



REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE

AYEM
Altyapı Yatırımları Genel Müdürlüğü

 **CİNAR**[®]
ENGINEERING
CONSULTANCY INC.



**FİLYOS PORT AND INDUSTRIAL ZONE RAILWAY CONNECTION
PROJECT
EMPLOYMENT AND TRAINING PLAN
CNR-ZNG-ETP-002
Final**

EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 2



Bağlıca Mah. Çambayırı Cad. Çınar Plaza No:66/5 06790 Etimesgut/ ANKARA

Tel: +90 312 472 38 39 Fax: +90 312 472 39 33

Web: cinarmuhendislik.com

E-mail: cinar@cinarmuhendislik.com

All rights of this report are reserved.

All or part of this report cannot be reproduced, copied, electronically reproduced, traded, transmitted, sold, rented, used for any purpose, or used in any form and method in digital and/or electronic media without written permission from Çınar Engineering Consultancy Inc. as per the Law No. 5846 on Intellectual and Artistic Works amended with the Law No. 4110.



**REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE**



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 3

Project Owner	T. C. Ministry of Transport and Infrastructure General Directorate of Infrastructure Investments
Address	Hakki Turaylıç Cad. No: 5 06338 Emek / Çankaya / ANKARA
Telephone and Fax Numbers	+90 (312) 203 10 00
Project Title	Filyos Port and Industrial Zone Railway Connection Project
Project Location	Zonguldak Province, Çaycuma District
Consultant	Çınar Engineering Consultancy Inc.
Address	Bağlıca Mah. Çambayı Cad. Çınar Plaza No: 66/5 06790 Etimesgut / ANKARA
Telephone and Fax Numbers	Phone: +90 (312) 472 38 39 Fax: +90 (312) 472 39 33
Report Submission Date	25.12.2025



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 4

TABLE OF CONTENTS

TABLE OF CONTENTS.....	4
LIST OF TABLES	5
ABBREVIATIONS & DEFINITIONS	6
1 INTRODUCTION.....	7
1.1 Scope.....	7
1.2 Objectives	7
2 ROLES AND RESPONSIBILITIES.....	8
3 LEGAL FRAMEWORK.....	9
3.1 National Legislation	9
3.2 International Standards.....	9
4 MITIGATION MEASURES AND MANAGEMENT CONTROLS	10
5 TRAINING, REPORTING AND MONITORING	11
5.1 Training	11
5.2 Reporting and Monitoring	11
6 REFERENCES	12



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 5

LIST OF TABLES

Table 1. Key Performance Indicators for ETP 7



REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE

AYEM
Altyapı Yatırımları Genel Müdürlüğü

 **CINAR**
ENGINEERING
CONSULTANCY INC
Official Use Only

EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 6

ABBREVIATIONS & DEFINITIONS

CHSMP	Community Health and Safety Management Plan
Contractor	Expert Firms responsible for the construction of the Project on behalf of DGII
DGII	General Directorate of Infrastructure Investments
EHS	Environmental, Health, and Safety
ESIA	Environmental and Social Impact Assessment
ESS	Environmental and Social Standards
ETP	Employment and Training Plan
HR	Human Resources
KPI	Key Performance Indicators
OHS	Occupational Health and Safety
OHSMP	Occupational Health and Safety Management Plan
WB	World Bank
WBG	World Bank Group



REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE



Altyapi Yatirimleri Genel Mudurlugu



Official Use Only

EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 7

1 INTRODUCTION

Employment and Training Plan (ETP) will assure that local employment is maximized during the construction and operation phases of the Project by establishing local employment targets. At this stage of the project, there is a special focus on the land preparation and construction phase.

The main point in employment and training should be

- (i) contractor preparing Labour Management Plan on the basis of the LMP of RLIP;
- (ii) conduct of training in all the requirements for ESMP implementation, already listed in the main ESMP report.

The recruitment processes of the Project will be transparent, public and non-discriminatory, providing equal opportunities with respect to ethnicity, religion, language, gender and sexuality.

1.1 Scope

In line with the Project's social commitments, ETP will be inclusive of these objectives. These plans will adhere to the Human Resource Policy and Labor Management Procedures established by DGII, aligned with ESS 2 guidelines. All contractors and subcontractors are obligated to adhere to management plans of DGII.

The Contractors will integrate the requirements outlined in this ETP into their own operational frameworks. ETP of the Contractor will be submitted to DGII for approval. The activities will not be launched before the approval of DGII is obtained for the management plans and procedures. The Contractors will regularly update their ETP as the Project needs change or requirements are identified in detail.

The contractors will develop the ETP to address the following objectives:

- Identification of employment needs
- Determination of personnel training requirements
- Establishment of training methodologies for personnel
- Effective fulfillment of training necessities
- Optimization of local employment opportunities for unskilled and semi-skilled workforce demands throughout the construction and operational phases of the Project.

1.2 Objectives

The primary aim of the ETP is to create a systematic approach for identifying specific training requirements and to lay out a structure that aligns with the employment and training policies outlined in other management plans.

The project defines key performance indicators as follows:

Table 1. Key Performance Indicators for ETP

Key Performance Indicator	Timeframe	Records	Responsibility
Number of staff trained	All staff trained in one year	Training records	Contractor
Percentage of local people, women etc. groups among employees	Minimum fifty percent of the employees	Employment records	Contractor
Occupational health and safety, and environmental trainings	Twice a year	Training records	Contractor



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 8

2 ROLES AND RESPONSIBILITIES

DGII will undertake audits and inspections to assess the implementation performance of the contractors' ETP. Their objective is to enhance local employment opportunities for unskilled and semi-skilled workers, ensuring a recruitment process that is transparent, non-discriminatory, open to all, and fair.

DGII will also ensure contractors' comprehensive understanding of ETP requirements, continuously auditing them to ensure compliance. This process includes developing distinct training programs for each project phase. These programs will feature a competency and training matrix, along with minimum prerequisites for trainers.

Furthermore, DGII will ensure the Construction Contractors adhere to specific requirements regarding prioritizing local recruitment. The recruitment process, specifically emphasizing local employment prospects, will be effectively communicated through various channels, such as community leaders and local associations. Communication materials like posters and brochures will be disseminated within the local community.

The Contractors are accountable for conveying ETP requisites to all subcontractors and assessing their adherence through audits. They are committed to optimizing local employment opportunities while maintaining a recruitment process that adheres to principles of fairness, transparency, and non-discrimination.

Additionally, the contractors are responsible for ensuring that all personnel receive mandatory legal training and task-specific training as defined by the Project. They will establish and continuously update a training and competency matrix, and training sessions will be conducted by competent, and when necessary, certified trainers.



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 9

3 LEGAL FRAMEWORK

3.1 National Legislation

The employment relationship between employers and employees is governed by the Labor Law (Law No. 4857). This legislation encompasses employment contracts for both blue-collar and white-collar workers, excluding civil service employees.

To ensure the safety and well-being of the Turkish labor force, especially in high-risk industries, various health and safety standards are enforced. These measures are directly or indirectly applied in Türkiye to uphold specific health and safety benchmarks.

Furthermore, the regulations outlined in the "Regulation on the Procedures and Principles of Occupational Health and Safety Training for Employees (OG: 28648, Date: 15.05.2013)" will play a decisive role in shaping the project's approach to occupational health and safety training.

3.2 International Standards

As the WB is the lending institution for the project, it should be in line with National Legislation as well as international standards and good industrial practices.

The WB has established Environmental and Social Standards to define its borrowers' responsibilities for managing their environmental and social risks. During the investment period, the borrower is required to comply with these standards. The international standards and guidelines applicable to this ETP are listed below:

World Bank Environmental and Social Standards

- ESS 2: Labor and Working Conditions



EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 10

4 MITIGATION MEASURES AND MANAGEMENT CONTROLS

The recruitment process will be overseen by PIU/DGII to ensure its alignment with DGII HR Policies and Labor Management Procedures, including approval of the contractor's Labour Management Plan and monitoring of labour conditions.

The Contractors will be issued written contracts with information about working conditions such as duration, salary, working hours, specific requirements, and conditions. In accordance with existing legal requirements, two copies of contracts will be meticulously prepared, mutually signed, and one copy will be furnished to the prospective employee. Throughout all recruitment phases, the temporary nature of work opportunities will be emphasized, enabling individuals to manage their salary prudently and comprehend the implications of transitioning from prior employment or agricultural activities to engage in the Project.

Job vacancies created during the construction phase will be communicated locally by the Contractors through systems like those used during the recruitment process.

The training needs of employees will be identified, and workers will undergo compulsory training before commencing their roles, which includes completing induction training. Subsequently, workers will receive training tailored to their specific workplace and tasks, following a meticulously devised program spanning all project phases. Professional trainers or experienced employees will conduct the training, ensuring its quality and relevance.

All employment records will be meticulously maintained and provided to DGII upon request. The Contractors' Employment and Training Plan will encompass, among other aspects, the following components:

- Identification of employment needs along with specific competency and skill requisites.
- Comprehensive social induction training, including guidelines for interacting with community members, adults, children, and women.
- Development of a training and competency matrix detailing position-specific training prerequisites. Skill-based training will encompass both workplace and task-specific instruction.
- Identification of mandatory trainings, including those legally required and relevant to Project management plans. Employees will commence work only after completing compulsory training, such as the Code of Conduct, social induction, or other Occupational Health and Safety (OHS) trainings.
- Preparation of a comprehensive code of conduct incorporating essential elements related to OHS, gender equity, and human rights. Staff members will sign this code after requisite training.
- Delivery of code of conduct trainings to all employees.
- Definition and DGII approval of induction training content for new employees.
- Regular updating of the training program, including a schedule for refresher training sessions.
- Training for local residents to enhance safety awareness in the vicinity of construction activities. Pre-construction meetings with local communities will be held to discuss Project-related health and safety matters. The Contractors will create site-specific Community Health and Safety Management Plans (CHSMP) and Occupational Health and Safety Management Plans (OHSMP).
- Analysis of training needs within the framework of site-specific CHSMP and OHSMP.
- Provision of training for both adults and children in nearby settlement areas to promote traffic awareness as part of the Traffic Management Plan.
- Maintenance of comprehensive training records.

EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 11

5 TRAINING, REPORTING AND MONITORING

5.1 Training

The contractors will make sure that all employees receive mandatory trainings before they start working. This helps them become familiar with Company Policies and Procedures, as well as the relevant national laws and international regulations. This thorough training approach will also include cultural sensitivity training, which aims to promote a respectful relationship between employees, contractors, and the local communities.

Moreover, the contractors will provide opportunities for employees to access professional training programs that are designed to meet the specific skill requirements and improve local capabilities. Alongside these professional development opportunities, employees will also have the chance to receive on-the-job training. This hands-on training will play a crucial role in developing the necessary skills needed for their particular job roles.

5.2 Reporting and Monitoring

A consistent monitoring process will be in place for both scheduled and completed training programs. Detailed records will be diligently kept. The Environment and Social Teams will conduct daily assessments of the project area. If any potential training needs are identified, a new training program will be created, and staff members will undergo training accordingly. Updates on these training efforts will be provided on a monthly basis.

These records will contain specific information about the training topics, how long they lasted, and who participated. This will cover both the training sessions completed in the current month and those that are planned for the upcoming month. The contractors' monthly reports will encompass all of these detailed records.



REPUBLIC OF TURKEY
MINISTRY OF TRANSPORT
AND INFRASTRUCTURE



Aytyapi Yatirimlari Genel Mudurlugu



Official Use Only

EMPLOYMENT AND TRAINING PLAN		CNR-ZNG-ETP-002
Final	Date: 25.12.2025	Page 12

6 REFERENCES

- Construction Impacts Management Plan (CNR-ZNG-CIMP-002)
- Community Health and Safety Management Plan (CNR-ZNG-CHSMP-002)
- Occupational Health and Safety Management Plan (CNR-ZNG-OHSMP-002)
- Traffic (Transportation) Management Plan (CNR-ZNG-TTMP-002)
- Pollution Prevention Plan (CNR-ZNG-PPP-002)
- Institutional and Legal Framework (CNR-ZNG-ESIA-002, Chapter 2)