



THE WORLD IS TRANSFORMING WITH US





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A SUSTAINABLE OUTLOOK

The İstanbul Airport project will make İstanbul the most important aviation hub in the world. However, it is more than a large and sustainable infrastructure project. The airport will be a driving force that will significantly contribute to Turkey's long term sustainable development. Once all phases are completed, İstanbul Airport will boast an annual capacity of 200 million passengers.

İstanbul Airport implemented all internationally recognized sustainability practices during the construction process. These included world-class practices related to the environment, biodiversity, ground improvement, local employment, supply chain and subcontracting network, human rights and stakeholder relations.

Operations commenced at full capacity at the airport on April 6, 2019, as part of Phase 1A. Efforts were undertaken to make a tremendous impact not only in the Turkish aviation sector with an annual passenger capacity of 90 million but also with forward-looking sustainability practices.

Furthermore, efforts to obtain certification of İstanbul Airport by US Green Building Council (USGBC)'s Leadership in Energy and Environmental Design (LEED) program are ongoing.

This report lists the practices conducted by iGA in the period covering completion of construction activities and commencement of the operational phase at İstanbul Airport.

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After the opening of İstanbul Airport, the official site was delivered to İGA by the General Directorate of State Airports Authority (DHMI) on May 1, 2015. The airport became fully operational on April 6, 2019, following the “big move” in Phase 1A, the first of four scheduled phases.



Highly competent and experienced human resources

İGA currently employs 18,196 persons* as part of the operations and ongoing construction work at İstanbul Airport.

İGA in Brief

İGA has successfully completed construction of İstanbul Airport and commenced operations with an annual capacity of 90 million passengers while offering a diversified range of professional services – from ground services to duty-free activities.

İstanbul Airport is a mega BOT project with all phases being conducted by İGA, which signed a concession agreement with DHMI. İGA has committed to pay EUR 22.2 billion + VAT to the Turkish Treasury in return for 25-year operating rights of İstanbul Airport after its opening. The official site delivery was conducted by the General Directorate of State Airports Authority (DHMI) on May 1, 2015.

[Building to Become the World’s Largest Airport...](#)

İGA successfully managed the construction of İstanbul Airport and started to operate the airport with all stakeholders on October 29, 2018, after its official opening. Following Atatürk Airport’s “big move” to İstanbul Airport, Phase 1A became fully operational on April 6, 2019. The first phase of İstanbul Airport will have the capacity to serve 90 million passengers per year. The facility is set to become the world’s largest airport with a service infrastructure to serve a total of 200 million passengers each year, once its capacity is further boosted with the completion of later phases.

[World-Class Multidimensional Sustainability Approach](#)

As of mid-2019, İGA employs 9,366 persons, including 6,412 white-collar professionals, for Phase 1A construction and operation activities. The Company embraces a multidimensional sustainability approach across a wide range of areas. These include occupational health and safety practices, continuing education activities and awareness-raising environmental courses as well as protection of biodiversity of the project area and social development of the local community. Criteria that the Company takes into account in managing existing and potential environmental and social risks arising from İstanbul Airport activities include national and international standards and certifications such as IFC (International Finance Corporation) Standards, Equator Principles, ICAO (International Civil Aviation Organization) Annex Decisions and Guidelines, IATA (International Air Transport Association) Sustainability Principles, ACARE (Advisory Council for Aeronautics Research and Innovation in Europe) Initiatives; Turkish environmental legislation; TS EN ISO 14001:2015 Environmental Management System, TS EN ISO 14064 Greenhouse Gas Management Requirements; GIIP (Good International Industrial Practices); and LEED.

*As of August 2019.



SUSTAINABLE APPROACH



İGA aims to obtain the “Green Enterprise & Green Airport” certification, a special civil aviation designation, for the operational phase of İstanbul Airport. The Company has also taken steps to establish and foster a sustainability culture among its stakeholders and across its corporate structure.

İGA in Brief

İGA embraces a multidimensional sustainability approach across a wide range of areas. These include occupational health and safety practices and continuing education activities as well as protection of biodiversity of the project area and social development of the local community.

Furthermore, İGA aims to receive the “Green Enterprise & Green Airport” certification, a civil aviation special designation, for the operational phase. The Company has also taken steps to establish and foster a sustainability culture among its stakeholders and across its corporate structure.

One of the defining steps taken during the operational phase was becoming a signatory to the Zero Waste Declaration. İGA's Chief Executive Officer/General Manager Kadri Samsunlu and all CEOs/General Managers of the companies with operations at İstanbul Airport signed the Zero Waste Declaration to demonstrate their commitment to taking necessary measures to separate the source of and minimize wastes.

Shareholding Structure

Kalyon İnşaat Sanayi ve Ticaret A.Ş., Cengiz İnşaat Sanayi ve Ticaret A.Ş., MAPA İnşaat ve Ticaret A.Ş. and Limak İnşaat Sanayi ve Ticaret A.Ş – İGA's four shareholders – own stakes of 35%, 25%, 20% and 20%, respectively. Collectively, İGA's investors boast extensive experience and expertise across a broad range of areas including construction, energy, tourism, mining, port and airport operations both in Turkey and around the world.

Experience Map of İGA Partners

Investors of the İstanbul Airport project have the following experience in airport development and construction:

- İstanbul Sabiha Gökçen (Turkey)
- Pristina (Kosovo)
- Cairo Terminal 2 (Egypt)
- Baku Heydar Aliyev (Azerbaijan)
- Ordu-Giresun (Turkey)
- Erbil (Hawler) and Duhok (Northern Iraq)



İGA's investors also have the following experience in operating airports:

- İstanbul Sabiha Gökçen (Turkey)
- Pristina (Kosovo)



Shareholding Structure

	%
Kalyon İnşaat Sanayi ve Ticaret A.Ş.	35
Cengiz İnşaat Sanayi ve Ticaret A.Ş.	25
MAPA İnşaat ve Ticaret A.Ş.	20
Limak İnşaat Sanayi ve Ticaret A.Ş.	20



Zero Waste Declaration

With the Zero Waste Declaration it signed, İGA has committed to taking the necessary measures to separate the source of and minimize wastes.



Shareholding structure with strong roots

İGA's shareholder investors boast extensive experience and expertise across a broad range of areas, including construction, energy, tourism, mining, port and airport operations both in Turkey and around the world.

Our Corporate Values

IGA's deeply held corporate values guide the organization forward into the future.



Together, we are invincible.

We are a part of this unique nation. We take on massive-scale tasks, unsolvable issues, and insurmountable obstacles together. The mega project we are building (have built) is the greatest evidence of this fact.



Our enthusiasm never wanes.

Our dedication to our work and our country is immense and ongoing. While we do our best to demonstrate an exceptional performance today, we cannot stop thinking: "How can we perform even better tomorrow?" Our guiding principle is continuous improvement.



Our courage is innate.

We are building not only the world's largest aviation hub here but also a sustainable business culture that will enable our employees to fulfill their full potential, guiding them and IGA forward into the future together.



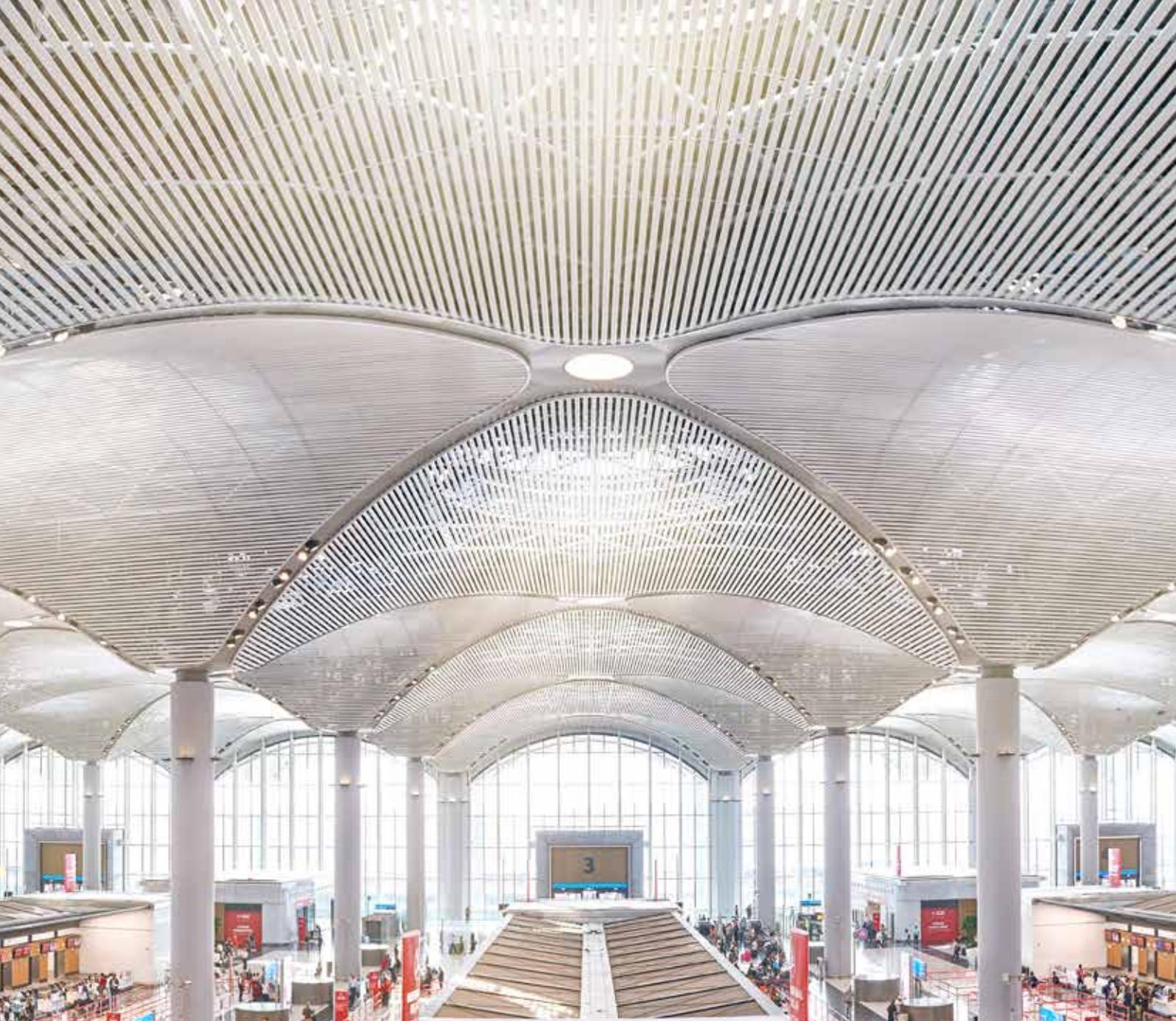
We stand by our word.

We are responsible for everything and everyone in our domain. We are committed to our colleagues, our environment, our neighbors, our suppliers, and our passengers that we will work honestly, respect all applicable laws and demonstrate ethical conduct in all we do. We always keep this commitment, regardless of the circumstances.



We are here to learn and move forward.

We respect innovations, new ideas and expertise. We are keenly aware that there will always be a lot more to learn. We believe that the advancement and improvement of our work for the future is a never-ending journey.



DEVOTED TO OUR WORK AND OUR COUNTRY...





ECONOMIC SUSTAINABILITY ACTIVITIES

Sustainability activities of İGA, holding 25-year concession rights for the Build-Operate-Transfer model at İstanbul Airport, pursuant to the Implementation Contract signed with DHMI on November 19, 2013

TOTAL INVESTMENT VALUE
EUR 10.2 BILLION

TOTAL EMPLOYMENT
100,000 PERSONS*

TOTAL NUMBER OF SUPPLIERS
1,369

** As of August 2019.*



ENVIRONMENTAL SUSTAINABILITY ACTIVITIES

LEED Certificate Management

Zero Waste Program

Green Procurement and Supplier Policies

Stakeholder Engagement Plan

Environmental and Social Management Plan

Biodiversity Action Plan

TS EN ISO 14001: 2015 Environmental Management System



SOCIAL SUSTAINABILITY ACTIVITIES

A SOCIAL INVESTMENT PLAN

**WAS DEVELOPED
COMPRISING 57 PROJECTS
AND 201 ACTIVITIES UNDER
NINE MAIN CATEGORIES.**

AS PART OF THE STAKEHOLDER
ENGAGEMENT PLAN,

**286 MEETINGS WERE
HELD INVOLVING 150
STAKEHOLDERS.**

AS PART OF LOCAL COMMUNITY
GRIEVANCE MECHANISMS,

**MEASURES WERE ADOPTED
FOR RESOLUTION AND
MITIGATION OF GRIEVANCES.**



ECONOMIC SUSTAINABILITY GOALS

TOTAL REVENUE FLOW INTO THE TURKISH
TREASURY OVER A 25 YEAR PERIOD

EUR 22.2 BILLION + VAT

INDIRECT EMPLOYMENT

1.5 MILLION

DIRECT EMPLOYMENT

100,000 PERSONS



OPERATIONAL SUSTAINABILITY GOALS

TOTAL PASSENGER CAPACITY UPON
COMPLETION OF ALL PHASES

200 MILLION PASSENGERS

AIRCRAFT PARKING CAPACITY

347 AIRCRAFT (NARROW-BODY)

264 AIRCRAFT (WIDE-BODY)

611 AIRCRAFT

PHASE 1 TOTAL PASSENGER CAPACITY

90 MILLION



ENVIRONMENTAL SUSTAINABILITY GOALS

LEED Certification Goal for Main Terminal Building

Climate Change Adaptation And Action Plan for Entire Airport Operation Business

TS EN ISO 14001:2015 Environmental Management System Certification

ISO 50001 Energy Management System

ACI AIRPORT CARBON ACCREDITATION Program

Goal to Map and Minimize Operational Carbon Emissions as a priority in line with **Goal to Actively Fight against Global Warming**

World Class **Bird Monitoring and Management Activities**

Robust Technical Infrastructure for Effective Management of Operational Waste

Total Waste Management and Zero Waste Project

Waste to Art (ARTWIST) Project

Goal for **Effective Recycling and Use of Natural Resources Strategies**

Afforestation **Goal of 5,000 Hectares**

14064 Greenhouse Gas Inventory Calculation, Reporting and Verification System

“Green Enterprise and Green Airport” Certification Goal for Entire Airport Operation Business

Air Quality Modeling Work



SOCIAL SUSTAINABILITY GOALS

Maintaining Continuous Dialogue with Local Community

Ensuring **Transparent Information** Flow

Establishing **Scientific Basis** via Data Collection

Advancing Social Gender Equality in Planning and All Other Practices

Model Projects Related to **Local Community**

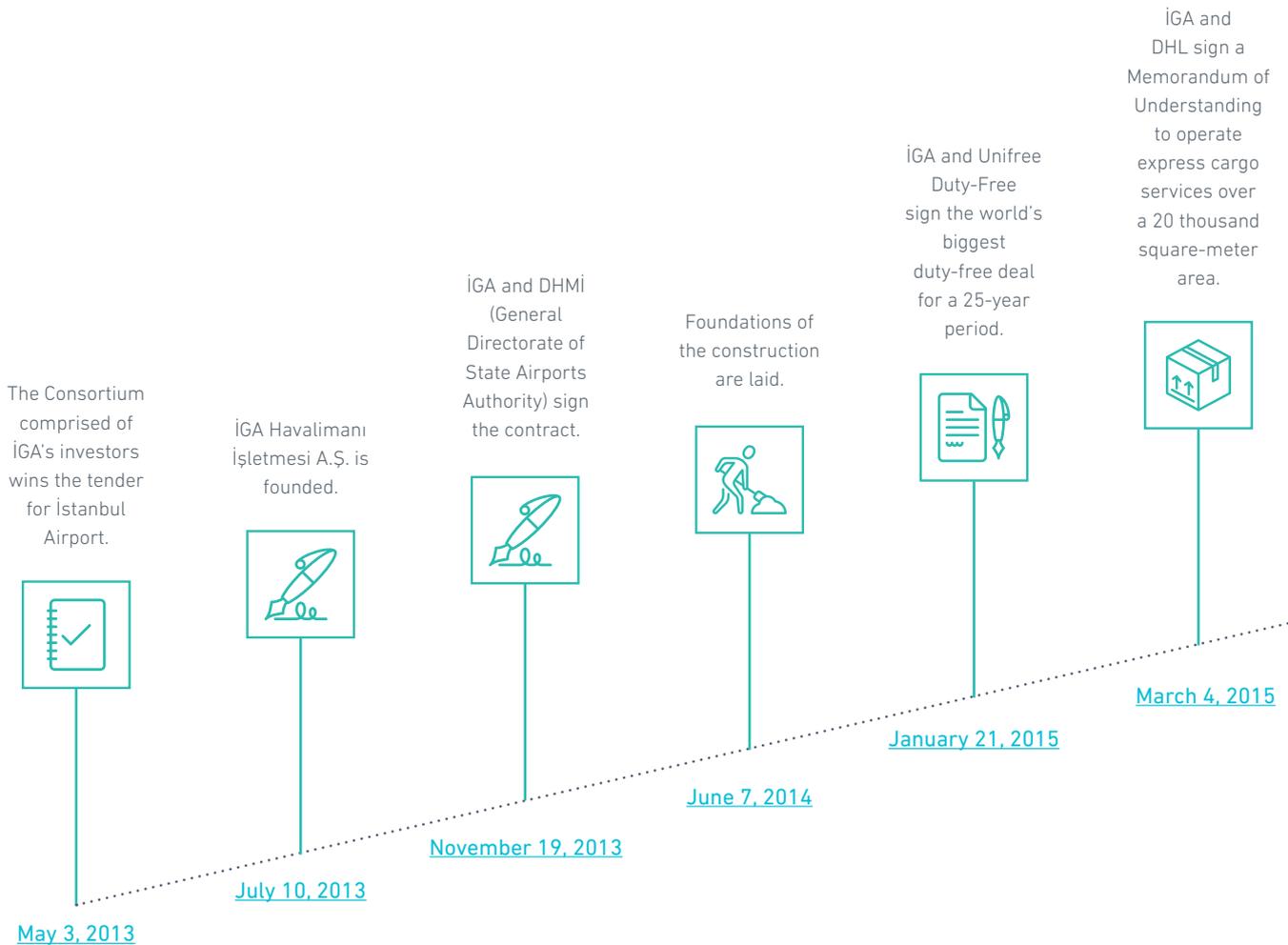
Effective Stakeholder Engagement

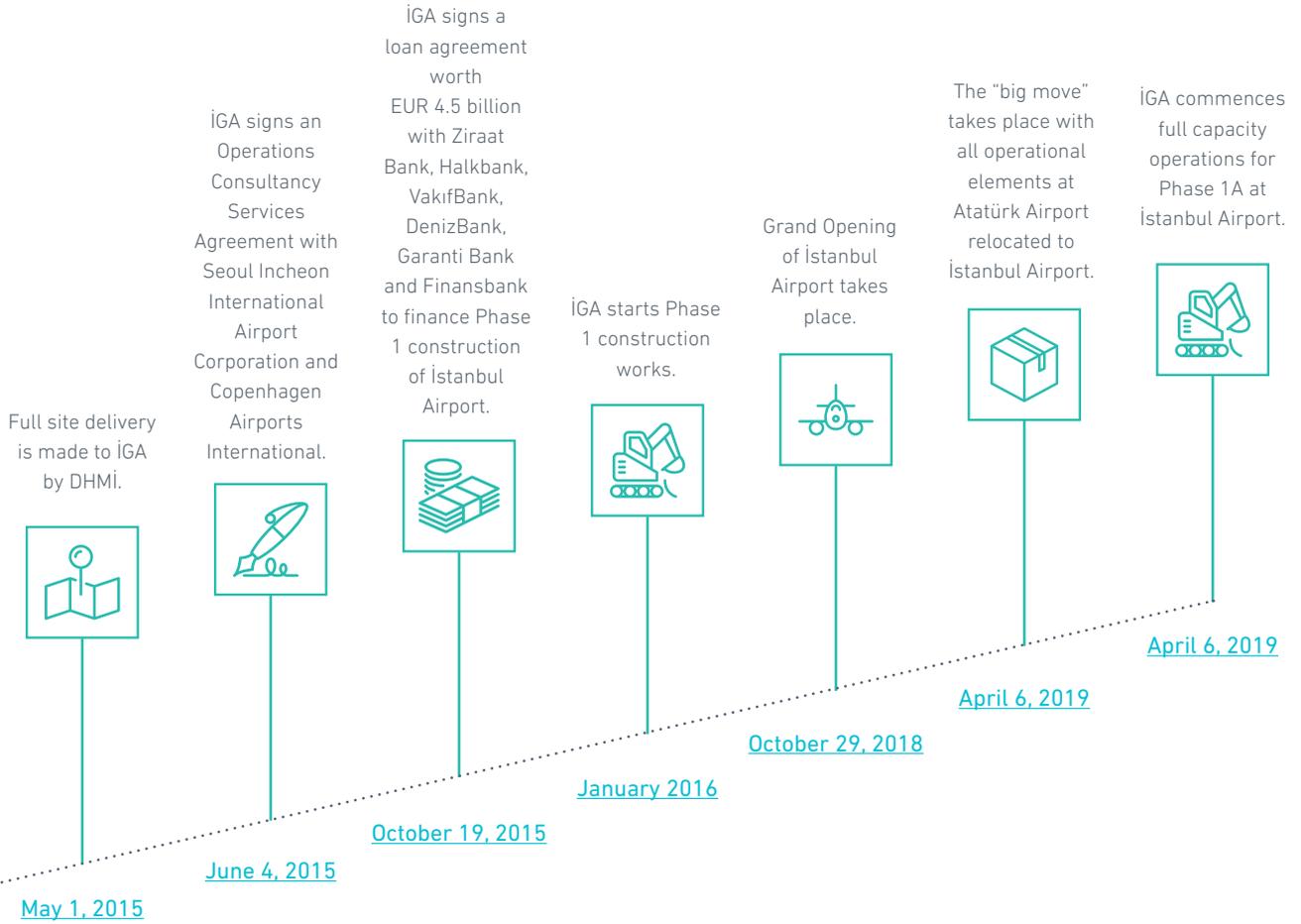
Professional **Management of Social Impact**

Prioritization of **Local Employment**

Our Journey to Success

İGA sees its activities related to the İstanbul Airport Project as a sustainability-oriented journey to success.







From the construction phase to commencement of operations at full capacity on April 6, 2019, we have remained committed to delivering a sustainable airport in all our activities.



Environmental Management and Monitoring Plan

Waste, water, air quality and noise management activities, environmental awareness training, and on-site inspections are conducted under the Environmental Management and Monitoring Plan.

Message of the Chief Executive Officer and General Manager

İGA has brought İstanbul Airport to life by embracing a sustainable approach across all areas of the project - from design and construction to operations.

Dear Stakeholders,

We define sustainability as paying utmost attention to the needs of future generations while fully satisfying our daily needs and maintaining our existence in every aspect. Sustainable development is built on three pillars: economic growth, social progress and environmental protection. "Triple Bottom Line" (TBL), developed by famed sustainability expert John Elkington in the mid-1990s, is a highly regarded calculation method and strategy that takes the planet, people and operational profitability into account collectively.

Driven by this definition, İGA has brought İstanbul Airport to life by embracing a sustainable approach across all areas of the project, from design and construction to operations. We have exerted great efforts and continue working at full speed to deliver a sustainable airport across all our activities, including the construction period and the commencement of operations at full capacity on April 6, 2019.

I would like to underline the extensive efforts undertaken by all our departments for İstanbul Airport to operate as, first and foremost, a sustainable, green airport that respects nature, society and the environment.

In parallel with sustainable development principles, we respect the planet we live in and have a strong sense of responsibility for future generations. Responsible consumption and management is the guiding light of our business activities. Sustainable and efficient resource management is an inevitable requirement of our era. Since the 1900s, energy consumption per capita has jumped three-fold, the use of raw materials is up two-fold and the world population has risen five-fold. These facts alone are enough to demonstrate the pressing need for cautious consumption of our resources.

Environmental and Sustainability Initiatives

In early 2014, we established the Environment and Sustainability Directorship. Under this unit, we designated specific activities for Environmental Management, Operations and Sustainability, Ecological Management and Social Management in line with widely recognized international standards and guidelines, such as IFC Standards, Equator Principles, Turkish Environmental Laws, TS EN ISO 14001:2015 and TS EN ISO 14064:1-2009, ICAO, and GIIIP. Furthermore, we follow the Green Building and Green Airport sustainability criteria, while striving to develop model works for the aviation industry.

Waste, water, air quality and noise management activities, environmental awareness training, and on-site inspections are conducted under the Environmental Management and Monitoring Plan. We also monitor current international standards and Biodiversity Action Plan (BAP)s in our ecological, biodiversity protection, impact reduction and mitigation efforts as part of ecological management.



KADRI SAMSUNLU Chief Executive Officer and General Manager

As for operational sustainability, we conduct many important activities to assess all environmental impacts related to airport operations. In addition, we monitor and measure such impacts during the operating period so that compliance, action and management efforts are developed quickly. First and foremost of these various activities is the LEED International Green Building Program.

What sets our facility apart from other airports is, most importantly, İGA's right to operate it for 25 years in compliance with Environmental and Sustainability Standards, in uniformity with all operations and stakeholders. From the start in 2014, İGA has designed, structured and commence operating the airport with a holistic approach. This is how İGA introduces a new corporate culture: By integrating the Turkish aviation sector with world-class standards and further developing it. İGA's sustainability approach is built on a holistic evaluation of sustainability under various categories – such as resource use, nature and climate, and risk – across all airport operations. This effort is a work in progress, which thrives and expands via synergy with our airport's stakeholders and welcomes improvement.

At a time when environmental concerns such as global warming and access to clean water have reached crisis levels, an environmentally friendly and sustainable infrastructure concept is critically important.

We are proud to have delivered an airport with the largest green space in Turkey, thanks to our environmentally-related efforts conducted since the design phase. I would also like to point out that İstanbul Airport is Turkey's largest infrastructure project. From the start, we have fulfilled all sustainability principles and monitored our stakeholders regarding their implementation.

İGA attaches great importance to the Social Investment Program designed for the neighboring communities around İstanbul Airport. We determine the social impact of our operations with the local community. In addition, we conduct efforts to support socio-economic development and minimize adverse effects. In these efforts, we are driven by our approach to ensure effective stakeholder participation, sustainability, transparency, inclusion, gender equality, protection of vulnerable groups and environmental sensitivity. Creating value for society guides us in our ongoing social responsibility initiatives. Our efforts to make İstanbul Airport an environmentally conscious, accessible and green facility continue apace.



İGA introduces a new corporate culture by integrating the Turkish aviation sector with world-class standards and further developing it.



İGA's sustainability approach is built on a holistic evaluation of sustainability under key categories – such as resource use, nature and climate, and risk – across all airport operations.

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Designed in line with the basic needs and socio-economic requirements of the nine neighborhoods, the Social Investment Program's primary objective is to improve the quality of life for residents.



Zero Waste Project

At İGA, we place great emphasis on the principle of zero waste. With this approach, we aim to leave a clean, prosperous Turkey and an inhabitable world for future generations as part of our sustainable development principles.

Message of the Chief Executive Officer and General Manager

Our social responsibility awareness continues to guide our work, as outlined under the nine main sections of our Social Investment Program launched in January 2016.

Our social responsibility awareness continues to guide our work, as outlined under the nine main sections of our Social Investment Program launched in January 2016. In addition to projects for local communities, we execute social responsibility initiatives to improve the lives of youth staying at Children Support Centers as part of our social investment efforts. We are also proud to implement practices aimed at guests with special needs, improving their travel experience. Designed in line with the basic needs and socio-economic requirements of the nine neighborhoods, the Social Investment Program primarily aims to boost the quality of life for the local population. Residents of Arnavutköy and Eyüp districts, in the general vicinity of these neighborhoods, are the secondary target group of the Social Investment Program. Between 2016 and 2019, we implemented 201 different activities under 57 initiatives aimed at the sustainable social development of the target groups. We renovated one healthcare center serving 7,000 people and also built another new healthcare facility. We organized construction works and activities for a 1,250-person training facility. We established the Local Community Grievance mechanism, which has been used by 10,320 persons to date. We developed the Local Community Employment policy and set up a database for community employment. Some 3,000 people from local communities have worked on the project. Entrepreneurship courses were delivered to the local community. Two Disaster and Earthquake Stations were built, while earthquake awareness training was conducted at schools in partnership with AFAD. Our various efforts are ongoing and executed in a way that encompasses women, children and vulnerable groups including mobility-restricted people.

Sustainability at İstanbul Airport is centered around the Triple Bottom Line, which includes the main components of "Economy (society), Environmental Sustainability (planet) and Society (people and community)."

Zero Waste Project

At İGA, we place great emphasis on the principle of zero waste. With this approach, we aim to leave a clean, prosperous Turkey and an inhabitable world for future generations as part of our sustainable development principles.

We continue to conduct efforts to implement and improve the Zero Waste project. This forward-looking waste prevention approach involves using resources more efficiently, reducing waste, establishing effective collection systems and recycling waste.

To keep waste under control pursuant to sustainable development principles, and to leave a clean, prosperous Turkey and an inhabitable world for future generations, we must pursue the zero waste goal and manage waste in an integrated way.

This is how we determine our vision at İGA. We have to make the most of the transformation process. Transformation is essential for sustainable development and the future.

Over the past 15 years, our country has made great strides on the path to transformation. The area where İstanbul Airport is located today was formerly disused land, which is a major investment significantly contributing to the economy. We have transformed this land for the future of our country. This perspective drives us to strive for infrastructural, environmental, and first and foremost, green transformation.

Airports are where doors for global citizenship open with a single identity. Although each of us has a unique identity, we are all global citizens and responsible for taking good care of our planet.

İGA takes a holistic approach to assessing environmental awareness across the world and developing it for future societies. Rather than "trashing first and cleaning later," we should actively pursue responsible consumption and management of resources at the community level.

We prepared a Comprehensive Waste Management Plan and designed our Zero Waste Program after examining and comparing waste management systems at similar international airports in 2016 and 2017. The plan is set in a broad framework, from landfill site characterization for waste projection to evaluation of technologies for waste management. We developed the Zero Waste Program as part of Comprehensive Waste Management at İstanbul Airport in conjunction with all tenants and stakeholders.

At İGA, we have designed a system where waste is effectively sorted at its source to reach our Zero Waste goal. Mixed waste not sorted at the source is separated into relevant classes at the Solid Waste Collection and Sorting Center. The plan is to manage 240 tons of waste/day at the first stage, equaling the daily amount of waste generated by Arnavutköy district. All stakeholders at the airport signed the Zero Waste Declaration, thereby demonstrating their commitment to this goal. Up to 20 million kilowatt-hours of energy was saved during the reporting period to September thanks to these efforts.

Dear Stakeholders,

At İGA Airport Operations, we aim to set an exemplary model for future generations, by creating environmentally-friendly, sustainable airports and cities that recycle and prevent waste and respect society.

Sustainability ranks among the leading agenda items that pertain to our planet. A truck full of plastics flows into our precious oceans every minute across the world.

By 2030, this is forecast to be two trucks filled with plastics per minute, followed by four truck loads per minute by 2050. We have to put an end to this looming crisis for the future of the world.

Our most important duty as citizens is to leave behind a cleaner and more inhabitable world, as we are merely borrowing the planet from future generations.

I would like to extend my sincere thanks to our employees, stakeholders, and everyone for their valuable contributions.

Yours sincerely,

Kadri Samsunlu
Chief Executive Officer and General Manager



At İGA, we have designed a system where waste is effectively sorted at its source to reach our "Zero Waste" goal.



İGA takes a holistic approach to assessing environmental awareness across the world and developing it for future societies.



The report covers İGA's sustainability practices between January 2017 and August 2019, while also serving as an important tool for fostering a sustainability culture across the organization.



The 2019 Sustainability Report includes the corporate, environmental and social sustainability practices implemented during the operational preparation and initial period efforts at İstanbul Airport between 2017 and 2019.

Report Profile

As a good corporate citizen keenly aware of its social and environmental responsibilities, İGA plans to issue sustainability reports annually in the future.

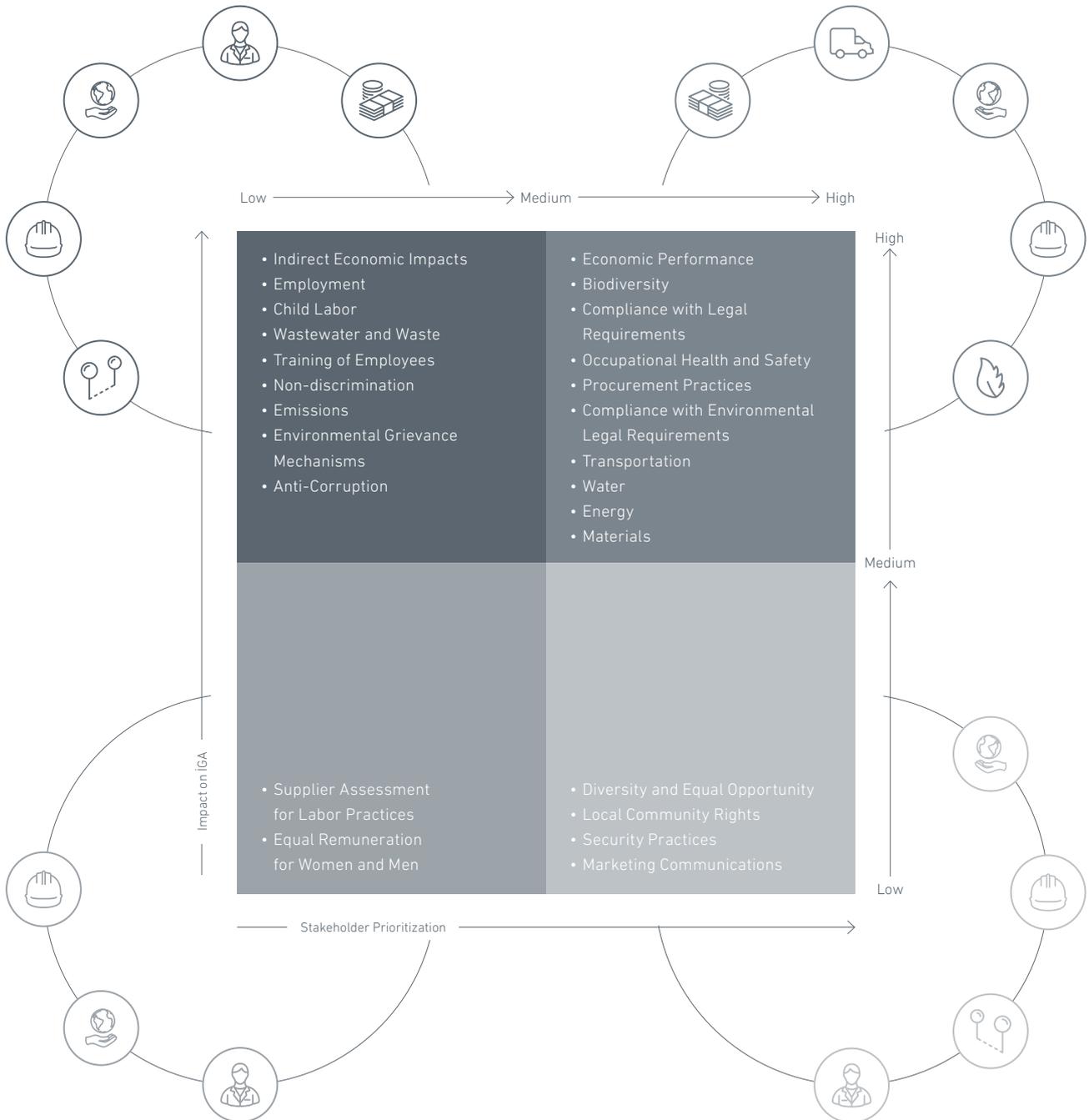
Having a sense of responsibility for undertaking one of the biggest investments in the history of the Republic of Turkey, İGA conducts all its business activities with a focus on sustainability. The Company stands out with its strong ethical corporate governance understanding, mitigation of environmental and social impact arising from its operations, occupational health and security practices at universal human rights standards. Executing all these practices in line with stakeholder expectations and demands, İGA has prepared its second Sustainability Report. The report covers İGA's sustainability practices between January 2017 and August 2019, while also serving as an important tool for fostering a sustainability culture across the organization. As a good corporate citizen keenly aware of its social and environmental responsibilities, İGA plans to issue sustainability reports annually in the future.

Identifying Priority Aspects for the Reporting Process

Taking stakeholder expectations as well as corporate development goals into consideration, İGA has prioritized the following aspects as outlined below.

Aspects and Boundaries of the Report

The 2019 Sustainability Report includes the corporate, environmental and social sustainability practices implemented during the operational preparation and initial period efforts at İstanbul Airport between 2017 and 2019.





Conducting all its business activities in compliance with applicable legislation, İGA manages the internal control and audit processes within its organizational structure via the Internal Audit Department.



Regular Audit Activities

The Internal Audit Department focuses on minimizing operational and cost-related risks by conducting regular audits of subcontractor agreements and progress payments within the scope of construction activities for Istanbul Airport.

Professional Corporate Governance Approach

Embracing a professional approach to corporate governance, İGA senior management develops its relations with İGA investors as well as stakeholders within the impact area around the core principles of transparency and accountability.

Our Transparency and Accountability-based Corporate Governance Approach

Kalyon İnşaat Sanayi ve Ticaret A.Ş., Cengiz İnşaat Sanayi ve Ticaret A.Ş., MAPA İnşaat ve Ticaret A.Ş., and Limak İnşaat Sanayi ve Ticaret A.Ş. boast long-standing experience and expertise in the diverse range of industries in which they operate – including construction, energy, tourism, mining, port and airport operations both in Turkey and overseas. The Company is managed by professional directors with proven track records in the industry. Adopting a professional corporate management approach, İGA senior management establishes relations with İGA investors and stakeholders within the impact area around the core principles of transparency and accountability. Officially opened on October 29, 2018, İstanbul Airport has since been operated by İGA. The Company successfully continues to develop professional corporate governance management efforts and enhance the competencies of its organizational structure.

Internal Audit and Risk Management Activities

Conducting all its business activities in compliance with applicable legislation, İGA manages the internal control and audit processes within its organizational structure via the Internal Audit Department. While managing all its internal operational processes in line with established procedures, the Company's compliance controls are conducted by the Internal Audit Department. As for the Company's risk management efforts, each business unit is charged with defining risk internally, and taking actions to minimize the risk identified.

The Internal Audit Department focuses on minimizing operational and cost-related risks by conducting regular audits of subcontractor and tenant agreements and progress payments within the scope of operational and construction activities for Istanbul Airport.

Sustainability Organization

The Sustainability Committee, led by CEO and General Manager Kadri Samsunlu, is responsible for executing sustainability practices undertaken by İGA in economic, environmental and social areas toward shared objectives. İGA Sustainability Committee is the key decisionmaker in identifying the corporate sustainability priorities for the 2019 Sustainability Reporting process.



İGA Sustainability Committee

- Head of the Sustainability Committee
Kadri Samsunlu (Chief Executive Officer and General Manager)

Core Committee Members

- Ülkü Özeren (Director for the Environment and Sustainability)
- Nihat Çukurkaya (Assistant General Manager for Human Resources)
- Selahattin Bilgen (CFO, Assistant General Manager for Finance & Financial Affairs)
- Melih Mengü (Assistant General Manager for Business Development)
- Burak Aktaşlı (Assistant General Manager for Technical Services)
- Ertan Uzundayı (Mechanical Manager for Terminals, Piers and Parking Lots)
- Akın Arkat (Technical Services Director)
- Türker Peker (İGA Safety Director)
- Deniz Odabaş (Airport Planning Director)
- İnanç Yapar (Quality Management Systems Director)
- Sermin Akinkurt (Business Development Director)
- Fahmettin Yazar (Terminal Operations Director)
- Ozan Karakış (Airside Operations Director)
- Ayhan Demir (Safety Management Systems Manager)
- Halil Anasoy (Airport City Advertising and Marketing Manager)
- Ayça Kolukisa (Customer Experience Manager)
- Fatih Altay (Water Conditioning and Waste Systems Manager)
- Özge İlhan (Financial Planning Manager)
- Orhan Gül (Ecology and Social Management Manager)
- Hande Orak (Assistant Manager for Sustainability)
- Özlem Deniz (Environmental Manager)
- Tevfik Paçacı (Occupational Health and Safety Director)
- Gökhan Şengül (Corporate Communications Director)
- Hatice Alioğlu (Corporate Communications Director)



İGA defines its business activities as a value generation process and sees its stakeholders as a key component of the value chain.



Effective Stakeholder Communications

İGA is a large business enterprise focused on both construction and operations. As such the Company models its corporate communications with a sustainable and constructive approach, taking into consideration stakeholder expectations and requirements.



Due to the rural environment within the İstanbul Airport project area and the urban structure of central İstanbul, İGA adopts a multi-stakeholder model related to the development and the natural environment for the private sector, public administration and civil society.



Robust Organization in Communications

İGA's stakeholder communication activities are conducted by the Company's Corporate Communication Department and the Environment and Sustainability Department.

Professional Corporate Governance Approach

Closely monitoring the latest developments in communication technologies, İGA has developed multi-dimensional communication channels targeting different stakeholder categories.

[Our Stakeholder Mapping Focuses on Growing the Value Chain](#)

İGA has commenced operations at İstanbul Airport, which will provide a significant boost to Turkey on its sustainable development journey. During this process, the Company has compiled information on all the institutions and individuals who have either access to social sectors and decision-makers the Company wants to influence, or the capacity to shape their opinions and decisions as stakeholders. İGA defines its business activities as a value generation process and sees its stakeholders as a key component of the value chain. The Company has embarked on a journey to construct and operate a driving force for the country – İstanbul Airport. As a result, İGA takes into account stakeholders' expectations and needs in corporate communications as part of its sustainable and constructive approach.

[Stakeholder Selection through Objectivity](#)

Due to the rural environment within the İstanbul Airport project area and the urban structure of central İstanbul, İGA adopts a multi-stakeholder model related to the development and the natural environment for the private sector, public administration and civil society. Taking into consideration the specific circumstances of İstanbul Airport, the Company has developed a stakeholder map by conducting a workshop under the supervision of a professional public relations agency. Efforts were made to establish communication channels with the Company's stakeholder categories and develop potential collaborations.

İGA's stakeholder communication activities are conducted by the Company's Corporate Communication Department, Corporate Relations Department, and the Environment and Sustainability Department. The Corporate Communications Department focuses on corporate communication channels for stakeholders in light of the latest developments in communications technologies. Meanwhile, the Corporate Relations Department and the Environment and Sustainability Department are engaged in public sector meetings and stakeholder communication via environment- and development-oriented projects.

Stakeholder Map

Stakeholder Categories	Communication Channels
Consortium Members/Shareholders	
Employees	
Central Public Authority	
Local Public Authority	
Local Community	<ul style="list-style-type: none"> • E-mail Communications • İGA Website/Sustainability Recommendation/Grievance Mechanism
Non-Governmental Organizations for Environment and Development	<ul style="list-style-type: none"> • WhatsApp Groups involving Residents • Suggestions-Grievances Boxes
Opinion Leaders	<ul style="list-style-type: none"> • İGA Corporate Profile and Leaflet Initiatives
Local Professional Associations, Cooperatives and Non-Governmental Organizations	<ul style="list-style-type: none"> • Sustainability Report • Press Conferences and Tours
Construction Industry	<ul style="list-style-type: none"> • Workshops • Participation in Local and International Trade Shows
Service Industry	<ul style="list-style-type: none"> • Sponsorships
Aviation Industry	
Finance Industry	
Rating Organizations	
Media	
International Non-Governmental Organizations	
International Professional Bodies	
Academics	

Memberships and Supported Initiatives

- Airports International Council (ACI)
- İstanbul Chamber of Commerce (İTO)
- İstanbul Chamber of Industry (İSO)
- Turkish Union of Construction Industrialists and Employers (INTES)
- Union of Road Construction and Building Workers of Turkey (Yol-İş)
- National Wildlife Management Committee
- Business Council for Sustainable Development Turkey (BCSD Turkey)
- WESC (World Environment Standing Committee) Membership



The Corporate Communications Department focuses on corporate communication channels for stakeholders in light of the latest developments in communications technologies. Meanwhile, the Corporate Relations Department and the Environment and Sustainability Department are engaged in public sector meetings and stakeholder communication via environment- and development-oriented projects, respectively.



Strong Ties with Aviation Companies

İGA develops robust relations with international aviation organizations.



Istanbul Airport plays a key role in Turkey's sustainable development and contributes significantly to employment with its operator İGA, which has formed a merit-based organization.



A dedicated communication channel was established to assess employee grievances via the Human Resources Department.

Competency-Based Human Resources Approach

Seeing its workforce as a crucial component of its successful performance, İGA created an Employee Satisfaction Committee and an Employee Suggestions/Grievances Mechanism to sustain the productivity and commitment of its staff.

Human Resources Policy

Our core human resources policy is embodied in a "Right Person for the Right Job" perspective. This approach includes building an organization staffed by people who are focused on continuous development, uncompromising on equality, advancing boldly into the future, highly capable, self-confident, ethical, responsible, open to innovation and embracing "Always Forward" as a slogan while working in harmony with the Company's management.

İGA has swiftly climbed to the top in world rankings thanks to its world-class services, state-of-the-art and seamless technology, experienced staff and forward-looking management model.

Human Resources Profile

Staff	White-Collar	Blue-Collar	Total
IT	40	-	40
Car Park	27	-	27
Fuel Oil	62	-	62
Security	164	-	164
Operation Security	3,553	-	3,553
Operations	2,192	-	2,192
Hotel	138	-	138
İGA Operating	6,176	-	6,176
İGA Construction	236	2,954	3,190
Sub-Contractor (Construction)	465	3,518	3,983
Sub-Contractor (Operating)	526	4,321	4,847
Total	7,403	10,793	18,196

Education

Education	İGA Operating		İGA Construction		Total
	White-Collar	White-Collar	Blue-Collar	Blue-Collar	
Elementary School	181	13	2,041		2,235
Middle School	123	1	377		501
High School	3,462	12	436		3,910
Two-year degree	1,158	18	60		1,236
Undergraduate	1,159	192	40		1,391
Graduate	91	-	-		91
PhD	2	-	-		2
Total	6,176	236	2,954		9,366

Age Distribution

Age Groups	İGA		Sub		Total
	Operating	Construction	Contractor (Construction)	Contractor (Operating)	
18-20 years	3,026	30	249	260	3,056
21-30 years	2,288	775	1,401	1,414	3,063
31-40 years	600	987	1,022	1,397	1,587
41-50 years	140	898	882	1,336	1,038
Over 51 years	122	500	429	440	622
Total	6,176	3,190	3,983	4,847	18,196

Local Employment Indicators*

District	İGA		Sub		Total
	Operating	Construction	Contractor (Construction)	Contractor (Operating)	
Arnavutköy	481	253	298	52	1,084
Eyüp	137	38	27	10	212
Total	618	291	325	62	1,296

* As of August 2019.



Feedback is Taken on Board

Employee feedback received via the Employee Suggestions/Grievances Mechanism is assessed regularly and submitted to the CEO and General Manager for necessary action.



At İstanbul Airport, İGA employs 1,296 people residing in Arnavutköy and Eyüp districts.



In addition to the Fundamental Pre-Employment OHS and Environment Training provided, a health screening service is also available for all new recruits.

► Competency-Based Human Resources Approach

İGA executes operating and construction activities at İstanbul Airport in line with international standards.

Occupational Health and Safety Policy

To create and foster an occupational safety culture as part of İstanbul Airport construction and operating activities, İGA defines its OHS Policy as follows:

- We are committed to creating an OHS culture with a “people first” approach with a zero tolerance and zero accident objective in order to prevent all possible accidents and occupational diseases over the course of our business activities, and sharing this culture across our business environment;
- Establishing an OHS Management System and setting out, achieving and ensuring the efficiency of OHS targets in order to attain continuous improvement and enhancement in all our business activities;
- Complying with employer conditions of contract, all relevant legislation on Occupational Health and Safety effective in Turkey, as well as other international standards and compliance obligations;
- Developing a behavior-focused OHS Culture and Monitoring System to provide participation, encouragement and motivation of employees, since OHS is a joint responsibility and an integral part of the business conduct of all managers and employees;
- Providing necessary OHS training to all staff members;
- Preventing the occurrence of hazardous circumstances that can lead to accidents and providing preventive and protective measures to eliminate hazardous conditions;
- Assessing risk in all activities, and developing and implementing appropriate control mechanisms to minimize identified risks;
- Establishing an emergency response plan that will organize a response to emergencies as quickly and effectively as possible, and ensuring its effectiveness;
- Establishing an OHS assessment system for all interested parties to ensure compliance with legal and regulatory requirements and İGA’s OHS management system guidelines;
- Measuring and continuously improving the effectiveness of the OHS management system and its practices with periodic audits and inspections.

Continuous Training Activities for Employees

While executing the construction and operations of İstanbul Airport, İGA’s workforce consists of white-collar and blue-collar workers. Occupational health and safety applications are at the forefront of continuous training activities for the Company’s staff. OHS Academy provides rich training content delivered by expert OHS consultants. OHS Academy’s core objectives include preventing possible occupational accidents and occupational diseases; enhancing the effectiveness of OHS activities; establishing and fostering an OHS culture among employees; creating behavioral awareness; and meeting requirements for OHS training, implementation and management systems.



Employee training, which also extends to İGA's suppliers, is developed and delivered in accordance with legal and regulatory requirements, and ISO 45001:2018 and OHSAS 18001: 2007 Occupational Health and Safety Management Systems procedures. The Company also receives external support for training alongside training courses for expert teams. In addition to Basic Pre-Employment OHS Training, a health screening service is required and available for all new recruits.

İGA's OHS Education Department has delivered OHS Onboarding Training to more than 218 thousand employees while 462,255 persons received training on 23 OHS-related topics. When OHS communication provided to visitors and suppliers and regular toolbox communications delivered to project workers is included, over 1.2 million persons were either trained or informed on various OHS topics. These huge numbers are a "first" in Turkey. In addition, İGA's OHS training serves as a de facto school for those who leave the Company and start working elsewhere. More than 4,000 Occupational Safety Experts have taken part in the İstanbul Airport Project - far more than the legal requirement.

The following training courses are provided under the umbrella of the OHS Education Department:

- Basic Pre-Employment Occupational Health and Safety Training
- Occupational Health and Safety Training
- Working at Height Training
- Safe Driving Training
- Driver Permit Training
- Horizontal and Vertical Lifeline Installation Training
- Erecting and Dismantling Scaffolding Training
- Scaffold Inspection Training
- Rigger Training
- Rescue from Height Training
- First Aid Training
- Foundry Foreman Training
- Occupational Health and Safety Panels



Employee training including İGA's suppliers, is developed and delivered in accordance with legal and regulatory requirements, and ISO 45001:2018 and OHSAS 18001: 2007 Occupational Health and Safety Management Systems procedures.



OHS Onboarding Training for 218 Thousand Employees

OHS Onboarding Training was delivered to over 218 thousand employees and 462,255 persons received training on 23 OHS-related topics. When OHS communication provided to visitors and suppliers and regular toolbox communications delivered to project workers is included, over 1.2 million persons were either trained or informed on various OHS topics. These huge numbers are a "first" in Turkey. In addition, İGA's OHS training serves as a de facto school for those who leave the Company and start working elsewhere.



Thanks to an agreement signed between İGA and the Ministry of Health, a vaccination initiative was executed for the first time. All vaccines under the effort – tetanus, diphtheria, hepatitis B, snake anti-venom, scorpion anti-venom, rabies vaccine – were provided free of charge by the Ministry of Health.

► Competency-Based Human Resources Approach

Having successfully completed the OHSAS 18001: 2007 Occupational Health and Safety Management System Establishment and Certification Process, İGA conducts its business activities under the philosophy of the “Right Person for the Right Job” in accordance with its Human Resources Policy.

Another initiative aimed at employees is the fiber coating on the dumpers of 1,500 construction trucks to help rapid flow of materials and prevent rollovers at the time of casting. An electronic system preventing lifting of the dumper on inclined grounds, i.e. smart dumpers, is integrated with İGA’s trucks deployed to conduct casting processes. Furthermore, the trailer/MOBA system to ensure foundry foreman safety was a breakthrough in Turkey, with on-site routing activities being carried out safely.

Health Services

İGA provides 24/7 Ambulance and Infirmery Services to its staff as part of the Company’s construction and operating activities. İGA’s Akpınar/Terminal Campus includes health centers consisting of six patient rooms with 19 examination beds, six physician rooms, three admission desks, three ECG units, two laboratories, one X-ray room, two audiograms, and two PFT rooms. Seven ambulances and six infirmaries are allocated to provide health services for the Company’s workforce.

Thanks to an agreement signed between İGA and the Ministry of Health, a vaccination initiative was executed for the first time. All vaccines under the initiative (tetanus) were provided free of charge by the Ministry of Health. Vaccines taken from the Provincial Directorate of Health are delivered to the Akpınar Campus via a cold chain process and kept in a temperature-controlled 500-liter refrigerator at the Health Center there. Vaccinations are monitored by the Provincial Directorate of Health on its vaccination system.

OHS Audit Activities

Occupational health and safety audits for İstanbul Airport construction and operating activities are conducted by experts in accordance with ISO 45001:2018 Management System and OHSAS 18001: 2007 Management System. The audits consist of the following categories:

Personal Protective Equipment Compliance Audit

Personal Protective Equipment (PPE) to be used by employees related to İstanbul Airport construction and operating activities is required to comply with applicable national and international standards and to have relevant CE certifications.

Electrical Inspections

İstanbul Airport Project's occupational health and safety inspections for electrical works are conducted by İGA Infrastructure and Superstructure Electrical Units in addition to a "Third Party Company" accredited by the Turkish Accreditation Agency (TürkAK).

OHSAS 18001 Management Systems Works

Having successfully completed the OHSAS 18001: 2007 Occupational Health and Safety Management System Establishment and Certification process, İGA has adopted a "Right Person for the Right Job" perspective. This approach includes building an organization staffed by people who are focused on continuous development, uncompromising on equality, advancing boldly into the future, highly capable, self-confident, ethical, responsible, open to innovation and embracing "Always Forward" as a slogan, while working in harmony with the Company's management in line with the Human Resources Policy. The Company aims to be in full compliance with and implement the ISO 45001:2018 Management System based on more innovative approaches.

Emergency and Firefighting Efforts

Stationary Systems in the Terminal Area

Fire Protection Water Tanks and Pumps

The stationary fire protection water system in the terminal area is fed by three 500 m³ water tanks connected to İSKI's grid at the Utility Center. The tanks have the capacity to supply fire protection pumps for approximately two hours. Two diesel and one 2.4 m³ electric (Jockey) pumps are connected to these tanks, with the capacity of pumping 284 m³ of water. The system's working pressure is 13 bars while the operating pressure is 19.5 bars. The fire protection water system of the terminal area splits into four lines from the Utility Center, feeding the Pier-1, 2; TB-1, 2, 3; Pier-3, 4, 5; and the stationary systems in the car park, respectively. The fire protection water ring, surrounding the terminal area, consists of 82 3" fire hydrants. Twenty-seven fire protection water collectors are connected to this fire protection water ring, feeding water sprinklers and fire hose reels on every floor of the terminal. All floors of the Terminal, Piers and Car Park are equipped with water sprinklers and 1" stationary fire hose reels that intersect with one another when opened. A total of 2,005 fire hose reels are in use, 98 in Pier-1, 68 in Pier-2, 94 in Pier-3, 73 in Pier-4, 91 in Pier-5 (on floors D, E and F of the Piers), in addition to 1,146 in the terminal (on floors B, D, E and F of TB-1, 2, and 3), and 435 fire hose reels on all floors of the Car Park. All the fire hose reels are inspected and details are logged monthly.

Stationary Fire Alarm and Detection Systems at the Terminal and Piers

Stationary fire alarm systems detect possible fires at the Terminal and Piers and communicate them to the Control Center. All floors of the Terminal and Piers are equipped with these systems, which are monitored by the Monitoring Center at AOCC.

Stationary Gas Extinguishing Systems

Stationary gas extinguishing systems to protect the UPS rooms are installed at the terminal, piers and car park.



İGA holds various meetings to communicate and coordinate occupational health and safety practices in accordance with common goals.



24/7 Emergency Call Center

As part of İstanbul Airport operating activities, a Call Center operates 24/7 with 23 staff and an Info Kiosk team provides video support for customers.



Special doors are available for emergencies within the entire Terminal area (including Piers), floors and stairwells. These doors feature panic bars to ensure easy opening.

► Competency-Based Human Resources Approach

All fire hose cabinets in the terminal area (including scaffolds) are equipped with portable fire extinguishers.

Terminal Emergency Elevators

Eight emergency elevators are available for use in case of emergency in the Terminal area.

Smoke Evacuation Aspirators and Ventilation Systems

Aspirators to evacuate smoke are available for use in case of a fire outbreak at the Terminal and Piers. In addition, ventilation systems are mounted in some stairwell shafts to evacuate smoke upwards or downwards.

Emergency Exit/Escape Signposts

All areas and floors of the Terminal, Piers and Car Park are equipped with emergency escape signposts featuring a light system to ensure easy evacuation in the event of an extraordinary situation.

Emergency Exit/Escape Doors

Special doors are available for emergencies within the entire Terminal area (including Piers), floors and stairwells. These doors feature panic bars to ensure easy opening.

Portable Fire Extinguishers in the Terminal Area

Portable Fire Extinguishers

All fire hose cabinets in the Terminal area (including Piers) are equipped with mobile fire extinguishers. Ten kg CO₂ fire extinguishers are located in front of the UPS rooms and accumulator rooms in the Car Park and Terminal. Some 241 portable extinguishers are installed on each floor of the Car Park and have a capacity of 50 kg. A total of 225 fire extinguishers of different types and sizes are located on all Terminal floors and at the Car Park; these are checked and details are logged by trained experts monthly.

Systems in External Buildings and Campuses and their Controls

Stationary Systems in External Buildings

Stationary Fire Protection Water Supplies

Fire hydrants are available for external buildings, outside the State Guesthouse, Data Center, Gendarmerie, Civil Administration, DHMI and VIP terminal buildings, in addition to stationary fire hose cabinets inside these structures. Fire hydrants and hoses are all supplied by firefighting water pumps in the Utility Center. Fire protection cabinets in these buildings are checked and details are logged monthly.



Gas Extinguishing Systems

Gas extinguishing systems are deployed in the Data Center building and VIP terminal and are available for active use.

Portable Fire Extinguishers in External Buildings

All external buildings are equipped with portable extinguishers of various types and sizes in line with fire protection legal and regulatory requirements. These extinguishers are inspected by internal trained experts and details are logged monthly.

Stationary Fire Protection Water Supplies at Campuses

Stationary fire protection water supplies are available at the Akpınar Campus, Temporary Fuel Terminal and main İGA campus.

Stationary Fire Protection Water System at Main İGA Campus

At the main İGA campus, eight stationary fire hose reels are checked and details are logged monthly.

Stationary Fire Protection Water System at Akpınar Campus

The stationary fire protection water system at Akpınar campus supplies water from a 300-ton water tank. Two pumps with an 8-bar capacity feed the system. The fire protection water system is designed to cover the entire campus, with 42 fire hydrants along with stationary hoses and cabinets on this line. Hydrants and cabinets are activated, checked and logged monthly. Fire water pumps are activated, checked and logged weekly on Thursday.



Fire hydrants are available for external buildings, outside the State Guesthouse, Data Center, Gendarmerie, Civil Administration, DHMİ and VIP terminal buildings, in addition to stationary fire hose cabinets inside these structures. Fire hydrants and hoses are all supplied by firefighting water pumps in the Utility Center.



On İGA's main campus, eight stationary fire hose reels are checked regularly with the details logged monthly.



All Campuses, Warehouses and Temporary Fuel premises are equipped with portable fire extinguishers of different types and sizes. These devices are checked and logged monthly. Devices with failures or low pressure are replaced with new ones.

Competency-Based Human Resources Approach

A special apparatus was developed for all on-site construction equipment featuring portable fire extinguishers of different types and sizes.

Stationary Fire Protection Water Supply and Foam Systems at Temporary Fuel Terminal

The fire protection water system at this terminal, located within the campus of Runway-3, supplies the water from a 100 m³ water tank. Three pumps connected with the tank feed the hydrants and stationary water sprinkler systems within the terminal. Product tanks and filling islands are equipped with stationary water sprinklers. The 1,000-liter stationary foam tank is available to respond in case of a fire outbreak in the tanks and filling islands. Fire protection water pumps and systems are activated, checked and logged every Tuesday.

Remote Operated Emergency Sirens at Campuses and their Controls

Remote control emergency sirens at all campuses (İGA main campus, Coating and Quarries, Runway-2, Runway-3, Akpınar and Ağaçalı Quarry) are checked and details are logged in parallel with a set schedule.

Stationary Fire Alarm and Detection Systems at Campuses

Stationary fire alarm and detection systems are deployed at İGA main campus and Akpınar campus only, and are available for active use.

Portable Fire Extinguishers at Campuses and their Controls

All Campuses, Warehouses and Temporary Fuel premises are equipped with portable fire extinguishers of different types and sizes. These devices are checked and logged monthly. Devices with failures or low pressure are replaced with new ones.

Portable Fire Extinguishers for Construction Equipment

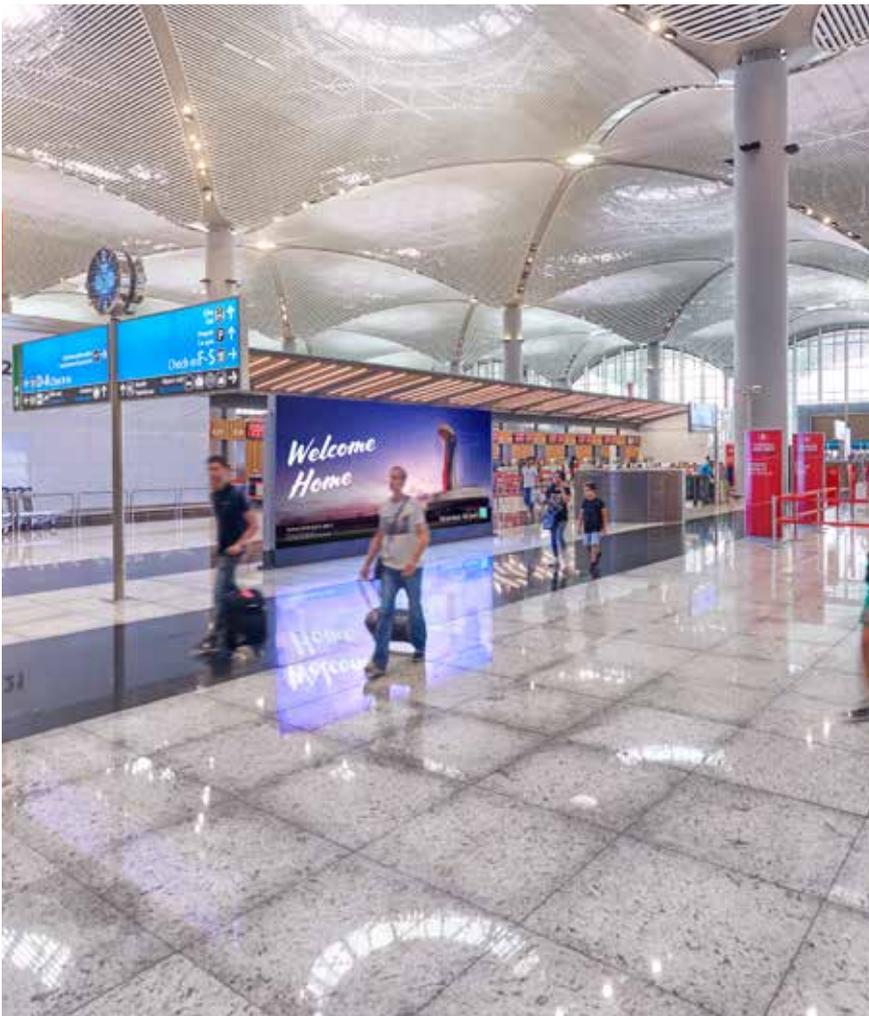
A special apparatus was developed for on-site construction equipment, including Loaders, Graders, Cylinders, Excavators and Trucks, featuring portable fire extinguishers of different types and sizes.

Water Sprinklers Firefighting Equipment

Twenty-nine sprinklers are used for spraying construction sites and roads. Equipped with fire hoses, nozzles and coupling switches, these sprinklers are also used to respond to small-scale fires on construction sites and campuses. The devices are subject to monthly checks.

Emergency Evacuation Plans

Emergency evacuation plans are available for the entire premises.



Emergency evacuation plans are available for the entire premises.

Training

Emergency evacuation and firefighting training and drills are regularly held at all operating sites and campuses.

In addition to OHS efforts, the Airside Operations Directorate also conducts efforts for firefighting purposes and takes measures in the event of incidents and accidents.

Airside Operations

The ARFF (Airport Rescue and Firefighting) Unit operates under the umbrella of the Airside Operations Directorate and employs a total of 215 persons: 180 for the ARFF Team and 35 for the Terminal Firefighting Team.

All staff members are graduates of vocational high schools focused on firefighting and licensed by the General Directorate of Civil Aviation.



In addition to OHS efforts, the Airside Operations Directorate also conducts efforts for firefighting purposes and takes measures in the event of incidents and accidents.



All of the ARFF (Airport Rescue and Firefighting) Unit staff members are graduates of vocational high schools focused on firefighting and licensed by the General Directorate of Civil Aviation.



Working in their respective shifts, ARFF teams are deployed in buildings in a way that enables them to respond to any incident in no more than three minutes for any given runway. In addition, ARFF vehicles equipped with the latest in firefighting technologies.

Competency-Based Human Resources Approach

The ARFF unit employs a total of 215 persons: 180 on the ARFF Team and 35 on the Terminal Firefighting Team.

Working in their respective shifts, ARFF teams are deployed in buildings in a way that enables them to respond to any incident in no more than three minutes for any given runway. In addition, ARFF vehicles equipped with the latest in firefighting technologies. The ARFF Unit has the necessary aircraft recovery equipment to uplift any Code 4F aircraft – if it fails to move on the runway for whatever reason – with cushions and hangers (aircraft recovery). The aircraft can then be transported to the safe site via temporary transportation units.

ARFF, Aircraft Accident & Incident Removal Vehicles and Equipment

Machine/Equipment	Quantity
ARFF 6x6 HRET Custom Chassis	5
ARFF 6x6 Custom Chassis	2
ARFF 6x6 Commercial Chassis	4
Vehicle with Ladders 44 Mt	1
Rescue Vehicle 4x4 Truck	3
Code 4F Recovery Kit	1
Medical Equipment Trailer (7 m retractable container with wheels)	2
Mobile Command Center 6x4 Truck	1
Building Type Firefighting Vehicle 4x4 6-Tons of Water	3
Aircraft Evacuation and Entry Ladder Eligible for Code 4F	1
RIV Pick-up	3
Total	26

Emergency Call Center

As part of Istanbul Airport operating activities, a Call Center operates 24/7 with 23 staff. The Call Center responds to incoming calls for passenger services, Head Office and construction emergency lines. Call Center operators ensure that healthcare professionals, emergency response, and firefighting teams are alerted and directed to the incident site in case of an emergency. A 16-member Info Kiosk team provides video support for customers.

OHS Communication and Coordination Organization

İGA regularly holds various meetings to communicate and coordinate occupational health and safety practices in accordance with common goals. In addition to discussing a comprehensive range of OHS related issues, solutions are generated in line with joint decisions. Ad hoc OHS meetings are also held as and when required.

Risk Approach to OHS Practices

Risk analyses are conducted for all business processes that pertain to İstanbul Airport construction and operating activities. Construction procedures and risk analyses compiled by sub-contractors are submitted for the approval of İGA. If approved for compliance by the relevant departments, they are published and implemented for processing in accordance with construction and operating procedures. In the area of occupational health and safety, a risk analysis covering all business lines of the airport was prepared. The decision was made to conduct audits on compliance of subcontractor documents and control the risk analyses that were compiled.

Transportation Coordination and İGA Infrastructure

Daily morning tours are conducted on construction sites in line with the monthly inspection plans of İstanbul Airport's construction activities. Morning tours are run as a team with the participation of relevant Project Manager, Building Managers, OHS Units of İGA and the Sub-contractors. All field tours are recorded; follow-up and coordination measures are taken as needed.

A Site Traffic Control Supervisor oversees three Traffic Teams in line with the Traffic Management Plan implemented at the project site.

As part of Traffic Management efforts, various activities are undertaken. These include;

- Identifying road routes according to the business plan adopted and drawing new roads suitable for traffic load, and creation of road maps,
- Cleaning, maintenance, and repair of roads,
- Performing traffic signposting,
- Executing road and intersection arrangements,
- Creating parking bays,
- Drawing layouts for filling and casting sites.

Living Standards at the Camps

Camps developed as part of İstanbul Airport construction activities are designed in consideration of the daily living and social requirements of employees as well as their accommodation needs. Single room accommodation is provided for white-collar employees; blue-collar staff is offered rooms for four and eight persons.



Transportation Coordination

A Site Traffic Control Supervisor instructs three Traffic Teams in line with the Traffic Management Plan implemented at the project site as part of infrastructure operations.



İGA holds various meetings to communicate and coordinate occupational health and safety practices in accordance with common goals.



All activities of OHS Academy, in addition to the occupational health and safety practices of companies involved in the construction of İstanbul Airport, can be monitored effectively and quickly via the Occupational Health and Safety Information System software.



Human Rights Training for Security Staff

All security staff employed directly by İGA receive human rights training.

▶ Competency-Based Human Resources Approach

The campuses developed as part of İstanbul Airport construction activities are designed in consideration of the daily living and social requirements of employees as well as their accommodation needs.

Camping sites include the following facilities;

- Fully-equipped dining halls,
- Laundry facilities run by cleaning staff,
- Social facilities,
- Entertainment areas,
- Sports facilities,
- Outdoor facilities for football and basketball.

Occupational Health and Safety Information System

All activities of OHS Academy, in addition to the occupational health and safety practices of companies involved in the construction of İstanbul Airport, can be monitored effectively and quickly via the Occupational Health and Safety Information System software.

Training for Security Staff

Pursuant to Law No. 5188, security services at İstanbul Airport are provided by a private security team of 3,540 persons. Private security officers are deployed in numerous points including terminals and critical facilities within their respective areas of responsibility. Security services are provided 24/7 at Passenger and Airport Personnel X-Ray Entrance Checkpoints, VIP and General Aviation Terminal, Hold Baggage Check Systems, Apron Barrier Buildings, ATC Tower, and Supplies Admission Check Points, in accordance with national and international regulations and aviation standards, Directorate General for Civil Aviation directives, and the National Civil Aviation Security Program. In addition, pedestrian and motorcycle patrols and security officers provide security services at Radars, Power Plant, Data Center, Storage Tank, Solid Waste Center, Electricity Substation, Main Campus, Vehicle Entrance checkpoints, and the Multi-Story Car Park.

Pursuant to Directorate General of Civil Aviation Directive No. SHT 17.2 on Civil Aviation Security Training and Certification, İGA is an authorized Aviation Security Training Organization under certificate No. HGD-HEK-51, whereby 52 staff members are certified aviation security trainers. İGA conducts training and certification processes for security staff in line with national and international standards. Certificates held by the staff are kept in their personnel files.

Under Directive no. SHT 17.2 on Civil Aviation Security Training and Certification, the following courses are provided;

- Course 1 – Security Awareness, Course 2 – Civil Aviation Security Fundamentals and Course 3 – Checkpoint Security Practices for the entire security staff,
- Course 4 – Hold Baggage Screening for the staff in charge of hold baggage screening systems,
- Course 8 – Supplies Security, and Course 17 – Supply Screening for the staff in charge of goods admission and supply entrance checkpoints,
- Course 12 – Security Management for administrative staff.

Staff receives certificates after completion of these courses. Basic and refresher courses are scheduled and delivered in accordance with applicable law.

All courses are subject to audits with and without notice by the Directorate General of Civil Aviation, which stores all İGA training programs and documents in its Information Management System.

Training is scheduled and delivered for staff as required by Labor Law No. 4857, Law No. 6331 on Occupational Health and Safety, and Law No. 5188 on Private Security Services.

Employees are supported with personal development courses by taking their personal knowledge and skills and customer satisfaction into account.

Supplier Policy

İGA cooperates with a wide network of suppliers – 1,369 suppliers as of August 2019 – as part of activities the Company defines as value chain creation. İGA strives to ensure supplier compliance with its corporate values, national laws, rules and regulations, and International Labor Organization (ILO) standards. Seeing the elimination of child labor as an absolute prerequisite for supplier selection, İGA stipulates that suppliers operate in line with ILO Convention No. 138 on Minimum Age and ILO Convention No. 182 on the Prohibition of the Worst Forms of Child Labor.

İGA's mandatory requirements for suppliers include;

- Respecting all human rights, including workers' rights in all kinds of commercial activities,
- Operating with a commitment to prevent work-related accidents and diseases,
- Fulfilling all legal and regulatory requirements related to the environment and to continuously improve environmental performance,
- Considering the process life-cycle and including continuous improvement initiatives in supplier selection processes,
- Ensuring full compliance with relevant laws, rules and regulations.



Employees are supported with personal development courses by taking their personal knowledge and skills and customer satisfaction into account.



Cooperating with a wide network of suppliers, İGA is committed to ensuring that suppliers comply with İGA's corporate values, national legal and regulatory requirements, and International Labor Organization (ILO) standards.



Steps to Ensure Resource Efficiency

As part of the world's largest 4-D model developed for Istanbul Airport Project, more than 30,000 activities to be monitored for daily and monthly progress are integrated into the BIM model for control purposes.



Efforts are ongoing to deploy the BIM model – normally used as a decision support tool in matters requiring resolution in airport operating processes – at the stage of facility management.

As part of İstanbul Airport construction activities, İGA implemented the biggest Building Information Modeling (BIM) application in the global construction industry.

[World's Largest Building Information Modeling \(BIM\) Application](#)

As part of İstanbul Airport construction activities, İGA implemented the largest Building Information Modeling (BIM) application in the global construction industry. İstanbul Airport BIM was developed in consideration of the multi-dimensional needs of the process life-cycle, from the design phase to the opening of all the phases. The application significantly boosts the project's target fulfillment rate by enhancing coordination between employees, subcontractors and suppliers. İstanbul Airport BIM was developed in line with international standards and advanced technologies in architectural design and project management. It is also an effective tool to achieve resource efficiency.

Under the BIM model for İstanbul Airport, all superstructure and infrastructure works, spanning an indoor area of 2 million m² – including terminal, piers, air traffic control unit, car park, technical centers, runways, apron, taxiway and infrastructure lines – and an outdoor area of 12 million m², have been modeled in 3D. This model has significantly facilitated site checks by DHMİ at the time of provisional acceptance, a defining phase for the commencement of airport operations. Documents were checked on tablet computers thanks to cloud-based BIM360 Docs software, significantly reducing paper use. Subcontractor and third-party stakeholder final accounts and bills of quantities were checked and compared with calculations of relevant İGA departments via a bill of quantities retained by BIM, allowing for a proper cost control process.

Efforts are ongoing to deploy the BIM model – normally used as a decision support tool in matters requiring resolution in airport operating processes – at the facility management stage. As a result, physical and digital integrated management of over 435 thousand assets in 8,500 different categories will be achieved and operational efficiency boosted.

[Technical Monitoring Systems at İstanbul Airport](#)

SCADA (Supervisory Control And Data Acquisition) is where the pulse of the entire airport facility premises is maintained. SCADA enables managing of energy from a single point, monitoring of all field substations, and displaying of total and instantaneous consumption. Incidents are detected immediately and responded to on SCADA. Any anomaly related to energy transmission can also be observed on SCADA. The Energy Measurement and Monitoring System enables measuring and monitoring of the airport's systems and sites separately, generating reports, monitoring and analyzing of energy consumption.

BMS (Building Management System)

The Mechanical Automation System allows for automated checks on HVAC equipment, helping analyze external parameters as per pre-defined set values (e.g. passenger density, outside temperature, solar radiant effect) and trigger automatic interventions.

Any pollution and failure in equipment alert the system, enabling the staff, who monitor the system 24/7, to issue work orders for immediate response. This system can be monitored with the SAP Maintenance Module, allowing for the automatic issuance of work orders for pre-determined types of alarms.

The SAP Maintenance Module helps retain activities within technical services; issue automatic work orders for any maintenance plan, instruction and process; measure the performance of work performed; generate the history of assets subject to maintenance, and detect anomalies via analyses. Failures and technical requests are collected from AOCC by Call Center teams operating 24/7, logged on SAP and communicated to relevant departments. As a result, asset management activities within the airport are analyzed at a single point.

BIM (Building Information Modeling)

BIM modeling enables the display of the interaction between all building components and MEP assets across all processes, from design and construction to operation. As a result, systems are revamped without any adverse impact and analyses are conducted properly.

Automated Lighting: Advanced technology, high efficiency LED luminaires (0.96 power factor) are used throughout İstanbul Airport. Automated lighting works in conjunction with daylight, microwave asset and movement sensors to help maximize passenger comfort with the Flight Information System. This solution also minimizes the power consumption of LED lighting equipment.

Fire Detection Systems: State-of-the-art fire detection systems enable fire risks to be detected immediately on outbreak and fire scenarios to be activated in pre-determined zones. Detection systems also help initiate extinguishers and handle evacuation and fire control processes.

Opened with the assistance of the world's largest BIM, İstanbul Airport was selected as a finalist in the "Major Infrastructure" category at the Autodesk 2016 AEC Excellence Awards, where 162 entrants from some 30 countries participated.

İGA has achieved a significant breakthrough in the Turkish construction industry in terms of design and construction management with its BIM model, setting a new benchmark for world-class project management. İGA BIM enables management of the coordination and engineering of all aspects of the airport – from structural, architectural, and MEP, to baggage handling systems, and the like – on a virtual platform. It also serves as a reference for airport projects in the construction sector globally.



Opened with the assistance of the world's largest BIM, İstanbul Airport Project was selected as a finalist in the "Major Infrastructure" category at the Autodesk 2016 AEC Excellence Awards, where 162 entrants from some 30 countries participated.

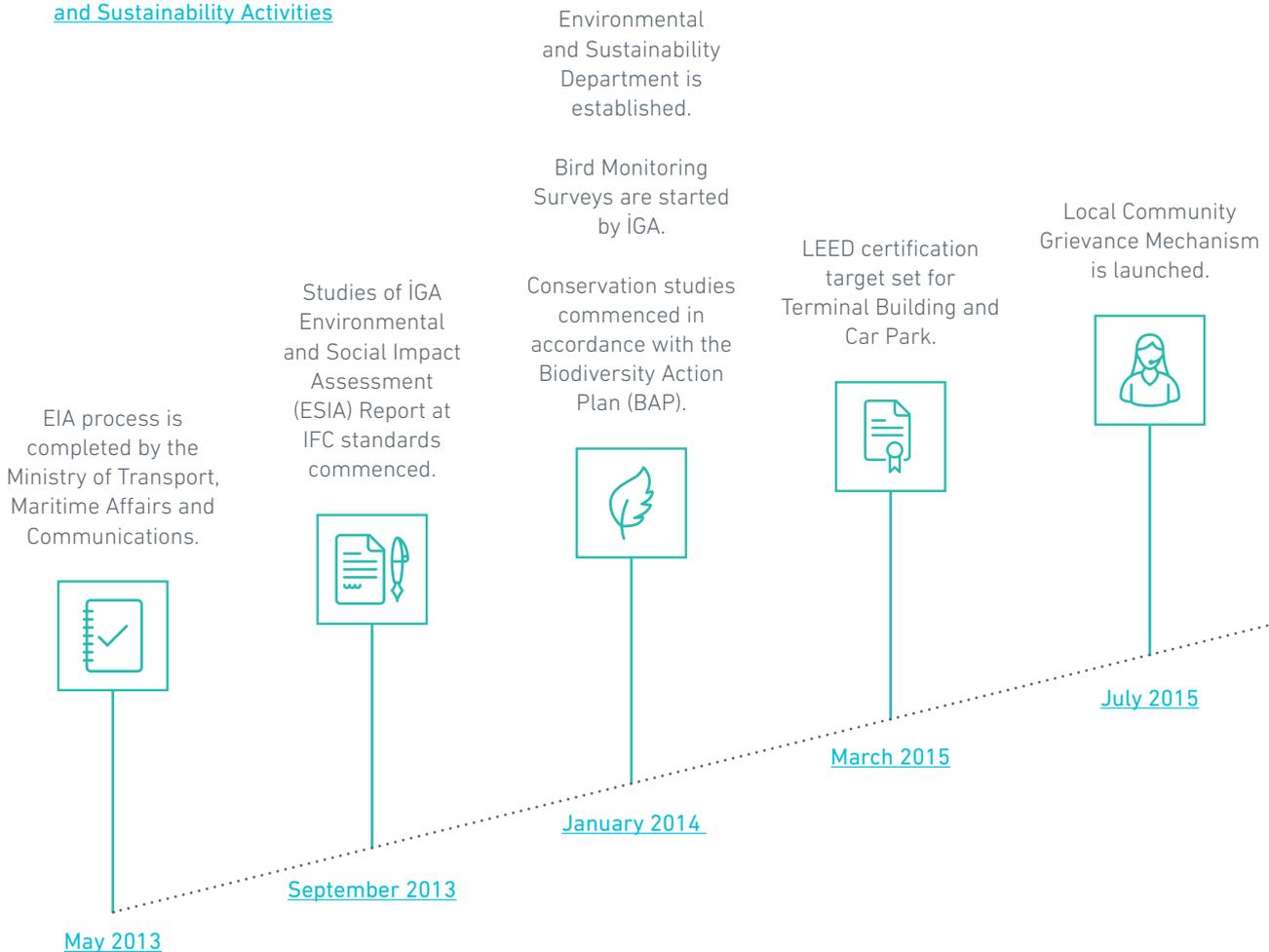


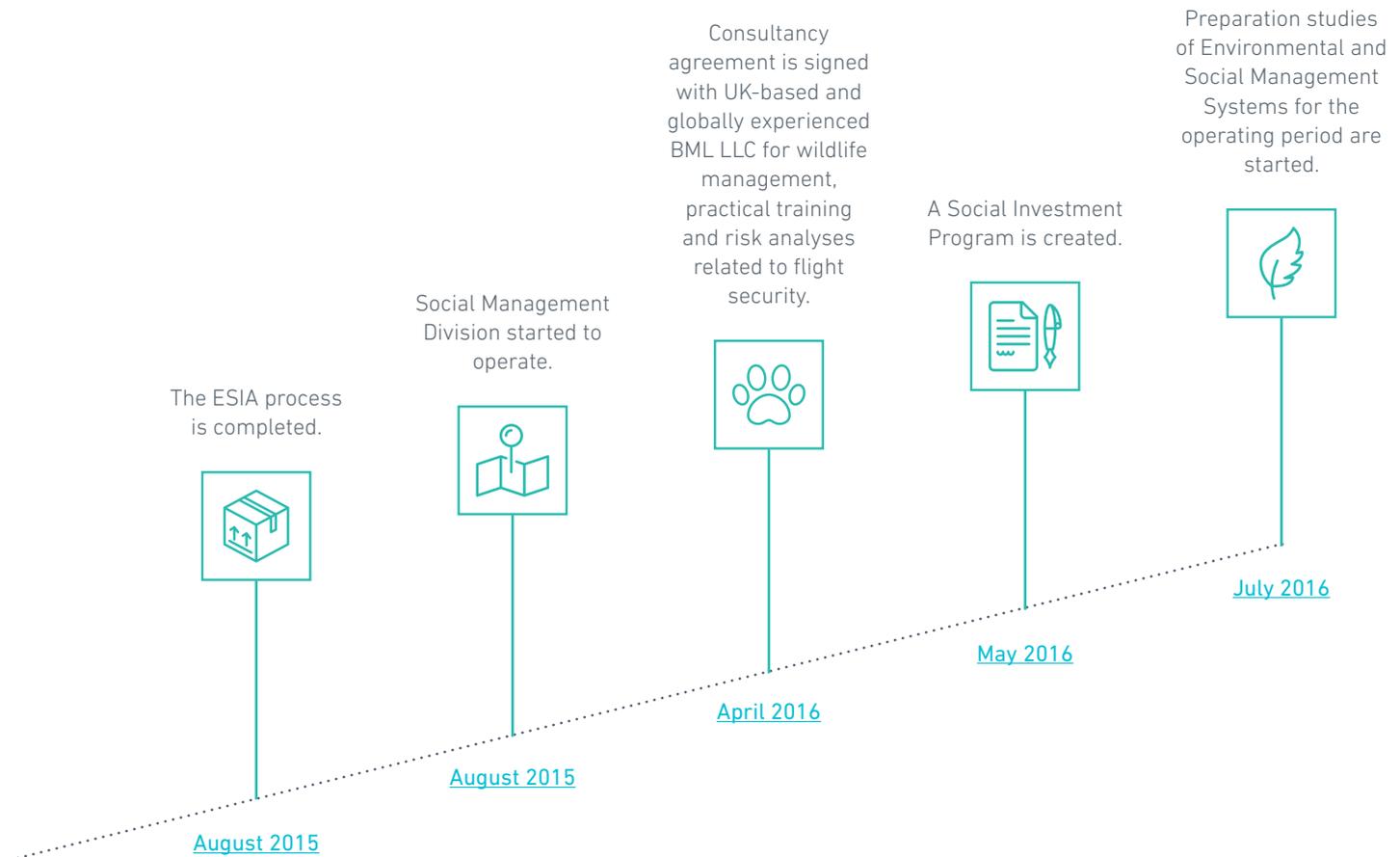
İGA has achieved a significant breakthrough in the Turkish construction industry in terms of design and construction management with its BIM model, setting a new benchmark for world-class project management.

World-Class Environmental Sustainability Approach

From the very start of the project, İGA has executed İstanbul Airport construction activities with a focus on environmental sustainability.

Timeline for Environmental and Sustainability Activities



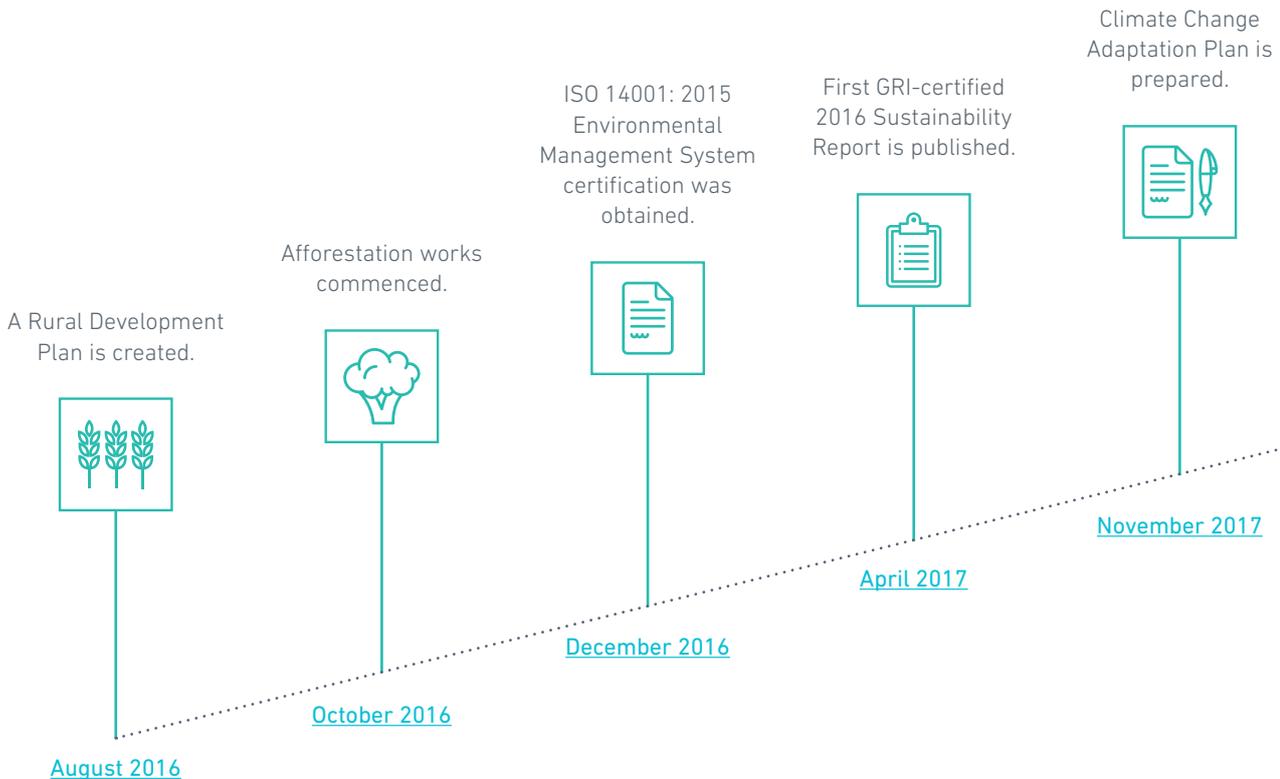


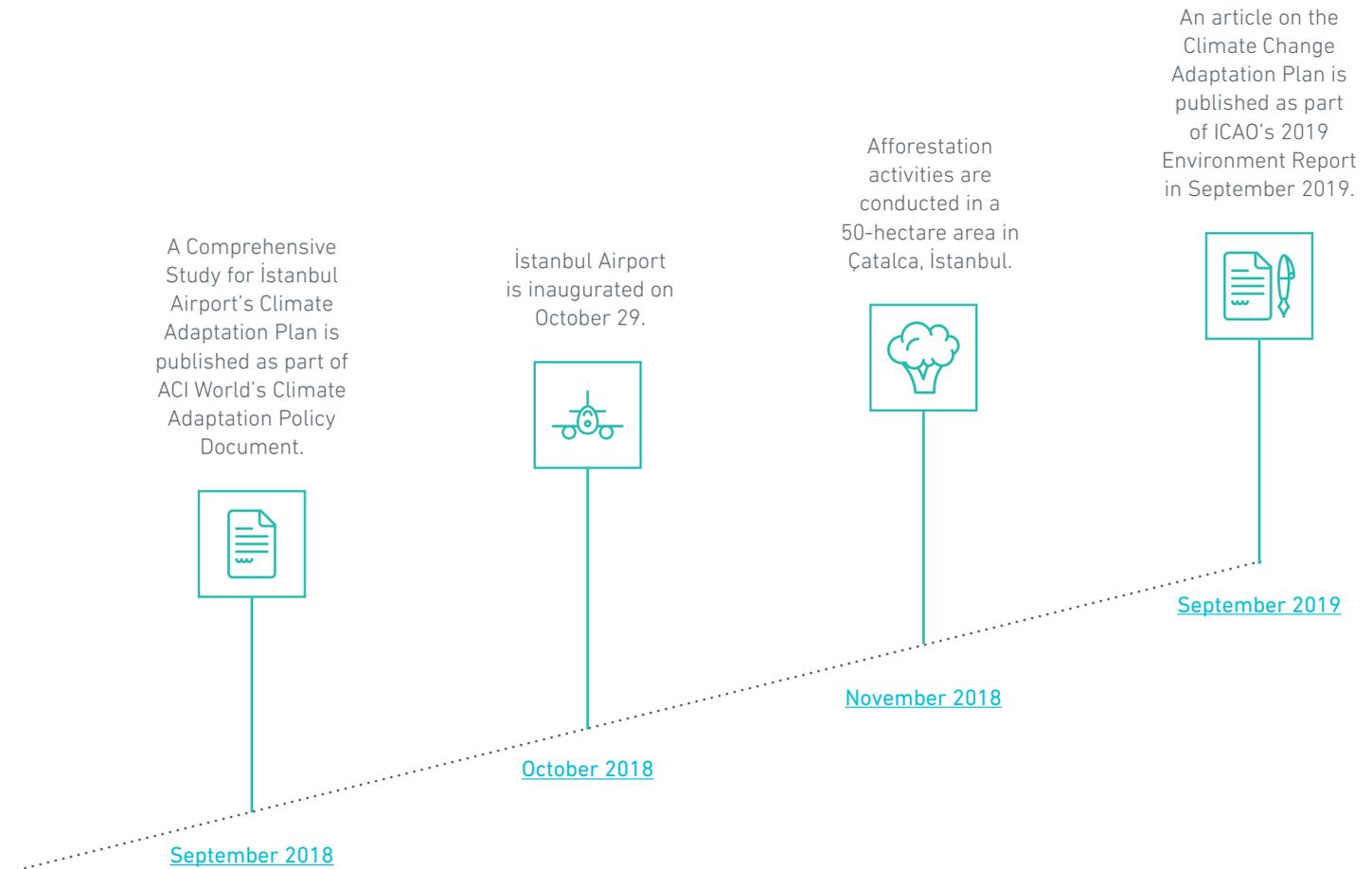
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▶ World-Class Environmental Sustainability Approach

A comprehensive study for İstanbul Airport's Climate Adaptation Plan is published as part of ACI World's Climate Adaptation Policy Document in September 2018.

Timeline for Environmental and Sustainability Activities







Environmental and Social Sustainability Policy

İGA has developed and implemented an Environmental and Social Sustainability Policy to minimize environmental impact.



İGA aims to continually improve and enhance its environmental performance by identifying the environmental impacts of all its business activities.

World-Class Environmental Sustainability Approach

Thanks to the systematic efforts of the Environmental and Sustainability Department, İGA focuses on minimizing the environmental impact of the İstanbul Airport construction process.

Environmental and Social Sustainability Policy

Aiming to mitigate the environmental impact of İstanbul Airport construction activities, İGA defines its Environmental and Social Sustainability Policy as follows:

- Fulfilling all applicable compliance requirements, including legal or other terms comprising our responsibilities;
- Complying with all national and international environmental and social standards by adopting an innovative approach;
- Continuously improving and enhancing our environmental performance by identifying our potential environmental impacts during operations;
- Identifying and implementing mitigation targets for energy and natural resource use;
- Using our planet's limited resources efficiently, remaining aware of our responsibilities in environmental issues, planning and implementing measures to mitigate climate change, protecting biodiversity and ecosystems, actively pursuing sustainability mechanisms;
- Researching, implementing and maintaining methods to reduce greenhouse gas emissions;
- Keeping wastes generated as the result of business activities under control, taking mitigating measures and prioritizing the use of recycled materials, taking precautions to prevent air, water and land pollution and ensuring their continuous improvement;
- Boosting adjacent local communities' socio-economic level and effectively reducing adverse effects that may occur over the course of our business activities.

We commit to informing and engaging our employees, guests, suppliers and subcontractors about our Environmental and Sustainability Policy and accompanying work to mitigate any significant environmental impact.



ENVIRONMENTALLY FRIENDLY PRACTICES





Zero Waste Program

iGA focuses on minimizing environmental impact via effective recovery practices.



An airport arrangement is underway to maintain the highest level of security and minimize operational risks while ensuring maximum efficiency and operational flexibility.

World-Class Environmental Sustainability Approach

Going beyond the legally mandatory Environmental Impact Assessment certificate, iGA commissioned globally recognized ENCON to prepare an Environmental and Social Impact Assessment report.

Zero Waste Declaration

ZERO WASTE | İSTANBUL AIRPORT ZERO WASTE DECLARATION

We hereby declare our commitment to

- show maximum effort and take necessary actions geared towards the goals of the 'Istanbul Airport Zero Waste Program' during the operations at Istanbul Airport;
- conduct all required activities and take measures as the key stakeholders of Istanbul Airport so as to achieve the Zero Waste Goal by 2023;
- regard Prevention as the top priority together with our stakeholders and continuously improve the infrastructure established for the purposes of this principle in a manner to guarantee effective waste management in our activities;
- provide our guests at Istanbul Airport, which commenced operations with a capacity of 90 million passengers as part of Phase 1, with an environment convenient for them to easily fulfill the requirements of the zero waste program, and set an example in the world through undertaking best practices;
- strive for continuous improvement to preserve the environmental and economic values we generate, and contribute to zero waste awareness-raising efforts through tackling waste in all our fields of activity;
- pursue the Triple Bottom Line strategy and thus comply with the standards required for social, environmental and economic progress;
- communicate our activities to all internal and external stakeholders so as to raise awareness and expand our sphere of influence positively;
- encourage and support our stakeholders to adopt the same approach in their operations, and guarantee new stakeholders' involvement in the Zero Waste Program;
 - cooperate with internal and external stakeholders to achieve the goals of the Program;
- contribute, together with all our stakeholders at Istanbul Airport, to establish shared goals under the Zero Waste Program spearheaded by the Ministry and improve the process;
- effectively involve our suppliers in our processes so as to further promote the program and determine sustainable alternatives;

• set, as the stakeholders of Istanbul Airport, an example for the Turkish and global aviation industry in efforts to achieve the zero waste goal.

Savings achieved within the reporting period as part of Requirement Savings Zero Waste efforts:

OUR SAVINGS UNDER THE ZERO WASTE PROJECT (First half of 2019 – Operations)

Type of Waste	Energy Saving (kwh)	Greenhouse Gas Mitigation (ton CO ₂ (eq))	Storage Area Requirements Savings (m ³)	Water Saving (m ³)	Fuel
Glass	5,791.38	4,136.70	206.84	-	-
Cardboard	6,945,236.00	299,830.92	4,234.90	47,430.88	-
Metal	3,852.00	570.00	18.00	-	-
Plastic	3,806,278.54	27,027.61	15,161.83	-	10,547.36
Total Amount	~11,000,000	~332,000	~ 20,000	~48,000	~ 11,000

Our Waste Management Approach and İstanbul Airport Zero Waste Program

İGA examined similar airports and prepared a detailed waste management plan, developing the Zero Waste Program for Overall Waste Management at İstanbul Airport with all tenants/stakeholders.

İGA designed a system where waste is effectively sorted at its source to reach the "Zero Waste" goal. To this end, agreements were signed with all stakeholders on waste management strategies.

All companies operating at İstanbul Airport were trained on waste management, in parallel with the goal of sorting waste at the source. Stakeholders are encouraged to develop innovative projects in this key area.

Mixed waste not sorted at the source is separated into relevant classes at the Solid Waste Collection and Sorting Center. The plan is to manage 240 tons of waste/day at the first stage, equaling the daily amount of waste generated by Arnavutköy district.

All stakeholders at the airport signed the Zero Waste Declaration, demonstrating their commitment to this objective.

Environmental and Sustainability Initiatives

Having adopted an environmentally friendly approach since the inception of the İstanbul Airport Project, İGA has gone beyond obtaining the EIA report as per legal requirements. The Company commissioned an Environmental and Social Impact Assessment (ESIA) report from ENCON, an internationally recognized environmental consultancy. The ESIA report serves as a comprehensive data source covering a wide range of issues – from air quality to ecology, waste management to traffic, climate change to social impacts. Action plans were developed for both the construction and operation phases in order to manage all works in accordance with the standards set forth by IFC standards and Equator Principles. Since the start of construction, the Environmental and Sustainability Team has adopted a responsive, sensitive and meticulous engineering approach. The team conducts activities in close coordination with other relevant units, both on-site and at headquarters.

Operational Efficiency

An airport arrangement is underway to maintain the highest level of security and minimize operational risks while ensuring maximum efficiency and operational flexibility. To reach maximum efficiency, a variety of conditions is taken into account. These include weather-related conditions such as low visibility, snow/frosting, strong winds, strong rains, or maintenance, accidents and emergencies.

Plans to achieve this goal were initiated, first of all for airway design elements such as normal runway and wind directions and obstacle analyses. The direction of runways determined as per dominant winds and the profile of runways determined according to obstacles guided other design decisions taking operational considerations into account. For more capacity and maximum security, runways were allocated to provide further insight into independent approaches. Each primary runway was matched with a subsidiary runway to deliver better ATM flexibility. As a result, capacity is increased, as the subsidiary runway is used for landing instead of



Since the start of construction, the Environmental and Sustainability Team has adopted a responsive, sensitive and meticulous engineering approach. The Team conducts activities in close coordination with other relevant units, both on-site and at headquarters.



Zero Waste Goal

İGA has designed a system where waste is effectively sorted at its source to reach the "Zero Waste" goal.



The airway infrastructure is bolstered by CNS/ATM systems established for operations. All primary runways have been used as CAT IIIb.



İstanbul Airport, the airport's layout and established systems operate as a single integrated system to ensure maximum efficiency.

World-Class Environmental Sustainability Approach

An effective sewage system and infrastructure are critical for the safe functioning of airways, as demonstrated by experience in the aviation industry.

the primary runway, ensuring greater safety. Subsidiary runways also help preserve capacity when primary runways are undergoing heavy maintenance. Such rapid exit taxiways and details on entrance taxiways were designed to ensure minimum runway occupancy and maximum flexibility for departures.

An effective sewage system and infrastructure are critical for the safe functioning of airways, as demonstrated by experience in the aviation industry. A cross-section of longitudinal profiles and runways aims to deliver the shortest drainage root. This minimizes any and all water accumulation risks that may cause critical problems such as aquaplaning or flooding.

Another key feature of İstanbul Airport is the layout of the taxiway system. The use of parallel taxiways on both sides of runways enables separate operations of runways. The most defining innovative approach in the taxiway system is the use of taxiways adjacent to them. The far-end taxiway is actually a path for aircraft to taxi around the active runway without having to stop or delay a runway operation. This allows for constant taxi and prevents violations on the runway, delivering a highly efficient taxiway system with minimum risk of runway violations. Our taxiway design also allocates aircraft traffic to runways for arrivals and departures, minimizing conflicting traffic.

Aprons are designed according to intended operations. For stand positions, MARS is used to ensure efficiency (one wide-body or two narrow-body planes can park on MARS). Locations were set for taxi periods for de-icing aprons (between ramps to prevent ice and runway departure positions). Capacity was determined according to the number of aircraft that may require icing at the same time. Drainage at apron sites is performed via slot channels to ensure efficient results. This also allows for convenient storage areas for waste management, such as fluid collection or oil separation.

The airway infrastructure is strengthened by CNS/ATM systems established for operations. All primary runways have been used as CAT IIIb. Each runway pair is served with its own DVOR/DME – a unique feature. AGL is designed as CAT III, which features green tracking. The entire airport is controlled by A-SMGCS; control units operate in integration with EFS using ICWP. All CNS/ATM and AGL systems are integrated with A-SMGCS, providing maximum diligence and control capabilities to control devices.

İstanbul Airport, the airport's layout and established systems operate as a single integrated system to ensure maximum efficiency. Although the layout may seem complicated due to the high number of taxiways, operations are indeed quite lean and simple upon closer examination.



ARTWIST (Waste to Art) Project

An art workshop was held to re-evaluate waste arising from construction works at İstanbul Airport. This effort led to ARTWIST (Waste to Art), which aims to create artwork and design products from waste, reduce waste, raise waste awareness and enhance the concept of upcycling. The project is conducted in partnership with sculptor Seçkin Pirim and İstanbul Technical University.

ARTWIST has two key missions:

- Raising waste awareness: Waste material is an asset that can acquire various functions depending on how we use it. It is possible to create works of art, usable furniture, knick-knacks, music instruments and even bowls for pets from waste. Re-designing waste is the essence of upcycling.
- Creating value: ARTWIST is also aimed at generating social and economic gains to address the needs of target groups.

A timetable was set for ARTWIST, in conjunction with a comprehensive activity program, in the first half of 2019. Works with artists kicked off in February. Two workshops were held together with the local community. The target group of the first workshop, "Making Shopping Nets with Zeliha Sunal," was female residents of the area. Meanwhile, children of the local community attended the "Living Toys" workshop moderated by Mehmet Erkök. Sculpting and plant workshops were planned with opinion leaders within the community and moderator artists. Sculpting workshops were held as single-day events. During the workshops, sculptor Seçkin Pirim had one on one appointments with opinion leaders and created works of art within the project site.



ARTWIST's 2019 social responsibility mission focuses on Children Support Centers (ÇODEM) for youth under the care of the Ministry of Family, Labor and Social Services.



In the scope of ARTWIST Project, 100 tons of waste were recycled and 35 workshops were organized with the participation of 38 stakeholders.



Two workshops were held together with the local community. The target group of the first workshop, "Making Shopping Nets with Zeliha Sunal," was female residents of the area. Meanwhile, children of the local community attended the "Living Toys" workshop moderated by Mehmet Erkök.

World-Class Environmental Sustainability Approach

An art workshop was held to re-evaluate waste arising from construction works at İstanbul Airport. This effort led to ARTWIST (Waste to Art), which aims to create artwork and design products from waste.

Plant workshops took place as half-day events hosting botanical designer Yunus Karma, who met with community opinion leaders in one on one appointments.

Each workshop was an entertaining and productive event. Participants created works of art that reflected their shared spirit and interests with the artists.

ARTWIST's 2019 social responsibility mission focuses on Children Support Centers (ÇODEM) for youth under the care of the Ministry of Family, Labor and Social Services. We believe that this group should be the top priority for organizations and people in terms of assistance and social responsibility. The lives these children led and what they experienced before admission, unfortunately, shook their faith in society significantly. Some youth were even harmed by their closest relatives. With this awareness, we have channeled all our attention to these children in developing our project.

In the scope of ARTWIST Project, 100 tons of waste were recycled and 35 workshops were organized with the participation of 38 stakeholders. Under the "Collaboration with Universities in Anatolia," another facet of the project, we launched a program and organized workshops with eight universities, hosting 600 students. The project was included in the curricula of three courses at İstanbul Technical University, involving joint efforts with 110 students. Thanks to the Waste to Art Project, works were created in partnership with various artists and academics in diverse categories and disciplines. These areas included plants, fashion, sculptures, musical instruments and usable products.

ARTWIST launched on June 21, 2019, at İstanbul Airport and was attended by Turkey's First Lady Emine Erdoğan. The launch event also hosted many stakeholders and artists in addition to the Minister of Family, Labor and Social Services Zehra Zümrüt Selçuk, Minister of Environment and Urban Planning Murat Kurum, Minister of Transportation and Infrastructure Mehmet Cahit Duran, and İstanbul Technical University's Rector Prof. Dr. Mehmet Karaca.

In addition to operating as the world's largest and the region's most important aviation hub, İstanbul Airport has emerged as a leading proponent of arts and the environment. The airport achieved a breakthrough with this art workshop aimed at re-evaluating waste arising from construction works, reducing waste and raising awareness of waste.



Revenues of these artworks were donated to Children Support Centers within the community, as part of our social responsibility effort.

Kadri Samsunlu, CEO and General Manager of İGA Airport Operations, emphasized the goal of a more inhabitable world and a stronger economy and said: "Airports are where the doors for global citizenship open with a single identity. Although we all have an identity, we are all global citizens and responsible for taking good care of the planet we live in. With this perspective, İstanbul Airport aims to be the airport of 'firsts' and 'mosts.' The facility's size, unique architecture, contribution to the economy, infrastructure and – first and foremost – its respect for the environment ranks İstanbul Airport among the top airports in the world. Our steps to serve as an environmentally-sensitive airport have been recognized by international platforms. Garnering numerous international awards, we have made our country proud. Samsunlu added: "At İstanbul Airport, in full alignment with the Overall Waste Management strategy developed in partnership with our tenants and stakeholders, we have demonstrated our environmental sensitivity once again. Unwilling to simply wait to receive awards, we are launching "Waste to Art." This major project is part of our efforts geared towards the Environment and Sustainability. Some of the artworks created under this project were exhibited in our terminal building as of April 7. Today, we are introducing them to you. Later on, we plan to donate the proceeds from this project to ÇODEM. Looking from this perspective, İstanbul Airport is much more than an airport – it is a space for life and arts. At İGA, we will continue to support culture, arts and the environment at İstanbul Airport."



"Waste to Art" is a key project and part of our efforts geared toward the Environment and Sustainability.



In addition to operating as the world's largest and the region's most important aviation hub, İstanbul Airport has emerged as a leading proponent of arts and the environment.



Fighting Climate Change

Having built the water management infrastructure at İstanbul Airport, İGA reuses 70% of the water it consumes, even during the construction phase. The Company treats water at zones planned as maintenance centers to minimize environmental impacts.



Utility water for the operational phase is supplied from İSKI's grid, while the distribution system conveys water to all sites in need of water.

World-Class Environmental Sustainability Approach

İGA's water consumption policy is based on best practices to ensure efficient water use for İstanbul Airport construction activities.

Efficient Water Consumption Practices

İGA's water consumption policy is based on best practices to ensure efficient water use for İstanbul Airport construction activities. Capital investments were made for municipal water treatment systems to recover and safely return water to the environment from deposits in the project area that need to be discharged into the sea according to the project. These treatment systems – chlorination, sand filter, activated carbon filtration, UV, iron, and manganese removal processes – which ensure conformity to municipal water standards, generate enough water supply to meet the social needs of 25,000 persons. In addition, industrial wastewater generated by high-consumption processes – such as concrete plants and soil washing and sieving – is recovered to minimize water consumption. Technical compliance reports for the use of reclaimed water compiled in cooperation with relevant university departments are approved by academic staff and generated wastewater is recycled. Pulverizer systems are installed to suppress dust generated by vehicular traffic and weather conditions at the stockyards of İstanbul Airport. Water consumption is kept at minimum via the use of nozzle equipment. As part of wastewater management efforts, water originating from the stockyards and site flushing is diverted via channels to artificial stabilization ponds with technically approved impermeability to be recovered for the system. Wastewater from the vehicle washing unit is reclaimed after the necessary sedimentation and filtration processes. Domestic wastewater generated during airport construction activities is first processed at the treatment plant to meet discharge compliance parameters. This domestic wastewater is then transferred into water deposits technically approved for groundwater impermeability. It is eventually used in dust suppression at the site via water sprinklers after the necessary dilution processes.

Utility water for the operational phase is supplied from İSKI's grid, while the distribution system conveys water to all sites in need of water. Wastewater is collected by the wastewater sewage system, treated in the Household Biological Wastewater Treatment Facility with a capacity of 15,000 m³/day, and re-introduced by 70% for use in landscaping efforts and as cooling water. The remaining 30% is discharged. The wastewater treatment facility is run efficiently with a daily analysis monitoring and control system.

Establishing the water management infrastructure at İstanbul Airport, İGA has also built waste oil-water separator systems at locations assigned as maintenance centers to minimize environmental impacts.



[Air Quality and Environmental Noise Management Initiatives](#)

To measure the impact of potential emissions caused by operating activities at İstanbul Airport on air quality, İGA is co-running an Air Quality Modeling study with İstanbul Technical University.

Noise studies and measures taken related to İstanbul Airport are also featured in AIP Publications to encourage stakeholders to carry out similar initiatives.

Noise is measured and noise map preparation studies are conducted pursuant to the Regulation on the Evaluation and Management of Environmental Noise.

A Noise Study Committee will be established in coordination with İGA and with the participation of airport users. Noise-related efforts will include;

- Complaints (analysis of incoming complaints and feedback, if any),
- Discussion of measures related to noise exposure,
- Assessment of noise monitoring and measurement results,
- Preparation of a Strategic Noise Map with Accredited Organizations on noise management covering the operating period.

Our feasibility studies with respect to online monitoring are continuing.

Efforts Featured in AIP

As aircraft auxiliary power unit (APU)s cause high levels of noise and significant emissions, measures are taken at İstanbul Airport to minimize the impacts of environmental noise across all areas, from planning to implementation.

Airport Operators and Ground Services are responsible for ensuring that APUs are used coherently for the absolute minimum time to address operational needs. All incoming aircraft must connect to a fixed electrical ground power unit (FEPG)s during positioning.



İGA established the advanced technology infrastructure to consistently maintain air quality and prevent environmental noise.



Airport Operators and Ground Services are responsible for ensuring that APUs are used coherently for the absolute minimum time to address operational needs.



The use of auxiliary power unit (APU)s and ground power unit (GPU)s in areas supported with the fixed electrical ground power unit (FEGP)s is prohibited at İstanbul Airport.



İGA implements a two-stage strategy to fight global climate change via its Environmental and Sustainability Directorate.

World-Class Environmental Sustainability Approach

İstanbul Airport is designed to fulfill the requirements of Green Enterprise and Green Airport Certification, as well as LEED Certification.

The use of energy efficient mechanical equipment, efficient lighting fixtures and energy efficient facade design saved 24% energy. Heating, cooling, ventilation and lighting loads will be measured separately and energy consumption will be monitored.

Departing aircraft are allowed to switch on their APUs only 10 minutes before starting their engines.

The use of auxiliary power unit (APU)s and ground power unit (GPU)s in areas supported with the fixed electrical ground power unit (FEGP)s is prohibited at İstanbul Airport.

The use of auxiliary power unit (APU)s and ground power unit (GPU)s by aircraft connecting to passenger boarding bridge (PBB)s is prohibited.

Where imperative to use APUs, and if it is possible to power the aircraft in this manner, electrical equipment rather than combustion energy alternatives (where mains power is used instead of power generated on-site) is recommended to reduce or eliminate the need for APUs.

Ground services companies are bound to choose electric vehicles as per our agreements. Noise and emissions arising from diesel vehicles are prevented. Sound- and heat-insulated buildings were constructed to reduce noise and climatic conditions at external buildings within our project site.

Efforts to Fight Global Climate Change

İGA implements a two-stage strategy to combat global climate change through its Environmental and Sustainability Directorate. The initial focus was on the future when the first phase of İstanbul Airport was due to be opened in 2018. As a result, the facility is designed to fulfill certification requirements for Green Enterprise, Green Airport and LEED. The Environment and Sustainability Directorate also leads systematic field studies with a focus on minimizing the environmental impact of İstanbul Airport's construction process. As part of efforts to this end, İGA places a special emphasis on fighting global climate change. Initiatives are still taken for İstanbul Airport Climate Change Adaptation Plan and Action Plan.

More and more airports are facing negative impacts of extreme weather conditions. Showers may cause flooding on runways and overflow rainwater systems. Heat waves may harm runways and aircraft tires. Winter storms may press further

snow removal requirements. Some 70% of airport delays are caused by extreme weather conditions. All-weather events also have an impact on the safety-security of passengers, workers and the community.

Although there is no comprehensive law on climate change in Turkey as of yet, İGA initiated a climate change adaptation and action plan for its mega-project. Thanks to its efforts, İGA will have comprehensive control measures and emergency plans in place to oversee climate-related risks. This approach will help short- and long-term management of climate change risks.

İGA's Climate Change Adaptation Strategy and Action Plan aims to adapt to risks determined and identified according to the following priorities;

- Assessing the scale and severity of risks in terms of their short/mid and long term probability and outcome for İGA,
- Assessing the sufficiency of existing control measures to overcome such risks,
- Taking into consideration timetables covering the time it will take for both such risks to emerge and necessary actions to be implemented for adaptation.

As a first step to launch practices under the Climate Change Action Plan, İGA's Environment and Sustainability Directorate moderated a session entitled "Climate Change Adaptation, Mitigation and Sustainable Development in the Aviation Industry" during Climate Group's Climate Week held in New York on September 18-24, 2017. İGA's plan was presented together with its model. The Company received positive feedback from a technical team for its efforts.

[COP23 Climate Forum by İstanbul Grand Airport \(İGA\)](#)

İGA also attended the 23rd COP meeting held in Bonn, Germany on November 9, 2017. The Company served as a moderator and presenter in the session titled "COP23 Climate Forum by İstanbul Grand Airport (İGA) – Climate Change Adaptation, Mitigation and Sustainable Practices in Aviation." Risk analyses and details on the vulnerability studies related to climate change were also presented during another session.

Heating, cooling and ventilation systems at İstanbul Airport construction site were optimized in line with local climate conditions to minimize greenhouse gas emissions at their source. LED lighting systems and A ++ equipment were chosen for the facility. Employees were trained to increase awareness on this key issue.

[Efforts to Reduce Our Carbon Footprint](#)

İGA launched afforestation efforts to generate sinks to reduce the effect of direct greenhouse gas emissions from İstanbul Airport construction activities. Access roads in the master plan of İstanbul Airport were revised. Significant progress was made in cutting both direct and indirect greenhouse gas emissions in addition to decreasing fuel consumption.

The Environment and Sustainability Directorate has started regular recordkeeping in order to measure İGA's carbon footprint. After one year of keeping data and records pertaining to operational activities, the ISO 14064 Greenhouse Gas Calculation and Management System will be established at the Company.



İGA's Environment and Sustainability Directorate was the moderator of the session entitled "Climate Change Adaptation, Mitigation and Sustainable Development in the Aviation Industry" during Climate Group's Climate Week held in New York.



Heating, cooling and ventilation systems at İstanbul Airport construction site are optimized in line with local climate conditions to minimize greenhouse gas emissions at the source.



Requirements are introduced and arrangements made for de-icing/ice removal efforts, performed via spraying glycol liquids on aircraft, to be carried out only in designated areas.

World-Class Environmental Sustainability Approach

The IoT infrastructure has enabled all meters, analyzers and calorimeters of the airport to be monitored remotely and data to be collected properly. Invoices based on such data were created on SAP.

Management of Sectoral Criteria

İGA has set an unprecedented example in Turkey through constructing de-anti/icing pads and de-anti/icing wastewater collection areas. The Company also plans to reduce the carbon footprint of practitioners and other stakeholders who will serve at these sites. As a result, İGA will provide opportunities for these stakeholders to achieve sustainability in the sector.

Different practices involving equipment to sweep separated surfaces and underground storage tanks, as well as the literature were examined in detail with relation to collection methods. The Company made the decision to build storage tanks as the most feasible solution to keep environmental impacts under control.

Tanks enable practicing ground services companies to keep de-anti/icing fluids in the desired capacity before sending them for disposal.

İGA adopted requirements and guidelines for de-icing/ice removal efforts, which is performed via spraying glycol liquids on aircraft. De-icing/ice removal is conducted only in specially designated areas.

The Company collected rainwater, recycled wastewater and used gray water to minimize water consumption. Up to 40% of water was saved with these efforts, corresponding to 2 million cubic meters of water savings per year. This amount is equivalent to the annual water consumption of 6,750 households.

IoT (Internet of Things)

The airport's Internet of Things infrastructure enables all of the facility's meters, analyzers and calorimeters to be monitored remotely and data to be collected properly. Invoices based on such data were created on SAP.

Thanks to the IoT infrastructure, important components related to navigation systems are monitored remotely, enabling instant detection of and response to incidents.

Drainage pumps are also monitored via this technology platform, allowing for the display of inconsistencies before a problem occurs in a particular area at the airport.



[Biodiversity Action Plan](#)

İGA commenced implementation of the Biodiversity Action Plan, which was developed to preserve biodiversity within the project site.

[Efforts to Conserve Biodiversity](#)

İGA's Environment and Sustainability Directorate disclosed the Biodiversity Action Plan (BAP) in September 2015 to minimize the environmental impacts of construction works at İstanbul Airport. The Company implemented this series of projects and 192 associated activities. These activities included: In-situ conservation of plants, translocation projects, seed collection and conservation initiatives, Nezahat Gökyiğit Botanical Garden for dune areas, protection of dunes in the homeland, turtle relocation and protection efforts, and monitoring of birds and mammals. Special care was taken to safeguard biological diversity.

With 90% of the works in the construction period completed, protection and monitoring projects are ongoing. These efforts are based on a current BAP of 32 actions covering routine monitoring and afforestation activities for the operating year. Key projects under the Biodiversity Action Plan of the operating period include:

Afforestation Initiatives

In November 2018, afforestation efforts on an area of 50 hectares in Çatalca were finalized as part of the 5,000-hectare commitment of İGA. Pursuant to the "5,000-Hectare Afforestation in 5 Years" agreement signed with the General Directorate of Forestry in July 2019, afforestation initiatives will start in October 2019 and be completed in 2023.

Habitat Conservation Initiatives

A 500 m² area of moving coastal dunes in Akpınar, where *Convolvulus Persicus* is endemic, is hedged by wire fencing and protected.



Biodiversity Action Plan

İGA has begun implementation of the Biodiversity Action Plan, which was developed to preserve biodiversity within the project site.



Afforestation Initiatives

The first phase of 5,000-hectare afforestation committed by İGA took place in November 2018, in a 50-hectare area located in Çatalca.



Monitoring Migratory Birds

As part of the studies to monitor routes of migratory birds, four ornithologists at four locations conducted monitoring surveys over the spring and autumn migration periods for five years.



As part of the waterbird census conducted at Terkos Lake, field surveys are carried out once a month over the winter.

World-Class Environmental Sustainability Approach

Four different sampling spots were identified to explore marine biodiversity near the İstanbul Airport Project Site and the potential impacts of construction were investigated.

Conserving and Monitoring Endemic Plants

More than 100,000 plants belonging to three endemic or endangered bulbous plant species were extracted from the project site from 2014 to 2016 and translocated to nearby oak forests, Nezahat Gökyiğit Botanical Garden and Atatürk Arboretum. The referenced flora was thereby placed under protection. Long-term monitoring efforts are ongoing on an annual basis. The translocated plants have been observed to survive successfully.

More than 25 thousand seeds of five endemic or endangered seeded plant species were collected and sent to the Seed Gene Bank of Turkey in Ankara.

Forty-eight trucks of sand from Ağaçlı and Akpınar Sand Dunes were transported to Nezahat Gökyiğit Botanical Garden in order to place 10 endemic or endangered plant species and over 20 sand plants under protection. Scientific monitoring activities are conducted by expert botanists.

Marine Biodiversity Initiative

Four different sampling spots were identified to explore marine biodiversity near the İstanbul Airport project site. The potential impacts of construction were investigated.

Protection Initiatives

Some 423 individual aquatic and land turtles were collected from the İstanbul Airport project site and relocated to similar and suitable habitats. Habitat/species monitoring activities are ongoing.

Bird Studies

As part of the studies to monitor routes of migratory birds, four ornithologists at four locations conducted monitoring surveys over the spring and autumn migration periods for five years. Monitoring activities are ongoing.

As part of the waterbird census conducted at Terkos Lake, field surveys are conducted once a month during the winter. No direct impact related to İstanbul Airport has been determined to date. Status assessments are performed every year via comparative reports.

Under the Yelkouan Shearwater census and survey efforts, observations were made from the shore twice monthly throughout the year during the construction period. An assessment report was also prepared. Surveys will continue for a one-year term during the operating period. A comparative assessment report is also scheduled.



As part of the Caspian Gull census and surveys, observations were made once a month throughout the year. Birds with satellite transmitters are monitored to evaluate their seasonal distribution and migration.

Mammal Surveys

To identify the distribution of the lesser mole-rat (*Nannospalax leucodon*) and determine potential impacts, detailed field surveys were conducted at the İstanbul Airport project site and Terkos Basin.

To identify the distribution of the wolf (*Canis lupus*) and determine potential impacts, detailed field surveys were conducted in and around the INA project site.

Efforts to Prevent Aircraft Bird Strike Risks

The Wildlife Management Division, operating under İGA's Environmental and Sustainability Directorate, initiated bird monitoring surveys before the start of construction at İstanbul Airport. Detailed surveys were conducted from the ground at four stations with binoculars, telescopes and cameras. Bird activity data was collected from the field on a 24/7 basis via bird tracking radar. These efforts aim to identify risks of aircraft bird strikes and minimize risk via wildlife and habitat management conducted on the ground. The activities also provide analyses on possible revisions to aircraft direction of take-off and landing. Continuing its efforts after the inauguration of the airport, the Wildlife Management Division works actively and in collaboration with all interest groups around the airport facility to minimize aviation risks. İGA helped establish the National Wildlife Management Committee as part of these efforts. The Company plans to share its experience to boost awareness of wildlife management as a crucial component of ensuring aviation security. İGA aims to help generate appropriate solutions to relevant issues.



Aiming to identify the distribution of lesser mole-rat (*Nannospalax leucodon*) and to determine potential impacts, detailed field surveys were conducted at the İstanbul Airport Project Site and Terkos Basin.



Teams of experts are conducting observations to track bird activity at four stations and via a bird radar system within the Phase 1A of İstanbul Airport.



Embracing the principle of “Green Education” as part of its sustainability approach, İGA uses all communication channels within the airport effectively to raise stakeholder and passenger awareness on its sustainability efforts.

▶ World-Class Environmental Sustainability Approach

In order to raise environmental impact awareness and bolster environmental performance, İGA provides ongoing training to its employees.

Environmental and Sustainability Training

To raise environmental impact awareness and bolster environmental performance, İGA provides ongoing training to its workforce. The package of training programs for staff members includes courses delivered under İstanbul Airport Environmental and Sustainability Rules, Wildlife Management Training, and ISO 14001:2015 Environmental Management Certificate; on-the-job training, on-site training, online courses; and toolbox courses. İGA also provides employees with training tailored to raise awareness on pertinent issues, such as reducing carbon emissions, with interactive training materials. Building the training program on a sustainability axis, the Company aims to encourage effective resource use among its staff.

Environmentally Sustainable Procurement Processes

İGA executes procurement processes related to its business activities in line with environmental sustainability criteria. The Company works with enterprises that adhere to national and international standards on the environment. İGA requires suppliers to produce CE certificates, and Quality, Environment Management System, OHS system documents (ISO 14001, ISO 45001). The Company assesses the environmental performance of its certified suppliers. Furthermore, İGA opts for environmentally friendly products that are recyclable to ensure it has maximum control over the life-cycle impact of the products and services it procures.



SAFETY POLICY

İstanbul Airport Safety Policy

Safety is our top priority at the airport. As we strive to make İstanbul one of the world's most important aviation hubs, our shared goal is full compliance with standards that unite us and adopt a productivity-driven organizational approach. Moving forward with this objective in aviation activities, we aim to allocate resources in a balanced manner; develop effective strategies and processes; implement a world-class Safety Management System (SMS); establish a robust and sustainable positive safety culture within the organization, and embrace continuous improvement by closely monitoring our activities. To these ends, we adopt the following principles and procedures:

- Strengthening our organization with a structure that fully complies with applicable laws, rules and regulations for positive development and continuity of SMS, and following up processes;
- Conducting risk analyses to eliminate hazards that may jeopardize people or equipment, and reducing risks to acceptable levels in parallel with our goal towards "Zero Accident, Zero Severe Incident";
- Implementing continuous revisions to identify factors that impact safety and keep them under control;
- Adopting a proactive approach to prevent all incidents, rather than responding reactively after the occurrence of an accident, severe incident or event;
- Defining and assessing hazards threatening safety, minimizing or reducing them to an acceptable level of safety (ALoS), and tracking the process via tools for safety risk management;
- Implementing Standard Operating Procedure (SOP)s effectively;
- Addressing labor, software, hardware, finance and all other requirements for the SMS;
- Improving the culture of the safety bearing in mind that the entire staff is responsible for safety in a fair environment, and encouraging, or reward as necessary, the staff to involuntarily and voluntarily report hazards without facing any retaliation or accusation;
- Developing and implementing effective communication strategies for İGA personnel to follow up safety-related developments;
- Sharing SMS insights during meetings, briefing sessions and training courses.

Hüseyin Kadri Samsunlu
İGA Havalimanı İşletmesi A.Ş.
Chief Executive Officer and General Manager



İGA manages the socio-economic impact of İstanbul Airport business activities via the Social Management Division under the Environmental and Sustainability Directorate.



Transparent Information Management

İGA's social management approach aims to supply a transparent information to the local community.

Social Management Approach

The İGA Social Management Division leads social management efforts by fostering stakeholder dialogue with the local community and local representatives of nine neighborhoods that border the İstanbul Airport project site. The Division also dialogues with government ministries, state agencies, non-governmental organizations, universities and private institutions.

İGA manages the socio-economic impact of İstanbul Airport business activities via the Social Management Division under the Environment and Sustainability Directorate. Established following the Company's Environmental and Social Impact Assessment (ESIA) Survey conducted in May 2014, the Social Management Division designs projects under the Social Management Program of İstanbul Airport. The İGA Social Management Plan was developed in consideration of the following general and specific purposes:

General Purpose

- Building meaningful and reliable relations with local communities and other relevant stakeholders based on open dialogue and transparent and timely supply of information;

Special Purposes

- Developing and implementing social responsibility projects in line with national policies;
- Conducting accurate, feasible and focused work that meets national and international standards (e.g. IFC standards, sustainable development goals);
- Getting to know the local community via scientific research and surveys and better acquainting the community with İGA;
- Minimizing potential adverse impacts of the İstanbul Airport project on the local population;
- Implementing projects within İGA's social responsibility to improve the socio-economic status of the local community;
- Designing and implementing exemplary projects befitting national and international development goals;
- Launching the Accessible Airport Project, which comprises practices that will deliver a new experience to mobility-restricted passengers, along with implementations currently in place at the airport;



- Establishing a transparent and effective grievances mechanism for the local community to reach İGA;
- Identifying key stakeholders to ensure co-operation in projects concerning the local community;
- Conducting all activities for the local community through stakeholder cooperation;
- Establishing a core implementation team within İGA for the initiatives undertaken.

The Social Management Division's core focus areas include gender, vulnerable groups, environmental protection, stakeholder engagement, sustainability and participation. The Division operates in the five working areas outlined below.

Social and Economic Research

The Social Management Division aims to gain insight into the socio-economic dynamics of neighborhoods adjacent to İstanbul Airport and to fully and accurately specify the needs of the local community. With sociologists employed within the organization, the Division conducts research at three levels: policy, decision-maker and household. The findings of these studies are presented to the attention of İGA's senior management and serve as guidelines for the Social Management Division's work.

The Social Management Division executes a rural development program designed in light of results from surveys that identify communities directly and indirectly affected by İstanbul Airport construction – farmers, forestry workers, livestock farmers, among others – as its target groups.



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Stakeholder Engagement Work

The Social Management Division held 286 meetings with 150 stakeholders as part of its stakeholder engagement plans.



The Social Management Division developed and implemented a local community grievance mechanism in line with IFC's Performance Standards.



Health, Safety and Security Plan

The Social Management Division implements a Health, Safety and Security Plan to minimize the impact of İstanbul Airport activities on the local community.

Social Management Approach

The Public Relations Officer within the Social Management Division addresses grievances via one-on-one meetings or communication channels available to neighboring communities. Complaints received by CİMER and the Call Center are handled by the Environment and Sustainability Directorate, which relays said complaints to appropriate departments for necessary action.

[Social Management Stakeholder Engagement Plan](#)

The Social Management Division runs social management initiatives by fostering stakeholder dialogue with local authorities and elected local representatives of nine neighborhoods adjacent to the İstanbul Airport project site. In 2016, the Division conducted more than 100 meetings as part of its stakeholder engagement efforts, including those involving public and private sector organizations.

[Local Community Grievance Mechanisms](#)

The Social Management Division created a local community grievance mechanism in line with IFC's Social and Environmental Sustainability Guidelines and Performance Standards. Aimed at residents of the Ağaçlı, Akpınar, Durusu, Işıklar, İhsaniye, İmrahor, Tayakadın, Odayeri and Yeniköy neighborhoods located adjacent to the İstanbul Airport site, the local community grievance mechanism receives complaints by e-mail, postal mail, and telephone. Complaints assessed by the Social Relations Officer employed under the Social Management Division are conveyed to the Environment and Sustainability Directorate to take necessary action.

[Local Grievance Mechanisms Established according to IFC Performance Standards:](#)

- By e-mail: (customercare@igairport.aero, oneri@igairport.com)
- By phone: (0549 800 4040, 444 1 442)
- Via eight Suggestions boxes installed in the Ağaçlı, Tayakadın, Durusu, Akpınar, İmrahor, İhsaniye and Yeniköy neighborhoods
- CİMER (Presidential Communication Center)

[Health, Safety and Security Plan for the Local Community](#)

The Social Management Division implements a Health, Safety and Security Plan to minimize the impact of İstanbul Airport business activities on the local community.

Social Investment Program

The Social Management Division initiated a Social Investment Program for nine neighborhoods directly or indirectly affected by İstanbul Airport business activities. Designed in line with the basic needs and socio-economic requirements of the nine neighborhoods, the investment program primarily aims to improve the quality of life for residents. Residents of Arnavutköy and Eyüp districts, in the general vicinity of where these neighborhoods are located, are designated as the secondary target group of the Social Investment Program.

Having launched 201 activities under 57 projects between 2016 and 2019 aimed at the sustainable social development of the target groups, the Social Management Division executes the Social Investment Program with a two-pillar approach as described below.

Quick Impact Projects

In January 2016, the Social Management Division started implementing Quick Impact Projects to meet the basic needs and requirements of İstanbul Airport adjacent neighborhoods. Stakeholder interviews, qualitative and quantitative surveys and face-to-face interviews conducted with residents and representatives, along with the findings of the İGA grievances mechanism, form the basis of the conception of the project. Each new piece of data obtained from this holistic process guides the development of the projects. The core focus areas of Quick Impact Projects in 2016 included:

- Enhancing Women's Integration in Socio-Economic Activities,
- Creating Lifelong Learning Opportunities,
- Strengthening Health Services,
- Strengthening Education Services,
- Enhancing Young People's Integration in Socio-Economic Activities,
- Organizing Socio-Cultural Activities,
- Improving the Physical Environment,
- Supporting Vulnerable Groups,
- Providing Basic Aid.

Rural Development Projects

Launched in January 2016, Rural Development Projects is the second pillar of İGA's Social Investment Program. This effort aims to generate revenue streams for residents affected by the airport project. Rural Development Projects were conducted in line with two objectives:

- Quick Impact Projects
- Substitute Income Projects

Social Responsibility Projects

In addition to projects aimed at local communities, İGA also launches social responsibility projects. Highlight projects conducted under this effort include:

- Conducting a blood donation campaign co-run with the Turkish Red Crescent Society;
- Working together with the Customer Experience Department, improvements, developments and practices aimed at various groups within İstanbul Airport as part of the Accessible Airport Project.



In January 2016, the Social Management Division started implementing Quick Impact Projects to meet the basic needs and requirements of airport adjacent neighborhoods.



Social Governance Core Focus Areas

İGA manages all its projects in consideration of gender, vulnerable groups, environmental protection, stakeholder engagement, sustainability and participation as its core focus areas.



While operating İstanbul Airport, İGA thrives on the synergy created with stakeholders and sets its sights on becoming a global brand with its sustainability approach.



Expanding the Value Chain...

İGA has expanded the value chain it has created by partnering with stakeholder organizations in sustainability studies to ensure effective stakeholder dialogue.

Looking Ahead

In addition to being one of the most advanced airports in the world operationally, İstanbul Airport aims to deliver its guests a unique experience with its highly capable staff and environmentally friendly services.

Having set out to build the world's largest airport, İGA has adopted a two-stage sustainability approach for İstanbul Airport construction activities. On one hand, the Company has developed a comprehensive approach to mitigating the environmental and social risks arising from construction activities – the first stage in its sustainability approach. During this stage, the Company implemented a number of successful initiatives – from formulating effective strategies for natural resource use to protecting biodiversity, adopting occupational health and safety practices at international quality standards to executing environmental sustainability projects. İGA has expanded the value chain it created by partnering with stakeholder organizations in sustainability studies to ensure effective stakeholder dialogue.

The second stage of the Company's sustainability approach involves preparations for Green Enterprise-Green Airport certification, which will become valid after one year of operating experience at İstanbul Airport. İGA has managed the airport project in line with operational excellence principles from the drawing board to implementation. With this approach, the Company aims to deliver an advanced, environmentally friendly and people-oriented service infrastructure for İstanbul Airport in accordance with a comprehensive range of international and national standards. These include IFC (International Finance Corporation) Standards, Equator Principles, Turkish Environmental Legislation, ISO 14001: 2015, ICAO, and GIIP (Good International Industrial Practices).

İGA has also adopted Environmental and Sustainability Standards which all other stakeholders of İstanbul Airport are obliged to comply with. İGA and its stakeholders have committed to complying with these standards as their top priority.

İstanbul Airport Environmental and Sustainability Standards:

- International Finance Corporation (IFC)'s Performance Standards on Social and Environmental Sustainability (January 1, 2012),
- International Finance Corporation's Environmental, Health and Safety (EHS) General Guidelines (April 30, 2007),
- IFC Workers' Accommodation: Processes and Standards (August 2009),
- Environmental, social, health, and safety laws, regulations and standards in force in Turkey,
- (a) International Labor Organization's conventions on preventing child labor, discrimination at the workplace and forced labor, and (b) all applicable laws and labor standards within the jurisdiction of Turkey pertaining to the prohibition of child and youth labor, workplace discrimination and forced labor,



- Green Airport/Green Enterprise project,
- TS EN ISO 14001 Environmental Management System,
- TS ISO 14064 Greenhouse Gas Inventory and Management System,
- İstanbul New Airport Project ESIA (Environmental and Social Impact Assessment Report),
- Compliance with Airport Carbon Accreditation (ACA),
- Green Building Certification.

Embracing a sustainability culture of continuous improvement, İGA is deeply committed to obtaining Green Airport and LEED certifications. İstanbul Airport became operational in 2018 with 90-million annual passenger capacity. The facility strives to offer an unprecedented experience to guests through its people and environmentally friendly infrastructure, rather than merely ranking among the world's most advanced airports operationally. Having undertaken the operating activities at İstanbul Airport alongside construction, İGA also seeks to become a global brand known for its sustainability approach.



Embracing a sustainability culture of continuous improvement, İGA is deeply committed to obtaining Green Airport and LEED certifications.



İGA seeks to become a global brand known for its sustainability approach.

In parallel with its goal to protect the natural environment and ensure efficient use of resources, the İGA Sustainability Report 2017-2019 is not available in a print version. Electronic copies have been published on digital platforms.

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