# SUSTAINABILITY REPORT ORAU 2020





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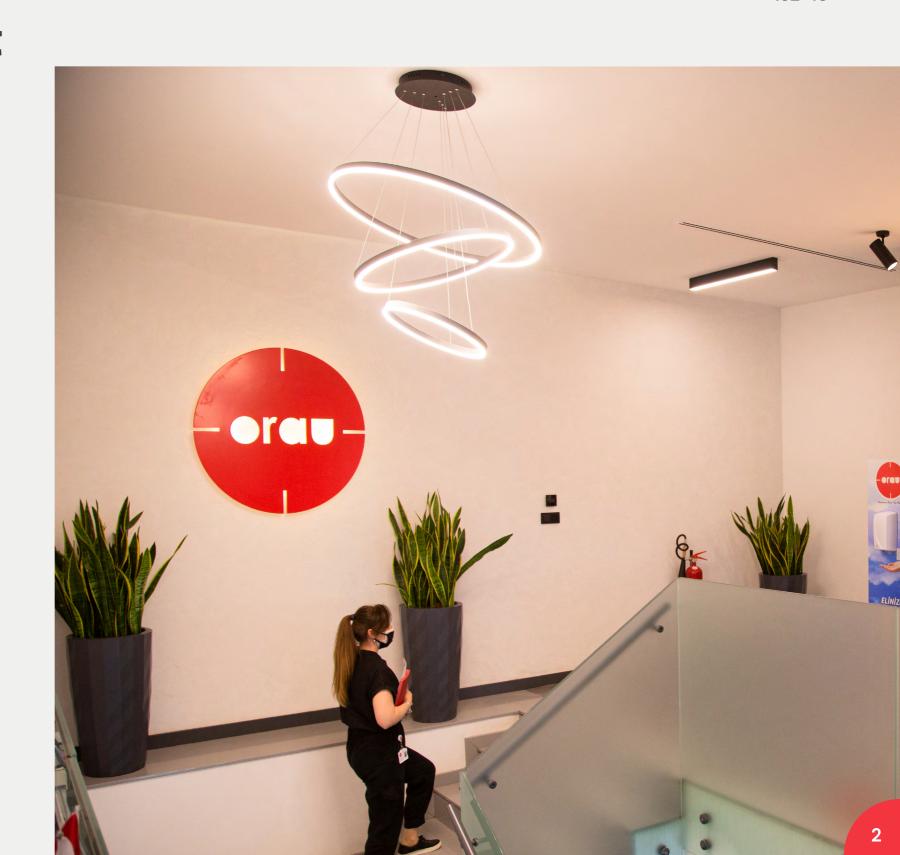
This document is the first sustainability report of ORAU Orhan Otomotiv Kontrol Sistemleri San. A.Ş, headquartered in Bursa, Turkey.

ORAU Orhan Otomotiv is a joint stock company operated by Orhan Holding.

The primary activities of our company are flexible control wires design, flexible control wires, plastic and gear control group, spring (compression springs and tension springs), wire guide pipes, oil level pipes, muffler (exhaust) carrier brackets, air Conditioning and wiper pipes, spare tire carriers, gear drivetrains, driver spacers, drawbars, jack sets, bonnet support rods". R&D activities are carried out at the same time.

The scope of this annual report is limited to the domestic business activities of the company during the calendar year of 2020 (01.01.2020–31.12.2020) and covers the non-financial economic, social and environmental performance of the company in the reporting year.

This report has been prepared in accordance with the GRI Standards: Core option. All information shared in the report is considered correct at the time of publication and the report is not verified by any independent third party institution.





# LETTERS FROM THE EXECUTIVES

# **Letter From the CEO**



Dear Stakeholders.

Ever since the beginning of our existence in the automotive industry, we have tried to set examples for the society we live in. Being a role model in many different topics was a part of our mission, and we pursued it to the best of our abilities in the social, technological, ethical and environmental areas.

With being a role model comes key responsibilities, such as a strong understanding of work ethics.

This is why we have made it our motto to always choose integrity over short-term wins, and team-growth over individual-growth.

Another key value we cherish and advocate is providing equal work opportunities, especially when it comes to gender equality in the automotive workforce. In our years of work, we have observed the positive effects of having equal standards for genders, and believe that society can only thrive with equal standards in the workforce.

Additionally, we recognized that being involved was not the full extent of our capabilities, and that we should also spread our knowledge and help educate those around us. That is why throughout our foundation we have provided scholarships for 5906 students, doing our best to provide the future generation with better education opportunities. Furthermore, we have been pioneers of many modern manufacturing techniques and digitization processes, and with that approach we have been able to educate many employees in our industry, as well as spread information within many others.

Most recently, we are no longer only role models and educators in the manufacturing industry,

we have also extended our impact into environmental issues. Since our foundation, we have been responsible and proactive towards our impact on the environment around us: from our in-house production practices to our shipping procedures. However, with the rise of Covid-19, we realized even further that each corporation should be doing more to preserve the world we are living in.

# Therefore as ORAU, we have pledged to contribute to a better future.

In order to better our practices, we have started measuring our carbon footprint in our manufacturing process. This way we will be able to see our current standings and how we can improve our score, in exchange making our processes more sustainable for a better future. Our goal is to improve our score each year, and have biannual meetings to monitor our progress towards this goal. As a starting point, we are installing solar energy panels at our Karacabey facility, which we expect to reduce our electricity-related carbon emissions by 792.37 tons of CO2 eq.

I sincerely thank everyone who has been a part of this task, and look forward to seeing our progress together.

# Letter From the General Manager



Dear Stakeholders,

The year 2020 was as enlightening as it was challenging. Both the pandemic and ongoing climate crisis have been teaching us valuable lessons. We have come to the realization that people are connected with the earth, and any breakage in this connection is unwanted. We have learned the way to protect the environment with the power we have in the industry.

This year at ORAU, we integrated different applications into our system to comply with the industrial developments.

#### We continuously work on making improvements to our operational processes and flows, with a hope for a better future.

During the year, we faced various operational complications caused by disruptions in the global supply chains of materials and components, as well as operational stops due to covid-19 cases. We worked in collaboration to solve these issues, in addition to the adoption of digital infrastructures in all our operations for the highest benefit of all our employees, suppliers, and customers. The resolution process added substantial knowledge which enhanced our management abilities. By embracing a socially and environmentally conscious approach, we carried on studies to guarantee a continuous production process and applied certain transitions to create a sustainable supply chain. I think that we have overcome these difficult times in the best way possible with our stakeholders, who are always by our side on the philosophy of Advancing Together.

We care about being a company that creates social impact with our corporate social responsibility projects in the fields of education, environment, health and culture. We plan to reach our carbon neutral targets by supplying all the energy we consume from renewable resources until 2023.

Apart from that, we prepare training and organize workshops to create an eco-friendly corporate culture. As part of our sustainability efforts, we use recyclable materials in product shipment. We ensure that all the factory waste is separated at the source and we strive for our employees to adopt the minimum waste principle.

In terms of social sustainability, we put great importance on gender equality and equality of opportunity. That's why at ORAU, 30% of our employees are women in management and production. We maintain this rate at the senior board level. At ORAU, women are writing success stories for themselves and for the world.

This year, we are excited to have prepared our first sustainability report as a turning point on our sustainability awareness. By publishing this report, which provides a comprehensive analysis of our products, raw materials, management and economy, we aim to move our company forward with more advanced strategies. A sustainability committee was formed for this purpose to create balanced investments for each unit of our company with its long-term plans. With all our improvements, we aim to grow day by day for our society and planet.

# **About Us**

We have been serving the world automotive industry since 1993. Formed by the synergistic merger of the companies we have included in our structure, our knowledge of various production technologies, competence in product design and global production experience have made us one of Turkey's leading automotive supplier companies in the field of Gearshift, Flexible control cables, Plastic, Metal and Spring products.

With the strong infrastructure, systems and the industry's trust in us, we maintain long-term and strong joint ventures with the world's leading automotive manufacturers today.

We constantly develop and improve with our flexible and dynamic structure.

We achieve foolproof perfection in 4 continents and 4 countries in the world for which we produce, other than Turkey. We are aware of our responsibility in products, most of which are safety components. With our zero-defect policy of quality, we all work with the awareness of this responsibility from our engineering team to our workers assembling on the line, and we make quality a lifestyle.

With the changing dynamics of the world, sustainability became a crucial matter for a more livable future. We work to reduce our CO2 footprint with our understanding of sustainable production and operation, with the awareness of our responsibility not only for today but also for the future. Within our own structure, we successfully carry out all processes in our customer value chain from R&D and design to zero-defect delivery in automotive, and we improve it day by day. Within this scope, we are proud to present our first sustainability report.

We attain the future of the automotive industry with our sustainability approach.



# **ORAU** in 2020

Last year was a tough one for humanity and the production chains. We are proud to finish 2020 with improvements thanks to our sustainability approach.

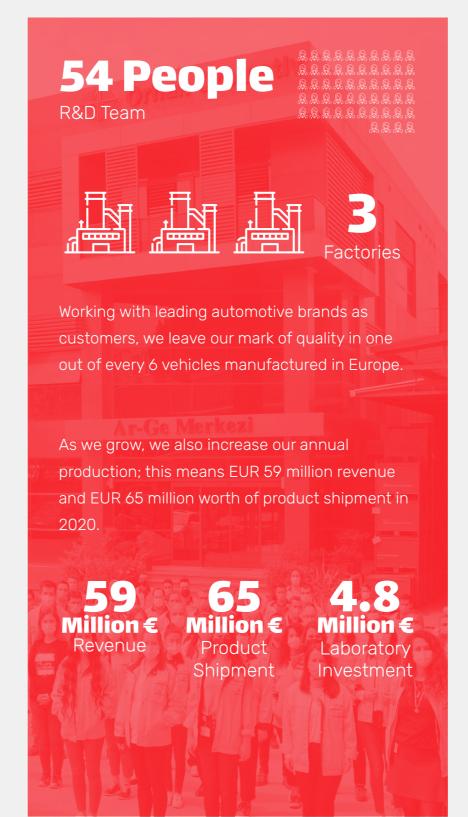
# More than 20 years, we have always worked for greater results.

We are growing with 1100 employees and an R&D center working in an independent area of 3000 square meters with a team of 54 people.

With the awareness of the importance of research projects for corporate sustainability, we are developing our R&D center day by day with our EUR 4 million investment budget.

**Leading**Automotive Brands
as Customers

4 Million € Investment on R&D



We know that for a sustainable business model, it is important to keep the balance between male and female employees. We are working to increase female employment in our sector, where men are predominantly employed, and in this direction, we have completed 2020 with 26% of female employees.

1100 Growing Employees

3000m²
Independent
R&D Area





# **Corporate Principles**

## **Our Vision**

We imagine a world where technological improvements enhance the human conditions in peace with nature. To this end, we create agile and sustainable solutions for rapidly changing conditions.

# **Our Mission**

We aim to create worldwide solutions with our solid and thriving structure, agile and sustainable perception. Working with global clients, we are becoming the preferred solution partner for valuable improvements in our industry.

## **Our Values**

Being fair and respectful while integrating with an open minded attitude help us to achieve a more constructive and solution oriented model.

With integrity and innovation, we always guarantee standards-compliant approaches.

- Fair and Respectful
- Integrity
- Open minded
- Constructive and solution oriented
- Innovative
- Standards-compliant



# **Our History**

Even though we began to operate as ORAU Orhan Otomotiv in 2014, our roots go back further thanks to our business partners. In 1993 one of our main contributors, Ormetal, was established. After a while, Ormetal incorporated into Yaysan in 1995 which has been operating in the spring industry since 1976. While growing day by day, in 2008, Sadık Automotive got involved in Ormetal and in 2009, three companies were relocated to Karacabey, Bursa for a better production system.

In 2000 we began to operate in France, Russia, Mexico and Morocco.

Since that time, we aim to diversify our product range and grow accordingly with various contributors and stakeholders.

**1976:** Establishment of Yaysan.

**1985:** Establishment of Sadık Automotive.

**1993:** Establishment of Ormetal.

1995: Acquisition of Yaysan.

**1996:** Sila Group Italy founded in Bursa with partnership.

**2000:** Start of the plastic injection production.

**2002:** ISO/TS 16949:2002 quality system certificate obtained.

**2007:** First product development project carried out and patented with TÜBİTAK as a utility model.

2008: Acquisition of Sadık Automotive

**2013:** Orhan Otomotiv R&D Center registered with the Ministry of Science, Industry and Technology.

**2014:** Sila Group Italy partnership ended and taking the name ORAU Orhan Otomotiv we became 100% domestic.

2015: Ormetal's title was changed to ORAU.

**2017:** The first international patent application was made.

**2018:** The first European Union project actualized within the scope of the "ITEA3" program under the EUREKA.

**2020:** The new Plastic Injection Factory was established.

2020: Production started in Morocco.

# **Our Business**

Our company, which works for the automotive industry, produces for the world's leading automobile brands with its wide product range.

In the EMEA market, 1 out of 5 manual transmission vehicles has ORAU manual transmission mechanisms, 1 out of 4 vehicles has ORAU light wires, 1 out of every eight vehicles has ORAU exhaust brackets, 1 out of 6 vehicles has an ORAU dipstick.

We have set long-term economic targets based on our corporate priorities that have emerged in parallel with our role in the automotive industry.

# Our goal is 150% revenue growth in a decade.

Among our targets that draw our growth journey until 2030 and keep us accountable are EUR 59M turnover in 2020 (our EUR 70M target was revised with the risk and market situation analysis as a result of the Covid-19 pandemic and determined as EUR 59M), EUR 80M for 2024 and reaching a turnover of EUR 160M for the year 2030.

#### Corporate Priorities:

#### Sustainable and profitable growth:

Capturing sustainable and achievable growth for existing and new customers

#### **Customer, product and branding:**

Adapting to the changes of the automotive industry for the future

#### **Operational excellence:**

Having an agile operational structure that can meet customer expectations while reducing the cost of poor quality

#### **Human and institutional development:**

To have the necessary skills, information systems competencies and infrastructure in order to be an organization that constantly learns and improves

#### **Current Product Groups**

By 2030, it is aimed to expand the product groups in production with the target of 23% of the turnover with ATS, Curved spring, Double Lock HC, Automation & Electronification addition.

#### **Gear Shifters**

Gear shift mechanisms

Push pull cables

Knobs

Boots

#### **Metals and Springs**

Hood support ruds
Engine valve springs
Metallica oil dipstick
Exhaust brackets

#### **Cables**

PKB cables
Trunk / Lid
Hood release cables
Seat cables

#### **Our Awards**

We are proud to be one of the biggest production companies of the automotive sector in Europe. Within this process, we won international awards crowning our success.

- 2020 Tofaş Quality Award
- 2018 Tofaş Success Award
- 2016 Renault Logistics Award
- 2014 PSA Best Supplier Award

- 2012 Renault Success Award
- 2011 Renault Success Award
- 2009 Toyota Supplier Award























































# **Membership and Initiatives**











**Bursa Chamber of Commerce** and Industry

**Turkish Employers Association** of Metal Industries (MESS)

**TAYSAD** 

**Uludağ Exporters' Association** 

**Gemlik Chamber of Commerce and Industry** 











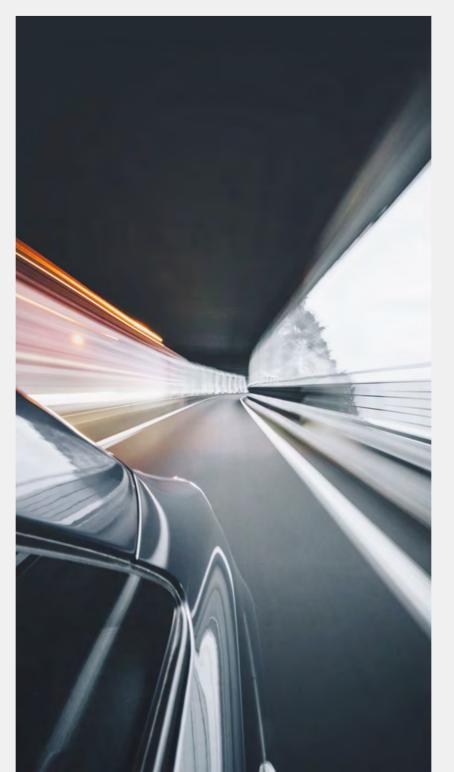


# **Our Approach to Sustainability**

With the changing needs of today's world, sustainability and eco-friendly production became core priorities of the automotive industry. As a manufacturer, we know that our responsibility is crucial for a better world. While adopting sustainable production techniques, we redesign all our systems according to green production principles. Our main aim is to create a healthy relationship between our productions and natural processes while growing sustainably. In this manner, the concept of sustainability is adopted by all our senior management team, foremost by our CEO.

Creating sustainable processes in-house as well as product operations is another basis of our developmental approach. By integrating environmental, social and managerial values to our business model, we work for the benefits of our stakeholders and employees. Here, it is necessary to understand the initial connection between the internal and external

activities.



At ORAU, we know that initiating sustainability also means building stronger bonds with our community. As we care for our customers, we are working for their satisfaction by adapting to changing conditions of the industry on the global level.

At every step of operations, we prioritize value added production for the sake of our common future. Value is considered as a humanitarian concept rather than only an economic parameter; thus, each action can be verified with its effort taken into consideration. All the natural and human resources are assured at ORAU according to their efficiency by the cooperative working model. As we care about our productions, we equally look out for the balance between consumption and investments.

# **Our Approach to Sustainability**

As a part of our sustainability transformation, we became a member of EcoVadis Portal in 2015. EcoVadis, where many multinational companies work together to create a sustainable supply chain, is a platform that oversees commercial partnerships and provides sustainability analysis. EcoVadis Assessment, which covers a wide range of non-financial management systems, is carried out under 3 main headings: environment, labor and human rights, ethical and sustainable procurement.

Sustainability rates of companies are scored with the evaluations made as a result of the analysis carried out with sectoral comparisons, and as ORAU, we have been successfully completing these evaluations for the last 5 years.

#### **Sustainability Milestones**

**2000:** With ELV Directive environmental consciousness taken into account on the manufacturing processes of all products.

**2001:** ISO 14001 Certification under the Sıla Teknik name.

2001: Adoption of Kaizen philosophy in all operations.

2004: Implementation of 6 Sigma techniques and tools.

**2006:** Switch to lean production methods.

2007: Switch to lean management methods.

**2007:** Within the REACH Charter, supplier contracts signed for the prohibition of banned and restricted materials

**2011:** WCM (World-Class Manufacturing) techniques began to be used on our manufacturing processes with Tofaş

**2015:** Became a member of EcoVadis which comprise sustainable management systems in various fields

**2021:** First Corporate Carbon Footprint calculation and first publishing of ORAU Sustainability Report

# **Sustainability Governance**

For a more sustainable production model, we began to implement new developments by establishing different committees in line with achieving our strategic goals for 2030. First, we established different departments and committees to systematically carry out our plans. Our digitization committee creates technological solutions for all operations according to the directions of the strategic planning committee. Meanwhile, the ORAU brand committee applies new perspectives for our brand quality and awareness within the scope of modernization. For an eco-friendly facility, the sustainability committee produces new action plans in cooperation with the strategic procurement committee. Within our sustainability model, the good pursuit committee and the +2 committee implement green action plans for production processes.

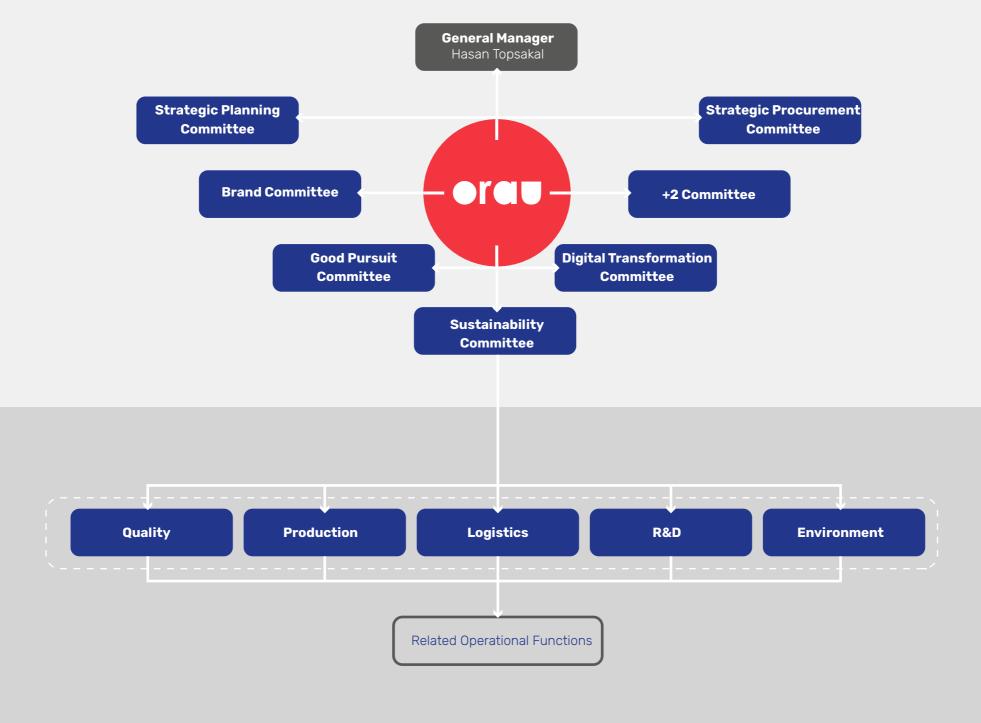
ORAU Sustainability Model is established for the determination and execution of the strategies conducted among our sustainability policy. We are also monitoring and supervising company activities in accordance with the environmental, economic and social sustainability principles. For the management, our quality director became the head of the sustainability committee which interrelates with the quality, production, logistics, R&D and environmental responsibility departments.

At each step, reporting of this committee is controlled by our CEO and General Manager to comply with the rules and regulations. We carry out the responsibility of our actions within the ORAU sustainability culture for the benefit of everyone.

With publishing the 2020 ORAU sustainability report, we aim to determine short, medium and long term sustainability strategies of our company.

Moreover, we are calculating ORAU carbon footprint in level one and two while targeting on the giro-unit basis.

# **Sustainability Governance**



# **Policies for Sustainable Production**

#### **Quality Policy**

At ORAU, we create innovative engineering solutions for our customers. We guarantee valuable and quality service with fast delivery while improving our performance everyday. In this manner, we work closely with our customers to understand their unique needs and include active participation of our employees and suppliers for better results.

Thanks to our management system, IATF 16949: 2016, we can develop particular processes for each client and follow the supply chain operations.

As we care about the reliability of our system, we use poka-yoke other than error detection techniques with adopting "Zero-Defect" policy and obtaining a high level of performance.

#### **Environment Policy**

For a more sustainable production system, we care for the life cycle of all resources and materials. During the production of control cables, transmission control unit, plastic, spring and metal components we abide by all the national, local laws, regulations and other legal principles considering environmental beneficiaries. We know that it is not enough to only comply with the rules; therefore, we are working to raise awareness about the environmental issues among all our employees, subcontractors, suppliers and customers.

In every step of our operations, we are conscious about the importance of protecting the environment and improving the environmental management system to improve the environmental performance. For that purpose, we aim to reduce pollution and waste while implementing reuse, recycle and decontamination principles. To provide and continuously improve energy efficiency in all production methods, we implement strategic steps for sustainability by evaluating environmental management risks and opportunities.

# Occupational Health and Safety Policy

Establishing a healthy and safe workplace is another important point in our business structure.

For this purpose, we are implementing "Occupational Safety Culture" within our company to reduce occupational accidents and diseases during the operations.

We are providing a healthy and safe environment by adopting the principle of "Continuous Improvement" while increasing awareness on the common responsibility of all employees towards those improvement activities.

# **Sustainability Risks & Opportunities**

Many issues related to sustainable investments need to be solved with an analytical and innovative approach. By understanding the immediate and future requirements, such problems can lead to new business opportunities. Within this scope, we made a detailed analysis of risks and opportunities of those issues to maintain a successful management system.

#### **Certifications**



Automotive Quality
Management System
Certificate



Environmental

Management System

Certificate



Occupational Health and Safety Certificate



Ases B Certificate



QSB Certificate



Q1 Certificate



4 Star Certificate



Sustainability Certificate



Information Security

#### Risks

### **Opportunities**

Stakeholder expectations	Governmental and institutional R&D support schemes
Radical technological changes	Accelerating digitalization
Supply chain disruptions	New product development - Innovation
Export taxes: EU Border Tax on Carbon	Operational excellence
Political uncertainties	Widening employee development offerings
Changing national and international regulations	Increased brand value
Market requirements - transition to low carbon economy	Future oriented management strategy
Higher cost of new high-impact investments	Popularization of package solutions in the industry
Availability of qualified employees in the market	Lower costs of sustainable equipment alternatives
Lower competency of suppliers (Quality, R&D, production, etc.)	Increase in local suppliers of materials
Management challenges due to multiple production locations	Operationalized system of suggestions and kaizen
Absence of a dedicated support team to individual projects	Newer machine parks at production facilities
Pandemic preventive measures	







# Together with Our Stakeholders

As we say in our motto "Advancing Together" we care about mutual progress for all our stakeholders and community. Considering all the affected people, institutions and communities as stakeholders, interaction between all the initiatives needs to be balanced and nutrient for the sake of sustainable development. To maintain this balance, we work around a common value within the scope of stakeholder focused transformation.

# We established various communication processes in terms of transparency, activity, constructivity and interaction.

Thanks to the specific communication channels that will meet the different needs and expectations of each stakeholder group, we guarantee the self-sufficiency of our value chain. Our multinational and multi-stakeholder working scheme correspond to global industry standards as it creates wider production and impact capacity.

Since wider capacity requires better cooperation, we set transparent communication as the main binder for mutual trust.

# On this point, stakeholder analysis is an essential step to understand their needs and requirements.

We know that clients want to be informed about the supply chain as well as shareholder groups required to be in control of the whole process. For this reason, we conducted an analysis within the scope of sustainability for each stakeholder directly or indirectly involved in our value chain. We first identified our stakeholders, evaluated our communication methods, and conducted a stakeholder engagement in compliance with the AA1000 Stakeholder Engagement Standards for sustainability.

This analysis provides a clear vision for the current situation and possible developments.



With our innovative approach, we aim to establish a long-term sustainable customer and supply chain according to analyzed data. Within the framework, we form new regulations for our products, activities and processes. Equality and duplexity are indispensables on this sustainability policy to provide fair opportunities for everyone.

# **Our Stakeholders**

# Engagement Method Annual employee satisfaction surveys Trainings One-on-one meetings Employee expectations surveys E-mailing Social events Materiality analysis survey Expectations Safe and healthy environment Wages and job security Job satisfaction Benefits Employee development & training Freedom of association Transparency of information

# Engagement Method Contractor evaluation One-on-one meetings Regular meetings Audits E-mailing Materiality analysis survey Expectations Timely payments R&D and sustainability support Long-term partnerships

# Engagement Method Regular customer satisfaction surveys Meetings E--mailing Sale&Marketing team communication Social media Materiality analysis survey Expectations Timely supply of goods Innovation Confidentiality Product quality and security Social and environmental compliance Certifications (ISO 14001, IMDS, REACH, ROHS) Positive audit results Sustainability indicators Legal Conformity Information about emergencies Sustainable and quality products at all points











# **Materiality Assessment**

# **Material Topics**

### **Priority**

Supplier Environmental and Social Compliance	
Impact on Locals	Biodiversity
Market Position	Collective Bargaining Right

#### **High Priority**

Water Management	Renewable Energy
Energy Efficiency	Sustainable Materials
Training Opportunities	Economic Impact
Climate change risk & Opportunities Analysis	Employment
Stakeholder Cooperation and Privacy	Stakeholder Health and Safety

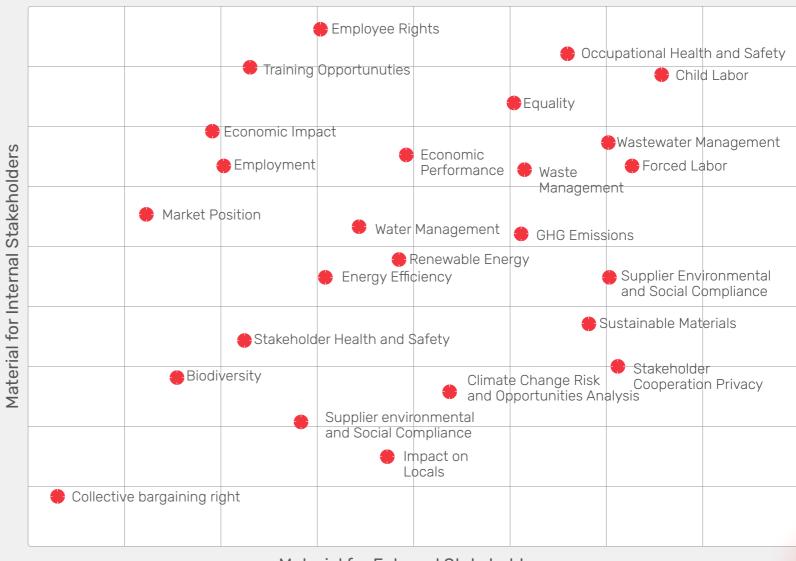
### **Very High Priority**

Child labor	Occupational Health and Safety
Wastewater Management	Equality
Forced Labor	Waste Management
Economic Performance	Employee Rights
GHG Emissions	Environmental and Social Compliance

To detect the needs and expectations of our stakeholders, we conducted a survey. Our focus was on sustainability issues and priority order, and it is regulated according to

AA1000 Stakeholder Engagement Standards. Results are used to plan our sustainability strategy and organize internal and external stakeholders' opinions.

## **Stakeholder Materiality Matrix**



Material for External Stakeholders



# **Advancing the Economy**

To create a healthy, strong and sustainable economic system, we must use, safeguard and sustain our human and material resources.

At ORAU, with our value-adding innovative projects and products, we aim to create a constructive economic system for the good of all our stakeholders, from our employees to the environment.

For long-term corporate growth and a competitive system of production, it is essential for us to consider the efficient consumption of resources and investments. In light of the changing global market trends, our corporate values prioritize system improvements on a larger corporate scale.

Embracing an approach of sustainability throughout our processes, from materials usage to product packaging and employee welfare, increases our economic performance, reliability and competitive advantage in the ambitious and constantly challenging automotive industry.

Aware of the significance of sustainability in our industry to succeed, we endeavor to achieve sustainable profits with minimum negative impact on our world.

As we diversify our product range, our expanding processes require the approach of sustainability to increase efficiency and systems improvement in order to achieve sustainable growth for our brand. In this regard, the challenging year of 2020 has underlined the significance of our core business values.



## **Economic Impact**

In 2020, all the projects and developments were the focus of our sustainable improvement policy. Despite the challenges of the year disrupted by the pandemic, we are proud to announce our 2020 revenue as EUR59 Million, which positively contributes to our corporate developments and R&D innovations.

Thanks to various improvements on our manufacturing capacity, we are able to provide more employment opportunities for our local people.

In this sense, the most remarkable innovation of this year was the establishment of our plastic injection factory that diversified our product range. With **3 different factories** and over a thousand employees we continue to grow and flourish every year.

59 Million € \_ Revenue in 2020 Our commercial assets are spread around the world. Turkey is our production location and acts as our main distribution center. In Europe, our logistics network expands to France, Spain, Morocco, Slovakia and Czechia, and we have offices in Paris, Italy and Morocco as well. Our ORAU brand has trademark registration in the European Union according to Benelux, Turkey, France and Madrid Protocols.

During the reporting year of 2020, we received financial support from the Turkish government and additional funds for our research and development studies. We got 215.000TL worth of credit support for the new investments to our production facilities.

We benefited from government incentives of 23.000TL for the interns trained and 676.000 TL for minimum wage support. The projects at our R&D Center received close to 1 million TL worth of funding from The Scientific and Technological Research Council of Turkey(TUBITAK). The availability of these resources allowed us to continue and improve our business activities in a year that has been challenging for the national as well as global economy.



### **Research and Development**

Automotives industry is rapidly changing due to availability of new technologies, electrification of processes and global trends such as climate change and expansion of low carbon economies. Therefore, research and development studies in the industry accelerate in line with these developments. It is essential for industry actors such as ourselves to create solutions and keep up with the trends in order to maintain and strengthen our competitiveness. Deployment of a sustainability approach on these studies improve and advance our systems and products, along with our market position.

We, a company operating in the automotive industry and continuing its product development and R&D activities in this context, have been registered as a R&D Center since 2014. Our R&D Center is equipped with the space, the team and the resources necessary to create innovative solutions for the industry and our clients:

R&D studies are one of the building blocks of sustainability in an industry led by technological developments threatened by availability of resources and rapidly changing regulations regarding international trade and climate politics. We invest in both national and international projects to improve our product range and provide for various needs Further, within the scope of the



- \_ 3,000 m² independent area
  - 46 researchers
- 3.5 Million Euros worth of laboratory and engineering infrastructure
- 6 Million TL average budget
- 10 active International R&D
  Projects

2020 call of 2244 Industry-PhD Program managed by TÜBİTAK, we have signed a protocol with Uludağ University. According to this protocol, we will be developing products for reduction of weight on the next generation cars that conform to the low carbon emission criteria. This project and its scope aims to improve our own production infrastructure and invest in the university's research capacity. With this collaboration, we also create opportunities for senior students and new graduates.

As part of our corporate sustainability targets, we are carrying out different R&D projects to increase efficiencies at ORAU facilities. These projects are shaped around energy efficient manufacturing processes, flexible production equipment and their optimization for increased production capacity.

At ORAU, we continue to carry out design studies in order to increase our own registered product designs. We consider registration of the product designs (patent/utility model, etc.) we develop as an important step; thus, we include patent research and applications at our R&D Center as an innate step of each project.



# Since the establishment of our R&D Center, we have successfully completed 57 projects.

As a result of these projects, we have applied for 5 international patents, 2 national patents and 8 utility models, and obtained the registrations for most, while continuing the registration processes for the rest of our projects.

Some of Our R&D Center Projects:

- Transmission Control Cable Silencer and Terminal Components Assembly Flexible Machine Design and Manufacturing
- Fuel Transfer System Development and Prototype Manufacturing for Vehicles Compliant with New Generation Emissions Criteria
- Predictive and Prescriptive Automation in Smart Manufacturing



# **Special Report:** Innovation

#### Transmission Control Cable Silencer and Terminal Components Assembly Flexible Machine Design and Manufacturing

With this project, we aim to respond to the changing needs of the automotive components manufacturing industry due to the developments in the industry. For this purpose, we are developing one of the important elements of manufacturing: **production equipment and**lines that include flexible manufacturing methods and automation systems.

Currently, we aim to reduce the workforce by half by converting the work done with two conventional machines and two workers during the machine assembly process into a modular and automated process. As a result of the project, it is foreseen that the processing time will be reduced by **35-40%**. Thus, we take the necessary steps for an efficient and sustainable business process while increasing our corporate reputation.

#### Fuel Transfer System Development and Prototype Manufacturing for Vehicles Compliant with New Generation Emissions Criteria

International regulations are changing in line with changing needs and conditions of the industry due to growing scientific knowledge and dynamic climate change and trade politics. The global climate crisis requires all initiatives to act consciously to limit and mitigate the impact of the crisis. In the automotives industry, new generation emission criterias have been set for motor vehicles in the European market. As a pioneer company, we know that it is our responsibility to follow present regulations and demands to develop better products.

The project has been built in accordance with new regulations for the sake of our planet as well as the sustainability and adaptability of our manufacturing systems. With it, wedevelop a complete capless fuel filling system that complies with the new generation fuel emission regulations (LEVIII, EURO 6.2, CHINA 6) and can meet accident expectations by increasing mechanical strength.

# Predictive and Prescriptive Automation in Smart Manufacturing

As we become aware of the functional, health and financial losses related with the traditional maintenance and repair methods, necessary changes seem more clear to our management. Thus, we are preparing a new and technological maintenance and repair automation system for an improved workflow and time management. The new system will also provide great benefits in terms of worker health and safety.

Within this automotion, predictive and prescriptive maintenance is designed to increase operational efficiency. By means of these systems, maintenance and repair processes can be controlled, costs can be reduced, and visible increases in safety and production performance can be achieved.

# **Customer Data Privacy**

We know that corporate and individual security equals data security for both our customers and automobile users.

For this reason, in accordance with our information security policy, we manage the storage and protection of the data entrusted to us by our customers.

At ORAU, we work to ensure business continuity with minimum interruption, confidentiality of all information within our systems, and information security of all physical and electronic information assets used in the realization of our services.

Anyone who uses the corporate computing infrastructure and accesses information resources are required,

To know the Information Security
Policy and rules

To comply with these rules

- To report and notify the security and incident violations to the responsible unit,
- To ensure the confidentiality of the institutional information, backing up the data processes
- To convey the suggestions and developments appropriate for the development of the system.

Contracted suppliers and business partners are also obliged to comply with the policies, procedures and instructions of the information security management system.

For an advanced data security system, we are making risk analysis and evaluation to manage those risks. We know the importance of processes that comply with information security policies and laws, and we operate within the responsibility of meeting these requirements and improvements. We carry out these processes in the most efficient way by organizing necessary studies to determine acceptable risk levels and risk acceptance criteria. We review the ISMS Policy at least once a year, make the necessary arrangements and notify the relevant parties.

# **Ethics and Business**

At ORAU, we work within the locally and globally acknowledged business ethics and aim to create a positive impact through our operations. While operating internationally, we care about our national investments, as they contribute to the local economy. In this sense, we prioritize the supply of raw materials and other components from Turkish suppliers. In 2020, we made **65%** of our procurement from Turkish suppliers.

Corruption has not been a serious issue for the global automotive industry, which is likely to change. As the foreign trade increases significantly in industry, more risks emerge from corruption.



ORAU practices internationally accepted norms and standards of anti-corruption among its primary corporate principles such as transparency; apply the necessary development, implementation and adjustments based on risk assessments and on facts. Inclusiveness, comprehensiveness, impact-oriented elements and strategies and flexibility shape our operational foundations. These approaches adopted for developing, assessing and adjusting solid strategies in an integrated perspective are used on global scope as well. As a result of implementing these elements, no corruption case is observed in the reporting year of 2020.

# **Advancing the Environment**

Today, the negative impact of climate change is growing as a substantial threat to our world. In order to take responsibility and improve its impact and processes, the transportation industry is transforming itself to adopt the technological changes needed.

# Our main responsibility as a manufacturer of automotive components is adopting eco-friendly production alternatives.

With the Covid-19 pandemic in 2020, automobile users questioned their consumption preferences, while manufacturers reviewed their operating systems. Declining carbon emissions during the lockdown period paved the way for many innovations in the industry. One of the most common outcomes was the importance of transitioning to low-carbon production, which came to the plan of many manufacturers with the **European Green Deal in 2019**.

Intending to become the first carbon-neutral continent by 2050, the European Union's regulations also control all manufacturers exporting to the region. As ORAU, we have work to fulfill our duties with our international reliability and environmental consciousness.

Energy transition is one of the most critical factors in sustainable production. So, we have taken the necessary steps to transition to sustainable energy sources. From management to design, we implemented various changes that prioritize sustainability. In addition to the improvements in the production line, we are also extending our product range. We have launched our new products on the axis of various R&D studies carried out for low-carbon vehicles. Along with these products, we intend to expand our positive impact by contributing to the development of sustainable cars.

Our innovations are shaped around concepts such as conservation of natural resources, reduction of energy consumption, supply chain regulations, and sustainable production alternatives.



As an industry pioneer, we believe that these innovations lead to a better, more sustainable future for the automotives industry.

#### **Sustainable Materials**

In the automotive industry, plastics and metals are used extensively, and the focus of our sustainability efforts are the efficient consumption of these materials.

We operate within the principle of minimum waste by managing and converting waste generated during our manufacturing processes. We are making sure to comply with all the national and international laws and regulations on the use of materials and materials permitted to be used in automotives industry.

At ORAU, we ensure that the materials used in our processes as raw and intermediate material have the lowest negative impact.



As we are following the REACH regulations in materials usage, we are able to state "prohibited and restricted materials should not be used under the REACH regulation" in our supplier contracts as well.

To prevent possible damage, we apply the same protocol to the suppliers that we plan to work with in the future. Our products, secured by supplier agreements as well as our own commitments, fully abide by sustainability standards.

We do not use the recycled materials in the same methods after production to compromise our quality. Instead, we reduce our consumption with materials that are evaluated long-term in different departments.

#### **Energy and Efficiency**

The most important pillar of the fight against climate change is energy efficiency and the effective use of energy resources. Since we are one of the largest manufacturers in Turkey, it is one of our primary duties to take responsibility for the planet. At ORAU, we implement various projects to reduce energy consumption by adopting sustainable production methods. We are carrying out economic and systemic sustainability through these projects, which reduce our costs and minimize our energy-related sustainability risks.

At ORAU production facilities, electricity is used as the primary energy source, and natural gas is used only for heating.

In 2020, a total of 1000 TEP of energy was consumed in our facilities.\*

Bursa Assembly-Plastic- **400 TEP**Gemlik - **150 TEP**Karacabey - **450 TEP** 

We measure and monitor the energy consumption in our facilities on an instant, monthly, and weekly basis through the Link-i software installed on energy analyzers, electricity meters, and injection machines. Thanks to this system, we identify energy-intensive processes and develop projects to increase our efficiency.

In our new investments, we chose electric plastic injection molding machines to increase energy efficiency. Through this investment, we have saved 60% of energy compared to the consumption of hydraulic injection machines, and we have recovered 400,000 kWh of energy through our ten electrical machines currently in the production line.

#### Our total electricity consumption:

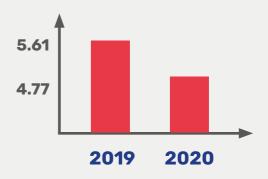
Bursa - **4.590.000 kWh** Electricity Consumption

Gemlik - **1.715.000 kWh** Electricity Consumption

Karacabey - **3.870.000 kWh** Electricity Consumption

At ORAUfacilities, we follow our energy intensity trends with the ratio of our consumption to our annual turnover.

## In 2020, we reduced our energy intensity rate to 4.77.



In addition to energy studies and efficiency projects, we are also conducting wide scope research on sustainable energy alternatives. In the reporting year, we have started feasibility studies for the projects to reduce our carbon footprint and our impact on climate change.

<sup>\*</sup>Electricity and Natural Gas consumption is the total value.



#### **Special Report:** Transition to Renewables

# At ORAU, our goal is to make an impact in the global market through the sustainability of our production processes and facilities.

We are strategizing to increase the value of our products by keeping our corporate carbon footprint at the lowest level. As part of our long-term plans, in 2020, we have taken the first steps toward energy transition through feasibility studies for rooftop solar power plant applications. In these studies, the location and the potential energy production amounts are assessed for investment alternatives. To become a pioneer on renewable energy production in the automotive industry, we took our first step with the application for a rooftop solar power plant with a capacity of 1 MW of power to be installed in the Karacabey factory.

The rooftop solar power plant project is an important step towards the expansion of sustainable energy resources in all our facilities. The project is estimated to produce 1,700,000 kWh of electricity and to decrease our consumption from the network by 35%. Planned to be implemented in the last quarter of 2021, it is predicted to provide \$120,000 worth of economic benefit to the company.

The benefits of transitioning to renewable energy and establishing the solar power plant on our roof will be extensive. Solar power is a renewable and clean energy resource, which takes its propulsion from the eternal power of the sun. The dramatic economic impact of solar power comes from the low expense of the technique. Also, the solar energy system gives extra financial support to the country and business. Modular systems are used in solar plants without the need for technical or industrial knowledge. Solar power gives the opportunity of making use of empty roofs. In addition, the system has a short response time and a long run production function which makes it efficient.



#### **GHG Emissions**

As per the obligations of the Paris Agreement, signed in 2015 by all the world leaders, we must limit global temperature rise to 1,5°C in order to protect our future.

To achieve this goal, the greenhouse gas emissions from industrial operations around the globe must be measured, tracked and reduced. Since the agreement was signed, international laws and industrial regulations have been changing to adopt and implement the necessary steps to achieve a swift positive impact on climate change. With the announcement of the European Green Deal in 2019 and the operationalization of Carbon Border Adjustment Mechanism in 2020, greenhouse gas emissions from industrial operations have become subject to taxation by the European Union, which, through its effect of scale, is expected to transform the global economy.

Studies show that transportation is one of the primary sources of carbon emissions, as yet the majority of vehicles run on fossil fuels. Therefore, the automotive industry is considered an essential category for industrial sustainability transformations. As a member of the industry the responsibility to measure, track and reduce our emissions falls on us as well, therefore, we work to establish production processes and products that comply with low carbon emission criterias. In order to adapt to recent national and international regulatory changes, we have carried out the first corporate carbon footprint calculation study for the year of 2020, according to ISO 14064-1:2006 and GHG Protocol Standards.

#### **Scope of Emissions**

Direct GHG emissions (Scope 1)	309 ton CO2 eq
Energy related indirect GHG emissions (Scope 2)	4742 ton CO2 eq
Other indirect GHG emissions (Scope 3)	313 ton CO2 eq
Total GHG emissions	5364 ton CO2 eq



#### **Water in Process**

As water is the source of life on our planet, it is also an indispensable factor in production processes. The future of water resources is equated with the future of humanity. While our water resources are decreasing day by day due to the climate crisis, it is predicted that many parts of the world will experience drought, including Turkey where we operate. Recognizing the water stress we might go through in the future, we rely on efficiency systems in using our water resources.

We are supplying our water from the municipal water network and avoid using underground resources. Further, we use contemporary techniques to reduce water consumption in our processes.

At our facilities in Bursa and Gemlik, the consumption is limited to domestic use and the chiller cooling system works in a closed-circuit system without excessive consumption.



Our facility in Karacabey includes a washing process which discharges wastewater. The system established at the facility collects it in water tanks before it is drawn by municipal sewage trucks. ORAU has the necessary permissions for the temporary storage and connection of this wastewater. With this system, all the wastewater can be reused by the municipality. The rest of the wastewater from the facilities is from domestic use and discharged to existing sewer lines. They are regularly sampletested and it is observed to be compliant with the limits determined by the local administration.

In 2020, we consumed 19,029 m3 of water at our facilities in Bursa, Gemlik and Karacabey.

Bursa:12.560 m3

Gemlik:1745 m3

Karacabey:4724 m3

#### **Waste Management**

At ORAU, we aim to manage all the waste generated from production to disposal, not to harm the environment and human health.

We strive to recycle, recover or dispose of all waste generated during our operations in accordance with the regulations. In this context, we divide our waste into two groups as hazardous and non-hazardous.

First, we temporarily store it in warehouses prepared by ISO 14001 Environmental Management System requirements at our facilities and then send it to licensed waste management companies to ensure its disposal.

We do not reuse generated waste because of automotive quality rules. In the reporting year, 36.6 tons of hazardous and 1642 tons of non-hazardous waste was generated at our Bursa, Gemlik and Karacabey facilities. The majority of non-hazardous waste consists of packaging, metals and plastics.

	<b>Hazardous Waste</b>	Non-hazardous waste
Bursa	10178 kg	396188 kg
Gemlik	7935 kg	398573 kg
Karacabey	18460 kg	847158 kg
Total	36573 kg	1641919 kg





## **Advancing the Society**

Social and systemic sustainability is an essential part of our ORAU corporate values in maintaining our well-structured operations.

Hence, we take responsibility for the health and safety of our employees and all our stakeholders. We analyze risks and opportunities in our management and operations and proceed with solutions specific to our departments.

The main structure of our sustainability policies is shaped around national and international norms and values. To create an efficient, safe and prosperous working environment, we follow current developments and innovations and take action within our company.

Employees are the backbone of our operations, as our products are manufactured in digital systems enhanced with human capabilities. We believe in employee loyalty, satisfaction and employee development in order to provide precise and high quality components for our customers. The sustainability of our relationship with our employees and suppliers has been built on years of experience in the automotive industry, strengthening both our market position and brand value.



#### **Our ORAU Family**

At ORAU, all our stakeholders are considered part of our family. However, our employees have a special place, as the value of ORAU depends on the hands of our employees in our offices and in our production facilities. Caring for our employee family is essential in building and growing a global company built on sustainability values.

#### At our facilities in Bursa, Gemlik and Karacabey, we provide employment to 1074 people from the local areas.

In the reporting year, with its 571 employees, Bursa facility housed the majority of the ORAU family, spread between the HQ management offices and the production site. The Gemlik and Karacabey facilities employed 178 and 321 people, respectively. Our employees have the right to collective bargaining and freedom of association, and 74% of Bursa, 95% of Gemlik and 79% of Karacabey employees work under such agreements.

An important part of ORAU culture is constituted by the values of equality and equal opportunity for all. We are working to increase female employment in the automotive industry through our own operations.

## At ORAU, 15% of our management level employees are female and of all our employees 28% are female.

We manage our relationships with ORAU employees according to the national laws and regulations, as well as the articles of the collective bargaining agreements. Our employees also receive additional benefits from our company such as health insurance, disability and invalidity pay, parental leave, freedom of association and provision of occupational physician.

During the reporting year of 2020, our ORAU family has grown even bigger. 62 of our employees have become new parents. 20 of them took maternity leave and 42 of them took paternity leave.



#### **Employee Health and Safety**

Health and safety of employees has become a significant concern for the management in all industries in 2020. The high risk of contagion in facilities that may stop the operation still continues to threaten the sustainability of businesses to this day. During the pandemic, we strove to do our best in protecting ourselves and our loved ones at ORAU. While the preventive measures against infection have meant a standstill for many, our industry has continued to work under new safety concerns and our updated management systems.

At ORAU, we take safety of our employees with utmost importance.
Our facilities use OHSAS 18001
Occupational Health and Safety
Management Systems and by the end of 2021, we will switch to the application of ISO 45001 Management system.

Through this change, we intend to improve our OHS analysis and reduce accidents and injuries even further.

For the sake of our ORAU family, all the national laws and regulations related to health and safety are implemented at our operations.

Through our "Continuous Improvement" principle, we address improvisation of our management systems regarding our OHS statistics. As we put in place several systems and improvements, we are also aiming to build a proactive structure to constitute a work safety culture within our company, because we know the significance of maintaining an autonomous system for the sustainability and longevity of our production.

As part of this approach, we arrange regular OHS training and workshops for our employees.



The ORAU OHS policy and the relevant management system is framed around our corporate values and goals.

We subject all our processes and operations to a detailed analysis in order to properly assess and apply our policies and systems. This approach keeps our occupational health and safety statistics at the highest level through considering potential risks and near misses.

We create a comprehensive OHS report by integrating the data obtained from risk analysis, field audits, and employee feedback into our tracking system.

The continuous system of track and evaluation enables us to foresee and and take action against liabilities; The records of these actions are reported weekly to the management for further improvements. At Quick Response Quality Control(QRQC) meetings. In the reporting year, we have not encountered a significant OHS incident. Apart from our regular OHS policies, the year of 2020 extended the scope of our responsibility with the Covid-19 measures taken at the facilities.

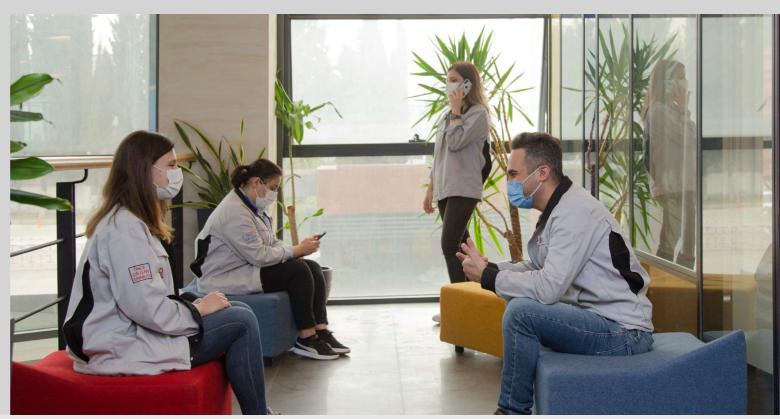


### Special Report: Pandemic Management

We have prepared an emergency action plan, at the start of the pandemic, in March 2020. We have reviewed and organized this action plan according to changes and further knowledge about the infectious nature of coronavirus.

So, we set up preventive measures against the spread of the pandemic at our facilities in 4 steps. We have followed these procedures during the height of the pandemic to minimize the risks and negative impact caused by contamination. Our preventive steps were shaped around the following themes: personnel health, personal protection measures, travel safety and business continuity.

Some of the main items on our Covid-19 Action Plan:



- → Basic hygiene training to all employees
- → Prohibition of working without a mask on administrative and productions buildings
- → Transfer of symptomatic employees to the nearest health facility
- Availability of hand sanitizers on the field and in social areas
- → Compliance with the social-distancing rule of at least 1.5 meters in all areas
- Review of all travel plans and cancellation of all overseas travel
- → Allowance of only ORAU personnel into the facility
- → Daily body temperature measurements of all employees
- ▶ 14-day Isolation of all employees who have been in contact with a known Covid-19 case

#### **Employee Development**

At ORAU, social values are at the core of our corporate values. Every product we make for people comes from human hands; Thus, we value employee development as well as the improvement of our products.

In light of the principle of "Advancing Together," adopted as the core of our corporate philosophy, employee development goes hand in hand with ORAU's progress to improve product quality and contribute to social transition.

We aim to increase our production quality while adding value to our company with the training we organize. At ORAU, we created a process for training management including technical, behavioral, operational, system, awareness, empowerment, and foreign language groupings. Various methods such as internal, external, online, classroom, project realization, focus work, practice, and coaching are used for different advantages in the implementation process for better employee development.

We use several methods to enhance sustainability of our systems in integration of employee training. One of them is the backuping through identification of critical positions and people to ensure business continuity. In this method, we evaluate the strategic importance of the job, the difficulty of replacement, employee experience, foreign language, and performance factors. Then, critical positions and people are determined to appoint alternative duties and employees who will act when needed. As a result of the training and improvement plans prepared according to the results of this study, we guarantee development of employees in subjects, perhaps outside the scope of their primary responsibility.

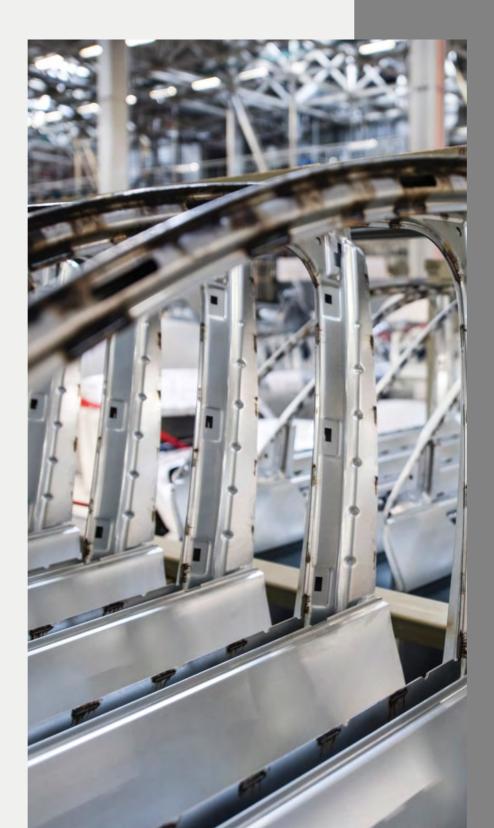
Despite the Covid-19 pandemic, we provided a total of 2832 hours of training in 2020: 2355 hours of training for our blue-collared employees and 476 hours for our white-collared employees. We continued to invest in our employees as much as possible, without cutting back on compulsory training such as occupational health and safety, ethics training, technical training and machine operating.

#### **Social Compliance**

At ORAU, all our stakeholders, from our employees to our suppliers and customers, are considered as the building blocks of our robust corporate structure, meaning a collaborative and supportive relationship. We conduct our stakeholder communication on the axis of ORAU corporate values and in compliance with all national and international laws and regulations.

In our operations, no 4857
Labor Act and collective
work agreement articles
are strictly applied;
Child labor and forced
or compulsory labor are
strictly unsanctionable
at any ORAU facility and
operation.

In case of a requirement, we have the ORAU ethics board and the corporate policy and rules in place to determine the necessary actions on a case by case basis.



We expect the application of similar corporate ethical values and social compliance throughout our value chain starting from our suppliers. We are using a Supplier Selection and Evaluation form to manage our supply chain according to the ORAU values.

In 2020, 12% of the suppliers that have been assessed through these forms failed to pass.

In collaboration with these suppliers, we have developed a Supplier
Development Plan in order to improve their performance. We focused on creating compliant businesses with the required international standards of the suppliers. We aim to create a value system throughout the ORAU supply chain through our sustainable development perspective.

## Gifts from Women to Women

For International Women's Day on the 8th of March, we decided to invest in rural products made by women of Soma, Yırca area.

In Soma, Yırca village, 20 women had founded an initiative to prevail in a patriarchal system and rebuild the culture of cooperative work in their village. To create an income stream for the female community of their village, they started to make beeswax decorative products. For many years, their village had suffered from inadequately planned e projects such as power plants working on coal, cutting down acres of olive trees and the construction of a highway.

Thus, they had decided to take matters into their own hands and create a sustainable system for the development of their community.



As a solution, these 20 women decided to make handmade products for a new income stream and to gain their economic independence.

In 2020, we decided to prepare Women's Day gifts for our female employees from these products. They were unique gifts for ORAU women, meaningful and unforgettable for many of us. We are proud of this collaboration with Yırca women that expands our circle of positive impact while contributing to local production.

#### **Walnuts for the Children**

As the ORAU Family, we donated 250 walnut saplings to Bursa-Keles Kırnaşıklar village. The income from the walnut trees growing in our commemorative forest will be allocated towards the education of the children in the village.



## World Water Day Painting Contest

A healthy climate and sustainable consumption of resources are crucial for our future. Within this perspective, we work to raise awareness on climate change and its impact on our lives. As a fun and instructive activity, we organize an annual painting contest about natural resources for children. We have set this year's theme as "Water is Life" to draw attention to the importance of water resources.

We held the competition on World Water Day and gave gifts to all participants. With children's endless imagination and pure intentions we believe in our future. We are happy to make this organization in which the children of all our employees participated.



#### **11 Million Trees Campaign**

Today, we live in a world where our oxygen resources are decreasing day by day and we need more trees to make up for the demand of the growing global population under the threat of deforestation and climate change.

As ORAU Orhan Automotive, we participated in the 11 Million Trees campaign launched by the Turkish Government to do our part.



#### **Kızılay Blood Donation**

For ORAU, sustainability and human rights are considered as a holistic structure that includes many different systems.

Health and education systems are the two most important pillars of this social transformation. With this awareness, we participate in the Kızılay blood donation campaigns every year in order to contribute to the Turkish health system.



#### **Birthday Trees for Gifts**

Another work we do for reforestation is the donations we make on behalf of our employees.

At ORAU, every employee's birthday is celebrated by donating a tree to the TEMA foundation, working towards preventing soil erosion.



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



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