2-1 Organizational details	About the Report, p.6 About Us, p.10-12 Our Activity Map, p.13 Our Value Adding Partnership Structure, p.23 Contact, p.81	-
	2-2 Entities included in the organization's sustainability reporting	About the Report, p.6 Our Activity Map, p.13 Our Value Adding Partnership Structure, p.23	-
	2-3 Reporting period, frequency and contact point	About the Report, p.6 Contact, p.81	-
	2-4 Restatements of information	There is no restatement of information p.76	-
	2-5 External assurance	About the Report, p.6	-
	2-6 Activities, value chain and other business relationships	About Us p.10-12 Sustainability in the Supply Chain, p.38 Stakeholder Communication, p.39-41 Communication with Our Guests, p.69	-
	2-7 Employees	Our Employee Profile, p.55-56	-
	2-8 Workers who are not employees	Our Employee Profile, p.55-56	-
	2-9 Governance structure and composition	Our Board of Directors, p.21-22 Our Internal Audit Unit, p.25 Our Sustainability Working Group, p.32	-
	2-10 Nomination and selection of the highest governance body	Our Board of Directors, p.21-22 Diversity and Inclusion, p.59	-
	2-11 Chair of the highest governance body	Our CEO Message, p.7 Our Board of Directors, p.21-22 Our Internal Audit Unit, p.25	-

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
General Disclosures			
	Corporate Profile		
	2-12 Role of the highest governance body in overseeing the management of impacts	About the Report, p.6 About Us, p.10-12 Our Activity Map, p.13 Our Value Adding Partnership Structure, p.23 Contact, p.81	-
	2-13 Delegation of responsibility for managing impacts	Our CEO Message, p.7 Our Board of Directors, p.21-22 Our Approach to Sustainability, p.31 Our Sustainability Working Group, p.32	-
	2-14 Role of the highest governance body in sustainability reporting	Our CEO Message, p.7 Our Board of Directors, p.21-22 Our Approach to Sustainability, p.31 Our Sustainability Working Group, p.32	-
	2-15 Conflicts of interest	Our Board of Directors, p.21-22 Our Business Ethics, p.24 Our Internal Audit Unit, p.25 Corporate Risk Management, p.26	-
	2-16 Communication of critical concerns	Our Business Ethics, p.24 Stakeholder Communication p.39-41	-
	2-17 Collective knowledge of the highest governance body	Our Board of Directors, p.21-22 Our Approach to Sustainability, p.31 Our Sustainability Working Group, p.32	-
	2-18 Evaluation of the performance of the highest governance body	Our Board of Directors, p.21-22 Our Approach to Sustainability, p.31 Our Sustainability Working Group, p.32	-
	2-19 Remuneration policies	Our Board of Directors, p.21-22 Our Human Resources Approach, p.53-54 Diversity and Inclusion, p. 59-60	-
	2-20 Process to determine remuneration	Our Board of Directors, p.21-22 Our Human Resources Approach, p.53-54 Diversity and Inclusion, p.59-60	-
	2-21 Annual total compensation ratio	Our Board of Directors, p.21-22 Our Human Resources Approach, p.53-54 Diversity and Inclusion, p.59-60	-

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Material Topics		
	2-22 Statement on sustainable development strategy	Our CEO Message, p.7 Our Approach to Sustainability, p.31 Our Sustainability Working Group, p.32 Our Sustainability Goals, p.33-35	-
	2-23 Policy commitments	Our Approach to Sustainability, p.31 Our Sustainability Goals, p.33-35 United Nations Sustainable Development Goals and MLPCARE, p.36-37 Our Human Resources Approach, p.53-54	-
	2-24 Embedding policy commitments	Sustainability in the Supply Chain, p.38 Our Approach to Sustainability, p.31 Stakeholder Communication p.39-41	-
	2-25 Processes to remediate negative impacts	Corporate Risk Management, p.26 Employee Engagement and Satisfaction, p.57	-
	2-26 Mechanisms for seeking advice and raising concerns	Our Business Ethics, p.24 Our Human Resources Approach, p.53-54 Diversity and Inclusion, p.59-60	-
	2-27 Compliance with laws and regulations	Our Business Ethics, p.24	-
	2-28 Membership associations	Memberships and Our Certificates, p.17	-
	2-29 Approach to stakeholder engagement	Stakeholder Communication, p.39-41	-
	2-30 Collective bargaining agreements	Our Employee Profile, p.55-56	-
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	-
		3-2 List of material topics	-

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Material Topics, p.30	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Created, p.27	-
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Value Created, p.27 Corporate Risk Management p.26	-
	201-3 Defined benefit plan obligations and other retirement plans	Economic Value Created, p.27 Employee Engagement and Satisfaction, p.57	-
	Procurement Practices		
	3-3 Management of material topics	Sustainability in the Supply Chain, p.38 Stakeholder Communication, p.39-41	-
GRI 3: Material Topics 2021	204-1 Proportion of spending on local suppliers	Sustainability in the Supply Chain, p.38 Stakeholder Communication, p.39-41	-
GRI 204: Procurement Practices 2016	Anti-Corruption		
	3-3 Management of material topics	Our Business Ethics, p.24	-
GRI 3: Material Topics 2021	205-1 Operations assessed for risks related to corruption	Our Business Ethics, p.24	-
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Our Business Ethics, p.24	-

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Anti-Competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24	-
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Our Business Ethics, p.24	-
	Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Efficient Energy Use, p.45-46	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Efficient Energy Use, p.45-46	-
	302-3 Energy intensity	Efficient Energy Use, p.45-46	-
	302-4 Reduction of energy consumption	Efficient Energy Use, p.45-46	-
	Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Water Management, p.50	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Our Water Management, p.50	-
	303-2 2 Management of water discharge-related impacts	Our Water Management, p.50	-
	303-3 Water withdrawal	Our Water Management, p.50	-
	303-4 Water discharge	Our Water Management, p.50	-
	303-5 Water consumption	Our Water Management, p.50	-

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Fight Against the Climate Crisis p.47 Our Emission Management, p.48	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Fight Against the Climate Crisis p.47 Our Emission Management, p.48	-
	305-2 Energy indirect (Scope 2) GHG emissions	Our Fight Against the Climate Crisis p.47 Our Emission Management, p.48	-
	Waste		
	3-3 Management of material topics	Our Waste Management, p.49	-
GRI 3: Material Topics 2021	306-1 Waste generation and significant waste-related impacts	Our Waste Management, p.49	-
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Our Waste Management, p.49	-
	306-3 Waste generated	Our Waste Management, p.49	-
	306-4 Waste diverted from disposal	Our Waste Management, p.49	-
	306-5 Waste directed to disposal	Our Waste Management, p.49	-
	Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employee Profile, p.55-56	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Employee Profile, p.55-56	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Employee Profile, p.55-56	

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety, p.61	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p.61	-
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p.61	-
	403-3 Occupational health services	Occupational Health and Safety, p.61	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p.61	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p.61	-
	403-6 Promotion of worker health	Occupational Health and Safety, p.61	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p.61	-
	403-9 Work-related injuries	Occupational Health and Safety, p.61	-
	403-10 Work-related ill health	Occupational Health and Safety, p.61	

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Investing in Employee Development, p.57-58	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Investing in Employee Development, p.57-58	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Investing in Employee Development, p.57-58	-
	404-3 Percentage of employees receiving regular performance and career development reviews	Investing in Employee Development, p.57-58	-
	Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our Business Ethics, p.24	-
	405-2 Ratio of basic salary and remuneration of women to men	Our Business Ethics, p.24	-
	Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60	

GRI Standard	Disclosure	Page numbers, explanations and/or URL	Omissions
	Child Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60 Sustainability in the Supply Chain, p.38	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60 Sustainability in the Supply Chain, p.38	-
	Forced or Compulsory Labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60 Sustainability in the Supply Chain, p.38	-
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Our Business Ethics, p.24 Diversity and Inclusion, p.59-60 Sustainability in the Supply Chain, p.38	-
	Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24 Sustainability in the Supply Chain, p.38	-
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Our Business Ethics, p.24 Sustainability in the Supply Chain, p.38	-
	Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Business Ethics, p.24 Sustainability in the Supply Chain, p.38	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Our Business Ethics, p.24 Sustainability in the Supply Chain, p.38	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our Business Ethics, p.24 Sustainability in the Supply Chain, p.38,	-

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