

# **HUMAN RESOURCES POLICY**

Taking Stronger Steps Towards the Future Together...

Takasbank, which provides reliable, effective, innovative clearing, banking, and central risk and collateral management services in line with international quality standards and has the vision of being a preferred institution in global markets, regards its human resources as its most valuable asset.

## **Human Resources Policy**

- To place individuals with the most suitable qualifications into the right positions,
- To ensure and enhance employee job satisfaction,
- To create working environments where employees can fully realize their potential, demonstrate their creativity, and embrace a dynamic work spirit,
- To continuously support their personal and professional development, and implement fair and transparent reward policies,
- To develop and maintain domestic and international training plans enabling employees to reach international levels of competence and expertise,
- To plan internal rotations and temporary assignments in foreign institutions for on-the-job learning,
- To determine individual development areas based on the results of the Individual Performance System, aligned with the Bank's strategic objectives and competencies, and to design and implement annual training programs accordingly.

## **Human Resources Practices**

Our core values consist of quality and customer orientation, analytical approach, team spirit, continuous improvement, dedication, trust, impartiality, business ethics, and confidentiality.

### **Recruitment and Placement**

The foundation of our recruitment policy is to place the most suitable candidate in the right position in line with our needs analysis, Bank values, and culture, as well as the candidate's knowledge, skills, and qualifications.

In the recruitment process, interviews, assessment tools (general aptitude tests, personality inventories), and reference checks are utilized.

Following evaluations with the relevant hiring managers, candidates who are deemed successful are offered employment. Candidates are provided with information regarding the placement process and supported throughout the submission of documents and onboarding stages.

All applications are stored in the Bank's candidate pool, and feedback regarding interview results is shared with interviewed candidates.

## **Compensation Management**

Our compensation system is based on a salary scale that considers the main responsibilities, required competencies, strategic importance, and managerial scope of each position, with defined minimum and maximum salary ranges by title.

To ensure fair and competitive salary levels, the scale is updated in line with market research, sectoral positioning, internal analyses, and economic indicators. Salary increases are determined by the Board of Directors.

Subject to the decision of the General Assembly, profit-sharing payments may be made once a year. Additionally, performance-based rewards are provided to encourage and sustain high employee performance, taking into account performance data and future goals.

## **Leave Practices**

In addition to the annual leave periods stipulated in the Labor Law, employees are granted further leave entitlements to support their career development, such as educational leave for those pursuing postgraduate or doctoral programs. Moreover, employees are entitled to additional excused leaves beyond statutory entitlements.

## **Social Benefits and Work Life**

In addition to salary payments, our employees benefit from a wide range of social benefits under the Bank's regulations, including:

- Healthcare services covering employees as well as their dependents (spouse and children), supplementing SGK healthcare benefits,
- Personal accident insurance,
- Meal allowance (via meal card),
- Shuttle services or commuting allowance,
- Various social aids (such as maternity allowance, marriage allowance, etc.),
- Daily on-site Physician and Nurse services.

Working hours are 09:00 – 18:15 on weekdays (with a one-hour lunch break), amounting to 41 hours and 15 minutes per week, excluding shift-based employees.

## **Performance Management**

Through our performance management system, employees are assigned annual goals and competencies in line with the Bank's strategic objectives, aiming to sustain high performance and develop talent to carry the organization into the future.

During the performance evaluation process, each employee's job performance, career plans, strengths, development areas, and alignment with Bank objectives are reviewed. Feedback is provided through face-to-face performance review meetings with their managers. Documented results play a decisive role in compensation, promotion, training planning, and reward processes.

## **Human Resources Policy in Practice**

The career paths of both new graduates and experienced hires at Takasbank are defined within the framework of updated internal regulations, procedures, and guidelines in line with the Bank's needs.

New employees participate in an orientation program, and tailored professional and personal training plans are prepared for them. Additionally, new graduates take part in comprehensive training programs designed for their development.

Takasbank supports the professional and personal development of all its employees through structured training programs. To ensure expertise in their roles and to stay updated on professional and technological advancements, employees are provided with periodic training opportunities.

Participation in domestic and international training, seminars, and conferences is encouraged to equip employees with the highest level of competence.

Furthermore, a Rotation Program is implemented to help employees discover their talents, gain new perspectives, experience different team dynamics, increase their potential, and ensure continuity within the Bank.