

Human Resources

Sabancı Holding Human Resources strategy is to be a Group with world-class human resources standards in all business segments and viewed as a preferred employer to work for, whose members are proud to be a part.

To realize this goal, Sabancı Holding works hard to create a management team that is very selective in recruitment and promotion, is able to create and instill a compelling vision, managed by the highest standards that hold management and staff accountable for their performance, yet gives employees a chance to fully use their potential and skill while appropriately earning rewards for outstanding performance.

Sabancı Holding aims to create a workforce consisting of individuals with a strong desire to succeed, the know-how to win, are entrepreneurial and goal-oriented, are able to think outside the box, learn continuously, are fast and energetic and who act according to universally agreed upon and accepted ethical standards. Furthermore, the Group's goal is to ensure that those possessing these qualities consider it a special privilege to be a part of Sabancı Holding.

OUR APPROACH IN LEVERAGING THE PEOPLE ASSET

The human resources management approach in all Sabancı Group companies strives proactively to respond to the specific business requirements of each industry. Moreover, the HR management approach is designed and implemented to support the strategic objectives and performance in line with business needs.

Since the Sabancı Group is comprised of companies in wide ranging and diverse sectors, with working relationships composed of many partners, HR policies are specifically designed to define the basic processes that each company must use as fundamental guidelines. As such, specific needs and situations are carefully calculated for easy adaptation. The five basic HR policies at Sabancı Holding are: Recruitment and Selection, Appraisal, Development, Career Planning and Retirement.

ATTRACTING AND RECRUITING THE BEST TALENT

The Sabancı Group aims not only to attract and recruit new talent based on short and long-term business plans, but also strives to attract high potential candidates who possess Sabancı values and who will help create the Group's future. Furthermore, it is the Group's priority to be the employer of choice for top talent.

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WORKING TO ENSURE HIGH PERFORMANCE

Sabancı Group companies aim to foster and enhance the development of individuals and reward superior performance. The appraisal process not only recognizes individuals for outstanding performance but also highlights and rewards employees with high potential.

DEVELOPING THE RIGHT SKILLS AND COMPETENCIES AT ALL LEVELS

At Sabancı, the development of individual skills is paramount. Each company has its own training and development programs based on its specific needs. Additionally, various management development programs such as the Sabancı Leadership Team (SALT), Young Sabancı Program, General Training Programs and specific programs for targeted groups are designed and managed at the corporate level.

CORRECTLY ALIGNING AND MATCHING PEOPLE AND JOBS

The Group believes that the ability of companies to achieve their targets under ever changing conditions depends upon continuous assessment of their organization and their people. The Sabancı Group's ongoing objective is to plan for the promotion of high potential individuals through the management ranks. The Group places a priority on the retention of high potential individuals committed to the vision, objectives and values of the Sabancı Group.

ENSURING QUALITY OF LIFE DURING RETIREMENT

The Sabancı Group formulates policies and practices that ensure continuity of living standards for employees who have served the Group for a long period of time, upon their retirement. Believing that retirement and pension plans are a necessary element of effective HR practices, the Sabancı Group was one of the first to introduce the Groupwide pension plan with employer contributions as soon as the regulatory framework was established.

Sabancı Group companies vigorously pursue human resources practices and work environments where talented individuals find it a privilege to work.