

Human Resources

The goal of Türkiye Hayat Emeklilik, the leading company in its sector in Türkiye, is to create a Human Resources Management System that will maintain the loyalty of its existing employees at the highest level, and that will carry the Company to the position where new candidates would like to work most.

The “Entegre Yetenek Yönetimi” system provides a holistic perspective and a culture of continuous development.

In order to create the ideal culture that will enable the Company to achieve its strategic priorities and goals, Türkiye Hayat Emeklilik’s strategic human resources management aims to:

- Evaluate the competencies of the employees
- Provide employees with training development plans and programs
- Encourage employees with appropriate remuneration, attractive fringe benefits systems, career opportunities, rewarding processes and internal communication activities
- Ensure the recruitment of employees who will drive the Company forward

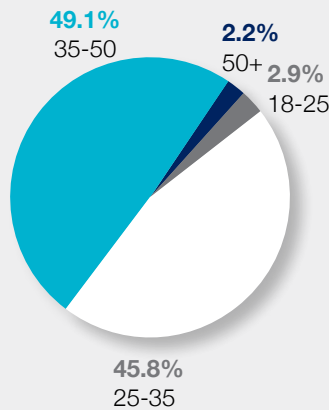
- Follow up the employees by assessing them via new generation performance systems,
- Operate through digital platforms
- Ensure employee well-being by designing the best end-to-end employee experience.

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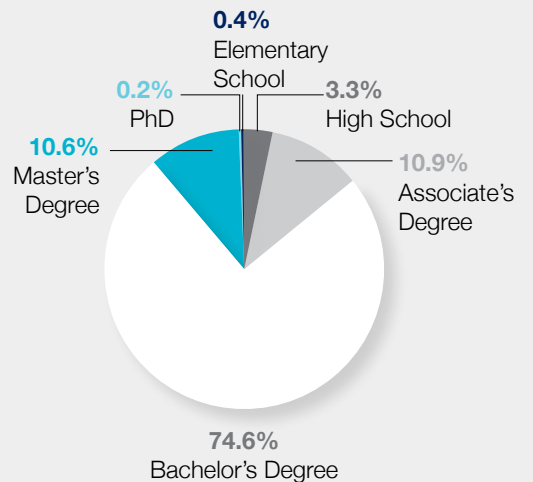
Gender Breakdown of Employees



Distribution of Employees by Age



Educational Status of Employees





Talent Management

Based on the behavioral indicators that will enable the company to achieve its strategy and goals, a “Competence Model” was developed on Core& Leadership & Functional competencies. With the “Integrated Talent Management” system deployed in 2022, it was ensured that human resources were assessed with a holistic perspective and a culture of continuous development became widespread. Target-oriented development/support programs have been designed to back up managerial positions and retain employees.

With the **Fark Et Kendini (Realize Yourself) -Sales Development Program**, a total of 153 employees working as Senior Specialist and Manager in the Bank Sales teams (Life and Pension) were included in more than one evaluation session, 11 Regional Sales Managers and one Regional Manager were appointed. The evaluation phase of the 1st stage of the program, which consists of 3 stages, has been completed, and the feedback part of the 2nd stage continues. Once the feedback meetings have been concluded, we will proceed with the implementation of training and development plans tailored to address individual needs

Career Mobility System

It is aimed to prioritize the Company's human resources for various opportunities that may arise internally, and to be a Human Resources Department that cultivates its own resources across all disciplines. In order to correctly employ human resources in the appropriate positions, a holistic objective evaluation process has been established that supports employees with multidimensional assessment tools, feedback discussions, and development plans that will contribute to their career objectives and development. The essence of the career mobility strategy is to support employee resources with tools tailored for structured needs in all levels, from newly graduated employees to senior managers.

In 2022, as part of the career mobility process, 24 horizontal mobility at the managerial level and 86 at the expert level were realized in terms of department change or workplace transfer. In terms of promotion, 31 vertical mobility were realized at the managerial level and 165 at the expert level.

An internal job application system has been created in which the career development of the employees is promoted by the phrase “You Rank First in Career Opportunities” (Önce

Sen) and the employees are positioned as the source of success, and career development policies have been established with the motto “Our Employees are Our Primary Value.”

Training and Development Programs

Türkiye Hayat Emeklilik continues to provide uninterrupted training programs, adding value to its employees and the Company, with its human-centered perspective, innovative content, and approach to adding value to all its stakeholders.

Boğaziçi University Leadership Training and Leadership Development Programs, Istanbul Technical University Micro MBA Program, Yıldız Technical University MBA Program, and Marmara University Continuing Education Center-Agency Academy training projects were realized as a result of university collaborations in 2022.

Boğaziçi University Leadership Development Program: It is a leader development program that is both consistent with the trends of the business world and supported by an academic perspective in order to enrich the knowledge and experience of the leaders who will lead Türkiye Hayat Emeklilik into the future.

Human Resources

Türkiye Hayat Emeklilik continues to add value to its employees and the Company with its training programs.

Boğaziçi University Leadership Training Program: Organized within the scope of developing future leaders at Türkiye Hayat Emeklilik, the program is designed to enable leaders to see the big picture, adapt to change, reason out the macrolevel changes in the world, and actively contribute to development that will add value to stakeholders, so that they can lead themselves, their business and team.

Istanbul Technical University Micro MBA Program: It is a program that will enable the participants to clarify the connections between the management/business world and the micro/macro environments, to evaluate the fundamental functions of an organization and the impact of these functions on the operations and strategies of the organization, and to analyze business decisions.

Türkiye Hayat Emeklilik is well aware that the quality journey starts out with the training and development of customer representatives. Numerous training activities, including orientation

programs, repetition/renewal and information trainings, simulation tests, and development measurement tests, have been designed in 2022.

In this particular context, as per the company's strategic guidelines, every newly hired customer representative is required to undergo a comprehensive 3-week training program, and upon successful completion of the midterm exams and simulation process at the conclusion of the training, they begin to serve the customers. Furthermore, on a routine basis, once every 3 months, all teams serving customers are subjected to progress assessment exams. In 2022, a total of 4,200 hours of orientation and 160 hours of simulation training were provided to 43 new-recruit training groups, and a total of 295 employees received refresher training. The most successful members of the Customer Communication Center teams that provided quality service to customers in 2021, were awarded at the beginning of 2022.

Training Method	Categories	Types of Training				
		Personal Development	Corporate Development	Licensing	Professional and Technical	Mandatory
Face to Face	Number of Trainings	18	105	6	149	17
	Number of Training Participants	241	2,015	28	3,689	1,077
	Number of Training Hours	1,425	4,902	196	17,287	3,286
E-Learning	Number of Trainings	371	17		173	24
	Number of Training Participants	1,508	1,461		1,247	7,851
	Number of Training Hours	912	2,417		677	13,754

The Company That Listens To The Employees

The “Appreciation and Recognition Process” has been implemented within the body of Türkiye Hayat Emeklilik in order to encourage employees to make a positive contribution to the Company and to reward them materially or morally for their achievements.

In this regard, the “Biz Varız” (We Are Here) suggestion process was launched and awards for the first term were presented. The “Biz Varız” suggestion process is designed as a process that encourages change and development by ensuring the participation of all employees, evaluating and rewarding employee suggestions, in order to provide suggestions that will improve the processes and methods employed by the company, increase quality and efficiency, and reduce costs.

Great Place To Work

An Employee Satisfaction and Engagement survey covering the working environment, company management, affiliated manager and human resources processes was conducted with Great Place To Work company for all employees.

Türkiye Hayat Emeklilik has been qualified to receive the “Great Place to Work” certification at the end of 2022 based on the confidence index research of the Great Place to Work Institute, which has been conducting international research for more than 30 years on the establishment of corporate culture and employee satisfaction worldwide.

Novelty in Tempting Fringe Benefits

With the hybrid working model, which demonstrates that quick and agile decisions can be made while working from home by stating “Bir Tık Yakında” (As Close as a Click), the new working structure, which is set up on the basis

of a requirement of each unit and which moves the working life from its patterns, has been adopted. The scope of the “Bir Tık Yakında” (hybrid and remote) working model, which was adapted swiftly, was rapidly broadened, by making company-specific modeling, opportunities such as working remotely from any location for one month per year, ergonomics assistance and financial support were provided to employees within the scope of this model.

In accordance with the motto “Gücü Adında (Its Power Lies in its Name), it is aimed to maintain employees satisfied by introducing improvements in a variety of areas, including remuneration policy, fringe benefits, working structure, training opportunities, reward system, and performance management.

Recruitment and Specialized Recruitment Programs

In order to build the ideal working culture that will drive the Company to its strategic goals, it is aimed to attract talented candidates and to make them partners in success. Modern assessment center tools (Personality inventory, general aptitude tests, foreign language exams, technical exams such as Excel, SQL, Java, case studies and roleplays, etc.) are used in the recruitment processes, which are objective and tailored to the requirements of the relevant positions.

At the end of a year in which objective assessment tools were utilized to place the ideal candidate in the appropriate position, competency measurement was carried out, and candidates from several different generations, ranging from experienced professionals to new graduates, were contacted, and a total of 428 talented candidates were recruited.

The “Biz Varız” suggestion process was launched and awards for the first term were presented.



At Türkiye Hayat Emeklilik, the **OKR** (continuous performance system) performance review process has been adopted.

One of our fundamental human resources policies is to attract talented candidates and engage them as contributors to our achievements in order to cultivate an ideal working culture that will carry our Company to its primary strategic goals. Accordingly, in 2022, applications from more than 19,000 candidates to our institution were received through our private application management system and career portals, and 202 candidates who demonstrated suitability through a series of over 3,000 interviews. Contemporary assessment center tools were utilized in our recruitment procedures, which were designed with objectivity and alignment to the specific job requirements.

In the development program designed within the scope of the "Hiring Challenge" project, besides vocational and technical training, personal development and insurance sector-specific trainings were also included. At the same time, young talents recruited within the scope of the program had the opportunity gained experience in the field of combining employee and customer experience with innovative solutions utilizing new technologies. More than 2,000 applications were made to the recruitment program, which was held twice during the year, 304 interviews were held and 21 young talented candidates were recruited.

More than 3,000 new graduate applications were received for the "Kariyer Z-MT" program, 87 interviews were conducted and 6 young talented candidates were recruited. A development program has been designed to support young talents recruited through the "Kariyer Z" program to generate value-added business outputs

throughout the program. Within the scope of the 1.5-year development program, which will continue in 2023, participants are offered the opportunity to learn about the dynamics of the Company and the sector, as well as to acquire awareness and improve their potential through personal development training programs.

Internship - Güçlü Gelecek Seninle Gelecek (Strong Future Will Come With You)

It is an internship program in which 3rd and 4th grade students experience business life as part of the Türkiye Hayat Emeklilik team for 2 months during the summer term, and in line with the evaluations made, they are offered the opportunity to work part-time during the school term. More than 1,000 applications were received, 117 interviews were conducted and the internship process of 11 young talented candidates was started.

Performance and Reward Management

It has been figured out that working with an agile structure that supports project-based management, which is more flexible for the effective measurement of performance in the work culture of Türkiye Hayat Emeklilik, can keep up with change, and provides the opportunity for instant evaluation, rather than at the end of the year, will carry the employee and the Company further. For this reason, the employee-oriented OKR (continuous performance system) performance review process has been adopted in 2022 in order to improve the way of conducting business by changing the work culture and target methodology of Türkiye Hayat Emeklilik.

The main purpose of the OKR approach is to ensure the development of the employee by increasing his/her contribution to the Company's success through motivating and encouraging targets. The following results are expected to be achieved through the Agile Performance Management Transformation project:

- expansion of the agile performance management approach that increases employee participation,
- increase in the interaction between the manager and the employee throughout the performance process,
- establishment of a transparent target management structure,
- employee development

It is believed that as a result of all these efforts, a working environment will be built in which the human resources, who own all the achievements that have been or will be achieved, will be happy, grow, increase their engagement, and produce worthwhile career narratives.

Year 2023...

Job evaluation, career mapping and norm staff project studies were initiated by conducting a needs analysis for the human resources operations of all units throughout the company. With these studies, appropriate projections for effective human resources management parameters such as the right talent strategies, the right employment policies, and the right remuneration policies will be made until the end of 2023.

Due to the inadequacy of the existing human resources programs to meet the needs, the ERP transition project was initiated within the scope of the improvement of the "Human Resources Management Systems".

İkinci Bahar (Second Spring)

"İkinci Bahar" retirement program was announced for employees who are entitled to retirement or will be eligible within one year. The objective of this program is to provide assistance to the employees in a variety of spheres during their retirement period, as well. The assistance program will be employed in 2023.

The "İkinci Bahar" retirement program will be employed in 2023.