ISTANBUL
CHAMBER OF INDUSTRY

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SUSTAINABILITY
VISION

Istanbul Chamber of Industry Sustainability Report 2025



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CHAMBER OF INDUSTRY

Istanbul Chamber of Industry Sustainability Report 2025

Table of Contents

About the Report	**5**
Message from the Chairman of the Board of Directors	**6**
About the Istanbul Chamber of Industry	**10**
Our History	13
ICI Milestones	14
Vision, Mission and Values	16
Management of the Chamber	17
Assembly Presidential Committee	18
Board of Directors	19
Organisational Structure	20
Members	22
Business Model	24
Developments in 2025	**28**
Türkiye and the World in 2025	30
Istanbul Chamber of Industry in 2025	36
Sustainability at the Istanbul Chamber of Industry	**44**
Sustainability Strategy	46
Governance	47
Materiality Analysis	48
Code of Ethics	50
Quality Management	51
Stakeholder Engagement and Communication Channels	52
Memberships and Collaborations	55
Affiliates and Subsidiaries	55
Value Created by the Istanbul Chamber of Industry	**56**
Value Created for Members	58
Value Created for Employees	82
Value Created for Environment	86
Value Created for Society	87
Sustainability Performance of the Istanbul Chamber of Industry	**92**
Environmental Performance	94
Social Performance	95
GRI Content Index	**100**
Contact	**112**

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 fifth sustainability report, ICI Sustainability Report 2025, 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, 2025. 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, Hadımköy).

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

GRI 2-1, GRI 2-2, GRI 2-3

Message from the Chairman of the Board of Directors



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

Esteemed Stakeholders,

The world is experiencing a period in which the effects of climate change are becoming increasingly visible, pressure on natural resources is intensifying, supply chains are being reshaped, and the dynamics of global competition are changing. Against this backdrop, sustainability is becoming a strategic factor that determines industry's productive strength, access to finance, export capacity and long-term resilience.

As in previous years, the effects of climate change were felt with increasing intensity in 2025. Unfortunately, scientific evidence suggests that the years ahead will also be challenging in this respect. The World Economic Forum's (WEF) Global Risks Report 2026 likewise identifies environmental risks as the greatest concerns over the next decade. Extreme weather events, biodiversity loss, ecosystem degradation and the depletion of natural resources are among the most significant global risks ahead. This outlook makes clear that the response to climate change has become a fundamental determinant not only of environmental policy, but also of macroeconomic stability, financial systems, manufacturing infrastructure, supply chains and international trade.

The green transition, now a key criterion in international trade, is also a central priority for the European Union (EU), our largest trading partner, through the European Green Deal (EGD). The regulations introduced by the EU under the EGD, particularly the Carbon Border Adjustment Mechanism (CBAM), directly affect the production, reporting and export processes of our industrial enterprises. As the transitional period gives way to implementation and financial obligations take effect, accurate emissions calculations, better data quality, carefully planned carbon reduction investments and alignment with international reporting standards are more important than ever.

During this period, we witnessed the European Union further strengthen its approach to addressing climate objectives alongside economic resilience and competitiveness. The Competitiveness Compass and the Clean Industrial Deal placed clean technologies, the transformation of energy-intensive sectors, lower energy costs and greater low-carbon manufacturing capacity at the centre of EU industrial policy. These developments reaffirm that, for Türkiye, the green transition is an economic, commercial and strategic imperative as well as an environmental one.

As a party to the Paris Agreement, Türkiye has entered a pivotal phase in pursuing its 2053 Net Zero Emissions Target. Our country's first Climate Law, which entered into force in July 2025, clearly set out Türkiye's vision for tackling climate change. The Turkish Emissions Trading System, the National Circular Economy Strategy and Action Plan 2025–2028 and the secondary legislation under consideration are also emerging as important building blocks in Türkiye's low-carbon development journey. In this context, it is essential that our industry follow a transformation pathway aligned with national policy documents, integrated with international standards and centred on competitiveness.

Such a transformation brings substantial investment needs. Instruments such as green bonds, green loans and green investment funds are emerging as the cornerstones of green finance. Recent data showing that global green bond volumes exceeded USD 4 trillion by the end of 2025, together with the COP30 goal of tripling climate adaptation finance by 2035, demonstrate the importance that global markets attach to this issue.

For Türkiye, the most significant outcome of COP30 was the decision that our country would hold the presidency of and host COP31 under the United Nations Framework Convention on Climate Change. Hosting the world's leading global platform for climate action is a historic development that strengthens Türkiye's active role in climate diplomacy. Scheduled to take place in Antalya on 9–20 November 2026, COP31 also has the potential to accelerate our industry's green transition.

At the Istanbul Chamber of Industry (ICI), we find it particularly meaningful that COP31 will take place in Türkiye, a country with exceptionally strong and diverse manufacturing capabilities. Described as the "implementation COP", COP31 will showcase Türkiye's climate vision and policy framework while providing an opportunity to demonstrate to the world Turkish industry's commitment to transformation, productive strength and contribution to sustainable development. An industrial transformation model that is competitive, innovative, inclusive and aligned with climate goals will be one of the most important factors in strengthening our country's position on the global climate agenda.

"The world is experiencing a period in which the effects of climate change are becoming increasingly visible, pressure on natural resources is intensifying, supply chains are being reshaped, and the dynamics of global competition are changing. Against this backdrop, sustainability is becoming a strategic factor that determines industry's productive strength, access to finance, export capacity and long-term resilience."

Since our establishment in 1952, we at ICI have continued to broaden our activities to strengthen the capacity of our business community within global value chains and help our industry develop the sustainability capabilities it needs to remain competitive. We believe that sustainability, in its economic, social and environmental dimensions, must be fully embedded in manufacturing processes. Accordingly, we place sustainability at the centre of everything we do, from vocational education, R&D and technology to energy and foreign trade, and continue our efforts with undiminished commitment.

GRI 2-22

GRI 2-22

Within our sustainable manufacturing approach, we work across the thematic areas established in 2021—Climate Change and Sustainable Industry, Circular Economy, Future of Work, Safe Working Environment and Sustainable Finance—as well as Resilience of Industry and the cross-cutting areas of Sustainability-Oriented Innovation and Digital Transformation. Recognising that stakeholders at different stages of sustainability maturity have different needs, we undertake a wide range of activities to support the economic, social and environmental transformation of our industry.

During the reporting period, we continued to prioritise knowledge that informs policies supporting sustainable manufacturing. Through regular publications such as the "ICI Green Blog" and "ICI Green Bulletin", we kept industrial enterprises and stakeholders informed about the latest sustainability developments. We continued to share insights on climate policy, CBAM, the circular economy, sustainable finance, the energy transition, reporting standards, green skills and industrial resilience, among many other topics.

We conducted the second "ICI Research on Sustainability Trends in Industry", first published in 2024 to understand the current position and approaches of industrial enterprises in Türkiye on sustainability. Undertaken in cooperation with Ipsos Araştırma ve Danışmanlık Şirketi A.Ş., the research covered more than 600 industrial companies across Türkiye. We also calculated the "ICI Scores of Sustainability Trends in Industry" based on its results. The findings will inform our future activities aimed at supporting industrial enterprises in their sustainability.

Recognising energy's role in sustainable manufacturing and its importance in addressing climate change, we brought together relevant stakeholders through a series of meetings and workshops. Following these discussions, we published the "Report on the Outlook and Prospects for Energy Technologies in Türkiye and Worldwide", providing a comprehensive assessment of the future of energy technologies, Türkiye's current position and developments around the world.

We attach great importance to preparing our industry for the demanding conditions of the future as well as meeting its present needs. Through services such as "Corporate Carbon Footprint Consultancy" and the "ICI Energy Desk", we continue to help our members take tangible steps in their green transition.

> **"Since our establishment in 1952, we at ICI have continued to broaden our activities to strengthen the capacity of our business community within global value chains and help our industry develop the sustainability capabilities it needs to remain competitive."**

The transition to a circular economy remains one of the key areas shaping the future of manufacturing systems within the green transition. Efficient resource use, waste reduction and the preservation of materials' economic value are vital not only to reducing adverse environmental impacts, but also to managing costs, securing supply and maintaining competitiveness.

With this understanding, we held the "Circular Economy Forum Istanbul" under the theme "Bridging the Gap: The Collaborative Path to Circularity", in partnership with UNDP and Team Finland and in cooperation with the Consulates General of the Netherlands, Sweden and Denmark and the Embassy of Norway. As an official regional event of the World Circular Economy Forum (WCEF), led by the Finnish Innovation Fund Sitra, the Forum addressed global developments in the circular economy, circular manufacturing practices, financing opportunities, innovative solutions, technological advances and design thinking.

We will continue to expand our circular economy work from this perspective. To this end, we are building strong partnerships, including through the cooperation protocol signed with the Zero Waste Foundation, and continuing our activities to promote best practices.

GRI 2-22

We recognise that international cooperation is as vital as national action. Drawing on the experience we have gained from participating in and closely following the COP conferences since 2022—the leading global platform for sustainability and climate action—we are carefully planning and preparing for COP31 in Türkiye in consultation with national and international stakeholders.

Alongside these efforts, the ICI Strategic Transformation Centre (ICI STC) continues to monitor global trends affecting our industry and focus on developments that will shape the future of manufacturing. With a service model structured around five dimensions of strategic transformation—technology, green transformation, experience/servitisation, people and geostrategy—the Centre is positioned as a next-generation transformation platform offering roadmaps and solutions that strengthen companies' competitiveness.

Established at the end of 2024 to address the digital transformation needs of Turkish industry, support innovative ventures and integrate emerging technologies into industrial processes, the Istanbul Chamber of Industry Venture Capital Investment Fund (ICI GSYF) began active fundraising and investment activities in 2025. Working in coordination with our ICI Strategic Transformation Centre, the Fund invests in innovative industrial and technology projects, contributing to economic growth and enhancing the manufacturing sector's global competitiveness.

In planning our activities, we are guided above all by global sustainability principles, particularly the United Nations Sustainable Development Goals (SDGs), which address global challenges to secure a fairer, more liveable future for all. We therefore embrace the principle of "leaving no one behind" and work towards an equitable, fair, accessible and inclusive transition. We also attach great importance to engaging with young people and building a better future together. Reflecting this approach, our Vocational Education Cooperation Project (ICI MEIP), delivered with the Ministry of National Education (MoNE), has become a model for Türkiye through its distinctive approach. Guided by the goal of "Quality Schools, Qualified Graduates, Qualified Employment", we seek to make vocational education a source of pride and prestige. We are also proud to share our knowledge and experience of ICI MEİP through partnerships with chambers of commerce and industry in other provinces, helping to strengthen vocational education throughout the country.

> **"In the coming period, we will continue our work with a clear awareness of our social and environmental responsibilities and a determination to lead on sustainability, while safeguarding Türkiye's national and international interests."**

In the coming period, we will continue our work with a clear awareness of our social and environmental responsibilities and a determination to lead on sustainability, while safeguarding Türkiye's national and international interests. We will further strengthen our institutional capacity through partnerships with capable organisations across different sectors and continue to develop the services we offer our members in line with their needs.

As the Istanbul Chamber of Industry, we are pleased to share our fifth sustainability report with the public, presenting our activities in 2025 under the guiding principle "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
Chairman of the Board of Directors
Istanbul Chamber of Industry

GRI 2-22

About the Istanbul Chamber of Industry

01

Our History
ICI Milestones
Vision, Mission and Values
Management of the Chamber
Assembly Presidential Committee
Board of Directors
Organisational Structure
Members
Business Model



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 infra-structure 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. Since its establishment, the Istanbul Chamber of Industry has drawn strength from its members' contribution to the national economy. With close to 23,000 members in 2025, it is one of the strongest representatives of Turkish industry. The members of ICI, Türkiye's largest chamber of industry, account for 32% of the country's industrial output.
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.

ICI Milestones

1950s

- Established following written requests from nearly 750 industrialists, the Istanbul Chamber of Industry began operating with its first Assembly meeting on 30 May **1952.**

1960s

- The origins of Türkiye's Top 500 Industrial Enterprises survey date back to the **1960**s. First published in **1968** as the "Top 100 Companies", the survey reports the preceding year's data annually. Its scope expanded to 300 enterprises in **1978** and 500 in **1981**.

1970s

- Odakule opened in **1976**. An Istanbul landmark and one of Türkiye's first skyscrapers, it holds an important place in the country's architectural history.

1980s

- The Environmental Issues Department was established in **1987** to raise environmental awareness and develop solutions from within an industrial sector facing significant environmental challenges. It was renamed the "Environment Department" in **1990**. Recognising the central role of energy policy in tackling climate change, energy was added to its remit, and it became the "Environment and Energy Department" in **2015**.

1990s

- The Istanbul Chamber of Industry Foundation (İSOV) was established in **1994** at the initiative of Assembly members to carry forward the Chamber's social and cultural activities.
- The "Environment Award" was introduced in **1995** to highlight the sustainability efforts of companies that consider the environment at every stage of manufacturing and to showcase exemplary practices.
- In **1999**, our Chamber established an ISO 9001:2015 Quality Management System, which was certified by an independent certification body.

2000s

- The first Industry Congress, on "Sustainable Competitiveness", was held in **2002** as part of the Chamber's 50th anniversary celebrations.
- The ICI Art Gallery opened in **2004** to support arts and culture as part of the Chamber's commitment to social responsibility.
- ICI joined the Enterprise Europe Network project in **2008.**

2010s

- To provide easier and faster access to its services, the Istanbul Chamber of Industry opened representative offices on both the European and Asian sides of Istanbul in **2014**.
- ICI KOZA was established in **2015** to support the entrepreneurial ecosystem with the vision "From Entrepreneurship to Industry".
- Through a partnership with the globally recognised IHS Markit*, Purchasing Managers' Indices (PMIs), calculated in more than 40 countries, were introduced in Türkiye. Monthly Türkiye Manufacturing PMI data began to be published under the Istanbul Chamber of Industry in **2015**.
- Following a comprehensive refurbishment incorporating environmentally friendly and smart technologies to meet contemporary needs, the Odakule building received LEED Gold certification in March **2018**.

2020s

- The "Vocational Education Cooperation Protocol", signed in **2019** by the Ministry of National Education (MoNE), the Ministry of Industry and Technology (MoIT), Istanbul Technical University (ITU), the Istanbul Chamber of Commerce (ICOC) and the Istanbul Chamber of Industry (ICI), launched a comprehensive, integrated initiative in vocational education.
- The "Sustainability and Coordination Department" was established in 2**021** to guide industrial enterprises, taking into account the risks and opportunities for Türkiye arising from potential new mechanisms in international trade relating to climate change and sustainability.
- The ICI Green Blog was launched in **2021** as a digital publishing platform to guide industrial enterprises in line with the Chamber's sustainability vision.
- The "ICI Sustainability Platform" was established in **2021** to support the Istanbul Chamber of Industry's sustainability activities by developing strategic proposals, building partnerships with relevant organisations and producing outcomes that contribute to industry's transformation. Its inclusive structure brings stakeholder organisations together to advance sustainable manufacturing.

2022

- The Istanbul Chamber of Industry celebrated its 70th anniversary with a grand gala event.
- The Istanbul Chamber of Industry published its first "Sustainability Report", the first report of its kind among chambers of industry in Türkiye.
- Following an independent certification audit in **2022**, the quality of our training services for members was confirmed with ISO 29993:2020 Learning Services Management System certification.

2023

- Following the Kahramanmaraş earthquakes, the Istanbul Chamber of Industry and **İSOV established the ICI Living City** in Antakya, Hatay, with 1,000 container homes. The "Disaster Management Department" was also established to improve disaster preparedness and develop an effective response strategy, guided by the principle of "Disaster-Resilient Industry".
- The Istanbul Chamber of Industry's Vocational Education Cooperation Project, ICI MEİP, was one of four finalists in the "Best Partnership Project" category of the 2023 World Chambers Competition. Held as part of the 13th World Chambers Congress in Geneva, the competition attracted 111 chambers from 47 countries.

2024

- The Istanbul Chamber of Industry announced the results of the "ICI Research on Sustainability Trends in Industry", conducted in cooperation with Ipsos Araştırma ve Danışmanlık Şirketi A.Ş. (Ipsos). It was the first survey in Türkiye dedicated exclusively to industry as a whole.
- The ICI Strategic Transformation Centre (STC) was launched to respond directly to industrialists' needs, helping Turkish industry adapt to a new era, strengthen its competitiveness and turn successive waves of transformation into opportunities.

**IHS Markit merged with S&P Global in February 2022; since then, PMI data have been published under the S&P Global brand.*

Vision, Mission and Values

OUR VISION

To be an organisation that advances Turkish industry on the global stage by strengthening the sustainable competitiveness and competencies of our industrial companies, as an influential stakeholder shaping the industrial environment.

OUR MISSION

To develop knowledge, policies and systems with internal and external stakeholders, informed by national and international benchmarking and research, in order to:

Support the sustainable development of our industry by offering innovative services that deliver substantial value to industrial companies;

Positively shape industrial infrastructure and the business environment by enhancing the standing of industrialists and supporting decision-makers in the development and implementation of legislation.

OUR CORPORATE VALUES

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

Management of the Chamber

As with all chambers in Türkiye, ICI's activities are carried out by its elected governing bodies and General Secretariat in accordance with Law No. 5174 on the Union of Chambers and Commodity Exchanges of Türkiye and Chambers and Commodity Exchanges.

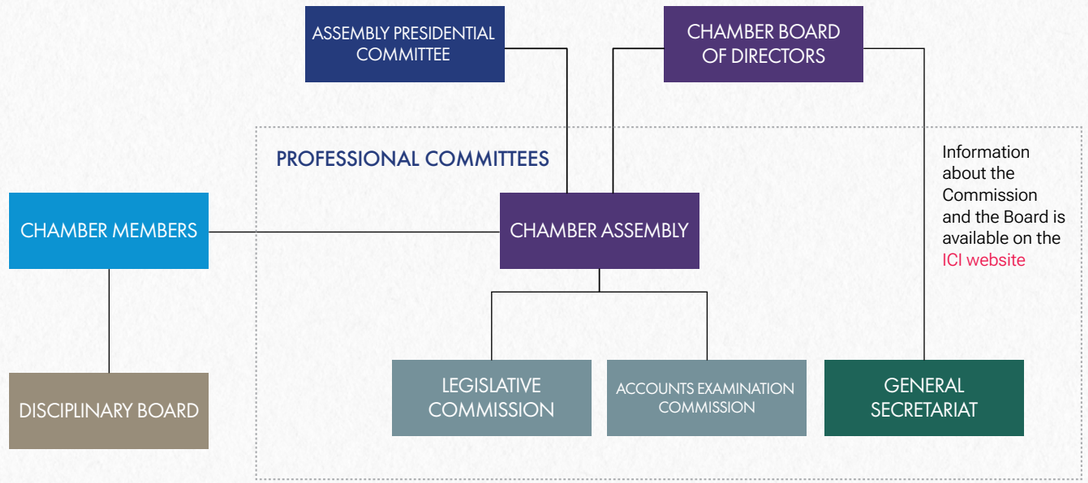
Elected every four years by registered Chamber members, the Chamber Assembly is the Chamber's highest decision-making and supervisory body. It has 130 members and meets once a month. The Chairman and members of the Board of Directors, the Disciplinary Board and Assembly Commissions are elected by the Chamber Assembly. The Assembly may establish commissions from among its members to investigate and assess any matters within a defined remit. The commissions serving within the Istanbul Chamber of Industry Assembly are:

- **Accounts Examination Commission**
- **Legislative Commission**

The **Assembly Presidential Committee** consists of a president, two vice presidents and a secretary member, elected by the Chamber Assembly from among its members for a four-year term. Further information is provided in the "**Presidential Committee**" section.
The **Board of Directors**, the Istanbul Chamber of Industry's executive body, consists of eleven people: a chairman and ten members elected by the Chamber Assembly from among its members. It meets weekly and serves a four-year term. The ICI Board of Directors elects two vice chairmen and an Accounting Member from among its members and allocates responsibilities according to its areas of work.

The **Disciplinary Board** consists of six Chamber members who do not serve in the Assembly and are elected by it for a four-year term. It conducts disciplinary investigations concerning members in accordance with statutory procedures and principles and recommends disciplinary sanctions and fines to the Assembly.

The **Professional Committees**, consultative bodies underpinning the Chamber's work, represent the 55 professional groups to which Istanbul Chamber of Industry member companies belong. They consist of representatives elected by registered members from their respective professional groups. Elections are held every four years. The Committees meet monthly to discuss sector-specific matters and develop proposed solutions to issues referred to them by the Board of Directors.



GRI 2-23, GRI 3-3

GRI 2-1, GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-18, GRI 2-24, GRI 2-26, GRI 3-3

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.

Board of Directors



ERDAL BAHÇIVAN
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



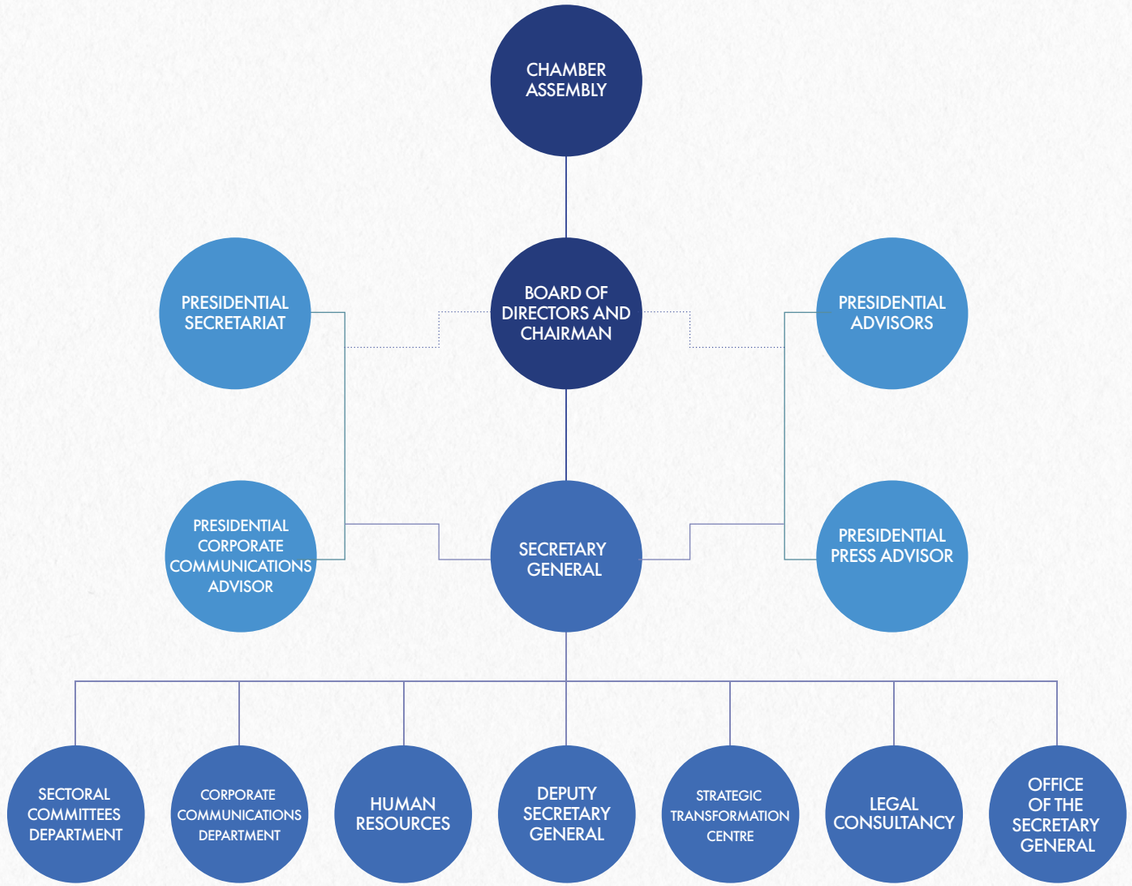
DR. FARUK SARI
Member of Board of Directors

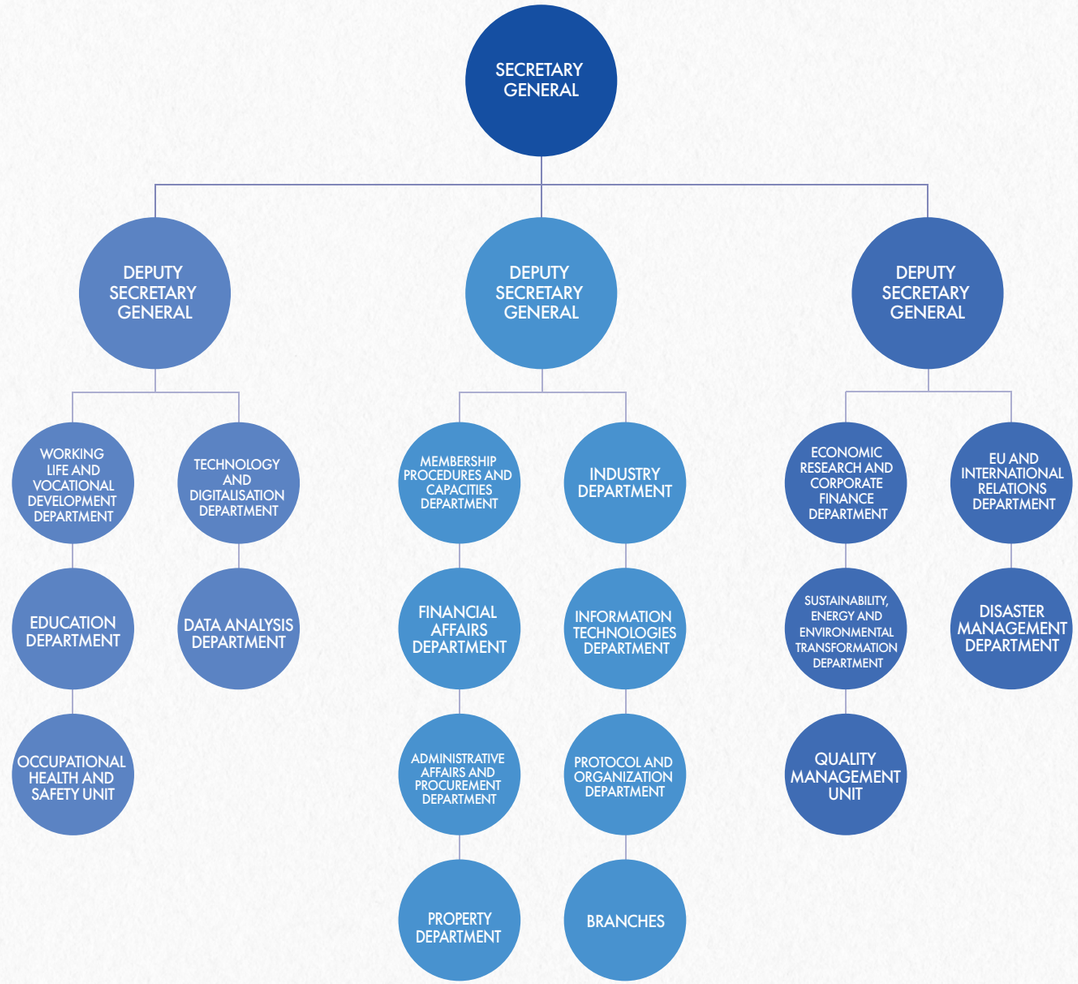


MURAT ÇÖKMEZ
Member of Board of Directors

Detailed information about the Board of Directors members is available on the ICI website.

Organisational Structure





You can access detailed information about our organizational structure on the ICI website.

GRI 2-11, GRI 2-13

GRI 2-11, GRI 2-13

Members

35.7 %

The value added at factor cost generated by ICI members accounts for **35.7% of the value added of Türkiye's industrial sector.**

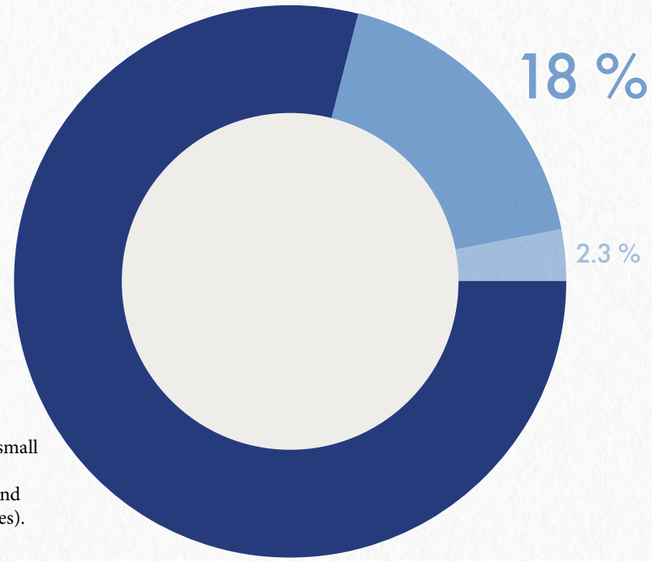
32 %

ICI member companies generate **32% of the total output of Türkiye's industrial sector.**

29.4 %

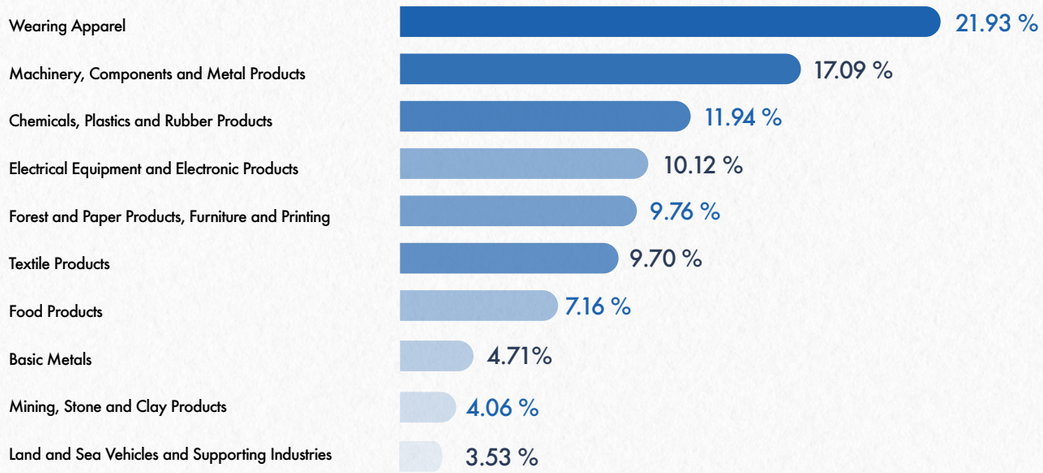
Employees of ICI member enterprises account **for 29.4% of employment in Türkiye's** industrial sector.

79.7 %



By employment size, 79.7% of ICI members are small enterprises (fewer than 50 employees), 18% are medium-sized enterprises (50–249 employees) and 2.3% are large enterprises (250 or more employees).

The 55 Professional Committees representing ICI members are organised into 10 Main Sectoral Groups.



Further information on our members and our role in the Turkish economy is available on the ICI website.

GRI 2-6, GRI 203-2

GRI 2-6, GRI 203-2

Business Model

As an organisation providing innovative, high-value services to industrial companies and supporting the sustainable development of our industry, the Istanbul Chamber of Industry works to create value for all its internal and external stakeholders.

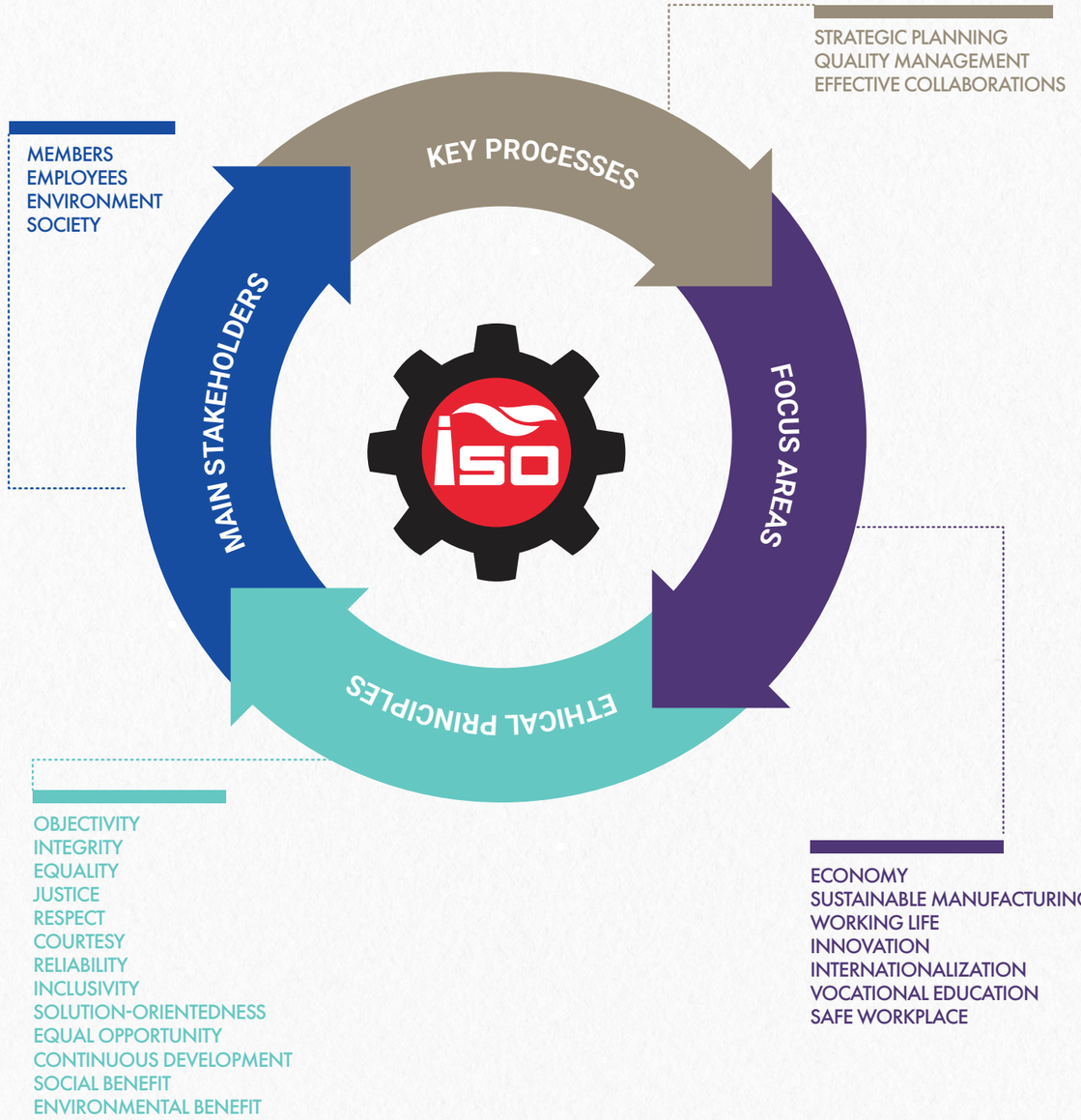
Since our establishment, we have drawn strength from our members' contribution to the national economy and made creating value for "**Members**" a priority. Accordingly, we work to contribute to *"The Economy", "Sustainable Manufacturing", "Internationalisation", "Innovation" and "Working Life"*.

Our skilled people are our most valuable resource in expanding the services we deliver through a philosophy of continuous improvement and taking our Chamber forward. We therefore create value for "**Our Employees**" through initiatives on *"Employee Rights and Development", "A Safe Working Environment" and "Equal Opportunity and Diversity"*.

As an organisation that considers social responsibility and environmental awareness in all its work, we seek to create value for "**Our Environment**" by monitoring our environmental impacts at every location where we operate and reducing adverse impacts.

We see creating value for "**Our Society**" as a core responsibility. We contribute to society through *education, culture and the arts*, with a particular focus on *vocational high schools*.

Our work is underpinned by "Strategic Planning", "Quality Management" and "Effective Partnerships", which we regard as key processes, and all our activities are guided by our ethical principles.



Products, Services and Projects

- ICI ACADEMY
- INDUSTRY CONGRESS
- ICI PERMANENT BOOTH
- ENTERPRISE EUROPE NETWORK
- ICI CHINA DESK
- COUNTRY DAYS AND FOREIGN TRADE TRAINING
- ICI CUSTOMS DESK
- ICI MEDIATION CENTRE
- ICI TARGET MARKET CONSULTANCY
- EU BULLETIN
- ICI E-İVME (ACCELARATION): ONLINE EXPORT DEVELOPMENT PROGRAMME
- E-EXPORT PROMOTION PROJECT
- ICI RESEARCH ON SUSTAINABILITY TRENDS IN INDUSTRY
- CLIMATE CHANGE AND WATER MANAGEMENT
- ICI CBAM ACTIVITIES
- CIRCULAR ECONOMY AND RESOURCE EFFICIENCY PLATFORM PROJECT
- ICI GREEN BULLETIN
- ICI SECTORAL SUSTAINABILITY ROADMAPS
- ICI CORPORATE CARBON FOOTPRINT CALCULATION CONSULTANCY
- ICI GREEN TRANSFORMATION AWARDS
- ICI ENERGY EFFICIENCY CONSULTANCY
- ICI ENERGY DESK
- ICI REPORT ON THE OUTLOOK AND PROSPECTS FOR ENERGY TECHNOLOGIES IN TÜRKİYE AND WORLDWIDE
- ICI GREEN AGENDA TALKS
- ICI GREEN BLOG
- ICI SUSTAINABILITY MATURITY SELF-ASSESSMENT PLATFORM
- INDUSTRIAL ADAPTATION TO CLIMATE CHANGE PROJECT
- ICI GREEN TRANSFORMATION MENTORSHIP PROGRAMME
- SUSTAINABILITY REPORTING PLATFORM PROJECT
- ICI CERTIFICATION INC.
- ICI VOCATIONAL EDUCATION COOPERATION PROJECT
- ICI TÜRKİYE MANUFACTURING PMI
- ICI TÜRKİYE SECTORAL PMI
- ICI INSURANCE DESK
- ISO 500 & ISO SECOND 500
- ICI TÜRKİYE MANUFACTURING EXPORT CLIMATE INDEX
- GLOBAL MANUFACTURING PMI DEVELOPMENTS
- SECTORAL STUDIES
- ICI SUSTAINABLE FINANCE REPORT
- MEMBERSHIP SERVICES
- DOMESTIC GOOD CERTIFICATE
- MANUFACTURER'S CERTIFICATE
- CAPACITY REPORT
- INVESTMENT IN CENTIVE CERTIFICATE
- MANUFACTURING COMPETENCE CERTIFICATE
- EXPERTISE REPORTS
- CERTIFICATE of CIRCULATION (ATR, EUR1, CERTIFICATE OF ORIGIN)
- ICI INCENTIVES DESK
- CERTIFICATE OF ACTIVITY
- TURKISH GOODS CERTIFICATE
- INDUSTRIAL LOCATION AND ORGANISED INDUSTRIAL ZONES
- OCCUPATIONAL HEALTH AND SAFETY
- ICI DISASTER MANAGEMENT
- MIND4MACHINES
- ICI DIGITAL
- ICI INDUSTRIAL TRANSFORMATION THROUGH ARTIFICIAL INTELLIGENCE PROGRAMME
- ICI KOZA
- UNIVERSITY-INDUSTRY COOPERATION
- ICI YOUNG RESEARCHERS PROGRAMME
- INDUSTRIAL DESIGN AND PROTOTYPING CENTRE
- ISTANBUL PROJEC ACADEMY
- ICI STRATEGIC TRANSFORMATION CENTRE
- AI EDIH TÜRKİYE - EUROPEAN DIGITAL INNOVATION HUB
- ICI VENTURE CAPITAL INVESTMENT FUND)
- ERASMUS FOR YOUNG ENTREPRENEURS (EYE) PROGRAMME
- ISTANBUL STARHUB
- DEFENCE INDUSTRY MEETINGS
- ISTANBUL CHAMBER OF INDUSTRY FOUNDATION (İSOV)
- ICI ART GALLERY
- ICI LIVING CITY
- ICI REPUBLIC CENTENARY KINDERGARTEN

Further information on our products, services and projects is available on the ICI website.

Developments in 2025

Türkiye and the World in 2025
Istanbul Chamber of Industry in 2025

02

Türkiye and the World in 2025

In 2025, the economic, geopolitical and social consequences of the climate crisis became increasingly apparent alongside its environmental impacts, while sustainable development objectives became more closely linked to policy and market mechanisms. Persistently rising global temperatures intensified water stress, food insecurity and supply chain vulnerabilities, prompting governments, financial institutions and businesses to address climate risks as systemic risks.

During this period, adaptation, resilience, climate finance and a just transition joined emissions reduction at the centre of the global sustainability agenda. At the same time, artificial intelligence, digitalisation and data-driven decision-making became instrumental in the design and implementation of sustainability policies.



The Deepening Impacts of the Climate Crisis and the Global Outlook

Global temperatures averaging 1.5°C above pre-industrial levels over 2023–2025 demonstrate that the climate crisis must be treated as a structural rather than a temporary challenge. Extreme heatwaves as well as prolonged droughts, flash floods and storms that also continued in 2025 caused substantial economic and social losses, particularly in the Mediterranean Basin, South Asia and Africa.

The Global Risks Report 2026, published by the World Economic Forum, identifies extreme weather events and biodiversity loss among the risks with the greatest likelihood and impact over the next decade.

Growing pressure on water resources worldwide is reducing agricultural yields, while fluctuations in food prices are intensifying inflationary pressures. With economic losses from climate-related natural disasters running into hundreds of billions of dollars throughout 2025, climate adaptation policies are becoming increasingly important.

These developments clearly demonstrate that climate change is a fundamental determinant not only of environmental policy, but also of macroeconomic stability, public finances and financial system resilience.

Accelerating the Energy Transition and Clean Technologies



In 2025, renewable energy investment gained momentum worldwide and clean technologies became central to industrial policy. As installed solar and wind capacity continued to expand, energy storage systems, green hydrogen and grid flexibility solutions became critical components of the energy transition.

According to IEA data, global energy investment exceeded USD 3.3 trillion in 2025, with approximately USD 2.2 trillion of this amount directed towards clean energy technologies. These investments increased by approximately 2% compared with 2024, indicating a continuing structural shift in energy investment from fossil fuels towards clean technologies*.

Data from the International Renewable Energy Agency (IRENA), on the other hand, show that employment in the renewable energy sector has exceeded 16 million. This demonstrates that the energy transition is a source of not only environmental but also economic growth.

The European Union (EU) and other major economies continued to develop policies addressing energy security and climate objectives together, linking clean technology investment more closely to industrial competitiveness and strategic autonomy.

In the private sector, long-term clean energy supply agreements remain an important tool for reducing carbon footprints. Meanwhile, digital solutions are enabling more measurable and traceable emissions reduction practices in energy consumption, logistics and manufacturing processes.

* https://www.iea.org/reports/world-energy-investment-2025

GRI 2-22, GRI 3-3

GRI 2-22, GRI 3-3

The UN Climate Summit from Belém to Antalya



COP30, held in Belém, Brazil, in 2025, brought the Global Mutirão approach to the fore as a means of strengthening global cooperation. Key outcomes included the goal of tripling adaptation finance by 2035, the establishment of indicators for the Global Goal on Adaptation, clarification of the operational arrangements for loss and damage finance, and decisions on a just transition mechanism. However, the absence of any reference to a fossil fuel phase-out in the final text was the principal criticism of the summit.

The failure to take concrete action to halt deforestation was also considered a shortcoming of COP30. Efforts to highlight the role of trade in climate action, however, were regarded as positive outcomes.

COP31 will take place in Antalya on 9–20 November 2026. It will differ from previous COPs through a new model of cooperation developed between Türkiye and Australia. As an important element of this partnership, the Pre-COP meeting will be held in Tuvalu in the South Pacific on 5–8 October 2026.

Türkiye's vision of COP31 as the "Implementation COP" is supported by a mission of dialogue, consensus and action. Guided by the vision of a "COP of the Future", COP31 aims to bring the achievements of previous COP sessions to Antalya and translate them into a timetable for action.

Türkiye's Sustainability and Climate Policies

Türkiye saw significant legislative and practical developments in climate action in 2025.

Adopted by the Grand National Assembly of Türkiye on 2 July 2025 and entering into force upon publication in the Official Gazette on 9 July 2025, the Climate Law established a legal framework for greenhouse gas emissions reduction, climate change adaptation and the National Emissions Trading System (ETS). Prepared in line with Türkiye's 2053 Net Zero Emissions and Green Development goal, the Law extends beyond environmental policy to encompass sectors including industry, agriculture and education, paving the way for an economy-wide transformation.

Measures introduced in 2025, such as the Regulation on the Management of Industrial Emissions and the National Circular Economy Strategy and Action Plan 2025–2028, also represent important steps towards greater resource efficiency in industry, wider use of innovative and clean technologies, and the adoption of environmentally friendly manufacturing processes.

As sustainability reporting gained importance as a strategic management tool informing corporate decision-making, awareness-raising and capacity-building activities continued to support the implementation of the Turkish Sustainability Reporting Standards.



DEVELOPMENTS IN 2025

The European Green Deal and the Competitiveness Agenda

In 2025, the European Green Deal moved beyond environmental policy to become a defining framework for industrial, trade and competition policies. The Carbon Border Adjustment Mechanism, sustainable product policies and circular economy regulations further increased compliance requirements for countries trading with the EU.

New industrial policies centred on clean industry, net zero goals and strategic technologies, including the European Commission's Competitiveness Compass and the Net-Zero Industry Act, were also central to Europe's efforts to maintain its global competitiveness. These developments reaffirm that the green transition is an economic and commercial necessity for Türkiye as well as an environmental one.



Technology, Artificial Intelligence and the Future of Work



Artificial intelligence and advanced digital technologies are becoming an increasingly integral part of sustainability policies, delivering significant improvements in data-driven decision-making, emissions monitoring, energy management and supply chain transparency.

Global reports indicate that AI-enabled solutions could play a critical role in achieving net zero by improving energy efficiency and optimising resource use. However, the growing energy demands of digital infrastructure are also pushing sustainable digitalisation higher up the agenda.

In labour markets, a new employment landscape is emerging from the combined effects of the green transition and digitalisation. Demand is growing for skilled workers in green jobs, data analytics, energy management and sustainable finance, yet skills gaps remain one of the greatest barriers to transformation. Lifelong learning, the development of green skills and the inclusion of employees in the transition will therefore be critical to public policy and private sector strategies in the coming period.

Istanbul Chamber of Industry in 2025

As Türkiye's largest and longest-established chamber of industry, the Istanbul Chamber of Industry carried out a wide range of activities throughout 2025 to support the development of the country's industry.

JANUARY



ICI Academy, which brings high-quality national and international learning opportunities to Turkish industry on favourable terms, celebrated the first graduates of its Strategic Leadership Journey certificate programme, developed in partnership with Columbia Business School.



ICI Academy and Akbank Transformation Academy jointly organised a panel entitled "Financing Sustainable Manufacturing: A 2025 Outlook in the Light of Global Developments". The event explored global trends in climate action, the importance of sustainability criteria in financing processes and green transition strategies.

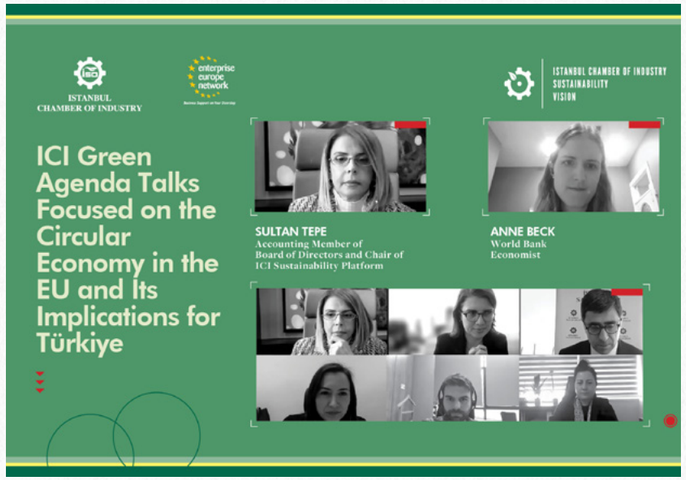
FEBRUARY



Organised jointly by ICI and the Solar Energy Industrialists and Industry Association (GENSED), the Solar Energy and Energy Storage Seminar took place in the Fazıl Zobu Assembly Hall at Odakule. It addressed current solar energy applications, legislation and next-generation energy storage technologies.

ICI and the Ministry of Trade jointly held the panel "The Future of E-Exports: Global Trends and Türkiye's Role" at Odakule. Experts shared insights into recent developments in the e-export ecosystem, government support mechanisms and strategies for accessing international markets.

MARCH



The 15th ICI Green Agenda Talks event was held online under the title "The EU's Circular Economy Agenda and Its Implications for Türkiye". The panel also assessed the World Bank report on the impacts of Türkiye's circular economy transition on the economy, trade and industry.

The ICI Assembly's regular March meeting was held in the Fazıl Zobu Assembly Hall at Odakule, with the main agenda item "Assessing Our Industry's Competitiveness in the Light of Economic Growth and Export Data".

DEVELOPMENTS IN 2025

APRIL



The ICI Assembly's regular April meeting was held in the Fazıl Zobu Assembly Hall at Odakule, with the main agenda item "Turkish Industry amid Global Trade Tensions: Risks and Strategic Options".



The Istanbul programme of the fourth Türkiye Circular Economy Week, organised in cooperation with DCube Circular Economy and Sustainability, the Business for Goals Platform (B4G) and the Business Council for Sustainable Development Türkiye (BCSD Türkiye), took place in the ICI Odakule Fazıl Zobu Assembly Hall under the theme "Time for Transformation through the Circular Economy".

MAY



The ICI Assembly's regular May meeting was held in the Fazıl Zobu Assembly Hall, with the main agenda item "Assessing Our Industry's Structural Challenges, Competitive Strengths and Transformation in the Light of the ISO 500 2024 Results".



The 16th ICI Green Agenda Talks event took place under the title "Transforming Energy Technologies for Sustainable Manufacturing". It also marked the launch of the "Report on the Outlook and Prospects for Energy Technologies in Türkiye and Worldwide", prepared jointly by ICI and APLUS Energy.

JUNE



The ICI Assembly's regular June meeting was attended by Murat Kurum, Minister of Environment, Urbanisation and Climate Change of the Republic of Türkiye. Its main agenda item was "Exploring Visionary and Innovative Partnership Opportunities for a Circular Economy, Sustainable Green Development and Earthquake-Safe Industry".



ICI organised "What the EU's New Cyber Resilience Act Means for Manufacturers: Threats and Opportunities" to inform industrial enterprises about the Cyber Resilience Act (CRA), one of the EU's new digital security regulations.



Istanbul Chamber of Industry announced the 2025 results of the "ICI Research on Sustainability Trends in Industry", conducted for Turkish industry in cooperation with Ipsos Araştırma ve Danışmanlık Şirketi A.Ş. (Ipsos).

DEVELOPMENTS IN 2025

JULY



Istanbul Chamber of Industry and Yıldız Technical University signed a comprehensive, multifaceted cooperation protocol covering R&D, skilled employment, product development and technology transfer.



ICI STC Professional Committees Meeting was held at Odakule to discuss the areas of work of the ICI Strategic Transformation Centre (ICI STC). ICI established the Centre to strengthen industry's global competitiveness, contribute to next-generation industrial policies and guide companies through strategic transformation.

AUGUST



The ICI Assembly's regular August meeting was held in the Fazıl Zobu Assembly Hall at Odakule with the participation of Cevdet Yılmaz, Vice President of the Republic of Türkiye. Its main agenda item was "A Next-Generation Perspective on Solutions to Our Industry's Challenges".

SEPTEMBER



Türkiye Carbon Market Dialogue organised jointly by Istanbul Chamber of Industry (ICI), IETA and GAIA Climate, took place in the Fazıl Zobu Assembly Hall at Odakule. The event explored carbon markets, emissions trading systems and global climate policies in depth, attracting considerable interest from representatives of the public sector and domestic and international businesses.

OCTOBER



Istanbul Chamber of Industry held the "Circular Economy Forum Istanbul" under the theme "Bridging the Gap: The Collaborative Path to Circularity", in partnership with UNDP and Team Finland and in cooperation with the Consulates General of the Netherlands, Sweden and Denmark and the Embassy of Norway. As an official side event of the World Circular Economy Forum (WCEF), led by the Finnish Innovation Fund Sitra, it addressed global developments in the circular economy, circular manufacturing practices, financing opportunities, innovative solutions, technological advances and design thinking.

ICI organised "Digital Transformation and International Cooperation Opportunities" in partnership with the Ministry of Industry and Technology of the Republic of Türkiye, the Scientific and Technological Research Council of Türkiye (TÜBİTAK) and the Small and Medium Enterprises Development Organisation of Türkiye (KOSGEB). The event took place in the Fazıl Zobu Assembly Hall at Odakule.



DEVELOPMENTS IN 2025

NOVEMBER





ICI organised the ICI–Istanbul Provincial Directorate of National Education Meeting to discuss its educational activities, particularly progress on the ICI Vocational Education Cooperation Project, successfully implemented with the Ministry of National Education.

Istanbul Chamber of Industry Venture Capital Investment Fund (ICI GSYF), established to address industry's digital transformation needs, support innovative ventures and integrate emerging technologies into industrial processes, made its first strategic start-up investment.

The ICI Assembly's regular November meeting was attended by Alparslan Bayraktar, Minister of Energy and Natural Resources of the Republic of Türkiye. Its main agenda item was "An Outlook on Türkiye's Energy Vision for Sustainable Growth and Industrial Competitiveness".

DECEMBER



The 2025 ICI Green Transformation Awards were presented at a ceremony attended by Fatma Varank, Deputy Minister of Environment, Urbanisation and Climate Change.

Istanbul Chamber of Industry Foundation (İSOV) held its traditional Scholarship Holders' Breakfast with the participation of Davut Gül, Governor of Istanbul. The event at Odakule brought İSOV scholarship holders together with industrialists.



Sustainability at the Istanbul Chamber of Industry

03

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

Sustainability Strategy

The transformation driven by sustainability, particularly climate change, has brought about a global shift in production and consumption patterns. Companies are now expected to look beyond financial success from production and sales and demonstrate responsibility towards people and the environment.

As an organisation providing innovative, high-value services to industrial companies and supporting the sustainable development of our industry, we believe that new sustainability-related mechanisms in international trade will create both risks and opportunities, making transformation essential for Turkish industry. We have embraced "**sustainable manufacturing**", reflecting a new understanding of production in which environmental and social considerations, particularly climate change, are central.

In line with our mission to guide industrial enterprises, our sustainability vision is "***to support our industrial companies in generating high added value within global value chains and strengthening the sustainability capabilities they need to compete***". This vision was announced at a press conference hosted by ICI Chairman Erdal Bahçıvan at Odakule on 17 June 2021.

In developing our sustainability strategy to contribute to sustainable development and a better, more liveable world, we were guided by global sustainability principles, particularly the United Nations Sustainable Development Goals (SDGs). We take local and regional considerations into account alongside international developments when planning our activities. Our aim is to take concrete steps to prepare industrial enterprises for a sustainability-led transformation and thereby support Türkiye's development.

As a driving force in this journey, we have identified six thematic focus areas for our sustainability work: **Climate Change and Sustainable Industry, Circular Economy, Resilience of Industry, Future of Work, Safe Working Environment and Sustainable Finance**. We also recognise "**Sustainability-Orinted Innovation**" and "**Digital Transformation**", which we consider indispensable to contemporary business models, as cross-cutting elements across all our principal themes.



Governance



We believe sound governance is essential to creating long-term value for all our stakeholders and contributing to Türkiye's development goals. Sustainable development—meeting present needs without compromising future generations' ability to meet their own—is at the heart of our governance structure. Our Board of Directors, which considers the risks and opportunities for Türkiye arising from potential new mechanisms in international trade, is the highest authority in our Chamber's sustainability governance structure.

In February 2021, Assembly members approved the establishment of a new department to coordinate initiatives guiding industrial enterprises towards sustainable manufacturing. The resulting "**Sustainability and Coordination Department**" merged with the "Environment and Energy Department" in 2025 to become the "**Sustainability, Energy and Environmental Transformation Department**". Reporting to the Secretary General and Deputy Secretary General, it operates within the management framework established by senior leadership.

The Department's objectives include integrating sustainable development into the Chamber's activities and guiding industrial enterprises of every size on their journey towards sustainable manufacturing. Recognising that sustainable manufacturing affects a wide range of areas, from energy and human resources to finance and digital transformation, the Department develops new projects and ensures that sustainability activities are coordinated with the Chamber's other relevant units. It works to embed sustainability in the Chamber's operations and secure its adoption by senior management and all employees. It is also responsible for preparing the Chamber's sustainability reports and submitting them to the Board of Directors for approval.

Alongside the Sustainability, Energy and Environmental Transformation Department, the "**ICI Sustainability Platform**" has operated since 2021 to develop strategic proposals for ICI's sustainability activities and bring relevant stakeholders together. Chaired by the Treasurer of the ICI Board of Directors, the Platform functions as a think tank, meeting periodically with industrialists, academics and representatives of the public sector, private sector and non-governmental organisations (NGOs) with valuable experience in sustainability.

At the ICI Sustainability Platform meeting hosted by Sultan Tepe, Member of the Board of Directors and Chair of the Sustainability Platform at Odakule on 15 January 2025, participants reviewed activities in 2024 and discussed priorities for 2025. In the light of COP29 outcomes, they emphasised the importance of technological transformation and financing mechanisms in addressing climate change. Discussions covered preparations for Türkiye's Climate Law and Emissions Trading System, which were expected to enter into force at the time, the National Green Taxonomy process and efforts to align with the EU's Ecodesign for Sustainable Products Regulation. At the Platform's meeting at Odakule on 8 May 2025, participants assessed recent sustainability policy developments relating to the EU's Clean Industrial Deal, Competitiveness Compass and "Omnibus I & II" legislative packages. The Platform's final meeting of the year took place on 16 December 2025. Alongside presentations on ICI's sustainability activities in 2025 and projects for 2026, the meeting reviewed global, EU and national sustainability developments in 2025 and expectations for 2026. Participants undertook a detailed assessment of the COP30 Climate Change Conference and highlighted Türkiye's forthcoming COP31 presidency and hosting role as a crucial opportunity to develop new partnerships.

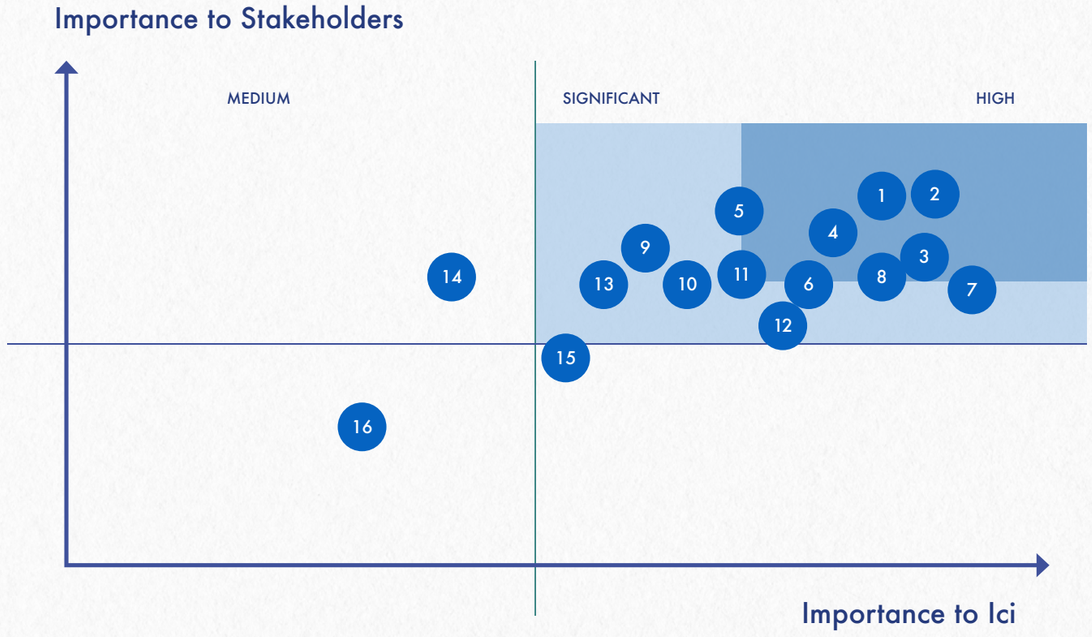
Further information on Sustainability Governance is available on the ICI Sustainability website.

GRI 2-22, GRI 2-24, GRI 3-1
GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-16, GRI 2-22, GRI 2-24

Materiality Analysis

Since December 2020, we have undertaken a series of activities to identify our sustainability priorities, which we regard as the starting point for our sustainability work. Surveys conducted after our sustainability events in 2020 helped us understand stakeholder needs. With the support of anexternal consultancy providing expert support for our sustainability activities, we assessed members' expectations, global and national developments, and risks and opportunities. We also considered the stakeholder analysis included in our Chamber's Strategic Plan, prepared in accordance with the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) Chamber/Commodity Exchange Accreditation System and updated for 2023–2026 period. We subsequently updated our materiality analysis based on the 2024 results of the "ICI Research on Sustainability Trends in Industry", conducted in cooperation with Ipsos to understand the position and approaches of industrial enterprises in Türkiye on sustainability. In identifying our material topics, we also reviewed the United Nations Sustainable Development Goals, one of the guiding frameworks for our sustainability strategy, and linked our material topics to the relevant SDGs.





Material Topics	Related UN Sustainable Development Goals
1. Climate Change	SDG 13–SDG 7
2. Contribution to the Economy and Employment	SDG 8
3. Circular Economy	SDG 12
4. Sustainable Industry	SDG 9
5. Future of Work	SDG 8
6. Safe Working Environment	SDG 8
7. Social Responsibility Projects	SDG 4
8. Innovation and Digital Transformation	SDG 9
9. Sectoral Partnerships	SDG 17
10. Employee Rights and Development	SDG 8
11. Internationalisation	SDG 17
12. Sustainable Finance	SDG 8
13. Ethics, Transparent Governance and Reporting	SDG 12
14. Equal Opportunity and Diversity	SDG 5
15.Industrial Resilience and Emergency Management	SDG 11
16. Biodiversity	SDG 15

GRI 2-12, GRI 2- 22, GRI 2- 24, GRI 2-29, GRI 3-1, GRI 3-2

GRI 2-12, GRI 2- 22, GRI 2- 24, GRI 2-29, GRI 3-1, GRI 3-2

Code of Ethics

Our management approach places importance on ethical conduct alongside efficiency and effectiveness. Our Code of Ethics Conduct is included in the Istanbul Chamber of Industry's Internal Personnel Directive to ensure that all employees are informed. New employees also informed about the Code of Ethics as part of their orientation process.

The ethical principles that guide our activities are as follows:

- IMPARTIALITY
- HONESTY
- EQUALITY
- FAIRNESS
- RESPECT
- COURTESY
- RELIABILITY
- PARTICIPATION
- SOLUTION-ORIENTED APPROACH
- EQUAL OPPORTUNITY
- CONTINUOUS IMPROVEMENT
- SOCIAL BENEFIT
- ENVIRONMENTAL BENEFIT

Quality Management

As one of the major, long-established organisations representing Turkish industry, we aim to meet our customers' expectations fully, accurately and on time, guided by impartiality, reliability and the public interest. We do so in response to our members' requests and within the duties and responsibilities assigned to us by law and relevant legislation.

We place quality service at the heart of our activities to sustain our institutional presence and our role as a representative of the private sector in a changing world, while strengthening our members' competitiveness. Our ISO 9001:2015 Quality Management System, which underpins the Chamber's practices, was first certified by an independent certification body in 1999. Audits confirm the system's functionality, effectiveness and continuity.

In addition to our Quality Management System, the quality of our training services for members was confirmed through TS ISO 29993:2020 Learning Services Management System certification following an independent audit in 2022. In line with the developments introduced by ISO 29993 certification, training processes and decision-making mechanisms were reviewed with guidance from ICI Academy advisers. Procedures covering training needs analysis, training design, trainer selection and collaboration criteria, and assessment and evaluation methods were renewed, updating existing practices and validating the quality of ICI Academy's training services against an international standard.

Our Chamber has also been certified as an "Accredited Chamber" under TOBB's Chamber Accreditation System since 2002, with its service quality rated "A–Excellent". TOBB's audit confirmed the continued improvement of our practices and performance in 2023.

As we continue to implement and improve our practices to meet accreditation requirements to the highest standard, we are also updating and developing our Quality Management System in line with the Chamber's evolving structure and activities. We closely monitor this work and the objectives set out in our strategic plan, assessing them against current conditions.

- Quality Policy
- Fiscal Policy
- ICI Academy Training Policy
- Communication Policy
- Human Resources Policy
- Information Technologies Policy

We publish the "ICI Strategic Plan", whose content and scope follow the Chamber Accreditation Guide, on the ICI website.
The policy documents that underpin our commitment to quality service are available on the ICI website

Stakeholder Engagement and Communication Channels

In carrying out our activities in accordance with our Quality Policy, we recognise stakeholder engagement as a fundamental element of our Strategic Plan and attach great importance to effective communication with all our stakeholders.



Suggestions and complaints about our products and services are submitted through the suggestion and complaint form on our website. Our Quality Management Unit reviews submissions with a view to resolving them as quickly as possible, refers them to the appropriate teams and monitors progress against defined performance criteria. A total of 11 submissions were received in 2025 all relating to operational matters, and all were resolved through the necessary action. We also collect feedback on our Chamber and its services through a continuously available evaluation survey on our website and evaluate the results annually.

COMMUNICATION CHANNELS

Stakeholders	Communication Channel
Members	Reports Research Meetings Trade Fairs Training, Seminars and Workshops Bulletins Sectoral Events and Visits Surveys Corporate Websites Magazines Social Media Accounts Odakule, Representative Offices and Service Units Suggestion and Complaint Form
Senior Management	Reports Regular Meetings Briefing Notes
Employees	Regular Meetings Training, Seminars and Workshops Internal Events Surveys ICI Information System Suggestion and Complaint Boxes “I Have an Idea” Mailbox
Public Institutions	Reports Meetings Training, Seminars and Workshops Joint Projects

COMMUNICATION CHANNELS

Stakeholders	Communication Channel
Local Authorities	Reports Meetings Training, Seminars and Workshops Joint Projects
Sectoral/Regional Associations and Organisations	Reports Meetings Trade Fairs Training, Seminars and Workshops Joint Projects
Media	Corporate Websites Social Media Accounts Press Conferences Press Releases and Interviews
Universities	Joint Projects Meetings Training, Seminars and Workshops
Society	Training, Seminars and Workshops Corporate Websites Social Media Accounts
International Organisations	Reports Meetings Joint Projects
Financial Institutions	Reports Meetings Joint Projects
Non-Governmental Organisations	Meetings Joint Projects
Suppliers	One-to-One Meetings

Details of stakeholder communication and the relevant channels are available at https://www.iso.org.tr/contact/

Memberships and Collaborations

Affiliates and Subsidiaries

GRI 2-12, GRI 2- 22, GRI 2- 24, GRI 2-25, GRI 2-26, GRI 2-29, GRI 3-3, GRI 413-1

GRI 2- 22, GRI 2- 24, GRI 2-28, GRI 3-3

Value Created by the Istanbul Chamber of Industry

04

Value Created for Members
Value Created for Employees
Value Created for Environment
Value Created for Society

Value Created for Members

CONTRIBUTION TO THE ECONOMY

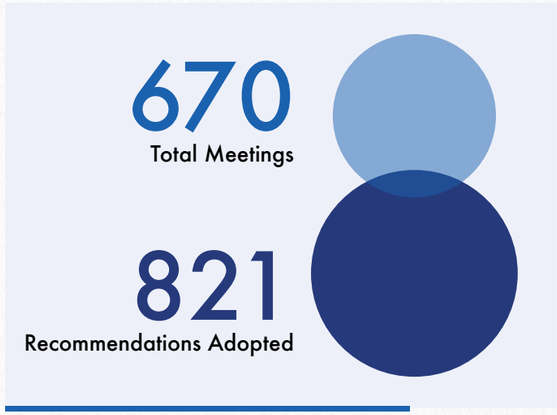
Since our establishment, we have drawn strength from our members' contributions to the national economy. Our membership, which approached 23,000 in 2025, accounts for 32% of Türkiye's industrial output. Our monthly Assembly meetings address current issues in the Turkish and global economies with the participation of government ministers, local officials and experts, providing an important platform for discussion of the economic challenges on the national agenda.

As the consultative bodies of Türkiye's largest chamber of industry and one of the leading representatives of Turkish industry, our **Professional Committees** underpin our work. They meet at least monthly to examine matters relating to their sectors, discuss measures they consider useful and necessary, and submit proposals to the Board of Directors. In 2025, 670 meetings produced 821 recommendations covering environmental and social issues as well as economic matters.

ICI Joint Professional Committee Meetings are held at least twice a year with members of the Chamber's 55 Professional Committees. These meetings provide an opportunity to exchange views on current economic developments and strategic issues affecting industry. On 30 April 2025, we held the panel **"Turkish Industry amid Global Trade Tensions: Risks and Strategic Options"** with the participation of Professional Committee members. The second Joint Professional Committee Meeting of 2025 took place on 8 July under the title **"ICI Strategic Transformation Centre–Professional Committees Meeting"**. We presented the Centre's vision, areas of work and services for our members.

In addition to regular monthly Professional Committee meetings, we organise broader meetings to strengthen relationships with members of professional groups and sectoral associations, identify sectoral challenges and develop effective solutions. In 2025, 27 Professional Committees held **27 meetings** with members of their groups, reaching **1,862 participants**. These meetings also introduced the Chamber's services and activities. Further meetings in 2025 brought together chambers from other provinces, associations, public institutions and joint committees to address sector-specific challenges, proposed solutions and opportunities for cooperation.





During 2025, 15 Chamber units delivered nearly 130 briefings across close to 50 topics, covering the services of our departments and companies and matters within our departments' remits. Representatives of external institutions, organisations and companies also contributed approximately 150 briefings at our meetings.

The "**Assembly Working Groups**" initiative operates across different themes to make the most of ICI Assembly members' experience, develop effective cooperation on industrialists' priorities and actively contribute to resolving their challenges. Continuing their mission to advance industry through a range of economic and industrial activities in 2025, the Working Groups covered Industrial Location and Disaster Management; Industrial Finance; Technology, R&D, Innovation and Digitalisation; Working Life and Human Resources; International Relations; Energy Management; and Family Businesses and Institutionalisation.

Alongside our statutory activities, we improve and expand our services in response to members' needs. Members benefit from a wide range of registration, reporting and certification services, can complete many procedures electronically and can obtain electronically signed documents through our website. The online services section also enables them to update membership details, obtain a certificate of activity, apply for a capacity report and track its progress. The **ICI Mediation Centre** has operated since 2018, with independent, impartial lawyer-mediators providing swift, cost-effective and neutral solutions to disputes between members and with third parties. In 2025, **66** applications were submitted and concluded by agreement. To raise awareness of mediation, we also attended and provided briefings at all Professional Committee meetings where this was requested.

We established the ICI **Incentives Desk** to help members make more effective use of public support and incentive mechanisms. Through this unit, we guide companies on incentives, loans, grants and direct support programmes offered by different institutions and direct them to the most suitable support for their investments. We also created a dedicated microsite to make current information on legislation and practice more accessible. It includes an online application form, current announcements and publications such as the **Investment Incentives Bulletin** and the **Guide to Government Incentives**. In 2025, the Incentives Desk received **26 enquiries** through online application forms and other channels: **3 by telephone**, **6 through website applications** and **17 through online services**. All were answered by telephone and email.

Main Registration, Reporting and Certification Services:

- Membership and Dues Services
- Capacity Report
- Export Movement Certificates and Certificates of Origin
- Expertise Reports
- Certificate of Activity
- Domestic Goods Certificate
- Certificate of Manufacturing Competence
- Manufacturer's Certificate
- Investment Incentive Certificates
- Turkish Goods Certificate
- Digital Tachograph
- ICI Incentives Desk
- ICI Insurance Desk

Further information on our Professional Committees is available on the ICI website. Information on our members' contribution to Türkiye's industrial sector and other economic indicators is provided in the "Members" section of this report.

GRI 2-16, GRI 3-3, GRI 203-2
GRI 2-16, GRI 3-3, GRI 203-2

VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Selected services provided between 1 January and 31 December 2025:

2,073
Certificates of Activity

7,507
Capacity Reports

2,525
Domestic Goods Certificates

2,821
Export Incentives and Export-Related Expertise Reports

1,548
Import and Customs-Related Expertise Reports:

668
Other ExpertiseReports

Capacity reports are a principal reference used by public institutions to assess companies. They also provide the information required for planning and programming an industrial inventory, establish sector profiles, supply data for national income studies and support a database enabling international comparisons. As an organisation holding many important sources of industrial data, particularly our capacity reports, we recognise the growing importance of data processing and analysis for institutions. We therefore aim to analyse our extensive industrial datasets to enable their use in ways that create greater value, both within and outside the Chamber.

Further information on our Professional Committees is available on the ICI website. Information on Türkiye's industrial sector and other economic indicators is provided in the "Members" section of this report.

We produce research, publications and reports to support the development of Türkiye's industrial sector and help shape its future roadmap. We also monitor current economic indicators and Türkiye's key macroeconomic indicators regularly, preparing assessments and briefing notes on national income, industrial production, inflation, employment, foreign trade, the balance of payments and the central government budget.

Among the research, publications and reports available free of charge on the ICI website, ISO 500 is our most prominent and widely followed study. Published annually for more than 50 years, **"Türkiye's Top 500 Industrial Enterprises" (ISO 500)** is a rich source of information on the development of Turkish industry. The complementary "Türkiye's Second Top 500 Industrial Enterprises" (ISO Second 500), conducted since 1997, draws on nearly 30 years of data to illuminate the development of small and medium-sized industrial enterprises in particular. Offering important insights into production, exports, employment, profitability, financing costs, R&D and technological structure, the ISO 500 surveys attract close attention from the financial press, business community, academia, policymakers and others interested in Turkish industry's development.

We also continue our work in **finance, taxation and insurance** to support the sustainable growth of our industrial sector. ICI actively supported the **TOBB Nefes Loan** programmes launched by the Union of Chambers and Commodity Exchanges



of Türkiye first on 8 July and second on 2 October 2025. We issued information notices to members to help ensure smooth application processes. We also informed members that the programme's funding limit was increased from TRY 25 billion to TRY 50 billion on 19 November 2025.

We also held "**Türk Eximbank Credit and Insurance Products in Export Finance and Recent Developments**" event on 24 June 2025 to inform exporting companies. The event examined Türk Eximbank's current credit and insurance products and addressed participants' questions.

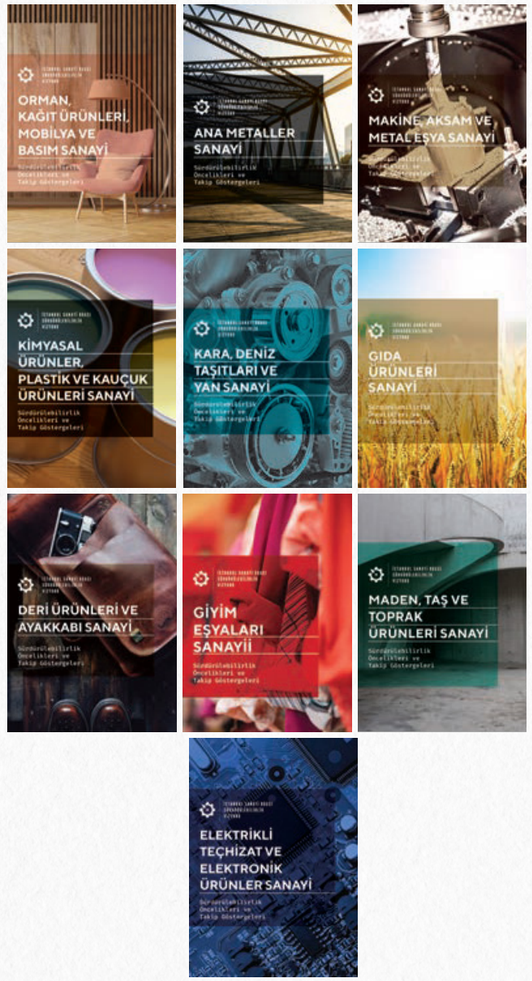
Other Research and Publications:

- ICI Türkiye Manufacturing PMI
- ICI Türkiye Sectoral PMI
- ICI Manufacturing Export Climate Index
- Global Manufacturing PMI Developments
- Sector Reports
- ICI Financial Developments Report
- Investment Incentives Bulletin
- Industry Magazine
- Current Economic Indicators
- Guide to Government Incentives

ISO 500 and ISO Second 500 results are available in Turkish and English at www.iso500.org.tr.
Further information on our contribution to the economy is available in the ICI Annual Report 2025.

CONTRIBUTION TO SUSTAINABLE MANUFACTURING

In 2025, we continued our sustainable manufacturing activities to coordinate initiatives that guide industrial enterprises, taking into account the implications for Türkiye of potential new mechanisms in international trade relating to climate change and sustainability. We worked to help industrial companies generate high added value within global value chains and strengthen the sustainability capabilities they need to compete, placing **environmental, social and economic** considerations at the centre of manufacturing.



To understand the position and approaches of industrial enterprises in Türkiye on sustainability, we conducted the "ICI Research on Sustainability Trends In Industry" in cooperation with Ipsos. First shared with the public in 2024, this survey focuses exclusively on industry as a whole in Türkiye, and its findings inform ICI's future sustainability activities. The results were used to calculate "**ICI Scores of Sustainability Trends in Industry**", comprising three performance scores—"Awareness", "Approach" and "Application"—for the country's industry as a whole. The second survey, published in 2025, found that companies achieved their highest score in "**Awareness**", at **50.33** out of 100. Their "**Approach**" score was **31.91**, while their "Application" score was **16.14**.

The **ICI Sectoral Sustainability Roadmaps** project is another initiative designed to encourage the development, implementation and wider adoption of sustainable manufacturing methods. Launched in 2021, the project provides guidance, sustainability priorities and monitoring indicators for the 10 sectors into which ICI's 55 Professional Committees are grouped. It aims to make the first steps towards sustainable manufacturing easier, particularly by raising awareness and building capacity among SMEs. We completed the Sectoral Sustainability Roadmaps in 2022 and made them publicly available on our website. In 2024, we updated them to reflect developments, particularly under the European Green Deal and other regulations. Throughout 2025, we reached further industrial enterprises through meetings and provided information on implementation.

Further information on the ICI Research on Sustainability Trends In Industry is available on the ICI website.
Sectoral Sustainability Roadmaps are available on the ICI Sustainability website.

We closely follow sustainability developments and work to maintain industry's competitiveness and support member companies through the transition. Rapidly changing regulations and growing investor and consumer expectations make it essential for organisations to measure and monitor their sustainability performance. To help companies understand their environmental and social impacts and improve their performance, we launched the "**ICI Sustainability Maturity Self-Assessment Platform**". Developed jointly by ICI and MAP360, the platform helps industrial member companies assess their sustainability maturity across environmental, social and governance (ESG) dimensions.

This online tool is available to members free of charge. After users complete the questionnaire, it generates a report presenting separate and consolidated ESG maturity scores, together with quick-win recommendations to help the company improve its sustainability maturity.

Climate action is becoming an increasingly important requirement of global trade and remains central to ICI's sustainability work. We recognise that industry affects climate change, while climate change and sustainability developments also affect industrial companies. Through our **"Corporate Carbon Footprint Consultancy"** project, launched in 2021, we support members in calculating and reporting corporate greenhouse gas inventories—a key step in the transition to a low-carbon economy—and connect them with qualified consultancies. Expanded through activities under the Enterprise Europe Network project, the initiative had received more than 150 applications as of 2025.

Alongside our consultancy project, we continued to provide training in 2025 to help companies strengthen their institutional capacity. Two separate "**TS EN ISO 14064-1:2019 Calculation-Focused Corporate Carbon Footprint Training**" courses reached 61 participants in total. We delivered TS EN ISO 14046-1:2019 Water Footprint Training to 20 participants and **Product Carbon Footprint Training** in accordance with **TS EN 14067** to 34 participants. Our calculation-focused training aligned with international standards continues in 2026.

We closely monitor developments under the CBAM introduced by the European Union (EU), Türkiye's main export market,



and value partnerships with different stakeholders to support Turkish industry. In 2024, the Istanbul Chamber of Industry and the Ministry of Trade of the Republic of Türkiye jointly published "**Carbon Border Adjustment Mechanism Implementation Guides**" for the aluminium and iron and steel sectors. Supported by the ICI Group 36 Iron, Steel and Hot-Rolled Products Industry and Group 37 Aluminium Products Industry Professional Committees, these guides address reporting obligations and practical implementation challenges. In 2025, we continued to disseminate the guides and deliver the sector-specific CBAM Reporting Training offered since the project's launch. The iron and steel sector course held at Odakule on 17–19 September 2025 was attended by 32 participants.

In 2025, we continued to provide information on current green transition policies and regulations directly affecting our industry. We organised training, seminars and multistakeholder events to strengthen members' capacity to comply. The panel "**Financing Sustainable Manufacturing: A 2025 Outlook in the Light of Global Developments**", organised jointly by ICI Academy and Akbank Transformation Academy, took place in the Fazıl Zobu Assembly Hall at Odakule on 16 January 2025. It addressed global climate action trends, sustainability criteria in financing processes and green transition strategies, attracting 110 participants, including public sector representatives and domestic and international businesses.

Further information on the ICI Sustainability Maturity Self-Assessment Platform is available on the ICI Sustainability website.

VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We addressed the practical implementation of chemicals legislation by industry in a training programme hosted by ICI at Odakule on 27 October 2025. Organised in cooperation with the Chemicals Management Department of the Ministry of Environment, Urbanisation and Climate Change, the event featured detailed explanations by Ministry officials of the procedures and principles of the **Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (KKDİK)**. A total of 121 sector representatives attended.

Recognising the critical importance of sustainability-led transformation for the future of industry and society, we build strategic partnerships with diverse stakeholders alongside our training and seminars to promote these principles more widely.

The fourth **"Türkiye Circular Economy Week"**, organised by DCube Circular Economy and Sustainability, the Business for Goals Platform (B4G) and BCSD Türkiye with contributions from the Istanbul and Denizli Chambers of Industry, took place in Istanbul and Denizli on 8–10 April 2025 under the theme "Time for Transformation through the Circular Economy". ICI hosted the Istanbul programme in the Fazıl Zobu Assembly Hall at Odakule with support from the Nordic Council. Opening speeches were followed by a full day of panels on the circular economy and sustainability. Bringing together 234 domestic and international participants from the public and private sectors, the event examined the national policy agenda and recent EU developments from a multistakeholder perspective.

In cooperation with the Turkish-German Chamber of Commerce and Industry (TD-IHK), we also held a seminar on "**Sustainability Due Diligence Obligations**" at Odakule on 17 April 2025. Attended by 24 participants, it examined supply chain due diligence regulations in depth, addressing their implications for companies exporting to the EU and the new responsibilities they impose on corporate sustainability policies.

The Istanbul Chamber of Industry held the **"Türkiye Carbon Market Dialogue"** in partnership with IETA and GAIA Climate in the Fazıl Zobu Assembly Hall at Odakule on 10 September 2025. Panels throughout the day examined carbon markets, emissions trading systems and global climate policies in depth. From a multistakeholder perspective, we explored the implementation framework of the Turkish Emissions Trading System, its challenges and opportunities, preparations under CBAM, developments in global carbon markets and current assessments in the context of the Paris Agreement. The event attracted strong interest from public institutions and domestic and international businesses, with 138 participants in total.

To strengthen regional and global cooperation and accelerate





the circular transition, the Istanbul Chamber of Industry organised the "**Circular Economy Forum Istanbul**" on 23–24 October 2025 in partnership with UNDP and Team Finland and in cooperation with the Consulates General of the Netherlands, Sweden and Denmark and the Embassy of Norway.

We held the Forum as an official regional event of the **World Circular Economy Forum** (WCEF), led by the Finnish Innovation Fund Sitra, under the theme "**Bridging the Gap: The Collaborative Path to Circularity**".

The Forum featured ICI Chairman Erdal Bahçıvan; ICI Board Member and Sustainability Platform Chair Sultan Tepe; Ambassador of Finland Pirkko Hämäläinen; UNDP Istanbul Regional Hub Director Steliana Nedera; and Sitra's World Circular Economy Forum Director Mika Sulkinoja. It offered participants opportunities to engage directly with experts from different countries.

ICI Vice Chairman İrfan Özhamaratlı and Cemal Keleş, Board Members Kemal Akar and Vehbi Canpolat, and ICI Assembly members also attended the event, whose first day featured a full programme of sessions.

Over two days, the Forum addressed global developments in the circular economy, circular manufacturing practices, financing opportunities, innovative solutions, technological advances and design thinking. The first day attracted 412 participants, while 62 attended the sectoral meetings on the second day.

Throughout the year, we participated in numerous events and meetings, sharing our assessments and recommendations on the implications of transformation for industry, the opportunities and risks facing business, and the policies and practices needed to strengthen competitiveness.

The Istanbul Chamber of Industry participated in the **TÜBA Workshop on Green Transformation and the Circular Economy in Industry**, organised by the Turkish Academy of Sciences (TÜBA) in Istanbul on 23–24 May 2025. The workshop addressed the opportunities and challenges facing industry in the green transition and policies for sustainable manufacturing. Our Board Member and Sustainability Platform Chair Sultan Tepe spoke at the event, sharing ICI's vision and practical examples of accelerating the circular transition in industry.

The "**Sustainable Green Growth and Climate Policies Workshop**", hosted by the Ministry of Environment, Urbanisation and Climate Change and the Directorate of Climate Change in Ankara on 12 August 2025, addressed the secondary regulations to be prepared under Türkiye's first Climate Law. The Istanbul Chamber of Industry joined public sector, academic and private sector representatives together at the workshop and shared its views and assessments on emissions reduction and industry's alignment with climate policies.

GRI 3-3, GRI 203-2
GRI 3-3, GRI 203-2

Other events and meetings in which we participated included:

11 February 2025

Closing Meeting of the "Technical Assistance for Assessment of Türkiye's Potential on Transition to Circular Economy (DEEP Project)"

26 February 2025

Clean Industrial Deal Workshop

7 May 2025

Information Meeting on the Regulation on the Management of Industrial Emissions and Consultation on Draft Sectoral BAT Communiqués

30 September–1 October 2025

Implementation Principles of the KKDİK Regulation and Sectoral Consultations

As part of this series:

On **6 March 2025**, we held the online event "**The EU's Circular Economy Agenda and Its Implications for Türkiye**", attended by **114 participants**.

On **27 May 2025**, we organised "**Transforming Energy Technologies for Sustainable Manufacturing**" at Odakule, attended by **49 participants**.

On **14 August 2025**, we held the online event "**Green Transformation and Sustainable Manufacturing in the Light of the Climate Law**", attended by **232 participants**.

From its launch in 2021 to the end of 2025, the series reached nearly 4,500 participants through 17 online and in-person events. The ICI Green Agenda Talks continue in 2026.

We continue to publish regular content on the **ICI Green Blog** to promote sustainable manufacturing. Launched in 2021, this digital publishing platform is one of the initiatives through which we guide industrial enterprises in line with our sustainability vision. Through the **ICI Green Blog**, which shares current news and developments to strengthen awareness and knowledge, particularly among SMEs, and our regularly published **ICI Green Bulletin**, we will continue to keep industrial enterprises informed about sustainability developments in Türkiye and around the world.

We also continue to share our **Sustainable Manufacturing Glossary**, linking it to content published on the ICI Green Blog. The glossary makes sustainability terms and concepts clear to all and helps build awareness and knowledge.

The **TÜBİTAK Green Innovation Technology Mentorship Programme** helps manufacturing SMEs access the technologies and innovations they need for the green transition. It provides technical assistance to SMEs seeking to restructure their business models, supply and value chains, products and services. Companies receive green technology consultancy, capacity assessments, problem identification, proposed solutions and support in developing roadmaps. TÜBİTAK grants cover 90% of the cost of services under the Programme.

ICI serves as a solution partner supporting SMEs under the Green Innovation Technology Mentorship Programme. We also help SMEs prepare Green Transformation Roadmaps and conduct detailed analyses in one of the following areas selected according to each company's needs:

* **Carbon Footprint Calculation**

* **Water Footprint Calculation**

* **Product Carbon Footprint Calculation**

* **Preliminary Energy Efficiency Audit**

* **Greenhouse Gas Emissions Calculation under CBAM**

Our energy vision, established in 2023, has two principal dimensions that guide our activities:

To be the most influential stakeholder in developing the policies required to meet industry's energy demand with a "continuous, high-quality, green and affordable" supply.

To serve as the strongest bridge between academia, the public sector and business in every area of a "domestic, nationally developed, innovative and green" energy sector, from research and development to domestic production.

The **Energy Desk**, established within ICI in 2023, provides the services listed below to ICI members through expert advisers. The **ICI Energy Bulletin**, published regularly on the Energy Desk website, helps keep members informed. Throughout 2025, we provided free one-to-one consultancy in response to 33 applications submitted through the ICI Energy Desk.

Our Services:

- Answering questions about electricity supply agreements
- Providing consultancy on solar energy investments
- Conducting preliminary feasibility studies for industrial facility rooftops
- Providing advice on proposed ground-mounted solar energy investments.

We closely monitor the energy transition's effects on industry and undertake a range of activities on energy technologies, efficiency and market mechanisms to help members adapt.

With contributions from the ICI Assembly Working Group on Energy Management, we launched the "**ICI Project on the Outlook, Current State and Prospects for Energy Technologies in Türkiye and Worldwide**". The resulting report, published in May 2025, identifies Türkiye's opportunities in energy technologies, the barriers it faces and proposed solutions. Throughout 2025, the Working Group also organised events and meetings on critical areas including energy technologies, renewable energy sources and university–industry cooperation.

Together with the Solar Energy Industrialists and Industry Association (GENSED), ICI held the **Solar Energy and Energy Storage Seminar** at Odakule on 12 February 2025. Attended by 232 participants, the seminar addressed solar energy systems, legislative developments and next-generation storage technologies.

Focusing on new electricity market regulations, we organised "**A New Era in Electricity Markets: Aggregation and Demand-Side Participation**" on 26 June 2025. The event examined the new market mechanism's core concepts, the roles of consumers and suppliers, the obligations of eligible industrial enterprises, and its benefits and key considerations, reaching 71 participants.

ICI Green Blog Unique Visitors

1 September 2021 – 1 January 2022	4,100
1 January–31 December 2022	23,663
1 January–31 December 2023	34,284
1 January–31 December 2024	33,836
1 January–31 December 2025	18,559

Information on the Circular Economy Forum Istanbul is available on our website.
The ICI Green Blog, ICI Green Bulletin and Sustainable Manufacturing Glossary are available at www.isoyesilblog.com.
Further information on the ICI TÜBİTAK Green Innovation Technology Mentorship Programme is available on the ICI website.

GRI 3-3, GRI 203-2
GRI 3-3, GRI 203-2

VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

At WIN EURASIA 2025, we held the ICI Special Session "**Drivers of Decarbonisation in Turkish Industry and the Role of Hydrogen**" on 30 May 2025. The panel explored hydrogen's strategic role in Türkiye's progress towards net zero, industrial decarbonisation technologies and the importance of academic–industry cooperation.

To promote energy efficiency, we participated in training under the Energy Efficiency Support Programme of the **Türkiye–EU Business Dialogue II (TEBD II) Project**, implemented by Eurochambres, on 11–13 June 2025. Following our announcements, applications from 12 companies were forwarded to the TEBD II project team.

Recognising that climate change impacts will intensify considerably over the medium and long term, we regard adaptation as just as important to sustainable manufacturing as greenhouse gas emissions reduction. With this perspective, we completed the "**Improving the Adaptation Capacity of Industrial Sectors Vulnerable to Climate Change through Risk Assessment—ClimaTech 4 Industry**" project on 13 October 2025. Implemented in partnership with TÜBİTAK Marmara Research Center, the project sought to strengthen academic–industry cooperation on adaptation, assess sectoral vulnerabilities and socioeconomic risks, identify adaptation options, build manufacturing sectors' adaptive capacity and strengthen the resilience of climate-sensitive manufacturing sectors—food, textiles, paper and cardboard—in the Marmara Region, particularly Istanbul. The EU-funded project developed a methodology for assessing climate risks and conducted statistical analyses using company data. It also undertook company-specific risk assessments, established three expert **Climate Change Advisory Boards** and delivered training programmes. One of its key outputs was the "Report of Recommendations for Policymakers on Sectoral Adaptation Needs and Strategies".

Under **ClimaTech 4 Industry**, we organised a "**Mini MBA Programme**" with contributions from TÜBİTAK MAM officials and experts in finance and corporate sustainability. Delivered in two cohorts between 14 January and 12 March 2025, it covered climate change fundamentals, risk analysis, cleaner production and auditing, adaptation finance and corporate sustainability reporting. The six-week training programme was completed by 92 participants representing business, public institutions and NGOs, who received certificates upon completion.



We held online and in-person meetings with the project's **Sectoral Advisory Committee** on 20–21 February and 21, 26 and 29 May 2025. With 59 participants in total, the meetings gathered views on the development of the climate risk assessment methodology, the risk assessment presented for consultation, sectoral roadmap reports and the content of the report for policymakers. **Workshops to develop sectoral climate adaptation plans** for forest products, textiles and food products were held on 21, 26 and 29 May 2025, with 90 participants in total.

Under ClimaTech 4 Industry, we held the webinar "**Experiences and Inspiring Solutions in Climate Change Adaptation**" on 23 May 2025 with 232 participants. It addressed recent European developments and shared good practices from the food, forest products and textile sectors. A Q&A session was followed by B2B meetings.

As part of Türkiye Environment Week, which includes World Environment Day on 5 June, we delivered "**Climate Change and Sustainability Training**" at six high schools, including ICI MEİP schools, on 22–28 May 2025 to raise sustainability awareness. Delivered by ICI employees to 875 students, the training covered climate change, greenhouse gas effects, adaptation, the Sustainable Development Goals, energy and water management, and the circular economy.

The "**Conference on Strengthening Industrial Climate Adaptation**", organised under ClimaTech 4 Industry, was held at Odakule on 29 September 2025 with 140 participants. A representative of the Ministry of Environment, Urbanisation and Climate Change presented the situation in Türkiye, while the European Environment Agency outlined recent developments in Europe. Project outputs, Sectoral Roadmap Reports and recommendations for policymakers were shared with participants.

Further information is available on the ICI Energy Desk website.
The ICI Energy Outlook Report is available on the ICI website.

GRI 3-3, GRI 203-2

CLIMATECH 4 INDUSTRY

The "**Establishing Technological Infrastructure for the Twin Transition: Sustainability Reporting Platform**" project began on 9 October 2025 with support from the Istanbul Development Agency's 2025 Twin Transition Financial Support Programme. It was developed to strengthen the sustainability reporting capacity of Istanbul's industry, facilitate alignment with international standards and accelerate the twin transition.

Implemented jointly by ICI and the **Turkish Employers' Association of Metal Industries** (MESS) over 12 months, the project aims to accelerate the adoption of sustainability reporting among manufacturing companies in Istanbul, strengthen their digital and green transformation capabilities and support alignment with international sustainability standards.

The project launch was hosted by the MEXT Technology Centre on 17 December 2025. The event examined the strategic importance of sustainability reporting for industry, implementation challenges and good practice in depth. Participants also discussed alignment with emerging sustainability and climate regulations, particularly CBAM, the European Green Deal and IFRS S1–S2. A total of 110 people attended.

In 2023, we redesigned the "Environment and Energy Efficiency" awards, which we have organised since 1995, as the "**ICI Green Transformation Awards**". Within our sustainable manufacturing approach, these awards allow us to see first-hand how the green transition, now an important criterion at every stage of production, is taking shape in industry.

The 20th edition of our awards programme culminated in the presentation of the Green Transformation Awards on 24 December 2025 at an event attended by Fatma Varank, Deputy Minister of Environment, Urbanisation and Climate Change.

Open to all companies classified as industrial enterprises in Türkiye, the programme assessed environmentally friendly and energy-efficient projects and products, sustainability strategies and partnerships. A jury of academic and industry experts selected 17 industrial enterprises for awards across six categories.



At the ceremony, the Ministry of Environment, Urbanisation and Climate Change also received the "**ICI Green Transformation Special Award**" for its valuable contributions to climate diplomacy in Türkiye's preparations to hold the COP31 presidency and host the summit, particularly its work under the Climate Law. ICI will continue to encourage the green transition in industry by showcasing good practice.

Further information on ClimaTech 4 Industry is available on the project website.
Further information on the Sustainability Reporting Platform is available on the project website.
Further information on the ICI Green Transformation Awards is available on our awards website.
Further information on our activities supporting sustainable manufacturing is available on the ICI Sustainability website and in the ICI Annual Report 2025.

GRI 3-3, GRI 203-2

CONTRIBUTION TO INTERNATIONALISATION

Through sectoral trade missions and international engagement in 2025, we strengthened industrial enterprises' access to global markets. Meetings, site visits and B2B events in different countries connected companies with new partnership and export opportunities.

Sectoral Trade Delegations and Buyer Delegations

Date	Delegation	Number of Meetings Held
15–19 February 2025	Underwear, Children's and Babywear Sectoral Trade Delegation to Erbil, Iraq	**329 Meetings**
16–20 March 2025	Plastic Packaging Industry Sectoral Trade Delegation to Chicago, USA	**58 Meetings**
27–29 April 2025	Fasteners Industry Sectoral Trade Delegation to Poland	**148 Meetings**
29 August–2 September 2025	Underwear and Hosiery Industry Sectoral Trade Delegation to Algeria	**404 Meetings**
5–8 October 2025	Household and Workplace Goods Industry Sectoral Trade Delegation to the United Kingdom	**270 Meetings**
9–12 November 2025	Fasteners Industry Sectoral Trade Delegation to the United Kingdom	**250 Meetings**
26–27 November 2025	International Food Meetings	**1,432 Meetings**





Reflecting the importance we attach to international partnerships, ICI also worked with ambassadors, consuls and trade delegations from various countries in 2025. Throughout the year, we organised seminars, meetings and projects to improve members' foreign trade knowledge and explore opportunities for economic cooperation in overseas markets. Our training and seminars in this area included:

In 2025, we continued to serve members through the Istanbul Centre of the Enterprise Europe Network, of which we have been an active member since 2008. Established by the European Commission, the Network provides businesses with a single point of access to services on EU legislation, foreign trade and technology.

Date	International Engagement/Seminars
7 November 2025	Institute of Directors (IoD) Visit to ICI
27 February 2025	The Future of E-Exports: Global Trends and Türkiye's Role
17 April 2025	A Hub for Turkish Technology Companies in Germany: Investment and Trade in North Rhine-Westphalia (NRW) and Mönchengladbach
27 May 2025	Panel on Developments in World Trade, Customs Tariffs and the Future of the Sector
24 June 2025	Türk Eximbank Credit and Insurance Products in Export Finance and Recent Developments
21 October 2025	ICI Internationalisation and Digitalisation Information Meeting

Specialist Consultancy Services

In line with the missions of the Enterprise Europe Network and the Istanbul Chamber of Industry, we provided specialist consultancy to strengthen members' international competitiveness, support digital transformation, build innovation capacity, improve business models and encourage sustainable, environmentally friendly practices. We visited 37 companies, raising awareness, analysing their needs and developing a tailored roadmap for each.

Training

Under our Enterprise Europe Network project, ICI Academy delivered eight online and in-person training courses during 2025. These covered Mini MBA Programmes in R&D Management and Engineering, Foreign Trade, Digital Transformation and E-Exports, as well as Innovation Roadmaps, Foreign Trade Risks, Energy Efficiency, Carbon Footprints, Artificial Intelligence and Disaster Management. This comprehensive training reached 1,585 participants.

Corporate Innovation Consultancy	1 Company
Target Market Research Consultancy	24 Companies
E-İvme (Acceleration): Trade Development through Digital Sales and Marketing	7 Companies
Digital Transformation Roadmap Consultancy	5 Companies

GRI 3-3, GRI 203-2
GRI 3-3, GRI 203-2

Bilateral Business Meetings

At eight events organised by Enterprise Europe Network centres across Europe, 82 of our companies held 803 bilateral business meetings.

We continued to publish the monthly **ICI EU Bulletin** in 2025, having launched it in March 2022 to provide regular updates on EU developments relevant to Türkiye and our industry. The ICI



Alongside these services, our **Target Market Research Consultancy** continued in 2025 to help member companies identify target markets and access information on potential customers. Established to provide information and advice to companies seeking to export, beginning to export or aiming to expand their exports, the service helps exporters strengthen their international competitiveness and position themselves appropriately and promptly in potential markets. We also analyse suitable import markets as alternative supply channels. In 2025, 27 companies received a total of 19 Target Market Reports and 27 Target Customer Intelligence consultancy services.



In addition to foreign trade information events and partnerships, the ICI **Customs Desk** offers industrial enterprises free guidance on resolving import and export customs clearance problems, customs information and legislative support, the proper use of customs procedures, efficiency improvements and protection against risk. In 2025, four seminars delivered through the ICI Customs Desk attracted 238 participants, and 37 questions were answered. The ICI Customs Desk is accessible through the ICI website.

The **ICI E-İvme (Acceleration) Master Programme: E-Export Promotion Project** was also launched in 2025. Running from October 2025 to October 2026, it aims to strengthen companies' knowledge and skills in digital marketing, logistics, payment systems and incentive mechanisms, and guide them in developing e-export strategies and obtaining the necessary status from relevant associations. The programme offers comprehensive support through theoretical training, practical consultancy, mentoring modules, digital scorecard assessments and company-specific needs analyses.



EU Bulletin is available on the ICI website.
Further information on the ICI Target Market Research Consultancy is available on the ICI website.
Further information on our contribution to internationalisation is available in the ICI Annual Report 2025.

GRI 3-3, GRI 203-2

CONTRIBUTION TO INNOVATION



Innovation has become one of the most important elements of contemporary manufacturing. In our thematic sustainability activities, we take care to integrate "Sustainability-Focused Innovation" and "Digital Transformation". We support industrial enterprises in these areas, which we regard as indispensable to today's business models.

Through **Istanbul Project Academy**, we provide training, matchmaking and mentoring on national and international grant programmes to strengthen Turkish industry's R&D and technology development capabilities and contribute to the R&D and innovation ecosystem. We organised training to help industrial enterprises make more effective use of EU research and innovation funding. Five courses, entitled "**Introductory Training on International R&D and Innovation Funding Programmes**" and "**Introductory Training on the Horizon Europe Programme**", were held on 29 April, 17 July, 13 August, 22 September and 4 December 2025. Throughout the year, we also organised training and seminars on national programmes such as TÜBİTAK and KOSGEB and international programmes such as Horizon Europe and Digital Europe, alongside thematic networking events, project marketplaces and matchmaking activities. Tailored consultancy on R&D and innovation funding supported companies in developing projects and joining consortia.

In cooperation with KOSGEB, we held an event at Odakule on 28 February 2025 focusing on the "**Employment Protection**", "**Global Competitiveness**", "**Capacity Development**" and "**SME Digital Transformation**" support programmes. Attended by 179 people, it guided companies on using KOSGEB support effectively to build capacity, develop digital transformation projects and strengthen international competitiveness. Further events on KOSGEB support programmes on 7 February and 24 March 2025 reached a total of 141 participants.

To support industry's digital transformation and introduce national and international cooperation opportunities, we organised "**Digital Transformation and International Cooperation Opportunities**" at Odakule on 16 October 2025 with the Ministry of Industry and Technology of the Republic of Türkiye, TÜBİTAK and KOSGEB. The event provided information on digital transformation support and international funding programmes. It attracted more than 250 participants and facilitated over 100 in-person and 679 international online bilateral business meetings, helping create new partnership opportunities.

Under the Enterprise Europe Network (EEN) project, in which our Chamber has been a partner since 2008, ICI and Sabancı University jointly hosted the eighth **EEN Research and Innovation Thematic Group Meeting** at Odakule on 25–26 September 2025. Fifty experts from 21 countries discussed EU research and innovation funding, including Istanbul's innovation ecosystem, Horizon Europe's Clean Energy Transition Partnership calls, EIT–EEN cooperation, updates on the 10th Framework Programme and innovation management tools.

European Digital Innovation Hubs (EDIHs), supported under the EU's Digital Europe Programme, are service centres that guide companies and public organisations through digital transformation. In 2024, the Istanbul Chamber of Industry qualified to join the EDIH network through the **AI EDIH Türkiye** consortium coordinated by the MESS Technology Centre, MEXT.

One of the first five EDIHs established in Türkiye, AI EDIH Türkiye began operating in 2025 and plays a pioneering role in the country's digital and green transition, with a focus on artifi-

GRI 3-3, GRI 203-2

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cial intelligence. Coordinated by MESS in partnership with ICI, ITU, Bilkent University, TÜBİTAK BİLGEM and the Istanbul Development Agency (İSTKA), the EU-supported project will run for 48 months.

Through **Digital Transformation Roadmap Consultancy**, we work to strengthen members' innovation and digital transformation capabilities. The service helps members digitalise their products, services and solutions. In-person workshops assess companies' digital maturity, identify strengths and weaknesses and produce tailored two-year digital transformation roadmaps. In 2025, we provided this consultancy free of charge to five companies.

Through the **Digital Vision Meetings: Artificial Intelligence Webinar Series**, we aimed to raise awareness of digital transformation and AI in industry and accelerate AI integration. We organised four webinars:

8 January 2025 – Artificial Intelligence from a Neuroscience Perspective

21 March 2025 – Sectoral Impacts of Generative Artificial Intelligence (GenAI)

20 June 2025 – AI Literacy

23 October 2025 – Ethical AI in Business: Cases, Risks and Solutions

Launched in October 2025, the **ICI Industrial Transformation through Artificial Intelligence Programme (ICI DIGITAL AI)** qualified for support under the Istanbul Development Agency's 2025 Artificial Intelligence Technologies Financial Support Programme. Through this project, we aim to expand the use of AI technologies in industry, accelerate digital transformation and improve businesses' productivity and international competitiveness.

The project will prepare AI Maturity Analyses and digital transformation roadmaps for industrial companies and provide guidance on integrating AI technologies into manufacturing processes. The planned "**Industrial AI Cooperation Platform**" will also bring together industrial companies, technology developers, start-ups, academia and public sector representatives to support new partnerships and projects.

The **Cyber Resilience Act (CRA)**, one of the EU's new digital security regulations, aims to improve the security of software and hardware products with digital elements and introduces significant obligations for industrial enterprises offering products or services in the EU market. To inform our members, we held "**What the EU's New Cyber Resilience Act Means for Manufacturers: Threats and Opportunities**" at ICI Odakule on 3 June 2025. The event examined the CRA's obligations for software and hardware manufacturers and the risks and opportunities it presents for industry.



We attach great importance to translating **University–Industry Cooperation (UIC)** into tangible projects that strengthen industrial competitiveness. We work to establish effective, efficient and results-oriented partnerships between industry and universities, ensure the best use of limited resources and serve as a strong coordinator of knowledge and technology transfer across the ecosystem. Our **university–industry cooperation model** embraces multidimensional, continuous interaction and is structured around three main areas: **Education and Training; R&D and Innovation; and Engagement and Partnership Development**.

Further information is available on the ICI Digital website.



We signed a comprehensive cooperation protocol with **Yıldız Technical University (YTU)** to contribute to the Sustainable Development Goals and expand existing partnerships. On 7 August 2025, we also held a university–industry cooperation consultation meeting at Odakule with Prof. Dr. Erol Özvar, President of the **Council of Higher Education (YÖK)**, and members of its Executive Board. In October 2025, we signed a cooperation protocol with YÖK to extend the university–industry cooperation model more widely.

In 2025, we launched the "**Bringing Industry and Universities Together**" call to strengthen university–industry cooperation and analyse members' needs. A survey under the ICI University–Industry Cooperation Model identified the areas and topics in which companies wished to work with universities. Based on responses from 45 companies, we held discussions with universities and matched companies in response to demand for long-term internships, project consultancy, training, theses, testing and analysis, and technology transfer.

Through the "**ICI Young Researchers Programme**", delivered under the R&D and Innovation strand of our university–industry cooperation work, we support university theses and projects that can contribute to industrial enterprises' business and manufacturing processes. ICI provides financial support for undergraduate or master's theses and projects addressing companies' needs and requests, thereby strengthening university–industry cooperation. In 2025, thesis and project requests from 10 industrial companies were matched with academics and students at Yıldız Technical University and Istanbul Technical University.

Since 2015, our Chamber has actively contributed to the entrepreneurial ecosystem through **ICI KOZA**, guided by the vision "From Entrepreneurship to Industry". ICI KOZA supports high-value ventures developing solutions for manufacturing and industry, offering entrepreneurs support centred on industrial collaboration and business development. As of 2025, it hosted more than 40 ventures with the potential to become industrial enterprises or developing products and technologies for industry. Complementing existing accelerator programmes, incubators and entrepreneurship offices, ICI KOZA offers comprehensive support in Capacity Building, Business Development, Access to Funding, Industrial Collaboration and Product Development.

In 2025, ICI continued project activities within the COLUMBUS10 consortium under the "**Erasmus for Young Entrepreneurs (EYE) Programme**". EYE is a cross-border exchange programme offering young entrepreneurs the opportunity to learn from experienced SMEs in countries participating in the EU Single Market Programme; the consortium includes 10 institutions from 10 countries. The project seeks to match Turkish entrepreneurs with sustainable green or digital business models with experienced entrepreneurs abroad, and foreign

GRI 3-3, GRI 203-2
GRI 3-3, GRI 203-2

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entrepreneurs with experienced entrepreneurs in Türkiye. Our Chamber received **43 applications** under EYE in 2025. Following business plan reviews and matchmaking, we facilitated international exchanges for **15 entrepreneurs**.

The "**Istanbul StarHub: Istanbul's Meeting Point for Entrepreneurs and Industrialists**" project is being implemented jointly by YTU Yıldız Technopark and the Istanbul Chamber of Industry, with support from the Istanbul Development Agency's **Financial Support Programme for Strengthening Corporate–Start-up Cooperation**. Launched in October 2025 for an 18-month period, it aims to develop systematic, sustainable partnerships between established companies and innovative start-ups that deliver tangible outcomes.

Further information on ICI KOZA is available on its website.
Further information on Istanbul StarHub is available on its website.

The **TOBB Istanbul Young Entrepreneurs Board (IGGK)**, comprising representatives of Istanbul's four chambers and coordinated by our Chamber since 2009, also continued its work in 2025. TOBB IGGK develops policies to expand and strengthen Türkiye's pool of young entrepreneurs and leads efforts to promote an entrepreneurial culture among young people. Through training and capacity-building support, it helps young entrepreneurs turn ideas into reality and continues its work through various projects and competitions.

The **Istanbul Chamber of Industry Industrial Design and Prototyping Centre (ICI ETP)** was launched in October 2022 under the **"Industrial Design Ecosystem Axis for Istanbul (IDEA4ISTANBUL)" Project**, supported by the European Union and the Republic of Türkiye through the Ministry of Industry and Technology's Competitive Sectors Programme. Bringing designers, SMEs, industrial stakeholders and universities together, the project aims to increase Türkiye's share in competitive sectors. ICI ETP supports the development and competitiveness of manufacturing through prototyping, design training, consultancy, matchmaking and accelerator programmes. With advanced technologies including 3D printers and scanners, alongside user experience and virtual reality laboratories, the Centre provides an ecosystem supporting every stage from idea to product. In 2025, it relocated to the YTU Yıldız Technopark Davutpaşa Campus and combined its infrastructure with the Yıldız Advanced Prototyping Workshop, continuing its comprehensive industrial design and prototyping services.

ICI Venture Capital Investment Fund (ICI GSYF)

At the end of 2024, the Istanbul Chamber of Industry launched the ICI Venture Capital Investment Fund (ICI GSYF) to build a strong financial bridge between industry and the entrepreneurial ecosystem, play a leading role in the transformation of Turkish industry and contribute to global success stories.

Managed by BV Portföy, the Fund works in coordination with the ICI Strategic Transformation Centre. By investing in innovative industrial and technology projects, it contributes to economic growth and enhances the manufacturing sector's global competitiveness.

Promotional activities in 2025 included briefings for 55 Professional Committees, introductory meetings for approximately 300 companies and one-to-one meetings with 53 companies.

Further information on ICI GSYF is available on its website.

Further information on ICI ETP is available on its website.
Further information on our contribution to innovation is available in the ICI Annual Report 2025.

CONTRIBUTION TO WORKING LIFE

In 2025, ICI continued to offer training programmes through **ICI Academy** to strengthen Turkish industry and shape working life, guided by the motto "**Next-Generation Continuous Education**".

ICI Academy's education and training programmes help participants, particularly our members, acquire knowledge, skills and competencies that meet international standards. In doing so, we help companies compete constructively and build brand value in national and international markets.

In 2025, ICI Academy delivered **380** training programmes totalling **1,195** hours to **50,578** participants. These comprised **66** online courses, **83** webinars, **29** classroom courses and **202** Mini MBA sessions, achieving a participant satisfaction rate of 90%.

We continued our Mini MBA and Training Programmes in 2025, contributing to Türkiye's need for skilled people while offering participants a forward-looking perspective.

Throughout 2025, **ICI Academy** organised training and events to support institutional development, contribute to industrial enterprises' transformation and strengthen management capacity. These programmes aimed to help industrial enterprises adapt to changing global economic and management dynamics and develop managers' and professionals' current knowledge, skills and leadership capabilities. ICI Academy, whose training holds international equivalence through ISO 29993 certification, also offers a wide range of learning and development opportunities through its online training platform.

ICI strengthens its educational activities through national and international partnerships. A notable example was the **Columbia Business School Strategic Leadership Programme for Executives**. Developed jointly by ICI, Emeritus, Columbia Business School and Unlearn, the **"Strategic Leadership Journey for Executives"** ran from 7 May 2024 to 7 January 2025. Delivered through ICI Academy, this international programme aimed to help participants develop individual and team leadership skills, address the challenges of a changing business environment more effectively and gain the leadership perspective needed to pioneer new growth opportunities within their organisations.

Mini MBA and Training Programmes

- Foreign Trade Mini MBA
- Digital Transformation Mini MBA
- Marketing Mini MBA
- E-Commerce Mini MBA
- Leaders' Club
- Doing Business with a Rising China Mini MBA
- Family Businesses and Corporate Governance Mini MBA
- Human Resources Management Development Programme
- Sustainability Mini MBA
- Manufacturing Fundamentals Mini MBA
- Artificial Intelligence for Industry Programme
- R&D Engineering Specialist Programme
- Loss Management and Cost Reduction Specialist Programme
- Family Awareness and Life Skills Training Programme
- R&D and Innovation Mini MBA
- 21st-Century Thinking Models Mini MBA
- 21st-Century Learning Journey Mini MBA
- Transition from Management to Leadership Programme
- Business Continuity Management in Industrial Facilities Certificate Programme

We structured the programme around three principal development modules: **"Leadership: People, Teams and Organisations"**, **"Breakthrough Innovation and Systematic Creative Thinking"** and **"Digital Strategies for Business: Leading the Next-Generation Enterprise"**. Throughout this comprehensive learning journey, participants received content on global leadership trends, real-world industry examples, analyses of global companies and practical tools.

At the end of the eight-month programme, participants received internationally recognised certificates at a graduation ceremony held at ICI Odakule on 29 January 2025. Feedback indicated substantial gains, particularly in breakthrough innovation, leadership and effective team management. Participants also reported that the case studies and practical content enhanced their thinking and translated directly into improvements in business processes.

ICI Academy also develops national partnerships with a range of institutions and organisations. Under cooperation protocols signed with **chambers of industry and commerce**, our training programmes, seminars and announcements are regularly shared with their members and employees, extending access to a wider audience. We also organised introductory events with IMES Industrial Estate, Istanbul Anatolian Side Organised Industrial Zone and Beylikdüzü Organised Industrial Zone to support companies' training and competency development.

Data collection, analysis and reporting for the "**Corporate Training Survey**", conducted jointly by ICI and the TEGEP Learning and Development Association with contributions from other chambers of industry, were completed in 2024. The findings were discussed with the public and stakeholders at a workshop we held at Odakule in April 2025. Based on the participation of 395 companies, the study provides a comprehensive picture of industrial enterprises' learning and development needs. By proposing concrete steps to improve training effectiveness, the Report will help companies turn learning investments into a strategic, evidence-based source of competitiveness and enable ICI and other institutions to assess industry's training needs more effectively and offer appropriate solutions.

ICI Academy and **Cisco Networking Academy** also jointly provided free technology training for our members. Courses covered cybersecurity, network management, artificial intelligence and data science, programming and digital literacy. Participants who completed the programme qualified for dual certificates endorsed by Cisco Networking Academy and ICI Academy.

Our digital learning programmes delivered with **CrossKnowledge** also enabled participants to learn at any time and from any location. They aimed to strengthen professionals' core business competencies in effective communication and persuasion, leadership and management, problem-solving and decision-making, and adapting to artificial intelligence.

ICI Academy and the Corporate Governance Association of Türkiye (TKYD) delivered the ninth cohort of the **"Board Membership Development Programme"** from 5 November to 26 December 2025. Designed to strengthen boards' strategic governance capacity, the programme offered a comprehensive development journey across nine modules, enriched with case studies, webinars and mentor–mentee meetings. Participants gained current knowledge and skills in strategic decision-making, corporate governance, risk and sustainability, financial analysis, effective leadership and legal compliance. Twenty-three participants received certificates upon completion.

Our work with vocational high schools, including the associated partnerships and projects, is presented in the "Value We Create for Society" section of this report.

Occupational Health and Safety (OHS) is another area in which we contribute to working life for our members and Turkish industry more broadly. Under "Safe Working Environment", one of the thematic areas of our sustainability strategy, we focus on designing workplaces to be as safe as possible even in the event of human error, eliminating or minimising risks to employee health and establishing a safety-focused organisational culture. Through international partnerships and training, we continue to strengthen the sector's safety culture.

The Occupational Health and Safety Unit works closely with regulatory and supervisory bodies, particularly the Ministry of Labour and Social Security, to improve OHS processes. It submits views on legislation informed by feedback from industrial enterprises and undertakes OHS training and awareness-raising activities.



GRI 3-3, GRI 203-2
GRI 3-3, GRI 203-2

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ICI also continues the partnership it established in 2022 with Messe Düsseldorf, one of the world's largest **trade fair** organisers. We participated in **A+A**, the world's largest occupational health and safety trade fair, held in Düsseldorf, Germany, on 4–7 May 2025. We explored global digital and technological developments in OHS and learned about pioneering work at the accompanying symposia. We also worked on planning **TOSH-Expo**, to be held in Türkiye in 2026.

We continued our activities in 2025 to promote a safety culture across industry and improve occupational health and safety. On 16 April 2025, we hosted the **"Guidance Meeting on Decent Work in the Metal Sector"** under the "Improving Workplace Compliance through Labour Inspection, Guidance and Social Dialogue" project, implemented jointly by the Directorate of Guidance and Inspection and the International Labour Organization (ILO). The meeting provided an important platform for OHS practices and sectoral guidance.

On 2 July 2025, we organised an **"Information Meeting on Sector-Based Scheduled Inspections in 2025"** with chief labour inspectors and labour inspectors from the Istanbul Guidance and Inspection Group Directorate. It attracted 78 OHS professionals and workplace representatives. From April 2025, we also delivered **Basic Occupational Health and Safety** training for workplaces classified as **low hazard and very high hazard** to 21 groups of 25 participants each.

We undertook further activities to contribute to OHS legislation and support safer working environments in industrial enterprises. Drawing on member feedback, we submitted views to the relevant institutions on the Draft Regulation on the Procedures and Principles for Employees' Occupational Health and Safety Training and the Draft Regulation Amending the Regulation on Health and Safety Requirements for the Use of Work Equipment.

At the request of the Istanbul Governorship's Provincial Disaster and Emergency Management Directorate, we also contributed to the **"Industrial Accident Response Plan"** prepared by the Istanbul Provincial Directorate of Industry and Technology. The report prepared jointly by our OHS Unit and relevant departments was submitted to the Istanbul Governorship.

Through training, projects and partnerships, the Istanbul Chamber of Industry continues to help strengthen the occupational health and safety culture in industrial enterprises and extend the adoption of safe working environments.



In 2025, **İSOBEL** (Istanbul Chamber of Industry Examination and Certification Centre) continued to provide training, consultancy and third-party surveillance and inspection services on technical matters relevant to working life, particularly occupational health and safety. Various training courses were delivered to develop participants' knowledge and skills in occupational safety and environmental management.

Training courses included:

Machinery Safety, EN/ISO Standards and Risk Assessment

Behaviour-Based Safety (Online)

Incident Investigation and Root Cause Analysis (Online)

6S Lean Workplace (Online)

Five-Level Leadership in OHS Culture Transformation.

In 2026, İSOBEL continues to develop new training and events in occupational health and safety and the environment to promote a positive safety culture.

Recognising that businesses are among those most affected by disasters, ICI has articulated a strong vision in this field and aims to increase industrial resilience. Established in May 2023 under the vision of "Disaster-Resilient Industry", the ICI Disaster Management Department has since pursued an integrated approach to guidance and consultancy, training, project development, stakeholder relations, policy and advocacy to strengthen industry's institutional resilience to disasters.

In Istanbul, which accounts for approximately 40% of Türkiye's industrial production, it is critical to assess the earthquake resilience of industrial facilities and rapidly launch an "industrial renewal" project comparable to urban regeneration. Recognising the need for more comprehensive, up-to-date regulations covering repair and rehabilitation, particularly for large structures such as industrial buildings, our Chamber commissioned a report by expert academics from Istanbul Technical University and Kocaeli University. The "**ICI Report on Alternative Methods to Prevent Structural Collapse in Earthquakes—Repair and Rehabilitation Recommendations**" offers practical, readily applicable solutions to improve industrial facilities' disaster resilience.



The "Disaster Resilience Guidance and Consultancy Service for Industrial Facilities" project identifies the structural and non-structural measures member companies need to take against disaster risks and develops business continuity strategies with expert input. Members benefit from on-site inspections and reports prepared by ICI specialists and an academic team. The "**Disaster Support Desk**", established as part of this initiative, received 25 applications in 2025, all of which were answered with appropriate recommendations.

We further strengthened disaster awareness through the ICI Disaster Management Department's advisory visits to 17 industrial facilities in 2025 and certificate programmes attended by hundreds of professionals. Financing and project discussions with institutions such as the World Bank and ISTKA, together with reports prepared with academic advisory bodies, also guided industry's structural improvement efforts.

Training Activities and Certificate Programmes

Event	Date
Emergency Management Planning	4 April 2025
4th Türkiye Traumatic Stress Congress	10 April 2025
Risk Assessment within Business Continuity Management	15 April 2025
Hazard and Risk Analysis Training	14 May 2025
Partnership Discussions on the Business Continuity Management Certificate Programme	4 June 2025
Business Continuity Certificate Programme in Partnership with Akbank & KRYD	2 October–17 November 2025
Flood Risk Management Training for Industrial Facilities	19 December 2025

Further information on our contribution to working life is available in the ICI Annual Report 2025.
Further information on İSOBEL is available on its website.

Value Created for Employees

EMPLOYEE RIGHTS AND DEVELOPMENT

We see our skilled people as our most valuable resource in expanding the services we deliver through a philosophy of continuous improvement and taking our Chamber forward. In 2025, we had 113 employees: 93% worked at our Odakule headquarters, 2.6% at our Yenibosna Branch and 2.6% at our Ümraniye Branch. Our Tuzla and Hadımköy Service Units together accounted for 1.8% of employees.

Our **Human Resources Policy**, publicly available on our corporate website, promotes a management approach that considers employees' suggestions and expectations, encourages innovative business ideas, values measures that strengthen engagement, supports personal as well as professional development, and creates the conditions for employees to work with satisfaction and high motivation.

Our **Internal Personnel Directive** sets out all principles concerning employment and working conditions, ethical conduct, staffing, recruitment, remuneration, promotion, training, duties, rights and responsibilities, retirement and cease of employment. It applies to all employees. Our Human Resources Department manages these processes in coordination with the Financial Affairs Department and Secretariat General and maintains communication with employees.

We seek to fill vacancies by considering existing employees first, turning to external candidates where no suitable internal candidate is available. We recruited nine new employees in 2025. For each position, we identify the qualifications and skills required by the role and those held by employees. We use a measurable approach to assess employees' contributions and participation in achieving the objectives set by management.

We also organise training to support employees' career and personal development and offer various forms of financial assistance to those wishing to pursue master's or doctoral studies or foreign language learning. In 2025, average training time reached 36.95 hours per employee.

We inform employees about remuneration and benefits through our Internal Personnel Directive. Employees can access healthcare and necessary treatment at contracted medical centres at no additional cost. Where specialist care or surgery is required, they may use contracted healthcare providers or a provider of their choice. All employees are also covered by private inpatient health insurance and personal accident insurance.

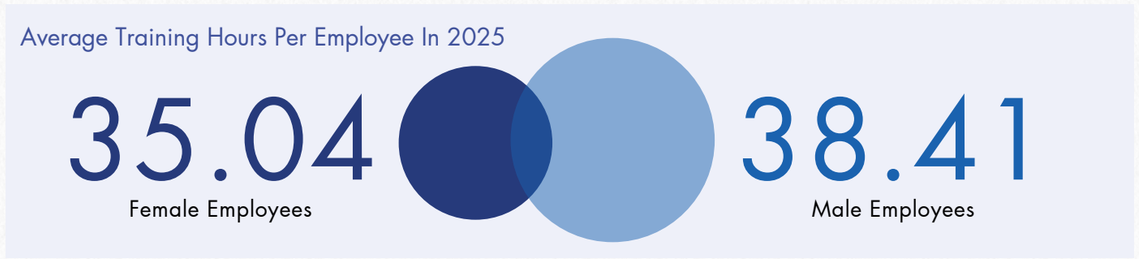
Employee engagement is central to our Human Resources Policy, and we continue to develop practices to strengthen it. We consider employee wellbeing in its physical, emotional, social, professional and intellectual dimensions and support it through both corporate activities and a digital platform. In 2025, average tenure was 8.32 years, and 36.3% of employees had worked at the Chamber for 10 years or more.

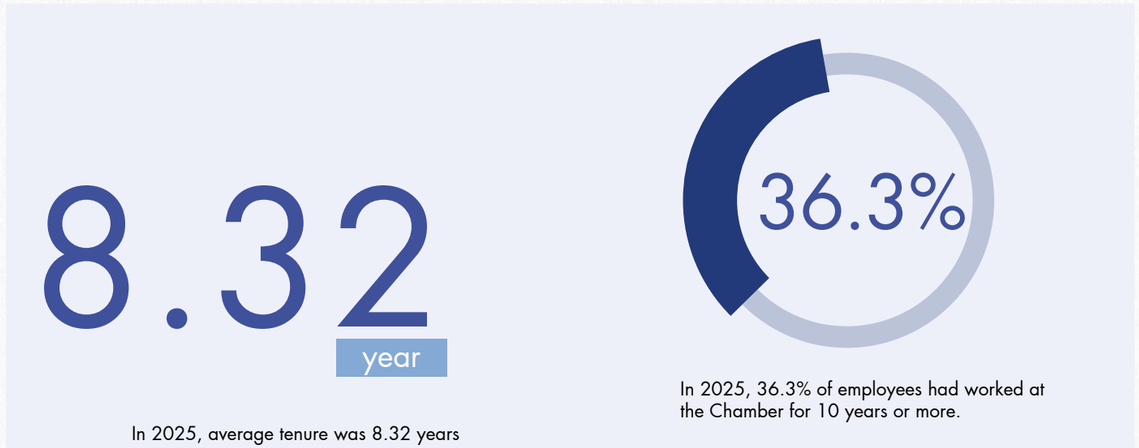
We take employees' suggestions and expectations into account through our internal "**I Have an Idea**" initiative. Managed by the Human Resources Department, it invites employees to submit all kinds of ideas for improving our work to birfikrimvar@iso.org.tr. Of the 40 suggestions received in 2025, we acted on five and put them into practice.

The Internal Personnel Directive also informs employees about our procedures for requests and complaints. Employees may submit these verbally or in writing; the relevant authority examines them and provides feedback as promptly as possible. No employee complaints were received in 2025.

Selected Employee Training in 2025:

- The DNA of Reconciliation: Negotiation Techniques and Persuasion
- Transactional Analysis
- Design Thinking
- Customer-Oriented Perspective and Empathetic Communication
- An Introduction to Blockchain, Artificial Intelligence and the Metaverse
- HR's Critical Priority: Employee Wellbeing
- Strategic Plan Preparation
- Workshop: Leadership Starts with You
- Managing Learning and Development in the Age of Artificial Intelligence
- Data Visualization with Power BI
- Innovation and Corporate Entrepreneurship





VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

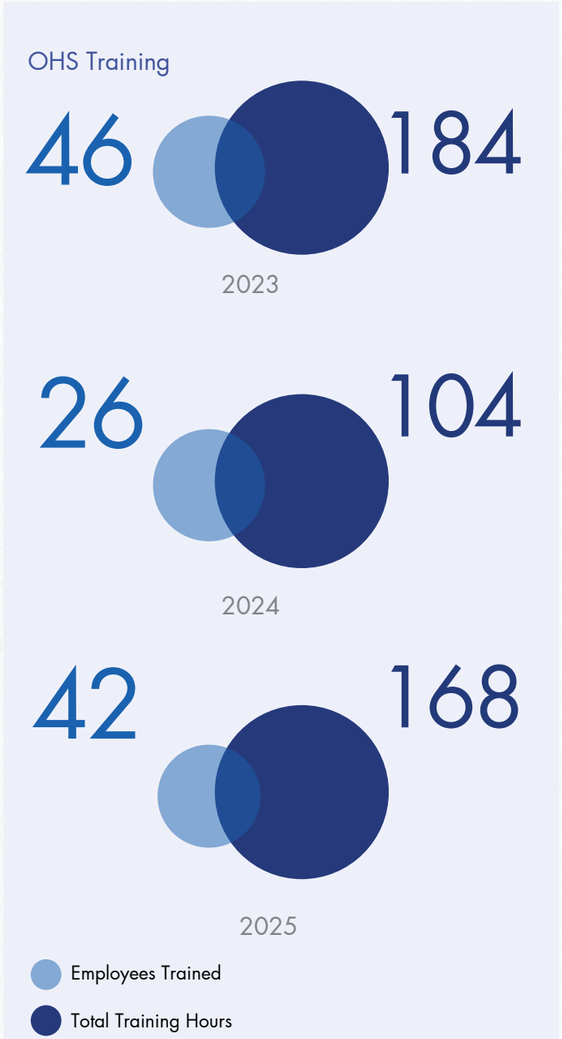
SAFE WORKPLACE

Providing employees with a safe and healthy working environment is one of ICI's fundamental responsibilities and reflects the paramount value we place on people. We comply fully with statutory occupational health and safety (OHS) requirements. OHS matters are coordinated by the Occupational Health and Safety Unit under the responsibility of our Occupational Safety Specialist and reported directly to the Secretary General, who is responsible for the Chamber's administrative processes. Our OHS Committee also meets quarterly, bringing together the Employer's Representative, Occupational Safety Specialist, Occupational Physician, Human Resources Manager, Employee Representative, Designated Support Officer, Technical Unit Manager and other relevant managers.

The Risk Assessment Report and Emergency Action Plan, prepared under the leadership of our OHS Unit, identify potential risks and the measures required in emergencies. We attach great importance to OHS processes and carefully monitor regular inspections and maintenance at our premises.

We organise training that supports a safety culture and increases employees OHS awareness. In 2025, we delivered 168 employee-hours of Basic OHS training. OHS documentation is included among the documents signed as part of employment contracts, and new employees receive OHS information during induction. We also prioritise OHS compliance in outsourced services. All employees, including subcontractor personnel providing services, are covered by our existing practices. We additionally require subcontractors to train their employees on OHS matters specific to the work they perform at our sites.

In addition to regular fire drills, we provide fire safety training.



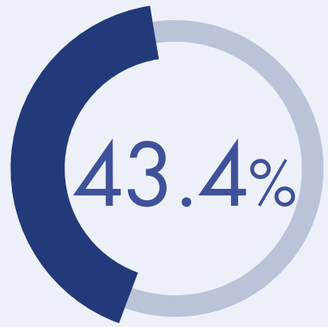
EQUAL OPPORTUNITY AND DIVERSITY

Guided by equal opportunity and diversity, we strive to provide a working environment that offers equal rights and opportunities without discrimination based on language, ethnicity, age, gender, political opinion, belief, or mental or physical disability. In accordance with the ethical principles in our Internal Personnel Directive, which governs the Chamber's human resources practices, our work is based on impartiality, honesty, equality, fairness, respect, courtesy, reliability, participation, a solution-oriented approach, equal opportunity and continuous improvement.

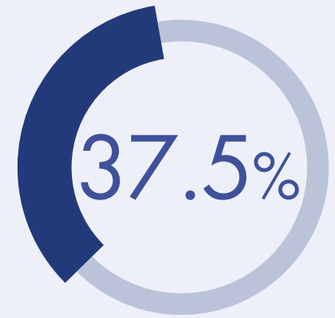
We value women's participation in working life and support gender equality at every stage of human resources management, from recruitment to career development. In 2025, women represented 43.4% of all employees and 37.5% of managers at department head level and above. Women accounted for 33% of employees promoted during the year and 9% of Board members.

We value work–life balance and support female employees in returning to work after childbirth and continuing their careers. Following statutory maternity leave, female employees are entitled to three hours of breastfeeding leave per day for the first six months and one and a half hours per day for the second six months. The employee chooses when and how many times during the day to take this leave.

We inform employees by email about human resources decisions and developments and value their feedback. Under the procedures for employee requests and complaints set out in the Internal Personnel Directive, no complaints concerning discrimination based on race, religion, language or gender were received in 2025.



In 2025, women represented 43.4% of all employees.



In 2025, women represented 43.4% of all employees and 37.5% of managers at department head level and above

GRI 2-24, GRI 2-25, GRI 3-3, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-8, GRI 403-9, GRI 403-10
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Value Created for Environment

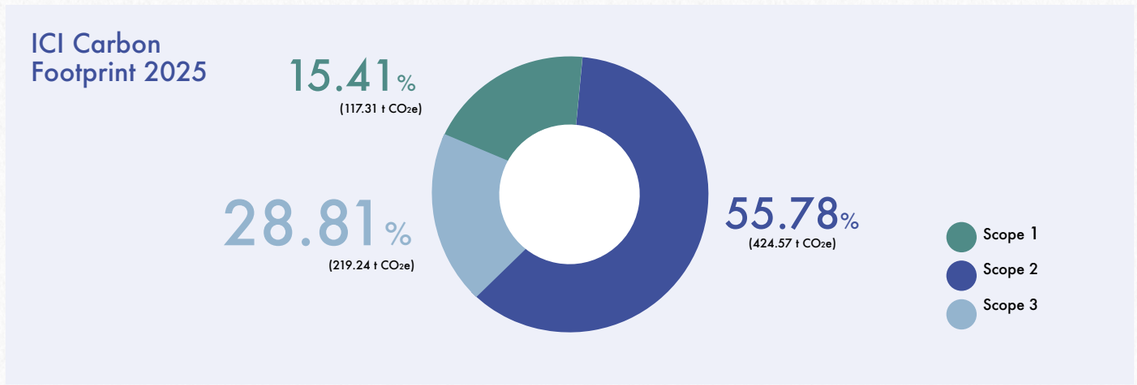
Environmental benefit is one of the ethical principles guiding our activities. The Istanbul Chamber of Industry therefore attaches importance to monitoring environmental impacts at all its locations and reducing adverse effects.

Our main service building, Odakule, holds LEED Gold certification from the U.S. Green Building Council. Awarded in March 2018, the certification falls under **LEED 2009** for New Construction and Major Renovations. Between 2015 and 2017, Odakule underwent a comprehensive refurbishment incorporating environmentally friendly and smart technologies to meet contemporary needs.

In 2022, ICI's Odakule headquarters also qualified for a "Zero Waste Certificate" from the Ministry of Environment, Urbanisation and Climate Change. Coordinated by the Istanbul Chamber of Industry and covering both ICI and tenant organisations in Odakule, waste management follows the Zero Waste Regulation and circular economy principles. Waste generation is minimised, and unavoidable waste is separated at source for recycling and recovery into the economy. In 2025, we also delivered 25 person-hours of internal sustainability training.

We completed work on the "Documents" module of the Electronic Document Management System (EDMS), a key component of our Chamber's digital transformation strategy. The Internal and External Documents Module continues to shorten processing times and reduce labour, time and stationery costs. The EDMS adds value to the Chamber's digital transformation and helps reduce our environmental footprint in certain areas.

Recognising that the scale of climate change impacts requires organisations of every sector and size to act on both mitigation and adaptation, we repeated our corporate carbon footprint calculations for Odakule, our representative offices and our service units in 2025—an essential first step in climate action. As part of our responsible approach to service delivery, we switched selected electricity meters at Odakule to a green tariff in 2022, particularly to reduce emissions associated with purchased electricity. Details of the assessment, conducted in accordance with TS EN ISO 14064-1:2019, are provided in the "Environmental Performance" section of this report.



GRI 2-25, GRI 3-3, GRI 413-1

Value Created for Society



The Istanbul Chamber of Industry has introduced a new approach to cooperation between vocational high schools and industry, guided by "**The Future Is in Vocational Schools**" and the goal of "**Quality Schools, Qualified Graduates, Quality Employment**". Through the "Vocational Education Cooperation Project" implemented with the Ministry of National Education, we seek to make vocational high education a source of pride and standing. Under the "Vocational Education Cooperation Protocol" (MEIP), signed on 25 January 2019 with the Ministry of National Education (MoNE), the Ministry of Industry and Technology (MoIT), Istanbul Technical University (ITU) and the Istanbul Chamber of Commerce (ICOC), we aim to design curricula for Istanbul's vocational and technical schools together with industry and improve graduates' qualifications and readiness for working life.

Through a model that functionally matches schools with Istanbul Chamber of Industry Professional Committees, we support 43 Vocational and Technical Anatolian High Schools (MTAL), one Vocational Training Centre (MESEM) and 23 Special Education Vocational High Schools.

The cooperation protocol seeks to establish a vocational and technical education system that meets industry's workforce needs, adapts rapidly and effectively to advancing technology and actively involves stakeholders in planning and decision-making. Activities include:

Providing vocational students with practical skills training and internships in real manufacturing environments;

Providing training for vocational teachers;

Supporting successful students and their projects;

Encouraging high-achieving students to choose vocational and technical education.

Launched in 2020 and now held annually with applications accepted each October, the **ICI MEIP Atilla Altuntaş Project Support** scheme awards support following committee assessment under "Significance", "Effectiveness/Efficiency", "Feasibility" and "Overall Assessment". To date, 152 projects have been supported with a budget of approximately 40 million. Applications cover infrastructure, training, revolving-fund activities, digital transformation, energy efficiency, employment, sustainability, gender equality, social responsibility and socialisation. In the 2025–2026 academic year, 116 applications were received from 44 schools, and 25 projects from 25 schools, with a combined budget of TRY 7,568,540, were approved for support.

In addition to supporting individual school initiatives, ICI continues activities encompassing all participating schools. A prominent example is the bespoke **Management Development Programme** for school principals and deputy principals. One of its principal objectives is to identify potential and develop deputy principals at ICI MEIP schools early in their careers as prospective future principals. Held annually, the Programme is planned first for principals and subsequently for deputy principals. Its sixth edition for school principals took place in Abant on 21–23 October 2025. Alongside leadership training, the event addressed innovations, current activities, employment outcomes and achievements at schools covered by the protocol.

GRI 3-3, GRI 413-1

VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



In line with ICI MEIP's innovative approach, we broaden our impact by extending good practices developed at individual schools across vocational high education. During 2025, we held **12** career days attended by **2,744** students and **142** training sessions attended by **13,686** students. Of these training participants, **5,049** took part in activities delivered with UNICEF and the Habitat Association covering AI Tools, Design Thinking and Google Tools.

Ahead of the Regional Employment Meetings, we organised CV preparation and mock interview training to strengthen students' readiness for working life. In 2025, we reached **4,023** students from **37** schools.

In cooperation with Istanbul Modern, **272** students from **15** schools participated in museum visits and STEAM workshops bringing art and technology together. Through our partnership with Turkcell Academy, **2,938** students attended "Information Security Awareness" training delivered by expert and volunteer trainers, strengthening their ability to navigate the digital world safely.

CAD/CAM (Solid Edge) training delivered by Siemens experts also aims to help students adapt to digital manufacturing technologies and Industry 4.0.

To strengthen stakeholder participation, we also organised meetings for teachers, students and parents, school promotion activities, fairs and technical visits.

We monitor project outcomes to ensure the effectiveness of our work, including regularly tracking employment outcomes for graduates of all ICI MEIP schools. The employment management module integrated into the ICI MEIP Tracking System in 2025 primarily aims to monitor graduates' transition from education to employment. Data entered into the module are automatically reported and visualised. At the end of the 2024–2025 academic year, the fields with the highest rates of graduate employment in their area of study were Motor Vehicle Technology, Plumbing Technology and Air Conditioning, Metal Technology, Furniture and Interior Design, and Electrical and Electronics Technology.

12 Career Day Events
2,744 Participants

142 Student Training Sessions
13,686 Participants

4 Protocol Executive Board (PYK)–Teacher Meetings
230 Participants

21 Protocol Executive Board (PYK)–Student Meetings
2,340 Participants

7 Protocol Executive Board (PYK)–Parent Meetings,
810 Participants

77 School Promotion Activities
6,385 Participants

20 Fair Events
879 Participants

88 Technical Visits
2,055 Participants

35 On-the-Job Teacher Training Sessions
457 Participants

6 Teacher Development Programmes
1,333 Participants

5 Climate Change and Sustainability Training Sessions
325 Participants

Tuzla Regional Employment Meeting – 15 May 2025



Esenyurt Regional Employment Meeting – 21 May 2025



Under ICI MEIP, we also organise **Regional Employment Meetings** that bring companies and students together directly to support vocational high school students' transition into employment. These events enable students to meet employers one-to-one and give companies direct access to qualified workers. Our 2025 meetings in Tuzla and Esenyurt brought together **67 companies** and **380 students**, facilitating more than **2,000** job interviews and numerous successful matches.



Through ICI MEIP's promotion and dissemination activities, we aim to raise the visibility of vocational education and share success stories more widely. We published six videos on our social media accounts in which ICI MEIP graduates employed in their fields shared their experiences.



GRI 3-3, GRI 413-1

GRI 3-3, GRI 413-1

VALUE CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



We also produced two videos on the **Regional Employment Meetings** in Tuzla and Esenyurt, demonstrating the impact of this model in connecting students with business.

During the 2025 school selection period, we worked to raise awareness of the **Software High School** among students interested in software education. We shared three promotional films and made the year's five **SoftTalks** events available on digital platforms to reach a wider audience.

The Vocational Education Cooperation Project (ICI MEIP), successfully implemented by the Istanbul Chamber of Industry since 2019, aims to share its institutional experience in Istanbul with Anatolia. Beginning with Şırnak, Bingöl and Yalova in 2024, the initiative expanded to Sivas, Eskişehir and, most recently, Denizli in 2025, reaching a sixth city and further extending its impact.

Recognising the critical role of early childhood education in social development, we continue to contribute to educational infrastructure. In support of the Ministry of National Education's "Preschool Education" project, we established the *Istanbul Chamber of Industry 100. Yıl Cumhuriyet (Republic Centenary) Kindergarten* in Sancaktepe in 2023. The school continued to deliver education successfully throughout 2025. Equipped with 12 classrooms, a conference hall, a dining hall and play areas, it gives children access to quality education at an early age and supports a strong start to primary school.

The Istanbul Chamber of Industry also values creating social benefit through education, culture and the arts, with a particular priority on supporting young people. The **Istanbul Chamber of Industry Foundation (ISOV)** was established in 1994 at the initiative of Assembly members to support Türkiye's educational and industrial needs. In 2025, İSOV reached the highest number of scholarship holders in its history, with **850 engineering scholarship holders and 600 recipients of scholarships subject to special conditions**. Over 31 years, it has provided scholarships to approximately 16,000 students, making a significant contribution to society and national employment.

Through ISOV, we continue to make a multifaceted contribution by building strong, lasting links between education and industry. In 2025, we brought the **ISOV Internship Platform** into active operation to connect our scholarship holders with ICI member companies for internships.

In 2025, ISOV continued and diversified its Development Programme for scholarship holders. Through personal and professional development training, experience-sharing sessions, company visits, workshops, conferences and webinars, the Foundation helps students become fully prepared for industry after graduation. Technical visits to member companies and Experience-Sharing events also connect scholarship holders directly with industry.

Scholarship holders, who will form part of the skilled workforce of the future, also build valuable networks with one another. By meeting and connecting at ISOV events, they invest in their future. Alongside its core educational activities, ISOV provides social support through members' valuable contributions. The ICI Living City, established in Hatay following the earthquake disaster in 2023, remains in operation and continues to help meet residents' food and clothing needs.

The **ICI Art Gallery** continues to support culture and the arts as part of our Chamber's social responsibility activities. It features original and contemporary work across painting, sculpture, ceramics, photography, video, industrial design, graphic art, textiles and digital art.

Further information on our contribution to vocational education is available in the ICI Annual Report 2025.
Further information on ISOV and its activities is available on the ISOV website and in the ICI Annual Report 2025.
Further information is available on the ICI Art Gallery website.

Sustainability Performance of the Istanbul Chamber of Industry

05

Environmental Performance
Social Performance

Environmental Performance

Consumption Data	2022	2023	2024	2025
Electricity (MWh)*	915.73	916.34	912.54	905.27
Electricity Per Capita (MWh)*	7.96	7.97	8.37	8.01
Water Consumption (megaliters)**	3.86	4.49	4.14	4.53
Water Consumption Per Capita (megaliters)**	0.03	0.04	0.04	0.04
Diesel (TJ)***	0.87	1.26	0.18	0.07
Petrol (TJ)***	0.16	0.14	1.12	1.12
Paper Consumption (tonnes)****	12.25	13.93	12.78	12.65
Greenhouse Gas Emissions (tonnes CO2e)***	**2022**	**2023**	**2024**	**2025**
Scope 1	141.92	254.41	136.25	117.31
Scope 2	402.92	438.92	436.19	424.57
Scope 3******	100.58	164.56	137.25	219.24
Scope 1+2 Per Capita	4.74	6.03	5.25	4.80

*Electricity consumption represents the total consumption data for the Odakule head office, Yenibosna and Ümraniye Branches, and the Hadımköy 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. The total consumption data for the Odakule head office, Yenibosna and Ümraniye Branches, as well as the Hadımköy Service Unit was included.

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

****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, 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.

******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.

GRI 3-3, GRI 302-1, GRI 302-2, GRI 303-3, GRI 303-4, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4

Social Performance

	2022		2023		2024		2025	
	Female	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Employees by Gender	46	69	50	65	46	63	49	64
Total	**115**		**115**		**109**		**113**	

* Intern hires are excluded.

	2022		2023		2024		2025	
Employees by Location	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Odakule	45	60	49	56	45	57	48	57
Yenibosna Branch	0	5	0	4	0	3	0	3
Ümraniye Branch	1	2	1	2	1	1	1	2
Tuzla Service Unit	0	1	0	1	0	1	0	1
Hadımköy Service Unit	0	1	0	2	0	1	0	1
Total	**115**		**115**		**109**		**113**	

	2022		2023		2024		2025	
Employees by Employment Type	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Full-time	43	68	48	64	45	62	47	64
Part-time	3*	1	2*	1	1	1	2	0
Total	**115**		**115**		**109**		**113**	

* Includes women employed on a part-time basis following maternity leave or unpaid leave.

	2022		2023		2024		2025	
Employees by Age	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	5	9	7	9	6	7	6	8
Aged 30–50	39	38	41	38	39	42	42	42
Over 50	2	22	2	18	1	14	1	14
Total	**115**		**115**		**109**		**113**	

GRI 2-7, GRI 2-8, GRI 3-3, GRI 405-1

SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

	2022		2023		2024		2025	
Employees by Term of Service	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
0–5 years	19	24	23	24	23	29	26	29
5–10 years	7	18	8	18	6	13	3	14
10 years or more	20	27	19	23	17	21	20	21
Total	**115**		**115**		**109**		**113**	

	2022		2023		2024		2025	
Employees in Managerial Positions (Manager Level and Above)	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	0	0	0	0	0	0	0	0
Aged 30–50	7	8	8	6	8	5	8	5
Over 50	1	7	1	10	1	9	1	10
Subtotal by gender	**8**	**15**	**9**	**16**	**9**	**14**	**9**	**15**
Total	**23**		**25**		**23**		**24**	

	2022		2023		2024		2025	
Board Members by Age and Gender	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	0	0	0	0	0	0	0	0
Aged 30–50	0	0	0	1	0	1	0	1
Over 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**	

	2022		2023		2024		2025	
Chamber Assembly Members	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	0	0	0	0	0	0	0	0
Aged 30–50	1	27	1	29	0	23	1	18
Over 50	4	98	4	96	5	102	5	106
Subtotal by gender	5	125	5	125	5	125	6	124
Total	**130**		**130**		**130**		**130**	

	2022		2023		2024		2025	
Professional Committee Members	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	0	1	1	1	1	0	1	0
Aged 30–50	11	65	11	68	11	69	10	56
Over 50	7	100	6	98	6	97	6	111
Subtotal by gender	18	166	18	167	18	166	17	167
Total	**184**		**185**		**184**		**184**	

	2022		2023		2024		2025	
Employees with Disabilities	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Number of Employees with Disabilities	1	0	2	0	2	1	2	1
Total	**1**		**2**		**3**		**3**	

	2022		2023		2024		2025	
New Hires by Age	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	3	6	5	5	1	3	2	2
Aged 30–50	6	4	3	3	6	4	2	3
Over 50	0	0	0	1	0	0	0	0
Subtotal by gender	**9**	**10**	**8**	**9**	**7**	**7**	**4**	**5**
Total	**19**		**17**		**14**		**9**	

* Intern hires are excluded.

	2022		2023		2024		2025	
Employee Departures by Age	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Under 30	1	2	0	2	2	0	1	0
Aged 30–50	2	8	4	4	7	3	0	5
Over 50	0	3	0	7	2	6	0	0
Subtotal by gender	**3**	**13**	**4**	**13**	**11**	**9**	**1**	**5**
Total	**16**		**17**		**20**		**6**	

GRI 2-7, GRI 2-8, GRI 3-3, GRI 405-1

GRI 2-7, GRI 2-8, GRI 3-3, GRI 401-1, GRI 405-1

SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

	2022		2023		2024*		2025	
	Female	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Employee Turnover Rate (%)	6.52	18.84	8	20	23.91	14.29	2.04	7.81
Total	**13.91**		**14.78**		**18.35**		**5.31**	

Employee turnover rate = (Number of departures / Total number of employees at year-end) × 100.
* The increase in 2024 also reflects retirement-related transitions arising from legislative changes, in addition to normal workforce turnover.

	2022		2023		2024		2025	
	Female	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Average Term of Service	8.85	11.46	8.3	9.82	7.61	8.05	8.02	8.61
Total	**10.42**		**9.16**		**7.86**		**8.32**	

	2022		2023		2024		2025	
Maternity Leave	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Employees Taking Maternity Leave	1	0	0	0	2	0	2	0
Employees Returning to Work After Maternity Leave	1	0	0	0	0	0	2	0
Employees Still Employed 12 Months After Returning	0	0	0	0	0	0	0	0

	2022	2023	2024	2025
Total Training Hours	2,045	2,909	3,383	4,175
Average Training Hours per Employee	17.78	25.3	31.04	36.95

GRI 2-7, GRI 2-8, GRI 3-3, GRI 401-1, GRI 401-3, GRI 404-1, GRI 405-1

	2022		2023		2024		2025	
Occupational Health and Safety	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Number of Employees	46	69	50	65	46	63	49	64
Total Annual Hours Worked	93,840	140,760	94,875	123,338	85,905	117,652	91,875	120,000
Number of Accidents	1	0	0	0	0	0	0	0
Number of Fatal Cases	0	0	0	0	0	0	0	0
Work-related 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
Number of Occupational Diseases	0	0	0	0	0	0	0	0
Days Absent Due to Accidents	0	0	0	0	0	0	0	0
Days of Absence	0	0	0	0	0	0	0	0
Incident Rate (IR)	2.13	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
Absenteeism Rate	0	0	0	0	0	0	0	0

Incident rate = (Number of accidents during the year / Total hours worked) × 200,000.

	2022		2023		2024		2025	
Subcontractor Employees	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**
Number of Contractor Employees	13	34	10	25	8	37	15	37
Total Annual Hours Worked	26,520	69,360	18,975	47,473	14,940	69,097	28,125	69,375
Number of Accidents	0	0	0	0	0	0	0	0
Number of Fatal Cases	0	0	0	0	0	0	0	0
Work-related 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
Number of Occupational Diseases	0	0	0	0	0	0	0	0
Days Absent Due to Accidents	0	0	0	0	0	0	0	0
Days of Absence	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
Absenteeism Rate	0	0	0	0	0	0	0	0

GRI 2-7, GRI 2-8, GRI 3-3, GRI 403-9, GRI 403-10, GRI 405-1

GRI Content Index

Statement of Use	Istanbul Chamber of Industry has reported in accordance with the GRI Standards for the period 1 January 2025-31 December 2025.
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	5
		Contact	112
		Management of the Chamber	17
		Legislation	www.iso.org.tr/corporate/legislation/
	2-2 Entities included in the organization's sustainability reporting	About the Report	5
	2-3 Reporting period, frequency and contact point	About the Report	5
		Contact	112
	2-4 Restatements of information	There is no restatement in previous statements.	100
	2-5 External Assurance	External assurance service was not received.	100
	Activities and workers		
	2-6 Activities, value chain and other business relationships	Members	22-23
		Business Model	24-27
		Online Services	https://www.iso.org.tr/online-hizmetler/
		Sectoral Committees	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	82-83
		Social Performance	95-99
	2-8 Workers who are not employees	Social Performance	95-99

GRI CONTENT INDEX

GRI Standards	Disclosure	References	Pages / URL
	Governance		
	2-9 Governance structure and composition	Management of the Chamber	17
		Governance	47
		Assembly Presidential Council	18
		Board of Directors	19
	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	17
		Organizational Structure	20-21
	2-12 Role of the highest governance body in overseeing the management of impacts	Management of the Chamber	17
		Governance	47
		Materiality Analysis	48-49
		Stakeholder Engagement and Communication Channels	52-54
	2-13 Delegation of responsibility for managing impacts	Management of the Chamber	17
		Organizational Structure	20-21
		Governance	47
	2-14 Role of the highest governance body in sustainability reporting	Governance	47
	2-15 Conflicts of interest	Legislation	www.iso.org.tr/corporate/legislation/
	2-16 Communication of critical concerns	Governance	47
		Contribution to the Economy	58-59
		ICI Sustainability Platform	https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html
	2-17 Collective knowledge of the highest governance body	Board of Directors	19
	2-18 Evaluation of the performance of the highest governance body	Management of the Chamber	17
	2-19 Remuneration policies	Legislation	www.iso.org.tr/corporate/legislation/
	2-20 Process to determine remuneration	Legislation	www.iso.org.tr/corporate/legislation/
		Employee Rights and Development	82-83
	2-21 Annual total compensation ratio	Privacy Restrictions: It is not publicly available information.	102

GRI Standards	Disclosure	References	Pages / URL
	Strategy, Policies and Practices		
	2-22 Statement on sustainable development strategy	Message from the Chairman	6-9
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Sustainability in the Istanbul Chamber of Industry	46-55
	2-23 Policy commitments	Vision, Mission and Values	16
		Code of Ethics	50
		Quality Management	51
		Policies	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
	2-24 Embedding policy commitments	Management of the Chamber	17
		Business Model	24-27
		Sustainability in the Istanbul Chamber of Industry	46-55
		Values Created for Employees	82-85
	2-25 Processes to remediate negative impacts	Quality Management	51
		Quality Policy	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
		Stakeholder Engagement and Communication Channels	52-54
		Communication Policy	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
		Values Created for Environment	86
		Values Created for Employees	82-85
	2-26 Mechanisms for seeking advice and raising concerns	Management of the Chamber	17
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		ICI Sustainability Platform	https://www.iso.org.tr/surdurulebilirlik/iso-surdurulebilirlik-platformu.html
		Contact	112
	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	55
		Affiliates and Subsidiaries	55

GRI CONTENT INDEX

GRI Standards	Disclosure	References	Pages / URL
	Stakeholder Engagement		
	2-29 Approach to stakeholder engagement	Materiality Analysis	48-49
		Stakeholder Engagement and Communication Channels	52-54
		Communication Policy	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
		ICI Sustainability Platform	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	Business Model	24-27
		Sustainability Strategy	46
		Materiality Analysis	48-49
	3-2 List of material topics	Materiality Analysis	48-49
	Contribution to Economy and Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Values Created for Members	58-81
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Members	22-23
		Values Created for Members	58-81

GRI Standards	Disclosure	References	Pages / URL
	Climate Change		
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Sustainable Manufacturing	62-69
		Values Created for Environment	86
		Environmental Performance	94
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental Performance	94
	302-2 Energy consumption outside of the organization	Environmental Performance	94
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Environmental Performance	94
	303-4 Water discharge	Environmental Performance	94
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environmental Performance	94
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Performance	94
	305-3 Other indirect (Scope 3) GHG emissions	Environmental Performance	94
	305-4 GHG emission intensity	Environmental Performance	94

GRI CONTENT INDEX

GRI Standards	Disclosure	References	Pages / URL
Employee Rights and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Working Life	78-81
		Values Created for Employees	82-85
		Social Performance	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	Employee Rights and Development	82-83
		Social Performance	98
	404-2 Programs for upgrading employee skills and transition	Employee Rights and Development	82-83
Safe Working Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Working Life	78-81
		Values Created for Employees	82-85
		Social Performance	95-99
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Safe Workplace	84
	403-2 Hazard identification, risk assessment, and incident investigation	Safe Workplace	84
	403-3 Occupational health services	Safe Workplace	84
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safe Workplace	84
	403-5 Worker training on occupational health and safety	Safe Workplace	84
	403-6 Promotion of worker health	Employee Rights and Development	82-83
	403-8 Workers covered by an occupational health and safety management system	Safe Workplace	84
	403-9 Work-related injuries	Safe Workplace	84
		Social Performance	99
	403-10 Work-related ill health	Safe Workplace	84
		Social Performance	99

GRI CONTENT INDEX

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	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Values Created for Employees	82-85
		Social Performance	95-99
GRI 401: Employment 2016	401-3 Parental leave	Equal Opportunity and Diversity	85
		Social Performance	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	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Values Created for Environment	86
		Values Created for Society	87-91
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Stakeholder Engagement andCommunication Channels	52-54
		Values Created for Environment	86
		Values Created for Society	87-91
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Sustainable Manufacturing	62-69
		Values Created for Environment	86
Sustainable Industry			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Values Created for Members	58-81
Future of Work			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Sustainable Manufacturing	62-69
		Contribution to Innovation	73-77
		Contribution to Working Life	78-81
		Values Created for Society	87-91
Innovation and Digital Transformations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Innovation	73-77

GRI CONTENT INDEX

GRI Standards	Disclosure	References	Pages / URL
Sectoral Collaborations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Memberships and Collaborations	55
		Affiliates and Subsidiaries	55
		Contribution to the Economy	58-61
		Contribution to Internationalization	70-72
		Sectoral Committees	www.iso.org.tr/sectoral-committees/
Internationalization			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Internationalization	70-72
Sustainable Finance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to the Economy	58-61
		Contribution to Sustainable Manufacturing	62-69

GRI Standards	Disclosure	References	Pages / URL
Ethics, Transparent Management and Reporting			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Management of the Chamber	17
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
Resilience of Industry and Emergency Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Working Life	78-81
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values	16
		Business Model	24-27
		Türkiye and the World in 2025	30-35
		Code of Ethics	50
		Quality Management	51
		Stakeholder Engagement and Communication Channels	52-54
		Contribution to Sustainable Manufacturing	62-69
		Values Created for Environment	86

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