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Message from CEO

We consider Vodafone's role in the economy and society from a broad perspective. The most important building block of our redefined worldwide business culture is to be a purpose-led company. **Our goal is to connect people for a better future.** Using our core business, we aim to create a digital society that supports socioeconomic development, embraces everyone, and cares about the future of our planet. From this perspective, we made a promise to the whole world: We will improve the lives of 1 billion people and halve our environmental impact from our operations by 2025. We believe that a sustainable environment is critical to society and future generations. Accordingly, we made sustainability an essential part of our business. The products and services that we develop focus on improving the quality of life, making life easier and fully integrating with the age of digital economy.



This year, we developed **Vodafone Turkey Sustainability Narrative** to guide our sustainability efforts and to optimize the use of our potential to create value for the stakeholders in our industry. We established a **Sustainability Committee** in charge of spreading this narrative that is fully aligned with our material issues to all divisions of our company, executing the sustainability strategy and carrying out respective projects. This Committee and its Work Groups will enable us to both

contribute to Sustainable Development Goals and carry out purpose-led operations. We continue to develop products, services and projects for **Women's Empowerment**, one of our areas of focus. We touched the lives of 54,000 women until today with the Women First in Entrepreneurship project that we launched to support female entrepreneurship. We issued Procedure on Fighting against Domestic Violence to create awareness regarding violence in the family and to support our employees. Training young people to ensure they have the digital skills required by this age is crucial for sustainable development. We continue programs such as Discover focused on the **Youth Skills and Jobs**. The Coding Tomorrow project, launched to introduce coding to children, completed its second year and reached 43,000 children. We invest in **Energy Innovation** to fight against climate change and improve waste management. We reduced our energy density by 64% within the last two years by improving the energy efficiency in our base stations with the use of latest technologies. In Adana Cloud Technology Centre, we implemented the largest solar energy plant in Turkey to directly energize a data centre.

We are pleased to present our Sustainability Report covering all such efforts carried out in line with our main principles of transparency and accountability. As Vodafone Turkey, we will continue our projects and investments for a sustainable future. I thank all our stakeholders that contribute to these goals.

Colman Deegan
CEO , Vodafone Turkey





About the Report



In Vodafone Turkey Sustainability Report 2019, we share our economic, corporate governance, environmental and social performance during the fiscal year between 1 April 2018 and 31 March 2019. We measure our progress within the framework of our strategy, developed in line with the Vodafone Group goals.

This report has been prepared according to the core option of GRI Standards published by Global Reporting Initiative (GRI) and is structured according to the material issues determined in line with our sustainable business strategy. While the report is a Communication on Progress for the United Nations Global Compact (UNGC) that we have signed, it also includes our contributions to Women’s Empowerment Principles (WEPs) and United Nations Sustainable Development Goals (SDGs).

You can contact surdurulebilirlik@vodafone.com for your questions and remarks about the report.

¹ Vodafone Turkey refers to the total of Vodafone Telekomünikasyon A.Ş., Vodafone Dağıtım Hizmetleri A.Ş., Vodafone Teknoloji Hizmetleri A.Ş. (OXYGEN), Vodafone Net İletişim Hizmetleri A.Ş., Vodafone Holding A.Ş., Türkiye Vodafone Vakfı, Vodafone Bilgi ve İletişim Hizmetleri A.Ş., Vodafone Elektronik Para ve Ödeme Hizmetleri A.Ş. and Vodafone Mobile Operations Limited. Vodafone Mobile Operations Limited (Turkish Republic of Northern Cyprus) is only included in the Report while disclosing financial performance.





Vodafone Turkey

Vodafone in Figures

23.7 Million Mobile Customers		27% increase ³ 885,000 Fixed Broadband Customers	
TRY 1.5 Billion Investment		TRY 10.5 Billion Organic Service Revenue	
TRY 4 Million ² Social Investment		3,137 Employees	
1,040 Stores		540 Vodafone Turkey Volunteers	
17% increase ⁴ TRY 15.3 Million 4.5G Customers			

² 4.077.422,49 TL
³ compared to the previous year
⁴ compared to the previous year

Vision

Leading the digital transformation in Turkey.

Mission

To be a more agile and faster company which is also lean and ready for the digital future in regard to our employees and customers.

Values

We provide fast, high-quality, simple and reliable services to enhance our customers' lives and to support them in enjoying diverse opportunities and realize their potential.

As an international company with local roots, we are within the body of Vodafone Group, one of the largest telecommunication companies across the globe. We are a customer-oriented, innovative and competitive company. With our vision to lead the digital transformation of Turkey, we support the individuals and institutions to prepare for the digital codes of the future. Our strategy is based on deepening the customer experience, offering the best gigabit networks, scaling our platforms, thinking “digital first”, radically simplifying, and adopting agile ways of working.





■ **BEETECH 2018 Technology Awards**
“Intellectual and Industrial Property Rights” Award in “Large Scale Company” category with OKSIJEN

■ **Kristal Elma Awards**
6 Crystal, 3 Silver, 7 Bronze and 1 Press Award for products and services including the Vodafone Pet Tracker

■ **The Mobile Marketing Association (MMA) Smarties Awards**
13 awards for products and applications including the Vodafone IoT Smart Watch



■ **MediaCat Felis Awards**
9 Felis Awards in 6 branches and 14 Achievement Awards in 8 categories with important projects including Equalmeter

■ **2018 Spotlight Awards - Global Communications Competition**
Gold Award in “Sustainability Report” category

■ **Stevie International Business Awards**
1 Gold Stevie and 3 Silver Stevie Awards for our efforts including the Sustainability Report and the “Life Stages” study of our Human Resources department





We are among the biggest foreign direct investors in Turkey. We continued to offer our services to millions with an investment of TRY 1.5 billion and to support Turkey’s economic development.



Our Financial Performance and Economic Impact

We are among the biggest foreign direct investors in Turkey. We also continue our strong growth with the impact of our “We are the Digital, We are the Future” program aiming to become a more agile, faster, simpler digital company.

Our goal is the end-to-end digitalisation of Turkey. Within the scope of this goal, we offered our services to millions with an investment of TRY 1.5 billion in the fiscal year of 2018/19. We continued to support the economic development in Turkey with the taxes paid through the customers that benefit from our services (VAT, special communication tax etc.).

The organic service revenues reached TRY 10.5 billion with an increase of 14% compared to the previous financial year. Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) reached TRY 3.3 billion with an 18% increase. The Operational Free Cash Flow was recorded as TRY 1.9 billion within this period.

Our Contribution to Public Policies

Public policies in the telecommunication industry should be developed in line with the technological developments and to enable healthy competition. We assume responsibility for this objective, and follow the respective regulations both in the world and Turkey closely. We exchange information with regulatory bodies, public institutions, non-governmental organisations and the public to contribute to the welfare of consumers.

To this end, we endeavour to;

- Identify the best policies based on international examples by reviewing the existing regulations,
- Increase the global competitiveness of Turkey by encouraging the development of policies that contribute to its digital transformation,
- Raise awareness regarding the social and economic benefits of digitalisation,
- Enable the information and telecommunication industry to have an impact on every fields of the economy and to improve efficiency and effectiveness by facilitating the digitalisation of the economy,
- Implement competition policies effectively and oriented to the purpose,





- Overcome the legislative obstacles through mutual solutions in order to offer products and services benefiting social welfare and development,
- Take steps for the legislation amendments required to facilitate the new generation technology to meet the customers,
- Encourage investment, R&D and innovation in fixed and mobile broadband infrastructure, network and services,
- Use limited resources, particularly with frequencies, effectively and efficiently.

Our Contribution to Local Employment

We contribute to the economy while creating benefits for society with our products and services. Local job creation is an important part of our economic impact.

At Vodafone Turkey, we directly employ 3,137 employees and support local economic development through our operations in different regions of Turkey. Considering the indirect employment generated through suppliers, store and outsourced employees, we offer employment opportunities to more than 40,000 people in total.

As Vodafone Turkey, we plan our call centre investments in a way that it contributes to economic and social development, and we try to generate employment opportunities to the youth. We employ almost 5,000 people at our call centres founded all around in Turkey, such as Istanbul, Ankara, Izmir, Samsun, Konya, Şanlıurfa, Afyon, Malatya, Elazığ and Adana with an investment amount totalling up to almost TRY 900 million.

We opened our 11th call centre in Van in 2018. Almost 380 young individuals are working at the centre launched with world-class technologies and a total investment close to TRY 10 million, and 64% of the workforce is composed of women. Our centre has the capacity to respond to monthly 2,25 million, annually 27 million minutes of calls, and responds to 9% of the call received by Vodafone Turkey Customer Services. We aim to help the young population of the region achieve their career and future goals with this call centre investment. Furthermore, we opened 16 kindergartens in Van with the First Step to Future project in cooperation with Ministry of National Education and Mother Child Education Foundation (AÇEV), enabling 1,930 children in Van to receive pre-school education until today.

In the city of Van, we have invested approximately TRY 61 million in 5 years, providing employment opportunities to 505 people in 13 stores.





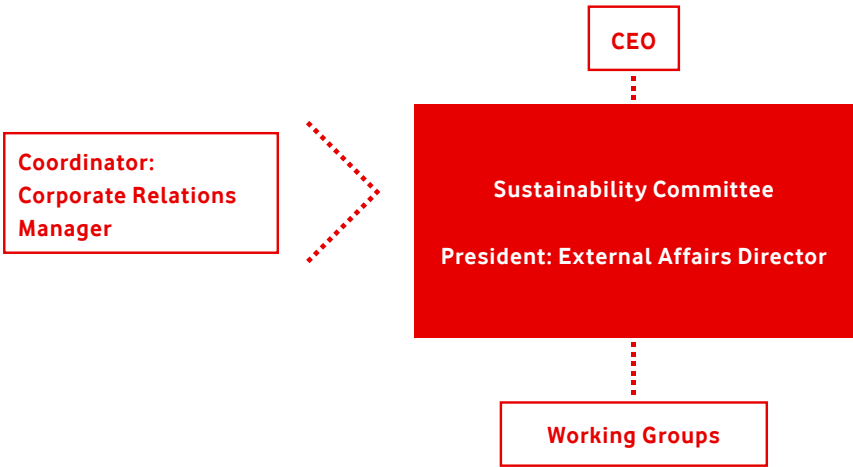
Sustainable Business Strategy

As Vodafone Turkey, we lead digital transformation, and impact the lives of individuals and organisations directly and indirectly. We are preparing society to a better future. We focus on areas in which we can most effectively use the value creation potential of our industry. The Sustainable Business Strategy developed by the Vodafone Group guides our sustainability efforts. We determined our sustainability road maps in the fields of Digital Society, Inclusion for All and Planet considering our material issues defined following comprehensive stakeholder analysis last year. Our objective is to pioneer sustainable transformation in the industry. And for this goal, we localized the sustainable business strategy of Vodafone Group considering the needs, local requirements and stakeholder expectations in Turkey, and created Vodafone Turkey Sustainability Narrative.



Sustainability Management

Within the scope of our sustainability strategy, we designed a regular management structure within the company in order to encourage different divisions to embrace this subject. We established an organisational structure including a Sustainability Committee and Working Groups to ensure a systematic sustainability management. Directly reporting to the CEO and composed of potentially three working groups, the Sustainability Committee takes decisions within the framework of our sustainability strategy, monitors the progress in targeted areas, and develops large scale projects that are in line with the goals of Vodafone Group and Turkey.



Vodafone Turkey Material Issues and Scope

We care about the impact of our business on our stakeholders and our stakeholders' impact on our business. We create value through this interaction. Focusing on the material topics by prioritising them gives us the opportunity to scale the value we create.

Last year, we carried out a materiality analysis in line with AA1000 Stakeholder Engagement Standard by cooperating with an independent consultancy. With an holistic approach, we identified our high-priority issues after considering both the local and global trends.

While identifying the materiality for our stakeholders;

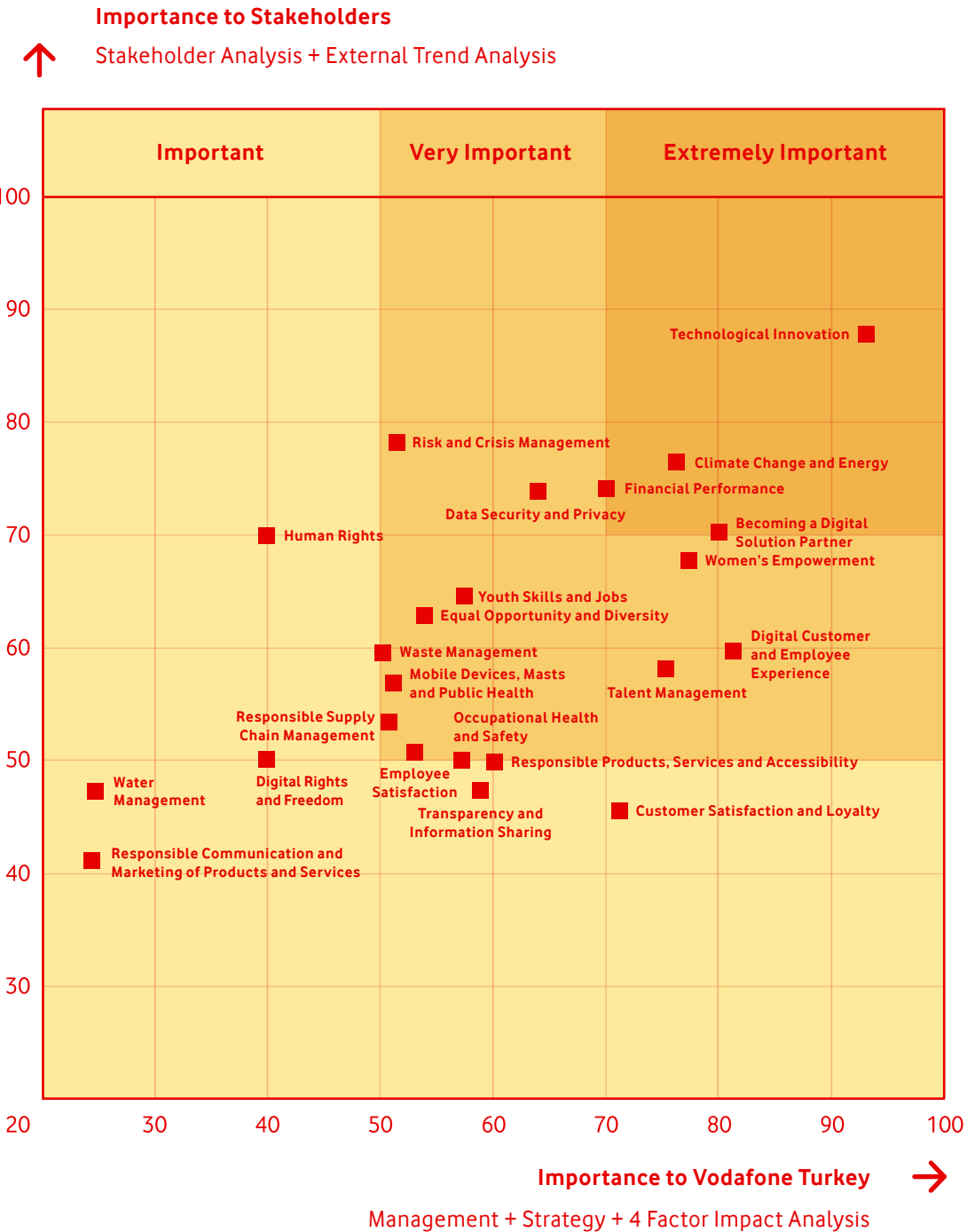
- We collected opinions of stakeholders through a stakeholder analysis.
- We identified the trends in the global agenda and industry through an

external trends analysis. We also included the issues highlighted by international organisations and global sustainability indices.

While analysing the materiality for Vodafone Turkey;

- We investigated the opinions and expectations of the management through face-to-face interviews and focus group meetings. Additionally, we evaluated the strategic areas driving the company.
- We evaluated the financial impacts and risks, as well as the legal impact by using Four Factor analysis of SASB (Sustainability Accounting Standards Board). Likewise, we discussed the competitive advantages and innovation opportunities of the issues.

This year, we have also conducted a strategic analysis and updated materiality analysis accordingly. Thus, waste management is now been included among our top priority issues in accordance with corporate and industrial concerns.



Material Issue	Scope of the Issue	Relation to Sustainable Development Goals	Respective Section
■ Technological Innovation	The impact of the transition to digital technologies are felt more and more in every area of life every day. We follow rapidly developing technologies such as robotics, Artificial Intelligence (AI) and Internet of Things (IoT) closely.		Digitalisation Energy Innovation
■ Becoming a Digital Solution Partner and Digital Customer Experience	We offer fast, high-quality and inspiring products and services to individuals and corporations in line with our vision to lead the digital transformation journey of Turkey. By digitalising the customer experience, we facilitate their lives and help them fulfil their potentials.		Digitalisation Energy Innovation
■ Women’s Empowerment	To achieve our dream of a better future with healthy, educated and informed generations, we must first ensure gender equality. By taking steps towards gender equality and equal opportunity, we support women’s empowerment.		Women’s Empowerment Our Employees
■ Climate Change and Energy	We prioritise the fight against climate change which is one of the biggest issues of our age. We regularly monitor the consumption values at the base stations and technology centres where we consume the highest energy. We manage our energy consumption both in line with our internal policies and the international standards.		Energy Innovation



Material Issue	Scope of the Issue	Relation to Sustainable Development Goals	Respective Section
■ Financial Performance	A strong financial performance is the precondition of creating the highest level of shared value and change in areas of value. We are among the biggest foreign direct investors in Turkey.		Vodafone Turkey
■ Data Security and Privacy	The issue of data security and privacy takes the lead among the risks that are born with digitalisation. We take comprehensive steps at international standards to manage the risks stemming from data security.		Responsible Business and Value Chain
■ Talent Management	We care about the talents we invested to take actions that will provide growth to our company and constantly contributing to our business success. With talent management, we both enable high-potential people to stay within Vodafone and prepare high-potential employees to leadership positions.		Our Employees
■ Responsible Products, Services and Accessibility	We want our products and services to be understood as accurately as possible by our customers. We develop our products with a sense of responsibility to facilitate their lives, and offer facilities to improve their access to them.		Energy Innovation Digitalisation Responsible Business and Value Chain





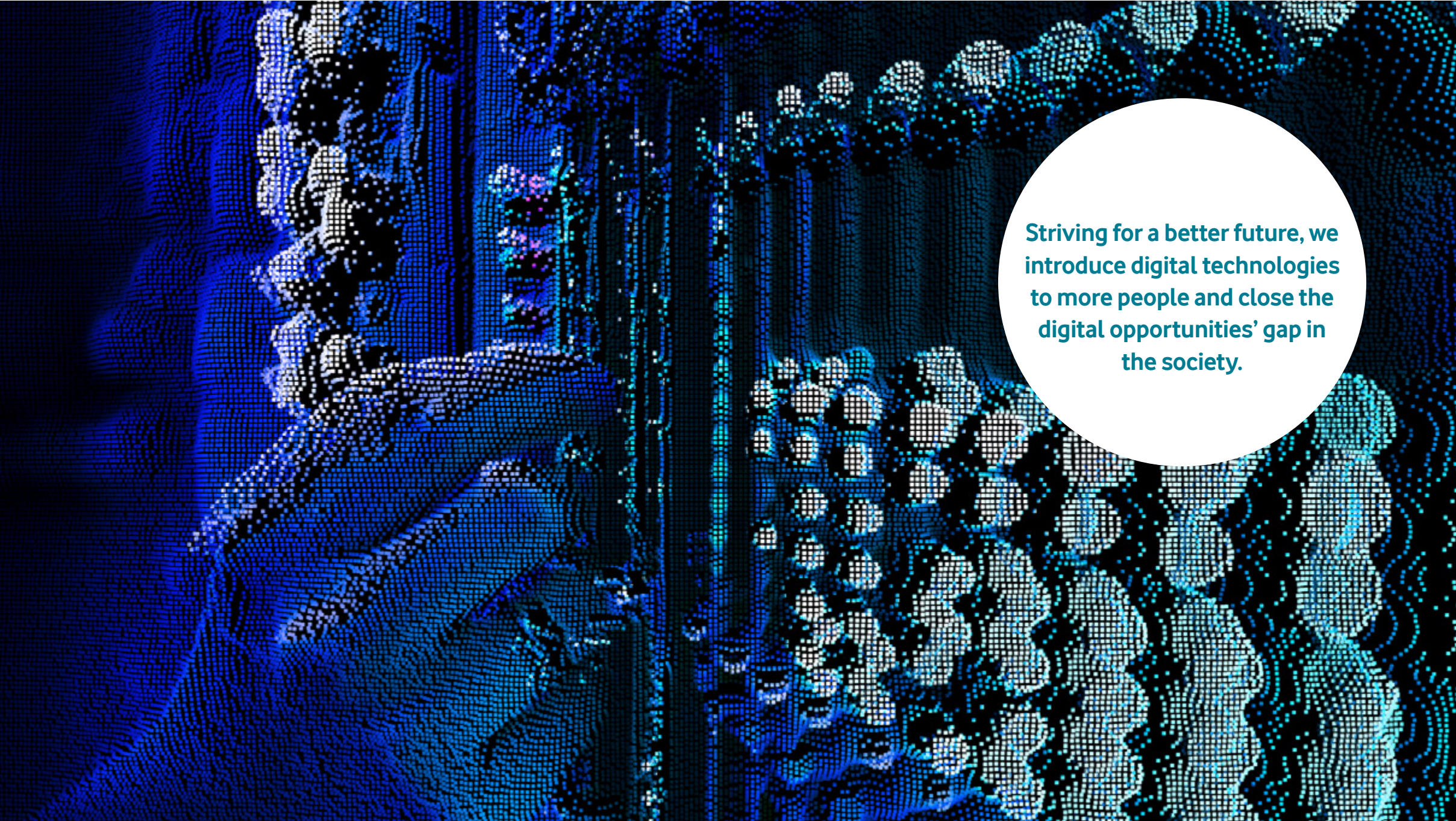
Material Issue	Scope of the Issue	Relation to Sustainable Development Goals	Respective Section
■ Occupational Safety and Health	Protecting the occupational safety and health of our people and creating the ideal working environment are among our top priorities. We commit to being the pioneer in the telecommunication industry in the areas of health, occupational safety and welfare.		Responsible Business and Value Chain
■ Youth Skills and Jobs	Supporting the skill development and employment of the young people is among our strategic priorities. Thus, we support them in developing the skills and talents required for the digital economy, and create employment opportunities.		Youth Skills and Jobs
■ Equal Opportunity and Diversity	Creating an inclusive corporate culture that respects the differences of its people is our goal. We manage all work processes with this approach, and grow together with the diversity in the work environment.		Women's Empowerment Our Employees Youth Skills and Jobs
■ Responsible Supply Chain Management	We carry out our business processes with numerous suppliers. We are developing a strong supply chain management to maintain the high standards that we embraced. The set rules and regulations enable us to manage the risks concerning the supply chain effectively. Thus, we improve the quality of the products and services that we offer, as well as our competitiveness.		Responsible Business and Value Chain



Material Issue	Scope of the Issue	Relation to Sustainable Development Goals	Respective Section
■ Mobile Devices, Masts and Public Health	Managing issues such as public health that are affected by our operations composes an important part of our sustainable management approach. Thus, we display an open and transparent attitude towards any concerns that may arise in the society.		Responsible Business and Value Chain
■ Risk and Crisis Management	We carry out awareness efforts to act fast and in a timely manner as a company in case of disasters and other emergencies, and to contribute to the society that we operate in.		Responsible Business and Value Chain
■ Employee Satisfaction and Digital Employee Experience	Our people are our greatest assets. We want them to create value for a long time in our business with satisfaction in the digital experience and improvement opportunities offered to them at Vodafone.		Our Employees
■ Waste Management	Equipment and devices that are replaced or no longer used as a result of developing technology must be disposed of appropriately. With our operations, we focus on reducing the electronic waste created as a result of our operations, products and services, and increasing their recycling rate.		Energy Innovation

Stakeholder Communications

Stakeholder Group		Communication Tools
Level of Impact	Direct Economic Impact	Employees Sustainability Report ■ Red Loves Green Internal Communication Channel Digital Office Screen ■ Orientation Program
		Customers Call Centres ■ Sales Channels and Dealers ■ Sustainability Report Vodafone Media Centre ■ Vodafone Turkey Social Media Accounts My Vodafone App
		Suppliers Sustainability Report ■ Supplier Performance Management Vodafone Media Centre
	Indirect Economic Impact	Government Agencies and Regulatory Bodies Information Reports ■ Sustainability Report
		Business Partners and Initiatives Dealer Portal ■ V-Star App ■ Sustainability Report Vodafone Media Centre
		Non-Governmental Organisations and International Organisations Sustainability Report ■ Vodafone Media Centre Stakeholder Mailings
		Media Vodafone Official Website ■ Sustainability Report ■ Vodafone Media Centre Vodafone Turkey Social Media Accounts
		Universities Sustainability Report ■ Stakeholder Mailings
	New Opportunities, Insights and Perception	Think Tanks Sustainability Report ■ Vodafone Media Centre

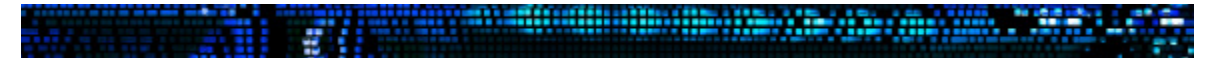


Striving for a better future, we introduce digital technologies to more people and close the digital opportunities' gap in the society.

Digitalisation



In line with our vision to lead digital transformation, we develop information and communication technologies, and create exemplary best practices.



Digitalisation is seen as the strongest transformation factor today. This age, which we refer to as the digital economy age due to the widespread digital technologies, brings many innovations and opportunities along with itself. However, the digital inequality in accessibility for these opportunities must be eliminated to ensure full integration. For this, the need to improve digital skills and to facilitate and accelerate internet access stand out. Companies are required to review their business methods and launch innovative products and services in order to keep up with digital transformation. As Vodafone Turkey, we develop information and communication technologies, and constantly improve efficiency in line with our vision to lead digital transformation. Thus, we contribute to both our customers and to the economy with respect to digitalisation and access to products and services.





Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

Our Contribution

■ 9.1. Universal access to information and communication technologies ■ 9.2. Promote inclusive and sustainable industrialisation ■ 9.4. Upgrade all industries and infrastructures for sustainability		■ We increase the areas of use for access to innovative technologies such as IoT, and generate new need-oriented solutions through customers. ■ We develop infrastructure with mobile communication technologies and base stations. ■ We offer solutions exceeding the demands of the customers in subjects that are creating opportunities for the business world, such as Industry 4.0.
■ 17.16. Increasing the number of partners sharing knowledge, expertise, technology and financial resources to support achievement of SDGs.		■ We establish multi-stakeholder partnerships to scale the applications, products and opportunities that will be developed in the digitalisation.
■ 12.a. Increasing technological capacity for sustainable consumption and production		■ We develop technological innovations and IoT apps to improve Industry 4.0.

Vodafone Vitrin

We launched Vodafone Vitrin program to add value to the scale-up ecosystem in Turkey. We collaborate with companies that provide digital services or products to our customers via mobile apps. The Vodafone Vitrin member companies with recognized performances start the program with a financial support of TRY 500,000 in the Silver segment, and get the chance to raise the level of their segments at the end of performance reviews held every 6 months. Vodafone Vitrin members are also assisted in business promotion, training, IT support and operational issues besides financial support. The companies that succeed in the Turkish market with Vodafone Vitrin will get the chance to go global and reach customers in all the other countries that Vodafone is operating in.

OKSIJEN



Our global innovation company OKSIJEN (Vodafone Teknoloji Hizmetleri A.Ş.) continues its efforts at the ITU ARI Technocity to lead the digital transformation of Turkey. OKSIJEN, which is an important employment centre in the field of R&D with its team of 239 people, also produces innovative products and services for corporates and customers. Until today, OKSIJEN has received 78 R&D projects and 329 patent applications.





At the BEETECH 2018 Technology Awards organized by ITU ARI Technocity, we received the “Intellectual and Industrial Property Rights” award in the “Large Scale Firm” category. For the third time, we became the highest patent applicant with 60 applications in total.



ITU Vodafone Future Lab



We established Vodafone Future Lab, the smart technology centre producing new technologies, with the partnership of Istanbul Technical University. Our objective is to build on the local and national economy, and create the digital future of Turkey. Hosted by ITU Vodafone Future Lab inside Istanbul Technical University’s IT Institute, we organized the first Future Lab Partner Day, where technology production and global exports were discussed by the Vodafone R&D Team and ITU doctorate students. Future Lab, home to 34 different types of technology and has 30 business partners, will continue to support the digitalisation of Turkey in the following years.

Currently, 7 graduate and 1 undergraduate R&D projects supported by Vodafone Turkey and coordinated by ITU are being carried out by 21 students at Future Lab.

FreeZone Studio



Turkey’s first digital music studio Vodafone FreeZone has held 6 live concerts so far. The concerts were broadcast live from the Vodafone FreeZone Youtube channel and young people from all over Turkey enjoyed these performances like never before.

This year we held the second iteration of the “Son Ses” Online Music Contest, organized to discover new young voices of Turkey. We reviewed more than 6,800 participants, whose finals were held in Vodafone FreeZone Studio inside Vodafone Park, and welcomed famous names as our jurors. The winner of the contest got a chance to release an album.



My Vodafone App



With My Vodafone App (Vodafone Yanımda), we enable our customers to perform many transactions on digital environment without needing to go to dealers or use call centre. By enabling our subscribers to digitalize and save time with this app allowing all mobile transactions, we also reduce costs. Thanks to our recently initiated cooperation with Masterpass, the new digital payment solution of Mastercard, we facilitated topping up mobile money and paying bills on My Vodafone App.



Mobile Financial Services

Increasing access to financial services is important for financial inclusion and sustainable development. Where digital technology is currently at makes mobile financial services much more important. Vodafone Electronic Money Payment Services Inc. (VEPAŞ) gathers all payment systems of Vodafone under a single roof, allowing us to continue offering innovative solutions and services regarding Fintech, one of the most important phases of digital transformation. With Vodafone Pay, we provide services in various areas ranging from payment by reflecting to mobile phone invoices to shopping without risk with prepaid cards, from money transfer to insurance premium payments with mobile payments.





Digital Score Application

We continue to hold Turkey Technology Meetings in different cities under the body of TOBB, the support of Ministry of Industry and Technology, and Ministry of Trade. Aiming to provide support to SMEs in their adaptation to rapid digitalisation, Turkey Technology Meetings are held under the theme of “Digital Transformation, E-commerce and E-export for SMEs”. We measure the digitalisation levels of SMEs and local companies, and score them. Based on these scores obtained with Digital Score Application, we provide support and consulting to participating companies. Overall Turkey score, which was only 53 when we started, has increased to 63 thanks to our support and consulting within the last year.

V by Vodafone

The Vodafone personal IoT product family V by Vodafone enables customers to monitor whether their children, elderly members of the family, pets, bags and cars are safe via the mobile application and offers different features developed for each product; Like the V-Helper’s pulse measurement and medication reminder features. With V by Vodafone reaching 40,000 users via 5 products which are V-Kids Watch, V-Helper, V-Pet, V-Auto and V-Bag, we offer a smart product family which is always connected and can be setup via the mobile app. By adding more IoT products to the V by Vodafone product portfolio, we will continue to provide innovative solutions and services so that our customers can connect more and control better.



Other Practices

Positioning ourselves as the digital solution partner for customers is our main priority. We also attain environmental gains through innovative practices that improve the digital experience and customer happiness.

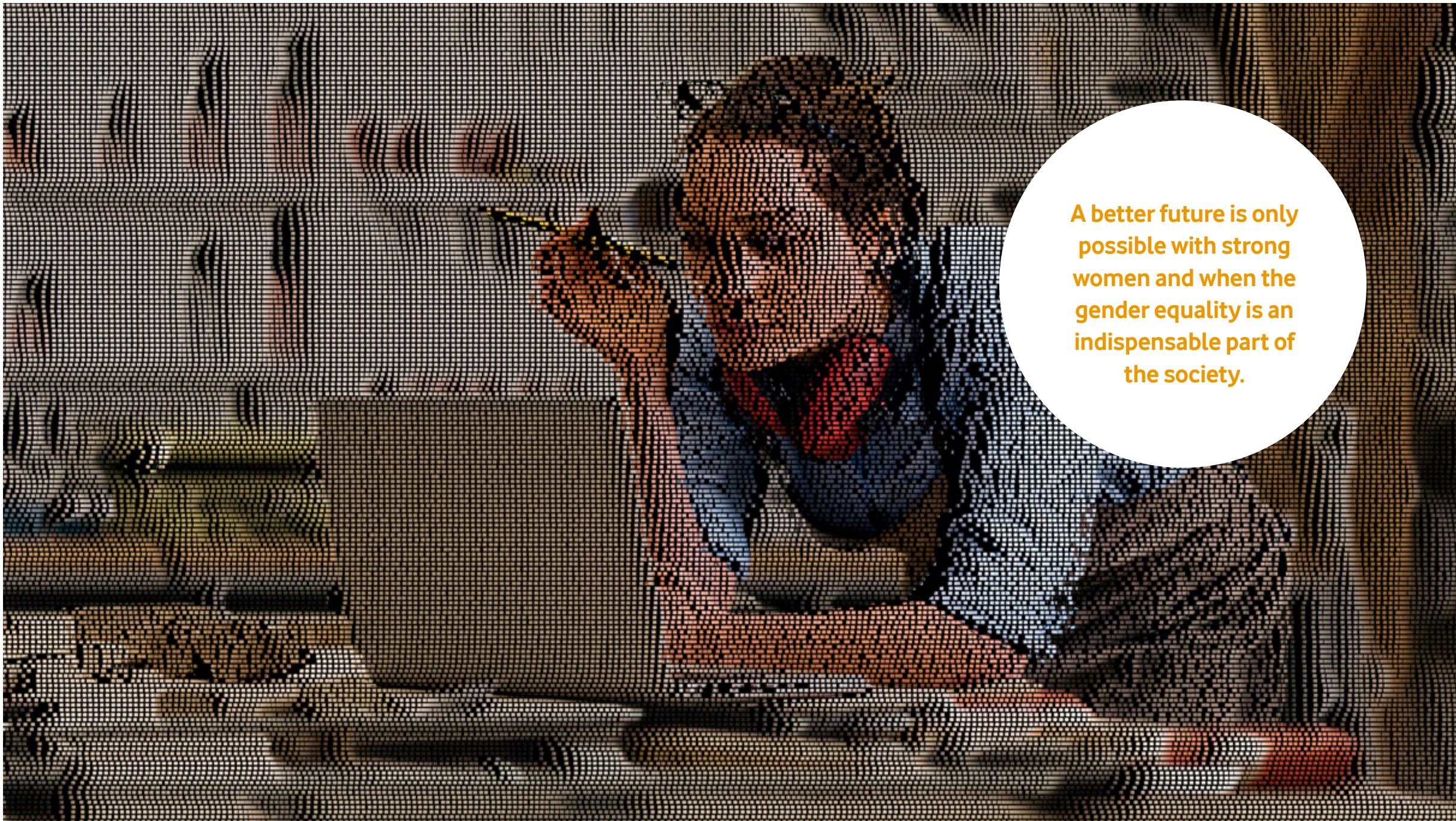
We sign subscription agreements virtually with Biometric Signatures, making sure to minimize human error. This practice digitalizes the shipping

process and decrease the number of lost documents, in turn increasing customer happiness and preventing unnecessary paper waste. Since April 2019, we have completed 3 million transactions through biometric signatures and digitalized 13.5 million documents to prevent the loss of 231 mature trees.

We securely record personal information with Digital ID and prevent impersonations. So far, we have completed 6 million transactions with digital ID and digitalized 8.5 million documents to prevent the loss of 145 mature trees.



Women's Empowerment



A better future is only possible with strong women and when the gender equality is an indispensable part of the society.





Women’s Empowerment



We aim to enable access of more women to technology to fight for gender equality and fulfil the needs of qualified workforce in the digital economy.



The role of digital technologies in the establishment of gender equality is growing every day. The transformative effects of mobile technology have direct impacts on daily life. Mobile technologies offer effective solutions to empowering women physically and economically, fighting for gender equality in businesses and education, and fulfilling the qualified workforce needs of the digital economy. Giving women access to technology gives them the means to improve themselves and their skills through training and employment opportunities. As Vodafone Turkey, we aim to enable access of more women to technology and to leave no one behind.





Vodafone Global 2025 Goals

As Vodafone Turkey, we contribute to Vodafone Group’s goals concerning women’s empowerment.

- To connect an additional 50 million women in developing markets to mobile.
- To become the world’s best employer for women by 2025.

The main transformation areas that we focus on for empowering women:

- Facilitating women’s access to mobile technologies
- Ensuring gender equality for the digital economy
- Offering employment opportunities to women and improving their competencies

Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

Our Contribution

- 4.1. Providing high-quality education to all girls and boys
- 4.4. Increasing the rates of employment, decent work and individuals with entrepreneurship-oriented technical and occupational skills
- 4.5. Removing gender inequality in education, ensuring equal access to vulnerable populations in education and occupational training
- 4.a. Establishing non-violent, inclusive and effective learning environments that are sensitive about gender equality and safe for everyone



- We work on projects that will close the digital gap with respect to social gender and strengthen the female customer base.
- We try to raise awareness.
- We develop mobile communication technology apps to prevent violence against women.
- We design programs contributing to female leadership and competency.
- We offer accessible, affordable products and services.

- 5.1. Ending all discrimination against women and girls everywhere
- 5.5. Providing equal opportunities for the full and effective inclusion of women in decision-making processes of political, economic and social life
- 5.b. Developing the use of enabling technologies, particularly information and communication technologies for women’s empowerment



- We work to provide quality training to women, particularly to improve their competencies in the business world.

- 8.3. Supporting decent employment, entrepreneurship and innovation, encouraging micro, small and medium scale organisations by enabling their access to financial services
- 8.5. Ensuring all women and men have access to full and productive employment and decent work, and embracing ‘equal pay to equal work’ principle



- We design practices that provide equal opportunities to women in employment and facilitate their participation in business life.





Vodafone Against Domestic Violence

Gender equality and prevention of violence are the basic conditions of social and economic development. According to the study conducted by Vodafone Group Foundation with 1,725 employees working in different industries and companies in 9 countries including Turkey, 1 of every 3 employees is exposed to domestic violence. Two thirds of the study participants indicate that the domestic violence affects their careers negatively. As Vodafone, our objective is to provide a safe work environment based on equality, with zero tolerance to all types of violence. Thus, we issued the Procedure on Fighting against Domestic Violence. The procedure covers up to 10 days of paid leave, financial support and other support such as 24/7 access to the Domestic

Violence Support Line to employees affected from direct or indirect domestic violence. Prepared by Vodafone Group Foundation, we have translated toolkit on domestic violence and abuse at work, written by Gender Equality Expert Dr. Jane Pillinger, in a way that can be used by all managers/employees and presented it to our stakeholders as an easy-to-ready Turkish booklet. The guide includes the definitions of violence, the impact of violence in the workplace, the possible actions that can be taken by the employees and managers to minimize these impacts through case studies.

⁵Vodafone Domestic Violence and Abuse-Policy Guide

Easy Rescue



We aimed to raise awareness regarding violence against women as Vodafone Turkey Foundation. In line with our Technology Serves Life approach and with the support of Ministry of Family, Labour and Social Services, we improved the Easy Rescue application that we launched in 2014. We have added the “Walk me Home” feature to the app. Thanks to this feature, women can now share their route/locations in a journey or an environment that they may feel insecure at with 3 individuals, and be monitored by these individuals via the app. This app can be used on smart mobile devices free of charge.



Equalmeter

KIRMIZI ÇİZGİ

Hürriyet

Language is the skeleton of society. People use consciously or unconsciously discriminatory words in their daily lives and even in major media channels. We believe that correcting our language with the insight that discrimination and violence begin in language will be the key to preventing gender discrimination.

With this in mind, we developed an AI technology, a first in the world, which finds and corrects discriminatory words in digital publications, and we started to use this technology in the framework of our cooperation with Hürriyet. The Equalmeter has analyzed 2,800 columns on Hürriyet.com.tr since July 2018. The Equalmeter button on Hürriyet.com.tr website has been viewed 41 million times and

converted into 780,000 actions. While the rate of sexist words identified in the articles of the writers was 11% before the Equalmeter, this rate initially dropped to 7% after the Equalmeter and became 0% as of January 2019.

In the second phase of the project, we cooperated with Star TV. We identified the sexist phrases in the TV series Erkenci Kuş and İstanbullu Gelin broadcasted on Star TV and informed the screenwriters. The viewers tracked the correction from the bands at the bottom of the screen, and shared the sexist language use they want a correction for on social media with #KırmızıÇizgi (referring to Equalmeter).

Equalmeter has a 10% share among the resources we allocate to social investments as Vodafone Turkey. Our goal is to spread this project by ensuring its use both by the publishers and the content producers in a wide spectrum.

First 6 Years Mobile Application



The First 6 Years app that developed in cooperation with the Mother Child Education Foundation (AÇEV) is still ongoing. Thanks to this app, we offer online information to parents with children in the pre-school age, a very important period for personality development. In the First 6 Years app, the parents can benefit from the free storage of 1,200 items including photos, educative videos and animation movies. By the end of March 2019 we have reached more than 500,000 users with this app, featuring content that has regularly been updated and improved.

Please see **Our Employees** section for our programs focused on the women empowerment and employment.



Women First in Entrepreneurship

As Vodafone Turkey Foundation, since 2015 we run the Women First in Entrepreneurship through our cooperation with the Ministry of National Education, General Directorate of Lifelong Learning and Turkish Informatics Foundation(TBV). We sell the handmade crafts of women using the technological opportunities of today. Our goal is to help the inclusion of women, who are left outside the economic life, into economic life and to raise family welfare levels. We provided entrepreneurship and technology training to more than 37,000 women within the scope of this project. As of July 2019, the number of women that our project reached was almost 54,000. The project's e-store, oncekadin.gov.tr has reached the sales figure over TRY 1 million.

In order to reach even more women using technology and to improve the penetration of technology use, we developed the Women First in Entrepreneurship mobile app in 2018. Thanks to this app that transfers classroom training to the digital medium, women from all 81 cities of Turkey got the chance to join our project. Women First in Entrepreneurship mobile app was downloaded almost 30,000 times, and the number of women trained via the app exceeded 10,000.



Women First in Entrepreneurship Contest



In order to support successful entrepreneurial women and inspire other women in the project with their stories as role models, we organize the Women First in Entrepreneurship Competition, and reward the most successful women entrepreneurs with lifeline capital. We also gave an Innovation in Product award to the project participant designing the most innovative product, scored according to the features of the product and their reinterpretations, for the first time in 2019. Thus, the total lifeline capital provided with this contest in the last 3 years reached TRY 120,000.



27





Striving for a better future,
we reduce our ecological
footprint both as a company
and for our customers.



Energy Innovation



While we continue to fulfil the growing customer need on one side, we aim to halve our environment impact and decrease our carbon emissions.



The energy consumption of the telecommunication industry is estimated to increase by 9% every year. Mobile data traffic increased 18 times in the last 5 years, and this increase is expected to accelerate in the following period.⁶ Mobile data traffic and thus energy needs are rapidly rising. However, reducing carbon emissions is critical in tackling climate change. While the demand for our services grows, we need to develop innovative approaches that will minimize the energy use in our sector. While we continue to fulfil the growing customer need on one side, we also aim to halve our environment impact and decrease our carbon emissions. In line with our 2025 climate goals, we are reducing our consumption and emissions with efficient energy management and renewable energy use. Additionally, we are decreasing the carbon footprint of our customers by developing innovative products and services.

⁶ Cisco Visual Networking Index: Global Mobile Data Traffic Forecast Update, 2017–2022 White Paper





Vodafone Global Goals

At Vodafone Turkey, we contribute to Vodafone Group’s goals on environment and climate change.

- To purchase 100% of the electricity from renewable sources by 2025.
- To reduce greenhouse gas emissions by 50% by 2025.⁶

The main transformation areas that we focus on for energy innovation:

- Managing energy efficiently with innovative solutions and using renewable energy
- Reducing energy consumption and greenhouse gas emissions by energy sharing
- Offering products, services and solutions that improve energy efficiency and reduce greenhouse gas emissions

⁶2016/17 is the reference year.

Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

Our Contribution

- **7.2.** Increase substantially the share of renewable energy in the global energy mix



- We are transitioning to renewable energy systems at our base stations in line with our 100% renewable energy target.
- We increase clean energy use by generating resource diversity in our operations.

- **13.2.** Integrate climate change measures into national policies, strategies and planning



- We are reducing greenhouse gas emissions both in operations and in the value chain with energy efficiency projects and IoT solutions.



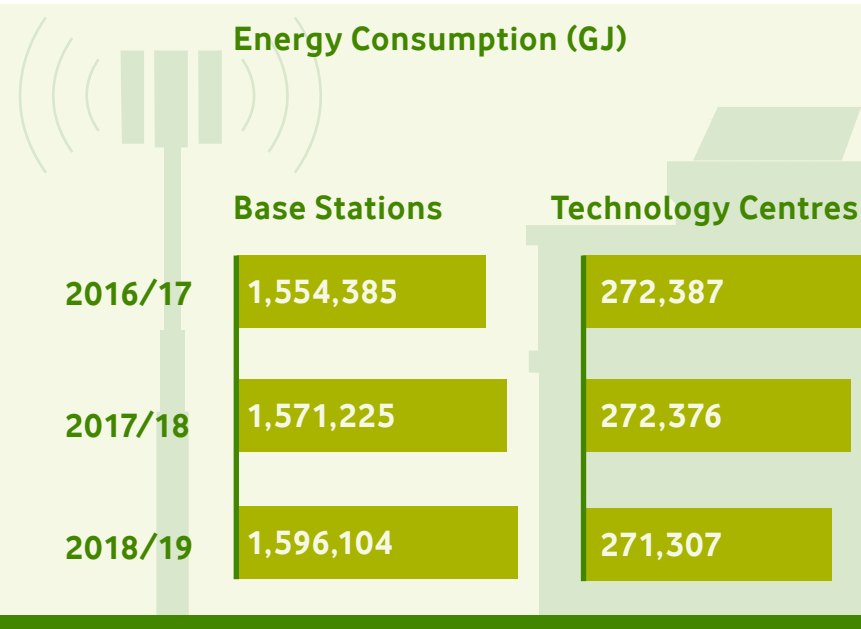


Climate Change and Energy Management

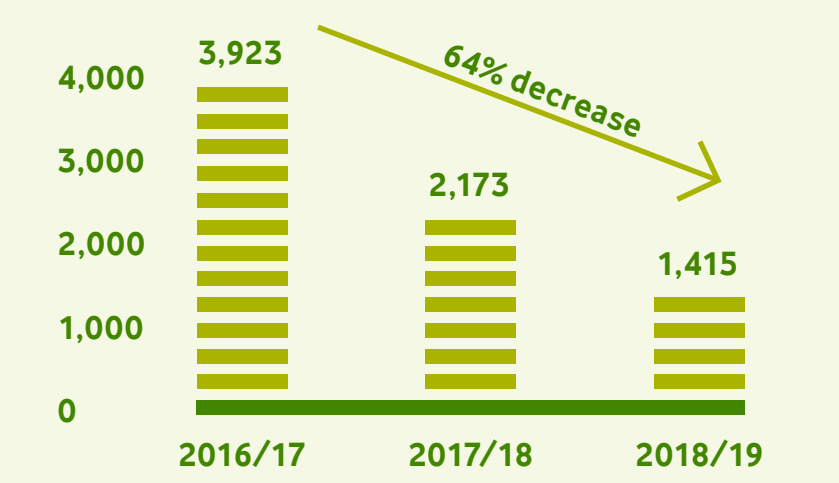
Climate change, the biggest environmental challenge of our century, is in the agenda of the entire business world. To address climate change, all stakeholders from governments to NGOs and the business world must act urgently in a global scale. According to the Paris Agreement signed by governments the goal is to limit the global temperature rise under 2°C in this century. The solutions provided by digital technologies offer significant contributions to tackling climate change. Besides reducing greenhouse gas emissions in our operations, we are also enabling our customers to manage their business processes more efficiently and reduce their carbon footprint with IoT solutions and smart apps that we offer.

Reducing Carbon Emissions in Operations

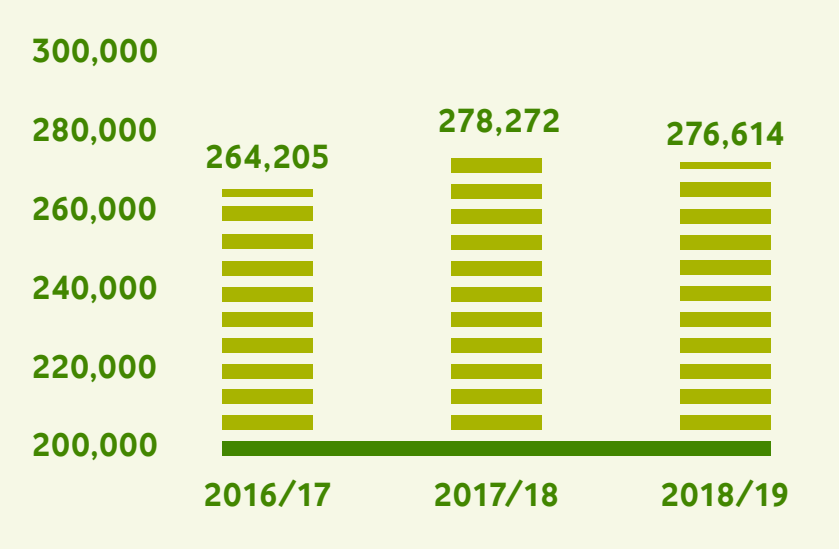
This year, we were able to reduce both the total carbon emissions and the energy intensity of base stations. While reducing the energy intensity of our base stations by 64% compared to 2016 with our energy efficiency efforts and renewable energy use, we kept the total energy consumption of our technology centres constant despite of the growth in our network.



Energy Intensity of Our Base Stations (GJ/ Petabyte)



Scope 1 and 2 Greenhouse Gas Emissions (ton CO₂)





ISO 50001 Energy Management System

We obtained the ISO 50001 Energy Management System Certificate which covers 5 technology centres two years ago. We included 4,261 base stations to the certification scope in the period of 2018/19. We continue to work to include all remaining base stations within the next term.



In the last two years, energy saving of 148,000 GJ in base stations and technology centres, equivalent to the annual electricity consumption of 3,728 households



Energy Efficiency

Energy efficiency is managed in the cope of ISO 50001. Efficiency projects are very important to reach our carbon goal.

Energy Efficiency Program includes efficient management of various aspects. The program covers the replacement of old or inefficient network equipment with new and efficient ones, the modernisation and optimisation of cooling systems, the use of natural ventilation systems, the remote and effective management of generator and energy infrastructure systems, and the effective management of energy subscriptions and renewable energy investments. We continued to replace the energy and cooling systems with more efficient devices and in the last three years we realised different practices such as detecting

and deactivating non-efficient air conditioners, reorganising temperature settings, optimising systems and replacing them with new ones. We started to control the air conditioning units in the data centres and provided efficiency in cooling with artificial intelligence.

In the last two years, with the efficiency projects in technology centres we saved 36,617 GJ of energy, which is almost equivalent to the annual electricity consumption of 925 households. With the efficiency projects in the base stations, we achieved an energy saving over 111,000 GJ equivalent to the annual consumption of 2,803 households within the last two years. All these projects enabled us to save 148,000 GJ of energy in total.

Energy Management System Policy

Energy Management System (EMS) Policy defines the main processes and principles that our energy management is built on. The Energy Team, composed of employees from different divisions, is responsible for the development and operation of EMS.

We aim to ensure the effective operation and control of EMS. Accordingly, defining the required methods, and raising awareness at all levels regarding policies and goals are among the main duties and responsibilities of the Energy Team.

The Energy Team aims to come together at certain times to create new ideas in order to ensure more efficient energy use and to achieve our carbon targets.





Adana Technology Centre aims to generate on average 2,765 GJ of electricity annually using a solar energy system. Carbon emissions will be reduced by 389 tons with this project, which is the largest data centre solar energy project of Turkey. 🎥



Renewable Energy

We install renewable energy systems to base stations as well as purchase renewable energy in order to achieve the 100% renewable energy goal by 2025. With our 66 wind turbines and 9 base stations operating fully with renewable energy, we continue to invest in renewable energy. This year, we began solar hybrid energy station application in 10 base stations. Thus, we supply 25% less electricity from the network at these stations.

At Adana Cloud Technology Centre, one of the five large cloud technology centres of Turkey, we aim to generate on average 2,765 GJ of electricity annually for self-consumption. When the investment, which is expected to reach approximately 4 million TL in total, is completed, 20% of Adana Bulut Technology Centre’s annual electricity need will be met by solar energy. The project, where losses due to shading, cabling and temperature is lowered to a minimum and high-efficiency panels are used, has the largest capacity among the solar power plants that provides energy directly to a data centre in Turkey. Supporting Vodafone’s Green Data Centre strategy, the project will also contribute to reducing our carbon footprint target by 389 tons of CO₂ reduction per year.





Reducing Carbon Emissions of Customers

IoT Solutions

In the field of Internet of Things (IoT) we offer solutions with a broad portfolio including products for various sectors extending from smart equipment to power management. With these solutions, we enable organisations to monitor their connected objects, machines and devices instantly, and to manage energy more efficiently. Our customers achieve significant reductions in their carbon emissions with smart energy measurement systems, smart logistics and smart city applications. There are different solutions such as automatic meter reading, chronic disease tracking and smart building applications among the offered products.

Smart Village

In Vodafone Smart Village, created in cooperation with the Agricultural Information and Communication Technologies (TABIT) as a next-generation rural development model, we improve the efficiencies of the farmers via digital technologies. We plan to popularize the use of digital technologies such as IoT applications, drones, smart sensors, automatic irrigation methods, meteorological surveillance stations and early warning systems. Thus, we will achieve efficiency and income increase, and get environmental benefits by reducing water and pesticide use. We aim to turn this model into an example and spread it to throughout Turkey.

While the milk yield of the farmers who switched to the Common Milking System increased by more than 20%, the animal ownership rate increased by 50% with the ease of agricultural works. This resulted in an increase of over 75% in the livestock income of farmers. In addition, the animal production and cost losses were prevented by 20%.



[Please click to learn more about Vodafone Smart Village.](#)





Smart Cities

Urbanisation is increasing rapidly and there is a need to develop solutions in line with this rapid growth. Within the scope of our smart city solutions, we offer various IoT solutions ranging from buses to automatic machines, from elevators to building lighting and ventilation systems, from municipality applications to security systems.

We carried out smart and practical technological solutions in line with the needs of cities by cooperating with Diyarbakır, Patnos and Yalova Municipalities. iTaxi app used in Istanbul provides payment, security and mobility facilities, and supported with Vodafone IoT technologies. Moreover, the broadcasting system and the mobile apps of Vodafone Park, the first smart stadium of Turkey, run while interacting with the fans.

- **Smart Junction:** The traffic lights at the junction change instantly based on the state of traffic, preventing vehicles from stopping for no reason and providing an average reduction of 6% in fuel consumption.
- **Smart Irrigation:** Saves water by controlling irrigation remotely.
- **Smart Waste Management:** The fill rate of waste containers can be tracked instantly per location to determine the routes of the waste collecting vehicles more effectively. Thus, we can achieve fuel saving up to 30%.

- **Smart Lighting:** Lights can be controlled remotely with this solution. Energy, time and labour is saved with this solution that tracks energy consumption.
- **Smart Parking Lot:** It enables remotely checking the occupancy rate of parking lots in real time. The users can also reserve a parking space for a specific time. Thus, the vehicle owners both gain time and reduce their carbon emissions.



[Please visit here for our IoT solutions.](#)



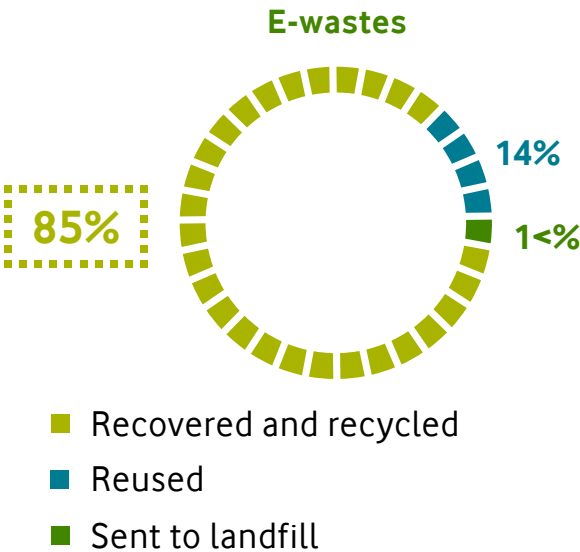
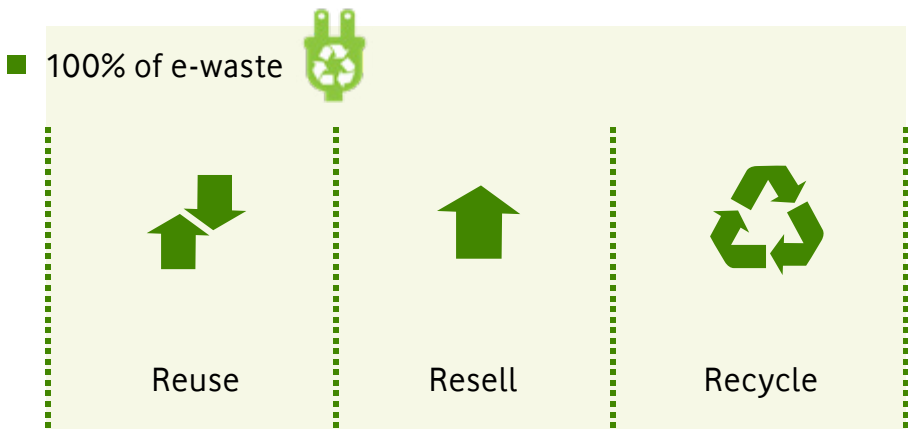


Waste Management

Waste generation has significant environmental impacts in our industry. Equipment and devices that are replaced or no longer used as a result of new technology must be disposed of appropriately. We focus on reducing the electronic waste generated as a result of our operations, products and services, and increasing their recycling rate. By embracing the circular economy approach, we aim to achieve resource efficiency and carbon emission reduction.

Vodafone Global Goals

We contribute to the waste management goal of Vodafone in Turkey, and carry out projects serving this goal.



E-waste (kg)	2018/19
Recovered and recycled	2,867,635
Reused	482,595
Sent to landfill	3,927
Total	3,354,157

With efficient waste management almost all the e-wastes are reused, resold or recycled.

From Waste to Code



With the income obtained from recycling more than 370 kg electronic waste that our employees all around Turkey brought from their homes to the boxes in our offices, we built a coding class in Sakarya Aycan Çaltekin Primary School of Mardin. This coding class is built within the scope of the Coding Tomorrow project carried out with the cooperation of Vodafone Turkey Foundation and Habitat, and gives all the children in Mardin and surrounding cities a chance to receive coding training.



Green Office

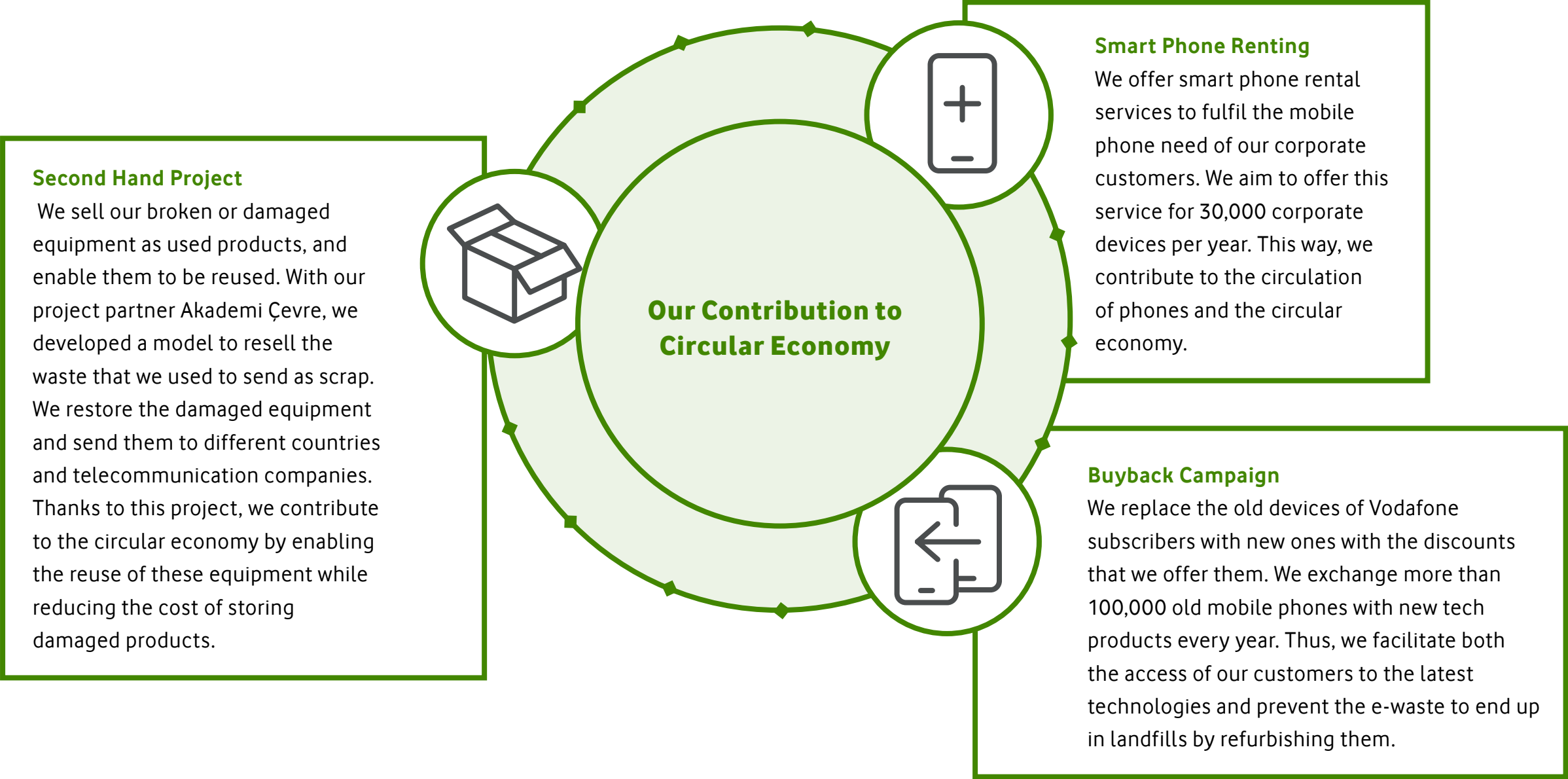
Green Office Program aims to raise awareness among our employees and customers regarding energy conservation, renewable resources, the responsible allocation of natural resources, lifestyle changes and especially, carbon emissions. After our Headquarters in Maslak/ Istanbul, we were granted Green Office Certificate for our Digital Operations Centre in Küçükaly by fulfilling the WWF Turkey Green Office criteria. Our Digital Operations Centre is also the first building to have a LEED (Leadership in Energy and Environmental Design) Platinum Certificate in Turkey.

With the “Plastic Free Vodafone” movement initiated in our Headquarters and Digital Operations Centre, we ended the use of 2.5 million disposable plastic cups and 1.3 million other plastic products on average annually.



Sustainability in our Offices

We believe that the most important step for sustainability is creating awareness. We implement a comprehensive environmental management system in order to minimize our environmental footprint and implement projects and programs aimed at reducing the environmental impact of our operations.



Youth Skills and Jobs



A better future is only possible when the youth has the skills and competencies demanded by the digital world.



Youth Skills and Jobs



To increase welfare and sustainable development, the inclusion of youth in the socioeconomic life with required skills of the digital age is crucial. We offer them an opportunity of digital experience and support them to develop their skills.



Inclusion of young people in the socioeconomic life by giving them required training is crucial for welfare and sustainable development. High level of unemployment, life on the edge of poverty and lack of digital skills cause serious social and economic issues in the global scale. While the radical measures that governments, private sector and non-governmental organisations can agree and take provide support to local economies in short term with regards to growth and cost reduction, they also raise level of welfare by improving inclusion in the long term. As Vodafone Turkey, we offer training, internship and apprentice programs to the youth. Furthermore, we support the development of their digital work experience, and invest in their participation to the workforce.





Vodafone Global Goals

- Connect 10 million young people to digital skills, learning and jobs by 2025.
- Offering almost 100,000 youth the digital workplace experience at Vodafone by 2022.

Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

- **8.3.** Promote policies to support job creation and growing enterprises
- **8.5.** Full employment and decent work with equal pay
- **8.6.** Promote youth employment, education and training



- **4.4.** Increase the number of people with relevant skills for financial success
- **4.5.** Eliminate all discrimination in education



Our Contribution

- We improve the digital skills of young people to enable their participation in the work force, and offer them job and internship opportunities.
- We design applications to improve digital skills.
- We support training socially disadvantaged groups with innovative products and services, and include them into the workforce.





Coding Tomorrow



As Vodafone Turkey Foundation, we launched the Coding Tomorrow in cooperation with the Habitat Foundation in order to achieve the IT-oriented transformation of Turkey through children, and has just completed its second year. Until today, we introduced coding language to more than 43,000 children in 60 cities of Turkey.

Coding Tomorrow participant Adana VakıfBank Primary School competed in the MakeX Robotics Contest 2018 Finals held in China. XSun Team took third place in the “Junior High School” category that included 56 teams advancing to the final, selected from 350 teams of 20 countries.

To bring coding training in Turkey’s villages and towns, Coding for Tomorrow Truck covered over 6 thousand kilometers of roads in 13 provinces in 2018 reached 3,700 children.

#BuMamaBenden A Tweet to Feed

The children, who received coding training with the Coding Tomorrow joint project of Vodafone Turkey Foundation and Habitat Association, developed a food machine that runs with codes in order to feed animals. By posting the hashtag #BuMamaBenden on social media you can place food on the plates of pets thanks to this code. These food machines were built considering the demand of sensitive people and number of street animals in need. #BuMamaBenden has 13 different feeding stations.



Future Jobs Finder: What Will You Be?

As Vodafone, we aim to be one of the top 100 companies in employment of next generation youth. We have launched the What Will You Be? program that will help 10 million young individuals from 18 countries to have professions. We offer career advice on digital economy and provide training material access. Furthermore, we expanded the scope of graduate, intern and job experience programs in order to reach almost 100,000 young individuals by 2022.





Learn Technology From the Expert

Learn Technology from the Expert master/apprentice program continues to train the work force having the required skills for transitioning to digital economy. Since 2 years, within the scope of this program we offered internship opportunities to 15 students of Vocational High Schools for one year, in the period of 2018/19.

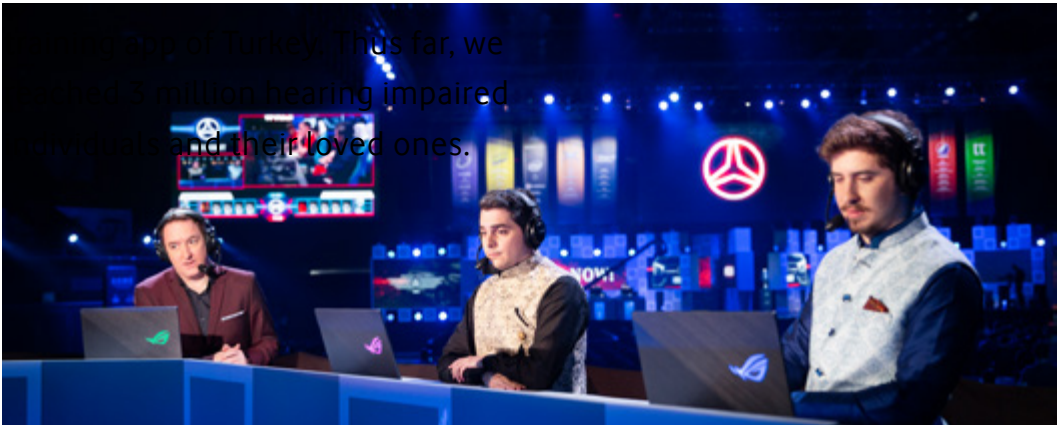
Women’s Internship Programs in Technology and Sales

The programs are aimed at young women in their senior year of the university education if they want to pursue a career in technology and telecommunications. We provide participants with internship opportunities in technology and sales departments. While 6 of the 6

students who participated in Women in Technology program in 2018/19 period, were included in the Discover Young Talent Program; 8 of the 12 women were included in the Discover Young Talent Program and joined among the talents of Vodafone Turkey.

Dreams Academy

Dreams Academy continues to help disabled and socially disadvantaged individuals for economic and social inclusion. Thanks to the Dreams Academy, we reached 6,000 young individuals with the support of 20,000 volunteers until today. Within the scope of this program, carried out with the cooperation of Vodafone Turkey Foundation, Alternative Life Association (AYDER) and United Nations Development Program (UNDP), we developed the SIGN, the most comprehensive sign language



E-Spor

We continue to offer new areas of freedom to the young people by increasing our support and investment to the field of e-sports, which has been receiving a lot of attention from the youth. We are the name sponsor of the League of Legends Championship which is one of the Turkey’s largest e-sports organization. The 1907 Fenerbahçe E-sport won the championship at Vodafone FreeZone Championship League 2019 Winter Season final.

Two individuals won the contest held among the users of Vodafone FreeZone Package; we continue to offer privileges with E-sports Gamer Packages. The winners were awarded with a trip for Taipei to watch the semi-final and final of MSI (MidSeasonInvitational) 2019, one of the largest international League of Legends tournaments.



Our Employees



Striving for a better future, we grow with the professionals to lead the digital transformation.



Our Employees



We provide for a digital working experience where inclusion and diversity are accepted as enriching factors. We invest in talent management.



In the working environment that we created at Vodafone Turkey, our employees feel equal and valuable. Differences are accepted as prosperousness through the dominance of diversity and inclusion. Talent development is always a priority. As we pioneer digitalisation, we also enable our employees to be part of the digital working experience. While offering opportunities to our employees for professional development, we ensure them to take part in the digital transformation of Turkey.

Making career in Vodafone Turkey gives employees the opportunity to connect people to better tomorrow. We see our employees as the assurance of our success in future. We offer them the opportunity to manage their own future with performance and talent management and prioritise internal career opportunities.





Vodafone Global Goals

As Vodafone Turkey, we contribute to the goals determined by Vodafone Group to empower women within the scope of focus on diversity and inclusion in workforce.

- To become the best employer for women by 2025

Main Transformation Areas on Focus:

- Offering job opportunities to women in the telecommunication industry and contributing to the competencies of female employees in the industry

Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

* Sub-indicators are summarized.

- **5.1.** End all forms of discrimination against all women and girls everywhere
- **5.5.** Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
- **5.5.2.** Increase the rate of women in management positions



Our Contribution

- We focus on gender equality in workforce and apply practices facilitating the participation of women in professional life.
- We design programs contributing to female leadership and competency.
- At Vodafone Turkey, we attach importance to employment of women. We strive to increase the female employee ratio above 40%.

- **8.3.** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- **8.5.** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



- Our goal is simplicity, flexibility and agility with digitalisation in office experiences and career paths of employees from recruitment to retirement.
- We published the Digital Culture Manifest for a corporate culture nurtured by benefits of the digitalisation.





We believe in the requirement for cooperative way of doing business in order to offer the everlasting best services. Based on this belief, we established the Vodafone Way structure defining the framework of our way of doing business and creating collective consciousness throughout the company. This structure guides us on how to team up with and cooperate with our customers to thrive.

As of 2018, we are a family of nearly 3,000 people. We have a young and dynamic team of more than half of employees are under 30 years.

Employee commitment and working under the umbrella of Vodafone Turkey for long years are important factors behind our corporate success. As a result of this approach, employee turnover rate became 17 decreasing by 18% compared to previous year.

Our goal is to cultivate professionals who would pioneer the digital transformation in Turkey. Our priority goals in this respect are as follows:

- Improving digital culture
- Offering our employees the opportunity to manage their

own future within the scope of internal performance and talent management

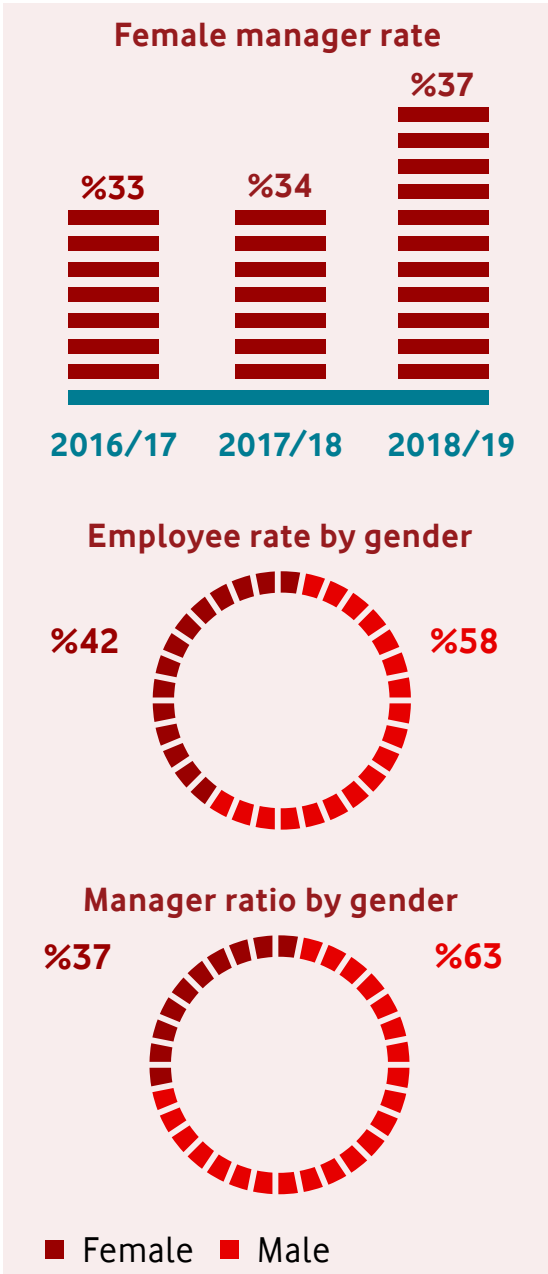
- Increasing female employee ratio above 40%

Equal Opportunity and Diversity

At Vodafone Turkey, we offer equal opportunities for equal job by treating each employee equally regardless of language, religion, race, gender, ethnicity and sexual orientation.

While guaranteeing this approach with our Wage Policy, we once again offer additional benefits considering equality. We support the financial empowerment of women and their involvement in businesses by attaching importance to gender equality. As a result, 42% female employee ratio is maintained for the last three years. We also aim to take part in cultivating leaders by supporting women to be involved in decision-maker positions. At Vodafone Turkey, the female employee ratio in managerial positions rose from 32% to 37% in the last three years.

We help women continue their careers without any interruption by removing possible obstacles on their path. 98% of our female employees that took maternity leave in the 2018/19 fiscal year returned to work after their leave ended.





Digital Employee Experience

First of all, we ensure the full integration of our employees to digitalisation processes, and aim simplicity, flexibility and agility with digitalisation in office experiences and career paths of employees from recruitment to retirement. At Vodafone Turkey, we offer a working environment independent of time and space. While working in the digital environment, employees facilitate their lives using digital apps during their time in the workplace.

The opinions of our employees have an important role in improving the processes regarding our human resources. All Vodafone Group employees share their feedback and opinions regarding the processes through the global and independent line ExpoLink by calling 0850 2101901 or visiting wrs.expolink.co.uk/vodafone.

DigitalYou

We provide flexibility and convenience for our employees with the DigitalYou app, launched in 2018. Smart phones are used instead of IDs in building exits and entrances, floor entrances and dining halls via the app. Soon, it will be possible to see the occupancy rate of the parking lot before arriving to the office, to turn off the building lights, to set the air-conditioning

system, to monitor the lunch line and to use printers through mobile phones.

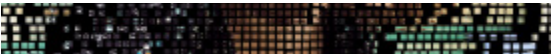
We aim to expand agility in the workforce by creating comfortable working conditions for our employees through digitalisation. Employees at Vodafone Turkey can work at any section of the office within the day and at a location outside the office once a week.

The digitalisation of career planning allows employees to apply for vacant positions via the system. Recruitment and promotion procedures are planned through tablets instead of review documents. For preliminary elections, candidates are requested to respond to the directed questions in the video format. We completely ruled out the use of paper and wet signature in internal assignments. Moreover, we offer employees the opportunity to flex side benefits and to easily exchange the benefits used less often through an online platform.





At Vodafone Turkey, we focus on attracting talents and developing the talents that we have in order to achieve our corporate goals.



Talent and Performance Management

We attach great importance to talent management in order to achieve our corporate goals. At Vodafone Turkey, we focus on attracting talents and developing the talents that we have. We care about the fact that leaders grow up among our own employees with a good command of our business manner. The Red Experience app launched with this approach announces the vacant positions internally first, thus prioritizing our own employees for recruitment. The rate of positions filled by internal candidates in the 2018/19 fiscal year was 67%.

 [Please click here to learn more about the talent management approach of Vodafone Turkey.](#)

The Performance Improvement System enables our employees to set open and clear individual targets in line with our corporate goals, and guides them in achieving these goals in line with the working principles of Vodafone. Thanks to our system involving regular and instant feedback, we focus on the development of our employees at maximum level. We care about creating a high-performing organisation culture and achieving corporate goals.

The performance improvement process is composed of four main steps: target setting, quarterly interviews, half-year reviews and end-of-the-year review. The strengths and improvement areas for managers and employees are regularly assessed. Personal improvement plans for long-term career goals are identified at the end of these interviews and personal performance assessments are made. These outputs contribute to the human resources processes such as training and development programs, pay and career management, and rewards.

 [Please click here to see the performance management approach of Vodafone Turkey.](#)

At Vodafone Turkey, the remuneration system is based on attracting and retaining the talents who fit the corporate strategy best, and rewarding employees in a fair and consistent manner. It includes rewarding the employees with a base salary, a bonus system per position based on sales and quarter, and a comprehensive and flexible benefits package.

 [Please click here to see the remuneration approach of Vodafone Turkey.](#)





Red Academy

With Red Academy, Vodafone Turkey’s development centre, Vodafone can respond to changing needs rapidly, and contribute to the development of our stakeholders and especially our employees. We put into practice projects that will improve the technological skills of our employees, the employees of our dealers, our business partners, university students and our customers. With these projects, we reached more than 35,000 people including 3,137 Vodafone, 8,366 distributor, 17,960 sub-distributor, 4,363 call centre employees in the fiscal year 2018/19. We provided a total training of 101,050 hours in the fiscal year 2018/19, and offered an average of 5 hours online training per employee and 36 hours classroom training per employee.



Total training of
101.050
hours

An average of
5
hours online
training per
employee

36
hours classroom
training per employee

Red Academy Training Programs

- Digital Catalog (Change Management, Art of Reconciliation, Effective Decision-Making Skill etc.)
- Discover Development Program
- Onboarding Programs
- Leadership Trainings (Fundamentals of Management, Getting Started to Management, Leaders Developing Potential etc.)
- Culture & Exchange Programs
- Vodafone Unlimited Team Coaching Program
- Technical Training Programs (Itil4, Phyton, SQL, Cloud etc.)
- Competence Training Programs (Presentation skills, Excel, foreign language, other digital competence training)
- Agile Training Programs (Agile 2.0, Product Owner training, Scrum Master training etc.)





Coaching processes focused on employee development continues under three main titles as of 2017: Executive Coaching Program, Internal Coaching Program, ReConnect Coaching Program.

Executive Coaching Program	Every year, almost 30 medium and top-level managers take support from consultants providing professional coaching service. With 8 hours-long programs, managers select their coach and identify the targets that they will work on throughout the process.
	Internal Coaching Program
ReConnect Coaching Program	Coaching support is provided to new recruits employed within the scope of the global recruitment program in order to help them manage their adaptation process as best as possible.

In addition to coaching programs, the Corporate Mentorship Program that has been ongoing since 2014 supports the professional development and career management of employees regardless of their age, experience and position. The 10th term of the program ended as of 2018, and was discussed as a Case Study in the international platform.

ReConnect

The ReConnect Program was initiated by Vodafone Group and aims to employ around 1,000 qualified women taking a break from their careers in 26 countries in order to enhance women’s participation in business. These women, who restart work within the scope of this program, take coaching and mentorship support as a part of the ReConnect program. 10 women began working at Vodafone Turkey as a part of ReConnect in the 2018/19 fiscal year.





International Development Program

This program provides the opportunity to work for 4 to 10 weeks in one of the countries that Vodafone Group operates in. Through the program, employees improve themselves in different environments and transfer the knowledge they obtained at Vodafone Turkey to employees in other countries. Furthermore, observing different positions enables the career improvements of employees and to establish relations with other employees fulfilling similar roles in the global scale. In this program, 12 employees from 6 countries took roles in Turkey and 6 employees from Turkey took roles in 5 different countries.

Young Talents: Discover Young Talents & Global Columbus Talent Exchange Program

Discover Young Talents Program, which is used by Vodafone Turkey to contribute to the professional and personal developments of young talents, and to discover and recruit the leaders of the future, raised more than 430 young talents until today. We provided full time employment opportunities to 88 young talents in 2019, doubling the number of participants compared to previous year. After two years of work at Vodafone Turkey, candidates who succeed according to the global assessment centre obtained the right to work at a different Vodafone country for a specific period and explore the global work environment within the scope of the Columbus Program.

Employee Engagement and Volunteering

We attach importance that our employees take part in Vodafone Turkey Foundation's corporate social responsibility projects which are put into practice in order to create value for the society. We aim to build emotional bonds between employees and help them experience touching different lives via these social responsibility projects. Our employees serve as trainers to the students at Coding Tomorrow, and mentors to the women at Women First in Entrepreneurship. We give two days annual leave to our employees thus they can work for these projects. As of the 2018/19 fiscal year, the number of employees working in volunteer projects is 540.

Vodafone Digital Entrepreneurship Hackathon

We attach importance on supporting digital entrepreneurship in a way that it would bring solutions to current issues. We held Vodafone Digital Entrepreneurship Hackathon for two days with the participation of our employees in order to develop smart solutions that would facilitate the lives of our customers. 14 teams competed at the Hackathon, and we collected innovative ideas for the My Vodafone App.



Responsible Business and Value Chain



Striving for a better future, we observe the rights of all stakeholders in the value chain while encouraging them for a responsible conduct.



Responsible Business and Value Chain



We take action by assuming responsibility in environmental, social and ethical issues affecting our stakeholders and relating to our operations throughout the value chain in order to ensure long term and sustainable success.



We deliver our products and services to a wide stakeholder network. We take action by assuming responsibility in environmental, social and ethical subjects affecting our stakeholder ecosystem and relating to our operations throughout the value chain in order to ensure long term and sustainable success. We care about establishing healthy and safe working environments, and preventing human right violations. We protect the rights of all our stakeholders in the value chain including our employees, contractors, customers and suppliers with the rules that we set to protect the confidentiality of personal data.





Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

Our Contribution

- 8.5. Enabling access to decent work for all women and men
- 8.7. Ending forced labour and child labour
- 8.8. Protecting employee rights and establishing safe working environments for all employees



- We include respect for human rights into all work processes along with the Vodafone Code of Conduct, based on international principles concerning human rights, and minimize the risks for the violations of human rights such as forced labour and child labour.
- We establish safe and healthy working environments within the scope of Vodafone Occupational Health and Safety Management System and encourage suppliers to do the same.

- 16.6. Establishing accountable and transparent organisations



- We share our way of working, based on scientific studies regarding mobile devices and base stations transparently, with the public.
- We take the opinions of the local public and the local administrators by enabling stakeholder participation.



Supply Chain

We have a multi-layered and wide supplier network due to the nature of our business. Besides the suppliers and distributors, our supply chain also includes other suppliers that these groups work with. We strive to ensure integrity and harmony at every ring of the supply chain in order to offer the highest quality products and services to our customers, and to strengthen our competitive position. We manage environmental, social and ethical risks effectively in the supply chain, and aim to grow together with our suppliers. Our number of suppliers as of the 2018/19 fiscal year is 728.





Our teams conducting supply chain and purchasing processes receive training on Vodafone Code of Ethical Purchasing. We ensure that the standards we set in various subjects such as information security, quality, occupational health and safety are fulfilled in our supplier selections. We support our suppliers in managing environmental and social issues responsibly, and embracing sustainable business practices.

Social: We expect them to abide by the Vodafone Code of Conduct and Vodafone Code of Ethical Purchasing. We demand they regulate their relations with their own suppliers in the same manner, and conduct audits with site visits. Besides, the suppliers receive 20 minutes of training in Modern Slavery to manage more effectively the risks directly associated with their business in this area. Ensuring all employees work safely in the supply chain is very important for us. We inform our suppliers regarding occupational safety and health. By organizing the Supplier Safety Forum every year, we raise awareness regarding occupational safety and health among suppliers deemed as a high-risk group.

Environmental: We consider the environment criteria in product and service purchases within the framework of Vodafone Energy Management System.

We execute the Vodafone Supplier Performance Program to support the improvement of our existing suppliers. We identify the improvement areas of our suppliers and encourage them to improve their performances in these areas.

Supplier Day

We organize a Supplier Day every year, welcoming more than 100 suppliers. We provide trainings in subjects such as Anti-Corruption Practices and Ethics, Trade and Network Operations, Occupational Health and Safety. Furthermore, we get the chance to hear the opinions of our suppliers about our corporate policies and practices.

Occupational Health and Safety Forum

This year, we held the OHS Forum with our 100 suppliers. We share the pioneer approaches that we embrace regarding OHS in the telecommunication industry, and aim to make our suppliers put OHS into the focus of their operations.

Vodafone Supplier Performance Program help our suppliers to improve their performance





Occupational Health and Safety

We commit to be the pioneer company in the telecommunication industry in the subject of safety. We encourage all stakeholders in our value chain to embrace high security applications, and expect them to display responsible behaviours all the time. Ensuring that our employees and business partners work in safe and healthy environments is among our main responsibilities.

Health, Safety, Environment and Welfare (HSE-W) Senior Manager, the top executive in the field of OHS, serves only two reporting levels below the CEO. Moreover, OHS Boards hold regular meetings every two months as of 2009. The 11 boards all around Turkey, including the headquarters, include department representatives, employer representatives and employee representatives. All parties can share their demands regarding HSE-W issues at OHS Boards, and the boards make decisions regarding these demands.

In line with our Occupational Safety Excellence and Zero Accident goal, we aim to send every employee home safely. We set standards regarding Health, Safety, Environment and Welfare (HSE-W) within the scope of

the Vodafone Group Health and Safety Principles. These standards are also in line with internally recognized systems such as International Safety Rating System (ISRS) and ISO 39001 Road Traffic Safety Management System. We expect all employees, contractors, suppliers and their sub-contractors to fulfil HSE-W standards, and monitor this. We set an example to the telecommunication industry with our actions in this field.

We aim to establish a strong corporate culture covering our stakeholders in the subject of HSE-W. While we provided a total 7,132 person*hour HSE-W training corresponding to 8 hours per employee in 2018/2019, we also provided a total of 84,695 person*hour training to our contractors. Moreover, we implement other programs to encourage our employees regarding healthy living. Vodafone Wellbeing Challenge awards our sportive employees in October of every year both nationally in Turkey and globally among all Vodafone countries. Healthy Living Program motivates our employees. Non-Smoking Life Healthy Life Program supported 61 individuals to stop smoking with doctor’s consulting and gifted Red Points for every non-smoking month.

HSE-W training delivered for employees is 7,132 person-hours whereas it is 84,695 person-hours for contractors.





The surveys that we conducted indicate that OHSE-W is embraced by our employees. In the results of the People Survey, the internal HR customer satisfaction measurement survey conducted annually in all Vodafone countries, the top satisfaction score goes to the occupational health and safety for the past four years. Vodafone tracks incident statistics in all countries that it operates in within the scope of its Zero Accident goal. In case of an accident at Vodafone Turkey, Vodafone Occupational Safety teams are notified within 24 hours and the accident is entered into the system. Thanks to this global system, the accident study processes are constantly improved, and the reporting process gets more efficient.

Vodafone 7 Absolute Occupational Health and Safety Rules

7 Absolute OHS Rules included in Vodafone Code of Conduct to minimize the risks of the telecommunication industry and to create a safe working environment are required to be applied in all work processes. With these 7 Absolute Rules defined by focusing on the common reasons of loss of life and/or injury cases, we aim to eliminate the risks.



We always drive safely and legally:
we always wear a seatbelt.



We always drive safely and legally:
we always obey the speed limit.



We always drive safely and legally:
we never use a handheld mobile device when driving.



We never work under the influence of alcohol or drugs.



Never carry out work on any electrical equipment unless you're qualified.



When working at height, always wear protective gear, attach a safety harness and use fall protection equipment.

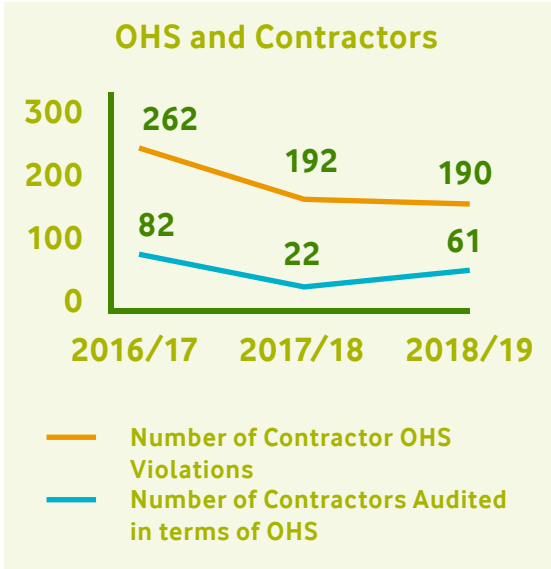
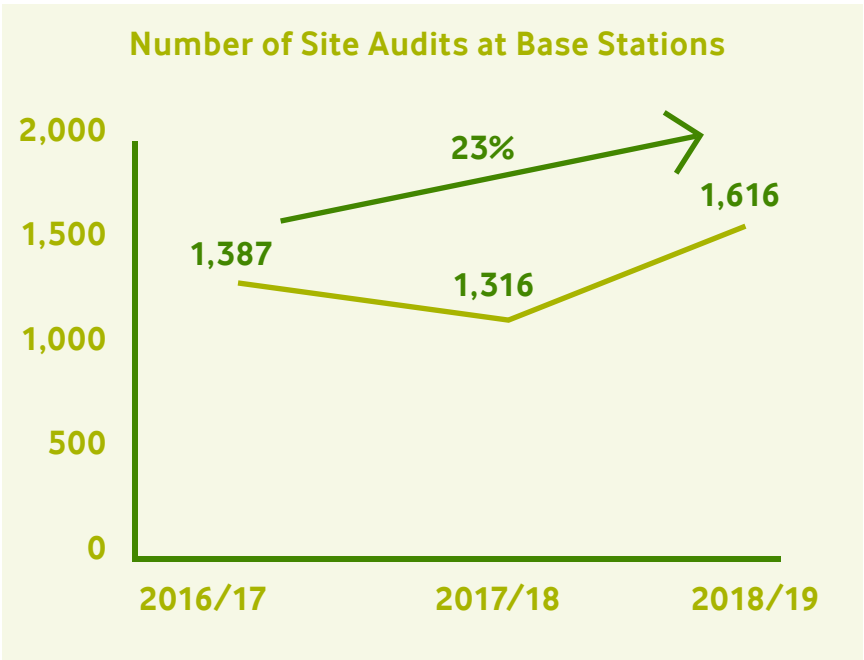


Never undertake any street or underground work activities unless competent to do so.





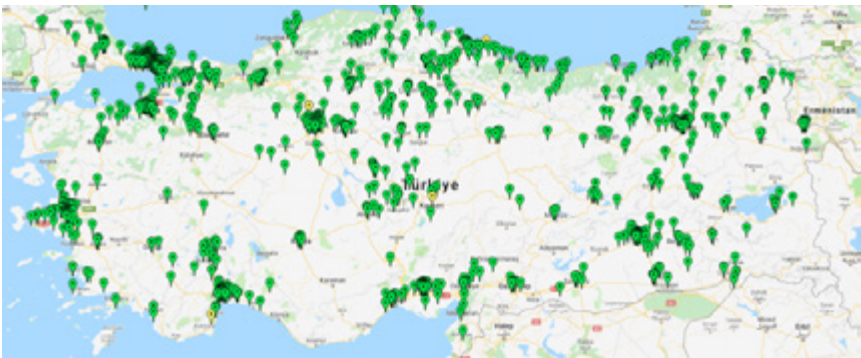
We include Vodafone OHS standard compliance, penal sanctions against OHS non-compliances and site occupational safety visits to our contracts with the contractors. Within this scope, we carry out site visits to base stations. The number of contractors that we audited this year increased 23% and became 1,616.



The Team Supervisor Incentive Program launched in 2016 encourages site workers of contractors about safe working with a reward system. We measure and audit to ensure that the teams carry out their operations safely. Thus, we create a positive competitive environment among the teams. We distributed awards totalling up to TRY 404,250 to 441 employees as of the start of the program.

Digitalized OHS processes

We accelerated digitalisation in work processes in order to make OHS processes more effective. We conduct OHS audits via mobile phones through a developed mobile app. By integrating our business processes with our contractors, we supported their digitalisation, too. One of the main benefits of this app is that it displays the site visits and audits of the OHS team within the year on a map. It creates a density map and we ensure all the sites are covered.





Human Rights

We embrace international principles to respect human rights, include these principles into all business processes and established processes that will minimize human rights violations. International Bill of Human Rights, UN Guiding Principles on Business and Human Rights and International Labour Organisation fundamental conventions are our guides in this respect. Our guidance is based on International Bill of Human Rights, UN Guiding Principles on Business and Human Rights and ILO fundamental conventions.

Vodafone Code of Conduct reveals our sense of responsibility and expectations regarding human rights. We respect the rights and freedom of our employees, suppliers, business partners and locals of the regions that we are operating in. We offer our employees working environments and conditions that fulfil human rights, occupational safety and health, ethics and environment protection standards. We ensure all our suppliers and business partners also act in line with these standards with Code of Ethical Purchasing.

Our guidance is based on International Bill of Human Rights, UN Guiding Principles on Business and Human Rights and ILO fundamental conventions.



Corporate Governance

We have a corporate governance mentality that establishes relations with all stakeholders based on the principles of fairness, transparency, responsibility and accountability. Vodafone Code of Conduct defines the ethical rules that we set under the titles of individual behaviour, compliance with laws, health and safety, financial integrity, public policy, communication, customers, employees, communities, and society and environment. Code of Conduct is binding to all parties working with Vodafone besides employees, contractors, affiliates, joint ventures and suppliers.

Vodafone's Chairman and CEO roles are carried out by different individuals in line with the principle of separation of power. Vodafone Turkey Board of Directors is composed of 5 members including 3 women, and Executive Board is composed of 9 members including 2 women.





Work Ethics and Anti-Corruption

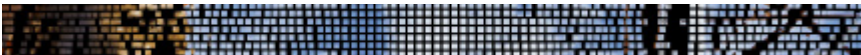
Our work processes are centred around the Vodafone Code of Conduct, which guides our employees and stakeholders within the framework of ethical values. Anti-bribery and anti-corruption rules set by the Code of Conduct follow the policies of Vodafone Group alongside national and international laws and regulations. We review anti-bribery and anti-corruption principles and share any changes with our stakeholders. We assess suppliers and business partners regarding their anti-bribery and anti-corruption policies before signing contracts. We became the first company to receive ISO 37001 Anti-Bribery Management System Standard in the Turkish technology and telecommunication industry with our efforts in this field in 2018.

We assess corruption risks and take precautions. We established a corruption monitoring system for sales channels and a scoring system for the performances of our dealers in this respect. Thus, we prevent corruption before it happens and reduce financial losses.

We have ethical notification channels such as SpeakUp for the employees and Red Line for the external stakeholders to be used in case of a doubt regarding violations of ethical principles, anti-bribery and anti-corruption rules, and human rights. All employees can report their questions and/or remarks, and witnessed and/or suspected abuses to authorities anonymously via the website or the phone. A disciplinary action is taken against the violating employee. We offer classroom and online trainings to our employees regarding the fight against bribery and corruption.



The first Turkish technology and telecommunications company with ISO 37001 Certification for Anti-Bribery Management Systems Standard.





Corporate Security Management

Within the scope of Corporate Security Management, we identify possible threats that may damage the brand and reputation of Vodafone Turkey, and come up with solutions that will prevent them. Accordingly, we manage the processes of identifying and preventing abuse, fighting against corruption, preventing laundering crime revenues, identifying the states of suppliers, ensuring information security, confidentiality and work continuity, raising physical safety and security awareness.

This year, we held a Workshop on Anti-Bribery and Anti-Corruption Awareness, and a Workshop on Improving Compliance of External Stakeholders to Corporate Security Standards within the scope of Sense of Security, a corporate security culture change and awareness program. The goals of these workshops that welcome almost 80 individuals from various levels are to incorporate corporate security issues to the business processes and to make our employees guide the stakeholders of our ecosystems in this direction.



Search and Rescue Team

We made a Search & Rescue Team call for Istanbul employees first in the fiscal year 2018/19. Almost 70 employees attended this training program. We provided technical trainings such as nature walk, stretcher preparation and handling besides the theoretical trainings. Next year, we plan to complete their field training.





Data Security

Data security gains more and more importance every day for our customers as a result of the technological developments and acceleration in digitalisation. We see data confidentiality and security as one of our top duties towards our customers in order maintain their trust in Vodafone and thus the continuity of our business. Vodafone Code of Conduct ensures our employees and business partners also fulfil this commitment. We have the required governance processes and control mechanisms to proactively manage cyber security risks faced by our customers and to protect their data.

We abide by the ISO 27001 Information Security Management System standards, Personal Data Protection Law and respective regulations. We protect the mobile communication and credit card information of our customers as well as their personal information in line with the International Information Security Management

Customers’ personal data is protected with international security standards.



Standard ISO/IEC 27001 and PCI-DSS security standards defined by the PCI Security Standards Council.

We notify our customers through various channels within the framework of Personal Data Protection Law. The customer can access the information regarding the protection of personal data through our website, sales channels and customer services, and forward their requests regarding this subject. We hold training sessions to raise awareness regarding personal data protection among employees including sales channels and customer services divisions.

We add the Data Processing Addendum (DPA) to the contracts of our suppliers and business partners in order to improve and audit their data protection performances. We classify our suppliers based on the quality of the service that they provide, and assess them once a year with a visit made by our information security and technology safety teams.

We carry out operations to integrate data confidentiality and security to the processes of all business divisions under the title of Vodafone Turkey Corporate Access

Management. This system automated the authority demand flows/authority review processes of some operating systems, databases and applications, and ensured that they are no longer performed manually. We integrated the databases of critical apps such as dealer management and reporting to the operating system within the scope of the Corporate Access Management Phase 1 project completed in the 2018/19 fiscal year, and improved the processes. Thus, we realized an application that would eliminate the problems in the access process and enable end-to-end access management. We will integrate other important systems such as fixed infrastructure customer systems and revenue assurance by launching the Phase 2 project next year in order to extend the scope of the application and to improve its use within the company.





Mobile Devices, Masts and Public Health

Vodafone’s commitment to protecting the health, safety and welfare of its employees, contractors, customers and others who may be affected by its activities and decisions is an integral part of Vodafone’s vision and values. With respect to RF standards for Radio Base Stations and Terminal Equipment, we comply with local regulations or global standards, depending on whichever stipulates more stringent standards. We follow a transparent attitude towards all kinds of concerns that may arise in the public due to mobile devices and base stations.

At Vodafone, base stations and mobile devices that we provide to our customers are primarily installed and used in compliance with the laws and regulations determined by the Information and Communication Technologies Authority in our country; however, they operate in accordance with the scientific guidelines established by the International Commission on Non-Ionizing Radiation Protection (ICNIRP), an independent advisory body working in cooperation with the World Health Organization (WHO). Mobile devices use radio waves to make calls, send and receive data from a base station, creating a kind of electric and electromagnetic field (EMF). Under our EMF policies,

we do not allow the use of devices with a SAR value higher than the ICNIRP standard, which are not approved or do not offer information about SAR value in their manuals. The studies indicate no proof of a negative impact on human health when mobile devices and base stations are used within WHO and ICNIRP science-based reference compliance limits.

“A large number of studies have been undertaken on both acute and long-term effects from HF exposure typical of base stations. Research at these levels of exposure has provided no conclusive evidence of any related adverse health effects.” ICNIRP

“Considering the very low exposure levels and research results collected to date, there is no convincing scientific evidence that the weak RF signals from base stations and wireless networks cause adverse health effects.” WHO

To eliminate the concerns of our stakeholders about mobile devices and base stations and to ensure a healthy flow of information;

- We publish up-to-date scientific researches on our website and provide information about EMF,
- We provide EMF training to our employees and suppliers, and we do not allow any supplier to work in the field without this training,
- We place warning signs related to EMF in our sites and perform field inspections.



Vodafone Turkey Foundation



Striving for a better future, we support common values through the transformative power of technology.





Vodafone Turkey Foundation

Vodafone contributes to the socioeconomic development of countries with the foundations established in the countries that it operates in since 2002. Founded in 2007 as one of these 27 foundations, Vodafone Turkey Foundation aims to be the pioneer of social development and change in Turkey.

As Vodafone Turkey Foundation, we reached more than 4 million people with an investment higher than TRY 41 million until today. We prioritize projects creating value in the axis of women-, children- and disabled people-oriented and technology-based education and entrepreneurship using the transformative power of technology. We implemented proactive different projects in the last 11 years including main projects such as Coding Tomorrow, Women First in Entrepreneurship and Dreams Academy and also others such as First 6 Years Mobile Application and Easy Rescue.

Vodafone Turkey Foundation won Cannes Heavent Awards Grand Prix, BEAWorld Awards Best Roadshow, Ace of Mice: Best Roadshow Awards with Coding Tomorrow project and the Gold Stevie with the Women First in Entrepreneurship Mobile App.

We organized a comprehensive workshop regarding the issues faced by women in Turkey with the participation of various stakeholder groups in the 2018/19 fiscal year. This workshop welcomed almost 40 representatives from the business partners of the foundation, entrepreneurship ecosystems, universities and non-governmental organisations, who made solution suggestions regarding three main issues: gender equality, violence against women and inclusion of women to economic life. These suggestions will be an important base for future projects.

Vodafone Turkey Foundation Advisory Board shares experiences and ideas regarding project development and strategy and road maps development.

Our Contribution to Sustainable Development Goals

Sustainable Development Goal*

*Sub-indicators are summarized.

- **4.4.** Increasing the number of young people with decent work, entrepreneurship-oriented technical and occupational skills
- **4.5.** Removing the social gender inequality in education, ensuring equal access to vulnerable groups including children and individuals with disabilities
- **5.2.** Removing violence against women and girls in public and private spaces
- **5.b.** Increasing the use of information and communication technologies by women
- **8.5.** Ensuring access of all women and men including the young and the disabled to full and productive employment, and decent work
- **8.6.** Reducing the rate of unemployed or uneducated youth significantly
- **17.16.** Increasing multi-stakeholder partnerships

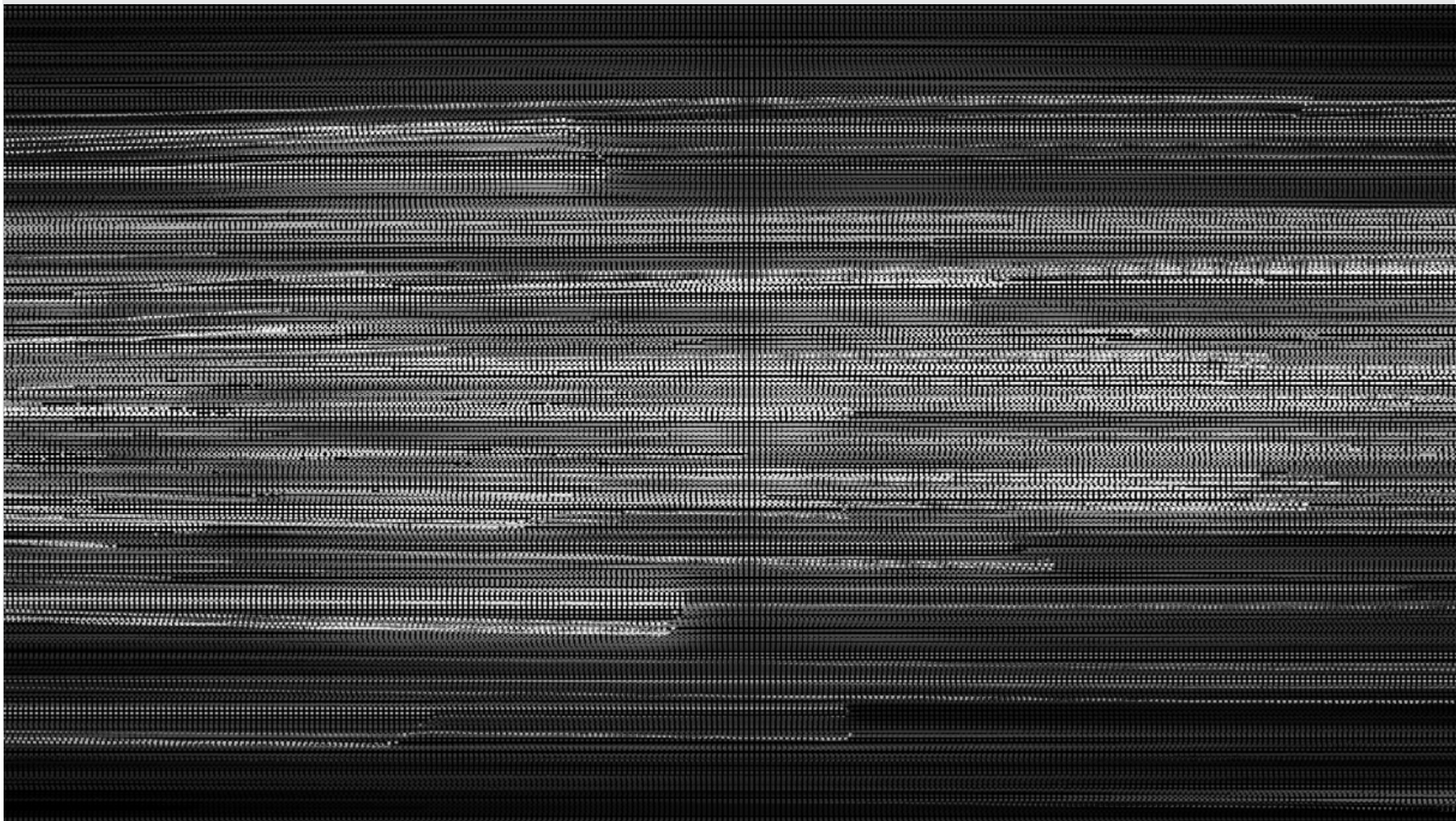


Our Contribution

- Coding Tomorrow
- Dreams Academy
- Women First in Entrepreneurship
- Easy Rescue
- First 6 Years Mobile Application



Appendices



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Memberships and Collaborations

Association of Intelligent Transport Systems (AUSDER)
Association of Accumulator and Recycling Industrialists (AKÜDER)
Mother Child Education Foundation (AÇEV)
Information Security Association
United Brands Association (BMD)
United Nations Global Compact (UNGC)
Call Centre Association (ÇMD)
Environment Protection and Packaging Waste Recovery and Recycling Trust (ÇEVKO) Foundation
Foreign Economic Relations Board of Turkey (DEİK)
Foreign Economic Relations Board, Turkish-British Business Council (DEİK TİİK)
GSM Association (GSMA)
Endeavor Turkey
The Union of Access Providers (ESB)
Global Relations Forum (GIF)
Habitat Foundation
Interactive Advertising Bureau of Turkey (IAB Turkey)
Istanbul Chamber of Industry (ISO)
Istanbul Chamber of Commerce (ITO)
World Business Council for Sustainable Development (WBCSD)
Chain Stores Association (KMD)

Mobile Telecommunication Operators Association (MTOD)
Payment and Electronic Money Association (ÖDED)
Private Sector Volunteers Association (ÖSGD)
PERYÖN People Management Association of Turkey
Turkish Advertisers Association (RVD)
TEGEP Training and Development Platform Association
WTECH
Telecommunication Operators Association (TELKODER)
Association of Businessmen of Satellite Electronic and Communication Sector (TUYAD)
TOBB Young Entrepreneurs Board (TOBB GGK)
TOBB Telecommunication Council
Turkish Industry and Business Association (TÜSIAD)
Informatics Association for Turkey (TBD)
Turkish Informatics Foundation (TBV)
Turkish Public Relations Association (TÜHİD)
Turkish Businesswomen Association (TIKAD)
Third Sector Foundation of Turkey (TÜSEV)
The British Chamber of Commerce in Turkey (BCCT)
International Investors Association (YASED)
Women Corporate Directors (WCD)
WWF Turkey





Environmental Performance Indicators

Energy Consumption (GJ)	2016/17	2017/18	2018/19
Technology centres	272,387	272,376	271,307
Base stations	1,554,385	1,571,225	1,596,104
Office buildings	58,685	56,657	57,659
Vehicles fuel	49,872	51,519	50,561
Total	1,935,328	1,951,777	1,975,632
Renewable energy consumption (within total)	961	959	1,027

Emissions (tons CO ₂)	2016/17	2017/18	2018/19
Scope 1	15,687	18,129	15,921
Fuels	4,495	4,666	5,068
Vehicles	3,747	3,873	3,804
F-gases	7,445	9,590	7,049
Scope 2	248,518	260,143	260,693
Base stations	204,945	215,268	215,878
Data centres	36,479	37,944	37,674
Office buildings	7,094	6,931	7,141
Total (Scope 1 + 2)	264,205	278,272	276,614
Scope 3	2,974	2,638	3,489
Service vehicles	1,412	1,239	2,089
Travels by Planes	1,561	1,399	1,399

Water Consumption (m3)	2016/17	2017/18	2018/19
Municipal water	45,792	41,659	39,939

Waste (tons)	2016/17	2017/18	2018/19
Non-hazardous waste	965	814	1,279
Hazardous waste	1,995	1,444	1,667

Recycled Waste Amount (kg)	2016/17	2017/18	2018/19
Paper	11,353	12,029	23,059
Plastics	2,267	3,188	8,772
Domestic waste	-	230	-
Other (glass, metal etc.)	100	-	1,058

Reporting Principles
Our greenhouse gas emissions are calculated according to WRI / WBCSD's Greenhouse Gas Protocol methodology. In the calculations, CO₂ equivalent factors consisting of CO₂, CH₄, N₂O and HFCs (refrigerant gas) emissions were used. Global warming potential (GWP) coefficients are taken from the IPCC 5th Assessment Report. The sub-thermal values and TOE conversion coefficients of the energy resources used are taken from the tables in the regulation on "Increasing the Efficiency of Energy Resources and Energy in the Use of Energy", published in the Official Gazette dated 27 October 2011 and numbered 28097. 1 kcal = 4.184 kJ, 1 GJ = 0.2777 MWh. For the calculation of the greenhouse gas resulting from electricity consumption, the updated TEİAŞ (Turkish Electricity Transmission Corporation) data are used.





Social Performance Indicators

Employees by Gender	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
Number of Employees	1,397	1,901	1,324	1,848	1,328	1,809
Total	3,298		3,172		3,137	

Employees by Term of Employment	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
0-5 years	767	878	714	874	704	859
5-10 years	251	442	253	410	281	415
10 years	379	581	357	564	343	535

Number of Employees at the Senior Management by Gender and Age	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
<30 Years Old	6	3	6	4	0	0
31-49 Years Old	212	451	229	439	62	98
50 years Old	12	18	1	22	1	11

Performance Review	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
Number of Employees Subject to Performance Review	1,389	1,882	1,369	1,889	1,328	1,809

Parental Leave	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
Number of Employees on Parental Leave	79	84	68	89	76	104
Number of Employees Returned from Parental Leave	77	84	68	89	74	102

Employee Trainings	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
Total Training Hours	130,760		104,792		101,050	
OHS Training	-		95,626		91,827	

Employee Turnover by Gender and Age	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
<30 Years Old	96	56	86	61	122	67
31-49 Years Old	58	92	59	129	112	204
>50 Years Old	-	5	3	3	0	13
Total Number of Employees who Left	154	153	148	193	234	284

Number of New Recruits by Gender and Age	2016/17		2017/18		2018/19	
	Female	Male	Female	Male	Female	Male
<30 Years Old	215	101	126	117	110	98
31-49 Years Old	92	146	81	128	78	115
<50 Years Old	-	1	-	1	0	5
Total Number of Employees Recruited Within the Year	307	248	207	246	188	218



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GRI Content Index

GRI Standard	Disclosure	References
GRI 101: Foundation 2016		
General Indicators		
GRI 102: General Disclosure 2016	Organizational Profile	
	102-1	4
	102-2	4,5
	102-3	Vodafone Plaza, Büyükdere Cad No: 251, Maslak 34398, İstanbul
	102-4	4
	102-5	All shares of Vodafone Turkey Group of Companies are owned by Vodafone Group Plc.
	102-6	4
	102-7	5
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	102-10	During 2018/19 fiscal year, there were no significant changes regarding size, structure, ownership or supply chain.
	102-11	60, 61
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102-40		15
102-41	Although Vodafone Turkey employees are not unionised, we respect the right of collective bargaining.	
102-42		10, 15
102-43		10, 15
102-44		10, 11-14
Reporting Practice		
102-45		4
102-46		11-14
102-47		10
102-48	There were no restatements.	
102-49		10
102-50		4
102-51	1 April 2018 - 31 March 2019	
102-52	Sustainability Report is published annually.	

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	102-54	4
	102-55	71-76
	102-56	No assurance is taken.
GRI 200: Economic Standard Series 2016		
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GRI 103: Management Approach 2016	103-1	7, 12
	103-2	7
	103-3	7
GRI 201: Economic Performance 2016	201-1	7
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GRI 103: Management Approach 2016	103-1	7, 8
	103-2	7, 8
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GRI 203: Indirect Economic Impact 2016	203-1	7, 8, 64
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GRI 103: Management Approach 2016	103-1	60, 61
	103-2	60, 61
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GRI 205: Anti-corruption 2016	205-1	60, 61
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GRI 300: Environmental Standards Series		
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GRI 103: Management Approach 2016	103-1	11, 29-34
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GRI 302: Energy 2016	302-1	69
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GRI 103: Management Approach 2016	103-1	14, 29
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GRI 303: Water 2016	303-1	69
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GRI 103: Management Approach 2016	103-1	11, 29-34
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GRI 305: Emissions 2016	305-1	69
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GRI 103: Management Approach 2016	103-1	36-37
	103-2	36-37
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GRI 303: Water and Effluents 2016	306-2	36, 69
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GRI 103: Management Approach 2016	103-1	55, 56
	103-2	55, 56
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GRI 308: Supplier Environmental Assessment 2016	308-1	55, 56
	308-2	55, 56
GRI 400: Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1	45-47
	103-2	45-47
	103-3	45-47

GRI 401: Employment 201	401-1	47, 70
	401-2	49
	401-3	47, 70
Labour/Management Relations		
GRI 103: Management Approach 2016	103-1	47
	103-2	47
	103-3	47
GRI 402: Labour/Management Relations 2016	402-1	Minimum legal notice periods are applied regarding operational changes.
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1	13, 57-59
	103-2	57-59
	103-3	57-59, 70
GRI 403: Occupational Health and Safety 2018	403-1	57-59
	403-2	57-59
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	403-4	57-59
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GRI 103: Management Approach 2016	103-1	45, 49
	103-2	45, 49
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GRI 404: Training and Education 2016	404-1	50, 70
	404-2	50-52
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GRI 103: Management Approach 2016	103-1	13, 47
	103-2	47
	103-3	47
GRI 405: Diversity and Equal Opportunity 2016	405-1	47, 70
	405-2	There is no gender-based discrimination in remuneration.

Non-discrimination		
GRI 103: Management Approach 2016	103-1	46, 47
	103-2	46
	103-3	46
GRI 406: Non-discrimination 2016	406-1	46
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GRI 103: Management Approach 2016	103-1	13, 55, 56
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GRI 414: Supplier Social Assessment 2016	414-1	55, 56
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GRI 416: Customer Health and Safety 2016	416-1	64





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GRI 103: Management Approach 2016	103-1	63
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GRI 416: Customer Privacy 2016	418-1	63
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GRI 103: Management Approach 2016	103-1	11, 17, 29
	103-2	17-21
	103-3	17-21
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GRI 103: Management Approach 2016	103-1	11, 17, 29
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GRI 103: Management Approach 2016	103-1	11, 23
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GRI 103: Management Approach 2016	103-1	13, 40
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Report Design

Daniska Contemporary Advertising and Design Agency

Asmalımescit Mahallesi, Meşrutiyet Caddesi

No: 27 Kat: 6, Beyoğlu 34430, Istanbul

www.daniska.com.tr/en

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