



# **DOĞAN GROUP**

## **HUMAN RESOURCES POLICY**



## 1. OBJECTIVE

The objective of the Human Resources Policy (“Policy”) is to lay out the values and implementation guidelines that Doğan Group uses as a reference in Human Resources management across all our companies.

## 2. SCOPE

All members of the Board of Directors, executives and employees within Doğan Group are obligated to adhere to this policy. Doğan Group expects the relevant individuals in all its business partners and suppliers to act in accordance with this policy to the extent applicable in their operations.

The Human Resources Policy is an integral component of the Doğan Group Code of Ethics and Business Conduct, along with other corporate policies approved by the Board of Directors and disclosed to the public.

## 3. GOAL

Doğan Group’s primary goal is to establish itself as an employer of choice by cultivating a competent organization comprising deeply committed employees.

## 4. DEFINITIONS and ABBREVIATIONS

Specific terms, expressions, concepts and abbreviations used in this Policy are briefly explained herein.

“**Doğan Holding**” – Doğan Şirketler Grubu Holding A.Ş.

“**Doğan Group**” – Refers to the companies directly or indirectly controlled by Doğan Şirketler Grubu Holding A.Ş. (*Doğan Holding*) and the joint ventures included in Doğan Holding’s consolidated financial statements.

## 5. ROLES and RESPONSIBILITIES

The Human Resources Group is tasked with drafting, developing, enforcing and updating the Policy, which takes effect upon the resolution of the Board of Directors, following the recommendation of the Executive Committee.

Doğan Group employees may reach out to the Doğan Holding Human Resources Group for any inquiries related to these policies and practices.



## 6. IMPLEMENTATION PRINCIPLES

### 6.1. General Principles

At Doğan Group, we recognize that sustainable growth hinges on the contributions of our employees. Therefore, we aspire to grow our group with strategically minded, agile, proactive and responsible colleagues. The Doğan Group Human Resources Group is committed to delivering competent service at the highest standards as an integrated and strategic business partner, providing swift, effective and fair support to all stakeholders. In line with these principles, Doğan Group:

- Cultivates an environment that promotes the personal and professional development of employees.
- Establishes a workplace conducive to continuous development.
- Recognizes individual differences as a source of enrichment for the human resource and adheres to a fair approach in alignment with our ethical values.
- Assessed employee performance based on objective criteria.
- Ensures equal opportunities for the training and development of employees.
- Offers and supports opportunities for appointments, reassignments and rotations within the Doğan Group to facilitate the development of both the employees and the organization.
- Enforces the Code of Ethics and Business Conduct.
- Fosters a work environment that prioritizes work/life balance.
- Rewards high performance and provides accurate and constructive feedback for low performance to support improvement efforts.
- Develops approaches to enhance employee motivation and engagement.

In our human resources practices, we are dedicated to cultivating a robust culture founded on ethical values, fostering team spirit, promoting sharing and participation and appreciating creativity. Our utmost effort is directed towards instilling this culture throughout the organization.

The Human Resources Policy is meticulously crafted to align with the intersection of corporate and employee goals. Therefore, it is paramount to maintain high corporate commitment among



employees and ensure the universal adoption and embrace of corporate culture elements. We prioritize teamwork and commitment to the organization and corporate culture. As part of our objectives for Human Resources, we aim for our employees to take pride in the success of the organization and their individual achievements. Our corporate culture revolves around establishing fair, reliable, sincere and proper relationships among employees, with integrity recognized as our highest value in their association with the organization.

At Doğan Group, all employees are inherently entitled to fundamental equal rights. The diversity of our employees, including nationality, belief, ethnicity, gender, disability, political opinion and age, is celebrated as the richness of our human resource. Furthermore, the employees assessed on the basis of individual differences.

As employees, we are conscientious about internalizing the ethical values conveyed through internal communication channels and training programs, and we act with this awareness.

## **6.2. Attracting Qualified Workforce to the Group**

At Doğan Group, we uphold the core principle of treating all candidates equally without discrimination throughout the selection and recruitment process. Our decisions are solely based on the criterion of being the right fit for the job. We recognize the vital role of a sound recruitment strategy in the success of companies. Our selection process entails a thorough evaluation of candidates, considering factors such as their education levels, experience, competence, career goals, aspirations and the qualifications required by the position. We strive to recruit individuals who demonstrate teamwork, stay abreast of developments in Türkiye and the world, embrace innovation, align with Doğan's business culture and contribute to driving our group forward.

## **6.3. Investing in the Training and Development of the Employees**

The Doğan Group Human Resources Policy prioritizes the creation of opportunities to maximize and sustain the potential of our employees, while ensuring their continuous development. Offering training at every stage and level is a fundamental commitment to the development of our employees. As a group, we foster a culture that promotes learning and development to cultivate qualified and professional employees. Therefore, the employees are actively encouraged to undertake training to enhance both their personal skills and our business and to contribute to the success and efficiency of our group. The Human Resources Group organizes a comprehensive array of personal development and professional training programs by identifying the required knowledge, skills and competency areas that support the continuous development of employees in line with their needs. Furthermore, employees' personal training requests are also considered to provided tailored programs.



Our aim is to cultivate strong leadership candidates to achieve our business goals by establishing a learning and development environment that supports the continuous growth of our existing and future leaders. Accordingly, we offer various training opportunities ranging from onboarding for newly hired leaders and/or future leader candidates to leadership training aimed at maximizing their existing competencies.

Additionally, we provide our employees with the opportunity to pursue graduate-level education at private universities while working, thanks to special discount agreements for our organization.

We believe that implementing these practices will enhance our technological capabilities, streamline new business processes and position us as a leader in new markets.

#### **6.4. Remuneration and Rewards System**

At Doğan Group, we uphold the principle of equal pay for equal work in all our employee-related processes. Our remuneration policy is determined in accordance with prevailing market trends, industry dynamics, talent management considerations and performance assessment practices.

As a fundamental principle, we implement a competitive reward management system to recognize and reward the contributions and achievements of our employees. This approach aims to attract qualified individuals and enhance their loyalty. We firmly believe that employees demonstrating exceptional success or exceeding their expected performance and responsibilities deserve appreciation and recognition. Such rewards are designed to motivate our employees to surpass standard expectations and achieve remarkable success.

### **7. RECORDS AND PERSONAL DATA**

The personal data of our employees is maintained in accordance with the Law No. 6698 on the Protection of Personal Data, the Labor Law and relevant Employment and Social Security legislation. We proactively implement the administrative and technical measures mandated by law to safeguard the personal rights and interests of our employees. Regular updates are conducted, as needed, to ensure the quality of the personal data of our employees.

Records stemming from the implementation of the Policy are securely stored within the Human Resources department. These records are accessible upon request when deemed necessary.

### **8. EFFECT**

The Human Rights Policy has become effective upon the resolution of Doğan Holding Board of Directors on 20 December 2023.