



İSTANBUL
CHAMBER OF INDUSTRY

Istanbul Chamber of Industry Sustainability Report

2024





Istanbul Chamber of Industry
Sustainability Report
2024



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About the Report

As the Istanbul Chamber of Industry (ICI), we carry out our work with the aim of increasing the manufacturing capability of our industry and contributing to the national economy. In line with this goal, we adopt a “sustainable manufacturing” approach and place sustainability among our most important focus areas.

We would like to present our fourth sustainability report, ICI Sustainability Report 2024, in which we report our efforts in this context, for the information of our stakeholders. The reporting period of ICI sustainability reports is annual and the information in this report covers our activities between January 1 and December 31, 2024. The report includes the environmental, social, and economic impacts of our activities as well as our objectives. Unless stated otherwise, the information and data provided in the report cover the operations of the Istanbul Chamber of Industry as well as its head office, Odakule, where these operations are carried out, two branches (Yenibosna, Ümraniye), and two service units (Tuzla, Hadimköy).

This report has been prepared in accordance with the globally recognized GRI Standards 2021. The report has also benefited from the guidance of the United Nations Sustainable Development Goals (SDG).



The sustainability report was printed in limited numbers in order to minimize its environmental impact. You may access a digital version of the report at www.iso.org.tr/corporate/ici-sustainability-reports. You may contact us for all questions, comments, and suggestions about the report and our sustainability operations at surdurulebilirlik@iso.org.tr.

Message from the Chairman of the Board of Directors



Erdal BAHÇIVAN
Istanbul Chamber of Industry
Chairman of the Board of Directors

Esteemed Stakeholders,

Each passing year brings new and critical developments globally and for our country in the areas of climate change, sustainability, and industrial transformation. At the Istanbul Chamber of Industry (ICI), we continue to closely follow these global dynamics and to lead initiatives that guide the sustainable transformation of Türkiye's manufacturing sector while strengthening its capacity to adapt to change.

2024 was recorded as the hottest year in history. Once again, we witnessed how extreme climate events across the globe caused severe damage to ecosystems and posed grave threats to life in many regions. According to the World Economic Forum's Global Risks Report 2025, extreme weather events are identified as the most significant global risk for the next two years. Over a ten-year horizon, they are

followed by biodiversity loss, ecosystem collapse, critical shifts in the Earth's systems, and the depletion of natural resources. These developments make it increasingly clear that the effects of climate change are deepening and that urgent action is needed.

These environmental risks, combined with global inflationary pressures and disruptions in supply chains, have increased uncertainty. In such times, the ability to anticipate change, prepare effectively, and even shape it in advance becomes a key determinant of competitiveness. For the manufacturing industry in particular, transformation in products, raw materials, and technologies has become an imperative. To remain globally competitive, sectors must become greener, more circular, and more digital.

As a major driver of international trade, green transformation lies at the heart of the European Green Deal (EGD) and continues to guide the policy agenda of the European Union (EU), Türkiye's leading trading partner. Through new frameworks promoting circularity—most notably the Carbon Border Adjustment Mechanism (CBAM)—the EU is advancing a model that integrates environmental and social impacts across entire value chains.

Recently, the EU has aligned its climate goals with its economic resilience and competitiveness agenda through the Clean Industrial Deal announced in February 2025. This initiative aims to lower energy costs and stimulate clean technology investments by accelerating the transformation of energy-intensive industries.

In this process, the strategic use of innovative technologies in manufacturing plays a decisive role. Smart factories, advanced energy management systems, and digital transformation projects make it possible to reduce environmental impacts while optimizing energy and resource efficiency. This technological shift enhances flexibility and productivity, strengthening competitiveness at the global level.

However, these technologies require substantial investment. Green finance instruments such as green bonds, green loans, and green investment funds have therefore become essential tools. By the end of 2024, the global volume of green bonds had reached USD 3.5 trillion, and during COP29, the World Bank announced its commitment to provide USD 120 billion annually in climate finance to developing countries by 2030.

Aligned with Türkiye's 2053 Net-Zero Emission Target under the Paris Agreement, the Long-Term Roadmap for Combating Climate Change, announced during COP29 in November 2024, represents a significant milestone. It sets out our national vision for climate action and defines the targets for our manufacturing sector. Furthermore, following the entry into force of Türkiye's first Climate Law in July 2025, the acceleration of work on the National Emission Trading System and the National Green Taxonomy Regulation will help attract international climate finance to support the country's green transformation.

“In 2021, we identified a set of cross-cutting thematic areas that define our sustainable manufacturing vision: Climate Change and Sustainable Industry, Circular Economy, Future of Work, Safe Working Environments, Sustainable Finance and Resilience of Industry, and Sustainability-Oriented Innovation and Digital Transformation. Across these themes, we carry out initiatives designed to meet the diverse needs of stakeholders at different levels of maturity. ”

Since our establishment in 1952, the Istanbul Chamber of Industry has been committed to strengthening the competitiveness and sustainability of Turkish manufacturing in global value chains. We believe that sustainability—across its economic, social, and environmental dimensions—must be fully integrated into all manufacturing and decision-making processes. Guided by this vision, we incorporate sustainability into every aspect of our work, from vocational training to R&D and technology, from energy and efficiency to international trade.

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Through our regular publications, such as the ICI Green Blog and the ICI Green Bulletin, we continue to keep our stakeholders informed. We also expanded our support activities during the CBAM transition period, which began on October 1, 2023. In this context, we published the “Guidelines for the Implementation of the Carbon Border Adjustment Mechanism,” addressing reporting obligations and implementation challenges for the aluminium and iron-steel sectors. We also provided specialized training sessions and, in partnership with the European Commission, organized the event “EU Carbon Border Adjustment Mechanism: Rationale For Climate Policy and Implications for Turkish Companies” in 2024.

We further contributed to policy-oriented knowledge manufacturing through the ICI Research On Sustainability Trends In Industry, conducted with Ipsos and covering more than 600 manufacturing companies across Türkiye. The first edition of this survey, released in 2024, produced the ICI Industry Sustainability Index and revealed a significant increase in awareness and engagement among companies—insights that now guide our future support programs.

We also released the “Climate Change and Water Management: Industry Sector Report,” prepared by academics from Istanbul Technical University following extensive consultations, emphasizing the vital importance of water resources for sustainable manufacturing.

Preparing our industry not only for today’s challenges but also for those of the future remains a top priority. Through services such as Corporate Carbon Footprint Consultancy and the Energy Desk, we continue to assist our members in advancing their green transition. Additionally, through the Green Innovation Technology Mentorship Program carried out with TÜBİTAK, we help SMEs develop their own green transformation roadmaps.

We also coordinate the “ClimaTech4 Industry” project, co-funded by the European Union and the Ministry of Environment, Urbanization and Climate Change under the Climate Change Adaptation Grant Program, which aims to enhance the climate resilience of manufacturing sectors in Istanbul.

“Recognizing that international cooperation is as essential as national effort, we actively participated in COP29, the 29th Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC).”

Recognizing that international cooperation is as essential as national effort, we actively participated in COP29, the 29th Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC). As part of the official Turkish delegation, we contributed to the side event program of the Ministry of Environment, Urbanization and Climate Change with our panel “The Role of Green Technologies in Sustainable Manufacturing.”

Another important step in 2024 was the establishment of the ICI Strategic Transformation Center (ICI SDM), envisioned as a cornerstone for the future of our Chamber. Emerging from a workshop with our Assembly Members in 2023, the Center monitors global trends in technology, digitalization, talent management, and sustainability, serving as a focal point for insights that will shape the future of Türkiye’s manufacturing landscape.

We also launched the ICI Venture Capital Investment Fund (ICI VCIF), a strategic financing mechanism created with contributions from qualified investors. Operating in coordination with the SDM, the fund seeks to foster economic growth and enhance global competitiveness by investing in innovative, technology-driven manufacturing ventures.

Our efforts are guided by the United Nations Sustainable Development Goals (SDGs), which aim to create a fairer, more livable, and inclusive world. In this spirit,

“Our efforts are guided by the United Nations Sustainable Development Goals (SDGs), which aim to create a fairer, more livable, and inclusive world. In this spirit, we embrace the principle of leaving no one behind and work toward a transformation that is equitable, accessible, and inclusive.”

we embrace the principle of leaving no one behind and work toward a transformation that is equitable, accessible, and inclusive. We also attach great importance to engaging with young people and building a better future together. Our Vocational Education Cooperation Project (ICI MEIP), implemented with the Ministry of National Education under the motto “Qualified School, Qualified Graduate, Qualified Employment,” has become a nationwide best-practice model. By sharing our experience with chambers of commerce and industry across Türkiye, we proudly contribute to strengthening vocational education nationwide.

In the period ahead, we will continue to uphold our social and environmental responsibilities with determination and a pioneering spirit in sustainability. By collaborating with

competent national and international partners, we aim to enhance our institutional capacity and further improve the services we provide to our members.

As the Istanbul Chamber of Industry, we are proud to present our fourth Sustainability Report, which covers our 2024 activities under the theme “The Name of Transformation: Sustainable Manufacturing.” I would like to extend my sincere appreciation to all our stakeholders for their valuable contributions and steadfast support.

Erdal BAHÇIVAN
Istanbul Chamber of Industry
Chairman of the Board of Directors

About the Istanbul Chamber of Industry



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ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Our History

Historically a religious, cultural, economic and commercial center, a new generation of large private investment companies has emerged in Istanbul since the 1950s, along with labor-intensive and small-scale manufacturing investments. Industrialists who started manufacturing in small workshops in the impossibilities of the period achieved significant success. The fact that Istanbul received a significant share of the infrastructure investments required for industry, especially transportation and energy, loans and incentives, and public investments led to a very rapid development in the manufacturing industry in this period. The Istanbul Chamber of Industry, one of the important actors in this process, was established in 1952 upon the written request of nearly 750 industrialists.

The Istanbul Chamber of Industry, which has continued its activities with the strength it has received from the contributions of its members to the national economy since its establishment, is Türkiye's largest chamber of industry and one of the strongest representatives of the country's industry with nearly 24 thousand members in 2024. As Türkiye's largest chamber of industry, ICI members account for 31.3 percent of Türkiye's industrial sector manufacturing.

As the representative of the private sector in Türkiye as well as in Istanbul, we aim to minimize negative environmental impacts and contribute to socio-economic development within the scope of the services we offer to our members and the work we carry out with the public sector.



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

ICI Milestones

1950s

Founded upon the written request of nearly 750 industrialists, the Istanbul Chamber of Industry began its activities with its first Assembly meeting on May 30, **1952**.

1960s

1970s

1980s

The roots of the Türkiye's Top 500 Industrial Enterprises survey, which was first publicized in **1968** as the "100 Largest Companies", date back to the 1960s. The scope of the study, in which the previous year's data is announced every year, was increased to 300 organizations in **1978** and to 500 organizations in **1981**.

Odakule, the symbol of Istanbul and one of the first skyscrapers of our country, which has an important place in the history of architecture in our country, started its operations in **1976**.

1990s

The Istanbul Chamber of Industry Foundation (ISOV) was established in **1994** on the initiative of the members of the Assembly to continue the social and cultural activities of the Istanbul Chamber of Industry.

The "Environment Award" program was launched in **1995** to publicize the sustainability efforts of companies that take "the environment" into account at all stages of their manufacturing processes and to set an example.

In **1999**, ISO 9001:2015 Quality Management System was established within the framework of our Chamber's practices and certified by an independent certification body.

2000s

The first Industrial Congress on "Sustainable Competitiveness" was held in **2002** as part of the 50th anniversary activities.

The ICI Art Gallery was launched in **2004** to support culture and art within the framework of social responsibility.

ICI started to take part in the European Network of Enterprises Project in **2008**.

2020s

2010s

In order to provide easier and faster service to the members of the Istanbul Chamber of Industry, a representative office was opened on the European and Anatolian sides in **2014**.

ICI KOZA was established in **2015** to support the entrepreneurship ecosystem with the vision of "from entrepreneurship to industrialization".

In order to calculate the Purchasing Managers' Indices (PMI), which are calculated in more than 40 countries around the world, in our country, monthly Türkiye Manufacturing PMI data started to be announced under the roof of the Istanbul Chamber of Industry in **2015** in cooperation¹ with the world brand IHS Markit.

The Odakule building received LEED Gold certification in March **2018** after undergoing a comprehensive renovation process in the light of environmentally friendly and smart equipment in order to fully respond to today's needs.

1- IHS Markit has merged with S&P Global as of February 2022 and PMI data will be published under the S&P Global brand as of this date.

2022: Istanbul Chamber of Industry celebrated its 70th anniversary with a spectacular gala.

Istanbul Chamber of Industry announced its first "Sustainability Report". The report is the first of its kind among the chambers of industry in Türkiye.

The quality of our training services offered to members by our Chamber was confirmed with the ISO 29993:2020 Education and Training Services Management System certificate after the independent certification body audit in 2022.

2023: After the Kahramanmaraş earthquakes, the Istanbul Chamber of Industry and ISOV established the 1,000 container ICI Living City in Hatay Antakya and launched the "Disaster Management Department" in line with the need to be prepared for disasters, the need to create an effective combat strategy and the principle of "Disaster Resistant Industry".

Istanbul Chamber of Industry's Vocational Education and Cooperation Project (ICI MEIP) at the 13th. It was one of the four projects that made it to the finals in the "Best Partnership Project" category of the 2023 World Chambers Competition, organized as part of the World Chambers Congress, in which 111 chambers from 47 countries competed.

The "ICI Sustainability Platform" was established to contribute to the activities of the Istanbul Chamber of Industry in the field of sustainability, to create strategy proposals, to develop collaborations with relevant institutions and organizations, to produce outputs that will contribute to the transformation of our industry and to create synergy with stakeholder institutions for sustainable manufacturing with its inclusive structure.

2- Within the framework of the decision of the Board of Directors dated 19.03.2025 and numbered 124/923 and the consent of the Chamber of Deputies dated 26.03.2025, the Sustainability and Coordination Department and the Environment and Energy Department are combined and operate under the name of "Sustainability, Energy and Environmental Transformation Department".

ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Vision, Mission and Values

VISION

As an influential stakeholder guiding the industrial climate, our goal is to become an organization that develops Turkish industry on a global scale by increasing the sustainable competitiveness and competencies of our industrial companies.

MISSION

By creating information, policies and systems in the light of national and international comparisons and research with internal and external stakeholders;

To support the sustainable development of our industry by providing innovative services that add high value to industrial companies,

To positively steer the industrial infrastructure and climate by elevating the image of industrialists and contributing to decision-makers in the formation and implementation of legislation.

CORPORATE VALUES

Istanbul Chamber of Industry is a transparent, participatory, consistent, reliable, decisive, realistic and innovative organization that observes universal ethical values, social responsibility and environmental sensitivity in all its activities.

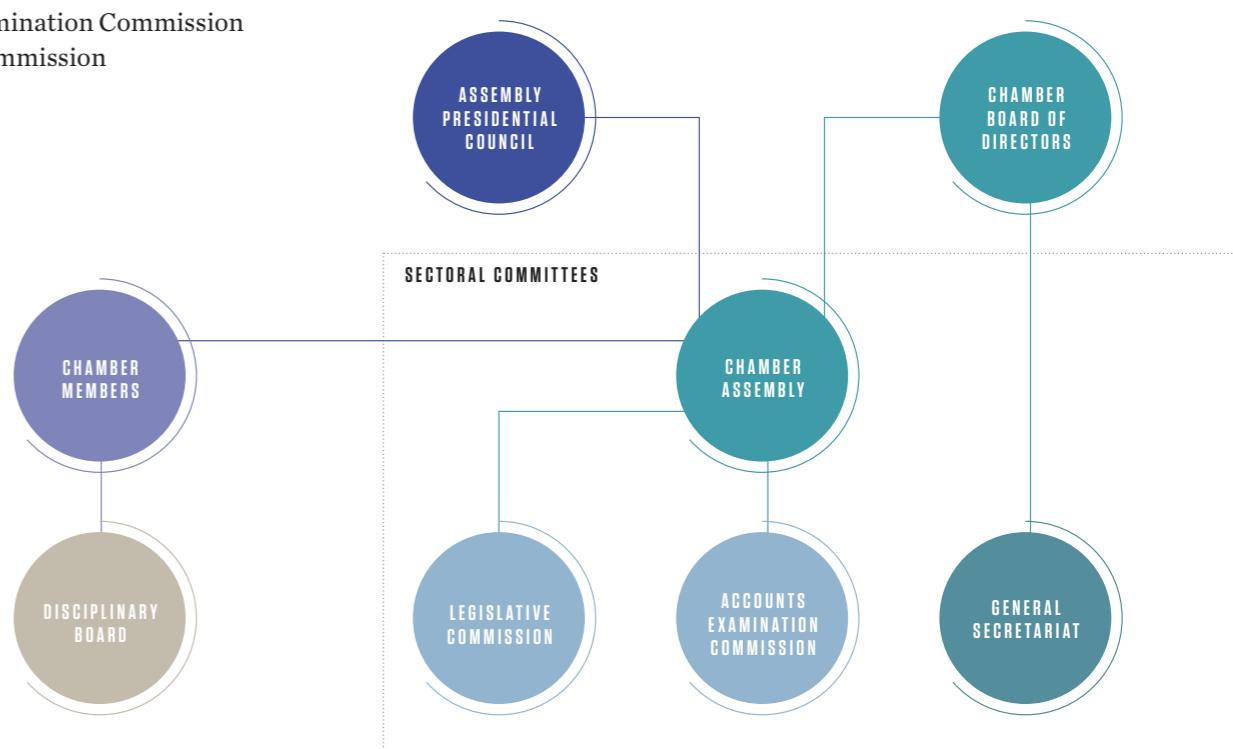
Management of the Chamber

Like all chambers in Türkiye, the work of the ICI is carried out by elected bodies and the General Secretariat in line with the Law No. 5174 on the Union of Chambers and Commodity Exchanges of Türkiye and Chambers and Commodity Exchanges. The Chamber Assembly, the highest decision-making and supervisory body of the Chamber, which is managed and supervised by its authorized bodies elected for four years within the framework of the law, consists of 130 members and holds meetings once a month.

The Chamber Assembly ensures that examination studies are carried out on various Chamber activities determined through the Specialized Commissions established among its members according to the business requirements. The decisions taken and reports prepared by the relevant commissions are submitted to the information and approval of the Chamber Assembly. Commissions working within the Istanbul Chamber of Industry Assembly;

- Accounts Examination Commission
- Legislative Commission

Information about the Commission and Board members can be found on the [ICI website](#).



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Assembly Presidential Committee



ENDER YILMAZ
President of the Assembly



SADIK AYHAN SARUHAN
Vice President of the Assembly



YÜKSEL ÖZYURT
Vice President of the Assembly



KORAY YAVUZ
Secretary Member

Detailed information about the Assembly Presidential Committee members is available on the [ICI website](#).



ERDAL BAHÇİVAN
Chairman of Board of Directors



İRFAN ÖZHAMARATLI
Vice Chairman of Board of Directors



CEMAL KELEŞ
Vice Chairman of Board of Directors



SULTAN TEPE
Accounting Member of Board of
Directors



KEMAL AKAR
Member of Board of Directors



VEHBİ CANPOLAT
Member of Board of Directors



CELAL KAYA
Member of Board of Directors



İNAN ALTINBAŞ
Member of Board of Directors



HÜSEYİN ÇETİN
Member of Board of Directors



DR. FARUK SARI
Member of Board of Directors

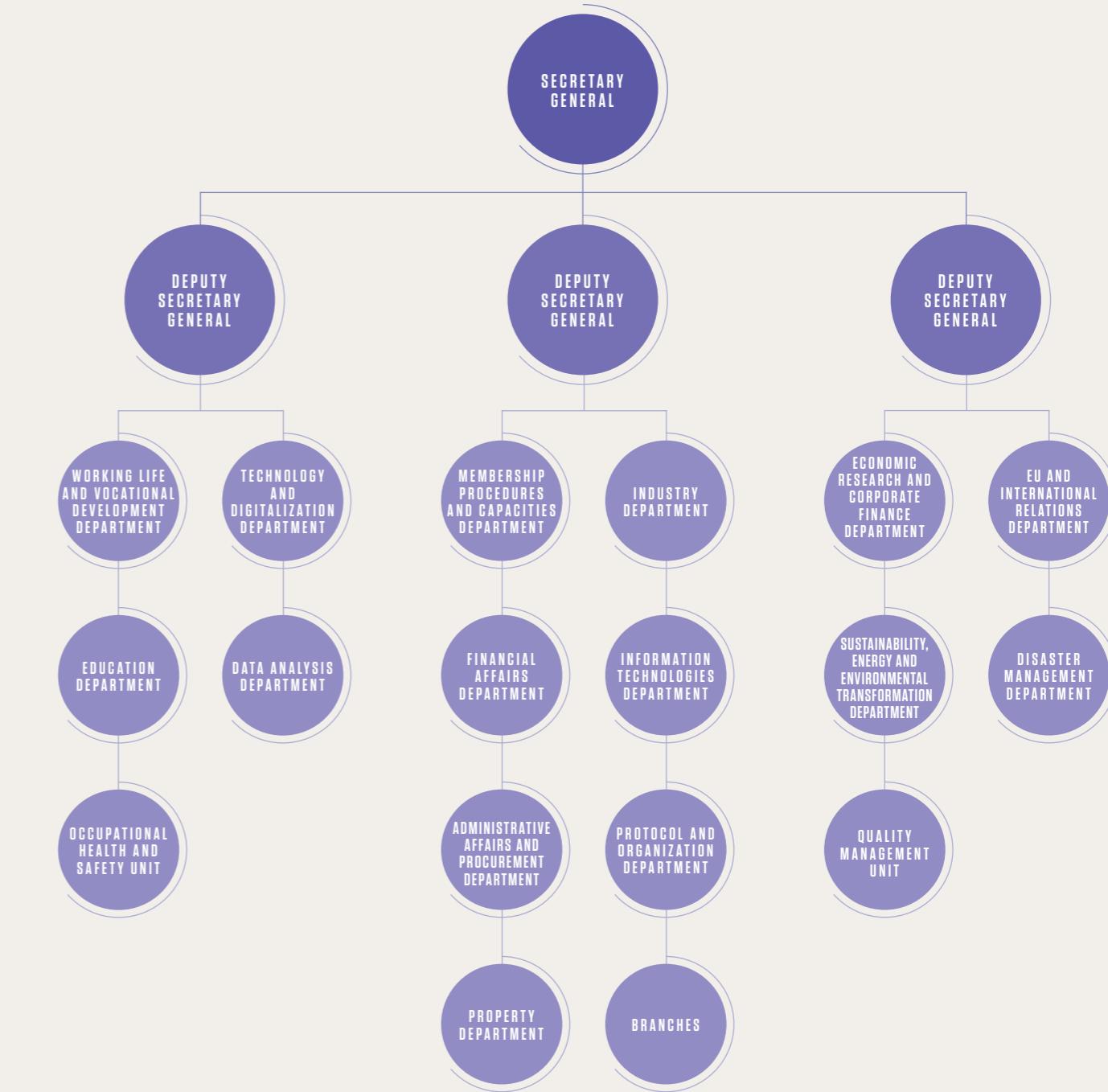
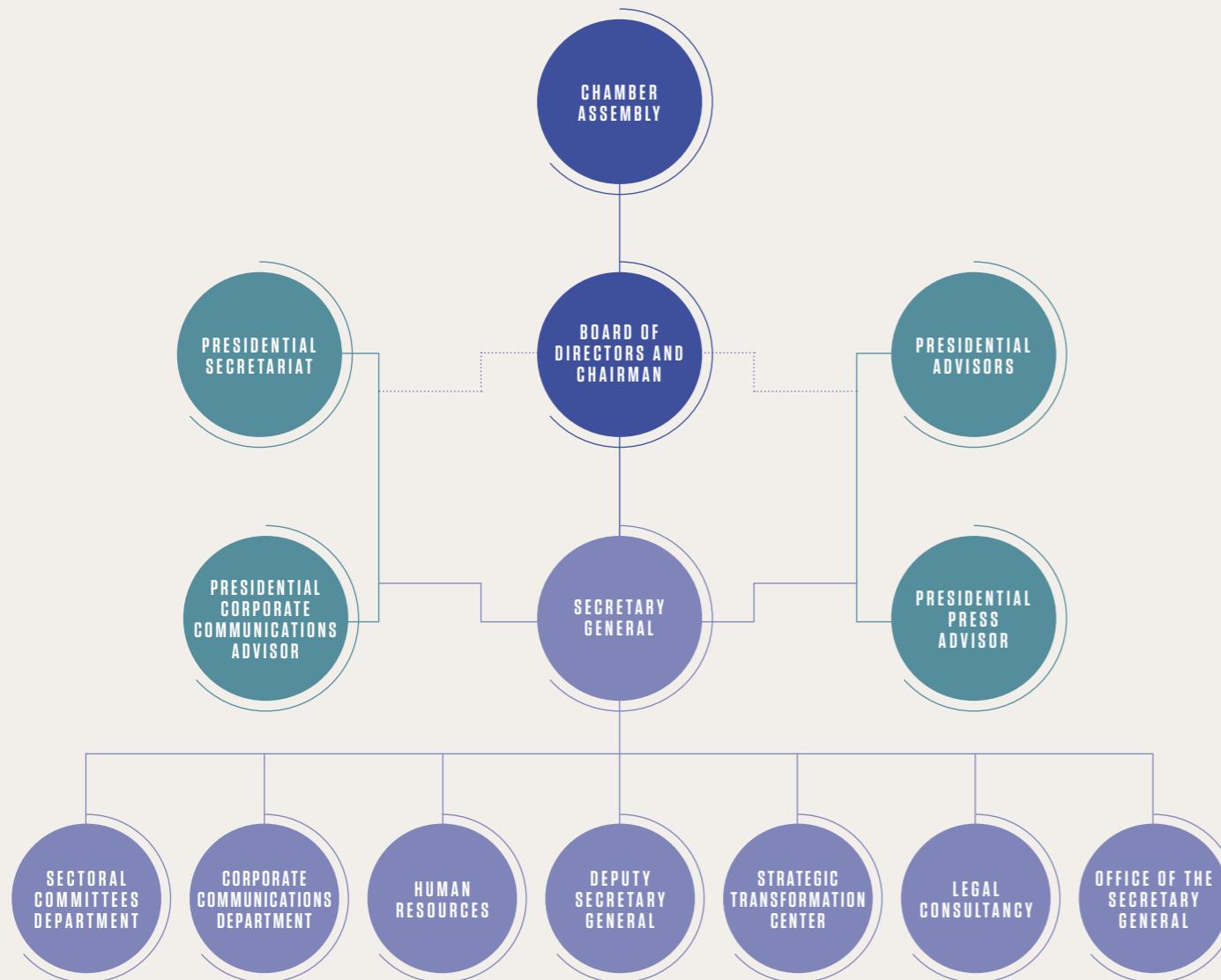


MURAT ÇÖKMEZ
Member of Board of Directors

Detailed information about the Board of Directors members is available on the [ICI website](#).

ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Organizational Structure



You can access detailed information about our organizational structure on the [ICI website](#).

ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Members

36.5%

ICI members account for 36.5 percent of the total value added at factor cost of the Turkish industry.

31.3%

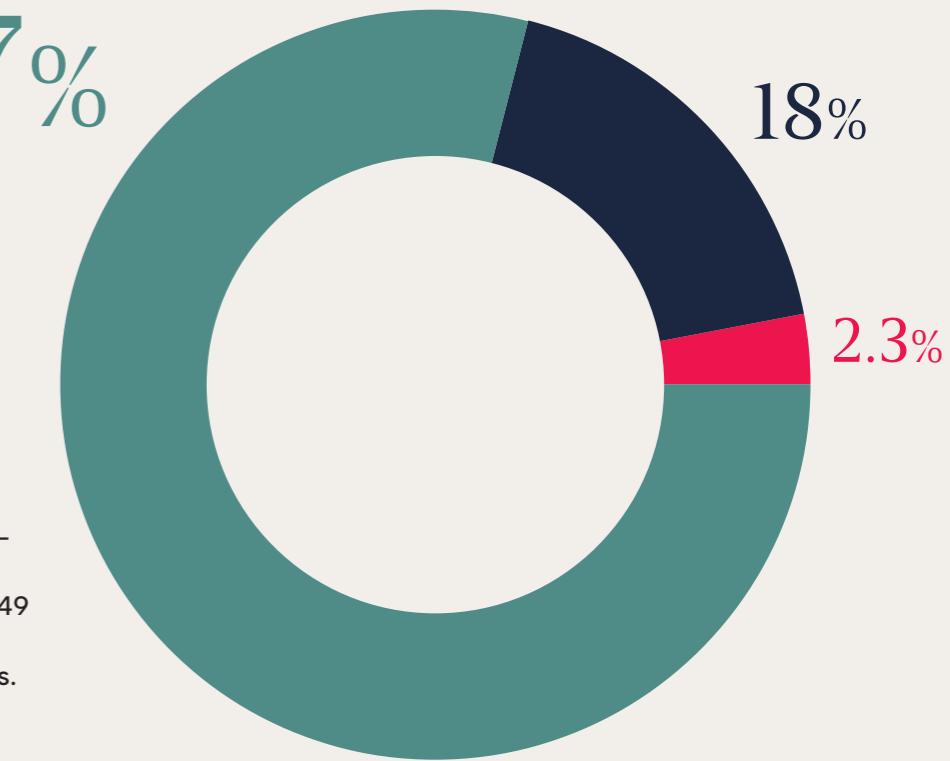
ICI members deliver 31.3 percent of the total production in Turkish industry.

29.1%

ICI members account for 29.1 percent of the Turkish industrial employment.

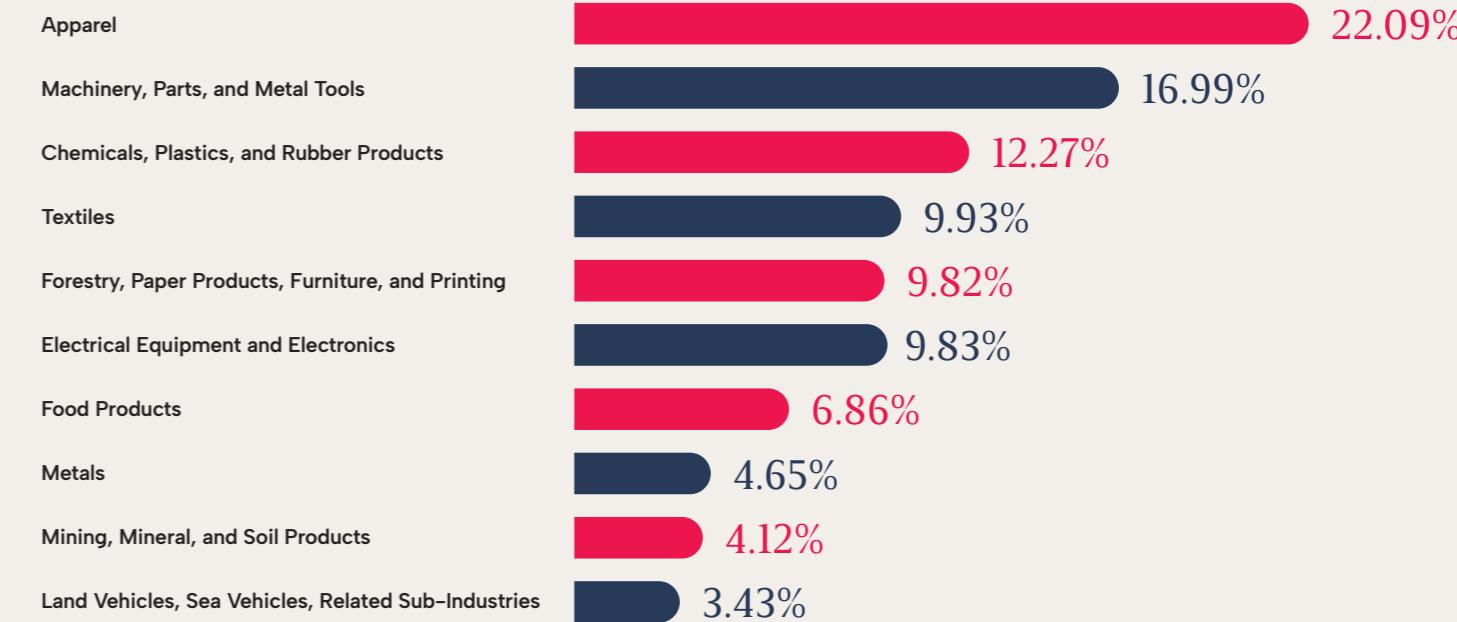
Detailed information about our members and our place in the Turkish economy is available on the [ICI website](#).

79.7%



Based on the number of employees, 79.7 percent of ICI members are small-sized (fewer than 50 employees), 18 percent are medium-sized (50 to 249 employees), and 2.3 percent are large (250 and more employees) enterprises.

The 55 different Sectoral Committees including ICI members are evaluated in 10 Main Sectoral Groups.



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Business Model

As an institution that supports the sustainable development of our industry by providing innovative services with high added value to industrial companies, Istanbul Chamber of Industry works to create value for all its internal and external stakeholders.

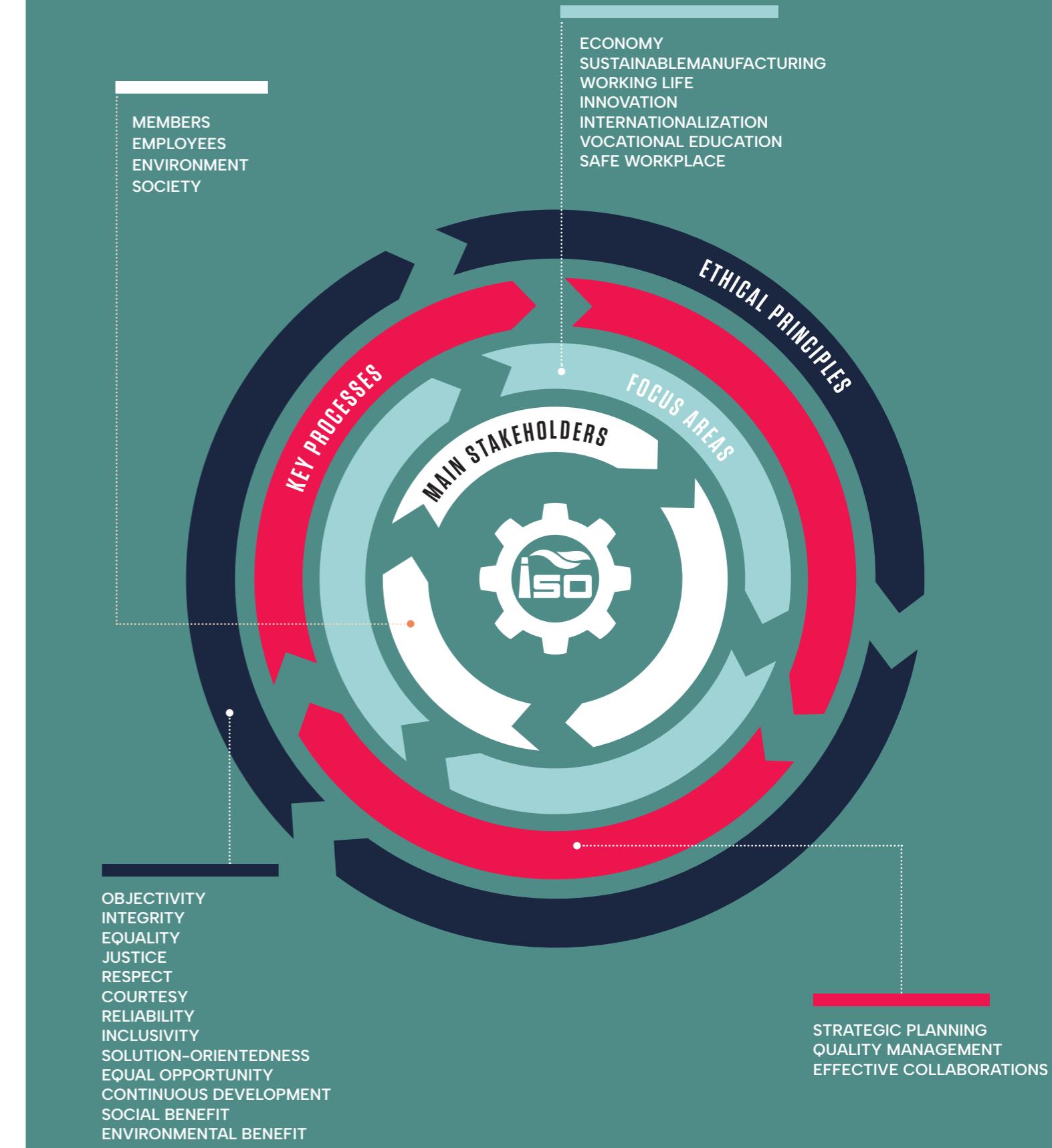
Since the day we were founded, we have been continuing our activities with the strength we receive from the contributions of our members to the national economy, and we prioritize creating value for our “**Members**” with our work. In this respect, we work to contribute to the “**Economy**”, “**Sustainable Manufacturing**”, “**Internationalization**”, “**Innovation**” and “**Working Life**”.

Our most valuable resource that will increase our services that we continue with the philosophy of continuous development and carry our Chamber forward is our trained manpower. Accordingly, we carry out activities on “**Employee Rights and Development**”, “**Safe Working Environment**” and “**Equal Opportunity and Diversity**” to create value for our “**Employees**”.

As an organization that considers social responsibility and environmental sensitivity in all our activities, we care about monitoring our environmental impacts and reducing negative impacts in all locations where we operate in order to create value for “**Our Environment**”.

We see creating value for “**our society**” as one of our main areas of responsibility, and we carry out activities to contribute to our society in the fields of education, culture and arts in general, and especially in vocational high schools.

We carry out our activities within the framework of “**Strategic Planning**”, “**Quality Management**” and “**Effective Collaborations**”, which we see as our key processes, and fulfill our activities based on our ethical principles.



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Products, Services and Projects



You can access detailed information about our products, services and projects on the [ICI website](#)

2024 Developments



Türkiye and the World in 2024
Istanbul Chamber of Industry in 2024

2024 DEVELOPMENTS

Türkiye and the World in 2024

2024 was a year in which the effects of climate change were felt more around the world, policymakers began to make more radical decisions, and efforts to achieve sustainable development goals were intensified. The fact that global temperature rise has reached record levels, the severity of extreme weather events and the growing pressure on ecosystems has revealed that the climate crisis is a reality that can no longer be postponed. On the other hand, studies on sustainable solutions, energy transformation, green financing and environmental regulations have also gained momentum.



The Effects of the Climate Crisis and Global Events

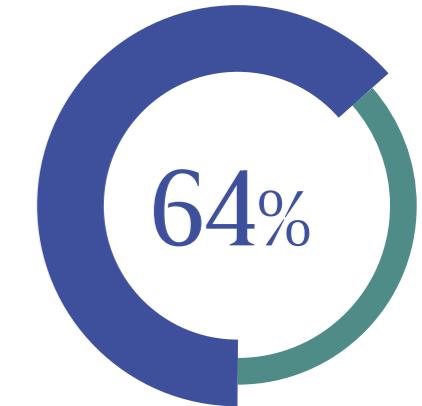
According to the analysis carried out by the World Meteorological Organization by consolidating multiple datasets, the global average temperature in 2024 reached a new record of 1.55°C above the pre-industrial period³. This increase revealed that vulnerabilities in the climate system have deepened and critical thresholds are about to be crossed. Large wildfires in Chile have killed more than 130 people and damaged nearly 15,000 homes⁴, while water levels in the Panama Canal have plunged nearly 30 per cent in trade along the canal⁵. The reduction of daily transitions to 18 vessels has dramatically revealed the impact of climate change on supply chains⁶. It is also estimated that the total economic loss caused by natural disasters, including extreme climate events, worldwide during 2024 is about \$320 billion⁷.



Energy Transition

The year 2024 saw significant developments in renewable energy and clean technologies. In addition to updating its binding renewable energy target to at least 42.5% by 2030, the European Union also defined a target of 45%⁸, while global renewable energy capacity reached 4,448 gigawatts in 2024, setting a record of 15.1% annual growth⁹. China continues to play a leading role in the global energy transition, accounting for 64 per cent of global growth with an increase in solar capacity of 278 GW in 2024¹⁰.

Discussions about data centers causing high amounts of carbon emissions in 2024 have brought the environmental impacts of the technology sector back to the agenda. In this context, the concrete steps taken by large technology companies to reduce environmental impacts and record investments in the clean technology sector marked a new era where sustainability and digitalization intersect. For example, in its 2024 Environmental Report, Google stated that it signed a 4 GW clean energy generation capacity agreement and obtained 90 percent carbon-free energy in 10 grid regions. He also mentioned that it has reduced greenhouse gas emissions by 2.9 million metric tons by implementing artificial intelligence-supported fuel-efficient routing¹¹.



China accounted for 64 percent of the global increase in solar capacity, adding 278 GW of new capacity in 2024.

3- <https://wmo.int/news/media-centre/wmo-confirms-2024-warmest-year-record-about-155degc-above-pre-industrial-level>

4- <https://disasterphilanthropy.org/disasters/2024-chile-wildfires/>

5- <https://www.imf.org/en/Blogs/Articles/2024/03/07/Red-Sea-Attacks-Disrupt-Global-Trade>

6- [#](https://mykn.kuehne-nagel.com/news/article/panama-canal-no-further-restrictions-expected-16-Feb-2024)

7- [#](https://www.cleanenergywire.org/news/global-losses-natural-disasters-reached-320-billion-us-dollars-2024)

8- https://energy.ec.europa.eu/topics/renewable-energy/renewable-energy-directive-targets-and-rules/renewable-energy-targets_en

9- <https://www.aa.com.tr/tr/enerjiterimali/analiz/yenilenebilir-enerji-kapasite-artsinda-2024te-rekor-buyume-kaydedildi/48219?>

10- <https://www.reuters.com/sustainability/climate-energy/global-renewable-power-capacity-falls-short-targets-despite-record-growth-last-2025-03-26/>

11- <https://sustainabilitymag.com/articles/emissions-up-13-how-can-google-make-ai-data-sustainable>

2024 DEVELOPMENTS

COP29 Summit: Climate Finance and Global Mechanisms



The COP29 Summit held in Baku, Azerbaijan in November 2024 was a significant milestone in addressing climate finance and carbon markets at a global level. The approved carbon market rules have allowed developed countries to postpone more costly emission reduction steps in their own countries and contribute to lower-cost climate projects in developing countries. This United Nations-supervised system allowed companies to receive carbon credits through forest protection, afforestation and renewable energy projects¹².

While no concrete steps were taken to exit fossil fuels at the summit, no progress was made in the goal of tripling the renewable energy capacity and it did not include concrete steps to implement the promises made at the COP28 summit to reduce fossil fuels and triple the renewable energy capacity. However, the goal of providing \$300 billion in global financing every year to help developing countries cope with the effects of climate

change was accepted. This target has also updated the annual target of \$100 billion committed in 2020, which can only be met in 2022. Many developing countries argue that this amount is far from meeting the current effects of climate change¹³. On the other hand, this goal is expected to be at the center of the broader global effort to raise at least \$1.3 trillion a year from all public and private sources by 2035¹⁴.

At the global level, the fact that developed countries are still inadequate in their climate finance commitments and transparency problems in carbon markets are among the main problems to be solved before the COP30 in Belem, Brazil, in November 2025. In the coming period, technology transfer, developing green skills and strengthening inclusive financing mechanisms will be decisive for the success of the collective fight against the climate crisis.

Türkiye's Sustainability Policies

In 2024, Türkiye adopted an effective position at the national and international level in the fight against climate change. While there was an increase of 5 percent in installed power, 59 percent of the installed power, which exceeded 115 thousand MW in total, consisted of renewable energy sources¹⁵. In 2024, 4,280 MW of solar, 1,058 MW of wind and 240.5 MW of hydroelectric power plant capacity were commissioned. Thus, 99 percent of the new capacity commissioned in 2024 consisted of renewable energy sources¹⁶.

COP29 in 2024 was also important due to the announcement of the Long-Term Roadmap, which reveals Türkiye's vision of combating climate change. Türkiye announced that it has identified a total of 89 strategies in 18 sectors within the scope of the 2053 Long-Term Climate Strategy and these strategies are grouped under three main headings: "mitigation", "adaptation" and "horizontal cutting issues". Increasing the share of renewable energy in primary energy to 50 percent and the share of nuclear energy to 30 percent by 2053, emission reduction targets of 93 percent in cement, 99 percent in iron and steel, and 75 percent in aluminium came to the fore in the industrial sector. In addition, making statements about the processes related to the Climate Law enacted in July 2025 and the Carbon Pricing and Emissions Trading System and the National Green Taxonomy Regulation is also important in terms of showing Türkiye's international openness and commitment to the green transformation process¹⁷. While the publication of the Turkish Sustainability Reporting Standards initiates a new era in the field of corporate sustainability by determining the principles to be followed in sustainability reporting, the Digital Transformation and Green Transformation Support Programs implemented by the Ministry of Industry and Technology and the Responsible[®] program of the Ministry of Trade also provide important opportunities in terms of



access to the supports needed by the industry in the green and digital transformation process¹⁸.

At the end of 2024, one of the important policy documents within the scope of sustainability in Türkiye was the publication of the Water Efficiency Regulation prepared by the Ministry of Agriculture and Forestry. The Water Efficiency Regulation, which aims to spread water efficiency practices throughout Türkiye, envisages the implementation of a number of measures to make water use more efficient in all sectors. These measures include establishing water efficiency systems that will ensure the efficient use of water, determining the current water use situation, determining applicable strategies, and monitoring and reporting the process¹⁹.

12- <https://www.isoyesilblog.com/karbon-kredisi-kurallari-cop29un-ilk-gununde-onaylandi/>

13- <https://www.isoyesilblog.com/cop29-zirvesi-tartismalarla-sona-erdi/>

14- <https://www.climatechangenews.com/2024/11/23/fractious-cop29-lands-300bn-climate-finance-goal-dashing-hopes-of-the-poorest/>

15- <https://www.ensia.org.tr/enerjide-2024un-kazanani-gunes/>

16- <https://shura.org.tr/wp-content/uploads/2025/04/SHURA-EDM-Turkiye-Enerji-Donusumu-Gorunumu-Raporu-Infografik-16.04.2025.pdf>

17- <https://www.isoyesilblog.com/turkiyenin-iklim-degisikligiyle-mucadelede-yol-haritasi-aciklandi/>

18- <https://www.kkg.gov.tr/surdurulebilirlik/>, <https://responsible.ticaret.gov.tr/>, <https://yesildonusum.sanayi.gov.tr/>, <https://dijitaldonusum.sanayi.gov.tr/>

19- <https://www.isoyesilblog.com/su-verimliliği-yonetmeligi-yururluge-girdi/>

2024 DEVELOPMENTS

European Green Deal Developments



2024 was a year in which important regulations were implemented within the framework of the European Green Deal and concrete progress was made in the energy transition. While the European Commission continued its regulations within the framework of the Green Deal, developments in the Ecodesign Regulation for Sustainable Products (ESPR)²⁰, the Corporate Sustainability Reporting Directive (CSRD)^{21, 22} the Regulation on the Prevention of Deforestation²³ and Waste Shipment Regulation and the Carbon border Regulation Mechanism (CBAM)²⁴ were closely followed by Türkiye.

Competitiveness", which was prepared at the request of European Commission President Ursula von der Leyen to offer a solution proposal on how to make the Union's economy competitive, especially against China and the USA, during the EU's green transformation process, came to the fore as the determinant of the EU's future policies²⁵. Also known as the Draghi Report because it was prepared by former European Central Bank Governor Mario Draghi, it is also the basis for the developments within the framework of the Competitiveness Compass and the Clean Industrial Deal published in early 2025²⁷.

20- https://commission.europa.eu/energy-climate-change-environment/standards-tools-and-labels/products-labelling-rules-and-requirements/ecodesign-sustainable-products-regulation_en

21- https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en

22- https://environment.ec.europa.eu/topics/forests/deforestation_en

23- https://environment.ec.europa.eu/topics/waste-and-recycling/waste-shipments_en

24- https://taxation-customs.ec.europa.eu/carbon-border-adjustment-mechanism_en

25- <https://www.isoyesilblog.com/ab-net-sifir-sanayi-yasasi-ile-karbonsuz-iklim-notr-bir-gelecege-dogrulariyor/>

26- <https://www.aa.com.tr/tr/ekonomi/10-soruda-mario-draghi-raporu/3327212>

27- <https://www.isoyesilblog.com/ab-surdurulebilir-kalkinma-surecini-hizlandiriyor/>, <https://www.isoyesilblog.com/ab-temiz-sanayi-anlasmasini-hayata-geciriyor/>

The Impact of
Technology and Digital
Transformation on
Sustainability

Global Risks Report data published every year by the World Economic Forum (WEF) draws attention to the fact that climate change has gone beyond being an environmental problem and is combined with multi-layered threats such as social inequality, digital insecurity and economic vulnerability. According to the report, climate-related risks are expected to increase global instability over the next decade, especially coupled with food and water scarcity, biodiversity loss, and mass migration movements²⁸. At the same time, many studies on the future of business show that climate change will affect company strategies. In this process, it is important to increase innovation, technology and artificial intelligence in order to support the efforts towards a solution and to reach the goal faster. The "Net-Zero Industry Tracker 2024" prepared by the WEF emphasizes that data and artificial intelligence technologies stand out as important tools in achieving the net-zero emission target. Stating that the use of creative artificial intelligence can increase capital efficiency by 5 to 7 percent and reduce capital needs in sectors that are difficult to decarbonize by 1.5-2 trillion dollars, the Report states that additional value-adding factors such as asset management, energy efficiency, R&D and product-based reporting also play an important role in the net zero transition²⁹.

28- <https://www.weforum.org/publications/global-risks-report-2024/>, <https://www.weforum.org/publications/global-risks-report-2025/>

29- <https://www.isoyesilblog.com/sanayi-sektorlerinde-karbonsuzlasma-yolunda-onemli-adimlar-utuluyor/>

30- <https://www.isoyesilblog.com/gelecegin-is-gucu-piyasalarinda-tarim-ve-teknoloji-sektorleri-one-cikiyor/>

Future of Work

On the employment front, the World Economic Forum's Future of Jobs Report predicts that 170 million new job opportunities will be created worldwide by 2030. However, it is predicted that 92 million existing jobs will be lost in this process. By 2030, labor markets are expected to see rapid growth, especially in high-tech areas such as artificial intelligence and data analytics. The report identifies skills gap as the biggest obstacle to transformation in the business world. A combination of technical and human-specific skills will be of great importance in labour markets in the future, according to the report. In this period when technological developments are advancing rapidly, employees will need to be constantly open to learning and acquiring new skills³⁰.



2024 DEVELOPMENTS

Istanbul Chamber of Industry in 2024

As Türkiye's largest and longest-established chamber of industry, the Istanbul Chamber of Industry has carried out many activities throughout 2024 to support the development of our country's industry.

January



The Assembly Meeting of the Istanbul Chamber of Industry in January was held with the participation of T.R. Minister of Treasury and Finance Mehmet Şimşek, with the main agenda item "The Importance of Financial Policies Needed by Investment and Manufacturing for a Qualified, Sustainable, Competitive, New Generation Industry".

Within the scope of the European Business Network Project-European Union (EU) Seminars of the Istanbul Chamber of Industry, an information panel was organized for industrialists regarding the EU's Critical Raw Materials Law: Its Scope and New Rules.



February



The Istanbul Chamber of Industry participated in the Mobile World Congress 2024 Fair held in Barcelona within the scope of the MIND4MACHINES project, which is a European Union project and focuses on the digitalization of the manufacturing sector.

March



The opening meeting of the "Improving the Adaptation Capacity of Industrial Sectors Vulnerable to Climate Change through Risk Assessment (ClimaTech 4 Industry)" Project, financed by the European Union and the Republic of Türkiye within the scope of the Climate Change Adaptation Grant Program, under the coordination of the Istanbul Chamber of Industry and in partnership with TUBITAK MAM, was held in Odakule.

The "Power of Industrial Design in Industry" event organized by the Istanbul Chamber of Industry Industrial Design and Prototyping Center (ISO ETP), which continues to work for ICI and aims to increase the competitiveness of the industry and Türkiye with value-added products, was held.

2024 DEVELOPMENTS

April



The "EU Carbon border Regulatory Mechanism: The Climate Policy Framework and Its Effects on Companies in Türkiye" meeting organized in partnership with the Istanbul Chamber of Industry and the European Commission was held in the Odakule Fazıl Zobu Assembly Hall. The event, which was hosted by ICI Chairman Erdal Bahçivan, was attended by Gerassimos Thomas, General Manager of the European Commission Taxation and Customs Union.

ICI participated in the World Circular Economy Forum (WCEF) 2024 held in Brussels, Belgium, between 15-18 April 2024 with the theme "Turning Circular Visions into Action".



May



The European Enterprise Network, of which the Istanbul Chamber of Industry has been a member since 2008, held its European Enterprise Network Türkiye National Meeting at the Odakule Fazıl Zobu Assembly Hall.

June



The 2023 results of the "Türkiye's 500 Largest Industrial Enterprises Survey", which has been carried out since 1968 and determined the league of giants of the industrial sector, have been announced.



2024 ICI Green Transformation Awards found their owners with the award ceremony held on June 12.



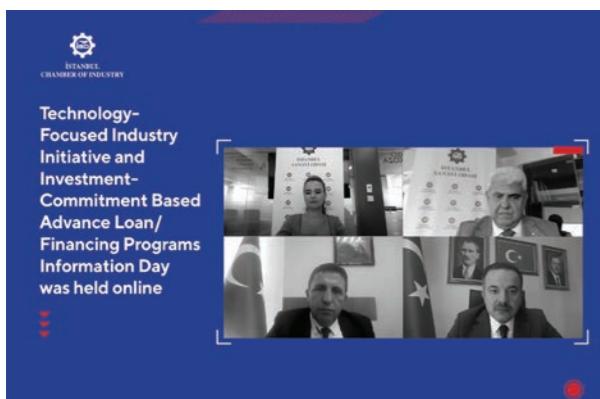
2024 DEVELOPMENTS

July



The kick-off meeting of the ICI Sustainability Platform was hosted by Sultan Tepe, member of the ICI Board and Chair of the Sustainability Platform, at Odakule.

August



The Technology-Oriented Industry Move and Investment Committed Advance Loan/Financing Programs Information Day event organized in cooperation with the Ministry of Industry and Technology of the Republic of Türkiye and the Istanbul Chamber of Industry (ICI) was held.

September



The official opening of the permanent booth area established by the Istanbul Chamber of Industry at the Istanbul Expo Center was held with a ceremony hosted by İSO Vice Chairman İrfan Özhamaralı and attended by Deputy Minister of Commerce Özgür Volkan Ağar.



In cooperation with the Istanbul Chamber of Industry and Fundacio Eurecat, the closing meeting of the Future Jobs in the Manufacturing Sector: Gender Equality Focused Talent Development project, which was developed within the scope of the financial cooperation between Türkiye and the European Union (EU), was held under the theme of Tomorrow's Jobs for the Manufacturing of Tomorrow: International Conference.

The Istanbul Chamber of Industry Council's regular September meeting was held at the Odakule Fazıl Zobu Council Hall with the main agenda item being "Strategic Transformation in Our Industry and Work Done at Our Chamber for Permanent Competitive Growth." At the meeting, information was given about the ICI Strategic Transformation Center (SDM), which will play an important role in the development of ICI's industrial strategies and the preparation of industrial organizations for the future, and the ICI Venture Capital Investment Fund (GSF), which aims to increase the global competitiveness of the manufacturing sector by investing in innovative projects focused on industry and technology.

2024 DEVELOPMENTS

October



The 14th of the ICI Green Agenda Talks, which was initiated within the scope of ICI's sustainability vision, was held under the topic of Extended Producer Responsibility in the Textile Sector.

November

A delegation from the Istanbul Chamber of Industry attended the 29th session of the United Nations Framework Convention on Climate Change, held in Baku, the capital of Azerbaijan, between November 11 and 22. He attended the Conference of the Parties (COP29) actively. In addition, with the Green Transformation Technologies for Sustainable Manufacturing panel organized within the scope of the COP29 Türkiye side event program coordinated by the Ministry of Environment, Urbanization and Climate Change, he contributed to the transfer of our country's efforts to combat climate change in the international arena.



The ICI Academy, which was established by ICI in order to contribute to Türkiye's qualified human resources and to support the participants to increase the competitiveness and brand value of companies by gaining knowledge and skills in international standards, was introduced at the press launch, which organized new training programs with its renewed identity.

December



The Istanbul Chamber of Industry (ICI) has successfully implemented the ICI Vocational Education Cooperation Project with the Ministry of National Education since 2019. As part of efforts to expand this project across Türkiye, the Istanbul Chamber of Industry, The Governorate of Yalova, the Yalova Provincial Directorate of National Education, and the Yalova Chamber of Commerce and Industry.

Sustainability at Istanbul Chamber of Industry



Sustainability Strategy
Governance
Materiality Analysis
Code of Ethics
Quality Management
Stakeholder Engagement and
Communication Channels
Memberships and Collaborations
Affiliates and Subsidiaries

SUSTAINABILITY AT ISTANBUL CHAMBER OF INDUSTRY

Sustainability Strategy

The transformation in the context of sustainability, particularly climate change, has led to a global change in the understanding of manufacturing and consumption. Accordingly, companies today are expected to go beyond financial success through manufacturing and sales to become environmentally and human-friendly organizations.

As an organization that provides high-value innovative services to industrial companies and supports the sustainable development of our industry, we believe that new systems in international trade will create risks and opportunities in the context of sustainability, and that transformation is a necessity for our country's industry. We have adopted a **"sustainable manufacturing"** approach based on the new manufacturing approach where environmental and social factors, especially climate change, are at the center of manufacturing.

Our sustainability vision, which we focus on in line with our mission of guiding our industrialists and which we announced at the press conference hosted by Erdal Bahçivan, Chairman of the Board of Directors of the ICI, at Odakule on June 17, 2021, is **"To support our industrial companies to produce high added value in the global value**

chain and to increase their competitive sustainability competencies".

In order to contribute to sustainable development for a better and livable world, we have adopted global values in the field of sustainability, particularly the United Nations Sustainable Development Goals (SDG), as a guide in formulating our sustainability strategy. While planning our work, we take into account international developments as well as local and regional sensitivities, and aim to take concrete steps to prepare our industrialists for sustainable transformation and thus support Türkiye's development. We have identified the six thematic areas that we focus on in our sustainability efforts in this journey that we have undertaken as the locomotive: ***Climate Change and Sustainable Industry, Circular Economy, Resilience of Industry, Future of Work, Safe Working Environment and Sustainable Finance***. We also consider **"Sustainability-Oriented Innovation"** and **"Digital Transformation"**, which we consider indispensable for today's business models, as cross-cutting elements of all our main themes.

GRI 2-22, GRI 2-24, GRI 3-1

Governance



We believe in the importance of a good governance structure to create long-term value for all our stakeholders and contribute to our country's development goals.

Sustainable development, defined as meeting current needs without jeopardizing the ability of future generations to meet their own needs, is at the heart of our governance structure. Our Board of Directors is the highest level management authority in the sustainability governance structure of our Chamber, taking into account the risks and opportunities that the new systems likely to emerge in international trade will create for our country.

In this respect, the decision to add a new branch to the organizational structure in order to coordinate the work guiding industrialists in the field of sustainable manufacturing was taken with the approval of the members of the Assembly in February 2021. Thus, the **"Sustainability and Coordination Department"** was established and merged with the **"Environment and Energy Department"** in 2025 to form the **"Sustainability, Energy, and Environmental Transformation Department"**. Operating under the Secretary-General and Deputy Secretary-General, it carries out its activities in line with the management philosophy defined by senior management. The Department's objectives include integrating the Chamber's activities with the understanding of sustainable development and guiding industrialists of all sizes, from large to small, on their journey of transformation for sustainable manufacturing. The Department, which

works to develop new projects based on the fact that the sustainable manufacturing approach affects a wide range of areas from energy to human resources, from finance to digital transformation, ensures that the work on sustainability is carried out in coordination with other relevant units of the Chamber. The Department, which carries out studies to ensure that the sustainability approach is reflected in the operations of the Chamber and adopted by senior management and all employees, is also responsible for preparing sustainability reports and submitting them to the Board of Directors for approval. The ICI Sustainability Platform, established to develop strategic recommendations for the activities ICI will carry out in the field of sustainability, alongside the Sustainability, Energy, and Environmental Transformation Department, and to create synergy by bringing together stakeholders related to sustainability, has been operating since 2021. The ICI Sustainability Platform, which operates as a think-tank under the chairmanship of the Accounting Member of the ICI Board of Directors, meets periodically with the participation of industrialists, academics, public, private sector and Non-Governmental Organization (STK) representatives who have valuable studies in the field of sustainability.

At the meeting of the ISO Sustainability Platform hosted by Sultan Tepe, Member of the Board of Directors of ISO and Chair of the Sustainability Platform, in Odakule on 17 July 2024, information was provided about the sustainability studies of ISO, the **"Climate Change and Water Management: Industry Sector Report"** prepared in cooperation with ISO and Istanbul Technical University (ITU) and the **"ICI Research On Sustainability Trends In Industry"** carried out in cooperation with Ipsos Araştırma ve Danışmanlık Şirketi A.Ş. (Ipsos). At the meeting where the participants shared their evaluations of the developments in the field of sustainability, impressions were shared from the World Circular Economy Forum 2024 attended by the ISO delegation, and information was given about the ISO Green Transformation Awards 2024.

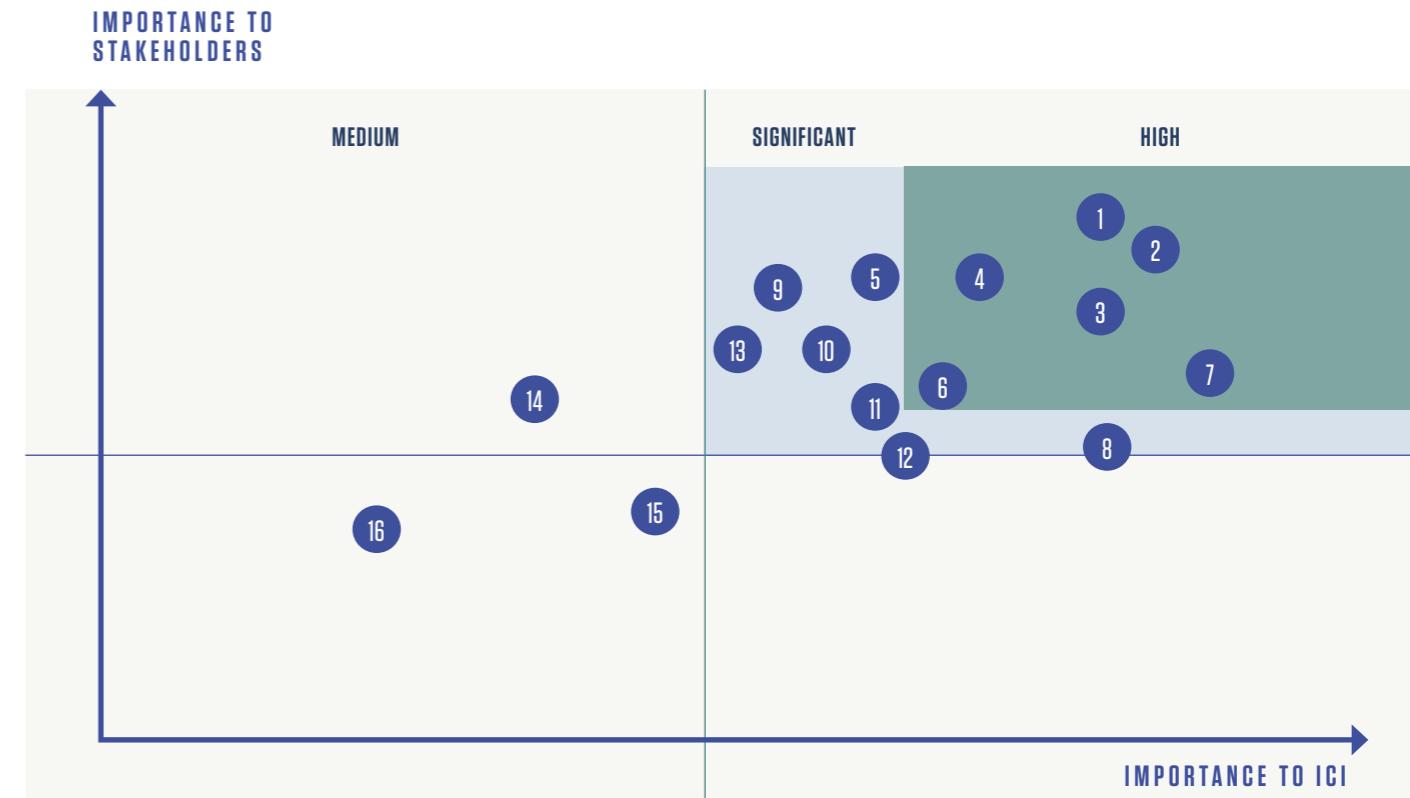
You can access detailed information about Sustainability Governance on the [ICI Sustainability web page](#).

SUSTAINABILITY AT ISTANBUL CHAMBER OF INDUSTRY

Materiality Analysis

We have carried out various studies since December 2020 to identify sustainability priorities, which we see as the starting point of our sustainability efforts. We tried to identify the needs of our stakeholders in the surveys we administered to participants after the sustainability-themed events we organized in 2020. We evaluated our members' expectations, global and national developments, risks and opportunities in the process of determining priorities with a third-party consulting firm that supported our sustainability efforts with its expert opinion. However, we took into account the parts of the stakeholder analysis of our Chamber's Strategic Plan, which was prepared within the framework of the Union of Chambers and

Commodity Exchanges of Türkiye (TOBB) Chamber / Stock Exchange Accreditation System and updated for the 2023-2026 period, during the determination of priorities. In this process, we updated our prioritization analysis by evaluating the results of the "ICI Research On Sustainability Trends In Industry" 2024, which we conducted in collaboration with Ipsos, in order to understand the situation and approaches of industrial organizations in Türkiye regarding sustainability. In this framework, while determining our material issues, we also reviewed the United Nations Sustainable Development Goals, which are the guidelines of our sustainability strategy, and we have associated our material issues with the relevant Sustainable Development Goals.



Material Topics

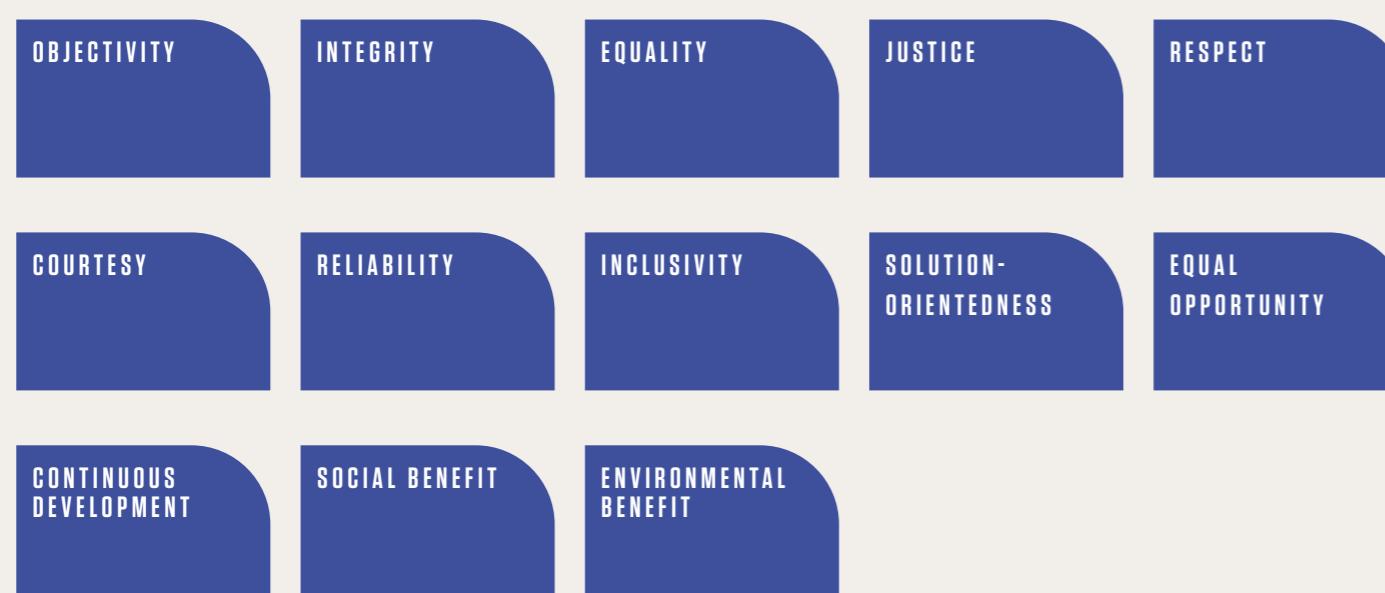
Relevant UN SDGs	
1. Climate Change	SDG13-SDG7
2. Support to Economy and Employment	SDG8
3. Circular Economy	SDG12
4. Sustainable Industry	SDG9
5. Future of Work	SDG8
6. Safe Working Environments	SDG8
7. Social Responsibility Projects	SDG4
8. Innovation and Digital Transformation	SDG9
9. Sectoral Collaborations	SDG17
10. Employee Rights and Development	SDG8
11. Internationalization	SDG17
12. Sustainable Finance	SDG8
13. Ethics, Transparent Management and Reporting	SDG12
14. Equal Opportunity and Diversity	SDG5
15. Resilience of Industry and Emergency Management	SDG11
16. Biodiversity	SDG15

SUSTAINABILITY AT ISTANBUL CHAMBER OF INDUSTRY

Code of Ethics

Within the framework of our Chamber's management approach, we attach importance to the principles of ethical behavior as well as the principles of efficiency and effectiveness. Our Code of Ethical Conduct is included in the Istanbul Chamber of Industry Personnel Internal Directive so that all our employees are informed. In addition, newly recruited employees are informed about the principles of ethical behavior.

Our principles of ethical behavior that we take as basis while carrying out our activities:



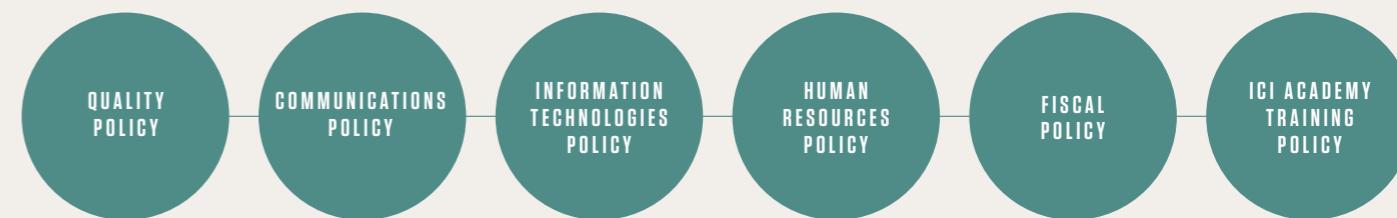
Quality Management

As one of the large and well-established institutions representing the Turkish industry, our aim is to meet customer expectations in a complete, accurate and timely manner, adhering to the principles of impartiality and reliability, within the framework of the demands from our members, the duties and responsibilities assigned to us by law and relevant legislation, while observing the public conscience.

In order to maintain our corporate existence and our claim to represent the private sector in changing world conditions and to increase the competitiveness of our members, we are based on the understanding of quality service while carrying out our activities. In this direction, our ISO 9001:2015 Quality Management System, which constitutes the basis for our Chamber's practices, was first certified by an independent certification body in 1999. With the audit, we ensure that the operability, effectiveness and continuity of our system is confirmed. In addition to our Quality Management System, the quality of our training services offered to members by our Chamber was confirmed by TS ISO 29993:2020 Education and Training Services Management System certificate after the independent certification body audit in 2022. Within the framework of the innovations brought by the ISO 29993 Standard certification, training

processes and decision mechanisms were reviewed with the guidance of ICI Academy consultants. Procedures covering topics such as training needs analysis, training design, trainer selection and cooperation criteria, measurement and evaluation methods were renewed, existing practices were updated, and the quality of the training service provided by the ICI Academy was registered with an international standard.

In addition, our Chamber has been certified as an "Accredited Chamber" since 2002, with service quality at the "A-Excellent" level within the scope of the Chamber Accreditation System implemented by TOBB. As a result of the audit conducted by TOBB, it was assessed that our practices and performance continued to improve in 2023. We share the "*ICI Strategic Plan*", the content and scope of which we have prepared in accordance with the Chamber Accreditation Guide, on the [ICI website](#). While we continue our efforts to carry out and develop the practices of our Chamber in a way that best meets the requirements of the accreditation system, we continue to work on updating and developing our Quality Management System within the framework of the developing structure and practices of our Chamber. For this purpose, we strictly follow the work we carry out and the goals we set with the strategic plan of our Chamber and evaluate them according to current conditions.

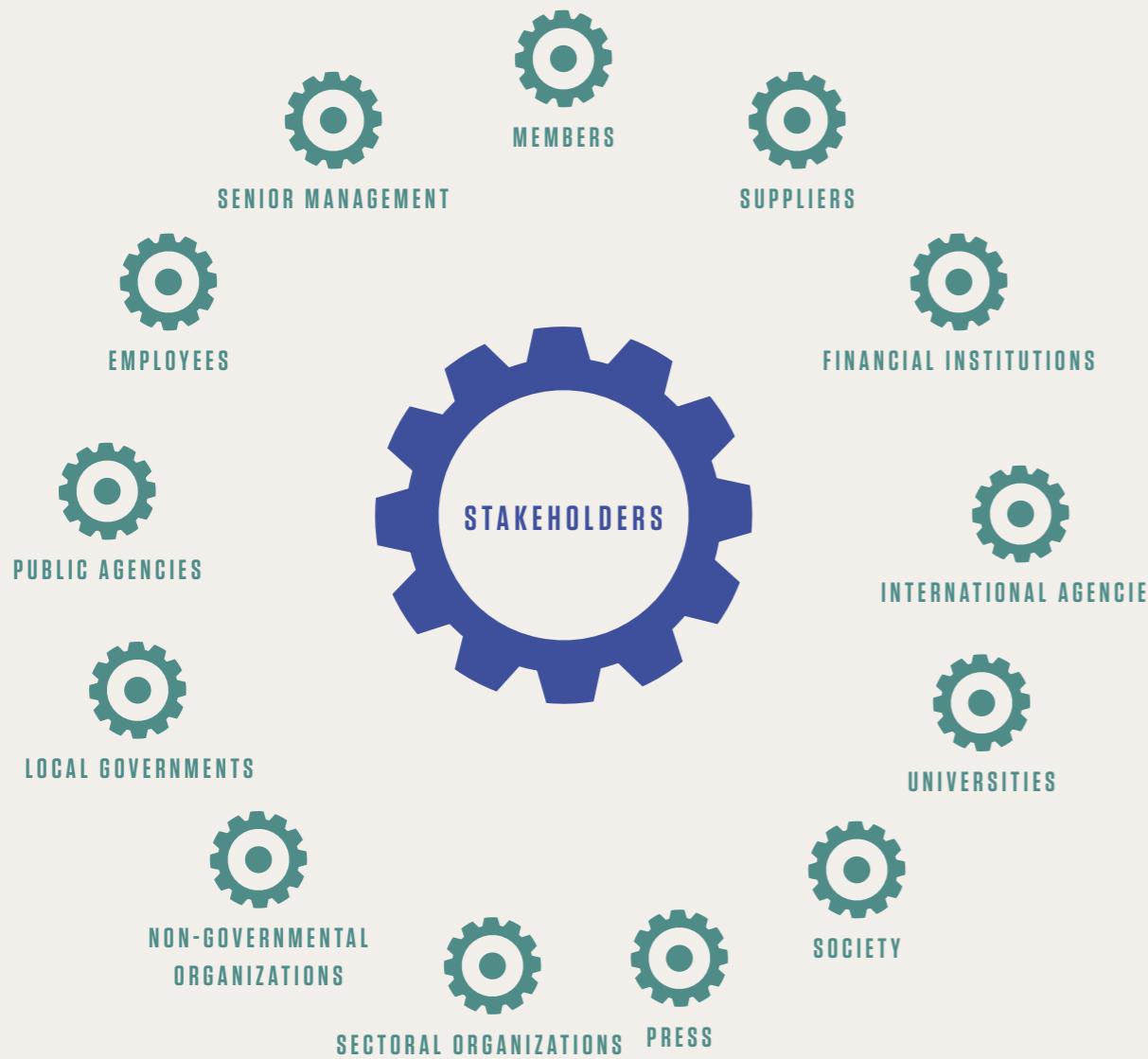


You can access our policy documents, which are the most basic elements of our quality service approach, on the [ICI web page](#).

SUSTAINABILITY AT ISTANBUL CHAMBER OF INDUSTRY

Stakeholder Engagement and Communication Channels

While carrying out our activities within the framework of our Quality Policy, we consider participation as one of the fundamental elements of our strategic plan, and we attach importance to communicating effectively with all our stakeholders while carrying out our activities.



Suggestions and complaints about the products and services offered by our Chamber reach us through the suggestion/complaint form on our web page. Incoming notifications are handled by our Quality Management Unit on the basis of resolving them as soon as possible, relevant guidance is given and the process is followed up within the framework of the performance criteria determined. 47 notifications received in 2024 were related to operational level issues and were concluded by taking necessary actions. We also receive evaluations about our Chamber and our services through our evaluation survey, which is constantly active on our website, and evaluate them annually.

COMMUNICATION CHANNELS

Our Stakeholders

Members

Communication channel

Reports
Research
Meetings
Fairs
Training, Seminars and Workshops
Bulletins
Sectoral Events and Visits
Surveys
Corporate Web Pages
Journals
Social Media Accounts
Focus, Representation and Service Units
Suggestions and Complaints Notification Form

Senior Management

Reports
Periodic Meetings
Annotations

Employees

Periodic Meetings
Training, Seminars and Workshops
Internal Events
Surveys
ICI Information System
Wish and Complaint Boxes
"I Have an Idea" PO Box

Public Institutions

Reports
Meetings
Training, Seminars and Workshops
Joint Projects

Local Administrations

Reports
Meetings
Training, Seminars and Workshops
Joint Projects

SUSTAINABILITY AT ISTANBUL CHAMBER OF INDUSTRY

COMMUNICATION CHANNELS

Our Stakeholders

Sectoral/Regional Associations and Organizations

Communication channel

- Reports
- Meetings
- Fairs
- Training, Seminars and Workshops
- Joint Projects

Media

- Corporate Web Pages
- Social Media Accounts
- Press Meetings
- Press Release and Interviews

Universities

- Joint Projects
- Meetings
- Training, Seminars and Workshops

Society

- Training, Seminars and Workshops
- Corporate Web Pages
- Social Media Accounts

International Bodies

- Reports
- Meetings
- Joint Projects

Financial Organizations

- Reports
- Meetings
- Joint Projects

Non-Governmental Organizations

- Meetings
- Joint Projects

Suppliers

- One-on-one Meetings

Details on stakeholder communication and related channels can be found at www.iso.org.tr/contact.

Memberships and Collaborations

Sorted alphabetically.



Affiliates and Subsidiaries



Values Created by the Istanbul Chamber of Industry



Values Created for Members
Values Created for Employees
Values Created for Environment
Values Created for Society

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for Members

CONTRIBUTION TO THE ECONOMY

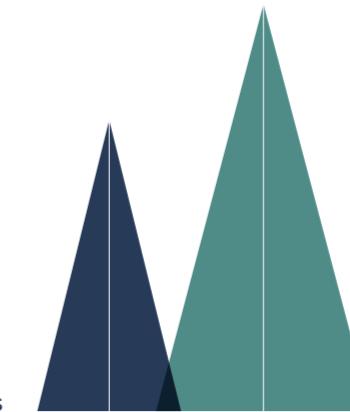
Since the day we were founded, we have been continuing our activities with the strength we receive from our members' contributions to the national economy. In 2024, our members, which numbered nearly 24 thousand, realized 31.3 percent of our country's industrial sector manufacturing. Our monthly Assembly meetings, which are held with the participation of members of the government, local administrators and experts, are an important platform where the current issues of the Turkish and world economy are discussed and the economic problems on the country's agenda are discussed. Our Professional Committees, which form the basis of our work as the consultative body of our Chamber, which is the largest chamber of industry in Türkiye and one of the strongest representatives of our country's industry, meet at

least once a month to make examinations related to their professions and to make proposals to the Board of Directors to discuss the measures they deem useful and necessary. In the 676 meetings held in 2024, 844 recommendations were made covering environmental and social issues as well as economic topics.

In addition to the routine monthly meetings held by our Professional Committees, meetings with wide participation are also organized in order to strengthen relations with members in professional groups and sector associations, to identify sectoral problems and to develop effective solutions to these problems. In 2024, 28 separate meetings were held with members, sector stakeholders or joint committees to discuss sector-specific problems, solutions and cooperation.



676
Total Number of Meetings



844
Proposed Recommendations

The "Assembly Working Groups" practice, which was launched to develop effective cooperation on the issues prioritized by industrialists and to actively contribute to finding solutions to the problems of industrialists, is carried out in different thematic areas in order to make the best use of the experience of ICI Assembly Members. The Working Groups of the Assembly, which continues its mission of carrying the sector forward by carrying out many activities related to the economy and industry in 2024, are; Industrial Settlement and Disaster Management, Industrial Finance, Technology, R&D, Innovation and Digitalization, Working Life and Human Resources, International Relations, Energy Management and Family Companies and Institutionalization.

In addition to the activities we carry out by law, we improve and develop our service areas in line with the needs of our members. In this context, while our members benefit from the registration, reporting and certification services we provide on many subjects, they can also perform many transactions electronically and receive e-signed documents from our website. They can also update their membership information, obtain a certificate of activity, apply for a capacity report and monitor the process from the "online services" section of our website. In addition, the ICI Mediation Center, which is staffed by independent and impartial mediator lawyers who aim to provide fast, economical and impartial solutions to our members' disputes among themselves and with third parties, has been working since 2018. 99 applications were made in 2024 and concluded with an agreement. In addition, all requested professional committee meetings were attended and informed in order to increase the awareness of mediation.

You can access detailed information about our Professional Committees on the [ICI website](#), and information about our members' industrial sector and other economic size of our country in the [Our Members](#) section of our report.

Our Main Registration,
Reporting and
Certification Services;

- [Membership and Dues Procedures](#)
- [Capacity Report](#)
- [Expertise Reports](#)
- [Certificate of Activity](#)
- [Domestic Goods Certificate](#)
- [Domestic Manufacturing Status Document](#)
- [Manufacturing Qualification Certificate](#)
- [Manufacturer Certificate](#)
- [Export Movement and Origin Documents](#)
- [Investment Incentive Documents](#)
- [Turkish Goods Certificate](#)
- [Digital Tachograph](#)
- [ICI Incentive Committee](#)
- [ICI Insurance Committee](#)

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Some of the services we provided
between January 1 - December 31, 2024:

1,760 pcs

Certificate of Activity

2,645 pcs

Domestic Goods Certificate

1,243 pcs

Expertise Reports on Import and Customs

Capacity reports are the main source of application sought by public institutions in the evaluation of companies, but they are also evaluated to create the necessary information for plans and programs within the scope of creating an industrial inventory, to reveal sector profiles, to provide data for national income studies, and to create a database that will enable international comparisons. As an institution that has many important data sources related to our industry, especially our capacity reports, we are aware of the increasing importance of analyzing and even processing data for institutions today. Based on this understanding, we aim to analyze the big data we have about our industry and ensure that it is used more value-added within and outside the Chamber.

We prepare various research, publications and reports to support the development of the industrial sector in

7,552 pcs

Capacity Report

2,830 pcs

Expertise Reports on Export Incentives and Exports

714 pcs

Other Expertise Reports

our country and to contribute to determining the road map for the future. We also regularly monitor current economic indicators and key macroeconomic indicators of the Turkish economy, and prepare assessments and information notes on indicators such as national income, industrial manufacturing, inflation, employment, foreign trade, balance of payments and the central government budget.

The most important of our research, publications and reports, which can be accessed free of charge on the [ICI website](#), is the ISO 500, which is closely followed by the public and is our most well-known study. The "Türkiye's Top 500 Industrial Enterprises" (ISO 500), which we prepare traditionally every year, is a treasure trove of valuable information for the development of our country's industry with its deep-rooted history of more than 50



years. In addition to this study, the "Türkiye's Second Top 500 Industrial Enterprises" (ISO Second 500) study, which we have been conducting since 1997, sheds light on the development of small and medium-sized industrial enterprises with approaching 30 years of experience. The ISO 500 surveys, which provide important information on manufacturing, exports, employment, profitability, financing costs, R&D and technology structure, are followed with interest by a wide range of people, especially the economy and the business world, in terms of the development of the Turkish industry.

As ICI, we continue our work in the areas of finance, taxation, and insurance to support the sustainable growth of our industrial sector. As ICI, we adopt the idea that in today's increasing risk and uncertainty environment, the understanding of insurance in the industrial sector should be transformed into an assurance mechanism to be used in all business processes. In this context, we held a meeting titled "Insurance in Turkish Industry and Proposed Solutions" on February 8, 2024, with the participation of Deputy President of the Republic of Türkiye Cevdet Yılmaz, to discuss solutions to the challenges our members face in relation to insurance.

ISO 500 and ISO Second 500 results are available in Turkish and English at www.iso500.org.tr.

You can find detailed information about our contributions to the economy in the [ICI 2024 Activity Report](#).

Other Research and
Publications:

[ICI Türkiye Manufacturing PMI](#)

[ICI Türkiye Sectoral PMI](#)

[ICI Türkiye Export Climate Index](#)

[Manufacturing PMI Developments in the World](#)

[Sector Reports](#)

[ICI Financial Developments Report](#)

[Investment Incentive Bulletin](#)

[Industry Magazine](#)

[Current Economic Indicators](#)

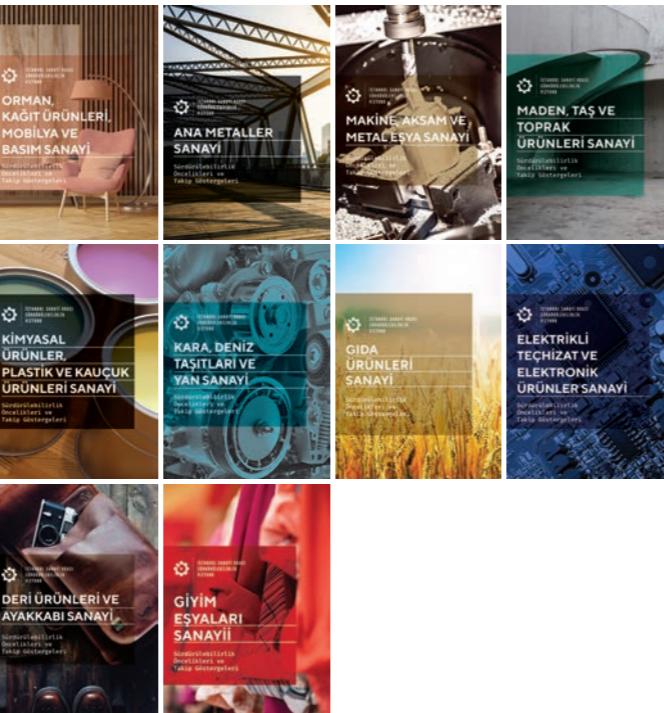
VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

CONTRIBUTION TO SUSTAINABLE MANUFACTURING

In 2024, we continued our sustainable manufacturing-themed activities in order to coordinate activities to guide industrialists, taking into account the effects of new systems that are likely to emerge in international trade within the framework of climate change and sustainability. In this context, we have carried out studies to support our industrial companies to produce high added value in the global value chain and to increase their competitive sustainability competencies by placing environmental, social and economic factors at the center of manufacturing.

In this context, we are conducting the "ICI Research On Sustainability Trends In Industry" in collaboration with Ipsos to understand the situation and approaches of industrial organizations in Türkiye regarding sustainability. The findings of the research, first shared with the public in 2024 and conducted for the first time in Türkiye specifically targeting the industry as a whole, will guide the ICI's future actions in the field of sustainability. The findings obtained as a result of the research are calculated as "ICI Research On Sustainability Trends In Industry" for the entire industry of the country, and three different performance scores are created under the headings of 'Awareness', 'Approach' and 'Application'. According to the "ICI Research On Sustainability Trends In Industry", which was carried out for the second time and announced its results in 2025, the area where companies achieved the highest score with a score of 100 was 50.33 Awareness. The scores of the companies in the field of 'Approach' were measured as 31.91 and the Application Scores as 16.14.

One of the initiatives we have undertaken to promote the development, implementation, and dissemination of sustainable manufacturing methods in industry is the **ICI Sectoral Sustainability Roadmaps** project.



This project, which began in 2021, includes guiding sustainability priorities and follow-up indicators for 10 separate sectors grouped under ICI's 55 professional committees. Within the scope of this project, we aimed to facilitate the first steps towards transitioning to sustainable manufacturing by supporting awareness and capacity building, particularly among SMEs. In 2022, we completed and updated the Sectoral Sustainability Roadmaps, which we made available to the public on the website, in 2024, taking into account the developments, especially within the framework of the European Green Deal and other legal regulations.

Detailed information about the ICI Research On Sustainability Trends In Industry is available on the [ICI website](#).

You can access our Sectoral Sustainability Roadmaps on the [ICI Sustainability website](#).

To disseminate Sectoral Sustainability Roadmaps, which include information on the United Nations Sustainable Development Goals (SDGs) and the European Green Deal (EGD) as well as global best practice examples, and to encourage more industrialists to implement them, we organized the "ICI Sectoral Sustainability Roadmaps Implementation Training Series" for 10 different sectors in 2024 as part of the European Enterprise Network project. we organized the "ICI Sectoral Sustainability Roadmaps Implementation Training Series" for 10 different sectors. In the training series, we aimed to enable the participants to determine sustainability roadmaps for their own companies and gain competence in the field of sustainability by discussing sustainability priorities and performance tracking indicators in detail with sector representatives. In these trainings, which were given free of charge to ICI members and where sector representatives came together, we evaluated sectoral risks and opportunities by addressing the basic concepts and global developments related to sustainability. We reached 137 participants in 10 separate trainings held between April 26 and October 9, 2024.

Rapidly changing regulations and the increasing demands of investors and consumers make it imperative for organizations to measure and monitor their sustainability performance. In this context, we have launched the "ICI Sustainability Maturity Self-Assessment Platform" to enable companies to understand their environmental and social impacts and improve their performance in these areas. Developed in cooperation with ICI and MAP360, the platform helps member industry companies to measure their sustainability maturity in the fields of environment, social and governance (ÇSY).

After the questions answered through this online tool, which we offer to our members free of charge, the final report includes separate and consolidated maturity scores in ESG areas, as well as quick acquisition suggestions to increase the sustainability maturity level of the company. As the fight against climate change increases its place on the agenda every year as a necessity of global trade, it is also at the center of ICI's sustainability efforts. In this respect, we are aware that industry has an impact on climate change and that developments in the context of climate change

Detailed information about the ICI Sustainability Maturity Self-Assessment Platform is available on the [ICI Sustainability website](#).

and sustainability also affect industrial companies. For this reason, as part of our "Corporate Carbon Footprint Consulting" project launched in 2021, we support our members in calculating and reporting their corporate greenhouse gas inventories, which is an important step in the transition to a low-carbon economy, and connect them with competent consulting firms in the field.

In 2024, as part of the European Business Network Project, we conducted "Corporate Carbon Footprint Calculation and Reporting" for a limited number of our member companies in accordance with the GHG Protocol (Scopes 1-2-3) and the ISO 14064-1:2018 standard. The number of project applications, which started in 2021 and spread with the studies within the scope of the European Enterprise Network as of 2024, has reached approximately 150. In addition to our consulting project, we continued our training programs in 2024 to support companies in enhancing their corporate capacities. Within this scope, we reached a total of 95 participants through three separate "TS EN ISO 14064-1:2019 Calculation-Focused Corporate Carbon Footprint Training" sessions. In addition, we organized Product Carbon Footprint Training in accordance with the TS EN 14067 standard and conducted it with 32 participants. We will continue our calculation-oriented trainings in 2025 in accordance with international standards.

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

While closely following the developments in the EU, Türkiye's main export market, within the scope of the CBAM, we also care about collaborating with different stakeholders to support our country's industry. In this context, the Istanbul Chamber of Industry and the Ministry of Trade of the Republic of Türkiye have collaborated to develop the **“Carbon Border Adjustment Mechanism Implementation Guidelines”** for the ‘Aluminium’ and “Iron and Steel” sectors. These guidelines aim to address the reporting obligations imposed by the CBAM and find solutions to the implementation challenges encountered during this process. ICI 36. Group Iron and Steel and Hot Rolled Products Industry and ICI 37th. Group Aluminium Products Industry Professional Committees. In this context, we continued the CBAM trainings we started in 2023 in 2024. Throughout the year, we reached 65 participants in our **Aluminium Sector-Specific Carbon border Adjustment Mechanism (CBAM) Reporting Training** and 121 participants in our **Iron and Steel Sector-Specific Carbon border Adjustment Mechanism (CBAM) Reporting Training**. You can access the CBAM Implementation Guides on the [ICI website](#). Within the scope of CBAM, we also held informative events for companies, academics, experts and all other stakeholders in Türkiye in 2024. One of these events is the meeting titled **“EU Carbon Border Adjustment Mechanism: Rationale For Climate Policy and Implications for Turkish Companies”** organized by the Istanbul Chamber of Industry (ICI) and the European Commission on April 25, 2024, at the Odakule Fazil Zobu Assembly Hall. In the event, which was hosted by ICI Chairman Erdal Bahçivan, we welcomed the powers of the



Hosted by ICI Chairman Erdal Bahçivan, the meeting titled “EU Carbon Border Adjustment Mechanism: Rationale For Climate Policy and Implications for Turkish Companies” brought together European Commission Director-General Gerasimos Thomas, representatives of the EU Delegation to Türkiye, and officials from the Ministry of Trade of the Republic of Türkiye.

European Commission and the Turkish Delegation to the European Union, especially Gerasimos Thomas, the General Manager of the European Commission Taxation and Customs Union, and the Ministry of Trade. The event, which was informed about the details of implementation for climate change-oriented international trade and CBAM-related sectors, was followed with interest by 215 people, including many private sector and NGO representatives. You can access the event recording via the [ICI YouTube account](#). Additionally, we held the **“Green Transformation and CBAM Information and Consultation Meeting”** organized with the Climate Change Directorate of the Ministry of Environment, Urbanization, and Climate Change on May 7, 2024, at the Odakule Fazil Zobu Assembly Hall. In our meeting, 245 participants followed the event, where important issues such as Green Transformation, CBAM, climate finance and the National Emission Trading System were discussed. You can access the event recording via the [ICI YouTube account](#). We are aware of the importance of support mechanisms that will strengthen the competitiveness of our exporting members in their green and digital transformation journey. In this context, we held an event on September 18, 2024 at the Odakule Fazil Zobu Assembly Hall to inform our industrialists about the Responsible® program, which provides consultancy support to comply with the Green Deal announced by the Ministry of Commerce of the Republic of Türkiye. The event, in which Ministry of Commerce officials shared detailed information about the Responsible® program, was followed by 91 participants.



In line with our vision of sustainable manufacturing, we continued our ICI Green Agenda Talks in 2024 through online and in-person events featuring national and international speakers who are experts in their fields. These events aim to raise awareness about sustainability and ensure that a wide audience is informed about the topic. Over 600 participants followed our three separate events in 2024. Within the scope of the series that started in 2021, nearly 4,000 participants were reached with 14 different events, online and face-to-face, until the end of 2024. ICI Green Agenda Talks continue in 2025.

We continue to share regular content on the ICI Green Blog, a digital publishing platform launched in 2021 as one of the activities to guide industrialists in line with our sustainability vision, in order to popularize the understanding of sustainable manufacturing. In the forthcoming period, we will continue to regularly inform our industrialists about the developments in our country and the world on sustainability through the ICI Green Blog and the ICI Green Bulletin, which we regularly publish, in order to increase the awareness and knowledge capacity of our industrialists, especially SMEs.

On the other hand, we continue to share our Sustainable Manufacturing Dictionary, which we prepared to support the easy understanding of terms and concepts related to sustainability by everyone and to increase awareness and knowledge in this area, by linking it to content shared on the ICI Green Blog.

You can access the ICI Green Blog, ICI Green Bulletin, and Sustainable Manufacturing Dictionary at www.icosyesilblog.com.

ICI Green Agenda Talks:

13 March 2024 (Online)

THE IMPORTANCE OF REPORTING IN SUSTAINABILITY-ORIENTED TRANSFORMATION

406 participants

29 March 2024 (Physical)

TÜRKİYE'S ROLE IN THE HYDROGEN ECONOMY

130 participants

October 22, 2024 (Physical)

EXTENDED PRODUCER RESPONSIBILITY IN THE TEXTILE SECTOR

77 participants

ICI Green Blog
Single User Visit:

SEPT. 1, 2021-JAN. 1, 2022: **4,100** users

JAN. 1 – DEC. 31, 2022: **23,663** users

JAN. 1 – DEC. 31, 2023: **34,284** users

1 JAN. – 31 DEC. 2024: **33,836** users

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We continued our **Mini MBA Programs and Training Series** on sustainability-related topics at ICI Academy in 2024, aiming to evaluate the latest developments in this field by addressing the topic of sustainability, which has become an integral part of business strategies today, from many angles.

As ICI, we believe that efficient and climate-sensitive management of water resources is an important part of the sustainable manufacturing approach, and we lead joint studies with our academies and stakeholders in this direction. In this context, activities continued under the **“Climate Change and Water Management: Industry Sector Report”** prepared by the Istanbul Chamber of Industry in collaboration with academic experts from Istanbul Technical University, as a continuation of the work initiated in 2023. The **“Water and Wastewater Management and Policies Workshop”** we organized on February 6, 2024, to evaluate the draft findings of the report, which comprehensively addressed all aspects of water and wastewater, was held with strong participation from academia, industry, public institutions, and civil society organizations; the views and suggestions of the participants were carefully evaluated.

We also continued our training programs on water and wastewater management. We reached a total of 38 participants with the TS EN ISO 14046 Water Footprint Training held on October 3-4, 2024.

September 11, 2024

**WEBINAR ON ADDRESSING SUSTAINABILITY
THROUGH ESG DIMENSIONS**

324 Participants

June 6-25, 2024, November 4-19, 2024

**SUSTAINABILITY MANAGEMENT IN INDUSTRY
TRAINING PROGRAM**

29 Participants

November 25 – December 3, 2024

SUSTAINABLE FINANCE MINI MBA

502 Participants



Highlights of the report published in 2024

Impacts of Climate Change on Türkiye's Water Resources

Sectoral Water Use in Türkiye and Istanbul

Cleaner Manufacturing and Advanced Treatment Technologies in Industry

Holistic Climate (Responsive) Roadmap for the Future, Mitigation and Adaptation Measures/Recommendations

You can access the report on the [ICI website](#).

The **TÜBİTAK Green Innovation Technology Mentoring Program** aims to facilitate access to the technology and innovations needed by SMEs operating in the manufacturing industry sector during the green transformation process. Technical assistance is provided to SMEs seeking to restructure their business models, supply and value chains, and products and services. While companies are offered consultancy, capacity analysis, problem detection and solution suggestions on green technologies, 90 percent of the services within the Program, which are supported by roadmap creation, are provided by TÜBİTAK with grants. As ICI, we serve as a solution partner providing support to SMEs within the scope of the Green Innovation Technology Mentorship Program. In addition, we support SMEs in preparing a Green Transformation Roadmap and carry out detailed analyzes under one of the following headings selected specifically for the company.

- Carbon Footprint Calculation
- Water Footprint Calculation
- Energy Efficiency Preliminary Study
- Greenhouse Gas Calculation within the scope of CBAM
- Product Footprint Calculation

As ICI, we address our energy vision for 2023 on two main axes and carry out our activities within the scope of this vision.

- To be the most effective stakeholder in establishing the policies necessary to meet our industry's energy demand with a “continuous, high-quality, green, and cost-effective” energy supply.
- To act as the strongest bridge between academia, public and private sectors in every field of the “domestic, national, innovative and green” energy sector, from research and development to domestic manufacturing.

In this direction, the **Energy Committee**, which we launched within the ICI in 2023, provides the following services to ICI members by expert consultants. The **ICI Energy Bulletin**, published regularly on the ICI Energy Desk website, helps our members stay informed. We provided free one-to-one consultancy services to a total of 30 applications made through the ICI Energy Desk.

You can find detailed information about the ICI TÜBİTAK Green Innovation Technology Mentorship Program on the [ICI website](#).



Our services:

- Answering questions on electricity supply contracts
- Providing consulting services for solar energy investments
- Pre-feasibility study for industrial facility roofs,
- Advising on solar energy investments planned to be established on the land.

Detailed information can be found on the [ICI Energy Committee web page](#).

In line with our energy vision, the “ICI Energy Technologies: Global and Domestic Outlook, Current Status, and Expectations Project” was launched with the contribution of the ICI Energy Management Council Working Group. The report, which was prepared at the end of the project with the aim of identifying the obstacles in front of our country while focusing on the opportunities in energy technologies and including solution proposals, was published in 2025.

We held a widely attended workshop on 10 December 2024 to gather the views of all interested parties for due diligence on this objective. The workshop, which featured four separate working groups on Renewable Energy Sources and Energy Storage, Thermal Power Plants, Nuclear Energy, Mobile Power Plants and Supply Security, Hydrogen Energy, and Türkiye, was attended by 72 participants, including ICI council members, public representatives, energy civil society organizations, experts, academics, and research institute officials.

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We are aware that energy efficiency projects implemented in industrial facilities enable the manufacturing of the same amount of product with less energy and play a key role in reducing the overall greenhouse gas emissions of the facility. In this context, the “**Energy Efficiency Outlook and Benchmarking Study Results Report**” was prepared by an energy efficiency consulting firm in 20. Prepared with the support of the Group Sock Industry Professional Committee. With the sample created from the preliminary study conducted in 15 companies subject to the report, energy efficiency and renewable energy investments suggestions were presented for the whole sector.

In 2024, we continued our energy-oriented seminars. We reached 69 participants with the Webinar on **Efficient Electricity Supply in Industry**.

Considering that the impacts of climate change will be much more intense in the medium and long term, we see that activities to adapt to climate change are as important for sustainable manufacturing as those focused on mitigating the impacts of climate change. With this perspective, we are carrying out the “Improving the Adaptation Capacity of Industrial Sectors Vulnerable to Climate Change through Risk Assessment - ClimaTech 4 Industry” project in partnership with TÜBİTAK - Marmara Research Center, to increase cooperation between academia and industry on climate change adaptation, to identify adaptation options by assessing sectoral sensitivities and socio-economic risks, to develop the adaptation capacity of manufacturing sectors, and to strengthen the resilience of climate-sensitive sectors of the manufacturing industry (food, textiles, paper, cardboard) based in Istanbul. We held the opening meeting of our project funded by the European Union on March 4, 2024 at the ICI Odakule building with 151 participants.

Within the scope of the project, we develop a methodology for the assessment of climate change risks and conduct statistical analysis with the data received from companies. In addition, we carry out specific risk analyzes for each company. One of the project's key outputs will be the “Recommendations for Policymakers on Sectoral



Adaptation Needs and Strategies” report. We established three Climate Change Advisory Boards consisting of experts and organized trainings. The “Forest, Paper Products, Furniture and Printing Industry” and “Textile Products Industry” Advisory Board established within the scope of the project held online meetings on 30 May 2024 and “Food Products Industry” on 31 May 2024.

ACTIVITIES ORGANIZED WITHIN THE SCOPE OF THE PROJECT:

We held the “**Climate Change Adaptation Technologies and Solutions Webinar**” online on July 17, 2024, with 343 participants. You can watch the event record from the [ICI youtube account](#).

We held the webinar “**The Communication Dimension of Adapting to Climate Change from an Industrial Perspective**” online on September 13, 2024, with 216 participants. You can watch the event record from the [ICI youtube account](#).

We held the “**Webinar on Financial Support for Climate-Resilient Organizations**” online on December 12, 2024, with 228 participants. You can watch the recording of the event on the [ICI YouTube account](#).

Climate Change and Sustainability Training: During Türkiye Environment Week, which ran from June 5 to 9, 2024, and included World Environment Day on June 5, we held training sessions at five high schools, including ICI MEIP schools. We reached a total of 503 students with the trainings given by ICI and TÜBİTAK MAM employees.

You can access detailed information about ClimaTech 4 Industry on the [project website](#).



ICI Green Transformation Award Categories:

ENVIRONMENT AWARDS

- Environmentally Friendly Practice
- Environmentally Friendly Product

ENERGY EFFICIENCY AWARDS

- Energy Efficiency Project
- Energy Efficient Product

SUSTAINABILITY AWARDS

- Sustainability Management
- Cooperation in the Field of Sustainability

You can access detailed information about the ICI Green Transformation Awards on our [awards webpage](#).

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



The ICI takes part in COP29 to advance the green transition of industry.

11 November – 22 November 2024
Baku, Azerbaijan

 Sultan Tepe
 Burçin Değirmencioğlu
 Gülbekir Ertap Kaya
 İdil Özdogan

 Türkhan Edege
 Şahin Çağlayan
 Gianpiero Nacci

Believing that solidarity with global stakeholders is as important as national efforts on climate change, a delegation led by Sultan Tepe, Member of the ICI Board of Directors and Chair of the Sustainability Platform, attended the 29th session of the United Nations Framework Convention on Climate Change (UNFCCC) held in Baku, Azerbaijan, from November 11 to 22, 2024. We attended the Conference of the Parties (COP29). At COP29, we also contributed to the side event program coordinated by the Ministry of Environment, Urbanization, and Climate Change by holding a panel titled **“The Role of Green Technologies in Sustainable Manufacturing.”** Future Ally, Managing Partner İdil Özdogan moderated the panel organized under the coordination of ICI, while Ford Otosan, R&D and Intellectual Rights Leader Türkhan Edege, Faradai, Founding Partner and CEO Şahin Çağlayan and EBRD, Sustainable Business and Infrastructure Director Gianpiero Nacci were among the speakers on the panel.

You can access the Sustainability Finance Report on the [ICI website](#).

You can find detailed information about our activities to support sustainable manufacturing on the [ICI Sustainability website](#) and in the [ICI 2024 Activity Report](#).

We also took part in international events in 2024 to follow global developments in the circular economy and exchange views with international stakeholders working in this field. As ICI, we participated in the **World Circular Economy Forum (WCEF) 2024** event held in Brussels, the capital of Belgium, between April 15-18, 2024, with a delegation under the theme “Transforming Circular Visions into Action.” In this event, we met with business leaders, policy makers and experts working on circular economy from all over the world. Within the scope of the event, we made field visits to companies operating in the field of circular economy formed by Belgium’s EU Presidency team. In addition, we came together with the Ambassador and Türkiye’s Permanent Representative to the European Union Faruk Kaymakçı within the framework of the program. During the meeting, we consulted on current issues related to Türkiye-EU relations and the European Green Deal.

We published our **“Sustainable Finance Report”** in March 2024, addressing fundamental questions such as what sustainable finance is, why it is important, and how it works. In this study, which we prepared in cooperation with Besfin Financial Services, we examined the basic concepts of sustainable finance, as well as important international platforms such as the United Nations Sustainable Development Goals (SDGs), the Paris Agreement, COP27 and COP28, and the processes for accessing finance. In the report, which aims to increase the adaptability of sustainable finance to the industry and to guide our industrialists in this field, we also included the institutions that support sustainable finance and the policies and practices at the national level.

CONTRIBUTION TO INTERNATIONALIZATION

We organized sectoral trade delegations and trade delegations throughout 2024 to ensure that our members benefit from potential business opportunities in foreign markets. In the events we organized, we provided an environment for our industrialists to meet foreign markets and to access investment and trade opportunities. We also conducted many seminars, meetings and projects.



International Food Meetings Event and Purchasing Delegation



U.S. Plastic Packaging Industry Sectoral Trade Mission

Date	Delegation	Number of Interviews
28 – 31 January 2024	Saudi Arabia Electric Lighting Equipment URGE Project Trade Delegation	100+ Interviews
February 19–23, 2024	U.S. Plastic Packaging Industry Sectoral Trade Mission	116 Interviews
19–21 March, 2024	Romania Garment Supply Industry Sectoral Trade Delegation	158 Interviews
24–26 September 2024	Saudi Arabia Electric Lighting Equipment Industry Sectoral Trade Delegation	200+ Interviews
13–16 October 2024	Egypt Fasteners Industry Sectoral Trade Delegation	197 Interviews
20–22 October 2024	Saudi Arabia Metal Construction and Construction Parts Industry Sectoral Trade Delegation	193 Interviews
17–21 November 2024	Libya Children and Baby Clothing Industry Sectoral Trade Delegation	526 Interviews
27–28 November 2024	International Food Meetings Event and Purchasing Delegation	1,200 Interviews

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Within the framework of the importance we attach to international cooperation as ICI, we also carried out joint activities with the ambassadors, consuls and trade delegations of various countries in 2024.

Throughout 2024, we conducted different seminars, meetings and projects to increase our members' knowledge on foreign trade and to address economic cooperation opportunities in foreign markets.

The European Commission established the Enterprise Europe Network (EEN) to provide businesses with services in the areas of EU legislation, foreign trade, and technology from a single center. As an active member since 2008, we continued to serve our members in 2024 through the EEN Istanbul Center. With our focus on developing strong partnerships in the industrial ecosystem, we hosted the "European Enterprise Network (EEN) Türkiye National Meeting" at Odakule on May 7, 2024, with the participation of Erdal Bahçivan, Chairman of the Board of Directors of the Istanbul Chamber of Industry (ICI), Ahmet Serdar İbrahimcioğlu, President of KOSGEB, Muriel de Grande, Sector President of EISMEA, and Georgios Roussos, Country Manager for Türkiye. At the meeting,

the impact of the European Business Network, which has been supporting the development of SMEs since 2008, in Türkiye was emphasized. The member organizations of the European Enterprise Network Consortium conveyed their projects and studies with detailed presentations.



European Enterprise Network (EEN) Türkiye National Meeting

Date	Training/Seminar
January 18, 2024	The EU's Critical Raw Materials Law: Its Scope and New Rules
March 5, 2024	TOBB Trade Center Chicago Project Promotion Meeting
May 9 2024	Innovative Solutions for Green Energy Transformation: New Opportunities in the German State of North Rhine-Westphalia
June 10, 2024	Recent Developments in European Union Legislation and Obligations and Opportunities for Companies
July 17 2024	Türk Eximbank Credit and Insurance Products and Recent Developments in Export Financing
August 15, 2024	E-Export Policies Webinar
October 24, 2024	Headquarters of Turkish Foreign Investments in Germany: State of Düsseldorf & North Rhine-Westphalia

Qualified Consulting Services

In line with the mission of the European Enterprise Network and the Istanbul Chamber of Industry, we provided various qualified consulting services to increase the international competitiveness of our member companies, support their digital transformation processes, develop their innovation capacity, improve their business models, and contribute to their adoption of sustainable, environmentally friendly practices. In this regard, we visited a total of 107 companies. During these visits, we raised awareness within the companies, analyzed their needs, and created a customized roadmap for each company.



Education

As part of our European Business Network Project, we organized a total of 30 training sessions, both online and in-person, in areas such as R&D Management and Engineering, Foreign Trade, Digital Transformation, E-Export Mini MBA Programs, Innovation Roadmap, Risks in Foreign Trade, Energy Efficiency, Carbon Footprint, Artificial Intelligence, and Disaster Management, delivered by ICI Academy. We reached more than 3,000 participants in these comprehensive trainings.

Additionally, we organized a training program titled "Focus on Commercial Intelligence and Digital Trade" on June 4-5, 2024. This program, which aims to develop the foreign trade skills of AIA consultants from around the world, provided participants with information on the basic principles, terminology, and practices of international trade. The program, which included 29 participants, aimed to provide participants with in-depth knowledge and skills in the fields of commercial intelligence and e-commerce.

30
Companies

CORPORATE INNOVATION CONSULTANCY

30
Companies

TARGET MARKET RESEARCH CONSULTANCY

20
Companies

DIGITAL BUSINESS MODEL CONSULTANCY

13
Companies

E-ACCELERATION: TRADE DEVELOPMENT
PROGRAM WITH A FOCUS ON DIGITAL SALES
AND MARKETING

6
Companies

DIGITAL TRANSFORMATION ROADMAP
CONSULTANCY

9
Companies

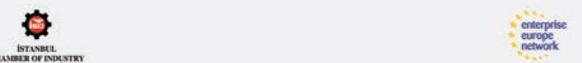
CARBON FOOTPRINT CONSULTANCY

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Bilateral Business Meetings

252 companies held 476 bilateral business meetings in 15 events organized by European Business Network centers in various European countries. As a result of these meetings, more than 10 cooperation agreements were signed by our member companies.

The “ICI E Acceleration Program,” which we launched in June 2023 as part of the European Enterprise Network, is a program focused on developing trade through digital sales and marketing. -Acceleration Program, launched in June 2023 as part of the European Enterprise Network, we aim to help companies reach their target buyers as quickly as possible using innovative tools and alternative sales channels offered by the online world and increase their B2B and B2C e-export capacities with the right strategies. Within the scope of the program, which consists of four stages, we visit companies on-site, provide training on digital marketing, e-export, sales and the use of digital technologies, analyze companies' digital marketing practices and current situations, and provide sector-specific buyer intelligence.



EU Bulletin

We continued to share the ICI EU Bulletin, which we have been preparing monthly since March 2022 to regularly inform our members about developments related to the European Union that affect our country and industry, in 2024. You can follow the ICI EU Bulletin on the [ICI website](#).

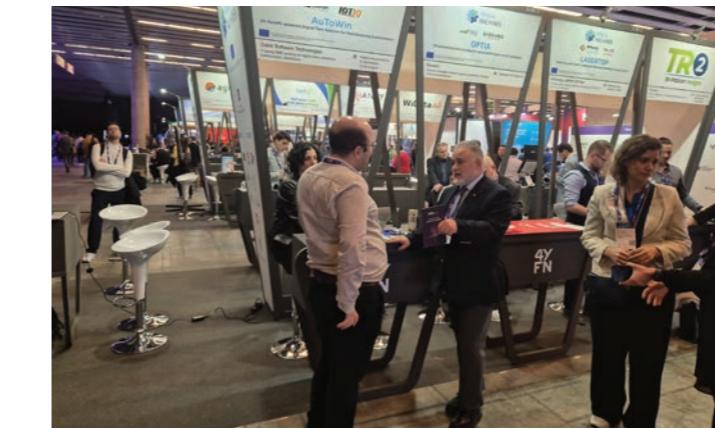
In addition, through our **Target Market Research Consultancy**, established to provide information and advisory services to companies wishing to export, those

You can find detailed information about our contributions to internationalization in the [ICI 2024 Activity Report](#).



new to exporting, and those seeking to expand their exports, we continued to help our member companies in 2024 identify their target markets and gain access to potential customer information.

With Target Market Research Consultancy, we analyze the market losses of rival countries and help our exporters increase their competitiveness in international markets and take timely and accurate positions in potential markets. Within the scope of this consultancy service, we also analyze suitable import markets for alternative supply channels. In 2024, a total of 30 companies were provided with 15 Target Market Reports and 29 Target Customer Intelligence consulting services. Detailed information about the ICI Target Market Research Consultancy can be found on the [ICI website](#). In addition to the informative events and collaborations we organize on foreign trade, the **ICI Customs Desk** provides free of charge services to industrialists to guide them in solving the problems experienced in the customs clearance process in import and export, to provide information and legislative support on customs, to provide information on the correct use of regimes, to increase productivity and to support methods of protection against risks. Within the scope of our ICI Customs Desk service, 540 participants took part in the six seminars we organized in 2024, while 60 questions were answered. You can access the ICI Customs Desk from the [ICI website](#).

CONTRIBUTION TO INNOVATION

A delegation led by ICI Board Member Dr. Faruk Sarı participated in the Mobile World Congress 2024 in Barcelona as part of the MIND4MACHINES project.

Innovation stands out as one of the most important elements for manufacturing processes in our age. As ICI, we take care to intersect our activities in thematic areas, which are the basis of our sustainability efforts, with the titles of “Sustainability-Focused Innovation” and “Digital Transformation”. We carry out activities to support our industrialists in these areas, which we consider indispensable for today's business models. In this context, the MIND4MACHINES project, which aims to support SMEs developing digitalization technologies and solutions for the manufacturing industry, was carried out under the coordination of our Chamber within the scope of Horizon 2020, the European Union's largest funding program in the field of R&D and innovation. The project consortium included 11 partners from eight different EU countries and Istanbul Development Agency, and the total budget of the project, which was successfully completed as of November 2024, was 5 million euros. 83 percent of this budget was used to support innovation in SMEs through direct financial support and additional services.

MIND4MACHINES project closing event was held at ICI Odakule with the wide participation of all project partners and stakeholders within the scope of the bilateral meeting event titled “Innovate & Connect: Digital and Industry”

**MIND4MACHINES
project statistics**

Number of project applications: 345

Number of projects supported: 42

Amount of funds distributed: 3.3 million euros

Project beneficiaries:
59 technology-developing SMEs and startups,
43 industry partners

**Number of projects involving
Turkish partners:** 15

**Total number of
Turkish partners in the projects:** 26

**Total number of Turkish SMEs developing
technology in the projects:** 13

in September 2024. A total of 600 registered participants attended the event, with 250 people participating in person and over 400 one-on-one meetings taking place. Detailed information about the project outputs and supported digital solutions can be found on the [project website](#).

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



As part of the Enterprise Europe Network project, we are carrying out a "Digital Transformation Roadmap Consultancy" initiative to support our members in enhancing their innovation and digital transformation capacities and helping them digitalize their products and services.

We support our members' digital transformation efforts with **Digital Transformation Roadmap Consulting (ICI DIGITAL)** with the aim of increasing their innovation capacity and competitiveness. As part of the European Business Network project, we are conducting a **"Digital Transformation Roadmap Consulting"** initiative to help our members digitize their products and services by contributing to their innovation and digital transformation capacities. Within this scope, we measure companies' Digital Transformation Maturity Levels through physical workshops, identify their strengths and weaknesses, and prepare two-year digital transformation roadmaps. A total of six companies benefited from our Digital Transformation Roadmap Consulting service in 2024, which includes an analysis covering Strategy, Human Resources/Culture, Customer, Innovation, Operations, Data, and Technology.

As part of the European Enterprise Network (EEN) project, we implemented the **"Digital Business Model Consulting Program"** and carried out work in 20 member companies throughout 2024. With this program, we aimed to increase digital transformation awareness, to raise awareness about how digital technologies can transform business models, and to develop innovative business models specific to our companies.

We structured our consultancy process in four stages:

- We evaluated the needs of our companies together with the introductory meetings.
- We provided two-day "Technology Trends and Digital Transformation" and "Business Model Canvas and New Value Offer Canvas" trainings to company representatives.
- We visited our companies on-site and analyzed their existing business models; we determined the competencies required for digital transformation and the areas that need to be developed. Using the New Value Proposition Canvas, we redesigned the value propositions of companies and created new product or service ideas.
- We shared the reports we prepared specifically for each company online.

This process contributes to our members' effective adaptation to the digital transformation process and the development of innovative strategies.

One of the important developments in 2024 was that our Chamber was entitled to participate in the European Digital Innovation Centers network with the "AI EDIH Türkiye" consortium established under the leadership of mess Technology Center MEXT. **European Digital Innovation Hubs (EDIH)**, defined as "one-stop shops" that support companies and public sector organizations in overcoming digital challenges and increasing their competitiveness, aim to contribute to the development of businesses' manufacturing processes, products, or services through the use of digital technologies. AI EDIH Türkiye, which will be operational in 2025, will play a leading role in the digital and green transformation of our country with its artificial intelligence focus. In order to support the digital transformation of SMEs and industry; important services such as providing synergy for innovation in infrastructure, providing trainings that increase knowledge and skills, creating a vibrant ecosystem that supports innovation, providing easy access to finance and disseminating ADIM services throughout Türkiye will be offered.

The opportunities offered by artificial intelligence and digital technologies increase the global competitiveness of industrial companies while providing efficiency and cost advantage. As ICI, we have launched the **"Digital Vision Meetings: Artificial Intelligence Webinar Series"** with the aim of raising awareness about artificial intelligence

applications that enable innovative practices such as uninterrupted operation, fault prediction, and process optimization in manufacturing processes, and accelerating the integration of artificial intelligence in industry. In this context, we organized seven separate webinars throughout 2024, each with different themes.

- Changing Business Dynamics with Productive Artificial Intelligence: Innovative Opportunities and Unknown Threats
- National Artificial Intelligence Strategy
- TUBITAK 1711- Artificial Intelligence Ecosystem Call Information Day and Experience Sharing
- Creating Value from Artificial Intelligence in Industry
- Artificial Intelligence Integration in Industry: Innovative Solutions
- Patent Trends in Artificial Intelligence Technologies
- Artificial Intelligence Ecosystem in Istanbul: Current Situation and Expectations



**ISTANBUL
PROJECT
ACADEMY**

With the awareness of the critical role of R&D and innovation in the sustainable development of our industry, we have offered various support mechanisms in order to increase the technology development capacities of our members and to ensure their effective participation in the innovation ecosystem. In this regard, within the scope of the **"Istanbul Project Academy"** that we launched with the support of the Istanbul Development Agency (ISTKA), we organized **EU Horizon Europe** information seminars, thematic networking events, project markets, and matchmaking meetings tailored to the needs of industrial companies. At the same time, we provided our companies with training, consulting, and mentoring services, guiding them through the processes of developing projects and participating in consortia for EU R&D and innovation funds. We continue to carry out the activities of Istanbul Project Academy, where we encourage cooperation by bringing together industrial organizations, technology transfer offices and universities, under the roof of ICI after the official process of the project. The trainings and consultancies organized within this scope create synergies

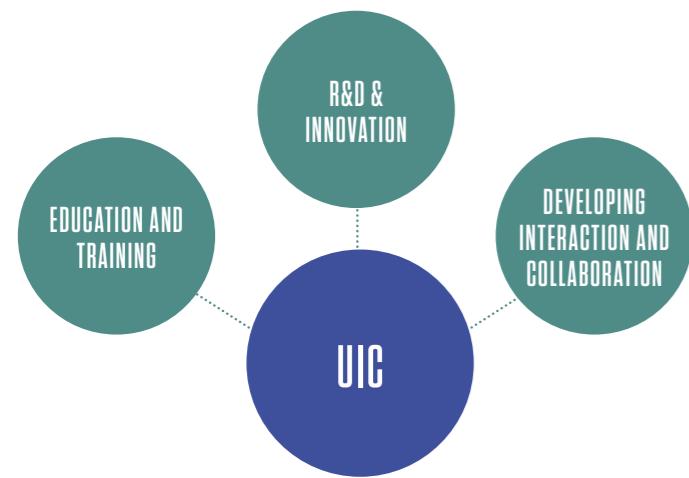


with the European Business Network (AIA) Project. As part of our European Enterprise Network (EEN) Project, we implemented another program called the **"ICI Innovation Roadmap Advisory Program,"** through which we conducted innovation maturity assessments in 30 member companies in 2024. With this program, we strengthened the innovation management competencies of our enterprises and prepared a two-year roadmap tailored to their needs. Within the scope of the program, the innovation maturity levels of the enterprises were measured objectively through the Innovation Maturity Inventory. Then, a two-day Innovation Training and Workshop for business representatives was held and current trends and practices were shared. After the trainings, face-to-face consultancy visits were carried out for each business. Our experts worked one-on-one with business representatives to create a detailed innovation roadmap specific to each business. At the end of the process, the Corporate Innovation Roadmap, which was prepared specifically for each company, was presented to the authorities and the strategies were explained in detail. In addition, the **"Innovation Roadmap Booklet,"** which is a guide, was delivered to our companies. As part of the European Business Network Project, we organized the **"Secure Societies 2024: Horizon Europe Cluster 3 Bilateral Meeting Event"** on April 30, 2024, in collaboration with TÜBİTAK and Sabancı University. In the event, which focused on projects in the field of security within the framework of Horizon Europe Cluster 3, more than 300 bilateral meetings were held on issues such as cyber security, disaster management and border security. This meeting, which included 210 participants from Europe and Türkiye, was a significant step forward in strengthening the position of the Turkish industry in the international innovation ecosystem.

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We attach great importance to the implementation of concrete projects through **University-Industry Cooperation (UIC)** in order to increase the competitiveness of industry. In line with this approach, we encourage our members to benefit from support programs for university-industry collaboration and establish high-value partnerships to ensure that knowledge and technology transfer between universities and industry is addressed through an institutional and systematic approach. In this context, we are working to increase cooperation and collaboration between universities, technoparks, Technology Transfer Offices and industry representatives.

We construct our cooperation model under three main headings:



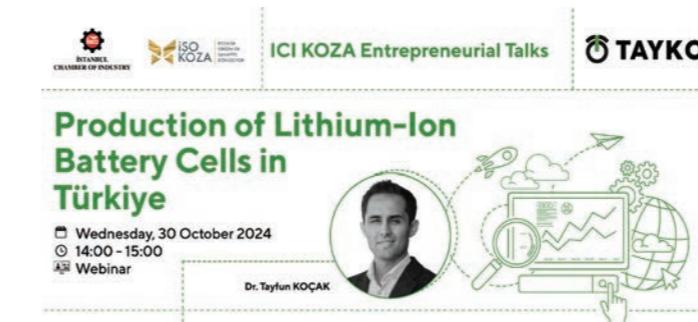
Through our “**ICI Young Researchers Program**,” which we conduct under the heading of “R&D and Innovation” as part of our university-industry collaboration efforts, we support university thesis and project studies that can contribute to the work and manufacturing processes of our industrialists. Within the scope of the program, the theses and projects prepared by undergraduate and graduate students for the needs and demands of industrialists are financially supported for nine months, allowing industrialists to strengthen university-industry cooperation. In 2024, we collected thesis and project requests from 23 industrial companies within the scope of the ICI Young Researchers Program, and matched 14 of these requests with Yıldız Technical University academicians and students.

In order to increase university-industry interaction, we organized faculty/department-based meetings with ICI Professional Committees and member companies. To develop university-industry collaboration in Türkiye and take steps to accelerate these collaborations, the Istanbul Chamber of Industry Technology, R&D, Innovation, and Digitalization Council Working Group held a university-industry collaboration workshop on December 9, 2024, under the theme “**Rediscovering Collaboration with New Perspectives**.” Rediscovering Collaboration with New Perspectives.” Within the scope of the workshop, we aimed to create strategic and sustainable models with a group of participants consisting of representatives from industry, NGOs, technology transfer offices, academics, students, and entrepreneurs.

As ICI, in addition to our activities aimed at strengthening university-industry collaboration, we participated in the “University-Industry Collaboration Centers Platform (ÜSİMP) National Patent Fair and Congress” held at ODTÜ Teknokent on November 27–29, 2024. During the event, we shared our work in the field of university-industry cooperation and held various meetings to develop new collaborations and accelerate this process even further. The event, held under the theme “University-Industry Collaboration in the Green Transformation Process,” successfully concluded with a comprehensive program and productive interactions, bringing together all stakeholders in the ecosystem.

Since 2015, our chamber has been actively contributing to the entrepreneurship ecosystem by embracing the vision of “from entrepreneurship to industrialism” through **ICI KOZA**. ICI KOZA, which aims to support high value-added, manufacturing and industry solution-oriented initiatives, offers entrepreneurs comprehensive support based on industrial cooperation and business development. Operating in a structure that complements existing acceleration programs, incubation centers and entrepreneurship offices, ICI KOZA aims to be a driving force that will ensure the rapid growth of startups and to carry them to the next stage. Within the scope of the program, entrepreneurs are offered support under the following headings.

- Capacity Development
- Business Development
- Access to Funds
- Collaboration with Industry
- Product Development



Additionally, through our newsletter series titled “**This Month at ICI KOZA**,” which we launched in 2023 and continued in 2024, we announce monthly updates on current events for entrepreneurs, ISO training programs, and project/funding opportunities.

The “**ICI KOZA Entrepreneur Meetings**” we have launched to support business development processes in startups offer entrepreneurs the opportunity to showcase their products and technologies, meet potential customers and investors, and network. Nine ICI KOZA initiatives were the guests of these meetings held online in 2024.

In addition, initiatives within ICI KOZA are brought together with ICI Professional Committees in order to strengthen cooperation with the industry. At the meetings held with the Professional Committees, which constitute the target audience of entrepreneurs, industrialists have the opportunity to interact with entrepreneurs with the role of potential customers, investors and mentors. 12 entrepreneurs participated in these meetings in 2024, which offered a unique opportunity for entrepreneurs to interact with the industry, and a total of 43 cooperation meetings were held.

As ICI, we joined the consortium for the “**Erasmus for Young Entrepreneurs (EYE) Program**” under the **COLUMBUS10** project in 2024. 10 institutions from 10 different countries take part in the COLUMBUS10 project, which is carried out within the scope of the EYE program, a cross-border exchange program that offers young entrepreneurs the opportunity to learn from experienced SMEs in the countries participating in the European Union Single Market Program. The project

You can access detailed information about the ISO ETP on its [website](#).

You can find detailed information about our contributions to innovation in the [ICI 2024 Activity Report](#).

aims to match 17 Turkish entrepreneurs with sustainable, green and/or digital business models abroad and 17 foreign entrepreneurs with experienced entrepreneurs in Türkiye. A total of 64 entrepreneurs applied to our Chamber during 2024 within the scope of the EYE Program. As a result of the business plan evaluations and matching processes, international exchanges of 8 entrepreneurs were carried out, 6 of which would be sending entrepreneurs from our country to abroad, and 2 of which would be accepting entrepreneurs from abroad to our country.

In addition, the **TOBB Istanbul Young Entrepreneurs Council**, which has been operating under the coordination of our Chamber since 2009 and consists of representatives from four Chambers in Istanbul, continued its work in 2024. TOBB İGGK, which sets policies in order to develop the potential of young entrepreneurs in our country in terms of quantity and quality and pioneers the spread of entrepreneurial culture among young people, contributes to the realization of entrepreneurial ideas by providing training and capacity building support for young entrepreneurs; continues its work in this field with various projects and competitions.

Istanbul Chamber of Industry Industrial Design and Prototyping Center (ISO ETP) was launched in October 2022 as part of the “**Industrial Design Ecosystem Axis for Istanbul (IDEA4ISTANBUL)**” Project, under the Competitive Sectors Program run by the Ministry of Industry and Technology of the Republic of Türkiye, with the support of the European Union and the Republic of Türkiye. The project, which aims to increase Türkiye’s share in competitive sectors by bringing together designers, SMEs, industrial actors and universities, aims to further Türkiye’s competitiveness in the international arena. ISO ETP supports the development and competitiveness of the manufacturing sector through prototyping, design training, consultancy, matchmaking activities and acceleration programs. The center offers an ecosystem that supports all aspects of the process from “idea to product” with advanced technological tools such as 3D printers and scanners, as well as user experience and virtual reality laboratories.

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

CONTRIBUTION TO WORKING LIFE

As ICI, we continued to offer participants training programs that shape working life under the ICI Academy umbrella, with the aim of strengthening our country's industry, under the motto "New Generation Continuous Education." With our new education and training program at ICI Academy, we support our members and other participants in our training programs in achieving knowledge, skills, and competence at international standards, thereby helping companies build their constructive competitive strength and brand value in the national and international arenas. The launch of ICI Academy, which was shared with the public at a press conference held on November 14, 2024, featured a panel titled "Future Education Strategies: Skill Sets for an Innovative Business World," highlighting its renewed identity and new training programs. The launch, which will reinforce the renewed vision of ICI Academy and its impact on the education world, has been successfully completed.

We organized 408 trainings with 63,744 participants in the ICI Academy 2024 period, totaling 2,362 hours, 103 online trainings, 56 webinars, 34 in-class trainings, 215 mini MBA sessions.

In 2024, we continued our Mini MBA programs, which offer participants a visionary perspective while contributing to our country's need for trained human resources.

In addition, we organized various training programs for ICI Professional Committees during this period. At the request of the Group Professional Committee, we organized a "Quality System Training Program in the Healthcare Industry" for Pharmaceutical and Medical Device Suppliers. In the program, we aimed to raise awareness by conveying general practices and developments to the personnel needed by the health sector. At the request of the Group Professional Committee, we organized a "Lean Model Factory Training." With the Applied Lean Thinking and Techniques Training Set, we designed the applied learning method, which is the best learning method, and we aimed to enable participants from all levels to comprehend lean thinking and lean

Mini MBA – Training Programs

[Foreign Trade Mini MBA](#)

[Digital Transformation Mini MBA](#)

[Marketing Mini MBA](#)

[E-Export Mini MBA](#)

[Energy Efficiency Mini MBA](#)

[Doing Business with Rising China Mini MBA](#)

[Family Business and Corporate Governance Mini MBA](#)

[Digital Human Resources Mini MBA](#)

[Sustainable Finance Mini MBA](#)

[Fundamentals of Manufacturing Mini MBA](#)

[Sustainability Governance in Industry Program](#)

[Manufacturing Engineer Development Program](#)

[R&D Engineering Specialization Program](#)

[Agile Project and Business Processes Training Program](#)

[Cyber Security Training Program](#)

[Transition Program from Management to Leadership](#)

[Getting Started in E-Commerce and E-Commerce](#)

[Management Training Program](#)

[Disaster Management and Business Continuity Certificate](#)

[Program in Industrial Facilities](#)

[Strategic Procurement and Supply Chain Management](#)

[Certificate Program](#)

principles in education. With the program, we outlined the operational and organizational transformation in order to realize lean transformation and enabled the participants to comprehend the techniques and contents necessary for lean transformation.

At the request of the 36th Group Professional Committee, we organized the following webinar series in the last quarter of 2024, where we discussed current issues in the world and in Türkiye and the reflections of these issues on the main metal sector.

- Webinar on Fundamental Sociopolitical Changes in the World in the First Quarter of the 21st Century: Risks and Opportunities
- Future Export: Sustainable Approaches Webinar
- Digital Transformation Webinar Focused on Industry 4.0 in the Industrial Sector
- Webinar on Increasing Company Value and Alternative Investment Strategies
- Macro Developments and Trump Effect Webinar

The "Strategic Leadership Journey for Managers," developed in partnership with ICI, Emeritus, Columbia Business School, and Unlearn, began on May 7, 2024. This learning journey, which ended on January 7, 2025, was designed to help ICI Academy participants overcome challenges and lead the next wave of growth by demonstrating leadership at the individual and group level. The program included several modules where participants can follow the trends in the world related to leadership, access daily practice tips that can be implemented immediately. The learning journey titles consisting of three main programs were designed as follows.

- Leadership: People, Teams and Institutions Program
- Breakthrough Innovation, Systematic Creative Thinking Program
- Digital Strategies for Business: Leading the Next Generation of Businesses Program

The data collection, analysis, and reporting processes for the "Corporate Training Survey," prepared in collaboration with the Istanbul Chamber of Industry (ICI) and the Training and Development Association (TEGEP), with contributions from other Chambers of Industry, were completed in 2024. While the prepared report allows companies to evaluate their training and development investments as a strategic competitive element and to create data-based roadmaps, it also provides a scientific basis for public, private sector and non-governmental organizations working with industrial organizations in Türkiye as well as ICI to better understand the training needs of industrial organizations and develop effective solutions.

The project "The Future of Work in Manufacturing Industry: Closing the Skills and Gender Gap (ManuFoW)" conducted by ICI in collaboration with Fundacio Eurecat was supported within the framework

of financial cooperation between Türkiye and the EU. The project was implemented within the scope of the "Employment, Education, Social Policies" component of the Instrument for Pre-Accession Assistance (IPA). The project was successfully completed with various activities and training programs held between October 1, 2023 and September 30, 2024. The studies were carried out with the support of the European Union and the Ministry of Labor and Social Security.

The project was designed so that employees in the manufacturing sector can adapt to changing and transforming ways of doing business and new talents and develop skills suitable for gender equality strategies. In this context, a total of 55 training programs were organized at four different levels for six technology verticals. The trainings involved more than 2,000 participants, consisting of employees and senior managers from all levels of the manufacturing sector, as well as university and vocational high school students. Training programs were offered at basic, intermediate, advanced and senior executive levels. The technology verticals, on the other hand, focused on six areas that stand out in the field of digital transformation in the industry. These reasons are;

- Data Analysis and Artificial Intelligence
- Robotic Systems & Automation
- IoT and Sensor Technologies
- Cloud Computing and Big Data
- Cyber Security
- CAD/CAM Software and Additive Manufacturing



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

The data obtained from physical activities such as training and workshops within the scope of the project, as well as from one-on-one and focus group interviews with managers, experts, and professionals from nearly 200 industrial companies, enabled the identification of sector-based digital transformation maturity levels, problems encountered by companies and managers in digital transformation, and best practice examples.

On September 24, 2024, the project concluded with the event titled **“Tomorrow’s Jobs for Tomorrow’s Manufacturing: International Conference.”** The findings, which included an analysis of companies’ digital transformation status, the challenges they face, the competencies sought in employment in the digital age, strategies for gender equality, and recommendations for preparing the workforce for the future, were compiled in the **“Türkiye Workforce Roadmap Report”** and shared with participants.

In addition, you can access our report on the work we carry out for vocational high schools, as well as our collaborations and projects in this area, in the section titled **Values We Create for Our Community.**

Occupational Health and Safety (OHS) is among the issues that we contribute to working life for our members and the industry of our country. Within the scope of Safe Working Environment, one of the thematic areas we take into account in our sustainability strategy, we focus on designing the working environment to be as safe as possible even in case of human error, eliminating or minimizing risks so that the health of employees is not endangered, and creating a safety-oriented corporate culture.

In this direction, the ICI Occupational Health and Safety Unit continues to guide our member workplaces to operate in a way that does not pose a risk in terms of occupational health and safety. Many studies are being carried out on measures to create healthy working environments in workplaces and the systems and standards to be developed in this regard.

It carries out studies to improve OHS processes in cooperation with regulatory and supervisory institutions in the field of OHS, particularly the Ministry of Labor and Social Security. In this context, it gives opinions to the legislation created in line with the evaluations of our industrialists, and similarly, it conveys the opinions and suggestions of our industrialists to the authorized institutions for the legislative articles that



ICI organized the TOS+H Expo Occupational Health and Safety Fair and the ICI Occupational Health and Safety Symposium at the Istanbul Congress Center on May 2-4, 2024, with the participation of the Ministry of Labor and Social Security

need improvement. In addition, training and awareness-raising activities are also being carried out in the field of Occupational Health and Safety.

As ICI, we continue our cooperation with Messe Düsseldorf, one of the world's largest fair organization companies, in 2022. Within this scope, we organized the **TOS+H Expo Occupational Health and Safety Fair and the ICI Occupational Health and Safety Symposium** at the Istanbul Congress Center on May 2-4, 2024, with the participation of the Ministry of Labor and Social Security. A total of 3,850 people participated in the symposium, which lasted for three days at the Istanbul Congress Center and included 55 expert speakers. Our cooperation with Messe Düsseldorf will continue in 2025 and we will participate in the world's largest OHS fair A+A Fair to be held in Düsseldorf, Germany on 4-7 November 2025 with our own booth.

Recently, fire incidents are frequently encountered in workplaces, especially in industrial companies. To inform our industrialists on this subject, we organized a 12-week, 24-hour training program on **“Fire Risk Management in the Workplace”** with the participation and support of the Ministry of Labor and Social Security's Directorate General of Occupational Health and Safety and the Guidance and Inspection Board. Our training, which attracted great attention, was followed with interest by thousands of participants every week.

İSOBEL (Istanbul Chamber of Industry Examination and Certification Center) continued to provide training, consulting services, and third-party supervision and inspection services in technical areas required in the workplace, primarily occupational health and safety, in 2024. In this context, company-specific in-house trainings were organized along with trainings open to general participation. In 2024, 598 people from 298 companies participated in 36 trainings open to general participation organized by Isobel. In the 16 trainings organized in the workplaces institutionally, 418 participants were reached. At the end of 2023, with the cooperation with Dokuz Eylül University, trainings were started to be given in Izmir in 2024. In 2025, ISOBEL will continue to improve its service scope both by developing its existing resources and by collaborating with different institutions and organizations, especially universities, Chambers of Commerce and Industry and Organized Industrial Zones.

Our Featured Trainings,

- Basic OHS Training
- Accident Incident Investigation and Root Cause Analysis Training
- Subcontractor Management Training
- Safe Working with Chemicals Training
- HAZOP Risk Assessment
- Major Industrial Accidents Training
- Training on Preparing Explosion Protection Document
- Ergonomics Training
- Safety Management System Internal Auditor Training
- Eked/LOTO Training
- OHS Training Workshop with Dramatization
- 6S Training
- ISG Leadership Training

As ICI, with the awareness that the business world is one of the most affected by disasters, we put forward a strong vision in this field and aim to increase resilience in the industrial sector. In response to the increasing frequency, diversity, and impact of disasters, we adopted new approaches to industrial disaster management and launched the **“Disaster Management Department”** in May 2023 with the motto **“Disaster-Resilient Industry.”** Offering a comprehensive service network to industrialists, ICI Disaster Management Department carries out a wide range of activities from guidance and consultancy services



to training programs, from project development studies to strengthening stakeholder relations, policy making and lobbying activities. These activities aim to make the industrial sector more resilient to disasters and to create a sustainable business ecosystem.

We are working on alternative reinforcement methods that allow industrial companies to carry out earthquake remediation works more practically, at less cost and in less time than structural reinforcement without causing business interruption. As ICI, we have completed a comprehensive technical report with competent academics working in this field, which will enable external and partial reinforcement with the addition of **“Repair and Improvement to Prevent Structural Migration”** to the legislation. With the “repair and improvement” works to be carried out in this context, heavy damage to the structures and collapses can be prevented, and an improved structure will also be indirectly strengthened compared to its previous state.

We organize meetings with different stakeholders from academia, STK and the public in order to increase cooperation and resilience in the industrial sector. In addition, the Disaster Resilience Scorecard of Industrial Facilities (STADK) 1. Within the scope of the Phase Pilot Study, we held field visits and evaluation meetings.

- On January 10, January 24, January 26, February 2, and February 12, 2024, we organized field visits with members of the Academic Advisory Board to companies such as Istanbul Anatolian Side OSB, EVAS, GEB-Oilles, Festo, İnka, and İMES.
- We held meetings on January 29 and April 25, 2024 where the results of the pilot study were evaluated.

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

In addition, within the scope of the “Disaster Resilience Scorecard of Industrial Facilities” project, the measures that member companies should take against disaster risks are determined and security strategies are created with expert opinions. Within the scope of this service, where the members were supported by on-site examinations and reports made by ICI experts and the academic delegation, 23 applications submitted in 2024 were answered with appropriate solution proposals.

We also organize trainings to provide participants with a wealth of knowledge and experience on disaster management and resilience in industry.

Event Name	Date	Number of Participants
Basic Disaster Awareness Training	February 9, 2024	507
Fire Risk management	February 20, 2024	504
Structural Improvement and Strengthening	March 7, 2024	324
Flood Risk Management to Industrial Facilities	March 21, 2024	193
Risk Assessment and Analysis within the Scope of Business Continuity Management	March 28, 2024	1.535
Improvement Suggestions for Structural Collapse Prevention in Industrial Facilities	June 27, 2024	118

With the Disaster Management and Business Continuity Certificate Program in Industrial Facilities, which started on September 16, 2024, we focused on increasing the resilience of industrial facilities against disasters and improving business continuity competencies.

Disaster Management and Business Continuity Certificate Program in Industrial Facilities

September 16, 2024	Basic Principles of Disaster Management and Business Continuity Integration
September 23, 2024	Hazard and Risk analysis
September 30, 2024	Harm Mitigation and Practices
October 3, 2024	Incident Command System
October 8, 2024	Emergency Management Center and Interface Application
October 11, 2024:	Human Resources Management in Disaster Management
October 14, 2024	Implementation Guidelines and Communication in Disaster Management
October 22, 2024	Structural Reinforcement Methods
October 31, 2024	Cyber Risk Management

You can find detailed information about our contributions to working life in the [ICI 2024 Activity Report](#).

Values Created for Employees

EMPLOYEE RIGHTS AND DEVELOPMENT

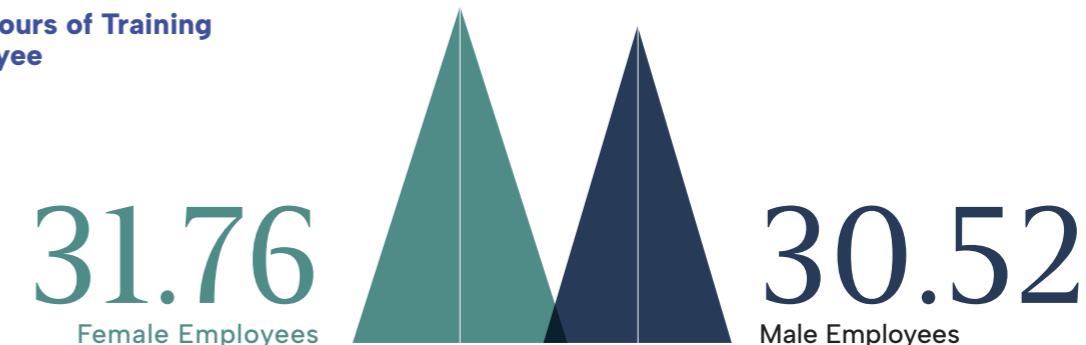
We see our trained manpower as our most valuable resource that will increase our services that we continue with the philosophy of continuous development and carry our Chamber forward. As of 2024, 93.6 percent of our 109 employees work at our headquarters in Odakule, 2.8 percent at our Yenibosna Representative Office, and 1.8 percent at our Ümraniye Representative Office. Tuzla and Hadimköy Service Units represent a total of 1.8% of workforce.

Our **Human Resources Policy**, which we share with the public on our corporate website, aims to manage with a corporate perspective that takes into account the suggestions and expectations of our employees, encourages them to create innovative business ideas, cares about approaches that strengthen their loyalty, supports the development of private life as well as business life, and creates the infrastructure necessary for them to perform their duties with job satisfaction and high motivation. All principles regarding human resources, including service and working conditions, principles of ethical behavior, determination of staffing, recruitment, remuneration, promotion, training, duties, rights and responsibilities, and retirement or resignation are included in our

Personnel Internal Directive and applied to all our employees. Our Human Resources Department manages these processes in coordination with our Financial Affairs Department and the General Secretariat, and ensures communication with our employees.

We are trying to meet the personnel needs for open positions in our Chamber by first evaluating them among the existing personnel of our Chamber. If no suitable candidate is found in this way, we evaluate external sources for a suitable candidate. In this context, we made 14 new hires in 2024. The qualifications and skills required for each position in our office are determined based on the duties of the role and the skills and abilities possessed by the employees. In order to achieve the goals set by the management, we evaluate the contributions and participation of our Chamber employees in a measurable method.

In addition, we organize trainings for the career and personal development of our employees to support their development. We also offer various financial support options for our employees who wish to pursue a master's or doctoral degree or receive foreign language training. With the trainings realized in 2024, the average training time per person reached 31.04 hours.

Average Hours of Training
Per Employee

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We share our procedures regarding remuneration and fringe benefits with our employees through our Personnel Internal Directive. Within the scope of health services, our employees can benefit from contracted health centers at no extra cost and receive the necessary treatment. In cases requiring specialization or operation, they can receive services from contracted or preferred health institutions. In addition, Private Health Insurance and Personal Accident Insurance are also available to cover all our employees.

Within the framework of our human resources policy, we care about the loyalty of our employees and strive to develop various practices to increase it. In particular, we care about the well-being of our employees in physical, emotional, social, professional and intellectual dimensions and support our efforts for employee well-being both through corporate events and through a digital platform. As of 2024, our average seniority is 7.86 years and the ratio of employees with 10 years or more of service in our Chamber is 34.9 percent.

We take into account the suggestions and expectations of our employees and accordingly, we carry out the **I Have an Idea** application within the organization. Within the scope of the application carried out by our Human Resources Department, we expect our employees to submit all kinds of business development ideas via birfikrimvar@iso.org.tr. In 2024, we took action on 10 of the 41 suggestions submitted by our employees and realized their ideas.

We also inform our employees about our processes regarding their applications and complaints through the Personnel Internal Directive. We evaluate the applications and complaints that our employees can communicate verbally or in writing within the framework of processes based on the principle of reviewing them by the relevant authority and providing feedback to the relevant person as soon as possible. There are no complaints from our employees in 2024.

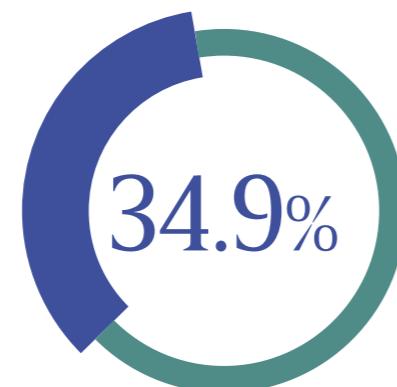
7.86

year

As of 2024, our average employee seniority is 7.86 years.

Some of the trainings we organized for our employees in 2024:

- CHAT GPT Supported Value Added Product Development
- Problem Solving
- Movement Documents EBYS-TOBB BS Training
- From Management to Leadership
- Basic OHS Training
- Odakule Disaster and Emergency Plan- Ergonomics Training/Evacuation
- Advanced Excel Training
- Communications Management
- MS Teams Training
- Project Management Methodology Training



As of 2024, our average seniority is 7.86 years and the ratio of employees with 10 years or more of service in our Chamber is 34.9 percent.

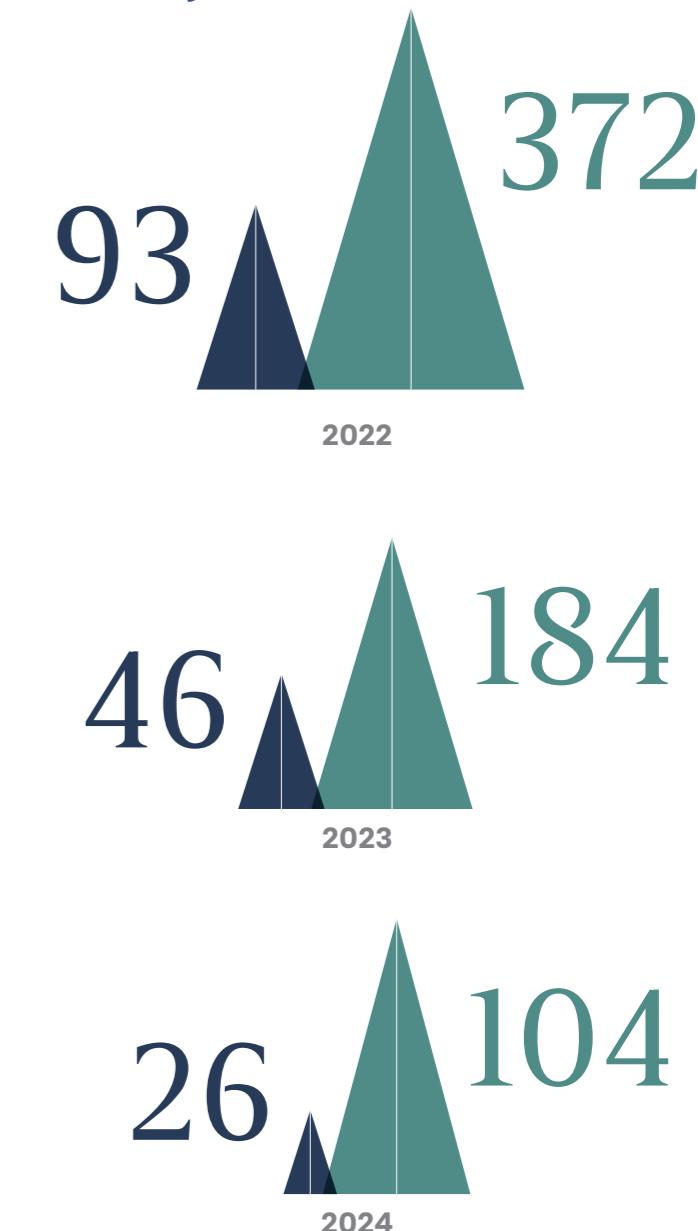
SAFE WORKPLACE

As ICI, we consider providing a safe and healthy work environment for our employees among our fundamental responsibilities and reflect the superior value we attach to people in our work. Within this framework, we fully comply with legal processes regarding occupational health and safety (OHS). In this direction, OHS-related issues of our Chamber are managed under the coordination of the Occupational Health and Safety Unit under the responsibility of our Occupational Safety Specialist and reported directly to our Secretary General, who is responsible for the administrative processes of our Chamber. In addition, quarterly meetings are held regularly with the participation of the Employer Representative, Occupational Safety Specialist, Workplace Physician, Human Resources Manager, Employee Representative, Support Staff, Technical Unit Manager and other relevant managers in our OHS Board.

With the Risk Assessment Report and Emergency Action Plan prepared under the leadership of our OHS unit, we identify potential risks and measures to be taken in emergencies. We attach importance to OHS processes and in this context, we carefully monitor regular periodic inspection and maintenance works in our campus.

We organize trainings to support the Safety Culture to raise the awareness and consciousness of our employees in the field of occupational health and safety. In 2024, we provided a total of 104 employee*hours of Basic OHS training. In addition, a document on OHS processes is included among the documents signed within the scope of the employment contract, and we also provide information on OHS within the orientation training organized at the first recruitment. We attach importance to compliance with OHS processes within the scope of our service procurements as well as our employees. We include all our employees and employees of subcontractors within the scope of service procurement in our current practices. We also ask subcontractors to provide OHS training to their employees specific to the work they provide in our field. We organize regular fire drills as well as fire trainings on fire safety.

OHS Trainings



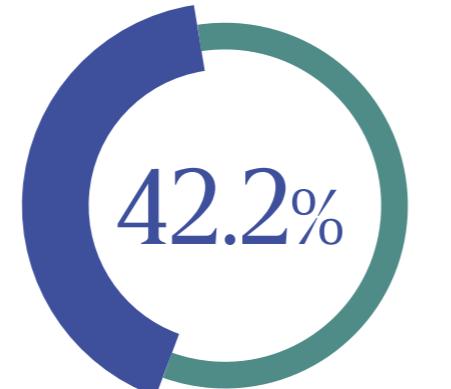
- Number of Employees Participated in the Trainings
- Total Hour of Trainings

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

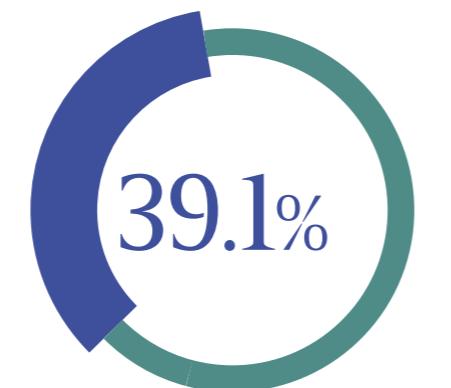
EQUAL OPPORTUNITY AND DIVERSITY

With an understanding of equal opportunity and diversity, we care about providing our employees with a working environment that offers equal opportunities and rights without discrimination on issues such as language, ethnic origin, age, gender, political opinion, belief, mental or physical disability. We take impartiality, honesty, equality, fairness, justice, respect, courtesy, courtesy, reliability, participation, solution-orientation, equal opportunity and continuous development as a basis while performing our activities in line with our principles of ethical behavior, which are part of the Personnel Internal Directive, which determines the practices of our Chamber regarding human resources. In this context, we attach importance to the presence of women in business life and support gender equality at every stage of human resources processes from recruitment to career development. In 2024, 42.2 percent of all our employees and 39.1 percent of our managers and higher-level executives will be women. In 2024, 70 percent of our employees promoted are women. In addition, the rate of female members in the Board of Directors is 9 percent. We care about ensuring work-life balance in our work environment, and we support our female employees to return to work after giving birth and to continue their careers where they left off. Our female employees who use maternity leave under the conditions specified by law are entitled to use three hours of milk leave per day in the first six months and one and a half hours of milk leave per day in the second six months after the end of their maternity leave. We rely on the choice of the female employee as to the hours and the number of times a day that she can use her breastfeeding leave.

We also care about receiving feedback from our employees, whom we inform via e-mail about decisions and developments in human resources-related processes. In accordance with our Personnel Internal Directive, we did not receive any complaints regarding race, religion, language, or gender discrimination in 2024 within the scope of our processes related to employee applications and complaints.



Women accounted for 42.2% of all of our workforce.



Women accounted for 39.1% of our managerial positions.

Values Created for Environment

Within the scope of environmental benefit, which is among the principles of ethical behavior that we take as basis while carrying out our activities, as Istanbul Chamber of Industry, we care about monitoring our environmental impacts in the locations where we operate and reducing negative impacts.

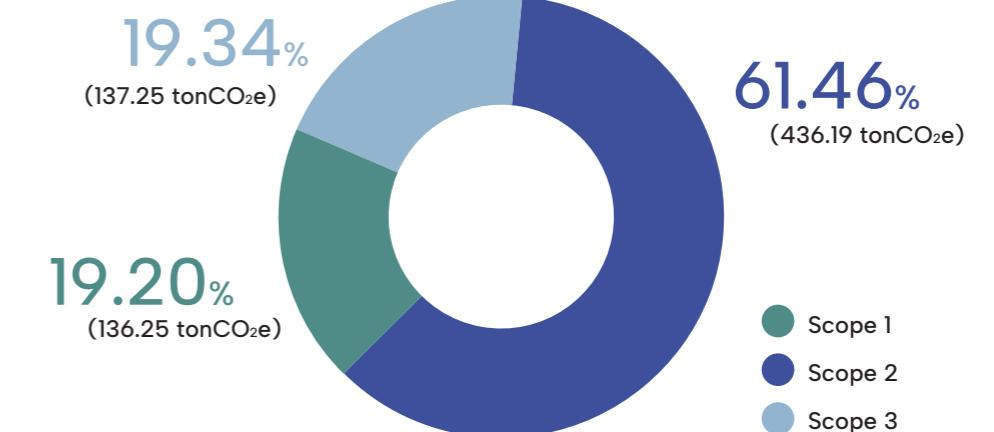
In this context, our main service building Odakule is LEED Gold certified by the U.S. Green Building Council. The certification "LEED 2009" received in March 2018 covers new buildings and major renovations. In the period 2015-2017, the Odakule building underwent a comprehensive renovation process from top to bottom in the light of environmentally friendly and smart equipment in order to fully respond to today's needs.

In 2022, the ICI Headquarters Building Odakule 2022 received the "Zero Waste Certificate" from the Ministry of Environment, Urbanization and Climate Change. Under the coordination of the Istanbul Chamber of Industry, waste generation is minimized in the Odakule building under the Zero Waste Regulation and circular economy approach to cover ICI and Odakule tenant institutions, and waste that cannot be prevented is collected separately at the source and recycled and brought into the economy. We also conducted 104 person*hour in-house sustainability training in 2024.

Our work on the "Document" module of the Electronic Document Management System (EBYS), which is one of the critical points in line with the digital transformation strategies of our Chamber, has been significantly completed by 2023. With the launch of the Internal and External Document Module system, processing times have been reduced, and savings have begun to be realized in labor, time, and stationery costs. The establishment of the EBYS system, which will add added value to our Chamber in the context of digital transformation, will also support the reduction of our environmental footprint in certain areas.

In 2024, we repeated the corporate carbon footprint calculation study, which can be considered as the first step in combating climate change, for Odakule, our representative offices and service units, with the awareness that the effects of climate change require all institutions, regardless of sector and scale, to take action with a mitigation and adaptation perspective. In addition, within the framework of our responsible service approach, we switched to green tariffs in 2022 at the meters in Odakule, especially to reduce our emissions from the electricity we purchase. You can access the details of the study conducted in accordance with TS EN ISO 14064-1:2019 Standard in the **Environmental Performance** section of our report.

ICI Carbon Footprint 2024



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for Society



As the Istanbul Chamber of Industry, we have introduced a new understanding of vocational high school-industry cooperation with the approach of “The Future is in Vocational High Schools” and the goal of “Qualified School, Qualified Graduate, Qualified Employment”. In this direction, we are trying to make being a vocational high school proud and prestigious with the “Vocational Education Cooperation Project” we carry out with the Ministry of National Education. On January 25, 2019, we signed the “Vocational Education Cooperation Protocol” (MEIP) with the Ministry of National Education (MoNE), the Ministry of Industry and Technology (MoIT), Istanbul Technical University (ITU) and Istanbul Chamber of Commerce (ITO). We aim to design education programs in vocational and technical education schools in Istanbul together with the sector and to prepare graduates for business life by increasing their quality. We support 43 Vocational and Technical Anatolian Anatolian High Schools (MTAL), 1 Vocational Training Center (MESEM), 11 Fine Arts High Schools (GSL) and 23 Special Education Vocational High Schools within the scope of the model where schools and Istanbul Chamber of Industry Professional Committees are functionally matched.

In 2024, we continued our work within the scope of the cooperation protocol signed in order to fully implement a structure that has the qualifications to meet the labor force needs of the sector in vocational and technical education, can adapt quickly and effectively to developing technology, and where stakeholders actively participate in planning and decision-making processes.

ICI MEIP Project Supports, which was first initiated in 2020 and traditionalized and received applications in October every year, are supported by being evaluated by the board in the categories of “Importance”, “Effectiveness/Efficiency”, “Feasibility” and “General Evaluation”. To date, a total of 127 projects have been supported with a budget of approximately 15 million, and the applications made have consisted of infrastructure, education, revolving fund, digital transformation, energy efficiency, employment, sustainability, gender equality, social responsibility and socialization categories. In the 2024-2025 academic year, 124 project applications were received by 43 schools and 25 projects were entitled to receive grants.

The PYK High Council, consisting of **Protocol Implementation Committee (PYK)** representatives working in schools, held its first meeting on March 19, 2024, and its second meeting on June 27, 2024, to evaluate the work carried out within the scope of ICI MEIP and determine the strategic steps to be taken in the future. One of the important developments in 2024 was the cooperation carried out in order to move the ISO-MEIP experience to Anatolia. The process started with the Şırnak Vocational Education Cooperation Protocol signed with Şırnak Chamber of Commerce and Industry in July 2024 in order to transfer the knowledge and experience related to ISO MEIP and continued with the Yalova Vocational Education Cooperation Protocol and Bingöl Vocational Education Cooperation Protocol. In addition to supporting the activities carried out in each school within the scope of ICI MEIP, we also continue general support activities involving all schools. In this



context, one of the most prominent initiatives is the specialized **Manager Development Program** designed for school principals and assistant principals. The program aims to increase the professional capacity of managers and develop more effective approaches in educational management. Early training of vice-principals, who are seen as future principal candidates in ICI MEIP schools, and determining their potential are among the main objectives of this program. The Executive Development Program, which is held every year, is planned primarily for school principals and then for vice principals. On October 22-24, the fifth of the program for school principals was held in Tekirdağ. A presentation titled Sustainability Approach in Education was also held in the event, which focused on contributing to the employment of students, leadership and good practices.

One of the innovative aspects of the protocol is the transformation of school-based ideas and studies into activities for other vocational high schools within the scope of the protocol.

Mehmet Rifat Evyap MTAL within the scope of ICI MEIP operates as Türkiye's first Software High School. The Software High School, which started accepting students in 2021, continued to work meticulously in 2024 in cooperation with many institutions specialized in its field. We care about tracking project outputs to ensure the effectiveness of our work. In this context, with the study we launched in the 2021-2022 academic year, we monitor the employment status of students graduating from all schools within the scope of ICI MEIP.

Within the scope of the European Union's Erasmus+ Program, we enable students and teachers from ICI MEIP schools to participate in skills training/internships,

During 2024;

20 Career Day Activities were held with the participation of **1,905** students

21 Student Training was completed with the participation of **1,482** students

6 PSC-Teacher Meetings were held with the participation of **162** teachers

8 PSC-Student Meetings were held with **2,309** students

14 PSC-Parent Meetings reached **1,185** parents

8 School Promotion Studies addressed **3,721** students

8 Fair Activities were held with **213** students

49 Technical Trips attracted **1,490** students

28 Teacher On-the-Job Training included **161** teachers.

4 Teacher Training was completed with the participation of **199** teachers

628 students participated in the “Future Jobs in the Manufacturing Sector: Development of Talents in the Focus of Gender Equality” trainings organized within the scope of the ManuFoW Project.

Climate Change and Sustainability Trainings were organized with **384** students

VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

on-the-job training and courses in companies, vocational and technical schools or institutes abroad. Within the scope of the program, we aim for a group of 1,500 people consisting of teachers, students, experts, school principals and Istanbul Chamber of Industry employees related to vocational education to gain experience abroad and see examples of good practices. Within the scope of the Erasmus+ Project, three project periods have been successfully completed and a total of 812 participants have been mobilized so far. In this process, mobilities were organized in 12 different European countries. In the January-November 2024 period, 250 participants

successfully completed their mobility activities. Teachers and students participating in the project participated in internships, on-the-job training and course activities in enterprises and institutions in Germany, Austria, Belgium, Czechia, France, Hungary, Spain, Italy and Latvia within the scope of vocational training mobility in 2024. In addition, within the scope of the expert invitation, 17 vocational education experts from Spain were hosted in Istanbul and came together with our teachers to share knowledge and experience.

The European Internship Consortium was established by Istanbul Kültür University, Üsküdar University, Kadir Has University, Sabancı University, Istanbul Chamber of Industry, Istanbul Chamber of Industry, Turkish Informatics Foundation and Turkish Cultural Foundation in 2014 under the EU's Erasmus+ program to support internship mobility of university students and mobility of academic/administrative staff of universities. Until 2024, the consortium sent 423 university students to 23 different countries for internships with a grant of approximately 870 thousand euros. In the 2024 semester, mobility consisting of 19 students was carried out in Germany, Austria, Belgium, Finland, France, the Netherlands, Ireland, Spain, Italy and Sweden with a total budget of 28,500 euros.

We aim to train the qualified workforce that our country needs in the field of welding in accordance with

international standards through the **Welding Centers of Excellence** established in five selected Vocational and Technical Anatolian High Schools in cooperation with the Ministry of National Education, General Directorate of Vocational and Technical Education, Istanbul Chamber of Industry, Istanbul Gedik University and Gedik Kaynak. In this context, we continued our work in 2024, including stakeholder meetings, career days, technical trips and various seminars.

Within the scope of the **Special Education Vocational Schools** project, we aim to include students with mild mental and/or physical disabilities in the employment process by providing them with non-compulsory on-the-job training in addition to their theoretical education. In the project, in which seven special education vocational schools are involved, we conduct a profile analysis of the list of students sent by the Provincial Directorate of National Education and the schools and make student-enterprise matching to determine which enterprises they will be placed in and how. A total of 32 students were included in the process until the academic year of 2024-2025, eight of them were employed. In the 2024-2025 academic year, 19 new students were matched with various companies and internship processes were initiated.

You can find detailed information about our efforts to contribute to vocational education in the **ICI 2024 Activity Report**.



The Istanbul Chamber of Industry, which supports the project launched by the Ministry of National Education under the scope of "Preschool Education," has built a 12-classroom Istanbul Chamber of Industry 100th the Istanbul Chamber of Industry 100th Year Republic Kindergarten with 12 classrooms in Sancaktepe district on October 30, 2023 with the participation of Minister of National Education Yusuf Tekin. The Istanbul Chamber of Industry 100th Year Republic Kindergarten, equipped with 12 classrooms as well as a conference hall, dining hall and playgrounds, aims to ensure that our children gain a solid educational foundation at an early age and prepare for primary school in the best way possible.

As the Istanbul Chamber of Industry, we care about creating value for our society in the fields of education, culture and arts, and we prioritize the support of young people in particular. In this regard, the **Istanbul Chamber of Industry Foundation (ISOV)** was established in 1994 at the initiative of your Assembly members to support the needs of our country in the fields of education and industry. In 2024, ISOV reached its highest number of scholarship recipients since its establishment, providing scholarships to 850 talented students. A total of approximately 1,400 engineer candidates were awarded scholarships, including special conditional scholarships. Studies in the field of professional development were also carried out by organizing experience sharing, business trips, culture and arts programs for the scholars.

The mini MBA programs organized in cooperation with the ICI Academy and the experience sharing events organized by the ICI Professional Committees contributed greatly to the professional and personal development of young people. Business visits were organized for them to examine the manufacturing on site and get an idea of the business life they will be in the future.

In 2024, ISOV's "Online Scholarship System" and "Online Internship System", designed in accordance with the needs



of the modern age for scholarship holders and graduates, started to be actively used. This innovative system aims to enable scholarship holders to make an effective connection according to the type of internship and location information by automatically matching suitable candidates with the advertisements of companies looking for interns, whose CVs can be easily accessed.

ISOV collaborates with many institutions and organizations to produce projects that motivate and develop young people, allowing us to get to know the potential workforce closely, encourage the creativity of young people and support the reserve workforce. Detailed information about ISOV and its activities can be found on the ISOV website and in the **ISO 2024 Activity Report**.

The **ISO Art Gallery** also continues its activities to support culture and art within the framework of the social responsibility activities of our Chamber. Our art gallery, which started its operations in 2004, covers various art branches such as painting, sculpture, ceramics, photography, video, industrial design, graphics, textile and digital art, including original and contemporary works.

You can find detailed information about the ISO Art Gallery on our **gallery's website**.

Sustainability Performance of the Istanbul Chamber of Industry



Environmental Performance
Social Performance

SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

Environmental Performance

Consumption Data	2021	2022	2023	2024
Electricity (MWh)*	828.79	915.73	916.34	912.54
Electricity Per Capita (MWh)*	7.33	7.96	7.97	8.37
Water Consumption (megaliters)**	3.78	3.86	4.49	4.14
Water Consumption Per Capita (megaliters)**	0.03	0.03	0.04	0.04
Diesel (TJ)***	0.78	0.87	1.26	0.18
Petrol (TJ)***	0.12	0.16	0.14	1.12
Paper Consumption (tonnes)****	13.16	12.25	13.93	12.78
Greenhouse Gas Emissions (tonnes CO2e)*****	2021	2022	2023	2024
Scope 1	73.37	141.92	254.41	136.25
Scope 2	355.80	402.92	438.92	436.19
Scope 3*****	194.56	100.58	164.56	137.25
Scope 1+2 Per Capita	3.80	4.74	6.03	5.25

*Electricity consumption data given above for data for 2021 shows the total consumption of the Odakule head office, Yenibosna and Ümraniye Branches, along with the Tuzla and Hadimköy Service Units. In 2022, 2023 and 2024, the table shows the total consumption data for the Odakule head office, Yenibosna and Ümraniye Branches, and the Hadimköy Service Unit.

**Water Consumption indicates the tap water consumption. The source is the mains network, and assumed as the total amount of the used water was discharged. In 2021, the table indicates the total consumption data for the Odakule head office with the Yenibosna and Ümraniye Branches. In 2022, 2023 and 2024, the total consumption data for the Odakule head office, Yenibosna and Ümraniye Branches, as well as the Hadimköy Service Unit was included.

***Indicates the fuel consumption for owned and leased vehicles, as well as for the generators.

****Paper Consumption includes magazines and calendars printed in 2021. In 2022, 2023 and 2024, there were no printed magazines. Paper consumption takes into account printed calendars and purchased A4 papers.

*****The corporate boundaries were determined by the "operational control approach". In line with TS EN ISO 14064-1:2019 standard and the evaluation of importance based on the new categories, in 2022, 2023 and 2024, Scope 1 includes Category 1 - Direct emissions from stationary combustion, Direct emissions from mobile combustion, Direct fugitive emissions arise from the release of GHGs in anthropogenic systems; Scope 2 includes Category 2 - Indirect emissions from imported electricity; Scope 3 includes Category 3 - Emissions from Business Travel, Category 4 - Emissions from Purchased Raw Materials/Products/Semi-Products, Emissions from Solid and Liquid Waste Disposal, and Emissions from Purchased Services. The improvement of data quality also affects changes in greenhouse gas emissions.

*****In 2022, 2023 and 2024, the Scope 3 calculation encompasses business-related air travel, tap water usage, paper usage, waste disposal, air conditioning maintenance service, fuel procurement, and electricity transmission and distribution losses. Emissions from fuel consumption in leased vehicles were included in Scope 1 due to the operational control approach.

Social Performance

Employees by Gender	2021	2022	2023	2024				
	Female	Male	Female	Male	Female	Male	Female	Male
Total	41	72	46	69	50	65	46	63
Total	113		115		115		109	

*Interns were not included.

Employees by Location	2021	2022	2023	2024				
	Female	Male	Female	Male	Female	Male	Female	Male
Odakule	40	63	45	60	49	56	45	57
Yenibosna Branch	0	5	0	5	0	4	0	3
Ümraniye Branch	1	2	1	2	1	2	1	1
Tuzla Service Unit	0	1	0	1	0	1	0	1
Hadimköy Service Unit	0	1	0	1	0	2	0	1
Total	113		115		115		109	

Employees by Employment Type	2021	2022	2023	2024				
	Female	Male	Female	Male	Female	Male	Female	Male
Full-time	38	70	43	68	48	64	45	62
Part-time	3*	2	3*	1	2*	1	1	1
Total	113		115		115		109	

*The number of women employed with part-time work after maternity leave or unpaid leave was included.

Employees by Age	2021	2022	2023	2024				
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	5	7	5	9	7	9	6	7
Between 30-50	35	49	39	38	41	38	39	42
Above 50	1	16	2	22	2	18	1	14
Total	113		115		115		109	

SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

Employees by Term of Service	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
0-5 Years	13	26	19	24	23	24	23	29
5-10 Years	11	16	7	18	8	18	6	13
10+ Years	17	30	20	27	19	23	17	21
Total	113		115		115		109	

Employees Holding Managerial Positions (Manager and Above)	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	0	0	0	0	0	0	0	0
Between 30-50	9	10	7	8	8	6	8	5
Above 50	1	6	1	7	1	10	1	9
Subtotal by Gender	10	16	8	15	9	16	9	14
Total	26		23		25		23	

Board Members by Age and Gender	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	0	0	0	0	0	0	0	0
Between 30-50	0	0	0	1	0	1	0	1
Above 50	1	10	1	9	1	9	1	9
Subtotal by Gender	1	10	1	10	1	10	1	10
Total	11		11		11		11	

Assembly Members	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	0	0	0	0	0	0	0	0
Between 30-50	4	21	1	27	1	29	0	23
Above 50	4	91	4	98	4	96	5	102
Subtotal by Gender	8	112	5	125	5	125	5	125
Total	120		130		130		130	

Sectoral Committee Members	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	0	0	0	1	1	1	1	0
Between 30-50	7	58	11	65	11	68	11	69
Above 50	5	105	7	100	6	98	6	97
Subtotal by Gender	12	163	18	166	18	167	18	166
Total	175		184		185		184	

Employees with Disabilities	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
1	1	1	0	2	0	2	1	3
Total	2		1		2		2	

New Hires by Age	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	3	1	3	6	5	5	1	3
Between 30-50	3	6	6	4	3	3	6	4
Above 50	0	0	0	0	0	1	0	0
Subtotal by Gender	6	7	9	10	8	9	7	7
Total	13		19		17		14	

Interns were not included.

Resignations by Age	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Under 30	2	1	1	2	0	2	2	0
Between 30-50	5	3	2	8	4	4	7	3
Above 50	0	0	0	3	0	7	2	6
Subtotal by Gender	7	4	3	13	4	13	11	9
Total	11		16		17		20	

SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

	2021		2022		2023		2024*	
	Female	Male	Female	Male	Female	Male	Female	Male
Employee Turnover (as a Percentage)	17.07	5.56	6.52	18.84	8	20	23.91	14.29
Total	9.73		13.91		14.78		18.35	

Employee Turnover = (Employees who resigned/Total employees as of the end of the year)*100

This increase reflects not only natural labor mobility but also retirement transitions prompted by recent regulatory changes.

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Average Term of Service	9.39	11.65	8.85	11.46	8.3	9.82	7.61	8.05
Total	10.83		10.42		9.16		7.86	

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Maternity Leave								
Employees Taking Maternity Leave	2	0	1	0	0	0	2	0
Employees Who Returned to Work after Maternity Leave	1	0	1	0	0	0	0	0
Employees Who Returned to Work and Still Part of the Chamber's Workforce after 12 Months	1	0	0	0	0	0	0	0

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Training Hours								
Total Training Hours	1,457		2,045		2,909.5		3,383.5	
Average Training Hours Per Employee	12.89		17.78		25.3		31.04	

*The majority of training activities in 2021 were online due to the pandemic. The drop in the average training hours per employee during 2021 is due to the fact that online training is comparatively shorter than face-to-face training.

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Occupational Health and Safety								
Employees	41	72	46	69	50	65	46	63
Total Annual Working Hours	81,344	142,848	93,840	140,760	94,875	123,338	85,905	117,652.5
Accidents	0	0	1	0	0	0	0	0
Fatal Accidents	0	0	0	0	0	0	0	0
Injuries	0	0	0	0	0	0	0	0
Serious Injuries	0	0	0	0	0	0	0	0
Work-Related Fatalities	0	0	0	0	0	0	0	0
Occupational Diseases	0	0	0	0	0	0	0	0
Lost Day Accidents	0	0	0	0	0	0	0	0
Absent Days	0	0	0	0	0	0	0	0
Incident Rate (IR)	0	0	2.13	0	0	0	0	0
Occupational Disease Rate (ODR)	0	0	0	0	0	0	0	0
Lost Day Rate	0	0	0	0	0	0	0	0
Absent Day Rate	0	0	0	0	0	0	0	0

Incident Rate: (Number of injuries during the year / Total working hours) x 200,000

	2021		2022		2023		2024	
	Female	Male	Female	Male	Female	Male	Female	Male
Subcontractor Employees								
Subcontractor Employees	12	6	13	34	10	25	8	37
Total Annual Working Hours	23,808	11,904	26,520	69,360	18,975	47,473	14,940	69,097.5
Accidents	0	0	0	0	0	0	0	0
Fatal Accidents	0	0	0	0	0	0	0	0
Injuries	0	0	0	0	0	0	0	0
Serious Injuries	0	0	0	0	0	0	0	0
Work-Related Fatalities	0	0	0	0	0	0	0	0
Occupational Diseases	0	0	0	0	0	0	0	0
Lost Day Accidents	0	0	0	0	0	0	0	0
Absent Days	0	0	0	0	0	0	0	0
Incident Rate (IR)	0	0	0	0	0	0	0	0
Occupational Disease Rate (ODR)	0	0	0	0	0	0	0	0
Lost Day Rate	0	0	0	0	0	0	0	0
Absent Day Rate	0	0	0	0	0	0	0	0

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GRI Content Index

Statement of Use Istanbul Chamber of Industry has reported in accordance with the GRI Standards for the period 1 January 2024–31 December 2024.

GRI 1 Used GRI 1: Foundation 2021

GRI Standards	Disclosure	References	Pages / URL
General Disclosures			
The organization and its reporting practices			
GRI 2: General Disclosures 2021	2-1 Organizational Details	About the Report Contact Management of the Chamber Legislation	3 111 15 www.iso.org.tr/corporate/legislation/
	2-2 Entities included in the organization's sustainability reporting	About the Report	3
	2-3 Reporting period, frequency and contact point	About the Report Contact	3 111 100
	2-4 Restatements of information	There is no restatement in previous statements.	100
	2-5 External assurance	External assurance service was not received.	

GRI Standards	Disclosure	References	Pages / URL
General Disclosure			
Activities and workers			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Members Business Model Online Services Sectoral Committees	20-21 22-25 https://www.iso.org.tr/online-hizmetler/ www.iso.org.tr/sectoral-committees/
		The purchasing activities of the Istanbul Chamber of Industry encompass the procurement of goods and services necessary for the delivery of the Chamber's services and the procurement of infrastructure required for the Chamber's activities. The process of determining and managing the suppliers and subcontractors within this scope is carried out in line with procedures that comply with the ISO 9001 Quality Management System. Individuals and organizations that provide goods or services to ICI are expected to comply with all relevant legal requirements. Furthermore, individuals and organizations in a business relationship with ICI are evaluated at least once a year by the relevant departments/units. ICI prioritizes local suppliers of goods and services, especially industrial enterprises that are its own members, as long as they comply with the relevant rules and procedures of ICI.	101
	2-7 Employees	Employee Rights and Development	83-84
	2-8 Workers who are not employees	Social Performance	95-99
		Social Performance	95-99

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GRI Standards	Disclosure	References	Pages / URL
General Disclosure			
Governance			
GRI 2: General Disclosure 2021	2-9 Governance structure and composition	Management of the Chamber Governance Assembly Presidential Council Board of Directors	15 45 16 17
	2-10 Nomination and selection of the highest governance body	Legislation	www.iso.org.tr/corporate/legislation/
	2-11 Chair of the highest governance body	Management of the Chamber Organizational Structure	15 18-19
	2-12 Role of the highest governance body in overseeing the management of impacts	Management of the Chamber Governance Materiality Analysis Stakeholder Engagement and Communication Channels	15 45 46-47 50-52
	2-13 Delegation of responsibility for managing impacts	Management of the Chamber Organizational Structure Governance	15 18-19 45
	2-14 Role of the highest governance body in sustainability reporting	Governance	45
	2-15 Conflicts of interest	Legislation	www.iso.org.tr/corporate/legislation/
	2-16 Communication of critical concerns	Governance Contribution to the Economy ICI Sustainability Platform	45 56-57 https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html
	2-17 Collective knowledge of the highest governance body	Board of Directors	17
	2-18 Evaluation of the performance of the highest governance body	Management of the Chamber	15
	2-19 Remuneration policies	Legislation	www.iso.org.tr/corporate/legislation/
	2-20 Process to determine remuneration	Legislation Employee Rights and Development	www.iso.org.tr/corporate/legislation/ 83-84
	2-21 Annual total compensation ratio	Privacy Restrictions: It is not publicly available information.	102

GRI Standards	Disclosure	References	Pages / URL
General Disclosure			
Strategy, policies and practices			
GRI 2: General Disclosure 2021	2-22 Statement on sustainable development strategy	Message from the Chairman Business Model Türkiye and the World in 2024 Sustainability in the Istanbul Chamber of Industry	4-7 22-25 28-33 44-53
	2-23 Policy commitments	Vision, Mission and Values Code of Ethics Quality Management Policies	14 48 49 https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
	2-24 Embedding policy commitments	Management of the Chamber Business Model Sustainability in the Istanbul Chamber of Industry Values Created for Employees	15 22-25 44-53 83-86
	2-25 Processes to remediate negative impacts	Quality Management Quality Policy Stakeholder Engagement and Communication Channels Communication Policy	49 https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/ 50-52 https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
		Values Created for the Environment Values Created for Employees	87 83-86
	2-26 Mechanisms for seeking advice and raising concerns	Management of the Chamber Quality Management Stakeholder Engagement and Communication Channels ICI Sustainability Platform Contact	15 49 50-52 https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html 111
	2-27 Compliance with laws and regulations	There were no fines levied against the organization during the reporting period for non-compliance with laws or regulations.	103
	2-28 Membership associations	Memberships and Collaborations Affiliates and Subsidiaries	53 53

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GRI Standards	Disclosure	References	Pages / URL
General Disclosure			
Stakeholder Engagement			
GRI 2: General Disclosure 2021	2-29 Approach to stakeholder engagement	Materiality Analysis Stakeholder Engagement and Communication Channels Communication Policy ICI Sustainability Platform	46-47 50-52 https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/ https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html
	2-30 Collective bargaining agreements	There are no employees under the collective bargaining agreement.	104
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics 3-2 List of material topics	Business Model Sustainability Strategy Materiality Analysis Materiality Analysis	22-25 44 46-47 46-47
Support to Economy and Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Values Created for Members	14 22-25 28-33 48 49 50-52 56-82
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Members Values Created for Members	20-21 56-82

GRI Standards	Disclosure	References	Pages / URL
Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Sustainable Manufacturing Values Created for the Environment Environmental Performance	14 22-25 28-33 48 49 50-52 60-68 87 94
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization	Environmental Performance	94
GRI 303: Water and Effluents 2018	303-3 Water withdrawal 303-4 Water discharge	Environmental Performance	94
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity	Environmental Performance	94
Employee Rights and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Working Life Values Created for Employees Social Performance	14 22-25 28-33 48 49 50-52 78-82 83-86 95-99
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance	97-98
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs	Social Performance Employee Rights and Development Employee Rights and Development	98 83-84 83-84

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GRI Standards	Disclosure	References	Pages / URL
Safe Working Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Working Life Values Created for Employees Social Performance Safe Workplace	14 22-25 28-33 48 49 50-52 78-82 83-86 95-99
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-8 Workers covered by an occupational health and safety management system 403-9 Work-related injuries 403-10 Work-related ill health	Safe Workplace Safe Workplace Safe Workplace Safe Workplace Safe Workplace Employee Rights and Development Safe Workplace Safe Workplace Social Performance Safe Workplace Social Performance	85 85 85 85 85 83-84 85 85 99 85 99

GRI Standards	Disclosure	References	Pages / URL
Equal Opportunity and Diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Values Created for Employees Social Performance	14 22-25 28-33 48 49 50-52 83-86 95-99
GRI 401: Employment 2016	401-3 Parental leave	Equal Opportunity and Diversity Social Performance	86 98
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social Performance	95-99
Social Responsibility Projects			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Values Created for the Environment Values Created for Society	14 22-25 28-33 48 49 50-52 87 88-91
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement and Communication Channels Values Created for the Environment Values Created for Society	50-52 87 88-91

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GRI Standards	Disclosure	References	Pages / URL
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Sustainable Manufacturing Values Created for the Environment	14 22-25 28-33 48 49 50-52 60-68 87
Sustainable Industry			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Values Created for Members	14 22-25 28-33 48 49 50-52 56-82
Future of Work			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Sustainable Manufacturing Contribution to Innovation Contribution to Working Life Values Created for Society	14 22-25 28-33 48 49 50-52 60-68 73-77 78-82 88-91

GRI Standards	Disclosure	References	Pages / URL
Innovation and Digital Transformation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Innovation	14 22-25 28-33 48 49 50-52 73-77
Sectoral Collaborations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Memberships and Collaborations Affiliates and Subsidiaries Contribution to the Economy Contribution to Internationalization Sectoral Committees	14 22-25 28-33 48 49 50-52 53 53 56-59 69-72 www.iso.org.tr/sectoral-committees/
Internationalization			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Internationalization	14 22-25 28-33 48 49 50-52 69-72

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GRI Standards	Disclosure	References	Pages / URL
Sustainable Finance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to the Economy Contribution to Sustainable Manufacturing	14 22-25 28-33 48 49 50-52 56-59 60-68
Ethics, Transparent Management and Reporting			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Management of the Chamber Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels	14 15 22-25 28-33 48 49 50-52
Resilience of Industry and Emergency Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Working Life	14 22-25 28-33 48 49 50-52 78-82
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2024 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Sustainable Manufacturing Values Created for the Environment	14 22-25 28-33 48 49 50-52 60-68 87

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