

MLPCARE 2020

SUSTAINABILITY REPORT



MLPCARE

MEDICALPARK

liv HOSPITAL

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HEALTH FROM TODAY TO FUTURE FOR A SUSTAINABLE LIFE

We continue our journey of success in the global health sector with our more-than 25 years of experience, our Medical Park and Liv Hospital brands, and our VM Medical Park concept. As we run our operations in 15 difference provinces of Turkey, we offer our quality service and clinical excellence to the world through our activities in the health tourism sector.

We take firm steps towards the future in a sector where sustainability is vitally important. We aim to reach our stakeholders with our first sustainability report, which is one of these steps. We are happy to share our projects and their outcomes which will provide a better future both for the people, the society, and the world.



TRUST

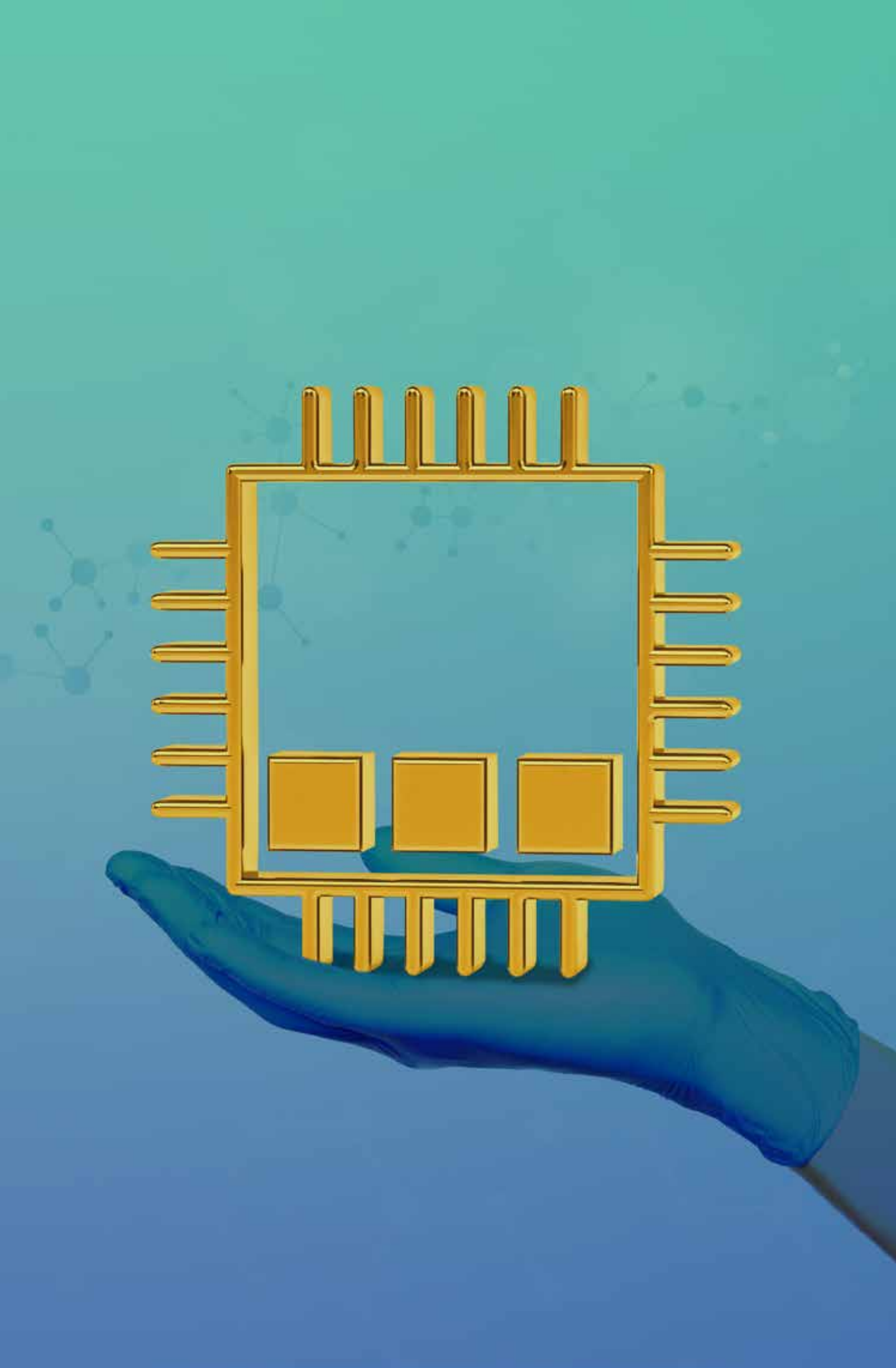
FROM TODAY TO FUTURE

With our world-class service quality and understanding of clinical excellence, we are the leader among private hospitals. We travel long distances in a very short period of time thanks to our digital infrastructure that accelerates our growth, and our strong management team that supports our visionary management philosophy. We continue to give confidence to both our country and the world with the employment opportunities and the foreign currency entry we provide.

TRANSFORMATION

FROM TODAY TO FUTURE

Digitalization plays a key role both in our operational processes and in our sustainability activities. We extend our digital transformation projects in all our processes and develop a more effective working model in terms of resources and time management. We reinforced our remote work and remote health service infrastructures considering the challenging conditions imposed by the pandemic.





VALUE

FROM TODAY TO FUTURE

As MLP Care, we continue to work to create value for the society we live in.

In line with our mission to ensure a healthy life for all people, we carry out innovative works in many fields, and continue to contribute to our sector and our society. Moreover, all our hospitals continue their activities with a view to create value for their regions and the people living there.

LIFE

FROM TODAY TO FUTURE

The climate change, which threatens our world, increases the responsibility of both individuals and corporations. We believe it is our duty not only to protect and heal human health, but to protect the environment and to remedy the negative effects of human activities on the environment. Accordingly, we evaluate our impact on the environment caused by our operations in our hospitals in terms of energy, waste and water usage, and do our best to minimize and even to eliminate these impacts which we leave to the future.



ABOUT THE REPORT

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

Since we were established, we have been performing our activities with an ethical, accountable, and responsible management style. Therefore, we are happy to share our sustainability approach and our activities we carried out in this field with you with the 2020 sustainability report which we have published for the first time. In this first sustainability report, you can find about our activities, areas of responsibility, and the strategy, management, and performance details of our group.

We hope that this report where we explain our practices we performed in social, environmental and governance areas between 1 January 2020 and 31 December 2020 reinforces the already-strong feelings of trust between us and our stakeholders, and to set an example for our sector.

Our report has been prepared in accordance with the GRI Standards "Core" option. You can find in the "GRI Content Index" table where the GRI Standards were used in our report.

The data included in our first sustainability report which we plan to share with the public this year has not been audited externally. Unless specified otherwise, the data in our sustainability report reflect the performance of our hospitals within MLP Sağlık Hizmetleri A.Ş. ("MLP Care", "MLPCARE") in the year 2020. You can send your views and questions to "investor@mlpcare.com".





MESSAGE FROM THE CHAIRMAN AND CEO

WE CARRY OUT ACTIVITIES TO MINIMIZE THE
EFFECTS OF THE PANDEMIC IN OUR HOSPITALS
ALL AROUND TURKEY WHILE PROVIDING BASIC
HEALTHCARE SERVICES SAFELY.

Esteemed Shareholders, Employees and Stakeholders,

2020 was full of difficult challenges for everyone due to the pandemic which affected our lives in an unprecedented way and which forced us to change. This difficult process reminded us how much health and access to quality health service was through the joy of recovering from the disease or the indescribable misery of a loss. During our battle against COVID-19, we healthcare workers continue to perform our duties with the highest sense of responsibility. We carry out activities to minimize the effects of the pandemic in our hospitals all around Turkey while providing basic healthcare services safely.

As MLP Care, our basic aim is to help all people to live a healthier life. We know that, providing health care services is a very important duty in itself in making the world a better place and ensuring that this state of goodness remains sustainable. However, it is obvious that our world needs more attention from all of us... Therefore, in line with the changes experienced globally and the new requirements that emerge, we added sustainability to our perspective as we planned our activities. As our natural resources are rapidly depleted, we all feel the negative effects of the climate change on public health. Therefore, we believe we must reconsider our habits, and put sustainability at the center of our lives and our way of doing business as individuals and institutions.

We see this report as an opportunity to present what we have been doing about sustainability as a company to our distinguished stakeholders, and take rightful pride in being the first hospital group in Turkey to publish a sustainability report. Being the leader among private hospitals in Turkey, we consider implementing projects that will inspire and lead sustainability activities in the field of health as one of our fundamental responsibilities. In this respect, we believe our report will grow even stronger with our stakeholder's support and our joint efforts.

We minimize environmental effects by detecting risks early

In addition to the protection and improvement of people's health, which is our primary duty, we also prioritize our activities in the field of sustainability in order to leave a more habitable world to the future generations. We determined the material issues we focus in our sustainability activities by evaluating their health, environment, social and governance dimensions. We continue our activities by exhibiting necessary sensitivity about the global climate crisis, which is one of the greatest threats to the future of our world. As we combat climate change, we implement our long-term projects based on data and science, and focusing on the early detection of risks, we aim to minimize our effects on the environment. Aware of the fact that natural resources must be used responsibly, we implement energy efficiency projects to manage the energy we consume during our activities in the most efficient way, making our processes more sustainable.

The satisfaction rate of our guests was measured at 78% in 2020.

Digitalization ensures the effective use of resources

Digitalization brings dynamism to our efforts in the effective use of resources and the continuity of the processes as they do in our energy efficiency projects. Since the beginning of the pandemic, we rapidly implemented projects to minimize the risks for our employees and their families. In this scope, we implemented numerous digital transformation projects and strengthened our infrastructure to enable our employees to work from home. We introduced Tele-Health (Video Clinic) technologies in all our hospital, and started to offer remote health services to protect our guests from existing risks. We consider digitalization as one of the most significant tools for making our processes more efficient in terms of resource and time use. We develop ourselves with respect to the use of digital systems, increase the number of our digital projects, and integrate them with our business model.

A company can be successful and have high quality only as much as its employee's competence and knowledge in their respective fields. Health is an industry where mistakes cannot be tolerated; therefore, education is one of the most important areas that requires continuous investment. With this awareness, we did not make any compromises on

our training programs which could not be implemented face-to-face in 2020. Thanks to our MLP Care Development Academy platform, we carried our educational activities about orientation, leadership, competence, corporate culture to the digital environment and continued our training processes there.

Thanks to our hospital infrastructures, training processes and digital transformation projects we regularly develop, we continue to improve the quality of our services we offer to our guests. As a result of our activities, the satisfaction rate of our guests was measured at 78% in 2020. We aim to maximize the guest experience in the coming years as we continue our improvement efforts.

As we increase the competence and skills of our employees, we also conduct social responsibility projects and inform the society about current health matters. We use social media platforms as an instrument to increase social awareness, and believe that current and possible problems can only be solved through knowledge and cooperation.

I would like to thank all our stakeholders for always carrying us forward and for their contribution to the creation of common values, and to all our employees who enabled us to continue and expand our activities in these difficult times with their dedicated services. I wish our esteemed stakeholders, our country, and all humanity a healthier future in a more habitable world.

Dr. Muharrem Usta

Chairman of the Board of Directors and CEO

HIGHLIGHTS OF 2020

Revenue increased by 8% in 2020 despite the effects of COVID-19.

We ranked in the 89th place in Fortune 500 Turkey.

We reached more than 13 million people with our social media posts which were mainly focused on COVID-19.

We prepared new reports with our expert doctors about COVID-19 which were broadcast in local and national media, and which were reflected in the media 39,779 times.

Our guest satisfaction was measured at 78% in 2020.

With our investor relations approach, we, as MLP Care, won the first prize both in Turkey and in Developing Countries in Institutional Investor's 2020 research.

We performed 21,527 video calls with our Tele-Health (Video Clinic) service.

We spent TRY 5,039,341 for our social responsibility projects.

OUR COLLABORATIONS

ICMAS - International Contemporary Medical Academy of Science

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

The First on the International Arena: Brachytherapy Educational Center

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

Spine Surgery Center (Liv Spine Center) Certification

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

National Consortium Of Breast Centers (USA) Membership Certificate

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



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

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





COVID-19

WE ARE WORKING IN COORDINATION WITH THE MINISTRY OF HEALTH ABOUT VACCINATION, THE MOST IMPORTANT ELEMENT OF ENSURING COMMUNITY IMMUNITY.

The COVID-19 outbreak which started in the Wuhan city of the People's Republic of China in December 2019 was declared to be a "Pandemic" by the World Health Organization on 11 March 2020. The first COVID-19 case was detected in Turkey on 11 March 2020. As MLP Care, we closely monitored the developments since the beginning of the pandemic and took necessary actions. With the awareness that we are a private health group with the highest installed capacity in Turkey, and with our philosophy of "Human Health First", we mobilized all of our resources since the first day of the pandemic, and all our medical staff fought in the front lines of this battle selflessly.

In accordance with the "Pandemic Hospitals" circular numbered 14500235-409.99 issued by the Republic of Turkey Ministry of Health on 20 March 2020, hospitals which had at least two of the infectious disease and clinical microbiology, pulmonology, internal medicine doctors, and which had 3rd level adult intensive care beds were defined as "Pandemic Hospital", and it was requested that necessary arrangements be made in these hospitals for the diagnosis and treatment of COVID-19 patients. With this circular, the scope of our support in the fight against the pandemic increased: 97% of our group's bed capacity met the conditions cited in the circular, as a result of which we were classified as "Pandemic Hospital" and we had to allocate a part of our hospitals to combating the pandemic. In addition, due to the increase in the number of COVID-19 cases, and the measures that had to be taken to protect the health of our guests and the employees, the intensity of the services given within the scope of this fight increased periodically.

As a result, we formed necessary boards in order to ensure that treatment protocols are implemented effectively for the COVID-19 patients in coordination with the Republic of Turkey Ministry of Health, and completed the relevant protocols as quickly as possible. We took all kinds of precautions in order to protect our employees, our guests and our hospitals, including the performance of hygiene and disinfection activities by considering the relevant parameters for minimizing the risk of COVID-19 infection.

We immediately took necessary administrative actions in order to manage the COVID-19 process more effectively, and to fully comply with the instructions of government bodies such as the Turkish Republic Ministry of Health. We formed "Hospital Pandemic Boards" within Group Hospitals with the participation of doctors from various medical branches, and we increased the number of the members of "Infection Control Committees" which were already active.

Moreover, we are working in coordination with the Ministry of Health about vaccination, the most important element of ensuring community immunity. Everyone working at our Group hospitals is doing their part selflessly within the scope of vaccination activities.

In this scope, we followed the publications made on the Republic of Turkey Ministry of Health COVID-19 Information Platform in order to protect our employees and their families, and introduced necessary precautions. We provided necessary personal protective equipment to all our employees in line with their positions, and ensured that they were trained by occupational safety experts.



We carefully implemented the current medical waste processes which are in effect in our Group hospitals concerning waste management and hygiene. We followed the instructions of the Ministry of Health about cleaning the bed sheets and other textile products used by COVID-19 patients. We made special plans particularly about cleaning and hygiene and had them implemented in all our hospitals as a standard.

In order to minimize the risks for our employees and their families, we introduced working from home practice for people working in appropriate departments, and focused on strengthening our digital infrastructure. We doubled our internet speed and allowed our employees to use VPN so that they can connect to the company network safely. We implemented the measures necessary for protecting the health of our employees and our guests at the highest level, and worked hard to minimize the risk of contact and infection. We extended Tele-Health technologies to all our hospital and provided remote health services in order to adapt to the new working order and to contribute to public health. We continued our digitalization efforts at full pace to prevent the disruption of our health services and to decrease physical contact.

In addition, we reinforced our digital infrastructure in order to access information such as the availability of beds, which is very significant for the management of the COVID-19 process, and started to use more advance software. Infectious diseases which

are closely related global warming has the capacity to threaten the health services capacity with its ability to spread in a very short period of time. We developed modern methodologies to carry out bed management to prevent any overloads that can be caused by epidemics, one of which we observed in the COVID-19 pandemic. We determined the beds that could be allocated in case of an epidemic such as COVID-19 with software that monitors the state of all beds in the MLP Care group from a single center in the Business Intelligence environment. We also started to monitor and manage the bed occupancy rate with Command Center Dashboard software that provides real-time data flow.

You can access detailed information about this subject matter from the Information Technologies and Digital Business Culture section of our report.

We conducted an intense campaign on various social media platform to increase public awareness about COVID-19 risks and reached millions of users. The posts we published about COVID-19 on social media platforms like Facebook, Instagram and Twitter in 2020 reached more than 13 million people. We conducted our COVID-19 pandemic information activities very efficiently with our Medical Park and Liv Hospital brands. We contributed to more than 39,779 news on print and visual media and digital platforms with the help of our specialist doctors between March and December 2020, providing correct information to millions of people.

MLPCARE AT
A GLANCE

THE LARGEST HEALTH GROUP IN TURKEY

AS MLPCARE WE ENJOY A STRONG
BRAND AWARENESS AND A UNIQUE
BUSINESS MODEL THAT ADDRESSES
DIFFERENT SOCIAL-ECONOMIC
CLASSES.

We provide
world-class
healthcare
services with our
30 hospitals.

More than 18,000
employees
(including more
than 2,200
doctors) are
working at the
MLP Care.

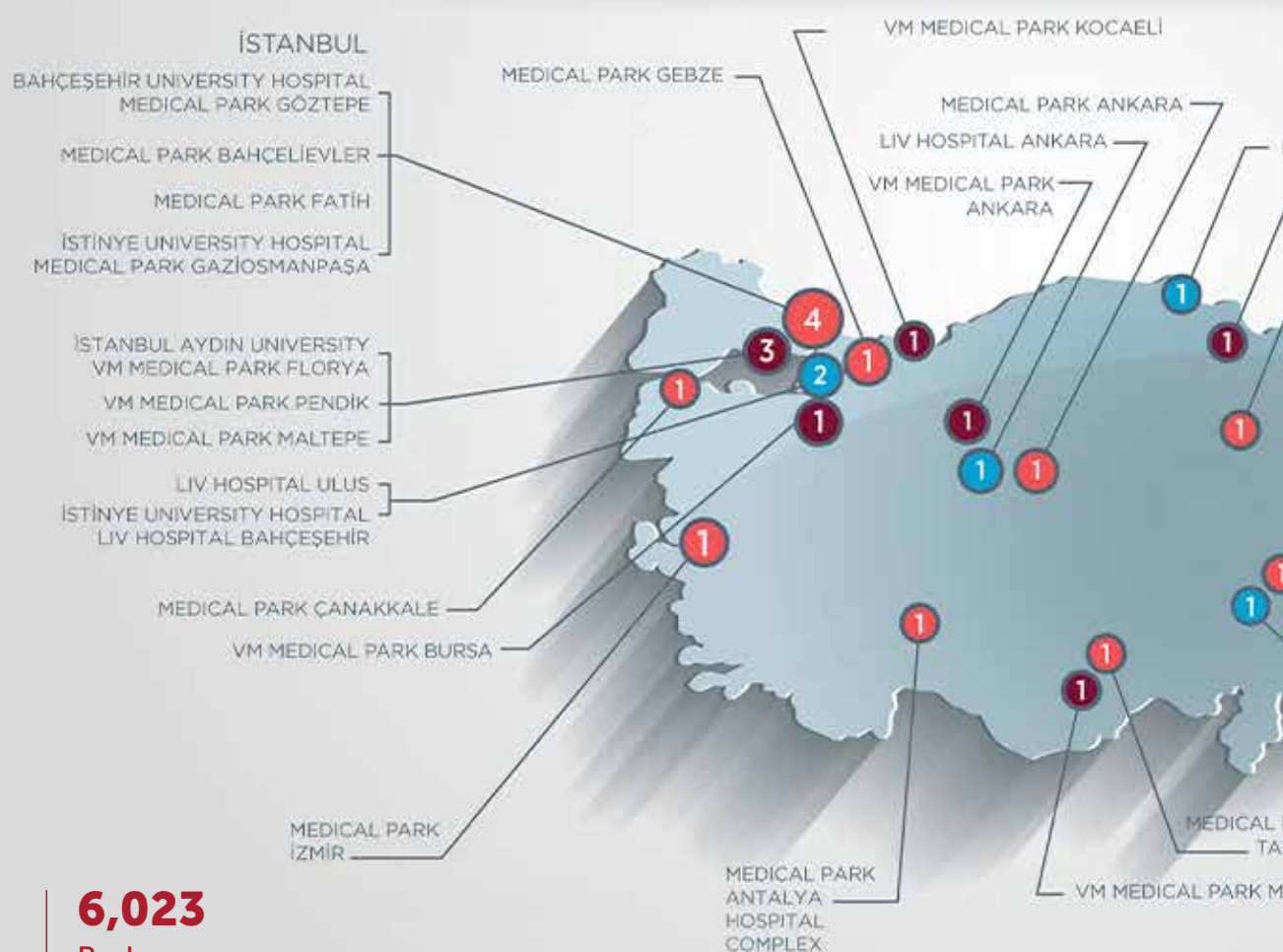
WE HAVE WORLDWIDE KNOWN OPERATIONAL AND SURGICAL SUPERIORITY BY USING INNOVATIONS WITH HIGH-TECH EQUIPMENTS.

- We continue to increase our scientific depth through our collaborations with universities and faculties of medicine.
 - 6 group hospitals that collaborate with the university.
 - 975 academicians* who work as doctors in group hospitals (44% of all our doctors).
- We have operational and surgical superiority recognized globally thanks to the high-tech equipment and innovative methods we use.
 - Da Vinci Robotic Surgery System
 - Gamma Knife Treatment
- We have medical quality accreditations that are the best in their classes in general.
 - JCI Accreditation
 - Global Surgical Review Corporation Standard in Surgery, and "Centers of Excellence" awards in three centers
- We have sustainable financial growth performance.
 - Business growth through top-up Health Insurance System
 - Business growth through revenue diversification

* Per regulations issued by YÖK (The Council of Higher Education), academicians from other provinces are no longer permitted to work at universities in Istanbul and Izmir. While the number of academicians with an academic title and appointed in the academic staff of universities is 546, the total number of doctors with academic titles assigned or not assigned to academic staff is 975.

MLPCARE
IN BRIEF

OUR HOSPITALS IN T



6,023

Beds

2,228

Doctors

3,911

Nurses

18,024

Employees in Total

TURKEY



* The number of our beds reached 6,062 in 2021 The observation beds in hospital licenses were included in this number. Number of active beds may vary in different periods.

** The cities in Turkey where we provide services in the healthcare sector and where we have operations.

MLPCARE IN BRIEF

WE OPENED LIV HOSPITAL GAZIANTEP IN 2020.

1993

Sultangazi
hospital was
opened

1995

İstanbul Fatih
hospital was
opened

2005

The company
was established
by incorporated
by founders
Muharrem Usta
and Adem Elbaşı,
together with
Sancak İnşaat
on a (50%/50%)
ownership basis.

2006

VM Medical Park Bursa
Hospital was opened

2007

İstanbul
Bahçelievler
hospital was
opened; Batman,
Elazığ and Tokat
hospitals were
acquired.

2008

Antalya, Gaziantep
and İstanbul
Göztepe hospitals
were opened



2009

- 40% stake in the Company's share capital was acquired by Summer Investment S.A.R.L. an entity controlled by The Carlyle Group
- Ordu and Samsun hospitals were opened

Uşak hospital was acquired

2010

Gebze, Tarsus and Izmir hospitals were opened



2011

Liv Hospital Ulus was opened.

2013



Kocaeli VM Hospital, the first hospital managed under the VM Medical Park concept, and Istanbul Gaziosmanpaşa Hospital were opened.

2015

2014

- Sale of Summer Investment S.A.R.L.' stake to funds advised by Turk Ventures Advisory Limited.
- Trabzon Yıldızlı and Trabzon Karadeniz hospitals were acquired. In addition, Silivri, Ereğli, Çanakkale, and İstanbul Avcılar hospitals were acquired from Arkaz Group.
- Liv Hospital Ankara and Medical Park Ankara hospitals were opened.

2016

Istanbul Istinye University Hospital Liv Hospital Bahçeşehir commenced operations pursuant to a management contract.



2017

- Istanbul Aydın University VM Medical Park Florya started operations pursuant to a management contract.
- Liv Hospital Samsun was opened

2018

- In February, MLP Care started trading at Borsa Istanbul with MPARK code.
- VM Medical Park Pendik and VM Medical Park Mersin hospitals were opened.

2019

- 57% of the shares of Avcılar, Ereğli and Silivri hospitals were sold to Arkaz Sağlık Hizmetleri A.Ş. (Arkaz).
- The ownership share in Çanakkale hospital was increased to 100%.
- Özel Mehmet Toprak Hospital was acquired.

2021*

- Istanbul Vadistanbul, the 6th hospital of the Liv Hospital brand, was opened.
- Istanbul Fatih hospital was closed.



2020

- Liv Hospital Gaziantep was opened.
- Uşak hospital was sold.
- Ankara hospital was acquired.

*2021 Developments



iw
HOSPITAL



MLP Care serves under 2 brands and 1 concept with 3 different price policies in Turkey.

MLPCARE IN BRIEF

AS WE CONTINUE OUR ACTIVITIES WITH OUR STRONG CORPORATE GOVERNANCE PHILOSOPHY, WE OFFER OUR WIDE RANGE OF SERVICES TO OUR GUESTS UNDER 2 BRANDS AND 1 CONCEPT.



Medical Park

With Medical Park, our first brand that we introduced with the “Health for Everyone” motto, we offer our services to middle and upper segments. 17 hospitals operate under this brand in our group.

*16 hospitals in 2021.



VM Medical Park

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



Liv Hospital

With the Liv Hospital brand which was launched in 2013, we target the premium segment, consisting mainly of self-pay patients or patients who have private health insurances and willing to pay more for VIP service. We incorporated the “Leading International Vision” (Liv) understanding both to our brand and to our operations, and currently our 5* hospitals are operating under the Liv Hospital Brand to help our guest to regain their health.

*6 hospitals in 2021.

OUR VISION, MISSION AND VALUES

Our Mission

We work to ensure that all people live healthy lives.

Our Vision

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

We are going to reach our vision by;

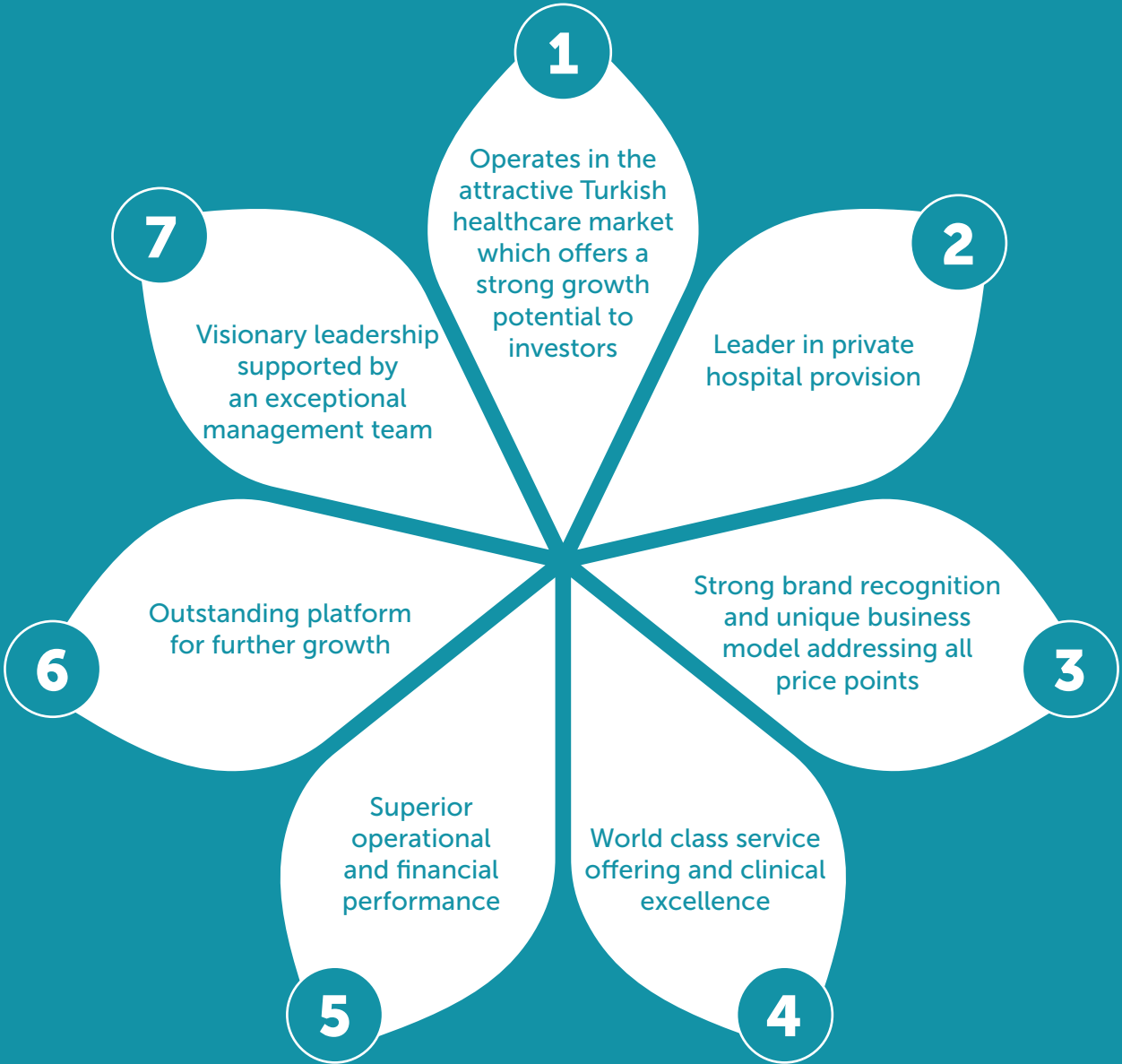
- Keeping our patients as top priority
- Achieving measurable and high-quality clinical results
- Investing in human, infrastructure and technology continuously
- Being the most attractive institution in which doctors and other medical personnel are willing to work at.

Our Values

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



OUR STRENGTHS



OUR FUNDAMENTAL GROWTH STRATEGIES

17 HOSPITALS WERE ADDED TO MLPCARE'S PORTFOLIO BETWEEN 2014 AND 2020 AS A RESULT OF OUR NEW HOSPITAL INVESTMENTS AND ACQUISITIONS.

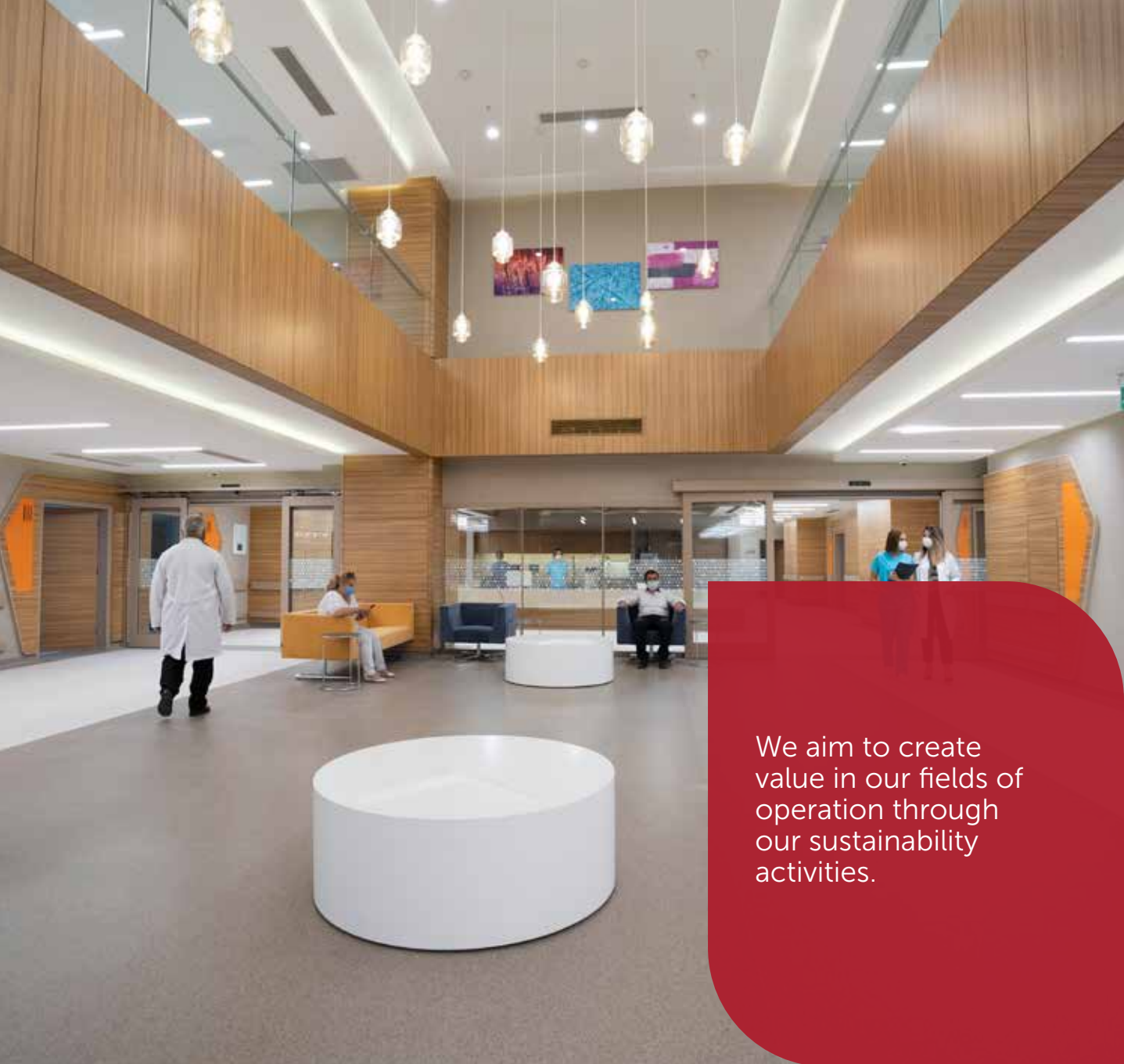


We aim to continue providing our world-class services to all patient groups in different segments in the upcoming periods. We follow the strategies below to achieve these objectives.

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

You can examine [**MLP Care 2020 Annual Report**](#) for the details of our growth strategies.





We aim to create value in our fields of operation through our sustainability activities.

OUR CORPORATE GOVERNANCE APPROACH

We continue our healthcare sector leadership in our sustainability activities, and re-evaluate our business plan and growth strategy within this framework. As MLP Care, we see corporate governance as an indispensable part of our way of doing business, and endeavor to act according to "Corporate Governance

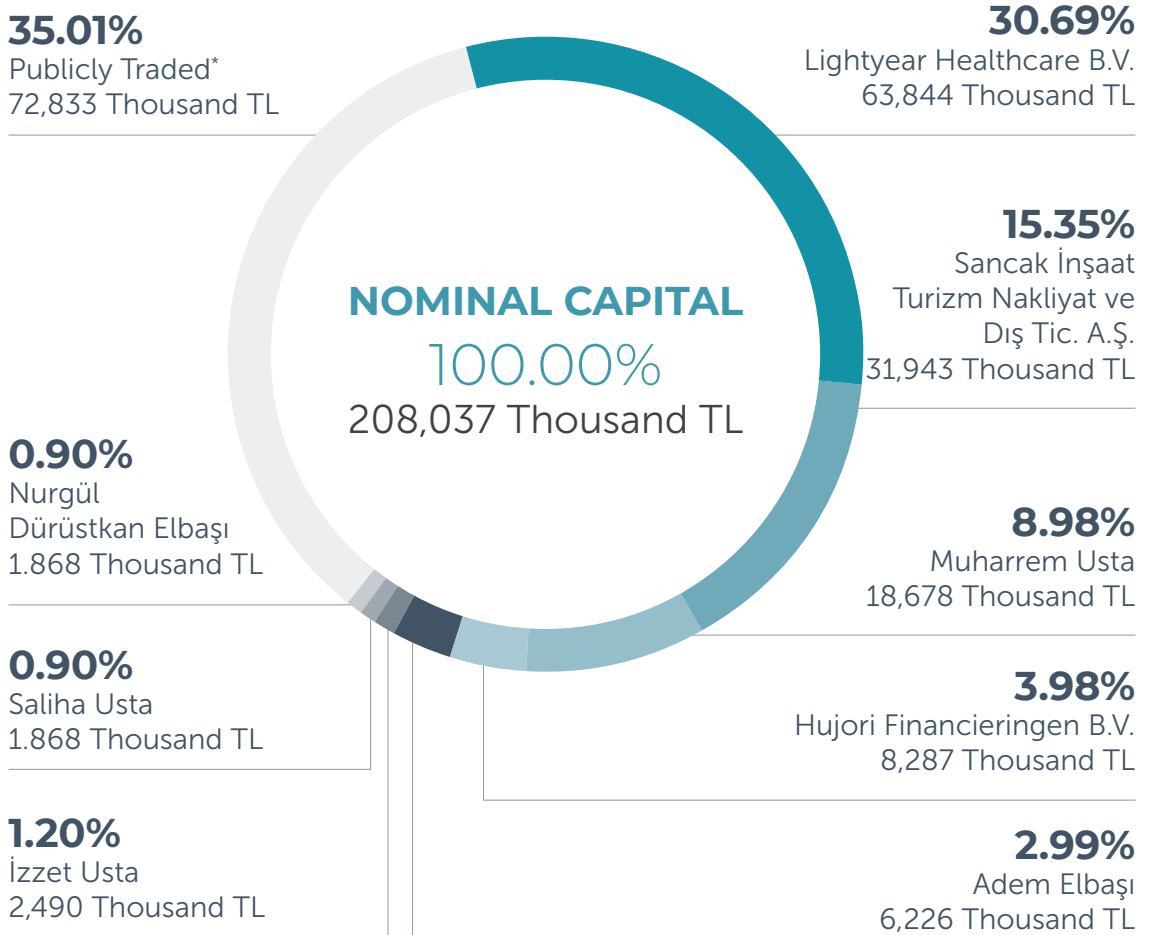
Principles" in all our operations. We reshape our corporate governance understanding in a way that it will be sensitive not only to our financial performance but to environmental and social matters as well, and that it will carry us to the future. Thus, we aim to create greater added value for our stakeholders.

OUR SHAREHOLDING STRUCTURE AND BOARD OF DIRECTORS

WE CONTINUE TO CONTRIBUTE TO OUR SOCIETY AND OUR COUNTRY WITH THE STRENGTH WE GET FROM OUR SHAREHOLDING STRUCTURE.

Our Shareholding Structure

The capital structure of the company is as follows as of 31 December 2020.



(*) The shareholders of the Group purchased 6,827 thousand shares from the publicly traded portion of the capital. The distribution of the shares purchased is as follows; 3,224 thousand shares representing 4.43% of the publicly traded portion were purchased by Lightyear Healthcare B.V.; 1,613 thousand shares representing 2.21% of the publicly traded portion of the capital were purchased by Sancak İnşaat; 943 thousand shares representing 1.29% of the publicly traded portion of the capital were purchased by Muharrem Usta; 418 thousand shares representing 0.57% of the publicly traded portion of the capital were purchased by Hujori Financieringen B.V.; 314 thousand shares representing 0.43% of the publicly traded portion of the capital were purchased by Adem Elbaşı, and other shareholders purchased 314 thousand shares representing 0.43% of the publicly traded portion. The 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on 24 September, 2018, 126 thousand shares were purchased by İzzet Usta and 18 thousand shares were purchased by Adem Elbaşı from the publicly traded portion were sold. An additional 27 thousand shares from the publicly traded portion were purchased by Muharrem Usta.

OUR SHAREHOLDING STRUCTURE AND BOARD OF DIRECTORS

IN LINE WITH THE CORPORATE GOVERNANCE PRINCIPLES, THE BOARD MEETINGS ARE CONDUCTED REGULARLY IN SUCH A WAY THAT IT CAN EFFICIENTLY CARRY OUT ITS DUTIES. THE BOARD MEMBERS ALSO HOLD MEETINGS UNDER EXTRAORDINARY CIRCUMSTANCES.

Our Board of Directors

The operations and the administration of the Company are carried out by the Board of Directors, which comprises six members who are elected by the General Assembly. Board members are subject to the conditions stated in the Turkish Commercial Code and the Capital Markets Regulations. It is aimed to carry out the duties of the Board in accordance

with the Corporate Governance Principles in a transparent, accountable, fair and responsible manner. In line with the Corporate Governance Principles, the Board meetings are conducted regularly in such a way that it can efficiently carry out its duties. The Board Members also hold meetings under extraordinary circumstances.

Dr. Muharrem Usta	Chairman and CEO
Seymur Tari	Vice Chairman (representing Sullivan B.V.)
Hatice Hale Özsoy Bıyıklı	Member (representing Elinor B.V.)
Haydar Sancak	Member (representing Sancak İnşaat)
Meral Kurdaş	Independent Board Member
Tayfun Bayazıt	Independent Board Member

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

According to Article 17 of the Articles of Association titled "The Duties and the Responsibilities of the Board of Directors" and as part of the Capital Markets Regulations Corporate Governance Principles, the

Committees that are required by law or deemed appropriate by the Board were established in order to ensure that the Board carries out its duties and responsibilities properly.

Corporate Governance Committee

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

Corporate Governance Committee Charter

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

Audit Committee Charter

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

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

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

Early Detection of Risks Committee Charter

Our Nomination and Remuneration

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

- To establish a transparent system for the determination, evaluation and training of candidates for Board Membership and Managerial positions with Administrative Responsibility, and to determine policies and strategies regarding this matter.
- To carry out regular assessments regarding the structure and efficiency of the Board of Directors, and to submit recommendations to the Board about changes that could be made regarding these matters.
- The assessment of the independence of Independent Board Membership candidates, (including the candidates for the Board of Directors and investors), and the writing of a relevant report and submitting it for the approval of the Board of Directors.
- To conduct evaluations for the election of Independent Board Members to serve until the next General Assembly Meeting to ensure that minimum number of Independent Board Members is met if the number of Independent Board members drops for any reason, and to report the result of the assessment to the Board of Directors in writing.
- To ensure that the principles, criteria and practices to be used in the remuneration of the Board Members and managers with administrative responsibilities be determined by considering the Company's long-term objectives, and that they are monitored.
- To prepare the remuneration policy of the Company and to submit it to the Board of Directors
- To prepare and submit recommendations regarding the remuneration to be paid to the Board Members and the Managers with Administrative Responsibilities to the Board of Directors considering the degree of achieving criteria used in remuneration.
- To submit the reports which contain information about the activities of the Committee and outcomes of the meetings to the Board of Directors at its first meeting.
- To revise the committee charter regularly, and to submit amendment suggestions to the Board of Directors for approval.

Nomination and Remuneration Committee Charter

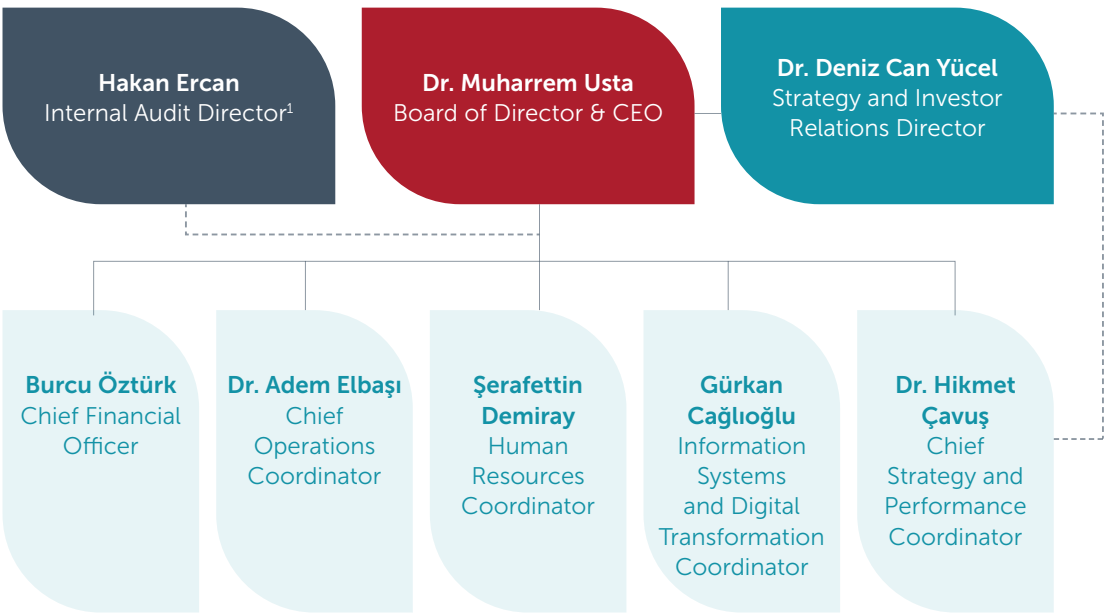
OUR SHAREHOLDING STRUCTURE AND BOARD OF DIRECTORS

Executive Management

Our Executive Management Members in 2020:

Dr. Muharrem Usta	Board of Director & CEO
Burcu Öztürk	CFO
Dr. Adem Elbaşı	Chief Operations Coordinator
Dr. Hikmet Çavuş	Chief Strategy and Performance Coordinator
Gürkan Çağlıoğlu	Information Systems and Digital Transformation Coordinator
Tijen Çağlan	Digital Transformation Office Coordinator
Seçil Baydaş	Human Resources Coordinator
Jale Güney	Internal Audit Director
Dr. Deniz Can Yücel	Strategy and Investor Relations Director

Our active members in 2021 as a result of changes in the Executive Management:



¹Independent directorate reporting to Board of Directors

OUR ETHICS AND COMPLIANCE APPROACH

AS MLPCARE, WE COMPLY WITH THE UNIVERSAL RULES OF LAW, LAWS AND REGULATIONS CONCERNING BRIBERY AND CORRUPTION, AND ETHICAL AND PROFESSIONAL PRINCIPLES AS WE CONDUCT OUR OPERATIONS.

We believe transparency is the fundamental requirement of building sustainable relationships with our stakeholders based on trust. We conduct our operations according to our Code of Ethics in order to ensure the effective use of resources; the open, transparent and lawful maintenance of all services and activities; prevention of unfair competition; and the creation of an awareness of corporate and social responsibility in our managers and employees. The Company and its affiliates, subsidiaries, the members of the Board of Directors or Managers, their managers and employees, the doctors who provide their services to the Company and its affiliates, subsidiaries against invoice, or who are employed, the Company's affiliates and its liaison offices abroad are required to comply with this Code of Ethics.

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

As MLP Care, we comply with the universal rules of law, laws and regulations concerning bribery and corruption, and ethical and professional principles as we conduct our operations. All our employees and other stakeholders apply our Anti-Bribery and Anti-Corruption Procedure in order to comply with anti-bribery and anti-corruption laws and regulations. Our Anti-Bribery and Anti-



We prioritize transparency and mutual respect in our relations with our stakeholders.

Corruption Procedure encourages all our employees to report any illegal or unethical behavior they encounter within the company to the company. Moreover, this procedure also specifies the duties of the Board of Directors, Disciplinary Committee, Human Resources Department, the managers and employees, and provides the details for its implementation.

You can visit our website to reach our **[Code of Ethics](#)** and **[Anti-Bribery and Anti-Corruption Procedure](#)**.

INTERNAL AUDIT MANAGEMENT

THE INTERNAL AUDIT UNIT OBSERVES THE
“THE INSTITUTE OF INTERNAL AUDIT”
INTERNATIONAL STANDARDS WHEN CARRYING
OUT ITS ACTIVITIES.



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

According to the Internal Audit Guide, within the scope of the audit and consultancy services, audits are conducted for each hospital at least once every two years; in the first years for the new hospitals, and within three to six months in case of replacement of the general manager at any hospital. The Internal Audit Unit observes the “The Institute of Internal Audit” international standards when carrying out its activities.



CORPORATE RISK MANAGEMENT PROGRAM

THE IMPLEMENTATION OF THE CORPORATE RISK MANAGEMENT PROGRAM IS CARRIED OUT ACCORDING TO THE POLICIES DETERMINED BY THE QUALITY AND RISK MANAGEMENT DIRECTORATE AND APPROVED BY THE BOARD OF DIRECTORS.

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

Our Corporate Risk Management Vision

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

Our Corporate Risk Management Mission

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

Corporate Risk Management Strategies

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

CORPORATE RISK MANAGEMENT PROGRAM

WE AIM TO LIMIT THE NEGATIVE EFFECTS BY FOCUSING ON THE EARLY DETECTION OF RISKS.

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

Strategic Risks

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

Financial Risks

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

Legal Regulation and Compliance Risks

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

Operational Risks

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

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





INFORMATION TECHNOLOGIES AND OUR DIGITAL BUSINESS CULTURE

WITH THE CYBER SECURITY OPERATION SERVICE
WE LAUNCHED IN 2020, WE CONTINUE OUR
PREVENTION EFFORTS PROACTIVELY.

AS AN INDICATION OF OUR ENVIRONMENTAL SENSITIVITY, WE LAUNCHED OUR PAPER-FREE HOSPITAL PROJECT. IN THIS WAY, WE AIM TO MINIMIZE UNNECESSARY RESOURCE USAGE, INCREASE PATIENT INFORMATION SECURITY, AND IMPROVE OUR PROCESSES.

We highly need the information technologies while treating our guests and conducting our activities, and therefore increase our investments in these systems.

With the COVID-19 pandemic, we started to improve our IT infrastructure, and increase the internet bandwidth and security measures in order to ensure that all our administrative units and information systems employees can continue their work remotely, safely and uninterruptedly. Security of our data is one of our priorities. Since the number of cyber-attacks increased during the pandemic, we emphasized infiltration tests to minimize our vulnerabilities. In addition, we plan to continue with our phishing tests we conducted in 2020, and monitor the level of awareness within the company concerning possible attacks.

Accordingly, we update our software and hardware used in our security systems, and continue to protect our data. We can detect any infiltration with our Intrusion Prevention System, and ensure the security of both our patients' and our company's data. Moreover, with the Cyber Security Operation Service we launched in 2020, we continue our prevention efforts proactively. In addition to these, we started our works in 2020 for obtaining ISO 27001 Information Security Certificate, and we published our "Information Security Management System Policy" which contains our commitments, targets and responsibilities on our company website in 2021. In order to satisfy the anonymization conditions in data analysis work, we fulfill the requirements for complying with the Law on the Protection of Personal Data.

We use Hospital Information Management System (HIMS) in our basic operational practices in our hospitals. We launched our digital transformation program where we revise our HIMS so that it can respond to the increasing public legislations, and support the

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

Big Data environment. With this transformation program, we aim to replace the current system with a new HIMS which will allow the collection of more electronic health data from patients, which is suitable for internet-based user experience, whose clinical data entry screens have been redesigned, and which will provide infrastructure to A.I activities.

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

When the COVID-19 pandemic started, we as MLP Care continued our activities concerning projects on our road map which were already strategically well positioned roadmap under the leadership of the Digital Transformation team in 2020. An 'Operation Management Center' has been established in order to disseminate our digital projects effectively in the field. With this Center, we aim to manage the change that needs to be made in the field, to use each project according to its intended use, to integrate digital projects into daily processes quickly to provide more targeted and effective interventions to patients.



INFORMATION TECHNOLOGIES AND OUR DIGITAL BUSINESS CULTURE

WITH OUR DIGITAL HR APPLICATION, WE MADE
WORKING HOURS MORE TRANSPARENT, AND BE-
CAME ABLE TO REALLOCATE OUR CAPACITY BASED
ON PATIENT TYPE.

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

Due to the pandemic, planning the personnel working in our hospitals became critical for the improvement of our guest and doctor experience. With our Digital HR application, we made working hours more transparent, and became able to reallocate our capacity based on patient type. Moreover, we launched Tele-Health (Video Clinic) application to be used in doctor and patient interviews and thus continued to consider the health of both our employees and our patients.

**The number of Tele
Health (Video Clinic)
Video Calls made in 2020
was 21,527.**

21,527

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

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

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



We manage our supply chain in two separate structures, medical and non-medical. We conduct our dialogue with our suppliers in all our purchasing processes, in line with the understanding of business partnership, on the basis of sustainable competition, and on the basis of openness and trust. With the support of our employees who are experts in the field of purchasing, we continue our efforts to use up-to-date purchasing methods in business processes and to simplify them through digital transformation.

As a part of our transformation process, we focus on real-time data tracking and the processing of these data correctly. The purpose of real-time healthcare data is to identify and correct the mis-takes instantaneously, or even to predict and prevent them. The pandemic period showed us the importance of using

real-time healthcare data to marshalling all available health resources in realtime for every patient. Data Analytics is a central part of our excellency, and anchored in the central of our digitalization journey. In order to make our services more sustainable, predictive, preventive and personalized, we improved our reporting system to be able to measure KPIs in a timely manner, and improved our quality and cost activities accordingly.

In future stages, we aim to create a centralized Command Centre where real time data flows from source systems to analytics engine, and is organized into longitudinal data models, dashboards, information or reports when necessary. As we improve operational efficiency, we also want to enable clinicians to make faster, more informed decisions through intelligent devices and data analytics, applications.

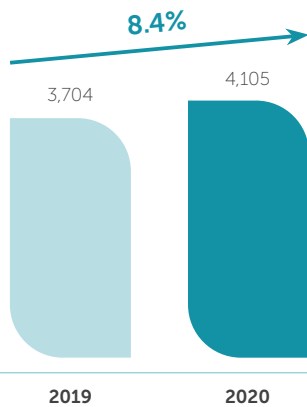
Digital Transformation Projects Completed in 2020

Number of processes planned to be digitalized	Number of processes being digitalized	Number of digitalized processes
9 Main Processes	18	12
30 Sub Processes		

ECONOMIC VALUES WE CREATED

AS THE LARGEST PRIVATE HEALTHCARE GROUP
LEADING THE SECTOR, WE, AS MLPCARE, OPERATE
30 HOSPITALS WITH MORE THAN 6,000 BED
CAPACITY IN 15 PROVINCES.

Revenue (million TRY)



We started our journey as Medical Park in 1993, and added the Liv Hospital brand and VM Medical Park concept to our company along the way. As the greatest private healthcare group leading the sector, we, as MLP Care, operate 30 hospitals with more than 6,000 bed capacity in 15 provinces.

We see that focusing on our quality processes really made a difference in the business world of 2020. Our Group Revenue increased 8,4% in 2020 compared to 2019, reaching TRY 4,015 million. The main reason for this TRY 311 million increase was the TRY 446 million increase in our domestic revenue. Foreign Medical Tourism ("FMT") revenue decreased by 21.8% in March 2020 due to flight restrictions, and realized at TRY 340 million. On the other hand, the revenue from additional businesses decreased by 13.1% in 2020. This shrinking was caused by our not renewing the tender related to the laboratory branch due to our focusing on the hospital business, which is our main business segment.

You can find detailed information about our financial performance in our [**2020 Annual Report**](#).

Between 2014 and 2020, we added 17 new hospitals to our portfolio through our new hospital investments and acquisitions. In line with our strategy of focusing on large and medium-sized hospitals in metropolises, we evaluate new hospital investments and acquisition opportunities.

Our revenue increased by 8% in 2020 despite the negative effects of COVID-19.

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

	2020 (TL)	2020 (%)
CREATED ECONOMIC VALUE (REVENUES)	4,014,679	100
DISTRIBUTED ECONOMIC VALUE	3,799,323	95
Operating expenses	1,832,866	46
Benefits to the employee	1,485,402	37
Benefits to the state	48,138	1
Benefits to the capital providers	412,389	10
Benefits to the society	20,528	1
ECONOMIC VALUE HELD	215,357	5





OUR SUSTAINABILITY APPROACH

AS MLPCARE, WE INTEGRATED OUR SUSTAINABILITY APPROACH INTO OUR BUSINESS MODEL AND INCREASED OUR POSITIVE EFFECT ON ALL OUR STAKEHOLDERS THROUGHOUT OUR VALUE CHAIN IN ORDER TO DECREASE OUR ENVIRONMENTAL FOOTPRINT.

WE SUPPORT THE EFFICIENT USE OF RESOURCES AND RECYCLING IN LINE WITH SUSTAINABLE DEVELOPMENT GOALS.

As MLP Care, we integrated our sustainability approach into our business model and increased our positive effect on all our stakeholders throughout our value chain in order to decrease our environmental footprint.

We support the efficient use of resources and recycling in line with Sustainable Development Goals. We continue our operations with the awareness that contributing to environmental protection also benefits the public health.

In addition to the publication of our first sustainability report, we also carry out the following actions in order to establish an understanding of sustainability within the company:






- Identification of relevant persons and their responsibilities for sustainability management
- Providing capacity development trainings in the company
- Clarification of the management plan for monitoring performance
- We continue to develop strategies in which sustainability is integrated into business processes, and to plan long-term sustainability goals.

We will continue to detail our activities about economic, environmental and social topics we identified in the materiality analyses conducted by the Sustainability Working Group established in 2021. We will carry out necessary improvements in order to ensure the description of the best practices within the framework of sustainability, the standardization of these practices through the joint work we will perform with the Digital Transformation Office, monitoring of them centrally, and their objective evaluation.

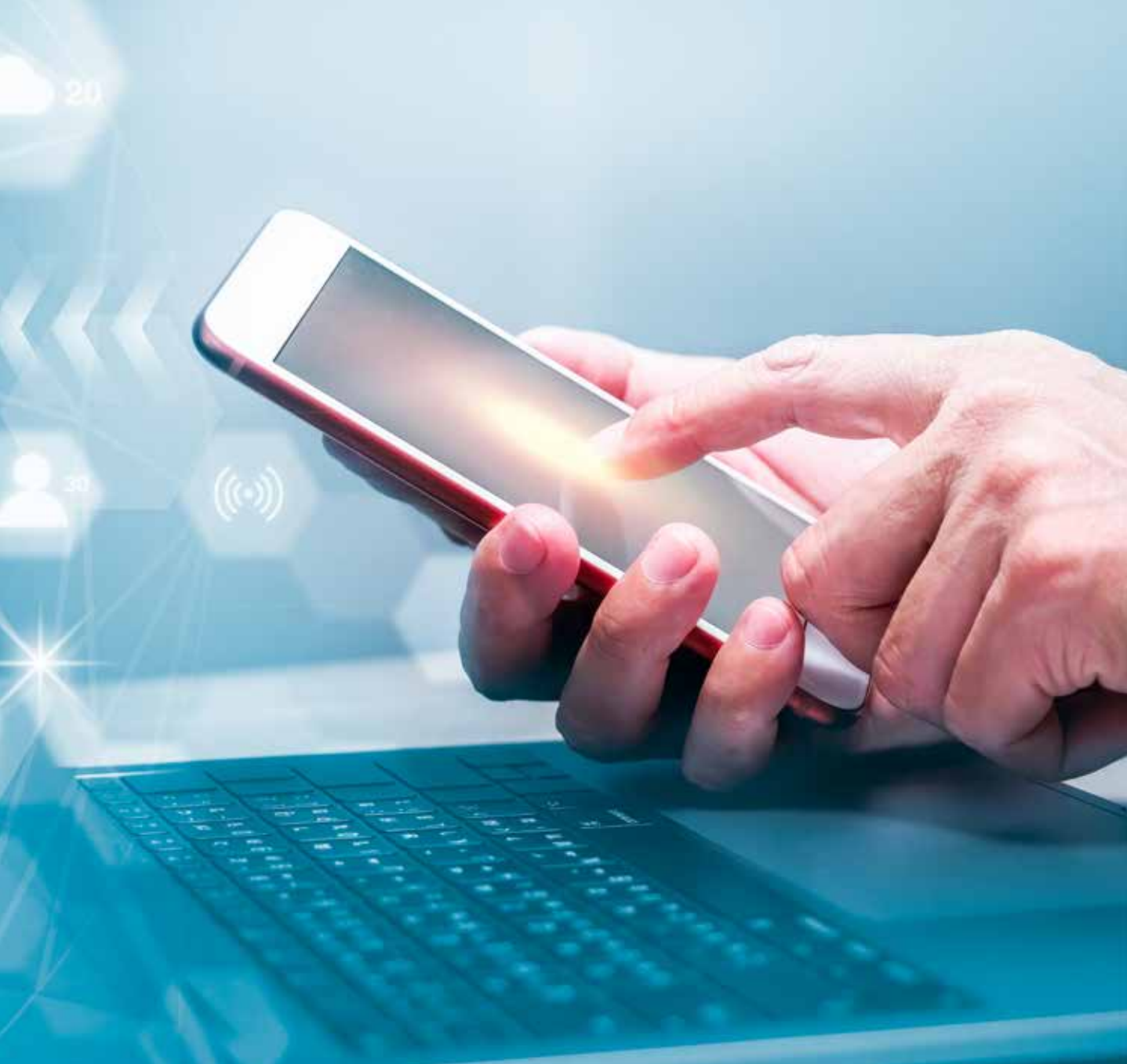
We will identify Key Performance Indicators ("KPI") which will cover all our processes concerning our sustainability standards that are in compliance with our mission, vision and values, and define these KPIs for all relevant departments. We will regularly report the work carried out by the Sustainability Working Group and goal realizations (including the 2021 numbers) to the Board of Directors and Corporate Governance Committee starting from 2022.

COMMUNICATION WITH OUR KEY STAKEHOLDERS

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

Our Stakeholder	Communication Frequency	Our Dialogue Channel	Our Communication Reason
<div>  </div> <div>Our Guests</div>	Continuous	Call Center	We actively use our communication channels through which our guests can easily reach us to inform them, to listen to their demands, and to make appointments. We learn their opinions with Guest Satisfaction Surveys after they receive our services, and work on areas which have some potential for development. We use brochures to inform our guests about current health topics. In addition, we aim to create positive values with our periodical Social Responsibility Projects.
	Continuous	Brochures	
	Continuous	Guest Satisfaction Surveys	
	Continuous	Social media	
	During the project	Sponsorship and Social Responsibility Projects	
<div>  </div> <div>Society</div>	Continuous	Phone	We actively use communication channels like telephone, e-mail, social media etc. in our wide spectrum of services which target different segments with our strong brands. In addition, we show our sensitivity to the public with our sponsorships and aim to benefit the society with our Social Responsibility Projects.
	Continuous	Social media	
	Continuous	Email	
	During the project	Sponsorship and social responsibility projects	
	When needed	Public Disclosure Platform	
<div>  </div> <div>Our Employees</div>	Continuous	Email	We inform our employees through internal publications such as news, newsletters, information notes and support our internal communication through MLP Care Development Academy. We evaluate the opinions and suggestions of our employees through the Employee Satisfaction Surveys we organize once a year.
	Continuous	Phone	
	Once a year	Employee Satisfaction Surveys	
	When needed	MLP Care Development Academy	
<div>  </div> <div>Our Shareholders</div>	Continuous	Meetings	We share our performance in a transparent manner through our financial statements and annual reports published at the end of the period. In addition, we disclose our performance and the work we do to our shareholders in accordance with the Capital Market Law and all other relevant legislation along with other stakeholders, abiding by the principle of transparency.
	Continuous	Phone	
	Continuous	E-mail	
<div>  </div> <div>Our Investors</div>	Continuous	Email	We share our performance in a transparent manner through our financial statements and annual reports published at the end of the period. We actively use our website in Turkish and English for our domestic and foreign investors, and share informative articles and news about us. Besides, we frequently respond to the questions from our investors and organize face-to-face and/or online meetings. In addition, we disclose our performance and the work we do to our investors in accordance with the Capital Market Law and all other relevant legislation along with other stakeholders, abiding by the principle of transparency.
	Continuous	Meetings	
	When needed	Our official website	
	When needed	Public Disclosure Platform	

Our Stakeholder	Communication Frequency	Our Dialogue Channel	Our Communication Reason
 Media	When needed	Seminars and conferences	<p>With the seminars and conferences we participate in, we take part in the media with the projects within the scope of our Social Responsibility Projects. In addition, our managers and doctors share their knowledge and experience through interviews on various platforms.</p>
	During the project	Sponsorship and Social Responsibility Projects	
	When needed	Interviews	
 Insurance Institutions	When needed	Email	<p>We regularly hold meetings on quality of service and service improvement with insurance institutions on tariff determination annually.</p>
	When needed	Phone	
	When needed	Corporate websites	
 Our suppliers	When needed	Email	<p>We meet with our suppliers at events such as fairs, seminars, negotiation meetings, express our requirements and demands, receive information about the industry and get feedback from our suppliers about our business processes.</p>
	When needed	Meetings	
	When needed	Fairs	
	When needed	Corporate websites	
 Public Institutions	When needed	Audits	<p>Within the scope of the regulations we are held subject to, we are regularly audited and we provide information with reporting upon request from public institutions. Furthermore, we share our knowledge and experiences by participating in seminars and symposiums on the topics concerning our sector, thus improving ourselves.</p>
	When needed	Reporting	
	When needed	Seminars and conferences	
 Capital Providers & Creditors	When needed	Public Disclosure Platform	<p>We share our performance in a transparent manner through our financial statements and annual reports published at the end of the period.</p>
	When needed	Our official website	
	When needed	E-mail	
 Financial Institutions / Analysts	When needed	E-mail	<p>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.</p>
	When needed	Meetings	
	When needed	Phone	
 Universities	When needed	Social Responsibility Projects	<p>Within the framework of management consultancy, we communicate with our strategic stakeholders within the scope of accreditation and certification studies. In addition, we aim to provide benefit students by sharing our experiences with them by participating in activities such as Career Days.</p>
	When needed	Career Days	
	When needed	Phone	



COMMUNICATION WITH OUR KEY STAKEHOLDERS

THROUGH OUR MOBILE APPLICATION MADE AVAILABLE BY OUR SIDE, WE ENSURED THAT OUR PATIENTS COULD EASILY ACCESS THEIR PAST VISITS, THE ANALYSIS/SCANNING RESULTS AND THEIR PRESCRIPTIONS.

D I G I T A L C O M M U N I C A T I O N

As Turkey's largest private health institution, we have become a reference institution in the field of health in 2020 as well, by keeping the health guide area on our website with up-to-date content every month and informing the society within this framework. With these sharing of information, we assessed how many people we communicated and thus observed that our website traffic increased by 17%.

By commissioning our video call services, we have developed a system where patients can reach our doctors from home. We have made available an environment where they could make video calls as if they were making a standard appointment.

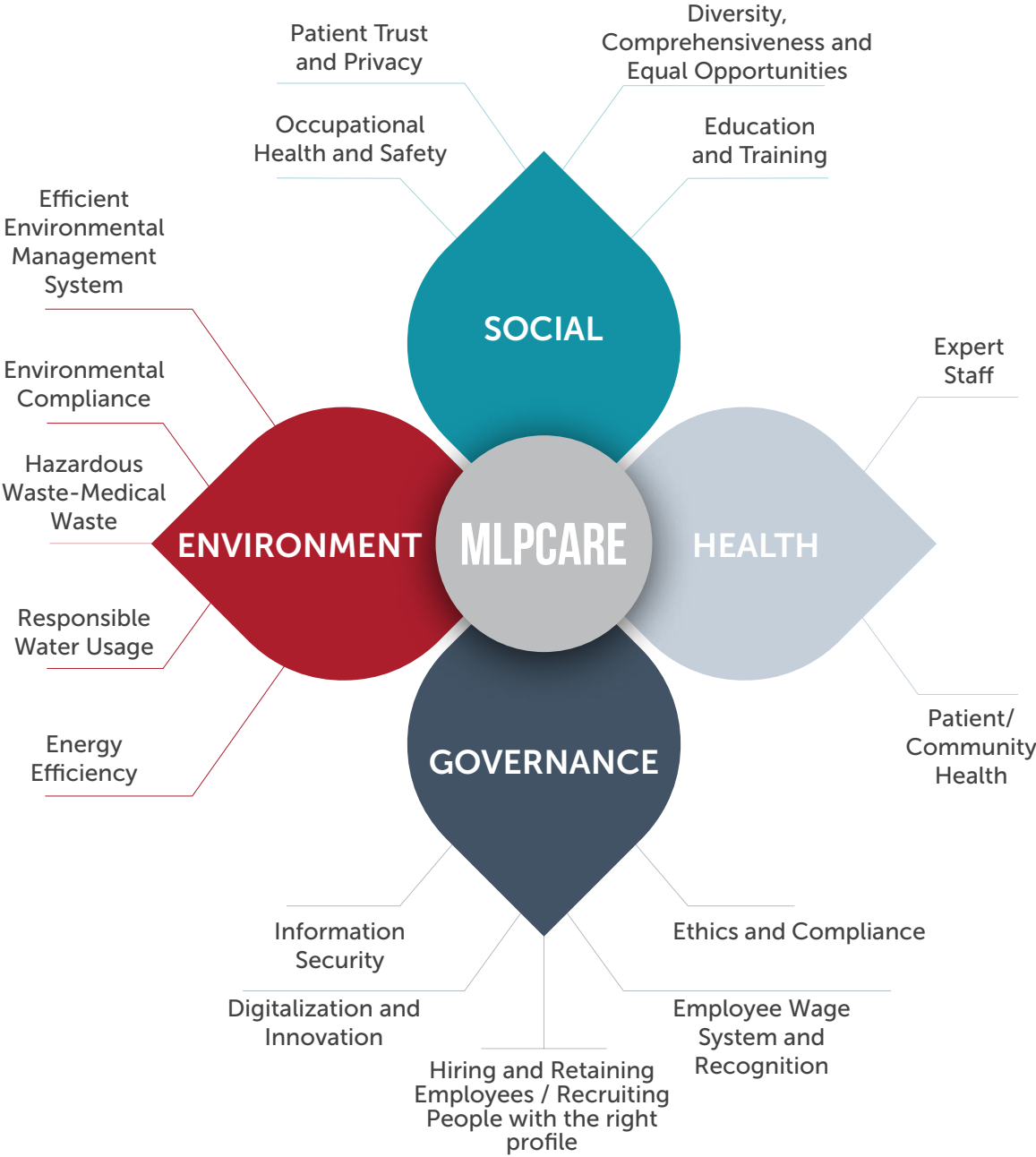
Through our mobile application made available by our side, we ensured that our patients could easily access their past visits, the analysis/scanning results and their prescriptions.

Furthermore, thanks to this application, we continued to serve our guests outside our hospitals by reminding them of the frequency to use their prescription drugs.

We have facilitated the visits of our patients to our site, directed them and made them able to make appointments easily with the third party applications we use.

MLPCARE MATERIALITY MATRIX

In our sustainability report issued for the first time this year and in the process of identifying the material issues for our company, we adopted an understanding where we centered on our internal stakeholders. In this context, we asked them to rate material topic suggestions with the survey questions we directed to various departments. With this study, we plan to determine which areas we should focus on in our management and operations and to guide our strategies and activities accordingly. As a result of the surveys, digitalization and innovation and information security issues were determined as the top material issues by taking an average of 4.8 (out of 5). Subsequent issues such as patient/public health, patient trust and privacy, ethics and compliance were among the issues that our stakeholders rated as high priority. All our material issues and areas of focus are stated in our MLP Care Materiality Matrix.





OUR FIGHT AGAINST CLIMATE CHANGE AND OUR RESPONSIBLE ENVIRONMENT APPROACH

WE RECEIVE ENVIRONMENTAL CONSULTANCY SERVICES AND DANGEROUS GOODS SAFETY CONSULTANCY SERVICES IN ALL OUR HOSPITALS AND WE COOPERATE WITH INFECTION CONTROL COMMITTEES AND OUR CONSULTANTS.

The devastating effects of climate change on our world have a negative impact on the atmosphere and the living creatures on it. Human beings are also directly exposed to increases in temperature and humidity levels brought on by climate change, as well as severe weather events. These changes in nature have negative impacts on food and water quality, agriculture, ecosystem, settlements, industry and economy, and also indirect impact on people. We are meticulously continuing our efforts to leave a livable world to future generations by fighting against climate change, which has become an increasingly dangerous threat to all of us.

We perform our activities in accordance with the Environmental Law No. 2872 and the relevant legislation. We receive environmental consultancy services and dangerous goods safety consultancy services in all our hospitals and we cooperate with infection control committees and our consultants. Thus, we carefully fulfill all legal requirements in the light of both the "Environmental Law" and the "European Agreement concerning the

International Carriage of Dangerous Goods by Road (ADR)". In addition to all this, we continue our work in our infrastructure by including the environmental requirements of the internationally recognized Joint Commission International (JCI) Standards and the T.C. Ministry of Health Quality Standards that we have adopted.

We support and provide our Environmental Policy, which forms the basis of the Environmental Management System, with procedures and instructions and present it to all our employees. Within the scope of our responsible environmental approach, we aim to minimize our environmental impact as the result of our activities by informing all our employees about the environment and waste management.

Within the scope of the reporting year, there was no environmental risk to our operations, including the devices and machinery we used in our activities.

 [**You can visit our website to review our Environmental Policy.**](#)



OUR EMISSION AND ENERGY MANAGEMENT

WE CALCULATE THE EMISSIONS ARISING FROM OUR OPERATIONS AND ACTIVITIES IN OUR HOSPITALS AND TAKE ACTION IN ACCORDANCE WITH THESE MEASUREMENTS.

We are aware of the threats posed by greenhouse gas emissions, one of the most serious causes of the climate crisis, for our environment and future generations. In order to manage our environmental impact arising from energy consumption in the most accurate manner, we continue our efforts to monitor our consumption in our hospitals from a single point, as well as to establish a standard system in all our hospitals.

We calculate the emissions arising from our operations and activities in our hospitals and take action in accordance with these measurements. In this context, our greenhouse gas emissions arising as the result of our activities in 2020 are listed below.

Our computations made using the Greenhouse Gas Protocol (GHG) constitute importance in terms of creating a base year to manage our emissions in the future years. Our calculations include CO₂ emissions as well as CO₂ equivalents of CH₄ and N₂O emissions. TEİAŞ Emission Factor of Turkey, published in 2020, has been used in the calculation of emissions arising from our electricity requirements (Scope 2), and in the emission calculations beyond Scope 2, IPCC (Intergovernmental Panel on Climate Change), DEFRA (Department for Environment, Food & Rural Affairs) and US EPA (US Environmental Protection Agency) emission factors have been used in accordance with data compliance.

Emission	tons of CO ₂ e	Explanation
Scope 1	12,212.02	Direct emissions caused by the company's activities
Scope 2	59,371.52	Indirect emissions arising from the energy purchased by the company
Scope 3	1,670.20	Emissions from the sources related to the company's activities but controlled by other companies and institutions
Total	73,253.74	All direct and indirect carbon emissions ^(*) ^(**)

^{*}Scope 1 and Scope 2 emissions are calculated with natural gas, fuel oil for heating and electricity consumption of 24 hospitals. The emission calculation related to vehicle use includes the fuel consumption of our vehicles in 27 hospitals and the fuel consumption of our rental vehicles under our responsibility.
^{**} Scope 3 emissions include emissions arising from business flights and the disposal of waste generated as the result of our activities. The waste data used includes the emissions arising from the disposal of medical and hazardous wastes of our 27 hospitals. It is accepted that hazardous and medical wastes are disposed of by incineration as a waste disposal method.



OUR EMISSION AND ENERGY MANAGEMENT

WE TAKE THE NECESSARY ACTIONS AND CONDUCT PROJECTS BY MAINTAINING OUR ENERGY MANAGEMENT SENSITIVELY IN ORDER TO MINIMIZE THE GREENHOUSE GAS EMISSIONS HAVING AN IMPACT ON THE CLIMATE AND THE ENVIRONMENT.

According to our data pertaining to the reporting year, Scope 2 emissions constitute the largest share of our greenhouse gas emissions in our hospitals. Pursuant to this, we take the necessary actions and conduct projects by maintaining our energy management sensitively in order to minimize the greenhouse gas emissions having an impact on the climate and the environment.

Direct Energy Consumption from Non-Renewable Resources (Scope 1)


	2020
Gasoline (GJ)	675.28
Diesel (GJ)	12,277.39
Fuel Oil (GJ)	9,974.90
Natural Gas (GJ)	209,660.18
Total ^(*)	232,587.75

^(*) Gasoline and diesel values include the fuel consumption of our vehicles in 27 hospitals and the fuel consumption of our rental vehicles under our responsibility. Natural gas and fuel oil values are the heating data of our 24 hospitals.

Indirect Energy Consumption from Non-Renewable Resources (Scope 2)

	2020
Electricity (GJ) ^(*)	395,590.35

^(*) Electricity values are the electricity consumption data of our 24 hospitals.

 In light of our **Energy Policy**, we carry out our studies on energy monitoring and energy saving in order to reduce and manage our energy consumption correctly. Control (T1-T2-T3) model with time intervals is mainly one of them. Pursuant to this, we determine the consumption intensity in these time zones by determining the hours when energy is used most intensively and least intensively, and we can detect decreases and increases according to the daily consumption amount.

In light of our **Energy Policy**, we carry out our studies on energy monitoring and energy saving in order to reduce and manage our energy consumption correctly.

WE CARE ABOUT AND IMPLEMENT ENERGY EFFICIENCY PROJECTS WITH ENVIRONMENTAL AWARENESS.

We carry out energy efficiency projects to minimize our emissions and energy consumption from our activities in our hospitals. Our good practices for the year 2020 are as follows:

LED Transformation

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

Central Technical Team

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

Instant Energy Tracking System

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

Real Time Machinery-Equipment Inspection System

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

Automation System

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

OUR EMISSION AND ENERGY MANAGEMENT

OUR PRIORITY IS TO PROTECT AND PROVIDE THE SUSTAINABILITY OF OUR EXISTING ASSETS.



Our Maintenance Works

Efficiency and maintenance studies are carried out according to the requirements of the existing energy systems in our hospitals. The maintenance works we carry out in our various hospitals in 2020 are as follows:

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



OUR EFFECTIVE RESOURCE AND WASTE MANAGEMENT

IN ADDITION TO WASTE MANAGEMENT, WE STRIVE TO MINIMIZE OUR ENVIRONMENTAL FOOTPRINT BY PRIORITIZING EFFECTIVE RESOURCE MANAGEMENT.

The increase in population both in Turkey and across the world causes consumption levels to increase. This rise leads to the depletion of natural resources, while indirectly harming the environment and people. Within the scope of our activities in our hospitals, we continue our work to monitor our consumption in our hospitals from a single point and to establish a standard system in all our hospitals in order to manage our environmental impact from resource consumption in the most accurate manner.

In this context, we focus on the correct management of the wastes that arise in order to reduce our environmental impacts. In addition to waste management, we strive to minimize our environmental footprint by prioritizing effective resource management.

In the light of the United Nations Sustainable Development Goals, we are aware that our resources must be managed effectively in order to support recycling and secure our world and our future. In this context, we sort the wastes formed in our hospitals at their source and collect them separately according to the waste types.

While inspections are carried out by the Ministry of Environment, Urbanization and Climate Change in our hospitals within the group, we conduct the management processes of hazardous wastes in accordance with the legislation. We carry out our waste management procedures with precision and efficiency in order to minimize the negative effects caused by wastes in our hospitals in the climate and environment. We segregate the wastes generated as the result of our operations in accordance with the legislation.

We work with the companies licensed by the Ministry of Environment, Urbanization and Climate Change for the disposal and recycling of wastes, and the transfer of waste is carried out by licensed vehicles.

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

Waste Type (tons)	2020
Hazardous Waste	248
Medical Waste	2,489
Total	2,737



OUR EFFECTIVE RESOURCE AND WASTE MANAGEMENT

WE CONDUCT THE MANAGEMENT PROCESSES OF BOTH HAZARDOUS AND NON-HAZARDOUS WASTES IN ACCORDANCE WITH THE REGULATIONS.

Contract Management System

Our procedures to set up a Contract Management System continues. With the set-up of this system, we plan to reduce our waste amount by minimizing paper consumption while reducing the approval time of our contract processes.

Digital Protocol Book and E-Invoice Application

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

Zero Waste Project

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

Chemotherapy Drug Preparation Device

In order to reduce the negative impacts of chemotherapy agents on the health of our employees, we started to make use of Fully Automatic Chemotherapy Drug Preparation Device in the chemotherapy units of many of our hospitals. Furthermore, thanks to the closed waste system in these devices, we have minimized the negative effects of cytotoxic wastes generated during the preparation of chemotherapy drugs on the environment.

We are in the opinion that a holistic action should be taken both in the world and in Turkey in order to prevent the depletion of available water resources, which is one of the main threats of the climate crisis, and to prevent scarcity of water. Pursuant to this, we protect water, which is an essential need of our lives, by reducing our consumption as a part of our responsibility towards all our stakeholders and the environment.

Our water consumption in our 24 hospitals in 2020:

	2020
Water (m ³)	765,102

Water Efficiency Studies

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

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





MLPCARE FOR SOCIETY

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

On the other hand, we are observing an increased impact of the climate crisis and environmental pollution on human health, which has become a serious threat to the world. The COVID-19 pandemic, which shook the world with devastating effects in 2020,

reminded us once again that human health is the most valuable asset. With this point of view, we are shaping our efforts to leave a sustainable world for future generations and to build a healthy future. While performing our activities, we dream of a healthy future and take action today to fulfill our responsibilities for public health.

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



COMMUNITY HEALTH

IN OUR HOSPITALS UNDER THE ROOF OF MLPCARE, OUR DOCTORS ARE INVITED TO INFORMATION UPDATE SYMPOSIUMS SUPPORTED BY CENTRAL ORGANIZATIONS AND ARE INFORMED ABOUT CURRENT AND POTENTIAL DISEASE PROBLEMS IN THE FUTURE.

The total donation made in 2020 is

1,740,587 Turkish lira,

and the expense we have made within the scope of social responsibility projects is

5,039,341 Turkish lira.

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

In our hospitals under the roof of MLP Care, our doctors are invited to information update symposiums supported by central organizations and are informed about current and potential disease problems in the future. In addition, scientific predictions that diseases such as malaria, Dengue fever and Japanese encephalitis are emerging in previously unseen geographies due to climate change. In case of such dangers, we inform our doctor and non-doctor health workers with intermittently published images. We are in the opinion that the most effective tool in health services is providing information and raising awareness.

In 2020, we launched a new application that reduces the costs of their treatment as well as providing our guests with the most suitable anti-microbial treatment facilities:

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

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

COMMUNITY HEALTH

WE PLACE IMAGES AND BROCHURES IN OUR HOSPITALS EXPLAINING THE DAMAGES CAUSED BY SMOKING SO THAT ALL OUR GUESTS CAN SEE THEM.



in accordance with the Ministry of Health guidelines and the environmental legislation and included them in the hospital's waste management program.

One of the most important aims of preventive health services is to maintain and improve existing health. The most important tool for this is effective provision of information and raising awareness. Chronic respiratory diseases such as asthma, chronic obstructive pulmonary disease (COPD), sleep apnea syndrome and hypertension affect millions of people. In particular, the effect of smoking on cancers with these diseases has been admitted. In this context, we place images and brochures in our hospitals explaining the damages caused by

smoking so that all our guests can see them. In addition, we inquire about smoking habits as a standard on the patient inquiry forms of all our doctors during outpatient clinic examinations. At the same time, the "Smoking Cessation Recommendation Training" program is implemented for all our in-patients, and we encourage our guests to quit smoking starting from the hospitalization period until discharge.

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



We know that our contributions to the society will be good for all of us. Through our social responsibility efforts that take into account holistic benefits, we have launched projects that will set an example for our competitors in the sector. In this context;

In our social responsibility project "Embrace Life for Thyroid and Breast Cancer Awareness", many famous artists and prominent figures of the society voluntarily took part to attach attention to the importance of early diagnosis in breast and thyroid cancer. As a part of our project, we conducted health checks at Liv Hospital Ulus to draw attention to the importance of early diagnosis in breast and thyroid cancer.

Within the scope of the "Breast Health Check for Those Donating 10 Books" project, which was implemented in cooperation with Liv Hospital Ulus and the Book for Everyone Foundation, we offer mammography and breast examination to those who donate 10 books to the book bank at Liv Hospital Ulus for their own use or to give as a gift to their relatives.

Within the scope of the "Give a Chance" project, we continued to carry out awareness studies with information sharing about organ donation and transplantation processes through the micro page at the address www.sansver.org published under the Medical Park brand and to collect organ donations in 2020 by setting up stands at the Medical Park Hospital lobbies across Turkey.

Within the scope of the "We Can Achieve Together" project, which was carried out in co-operation with Medical Park and Psycho-Oncology Society, we aimed to ensure that our guests and relatives who are struggling with cancer hold on to life more strongly. We conducted psycho-social support activities for thousands of cancer patients and for their relatives in İstinye University Hospital Medical Park Gaziosmanpaşa, Bahçeşehir University Hospital Medical Park Göztepe and Altınbaş University Hospital Medical Park Bahçelievler.

In the "We Recognize Breast Cancer" project, many business people, artists, non-governmental organization managers and leading figures in community life have volunteered to attract attention to the importance of a yearly health check and healthy diet in breast cancer. We created survey criteria in the project, which started in October 2020 and planned to provide health checks for 1,000 people for early diagnosis of breast cancer. We performed breast examination through mammography on the participants with risk factors based on the survey results.

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

EXPERT STAFF

WE PROVIDE WORLD-CLASS HEALTH SERVICES WITH OUR EXPERT STAFF HAVING SUPERIOR COMPETENCE AND EXPERIENCE IN 30 HOSPITALS WITHIN OUR ORGANIZATION.



We care about the health of each of our guests and offer our services with our solution-oriented expert staff capable of responding to all their requirements. We provide world-class health services with our expert staff having superior competence and experience in 30 hospitals within our organization. The number of academicians serving as doctors in our Group hospitals was realized as 975 at the end of 2020. 56% of these doctors with academic titles have also been appointed to the academic staff positions in universities.

The number of academicians serving as doctors in our Group hospitals was realized as 975 at the end of 2020.

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



COMMUNICATION WITH OUR GUESTS

SUPPORTING THE SUSTAINABILITY OF HUMAN HEALTH HAS ALWAYS BEEN CONSIDERED OUR TOP RESPONSIBILITY.

As MLP Care, we keep the satisfaction and loyalty of our guests among our top priorities in all the services and services we offer. Supporting the sustainability of human health, which we define as the key to success in the sector in which we operate we see it as our responsibility to always has always been considered our top responsibility. We have taken global technological trends as the basis in all health services we offer to our guests in our hospitals in 2020, as is so every year. With our state-of-the-art equipment and infrastructure, we continued to provide high-quality services in each field of expertise with fully equipped services.

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

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

Our primary criterion in the service we provide to our guests is that they are satisfied with the service they receive. In order to ensure this high satisfaction, we scrutinized our comments on a website, the most used feedback platform in Turkey. Each feedback was carefully reviewed by the members of the patients' rights and efforts were made to take the necessary actions. By contacting our guests through their allowed contact numbers, we tried to solve the problem with great sincerity and empathy and held meetings in order to ensure their satisfaction. The working performance of our Patient Rights Unit, which performed this study, was followed up on a weekly basis, and team skills were developed by making case analyzes for resolving complaints and ensuring guest satisfaction.

Good practices we have implemented in 2020 to increase the satisfaction of our guests are as follows:

- In order to improve the call center traffic received by any MLP Care hospital, we have installed the common call technology on all our operator systems.
- We have increased the problem resolution rate in the initial communication of our guests with the call center.
- We improved our processes with the results we extracted from the feedback by contacting our guests who received low recommendation scores.
- By reducing the complaint resolution process in the CRM system from 7 days to 2 days, we rapidly resolved the complaints of our guests.
- We have increased our Google score from 2.9 to 3.8 by meeting with our guests who have low Google ratings of our hospitals and by quickly resolving their problems.



COMMUNICATION WITH OUR GUESTS

WE ALWAYS AIM TO KEEP THE GUEST EXPERIENCE
AT THE HIGHEST LEVEL WHILE CONTINUOUSLY
IMPROVING OUR SERVICES.

THERE ARE NO COMPLAINTS SUBMITTED TO OUR SIDE IN 2020 REGARDING GUEST PRIVACY BREACHES.

Guest Trust and Privacy

Guest trust and privacy, considered by our side among our material issues, constitute the basis of our business practices. The information shared by the guests visiting our hospitals is of great importance in terms of privacy. We take utmost care to protect the guest information stored in our hospitals under the roof of MLP Care. At the heart of the trust we provide to our guests who visit our hospitals is our strong staff of Turkey's most experienced and talented doctors and our state-of-the-art infrastructure. In 2020, no circumstances have been identified that may cause a breach and/or breach of the confidentiality of guest information.

As of 2020, we switched to the ISO 27001 Information Security Management System in our data centers, where the central software used in the management and support processes we perform and where guest data is located.

Our Medical Park Gaziantep Hospital, affiliated to the Turkey Health Institutions Council (TUSEB), has become the second hospital among the private ones in Turkey to receive the Health Accreditation Standards (SAS) Certificate granted by the Turkey Healthcare Services Quality and Accreditation Institute (TÜSKA) and accredited by the International Society for Quality in Health Care (ISQqua).

İzmir University of Economics Medical Park İzmir Hospital received the ISO 10002 Guest Satisfaction Management System certificate as the result of the studies conducted by the British Standards Institute (BSI).



MLPCARE FOR OUR EMPLOYEE

WITHIN THE FRAMEWORK OF SUSTAINABLE
DEVELOPMENT GOALS, WE CONTINUE OUR
PROJECTS THAT WILL FURTHER OUR HUMAN
RESOURCES MANAGEMENT.

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

We are in the opinion that our workforce should be continuously open to development in order to sustain the sustainable growth of our company. In light of this perspective, we offer our employees training opportunities to contribute to them in both professional and personal development areas and to have them achieve high efficiency.

The Sustainable Development Goals set by the United Nations emphasize that everyone should be supported to be empowered regardless of age, gender, disability, race, ethnicity, religion, economic or other status by the year 2030. With the sensibility of being one of the leading institutions in the field of health in Turkey, we consider all our responsibilities as a necessity and we align the means of doing business with global standards in order to contribute both to our Company and to the whole.



HUMAN RESOURCES APPROACH

WITHIN THE FRAMEWORK OF SUSTAINABLE DEVELOPMENT GOALS, WE CONTINUE OUR PROJECTS THAT WILL FURTHER OUR HUMAN RESOURCES MANAGEMENT.

At MLP Care, we have had 600 attendees benefit from the On-the-Job Training Programs and helped 342 of them to be recruited.

To create a corporate culture aiming to increase employee engagement with fair and incentive human resources practices and processes, we have four main human resources strategies that support the development of our employees and prioritize open communication. The first of these strategies is to dynamically shape the organization structures to achieve an efficient and effective operation in line with the strategic goals and to ensure sustainability of this operation. Another of our goals while achieving this is to create an encouraging, fair performance culture in which success is evaluated against measurable and concrete criteria. Additionally, building effective human resources systems that maximize technology use taking into consideration cost and speed factors and developing a service-oriented HR structure that contributes to the performances of work units with its process and infrastructure are also among our critically important strategies. Our fourth strategy is, in addition to attract new talents to our Group, to support these talents with career opportunities, training and development programs to ensure sustainability of the organization.

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

On the Job Training programs (IEP) are organized to allow people who are listed in the Turkish Employment Agency (İŞKUR) and actively looking for jobs to have work experience and to see practices in their professions for which they receive theoretical education and to adapt to the work environment. We, at MLP Care have had 600 attendees benefit from the On-the-Job Training Programs and helped 342 of them to be recruited. Additionally, occupational certificate programs that include theoretic and practical education with the collaboration of private and public sectors under the framework of Occupational Education and Skill Development Cooperation Protocol (MEGİP) to educate and train employees who are equipped with the skills required in the labour market are organized. We organized 13 MEGİP programs in 2020. 264 people attended in these course programs and 156 people were recruited by us following the completion of the project.

HUMAN RESOURCES APPROACH

IN 2020, 3,578 EMPLOYEES CHANGED POSITIONS,
374 EMPLOYEES WERE APPOINTED TO SOME-
WHERE ELSE AND 835 EMPLOYEES WERE
PROMOTED TO SUPPORT THEIR COMPETENCIES.

Total number of
employees

18,024

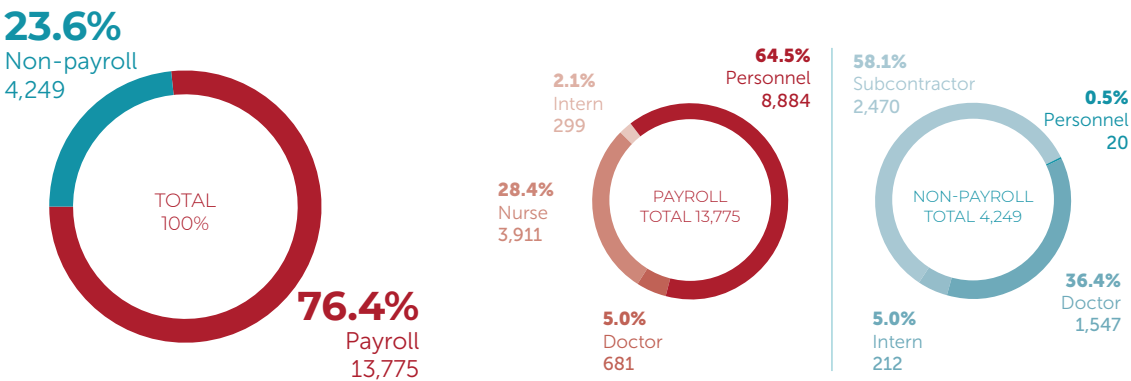


Employee Profile

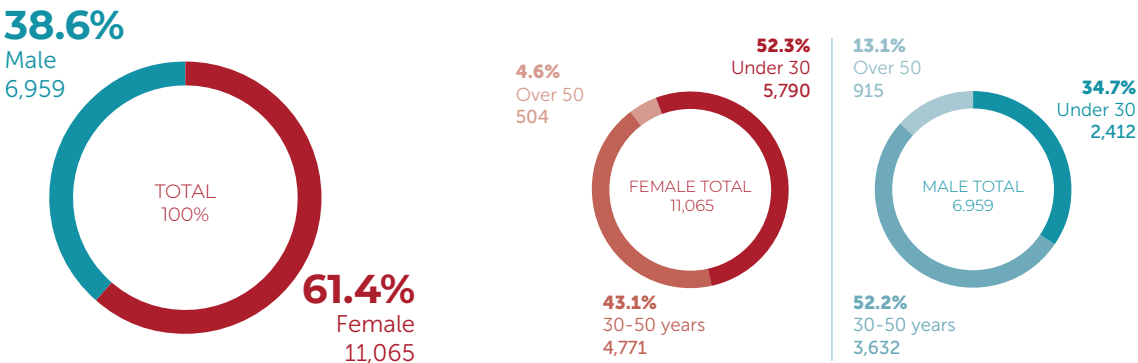
Based on the belief that a company can be as strong as its weakest link we think that our employees should have distinctive qualities. We, at MLP Care provide equal opportunity to our employees in our recruitment, promotion and assignment procedures and we believe that our comprehensive corporate identity is a wealth for our ecosystem. We employ candidates who have improved themselves in their area of expertise throughout their academic life and career journey and who are open for continuous improvement. We believe that the most important driving force together with our improvement-oriented management approach, which makes us successful is our people. We maintain our position as the leader in the healthcare industry thanks to our more than 18 thousand employees who act in unison and work hard to meet healthcare needs of millions of people everywhere in Turkey. In line with our objective to grow and provide high quality healthcare services to more people every day; we use our internal resources first in our recruitment and placement processes. In 2020, 3,578 employees changed positions, 374 employees were appointed to somewhere else and 835 employees were promoted to support their competencies. Seventy six percent of our employees are permanent employees in our payroll and 24 percent are not included in our payroll*.

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

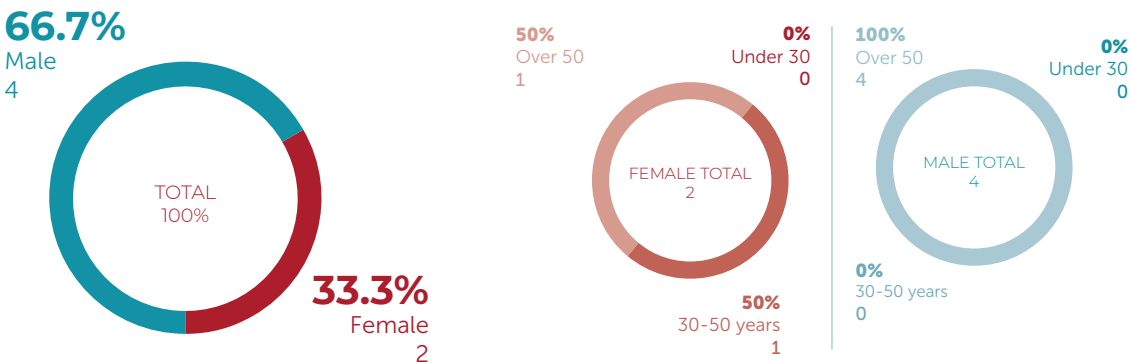
Total Number of Employees



Distribution of Employees According to Age



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

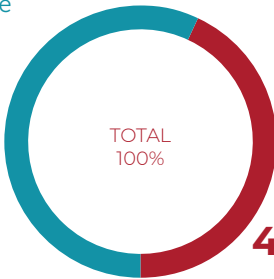


HUMAN RESOURCES APPROACH

Distribution of Executives According to Age

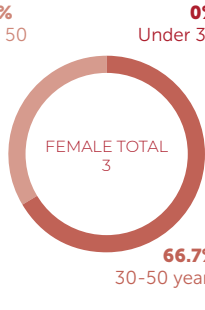
57.1%

Male
4



42.9%
Kadın
3

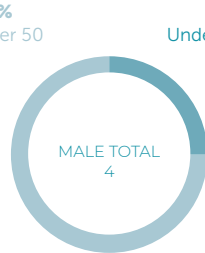
33.3%
Over 50
1



66.7%
30-50 years
2

0%
Under 30
0

75%
Over 50
3



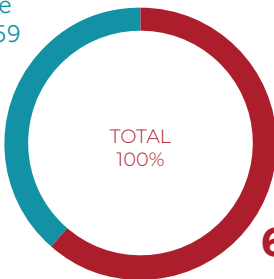
25%
30-50 years
1

0%
Under 30
0

Distribution of Employees According to Contract Type and Gender

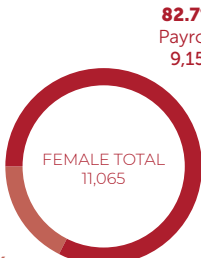
38.6%

Male
6,959



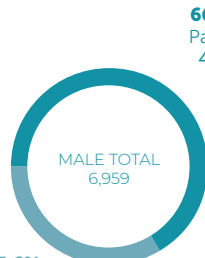
61.4%
Female
11,065

82.7%
Payroll
9,152



17.3%
Non-Payroll
1,913

66.4%
Payroll
4,623

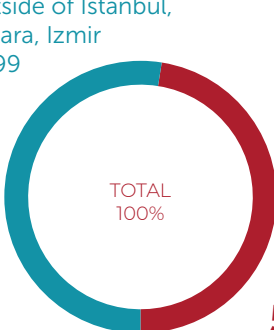


33.6%
Non-Payroll
2,336

Distribution of Employees According to Contract Type and Workplace

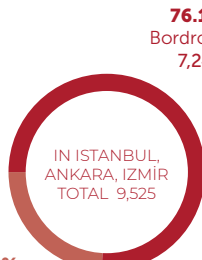
47.2%

Outside of Istanbul,
Ankara, Izmir
8,499



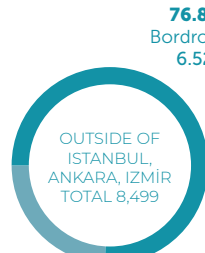
52.8%
In Istanbul,
Ankara, Izmir
9,525

76.1%
Bordrolu
7,246



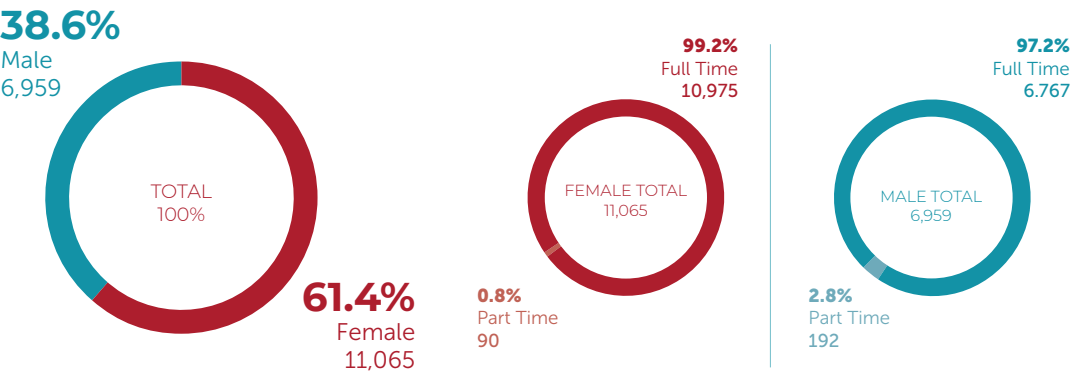
23.9%
Bordrosuz
2.279

76.8%
Bordrolu
6.529

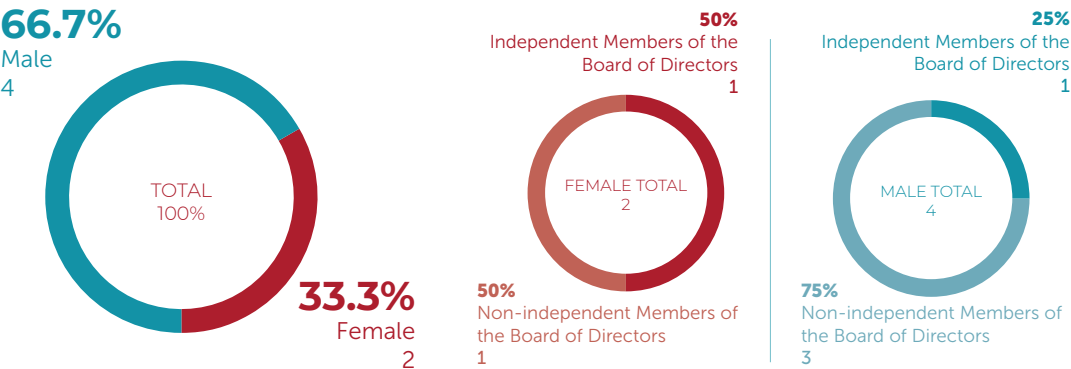


23.2%
Bordrosuz
1,970

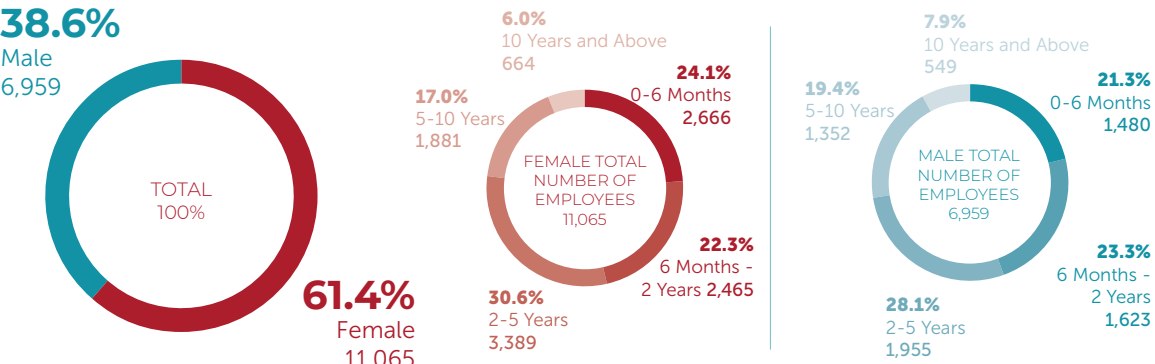
Distribution of Employees According to Employment Type and Gender



Distribution of Board of Directors Members According to Their Independent Status



Distribution of Employees According to Seniority





HUMAN RESOURCES APPROACH

WE CONSIDER IMPROVEMENT OF EMPLOYEE ENGAGEMENT AS ONE OF THE MAIN FACTORS TO ENSURE WORK CONTINUITY AND ACHIEVE LONG TERM GOALS.

Employee Satisfaction and Engagement

We respond to needs and expectations of all of our employees working in our group and measure and assess their job satisfaction levels every year to increase engagement and improve their motivation. Our employee satisfaction was 77 % in 2020 and our goal is to increase this rate in the next reporting period.

In 2020 when a high number of healthcare workers resigned due to the conditions in the pandemic process, our employment turnover rate was 40.14% based on the measurements done with nurses and personnel.

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

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

Our employee satisfaction rate was 77% in 2020.

Prevention of Discrimination and Equal Opportunities

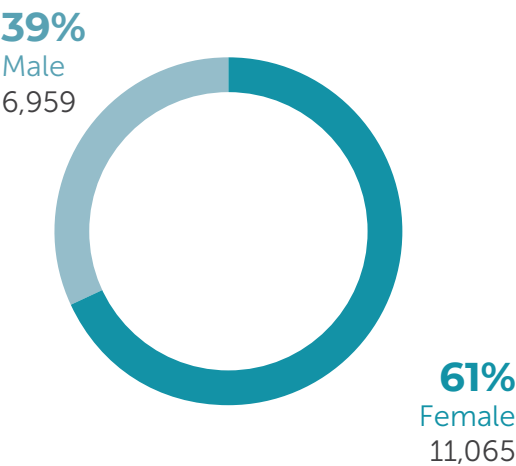
We offer equal opportunities to all of our employees working in our hospitals under MLP Care Group in line with the universal human rights regardless of their ethnical origin, gender, skin colour, race, nationality, economic status and religion/faith. We are committed to protecting the rights of all of our employees with our business processes that are in compliance with laws, legal regulations and human rights. Our main expectation from all of our employees is to embrace all rights offered in MLP Care at the maximum level, and improve their engagement and use the work-ing environment where they can provide their services effectively. No discrimination case occurred during this reporting period.

We believe that women should have social and economic freedom and build their career expectations independently for a free and equal society. In line with this approach, we are diligent about employing women in our group. Our total number of employees was 18,024 in 2020. The total number of female employees was 11,065 and total number of male employees was 6,959.

The percentage of female employees was

61% and male employees was 39% in 2020.

Total Number of Employees According to Gender



We are aware of the term “glass ceiling” which prevents women from being promoted and we care about the number of women in our board of directors and in executive management positions. Total number of women in executive management levels was 3 and total number of men was 4 in 2020. Additionally, the board of directors of the company had two female members and four male members in 2020.

Distribution of Executives According to Gender

Female	3
Male	4

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

Female	2
Male	4

We offer job opportunities for disabled people who are considered as a vulnerable group with the aim to overcome prejudice. We care about providing equal job opportunities in our group where social status based on gender, physical and mental disabilities is cancelled. The total number of female disabled employees was 105 and male disabled employees was 237 in 2020 reporting year.

Distribution of Disabled Employees According to Gender

Female	105
Male	237

Maternity Leave Policy

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

The number of female employees who took maternal leave was 176 and number of male employees who took parental leave was 93 in 2020. The number of employees who returned to work after maternal leave was 50, the number of female employees who took unpaid maternal leave was 96 and the number of female employees who resigned after maternal leave was 30. All of our male employees who took parental leave returned to work when their leave ended.



HUMAN RESOURCES APPROACH

WE SUPPORT ALL OF OUR EMPLOYEES’ DEVELOPMENT AND PROVIDE A WIDE VARIETY OF DEVELOPMENT AND TRAINING PROGRAMS

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

Investments for the Development of Employees

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

We continued to contribute to the development of our employees despite the difficult conditions during the pandemic in 2020. We could not carry out orientation programs, technical training, competency-based training, leadership programs and corporate culture training which we had done regularly before, starting from March 2020 due to the pandemic and only carried out compulsory training programs online. Online training programs had to be chosen in 2020 due to changing global conditions. We made sure that employees could have access to technical training programs online including e-orientation package, video-clinic process, Pusula system training videos and Digital HR

system etc. We focused on e-training which contained information that our employees might need both in their professional and personal lives such as Personal Data Protection Law (KVKK), Information Security. Overall completion rate for the training programs provided on online platforms to our employees was 72%. A total of 118,815 people participated in 10,741 in-class training programs and the number of e-training and e-book done online was 300,976 in 2020.

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

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

	2020
Remote and Video Training	221
Leadership and Personal Development training	49
In-Class Training	10,741

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

Training per Employee
16,9

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

	2020
Personnel	14.7
Nurse	32.7
Doctor	5.2
Subcontractor	7.5
Intern	30.2

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

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

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

The training programs we have planned to provide to support the developments of our employees in 2021 reporting year to maximize the level of benefit for our guests from our services:

- Pediatric Cardiovascular Surgery Training
- Pediatric Haematology Course
- Sterilization-Operating Room Training
- Neonatal Intensive Care and Pediatric Intensive Care Training
- Leader Development Training
- General Intensive Care Training

In addition to the training programs provided to our employees, we also provide opportunities for practical training and observation to the students of Istinye University in their courses that require field research. A total of 2,420 students had the opportunity to participate in the practical course program in 2020.



OCCUPATIONAL HEALTH AND SAFETY

WE CARRY OUT ALL OF OUR ACTIVITIES IN ACCORDANCE WITH THE OCCUPATIONAL HEALTH AND SAFETY LAW NO 6331 AND STANDARDS OF GLOBALLY RECOGNIZED ORGANIZATIONS AND IMPLEMENT A COMPREHENSIVE RISK MANAGEMENT.

We detect areas of improvement through inspections and depending on the results of such inspections, we review our management system and take actions in line with the continuous improvement principle.

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

such inspections we review our management system and take actions in line with the continuous improvement principle.

We at MLP Care never compromise Occupational Health and Safety and consider everyone as MLP Care staff and include them in the Occupational Health and Safety system including our contractors' employees and temporary employees during their work in our hospitals.

We carry out all of our activities in accordance with the Occupational Health and Safety Law no 6331 and standards of globally recognized organizations and implement a comprehensive risk management. We analyze all aspects of the activities we carry out to identify risks and take necessary measures. We proactively detect risks with the risk based approach of the Occupational Health and Safety System and ensure that necessary measures are taken right from the beginning. We take suitable improvement actions against all risks and dangers identified with our proactive approach and identify temporary measures against risks and dangers for which improvement actions are taken and we secure the area or situation until all related work is completed.

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

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

We make sure that all of our employees start to work after receiving their on-the-job training in accordance with the applicable laws and corporate standards. We organize occupational health and safety training for all new employees on the MLP Care Development Academy portal simultaneously with in-person training programs and follow their participation in the training. We make sure that all of our

employees in the MLP Care receive Basic Occupational Health and Safety Training on general, technical and health topics by the Occupational health and safety specialist and Workplace Doctor every year in accordance with the applicable laws.

With the Occupational Health and Safety software program which we started to use in our hospitals under our Medical Park and Liv Hospital brands in 2020, we have met the requirements of the OHS processes and ensured that hospital administrations including senior management and Occupational Health and Safety employees can monitor these processes.

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

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







- have continuity in OHS processes,
- Maintain corporate memory by entering all OHS activities in the system,
- Accelerate processes,
- Improve service and data quality,
- Achieve efficiency in personnel and work processes,
- See the bigger picture with centralized consolidated reporting,
- Reduce paper use by keeping everything in the electronic environment.








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

Ambient Temperature Control and Early Warning System

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

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS AND MLPCARE

Area of Focus	Material Topics	Good Practices	Page No	SDGs we Contribute to
ENVIRONMENT	Energy efficiency Responsible Water Consumption Hazardous Wastes-Medical Wastes Environmental compliance Effective Environmental Management System	<ul style="list-style-type: none"> Real Time Machinery-Equipment Inspection System Real time monitoring of the inventory and maintenance work to predict malfunctions and failures and therefore prolonging economic lives of machinery 	59	   
		<ul style="list-style-type: none"> Real Time Energy Monitoring System Installation Real time monitoring of energy consumption for energy efficiency 	59	
		<ul style="list-style-type: none"> Sorting at Source and Recycling in Accordance with the Zero Waste Regulation Collection of recyclable and non-recyclable waste separately and use of suitable disposable and recycling processes 	62	
		<ul style="list-style-type: none"> LED Transformation Replacing old model/technology lighting used in the hospital with LED lighting to save energy 	59	
		<ul style="list-style-type: none"> Water Efficiency Studies Increasing the use of water saving aerators and reducing waste water in softening process 	63	
		<ul style="list-style-type: none"> Installation of a Fully Automated Chemotherapy Compounding Device and System Reducing adverse effects of cytotoxic waste generated during preparation of chemotherapy drugs on the environment with the use of closed cycle waste system of the Automated Chemotherapy Compounding device. 	62	
HEALTH	Expert Staff Patient / Public Health	<ul style="list-style-type: none"> Digital Protocol Book Digitalization of the protocol processes with Robotic Process Automation (RPA) software to reduce paper consumption 	62	 
		<ul style="list-style-type: none"> Information About Tropical Diseases which Have Been Increasing As a Result of Climate Change Providing information to healthcare personnel about the risk of occurrence of diseases that have not been seen in our country, due to climate change 	65	
		<ul style="list-style-type: none"> Control of Antibiotic Use and Antibiotic Prophylaxis Program Actions taken to prevent unnecessary use of antibiotics, to ensure that patients take suitable antibiotics as antimicrobial treatments, to prevent spread of resistant microorganisms. 	65	
		<ul style="list-style-type: none"> Tele Health (Video Clinic) Application Remote healthcare services to reduce contact and transmission risk and to contribute to public health 	44	
		<ul style="list-style-type: none"> Use of Bed Capacity Monitoring and Management Software Developing a software program for centralized monitoring of all patient beds in order to be prepared against overburdening of hospitals caused by health crisis such as the COVID-19 pandemi 	44	
		<ul style="list-style-type: none"> Social Responsibility Projects 	67	

Area of Focus	Material Topics	Good Practices	Page No	SDGs we Contribute to
SOCIAL	Occupational Health and Safety Education and Training Diversity, Comprehensiveness and Equal Opportunities Guest Trust and Privacy	<ul style="list-style-type: none"> Occupational Health and Safety Activities and Use of Software Building an Occupational Health and Safety System, providing training to increase awareness, and control of occupational health and safety processes with a software program 	83	  
		<ul style="list-style-type: none"> Ambient Temperature Control and Early Warning System Mitigating fire risk by automatic activation of the warning system when there is an increase in the temperature inside server rooms 	83	
		<ul style="list-style-type: none"> İŞKUR - On the Job Training Program (IEP) Providing opportunities for people who are looking for jobs to gain experience about their professions for which they received practical education, providing training to help them adjust to the working environment and offering employment after train-ing 	73	
		<ul style="list-style-type: none"> Occupational Training and Skill Development Cooperation Protocol (MEGİP) Organizing occupational certificate programs that include theoretical and practical education to educate and train employees who are equipped with the skills required in the labour market and offering job opportunities at the end of the project 	73	
		<ul style="list-style-type: none"> MLP Care Development Academy Providing orientation and leadership programs, technical training, competency based training and corporate culture training programs 	80	
		<ul style="list-style-type: none"> Istinye University Internship - Practical Courses Providing opportunities to Istinye University students to practice and reinforce what they learn in courses that require field research 	80	
GOVERNANCE	Ethics and Compliance Employee Remuneration and Recognition Hiring and Retaining Employees / Recruiting People with the right profile Digitalization and Innovation Information Security	<ul style="list-style-type: none"> Digital HR Application Digitalization of Human Resources Department processes to plan workforce and to have a more transparent human resources management 	44	  
		<ul style="list-style-type: none"> MLP Care Compliance with Ethical Requirements Establishing an ethics complaint line, ensuring compliance with the Anti-Corruption and Anti-Bribery procedure and all ethical principles. 	37	
		<ul style="list-style-type: none"> Digital Protocol Book Digitalization of the protocol processes with Robotic Process Automation (RPA) software programs 	62	
		<ul style="list-style-type: none"> Update of the Hospital Information Management System (HBYS) Starting a digital transformation in the current system and developing a user-friendly management system with an infrastructure of artificial intelligence, which can collect more electronic health data 	43	
		<ul style="list-style-type: none"> Operation Management Centre Building a center to integrate digital projects into daily processes in a fast and effective way 	43	
		<ul style="list-style-type: none"> Cyber Security Maximizing cyber security to protect patient and company data and detect potential leaks 	44	
		<ul style="list-style-type: none"> Use of Bed Capacity Monitoring and Management Software Developing a software program for centralized monitoring of all patient beds in order to be prepared against overburdening of hospitals caused by health crisis such as the COVID-19 pandemic 	44	
		<ul style="list-style-type: none"> Tele Health (Video Clinic) Application Remote healthcare services to reduce contact and transmission risk and to contribute to public health 	78	
		<ul style="list-style-type: none"> Health to Family Project Offering to our employees affordable complementary health insurance for their family members 		

MEMBERSHIPS, REWARDS AND CERTIFICATES

Corporate Memberships

Memberships

OHSAD - Turkish Association of Private Hospitals and Healthcare Institutions

TKYD - Corporate Governance Association of Turkey

TÜYİD – Turkish Investor Relations Society

Rewards

Year	Rewarding Organization:	Category	Reward	Position	Person/ Organization
2019	Service Exporters Association	Healthcare Services	Service Export Champions	2	MLP Care
2020	Institutional Investor	EMEA Healthcare and Pharmaceuticals	Most Honored Company	1	MLP Care
2020	Institutional Investor	EMEA Healthcare and Pharmaceuticals and Turkey*	Best Investor Relations Program	1	MLP Care
2020	Institutional Investor	EMEA Healthcare and Pharmaceuticals and Turkey*	Best CEO	1	Muharrem Usta
2020	Institutional Investor	EMEA Healthcare and Pharmaceuticals and Turkey*	Best CFO	1	Burcu Öztürk
2020	Institutional Investor	EMEA Healthcare and Pharmaceuticals and Turkey*	Best Investor Relations Professional	1	Deniz Can Yücel

*Turkey: Small scale enterprise category according to the market value

Certificates

Year	Certificates
2020	JCI (Joint Commission International) Accreditation Standards - Bahçeşehir University Hospital Medical Park Göztepe, Altınbaş University Hospital Medical Park Bahçelievler and İzmir University of Economics Medical Park İzmir hospitals
2020	Turkish Ministry of Health Quality Standards
2020	Surgical Review Corporation Center of Excellence Certificate- Liv Hospital Ulus

PERFORMANCE INDICATORS

Corporate Governance

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

The capital structure of the company is as follows as of 31 December 2020

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

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

The 1,613 thousand shares purchased by Sancak İnşaat from the publicly traded portion were sold on 24 September, 2018. 126 thousand shares were purchased by İzzet Usta and 18 thousand shares were purchased by Adem Elbaşı from the publicly traded portion were sold. An additional 27 thousand shares from the publicly traded portion were purchased by Muharrem Usta.

PERFORMANCE INDICATORS

Economic Performance Indicators

	2020 (TL)	2020 (%)
CREATED ECONOMIC VALUE (REVENUES)	4,014,679	100%
DISTRIBUTED ECONOMIC VALUE	3,799,323	95%
Operating expenses	1,832,866	46%
Benefits to the employee	1,485,402	37%
Benefits to the state	48,138	1%
Benefits to the capital providers	412,389	10%
Benefits to the society	20,528	1%
ECONOMIC VALUE HELD	215,357	5%

Environmental Performance Indicators

Emissions

Emission	tons of CO ₂ e
Scope 1	12,212.02
Scope 2	59,371.52
Scope 3	1,670.20
Total	73,253.74 (*)(**)

*Scope 1 and Scope 2 emissions are calculated with natural gas, fuel oil for heating and electricity consumption of 24 hospitals. The emission calculation related to vehicle use includes the fuel consumption of our vehicles in 27 hospitals and the fuel consumption of our rental vehicles under our responsibility.

** Scope 3 emissions include emissions arising from business flights and the disposal of waste generated as the result of our activities. The waste data used includes emissions resulting from the disposal of medical and hazardous waste of our 27 hospitals. Incineration of hazardous and medical waste is considered to be the waste disposal method.

Direct Energy Consumption from Non-Renewable Resources (Scope 1)

	2020
Gasoline (GJ)	675.28
Diesel (GJ)	12,277.39
Fuel Oil (GJ)	9,974.90
Natural Gas (GJ)	209,660.18
Total(*)	232,587.75

(*) Gasoline and diesel values include the fuel consumption of our vehicles in 27 hospitals and the fuel consumption of our rental vehicles under our responsibility. Natural gas and fuel oil values are the heating data of our 24 hospitals.

Indirect Energy Consumption from Non-Renewable Resources (Scope 2)

	2020
Electricity (GJ) (*)	395,590.35

(*) Electricity values are the electricity consumption data of our 24 hospitals.

Hazardous Wastes

According to Type	2020
Hazardous Waste (Tonnes)	248
Medical Waste (Tonnes)	2,489
Total	2,737

Hazardous and medical waste data belong to our 27 hospitals.

Water Consumption

Our Water Consumption (m³)	2020
Water	765,102

Water consumption data belongs to our 24 hospitals.

Social Performance Indicators

Employee profile

Total number of employees		
	Payroll	Non-Payroll
Personnel	8,884	20
Doctor	681	1,547
Nurse	3,911	0
Intern	299	212
Subcontractor	0	2,470
Total	13,775	4,249

Distribution of Employees According to Age

	Female	Male
Under 30	5,790	2,412
30-50 years	4,771	3,632
Over 50	504	915
Total	11,065	6,959

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

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

Distribution of Executives According to Age

	Female	Male
Under 30	0	0
30-50 years	2	1
Over 50	1	3
Total	3	4

PERFORMANCE INDICATORS

Distribution of Employees According to Contract Type and Gender

	Female	Male
Payroll	9,152	4,623
Non-Payroll	1,913	2,336
Total	11,065	6,959

Distribution of Employees According to Contract Type and Workplace

	In Istanbul, Ankara, Izmir	Outside of Istanbul, Ankara, Izmir
Permanent	7,246	6,529
Temporary	2,279	1,970
Total	9,525	8,499

Distribution of Employees According to Employment Type and Gender

	Female	Male
Full time	10,975	6,767
Part time	90	192
Total	11,065	6,959

Distribution of Board of Directors Members According to Their Independent Status

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

Distribution of Employees According to Seniority

	Female	Male
0-6 Months	2,666	1,480
6 Months-2 Years	2,465	1,623
2-5 Years	3,389	1,955
5-10 Years	1,881	1,352
10 Years and Above	664	549
Total Number of Employees	11,065	6,959

Distribution of Executive Managers According to Gender	
Female	3
Male	4

Distribution of the Members of the Board Of Directors According to Gender	
Female	2
Male	4

Distribution of Disabled Employees According to Gender	
Female	105
Male	237

Types of Training Provided to Employees	
	2020
Remote and Video Training	221
Leadership and Personal Development training	49
In-Class Training	10,741

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

Average Hours of Training Provided to Employees	
	2020
Personnel	14.7
Nurse	32.7
Doctor	5.2
Subcontractor	7.5
Intern	30.2

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