

APPENDIX 31

HUMAN RESOURCES PROCEDURE



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Abbreviations

AKFEN	Akfen Renewable Energy
CPI	Consumer Price Index
HR	Human Resources
SSI	Social Security Institution

1. PURPOSE

This procedure is prepared to define how to make personnel employment, training and performance analysis. In this way it is aimed to;

- Determine the appropriate personnel and provide work for them in appropriate fields,
- Determine the equal salary amounts,
- Increase the personnel performance to the upper levels and provide continuity,
- Transfer the company internal rules within a short period and provide the fulfillment of this discipline rules,
- Adopt company policy in all levels,
- Develop and continue the personnel development,
- Prevent the loss of work force due to the human resources,
- Develop the appropriate communication channels with personnel (taking suggestions and complaints and evaluation)

2. SCOPE

This procedure covers the following matters;

- Task definitions and criteria of the personnel/manager,
- Determination of personnel salary
- How new personnel application provided to required positions,
- Job application process will be monitored and controlled by whom
- Orientation processes will be provided by whom,
- How the performance measurements will be done,
- How the performance data will be evaluated and what the sanctions are,
- How the training needs will be determined,
- How the internal/external source of training needs will be provided,
- How the minimum criterion of the trainers will be determined,
- How the records relating the administrative and training activities for personnel to be prepared,
- How the continuity of the work force in the event of absenteeism due to the health problems, leave of employment, permission etc. for will be provided,
- How the personnel suggestions, objections and complaints will be conducted and evaluated

3. LEGISLATION

- Labor Law (No:4857)
- Occupational Health and Safety Law(No:6331)

4. IMPLEMENTATION

All of the matters described in this section are in the responsibility of Human Responsibility Manager.

4.1 Personal Files

Documents that will be demanded and provided from all personnel at the beginning of the work are listed below. All of the aforementioned documents will be maintained within the “Employee’s Personnel Files “.

- Copy of birth certificate (confirmation of same as original will be done),
- Residence document,
- Photocopies of certificates and diplomas declared (confirmation of same as original will be done),
- Criminal record registration,
- Passport photograph as 2 pcs (it should be provided within the 6 months from the date of recruitment),
- Signed curriculum vitae,
- For men “ bill of military service “ (it will be created with the E-State).

Before the beginning of the work, the documents to be prepared by AKFEN are listed below;

- Bill of health
- Basic training document about the occupational safety
- Employment Contract
- Orientation Training Registration
- Privacy Policy
- SSI Statement of Employment

Other documents to be filed according to personnel/manager specifications;

- The documents that shows the personnel/managers benefited from the incentives,
- Copy of disability for disabled manager/personnel (confirmation of same as original will be done),
- Discount text taken from the revenue administration for personnel/managers benefitted from the disability discount,
- Copy of work permit for foreign workers (confirmation of same as original will be done),

The other documents that are required according to the nature of the work.

- Confirmation of overtime work (OVERTIME CONFIRMATION FORM),
- Debit voucher about the equipments, vehicles delivered.

The information and documents that should be revised periodically are listed below. **Human Resources Manager** will follow the mentioned data through the PERSONNEL LISTS and will provide the renewal of them without expiration.

- Health reports
- Occupational safety training records
- Records about the periodic trainings
- Performance evaluation records
- Personnel questionnaire

The information and documents specified below should be preserved for manager/personnel at work:

- Day off permission forms,
- Rest and incapacity reports,
- Evidence for the fees given (bank statements etc.)
- Inappropriate employment records,
- Internal-external training records and/or certificates,
- Evaluation reports about the training activities (achievement certificates etc.)
- Occupational accident reports
- Reports on the situation for absenteeism without permission

Documents to be required to add personal files of manager/personnel fired from job or quitted job;

- SSI exit declaration
- Quitclaim
- Termination notification,
- Text of resignation,
- Compensation checks,
- Notifications.

4.2 Criteria of CV

It must be prepared in the Europass CV format. In order to create the CV, the “ <https://europass.cedefop.europa.eu/editors/tr/cv/compose> ” will be used, automatic CV text output will be signed delivered to HR department.

The matters to be considered during the preparation of CV are listed below.

- one GSM and fixed phone number will be demanded as the personal information.
- Active mail addresses will be demanded.
- When saving the job experience data, it should be required to give contact information of at least one person in order to control the accuracy of information.
- It should be required to identify the foreign language accuracy in four different categories like speaking, listening, reading and writing.
- it should be required to use current pictures in the CV (it should be required taken at least 6 months based on the application date).
- The copies of material as specified diploma, certificate etc. should be given in the appendix of CV.
- CV should be printed, all pages should be signed, and should be delivered to HR department in a proper file.

The matters specified below will be reminded to the candidates who are preparing the CV in specified standards;

- Make sure that you are 100% compatible for the section applied. The applications that do not meet the job specifications will not be considered!
- You can mention your internships in the experience sections but you should express your position explicitly as trainee.
- Please take care of using short and open expressions in your definitions Please note that your expressions will be considered during the evaluation.

- Please focus on more the objective evidence and information that show your conformity of the conditions considering our demands and please do not avoid expressing your additional features that we are not demand but do not enter the details.
- Please avoid the unreal and/or exaggerated expressions during the creation of CV (grammar etc.)

4.3 Definition of Tasks

All managers/personnel working in AKFEN must be defined and stated within the scope of organization chart.

ORGANIZATIONAL MANUAL will be prepared in order to explain the tasks specified below and cover all units defined in the organization chart.

- Definitions of Task
- Criteria
- Responsibilities
- Unit/persons to act
- It is a basis to identify the permissions and tasks specified in the ORGANIZATIONAL MANUAL within the BUSINESS CONTRACTS to be signed with the people being employed in the mentioned position and to bring up them in a legal level with signature. The performance evaluation relating the working managers and personnel will be done by reference to this contract content.

Minimum Conditions for Task definitions

In the preparation process of the task definitions, following matters will be considered;

- Task Position will be described in detail,
- Tasks and responsibilities within the management system will be expressed clearly,
- The nature, frequency and times of business travels and the works to be done in which locations will be explained.
- In the preparation and development of task definitions, face to face interview will be made with responsible personnel and field observations data should be used. In order to provide this, Human Resources Manager will observe the positions specified in the organization chart (except for the top management level) will examine the adequacy of existing definitions and will evaluate the data obtained from the planned and unplanned interviews made with department personnel.
- The direct explanation method should be adopted during the preparation of task definitions, instead of mentioning related documents. Task definitions texts should not exceed the 2 x A4 format except the essential conditions.
- Plain and simple expressions will be used in the task definitions, the text contents and words to be used will be determined considering the minimum conditions of mentioned position. As a result, it is essential that it is understood exactly by the personnel/managers doing defined tasks
- The general definitions and terms of use of the equipments and vehicles will be made by citing the debit documents.
- Overtime expectations should be explained considering the nature of task, when necessary, the approval of overtime work should be taken.

- Considering the conditions of the task and the body to be communicated, the rules appearance will be explained by citing the DISCIPLINE INSTRUCTIONS.

Criteria

The following criteria will be considered separately during the determination of the position.

- The criterion of the current working manager/personnel will be considered
- It will be followed and controlled whether the specified criteria are met or not. The employment of people who do not meet the conditions will not be in question.
- Education;
Minimum training level should be identified for each position, if available, alternative/equivalent sections will be defined. The availability of the legal criteria for the position will be controlled in the determination of minimum training level.
- Experience:
In the determination of minimum experience duration about the position, the following matters will be considered within the scope of works to be carried out in that position;
 - ✓ The risks of the tasks should be considered (the parameters affected the quality of service, occupational safety issue etc.). It is essential to minimize the demand durations in consequence of value of the experience to be gained within the company as more precious and to not to restrict the number of participants.
 - ✓ Availability of the legal criteria about the position will be checked.
 - ✓ Authority level will be considered. It will be tried to benefit from the advantages of the experience in maximum level in the using of the broad authorityEducation and experience durations must be verified. In order to verify this, evidences (diploma, certificate, reference letters, contact information of reference people) will be demanded and provided. (The contents and appendixes of CV)
- Foreign Language:
The accuracy of foreign language should be defined as separately for the speaking, writing, listening and reading In the definition, “The Common European Framework” will be used.
- Communication Skills;
The skills related to following matters in the positions being important in the human relations in the in-out house will be examined;
 - ✓ **Ability to listen;** Focusing, understanding the things in a short time and not to forgetting until recorded.
 - ✓ **Ability to empathy;** Understanding of the other people’s point of view and acting according to this.
 - ✓ **Incentive:** providing a positive impact after the face to face and phone calls with people.
 - ✓ **Language:** transferring the current situation, visions or ideas effectively and memorable.
 - ✓ **Humor:** Using the appropriate level of humor, no matter what the circumstances and environments are, creating a positive environment, in the event of not possible, completion of negotiations in the minimum tension level.
 - ✓ **Image:** Considering the team to be communicated and the terms of working, physical specifications creating advantage can be identified within the bounds of ethics.
- Administrative skills

For the administrative staff, considering the level and number of manager/personnel to be responsible, demanded organizational and administrative skills must be specified. The matters that will be considered/identified are listed below;

- ✓ Leadership,
 - ✓ Charisma,
 - ✓ Reliability
 - ✓ Communication skills,
 - ✓ Knowledge on the task of responsibility
 - ✓ Ability of delegation,
 - ✓ Foresight and planning capacity
- Conditions on the use of computers;
All programs to be required to use due to tasks will be specified and the following parameters about the ability levels will be considered.
 - ✓ Basic User
 - ✓ Independent User
 - ✓ Sufficient User

The level of foreign language, communications, administrative skills and digital competence will be asked through the interviews to be performed by Human resources. Written and/or oral examinations should be made to do this, and the results should be added to reports.

Authorization

The following matters will be considered in the definition of the obtaining authorization;

- Authorization to use of revenue/deposits of the company without confirmation belongs to **Top Management.**(the Monthly or yearly amounts should be noted.)
- Authorization to spend money on behalf of the company; it means the starting and executing of the operations without confirmation. This authority does not mean to not to question and check of the expenses made by mentioned person. The authority to use company sources has also the responsibility of this sources. Therefore, determination of the sourcing can cause the results like discharge and/or compensation for damage. Therefore it is also important matter to be accepted as well as giving authority.
- Authorization to employ personnel or dismissal will be within the scope of task.
- It means to have authority to dismiss the personnel who do not meet the requirements or employ personnel within the scope of needs by informing the **human resources manager.** However, this authority is not unlimited. It is necessary to meet this procedure requirements on the issue of discharge and employment. In addition, the performance evaluation and the compliance of the personnel employed will be questioned, monitored and checked by Human resources manager.
- Authority to use company vehicle, machinery and equipment.
The vehicle, devise and equipment that he is authorized to use within the scope of tasks must be specified. The authority of the use and utilization of this devices will be described separately. (To be authorized to use does not mean to let somebody use mentioned vehicle or devices).
However, this situation can be valid in the demands of company needs and debiting the equipment, vehicle and devices owned to using authority is in question. The authority to use company resources means the having responsibility of this resources. Therefore, it can create results like the discharge and/or compensation of damages, losing, damaging of the vehicles,

devices and equipments of the company except for the valid reasons. Therefore it is also important matter to be accepted as well as giving authority.

It is required to announce, transmit given/specified authorities to relevant departments. This issue will be provided by the Human Resources Manager personally.

Units/People to Substitute

In the determination of deputies, all of the criteria specified for the mentioned unit will not be searched. However, it is required to determine and stipulate of the required minimum conditions for the fulfillment of mentioned tasks temporarily. By Providing of the deputy system correctly, the continuity of the work can be possible.

In order to provide this; while determining the unit criteria, the minimum conditions/features that should be met in the disputed unites will be indicated.

Appropriate deputies will be determined from the people met the mentioned conditions considering the job density and it will be explained in the Organization Manual.

It is required that the deputies must be aware of the responsibility without any command from the superior and must come into play in required times. This matter will be imposed during the orientation training.

The countersigns of the people about the task definitions also mean the acceptance of deputy responsibilities. Therefore, it will be expected to fulfill deputy works as well as their works as necessary.

The deputation operations should not prevent fulfillment of main jobs. Therefore, it is required that the deputies should plan their works on this basis, should execute the deputation works by observing the minimum mandatory conditions, should make explanations about the deputation process when taking over the main required work, should provide priority by identifying the delayed works.

When the deputed unit is fulfilling the tasks and responsibilities, it is essential to not to use authorities related to deputed unit except for the necessary conditions. In the required conditions, the powers should also be used observing the mandatory requirements.

4.4 Determination of the Manager/ Personal Salary:

Maximum salary amounts are assessed, defined and revised during the management review meetings. Human resources manager can make proposals in the maximum salary limit except for the special conditions.

A fixed salary system for each department is not considered but a changeable salary for employed people strategy has been adopted. It is essential to provide continuity and employment of the manager/personnel who are qualified, have potential to make realize the work successfully and to add values to AKFEN by developing themselves.

Salaries will be evaluated as confidential information in and outside of AKFEN. It will be explained clearly that the privacy agreement to be made with parties about this matter.

The parameters specified below will be considered in the determination of salaries. It is important to adopt a fair approach.

Determination of starting salary;

- The place of position in the organizational chart,
- Minimum criteria set for the position,
- Responsibility for the position,
- Authorization brought by the position,
- Business travel density,

The work experiences gained in rival companies will be evaluated apart from the abovementioned conditions. If the transfer of the person who become successful in the market is in question, Special Salary Status can be activated within the scope of corporate interests. The upper management confirmation is required in the status that exceeds the maximum limits specified in the management review meetings.

The matters specified below will be considered in the determination of the amount of raise;

- CPI rate regarding the previous year (CPI rate of the December of the previous year)
- Seniority
- PERFORMANCE EVALUATION FORM data about the past year.
- Improper work, discipline reports

4.5 Evaluation and Acceptance of Applications

The replacement and the demands of the managers who have employment authority will be executed by human resources manager.

Applications will be accepted by considering the relevant department minimum requirements. The conditions specified under the “ Criteria of CV” of this procedure will be met in the applications. Interview about the appropriate applications will be demanded. This demand will be carried out by giving the date and time by using the mail and phone specified in the CV. The candidates who do not attend the interview on time will not be accepted. *(Warning will not be done for the situation. The first matter to be considered is to whether come to interview on time or not in the recruitments).* Citing a valid reason, the new interview planning can be made for the people wants to postpone the interview in advance by phone or mail.

During the interview, the accuracy of the information and documents defined in their CV will be questioned and in case of giving misinformation the application will be cancelled. Written, oral exams must be performed in required conditions for verification of the interview data. Preparation on this issue should be made before the interview. Test evaluation notes should be added to report and attached to CV appendix.

People whose information is confirmed will be interviewed with the department responsible after the interview. Human resources manager and responsible manager will choose from the candidates by evaluating. Preparing the personal file about the candidate/candidates whose application

accepted will be carried out by human resources manager. The candidates whose application is not accepted will be informed by email.

CV and appendixes of the candidates not accepted will be preserved in the computer. In the case of facing with the personnel needs, the priority will be given to these people applied in advance. Persons whose application is not accepted will not be informed until the completion of personal files of candidates accepted.

4.6 Orientation

Persons whose personal file was completed will be subjected to orientation training by HS expert and manager before the work. Mentioned orientation process will cover the matter specified below;

Orientation topics given from the responsible manager;

- Tasks,
- Responsibilities,
- Permissions,
- Our organizational structure,
- Company policy,
- Management systems,
- Privacy,
- System documents obligated to implement
- Field of work and colleagues,
- Explanation about the vehicle, equipment, device and program to use,
- Efficient use of resources.
- Discipline principles

Orientation topics given by the HS expert:

- Basic HS Training,
- Special HS training titles given within the scope of personnel responsibilities (work at height etc.)

After the orientation, training registration form will be prepared and it will be provided to add personal file by human resources manager.

Personnel/manager will start to work after the orientation. However, Responsible manager will prepare the Personnel Evaluation Form by checking and monitoring the person/people within the minimum 15, maximum 30 working days (first evaluation) and will submit to Human Resources Manager. At the end of this process, the personnel/manager can be dismissed as considered inadequate, new employment processes can be started.

4.7 Performance Measures

Performance measurement of workers will be carried out by the relevant unit managers within the human resources managers' demands. Mentioned assessments will be executed before the management review meeting periodically once a year. Obtained data will be summarized by human resources manager and will enter the agenda on the management review meetings.

The mentioned evaluation results will be an important data in the determination of raise rate of salaries.

Performance evaluation process is given below:

- The starting and ending dates of the performance assessment studies will be determined by the Human Resources Manager and he will inform all unit managers to prepare the PERSONNEL EVALUATION FORM about the manager/personnel to be responsible through the using corporate mail.
- Managers who have take the mail will prepare the mentioned form about the managers/personnel bound directly themselves (lower staffs are excluded) and they will submit it to Human Resources Manager by mail before the last date specified in the mail .
- The prepared assessment form results will be recorded in personnel lists by human resources manager. As a result of evaluation, dismiss or promotion status can be in question.
- In order to prevent the evaluations unilateral, Human Resources manager will send a staff quetionare to all employees in the same time by email and will demand to fill it. In order to prevent filling the surveys under pressure, the following text will be in the survey mails.
“ The matters specified in the surveys will be kept confidential by Human resources department.”
- Human resources manager will consider not only the performance evaluation notes prepared by managers but also survey data prepared by the relevant employees when performing the PERSONNEL LIST registration. In the event of encountering a suspicious situation, before the assessment note registration, research will be made for the current situation.

4.8 Training

The matters specified below will be considered in the creation of training plans.

- The participants,
- Training time,
- Start/finish dates,
- Trainer

The minimum specifications will be identified for the external trainers who are not working in the company and the name will be identified for the internal trainers who are working in the company. (*This issue causes the purchase of service, manager confirmation that have financing authority in required level is required*)

Making service procurement on the training means is given in the Purchasing Procedure. Planning should be made considering this procedure conditions (times of purchasing).

- Training place (internal, external)
- Test Evaluation Method (written, oral, not subject to evaluation)

In the event of having trainers from outside, the CV of the trainer will be supplied and his adequacy will be questioned by human resources manager.

Trainings for the Management System Implementations

The Planned Trainings

It is essential to identify and adopt periodic training activities in order to understand the expectations of management system in all level, to criticize in an appropriate way and implement. Management representative will make a training plan covering all working staff and share with human resources manager. Human resources manager will make planning upon the request and record that.

Training calls will be provided by the human resources manager through the mails of the participants specified in the plan. It will be noted clearly in the mentioned mail that attending to training is necessary.

The managers of the personnel who attend the training will be informed about the training programs and mandatory attendance by the Human Resources using corporate mail. In the event of reason to be in question that obstruct attendance, Human resources manager can postpone the training within the knowledge of management representative or can make plans about additional training for those who could not attend. As a result, it is essential to have a required training of specified personnel/manager.

Unplanned Training

In the detection of the conditions that interrupts the activity of management system, unplanned training can be held in the demands of manager.

Providing the Continuity of Service Quality and the Trainings for Development

Periodic trainings about the matters affecting the quality of service can be implemented by Human resource manager within the scope of responsible manager demands. Process is the same as the training for the management system implementation trainings, except for not to making of the planning by management representative.

Training Records

It is required to use forms specified below both in the internal and external trainings. It will be demanded the use of this form by submitting these external institutions/persons in the external training organizations.

- **LIST OF PARTICIPATION TO TRAINING:** Names and signatures of all participants attending to training will be taken.
- **TRAINING REGISTRATION FORM:** It will be filled for each participant. Mentioned form is prepared in a format that can record the evaluation results and trainer can give his opinions about the participants.
- **ACHIEVEMENT/PARTICIPATION CERTIFICATE** for external training: In the event of implementation of training needs through the service procurement from the suppliers (confirmation of the trainer CV by the human resources manager is valid also in the service procurement from the suppliers), the preparation of the achievement certificate for the successful persons and the participation certificate for the unsuccessful persons will be demanded at the end of the training test.

All of the trainings will be saved in the training list by human resources manager. This listed data will be evaluated on the training agenda in the management review meetings.

Increasing of the service quality and management system activity can be provided as long as with the development of personnel/manager. The most basic way to provide this is the trainings. It is

required to evaluate this issue by AKFEN and making decisions about the issue during the determination of yearly goals. It is essential to meet the minimum training target specified by AKFEN.

4.9 Day Off Permission

The process of the personnel day off permission is described in the PERMISSION INSTRUCTION. No matter their task are, company manager/personnel will act in accordance with the provisions of the instructions.

4.10 Discipline Principles

DISCIPLINE INSTRUCTION is prepared on the issue of managing the personnel discipline in the AKFEN. Mentioned instruction will be transmitted to all managers/personnel by Human resources manager.

The issues evaluated under the mentioned instruction are listed below.

- Obeying to work hours,
- Communication with other personnel and managers
- Contact with the third party people/organizations
- Appearance,
- Day off permission

During the orientation of new employed personnel/managers, mentioned instruction contents will be explained.

4.11 Staff Communication Rules

Personnel Demands will be transmitted via PERSONNEL REQUEST FORM. Suggestions, Complaints and Demands submitted without filling this form will not be considered.

Our company staff should submit their suggestions, complaints and demands to superior, and act in accordance with the hierarchical structure. In this context, PERSONNEL REQUEST FORMS transmitted by non-managers/personnel directly will not be accepted and the responsible managers will be informed about this issue. **This rule can be overcome in the cases specified below:**

- Personnel's will submit their complaints and criticism about their managers directly to human resources manager. Human resources manager will evaluate the Personnel Request Form within this scope; will examine the reasons of the complaints/critics making investigation about the complaints and critics approved by him and will make corrective actions as protecting the rights of the personnel complaining/criticizing.
- Personnel working/to be worked under the Human resources manager will submit their complaints and criticism about managers directly to manager representative. Management representative will evaluate the demands; will question the reasons of the complaint/reviews researching the complaint and criticisms and will make corrective actions as protecting the rights of the personnel complaining/ criticizing.

It can be provided by the supplying of the personnel complaints and appeals in accordance with this rules, raising awareness of the employees on this issue and transmitting the mention form to them. About this issue;

- The complaints, appeal of all personnel that will be transmitted to Human Resources Manager or their superiors without any limitation. Complaints will be explained by the Human Resources Manager and Management Representative in the private, general meetings.
- PERSONNEL REQUEST FORMS will be sent to all personnel with email.

As well as the availability of the personnel appeals and complaints, Human resources manager will send a Staff Questionnaire to all employees as minimum once a year specified under the title of performance measurements and will demand to fill. In this way, it will be tried to provide information about the other personnel and supervisors and working conditions.

4.12 Monitoring and Controlling for the Subcontractor personnel

The matter that is about the fulfillment of the tasks specified under this title by the personnel to be employed by subcontractors will be guaranteed with the related clauses in their contracts. The matters to be evaluated in this context are listed below.

- It is necessary to prepare the personal files related to personnel according to this procedure conditions by subcontractors and should be transmitted to AFKEN when requested.
- The matters stated below about the subcontract personnel will be monitored and checked by human resources manager. In this context, subcontractors will be responsible for the preparation of the personnel follow-up checklist and submitting of it to human resources manager.
 - ✓ Names and ID numbers of employed personnel
 - ✓ Tasks
 - ✓ Evidences on the professional competence (Professional Competence Certificates)
 - ✓ Start dates (SSI Declaration)
 - ✓ Termination dates (in the case of discharge)
- The matters specified below about the subcontractor personnel will be monitored and check by HS expert. In this context, subcontractors will be responsible for the preparation of Personnel Follow Up List and Personnel Health Check List and submission to HS expert.
 - ✓ Attendant HS Expert
 - ✓ Attendant Workplace Doctor,
 - ✓ Names and ID numbers of employed personnel
 - ✓ Tasks
 - ✓ Evidences on the professional competence (Professional Competence Certificates)
 - ✓ Start dates (SSI Declaration)
 - ✓ Termination dates (in the case of discharge)
 - ✓ Monthly working days of personnel
 - ✓ HS Trainings (date, person, content and duration of training)
 - ✓ Information about the health status and HEALTH REPORTS.

It will be provided to announce the PERSONNEL REQUEST FORM in the appropriate working sites (Recommendation/Complaints Box etc.) in order to get the recommendation and complaints especially about the occupational health and safety, working conditions of the personnel employed by the subcontractors.

The working conditions of personnel and the accuracy of the data provided by the subcontractors will be monitored and checked by the HS experts with the field controls. Procedures and Principles about the planning of mentioned controls are defined in the Occupational Health and Safety Procedures.

5. RELATED DOCUMENTS

- Suggestion/Complaint Form
- General Control Form of Field of work