



# Core Values

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# Corporate Governance Principles

Corporate values make up the cultural leverage of a corporation. Sensitivity and equilibrium that can be traced to every part of the organizational structure should be based upon these values.

### PRIMARY AIM

The primary aim of Hürriyet Newspaper is to provide accurate news and information, as well as honest analysis and assessments to all Turkish speakers around the globe. In order to accomplish this objective, the main task of Hürriyet's and its subsidiaries' directors is to manage the Company in such a way that both the Company and the newspaper maintain their independence, which forms a basic principle, and that the Company provides the highest possible value to its shareholders.

### FUTURE GOAL

Hürriyet's goal is to maintain its position and support for Turkey's efforts toward modernization through high-quality publishing, employee appreciation and awareness and fulfillment of its public responsibilities. As proved in the past, its position of supporting the public will continue to drive its goals in the future.

### VALUES

#### Hürriyet is;

■ **Democratic:** Conscious of the role of the free press in strengthening democracy, Hürriyet supports the expression of political preferences in free elections under democratic principles and the manifestation of this expression in the governing body.

■ **An advocate of freedom:** Hürriyet opposes racism and all forms of discrimination. It supports free expression and publication of all views and opposes the curtailment of these basic freedoms.

■ **Secular:** Hürriyet is opposed to basing social, economic, political or legal systems of the state on religious principles.

■ **Respectful of differences:** Hürriyet does not discriminate with respect to language, faith, nationality, race or gender. It respectfully acknowledges the existence of people who speak different languages, or identify themselves differently, as long as these freedoms do not promote discriminatory political stances.

■ **Respectful of press ethics:** Hürriyet subscribes to universal journalism guidelines which are listed in both the Publication Principles released by Doğan Editorial Council and in the Hürriyet Journalism Handbook. These must be adhered to without exception.

■ **Responsible to the public:** Hürriyet offers itself as a solution provider to overcome societal problems. Particularly in its specialized field, it supports the efforts to improve the quality of newspaper journalism.

## Core Values

# Doğan Editorial Council



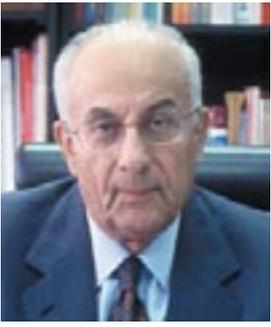
Aydın Doğan



Orhan Birgit



Güneri Civaoglu



Hakki Devrim



Oktay Ekşi



Şenes Erzik



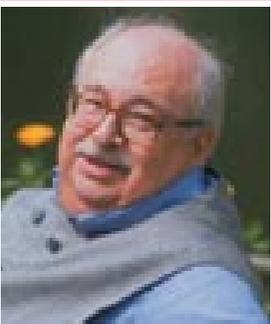
Doğan Heper



Doğan Hızlan



Sami Kohen



Hasan Pulur



Özdem Sanberk



Afitap Pusat,  
Secretary General

In today's world no sector has the opportunity to influence the daily lives of individuals as much as the media. Media companies employ various means of communication such as newspapers, magazines, books, TV channels, radio stations and the Internet to directly reach their target groups. This power of access brings with it the need for increased responsibility and control. With a view toward this end, Doğan Yayın Holding established the Doğan Editorial Council to ensure that all the newspapers, magazines, TV and radio stations and websites affiliated with the Group operate under high ethical standards.

As the only body of its kind in Turkey, the Council is concerned with problems facing the sector and targets to elevate the image of the Turkish media. Doğan Editorial Council has made significant contributions to the Turkish media to adopt international media ethics.

Commitment to democracy and to the values of the Republic of Turkey is the main components of the work principles that the Doğan Editorial Council articulates. In this way, Doğan Editorial Council not only directs the media in conforming to the ethical rules, but also monitors the work ethics of all DYH employees.

## Core Values

# Editorial Principles of Hürriyet

**Media is an organic structure. Each and every detail that makes up the media operates interactively. “Goodwill” is not sufficient to connect the whole to the parts and vice versa. We need rules and sanctions for professional and sectorial values and a healthy and permanent reflection of these values in society.**

1) The main function of journalism is to convey to the public the most complete information available in the shortest possible time without any distortion of the truth, exaggeration or any kind of external pressure.

2) The journalist keeps his or her profession impervious to all other interests or forces. As such, he or she does not actively participate in any political party.

a) Employees who work in the departments that prepare reports dealing with the economy or finance sections of Hürriyet’s publications cannot own stocks and/or trade directly or indirectly in stock markets.

3) The journalist must avoid methods and attitudes that might debase the respectability of his or her title.

a) Hürriyet’s employees cannot accept travel invitations without the consent of their division heads.

4) Employees cannot accept gifts or privileges opposed to the ethics and traditions of the occupation from persons or organizations who are the subjects or possible subjects of publications.

5) No one can be disparaged or condemned on the basis of race, gender, social status, religious beliefs, physical handicaps or age.

6) Publications which limit freedom of thought, conscience and expression, or which threaten the general tenets of morality, religious feelings and the institution of the family are unacceptable.

7) Epithets and expressions which mock, disparage or falsely accuse persons or organizations beyond the limits of legitimate criticism are unacceptable.

a) 20% of the indemnity caused by the cases arisen out of the verbal injuries and false accusations in the columns are paid by the writer her/himself.

8) No one can be depicted as “guilty” unless their guilt is acknowledged by the judicial system.

9) News, the content of which is within the boundaries of investigative journalism, cannot be covered without prior investigation or the reporting of the results of investigation or confidence in the accuracy of those results.

a) A Hürriyet employee who provides misleading information and/or publishes inaccurate news stories is subject to sanctions ranging from a “warning” to “removal from office.”

10) No one can be accused of criminal actions unless credible and reasonable grounds are presented.

11) The private lives of individuals cannot

be made the subject of news-reporting except for cases dealing with lifestyle or with requirements of public interest, which presuppose implicit or explicit consent on the part of the persons concerned.

12) With the exception of cases in the public interest, methods of investigation which violate civil liberties – such as the use of hidden cameras and secret audio recordings, as well as breaking into and entering private property – are unacceptable.

13) The identities of relatives or acquaintances of persons convicted or charged with a crime will not be made public unless they are themselves involved or their exposure is necessary for accurate reporting.

14) Unless it is a prerequisite in the public interest, information acquired under the condition of secrecy cannot be revealed.

15) Except in cases of intentional deception of the public, the confidentiality of sources will be honored with utmost respect and care.

16) It is necessary that the investigation, preparation and publication of news will always be carried out in a balanced, accurate and impartial manner.

a) The perspective of the accused party is included in the published report. It is also specified when the relevant party has not responded or could not be contacted.

b) Quotations cannot be summarized and/or changed when there is the danger of portraying the source as incomprehensible or preposterous. The source and date must be clearly identified for all published quotations.

c) All public polls will be reported with the name of the polling agency, the identity of the petitioner and the financial source, the date and number of people surveyed, as well as the method of investigation.

17) Reporting that inspires or incites violence and usurpation, that influences children negatively in sexual matters and which inflames hatred and enmity between persons, communities and nations is avoided.

18) Announcements and advertorials are explicitly identified as such.

19) The time limit set for publication is observed.

20) The right to reply to and disclaim inaccurate publications is respected and necessary steps are taken accordingly.

a) To correct its mistakes, Hürriyet has instituted intervention mechanisms that operate in an organized manner.

## Core Values

# Fundamental Principles of Doğan Yayın Holding

1) Media companies affiliated with Doğan Yayın Holding uphold Atatürk's principles. They support the Kemalist societal ideal which constitutes the philosophy and pillars of the founding of the Turkish Republic.

2) Media companies affiliated with Doğan Yayın Holding honor the state of law. They support democratic, secular and social state of law and believe in the supremacy of law in all areas. They do not make concessions on the principle of Turkey's unity.

3) Media companies affiliated with Doğan Yayın Holding are committed to democracy. They support the workings of liberal, participatory and pluralist democracy with all its institutions and laws. They regard "transparency" as a main condition of democracy.

4) Media companies affiliated with Doğan Yayın Holding are advocates of freedom. They regard freedom of communication (of the press and expression) as the cornerstone of all freedoms.

5) Media companies affiliated with Doğan Yayın Holding are advocates of human rights. They strive for compliance to the articles in the United Nations Bill of Human Rights.

6) Media companies affiliated with Doğan Yayın Holding are secular. They advocate freedom of religion and conscience. However, they oppose the politicization of religion and its intervention in the public sphere.

7) Media companies affiliated with Doğan Yayın Holding are independent. Doğan Media Group, as an institution and with all its employees, remains independent from all powers that be.

## Doğan Yayın Holding A.Ş.

**Doğan Yayın Holding has prioritized contributing to the achievement of a democratic societal model that conforms to a tolerant and informative society; where the majority of intellectuals are aware of their social and individual responsibilities, value freedom and are respectful of universal values and have historical awareness.**

Doğan Yayın Holding A.Ş. (DYH) is the leading group in the media and its related spheres in Turkey. The main operational field of DYH is newspaper publishing, Hürriyet being only one among several. There are 22 subsidiaries of DYH operating in a wide range of areas including newspaper publishing, magazine and book publishing, distribution and printing, new media and TV broadcasting, music and movie production, multimedia product sales, plus several commercial and theme-based television stations and three radio stations. These companies, whose operational guidelines are the merging of their resources, create a strong synergy with their alliance. DYH, acts with this power of synergy.

DYH publishes Hürriyet, Milliyet, Radikal, Posta, Fanatik and Finansal Forum, as well as Turkey's foremost English newspaper, the Turkish Daily News. These newspapers form the backbone of the printed press in Turkey.

Kanal D is one of the most popular TV channels in Turkey. Another television channel under DYH's umbrella is CNN Türk, a joint venture between DYH and AOL Time Warner.

Doğan Burda Rizzoli (DBR), currently publishing a total of twenty-three magazines, imports the world's major newspapers and magazines and is also responsible for their domestic distribution. DBR also represents another international partnership of DYH, as Burda and Rizzoli are leading media companies in Germany and Italy, respectively.

In the category of best-selling books, Doğan Books has a 20% market share in Turkey and is one of the most dynamic book series publishers. Doğan Egmont, a joint venture between DYH and Denmark's Egmont Publishing Company, publishes books for children of ages 3 to 14. Doğan Egmont also publishes monthly children's magazines.

Doğan Music Company has signed a license agreement with Bertelsmann Music International Service GmbH, a subsidiary of one of the world's largest media companies, Bertelsmann AG. As Doğan Music Company, with the support of BMG, entered the international music industry; it also launched and advertised its own artists globally.

Doğan Ofset, a leading printing company in Turkey, and Yaysat, Turkey's most extensive printed materials distribution network, are also subsidiaries of DYH.

DYH gives priority to Internet and cable television investments, which create synergy with their present operations. With steps taken in this direction, Doğan Online has assembled a comprehensive portal group and has thereby become the largest Internet Service Provider in Turkey.

The D&R music and bookstore chain, in addition to using various marketing platforms at stores in central locations and via online shopping, also sells multimedia products.

## Doğan Şirketler Grubu Holding A.Ş.

**The corporate philosophy of the Doğan Şirketler Grubu Holding not only gives precedence to the solidity of its sources and the resulting synergy, but also to realistic goals and mobility of production as well as management strategies utilized as methods for survival in the competitive environment of the global economy.**

With its strong vision for the future, operating in the fields ranging from media to financial services, from industry to tourism and from telecommunications to energy, Doğan Şirketler Grubu Holding A.Ş. is one of the five largest conglomerates in Turkey.

Founded in 1950 by Aydın Doğan, the current Chairman of the Board of Directors, the Doğan Şirketler Grubu Holding A.Ş. began its journey primarily as a trading company. While also focusing on non-media enterprises, the Holding generally operates in media and its related fields through its subsidiary Doğan Yayın Holding A.Ş., which, excluding the small portion that was offered to the public, it owns in full.

Doğan Şirketler Grubu Holding A.Ş. is known for its focus on consumer relations, its novel ideas and its success in implementing long-term business strategies that contribute to the development of the Turkish economy. Being faithful to the tradition of successful management of change and the creation of innovative services, which reach customers within its wide operational network, the conglomerate upholds the principles of robust management, honesty and commitment to high ethical standards. Doğan Şirketler Grubu Holding A.Ş. has defined as its most important goal for the next five years the implementation and presentation of its principles of corporate governance.

Eleven of the companies that operate under the umbrella of Doğan Şirketler Grubu Holding A.Ş. are publicly offered. The Holding employs 13,500 persons and its total annual turnover amounts to US\$ 3.5 billion.

Doğan Şirketler Grubu Holding A.Ş. is one of the major players in Turkey's banking and financial services sectors. In addition to Dışbank, the Holding owns seven other companies that provide a variety of financial services. Petrol Ofisi is one of the strongest domestic companies operating in the country's energy sector. Its target is to become an energy source with various services, covering many regions that will reach a large consumer base and at the same time will take advantage of opportunities for the development of retail operations. Çelik Halat and Ditaş are the industrial ventures of the conglomerate. In the tourism sector the Holding, through Milta Turizm, operates Milta Kemer, Club Milta holiday resorts and Milta Bodrum Marina. Commerce and marketing operations are run by Milpa, Hürriyet Pazarlama and Doğan Dış Ticaret. The sale of automotive merchandise is operated by Turkey's leading companies, Doğan Otomotiv, Ortadoğu Otomotiv and Anadolu Otomotiv, through a network of dealerships.

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# Telekom: Yazı onun



Hükümet edindiği iddiasıyla 312 genelrin dava ettiği yazıyı RTÜK, Öyesi Mehmet Doga'nın yazdığına Telekom'da doğruladı.

18 Şubat'ta birinci yazı... Telekom, yazıyı yasadışı bulduğunu ifade etti. Telekom'un RTÜK'ün yazısına ilişkin olarak yaptığı açıklamada, RTÜK'ün yazısını "yasadışı" olarak nitelendirdiğini belirtti.



# Ekürriyet



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# SINGAPUR'DA

Interpol'ün 6 aydır tüm dünyada aradığı Hakan Uzun, Singapur'da 4 korumasıyla alışveriş yaparken kameralarla yakalandı.



**HAKAN UZUN ALIŞVERİŞTE BOYLE YAKALANDI!**



**Kameralarıyla yakaladı** Hakan Uzun, 6 aydır tüm dünyada aranan teröristin Singapur'da alışveriş yaparken kameralarla yakalandığı bildirildi.

## Almanlar, Türkiye için çabışacak



Almanya'da yaşayan Türkler, Türkiye için çabışacak. Almanya'da yaşayan Türkler, Türkiye için çabışacak.

## New York'tan sonra Kahire...

New York'tan sonra Kahire... New York'tan sonra Kahire...



**ÇİĞDEM YALÇIN**



**Merkezi**



## Editor's Choice from Headlines of 2004

Hürriyet has an interesting story for each of its headlines.

These headlines arise as the products of a single truth though they allow a non-stop working process for the conspiracy theoreticians.

It is the great passion for journalism...

In 2004, it was also Hürriyet's headlines that constituted the order of the day.

The Turkish public was informed about many facts which would otherwise not be revealed.

Because the Turkish public had the right to be informed, these headlines are the result of a powerful and independent journalist and an editorial board that is competent in evaluating this performance.

And at the same time they represent a powerful governance and excellent management that provide journalists with the opportunity to thrive in an independent working environment.

Ertuğrul Özkök



1

## Those cries still in my ears

“ I hope none of my colleagues will have to undertake such a hard mission as witnessed during the Beslan tragedy, when hundreds of children were kidnapped in a school in North Osetia. Hürriyet readers shared the pain of this bloody event. In Beslan, for me and my colleagues, the hardest task was to direct questions to the parents who had lost their children or to small kids who had lost their mothers or brothers and sisters. It was agony to ask them the question “What happened?” as you watched even strong Caucasian men crying loudly. There, I grasped the truth better than ever of the principle that a journalist should first of all act as a human being. And I acted so. I never went to a person and said, “Tell us about what you experienced at the school.” First of all, I listened to what Beslan residents had to say about their experiences. When I noticed an important point in their conversation, I asked them questions. And here is the story of “Those cries still in my ears.”

I worked for six days in this mass grave of Beslan. I have witnessed on location the disintegration of USSR and the resulting attempted coup d'état in Moscow, the intervention of the Red Army in Baltic countries, the overthrow of Zviyad Gamzahurdiya in Georgia. And the attacks on Meskhetian Turks in Middle-Asia Fergana and the first Russian-Chechen war.

But, never before had I seen such a deep and intensive agony and I do not want to see it again.”

Nerdun Hacıoğlu



2

## Elitist Filing

“ Turkish Land Forces Command 2nd Armored Brigade sent a 12-page document to the offices of four local governors and three military units on the Anatolian side of Istanbul. At first sight, this document resembled an ordinary “Western Study Group” document demanding information about the reactionary and separatist movements, hundreds of which I have seen after February 28. The only question our Editor-in-Chief Ertuğrul Özkök asked was “Is the source reliable?” On the 9th of March, a second source approved the document and so the first headline in the next day’s *Hürriyet* appeared. The front page of the first edition read - “Elitist Filing.” While I was thinking that every *Hürriyet* reader would see this headline in the morning if incidents like earthquake or war did not happen. The subtitles on TV at about 10:30 pm appeared as follows: “The Free and United Masons Yakacak Lodge had been attacked by two human suicide bombers resulting in the death of one of the attackers and a waiter and causing serious injury to six other people”.

Despite this breaking news *Hürriyet* still ran the same headline that appeared on the first edition. On March 10, 2004, *Hürriyet* announced to the Turkish public that they were being illegally filed. Deep silence throughout the day and wonders as “What if the document is not real?” ended with the statement that the General Staff made on 5:30 pm: “It is correct.” And the General Staff announced that they started an investigation to correct some issues. The public reacted widely to this news. The Commander of the 2nd Armored Brigade, Mehmet Kaya Erol was forced to retire after the first YAŞ meeting, since his signature was on the circular note. This news earned me both the Metin Göktepe and the Turkish Reporters Association awards.

Necdet Açıkan



3

## We have found the woman with the collar

“When the first photographs of the torture of the Iraqis captured by the American soldiers appeared, we decided to interview ‘the girl with the collar.’ I was also planning to talk with her mother and the other members of her family. I went to the military base in North Carolina, where Lynddie England and her mother lived. One of Lynddie’s attorneys and a literary agent who was in the process of concluding a book agreement with them also went with me. And this could only happen in the US. Lynddie was six months pregnant at the time and not fond of talking, so it proved to be quite a tiring process to hear about her feelings. The only thing she uttered was that she took orders from above and moreover; she took many letters addressing her as the ‘Baghdad heroine’ as if she had a fan club. Sitting there with her tiny-bodied mother, my heart filled with pity. She was unable to figure out the trouble her daughter had to face. She knew that some photos included her daughter in the midst of ‘orgies.’ The mother seemed very apologetic, unlike her daughter and other relatives, she asked for forgiveness from the Iraqi captives as well as their families. She seemed ready to do her best to protect her daughter. While we only ate a little, Lynddie ate enough for two or three persons. She paid interest in what her mother had to say and she looked at us in a strange way and only said ‘She is taking medication’ and ordered some more food.”

Daphne Barak



4

## Shocking confessions at the prison

“On July 14, 2004, Alaattin Çakıcı was arrested in Austria and so I left Paris to go to Vienna. I watched and reported the news about the events and then left Vienna. On October 4, the date of the trial, I was back there again. I introduced myself as a friend of Çakıcı and fulfilled the necessary procedures to see him. On October 11, on a chilly Monday morning in Vienna, I left my hotel and went to the State Court Prison where Çakıcı was imprisoned. Previously, they had asked for a copy of my ID for the security reasons. Therefore, I was anxious about the possibility that my identity as a journalist would be revealed and somehow would prevent my interview from taking place. I took a deep breath when I saw that I had the proper signatures on my papers and would be allowed to visit him after 10 a.m. and the officials had received Çakıcı's approval regarding my visit. I entered through an iron door at least 30 cm thick and saw the huge building that housed both the courtroom and the prison; they searched my entire body. After a while, two guards appeared and asked me to follow them. Passing through locked doors in the labyrinth-like corridors filled with police, we finally arrived at Çakıcı's cell on the sixth floor. A policeman stood with me in one corner while Alaattin Çakıcı appeared with another policeman and sat at the other side of a table that practically divided the room in half. Çakıcı's words were *Hürriyet's* headline.”

Muammer Elveren

