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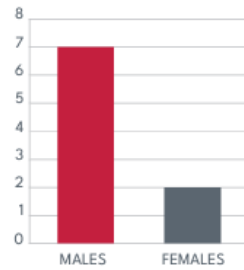
Bu dokümanın içeriği ZORLU ENERJİ'nin mülkiyetinde olup, sahibinin yazılı izni olmadan kopya edilemez, çoğaltılamaz ve üçüncü şahıslara açıklanamaz.

1. LEADERSHIP & TALENT PIPELINE

There are 9 members on the board of directors of Zorlu Energy.

Zorlu Energy has 9 members on its board of directors, with 2 of them being women and 7 being men. The percentage of women on the company's board is 22%. (IAR page.25)

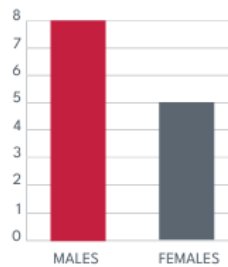
Board of Directors Gender Breakdown (Person)



CEO of Zorlu Energy, İbrahim Sinan Ak is not a women. (IAR page.27)

Zorlu Energy has 13 executive officer, with 5 of being women and 7 being men. Percentage of executive officers are %38. (IAR page.31)

Senior Management Gender Breakdown (Person)



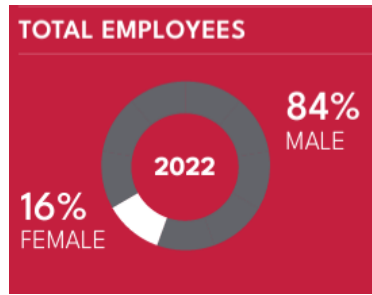
Selen Zorlu Melik, board member of Zorlu Energy, is responsible of company's diversity and inclusion initiatives and director of Eşit Bi' Hayat (An Equal Life) program at the holding company level. We continue to move forward in line with our strategies thanks to the valuable work of our employees from Zorlu Energy who voluntarily joined the Gender Equality Committee established under the leadership of Ms. Selen Zorlu Melik, a member of Zorlu Holding Board of Directors. (<https://www.zorluenergy.com.tr/en/career/human-resources-a/diversity-equality-inclusion>)

CFO of Zorlu Energy, Elif Yener is a women. (IAR page.27)

Chairperson of Zorlu Energy is not a women. (IAR page.27)

According to our Zorlu Holding's The Manifesto of "An Equal Life", we are increasing the rate of participation of women in workforce as well as empowering them in social and economic life, making gender equality a corporate policy and managing all human resources processes accordingly and increasing the representation of women in senior management, (IAR page.161)

Percentage of Zorlu Energy's women employees is %16



In 2022, 71 employees were promoted. 30% of the promoted employees were women. (IAR page.167)

Percentage of Released Employees is %25. (IAR page.253)

Total Number of Released Employees

	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
<30 years old	7	32	4	22	12	34
30-50 years old	20	73	13	29	23	69
>50 years old	1	9	1	10	4	13

Percentage of women employees hired is %18 (IAR page.253)

Total Number of Newly Hired Employees

	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
<30 years old	35	60	9	58	49	284
30-50 years old	17	18	10	49	36	99
>50 years old	0	0	1	8	1	6

According to our recruitment strategy, which prioritizes equal opportunities, we initially balanced the number of female and male employees in our retail electricity sales company (source: IAR page 21).

As part of workforce equality, the goal is to increase the percentage of female employees at all levels to 40% and the percentage of women in the company's decision-making mechanisms, the Board of Directors and senior management to 30% by 2030. (IAR page.163) Gender equality training was organized for all employees in 2022. In addition, a practical workshop on gender equality was held for managers and particularly for employees involved in hiring, promotions, and performance management.

Every year, the ratio of women in management and above-level succession plans is examined and tracked.

One of the projects launched in 2022 under Eşit Bi' Hayat is the Women Technician Program, which aims to empower women in all aspects of social life and increase women's employment in the energy sector. The project was launched in Gaziantep with the aim of empowering women and securing the future. (IAR page.21)

Zorlu Energy has specific, time-bound action plan with targets to increase the representation of women in leadership positions : increase the proportion of women in management to %40 by 2030. (IAR page.81)



2. EQUAL PAY & GENDER PAY PARITY

%29 percentage of the company's top 10% compensated employees are women

Zorlu Energy shapes its remuneration principles around rewarding fair, competitive and high performance. In addition, the Company acts without discrimination based on religion, language, race, and gender in its remuneration principles, in line with the principle of "equal pay for equal work". Zorlu Energy bases all its remuneration and side-benefit processes on the wage market, industry standards, Zorlu Holding practices, and national and global macroeconomic indicators. (IAR page.165)

Each ratio is calculated as the ratio of women working in those roles to all employees in those roles.

Gender - Diverse Slate of Management Roles	2022 Answers
Senior Management Roles	%21
Middle Management Roles	%16,36
Entry Level Positions	%16,44
Revenue-Producing Roles	%23
IT Workforce	%42
Engineering Workforce	%21

(IAR page.163)

Salary and wage ratios between men and women by significant locations of operation for each employee category is shared in the integrated annual report. (IAR page.253)

Salary and wage rates among men and women by certain locations of operation for each employee category (given in TRY)

Title	2020		2021		2022	
	Female	Male	Female	Male	Female	Male
DG/DDG/Director	49,575	51,262	63,335	61,164	133,019	133,727
Group Mng/Mng	17,207	17,714	20,787	21,159	43,974	45,224
Up to Manager	5,943	5,442	7,302	6,801	15,216	12,948

Zorlu Energy rewards the performance of its employees with the goal of a fair remuneration system that can keep their motivation high. The remuneration strategy is based on individual performance evaluation, salary surveys, national and global economic indicators, and internal balances. Based on the evaluations made at the end of each year, wage increases are determined for all employees. For managers and above, bonuses based on company and individual performances are also implemented once a year. Employee loyalty and satisfaction, gender equality, occupational health and safety, environmental, social and governance indicators, which are included in the target pool for managers, are incorporated into the evaluation of our employees' performance at management level. (IAR page.253)

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Raw pay gap metrics	2022 Answers
What percentage of the company's workforce can you provide?	100%
Percentage of women in the top pay quartile globally	23%
Percentage of women in the upper middle pay quartile globally	22%
Percentage of women in the lower middle pay quartile globally?	39%
Percentage of women in the lower pay quartile globally?	3%

Women Promoted Percentage of Total Promoted	2022	2021	2020
	30 %	23 %	40 %

Women in All Levels of Management Percent	2022	2021	2020
	28 %	25 %	23 %

Women in Non-managerial Positions Percent	2022	2021	2020
	15 %	15 %	15 %

Percent Women IT/Engineering	2022	2021	2020
	20 %	15 %	16 %

Percentage Women New Hires	2022	2021	2020
	18%	23%	36%

Percentage Women Attrition	2022	2021	2020
	23 %	22 %	19 %

Mean Gender Pay Gap	2022	2021	2020
	32 %	16 %	14 %

Pct Women in Management	2022	2021	2020
	21,1%	23,8%	19%

3. INCLUSIVE CULTURE

In case of pregnancy and maternity, action is taken according to the Labor Law. Our primary parental leave framework provides to take leave for a total of 16 weeks, including 8 weeks before and 8 weeks after birth for female employees. Our secondary parental leave framework provides to take leave for 5 days for secondary parents. Zorlu Energy supports the adaptation of employees who became new mothers to work life after giving birth. Part time work or unpaid leave options are offered to provide opportunities for employees who become parents. After 6 months of leave, female employees are offered a fixed-term employment contract in order to ensure a balanced and gradual adaptation to business life. In addition, the Superpower of Motherhood Mentorship program was launched, which aims to enable managers who are mothers to be role models in the careers of new mothers returning from maternity leave. (IAR page.164) In 2022, 10 out of 26 employees who went on maternity leave returned to work. For 2022, the rate of employees returning from maternity leave is 38%, %82 for 2021 and %91 for 2020 (IAR page.165)

The "We Are Good Together" platform established under Zorlu Holding aims to provide proactive support in solving problems that affect employees' performance as well as minimizing problems that may arise in related issues. (IAR page.165)

Zorlu Energy also continues to pay the current salary of its employees who are on paid maternity leave or on medical leave, not within the limits set by the Social Security Institution. (IAR page.165)

In 2022, 10 out of 26 employees who went on maternity leave returned to work. For 2022, the rate of employees returning from maternity leave is 38%. (IAR page.163)

Our health insurance coverage for fertility services for women employees.

Our private health insurance includes valid for female employees to receive birth control counseling from the doctors they visit.

As Zorlu Energy, we provide gender equality training within the scope of the orientation program for every new employee.

Staff receive support in the areas of resilience, anxiety management, stress management, healthy living, sports, child psychology, personal development and well-being, and joint activities are offered to promote communication and cohesion among each other. (IAR page.165)

There is a "Parenting School" program for employees and their spouses who are preparing to become parents or who are new parents, covering pregnancy, birth, and postpartum processes. (IAR page.165)

The government provides support for childcare services to eligible parents.

The government provides support for eldercare services to eligible people. As per the Law Numbered 2022, state pay an additional pension to the elder people in need of home care for the home care needs. Again, the State provides Nursing Homes, Elderly Care and Rehabilitation Centers for its citizens that are older than 60 years.

According to the Labor Law, employees receive 3 days paid time off for bereavement. (IAR page.165)

In order to increase employee happiness, our company switched to a hybrid working model in 2022. (IAR page.165)

The employee loyalty survey, which is conducted every two years, was also conducted in 2021, and the employee loyalty rate increased compared to the previous survey conducted in 2019. (IAR page.165)

Number of Employees Participating in Employee Loyalty Survey

	2020	2021	2022
Female	330	330	-
Male	1,105	1,112	-

** The Employee Loyalty Survey is conducted biennially in Zorlu Energy. No study was conducted in 2022.

(IAR page.254)

In order to monitor gender equality and equal opportunities from the employees' perspective, many equal opportunities questions have been included in the employee engagement surveys. (IAR page.163)

We have employee resource groups for women the Gender Equality committee at the Holding Company level chaired by Selen Zorlu Melik. Within the framework of the Equal Opportunities Certification Project organized by KAGİDER to promote women's employment, eliminate inequalities in business and ensure equal opportunities, Zorlu Energy received the FEM certificate as a result of an independent audit as a testimony to its efforts in this field. Zorlu Enerji conducts its activities through the Gender Equality Working Group. In cooperation with the Gender Equality Committee under Zorlu Holding, the working group meets regularly to develop projects that improve the company's gender equality position (IAR page.162)

Gender equality and unconscious bias training were organized for all employees in 2022. In addition, a practical workshop on gender equality was held for managers and particularly for employees involved in hiring, promotions, and performance management. (IAR page.162)

4. ANTI-SEXUAL HARASSMENT POLICIES

We have Human Rights and Zorlu Energy. Zorlu Holding Code of Ethics policies which is not to accept any form of physical abuse, sexual, verbal or physical harassment or intimidation in the work environment, (IAR page.171)

Zorlu Energy places ethical values at the center of its corporate operations and shapes its culture based on these values.

The Company holds all its stakeholders responsible for acting in accordance with the rules based on employee rights and ethical issues and encourages them to organize their business conduct accordingly. In the event of any ethical or rights violations, supervisory and regulatory actions are taken based on the Zorlu Holding Code of Ethics, which also incorporates Zorlu Energy. (IAR page.169) Also, as Zorlu Energy we purpose of the Domestic Violence Prevention Policy is to set out the principles and sanctions for creating an egalitarian and safe business environment with Zorlu Holding, which is intolerant to any kinds of violence.

At Zorlu Energy, we consider it a corporate priority to create a modern, humane and respectful working environment that enables participation and respects human rights. Therefore, we implement a transparent process for receiving and resolving employee complaints. In case of any doubt regarding the content of our Code of Ethics and/or in case of witnessing a behavior or practice contrary to the rules, all of our employees who wish to communicate or consult the situation in question can reach the Ethical Principles Notification Line. (IAR page.83)

Zorlu Energy provides an equal and fair working environment regardless of gender, age, language, race, ethnicity, physique, nationality, sexual orientation, political opinion, philosophical belief, religion,

and sect, without allowing any discrimination in working conditions. It is important to spread this awareness not only within the company but also to all stakeholders in its sphere of influence and to cultivate cooperation under these conditions. Zorlu Energy commits to this issue from suppliers to customers through its manifesto. (IAR page,161)

5. PRO-WOMEN BRAND

With its Communication and Marketing policy, Zorlu Energy acts consciously in terms of gender biases in advertising and marketing contents before publication.

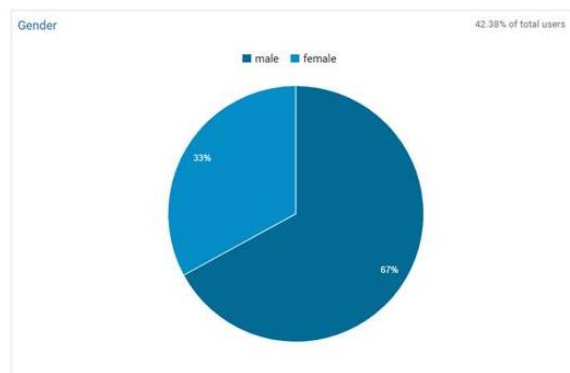
We have transformed the idioms and expressions from the Eşit Bi' Hayat Dictionary, a guiding resource designed to eliminate sexist language patterns and idioms ingrained in our language, into an application that provides self-monitoring across all Microsoft Office programs through the 'Discourse Control Mechanism. Eşit Bi' Hayat Dictionary was designed as a guiding dictionary to help us avoid sexist discourse patterns and idioms that have become established in our language.

Conventions, covering the procurement operations of all Zorlu Group Companies and containing the basic rules of conduct expected from suppliers, is observed in Zorlu Holding Supply Principles. (IAR page,171)

"Bizenergy" events are organized through internal communication to spread the issue of gender and equal opportunity throughout the supply chain and to ensure more female presence in the supply chain. In addition, every year on Women's Day, handcrafted products purchased from women are presented to our employees as gifts to support regional women's cooperatives. (IAR page,163)

By doing so, we ensure that employees who are mothers go through the processes more comfortably, while the requirements of business life are also met. In addition, the Superpower of Motherhood Mentorship program was launched, which aims to enable managers who are mothers to be role models in the careers of new mothers returning from maternity leave. In addition, based on the principle of equal opportunity, employees who become mothers can continue their performance, backup, and training processes from where they left off after returning to work. (IAR page,163)

We also track the visit rate of our website is monitored by gender :



The Company attaches importance to collaborations with NGOs and supports activities intended for embracing each group in the society. In this context, the NGOs and budgets we cooperate with are as follows:

Alaşehir Women's Cooperative Cooperation	₺28.300
Supporting Women's Work Collaborations	₺8.974

The company has carried out the following activities within the scope of STEM education of women in the society:

- An awareness and education campaign on the use of natural gas was conducted in Gaziantep. In cooperation with public institutions, materials on the safe use of natural gas and the use of the hotline were prepared and distributed to citizens living in the operation area. Under the project, awareness activities are conducted for all age groups with the support of all public institutions in the province. The campaign will be extended to other provinces where the company has a presence after the pilot application in Gaziantep.
- On 23 June, the International Day of Women Engineers, the company met with aspiring female engineers studying at the engineering faculties of various universities.

Zorlu Energy provides financial support with the primary mission of promoting gender equality in the workplace through its sponsorship of the Women Empowering Energy Awards Ceremony in Turkey."

In 2020, Zorlu Energy signed UN's Women Empowerment Principles (IAR page,55)

Within the framework of the Equal Opportunities Certification Project organized by KAGİDER to promote women's employment, eliminate inequalities in business and ensure equal opportunities, Zorlu Energy received the FEM certificate as a result of an independent audit as a testimony to its efforts in this field.

6. RESOURCES

Zorlu Energy Integrated Annual Reports:

- <https://www.zorluenergy.com.tr/en/investor-relations/financial-reports-annual-reports/annual-reports>
- 2022 : <https://www.zorluenerji.com.tr/uploads/pdf/pdflist/integrated-annual-report-2022-4.pdf>
- 2021 : <https://www.zorluenerji.com.tr/uploads/pdf/pdflist/integrated-annual-report-2.pdf>
- 2020: <https://www.zorluenerji.com.tr/uploads/pdf/pdflist/annual-report-5.pdf>

Zorlu Holding An Equal Life (Eşit Bi' Hayat):

https://www.zorlu.com.tr/akillihayat2030/en/home?utm_source=Zorlu&utm_medium=Anasayfa-Header-Buton&utm_campaign=Akilli-Hayat-2030

Zorlu Holding The Manifest of “An Equal Life”:

<https://www.zorluenerji.com.tr/fileuploads/271023/Kariyer/Zorlu%20Holding%20Manifesto.pdf>

Zorlu Holding Supply Chain Principles:

https://www.zorlu.com.tr/assets/files/pdf/zorlu_holding_031121.pdf

<https://www.zorluenerji.com.tr/en/corporate/our-policy>

Zorlu Energy Human Rights Policy:

<https://www.zorluenerji.com.tr/fileuploads/271023/Kariyer/l%CC%87nsan%20Haklar%C4%B1%20Politikas%C4%B1.pdf>

Zorlu Energy Code of Ethics :

<https://www.zorluenerji.com.tr/fileuploads/271023/Kariyer/Etik%20Haklar%C4%B1.pdf>

Domestic Violence Prevention Policy :

https://www.zorlu.com.tr/assets/files/pdf/ZH_domestic_violance.pdf