



Sustainability
Report 2017

ICA

ICiçtaş
&

ASTALDI

CONTENT



ABOUT THE REPORT	03
MESSAGE FROM CHAIRMAN	04
MESSAGE FROM THE EXECUTIVE COMMITTEE MEMBER AND CHAIRMAN OF THE INFRASTRUCTURE GROUP	05
MESSAGE FROM THE GENERAL MANAGER	06
ABOUT ICA	07
ABOUT THE PROJECT	09
CORPORATE GOVERNANCE PRACTICES	16
OPERATIONAL EXCELLENCE	23
DIGITALIZATION	33
ENVIRONMENTAL IMPACT MANAGEMENT	35
HUMAN RESOURCES MANAGEMENT	44
SOCIAL DEVELOPMENT	49

ABOUT THE REPORT

With this report prepared in line with our principles of transparency and accountability, we present our sustainability approach, performance and goals to the views of our stakeholders. As ICA, an IC İçtaş İnşaat - Astaldi consortium, we preferred an annual cycle in our report, based on our sustainability performance in social, environmental and economic areas for the period between 01.01.2017 and 31.12.2017.

We prepared this report in accordance with the GRI Standards: Core option and focused on sustainability issues and related indicators, which are prioritized for ICA and its stakeholders.

However, since this is our first report, we presented more detailed information about the operations that we carried out since the construction stage of our project. Detailed information on the materiality analysis for sustainability is included in the "Sustainability Management" section of the report. The findings of the audit reports issued by AECOM during the operation and construction stages were also included in the report's content.

In the report, the social, environmental and economic performance of ICA's Yavuz Sultan Selim Bridge and Northern Ring Motorway operations are regarded as binding. We pledge to improve our sustainability performance every year in light of

changing expectations of our stakeholders, and to ameliorate the results we achieve by means of our report.

The PDF version of our report is available at www.ysskoprusuveotoyolu.com.tr

www.3kopru.com. Feedback from our stakeholders is of great importance to us in order to improve our sustainability performance and the results of our reporting practice. In this regard, our stakeholders can contact us via e-mail to surdurulebilirlik@ic-a.com.tr for suggestions, complaints and any kind of feedback.

MESSAGE FROM CHAIRMAN

Our esteemed stakeholders,

With 50 years of extensive experience in a constantly growing corporate structure, we undertake many important projects both in Turkey and in the world. We construct works that become symbolic of the cities they are located in and take on their operations.

We focus on the environment, society and economy with our sustainability principles in all the projects we implement in a wide geography from the USA to Russia, from the Middle East to Europe besides our country.

In the current period, we are witnessing the rapid transformation of technology, economy, social life, and in short the world in which we live. In such an environment, the importance of sustainability is increasing. We are able to manage change well and adapt our management systems to change rapidly, use our resources more efficiently, and implement innovations that will support our operational strength.

In this regard, we are pleased to publish our first sustainability report, which we presented to you our sustainability performance in Yavuz Sultan Selim Bridge and Northern Ring Motorway Project.

I would like to express my gratitude to all our stakeholders who count on and support us and especially to our employees for their great contributions to our achievement.

Best regards,

“ We focus on the **environment, society** and **economy** with our sustainability principles in all the projects we implement in a wide geography from the USA to Russia, from the Middle East to Europe besides our country. ”



Fırat Çeçen
Chairman
of the Board of Directors

MESSAGE FROM THE EXECUTIVE COMMITTEE MEMBER AND CHAIRMAN OF THE INFRASTRUCTURE GROUP

Our esteemed stakeholders,

Implementing sustainable projects for the future and increasing the value we create every day are among our most important goals as ICA. With this aim, we carry out many successful projects in our country and on a global scale, aiming to leave a more livable world to the future.

We prioritize sustainability in all of our value-added projects that we create for our stakeholders. Our aim is to realize more projects in the future in terms of environment, society and people. In doing all of this, we are implementing practices that address modern management systems

and multiple stakeholder groups without compromising the quality approach, which is an important component of sustainability. In this context, we are very pleased to publish our first sustainability report.

In our report, with our esteemed stakeholders, we share our sustainability performance for the Yavuz Sultan Selim Bridge and Northern Ring Motorway Project, which we implemented with the “Build Operate Transfer” model and evaluated all the details from different perspectives one by one. We will continue our efforts to make our vision become

a solid corporate culture in the coming periods. In line with our sustainability management approach and company mission, vision and goals, we believe that we will add new ones to our achievements in the coming periods and leave good examples for our sector. The targets that we determined in this context will be our biggest guides.

I would like to thank all of our stakeholders who made our achievements possible, for their trust and support.

Best regards,



Murat Soğancıoğlu
Executive Committee
Member and Chairman of the
Infrastructure Group



We prioritize sustainability in all of our value-added projects that we create for our stakeholders. Our aim is to realize more projects in the future in terms of **environment**, **society** and **people**.



MESSAGE FROM THE GENERAL MANAGER

As ICA, although we are a young organization, we are heirs to 50 years of experience. Sustainability is among our most valuable corporate values and is an important determinant of how we do business, for the continuity of our operations we carry out with this experience and responsible management approach. With this first sustainability report prepared in line with the Global Reporting Initiative (GRI) Standards Core Principles, we present detailed information about our sustainability approach, goals and practices to our stakeholders.

Yavuz Sultan Selim Bridge and Northern Ring Motorway, which we started its construction on May 29, 2013 and brought into service on August 26, 2016 completing in record time, are the rare projects of our country and the world. The first in the world with its many features, our project brings along several important responsibilities. As ICA, we carry out our operations with the awareness of these responsibilities.

Thanks to our project, which is an important symbol of modern Turkey, all our customers are able to make uninterrupted transit between two continents. Thus, the traffic in the inner city of Istanbul and on other bosphorus bridges is reduced, significant fuel savings are achieved and the time cost for our imports and exports is reduced by lifting the limitations on freight vehicles. With all of these features of our project, we contributed directly and indirectly to Turkey's economy over 2 billion in 2017.

As ICA, ensuring safe, comfortable, uninterrupted and timely transportation of our customers and achieving full compliance with laws and regulations are our main targets during the operation stage of Yavuz Sultan Selim Bridge and Northern Ring Motorway. In this regard, we manage our operations with respect to international quality standards. Since the construction stage, we regularly gather stakeholder needs and expectations and work to achieve service integrity beyond those expectations.

Road safety and security practices are of particular importance in terms of our service's sustainability. We proactively evaluate the risks that may arise in this context and take necessary precautions. Besides, our bridge, highway and tunnel routes are monitored 24/7 from the Main Control Center and - our Traffic Patrol and Maintenance teams regularly supervise the safety and security of our roads.

We have been working with independent audit firms since the construction stage to keep our environmental impact at minimum levels, and we are constantly working to improve the findings obtained.

I am grateful to all our stakeholders, especially our employees, for their contributions to our achievements.



Atilla Gökçe
General Manager

“ **Sustainability** is among our most valuable corporate values and is an important determinant of how we do business, for the continuity of our operations. ”

ABOUT ICA

ICA, a joint venture founded by Ictas Construction company that has accomplished various successful construction projects both in our country and abroad and Astaldi, one of world's leading construction companies, pushes boundaries of contemporary engineering techniques combining them with international expertise to accomplish seemingly impossible projects. Having accomplished various projects, which exceed global standards in terms of architecture and engineering, ICA with its dynamic organizational structure, its synergy and specialized staff, is striving to continue its success in the long run. After a successful construction process, ICA also took on the operation of Yavuz Sultan Selim Bridge and Northern Ring Motorway Project and provided service with strong business team and in collaboration with Turkey's leading brands. Equipped with smart transportation systems, high-tech maintenance equipment and toll collection systems, Yavuz Sultan Selim Bridge and Northern Ring Motorway operate as one of the junction points of transit transportation between two continents and contribute to the traffic relief in Istanbul.

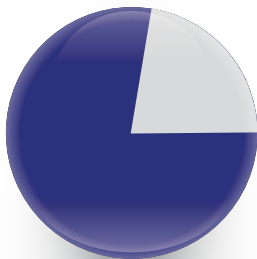
Shareholder Structure

ICiçtaş inşaat

80%

ASTALDI

20%



IC İÇTAŞ CONSTRUCTION

ICiçtaş inşaat

IC İÇTAŞ CONSTRUCTION, the locomotive company of IC Holding, has become a preferred global brand in both local and international macro-scale and specialized projects with its more than 50 years of experience and accumulated know-how. The company is at the top of sector rankings both in Turkey and in the world.

Since the first day of its establishment up to the present, IC İÇTAŞ CONSTRUCTION has signed its name to many successful projects, among them airport construction projects, harbor construction projects, marina construction projects, high-speed train projects, highway and bridge construction, high-capacity power plants, smart buildings, business centers, tourism facilities, irrigation system construction projects, government buildings, mass housing, hospitals, university and school construction projects. It successfully continues its activities in airport, seaport, and marina operation, as well as in construction projects.

IC İÇTAŞ CONSTRUCTION is an effective player in the energy sector and production. The company undertook the projects of Antalya Airport Domestic and International Terminal Buildings and Airfield construction, Izmir Adnan Menderes Airport, Baku Flame Towers, New York Turkish House (in progress), Bilkent and Mersin Integrated Health Campuses, Ankara-Istanbul High Speed Railway and giants projects that develop our country such as Bomonti International Congress Center, the biggest conference and congress center of Turkey.

ASTALDI S.p.A.

ASTALDI

The ASTALDI GROUP is one of the most important firms in the field of large-scale works. It ranks among the world's top 100 Contractors and among the top 25 in Europe, with established leadership in Italy and abroad. An international player for more than 90 years, it addresses the market by developing complex and integrated initiatives (design, construction, operation), with solid expertise and highly specialized human resources. Projects carried out are often the results of successful collaborations with world's most famous "starchitects".

Our Vision

To operate integrated, secure and autonomous transportation networks with advanced technology.

Our Mission

To provide safe, comfortable and timesaving transportation services to our customers, using all existing and future technological capabilities.

Our Strategic Goals

- To operate in accordance with laws and regulations during the operation.
- To provide our customers with safe, comfortable, uninterrupted and timely transportation in accordance with contractual requirements.
- To provide services based on the needs and expectations of our customers and conduct studies to increase traffic.
- To ensure the development of the service provided with an innovative perspective, by following technological changes and using smart transport systems and methods.

Our Values

Passion and Excitement

As ICA employees, whatever the circumstances are, we lose nothing from our passion and excitement. We know that this passion and excitement is the most important driving force to cope with difficult situations and to benefit our solution-oriented studies and thus we act accordingly.

Responsibility and Solution Orientation

As employees at all levels, we act with the awareness that we are responsible first to ourselves and then to all the parties we

influence. We undertake the responsibility of our activities' consequences, and take action if necessary in response to problems. We assess the main causes of the problems that arise during service in every aspect and find permanent and effective solutions.

Reliability and Transparency

The greatest factor in the success of our work is the confidence we have with each other and with our stakeholders. As required by our principle of transparency, there is an accurate and open exchange of information between

our managers and our employees in the organization.

Sustainability

We comply with the obligation and responsibility to leave a livable world to future generations. In this regard, we favor environmental practices, initiatives and sensitivity studies for society. In a continuously developing and changing technological world, we closely follow and implement technological developments that will benefit and make our work and our goals productive.

Agility and Faith in Change

We adapt quickly to changes, we shape our way of doing business with different generations and cultures that these generations are implicated in. We are an organization that focuses on the future and aims to integrate technologies that make life easier to the service offered and to develop existing technologies. Within our learning organization, we present a climate in which new ideas are put into practice.

AN OVERVIEW OF TURKEY'S HIGHWAY NETWORK

Ministry of Transportation and General Directorate of Highways, are the main decision makers regarding all transportation routes and also the most important stakeholders in Turkey. The General Directorate of Highways runs approximately 90% of highways and public roads in Turkey. By the end of 2017, a total of 67,620 km road network, including 2,657 km (3,93%) highway, 31,066 km (45,94%) state road and 33,897 km (50,13%) provincial road, is under the responsibility of General Directorate of Highways.

As a result of the efforts to increase Divided Highways and their operational performance carried out under the "Urgent Action Plan" since 2003;

- 30% reduction in the number of people who lost their life at the site of the traffic accident is achieved with respect to 2016,
- Our customers achieved 221 million hours of timesaving per year through an uninterrupted traffic flow,
- Approximately 1,344 million liters of fuel savings was achieved,
- Approximately 8 billion 270 TRY million worth of labor savings was achieved,
- Approximately fuel oil savings worth of 4 billion 930 TRY million and an annual economic benefit worth of 13 billion 200 TRY were achieved.

For the year of 2017, these savings amounted to 17 billion 270 TRY million and 3 million 250 thousand tons of emission reduction was achieved. As the operational performance increased, the data on accidents involving death and personal injury in 2016 revealed that road related defective fraction decreased to 0.8%.

In parallel with the works to increase Divided Highways, Highway investments of public and private sector cooperation continue with an increasing momentum since 2012. This cooperation is based on Build-Operate-Transfer business model and considered to be one of the most successful methods of delivering a sustainable service for citizens without burdening the public. As of 2018, 367 km section of 2,657 km highway in Turkey is completed by the private sector and its operational processes are being carried out. With the Build-Operate-Transfer model, it is aimed at constructing 2,737 km of highway until 2023. In 2023, the length of Turkey's highway network will reach to 5,027 km, the divided highways to 33,250 km.



T.C. Ulaştırma Denizcilik ve
Haberleşme Bakanlığı



- Toll Road
- Tendered Highways (330 km)
- Projects Planned for 2023 (1,386 km)
- Highways under construction within the Build-Operate-Transfer (BOT) concept (683,5 km)

The Bridge between Asia and Europe: Istanbul

Istanbul has been the center of the world for centuries with its geographical position, history, architecture and today it is also a megacity that has the feature of being one of the world capitals. Istanbul is one of the Turkey's leading tourism centers with its advanced economy, owning the largest share in Turkish industry, as well as its natural beauty, geographical position and historical structure.

Istanbul, where about 15 million people live, is a megacity that will host 10% of the world population over the next 10 years. As a host to visitors as much as its population every year, the urbanization rate of Istanbul and urban population density are at the top of the list according to the Organization for

Economic Cooperation and Development (OECD).

Megacities can bring along problems such as traffic density, decrease in mobility, constriction of accessible areas and time loss, besides the opportunities they offer. Almost one-fifth of motor land vehicles in Turkey are registered in Istanbul. If viewed in detail, one out of every three cars in Turkey is registered in Istanbul.

According to reports of Istanbul Metropolitan Municipality, 83% of Istanbulites prefer highways in urban transportation. Istanbul's urbanization density and pattern, and the fact that highway is the most preferred mode of transportation, cause serious mobility problems in the city.

Surveys reveal that urban workers spend more than 20% of their life in urban transportation. The time spent for transportation increases unnecessarily due to traffic density that causes both time and energy losses. This situation is particularly striking in megacities. For example; those living in Istanbul sacrifice an average of three and a half years of their lives due to delays caused by urban traffic density.

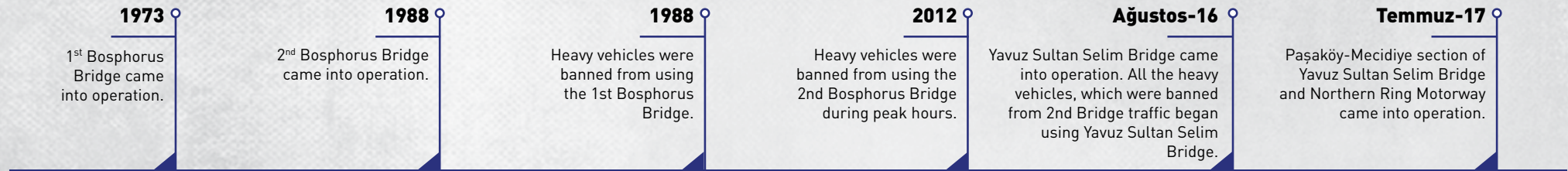
Advantages of Mega Investments

Within the scope of the changes in urban mobility thanks to Yavuz Sultan Selim Bridge and Northern Ring Motorway and other similar investments in 2016, the increase in Istanbul's traffic density started to slow down especially from the third

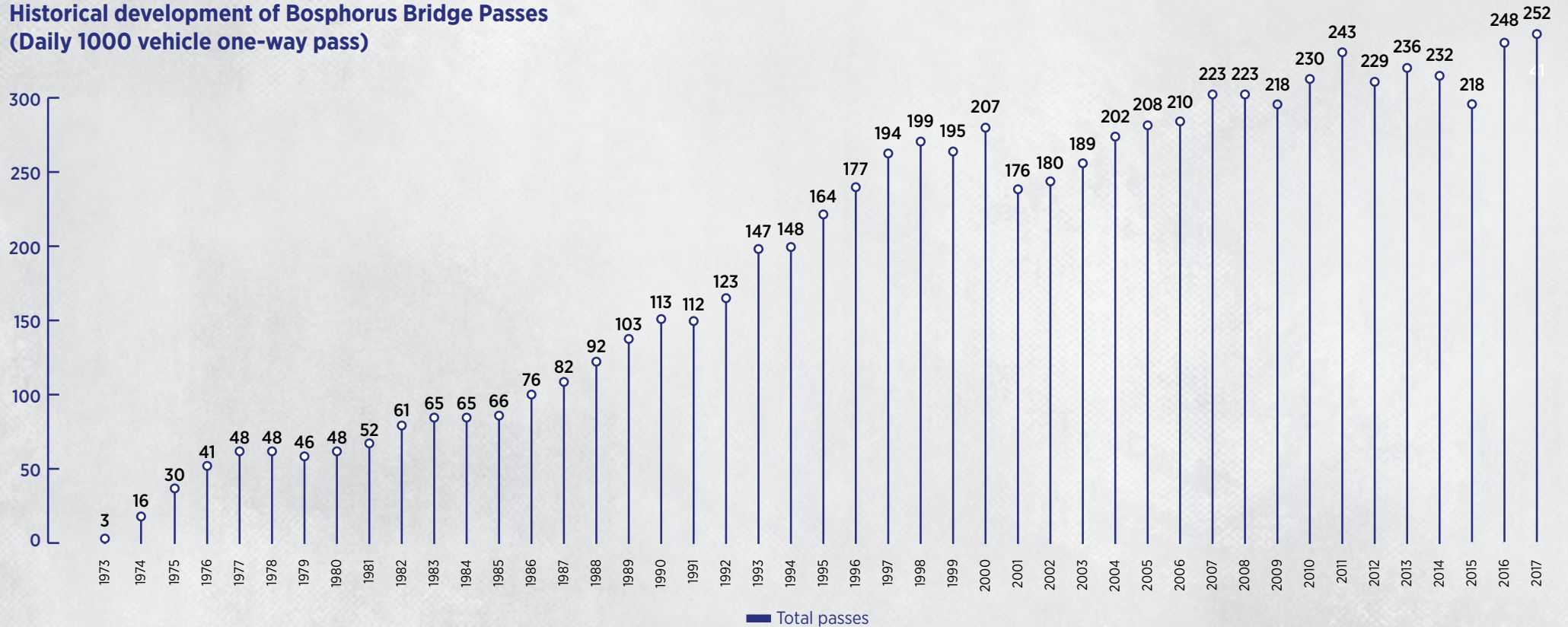
quarter of 2016. This tendency was most prominent in the fourth quarter of 2016, when the Yavuz Sultan Selim Bridge and the Northern Ring Motorway came into operation. The average speed measured as 18 km/h on weekday morning hours in the fourth quarter of 2016 increased to 27 km/h in the fourth quarter of 2017. In other words, in the fourth quarter of 2017, drivers who moved in the arteries of Istanbul had the opportunity to make up 13% of lost time compared to the previous year thanks to the contributions of Yavuz Sultan Selim Bridge and other similar projects.



Historical development of heavy vehicle traffic management



Historical development of Bosphorus Bridge Passes (Daily 1000 vehicle one-way pass)



About the Project

Considered as one of the Turkey's most important projects, the construction of Yavuz Sultan Selim Bridge and Northern Ring Motorway started in May 29, 2013 and it is put into service in August 26, 2016.

As a high engineering and technology project built by a team of mostly Turkish engineers, Yavuz Sultan Selim Bridge is,

the world's widest bridge with its 59 meters of width having the longest span that has a rail on it with 1.408 meters of main span and a suspension bridge with the highest tower, which is over 322 meters of height.

148 km section of Northern Ring Motorway is an important highway project that provides time and fuel savings for its users, reducing Istanbul's traffic by allowing continuous transit for users through 19 junctions and connection roads.



MAY 29, 2012

Project Bid took place and ICA Consortium won the bid.



MAY 28, 2013

The Contract with General Directorate of Highways was signed.



MAY 29, 2013

The Groundbreaking Ceremony took place.



MARCH 6, 2016

Final Deck Ceremony took place. Asia and Europe met for the third time.



AUGUST 26, 2016

Yavuz Sultan Selim Bridge and Northern Ring Motorway came into operation.



Records of Yavuz Sultan Selim Bridge



The world's longest bridge span carrying a rail system
1,408 meters



The world's highest suspension bridge towers
322 meters



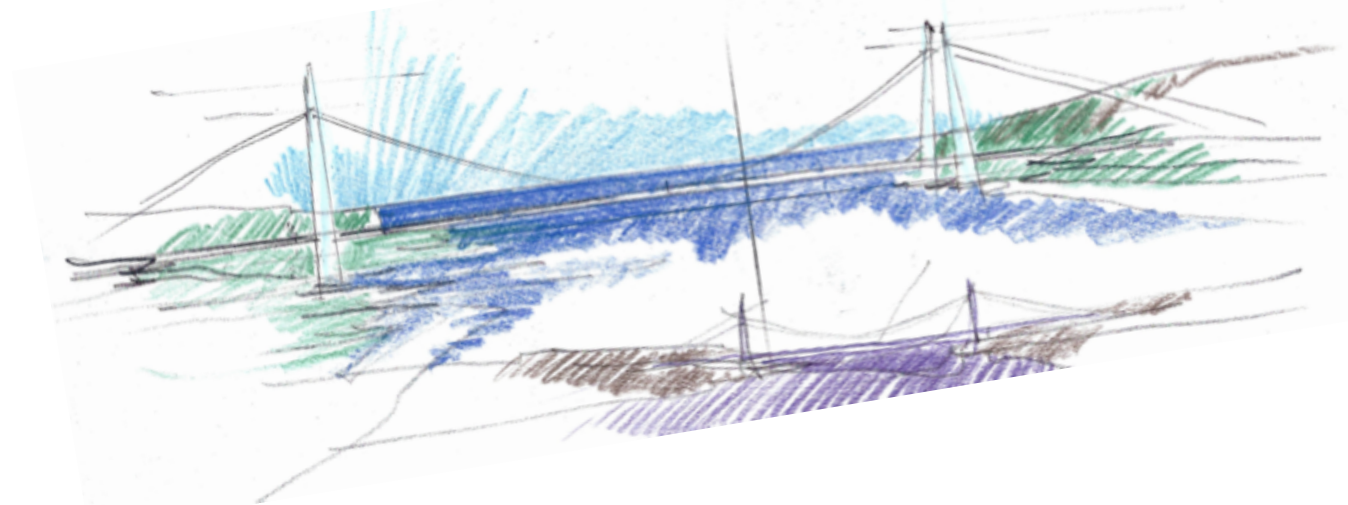
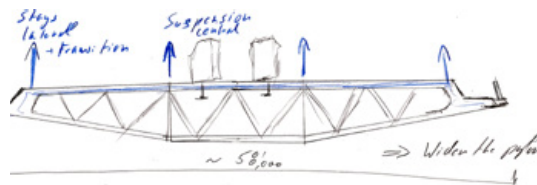
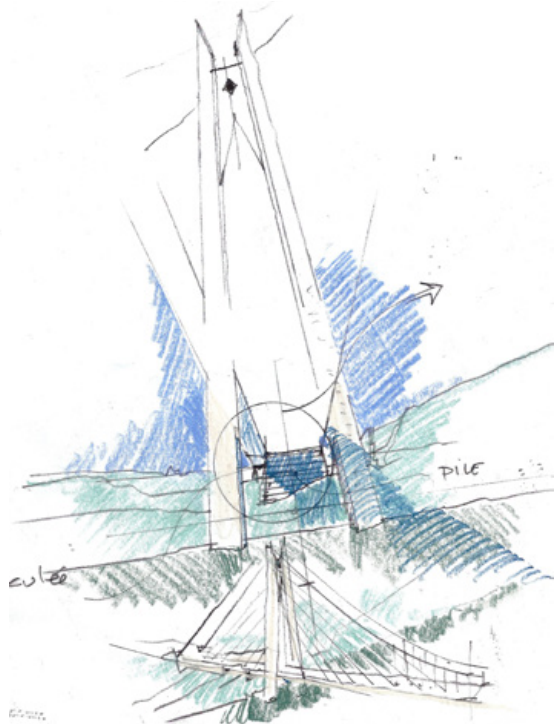
The world's widest suspension bridge
59 meters



124.382 km length of the steel cable used in the bridge's inclined suspension ropes, main cable and suspension ropes lined up end-to-end, enough to circle the earth three times



Equal to the weight of a **4**-passenger aircraft with a single segment table weight **900** tons



Our Awards



**EMEA Finance Europe, Middle East and Africa Region
Best Public-Private Cooperation Model Project Finance
Award**



Green Point Environment Award



**EMEA Finance "Best Transport Infrastructure Deal"
Award**



**World Architecture News
2017 - Best Bridge**



**AECOM 2016 Continental
Europe Excellence Awards in the
"Sustainability" and "Vision"
categories**

Our Memberships

- 
The European Association of Operators of Toll Road Infrastructures (ASECAP)

- 
Association of Corporate Communicators

- 
Business Council for Sustainable Development (as IC Holding)

- 
Turkish Quality Association (Kalder) (as IC İçtaş Construction)

- 
SALT

- 
IRF International Road Federation (Sponsorship)


A FIRST EVER BY ICA IN THE INTERNATIONAL STAGE

ICA has become the first ever company from Turkey that has been accepted as a full member of the European Association of Operators of Toll Road Infrastructures (ASECAP) which is the reference organization for preparing and amending legislations in terms of private motorway operations, fee collection, maintenance and repair works in the European Union. The most important international association in Europe, accepting only one member from each country, is an initiative that coordinates the relations with international organizations, EU institutions and the main stakeholders of the industry. In the coming period, we will continue to work focusing more on service improvements, advanced security and environmental protection and we plan to advance our services as part of our ASECAP membership.





CORPORATE GOVERNANCE PRACTICES



The performance we achieve within our operations is based on our strong organizational structure and effective management approach.



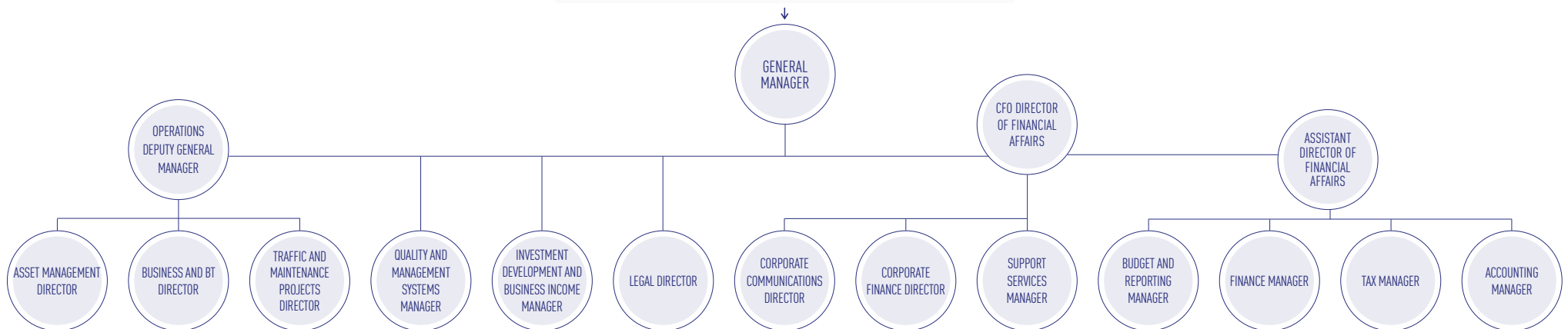
The performance we achieve within our operations is based on our strong organizational structure and effective management approach. Thanks to this structure, we ensure full compliance of our operations with legal requirements, while providing the sustainability of the values we create for the environment and society. Our management system is the most important factor in continuously increasing the quality of our service by bringing together our sectoral experience with international standards.

The General Directorate of ICA and the Board of Directors are managed by different people. The General Manager is responsible to the Board of Directors and the Chairman of the Board for sustainability and financial performance. Sustainability performance is carried out in direct connection with the General Manager via Sustainability Leader and the Sustainability Committees.

For more information about the ICA partnership structure, Corporate Governance and the Board of Directors, please visit our corporate website <https://www.ysskoprusuveotoyolu.com.tr/EN>



OUR ORGANIZATIONAL STRUCTURE



Risk Management

We continue our operations in order to ensure safe, comfortable, uninterrupted and timely transportation for our customers. Identifying risks that may arise in this context with a proactive approach and taking necessary precautions are important components of our risk management approach as ICA. As we provide service in a sector that is implicated in current macroeconomic conditions, changing and developing technology and many other factors, our risk management approach is to continue our operations with a structure that turns the risks that these factors create into an opportunity. Within the scope of our strategic targets, we periodically monitor our risks and carry out business processes to eliminate them.

Our risk management practices are managed under the responsibility of the departments. The risks in relation to our strategic objectives are again managed by their own control mechanisms. Risks against the sustainability of our operations and issues that our stakeholders bring forward are also proactively observed. Besides, risks are actively evaluated by our senior management. In line with the division of labor based on expertise, our departments periodically evaluate the relevant risks, take necessary actions and actively inform our senior management about the related results.

In addition to these practices, an independent audit firm controls all relevant business processes, flaws and risks in relation to field application since the project started. Based on audit results, we carry out necessary actions to reduce the impact of relevant findings and risks.

Ethics Management

Our Code of Ethics encompasses all the departments and employees of IC Ibrahim Çeçen Yatırım Holding A.Ş. and the affiliated group companies. It is established to develop our ethical culture, to help adopt and implement these rules, to guide employees

in ethical behavior, and to set the standard of behavior expected from employees. Our Code of Ethics is one of the most important guides of our business manner. The Code of Ethics is communicated through the Orientation Program to every newly hired employee and the employees sign a written contract acknowledging that these rules are an integral part of the business contract. ICA directors are responsible for the communication of the Code of Ethics to all employees and the proper conduct of their activities. Ethics Training is provided to our employees so that Code of Ethics is adopted and becomes a part of our culture. We have an Ethics Line managed by an independent company. Through this Line, our employees can communicate their suggestions and complaints via phone and Internet. The relevant findings in business processes are carried out under the responsibility of each department and reported periodically to the senior management. There are no penalties received during the reporting period.



Our Code of Ethics is one of the most important guides of our business manner.

Sustainability Management

Practices of sustainability management are of great importance to us to sustain our operational impact positively. In addition to sustaining our operations in a financially profitable way, it is among our primary priorities to internalize sustainability in our business manner and to create positive value for all our stakeholders in this direction. In this regard, we carry out our activities by actively observing our business objectives and sustainability priorities. Stakeholder participation is one of the most important factors in improving our sustainability performance. We act with this awareness and actively evaluate the feedback we receive from all our stakeholders to improve our operations and create a positive value for our stakeholders.

Sustainability issues are governed by a structure consisting of committees that are established based on expertise under the leadership of Sustainability Leader, who is responsible to the General Manager. Thus, sustainability performance is monitored and controlled by senior management. In the reporting period, Environment, Human Resources, Stakeholder Communication, Operational Excellence and Corporate Governance Committees were established on a voluntary basis to monitor and improve our performance towards our sustainability priorities. The Committees

continue to work on identifying sustainability targets for the upcoming period, developing projects for these targets, monitoring the performance achieved and making our sustainability approach widespread among our stakeholders.

We started our work on sustainability management and reporting by determining our material aspects for sustainability. In this regard, sectoral and non-sectoral competitors, sectoral representatives and global trends were observed. In addition to the material aspects in relation to the sector, the United Nations Sustainable Development Goals and our possible contribution were assessed. The universe of issues we listed to identify our material aspects were evaluated both together and separately by our employees and our senior management. We assessed our final material aspects for our operations, taking into account the feedback received from both internal and external stakeholders, and our company's strategies. Subsequently, we identified our progress points with national and international benchmarking studies to assess our current performance in the related issues. The material aspects that touch upon all stakeholder groups in our value chain, identified at the end of this process and classified by each committee's area of responsibility, are as follows:



The Sustainable Development Goals are a call for universal action to end poverty, protect our planet and ensure that all people live in peace and prosperity. We are committed to follow the seven targets of United Nations Sustainable Development Goals in line with our material aspects that we identified as ICA.



While identifying our report content by which we aim to demonstrate our sustainability performance in a transparent manner, our main point of reference is our management approach, our policies, our performance results, and our goals. In this regard, our goals in relation to our material aspects identified by the sustainability committees established during the reporting period, are as follows:



SUSTAINABILITY GOALS	TIME INTERVAL	
	1-3 years	3-5 years
Environment Committee		
Planting of 5.1 millions of tree and plant		x
Placement of electric charging stations at the each service area	x	
Replacement of the maintenance vehicles with hybrid/electric vehicles		x
Usage of treated wastewater for irrigation purposes	x	
Reducing fuel consumption by implementing the water-cart tracking system	x	
Operational Excellence Committee	1-3 years	3-5 years
Implementation of the social responsibility projects regarding the road safety concepts	x	
Improving the efficiency of Asset Management by digitalization	x	
Obtaining ISO 55001:2014 Asset Management System Certification	x	
Stakeholder Communication Committee	1-3 years	3-5 years
Providing services in line with the transportation requirements	x	
Corporate Governance Committee	1-3 years	3-5 years
Increasing the cooperation with Universities regarding the transportation studies	x	
Conducting of ASECAP Board Meeting In İstanbul	x	
Human Resources Committee	1-3 years	3-5 years
Implementation of Performance Evaluation System		x
Certification of ISO 45001 (Occupational Health and Safety Management System)	x	
Improving the education/training opportunities for employees	x	



We started our Sustainability journey with the motto of meeting today's needs without using the resources of future and we move on with the excitement on the first day without slowing down.

We are aware that we must have concrete sustainability goals in order to increase the value we give to our stakeholders.

Our most important goal is to be a pioneering and exemplary company of our sector both in our country and overseas with our sustainability management applications.

Burak Işık
Investment Development and Business Income Manager Sustainability Leader



Stakeholder Engagement Practices at ICA

Yavuz Sultan Selim Bridge and Northern Ring Motorway is a very comprehensive infrastructure project that affects a large number of stakeholders. For this reason, ICA prepared a comprehensive Stakeholder Engagement Plan at the beginning of the construction process. The Stakeholder Participation Plan (SPP) was created to explain how ICA would communicate with people, institutions and organizations that may be affected from or related to the Project during the preparation and construction stages. It was aimed at developing the relationship between all the parties and sharing information

about the possible effects. With the Plan, information was provided in a language that was accessible and easily understood by all relevant stakeholders, the uncertainty risk of the decisions is reduced, and the level of transparency is increased.

SPP provided an opportunity for stakeholders to address questions they deemed necessary, to discuss the program, and to express all kinds of concerns, and for ICA to respond to the comments received. Moreover, a complaints mechanism was established as part of the Plan, which would enable stakeholders to express their concerns. The

results of the stakeholder engagement plan was also integrated into our environmental and social impact assessment studies.

ICA defined its stakeholders at the construction stage as follows:

- Settlement units in the Project Area,
- Local and national state institutions,
- Civil Society Organizations (NGOs) and related International Institutions,
- Entrepreneurs and local business owners
- Investors and creditors,
- Local, national and social media bodies,
- Project staff

Within the scope of the study, vulnerable stakeholder groups were identified and specific and appropriate participation methods were implemented to ensure complete participation of the vulnerable groups.



During the construction of the Project, ICA prepared the necessary information about the Project and provided various mediums to share it with public. The website for the Construction Period (<http://www.3kopru.com>), e-mail chains including all stakeholders, Public Participation Meetings were the most important communication channels in this context.



Feedback Mechanism and Audits

The purpose of the complaints mechanism is to ensure that all comments, suggestions and complaints communicated by the stakeholders are properly assessed and discussed in a timely manner. Stakeholders can forward any complaints to ICA via e-mail, telephone or face-to-face.

Stakeholder Participation Plan (SPP) was audited once a year during the construction period, and updated with the aim of improving its performance and increasing its effectiveness. The SPP project team, including employees of the independent consulting firm, monitored and audited environmental and social impact assessment practices. The SPP was also subjected to external audit by an independent organization.

Monitoring and auditing reviews were published on the institution's website and ICA responded to the relevant comments and

views of the stakeholders. During the construction period, various auditing practices were carried out including (i) self-auditing by the contractor; (ii) auditing by the project sponsors; (iii) auditing by the state institutions, and (iv) external auditing.

After the construction period ended, Bridge and Motorway users were also classified as an important stakeholder group. Numerous customer satisfaction studies for users and market research studies for customer needs and expectations were carried out.



Stakeholder Group	Participation Method	Participation Frequency	Communication Method
Settlement Units in the Project Area	<ul style="list-style-type: none"> • Meetings held with the participation of project managers in the relevant regions • One to one / face to face interviews 	<ul style="list-style-type: none"> • Quarterly • Monthly 	<ul style="list-style-type: none"> • Regular information sharing on latest situation and developments, • Identification of impact on settlement areas, and of actions to be taken.
Local and national state agencies	<ul style="list-style-type: none"> • Kurumların proje alanına gerçekleştirdiği ziyaretler • Proje yöneticilerinin katılımıyla gerçekleştirilen toplantılar • Çalışmalar ile ilgili yazılı/basılı çeşitli raporlar 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • Regular information sharing on latest situation and developments.
Non-Governmental Organizations (NGOs) and related International Institutions	<ul style="list-style-type: none"> • STK'ların proje alanına gerçekleştirdiği ziyaretler • Proje yöneticilerinin katılımıyla gerçekleştirilen toplantılar • Proje web sitesi, sosyal medya hesapları, e-bülten 	<ul style="list-style-type: none"> • Quarterly • Weekly 	<ul style="list-style-type: none"> • Regular information sharing on latest situation and developments, • Informing about environmental/social effects and actions taken.
Entrepreneurs and local business owners	<ul style="list-style-type: none"> • Bire bir / yüz yüze görüşmeler 	Regularly, in line with requests and communication needs	<ul style="list-style-type: none"> • Regular information sharing on current situation and developments, • Identifying incentives for local investment.
Investors and Creditors	<ul style="list-style-type: none"> • Kurumların proje alanına gerçekleştirdiği ziyaretler • Proje yöneticilerinin katılımıyla gerçekleştirilen toplantılar • Çalışmalar ile ilgili yazılı/basılı çeşitli raporlar • Proje web sitesi, sosyal medya hesapları, e-bülten 	<ul style="list-style-type: none"> • Monthly • Weekly 	<ul style="list-style-type: none"> • Regular information sharing on current situation and developments, • Informing about environmental/social effects and actions taken.
Local, National, Social Media Bodies	<ul style="list-style-type: none"> • Toplantılar • Bire bir görüşmeler • Proje web sitesi, sosyal medya hesapları, e-bülten 	<ul style="list-style-type: none"> • Regularly, in line with requests and communication needs • Weekly 	<ul style="list-style-type: none"> • Informing the public on the activities regularly in a transparent manner.
Project Staff	<ul style="list-style-type: none"> • Toplantılar • Proje web sitesi, sosyal medya hesapları 	<ul style="list-style-type: none"> • Regularly, in line with requests and communication needs • Weekly 	<ul style="list-style-type: none"> • Regular information sharing on current situation and developments,
Customers	<ul style="list-style-type: none"> • Proje web sitesi, sosyal medya hesapları 	<ul style="list-style-type: none"> • Weekly 	<ul style="list-style-type: none"> • Regular information sharing on current situation and developments,



OPERATIONAL EXCELLENCE



As ICA, we carry out our operations in a strategic and sustainable manner, by handling risks with a proactive approach without sacrificing quality, fully complying with legal requirements and responding to customer expectations.



Our Quality Approach

We provide highway users the best travel experience with a safe, comfortable and uninterrupted infrastructure and continuously improve facilitator services using smart transportation systems and technologies. Complying with legal and sectoral requirements in our activities and providing our customers with uninterrupted service at the same quality is the basis of our quality approach. We believe that we made a positive contribution to the reduction of urban traffic density and environmental impact created by the vehicles in our operational geography by offering comfortable, safe and timely transportation facilities within the scope of our services.

We are trying to provide the highest benefit for all our stakeholders with facilities such as roadside assistance teams serving **24/7**, communication channels via **AKM/161** and Customer Service Line through which requests and expectations are communicated.

Our main goal is to provide comfortable and timesaving transport facilities and experience along our route integrated with highway networks, by using innovative and high-tech vehicles.

Sustainability is an important component of our operational excellence and quality approach. Quality and uninterrupted service that we offer to our customers is made possible with our sustainability approach.

Atilla Harun Öztoprak
Manager of Quality Systems



Our Quality Policy is,



To ensure that all necessary work is carried out in order to provide safe, uninterrupted and comfortable service,

To provide traffic safety in line with the legal regulations of highway management and technical requirements as well as to use and develop all systems necessary for safe transportation,

To ensure uninterrupted flow and continuity of transit traffic with the Northern Ring Motorway and to contribute to the reduction of urban traffic density through regular communication with Local Authorities and their affiliates,

To follow technological developments, to use smart transport systems and methods and to provide services with an innovative point of view,

To manage our water and other energy resources with our sustainability and operational excellence approach, to contribute to the reduction of emission rates, to carry out biodiversity and afforestation activities and to provide our social stakeholders with economic and social benefits through social responsibility projects.

To ensure effective management of communication with customers, stakeholders and subcontractors,

To continue improvement studies as an important element of the organization, with process analysis and development projects,

To carry out activities to increase employee performance and satisfaction.



We are aiming to meet and go beyond the expectations and needs of our customers by speeding up our continuous development and improvement studies in line with the philosophy of management systems. In order to achieve this goal, we continued our quality management system certification and compliance studies at full steam in 2017. The studies we carried out and planned are

intended to fulfill the requirements of ISO 9001/2015 in the following reporting period. We believe that we express our desire through our high energy and quality policy that we combined with our corporate values. In the reporting period of 2017, we increased the number of our Quality Management Systems applications such as procedures, instructions and forms from 128 to 300, to adequately

support the operation of our processes. Our ongoing operation and maintenance plans are prepared in accordance with the international standards. These plans, which came into force with the approval of the General Directorate of Highways, comprise a great deal of experience, constitute the framework of our activities and are developed through the philosophy of continuous learning.

In 2017, we increased the number of our Quality Management Systems applications such as procedures, instructions and forms from 128 to 300, to adequately support the operation of our processes.

OUR CONTRIBUTION TO THE CONCEPT OF SUSTAINABLE CITIES

Modernization of transportation systems and the availability of high quality integrated public transport systems are important components of today's Sustainable Cities concept. Within this scope, transportation alternatives connecting Asia and Europe have increased with Yavuz Sultan Selim Bridge and Northern Ring Motorway.

The connection of the third airport as being constructed by means of rail system, and other large projects to each other and to the city center, will be provided by public transportation alternatives. In this way, Istanbul transportation infrastructure and alternatives will develop and enrich.

Another contribution of our project to the concept of sustainable cities is the positive impact achieved by reducing traffic density, time loss and costs. Our project allows the vehicles to transit in an uninterrupted, safe and comfortable way, and ensures that the passenger and freight cargo transport is performed safely. It saves fuel by reducing traffic density in the city and the bosphorus, and thus reduces the impact of pollutants caused by the urban transport.



A navigation application, Yandex, examined traffic data for 3 years from January 2015 until December 2017 and concluded that Yavuz Sultan Selim Bridge and Eurasia Tunnel influence Istanbul's traffic positively. In 2016, the route alternatives of Istanbul drivers increased when Yavuz Sultan Selim Bridge and the Eurasia Tunnel began to operate consecutively.

In forthcoming periods transportation alternatives connecting Asia and Europe will increase thanks to high-speed train and rail freight train system that is planned to be carried by Yavuz Sultan Selim Bridge and Northern Ring Motorway.

“

According to these results, the drivers who travelled in the direction of Golden Horn Bridge- July 15 Martyrs Bridge in the morning hours at a speed of 44 km/h in 2015 and 48 km/h in 2016, reached at **59** km/h in 2017. The cars were able travel on Fatih Sultan Mehmet Bridge at an average speed of 47 km/h in the direction of Asia-Europe In 2015, 53 km/h in the following year and **73** km/h in 2017. In the direction of Europe-Asia, the speed, which was at 74 km/h in 2015, rose to **81** km/h in 2017.

”

Customer Satisfaction

Ensuring customer satisfaction is among our strategic goals and sustainability priorities. We aim to establish a structure that would meet and go beyond the expectations of customers.

Informing our customers via different channels and gathering their feedback are of utmost importance to ensure customer satisfaction. For this reason, as ICA, we communicate with

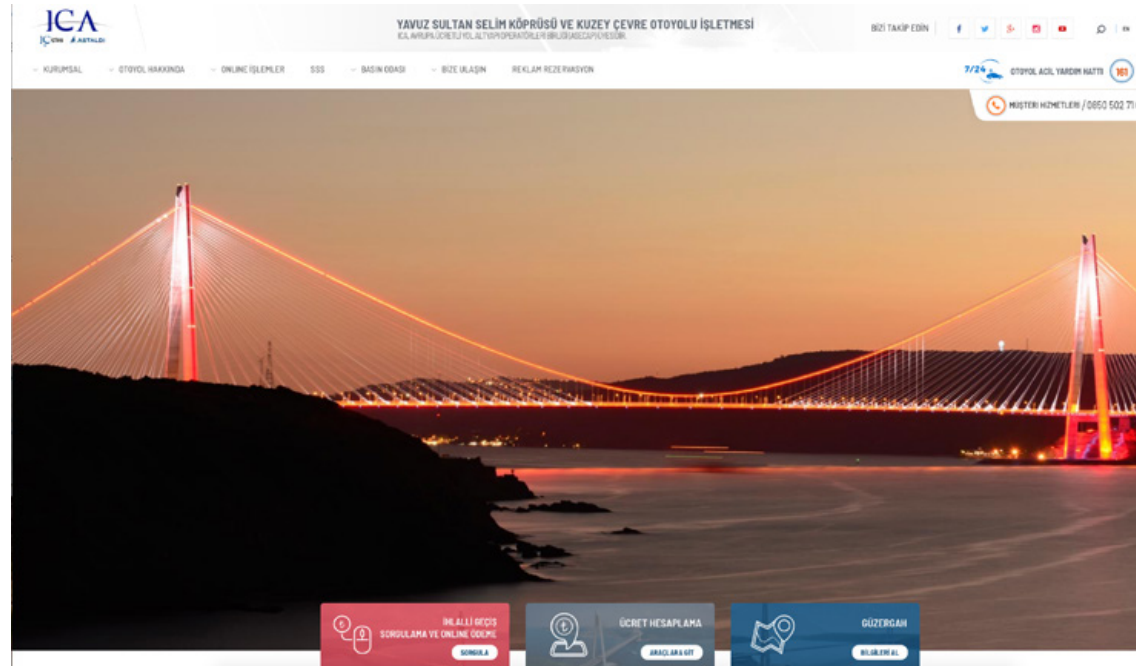
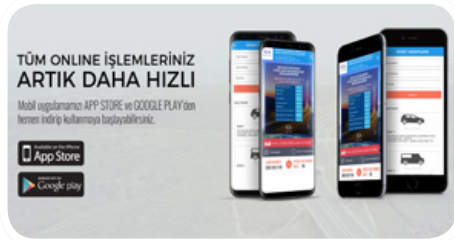
our customers through different channels, learn about their expectations and complaints; actively evaluate the information we gain through this process and work to develop services that we can integrate into our processes.

Our Customer Service Line is the most important platform through which we

communicate with our customers with approximately 500 calls per day. Our Customer Service Line (0850) 502 71 00 received 150,000 calls between September 2016 and June 2017.

Besides our Customer Service Line, another platform where we provide information to our stakeholders, especially to our customers is our corporate website. In addition to offering

online transaction opportunities to our customers via our website, we also provide information about the recent developments about our project. We actively gather feedback from our customers with "Tell Us" application and we carry out corrective and developmental actions in all related processes, especially in service quality.



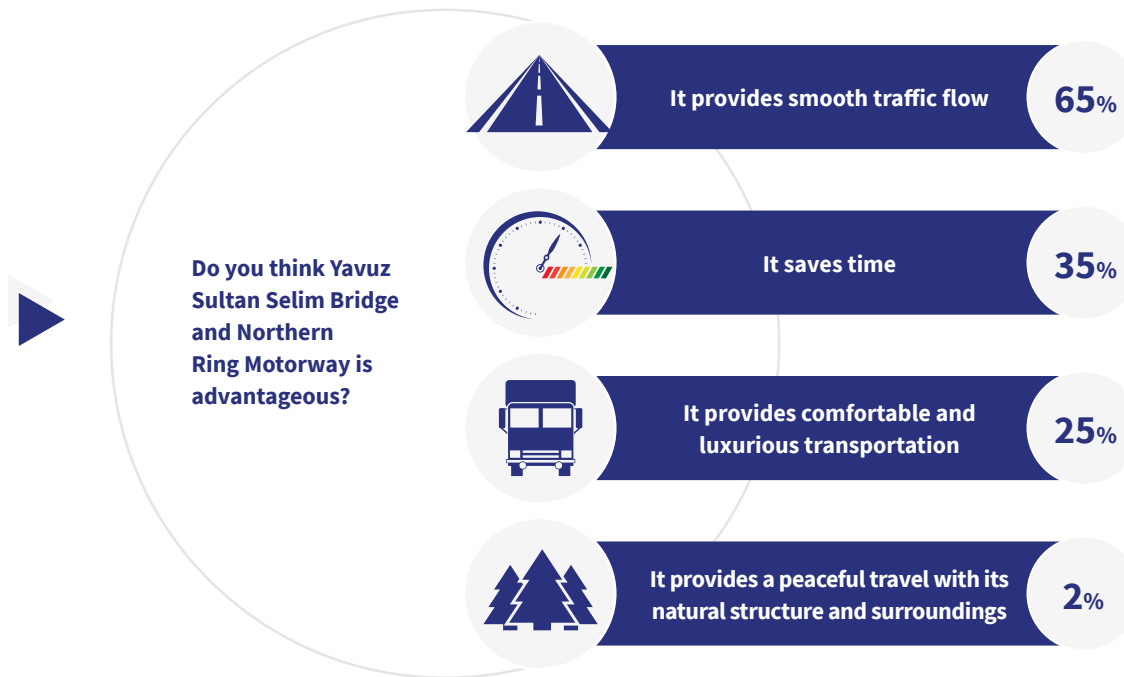
We reach our stakeholders via our social media accounts that we actively use. Apart from our social media accounts, our customers can quickly perform online transactions via our mobile application.

@YSSKoprusuveOtoyolu – **21,300** Followers
 @YSSKoprusuveOtoyolu - **69,000** Followers
 @YSSKopruOtoyol – **28,185** Followers

You can access our corporate web site through www.ysskoprusuveotoyolu.com.tr

Customer Satisfaction Studies

One of the practices we use to improve customer satisfaction and better understand our customers are field investigations. During the reporting period, we conducted a research in cooperation with IPSOS Research Company to measure the perception and usage habits of Northern Marmara Motorway and Yavuz Sultan Selim Bridge's target audience. Within the scope of this study, it has come to the forefront that 65% of the participants who have positive opinions about Yavuz Sultan Selim Bridge and the Northern Ring Motorway prefer the Northern Marmara Motorway for rapid transition without traffic.












Highway Service Facilities

Yavuz Sultan Selim Bridge and Northern Ring Motorway, which brings sustainable solutions to heavy traffic burden on Fatih Sultan Mehmet Bridge and July 15 Martyrs Bridge, share the heavy traffic and emission load at these points. Besides uninterrupted transportation service, it provides safe, comfortable and quality service for the passengers at the highway service station facilities.

Bi Mola Otoyol Service Facility, which predicates on the relevant requirements of the General Directorate of Highway, always following and implementing higher standards and innovations of its domestic and foreign counterparts, serves at 6 different points of the highway with its unique design and quality service standards. Highway Service Facilities are registered under the name of "Bi Mola Facilities" within the framework of branding works.



In summary, Highway Service Facilities consists of,








- Fuel Filling and Service Station 
 - Service building 
 - Cafeteria 
 - Restaurant 
 - Market 
 - Free Toilet 
 - Parking Lots 
 - Health Room 
 - Mosque/Masjid (We present the opportunity to perform prayer on Friday for our customers) 
- and is designed to provide services for 24/7.

Road Safety and Security

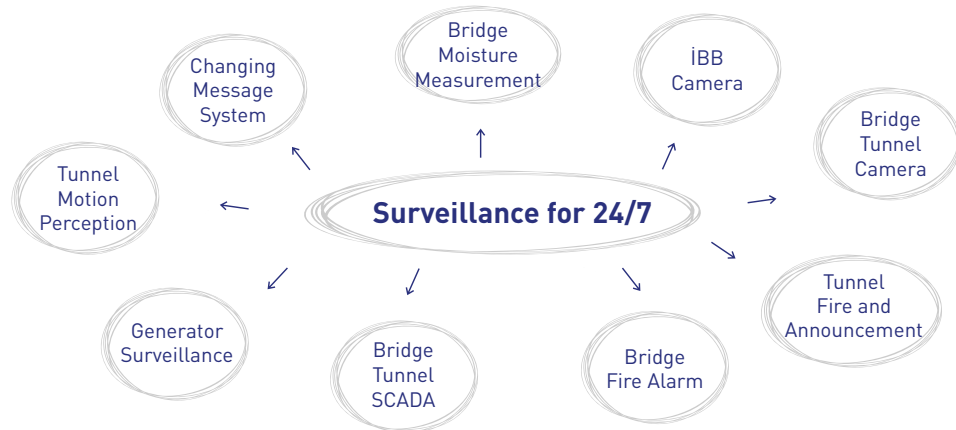
Providing safe, comfortable, uninterrupted and timely transportation of our customers is one of our important strategic goals. In this context, road safety and security practices are of special importance in terms of the sustainability of our services. Our bridge, highway and tunnel route are monitored 24/7 from the Main Control Center (AKM) with 206 cameras and giant screens. A Traffic Patrol and Maintenance team, which works continuously on our route, regularly inspects the safety and security of our roads. In addition to these practices, the applications designed for risks identified proactively within the scope of emergency action plans are constantly monitored.



Camera Infrastructure In Numbers

- HIGHWAY ▶  ▶ 63 pieces
- BRIDGE ▶  ▶ 76 pieces
- TUNNELS ▶  ▶ 61 pieces
- İBB ▶  ▶ 41 pieces
- OHT HIGHWAY SERVICE FACILITIES ▶  ▶ 6 pieces
- HGS (FAST-PASS SYSTEM) FREE PASS CAMERAS ▶  ▶ 140 pieces
- OGS (AUTO-PASS SYSTEM) CAMERAS ▶  ▶ 620 pieces

Surveillance for 24/7 with more than 1000 Cameras



Road safety and security is vital to our operational sustainability. It is an important managerial tool we use for the measures we have developed for the risks involved in relation to our sustainability approach.

Özgür Barışkan
Traffic Safety Manager

Our route is controlled by a total of 8 patrol cars under the control of AKM. In this regard, certain practices such as incident intervention, routine controls, road cleaning and safety are carried out.

As in our other operations, we closely follow the technological developments and use them actively in related practices on road safety and security. Based on the data provided by meteorological and motion sensors located in the Tunnel and Bridge (Standing Vehicle, Pedestrian Warning, Fog, Icing), it is possible to intervene without any time loss and inform the drivers of the systems such as VMS and marking.

Our infrastructure that provides 100% radio coverage over the bridge and highway, offers a 24/7 uninterrupted communication and an alternative communication infrastructure in time of disasters. We also have a 24/7 fire detection and monitoring technology thanks

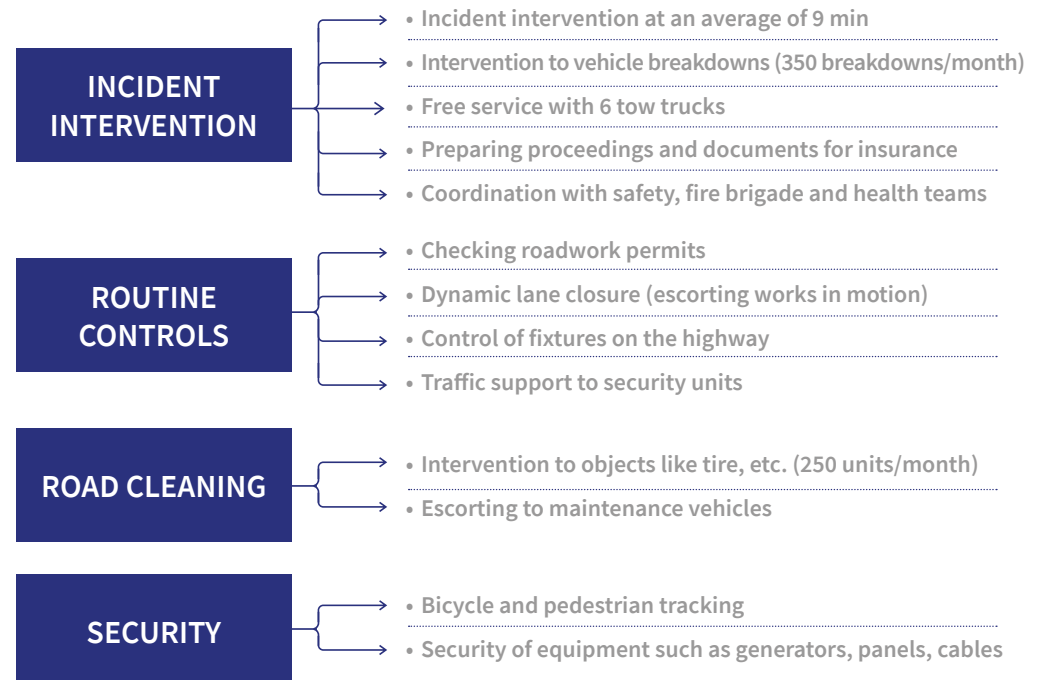
to the fire alarm system integrated to the fire systems of General Directorate of Forestry.

Instructions for emergency situations on bridges and tunnels are prepared, all responsibilities in relation to action plans are determined, and relevant departments and personnel are provided with trainings on first aid, fire protection and firefighting, emergency teams, emergency response procedures and intervention training for leaks and rashes.

Before Yavuz Sultan Selim Bridge and Northern Ring Motorway were built, the continental transit of dangerous and chemical-bearing vehicles on FSM bridge was once a day, and it increased to 3 times a day with Yavuz Sultan Selim Bridge in August 2016. Thus, the waiting period was reduced, a safer transit is provided with the support of tow trucks and patrol cars.



Highway	Highway		
	European Section	European Section	European Section
Traffic Receptor	15 Pieces	21 Pieces (4 pieces Tunnel)	36 Pieces
Fog Armature	120 Pieces for Bridge	140 Pieces for Tunnel	260 Pieces
Incident Detection System (AID)	16 Pieces	12 Pieces Highway 61 Pieces Tunnels	89 Pieces
Tunnel SOS Phones		36 Pieces Riva 31 Pieces Çamlık	67 Pieces



Another way of improving the highway safety is the maintenance and repair work.

In this context:

24/7 auditing with structural status monitoring

- Suspension and inclined suspension ropes, main rope, steel and concrete deck, tower pillars, approach viaduct, continuous monitoring with sensors at the meteorological stations
- Monthly reporting of the structural movements
- Monitoring of the dehumidification system
- Keeping the humidity of tower pillars, steel deck, main rope and anchor blocks at the desired level and controlling them from AKM screens
- Monitoring of the basic tracking system
- Basic monitoring of the bridge tower pillars, approach viaducts and anchor blocks
- Scada systems
- Lighting, fog lamps, security, electricity, emergency access telephones, control of fire chamber pumps, warning systems for sea and air vehicles, maintenance and repair of structural status sensors are provided.

For the coming periods, it is aimed at:

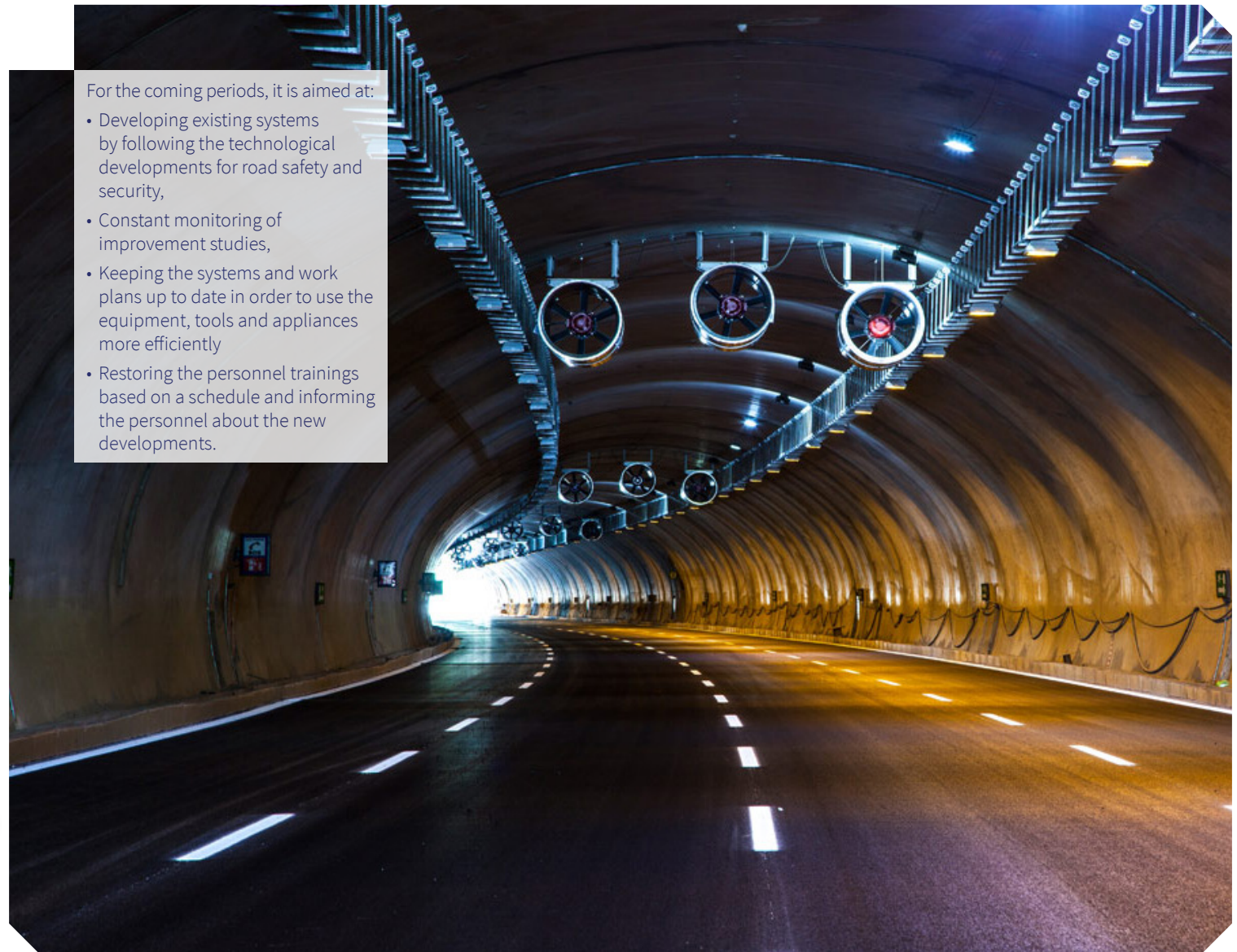
- Developing existing systems by following the technological developments for road safety and security,
- Constant monitoring of improvement studies,
- Keeping the systems and work plans up to date in order to use the equipment, tools and appliances more efficiently
- Restoring the personnel trainings based on a schedule and informing the personnel about the new developments.

Along with all these applications for Safety and Security, we closely follow the accidents along the route, their causes and consequences. During the reporting period, 571 accidents involving property lost, 166 accidents involving personal injury and 13 accidents involving death occurred along our route.

Compared with the European Union 2016 Road Safety data, these results indicate that the number of accidents involving death on Northern Ring Motorway is

67% less than

the average of European toll roads.





DIGITALIZATION

Developing the service provided by following technological developments and using smart transportation systems and methods is among our key strategic goals.

In this regard, along the bridge and highway route, we monitor and supervise the transportation services that we offer with cutting edge technology products for 24/7.

ICA

YAVUZ SULTAN SELİM KÖPRÜSÜ ve KUZAY ÇEVRE OTOYOLU İŞLETMESİ



We process meteorological data, highway accident data, traffic density data, breakdown and maintenance data simultaneously and share instant notifications with our passengers via smart vehicle information displays located along the motorway. With our cutting edge non-stationary and stationary cameras that are capable of coping with demanding weather conditions, we monitor and track our entire highway 24/7. Besides, we share with all our citizens the traffic density and immediate road situation visually via mobile applications by employing the power of Internet technologies and cooperating with municipalities.

We provide our passengers with uninterrupted communication for **24/7** thanks to the base stations we located along the entire route for all GSM operators (Turkcell, Türk Telekom, Vodafone).

In addition to providing online inquiry and payment facilities for toll violations by creating online payment channels for our passengers, we also inform our passengers through **SMS**. We provide an online inquiry of toll violations via our Mobile App and Web Channels. We allow our passengers to make retroactive and **3D secure** payment through our web and mobile channels.

Continuing uninterrupted operations is of utmost importance for ICA. In this context, our data center located in Hüseyinli Highway Maintenance and Operation Directorate is built for business continuity and disaster recovery scenarios. In case of natural disasters, infrastructural disruptions, etc., we back up our applications and services with different technologies at our Disaster Recovery Center.

With the information technology projects carried out during the reporting period,

- Customer Service Line Operations were transferred to Garipçe Campus within the body of ICA. Operational costs were reduced; management was centralized and facilitated by ensuring rapid communication with customers/passengers.
- The development studies of CRM (Customer Relations Management) software were carried out and its integration with Customer Service Line was completed. Customer cards deliver faster solutions by enabling rapid response to callers and quick access to past information.
- With the License Plate Receipt program developed in-house, highway and bridge transit details and provision results of the customers who call us can be observed and by means of photo integration, the customers can be provided with necessary information in response to their complaints. The application is developed for use in units such as Customer Service and Revenue Assurance and integrated with CRM and Call Center applications.
- With Data Warehouse Project, a structure was created in which data is collected from various sources and reported. Thus, with different analysis studies, services providing best customer experience can be developed. With Business Intelligence, value-added reporting and enhancements for operational, financial, business development were made possible with the data obtained from the data warehouse.

We facilitate our customers' travel through the projects we implement in the context of digitization and diversify the channels we use to inform our customers. In this regard, during the reporting period, an inquiry and online payment system for toll violations via Web Page and Mobile Application was activated for our passengers. With the Web SMS services integrated with Turkcell, Vodafone and Türk

Telekom operators, informative messages are sent to our passengers via SMS. An entirely local radio system that covers the entire motorway route was established, providing an alternative communication channel in difficult conditions.

We engage in practices to increase our service quality by improving the applications of information technologies. In the upcoming periods,

- As part of Breakdown Follow-up and Maintenance Management Software, it is aimed that the closest technician takes care and closes the case of breakdown within an online structure in which breakdown follow-up, periodical maintenance management, change management, asset management, inventory and spare parts management are centralized. With similar applications, it is aimed at providing operational cost advantage.
- With the new Helpdesk application that conforms to Information Technology Infrastructure Library (ITIL) standards, a more manageable, measurable, reportable and transparent IT Demand management is targeted.

Digitalization directly increases the efficiency of our operations and the quality of our services we offer to our customers. Our sustainability vision is an important guide for us to determine the services we have developed in this context.

Tolga Yeşildal
Business and Information
Technologies Director





ENVIRONMENTAL IMPACT MANAGEMENT



As ICA, we manage our operations with the awareness of our environmental impact. In our activities, we regard nature and environment as essential to Sustainable Environmental Principles.





As part of Sustainable Environmental Policy, we:

- Develop programs compatible with Local and International agreements,
- Systematically examine the environmental effects,
- Regulate our activities considering precautions,
- Provide awareness of sustainable environment by informing and educating our employees.
- We aim to develop performance measurement/monitoring methods in order to reach the performance targets determined within the scope of all these applications and to constantly improve them as part of the periodical revisions and examinations.

With our effective managerial practices, we constantly monitor our environmental impact. Sustainable Environmental Policy is our most important guide in further improving the performance we have achieved.

Burak Akdemir
Environmental Engineer
Investment Development and
Business Income Management
Specialist

Environmental Management and Corporate Capacity

As a consequence of our sensitive approach to the issues and processes concerning the environment, "Environmental and Social Impact Assessment" (ESIA) study was conducted at the initial stage of our project by AECOM Turkey, in order to assess the positive and negative effects of our project on the environment and society. Within the scope of the project, "Environmental and Social Action Plan" was prepared and "mitigation" measures were determined by contacting 41 NGOs. Since then, the environmental and social impacts are reviewed every 3 months and also annually, while the compliance with the principles of Environmental and Social Impact Assessment is monitored.

Personnel with clearly defined responsibilities and authorities have been appointed, including a management representative for the implementation of the Environmental and Social Management System and the audits. Education, workforce, financial resources and management support that ensure effective environmental and social performance, and the sustainability of improvement efforts, are constantly provided. The reports including performance results are reported to the relevant stakeholders every six months by ICA.



The environmental and social impacts are reviewed every 3 months and also annually, while the compliance with the principles of Environmental and Social Impact Assessment is monitored.

Within the framework of environmental management practices designed to reduce the environmental impact by proactively eliminating the existing and possible risks:

- With the "Waste and Wastewater Management Plan", the methods and responsibilities were determined for the collection, storage and disposal of solid and liquid wastes arising from the construction site, ancillary facilities, offices and dormitories placed in the camping site.
- Based on the information obtained from the Archeology section of Environmental and Social Impact Assessment and the risk maps, a "Chance Find Procedure" document was prepared in order to inform the contractors and employees about the steps to be taken in case of an archaeological find.
- With the Land Management Procedure, it was aimed to protect the land resources in the project area in the long term,
- Spills and Leakage Emergency Plan was prepared to manage possible leaks of gas, oil, chemicals and other hazardous or non-hazardous substances during construction and operation of the project,
- Traffic Management Plan was prepared in order to minimize the risks against human and environmental health that may arise from the vehicles used during the project.
- As part of the Environmental Regulation Procedure, all the work in relation to environmental regulation was carried out at a high standard and the project was made compatible with the proposed mitigation measures and the environmental management objectives.
- Considering the requirements of the "Waste Management Regulation" with law number 29314 of Hazardous Substance and Chemicals Procedures, the transport, temporary storage and disposal of all hazardous wastes were managed appropriately and safely.
- With the Biodiversity Action Plan, biodiversity was increased, sustainable land management was implemented and the awareness of biodiversity conservation issues was raised.



As part of the protocol with Istanbul University, a literature study was carried out to determine the seed maturation times and locations of endemic plant species (Istanbul lathyrus, bellflower, euphorbia, comfrey, cornflower, dandelion, boswellia serrata, Turkish lily, pellitory-of-the-wall). Following these studies, field studies were carried out to collect plant seeds. As a result of this study, except the cornflower and pellitory-of-the-wall, the seeds of 7 species were collected and delivered to the Seed GenBank.

Water Management

As one of our most important natural resources, we pay special attention to use water more effectively and to maintain its quality since the construction stage. Starting from the initial stage, necessary training and information were provided to employees in order to apply the impact mitigation measures correctly.

As part of the project devoted to protect underground and surface water resources, culverts were constructed to ensure safe flow of water under the project road, connection roads and junctions during the construction stage. During the excavations, any action that could damage the underground aquifers was avoided. Temporary works required during construction were designed to reduce the irregularities and obstacles that may occur in riverbeds, small stream systems in the vicinity, the Bosphorus coast and their related ecosystems. It was given particular attention to drinking water reservoirs and water quality studies were carried out at regular intervals in these reservoirs. No discharge of any liquid was permitted in these areas.

Both in construction and operation stage, the disposal of wastewater was carried out in accordance with the requirements of the relevant regulations and legislation as in all other wastes. Spills and Leakage Emergency Plan was prepared and implemented.

Culverts were constructed to ensure safe flow of water under the project road, connection roads and junctions during the operation stage of the project. It was given particular attention to drinking water reservoirs and water quality studies were carried out at regular intervals in these reservoirs. No discharge of any liquid was permitted in these areas.

During the reporting period, a total of 9,528 million liters of water was consumed within our operations. A considerable amount of water was consumed during the irrigation and maintenance processes as part of the afforestation activities. As a result of the decrease in irrigation need for selectively planted trees and plants as part of the Biodiversity Action Plan, water consumption is predicted to decrease 60% in the next reporting period.



During the reporting period, a total of **9,528** million liters of water was consumed within our operations.

Energy and Emissions Management

Fighting against climate change is a phenomenon that the whole world needs to work together on. As ICA, we are aware of our responsibilities. In this regard, we made efforts to minimize our environmental impact starting from the construction stage.

During the construction stage of the project, we used the best control technology available to reduce combustion emissions arising from fuel storage, vehicle engines or other temporary equipment. Regular maintenance was carried out to ensure the safety of vehicles and minimize emissions. All vehicles were subject to maintenance to ensure that exhaust emissions do not disturb the employees and local communities.

By working together with the traffic authority of the municipality (Istanbul Traffic Control Center (IBB)), and taking different initiatives, the drivers were encouraged to minimize their emissions (to conduct regular vehicle inspection, display proper driving behavior) during the operation stage of the project. The use of electronic traffic signs

(e.g. speed warnings, display of traffic condition and general recommendations for reducing vehicle emissions) has made it easier for drivers to commute in traffic smoothly and emissions were reduced accordingly. Emissions stemming from the tunnel were reduced by careful design, including the position, form and operating principle of the ventilation ducts.

We intend to begin our efforts to measure carbon footprint of our operations in the next reporting period. In this context, it is planned to carry out activities and options that will reduce the fuel consumption of the vehicles used in our operations.

During the reporting period, energy consumption of 22,128,722 kWh resulted from the use of electricity. 3.5% of this use was obtained from renewable energy sources. In this context, we provide the signaling trailer used on the highway and plates with solar panel systems that are charged with solar energy.



Free charging for electric vehicles on the Northern Ring Motorway

ICA offers free charging service at Fenertepe and Işıklar Bi 'Mola roadhouses on the Northern Ring Motorway in order to support electric vehicles and environmentalist approach. All the electric vehicle owners benefit from free charging service at Fenertepe and Işıklar Bi 'Mola roadhouses. It is planned that the implementation will be expanded to all facilities in the upcoming period. With this service, it is aimed to increase the use of electric vehicles and to support new environmental practices.

During the reporting period, energy consumption of **22,128,722 kWh** resulted from the use of electricity. **3.5%** of this use was obtained from renewable energy sources.

Biodiversity

We carry out our biodiversity practices under the "Biodiversity Action Plan" starting from construction stage to operation stage. Our activities with respect to biodiversity have a special place as a result of the importance we attach to minimize our environmental impact. In this context, certain measures were taken in order to protect the habitats, flora and fauna and the currently obtained results are actively controlled and evaluated.

• For Habitats and Flora during the construction stage;

- Construction areas are clearly marked and fenced around to prevent pollutants and material overflow that can cause damage to living spaces outside the defined area.
- It was paid special attention to avoid damage to the living spaces and trees in the forest areas, especially the Northern Marmara forests, comprising old growth Belgrad and Beykoz forests.
- The tree roots larger than 5 centimeters and still standing were not damaged unless they need to be cut.
- The vegetative soil was stripped, stored at the site and used in landscaping studies and habitat recreation.
- Since the vast majority of the project area is forestland, small trees and shrubs on the field had to be cut for construction. The effects on forests were minimized by means of cleaning/ cutting trees only when it was mandatory. Areas with significant loss of forest habitat were compensated with the replacement habitat areas.

- Considering the natural structure of the habitats, plant species that adapt to the climate and soil structure were planted within the scope of afforestation activities.

• For fauna;

- The hunting of animals, gathering of eggs and nesting of resident birds was prohibited.
- Vehicle movement was restricted to the existing roads that connect the project site with the surrounding areas.
- The animals in the construction area were allowed to leave before the construction activities started.
- Before the stripped material was removed from the area, a visual control was made for the possibility that vertebrates such as tortoises, hedgehogs, lizards, and snakes may enter these stripped materials. If any fauna element was found, it was transferred appropriately to a nearby habitat.

• For Habitats and Flora during the operation stage;

- Maintenance vehicles are allowed to move only in the existing roads that connect the project site with its surrounding areas.
- In the design, an appropriate drainage was provided to prevent pollutants from the road directly entering rivers and wetlands or to prevent leaching of pollutants into adjacent habitats.
- Arrangements of seeds and seedlings used for planting and landscape design have been made in accordance with the habitats in the vicinity.

- For the afforestation of lost forests, broad-leaved trees are planted and local seeds and seedlings are used.

• For fauna;

- Hunting was forbidden around the project area.

- Where necessary, ecological bridges and tunnels are built to prevent the disruption of living spaces and allow animals to pass safely through the roads.



Afforestation and Landscape Activities

Within the scope of our sustainability targets, 5.1 million trees and plants are planned to be planted. 2,220,000 trees were planted along our route by the end of 2017, of which 100,000 trees were up to 6 meters tall. 1,595,000 trees

were planted off route within the scope of Forest Protocols. 1,285,000 trees are to be planted by the end of 2018. Afforestation and landscaping activities were carried out on a total area of 2,940 hectares.

As part of irrigation activities for landscaping, about 1,300,000 trees and plants were irrigated every week by a team of 135 people with 45 tankers of 20 tons and 2,700 tons of water per day. Due to the development

of selected tree and plant species and the reduced need for irrigation, the amount of water used in this context is expected to decrease by up to 60% in the next reporting period.



Ecological Bridge

A First in Turkey: An Ecological Bridge

According to the ESIA report, an “Ecological Bridge”, a first in Turkey, was built in Uskumruköy, on the motorway’s European side. Ecological Bridge located within the wildlife reserve, prevents the present habitat from being divided and provides wild animals continuous access to living environment.

Within the scope of Ecological Bridge, 1,500 plants and seedlings and 20.000 m² of grass were planted.

TÜRKİYE'NİN İLK EKOLOJİK KÖPRÜSÜ





HUMAN RESOURCES MANAGEMENT



We continue our operations with the awareness that employees are the building blocks of past and future achievements. In this context, it is among our primary responsibilities to create a working environment where our employees can develop themselves, improve their competencies and work fairly and safely.



Starting from the recruitment process, we adopt an anti-discriminatory approach and recruit employees with appropriate qualifications and competence. We believe that differences such as language, religion, race, gender, ethnicity and age will enrich our operations and we respect these differences. Regarding remuneration, we work with the principle of “equal pay for equal work” and

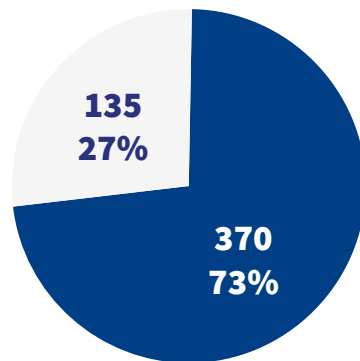
determine employee wages fairly based their performance and the position they work at. As a result of our positive discrimination approach to female employees, we have determined female employee quota as minimum 25% from the beginning of the project.

In addition to legal obligations, we also provide employee benefits such as service, birth and death assistance, easy loan facilities and discounted service provision from contracted organizations. In addition to these, we also provide opportunities for employees to participate in trainings off the training schedule on demand and if deemed appropriate.

We are acting with the awareness of our responsibility to solve the problems of forced and involuntary labor and child labor, which are common problems of the world. In this regard, we do not allow our contractors and subcontractors to employ these types of labor and we take necessary precautions. In this reporting period, there wasn't any complaint received regarding these issues.

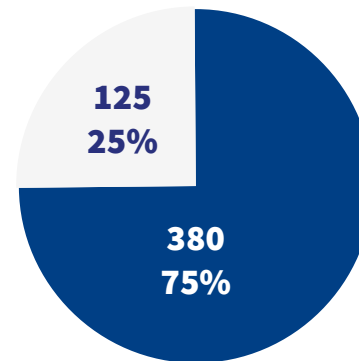
During the reporting period, we provided **119** blue-collar employees including **31** female and **88** male employees.

Employee Distribution by Status



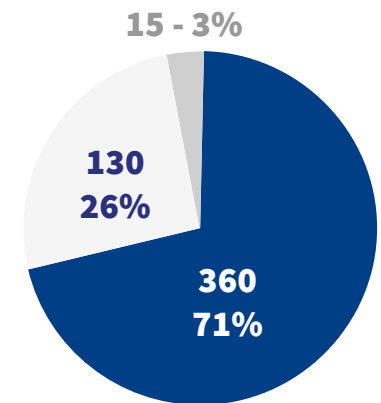
● Blue-collar ● White-collar

Employee Distribution by Gender



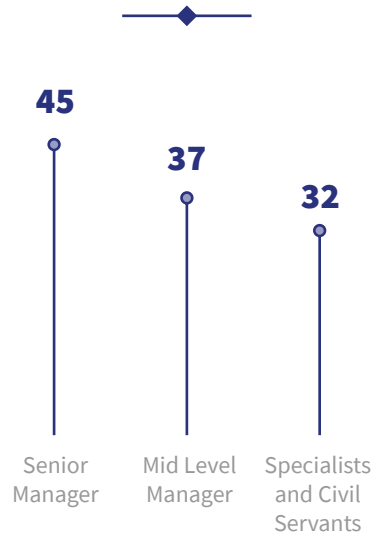
● Male ● Female

Employee Distribution by Age

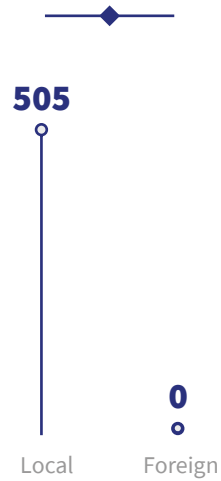


● Under 30 ● 30-50 ● Over 50

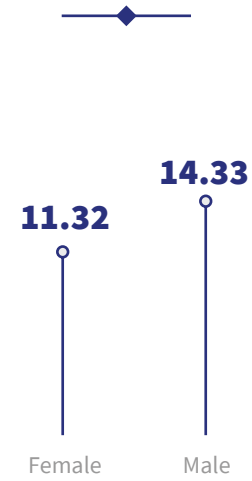
Employment by Age Groups



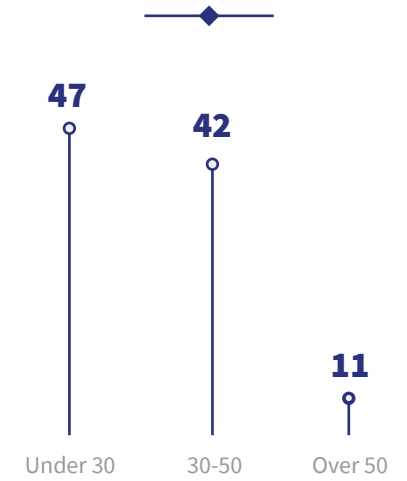
Employment by Nationality



Employee Turnover by Gender (%)



Employee Turnover by Gender



Senior Managers by Nationality		Senior Managers by Gender		Senior Managers by Age Group	
Local	15	Female	2	30-50	13
Foreign	0	Male	13	50<	2
Total	15	Total	15	Total	15

We give importance to the development of our employees, and in this regard, we offer training opportunities to meet their needs and develop their competences. During the reporting period, we provided 403 hours of training for our employees. In addition to employee training, our managers were offered vision-mission and management cycle training. The construction personnel were provided with pay desk and traffic patrol operator training and career opportunities on the operations side.

We plan to activate our performance evaluation system in the next reporting period. Thus, we aim to increase our contribution to the development of our employees to a higher level. During the reporting period, we provided performance evaluation to 4 white-collar workers, including 1 female and 3 male, and to 31 blue-collar workers, 31 female and 88 male.

Occupational Health and Safety

Our Occupational Health and Safety (OHS) approach is to ensure the continuity of our Occupational Health and Safety culture throughout the organization, which we established with the aim of zero accident during our operations. We oversee all the factors related to the management structure and we constantly work to minimize the risks of proactive practices.

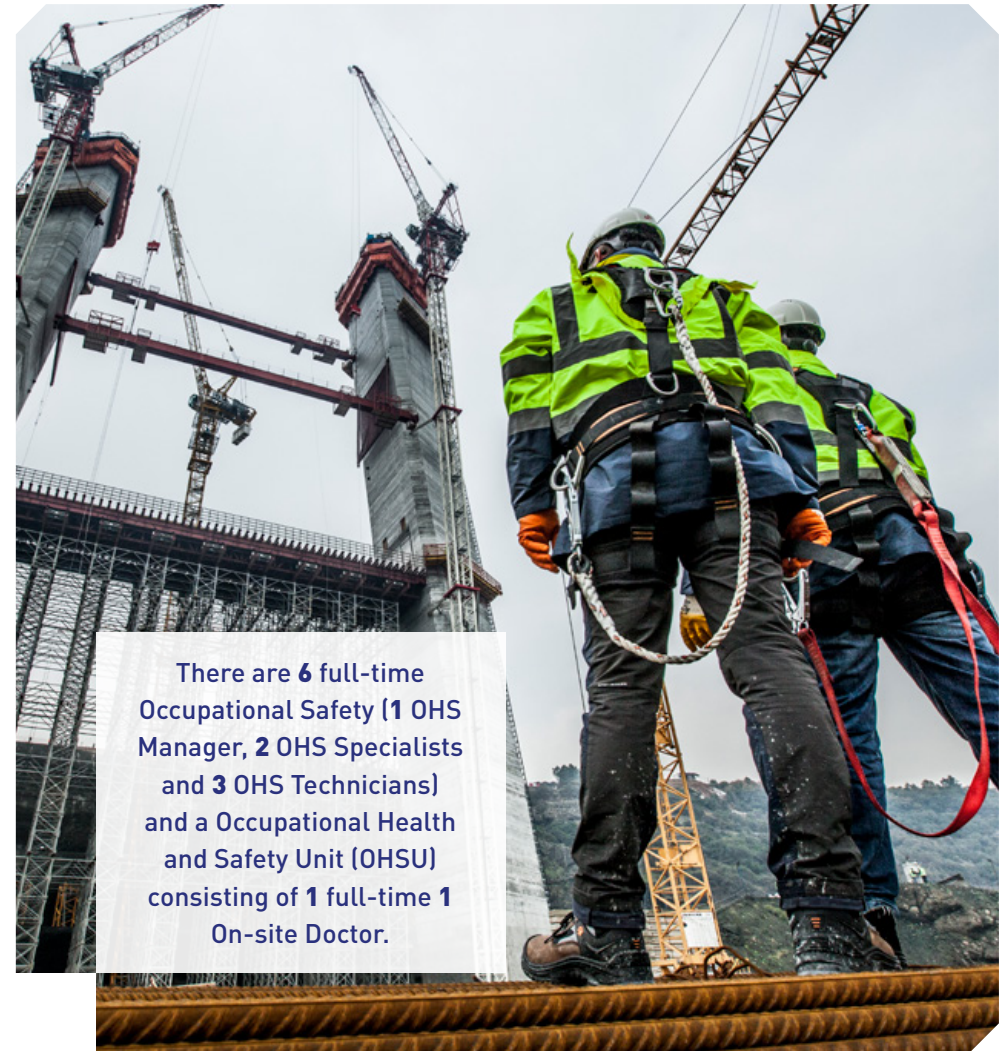
The ICA OHS Board, consisting of 16 people, is the main structure of the Occupational Health and Safety management. There are also 3 employee representatives working actively in the Board. Occupational Health and Safety Council meets periodically every month, actively monitors and evaluates related processes. Within this structure, there are 6 full-time Occupational Safety Specialists (1 OHS Manager, 2 Occupational Safety Specialists and 3 OHS Technicians) and a full-time Occupational Health and Safety Unit (OHSU) with 1 full-time on-site doctor.

Staff members are qualified in their respective fields. 3 Occupational Safety Specialists closely monitor the works done on the highway,

1 Occupational Safety Specialist monitors the works done on the bridge. One of our Occupational Safety Specialists provides support to the OHS Manager on administrative issues, documentation and the works done on the highway and the bridge.

Within the framework of OHS management practices, 4 procedures, 1 health and safety plan, 4 emergency plans (for Highway, Bridge and 2 Tunnels), 33 instructions and 21 forms are currently prepared. Documents are constantly revised in line with the existing or future works, and the new ones are prepared accordingly. In the coming period, ISO 45001 Occupational Health and Safety Management System certification studies will commence.

Our Occupational Health and Safety practices start from the first day at work for our employees and actively continue throughout their work life. Orientation training is provided to all ICA employees as their employment start, health examinations are regularly carried out every year and checked periodically by the On-site Doctor.



There are 6 full-time Occupational Safety (1 OHS Manager, 2 OHS Specialists and 3 OHS Technicians) and a Occupational Health and Safety Unit (OHSU) consisting of 1 full-time 1 On-site Doctor.

	2016	2017
Number of Accidents Involving Death	0	0
Number of Accidents Involving Major Injury	0	0
Number of Lost Days (over 7 days)	0	4
Number of Lost Days (1-7 days)	0	1
LTI (Lost Time Injury)	4	8

Employee training plays a major role to spread the Business Health and Safety culture. In this context, as ICA, we give special importance to OHS trainings. It is aimed at increasing the training period of 16 hours per employee per

year required by the legislation. In this regard, a total of 414 employees were provided with 840 person*hour OHS training during the reporting period.

A total of **414** employees were provided with **840** person*hour OHS training during the reporting period.

The main trainings of Occupational Health and Safety practices are as follows:

- Traffic and Highway Safety Training
- Basic First Aid, Evacuation and Rescue Training
- Shielded Vehicles Training
- Hazardous Substances Training
- General Occupational Health and Safety Orientation Training
- Chemical, Physical and Ergonomic Risk Factors Training
- Workplace Special Risk Education Training



SOCIAL DEVELOPMENT



Continuing our operations by creating value for the society and economy constitutes the basis of our social responsibility approach.

In this regard, as IC Group, we carry out activities that contribute to many fields such as education, environment, sectoral development.



IC Foundation by which social projects of IC's Holding that we are an affiliate is the main guiding principles for the projects we carry out. Activities of educational support we undertake in a planned way since 1984 by the leadership of İbrahim Çeçen, reached an institutional structure with the IC Foundation established in 2004.



IC Holding founded the University of İbrahim Çeçen and donated to the Republic of Turkey. The university started its academic year for 2007- 2008. Today, the number of students supported by the foundation's scholarship has reached over 10. Besides its support for the foundation's projects, ICA is among the institutional supporters of Salt, a non-profit cultural institution in public service.

5,1Million Tree Project

ICA continued the most extensive afforestation project ever implemented by the private sector in the history of Republic within the scope of Yavuz Sultan Selim Bridge and Northern Ring Motorway in reporting period. In this context, since 2013; within the scope of protocol signed with the Ministry of Forestry and Water Affairs, the General Directorate of Forestry, the Ministry of Transport, Maritime Affairs and Communications and the General Directorate of Highways, afforestation works continue systematically with great care.

Until now, afforestation studies have been carried out in many regions located in the provincial borders of in İstanbul including Ağva, Çatalca, Kanlıca to Kemerburgaz and along the route of Northern Ring Motorway, indicated by the General Directorate of Forestry.



Target Project: Safe Drive Movement

The Safe Drive Movement project, which includes our social responsibility, reliability and sustainability values, will be launched in 2018 to provide safe, comfortable and time-saving transportation services to our customers. The training of the project will be carried out in one of the training complexes for driving techniques approved by the Turkish Ministry of Education. Traffic safety trainings for children will be provided for students in the target regions. Educational content and informational documents will be shared with the public through trainings and various communication channels.

Creating social projects that contribute to social development is an important component of our sustainability approach. Creating positive value for our stakeholders through our community investments is among our unchanging goals as ICA.

We have contributed 4.1 million trees and plants to nature since the start of the project in 2013.

Within the scope of the new protocols in preparation, it is targeted that 500 thousand trees and plants will be planted in the coming period to reach 4 million 600 plants. Within the scope of afforestation works, ICA will also carry out a new afforestation work on an area of 540 hectares that the Regional Directorate of Forestry will indicate

within the provincial boundaries of Istanbul.

Archeology and Cultural Heritage

It was paid special attention to protect and supervise the findings of archaeological and cultural heritage both in the construction and the operation stages of Yavuz Sultan Selim Bridge and the Northern Ring Motorway Project.

During project planning, official views were taken from the regional committees along the route and direct impact areas.

In cooperation with the project team and cultural heritage authorities, an Archaeological Consultant Team was appointed to supervise the implementation of mitigation measures in the project development stages. Areas of high and middle archaeological potential

were examined and with the development of a sophisticated design, the effects were avoided and minimized. If any archaeological remains were found during the operation stage, excavations of the project at that point were stopped as required by national laws, and the Provincial Directorate of Culture and Tourism was immediately informed.





Contribution to Sectoral Development

As ICA, we believe that sharing the experience gained within the scope of the Yavuz Sultan Selim Bridge and the Northern Ring Motorway Project will be an important guide in implementing similar projects. In this regard, we contribute to the sectoral development by sharing our experience in our activities on different platforms.

Oskar Von Miller Forum - Exhibition, Munich

Yavuz Sultan Selim Bridge and the Northern Ring Motorway was selected by the Oskar Von Miller Forum as an inspirational project for the exhibition of Visionaries and Everyday Heroes, especially designed for university students. Within the scope of the exhibition, photos of the project and detailed information were shared with both students and industry professionals.

Creating social projects that contribute to social development is an important component of our sustainability approach. Creating positive value for our stakeholders through our community investments is among our unchanging goals as ICA.

Mine Homriş
Corporate Communications
Director

"The New Symbol of Istanbul" A Book with Rizzoli

A special book Yavuz Sultan Selim Bridge called "The New Symbol of Istanbul" was prepared with Rizzoli Publishing House, the publisher of cult books in architecture. Following the completion of the book, it hit the world-renowned bookstores, university and museum bookstores. ICA shared the book with the universities in Turkey.

"The Rise of a Masterpiece" - A Book with Optimist

A book called "The Rise of a Masterpiece" was prepared as an archive book for engineering students and industry professionals, with one of Turkey's leading publishing houses, Optimist. The book tells the story of Yavuz Sultan Selim Bridge and Northern Ring Motorway, describing the whole period from its construction to operation as well as the project technicalities.

In addition to these, we participated in Transist 2017 International Istanbul Transportation Congress and Fair in the reporting period and Yavuz Sultan Selim Bridge and Northern Ring Motorway Seminar and Exhibition were organized.



Contribution to Social Awareness

ICA actively supports the campaigns that develop social awareness. In this context, the activities carried out in the reporting period are as follows:

Yavuz Sultan Selim Bridge Lights Up Maroon For "World Kidney Day"

Yavuz Sultan Selim Bridge was illuminated with maroon lights to support "World Kidney Day" celebrated annually on the second Thursday of March. It was aimed to draw attention to kidney diseases with maroon lighting on Thursday, March the 9th.



Support for April 2 World Autism Awareness Day

Yavuz Sultan Selim Bridge was illuminated with blue lights as part of the "Give a Blue Light" campaign to attract attention to autism on Sunday, April the 2nd.



Yavuz Sultan Selim Bridge Lights Up Orange for Violence Against Women

Sustaining its support for the "International Day for the Elimination of Violence Against Women", declared as the November 25th by the United Nations in 1999, ICA illuminated Yavuz Sultan Selim Bridge with its orange lights, the symbol of the campaign.



Blood Donation from Yavuz Sultan Selim Bridge and Northern Ring Motorway employees to Kızılay

Yavuz Sultan Selim Bridge and Northern Ring Motorway employees donated blood on Wednesday, October 18th, as part of Kızılay's "Save Blood and Save Life" campaign. At the end of the day's activities, Kızılay gave blood donation certificates to employees who donated blood.



Activities

Activities performed in Yavuz Sultan Selim Bridge and Northern Ring Motorway in 2017 are as below.

53rd Presidential Cycling Tour of Turkey

In the sixth and final stage of 53rd Presidential Cycling Tour of Turkey held in Istanbul, contestants completed the racetrack of 143.7 kilometers passing through Yavuz Sultan Selim Bridge.



Mercedes-Benz Customer Service Winter Campaign

In the reporting period, free winter inspections for Mercedes-Benz trucks were carried out at Bi Mola Işıklar and Fenertepe facilities. In this regard, a discount of 30% was provided for the spare parts determined in the inspection form, and the guests who checked their vehicle were given a gift set by Mercedes-Benz.



Harley - Davidson voices echoed on two continents

Istanbul Harley-Davidson owners from Turkey and abroad, on October 8, 2016 tested the pleasure of driving and passed through Yavuz Sultan Selim Bridge for the first time within the scope of 1st Istanbul Rally Drive. The ICA Traffic Patrol teams on the 7/24 route backed the event by taking all the security precautions for safe and comfortable passage of the group of Harley Davidson drivers.



GRI Content Index



Indicators	Descriptions and Page Numbers	Omissions
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
Corporate Profile		
102-1	About the Report p.3	-
102-2	About ICA p.7	-
102-3	Contact p.59	-
102-4	About ICA p.7	-
102-5	About ICA p.7	-
102-6	About ICA p.7	-
102-7	About ICA p.7; Human Resources Management p.45	-
102-8	Human Resources Management pp.45-46	-
102-9	About ICA p.7	-
102-10	GRI Content Index: There are no significant changes	-
102-11	Risk Management p.18	-
102-12	Our Memberships p.15	-
102-13	Our Memberships p.15	-
Strategy		
102-14	Message from the Chairman p.4 ; Message from the Executive Committee Member and Chairman of the Infrastructure Group p.5; Message from the General Manager p.6	-
Ethics and Integrity		
102-16	About ICA p.8; Ethics Management p.18	-

Indicators	Descriptions and Page Numbers	Omissions
Governance		
102-18	Corporate Governance Practices p.17	-
Stakeholder Engagement		
102-40	Stakeholder Engagement Practices at ICA p.22	-
102-41	GRI Content Index: We have no employees covered by collective bargaining agreement	-
102-42	Stakeholder Engagement Practices at ICA p.21	-
102-43	Stakeholder Engagement Practices at ICA pp.21-22	-
102-44	Stakeholder Engagement Practices at ICA pp.21-22	-
Reporting Practices		
102-45	About the Report p.3	-
102-46	About the Report p.3	-
102-47	Sustainability Management p.19	-
102-48	GRI Content Index: No restatements of information.	-
102-49	GRI Content Index: No restatements of information.	-
102-50	About the Report p.3	-
102-51	GRI Content Index: It is ICA's first Sustainability Report	-
102-52	About the Report p.3	-
102-53	Contact p.59	-
102-54	About the Report p.3	-
102-55	GRI Content Index p.55	-
102-56	GRI Content Index: Report has not been subjected to external assurance	-

Material Issues			
Standards	Indicators	Descriptions and Page Numbers	Omissions
Water, Energy and Emission Management			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Environmental Management and Corporate Capacity p.36; Water Management p.39; Energy and Emission Management p.40	-
	103-2 The management approach and its components	Sustainability Management p.19; Environmental Management and Corporate Capacity p.37; Water Management p.39; Energy and Emission Management p.40	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Environmental Management and Corporate Capacity p.37; Water Management p.39; Energy and Emission Management p.40	-
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Energy and Emission Management p.40	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy and Emission Management p.40	-
	302-4 Reduction of energy consumption	Energy and Emission Management p.40	-
GRI 305: Emissions 2016	Reduction of GHG emissions	Energy and Emission Management p.40	-
GRI 303: Water 2016	303-1 Water withdrawal by source	Water Management p.39	-
	303-2 Water sources significantly affected by withdrawal of water	Water Management p.39	-
Biodiversity and Afforestation			
GRI 304: Biodiversity 2016	103-1 Explanation of the material topic and its boundary	Environmental Management and Corporate Capacity p.37; Biodiversity p.41	-
	103-2 The management approach and its components	Sustainability Management p.18; Environmental Management and Corporate Capacity p.37; Biodiversity p.41	-
	103-3 Evaluation of the management approach	Sustainability Management p.18; Environmental Management and Corporate Capacity p.37; Biodiversity p.41	-
GRI 304: Biyolojik Çeşitlilik 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity pp.41-43	-
	304-2 Significant impacts of activities, products, and services on biodiversity	Biodiversity pp.41-43	-
	304-3 Habitats protected or restored	Biodiversity pp.41-43	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity pp.41-43	-
Equality and Diversity at Work			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Human Resources Management p.45	-
	103-2 The management approach and its components	Sustainability Management p.19; Human Resources Management p.45	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Human Resources Management p.45	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Resources Management pp.45-46	-
	405-2 Ratio of basic salary and remuneration of women to men	Human Resources Management p.45	-

Material Issues			
Standards	Indicators	Descriptions and Page Numbers	Omissions
Employee Satisfaction			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Human Resources Management p.45	-
	103-2 The management approach and its components	Sustainability Management p.19; Human Resources Management p.45	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Human Resources Management p.45	-
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Occupational Health and Safety p.47	-
	103-2 The management approach and its components	Sustainability Management p.19; Occupational Health and Safety p.47	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Occupational Health and Safety p.47	-
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	Occupational Health and Safety p.47	-
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety p.47	-
Contribution to Regional Economy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	About the Project p.12	-
	103-2 The management approach and its components	Sustainability Management p.19; About the Project p.12	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; About the Project p.12	-
Contribution to Social Wealth with Corporate Social responsibility Projects, Impact on Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Social Development pp.50-54	-
	103-2 The management approach and its components	Sustainability Management p.19; Social Development pp.50-54	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Social Development pp.50-54	-
Contribution to Sectoral Development and Stakeholder Cooperation			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Memberships p.15; Social Development p.52	-
	103-2 The management approach and its components	Sustainability Management p.19; Social Development p.52	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Social Development p.52	-
Sustainable Cities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Contribution to Sustainable City Concept p.26	-
	103-2 The management approach and its components	Sustainability Management p.19; Our Contribution to Sustainable City Concept p.26	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Our Contribution to Sustainable City Concept p.26	-

Material Issues			
Standards	Indicators	Descriptions and Page Numbers	Omissions
Operational Sustainability			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Quality Approach pp.24-25	-
	103-2 The management approach and its components	Sustainability Management p.19; Our Quality Approach pp.24-25	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Our Quality Approach pp.24-25	-
Business Continuity and Emergency Preparedness			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Our Quality Approach pp.24-25; Road Safety and Security pp.30-32	-
	103-2 The management approach and its components	Our Quality Approach pp.24-25; Road Safety and Security pp.30-32	-
	103-3 Evaluation of the management approach	Our Quality Approach pp.24-25; Road Safety and Security pp.30-32	-
Corporate Governance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Corporate Governance Practices p.17; Sustainability Management p.19	-
	103-2 The management approach and its components	Corporate Governance Practices p.17; Sustainability Management p.19	-
	103-3 Evaluation of the management approach	Corporate Governance Practices p.17; Sustainability Management p.19	-
Sustainable Profitability			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Corporate Governance Practices p.17; Sustainability Management p.19	-
	103-2 The management approach and its components	Corporate Governance Practices p.17; Sustainability Management p.19	-
	103-3 Evaluation of the management approach	Corporate Governance Practices p.17; Sustainability Management p.19	-
Digitalization and Innovation			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Digitalization p.34	-
	103-2 The management approach and its components	Sustainability Management p.19; Digitalization p.34	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Digitalization p.34	-
Road Safety and Security			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Road Safety and Security pp.30-32	-
	103-2 The management approach and its components	Sustainability Management p.19; Road Safety and Security pp.30-32	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Road Safety and Security pp.30-32	-
Customer Satisfaction			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	Customer Satisfaction pp.27-28	-
	103-2 The management approach and its components	Sustainability Management p.19; Customer Satisfaction pp.27-28	-
	103-3 Evaluation of the management approach	Sustainability Management p.19; Customer Satisfaction pp.27-28	-

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Motorway, 34450 Garipçe-Sarıyer / Istanbul**LEGAL WARNING**

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