



# **P** **PRINCIPLES**

# Contents

■	<b>Foreword</b>	03
■	<b>Purpose “Bridging Nature And Life”</b>	04
■	<b>What Is A Principle And How Was The Set Of Principles Originated?</b>	05
■	<b>Guiding Principles</b>	
a.	<b>Be Responsible, Instill Confidence</b>	06
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
b.	<b>Be Constructive and Humble</b>	07
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
c.	<b>Listen, Succeed Together</b>	08
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
d.	<b>Raise The Bar, Make A Difference</b>	09
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
e.	<b>Get Strength From Data, Generate Results</b>	10
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
f.	<b>Notice, Noticed</b>	11
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	
g.	<b>Become A Guide, Develop</b>	12
i.	How To Act As The Keeper Of Principles?	
ii.	How To Remove The Barriers To Keep Principles Alive?	

# Foreword

At Kastamonu Entegre, we embarked on a journey under the guidance of Management by Principles. Looking further into the past, the beginning of this journey dates back to 1969 upon the establishment of Kastamonu Entegre, Bridging Nature and Life. Having succeeded in many things until today with over half a century of experience and having drawn various lessons from everything done, our corporation adopts certain principles that have become its DNA with every decision taken.

Paying utmost heed to the values driving this goal, the competencies and skills entailed by the era, and our way of conducting business in the global world; we have, with this action, aimed to set the principles rooted in the collective unconscious of our corporation that continues to grow by taking firm steps. In this process, we thoroughly heard the opinions of our colleagues in all countries under the guidance of the Human Resources team and established 7 principles through workshops and survey outputs.

We are aware of the importance of building all our recruitment, talent management, performance evaluation, and development activities on these principles, so that our principles provide a management philosophy beyond Human Resources practices and act as a source of inspiration and motivation for all our colleagues. For this very reason, our most significant goal is to ensure that every act under these principles that have become Kastamonu Entegre's DNA is perceived and kept alive with the importance attached to them.

Every one of us can consider these principles a guiding light for ourselves both in our private and professional lives, create a sustainable value, and move forward in our journey of bridging nature and life together.

**Kastamonu Entegre Global Human Resources Directorate**



# Purpose "Bridging Nature And Life"

We are Kastamonu Entegre. We strive to reunite living spaces with peace and happiness. Although our operation comprises advanced technology, a team of experts, and production facilities around the globe, we work with nature and for nature. Our goal is to bring the peaceful sensation of being in the woods to the city. We Bridge Nature and Life.

We have distanced ourselves. First from nature, then from ourselves. We built cities with concrete castles for the promise of a safer, more comfortable, more convenient, more practical, and happier life. The more urbanized we were, the more distant we became from our very selves.

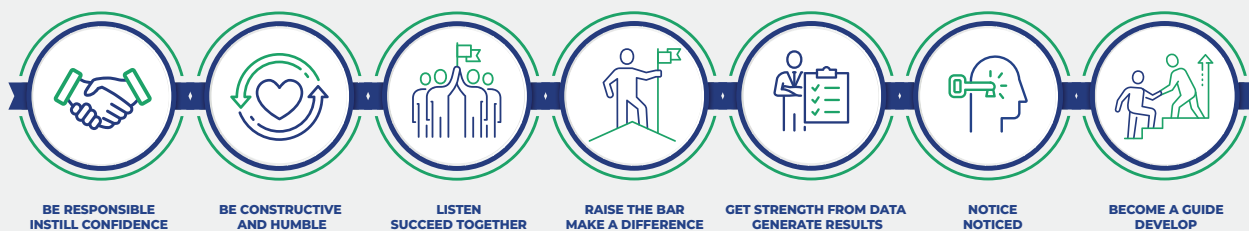
But we were born into nature, lived in it for thousands of years. While our bodies were trapped in cities, our hearts and minds remained in nature.

Now, think about it. We build indestructible structures made of steel, albeit with interiors covered in wood. If we see a huge wooden table in the restaurant, we go to as a family. We run to be the first one to claim it. We feel a calming sensation when we step barefoot on a wooden floor. We hear the whisper of trees through the doors of our house. We feel complete as we become one with wood. We feel at peace. We feel happy.

Kastamonu Entegre strives for this peace and happiness. Although our operation comprises advanced technology, a team of experts, and production facilities around the globe, we work with nature and for nature. We strive to bring the peaceful sensation of being in the woods to the city. Nature is not a part of life, it is life itself.

bridging **nature and life**

# What Is A Principle And How Was The Set Of Principles Originated?



Principles are developed considering many behavioral indicators that direct the corporation or an individual, such as values, competencies, skills, and patterns of business conduct. In addition, they represent the framework of a holistic course of actions that have turned into the corporation's functioning pattern. Every topic under the principles is reflected in the daily lives of corporation employees and is of great importance to such employees.

We conducted many assessments when setting our principles that are formed in line with this value and importance attached. First, we held face-to-face interviews with our corporation's general managers abroad, preceded by the interview with Haluk Yıldız, our CEO. Then, we organized a series of 7 workshops together with our corporation's directors and co-workers of all levels. Additionally, we conducted surveys in all local languages in Turkey, Bulgaria, Romania, Italy, and Russia. These extensive works originated the set of principles that we hope to be a source of inspiration and motivation for all our colleagues.

Our goal is to ensure that every one of us considers these principles as a guiding light on the path to success and to create sustainable value.



# Be Responsible, Instill Confidence

With the awareness that the value we create must be sustainable, we take care to instill confidence in all our stakeholders by acting with fairness, accountability, a sense of responsibility, and transparency.

## How To Act As The Keeper Of Principles?

- We are truthful and honest in our words and actions. We keep our promises.
- We are straightforward, keeping our statements consistent with our actions.
- We assume responsibility for what we do and become accountable for our mistakes.
- We achieve standardization in the conduct of business and processes.
- We present facts and share information transparently.
- We deal with problems or issues on an equitable basis.
- We act by the operational standards or procedures, not compromising on high standards.
- We play an active role in social responsibility and sustainability.
- We are sensitive to society and our social circle regarding sustainability.
- We act sensitively on social issues.

## How To Remove The Barriers To Keep Principles Alive?

- We avoid making different decisions on the same issue at different times and changing the decision-making criteria.
- We take ourselves the actions we suggest.
- We are always realistic.
- We set and comply with standards so that we can produce high-quality works.
- We do our job on time and at high standards rather than doing hastily and carelessly.
- We assume responsibility for our mistakes.
- Our actions are free from disparities based on the statute.
- We reach equitable conclusions on an issue by conducting an in-depth review.
- We treat everyone equally.
- Our words are consistent with our actions.
- We never say we are self-fulfilled, and we believe that what we do can be better.



# Be Constructive And Humble

We take pride in our achievements as we strive to be the best in our field. But we never want this to lead us into arrogance. While we focus on being a strong team, we want to show a constructive attitude towards each other, and pave the way for a culture of continuous learning and common success with the motto of consulting one cognizant even if we know a lot.

## How To Act As The Keeper Of Principles?

- Even though we have in-depth knowledge of our field, we act by adopting a humble and modest approach.
- We work by maintaining an embracing attitude and adopting the truth-seeking approach together.
- We handle disagreements within the team by assuming a constructive and conciliatory attitude.
- We consider every achievement and failure as a learning opportunity and take advantage of them accordingly.
- We discuss solutions, not problems.
- We are eager to learn by feedback.
- We contribute to the development of a motivation-boosting atmosphere within the team.
- We work by adding fun to what we do.
- We believe that positive language features positive thinking and spreads positive energy around itself.
- We give constructive and enhancing feedback on time.
- We keep our motivation high and remain calm against challenges.
- We retain our self-confident attitude when under pressure and stress.

## How To Remove The Barriers To Keep Principles Alive?

- We listen to everyone on an unprejudiced basis.
- We remain emotionally balanced when working, and balance the transition between emotions.
- Instead of saying "I know what to do", we always consult a knowledgeable person.
- We are engaged in brief and clear communication rather than speaking indirectly or by implications.
- We know how to establish healthy communication.
- We avoid acting by the win-lose approach.
- We are knowledgeable about strong methods of asking questions.
- We give timely and effective feedback and avoid criticizing each other.
- We act to serve the common goal.
- We take into account the opinions of others and avoid falling in love with our views.
- We spread positive energy around ourselves.
- We know that not only we are special, and believe that we are all equal at the corporation.
- We have an optimistic attitude and can foster positive thinking.



# Listen, Succeed Together

While maintaining our strength by increasing the success of our products and services, we also know that long-term healthy success depends on listening deeply to the environment, a culture of success together, and acting by putting the customer in the center. We believe that listening deeply to different voices, focusing on the experience we provide to our stakeholders, and appealing to emotions will create a strong culture of success together.

## How To Act As The Keeper Of Principles?

- We listen actively in an open-minded manner and speak politely.
- We celebrate achievements together.
- We are generous in sharing our knowledge, experience, and effort.
- We focus on the interests of the team and the corporation, not on personal interests and goals.
- We involve our stakeholders or our team in the decision-making process.
- We work together by embracing different cultures. We appreciate different voices, ideas, and views.
- We act knowing the contribution of diversity to the team and encourage everyone to express their thoughts.
- We proactively support others in case of perceived or observed need.
- We establish open and solution-oriented communication between stakeholders.
- We ask for feedback to keep a high level of awareness of our strengths and areas for improvement.
- We appeal not only to the work done but also to the feelings of the person we do business with.
- We work driven by experience by placing the customer and consumer at the center.
- We have an understanding of the different needs of customers and act in line with a customized working model.
- We focus on the experience offered by the product and act by placing that experience at the center.
- We learn about the behaviors of next-generation consumers, understand their habits, and adapt all the required approaches accordingly.

## How To Remove The Barriers To Keep Principles Alive?

- We place the customer at the center of the business, not the product.
- We update business priorities in line with changing customer needs and expectations.
- We spend time with the customer.
- We are knowledgeable about the trend of next-generation consumer behavior.
- We listen to everyone on an unprejudiced basis.
- We are honest and clear in communication.
- We know how to establish healthy communication.
- We avoid acting by the win-lose approach.
- We communicate very clearly.
- We like to receive and give feedback.





# Raise The Bar, Make A Difference

We are aware of the importance of doing more with fewer resources and lower energy. With the principle of continuous learning; we are curious, constantly learning, updating our knowledge, and evaluating our work with a questioning eye, and we want to be a playmaker in the market with innovation.

## How To Act As The Keeper Of Principles?

- We look for ways of being the best in what we do and in our field. We are curious and we do research. We ask ourselves what we have learned this week.
- We rapidly integrate changing conditions and digital business patterns into our pattern of conducting business.
- We are bold in trying new methods and ideas.
- We anticipate future changes and business requirements.
- We strive without losing the courage to bring our actions to the life.
- We utilize different sources of inspiration at any point where we can make a difference.
- We quickly master the new and technological knowledge required to get the job done.
- Going beyond the description of our job, we act from the perspective: "What can I contribute to or what can I do?"
- Thinking out of the box, we produce innovative and creative solutions that would make a difference.
- We learn and put into action new things by stepping out of our comfort zone.
- In ambiguous cases, we assume a calculated risk and take a small step that gives the result.
- While working, we use working methods that reduce complexity and enhance agility.
- We follow up on changes in our field, new products, and services and adapt innovations to our pattern of conducting business.
- We make sure that the right decision can be made faster within the corporation.
- We develop proposals that will create sustainable value for the corporation and our business.
- We are aware of the impact of changes and developments in our field of expertise on our business line, and we constantly delve into our profession.
- We focus on achieving more with less.

## How To Remove The Barriers To Keep Principles Alive?

- We constantly innovate the way we conduct business.
- We strive to get things done on time without delay.
- We always work to do better without being possessed by the thought "We did the best we could!".
- We avoid obstacles with inner voices such as "We fail!".
- We follow up on all the resources and trends through various channels to improve ourselves in our field.
- We familiarize ourselves with topics, such as hypothesis testing, the PDCA (Plan Do Check Act) cycle, and experimentation, and try to use them while working.
- We conduct hypothesis testing.
- We know the strengths and weaknesses of our competitors.
- We adopt the perspective of "continuous improvement".
- We strive to acquire the habit of reading regularly.
- We know the novel ways of conducting business.
- We see the connection of digitization with speed, simplicity, and efficiency.
- We avoid maintaining the status quo, and we are open to innovation.
- We work meticulously, and see the opportunities that would give us a competitive edge.



# Get Strength From Data, Generate Results

Each of our employees works with passion to get the job done right and on time. We are aware of the importance of speed in business life. Despite the difficulties, we do not give up, we do not lose our positive attitude and belief, and we act with a passion for getting results. It is our sine qua non to structure each of our actions by using next-generation data analytics, and decision-making and problem-solving techniques.

## How To Act As The Keeper Of Principles?

- We strengthen processes and infrastructures to achieve agility.
- In ambiguous cases, we assume a calculated risk and take a small step that gives results.
- We move towards the goal strongly without being hindered by the hierarchy.
- When necessary, we shoulder responsibility in ambiguous cases.
- We act attentively for what we do and produce qualified results by doing our job meticulously.
- We identify the root causes of complicated issues.
- We structure our works in line with OKRs (Objectives and Key Results).
- We accomplish our work by taking the initiative and displaying a proactive approach.
- When working, we act by being aware of the methods of decision-making and problem solving.
- When making decisions, we adopt a holistic approach by analyzing in detail what the data indicates to us.
- We use appropriate criteria and principles to analyze the situation before deciding what to do.
- We analyze the perspectives we introduce to solve problems and consider our advantages and disadvantages.

## How To Remove The Barriers To Keep Principles Alive?

- We consider the data by abstaining from presumptions.
- We remain strong in the face of challenges.
- We focus on our job without delay so that we do not drown in the daily operation.
- We are not afraid of making mistakes and failing.
- We know how to prioritize and schedule things.
- We regularly keep an eye on our work.
- We distinguish between works that create added value and those that do not.
- We know the dynamics of thinking alternatively.
- We step in where the business is conducted, avoiding the excessively introverted attitude.



# Notice, Noticed

Every manager in the company works to ensure that the employee is a happy, highly motivated person who contributes to the common performance culture. Our leaders realize the common vision and act to motivate the teams to run towards this common vision.

## How To Act As The Keeper Of Principles?

- We appreciate the achievements of our colleagues as well as our well-done work.
- We make the achievements and contributions of those involved in our team noticeable.
- We contribute to providing a strong motivation by showing the place of our team's work in the big picture.
- We organize our team members and make everyone work unitedly for a purpose.
- We recognize the talents in the team and take actions that would maximize the contribution of these talents to the corporation.
- We build teams that would form groups making a difference.
- We promote open communication between different teams.
- We create a work environment that gives inspiration for the future and encourages involvement.
- We ask inspiring questions that provoke dreams and thoughts.
- We keep our team informed of the corporation's vision, goals and strategies. By sharing a common vision, we set a clear direction for our team.
- Our colleagues start to work by being aware of not only what to do and how, but also why that thing should get done.
- We remove the barriers to our achievements as a team.
- We know the core sources of motivation and use the motivation techniques appropriately.
- We reward any outstanding performance appropriately.
- We follow up on the team's performance and take necessary actions to improve it.
- We recognize high potential.
- We delegate the necessary authority for employees to fulfill their responsibilities regarding the business.

## How To Remove The Barriers To Keep Principles Alive?

- We have a good command of the basic function of management.
- We know how to empower and authorize.
- We know the effective methods of delegation.
- We avoid the fear of losing control and failing as well as perfectionism.
- We know how to manage in line with the goals.
- We learn about and utilize effective recruitment tools.
- We learn about and utilize motivation tools.
- We strive to get things done by meeting less frequently.
- We make time for our team and monitor their development process.
- We know how to design a development plan.
- We are knowledgeable about strategy and process mapping.
- We use strategic management tools.
- We avoid using hierarchical power.



# Become A Guide, Develop

Every manager in the company sees contributing to the development of their teams by cognizing and using coaching/mentoring techniques as a key for the company to have sustainable human resources in the long run and for the business to run effectively. For this reason, it is the principle of our managers to remove the obstacles to the superior performance of the team and to develop the team.

## How To Act As The Keeper Of Principles?

- We strengthen our team by making room for our colleagues to take initiative so that they can reveal the most of their strengths.
- We encourage our colleagues to take initiative and make decisions.
- We delegate the necessary authority to our colleagues to fulfill their responsibilities regarding the business.
- We share knowledge and experience for the development of our team.
- We make use of coaching and mentoring methods to lead the team.
- We support our team in structuring their OKRs to make the maximum contribution to the corporation.
- We encourage our colleagues to seize the development opportunities that would foster learning and development.
- We contribute to the development process by sharing our knowledge and experience with our team or the people around us.
- We build and share departmental goals and suggest the means of achieving them.
- We allocate time and resources for the development of our colleagues.
- We underline the corporation's goals, objectives, and strategies to motivate our team.

## How To Remove The Barriers To Keep Principles Alive?

- We know and use coaching and mentoring methods.
- We not only pursue the goals assigned but also set new goals.
- We focus on the common vision and make it noticeable.
- We avoid focusing only on our function.
- We discover the true spirit of business.
- We know strategic management tools.
- We avoid using hierarchical power.

We established our principles, which we compiled under seven topics, with inspiration from the code of conduct we adopted as a corporation and from our business philosophy.

To succeed in our journey of bridging nature and life and creating a sustainable value, every one of us will regard these principles as a guiding light for ourselves in our daily lives. With this value and importance attributed, we will contribute to the growth of our corporation and embrace the future together.

**Kastamonu Entegre  
Global Human Resources Directorate**

