

Human Resources

Türkiye Hayat Emeklilik aims to become a preferred employer by adding innovations brought by digitalization into its processes, with a sustainable and innovative Human Resources perspective.

In line with the strategic Human Resources perspective and the vision and mission of Türkiye Hayat Emeklilik, the Company's human resources policy aims:

- To create the ideal culture that will enable the Company to achieve its strategic priorities and goals, and to attract and recruit the talented candidates who will show high performance and move the Company forward,
- To support its employees with training and development plans/programs and accurate pricing,
- To evaluate career opportunities with attractive fringe benefits systems as well as fair and structured, multidimensional evaluation systems,
- To organize the implementation of rewarding processes and internal communication activities.

In line with this policy;

- Recruitment procedures are organized within the framework of the principle of providing equal opportunities to candidates on equal conditions.
- The wages and fringe benefits of the employees are determined by considering the wage level in the market.
- All rights provided to employees are clearly regulated in the human resources regulation, and it is ensured that every employee who fulfills the specified

conditions can benefit from these rights without discrimination.

- Regular training sessions are organized to improve the professional knowledge and competencies of the employees.
- Safe working environment and conditions are provided for the employees in accordance with the Occupational Health and Safety Legislation.
- Personal data of the employees are carefully stored, meeting the criteria specified in the Personal Data Protection Law (PDPL).

Recruitment and Employer Brand

Applications for open positions at the Company are made through the website and career portals, and new employees who will strengthen the Company join the Türkiye Hayat Emeklilik family with modern recruitment, measurement and evaluation practices.

In this direction, two separate Young Talent Programs were implemented in 2021:

Program Name	Target Audience	Number of Applications	Number of Candidates Interviewed	Number of Candidates Recruited/ Starting Internship
A Strong Future will Come with You- Internship Program	University Students	1,000+	304	24
LimitLESS-Sales New Graduate Program	New Graduate	10,000 +	800	106

The Company aims that the human resources, who are the owners of all the successes it has achieved or will achieve, write a career story and be happy. In this story, it provides the essential work environment for the development and peaceful working of its employees.

In 2021, the recruitment process was redesigned in order to contact all kinds of resources from new graduates to experienced employees, and to ensure placement of the right candidates in the right positions with a holistic perspective by using different evaluation tools.

In 2021, 25 executives and 377 specialists joined the Türkiye Hayat Emeklilik family.

The Company primarily targets recruiting young talents to the Company with a talent acquisition approach based on its recruitment needs.

Business Evaluation Project

Business evaluation and title analysis processes performed with the consultancy company as part of the Organizational Transformation Project were completed and job families were created. As part of this, the departments in the Company were positioned according to job families.

Within the project, the roles that perform duties with common characteristics were grouped in line with the vision, strategy and objectives of the Company. These groups were staged in consideration of their knowledge, abilities, problem solving skills and responsibilities to include them in human resources processes according to objective criteria.

Performance Management

Performance Management System adopted the principles of evaluating employees with transparent, fair and measurable goals by allocating the Company's strategic targets one by one on the basis of all employees.

The process starts with the reduction of strategic targets to individuals and determination of individual competencies, and ends with mid-term and year-end evaluations.

To ensure the dissemination and internalization of the continuous feedback culture in the Company and the development and sustainability of the employee, individual performance and competency results are constantly shared with the employees through mid-term evaluations.

Competency Model Design

The Company performs activities under the consultancy of KornFerry to determine its Core & Leadership & Functional competencies and to create a Competency Model, based on behavioral indicators that are compatible with the new world dynamics and that will enable the company to achieve its strategy and goals. The competencies to be created at the end of the work will be used in human resources processes, such as career mobility, recruitment, evaluation center applications, potential evaluation, determination of the talent pool, backup, rewarding, performance management, training and development planning.

Talent Management

As Türkiye's leading company in the industry, Türkiye Sigorta aims to create a Human Resources system that will keep its current employees' loyalty at the highest level and that new candidates will want to work with.

The Company is working on a "Talent Management System" that is nourished by corporate culture and corporate competencies, focuses on the behavioral and technical competencies of all employees, evaluates these competencies with measurable tools, and uses digital human resources systems adapted to the new world.

In this respect, it is building a system in which potential leaders are determined, competency-based development plans of all employees are made, and new targets and actions are determined with a continuous development focus. At the end of the designed process, it is aimed to evaluate the employee resource in a multidimensional way, develop it with feedback and development plans, and bring employee competencies to the same level with Company competencies.

Career Mobility System

The first step of this process was taken with the establishment and implementation of the Career Mobility system. The purpose of the Career Mobility process are to prioritize the Company's strong workforce resource over different opportunities that may arise internally, and to acquire a Human Resources staff that improves its own resources in every field.

A holistic and especially justice-focused evaluation process, which supports the employee with multidimensional evaluation tools, feedback interviews and development plans in a way that will contribute to their career goals and development, was established for correct placement of employee resources in the right positions. Supporting the employee resource with the tools designed for needs in all titles, from newly graduated employees to senior executives, constitutes the essence of the career mobility policy.

Changes in the career mobility processes in 2021 by the type of career mobility are given below;

Type of Career Mobility	Managerial Level	Expert Level
Horizontal Mobility (Department Change, Transfer)	33	181
Vertical Mobility (Promotion)	35	323

Company taking heed of the employees

Türkiye Hayat Emeklilik that desires improving the employee experience and being among the Best Employers of Türkiye took the opinions of its employees with the survey carried out in 2021. It is planned to create employee experience development plans for 2022 by evaluating the results of the common mind meetings and surveys to be held after the process.

Besides, surveys were conducted with all Company employees under the consultancy of KPMG before and after the merger in order to understand the current culture. The purpose of the work is to contribute to the establishment of the target culture and the sustainability of the Company.

Training activities

Türkiye Hayat Emeklilik organizes regular training to improve the professional knowledge and competencies of the employees. Major training programs completed throughout the year are as follows:

- **Basic Insurance and PPS Training:** To align employees with basic insurance issues after the merger, Basic Insurance Training and Basic Life Pension Training were carried out in cooperation with TSEV. The training of all teams related to Sales Management, Bancassurance Management, Agency Sales and Marketing Assistant General Manager as well as teams related to the Customer Communication and Services Directorate was completed. More than a thousand employees participated in the 12-hour training performed in a total of 13 groups
- **Sale Culture Alignment Training and Development Project:** Creating a joint sale culture after the merger, the Sale Culture Alignment training project was initiated for the employees working in the sales channels. The project covers approximately 300 employees in total, including the Regional Managers, Agency Insurance Sales and Bancassurance Insurance Sales. An end-to-end development journey was designed in the project, which lasted for a year and consisted of the following sections: Determination of Strategy and Expectations, Current Situation Analysis, Sales Coaching Training Program, Post-Training Evaluation and Reporting.

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The assignment of the agreed online English training platform to the determined 500 critical employees was completed. The employees monitored their training and development levels through the online platform for a year.

- **We are Stronger Together - Teamwork Training:** Two-day training for the employees of the Pension and Insurance bancassurance regional directorates was completed with 676 participants, 40 groups and 18 cities. With the "Stronger Together" team training performed with the active participation of regions, the subjects of team spirit, effective communication and cooperation awareness were explicated by using creative drama and gamification techniques in line with the Vision of Türkiye Hayat Emeklilik.
- **Training on Performance Management and Feedback Techniques in Effective Leadership:** It was a two-day training program organized for all directors and managers working in the Company. The training was performed to enable managers to lead effectively in the performance management process, evaluate employees correctly, and support their development with effective feedback. The program which involves a total of 180 managers was completed in March.
- **PPS and SEGEM Licensing Training:** PPS intermediary licensing training is regularly provided to both the Company's staff and intermediaries of banks. A total of 74 people received training after the merger.

Exam pass rates measured after the training are over 90%. SEGEM licensing training and exam program was performed on June 18 after the completion of needs assessment. A total of 330 staff who had the exam got license.

- **Internship Programs:** The development journeys of the internship and sales NG (New Graduate) programs prepared by the Human Resources teams during the year were designed, and training was provided to the interns in line with their needs. The basic development of the interns who stepped into the industry was promoted and followed with the development program, using face-to-face and e-learning methods and was reinforced with gamification and micro-learning.
- **LimitLESS Sales-New Graduate Program Development Journey:** A 125-hour Insurance School was planned and implemented for 107 employees included in the LimitLESS Sales NG program which was initiated for newly graduated employees. This training program was designed and implemented as a comprehensive "introduction to industry" school that starts with orientation and continues with Basic Insurance, Basic Sales Skills, Personal Development, Financial Management and Product-Screen Training, and completed with the participant Licensing process.

- **Foreign Language Development Program:** The assignment of the agreed online English training platform to the determined 500 critical employees was completed. The employees monitored their training and development levels through the online platform for a year.
- **Stakeholder Training:** The training for cooperating agencies, bank branch employees and outsourcing call center employees as well as the company employees proceeded throughout the year.

Major training activities are as follows:

- **Agency Orientation Programs:** Türkiye Sigorta Products training needed by the agencies were completed with the participation of nearly 2,500 agencies determined in 16 groups under the coordination of the Assistant General Manager of Agency Sales and Marketing. These training sessions continue routinely, and orientation training for newly-opened agencies is given regularly every month.
- **Agency Academy:** The 78-hour training program planned for 300 agencies determined by the Agencies Sales Management was completed between July and December. In cooperation with Marmara University, the program was designed in a structure that prioritizes both the professional and institutional development of agencies and taught by academics who are experts in their fields.

**GÜÇLÜ GELECEK,
SENİNLE GELECEK!
STAJ PROGRAMI**

Human Resources

Within the screen integration works, screen training series prepared for bank branch employees were transferred to all personnel and branch employees.

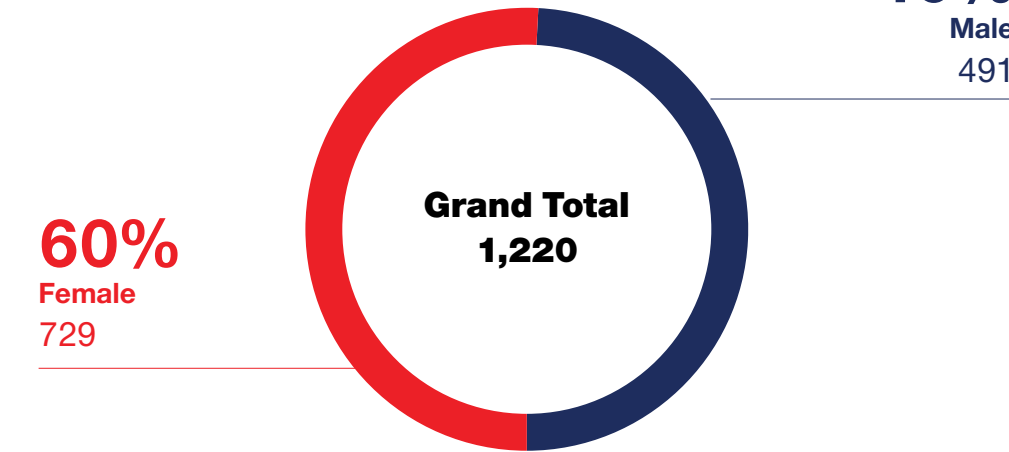


Halkbank-Ziraat Bank Screen Integration Training: Within the screen integration works, screen training series prepared for bank branch employees were transferred to all personnel and branch employees. The screen training sessions were reinforced with remote online training when needed. A total of over 10 thousand employees and stakeholders participated in these training sessions.

Some of the other training sessions performed are as follows:

- Mandatory Training
- Branch Training
- Product Training
- Risk Supervision Training
- Branch Culture Training
- Actuarial Training
- MS Office Program Training
- SQL Training
- Power BI Training
- Participation Insurance Training
- Call Center Orientation Training
- Quality Coaching Training
- SAP-BO Training
- Training for Administrative Affairs Teams
- BEFAS Training
- Technical Training Specific to Business Areas
- HR Analytics Training
- IFRS Training
- Process and Quality Training

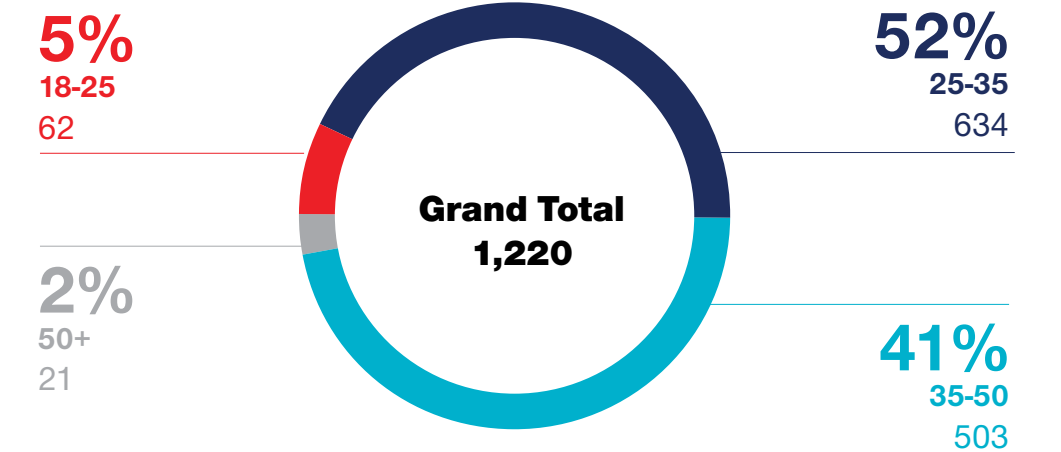
Gender Breakdown of Employees



After the merger, human resources services were subjected to reorganization as well. The employees began to receive more qualified service through the projects implemented. Within this framework, several works such as Information System Project, Business Evaluation, Title and Wage Analysis Project were carried out in 2021.

The organizational chart was revised during the merger and reorganization process. Besides, the job descriptions within the Company were completed at a rate of 75%. During the year, the Human Resources Regulation was prepared, fringe benefits were determined, and Travelling Expenses and Representation Regulations were announced to the employees.

Distribution of Employees by Age



Educational Status of Employees

