

# SUSTAINABILITY REPORT | 2023

**SAYA**  
HOLDING



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FROM THE PRESENT  
TO THE FUTURE



# ABOUT REPORT

At Saya Holding, we shape our sustainability vision with the motto “Sustainable Strong Future,” taking decisive steps in environmental, social, and governance (ESG) areas.


Our 2023 Sustainability Report, covering activities and data from January 1 to December 31, 2023, highlights our commitment to minimizing environmental impact, enhancing social value, and optimizing business processes.

Prepared in alignment with the Global Reporting Initiative (GRI) standards, the report is linked to the United Nations Sustainable Development Goals (SDGs) and reflects our ongoing efforts under the United Nations Global Compact framework. We establish our strategic goals and actions by prioritizing the key issues identified through materiality analysis, conducted in collaboration with our internal and external stakeholders, as detailed on the following page.

The report encompasses the activities of Folkart, Volt Motor, and Humanis—operating under the Saya Holding umbrella—providing an in-depth view of our performance in the construction, health, and industry sectors. These companies contribute 88% of Saya Holding’s consolidated turnover. In 2024, Volt Electric Motors initiated a cross-border sales process with the Brazilian global company WEG. However, as it operated under Saya Holding during the reporting period, its data is included in this report.

The report highlights not only our achievements in 2023 but also our long-term goals for building a sustainable future. Aligned with the Paris Climate Agreement and the European Green Deal, we are firmly committed to achieving our net-zero emissions target. We strive to make a meaningful impact through projects centered on the circular economy and renewable energy.

In collaboration with our stakeholders, we continue to lead by example in environmental, social, and governance (ESG) issues, adhering to the principles of transparency and accountability. Together, we are building a resilient and sustainable future on this shared journey toward a better world.

 Definitions of abbreviations and technical terms used in this document are available in the Appendix on page 76.

## OUR PRIORITIES



Product Quality and Safety



Occupational Health and Safety



Corporate Governance



Data Privacy and Cyber Security



Business Ethics



Financial Performance of the Organization



Employee Engagement and Satisfaction



R&D and Innovation



Responsible Sourcing and Procurement

# SUSTAINABLE

# STRONG FUTURE



## Dear Stakeholders,

The roots of Saya Holding trace back to the 1950s, marking the beginning of the Sancak Family's commercial journey, which culminated in the founding of Saya in 2006. In 2024, Saya Holding underwent a remarkable transformation, evolving into a holding company by renewing its commercial structure and corporate identity in alignment with its global objectives. Today, Saya Holding stands as a bridge between past and future, industry and technology, profit and social benefit, and Türkiye and the world.

We are proud to share that the initiatives introduced in our first sustainability report, covering the 2021–2022 period, have been advanced in 2023,

despite the challenges of an ever-changing world. This progress reflects our steadfast commitment to sustainability. This report highlights not only our accomplishments but also the responsibilities we embrace and the innovative approaches we adopt to ensure a sustainable future.

Our sustainability journey is guided by a steadfast focus on three key pillars: Environment, Society, and Finance.” yerine: “Our sustainability journey is driven by a strong commitment to three core pillars: Environment, Society, and Finance, we aim to enhance our performance and pave the way for a better future, starting from today. Anticipating future challenges, we take proactive measures against global risks, develop strategies to enhance resilience,

and adopt holistic approaches in collaboration with our stakeholders. As a signatory to the UN Global Compact, we actively address human rights, labor standards, the climate crisis, business ethics, and anti-corruption across our value chain.

In 2023, we revised our governance systems by reorganizing our sustainability-focused organizational structure. We strengthened our teams at both the holding and subsidiary levels by expanding our workforce with professionals who are experts in their respective fields. To ensure alignment, we regularly presented our sustainability initiatives and progress to the Board of Directors. Decisions made by the SAYA Sustainability Committee are presented to the Board of Directors following comprehensive analysis and evaluation. During this process, the committee defines our long-term goals based on strategic priorities and submits proposed actions aligned with these goals for Board approval. This approach ensures that our sustainability strategies are fully integrated into the organization's highest-level decision-making mechanisms.

As Saya Holding, we aim to optimize processes across all sectors while pursuing a net-zero emission target. This commitment aligns with the European Union's objectives, the Paris Climate Agreement, the European Green Deal, and our country's relevant policies and commitments. We plan to invest in the sustainability sector and focus on minimizing our environmental impact by managing natural resources responsibly. Through our R&D and innovation initiatives, we aim to deliver more sustainable, environmentally friendly solutions while enhancing the environmental performance of our products and services. As part of this effort, Humanis has joined the CDP Supply Chain Program's climate change reporting process and committed to the Science Based Targets Initiative (SBTi) to establish a clearer framework for its carbon reduction goals. Target setting for 2030 and project design work are already underway.

In 2023, the impacts of climate change became more apparent than ever before. Natural disasters such as heavy rains, floods, droughts, and forest fires have underscored the urgency of sustainability and the need for immediate action against the climate crisis. While scientific research highlights the importance of swift and decisive steps in alignment with the Sustainable Development Goals, we at Saya recognize our responsibility to contribute to a fair, inclusive, and balanced future, and we are actively working toward this goal.

The year 2023 will also be remembered for the devastating earthquake that profoundly affected our country. We solemnly honor the memory of our employees and citizens who lost their lives in this tragic event and extend our heartfelt condolences to their families and loved ones. Following the earthquake, we mobilized all available resources in alignment with the Sustainable Development Goals' principles of “Enhancing resilience to disasters” and “Decent lives and equality,” delivering swift aid to the affected region. Our support will extend to long-term development, and we remain committed to contributing to the reconstruction and resilience of communities.

In keeping with our principles of transparency and accountability, we are pleased to share our 2023 Sustainability Performance Report. I extend my heartfelt gratitude to all our colleagues and stakeholders who have contributed to the sustainable growth of our society. I am confident that we will achieve many more successful projects on this journey, guided by our vision of a “Strong Future.”

Respectfully yours,

**Cem MENGİ**  
Chairman of the Board of Directors





**Caner  
ÖZSARAN**

Director of Strategy,  
International  
Business  
Development and  
Investments

## Dear Stakeholders,

At Saya Holding, when we embody From the Present to the Future, we are continuously enhancing our contributions to society, the environment, and the economy as part of our sustainability journey toward a strong future built on strong values. With our robust brands operating in diverse sectors such as construction, healthcare, gearboxes, electric motors, and technology, we are committed to advancing our sustainability vision from today into tomorrow. Our efforts in these sectors are

designed to create lasting value not only for the present but also for future generations.

For us, sustainability is not just a business strategy—it is a fundamental cornerstone of our corporate culture. Every unit within our company embraces this culture, assessing their business practices, investments, and outcomes through the lens of sustainability. We strive to be a pioneer in environmental, social, and governance (ESG) areas, setting an example for others in the sector.

In 2023, notable advancements were made globally in combating climate change, and efforts to achieve the Sustainable Development Goals gained momentum. By closely following these developments, we continuously update our strategies and adapt swiftly to changes.

Our company's sustainability strategy serves as a roadmap to create long-term value, minimize negative environmental impacts, and maximize contributions to society. This foundational approach is central to all our operations and stands as a core principle guiding how we do business. With a forward-looking vision that works for tomorrow, we are making steady progress toward achieving our sustainability goals.

This year, we restructured sustainability committee and associated departments to enhance the effectiveness of our sustainability management. This initiative allowed us to implement our strategy with greater strength and impact. Furthermore, the Reporting Matters assessment we received validated the quality and transparency of our reporting. During this period, we launched new projects focused on Environment, People, and Governance to further advance our sustainability performance.

Our strong collaboration with stakeholders remains crucial in achieving our sustainability objectives. Meaningful interactions with customers, suppliers, employees, and communities are key contributors to our success. Upholding our principles of transparency and accountability, we consistently monitor our sustainability performance and openly share it with our stakeholders.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, offering a comprehensive overview of our sustainability performance.

The year 2023 was marked by the devastating earthquake that deeply affected our country. As Saya Holding, we have done—and will continue to do—our utmost to address the heightened need for sustainability efforts during this challenging time. Following the February 6, 2023 earthquake, we allocated a TL 20 million aid fund and provided various forms of support, including rental assistance, hot meals, and essential supplies. Construction equipment, generators, medical supplies, and volunteer rescue teams were dispatched to the affected areas, ensuring active participation in relief efforts. Additionally, urgent needs such as food, tents, stoves, and coal were swiftly provided through public partnerships.

With the trust and unwavering support of our valued stakeholders, we continue to advance meaningfully toward a more sustainable future. Through strategic collaborations and our expert team, we aim to further enhance our sustainability performance during this journey. In this regard, I am delighted to share with you, our esteemed stakeholders, an overview of our sustainability-focused efforts for 2023.

With much greetings,

**Caner ÖZSARAN**

Director of Strategy, International Business  
Development and Investments

# About Saya Holding

The Sancak Family began their commercial journey in the 1950s under the leadership of their father, Abdülkerim Sancak. Operating across various provinces in Anatolia, the family earned a strong reputation for their business ethics and commitment to quality.

In 1987, the family relocated to Istanbul to realize their potential in larger markets. They entered the pharmaceutical distribution sector with Es Pharmaceutical Warehouse and Koz Pharmaceutical Warehouse, later founding Hedef Pharmaceutical Warehouse in 1993.

In 2001, Hedef Pharmaceutical Warehouse formed a strategic partnership with Walgreens Boots Alliance, rebranding as Hedef Alliance. Under the active management of Abdülrezzak Sancak and his brothers, the company quickly became a leader in the national market and a prominent player in the international pharmaceutical distribution sector.

## LAYING THE FOUNDATIONS OF SAYA

In 2006, Abdülrezzak Sancak and his brothers founded Saya with the vision of leveraging their extensive experience and expertise across various sectors. Their goal was to contribute to R&D, employment, and exports, serving as a driving force for the development of our country.

## INAUGURAL COMPANY: FOLKART

In 2006, alongside the establishment of Saya, the family laid the foundation for Folkart Yapı A.Ş., the first company in the group. Operating in the construction sector, Folkart specializes in high-rise buildings, A+ residences and offices, shopping centers, and school projects, embarking on its journey with the motto, "Life is Worth It."

## SAYA ENTERS THE RETAIL SECTOR

In line with its goal of fostering growth, contributing to the national economy, and generating employment, Saya acquired the Alpark grocery store chain in 2007, just a year after establishing Folkart. After achieving notable success in the food and retail sector with this brand, Saya responded to market demand and transferred Alpark to CarrefourSA in 2010.

## PIONEERING A HUMAN-INSPIRED HEALTH PHILOSOPHY

Embodying an innovative approach—one of the key drivers of success in today's business world—Saya established Pharmactive İlaç in 2010 with the motto, "Active for Your Health," following the conclusion of its partnership with Hedef Alliance. In 2022, Pharmactive Pharmaceuticals was rebranded as Humanis, continuing its health-focused journey under this new name.

Humanis has earned prestigious certifications for its commitment to quality. It received the first European GMP certificate issued by the German authority, one of the most reputable in Europe. Additionally, it was awarded the Russian GMP certificate in 2019 and the Canadian GMP certificate in 2021, following rigorous inspections by the respective health authorities.

## VOLT MOTOR: LEADING TÜRKİYE'S ELECTRIC MOTOR MANUFACTURING INDUSTRY

Volt Electric Motors and Voltsan Kalıp, key players in the electric motor production and mold industries, joined the Saya group of subsidiaries in 2011. In 2016, the two companies merged to form a unified entity.

With a 45,000 m<sup>2</sup> production area, cutting-edge technology investments, and extensive R&D efforts, Volt Motor became one of Türkiye's largest electric motor manufacturers, offering a product range from 63 to 315 body types and up to 200 kW power.

In 2024, following its remarkable achievements in the industry, Volt Electric Motors gained the attention of global brands and was acquired by the Brazilian multinational company WEG.

## THE LIVAMINE BRAND IS INTRODUCED

Saya's journey in the mining sector began in 2010 with the creation of the Livamine brand. In early 2016, the brand was formally incorporated under the name Liva Krom İşletmeciliği Sanayi ve Ticaret A.Ş. to advance its investments.

Following the establishment of the company, Livamine acquired Uludağ Harmancık Krom SAN. TİC. A.Ş., securing a chrome operating license in the Harmancık district of Bursa province and expanding its portfolio with a 389-hectare chrome operating license.

## DESIGN, PRODUCTION, AND INTEGRATION EFFORTS

In 2018, Volt Technology Development and Engineering was founded to enhance domestic production capabilities and strengthen the role of the national industry in defense and security.

Committed to continuous development and sustainability through R&D, Volt Technology aims to reduce foreign dependency by creating innovative products and technologies for the defense sector. The company continues to design, produce, and integrate Power Group Systems in collaboration with leading firms in the Turkish Defense Industry. These efforts focus on developing technological expertise in engines and powertrains, addressing critical needs within Power Group Development Platforms and Systems.

## A VISIONARY APPROACH TO THE GEARBOX INDUSTRY

Continuing its diversified investments, Saya Group acquired Öztekfın Gearbox, established in 1964 and specializing in reducer production, in 2020, subsequently establishing the Volt Gearbox brand. This investment reaffirms Saya Group's influence across various sectors.

## SAYA HOLDING: A JOURNEY OF TRANSFORMATION

Following the passing of its founder, the late Abdülrezzak Sancak, in 2016, Saya Holding has continued to uphold his guiding principle: "Blessed is the one who becomes a solution to a problem." This ethos remains at the heart of its investments across all sectors. In 2024, aligning with its global ambitions, Saya renewed its commercial structure and corporate identity, evolving into a holding company. Today, Saya stands as a bridge connecting past and future, industry and technology, profit and social benefit, and Türkiye and the world.



# Strategic Structure and Goals

At Saya Holding, we align the diverse business models and strategies of our subsidiaries with our shared objectives, while identifying their tactical and operational needs and providing coordinated support. In this integrative role, we act as the overseer of various business models and serve as a **“Strategic Architect.”**

Through our investments, products, and services, we contribute to the circular economy both nationally and internationally, prioritize stakeholder satisfaction, and develop projects that create value for society and the environment through innovation and development.

Our strategic planning process is centralized across all group companies and is managed in coordination with our strategy department. As part of our 2023-2028 Strategic Plan, we have identified six primary macro topics. Guided by these overarching objectives, we focus our efforts on achieving long-term sustainable growth, enhancing competitive advantage, and driving value creation.



## Growth

To enhance market competitiveness through strategic, growth-focused investments, expand the customer base with innovative products and services, and solidify our leadership position in the industry.



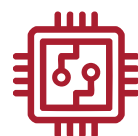
## People & Culture

To implement people-centric policies aimed at improving employee satisfaction and loyalty, while fostering organizational efficiency through collaboration and a culture of innovation.



## Process Excellence

Continuously improve business processes to enhance operational efficiency, optimize costs and resource utilization, and achieve the highest quality standards.



## Digitalization

Executing a comprehensive digital transformation roadmap by integrating advanced technology into processes, developing data-driven decision-making mechanisms, and enhancing the customer experience through digital tools.



## Sustainability

Creating long-term sustainable value by embedding environmental, social, and governance (ESG) criteria into business strategies and promoting environmentally friendly practices.



## Branding

Establishing a trustworthy reputation among consumers by enhancing brand awareness, fostering brand loyalty through customer-focused innovations, and creating distinctive value in the market.

These strategic steps are designed to build a strong, resilient, and competitive structure within our operations and across the market. Our investment and business development processes are guided by the principle of centralized execution and the regular review of strategic plans across our group companies.

Strategic decision-making, market research, financial analysis, and risk management are integral components of these processes. We prioritize sustainability as a core consideration when assessing business and investment opportunities. Strengthening and diversifying our existing business lines remains a key priority for us. As part of our growth strategy, we focus on both organic expansion and seizing strategic opportunities for further growth.

In achieving our strategic objectives, our committees and Board of Directors, each active in their respective fields, work with efficiency and dedication.

Optimizing our business processes and strengthening our technological infrastructure are key enablers for achieving our strategic goals.

With the implementation of General Manager Cards across all our companies, senior management performance is effectively monitored at the highest level of authority. Starting in 2024, a “Compliance with Strategy” section will be added to these cards, linking the core components of our Strategic Roadmap to management performance.

This enhancement will enable more effective evaluation of corporate performance sustainability and its alignment with strategic goals.

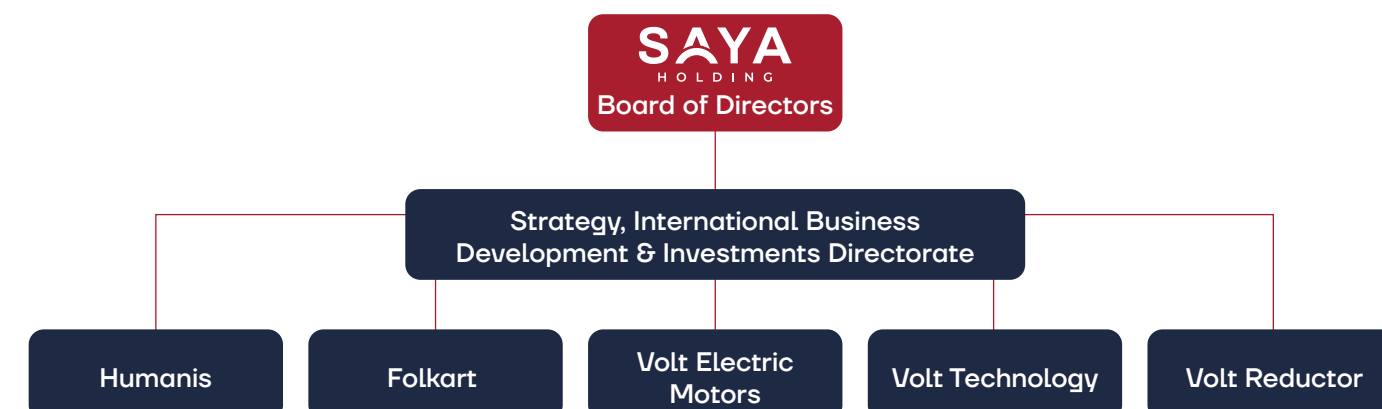
To achieve our sustainable growth targets, we prioritize stakeholder satisfaction, foster innovation, and focus on projects that create value for society.

Our internal communication strategies promote organizational harmony, while our development and training programs ensure adaptability to dynamic changes.

We have made sustainability a central component of both our strategy and business development initiatives.

Our medium- and long-term strategic plans, shaped by international regulations and developments, necessitate the integration of our sustainability strategy into all goals and activities. We have organized our **“Sustainable Strong Future”** strategy around four key pillars: managerial, financial, environmental, and social.

This comprehensive framework has been integrated into the plans of all our holding companies and departments, with coordination overseen by Saya Headquarters. This approach strengthens and unifies our efforts, enabling us to pursue a sustainable future in a more cohesive and impactful way.



# Sustainability at Saya

At Saya Holding, sustainability lies at the core of our corporate strategy, driving our commitment to creating long-term value. We align our operations with a sustainable development strategy, focusing on the continuous improvement of our environmental, social, and governance (ESG) performance. Our sustainability policy, crafted to align with the Global Sustainable Development Goals (SDGs), strengthens our commitments across all holding companies and reinforces our determination to fulfill them under the motto “Sustainable Strong Future.”

As we take strategic steps toward a sustainable future, we ensure that all our companies contribute to these objectives in a cohesive and integrated manner. Sustainability management is overseen by the **Sustainability Committee**, which reports directly to the Board of Directors. As the highest authority on sustainability governance, this committee plays a critical role in managing impacts and guiding sustainability efforts.

It is instrumental in setting, implementing, and monitoring sustainability goals, as well as ensuring the fulfillment of policy commitments. Our committee, dedicated to improving performance in areas such as environment, social responsibility, finance, procurement, corporate social responsibility, and human resource inclusiveness, regularly reports to the Board of Directors through its chairman.

The Sustainability Committee convenes monthly and includes company representatives and key executives from finance, environmental management, and human resources. Each of our companies has its own sustainability committees, creating a two-tiered structure that ensures shared responsibility. As the headquarters, we play a leading role in driving and coordinating sustainability efforts across the organization.

This governance structure enables us to effectively implement sustainability strategies throughout the organization and align departmental business processes with these strategies. The Sustainability Committee regularly evaluates performance by analyzing data from various units and recommends corrective actions when necessary to ensure continuous improvement. We regularly review the performance of our committee to monitor the implementation of our policy commitments and enhance sustainability management at all levels.

Sustainability, a core element of our strategic plan, is highlighted under the “**Sustainability Megas**” section in our 2023-2028 Strategic Plan. To demonstrate our commitment to the **United Nations Sustainable Development Goals**, material issues such as combating climate change, water and energy efficiency, waste management, and gender equality are thoroughly evaluated by our Sustainability Committee, with the resulting decisions submitted to the Board of Directors.

## M5.1

### Execution of Environmental Functions

To achieve our environmental sustainability goals, we establish, implement, and monitor comprehensive environmental policies. We manage key environmental issues such as energy efficiency, waste management, carbon footprint reduction, and legal compliance through an integrated approach across all our units. We actively track our companies’ commitments under the Science Based Targets Initiative (SBTi) and work to reduce carbon emissions, promote clean energy investments, and advance our sustainability strategies.

## M5.2

### Execution of Social Functions

To achieve our social sustainability goals, we design, implement, and monitor people-centric policies. We manage key areas such as employee satisfaction, social contribution projects, inclusion, diversity, and occupational health and safety through an integrated approach across all our units. Together with our stakeholders, we carry out social responsibility projects that address societal needs and strive to build a more inclusive and equitable future.

## M5.3

### Execution of Governance Functions within the Scope of Sustainability

In line with our sustainability objectives, we develop, implement, and monitor robust and transparent governance policies. We adopt best practices in areas such as ethical values, corporate compliance, risk management, and stakeholder communication, ensuring an integrated management approach across all our units. Our sustainability reporting aligns with GRI standards, and we manage governance processes effectively through our dedicated committees. Additionally, we regularly evaluate our performance using maturity assessment tools such as ECOVADIS and take proactive measures to drive continuous improvement.

## M5.4

### Ensuring the Sustainability of the Group’s Financial Health

To maintain the financial health of our Group, we implement efficiency-enhancing practices and invest in projects that generate long-term value. We actively pursue and monitor green financing opportunities while developing financial solutions aligned with our environmental sustainability goals.



Each year, we systematically review the performance of the Sustainability Committee and its members. Based on these evaluations, we restructured and renewed the committee in 2023 to enhance its effectiveness.

During this revision, we identified improvement areas and incorporated feedback from the Reporting Matters assessment conducted by the business world and the Sustainable Development Association. As a next step, beginning in 2024, we plan to establish subject-specific working groups under the Sustainability Committee to address these areas and drive improvement initiatives more effectively.

These groups will focus on key areas such as inclusion in human resources, green financing and financial sustainability, corporate social responsibility, supplier relations, and environmental projects.

#### Workshop Decisions:

- Regular alignment of subsidiary companies with holding company policies will be ensured.
- All company policies will be harmonized with BIST sustainability criteria.
- Each company will become a member of the Business Council for Sustainable Development (SDA).
- Companies will be prepared to undergo the Reporting Matters assessment.
- Energy utilization rates from Solar Energy Systems (SPP) were evaluated, and plans for future efforts were developed.

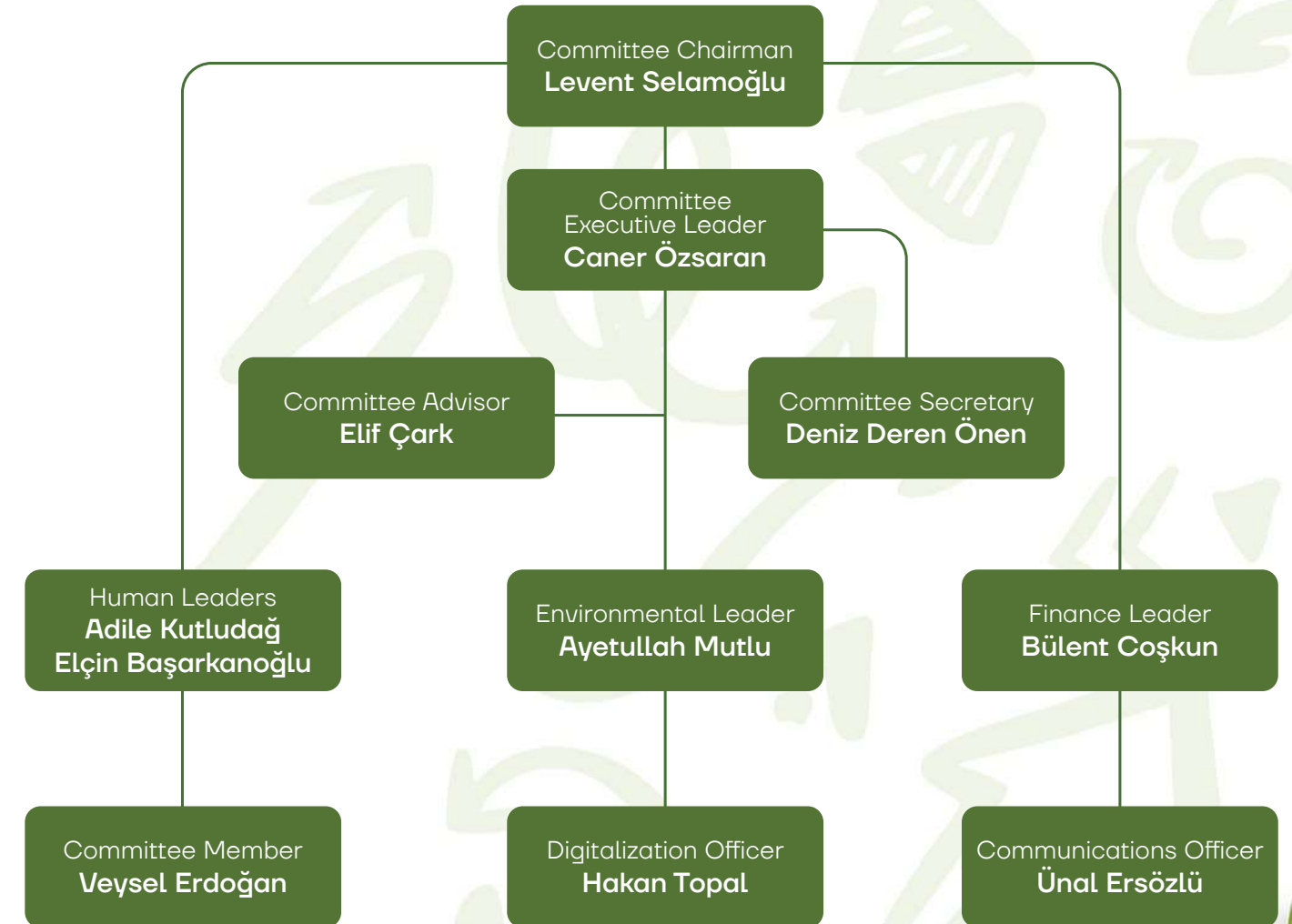


To effectively implement our sustainability strategy, we actively engage our employees and all stakeholders in the process. With this inclusive approach, Suya Holding continues to make significant strides on its sustainability journey, setting a strong example for the industry.

Each working group will be assigned KPIs aligned with the company's strategic business plans and sustainability objectives.

As Suya Holding operates across multiple sectors, we act as the central hub for our subsidiaries and require working groups dedicated to specialized areas of expertise.

In 2023, we held our inaugural Sustainability Workshop, bringing together representatives from all our companies. During the workshop, we aligned our understanding of the Green Deal and related regulations, conducting a gap analysis to ensure compliance with the BIST index. We also revisited our 2030 and 2050 sustainability goals, refining and clarifying the roadmap for achieving them.



#### SAYA SUSTAINABILITY COMMITTEE

In the field of sustainability, decisions made by the Suya Sustainability Committee that impact all sectors are presented to the Board of Directors through Levent Selamoğlu, our Sustainability Committee Chairman and a member of the Board.

In this context, in the third quarter of 2023, our Board of Directors approved a detailed measurement and analysis on the ECOVADIS platform, a global sustainability assessment tool, to evaluate and enhance the sustainability performance of all holding companies and the headquarters in line with international standards.

# Material Issues and Analysis

Considering the areas of activity of our holding companies, we conducted a comprehensive survey with the participation of all stakeholders to identify and prioritize material issues.



The survey process was completed through the following key steps:

1. Identifying Key Focus Areas: Defining critical topics based on global trends, strategic objectives, and company vision.
2. Stakeholder Engagement: Conducting in-depth analysis to integrate diverse stakeholder perspectives.
3. Survey Implementation: Collecting and analyzing survey data to extract actionable insights.
4. Issue Prioritization: Assessing survey findings to rank material issues by significance.
5. Strategic Integration: Embedding identified priorities into the company's strategic plan to drive continuous improvement.

## CRITICAL MATERIAL ISSUES

- 1 Product Quality and Safety
- 2 Occupational Health and Safety
- 3 Corporate Governance
- 4 Data Privacy and Cyber Security
- 5 Work Ethics
- 6 Financial Performance of the Organization
- 7 Employee Engagement and Satisfaction
- 9 R&D and Innovation
- 11 Responsible Resource Management and Procurement

## SIGNIFICANT MATERIAL ISSUES

- 13 Contribution to Local Development
- 14 Fight against Bribery and Corruption
- 15 Employment
- 16 Energy Efficiency Management
- 17 Circular Economy
- 18 Customer Satisfaction and Information
- 19 Local Economy
- 20 Stakeholder Dialogue
- 22 Renewable Energy Use

## OTHER ISSUES

- 8 Risk Management
- 10 Digital Transformation
- 12 Human Rights and Fair Working Conditions
- 21 Talent Management
- 23 Equal Opportunity and Diversity
- 24 Community Investment Programs
- 25 Climate Change and Greenhouse Gases
- 26 Water and Wastewater Management
- 27 Waste Management
- 28 Multi-Stakeholder Initiatives and Collaborations
- 29 Biodiversity





Based on stakeholder feedback, issues were categorized under 29 headings as critical material, significant material, and other issues. People Management and Operational Excellence emerged as key areas highlighted by our stakeholders.

Led by the Saya Sustainability Committee and with the participation of all stakeholders, we identified the Sustainable Development Goals (SDGs) to be supported by Saya Holding and its subsidiaries, considering sector-specific focus areas.

The focus Sustainable Development Goals (SDGs) and critical material issues for Saya Holding and its affiliated companies are defined as follows:

COMPANY	CRITICAL MATERIAL ISSUES	FOCUSED SDGs
	1 Product Quality and Safety 2 Occupational Health and Safety 3 Corporate Governance 4 Data Privacy and Cyber Security 5 Work Ethics 6 Financial Performance of the Organization 7 Employee Engagement and Satisfaction 9 R&D and Innovation 11 Responsible Resource Management and Procurement	   
<b>FOLKART</b>	1 Financial Performance 6 Customer Satisfaction 4 Ethical Principles and Ethical Practices 9 Occupational Health and Safety 18 Employment Creation in Construction Zones 7 Local Community Relations 15 Contribution to Society 25 Sustainability in Supply Chain 16 Local Procurement Policies 5 Risk Management 27 Women's Participation 3 Corporate Governance	     
	1 Product Quality and Customer Satisfaction 2 R&D, P&D, Innovation and Ecodesign 3 Occupational Health and Safety 4 Energy Management 5 Raw Materials and Natural Resources 6 Sustainable Procurement 7 Business Ethics and Anti-Corruption 8 Waste Management 9 Stakeholder Engagement	    
<b>Humanis</b>	1 Product Quality and Safety 2 Responsible Production 3 Water Management 4 Occupational Health and Safety 5 Access to Medicine 6 Continuity of Health 7 Pharmaceutical Waste/ Pharmaceuticals in the Environment (Pharmaceutical Waste) 8 Human Rights 9 Compliance with Legal Regulations 10 Compliance with Ethical Principles	      

This effort, based on the material issues analysis and the focus Sustainable Development Goals (SDGs) of the companies, has provided valuable insights for the Sustainability Mega initiatives included in the 2023-2028 Strategic Planning.

The environmental and social impacts of the Holding's activities, as well as the influence of these issues on group company operations, were evaluated from the perspective of financial material issues. This assessment will serve as a foundational initiative for the 2024 report.

Saya Holding conducted the evaluation under the supervision of the relevant personnel in the Strategy, International Business Development, and Investments Directorate. The evaluation results are submitted to the Saya Holding Sustainability Committee for review and approval.

As a result of analyses conducted by the Holding and its companies, the key material issues identified through the bidirectional materiality analysis for the Holding as a whole are:

#### Product Quality and Safety:

Product quality and safety stand out as the most critical issue identified by stakeholders, reflecting the sectoral characteristics of Saya Holding companies. This issue is not only vital for environmental and societal well-being but also serves as a cornerstone of our sustainable business model, pushing us toward a higher standard of operation.

#### Occupational Health and Safety:

The health and safety of our employees are regarded as a non-negotiable priority, both for ensuring business continuity and fulfilling our ethical responsibilities. Our commitment to this issue is supported through the continuous improvement of working conditions, training programs, and technological investments. Our strategies in occupational health and safety integrate environmental sustainability with financial efficiency, creating a balanced and forward-thinking approach.

#### Data Privacy and Cyber Security:

In today's digitalized world, safeguarding the data of our customers and stakeholders is fundamental to maintaining regulatory compliance and fostering trusted business partnerships. Our investments in data security not only ensure robust protection but also support the adoption of digital solutions that reduce environmental impact. At the same time, these measures effectively mitigate financial risks, reinforcing our commitment to a secure and sustainable digital future.

#### R&D and Innovation:

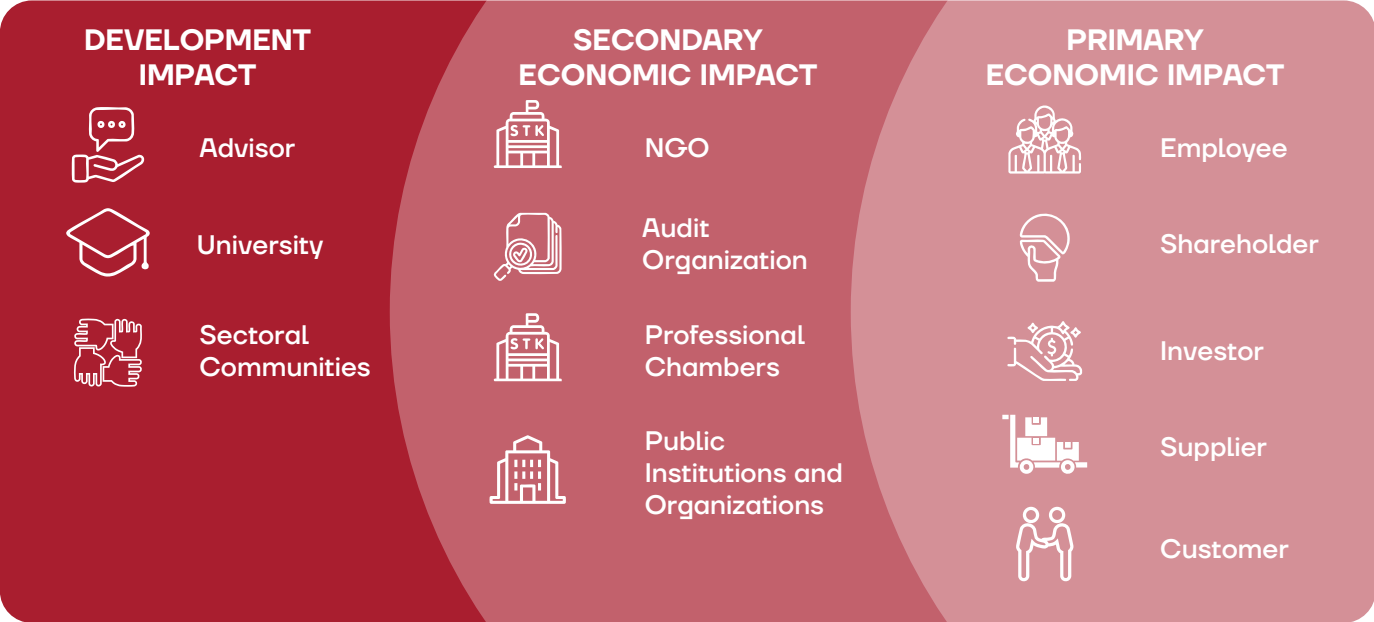
R&D and innovation are strategic priorities for achieving a competitive edge and sustaining industry leadership. Developing innovative solutions plays a critical role in advancing our sustainability objectives. Our R&D efforts prioritize technologies that minimize environmental impacts while simultaneously enhancing financial sustainability by improving cost efficiency.

#### Financial Performance of the Organization:

A strong financial structure is essential for earning stakeholder trust and achieving our sustainable growth objectives. Robust financial performance fosters a more efficient approach to investment decisions and operational processes, while also enabling the funding of projects that align with our environmental goals. This approach ensures parallel progress in both environmental and financial sustainability, reinforcing long-term value creation.

# Value Chain and Management

At Saya Holding, we shape our working principles around the philosophy: “We meet the expectations of our stakeholders in proportion to their actual needs.” When determining the frequency of communication and the tools used to engage with stakeholders, we consider their expectations and needs, as well as the quality of communication and the impact of the holding we represent. This approach ensures meaningful and effective interactions with our stakeholders.



Saya Holding’s value chain encompasses all processes from the first supplier to the final customer. The supplier-company-customer relationship framework ensures that every intermediate step in production and service delivery is thoroughly analyzed and evaluated.

As part of the 2024 sustainability report, this analysis will be expanded, with all stages of the value chain defined and mapped in detail. This effort aims to extend beyond the direct operations of the holding and its subsidiaries, conducting a comprehensive analysis that includes the impacts of indirect upstream and downstream flows. Opportunities to enhance sustainability performance at every stage of the value chain will be identified and acted upon.

Within the scope of sustainability, the company will prioritize process improvements by incorporating stakeholder perspectives, identifying, assessing, and verifying key impacts, risks, and opportunities. The needs of specific stakeholder groups will be outlined, and material issues will be evaluated after value chain mapping to understand how the company addresses these needs and interests. This assessment will be reviewed in light of both stakeholder feedback and global trends.

As Saya Holding, we will deepen our stakeholder analysis and update our material areas by considering all stakeholder groups and sectors, making the process more effective. All these elements will be addressed within a professional framework and seamlessly integrated into our sustainability strategy.

EMPLOYEES	3 Corporate Governance 5 Work Ethics 7 Employee Loyalty and Satisfaction 6 Financial Performance of the Organization	
SHAREHOLDERS	6 Financial Performance of the Organization	
INVESTORS	1 Product Quality and Safety 2 Occupational Health and Safety	5 Work Ethics 11 Responsible Resource Management and Procurement
PUBLIC INSTITUTIONS	5 Work Ethics	
NGO	5 Work Ethics	
AUDIT ORGANIZATIONS	4 Data Privacy and Cyber Security 5 Work Ethics	
UNIVERSITY	3 Corporate Governance 5 Work Ethics	9 R&D and Innovation
ADVISOR	3 Corporate Governance 5 Work Ethics	
SECTORAL	4 Data Privacy and Cyber Security 5 Work Ethics 9 R&D and Innovation	

IMPACT	STAKEHOLDERS	MEANS OF COMMUNICATION	FREQUENCY OF COMMUNICATION
Primary Economic Impact	Employees	Email, Meetings, Trainings, Audits, Telephone, Organization Intranet, Dashboards, Common Sharing Areas	Periodic *Monthly, Quarterly, Semi-Annually or Annually
	Shareholders	Meeting, E-Mail, Telephone, Intranet of the Organization	Periodic *Monthly, Quarterly, Semi-Annually or Annually
	Investors	Meeting, E-Mail, Telephone, Intranet of the Organization	Periodic *Monthly, Quarterly, Semi-Annually or Annually
	Suppliers	E-mail, Visits, Meetings, Corporate Website, Social Media Communication Tools, Telephone	As often as necessary
	Customers	E-mail, Visits, Meetings, Corporate Website, Social Media Communication Tools, Telephone	As often as necessary
Secondary Economic Impact	Public institutions and natural persons with public power	Written Statements, Petitions, Letters of Request, Physical Hearing Attendance, Physical Visits, Online Application, Physical Meeting	Periodic *Monthly, Quarterly, Semi-Annually or Annually
	NGO Organizations / Professional Chambers	E-Mail, Meeting, Telephone, Written Notices and Statements	Periodic *Monthly, Quarterly, Semi-Annually or Annually
	Audit and Consulting Organizations	Meeting, E-Mail	Subject Based Annual and Periodic
Development Impact	Universities	E-Mail, Meeting, Telephone, Written Notices and Statements	As Often As Necessary
	Advisors	E-mail, Visits, Meetings, Corporate Website, Telephone	As Often As Necessary
	Sectoral Communities	E-mail, Visits, Meetings, Corporate Website, Social Media Communication Tools, Telephone	Periodic *Monthly, Quarterly, Semi-Annually or Annually



# Our Sustainability Journey







# **STRONG FUTURE FOR THE ENVIRONMENT**



# Environmental Management System

Our environmental focus is guided by **Saya Holding’s Environmental Policy** and the working principles of our subsidiaries. Our primary objectives include protecting the environmental balance, managing risks, using resources efficiently, and creating sustainable living spaces.

We embrace environmental sustainability as a core value across all sectors in which we operate. To enhance the environmental performance of our companies in sectors such as construction, healthcare, and electric motor production, we align our efforts with sustainability principles and goals like “Climate Action” (SDG 13), “Life Below Water” (SDG 14), and “Life on Land” (SDG 15). We adopt an environmentally conscious business model by ensuring the efficient use of natural resources, with a focus on “Responsible Production and Consumption” (SDG 12).

As part of our environmental management strategy, we set and pursue targets aligned with these Sustainable Development Goals to advance our sustainability initiatives. With this approach, we aim to enhance our positive environmental impact, minimize our negative footprint, and fulfill our environmental responsibilities.

We implement our environmental strategies by considering the sector-specific characteristics of our subsidiaries, including Humanis, Folkart, and Volt Motor. By factoring in the dynamics of each sector, we develop an integrated environmental sustainability strategy aligned with the activity plans of our companies, while consolidating these strategies into overarching goals at the Holding level.

Our environmental management strategy emphasizes key areas such as combating climate change, waste and water management, biodiversity preservation, and energy efficiency. We are committed to reducing our carbon footprint, increasing energy efficiency, improving water and waste management practices, and protecting biodiversity.

Our environmental management framework is continuously reviewed and refined to drive ongoing improvements. At every stage of our operations, we address Environmental Impact Assessment processes comprehensively and implement strategies to mitigate adverse impacts effectively. Leveraging our sector-specific expertise, we continually enhance our environmental policies and practices to contribute to a sustainable future.

The activities carried out in 2023 under the Sustainable Environment initiative, in alignment with our 2023–2028 strategic plan, can be summarized as follows:

**Focused SDGs**



**Critical and Significant Material Issue**

Responsible Resource Management and Procurement Energy Efficiency Management Renewable Energy Use

**\*\* Under this heading, we address both critical and significant material issues.**

**2023–2028 Strategic Plan Strategic Mega and Sub-Macro Projects**

**2023 Activity and Details**

**Sustainability - Execution of environmental functions**

Aligned with our environmental sustainability goals at the Holding headquarters, we aim to raise awareness about recycling, establish a comprehensive Waste Management System, implement the Carbon Border Adjustment Mechanism (CBAM) and complete its transition process, set 2030 targets for our companies under the SBTi framework, and undertake carbon and water footprint reduction initiatives, including retrospective assessments.



## Circular Economy

By embracing circular economy principles, we aim to conserve natural resources, reduce waste generation, minimize hazardous waste, and implement sustainable business models. Across our companies operating in various sectors, we adopt an environmentally conscious approach by leveraging the potential to transform waste into reusable materials.

In 2023, Volt Motor utilized 1,172,606.18 tons of raw materials by adhering to circular economy principles. Prioritizing renewable materials, the company incorporated 269,672.80 tons of cardboard, 136,460 tons of plastic, and 41,325.70 tons of metal into its total raw material usage. Simultaneously, the company worked to reduce the use of non-renewable materials, achieving a **17.48%** reduction in hazardous waste, from 1.03 kg per product in 2022 to 0.85 kg in 2023. The increase in raw material consumption and waste generation was attributed to new project trials and production expansion efforts.

In 2023, Folkart exceeded its target of increasing recyclable waste, raising the amount of recycled materials, such as paper and plastic, from 1,522 kg in 2022 to 2,890 kg in the Country project. Additionally, Folkart sent 1,380 kg of waste to licensed facilities for disposal and recorded the data in the Ministry of Environment and Climate Change system. In the Çeşme Reisdere Project, Folkart reused at least 10% of the vegetative soil for landscaping and repurposed the remaining material in fill areas. It conserves resources by reusing construction site equipment across different projects. Through its project to compost landscape waste into fertilizer, Folkart plans to use the resulting fertilizer in landscaping areas starting in 2024.



Humanis implements a **“Zero Waste Management Strategy”** focused on waste prevention and recycling. It emphasizes separating waste at its source, increasing recyclable materials, and reducing hazardous waste. In 2023, Humanis increased recyclable waste by repurposing plastic raw material bags that were previously classified as hazardous waste. Humanis collaborates with licensed facilities to ensure the safe disposal of liquid waste containing pharmaceuticals. During the reporting period, **recyclable** waste constituted **54%** of the total waste generated. R&D initiatives have been launched to minimize packaging waste. These efforts are set to accelerate in 2024.



As the Saya Holding Fleet Management department, we collaborate with companies authorized by the Provincial Directorate of Environment and Urbanization, complying with the End-of-Life Tire Recycling Facility and Waste Oil Management Regulation, to ensure environmentally responsible tire and engine oil changes. Through this approach, we uphold our environmental commitment by contributing to waste recycling.

Additionally, the Saya Holding Board of Directors has decided to relocate to a LEED-certified building in 2024. In line with this decision, we aim to promote best practices throughout the company. Starting in 2024, our head office will relocate to Maslak Link Plaza, a building with an environmentally friendly design and an internationally recognized LEED Gold certification. The new office will enhance employee comfort while reinforcing our commitment to reducing our carbon footprint. This significant transition aligns with our vision of conducting environmentally conscious business processes and supports the decisive steps we have taken toward achieving our sustainability goals.

At Saya Holding, we place the circular economy at the core of our operations, striving to meet our environmental sustainability goals while contributing to society and nature by using resources as efficiently as possible.



## Energy and Emissions Management

At Saya Holding, we prioritize the reduction of greenhouse gas emissions—one of the leading causes of climate change and a critical global risk—alongside the adoption of clean energy as central elements of our environmental sustainability strategies. To achieve this, we closely monitor national reduction targets under Türkiye’s National Contribution Declaration (NDC) and implement various measures in emission management. In this context, we diligently continue efforts to reduce our sectoral carbon footprint, aligned with the **“Managing Environmental Functions”** macro in the Saya Holding Strategic Plan. This approach reinforces the decisive steps we take toward a sustainable future while fulfilling our environmental responsibilities.



In 2023, greenhouse gas emissions for the Folkart Nova project were calculated in accordance with the IPCC (Intergovernmental Panel on Climate Change) guidelines and the ISO 14064-1:2018 standard, identifying both direct and indirect emissions. A total of 12,919.40 tons of carbon dioxide equivalent emissions were calculated for the project. To mitigate emissions, measures such as selecting raw materials with improved environmental characteristics, reducing transportation emissions, and collaborating with local suppliers have been planned and are being implemented.



At Volt Motor, a reduction of approximately 17.48% in emissions per product was achieved in 2022, marking a significant contribution to emission reduction efforts. Numerous projects have been implemented up to 2023 to enhance energy efficiency and increase the use of renewable energy sources. To achieve emission reduction targets, energy consumption and emission management strategies have been continuously improved with new approaches developed each year.



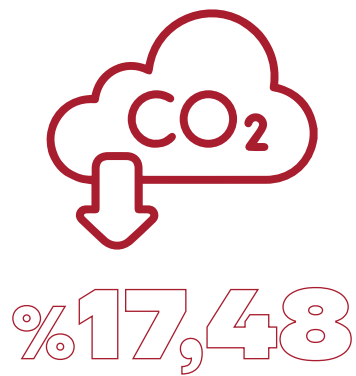
Increasing energy efficiency and utilizing renewable energy sources have been established as key strategies for Saya Holding. In 2021, Volt Motor initiated the installation of rooftop solar energy systems (SPP), and by 2023, solar energy supplied **30%** of the electricity needs for the machining and injection molding department, with a total energy production of 1,100,000 kWh/year. Investments made in 2023 aim to further increase the use of renewable energy across facilities.



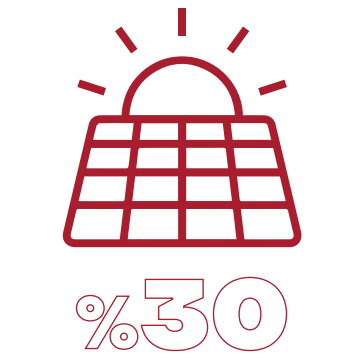
Folkart actively works to minimize its environmental impact by prioritizing energy efficiency and renewable energy sources in its projects. Folkart in 2023  
In the Nefes Istanbul Project, 17.6% of the energy consumed was generated from solar energy, while in the Folkart Country Urla Izmir Project, this figure reached 22.13%. Folkart created additional circular value by reusing solar panels from completed construction sites in other projects.

As part of its energy efficiency initiatives, Humanis transitioned to LED lighting in 2022, introduced more efficient electric motors in air handling units, and saved 83,578 kWh of electricity in 2023. In 2024, Humanis aims to enhance environmental protection and operational efficiency by continuing its energy efficiency projects. By 2023, 20.4% of Humanis’ electrical energy needs were met through solar energy. In 2024, the company plans to power all production activities with renewable energy through the installation of new solar panels at the Çerkezköy Factory Facility. Humanis’ long-term goal includes transitioning to 100% renewable energy across all production processes

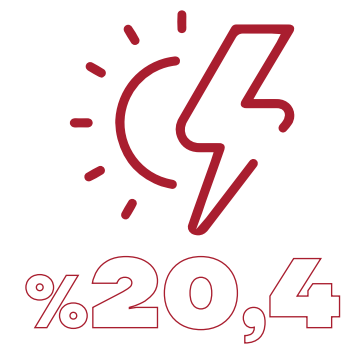




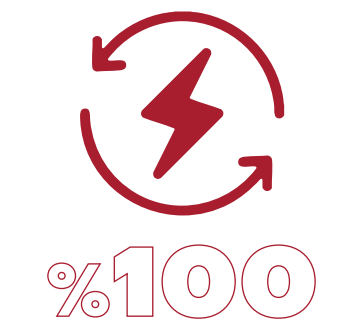
At Volt Motor, an emission reduction of approximately 17.48% per product was achieved in 2022.




In 2023, Volt Motor met 30% of its machining and injection molding department's electricity needs with solar energy, producing a total of 1,100,000 kWh/year.



By 2023, Humanis reached 20.4% of its electrical energy needs through solar energy.



Humanis also plans to transition to 100% renewable energy in all production processes as part of its long-term sustainability goals.

COMPANY	Start Year	Energy Produced by SPP (kWh/year)	Share of Energy from SPPs in 2023	Investments and Goals
	2021	1.100.000	30% (for machining and injection molding department)	In 2023, investments were made to expand the use of renewable energy.
<b>FOLKART</b>	2022	257.037 kw	17.6% (Nefes Istanbul Project) 22.13% (Country Urla Izmir Project)	Circular value was created by installing solar panels on construction site buildings, with a focus on energy efficiency and renewable energy in projects.
<b>Humanis</b>	2022-2023	2.471.002 kWh	% 30 (Production facility)	In 2024, the goal is to utilize renewable energy in all production activities with the installation of a ground-mounted solar power plant (SPP) at the facility.

At Saya Holding, we implement various projects at our head office to achieve our energy efficiency and emission reduction targets. By relocating to our new LEED-certified building in 2024, we aim to enhance energy savings and adopt efficient practices within the facility.

In energy and emission management, we continue to develop projects across the value chain, considering sector-specific differences. In this direction, the cornerstones of our sustainability strategy include:

- Increasing the use of solar energy in production,
- Reducing Scope 3 emissions by collaborating with local suppliers, and
- Positively impacting nature through the use of energy-efficient equipment.

As of 2024, we aim to enhance our sustainable performance through active collaboration with all stakeholders across our value chain. To achieve this, we plan to expand supplier training and audits, focusing on monitoring the carbon footprint of stakeholders at every stage of our value chain and ensuring their active participation in our reduction efforts.



# Water Management and Efficiency

Recognizing that water is the most valuable and critical resource for life, we understand that its scarcity can lead to ecosystem degradation and natural resource depletion. Consequently, we adopt a responsible approach to water management. To address this, we have developed comprehensive water management strategies across all our operations, focusing on efficient water use, enhancing recycling processes, and promoting water conservation. Guided by Sustainable Development **Goal 6—Clean Water and Sanitation**—our efforts aim to contribute to the preservation of natural resources. With this approach, the protection and sustainable use of water are integral to all our activities.

Folkart actively works to reduce water consumption and increase the use of recyclable water through various projects and targets for sustainable water management. In 2023, as part of the Folkart Strategy Compliance Matrix, the Folkart Çeşme Reisdere Project successfully achieved its goal of using 10% of treated water from the treatment plant in construction site planting areas. Similarly, in the Folkart Country Urla Project, **70 tons of treated water from the water treatment plant was utilized in landscaping areas, ensuring more efficient use of natural resources.**

**Folkart** actively monitors water consumption across all areas of activity, including head offices and sales offices, while conducting awareness campaigns on water conservation. To reduce water waste, sustainable building materials such as sensor showers, sinks, and faucets that regulate water flow are prioritized in project areas.

Recognizing the critical role of water as a raw material in pharmaceutical production, Humanis has implemented a comprehensive strategy for water consumption and wastewater management.

**Humanis** regularly trains its employees on water conservation and raises awareness about its importance. Located in the Çerkezköy Organized Industrial Zone (OIZ), Humanis sources its water from the OIZ and treats wastewater at the zone's centralized wastewater treatment plant. Effluent samples from the treatment plant are taken weekly and analyzed to ensure compliance and efficiency. To minimize wastewater in laboratory areas, aqueous solutions are no longer discharged into sinks or drains. Instead, excess solutions and waste chemicals are collected in separate drums and sent to disposal facilities as hazardous waste. Efforts are underway to integrate digital water meters at water consumption points throughout the facility to enable real-time monitoring via an online system. This system aims to calculate the water footprint and strategically identify opportunities for reduction and recovery projects.

**Volt Motor** prioritizes water management, recognizing it as a critical and scarce resource. As part of its sustainability strategy, the company focuses on conserving and efficiently using water resources through water-saving technologies and recycling methods. Water

consumption is closely monitored across all production facilities, with digital water meters being integrated into key consumption points. Current water usage data is tracked, and reduction targets are set to promote efficiency. Industrial wastewater, primarily generated from machining and injection molding operations, is managed systematically. Volt Motor pre-treats its wastewater using a classical treatment plant with a capacity of 10 m<sup>3</sup>/day, providing secondary treatment and ensuring compliance with the Wastewater Standards for the Discharge of **KOSBİ Wastewater to Wastewater Infrastructure Facilities**. Treated wastewater is then discharged to the OIZ wastewater treatment plant via KOSBİ's infrastructure network.

At **Saya Holding**, we prioritize water management across all operations, implementing various initiatives to manage water consumption efficiently and promote awareness of water reuse. At our head office, we provide warning notes and instructions to inform employees and raise awareness about water conservation. By utilizing water-saving technologies and recycling methods, we minimize our environmental impact while enhancing operational efficiency. This proactive approach to water management is a key component of our sustainability strategy.



# Biodiversity

At Saya Holding, we understand the critical importance of biodiversity for ecosystems and human life. With this awareness, we have adopted a comprehensive strategy to protect, restore, and enhance biodiversity. As part of this strategy, we aim to create positive impacts and mitigate potential negative impacts in the areas where our projects are implemented. By prioritizing biodiversity as a key aspect of our sustainability approach, we strive to develop effective and long-term solutions. As an initial step, we have established a clear framework by introducing a dedicated biodiversity policy.



In 2024, we will focus on identifying biodiversity risks and further developing our management strategies to address them. This approach strengthens our commitment to protecting and enhancing wildlife as an integral part of our sustainability efforts.

Folkart has formalized its commitments to biodiversity protection through the **Saya Holding Biodiversity Policy** and shared this policy with its stakeholders. To ensure accessibility, Folkart has effectively utilized its corporate communication channels to disseminate the policy.

Folkart, one of our companies, has identified the impacts of its activities on biodiversity in its Strategic Risk Map and conducted all operations in line with nature conservation principles, addressing risks and opportunities through detailed analysis.

In accordance with the criteria outlined in its **Sustainability Policy**, it has prioritized initiatives such as landscaping and afforestation of outdoor areas, utilizing hardy plant species that require minimal water, and repurposing soil from project areas to make it suitable for reuse. To reduce environmental impact, Folkart has also supported the recycling of construction materials from demolished buildings. Through green roof projects implemented where feasible, it has enhanced rainwater absorption, heat retention, and green spaces, contributing to ecosystem health, ensuring efficient use of natural resources, and reducing greenhouse gas emissions.

As part of its **Climate and Environment Policy**, Humanis has publicized its core principles and commitments to biodiversity protection, continuing its efforts in alignment with these principles. It has supported biodiversity preservation through initiatives in water, carbon, energy, and waste management. The Çerkezköy Organized Industrial Zone, where Humanis' production facility is located, was selected to minimize harm to biodiversity, and the factory was established in compliance with EIA efforts. Humanis monitors and reports its activities in ÇOSB in accordance with GRI's Ecosystem and

Biodiversity indicators (GRI 304). It has confirmed that there are no endemic species listed in the Red Data Book or protected species under the Bern Convention within the facility area.

During the 2023 reporting period, Humanis participated in the **Nature Positive Masterclass Program** organized in collaboration with WWF-Türkiye and the Sustainable Development Association Türkiye, raising awareness about biodiversity. Aligned with Sustainable Development Goal 15, "Life on Land," the company prioritized environmental sustainability and developed strategies to support this focus.

As a member of the Sustainable Development Association, Saya Holding and its subsidiaries have embraced global best practices by participating in training programs on sustainable agriculture and access to food. It has accelerated its efforts to establish a "Biodiversity Commitment" as a short-term goal for 2023-2025 and continues to manage biodiversity risks through proactive measures.

Folkart Nefes Istanbul, Folkart Country Urla, Volt Motor, and Humanis have sourced 17.6%, 22.13%, 30%, and 20.4% of their energy needs, respectively, from solar energy, collectively preventing 45,065 tons of carbon emissions annually—equivalent to the carbon absorption of a forest covering approximately 7,511 hectares (75 km<sup>2</sup>) or the annual carbon absorption capacity of around 2,048,409 trees.

Reducing greenhouse gas emissions, efficient water use, and circular economy initiatives are integral components of our strategy to protect biodiversity. In environment-focused audits conducted across the Holding, no nonconformities were identified in the area of biodiversity, while risks and opportunities under the Sustainable Environment heading were regularly reviewed. Measures implemented and activities undertaken were continuously monitored and reported, ensuring a holistic approach to biodiversity protection. This process empowers us to take decisive steps toward achieving our environmental sustainability goals.



# **STRONG FUTURE FOR BUSINESS**



At Saya Holding, we undertake comprehensive projects in information security, digitalization, integrated governance, and product/production continuity as part of our sustainability vision, in collaboration with our companies Volt Motor, Folkart, and Humanis. These companies contribute to sustainable economic growth and the long-term growth strategies of our holding by enhancing customer satisfaction through quality-focused approaches and operational efficiency, while also playing a pivotal role in supporting local employment, advancing innovative initiatives within their sectors, and ensuring stable business processes aligned with our sustainability goals.

Under the theme of Sustainable Business Management, the activities carried out in 2023, in alignment with our 2023-2028 strategic plan, can be summarized as follows:

### Focused Sustainability Development Goal



## Very High Critical Material Issues

- 1 Product Quality and Safety
- 2 Occupational Health and Safety
- 3 Corporate Governance
- 4 Data Privacy and Cyber Security
- 5 Work Ethics
- 6 Financial Performance of the Organization
- 7 Employee Engagement and Satisfaction
- 9 R&D and Innovation
- 11 Responsible Resource Management and Procurement

2023-2028 Strategic Plan Strategic Megas		2023 Macros
1	Development	Growing in new business areas Deepening in existing business areas
2	Business Excellence	Process Development, Risk Management
3	Digitalization	Ensuring Maximum Efficiency from Existing Software Measuring the Digital Maturity Index RPA (Robotic Process Automation) Cyber Security Artificial Intelligence



## Information Security

In today's digital business environment, information is one of the most valuable assets, influencing critical factors such as operational efficiency and a company's competitive advantage. Saya Holding prioritizes information security, aiming to prevent financial and reputational losses resulting from digital attacks, data breaches, and privacy violations. The implementation of high-security standards is essential not only for legal compliance but also for fostering trust among customers, business partners, and stakeholders. This approach ensures the sustainability of the company's digital infrastructure and establishes a robust foundation for achieving its strategic goals. Saya Holding's Information Security Policy is accessible [\[here\]](#). Saya Holding subsidiaries adhere to international certification standards such as ISO/IEC 27001:2022 and other sector-specific requirements in their information security processes, enhancing cybersecurity awareness through regular security tests and training programs.



Motor, a Saya Holding company, transitioned to a cloud-based system in 2023 to enhance its digital infrastructure, improving data reliability and accessibility. It also secured employee and stakeholder access by implementing 2FA (Two-Factor Authentication) support over VPN and established a robust backup and disaster recovery infrastructure. Through these initiatives, Volt Motor strengthens its information security and ensures seamless business continuity.

Folkart, another Saya Holding subsidiary, enhances information security awareness among employees by providing regular cybersecurity training and conducting phishing attack simulations. It safeguards data security by implementing disaster recovery systems for secure data storage, ensuring uninterrupted operational processes.

Humanis, Saya Holding's healthcare subsidiary, addresses critical data security requirements in the healthcare sector by implementing the ISO/IEC 27001:2022 Information Security Management System, ensuring the protection of medical data. It conducts regular information security training for its employees and routinely evaluates security vulnerabilities through penetration tests.



## Digitalization

At Saya Holding, we prioritize digitalization efforts across our subsidiaries to accelerate business processes, optimize resource utilization, and reduce environmental impacts. By implementing practices like electronic signatures and digital document sharing, we contribute to our sustainability goals, reduce physical requirements such as paper use, and achieve up to **60%** in operational cost savings.

In 2023, Volt Motor, a Saya Holding company, launched initiatives to enhance its digital maturity. The company digitalized its operational processes with enterprise resource planning tools like SAP and strengthened data security and business continuity by transitioning to cloud infrastructure. In alignment with Saya Holding's digitalization strategies, Volt Motor focuses on increasing efficiency to make resource use more sustainable.

Folkart, Saya Holding's construction subsidiary, digitally manages over 70 quality and occupational health and safety processes through the PaperWork system, fostering a sustainable business model and reducing environmental impact by minimizing paper use.

It also ensures data traceability in customer-focused processes through digital solutions such as Microsoft Dynamics CRM and Power BI.

Humanis, Saya Holding's healthcare subsidiary, reduced paper usage through its eco-friendly digital business card practice and enhanced suggestion management by transitioning its employee suggestion system to a digital platform. By leveraging AI-powered solutions and IoT practices, Humanis improves process efficiency and actively contributes to Saya Holding's sustainability goals in digital transformation within the healthcare sector.





# Integrated Governance

At Saya Holding, we strive to enhance efficiency and compliance across all business processes through quality-focused integrated governance approaches. Our subsidiaries develop processes aligned with international quality standards using integrated management systems, creating sustainable business models supported by certified quality management systems.

Volt Motor, a Saya Holding company, adopts lean production principles in its management strategies and holds Asakai morning meetings to promote operational excellence and ensure process traceability. These meetings help clarify daily targets and drive continuous improvements aimed at enhancing customer satisfaction. Volt Motor ensures the continuity of its processes within a harmonized structure, aligning with Saya Holding’s integrated governance objectives.

Folkart, a subsidiary of Saya Holding, manages its quality, occupational health and safety, and customer satisfaction processes in accordance with **ISO 9001:2015, ISO 45001:2018, and ISO 10002:2018** standards through its integrated management system, ensuring all operational processes are sustainable and quality-focused.

As part of this framework, Folkart has its document and documentation processes audited by expert organizations, enhancing both efficiency and quality.

Humanis, Saya Holding’s healthcare subsidiary, develops safe and efficient business processes guided by its integrated governance strategy in the healthcare sector, ensuring compliance with ISO 27001 Information Security Management System standards. In pursuit of operational excellence, Humanis continuously monitors quality standards in its business processes and aligns system improvements with Saya Holding’s sustainability goals.



# Internal Business Development

Saya Holding’s internal entrepreneurship platform, SayaNova, serves as an innovation tool where employees can share suggestions for improving existing business processes, present innovative ideas, and develop these ideas into actionable projects.

Completed in 2023, SayaNova supports innovation, sustainability, and development-focused ideas from internal stakeholders, contributing to the enhancement of existing businesses and the creation of new business development projects. Aligned with Saya Holding’s sustainable growth and innovation strategies, SayaNova fosters employee engagement and promotes corporate learning and development by evaluating and supporting innovative ideas under the leadership of senior management and business development teams.

SayaNova is designed to cultivate a sustainable innovation culture that aligns with Saya Holding’s strategic goals. By involving employees directly in the long-term goals of the holding, SayaNova helps them adapt to changing global conditions, develop innovative solutions, and boost productivity.

SayaNova enhances corporate agility and operational efficiency by empowering employees to improve business processes, while also strengthening employee loyalty and fostering an intrapreneurial spirit. Aligned with Saya Holding’s “From the Present to the Future” vision, SayaNova promotes innovation while contributing to environmental sustainability goals.

SayaNova supports Saya Holding’s sustainability strategy by fostering the development of projects aligned with the United Nations Sustainable Development Goals (SDGs). Through SDG 9 (Industry, Innovation, and Infrastructure), the platform empowers employees to strengthen industrial infrastructure with innovative solutions, while SDG 12 (Responsible Consumption and Production) drives environmentally friendly processes and efficient resource utilization. Additionally, SayaNova contributes to employees’ job and career development under SDG 8 (Decent Work and Economic Growth), and enhances intra-holding collaboration to develop projects aligned with SDG 17 (Partnerships for the Goals).

The table below provides an overview of the projects submitted during the 3rd round of SayaNova, including the finalist projects and their current status:

Number of Applications		Semifinalists	Finalists	Distribution of Total Applications by Company	
63		18	3	Saya Headquarters	2
				Humanis	32
				Folkart	6
				Volt Motor	23
Submission of project details via the SayaNova Platform		Evaluation of projects by the SayaNova Committee based on specific criteria	Presentation of approved projects to the Investment Committee for further review	Launch and recognition of successful projects	Evaluation and approval of new company or business area establishment by the Partnership Rights Committee



# Product and Production Continuity

At Saya Holding, we prioritize investments in innovation and digital transformation to develop sustainable products and production processes. Our companies adopt lean production and environmentally friendly practices, driving continuous improvement through projects aimed at enhancing customer satisfaction throughout the value chain. Strategic cooperation models are established to support product and production continuity in the supplier market, increasing operational efficiency and optimizing resource utilization in alignment with our sustainability goals.

**Volt Motor** enhances production efficiency by applying lean production principles and ensures process traceability through OEE (Overall Equipment Effectiveness) monitoring. Production performance at Volt Motor is assessed through daily Asakai meetings, while SAP solutions are utilized to optimize resource management and ensure operational efficiency. Volt Motor develops a sustainable production framework aligned with Saya Holding’s product and production continuity goals.

**Folkart** enhances efficiency in sales and delivery processes with a customer-focused approach and ensures customer satisfaction through digital solutions such as Microsoft Dynamics CRM and Power BI. By continually updating its digital infrastructure, Folkart aims to sustain product and service quality, contributing to Saya Holding’s sustainable growth objectives.

**Humanis** leverages AI-supported healthcare solutions and IoT practices to improve process efficiency and ensure continuity in products and services within the healthcare sector. Through initiatives like Microsoft Copilot projects, Humanis enhances its processes with AI implementations, driving sustainable digital transformation in healthcare.

In 2023, Humanis allocated 16.20% of its budget to R&D activities, reinforcing its commitment to innovation.

At **Saya Holding**, we aim to elevate the digital maturity of all our subsidiaries by 2030 while enhancing our information security standards to meet global benchmarks. Additionally, we strive to foster a culture of quality by implementing quality management-focused processes across all our companies. To enhance awareness of information security, we plan to deliver regular cybersecurity training to all employees, ensuring 100% participation and fostering a security-conscious culture across the company. By adhering to high-quality standards in all processes, we strengthen operational excellence, establish a sustainable digital transformation infrastructure with environmentally friendly solutions, and aim to enhance our competitiveness in the sector.

 <b>Humanis</b> <b>FOLKART</b> <b>Volt</b> <small>elektrik motorları</small> <b>Volt</b> <small>TEKNOLOJİ</small> <b>Material Areas</b>					
<b>ISO9001:2015</b> Quality Management System	✓	✓	✓	✓	1. Product Quality and Safety 5. Business Ethics
<b>ISO 14001:2015</b> Environmental Management System	✓		✓	✓	11. Responsible Sourcing and Procurement 6. Financial Performance of the Organization
<b>ISO 45001:2018</b> Occupational Health and Safety Management System	✓	✓	✓		2. Occupational Health and Safety 7. Employee Engagement and Satisfaction
<b>ISO 50001:2018</b> Energy Management System	✓		✓		6. Financial Performance of the Organization 11. Responsible Sourcing and Procurement
<b>ISO 10002:2018</b> Customer Satisfaction Management System		✓		✓	7. Employee Engagement and Satisfaction 3. Corporate Governance
<b>ISO 27001:2022</b> Information Security Management System	✓			✓	4. Data Privacy and Cyber Security
<b>AS9100D:2018</b> Aerospace and Defense Industry Organizations Quality Management System				✓	9. R&D and Innovation



# Audit and Risk Management

At Saya Holding, we have implemented an integrated audit and risk management system aligned with international standards across all group companies, ensuring that our business processes are secure and sustainable. In 2023, we enhanced our internal and external audit mechanisms to fully align with our strategic goals, adopting a comprehensive risk management approach that addresses financial, operational, technological, compliance, human, cultural, and environmental dimensions. Through this systematic and proactive management approach, we minimize the impact of risks and remain steadfast in pursuing our long-term goals of corporate resilience and success.

Our risk management activities are structured in accordance with internationally recognized principles to enable early detection, management, and elimination of risks that could impede our objectives, operations, or strategies. These activities are overseen by the **Corporate Risk and Compliance Committee**, which reports directly to the Board of Directors and consists of eight members, chaired by an Independent Board Member.

The Committee meets at least six times annually, preparing interim summary reports and year-end activity reports, which are submitted to the Board of Directors. Additionally, the Committee is supported by working groups comprising experienced employees, enhancing its capacity to address complex risk management challenges. These groups have undergone Corporate Risk and Compliance Management Training provided by a global consulting firm and actively participate in risk identification, analysis, and definition.

The Internal Audit and Risk Management Directorate reports directly to the Chairman of the Board of Directors and operates under the Audit Committee. Through control activities and process reviews, the Internal Control Unit assesses the adequacy and effectiveness of control points in business processes, identifies key control areas, designs new controls to address deficiencies, and assigns corrective actions to process owners. Progress on these actions is monitored periodically.

We provide reasonable assurance to management on the health of corporate governance and the effectiveness of controls in audited business processes, while proposing action plans to address identified control weaknesses. Our Internal Control Experts in our holding companies actively contribute to risk identification, analysis, and definition activities as permanent members of our risk working groups.

In our risk management process, we create an inventory by identifying risks based on potential uncertainties. We calculate natural risk scores by assessing the potential impact and likelihood of each risk, determine residual risk scores after applying existing controls, and classify risks according to their severity. Actions to mitigate risks are aligned with strategic goals, and their effectiveness is monitored and tested by our Internal Control team.

Governance risks are evaluated in accordance with **COSO (Corporate Risk Management and Internal Control Framework)** standards through the Corporate Risk and Compliance Committee. Our sustainability activities are managed collaboratively with the Sustainability Committee, addressing areas such as cooperation, stakeholder relations, supply chain, climate change, energy, and resource efficiency. Risks related to ethics, sustainability, and corporate governance are managed through coordinated efforts between the Corporate Risk and Compliance Committee and the Sustainability Committee.

We continually strengthen our processes through proactive and preventive measures in risk management. Sustainable success in risk management is achieved through the implementation of measures identified during audit processes. Sustainability and ethical risks are addressed with an integrated approach, prioritizing the protection of our long-term corporate success and reputation as a critical objective. We manage sustainability risks under the ESG (Environmental, Social, and Governance) framework, analyzing environmental risks such as energy consumption, waste management, and carbon emissions, and mitigating these impacts, particularly through renewable energy projects. In 2023, we implemented preventive actions for sustainability risks identified in 2022 and continue to pursue these initiatives with determination.

Risk Definition		Material Issue	2023 Achieved
Inability to meet the expected levels in carbon emission measurements (Scope 1, 2, 3) at the headquarters and project locations, leading to non-compliance with commitments, potential loss of customers, and complications in export processes	 	Energy Efficiency Management  Climate Change and Greenhouse Gas Management	The carbon emission measurements for the Folkart 2023 Nova Project and general office operations were completed and reported.  Humanis fulfilled its SBTi commitment and finalized project development and target-setting efforts for carbon reduction across Scope 1, 2, and 3.
Delayed deployment of renewable energy resources, resulting in disruptions to climate target commitments, challenges in cooperation processes, and accelerated depletion of natural resources	 	Energy Management	In 2023, 17.6% of the energy consumed in the Folkart Nefes Istanbul Project and 22.13% in the Folkart Country Urla Izmir Project was sourced from solar energy. Volt Motor produced 1,100,000 kWh/year of energy through its rooftop solar energy systems in 2023, meeting 30% of the electricity needs for its machining and injection molding department. Humanis achieved an electricity savings of 83,578 kWh in 2023 by utilizing 20.4% solar energy.
Difficulties in adapting to new substances required under the Green Deal regulations, causing potential export and import complications		Compliance with Legal Regulations	While we are not currently among the five sectors included in the Carbon Border Adjustment Mechanism (CBAM) process, we proactively prepared for potential implications. During the 2023 workshop (page 18), we conducted gap analyses to inform future actions and completed managerial efforts to mitigate sectoral risks in a short time frame.
Inadequate progress in sustainability awareness initiatives at the stakeholder level, leading to disruptions in sustainable supply chain implementation in the future.		Stakeholder Satisfaction	Humanis participated in the CDP Supply Chain Program's reporting process to address climate change.
Falling behind industry standards in adapting business processes due to insufficient dissemination of sustainability knowledge and awareness from management to employees across the organization	 	Corporate Governance Employee Satisfaction	Sustainability bulletins were published, and informative materials were displayed on office desktop backgrounds and screens. Orientation training programs were enhanced to include sustainability topics. Sustainability-related content is continuously updated and maintained on Saya Campus.



# Ethics and Compliance

## Ethics

We adopt our ethical principles as the fundamental guide for all our activities, shaping our relationships with employees, shareholders, suppliers, competitors, and society in alignment with these principles. Inspired by our core values, we have articulated our ethical principles in five key articles, integrating them into our organizational structure and sharing them publicly. This approach fosters ethical awareness among all stakeholders and contributes to the creation of a transparent and equitable working environment.

Our Ethical Principles serve as a guide for employees and stakeholders, as outlined in the **Ethical Principles and Principles Booklet**. You can access our booklet from this link: **Ethical Principles Booklet**. We launched the Ethics Line Notification Platform to ensure compliance with ethical principles and address ethical violations promptly. This platform allows

employees and stakeholders to safely submit notifications, which are reviewed by the Saya Ethics Committee under strict confidentiality.

Our ethical processes extend beyond the company, encompassing relationships with suppliers and business partners. The Supplier Code of Conduct, aligned with global norms, is shared with all suppliers, and business relations are terminated with those who fail to comply with the rules. We uphold a zero-tolerance policy against unethical practices, including forced labor, child labor, bribery, and corruption. Based on notifications of ethical violations, we implement annual improvement efforts and conduct awareness-raising training programs for employees. As of 2023, adherence to our ethical principles has become an integral part of our corporate culture. On our Saya Campus platform, training on Ethical Principles is mandatory for all employees.

## Compliance

We are implementing a series of measures to effectively manage compliance risks and enhance our operational processes within the framework of environmental sustainability. Overseen by the Corporate Risk and Compliance Committee, our processes are designed to ensure compliance with Turkish legislation and to adapt swiftly to current and forthcoming regulations in the European Union and other countries.

As of October 1, 2023, we are diligently monitoring the processes related to the Carbon Border Adjustment Mechanism, which has come into effect for all our companies. Although the sectors we operate in are not

currently subject to sanctions under this regulation, we have planned to establish a finance and compliance working group under the Sustainability Committee in 2024 to proactively manage potential impacts. This working group will support the achievement of our strategic goals by ensuring that our sustainability targets are monitored and implemented in line with financial and legal compliance requirements.

Through our commitment to ethics and compliance, we foster a transparent, fair, and trustworthy business environment, strengthening our trust-based relationships with all stakeholders.





# **STRONG FUTURE FOR SOCIETY**



# Human Resources and its Future

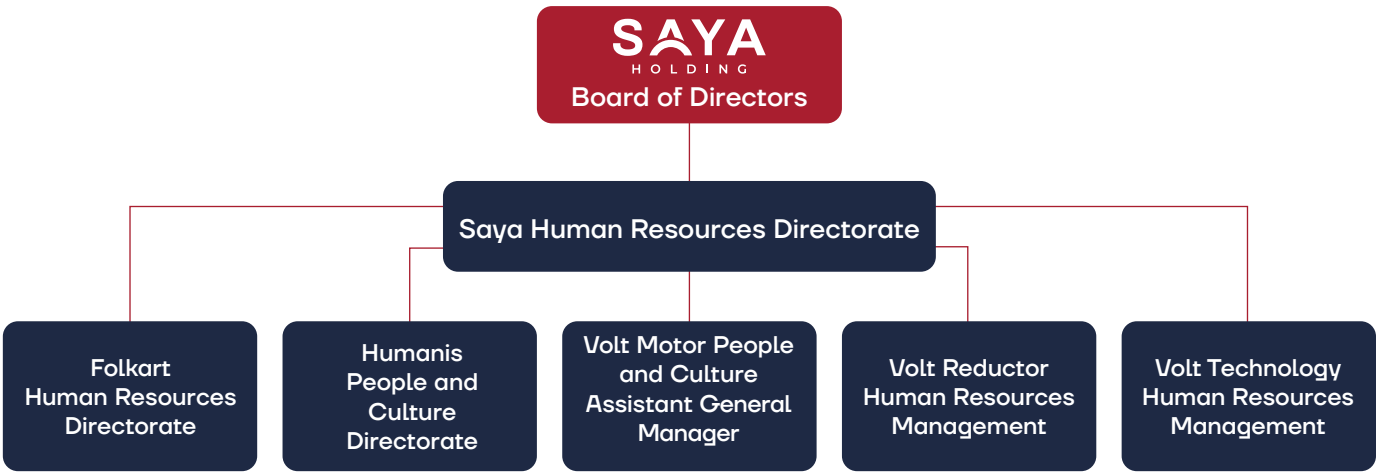
At Saya Holding, we regard the protection and promotion of human rights as a cornerstone of our sustainability strategy, aligned with our **“From the Present To the Future”** vision. Since our establishment, we have embraced the protection of employee rights as a core principle, with ensuring that all stakeholders in our value chain respect human rights being a priority target for 2023. We have strengthened our commitment in this area by adopting a zero-tolerance policy against discrimination, forced labor, and workplace human rights violations.

In line with this commitment, **our human rights policy** has been revised to incorporate a sustainable human resources perspective and is now publicly accessible on our website. Our policy not only guarantees the protection of employee rights and dignity but also encourages our business partners and suppliers to uphold these values.

We support the development of our employees in alignment with strategic goals shaped by our corporate vision, while considering global trends in human resources. Sustainable human resources activities are managed by professional teams in our holding companies under the effective leadership of the Saya Holding Human Resources Directorate. The

Saya Human Resources Directorate oversees and evaluates activities in line with planned processes, while sustainability-related evaluations are guided interactively by the Saya Sustainability Committee - People Leader, with practices presented and discussed comprehensively by the committee.

Through this approach, we align our efforts in employee rights and human resources with our sustainability goals, fostering a more inclusive, fair, and respectful work environment in collaboration with our stakeholders.



In 2023, Saya Holding launched online training programs through our Saya Campus platform to raise human rights awareness and embed this culture throughout the company.

These training sessions covered topics such as Inclusive Communication, Gender Equality, and Diversity.

A total of 40 employees participated in these initial training programs. Starting in 2024, Inclusive Communication and Gender Equality training will be mandatory for all employees. The goal of these training sessions is to enhance employees’ knowledge and awareness in alignment with our human rights policies.

Across our holding companies, we have organized regular awareness-raising sessions to ensure the effective implementation of our human rights policies. Additionally, we conducted human rights audits within our supply chain and proactively addressed potential risks. Following these audits, we implemented the necessary measures to safeguard human rights within our business processes.

We established a centralized control structure by integrating the human resources directorates across our holding companies with the Human Resources Directorate at our headquarters. This centralized structure ensures the consistent and effective implementation of our human resources policies throughout the holding. We have aligned our human resources policies with the Sustainable Development Goals (SDGs), with a particular focus on full compliance in the following areas:



## Our 2030 Community and Equality Goals

COMPANY	SAYA	Saya Strategic Plan 2023-2028	UN Sustainable Development Goals
TARGET YEAR	2030	Megas	
SOCIETY	We are committed to integrating gender equality policies at every stage of our supply chain and fostering strong collaborations with business partners and platforms that support women entrepreneurs.	People and Culture	
	To raise social awareness, we will organize internal campaigns on special occasions and actively engage in collective community initiatives.	People and Culture	
	By 2030, we aim to expand our mentoring programs to enhance career model communication, support the development of young talents, and provide clearer career paths, enabling more young people to join the Saya family.	People and Culture	
EQUALITY	By 2030, we aim to increase the representation of women leaders to over 30% across the entire holding.	People and Culture / Sustainability	
	We will ensure that women constitute 25% of the board of directors by 2030.	People and Culture / Sustainability	
	We will continue raising awareness on Diversity, Equality, and Inclusion and collaborate with NGOs to support these efforts.	People and Culture / Sustainability	
	Equality will remain a guiding principle in all managerial and operational processes, and we will advance this commitment with the support of global partners. (Note: WEPs)	People and Culture / Sustainability	



This summarizes the activities we undertook in 2023 as part of our 2023-2028 strategic plan under the framework of Sustainable People and Society.

Focus Sustainable Development Goal					
Critical Material Issue		Occupational Health and Safety Corporate Governance Employee Engagement and Satisfaction Business Ethics			
2023-2028 Strategic Plan Strategic Megas		2023 Macros			
1	People and Culture	Strategic Human Resources Management SAYA BoD-Executive Subsidiary Collaboration Becoming the Best Employer Brand			
2	Sustainability	Carrying out social functions			
3	Branding	Social Responsibility			

At Saya Holding, our employees are our most valuable assets; we are committed to fostering a diverse and inclusive work environment by providing equal opportunities to all.

We view employee development and performance as integral to achieving our corporate goals and ensuring sustainable growth. As part of this approach, we align individual employee goals with the strategic priorities of the holding and conduct regular performance evaluations throughout the year to review achievements, areas for development, and progress toward goals.

Through career development programs, training opportunities, mentoring, and coaching, we aim to enhance both the technical and leadership competencies of our employees. This structure, which emphasizes one-to-one feedback and development opportunities, strengthens motivation and loyalty, contributing to the harmonious growth of the entire organization.

# Our Human Rights Policies

We view the protection of human rights not merely as a legal obligation but as an essential component of our corporate values. To this end, we regularly review and update our holding-wide human rights policies to ensure their relevance and effectiveness. Through our integrated structure, we support the enhancement of employee competencies while promoting social responsibility awareness across the organization. Our centralized audit mechanism enables us to implement robust reporting and compliance processes in human resources management, fostering a sustainable management model.



# Diversity, Equality and Inclusion

As a company operating across diverse geographies and uniting various cultures, we recognize diversity as a key driver of creativity and originality. A People-Centered Approach and Diversity are among our core values, serving as the foundation for all our business processes.

This group is dedicated to implementing comprehensive action plans and projects that align with the principles of equality and inclusion across all human resources processes, including recruitment, promotion, compensation, and termination.

We maintain a zero-tolerance policy toward discrimination and all forms of inequality, ensuring equal opportunities for all our employees.

Women’s active participation in economic and social life is a core focus of our sustainability policy. To promote gender equality in the workplace, we prioritize increasing women’s representation at all levels, from recruitment to leadership roles.

Reaffirming our commitment, we participated in **UN Women’s “No Excuse for Violence”** program on November 25. Through our policies, we continue to support women in gaining a stronger presence in the business world, contributing to both social and economic sustainability.



Salary Rates by Grade	2023	2022
Ratio of women’s C-level executive salaries to men’s C-level executive salaries (basic salary only)	147%	98%
Ratio of women’s C-level executive salaries to men’s C-level executive salaries (total of basic salary and bonus payments)	118%	69%
Ratio of women’s managers’ salaries to men’s managers’ salaries (basic salary only)	116%	59%
Ratio of women C-level executive salaries to men C-level executive salaries (sum of basic salary and other bonus payments)	142%	125%
Ratio of women non-executive salaries to men non-executive salaries (basic salary only)	108%	89%

As our workforce grows, we prioritize gender balance and continue to embed the principles of diversity, equality, and inclusion into our organizational structure.

MEN			WOMEN			TOTAL		
2023	2022	2021	2023	2022	2021	2023	2022	2021
25	21	19	23	23	19	48	44	38

We adhere to the principle of equal pay for equal work, supporting the professional development of our women employees. Additionally, we have decided to consider becoming a signatory of the Women’s Empowerment Principles (WEPs) as part of improvement initiatives discussed in our committees and boards of directors. By 2024, we will initiate self-assessment processes and establish clear community and equality goals for 2030. During this process, we will identify improvement actions aligned with strategic objectives and continuously enhance our performance through concrete, measurable targets.

Through fair evaluation processes based on merit and skills, we offer leadership and personal development training programs to empower our women employees to advance in their careers. By 2030, we aim to significantly increase the representation of women in senior management and are taking strategic steps to achieve this goal.

We view diversity and inclusion as a source of cultural richness. Differences such as age, gender, ethnic origin, belief, language, and sexual orientation are not seen as grounds for discrimination; we are committed to ensuring equal opportunities at all levels. **Our human rights and DEI (Diversity, Equality, and Inclusion) policies** are publicly shared on our company website, reflecting our commitment to these principles.

We uphold a zero-tolerance policy for discrimination and harassment, reinforced through awareness programs, training sessions, and workplace gender equality initiatives that promote diversity. Through this approach, we continue to foster a fair, equal, and inclusive working environment.



# Talent Acquisition and Development

At Saya Holding, we embrace the philosophy of “People First” and consider our human resources the foundation of sustainable success for the future. Talent acquisition and development are strategic priorities that reflect our commitment to building a skilled and capable workforce. In 2023, we implemented comprehensive training programs to support the personal and professional development of our employees, fostering a culture of lifelong learning. This development journey ensures our employees stay informed about emerging trends and enhance their competencies in alignment with our company’s future objectives.



To support the continuous development of our employees, we have adopted a comprehensive approach to training management. All our training programs were planned through digital platforms in accordance with the “Training and Development Regulation” and “Training and Development Procedure.” Employees submitted training request forms to human resources to identify and address their technical, professional, and personal development needs. We ensured employee participation in training programs based on evaluations conducted by human resources.

Through “Saya Campus,” our digital platform developed within the Holding, we provided employees with access to both field-specific

technical training and personal development programs. We provided access to the platform via both web-based and mobile applications and introduced a point and reward system to encourage participation in training programs. Through this system, employees earned points for completing training sessions, which were converted into rewards, boosting their motivation.

Based on the competency matrix and needs analysis of our employees, we identified mandatory and voluntary training programs, supporting them on their lifelong learning journey. The table below presents data on training hours for 2022 and 2023.

Average hours of training provided per employee by gender (Hours)	TOTAL AVERAGE	
	MEN	WOMEN
Women	22,70	20
Men	18,28	8,26
AVERAGE	20	14

We design training programs within the Holding according to annual plans, aiming to support the career development of our employees. The Human Resources Directorate conducted a needs analysis and identified the following training categories:

## ALL TRAININGS

FUNCTIONAL COMPETENCE  
INTERNAL TRAININGS  
EXCELLENCE IN BUSINESS  
PERSONAL AWARENESS  
PERSONAL EXCELLENCE  
LEADERSHIP COMPETENCIES  
CORE COMPETENCE  
NEW WORLD SKILLS  
EXCELLENCE IN MANAGEMENT  
OTHER

Humanis, a Saya Holding company, actively supports young talents by providing annual internship opportunities to a designated number of students, aligned with SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth). In 2022 and 2023, the number of university and high school interns is as follows:

Additionally, under the framework of the Graduate Degree Support Regulation, financial and moral support was extended to employees seeking to advance their academic careers, along with opportunities for postgraduate education at contracted higher education institutions. We have embraced the understanding that the continuous development of our employees significantly contributes to the growth and success of Saya Holding.

PROJECT NAME	OBJECTIVE	DESCRIPTION
Great Place to Work-2021	Great Workplace with a High Trust Culture	It involves measuring employees' internal opinions and suggestions across areas such as reliability, respect, fairness, pride, and team spirit through global evaluations and analyses.
Mentor-Mentee Program	Developing Managerial Skills of Employees	The program, initially focused on Women Engineers, is now expanding its inclusiveness to encompass all employees. The program is structured around a six-month training canvas managed by mentors for mentees.
OKR Project	Employee Performance Development and Tracking System	The new-generation performance development program links company goals with employee objectives and enables short-term, one-to-one performance measurement with leaders.
Sayanova	New Investment Channels and Reward Process with Employee Engagement	It is an initiative that gathers investment and business development ideas from employees, excluding senior management and relevant teams, to foster innovation.
Internal Trainer Program	Employee Development Support through Training of Trainers	This is an instructor program for volunteer employees, emphasizing continuous learning and development by enabling them to act as both instructors and students.
Privilege Cards (Discount and Gift Cards)	Employee Financial Support System	It includes a discount or gift system for employees of Saya Group and its Subsidiaries through contracted brands.
Developing Together Program	Employee Development Program	A specialized development program tailored for employees in Specialist and Above positions, focusing on those with expected or above performance report cards.
Scholarship content	Employee Financial Support System	A financial support program for high school and university education provided to employees' children.



# Performance and Compensation

At Saya Holding, we strive to enhance employee performance and satisfaction by fostering a fair, transparent, and equitable working environment across Volt Motor, Folkart, Humanis, and all our subsidiaries, in alignment with our sustainability policy. We value the contributions of our employees and support their development through the principles of equal pay for equal work and a fair, transparent approach. Through these efforts, we are steadfast in building a sustainable business culture.

**Folkart** prioritizes performance evaluation processes, recognizing that employees can achieve higher performance in an equal and transparent work environment. By leveraging competency matrices, Folkart identifies development areas for employees, supports their career growth, and evaluates performance objectively using concrete criteria aligned with Key Performance Indicators (KPIs). In 2024, Folkart plans to adopt the OKR (Objective Key Results) system, first introduced at Saya, to further digitalize performance management and align all employee goals with company strategies. The system will enhance transparency by making employees' contributions to the company's overall objectives more visible and ensuring a fair evaluation process.

**Humanis** utilizes an online platform to conduct performance evaluations with objectivity and sustainability. To ensure clarity in goal-setting, Humanis cascades annual targets from company-wide objectives to departmental and individual KPIs. This egalitarian and transparent approach enables all employees to set goals aligned with the company's strategies. Humanis conducts regular performance evaluations to support the development journey of its employees, identifying their needs and providing tailored support. This development-focused management approach enhances employee loyalty, contributing to the achievement of sustainable business goals.

**Volt Motor** implements fair performance evaluation processes for both blue-collar and white-collar employees, divided into three stages: goal setting, interim reviews, and year-end assessments. Adhering to the principle of equal pay for equal work, Volt Motor uses global methodologies such as Korn Ferry and Mercer to determine fair salary levels and fringe benefits without gender discrimination. Volt Motor applies a transparent and egalitarian approach in promotion and appointment decisions, relying on objective data, and maintains a competitive wage policy aligned with market conditions.

At **Saya Holding**, we aim to enhance the flexibility and traceability of performance targets through the OKR (Objectives and Key Results) system, introduced in 2022. This system facilitates the transition to a transparent management structure and ensures effective communication of our strategic goals from senior management to all departments and individual employees. Through the OKR system, we align our strategic goals with individual objectives, making employees' contributions to company goals more visible.

Across all our holding companies, we regularly evaluate employee performance using objective criteria throughout the year and provide development-focused feedback. Within this framework, we transparently share performance results with managers and employees, identifying opportunities for growth and improvement.

Our training management processes help us pinpoint employees' development areas through competency matrices, supporting their career advancement. By planning the necessary training programs for employees to acquire essential skills, we contribute to both individual and corporate growth.

At Saya Holding, we implement an egalitarian and transparent career management system to support the career growth of our employees across all companies. Career transition opportunities such as rotation, promotion, and managerial roles are offered based on competency matrices, performance evaluation results, manager recommendations, and development center practices, ensuring a fair and sustainable career path for all employees.

We prioritize digital transformation in our performance management and compensation processes to enhance efficiency and transparency. By utilizing innovative tools like the HR Dashboard, we manage our human resources processes with a data-driven approach. Through predictive analysis projects, we enhance talent management, boost organizational efficiency, and support decision-making by forecasting future organizational needs. Our digital performance management processes enhance employee satisfaction while enabling more effective monitoring of our strategic goals.





## Employee Satisfaction and Loyalty

8 DECENT WORK AND ECONOMIC GROWTH



In alignment with **SDG 8: Decent Work and Economic Growth**, we take strategic steps to enhance employee satisfaction and engagement. The comprehensive employee satisfaction

and engagement initiatives implemented at Volt Motor, Volt Technology, Folkart, Humanis, and Saya Holding Headquarters strengthen employee commitment and ensure workforce continuity. These efforts reflect our vision of creating a fair, transparent, and equitable working environment.

**Volt Motor** transitioned its employee satisfaction survey processes, previously conducted with local suppliers, to a more robust framework under the Great Place to Work program. Additionally, through the launch of the EVP (Employee Value Proposition) process, the company established a culture and development roadmap. These initiatives aim to drive cultural transformation in line with Volt Motor's strategic business model and improve its employee satisfaction score.



**Folkart** strives to enhance employee satisfaction and foster a sense of belonging by providing a fair, safe, and supportive work environment.

To this end, gifts are distributed on special occasions such as Mother's Day, Father's Day, religious holidays, and New Year, while fringe benefits like Birthday Leave are offered to employees. Employee achievements are celebrated regularly through initiatives like Appreciation-Thank You Weeks and Seniority Awards, boosting motivation and recognition. Additionally, to support employee well-being, educational scholarships and social benefits such as relocation assistance and paternity leave are provided. Bize Değer (We are Worth It) events are organized to strengthen communication and solidarity among teams, aiming to increase both job satisfaction and team cohesion.

**Humanis** updated its Employee Experience Model to enhance employee experience and loyalty, offering flexible working opportunities to headquarters employees alongside benefits such as complementary health insurance, nursery support, and graduate degree assistance. As part of this initiative, Humanis conducted a culture analysis through the EVP process, developed an Employer Brand Transformation Roadmap, and identified key areas for improvement to boost employee satisfaction. Humanis achieves more effective outcomes in performance management and training processes through dedicated Human and Culture Business Partners assigned to each department.

At **Saya Holding** Headquarters, we regularly conduct satisfaction surveys across all holding companies to maximize employee satisfaction

and loyalty. Based on the feedback received, we pursue improvement initiatives with unwavering commitment. We organize various social activities and support programs to strengthen employee loyalty and actively value their opinions and suggestions.

Through initiatives like "What Is Your Opinion" meetings, we engage directly with employees and foster open communication at all levels via the Open Door practice. Additionally, we implement a 360-degree evaluation system within the OKR framework to assess employee contributions from a broader perspective. This approach ensures that company goals are effectively communicated throughout the organization and enables a more comprehensive evaluation of employee contributions.



Our employee satisfaction and engagement projects aim to create a fair working environment, promote transparency, and support employee development in alignment with company strategies.

These initiatives, carried out across the Holding in line with the vision of "From the Present to the Future," not only ensure workforce continuity but also foster a sense of value and a strong sense of belonging among our employees.



Değerli Yöneticilerimiz ve Sevgili Çalışma Arkadaşlarımız;

Meme Kanseri Farkındalık Ayı için Folkart İnsan Kaynakları Müdürlüğü tarafından düzenlenecek Psk. Özlem Tokgöz ÖZSOYLAR tarafından stresle baş etmeye yönelik, doğru nefes kullanım tekniklerinin anlatılacağı webinara tüm çalışma arkadaşlarımız davetlidir.

**TARİH : 19 Ekim 2023, Perşembe**  
**SAAT: 10:00**

Saygılarımızla,  
Folkart İnsan Kaynakları Müdürlüğü

PSK. Özlem Tokgöz ÖZSOYLAR Kimdir?

Ankara Üniversitesi DTCE "Psikoloji" bölümünden 2000 yılında mezun olmuştur. Yüksek lisans eğitimi Marmara Üniversitesi "İnsan Kaynakları Yönetimi" bölümünde olan eğitmenimiz İktisadi Üniversitesi Hacı Ali Yücel Eğitim Fakültesi "Pedagojik Formasyon" programını yüksek onur derecesiyle tamamlamıştır. ICF Onaylı (ACTP) Akademi Temel Koçluk Eğitim Programı "Advancing the Path to Core Coaching Masteries" programını tamamlamıştır. Kabul ve Kararlılık Terapisi, Odaklı Koçluk, Mindfulness, Yaşamal Enerjiyi Eğitimi, Psikolojik İlk Yardım, Psikolojik Testler, Transaksiyonel Analiz gibi alanlarla ilgili çok sayıda eğitim ve seminer çalışmalarına katılmış olan eğitmenimiz 20 yılı aşkın süredir psikolojik danışmanlık, satış, eğitim sektörlerinde uzman, danışman ve yönetici pozisyonlarında çalışmıştır. Kurucusu olduğu Kırar Kurumları Eğitim Akademi ile 2010 yılından bu yana kurum kuru kişisel gelişim eğitimi vermektedir.





# Occupational Health and Safety

All subsidiaries of SAYA Holding, particularly the Production-oriented companies, exceed minimum requirements in implementing OHS activities, with Volt Motor, Folkart, and Humanis managing their Occupational Health and Safety (OHS) processes in compliance with ISO 45001:2018 standards and legal requirements. At SAYA Holding, we adopt a proactive approach to OHS processes, aiming to minimize occupational accidents and safeguard employee health.

**Volt Motor** conducts continuous improvement initiatives to achieve its goal of zero occupational accidents in its OHS processes. Based on the 2023 assessment, 33% of occupational accidents were attributed to behavior, 44% to situations, 10% to both behavior and situation, and 14% to non-work-related causes. Volt Motor has not experienced any fatal workplace accidents. The OHS committee convenes monthly to analyze incidents and identify measures for prevention and improvement.

**Folkart** meticulously manages its OHS processes with a “People-Centered Approach,” fostering a comprehensive OHS culture in alignment with the ISO 45001 standard. As part of its OHS strategy, risk analyses are also required from subcontractors to identify critical areas, providing guidance for OHS strategies.

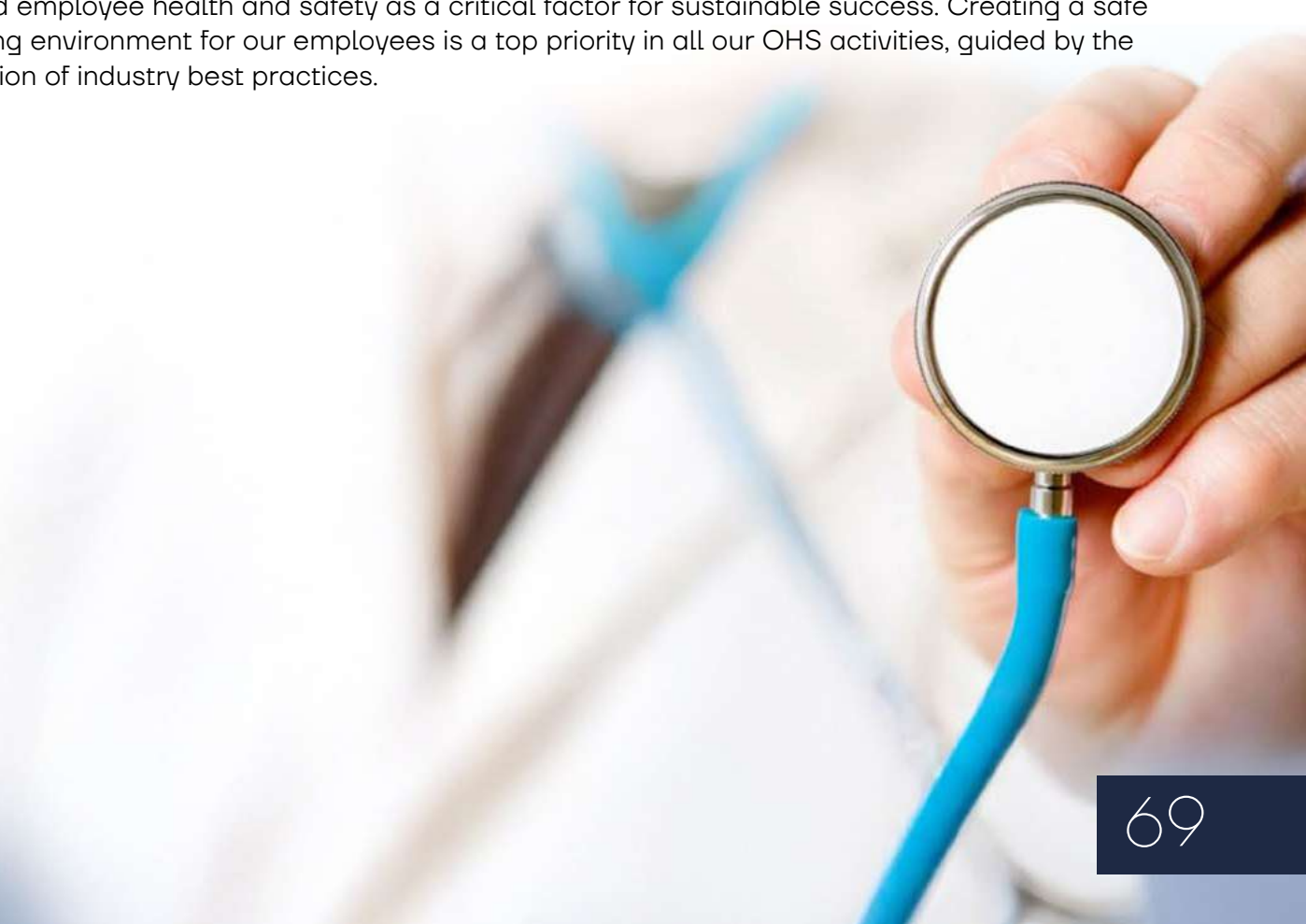
An audit system evaluates subcontractors through a scoring mechanism, with outstanding performers recognized with the “OHS Awarded Subcontractor of the Year” award. Folkart demonstrates its commitment to safe working environments through quarterly field inspections and 19-item performance criteria.

**Humanis** aims to create a sustainable work environment by prioritizing both the physical and psychological safety of its employees under its “People First” approach. Through the MyHSE implementation launched last year, Humanis has established a proactive OHSE culture to address hazards and risks effectively. The system allows employees to report unsafe behaviors and ramakkala, while OHS scores are integrated into the performance targets of managers to reinforce accountability.

In 2023, the targeted OHS score was exceeded, reflecting a strong performance. Most findings from internal and external audits were promptly addressed, ensuring effective and proactive OHS management.

OHS	2021	2022	2023
OHS Committee			
Number of OHS committees established	14	15	14
Total number of members in established OHS committees	82	82	73
Number of employee representatives in established OHS committees	18	21	14
OHS Trainings - Number of Participants (person)			
Direct Employment	860	827	811
Contractor Company Employee	1679	1336	1905
OHS Trainings - Total Hours (person*hour)			
Direct Employment	915,18	1136,77	1281
Contractor Company Employee	9517,5	7509,5	10123,5
Number of Work-Related Fatalities	0	0	0

At Saya Holding, we regularly assess and report the Occupational Health and Safety (OHS) performance of our subsidiaries. In line with our commitment to meeting global standards, we regard employee health and safety as a critical factor for sustainable success. Creating a safe working environment for our employees is a top priority in all our OHS activities, guided by the adoption of industry best practices.





# Corporate Social Responsibility

In 2023, Saya Holding undertook a diverse range of corporate social responsibility projects, guided by the vision of contributing to society and supporting sustainable development in alignment with the United Nations Sustainable Development Goals (SDGs). These projects were designed to address key goals such as Quality Education (SDG 4), Gender Equality (SDG 5), Reducing Inequalities (SDG 10), Responsible Production and Consumption (SDG 12), and Climate Action (SDG 13).

Through this approach, we prioritize creating long-term social value, strengthening our sustainable business model, and broadening our social impact as core objectives in every social responsibility project.

In 2023, our Corporate Social Responsibility efforts were heavily focused on responding to the February 6 earthquake, a disaster that profoundly affected Türkiye. In the aftermath, Saya Holding, together with all its subsidiaries, demonstrated unwavering solidarity and collective support. In this context, a TL 30 million aid fund was established. We contributed TL 5 million to the “İzmir Yardıma Koşuyor” (Izmir is Rushing to Help) campaign, launched with the participation of 30 institutions in the Izmir business community under the coordination of the Izmir Governorship. As part of the “Bir Kira Bir Yuva” (One Rent, One Home) project initiated by the Izmir Metropolitan Municipality, TL 5 million in rental assistance was provided to support housing needs for citizens affected by the earthquake. Humanis has been in contact with the Ministry of Health since the early stages of the earthquake and continues to supply pharmaceutical aid. Humanis also collaborates with the Turkish Medicines and Medical Devices Agency to combat the scabies epidemic prevalent in earthquake-affected areas. Through the AFAD organization, construction machinery, generators, and search-and-rescue equipment were sent to the earthquake-impacted provinces.

A volunteer search and rescue team, comprising colleagues and stakeholders, collaborated with the İnegöl Natural Disasters Search and Rescue (İNDAK) team to support rescue efforts in Kahramanmaraş. The food truck donated by Folkart to the Red Crescent in 2015 continues to deliver hot meals to those in need in earthquake-affected areas. Most recently, this vehicle provided service in Hatay’s Ceylanlı Village. In collaboration with public institutions and organizations, emergency needs in earthquake zones were addressed by supplying food, stoves, coal, and tents.



Şirket Adı	İlgili SKA	Project Stakeholder	Project Scope	Project Objective
Saya Holding		Turkish Education Foundation (TEV)	Supporting the education of 21 women in honor of International Women's Day on March 8.	Promote equal opportunities in education and contribute to gender equality.
Saya Holding		Local Women Entrepreneurs	Promoting local women entrepreneurs by gifting handmade bags to women employees on Mother's Day.	Support local women entrepreneurs and encourage responsible production and consumption.
Saya Holding		Turkish Education Foundation (TEV)	Making donations on behalf of employees who complete the “Development Journey” training program.	Advance quality education goals and lifelong learning opportunities.
Saya Holding		UN Women	Participating in the #NoExcuses movement on November 25, International Day for the Elimination of Violence against Women.	Raise social awareness in combating violence against women.
Volt Motor		Volt Motor Employees	Hosting quiz competitions on March 30, International Zero Waste Day.	Foster environmental consciousness by promoting responsible consumption habits.
Volt Motor		Volt Motor Employees	Organizing nature walks and environmental clean-up activities on World Environment Day.	Enhance environmental awareness and contribute to climate action initiatives.
Folkart		Young Talents	Introducing young talents to the professional world through the F-Team Star Intern Program.	Support the professional development of young people, enabling their entry into the business world.
Folkart		Folkart Gallery	Curating a special Atatürk exhibition to commemorate the 100th anniversary of the Republic of Türkiye.	Expand access to the arts and increase cultural awareness.
Folkart		Folkart Academy	Providing free art education opportunities.	Encourage individual growth through arts education.
Folkart		Izmir Governorate	Supporting aid campaigns for regions affected by earthquakes.	Reduce inequalities and strengthen social solidarity.
Humanis		Humanis Employees	Conducting waste collection events in Kızılköy.	Advance climate action through organized environmental cleanup efforts.
Humanis		Humanis Employees	Organizing a bicycle-making workshop to promote sustainable practices.	Cultivate social sensitivity by fostering solidarity within the community.



As Saya Holding, we collaborated with the Turkish Education Foundation (TEV) to support equal opportunities in education. In this effort, we contributed to the Gender Equality (SDG 5) goal by supporting the education of 21 women on International Women's Day, March 8.

On Mother's Day, we supported local women entrepreneurs by gifting handmade bags to our women employees, aligning with the Reducing Inequalities (SDG 10) and Responsible Production and Consumption (SDG 12) goals.

To further the Quality Education (SDG 4) objective, we made donations to TEV on behalf of each employee who completed the Development Journey training program.

Taking a strong stance against violence, we joined UN Women's #NoExcuses movement with all our employees on November 25, the International Day for the Elimination of Violence against Women, to proactively raise social awareness.

Volt Motor reinforces sustainability values among its employees by organizing events aimed at fostering environmental awareness. On March 30, International Zero Waste Day, Volt Motor supports Responsible Production and Consumption (SDG 12) through quiz competitions and promotes Climate Action (SDG 13) with a nature walk and environmental cleaning event held in Balçova Therapy Forest on World Environment Day. Volt Motor enhances environmental awareness and strengthens social responsibility values among its employees.

Folkart undertakes various initiatives to support local development and foster the professional growth of young people in the regions where it operates. The F-Team Star Intern Program contributes to Quality Education (SDG 4) and Reducing Inequalities (SDG 10) by helping young talents transition into the professional world. Established in 2015 to increase access to and awareness of art, Folkart Gallery welcomed 85,332 visitors in 2023 with a special Atatürk exhibition commemorating the 100th anniversary of the Republic of Türkiye, while Folkart Academy advanced Sustainable Cities and Communities (SDG 11) by offering free art education to 400 individuals. Folkart contributed to Reducing Inequalities (SDG 10) by supporting the Izmir Governorship's "Izmir is Rushing to Help" and "One Rent, One Home" campaigns, providing aid to regions affected by the earthquake.

Humanis implements various projects focusing on environmental awareness and social sensitivity. It supports Climate Action (SDG 13) by organizing a waste collection event in Kiyıköy during Environment Week and fosters social solidarity through a bicycle-building workshop for children in need. Through these initiatives, Humanis aims to enhance its environmental and social awareness, creating a long-term positive impact.

Saya Holding and its subsidiaries reaffirmed their commitment to contributing to society and creating sustainable value in line with the United Nations Sustainable Development Goals through these social responsibility activities in 2023.



Folkart Gallery,  
Ataturk Exhibition special for the 100th anniversary of the Republic of Türkiye.



Folkart Academy



Humanis organized a nature walk and environmental cleaning event in Balçova Therapy Forest on World Environment Day.



# Appendix

**Glossary of Definitions**

**United Nations Global Compact (UNGC) Index**

**Corporate Memberships**

**Performance Indicators**

Social Performance Indicators

Environmental Performance Indicators

**GRI Content Index**



# Glossary of Definitions

**The European Green Deal:**

The European Union’s policy framework focused on achieving carbon neutrality and transitioning to a sustainable economy.

**2FA (Two-Factor Authentication):**

A security mechanism that enhances account protection by requiring two distinct verification methods. In addition to a password, it uses an SMS code, biometric data, or an application-generated verification code.

**BIST (Borsa Istanbul):** Türkiye’s principal capital market and stock exchange. It serves as a platform for trading stocks, debt instruments, and derivatives.

**BIST Sustainability Index:**

An index comprising companies listed on Borsa Istanbul with high environmental, social, and governance (ESG) performance. It aims to encourage and incentivize improved sustainability practices among companies.

**Science Based Targets (SBTi):**

An initiative that ensures carbon reduction targets are scientifically grounded. It guides companies in setting goals aligned with the Paris Climate Agreement to limit global temperature rise to 1.5°C.

**Biodiversity:** Efforts aimed at preserving ecosystems and supporting the sustainability of natural life.

**CDP (Carbon Disclosure Project):**

An organization encouraging companies and cities to disclose their environmental impacts, such as carbon emissions, water usage, and climate change strategies. CDP provides valuable data for investors and stakeholders to evaluate sustainability performance.

**COSO Framework:** (Committee of Sponsoring Organizations of the Treadway Commission) A globally recognized framework offering standards and guidelines for risk management, internal control, and anti-fraud practices.

**Diversity:** The inclusion and representation of individuals with varied genders, ages, ethnicities, cultures, skills, and perspectives within a community or organization.

**Environmental Sustainability:**

Strategies aimed at minimizing the negative environmental impacts of company activities. This includes initiatives such as reducing carbon footprints, improving energy efficiency, managing water resources, and optimizing waste management practices.

**Bidirectional Materiality Analysis:**

A method that evaluates a company’s environmental and social impacts (internal material) and how these impacts affect the company’s financial performance (external material). It is commonly used in ESG reporting and strategy development.

**Value Chain:** A business model encompassing all stages a product or service undergoes, from ideation to delivery to the end user.

**Circular Economy:** A sustainable business model that promotes resource reuse and waste reduction. Saya Holding incorporates circular economy principles into its operations to enhance sustainability.

**EcoVadis:** A platform that evaluates companies’ sustainability performance, focusing on environmental, social, ethical, and supply chain practices. It provides sustainability ratings to help companies improve and benchmark their performance.

**Energy Efficiency:** The practice of using energy resources in the most efficient and cost-effective way. Saya Holding leverages innovative technologies to optimize energy consumption and enhance efficiency.

**Equality:** The fair and equitable distribution of opportunities, resources, and rights to all individuals, including efforts to support disadvantaged groups and promote inclusivity.

**SPP (Solar Energy Systems):**

Systems designed to generate renewable energy using solar power, contributing to sustainable energy solutions.

**GRI (Global Reporting Initiative):**

A global standard for sustainability reporting, encouraging companies to transparently disclose their economic, environmental, and social impacts.

**ISO 14001:** An environmental management standard that helps companies develop processes to minimize environmental impact and operate in an environmentally friendly manner.

**ISO 45001:** An occupational health and safety management standard designed to ensure a safe working environment and prevent workplace accidents.

**ISO 50001:** An energy management standard that guides companies in monitoring, optimizing energy consumption, and promoting sustainable energy management practices.

**ISO 9001:** A quality management standard that helps companies establish processes to enhance customer satisfaction and foster continuous improvement in product or service quality.

**Inclusion:** The practice of engaging diverse individuals and fostering an environment where everyone feels valued and respected. Inclusion is crucial for effectively managing diversity.

**Carbon Footprint:** The total measurement of carbon emissions generated by a company’s operations, reflecting its environmental impact.

**KOSBİ:** An organized industrial zone located in Izmir, Türkiye, providing infrastructure, logistics, and support services to industrial facilities in the region.

**LEED Certificate:** (Leadership in Energy and Environmental Design) An international certification promoting environmentally friendly building design, focusing on energy and water conservation and minimizing environmental impact.

**Macro:** Smaller-scale, actionable goals or business plans developed as part of larger strategic initiatives or mega projects.

**Mega:** Large-scale, long-term strategic goals or projects that form a core part of an organization’s strategic plans.

**NDC (Nationally Determined Contributions):** National contribution plans established by countries under the Paris Agreement to combat climate change. These plans outline targets for reducing greenhouse gas emissions and adapting to climate change.

**OKR (Objectives and Key Results):** A goal-setting and management system that allows companies to define measurable objectives and track progress toward achieving them, ensuring alignment across teams and departments.

**Paris Climate Agreement:** An international treaty aimed at limiting global temperature rise to 1.5°C. Saya Holding aligns its net-zero carbon emission targets with the principles of this agreement.

**Saya Campus:** Saya Holding’s digital training and development platform designed to enhance employees’ technical and personal skills. It incorporates a motivational point-and-reward system to encourage participation in trainings.

**SayaNova:** Saya Holding’s internal entrepreneurship and innovation platform that fosters an environment where employees can share innovative ideas, develop projects, and implement them. The platform aims to cultivate a sustainable innovation culture within the company.

**SBTi (Science Based Targets Initiative):** An initiative promoting science-based target-setting to combat climate change. It encourages companies to align their emission reduction goals with scientific principles and the Paris Agreement’s aim of limiting global temperature rise to 1.5°C.

**What Is Your Opinion Meetings:** Meetings designed to gather feedback and opinions from company employees, fostering open communication and engagement.

**Zero Tolerance:** A strict policy against ethical violations, corruption, and non-compliance with occupational safety standards, ensuring adherence to company values and regulations.

**SDA (Sustainable Development Association):** An organization dedicated to promoting sustainable development and providing guidance to companies in adopting sustainable practices.

**Strategic Plan:** A comprehensive guide outlining a company’s long-term objectives and the necessary steps to achieve these goals, aligning efforts across all departments.

**Water Management:** The practice of reducing water consumption and using water resources sustainably to minimize environmental impact and ensure long-term availability.

**Sustainable Development Goals (SDGs):** The 17 global goals established by the United Nations to promote sustainability worldwide. For instance, SDG 13 – Climate Action focuses on combating climate change.

**UN Women:** A United Nations entity dedicated to advancing women’s rights, promoting gender equality, and empowering women across the globe.

**UNGC (United Nations Global Compact):** The United Nations initiative encouraging companies to commit to principles in areas such as human rights, labor standards, environmental sustainability, and anti-corruption practices.

**VPN (Virtual Private Network):** A technology that enhances data security by establishing a secure and encrypted connection over the Internet, commonly used for remote access and online privacy.

**WEPs (Women’s Empowerment Principles):** Guidelines created by UN Women and the UN Global Compact to promote the empowerment of women in the workplace. They address issues such as equal pay, leadership diversity, and work-life balance.



# United Nations

## Global Compact

TITLE	PRINCIPLES	RELEVANT SECTION OF THE REPORT
HUMAN RIGHTS	Principle 1:  Businesses should support and respect proclaimed human rights.	Human Resources and its Future
		Diversity, Equality and Inclusion
		Performance and Compensation
		Employee Satisfaction and Loyalty
		Occupational Health and Safety
		Ethics and Compliance
		Corporate Social Responsibility
	Principle 2:  Business should not be complicit in human rights abuses.	Human Resources and its Future
		Diversity, Equality and Inclusion
		Ethics and Compliance
		Performance and Compensation
		Diversity, Equality and Inclusion
		Talent Acquisition and Development
		Human Resources and its Future
STANDARD OF WORK	Principle 3:  Businesses should support workers' freedom of association and collective bargaining.	Employee Satisfaction and Loyalty
		Performance and Compensation
		Employee Satisfaction and Loyalty
		Human Resources and its Future
		Ethics and Compliance
		Ethics and Compliance
		Human Resources, its Rights and Future
	Principle 4:  End the use of forced and compulsory labor.	Ethics and Compliance
		Human Resources, its Rights and Future
		Ethics and Compliance
		Human Resources, its Rights and Future
		Ethics and Compliance
		Human Resources, its Rights and Future
		Human Resources, its Rights and Future

TITLE	PRINCIPLES	RELEVANT SECTION OF THE REPORT
ENVIRONMENT	Principle 7:  Businesses should support precautionary approaches to environmental challenges.	Environmental Management System
		Circular Economy
		Energy and Emissions Management
		Audit and Risk Management (Environmental Risks)
		Water Management and Efficiency
		Environmental Management System
		Circular Economy
	Principle 8:  Support all activities and organizations that increase environmental responsibility.	Energy and Emissions Management
		Entrepreneurship Projects
		Water Management and Efficiency
		Biodiversity
		Digitalization and Integrated Governance
		Energy and Emissions Management
		Biodiversity
ANTI-CORRUPTION	Principle 9:  Support the development and diffusion of environmentally friendly technologies.	Audit and Risk Management
		Ethics and Compliance
		Human Resources, its Rights and Future
		Entrepreneurship Projects

NOTE:

The following headings outline the approach and strategy designed to align with and support all UNGC principles:

- Sustainability Manifesto
- Sustainability Strategy



## Corporate Memberships



United Nations  
Global Compact



ÇEVKO  
Environmental Protection and Packaging Waste  
Valorization Foundation



EMOSAD  
Electric Motors Manufacturers Association



TKYD  
Turkish Corporate Governance Association



TİSD  
Turkish Pharmaceutical Industry Association



EGE BÖLGESİ SANAYİ ODASI  
AEGEAN REGION CHAMBER OF INDUSTRY



EİB  
Aegean Exporters Association



SURDER  
Health Products Association



KESİAD  
Kemalpaşa Industrialists and Businessmen  
Association





# Performance Indicators

## Social Performance Indicators

EMPLOYEE DEMOGRAPHICS	SAYA			CONSOLIDATED		
	2021	2022	2023	2021	2022	2023
Total Number of Employees	26	36	48	1706	1986	2118
Female	12	18	23	447	1077	622
Male	14	18	25	1259	909	1496
Employees by Nationality	26	36	48	1706	1986	2118
Indigenous	26	36	48	1703	1984	2115
Foreigner	0	0	0	3	2	3
Total Number of Employees by Category	26	36	48	1706	1986	2118
White Collar	23	33	45	875	1032	1235
Female	10	16	22	305	346	458
Male	13	17	23	570	686	780
Blue Collar	3	3	3	831	954	883
Female	2	2	1	144	159	165
Male	1	1	2	687	795	718
Total Number of Employees by Contract Type	26	36	48	1706	1986	2118
Permanent	26	36	48	1599	1939	1974
Female	12	18	23	421	1067	583
Male	14	18	25	1178	872	1391
Temporary	0	0	0	107	47	144
Female	0	0	0	26	8	41
Male	0	0	0	81	39	103
Total Number of Employees by Employment Type	26	36	48	1706	1986	2118
Full Time	26	36	48	1706	1986	2117
Female	12	18	23	447	1077	620
Male	14	18	25	1259	909	1496
Half Time	0	0	0	0	0	1
Female	0	0	0	0	0	1
Male	0	0	0	0	0	0

EMPLOYEE DEMOGRAPHICS	SAYA			CONSOLIDATED		
	2021	2022	2023	2021	2022	2023
Total Number of Employees by Education Level	26	36	48	1706	1986	2118
Primary education	4	6	4	340	340	291
High School	2	2	6	457	531	517
Associate Degree	0	2	3	215	278	298
University	16	20	25	599	731	864
Master's Degree	4	6	10	94	106	146
PhD	0	0	0	1	0	2
Total Number of Employees by Age Groups	26	36	48	1706	1986	2118
Under 30 years old	5	7	6	410	695	711
30-50 years old	17	24	36	1195	1202	1294
50 years and older	4	5	6	101	89	113
Senior Management Structure (Number)	9	9	9	70	77	83
Female	0	0	0	21	18	15
Male	9	9	9	49	59	68
	9	9	9	70	77	83
Indigenous	9	9	9	70	77	79
Foreigner	0	0	0	0	0	0
	9	9	9	70	77	83
Under 30 years old	0	0	0	0	0	0
30-50 years old	4	4	4	52	62	59
50 years and older	5	5	5	18	15	24
Number of Disabled Employees	0	0	1	44	37	32
Number of Intern University Students	0	1	0	75	90	142
Number of Intern High School Students	0	0	0	22	36	49
Number of Employees on Maternity and Paternity Leave	0	1	1	37	41	67
Female	0	1	1	10	19	23
Male	0	0	0	27	22	44
Number of Employees Returning from Maternity and Paternity Leave	0	0	0	33	34	65
Female	0	0	0	6	12	13
Male	0	0	0	27	22	52



# Performance Indicators

## Social Performance Indicators

EMPLOYEE TURNOVER	SAYA			CONSOLIDATED		
	2021	2022	2023	2021	2022	2023
Turnover Rate (%)	15%	31%	13%	22%	24%	24%
Number of New Hires	4	10	11	518	688	863
Female	1	6	4	103	186	271
Male	3	4	7	415	502	592
	4	10	11	518	688	816
Under 30 years old	0	4	2	240	403	483
30-50 years old	4	6	9	255	274	307
50 years and older	0	0	0	23	11	26
Number of Employees Who Quit	8	11	6	482	599	618
Female	3	6	2	282	415	151
Male	5	5	4	200	184	467
	8	11	6	482	599	618
Under 30 years old	0	0	1	176	242	294
30-50 years old	8	11	4	288	333	304
50 years and older	0	0	1	18	24	20

EMPLOYEE DEVELOPMENT	SAYA			CONSOLIDATED		
	2021	2022	2023	2021	2022	2023
Employee Trainings - Number of Participants (person)	0	12	36	1499,2	2207,5	1803,0
Employee Trainings - Total Hours (person*hour)	0	216	979	24096,7	16075,0	28008,2
Number of Employees Provided with Regular Performance Evaluation Feedback	23	33	45	1552	1601	933
White Collar	23	33	45	881	1012	1228
Female	10	16	22	306	347	457
Male	13	17	23	575	665	774
Blue Collar	0	0	0	671	589	556
Female	0	0	0	91	79	81
Male	0	0	0	580	510	475
50 years and older	0	0	1	18	24	20

OHS	SAYA			CONSOLIDATED		
	2021	2022	2023	2021	2022	2023
OHS Committee				0	0	0
Number of established OHS committees	0	0	0	14	15	14
Total number of members in established OHS committees	0	0	0	82	82	73
Number of employee representatives in established OHS committees	0	0	0	18	21	14
OHS Trainings - Number of Participants (person)				0	0	0
Direct Employment	34	34		860	827	811
Contractor Company Employee	0	0		1679	1336	1905
OHS Trainings - Total Hours (person*hour)				0	0	0
Direct Employment	272	272		915,18	1136,77	1281
Contractor Company Employee				9517,5	7509,5	10123,5
Direct Employment				0	0	0
Female				0	0	0
Male				0	0	0
Contractor Company Employee				0	0	0
Female				0	0	0
Male				0	0	0
Number of Work-Related Fatalities	0	0	0	0	0	0



# Performance Indicators

## Environmental Performance Indicators

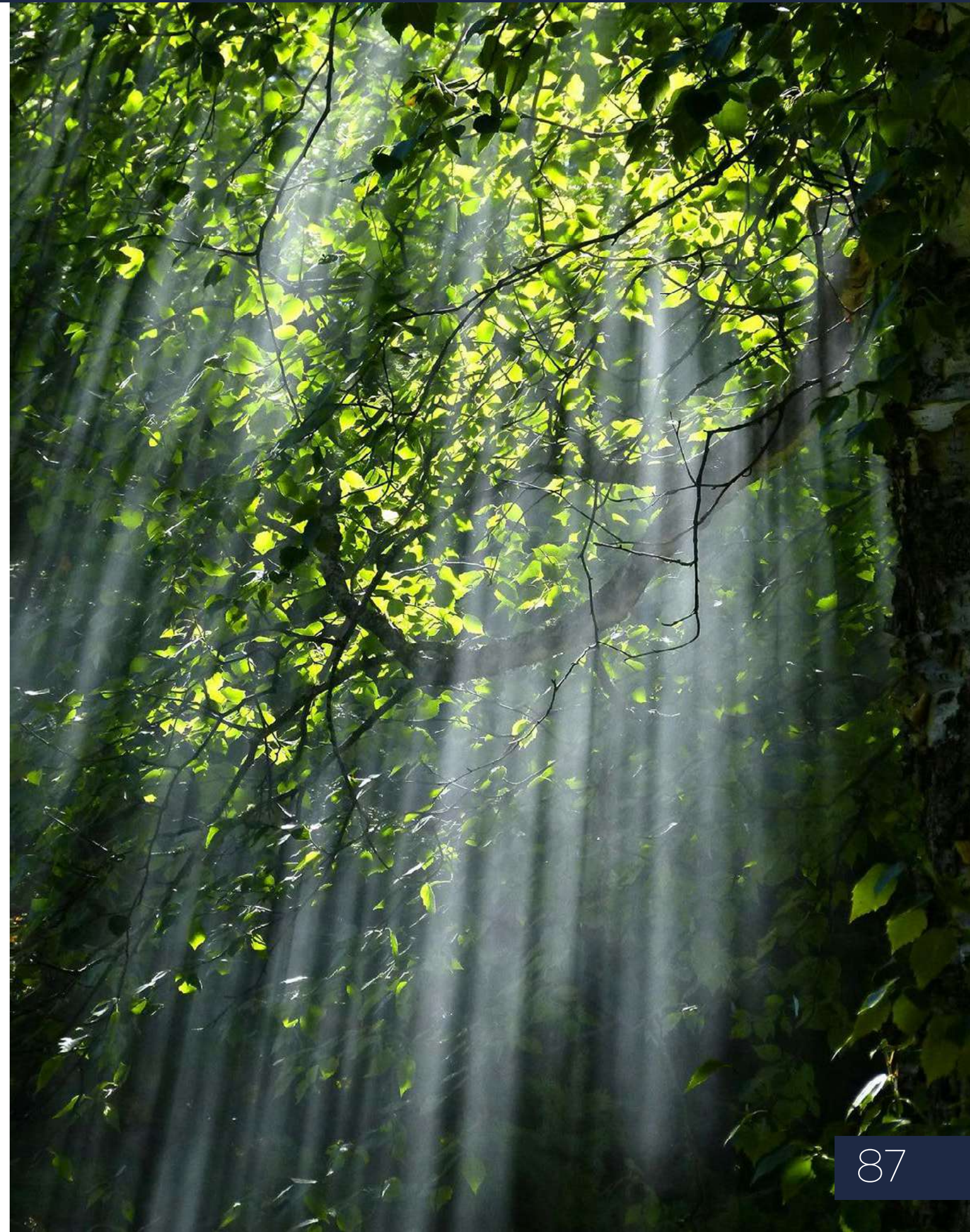
	CONSOLIDATED		
	2021	2022	2023
Toplam Üretim Miktarı	59.068.526,0	93.215.753,0	133.431.310,0
Direct Energy Consumption by Source – Natural Gas (m³)	13.440.614,7	14.713.918,5	16.608.711,7
Natural Gas Consumption Per Unit (m³/unit)	1,4	1,4	2,7
Direct Energy Consumption by Source – Electric (kWh)	18.407.812,3	17.524.249,2	17.330.195,2
Electricity Consumption Per Unit (kWh/unit)	7,2	15,0	79.361,4
Emission Amounts (tons)	0,0	0,0	0,0
Scope 1	2.629,2	7.673,7	9.533,1
Scope 2	3.437,8	7.266,0	4.228,1
Scope 3	85.487,9	127.684,7	133.611,3
Scope 4	0,0	34.987,7	12.511,5
Scope 5	0,0	0,0	0,0
Scope 6	0,0	0,0	15,2
<b>Total</b>	<b>91.554,9</b>	<b>177.612,0</b>	<b>159.899,2</b>
Total Water Consumption (m³)	152.694,0	204.160,0	242.951,0
Water Consumption Per Unit (m³/box)	1,9	1,0	0,8
Amount of Hazardous Waste (tons)	63.473,0	598.945,0	504.383,0
Amount of Non-Hazardous Waste (tons)	4.804.239,0	4.947.296,6	2.186.138,0
Hazardous Waste Amount Per Unit(gr/box)	4,4	2,5	2,6

Greenhouse Gas Emission Amounts (TonCO <sub>2</sub> e)	2022	2023
Scope 1	5.149	6.025
Scope 2	3.986	57
Scope 1+2	9.135	6.082
Scope 3	19.538	28.063
<b>Total</b>	<b>28.673</b>	<b>34.145</b>

\* Folkart measured its greenhouse gas emissions through the Country project in 2022 and the Nova project in 2023.

\*\* The greenhouse gas emissions for Saya and Humanis were calculated in accordance with the Greenhouse Gas Protocol. GHG emissions for Folkart and Volt Motor were calculated based on the GHG Protocol and in compliance with the ISO 14064 Standard.

\*\*\* Details of Scope 1, 2, 3, and 4 emissions can be shared with relevant stakeholders upon request, along with company-specific information.





GRI Content Index

GRI Code	Title	General Notifications (Subheading)	Explanation
2-1 Details of the organization	Details of the organization	About The Report,	
2-2 Organizations included in sustainability reporting	Organizations included in sustainability reporting	About The Report,	
2-3 Reporting period, frequency and contact information	Reporting period, frequency and contact information	About The Report,	
2-4 Restatement of knowledge	Restatement of knowledge	About The Report,	
2-5 External Audit	External Audit	GRI Content Index: None	
2-6 Operations, value chain and other business relationships	Operations, value chain and other business relationships	About The Report,	
2-7 Employees	Employees	Strong Future for Society,	
2-8 With non-employee employee	With non-employee employee	Product and Production Continuity,	
2-9 Management structure and composition	Management structure and composition	About Saya Holding,	
2-10 Chair of the highest governance body	Chair of the highest governance body	About Saya Holding,	
2-11 Role of the highest governance body in overseeing the management of impacts	Role of the highest governance body in overseeing the management of impacts	Sustainability at Saya,	
2-12 Role of the highest governance body in overseeing the management of impacts	Role of the highest governance body in overseeing the management of impacts	Sustainability at Saya,	
2-13 Delegation of responsibility for managing impacts	Delegation of responsibility for managing impacts	Sustainability at Saya,	
2-14 Role of the highest governance body in sustainability reporting	Role of the highest governance body in sustainability reporting	Sustainability at Saya,	
2-15 Conflict of interest	Conflict of interest	Ethics and Compliance,	
2-16 Communicating critical concerns	Communicating critical concerns	Ethics and Compliance,	
2-17 Collective knowledge of the highest governance body	Collective knowledge of the highest governance body	About Saya Holding,	
2-18 Assessing the performance of the highest governance body	Assessing the performance of the highest governance body	GRI Content Index: Performance is evaluated at the Board of Directors meetings held throughout the year.	
2-19 Compensation policies	Compensation policies	Performance and Compensation,	

GRI Code	Title	General Notifications (Subheading)	Explanation
2-20 Wage determination process	Wage determination process	Performance and Compensation,	
2-21 Annual total compensation rate	Annual total compensation rate	-	GRI Content Index: This information is not shared for confidentiality reasons.
2-22 Statement on sustainable development strategy	Statement on sustainable development strategy	Sustainability at Saya,	
2-23 Policy commitments	Policy commitments	Sustainability at Saya,	
2-24 Embedding policy commitments	Embedding policy commitments	Sustainability at Saya,	
2-25 Processes to remediate negative impacts	Processes to remediate negative impacts	Audit and Risk Management,	
2-26 Mechanisms for seeking advice and raising concerns	Mechanisms for seeking advice and raising concerns	Ethics and Compliance,	
2-27 Compliance with laws and regulations	Compliance with laws and regulations	Product and Production Continuity ** GRI Content Index: Saya Group Headquarters was not fined for non-compliance with laws and regulations during the reporting period.	
2-28 Memberships	Memberships	Memberships,	
2-29 Stakeholder engagement approach	Stakeholder engagement approach	Stakeholder Management,	
2-30 Collective Labor Agreements	Collective Labor Agreements	-	GRI Content Index: None
GRI 102	General Disclosures	GRI 102-1: Name of the organization GRI 102-2: Activities, brands, products, and services GRI 102-4: Location of operations	About Saya Holding
GRI 102-5	Ownership and legal form	GRI 102-5: Ownership and legal form	About Saya Holding
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	Strategic Structure and Goals
GRI 102-8	Employees and Other Workers	GRI 102-8: Information on employees and other workers	
GRI 102-45	Consolidated Financial Indicators	GRI 102-45: Entities included in the consolidated financial statements	Sustainability at Saya
GRI 102-46	Materiality Matrix and Identification of Boundaries	GRI 102-46: Defining report content and topic boundaries	Material Issues and Analysis



# GRI Content Index

ABOUT SAYA HOLDING			
GRI Code	Title	General Notifications (Subheading)	Explanation
GRI 102	General Disclosures	GRI 102-1: Name of the organization	About Saya Holding
		GRI 102-2: Activities, brands, products, and services	
		GRI 102-4: Location of operations	
GRI 102-7	Scale of the Organization	GRI 102-7: Number of employees, total revenue, scope of products and services	About Saya Holding
GRI 102-46	Materiality Matrix and Identification of Boundaries	GRI 102-46: Defining report content and topic boundaries	Material Issues and Analysis

STRONG FUTURE FOR THE ENVIRONMENT			
GRI Code	Title	General Notifications (Subheading)	Explanation
GRI 302	Energy Management	GRI 302-1: Energy consumption	Energy and Emissions Management
		GRI 302-3: Energy intensity	
		GRI 302-4: Reduction of energy consumption	
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	
GRI 303	Water and Wastewater Management	GRI 303-1: Interactions with water as a shared resource	Water Management and Efficiency
		GRI 303-2 Management of water discharge-related impacts	
		GRI 303-3: Water withdrawal	
		GRI 303-4 Water discharge	
		GRI 303-5: Water consumption	
GRI 304	Biodiversity	GRI 304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity
		GRI 304-2: Significant impacts of activities, products and services on biodiversity	
		GRI 304-3: Habitats protected or restored	
GRI 305	Emissions	GRI 305-1: Direct (Scope 1) GHG emissions	Energy and Emissions Management
		GRI 305-2: Energy indirect (Scope 2) GHG emissions	
		GRI 305-3: Other indirect (Scope 3) GHG emissions	
		GRI 305-4: GHG emissions intensity	
		GRI 305-5: Reduction of GHG emissions	
		GRI 305-6 Emissions of ozone-depleting substances (ODS)	
		GRI 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
GRI 306	Waste Management	GRI 306-1: Waste generation and significant waste-related impacts	Circular Economy
		GRI 306-2: Management of significant waste-related impacts	
		GRI 306-3: Waste generated	
		GRI 306-4: Waste diverted from disposal	
		GRI 306-5: Waste directed to disposal	
GRI 307	Environmental Compliance	GRI 307-1: Non-compliance with environmental laws and regulations	Environmental Management System
GRI 308	Çevresel Etki Değerlendirme	GRI 308-1: New suppliers that were screened using environmental criteria	Circular Economy
		GRI 308-2: Negative environmental impacts in the supply chain and actions taken	



GRI Content Index

STRONG FUTURE FOR BUSINESS			
GRI Code	Title	General Notifications (Subheading)	Explanation
GRI 103	Digital Transformation and Integrated Governance	GRI 103-1: Explanation of the material topic and its boundary	Digital Transformation and Integrated Governance
		GRI 103-2: The management approach and its components	
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	
GRI 418	Information Security	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security
GRI 103:	Management Approach	GRI 103-2 The management approach and its components	
		GRI 103-3 Evaluation of the management approach	
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	
GRI 201	Product and Production Continuity	GRI 201-2: Financial implications and other risks and opportunities due to climate change	Product and Production Continuity
GRI 103:	Management Approach	GRI 103-2 The management approach and its components	
		GRI 103-3 Evaluation of the management approach	
GRI 203	Entrepreneurship Projects	GRI 203-1 Infrastructure investments and services supported	Entrepreneurship Projects
GRI 205	Audit and Risk Management	GRI 205-1 Operations assessed for risks related to corruption	Audit and Risk Management
GRI 103:	Management Approach	GRI 103-2 The management approach and its components	
		GRI 103-3 Evaluation of the management approach	
GRI 419	Socioeconomic Compliance	GRI 419-1: Non-compliance with laws and regulations in the social and economic area	Ethics and Compliance
GRI 205	Ethics and Compliance	GRI 205-2: Communication and training about anti-corruption policies and procedures	
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	
GRI 408:	Child Labor	GRI 408-1: Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance
GRI 409:	Forced or Compulsory Labor	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
GRI 103:	Management Approach	GRI 103-2 The management approach and its components	
		GRI 103-3 Evaluation of the management approach	

STRONG FUTURE FOR SOCIETY			
GRI Code	Title	General Notifications (Subheading)	Explanation
GRI 401	Human Rights and Diversity	GRI 401-1: New employee hires and employee turnover	Human Resources and its Future
		GRI 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	
		GRI 401-3: Parental leave	
GRI 404	Training and Development	GRI 404-1: Average hours of training per year per employee	Talent Acquisition and Development
		GRI 404-2: Programs for upgrading employee skills and transition assistance programs	
		GRI 404-3: Percentage of employees receiving regular performance and career development reviews	
GRI 405	Diversity and Equal Opportunity	GRI 405-1: Diversity of governance bodies and employees	Diversity, Equality and Inclusion
		GRI 405-2: Ratio of basic salary and remuneration of women to men	
GRI 3 PRIORITY ISSUES		GRI 3-3 Management of material topics	
GRI 403	Occupational Health and Safety	GRI 403-2: Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
		GRI 403-3: Occupational health services	
		GRI 403-4: Worker participation, consultation, and communication on occupational health and safety	
		GRI 403-5: Worker training on occupational health and safety	
		GRI 403-6: Promotion of worker health	
		GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
		GRI 403-9 Work-related injuries	
		GRI 403-10 Work-related ill health	
GRI 413	Corporate Social Responsibility	GRI 413-1: Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility
		GRI 413-2: Operations with significant actual and potential negative impacts on local communities	



# SUSTAINABILITY REPORT | 2023



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