

AKBANK

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YAŞA

AKBANK

Our
understanding
of diversity and
inclusion





What does diversity mean to us

- It means embracing all the features that make us unique.
- It means creating an opportunity to unleash the human potential of our country.
- It means being side by side with all our differences, whether those be nationality, gender, belief, age, state of disability, marital status or sexual orientation.

What about inclusion?

To embrace different thoughts,
identities and perspectives.

At Akbank, we perceive the differences as
our wealth and we support them.

We aim to maintain a participatory, free
and open corporate culture, and we support
vulnerable groups.



We believe in Akbank culture

When you look, when you see, when you hear...
On the street, on social media, in professional life...
Differences are everywhere.
We look at life from a different perspective at Akbank.

We don't try to be same here,
We don't hide our differences.
The more different we are, the better we are,
The more colourful we are, the more beautiful we are.

Because this is how we nurture each other.
We see the same things, think in different ways.
This is how we break our shells, the limits of our imagination.
We write our future together, with all of our colours!





What have we done with this culture over the years?

2009
The main sponsor of
KAGİDER women development center 'Us'

2010
The first Turkish bank to publish **United Nations Global Compact
Progression Statement**

2011
Support for **Global Student Entrepreneur Awards**

2015
Case Campus Project in cooperation with Endeavor
for young people who want to be entrepreneurs

2016
Center of Excellence in Finance in collaboration with **Sabancı University**
Under the United Nation
Women's Empowerment Principles (WEPs) signatory

2017
Member of **30% Club** that aims to increase the number of women in boards

2019
Future Club where we bring young Akbank employees and with upper
management together

Women in Technology founding member

2021
Establishment of **Akbank Youth Academy**
Entered the Bloomberg Gender Equality Index; The first organization to be
included in the **Valuable 500**

The best bank among developing markets according to **OMFIF Gender
Equality study**

2022
For the second time, Akbank is in the **Bloomberg Gender Equality Index**

Akbank Transformation Academy founded

Akbank Family Academy founded

2023
Wikimarathons
Pay Gap results were verified by an independent audit company.

Competence is our priority



We deeply value competence at Akbank.

We don't care about which nationality, gender, sexual orientation, belief, age you belong to. We don't take disability or marital status into account.

We seek competency in the matters of recruitment, performance evaluation and career.

Equality is the priority for us.

We had our Pay Gap results verified by an independent audit company.

As a result of this study, it was confirmed that the wages of male and female Akbank employees in equivalent positions do not differ according to gender, taking into account the start date, last title change, and last level change, and that the principle of equal pay for equal work is followed.





We support vulnerable groups for a healthy society

Women, youth, individuals with disability, and the long-term unemployed people are vulnerable populations that have difficulties to take part in the professional world.

We go beyond the legal obligations for these groups to be included in working life.

We don't use expressions that evoke discrimination.

We don't leave out disabled individuals through a driver's license requirement, or young men through completed mandatory military service requirement, expected to serve in the military.

We develop employment projects that target vulnerable populations



With the **Second Spring Project** we support women who have taken a break from their careers due to their care responsibilities and want to return to business life.

We provide employment possibilities to groups in challenging circumstances by collaborating with institutions such as Mor Çatı and Darüşşafaka.

We eliminate the barriers in the worklife with Accessible Akbank Program



We go beyond our legal obligations to create value-added job opportunities for the employment of people with disabilities.

We carry out regular audits to make our working environments accessible.

We conduct trainings and seminars in order to raise awareness.



Using the Akbank Inclusive Recruitment Guide, we provide guidance to recruitment interviewers

Before the Interview

Have you read the Akbank Diversity and Inclusion guide and our Recruitment Manifesto?

☐ Yes ☐ No

Have you looked at the distribution of female/male/disabled employees across the company?

☐ Yes ☐ No

Are you knowledgeable about the ratio of female/male/disabled employees in your team?

☐ Yes ☐ No

During the interview, did you check if there were any special needs to be considered about the candidate?

☐ Yes ☐ No

Have you thought about whether you have unconscious biases?

☐ Yes ☐ No

Example: When you think of the Commercial Banking Branch Manager, do you think of a man?
When you think of the executive assistant, do you think of a woman?
When you think of a software developer operating in IT teams, do you think of someone who isn't disabled?

Have you completed Akbank Academy Gender Equality training?

☐ Yes ☐ No

During the Interview

Do you focus the entire selection process on specializations and competencies?

☐ Yes ☐ No

Are you mindful of not asking questions about marriage, pregnancy, military service, ethnicity, etc.?

☐ Yes ☐ No

Example: Are you married? Do you have children?
As a married woman (or man) with children, will you be able to travel (or work overtime) to different places?
What are your plans for your personal/family life?
Do your childcare responsibilities affect your work?
Your name is different, what is your cultural/ethnic background?
Is your disability congenital? How did you become disabled?
How many days did you not work on average last year because of your disability?

Are you careful not to use sexist idioms, proverbs, phrases and make such jokes?

☐ Yes ☐ No

Example: "Like a man", "Man of his word", "Female manager", "Male assistant",
"Behind every successful man there is a woman"

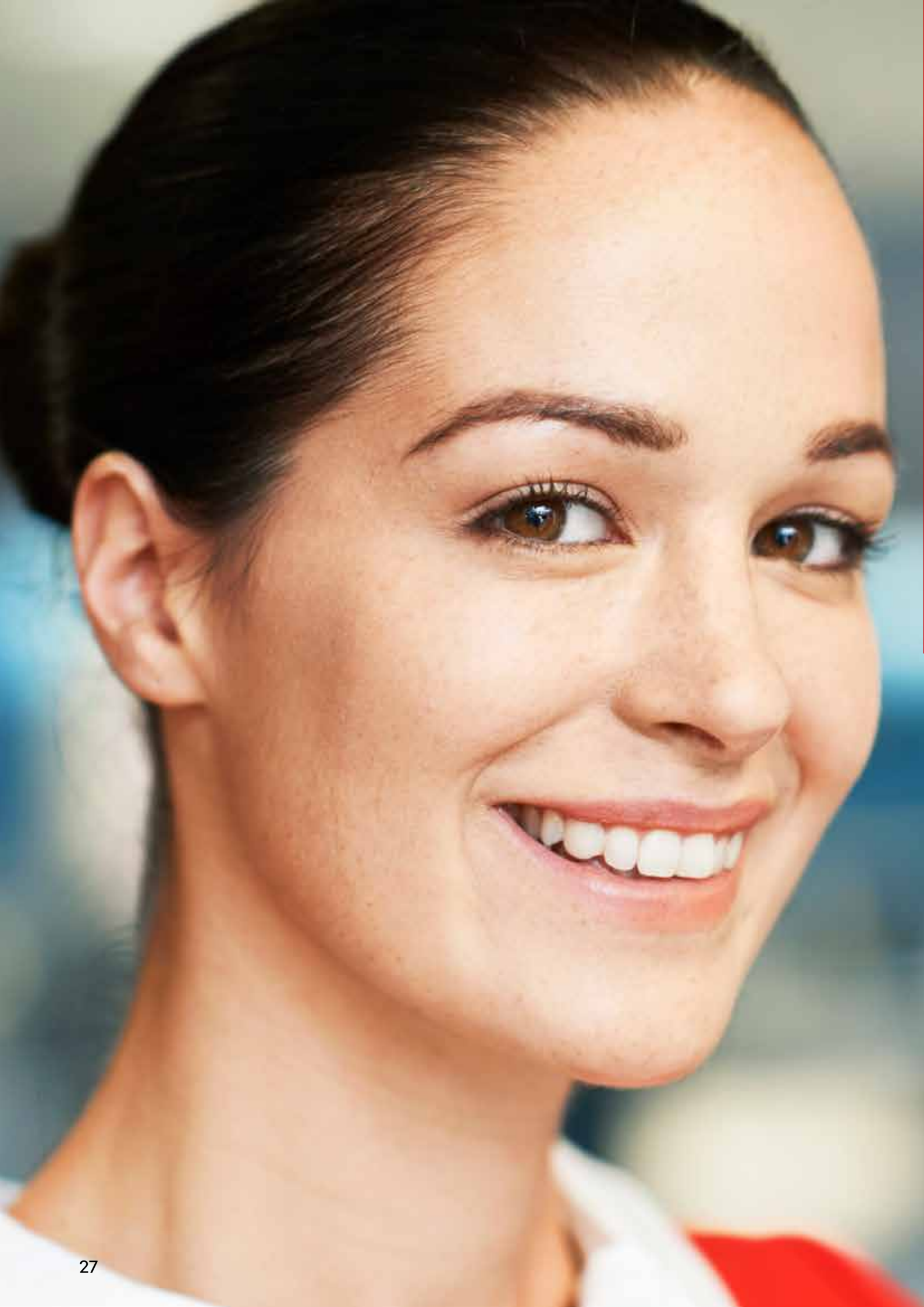
Without perceiving job roles as "women's work" and "men's work", do you realize that anyone, male or female, can be successful in any profession?

☐ Yes ☐ No

We lead our community to achieve gender equality

We don't ask women candidates and employees about their plans for marriage or having children. We don't let factors such as marital or parental status affect our recruitment and career decisions.





We encourage our women employees to use their parental leave to the fullest extent. We ensure that they return to work with the same role and same conditions.

We consider the needs to care for children, elderly or sick relatives regardless of the gender.

We attach importance to the work-private life balance of Akbank employees.

We work in 3 working models: remote, hybrid and in-office, and in 3 different hours that Akbank employees choose themselves. In addition, Akbank employees with remote and hybrid working models can work from different cities within the country on the days they work remotely.





Paternity leave

Beyond what the law mandates, we extend paternity leave to Akbank employees who become a father.



First day of school leave

On the first day of school, we enable parents to share the excitement of their children.



Report card day leave

We enable parents whose children will receive report cards to spend time with their children on the last day of school.



Start Again Program

We provide mentoring support to women employees who return to work after maternity leave in order them to adapt quickly to their job.



Akbank Family Academy

We offer development opportunities with trainings and workshops on many different topics from child to adult development, to Akbank employees and their beloved ones.



A Guide to Gender Equality During Parenting

We have created this guide to help parents to raise children who are inclusive and respectful, do not have gender bias and are not formed their thoughts depending on gender roles.

A close-up portrait of a woman with long, wavy brown hair, smiling broadly and showing her teeth. She is wearing a dark green top and a thin gold chain necklace. The background is blurred, showing green foliage and a warm, golden light.

We Support Akbank's State of Well-being with Wellbeing

In order to support the wellbeing of Akbankers and offer wellbeing solutions to everyone, we are offering various activities, collaborations that provide professional support and some side benefits like leaves that Akbankers can take on special occasions.

Akbank Role Model Program

We are aware that women need to be more visible in society and business life. Every step taken in this direction inspires us for an inclusive future.

With Akbank Role Model Program, we focus on women's experiences in business life and provide a platform for them to share their experiences.

We prepare Akbankers for their mentoring journey through virtual trainings, projects, guests speakers and mentorship preparations.





Women in Technology

We are targeting female students or recent graduates who want to pursue a career in technology and work in related departments with the aim of increasing the women representation in these roles.

We want to increase the percentage of women in technology-oriented teams. We design special internship programs for this audience, supported with specialized trainings with our collaborations (UP School, Patika.dev) to equip young women.



Wikimarathons

As Akbank, we care about access to accurate information on the issues we embrace and want to create a social impact on.

We organize Wikimarathons with the aim of creating a resource by researching information about concepts that are not or missing in Wikipedia, together with young people and with the support of consultant partners.



The Million Women Mentors

With The Million Women Mentors Program, supported by Akbank and designed and managed by TurkishWIN, we support to bring together young women (aged 15-25) who are studying or working in STEM (Science, Technology, Engineering and Mathematics) and all other fields with industry leaders as their mentors through a digital platform to support the development of young women.

We listen to the voices of young people and prepare them for the future.

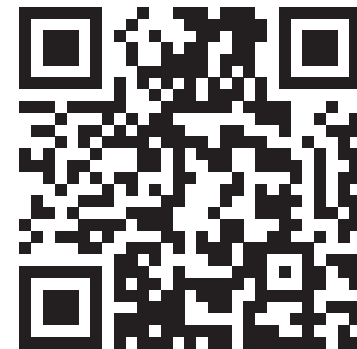


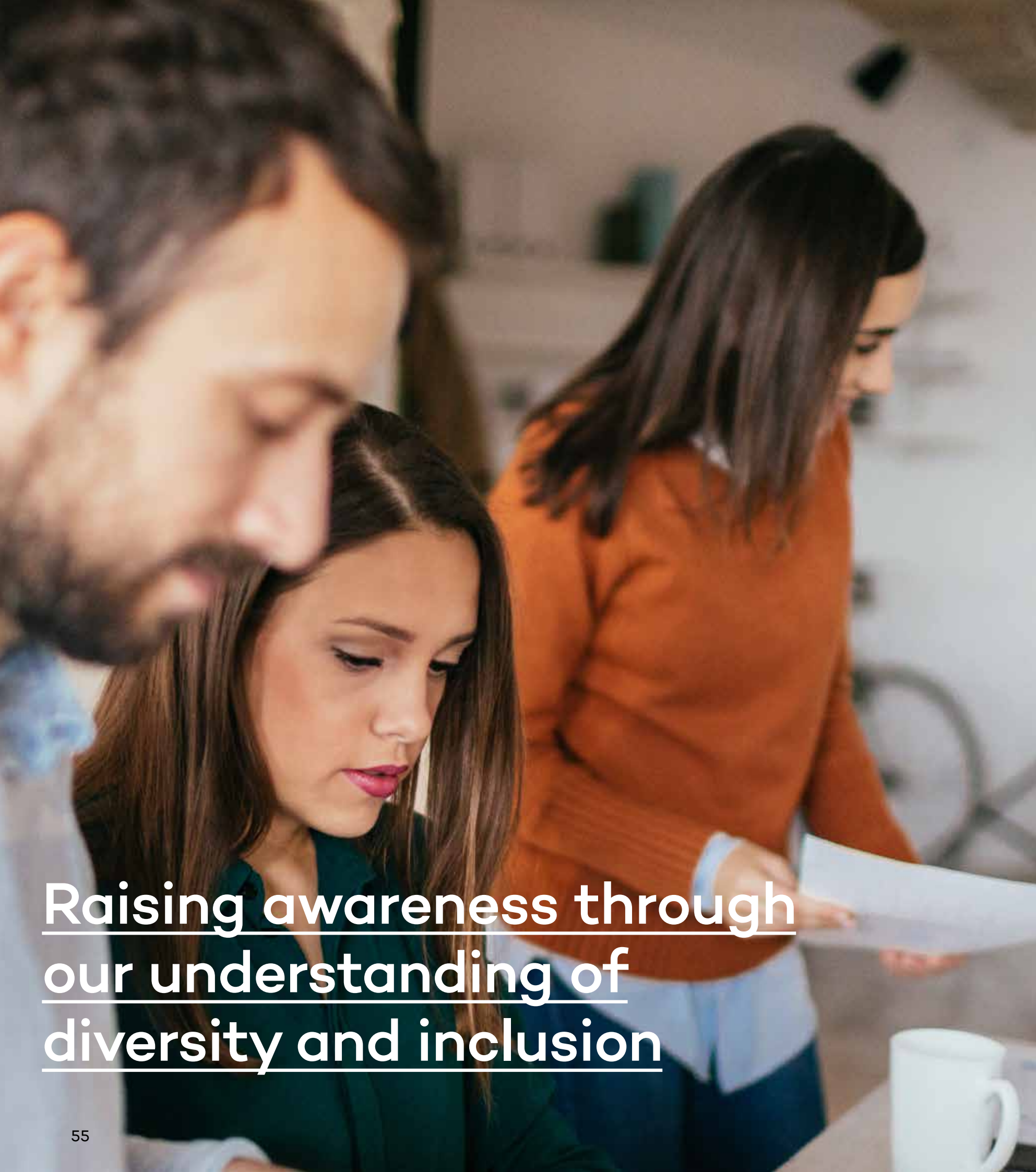
With Akbank Youth Academy, we want our youth, who will take part in the business life of the future, to acquire the latest and current competencies, and we prepare them for the professions of the future with our trainings.

We support innovative thinking and the projects of youth with our special programs like Akbank Thought Club and Akbank at Campus.

We believe in the benefits of sharing our experiences with the youth and combining the subjects that they listen theoretically with the practice, and we come together with young people in various university activities.

You can scan the QR code for the Akbank Youth Academy activity report.



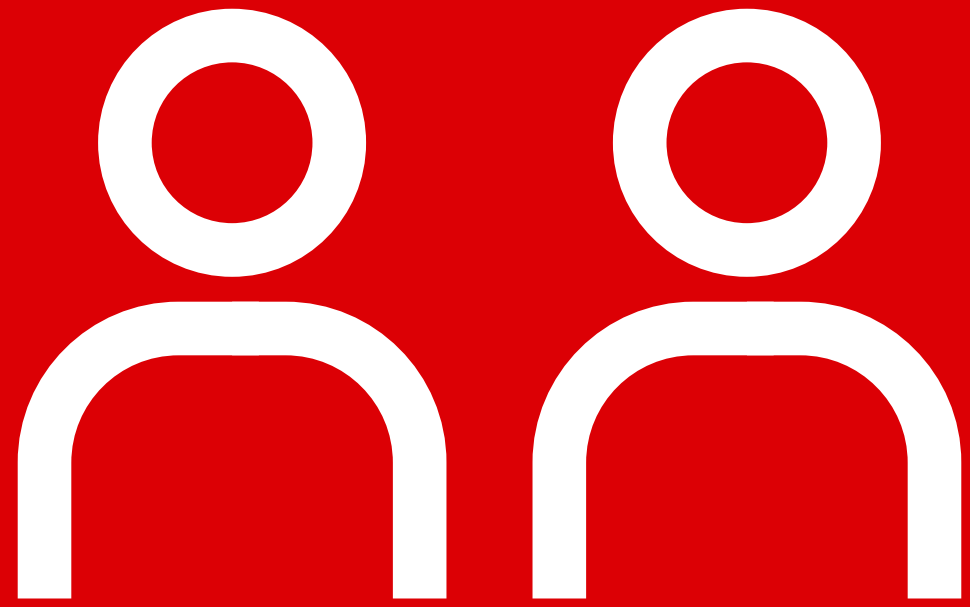


Raising awareness through our understanding of diversity and inclusion



We strengthen in-house awareness and corporate culture with trainings on 'Unconscious Bias, Gender Equality, Zero Tolerance to Violence, Inclusive and Barrier-Free Communication'.

We convey our understanding of diversity and inclusion to our newly recruited colleagues, and help them adapt to Akbank's culture.



Side by Side Akbank

Our working group that aims to transform our approach into corporate culture.



We investigate domestic and international best practices. Together with our employees, we develop innovative ideas and implement ideas that will make a difference. We create internal awareness.

Zero Tolerance

We know that it is very important for Akbank staff to feel safe at work and within their homes. We stand against all forms of violence and abuse that damage this trust.

With the Zero Tolerance Towards Violence Support Line, we support Akbank staff against all forms of violence.

<https://www.akbankinvestorrelations.com/tr/kurumsal-Yonetim/detay/Siddete-sifir-tolerans-politikasi/622/1525/0>



Who is responsible for diversity and inclusion?





Branch manager Zeynep, Customer Relations Officer Ali, tech intern Burak and all of the Akbank people.

This responsibility belongs to all of us

We created the role of “Chief Diversity and Inclusion Officer” in order to ensure that equality is adopted in all areas within the organization.

The role will be carried by different C-level managers at certain periods. This way, we aim to emphasize that D&I efforts not solely the responsibility of HR teams and is owned by all employees and leaders.

This is not just for us

diversity and inclusion is also for our clients

We conduct customer transactions in accordance with the customer-oriented working principle and our principles of Clean Banking.

We do not discriminate against our customers based on religion, language, nationality, age, gender, and similar subjects. We don't alter the quality of our goods and services depending on our customers' individual qualities.

We offer applicable products, services and solutions that meet their financial needs and expectations.



We have established the Akbank Transformation Academy in order to digitalize our SMEs and make them even stronger financially. With Akbank Transformation Academy, we aim to improve the business processes of SMEs.

Through this academy, where we give our SMEs the chance to take action for financial and digital transformation through seminars, specialized training programs, networking opportunities, and collaborations which enable them to set the agenda, we make sure that our SMEs gain access to a variety of training programs.

We provide exclusively created packages to our SMEs whose founders or managers are women as part of our “Women SME Package” in order to support women entrepreneurs.

With the “BinYaprak Women Entrepreneur Mentoring Programme,” supported by Akbank and designed and managed by TurkishWIN, we offer a six-month mentoring program specially designed for entrepreneurial women. With this program, we aim to help entrepreneurial women grow their businesses and move forward successfully. The number of 100 entrepreneurial women participating in the program is matched with 100 mentors. We create a development journey for mentors and mentees with the program where we aim to create a strong community.





Community Volunteers Foundation Akbank Beautiful Tomorrows Movement



We know our responsibilities for a healthy community.

We aim to carry our understanding of diversity and inclusion into every part of the community we touch.

Thanks to the Good State of the City initiative, we collaborate with numerous NGOs and include other community members into our volunteer efforts.

We are changing the name of the Good State of the City project to Akbank Goodness Force. We are strengthening our efforts for social and financial recovery in the region after the February 6 earthquakes with the Community Volunteers Foundation.

We support young people in 5 provinces to heal and prepare for the future with art, technology and science through the Akbank Beautiful Tomorrows Movement, a mobile support center launched in cooperation with the Community Volunteers Foundation.





We are and we will be aware

We constantly observe how our efforts to promote Diversity and Inclusion have an impact, and we use a variety of indicators to track our progress toward our goals.

We follow around 40 parameters with the diversity and inclusion indicators we have developed, including the ratio of men to women in various roles, pay gap analyses, and disability rates.

We use these figures as a parameter in our processes such as recruitment, promotion, rotation, training.

These figures also provide information for our strategies to raise the number of women in senior management.