

ECHOES OF _____ HARMONY

Cultivating Sustainability through Culture

A Zen garden is not only a creation to be viewed but an invitation to engage mentally and spiritually with its elements.

At Sabancı Holding, we prioritize cultivating a purpose-driven culture, inspiring our employees to collaboratively achieve sustainable outcomes while empowering them to unlock their full potential.

Our Human Capital

As of December 2023, Sabancı Group provides employment opportunities to more than 60 thousand employees worldwide, including subcontractor employees.

Committed to becoming a global player, Sabancı Group is striding confidently towards the future with its diverse and highly capable human capital.

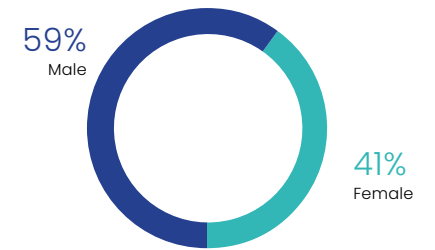
DISTRIBUTION OF WORKFORCE BY GENDER ✓



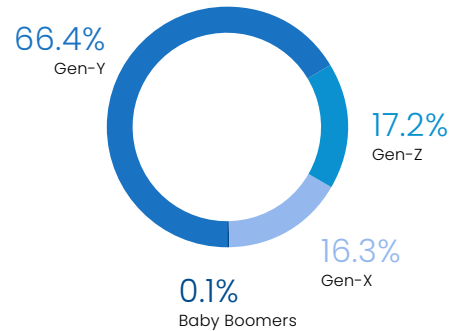
BOARD OF DIRECTORS GENDER BREAKDOWN



DISTRIBUTION OF MANAGERIAL ROLE BY GENDER ✓



DISTRIBUTION OF WORKFORCE BY GENERATION



DISTRIBUTION OF WORKFORCE BY CATEGORY AND GENDER

Blue-collar employees



White-collar employees



Our Human Capital Strategy

Sabancı Group designed its human capital strategy in line with the Group Strategy House and defined a new human resources roadmap for the next three years. The roadmap focuses on five key pillars:



1. Attract and Retain the Best Talent Ever

This pillar aims to attract and retain top-tier talent by aligning with global trends and implementing strategies that resonate with the needs and preferences of top talent.

In 2023, Sabancı Group maintained its position as being an 'Employer of Choice.' Aiming to hire the best local and global talent, Sabancı Group is committed to delivering exceptional employee experience.

Our Human Capital Strategy

Sabancı Group is dedicated to fostering talent through a variety of innovative programs tailored to different stages of professional development. These initiatives not only enhance the skills and experiences of participants but also align with the Group's strategic goals. Key programs include the New Generation Career Experience Program, which immerses university students in the Sabancı ecosystem, the SEED Digital Young Talent Program, which targets young professionals in digital fields, and the Sabancı Global Ambassadors program, which aims to expand the Group's global reach through top Turkish students at prestigious universities. Each of these programs plays a crucial role in building a robust pipeline of skilled and diverse talent for Sabancı Group.

The New Generation Career Experience Program

offers third-year and

fourth-year university students the opportunity to work on projects and experience the Sabancı ecosystem for an eight-week period. A diverse group of 42 highly capable undergraduates from six countries, 54% of whom were women, participated in this program in 2023.

The SEED Young Talent Program was redesigned to align with the Group's digital growth strategy. The revamped SEED Digital Young Talent Program targets young professionals with 1-3 years of experience in digital fields. A total of 5,600 applications were received in 2023. The program participants are involved in a diverse range of digital roles, embarking on an upskilling journey to launch their professional careers.

Sabancı Global Ambassadors Program

is designed to help achieve the Group's global growth target. Under the program,

top Turkish students at QS 500 European and American universities are selected as Sabancı Ambassadors. The student ambassadors aim to raise awareness about Sabancı Group at career events and across other networks.

HUMAN CAPITAL DEVELOPMENT

At Sabancı Group, the development of human capital is a cornerstone of our organizational strategy. We are committed to fostering a culture of continuous learning and professional growth that empowers our employees to reach their full potential. In 2023, we significantly invested in training and development programs, reflecting our dedication to enhancing the skills and capabilities of our workforce. Through comprehensive training initiatives and a robust career management framework, we aim to nurture talent, reward high

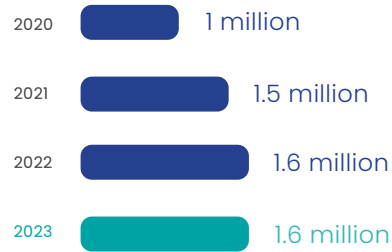
performance, and ensure that every employee, regardless of their role or status, has opportunities for growth and advancement within the Group.

Encouraging the career development of employees, developing existing talents, and increasing employee loyalty by rewarding high performance are essential parts of our talent and career management approach. In this context, we support employees in their career journeys through career management processes and facilitate their involvement in different areas or higher positions within the Group. We focus on the development of all employees in the Group, regardless of company, unit, and blue-collar, white-collar or subcontractor status.

Our Human Capital Strategy

In 2023, Sabancı Group provided 1.6 million hours ✓ of training to employees and invested a total of approximately TL 252 million ✓ corresponding to an average of TL 4,951 per employee. ✓

TOTAL TRAINING HOURS⁵⁵ ✓



Invested

TL 252 million ✓
in training

TL 4,951 ✓
average per employee

10,638 hours ✓
Diversity and Inclusion Training

29,036 hours ✓
Sustainability and Environment Training

15,692 hours ✓
Ethics Training

78,322 hours
Training Provided for Sub-contractors⁵⁶

11,245 hours ✓
Anti-bribery and Corruption Training

⁵⁵ OHS trainings are not included.

⁵⁶ Includes Akbank, Çimsa, Brisa, Kordsa, Temsa and SabancıDx.

Our Human Capital Strategy

Reskilling and **upskilling** are vital components of Sabancı Group's talent management strategy, ensuring that our workforce remains agile and equipped to meet future challenges.

Accordingly, Sabancı Holding held a training session regarding 2024 Risk Strategy on December 19, 2023 with the attendance of the CFO, Strategy and Business Development Directorate and Risk Management Directorate. Training covered megatrends, the associated risks and opportunities, the results of the Risk Survey conducted across all Group Companies and detailed explanation on the perception of major risks.

Sabancı Holding has also implemented several targeted programs designed to develop critical skills, foster leadership, and support innovation within the Group.

Here are some of our key initiatives, each tailored to address specific needs and objectives within our organization.

Program	Objective	Duration	Number of Participants
ADVANCED DATA ANALYTICS ACADEMY	Ensuring the development of critical employees in the field of 'data analytics' within the digitalization road map of Sabancı Group	8 MONTHS	55
IN-LEAD	Providing high-potential technical managers and engineers with professional and leadership development.	1 YEAR	23
NEXT	Targeting the alumni of Group Development Programs; this year's focus was on crafting a comprehensive, experiential cybersecurity training program, including cyber threats.	1 DAY	45
X-TEND	Fostering a resilient and socially responsible community, this online academy provides insights into key areas such as Adult and Child Psychology after Earthquake, First 72 Hours of Disasters, Practical Information on Earthquake Resistant Buildings, etc.	1 YEAR	~ 3,100
X-LAB	Supporting the Group's strategic direction on innovation; the third cohort, including the Ideathon phase, was completed in 2023 and four teams were selected for Sabancı ARF	4-6 MONTHS	224

Our Human Capital Strategy

EMPLOYEE ENGAGEMENT AND SATISFACTION

Employee engagement and satisfaction are essential for mitigating talent risk within Sabancı Group. Organizations with high levels of employee engagement are more likely to retain their top talent and attract new ones. By implementing strategies focused on creating a positive work culture, offering opportunities for growth and development, and recognizing and rewarding employee achievements, we aim to reduce talent risk and enhance the well-being of our employees.

We regularly measure employee engagement and satisfaction score through independent companies to receive employee feedback and determine the actions that will increase employee loyalty. We utilize the services of independent organizations to regularly

measure the employees' perceptions of the organizational climate and the leadership styles of the management team, which has the greatest impact on this climate. The results related to leadership styles are included as an indicator in the Senior Management's People and Organization performance target.

Sabancı Holding's Employee Engagement Score evaluated based on age, gender and managerial level was 64% in 2022.

Sabancı Holding Employee Satisfaction Score evaluated based on age, gender and managerial level was 84% in 2022.

2. Establish a Fast, Flexible, Fluid Organization

Creating an agile and adaptable organizational structure that emphasizes speed, flexibility, and fluidity in companies to push Sabancı Group's strategy forward is the goal of this pillar.

In 2023, Sabancı Group completed the strategic workforce planning initiative. Human resources actions will be designed accordingly, focusing on crucial organizational skills and capabilities for companies to achieve their objectives. This strategic approach ensures that the Group remains responsive and resilient in a dynamic business environment.

Leadership bench strength is a key success factor at Sabancı Group. We maintain continuity and expand the talent pool through organizational and group-level people review gatherings. These efforts ensure adherence to leadership potential assessments, succession strategies, pipeline capacity, and overall organizational health and flexibility across the Group.

Additionally, fostering innovation and collaboration is a core aspect of Sabancı Group's approach to achieving organizational agility.

X-TEAMS, a business development platform utilizing agile methodology, aims to identify potential business areas aligned with the Group's strategies. Since the platform's launch, eight cohorts with 50 teams consisting of employees from cross-functional teams have realized more than 50 projects. This initiative drives

Our Human Capital Strategy

continuous improvement and strategic alignment across the Group.

Sabancı Group embraces agile work environments, flexible working models, and both remote and hybrid work setups as essential components of its organizational structure.

These practices enable rapid adaptation to evolving business demands while promoting work-life balance and maximizing employee productivity and satisfaction.

By integrating these modern work approaches, Sabancı Group cultivates a dynamic and supportive workplace culture that attracts top talent and drives sustained success in a competitive global market.

3. Build a Purpose Driven, High Performance Culture

The objective of this pillar is to foster a culture centered on purpose and high performance, motivating Sabancı Group employees to concentrate on an inspiring goal and collectively attain sustainable outcomes.

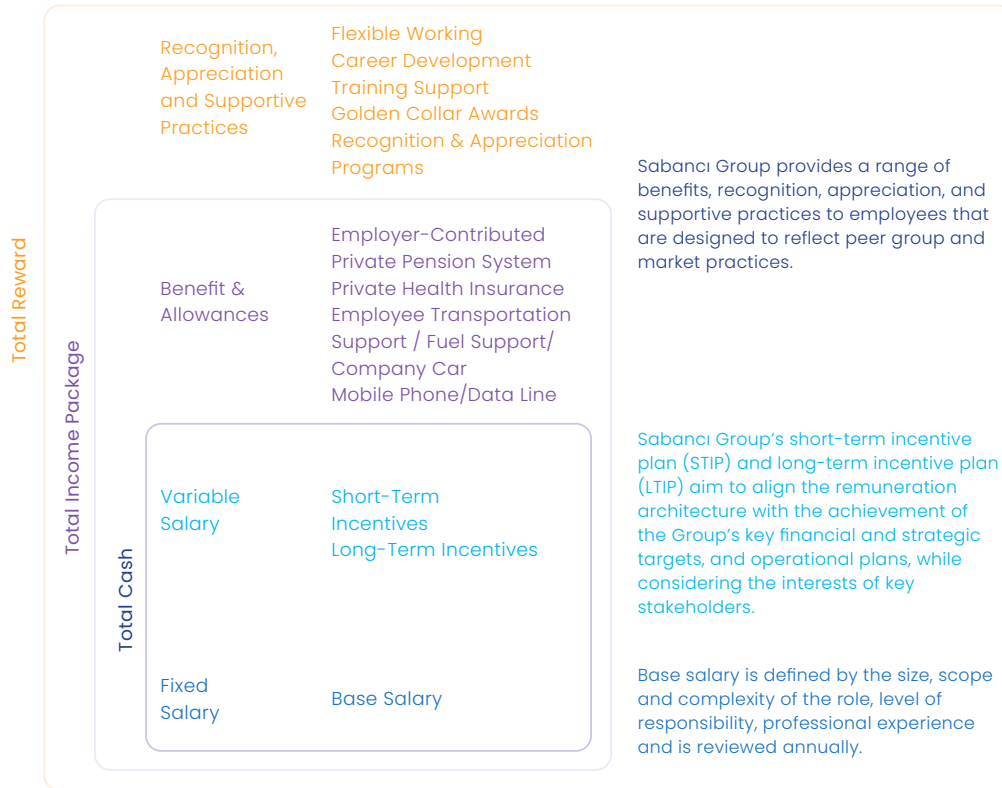
Sabancı Group's purpose is to unite Türkiye and the World for a sustainable life with leading enterprises. All strategies and actions based on this purpose are shared with Group employees at the annual management meeting and quarterly CEO talks.

As part of the Sabancı Republic Day Campaign, the Group participated in the Istanbul Marathon with 2,800 employees – the largest number to join the popular event from a single company. Adopting the slogan 'It's Worth Running,' Sabancı Group ranked among the top conglomerates to raise the most charity donations.

At the 14th Golden Collar Awards, 153 projects from across the Group competed. The best projects were recognized and rewarded in the following categories: 'Digitalization and Continuous Improvement,' 'Innovation,' 'Customer Experience,' 'Sustainability,' and 'Sabancı of New Generation.'

Our Human Capital Strategy

REMUNERATION – TOTAL REWARD MODEL



Embraced by every Sabancı Group company, the continuous performance system with OKRs (Objectives and Key Results) and KPIs (Key Performance Indicators) prioritizes transparency, maintains agility, fosters collaboration, and thrives on feedback. In 2023, 100% of Group employees had regular performance evaluations.

We continue the announcement, application and candidate nomination processes on the Sabancı Career Portal. We create opportunities for our employees to gain experience in different companies, industries and units if they so choose. While 41% of the positions opened within the Group in 2023 were filled by internal candidates, a total of 11,431 new employees joined the Group.

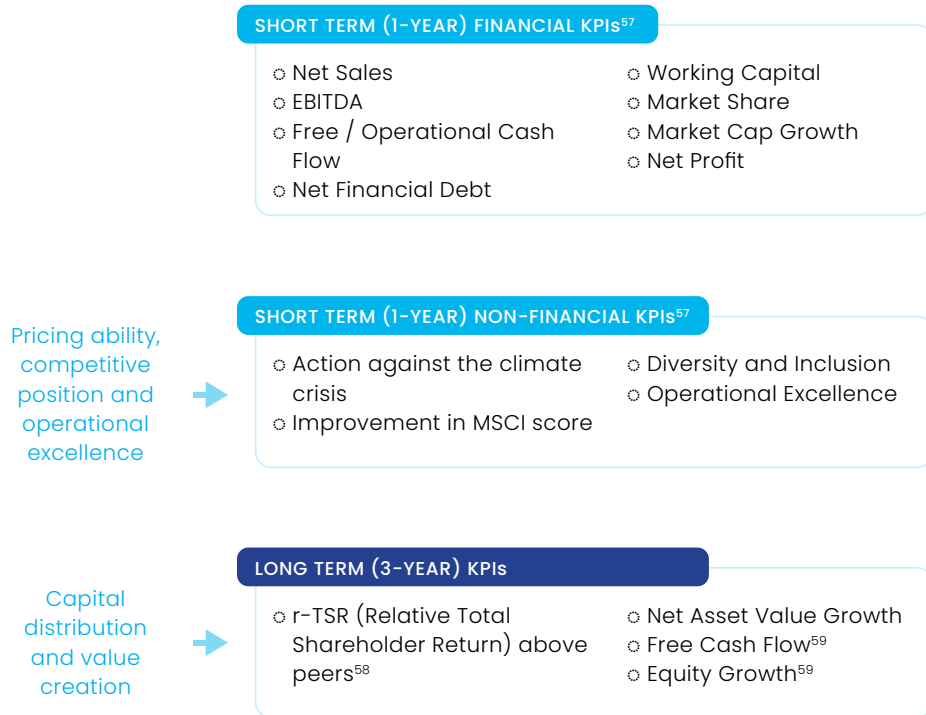
Sabancı Group offers Short-Term Incentive (STI) & Long-Term Incentive (LTI) Plans. STIs enable employees to

focus their performance on achieving key financial and non-financial objectives. LTIs are offered to a defined group of senior executive positions to boost share value and help them gain a shareholder perspective, as well as to reward long-term performance and stability. The Board of Directors reviews and defines long-term KPIs for the senior management team each year.

The long-term bonus system covers a consecutive three-year performance period with payment of the bonus made at the end of the relevant performance period. The framework for cancelling and reclamation premium payments (Malus & Clawback) is defined for short-term and long-term premium systems. This framework is applied to all Executive Committee Members (Holding CEO, Group Presidents and SBU Presidents) and Group companies' CEOs who benefit from the short and long-term bonus system.

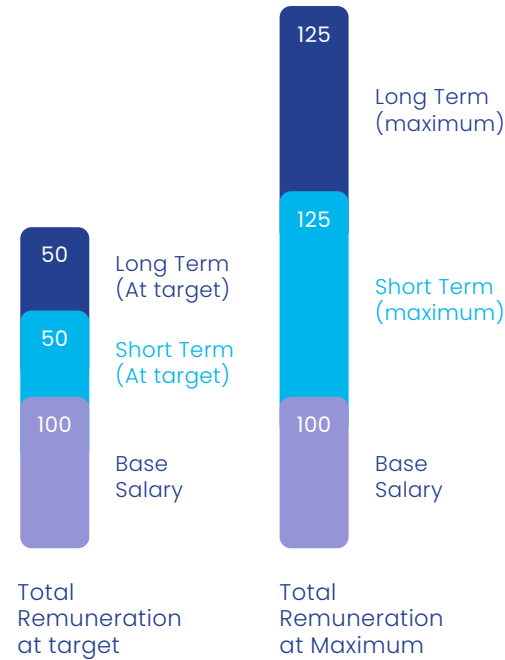
Our Human Capital Strategy

KPIs for variable remuneration in 2023 are as follows:



TOTAL CASH DISTRIBUTION MODEL (%)

Sample for a company general manager



In 2023, Sabancı Group executed an interim salary increase in line with macroeconomic data and market conditions to ensure competitive employee welfare.

All Sabancı Group companies offer separate side benefit schemes with varying content and flexibility based on role status and requirements in line with employee expectations and needs.

⁵⁷ Short-term KPIs are not limited to those included on this page; those shown are merely examples.

⁵⁸ Change in market capitalization compared to peers for listed companies.

⁵⁹ For non-listed companies.

Our Human Capital Strategy

GENDER EQUALITY

Gender equality is one of the key criteria to define Sabancı Group's remuneration model. Men and women receive equal pay with a female-to-male pay ratio of 1.0 in our Group.

The Group does not tolerate a raw gender pay gap between male and female employees. Sabancı Group is committed to conducting an annual equal pay for equal work research study, including a raw gender pay gap analysis, to maintain wage equity going forward.

Sabancı Holding and all Sabancı Group companies monitor the progress on mean/average raw gender pay gap and equal pay for equal work on an annual basis with their HR compensation teams based on the following breakdown as a bare minimum:

- CEO and senior managers directly reporting to the CEO
- Middle and senior managers reporting to the CEO at first-, second- and third-degree levels
- Employees of all levels (regardless of contracts and working models regulating the employment relationship).

If these rates are not equal, each company determines a roadmap of two years at maximum to ensure equality. The roadmap may also include the measures to be taken for salary adjustments.

LABOR RELATIONS MANAGEMENT AND LEGAL COMPLIANCE

Using data-based analyses, Sabancı Group companies are regularly informed about potential risks related to issues on the agenda of industrial relations and labor law. Group companies are also

instantly informed about developments in relevant issues, receiving guidance on proactive measures related to such risks.

Sabancı Group respects the rights of its employees to join unions and participate in collective bargaining agreements. The Group takes an unbiased approach to its employees' union selection and union organization processes. 90% of Sabancı Group blue-collar employees are affiliated with a union.

Collaborative environments are fostered by labor and employer unions, ensuring sustainable labor relations. As the leader of TÜSİAD's Employment and Social Security Working Group, Sabancı Group supports initiatives focused on labor legislation compliance, secure flexible work, employment incentives, and future job skills.

4. Enable Orchestrator Leadership for Teams

Cultivating leaders in line with the Sabancı Leadership Model, and skillfully orchestrating teams and all stakeholders are the objective of this pillar.

In 2023, the Sabancı Leadership Model was renewed with collective wisdom and a participatory approach. The new model based on three pillars - Grow, Transform, and Connect, aims to raise future-ready leaders who act as ecosystem leaders, focus on growth, prepare for the future by transforming, and strengthen connections.

Our Human Capital Strategy

Leadership Development Programs are regularly conducted to bolster the diverse leadership pipeline and extend the Sabanci Leadership Model to all levels of the organization.

Program	Objective	Duration	Number of Participants
TP-X	Supporting individuals with high potential who are new in their business careers and the Group.	1.5 YEARS	17
X-POSURE	Improving the leadership potential of Sabanci Group mid-level managers.	1.5 YEARS	21
HR JOURNEY	Supporting Group HR leaders by incorporating global perspectives and methods to prepare them for a future-ready ecosystem.	1.5 YEARS	21
X-CELERATE	Supporting CXO leaders' transformation and deepening their global and leadership perspective.	1.5 YEARS	22
SABANCI TRANSFORMATION TEAM (SATT) PROGRAM	Sabanci Holding Executive Board Members and Company General Managers are positioned as 'key accelerators' who will realize the transformation of the Group. Throughout the Sabanci Transformation Team (SATT) initiatives, strategic areas are focused and leadership development is supported.	1 YEAR	30

5. Create a Human Touch for Sustainable Lives

This pillar aims to instill a human-centric approach to promote sustainable lifestyles, fostering connections that prioritize personal touchpoints and continuous learning for general well-being and vitality.

In 2023, the Group's employee assistance programs – including stress-management tools, mindfulness and resilience training programs, well-being applications, online dietician and psychological support, and coaching sessions – expanded in usage. The number of employees accessing the various assistance programs is regularly tracked. Any concerns or issues raised by staff program participants are addressed.

Human Rights, Diversity, Equity and Inclusion

With a workforce of over 60 thousand employees worldwide, including subcontractors, Sabancı Group is determined to position itself as a global leader by relying on its diverse and talented human resources, shaped by human rights and equal opportunities, to confidently shape the future.

At Sabancı Group, we recognize that diverse perspectives, backgrounds, and experiences enrich our culture, drive innovation, and empower our workforce to thrive. Our commitment to Diversity, Equity, and Inclusion (DE&I) is not just a statement, but a fundamental aspect of our internal policies and practices. We believe that our internal policies are structured to support governance mechanisms that ensure accountability and progress towards our DE&I goals. We strive to cultivate an environment where every individual feels valued, respected, and supported, regardless of

race, gender, ethnicity, sexual orientation, disability, or any other dimension of diversity. Through intentional efforts and inclusive initiatives, we aim to foster a workplace where everyone can contribute their unique talents and perspectives to create positive change within our organization and beyond.

In parallel to our commitment to DE&I, [Diversity Policy for the Board of Directors](#) has been adopted to ensure professionals with different backgrounds, knowledge, experience and qualifications are appointed to the Board of Directors of Sabancı Holding by encouraging diversity and inclusiveness in the nomination process of Board members, with the ultimate purpose of serving to create a more effective structure of Board of Directors and thereby increase the Holding's performance. Diversity and inclusion are also prioritized in the process of nominating Board member

candidates. It is aimed to ensure diversity in the Board of Directors in terms of age, race, nationality, country of origin, ethnicity, language, disability, political and religious beliefs, sect, gender identity and gender, cultural background, and professional experience. Inclusiveness in the composition of the Board of Directors is encouraged, considering the aforementioned factors. Within this framework, Sabancı Holding aims to keep the ratio of female members in the Board of Directors at least 30%. At Sabancı Holding, women hold 44% of Board seats including the Chair role as of 31 December 2023.

In addition to our Diversity Policy for the Board of Directors, Sabancı Holding is dedicated to advancing DE&I throughout all aspects of our organization. [Sabancı Group Equality, Diversity and Inclusion Regulation](#) outlines our commitment to creating a workplace where every

individual is treated with dignity, fairness, and respect, and where diversity is celebrated as a source of strength and innovation. We have implemented a range of initiatives to foster an inclusive culture, including unconscious bias training, employee resource groups, mentorship programs, and transparent hiring and promotion practices.

Sabancı Group has been included as the only holding company from Türkiye in the Bloomberg Gender Equality Index two times in a row which recognizes the performance of companies' commitment to gender equality across five pillars.

Human Rights, Diversity, Equity and Inclusion

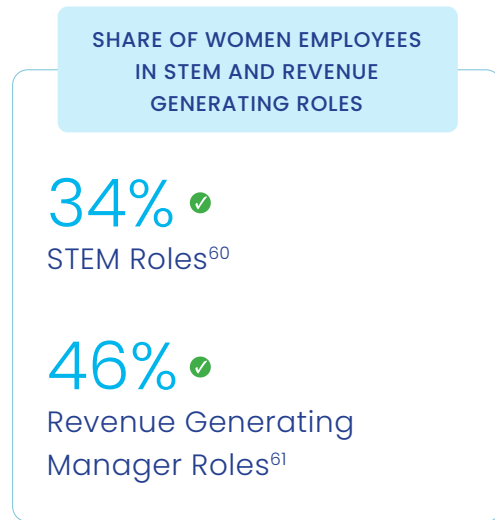
Through ongoing education, engagement, and accountability, we strive to create an environment where everyone has equal opportunities to succeed and thrive, regardless of their background or identity. By embedding DE&I into our policies, practices, and decision-making processes, we are not only fulfilling our ethical responsibilities but also positioning ourselves for long-term success in an increasingly diverse and interconnected world.

At Sabancı Group, 32% of our employees and 41% of our managers are women. We encourage employees to take active roles at home and with their families, regardless of their gender. We also facilitate the return of women to work after maternity leave. We also delivered Gender Equality trainings that include

basic concepts on gender, stereotypes, discrimination, sexual harassment and violence, sexism and discrimination in language and communication and unconscious bias to all employees in 2023. Our compulsory trainings reached 10,638 hours that include sections on eliminating unconscious bias for all levels including the management positions.

As Sabancı Holding, we commit to increase the women leaders to 50% by 2030, meaning a 32% increase compared to 2020 figures, which was already aligned with the EU average.

Sabancı Group committed to increase the number of women in both STEM and revenue-generating roles to 50% by 2030.



MATERNITY / PARENTAL LEAVE (2023)

	Women	Men
Employees granted maternity/parental leave	539 ✓	1,727 ✓
Employees who returned to work following maternity/parental leave	464 ✓	1,580 ✓

⁶⁰ Science, technology, engineering, and math
⁶¹ Revenue-generating jobs refer to ones that when vacant, no revenue is generated.

Human Rights, Diversity, Equity and Inclusion

Sabancı Group is pioneering to promote women representation and empowerment in the society through initiatives that are mentioned below:

WOMEN'S EMPOWERMENT PRINCIPLES

Sabancı Holding, Enerjisa Enerji, Carrefoursa, Teknosa, Akçansa, Çimsa and Kordsa are among WEPs signatory companies.

Sabancı Holding, Enerjisa Enerji, Carrefoursa, Teknosa, Akçansa, Çimsa and Kordsa are the signatories of the Women's Empowerment Principles (WEPs) Platform established in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact (UNGC). They support gender equality in the business world and

the economic empowerment of women employees. Sabancı Holding has been the first Turkish company to sign the United Nations Women's Empowerment Principles Declaration in 2011. By signing the Women's Empowerment Declaration, Sabancı Holding has declared that it adopts and supports the approach of women-men equality at works and has led the way for many companies in this field.

DECLARATION OF PRINCIPLES ON EQUALITY AT WORK

The 'Equality at Work Platform' was established under the auspices of the Ministry of Family and Social Policies to close the wide gender chasm in labor force participation in Türkiye as part of the task group established under the World Economic Forum (WEF) to combat gender-based inequality. The platform continues its efforts with the goals of

increasing women's participation in the workforce, involving them more actively in decision-making mechanisms, and having them benefit from equal opportunities and resources. There are 11 articles in the declaration of commitment issued by the Platform.

YOUNG WOMEN BUILDING THEIR FUTURE

Sabancı Group harnesses the power of its industrial and business activities to support a wide range of social and cultural efforts through the Sabancı Foundation. The Foundation supports young women who are not in employment, education or training (NEET - Not in Education, Employment, or Training) through 'Young Women Building Their Future' project. The project aims to make the problems and needs of the NEET women visible and establish mechanisms to address these problems

and needs. The project will also increase the social and economic participation of the NEET women by empowering them.

30% CLUB

Sabancı Holding has active membership for 30% Club Türkiye through the CEO, Cenk Alper. The 30% Club plays a significant role in advancing the cause of gender equality and fostering positive changes in business environment by promoting women's empowerment and advocating for increased gender diversity at all senior decision-making levels across Türkiye, including Boards and C-Suite.

Human Rights, Diversity, Equity and Inclusion

Human Rights

At Sabancı Group, we are committed to promoting human rights within the scope of our operations and value chain. Sabancı Group supports and respects international standards and ensures compliance with them in our Sabancı Group Code of Business Ethics and other internal regulations.

SABANCI GROUP IS COMMITTED TO COMPLYING WITH THE FOLLOWING INTERNATIONAL STANDARDS:

- The Universal Declaration of Human Rights
- The ILO Declaration on Fundamental Principles and Rights at Work
- The OECD Guidelines for Multinational Enterprises on Responsible Business Conduct
- The UN Guiding Principles on Business Human Rights
- The Women Empowerment Principles
- The UN Global Compact

SABANCI GROUP ACCEPTS AND RESPECTS:

- Human rights
- Freedom of association and collective bargaining of employees
- Diversity and inclusion
- Safeguarding employee well-being and health
- Protection of environment

SABANCI GROUP DOES NOT TOLERATE THE FOLLOWING:

- Forced or involuntary work or slavery
- Human trafficking and any illegal labor
- Child labor
- Inhuman or degrading treatment or punishment
- Physical, sexual and psychological harassment or violence, including mobbing

Human Rights, Diversity, Equity and Inclusion

The Due Diligence Process within the scope of Responsible Investment Policy refers to the analysis carried out to determine the compliance of the Group companies' prioritized areas of value chains.

Within this context, some activities defined in the Policy are prohibited due to violations of local and international legislation, particularly those related to environmental protection, occupational health and safety, and human rights.

This includes employing workers below the legal minimum wage, obstructing unionization, violating principles of equal and fair treatment, and employing child labor or engaging in forced labor and human trafficking.

Activities leading to the displacement or rights violations of vulnerable and

indigenous populations without consent are banned, as are those involving abuse, fraud, bribery, and corruption.

As an example of practice, Enerjisa Enerji conducted a Human Rights Due Diligence project in 2023. Based on the project assessment, Enerjisa's operations of Distribution and Retail was included in a high-level review of human rights impacts in its upstream and downstream supply chain. Customer Solutions' business activities, including e-mobility, were excluded from the scope of this assessment.

The process was conducted at corporate level, excluding detailed considerations of human rights risk at individual business function, supplier, or other business relationship level. The identification of risk was limited to inherent risks, excluding hence any consideration of

existing management responses, plans or programs and their effectiveness (residual risks).

Accordingly, a road map was created to start with 2023 and cover 2025 and beyond. Roadmap scope includes capacity and governance, strategy and targets, third-party assessment and engagement framework, grievance mechanisms, human rights education and awareness, robust human rights management.

Another example is Carrefoursa implementing a comprehensive human rights approach across all stakeholders, particularly emphasizing suppliers of private label products. Through social compliance activities, Carrefoursa strives to enhance producers' social performance, ensuring legal compliance, fair working conditions, eradication of forced labor, non-discrimination, worker

inclusion, occupational health and safety, and environmental management. Audits are conducted to guarantee equitable working conditions at supplier facilities.

For further details regarding Human Rights and Due Diligence Process please refer to [Sabanci Group's Responsible Investment Policy](#) and [Sabanci Group Code of Business Ethics](#).

Occupational Health and Safety Management

Embracing the principle of 'Occupational Health and Safety First,' Sabancı Group emphasizes the importance of employee well being.

Sabancı Group ensures compliance with relevant legislation and internal standards for employee health and safety.

Through training and knowledge transfer, the Group aims to standardize and enhance employee health and safety practices continually.

Embracing the principle of 'Occupational Health and Safety First,' Sabancı Group emphasizes the importance of employee well-being. This commitment to excellence is reflected in both the Group's workforce and stakeholders.

Sabancı Group is steadfast in enhancing and standardizing employee health and safety practices through ongoing training, sharing of information, and exchange of experiences.

While the Group actively adheres to appropriate legal and regulatory standards, it continuously integrates and monitors the latest trends and best practices in occupational health and safety (OHS).

Acknowledging the importance of employee consultation and participation, Sabancı Group is committed to improving its communication on how employee feedback informs OHS policies and practices.

While the Group undertakes comprehensive risk and hazard assessments to ensure workplace safety, the results and subsequent action plans

are not yet publicly reported, indicating an area for greater transparency.

The establishment of prioritized action plans, which are essential for addressing identified OHS risks, is an internal process that the Group plans to report on more openly. This includes detailing how these plans are integrated with quantifiable targets to mitigate OHS risks effectively and how progress towards these targets is measured.

In emergency preparedness, Sabancı Group acknowledges the necessity of publicly detailing its response strategies to enhance stakeholder confidence and ensure collective readiness.

Moreover, the evaluation of OHS performance against set targets is crucial for continuous improvement and accountability, prompting the Group to consider how best to communicate

these evaluations publicly.

Regarding internal inspections and investigations into work-related incidents, there is an emerging commitment to share insights and outcomes more transparently, fostering a culture of trust and continuous improvement.


Additionally, the integration of OHS criteria in procurement and contractual processes is recognized as a vital aspect of a comprehensive OHS strategy, with plans to enhance reporting on this integration.

Various Sabancı Group companies have received ISO 45001 Occupational Health and Safety Management System certification.

Occupational Health and Safety Management

While Sabancı Group maintains ISO 45001 certification across various companies, reflecting a robust commitment to OHS, the Group acknowledges the need for improved public reporting on its OHS initiatives.

This includes detailing training efforts, which in 2023, involved substantial person-hours dedicated to OHS education for employees and subcontractors, aiming for a zero-accident workplace.

In 2023, Sabancı Group provided a total of 650 thousand hours  in OHS training.⁶²

The Group's commitment to safety is unwavering, yet it recognizes the necessity of evolving its reporting practices to ensure that all stakeholders are informed and engaged in its journey towards exceptional OHS standards.

At Sabancı Group, employee health and safety applications are carried out under relevant legal and regulatory requirements and standards.

Trends and best practices are constantly monitored and adopted when deemed appropriate. Potential risks are analyzed and proactively acted upon as needed.

We work with the target of zero accidents across the Group. There were 698 accidents in Group companies in 2023. The lost days' rate (LDR) is 7%. In 2023, the number of occupational diseases experienced across the Group was 6.



[For the Sabancı Group facilities certified with ISO 45001, please read the ISO Certifications document available at the Download Center section of the Report's website.](#)

⁶² Includes group employees and subcontractors.