

70th
year



ISTANBUL
CHAMBER OF INDUSTRY

Istanbul Chamber of Industry Sustainability Report 2021





Istanbul Chamber of Industry Sustainability Report 2021

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The Istanbul Chamber of Industry (ICI) operates with the goal of increasing the production capability of Turkish industry and contributing to the national economy. In line with this goal, ICI has embraced a philosophy of “sustainable production”, placing sustainability among its key areas of focus. As ICI we present ICI Sustainability Report 2021, our first sustainability report, in which we convey our works in sustainability, to our stakeholders. The report covers ICI’s activities in the time period between January 1 and December 31, 2021. The report includes the environmental, social, and economic impact of ICI’s activities, as well as our objectives. Unless stated otherwise, the information and data provided in the report involve the operations of the Istanbul Chamber of Industry as well as its head office, Odakule, two branches (Yenibosna, Ümraniye-İMES), and two service units (Tuzla, Hadımköy). This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. In addition, the report benefits from the guidance of the United Nations Sustainable Development Goals (SDGs).



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 Also, you may contact us for your questions, comments, and suggestions about the report at surdurulebilirlik@iso.org.tr.

Dear Stakeholders,

Similar to 2020, the year 2021 was passed by humanity's struggle collectively with the severe consequences of the COVID-19 pandemic. While the vaccines helped curb the spread, the emergence of new variants continued to put pressure on the global economy. Many industries felt the impact of the pandemic, particularly in the form of upset supply-demand balances and supply chain disruptions resulting from volatilities. Yet, despite these challenges, Türkiye's industrial production continued unabated, maintaining its high level of support for the growth of the national economy.

The global crisis brought about by the pandemic also enabled us to witness how inextricably intertwined the economy, society and nature are. The extreme weather events that occurred across the globe in 2021 showed us once again that climate change is much more than a pessimistic future scenario; it is a reality that urges us to reevaluate and change all our habits toward sustainability. Similarly, today's manufacturing approach is one that calls for a greater focus on sustainability criteria across all stages of production. Accordingly, technology-oriented manufacturing is becoming more and more prevalent, and all industries have to become greener, more circular and more digital if they are to remain competitive globally. In this new order that is being established globally, there are several key developments that are relevant to Turkish industry, and the European Green Deal is the most important among those. The European Union, having embraced a holistic approach, demonstrated its commitment to the Green Deal's targets by proposing the "Fit for 55" package in July 2021. The Carbon Border Adjustment Mechanism (CBAM), which was detailed under the "Fit for 55" package, applies directly to the countries that export to the EU, making it necessary for Turkish industrialists to keep a close eye on the process. In Türkiye, there were several important developments in this direction in 2021. The Green Deal Action Plan,

a guidance framework for the industry as well as a multitude of relevant sectors, was released in July 2021, followed by the ratification of the Paris Agreement by the Grand National Assembly of Türkiye in October 2021 and setting of net-zero emission goals for 2053, all of which represent key steps demonstrating Türkiye's vision. In a year marked by developments of such importance both inside and outside Türkiye, the Istanbul Chamber of Industry (ICI) continued to serve the industry and the industrialists of the nation. ICI developed and implemented multiple projects in various areas to ensure that its members, and the country's industry at large, operate with utmost efficiency. With the awareness that the pandemic has emphasized the importance of collaboration, and as ICI we have taken into consideration precisely to work with different stakeholders including our members, public agencies, and non-governmental organizations (NGOs) in all our activities.

We focused our sustainability-oriented efforts, which are guided by the "ICI Sustainability Vision" implemented in 2021, on five main themes. These five themes, namely "Climate Change and Sustainable Industry", "Circular Economy", "Future of Work", "Safe Working Environment", and "Sustainable Finance". Also, we take into consideration "sustainability-focused innovation" and "digital transformation", two overarching elements crucial for today's business, as the complementary parts of our five themes. In 2021, we restructured our organization to establish the ICI Sustainability and Coordination Department, and organized several events, awareness-raising activities, and training courses in the aforementioned areas. When planning our activities, we benefited from the guidance provided by international sustainability efforts, especially the United Nations Sustainable Development Goals (SDGs), which aim to address global challenges to deliver a just and more sustainable future for all.

In 2021, ICI published the newest edition of "Türkiye's Top 500 Industrial Enterprises (İSO 500)" and "Türkiye's Second Top 500 Industrial Enterprises (İSO Second 500)", two important studies that have been providing a detailed account of Turkish industry's development and serving as an important reference for the economy, policy, press, and academia for over 50 years. We also continued the training we provide via the ICI Academy to enhance the competitive strength of our members and contribute to their professional development.

If we are to bring about a fair, equal, accessible, and inclusive change for all, working in partnership with the youth and ensuring a brighter future for them is paramount. Guided by this understanding, and with the goal of achieving competent schools, competent graduates, and a competent labor force, we have begun a new chapter in vocational high school-industry collaboration: The Vocational Education Collaboration Project, an initiative that we have been jointly managing with the Ministry of National Education since 2019 to make vocational education more attractive. Also, as part of our sustainability vision, we carried out the "ITU Çekirdek Sustainability Program" in cooperation with Istanbul Technical University, helping develop the entrepreneurship ecosystem by supporting tech startups focusing on sustainability, which was also the theme of our 2021 Big Bang awards.

The 15th iteration of the traditional Industry Congress convened in 2021 with the theme "There Is Another Way Out: Co-Designing Transformation for a Sustainable Future". The congress featured many high-level representatives from stakeholder organizations, such as the UN Sustainable Development Solutions Network and UNDP Türkiye, who discussed sustainability in all of its aspects. A result declaration was released at the end of the congress to serve as a roadmap for the Istanbul Chamber of Industry, its member organizations, and the business and finance world at large, calling for the adoption of the

Sustainable Development Goals as a guideline for a better future.

As an influential and strong stakeholder of the Turkish industry, we aware of our social and environmental responsibilities and will continue to play a pioneering role in sustainability. As well as we call all stakeholders to take action without delay for a sustainable future.

It is our pleasure to present to you the first-ever sustainability report of the Istanbul Chamber of Industry, which details the activities we carried out in 2021 under the theme "Name of Transformation: Sustainable Manufacturing", and I would like to take this opportunity to thank all of our stakeholders who have supported us in our efforts.

Erdal BAHÇIVAN
Istanbul Chamber of Industry
Chairman





ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Our History

Istanbul, a hub of religion, culture, economy and commerce throughout its history, witnessed the emergence of a new generation of labor-intensive, small-scale manufacturing firms in the 1950s, operating alongside large, private investment companies. Despite the lack of resources and material, industrialists who started out in their small workshops made significant advances. During this period, manufacturing industry developed rapidly, due in no small part to the fact that Istanbul received the lion's share in public infrastructure investments, particularly in transportation and energy, as well as loans, incentives, and public sector investments. One of the major actors of this period was the Istanbul Chamber of Industry, which was founded in 1952 with the formal request of close to 750 industrialists. Since its inception, the Istanbul Chamber of Industry has been bolstered by its members' contributions to the national economy, and with approximately 22,000 members as of 2021, it is the largest chamber of industry in Türkiye and one of the strongest representatives of the Turkish industry. As the largest chamber of industry in Türkiye, ICI members account for around 33.3% of Türkiye's total industrial output. Representing the private sector in Istanbul and Türkiye at large, ICI is committed to minimizing adverse environmental impact and contributing to socioeconomic development of the country through the services it provides to its members and its collaborations with the public sector.



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

ICI Milestones

1968

The Türkiye’s Top 500 Industrial Enterprises study is conducted for the first time in 1968 under the title of “Top 100 Enterprises”. The study, which reflects the results of previous year, sees its scope expanded to 300 enterprises in 1978, and further to 500 in 1981.

1987

The Environmental Issues Department is established in 1987 in order to raise awareness about and propose solutions to environmental problems that are frequent in the industry. The department would be later renamed the “Environment Department” in 1990. Due to the key role energy policies play in the fight against climate change, the Environment Department’s scope is expanded in 2015 to include energy-related activities as well, and the unit is renamed “Environment and Energy Department”.

1995

The Environment Awards are launched in 1995 to publicly promote the sustainability efforts of manufacturing enterprises that demonstrate high levels of environmental awareness.

1952

The Istanbul Chamber of Industry, established with the formal request of approximately 750 industrialists, starts its activities with the first assembly meeting held on May 30, 1952.

1976

An iconic Istanbul landmark, a fine example of Turkish architecture and one of the first high-rises in Türkiye, Odakule opens its doors in 1976.

1994

The Istanbul Chamber of Industry Foundation (ICIF) is established in 1994 by the Assembly members in order to steer the social and cultural efforts of ICI.

1999

In 1999, ICI establishes its ISO 9001:2015 Quality Management System, which is subsequently certified by an independent certification body.



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

ICI Milestones





ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Vision, Mission, and Values

VISION

To become an institution that develops Turkish industry global scale by increasing sustainable competitiveness and competence of our industrial enterprises while serving as an efficient stakeholder that leads the way in the industrial environment.

MISSION

To guide the industrial infrastructure and environment by way of creating information, policies and systems in collaboration with internal and external stakeholders based on domestic and international comparisons,

To support the sustainable growth of our industry by providing innovative services that add value to industrial enterprises,

To improve the image of the industrialist and to support decision makers in drafting and implementing legislation.

CORPORATE VALUES

The Istanbul Chamber of Industry is a transparent, inclusive, consistent, reliable, determined, realistic, and innovative organization that honors universal code of ethics, social responsibility, and environmental awareness in all its activities.

Management of the Chamber

As with all chambers in Türkiye, ICI conducts its activities through elected bodies and the General Secretariat in accordance with Law No. 5174. on the Union of Chambers and Commodity Exchanges of Türkiye, and Chambers and Commodity Exchanges.

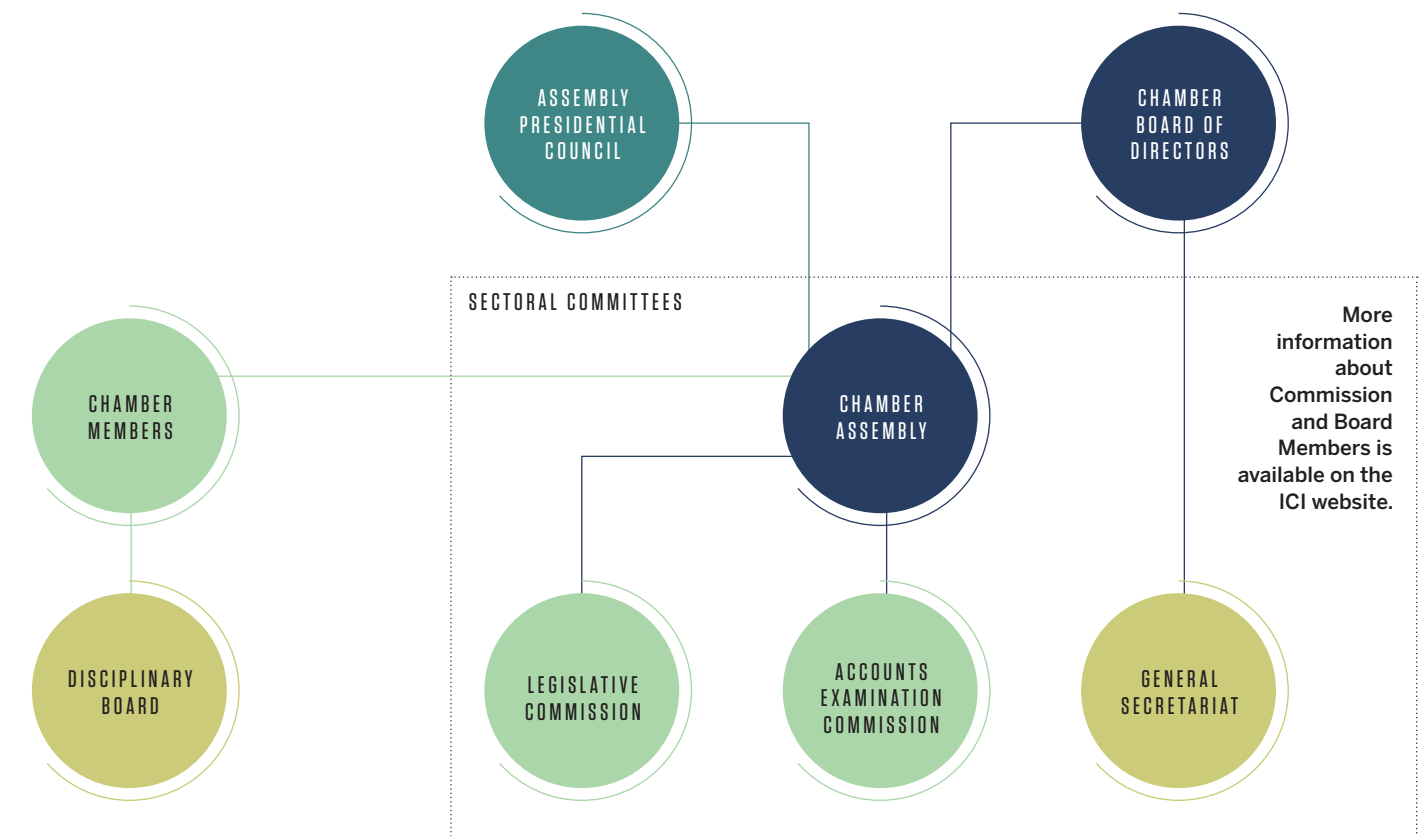
As mandated by the law, the chamber is governed by duly authorized bodies which are elected for four-year terms, the highest decision-making and supervisory body being the Chamber Assembly, which has 120 members and convenes on a monthly basis.

The Chamber Assembly evaluates the activities of the Chamber through Specialization Committees, which are formed by members based on the particular requirements. The decisions taken and reports prepared by these commissions are submitted to the Chamber Assembly for approval. The commissions that operate within the Istanbul Chamber of Industry are:

- Accounts Examination Commission
- Legislative Commission

Sectoral Committees form the foundation of the Chamber's work as an advisory body and represent the 55 sectors in which ICI members operate.

The Disciplinary Board has six members, appointed by the Chamber Assembly among Chamber members who do not serve on the Chamber Assembly. The Disciplinary Board convenes as necessary to carry out disciplinary investigations against Chamber members in accordance with the Law No. 5174 and other relevant legislation. The Board of Directors, the highest executive body of the Istanbul Chamber of Industry, consists of a chairperson and 10 members, all selected by the Chamber Assembly from among its own members. Please refer to the "Board of Directors" section for detailed information on the Board.





ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Assembly Presidential Council



ZEYNEP BODUR OKYAY
President of the Assembly



AYHAN YAVRUCU
Vice President of the Assembly



SERDAR URFALILAR
Vice President of the Assembly



KEMAL KARABEL
Secretary Member

Board of Directors



ERDAL BAĞCIVAN
Chairman of Board of Directors



İRFAN ÖZHAMARATLI
Vice Chairman of Board of Directors



SADIK AYHAN SARUHAN
Vice Chairman of Board of Directors



BEKİR YELKEN
Accounting Member of Board of Directors



SULTAN TEPE
Member of Board of Directors



KEMAL AKAR
Member of Board of Directors



İSMAİL CENK ÇİMEN
Member of Board of Directors



VEHBİ CANPOLAT
Member of Board of Directors



CEMAL KELEŞ
Member of Board of Directors



MUSTAFA TAÇİR
Member of Board of Directors

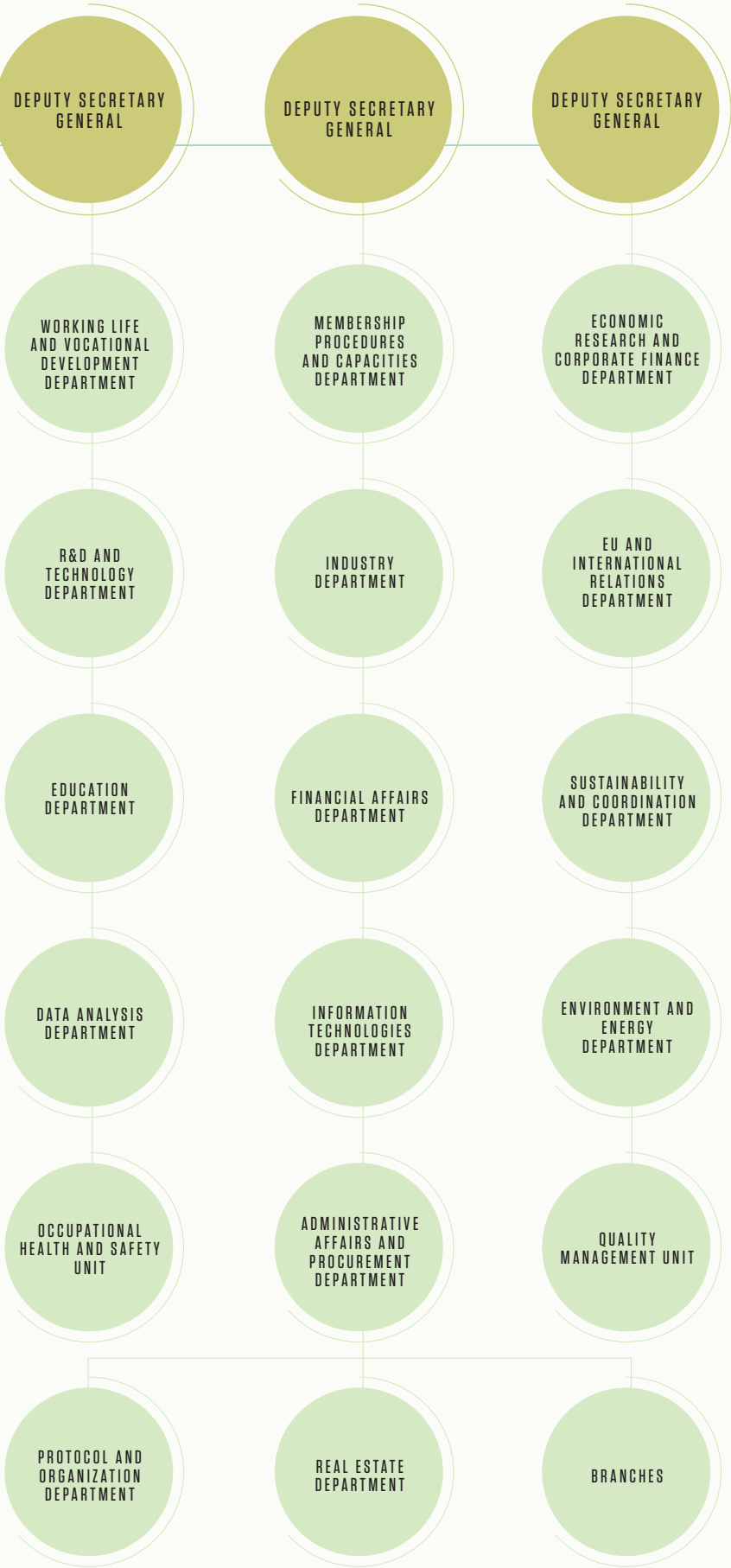
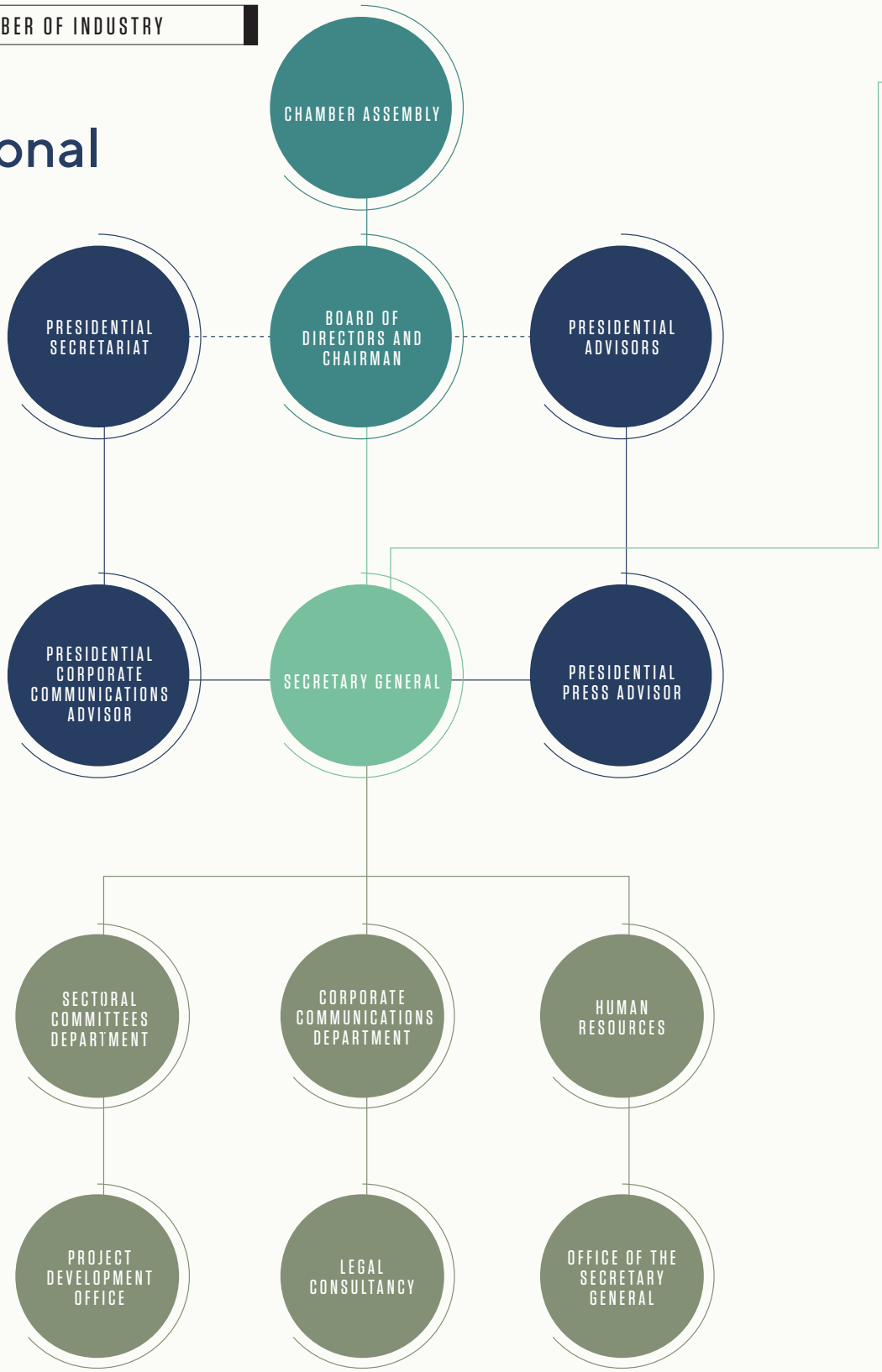


YÜKSEL ÖZYURT
Member of Board of Directors



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Organizational
Structure

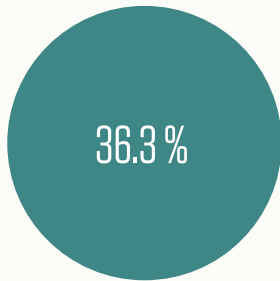


Detailed information
about the
organizational
structure is available
on the ICI website.

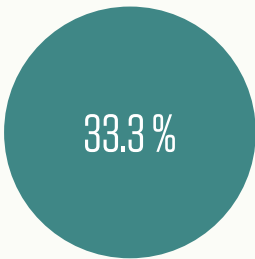


ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

Members



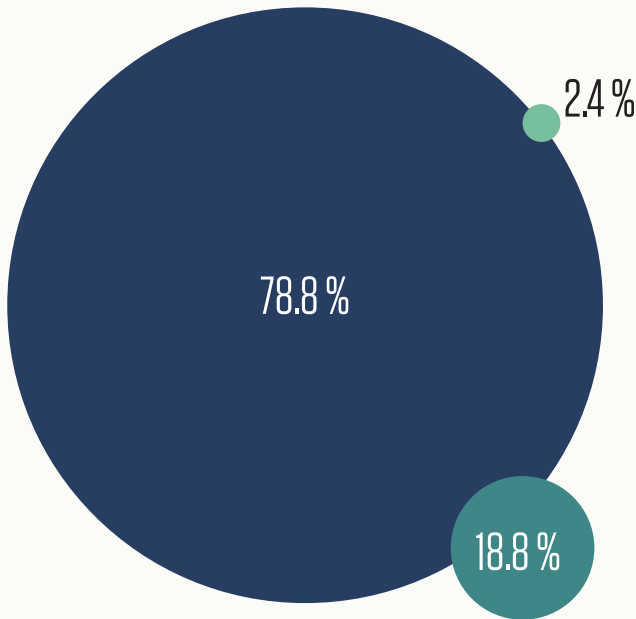
ICI members account for 36.3 percent of the total value added at factor cost of the Turkish industry.



ICI members deliver 33.3 percent of the total production in Turkish industry.

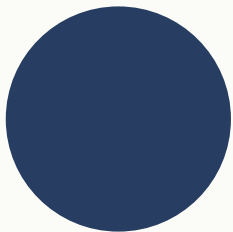


ICI members account for 30.4 percent of the Turkish industrial employment.

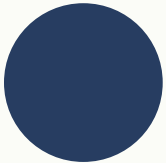


Based on the number of employees, 78.8 percent of ICI members are small-sized (fewer than 50 employees), 18.8 are medium-sized (50 to 249 employees), and 2.4 percent are large (250 and more employees) enterprises.

THE 55 SECTORAL COMMITTEES FORMED BY ICI MEMBERS ARE CATEGORIZED INTO 10 MAIN SECTOR GROUPS.



22.78 % Apparel



16.80 % Machinery, Parts, and Metal Tools



12.43 % Chemicals, Plastics, and Rubber Products



10.44 % Textiles



9.84 % Forestry, Paper Products, Furniture, and Printing



9.27 % Electrical Equipment and Electronics



6.60 % Food Products



4.20 % Metals



4.18 % Mining, Mineral, and Soil Products



3.46 % Land Vehicles, Sea Vehicles, Related Sub-Industries



2021 DEVELOPMENTS

Türkiye and the World in 2021



In 2021, the pandemic continued to disrupt daily life and global economy despite the progress of in vaccination programs. According to McKinsey's 2021 business report, many executives from across the globe consider the pandemic as the greatest risk to growth. The report cites the main takeaway in the shift from the pandemic to an endemic is the need to realize that COVID-19 is not a temporary phenomenon and adopt lasting changes in behavior accordingly. However, it can be argued that the impact of the pandemic was mild, especially when compared to ongoing crises that threaten the very existence of life on our planet, such as climate change and loss of biodiversity. Extreme weather events, that took place across the globe in 2021, reminded us once again that climate change does not distinguish between developed and developing nations, and that urgent action is required to halt climate change. Published in the second half of 2021, the Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC) demonstrated that human activity is unequivocally the cause of climate change and warned that some of the changes may be irreversible. The 26th United Nations Climate Change Conference (COP26) was another significant development of 2021 as

it was the first conference since the Paris Agreement to review the progress made to date. COP26 made it clear that the emission reduction commitments made by parties to limit the global temperature increase to 1.5°C were not sufficient, and it was significant as the first climate change deal to explicitly commit to reducing the use of coal. It included provisions that encouraged more urgent greenhouse gas emission cuts and promised more climate finance for developing countries. A key development for Türkiye was the ratification of the Paris Agreement by the Grand National Assembly of Türkiye and setting of net-zero emission goals for 2053. As recent studies have shown, methane is the second most important greenhouse gas contributor to climate change, and in this context, another key COP26 decision was the Global Methane Pledge. Countries that signed up the pledge, including the US and the EU, committed to reducing the global methane emissions by 30 percent compared to 2020 by the end of 2030. Meanwhile, the European Green Deal (EGD), which aims to holistically transform Europe into the world's first climate-neutral continent by 2050, remains the main goal, and has promoted various strategic initiatives in many areas, from industry to transportation, and energy to



agriculture. In 2021, one important development in this context was the “Fit for 55” package, which was proposed in July, and its component, the Carbon Border Adjustment Mechanism (CBAM), which directly applies to countries that export to the EU. During the same period, Türkiye also announced the Green Deal Action Plan to support the transition to a sustainable, resource-efficient, and green economy in harmony with its development goals. While these developments have made sustainable production, and any transformation to facilitate it, a necessity for Türkiye, these also require Turkish manufacturers to take dedicated steps towards a low-carbon economy, and to set net-zero emission goals.

In today's world, data has become a key resource, and efficiency a basic principle of business, which means that digitization is more important than ever as the critical factor driving transformation at the global level. From green information technologies to smart transportation systems, and sustainable cities to automation, digital technologies are the key tools for making the ambitious goals for sustainable transformation a reality. New business and production models that will emerge from this process are expected to drive major change with the speed and efficiency made possible by technology. On the other hand, if digital transformation is to succeed, companies need to leave their traditional ways of thinking behind, focus on novelty, and be open to change and

transformation, or in other words, embrace innovation. The pandemic has ushered a new era of accelerated digital and technological transformation that upset the balance of power between countries. In this new era, nations have focused more heavily on scientific research and R&D to offer faster and more innovative solutions, while production methods, logistics and supply chains have digitalized at a remarkable pace. At the same time, digitalization in customer relations and customer management have become widespread as remote working is expected to become a permanent change. The pandemic has also called for a reevaluation of the work-life balance. During the pandemic, the US saw employees resign from their jobs en masse, in a phenomenon called the Great Resignation. The transition to automation and to a low-carbon economy, which is accelerated by digitalization, points to a future where certain professions will vanish, and new ones will emerge. With rising employee concerns and multiple generations working together in the same environment, it will become even more important for workplaces to truly embrace the concepts of inclusion, diversity, equal opportunity, and just transition. Consequently, organizations will also need to prioritize stakeholder engagement and transparency in their activities. Considering these developments, the future of work is expected to remain a main subject of discussion in the coming period.



1- <https://www.mckinsey.com/featured-insights/2021-year-in-review?cid=other-eml-alt-mip-mck&hdpid=328322be-fbb5-4e23-a2e0-5e9a05dd83e0&hctky=12935055&hlkid=0a6f357dd68c4f9d948c739757591ea4>



2021 DEVELOPMENTS

Istanbul Chamber of Industry in 2021

JANUARY 2021

The main agenda of the first Assembly meeting of 2021 was "The Importance of Sustainability for Our Country's Economy and Development Plans in the Face of Global Climate Change and Ecological Crisis".

FEBRUARY 2021

The Sustainability and Coordination Department was established to support industrialists improve their "competitive sustainability" competences.



MARCH 2021

The Assembly discussed "European Green Deal, Its Reflections on Our Industry, and ICI's Sustainability Vision".

APRIL 2021

ICI held the first Children's Assembly on occasion of April 23 festivities.

MAY 2021

The results of "Türkiye's Top 500 Industrial Enterprises 2021" announced.

JUNE 2021

The "Sustainable Production" vision and new roadmap announced, ICI Sustainability Platform commenced activities.

Project opening meeting was held for MIND4MACHINES, which is supported by the European Horizon 2020 Program.

JULY 2021

Türkiye's first Software High School was established as a joint effort between ICI and the Ministry of National Education.



ICI Assembly convened with the agenda "TUBITAK Policies and Our Industry in terms of R&D, Patent, Sustainability, Green Deal, and High-Tech".

AUGUST 2021

ICI Green Agenda Talks commenced with "Climate Change, Ecological Balance, and Forest Fires".



SEPTEMBER 2021

ICI Green Blog digital publishing platform was launched as part of ICI's efforts to guide industrialists in sustainability.

OCTOBER 2021

An online panel titled "Global Developments in Post-Pandemic Energy and Their Effects on Türkiye" was held.

NOVEMBER 2021

ICI planted 120,000 saplings for the "Vocational High Schools Promise a Bright Future Heritage Forest" in a ceremony attended by Mahmut Özer, Minister of National Education.



DECEMBER 2021

ICI Sustainability Awards were handed to the winners in the ITU Çekirdek Big Bang Ceremony.

The 15th iteration of the Industry Congress convened in 2021 with the theme "There Is Another Way Out: Co-Designing Transformation for a Sustainable Future".



SUSTAINABILITY IN THE ISTANBUL CHAMBER OF INDUSTRY

Sustainability Strategy

The transformation towards sustainability, prompted by the climate change in particular, has sparked a global change in the way we think about production and consumption. Today companies are expected to go beyond the financial value they generate through production and sales, and to become organizations that embrace and uphold respect towards the environment and people. As an organization providing high-value innovative services to industrial enterprises and supporting the sustainable development of our industry, we are aware that new international trade systems pose novel risks and opportunities for sustainability, which makes transformation essential for Türkiye. Guided by the new understanding of production that places environmental and social challenges, including climate change, at the core of production, we embraced a “sustainable production” approach in 2021. In a press meeting held at Odakule on June 17, 2021, Erdal Bahçivan, ICI Chairman, announced our sustainability vision and the pioneering steps we will take in this direction in line with our mission to serve as a guide for Turkish industrialists.

As an influential and strong stakeholder that steers the direction of Turkish industry, Istanbul Chamber of Industry has committed to the goal of “supporting industrial enterprises in their efforts to create high value-added and enhance their competitive sustainability competencies in the global value chain.” When formulating our sustainability strategy for a just and more sustainable world, we benefited from the guidance provided by international sustainability efforts, the foremost of which is the United Nations Sustainable Development Goals (SDGs). In doing so, we aim to support Türkiye’s development and prepare our country’s industrialists for their own sustainable transformation. As a key enabler of this journey, we focused our sustainability-oriented efforts on five main themes. These are “Climate Change and Sustainable Industry”, “Circular Economy”, “Future of Work”, “Safe Working Environment”, and “Sustainable Finance”. These five pillars are complemented by our focus on “Sustainability-Focused Innovation” and “Digital Transformation”, two overarching elements crucial for today’s business models.

GRI 102-44



Governance

We believe that strong governance is essential for our efforts to create long-term value for all stakeholders and contribute to the progress of Türkiye’s development goals. The core of our governance approach is sustainable development, which is described as fulfilling the needs of current generations without compromising the needs of future generations. The highest executive body in charge of our Chamber’s sustainability governance is the Board of Directors, which bases its decisions on the potential risks and opportunities Türkiye may encounter due to emerging systems in international trade. In February 2021, members of the Assembly voted to form a new department within the Chamber organization for coordinating the efforts to guide industrialists towards sustainable production. The newly established “Sustainability and Coordination Department” reports to the Secretary General and Deputy Secretary General as per the management model set by the senior management. The purpose of the department is to integrate sustainable development into all Chamber activities and guide industrialists of all scales in their journey of sustainable transformation. The department also aims to support industrial enterprises in their efforts to create high value-added and enhance their competitive sustainability competencies in the global value chain by placing environmental, social, and economic factors at the core of production. Considering that sustainability affects a wide range of areas from energy to human resources, from finance to digital transformation, the Department also works to develop new projects and ensures that sustainability efforts are carried out in coordination with other relevant departments of the Chamber. The department endeavors to promote the sustainability approach across the entire

Detailed information about sustainability governance is available on the ICI sustainability website.

GRI 102-44



Chamber operations, senior management, and employees. In addition to the ICI Sustainability and Coordination Department, we have also established the “ICI Sustainability Platform” to develop strategy proposals for the Chamber’s sustainability-oriented activities, and to create synergy by bringing together relevant stakeholders. The ICI Sustainability Platform operates in the form of a think-tank led by a member of the ICI Board of Directors, and convenes periodically with industrialists, academics, and representatives of public, private and civil society organizations that focus on sustainability.



SUSTAINABILITY IN THE ISTANBUL CHAMBER OF INDUSTRY

Materiality Analysis

Since December 2020, as ICI we have engaged in various activities to identify sustainability priorities that would serve as the starting point of our sustainability efforts. We analyzed the needs of our stakeholders by conducting surveys following a series of sustainability-focused events in 2020. After engaging the services of a third-party consultancy firm in early 2021 to augment our sustainability activities with specialized support, we have begun analyzing the expectations of our members, local and global developments, and risks and opportunities. Furthermore, we have taken into account the stakeholder analysis of the Strategic Plan of our Chamber, which was prepared in accordance with the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) Chamber/Exchange Accreditation System and revised for 2019-2022. We have also considered the United Nation Sustainable Development Goals to align our materiality topics with the SDGs.



Material Topics

Relevant UN SDGs

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



Code of Ethics

The Chamber’s management approach Values ethics as well as efficiency and effectiveness. Our Code of Ethics is a part of the Istanbul Chamber of Industry Personnel Internal Directive, and thereby disseminated across the entire Chamber. Furthermore, the code of ethics is also part of the onboarding activities.

THE CODE OF ETHICS
THAT GUIDES US
IN ALL OF OUR
OPERATIONS ARE:

- OBJECTIVITY
- INTEGRITY
- EQUALITY
- JUSTICE
- RESPECT
- COURTESY
- RELIABILITY
- INCLUSIVITY
- SOLUTION-ORIENTEDNESS
- EQUAL OPPORTUNITY
- CONTINUOUS DEVELOPMENT
- SOCIAL AND ENVIRONMENTAL BENEFIT

Quality Management

As one of the largest and oldest organizations representing the Turkish industry, our goal is to fulfill the expectations of customers fully, accurately, and timely in accordance with public conscience, in line with the duties and responsibilities assigned to us by our members, laws, and regulations, and in conformity with the principles of objectivity and reliability. In today’s changing world, service quality is the pillar of our efforts to maintain our corporate presence and our role as a private sector representative to increase the competitive strength of our members. The Chamber’s quality approach is manifested in its ISO 9001:2015 Quality Management System, which is certified by an independent certification body in 1999. In 2021, we confirmed the effectiveness and continuity of this system through monitoring audits. In addition, since 2002, our Chamber has been certified

as an “Accredited Chamber”, with the service quality at the “A-Excellent” level according to the Chamber Accreditation System implemented by TOBB. Our practices and performance continued to improve in 2021, as demonstrated by the successful audit conducted by TOBB. The “ICI Strategic Plan for 2019-2022”, with its content and scope determined in accordance with the Chamber Accreditation Guide, is available on the ICI website. As we continue to manage and improve the Chamber’s activities applications in a way that meets all accreditation criteria at the highest level, we also revise and enhance the Quality Management System to reflect the evolution of the Chamber’s operations. For this purpose, we keep a close eye on the progress towards targets set as part of the Chamber’s strategic plans and evaluate those based on current conditions.

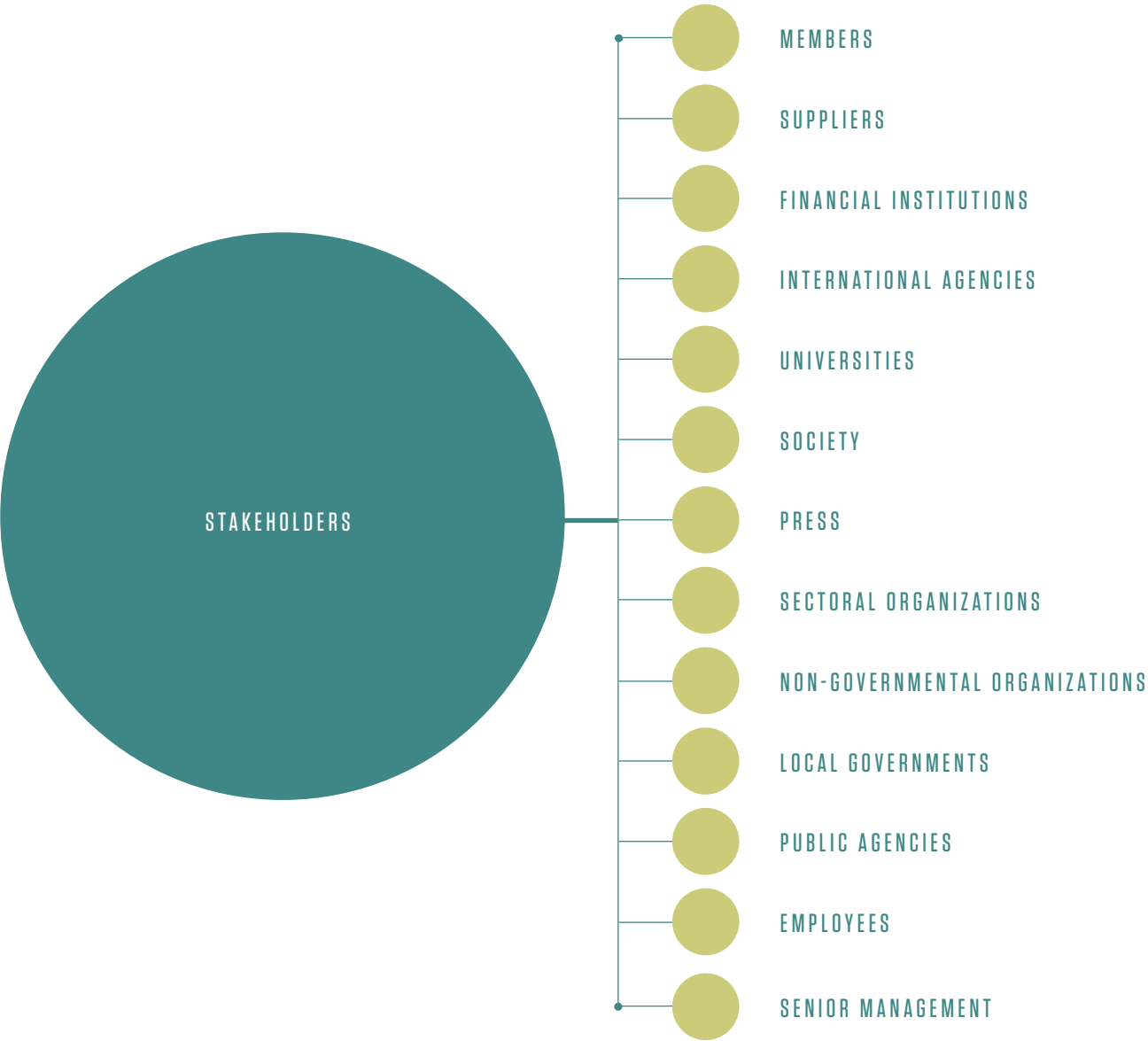


Our policy documents, which form the core components of our quality service approach, are available on the ICI website.



Stakeholder Engagement and Communication Channels

Stakeholder engagement and effective communication with all stakeholders are key components of our strategic plan as we operate within the framework of our Quality Policy.



COMMUNICATION CHANNELS

| Stakeholders | Communication Channel |
|-------------------|--|
| Members | Reports Studies Meetings Fairs Trainings, Seminars, and Workshops Bulletins Sectoral Events and Visits Surveys Corporate Websites Journals Social Media Accounts Odakule, Branches, Service Units Suggestion and Complaint Forms |
| Senior Management | Reports Periodic Meetings Information Notes |
| Employees | Periodic Meetings Trainings, Seminars, and Workshops Internal Events Surveys ICI Information System Suggestion & Complaint Boxes Idea Sharing Platform |
| Public Agencies | Reports Meetings Trainings, Seminars, and Workshops Joint Projects |
| Local Governments | Reports Meetings Trainings, Seminars, and Workshops Joint Projects |



SUSTAINABILITY IN THE ISTANBUL CHAMBER OF INDUSTRY

COMMUNICATION CHANNELS

Stakeholders

Communication Channel

Sectoral/Regional Associations and Organizations

Reports
Meetings
Fairs
Trainings, Seminars, and Workshops
Joint Projects

Press

Corporate Websites
Social Media Accounts
Press Meetings
Press Releases and Interviews

Universities

Joint Projects
Meetings
Trainings, Seminars, and Workshops

Society

Trainings, Seminars, and Workshops
Corporate Websites
Social Media Accounts

International Agencies

Reports
Meetings
Joint Projects

Financial Institutions

Reports
Meetings
Joint Projects

Non-Governmental Organizations

Meetings
Joint Projects

Suppliers

One-to-One Meetings

Detailed information about stakeholder engagement and stakeholder communication channels is available at <https://www.iso.org.tr/contact/>.

Memberships and Collaborations

Alphabetically sorted.





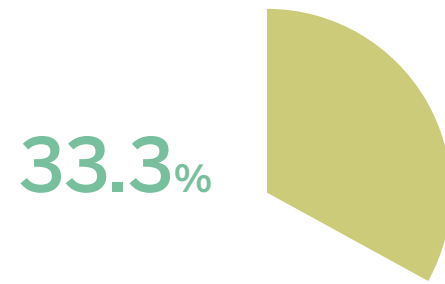
VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for Members

CONTRIBUTION TO THE ECONOMY

Since its inception, the Istanbul Chamber of Industry has been bolstered by its members' contributions to the national economy. Our members, which numbered close to 22,000 in 2021, account for 33.3 percent of Türkiye's industrial output. Our monthly Assembly meetings, which are attended by government officials, local administrators, and experts, serve as an important platform for discussing the economic agenda of Türkiye in the light of local and global economic developments.

As the largest chamber of industry in Türkiye and one of the strongest representatives of the Turkish industry, the Istanbul Chamber of Industry provides its advisory functions through its Sectoral Committees, which convene at least once every month to evaluate the status of their respective sectors, discuss necessary measures to be taken, reporting their findings and suggestions to the Board of Directors. **In 2021, Sectoral Committees convened 666 times digitally due to the COVID-19 pandemic and proposed 771 recommendations.** The great majority of the recommendations proposed involved the challenges faced by industrial sectors due to the COVID-19 pandemic. In addition to regular monthly meetings, Sectoral Committees also organize meetings with broad participation of professional organizations and sector associations in order to strengthen relations, identify sectoral problems, and to develop effective solutions. **In 2021, 14 meetings with broad participation were held, two focusing on environmental issues, three on social issues, and nine on economic issues.** Furthermore, in 2021 as ICI, we offered 52 opinion and recommendations to various organizations, on the topics of urban transformation, value-added tax deductions, value-added tax exemptions, forestry permits, sustainable banking, restructuring of public receivables, and EU and foreign trade. In addition to the operations we conduct by law, we also continuously improve upon our service areas in line with the needs of our customers. These include Membership



Our members, which numbered close to 22,000 in 2021, account for 33.3 percent of Türkiye's industrial output.

and Subscription , Capacity Reports, Expertise Reports, Domestic Goods Certification, Manufacturing Competence Certificate, Certificates of Manufacturing, Good Standing Certification Turkish Good Certificate, Digital Tachograph, Certificate of Circulation services. ICI members are able to benefit from a majority of these services online, as well as obtain e-signed documents. They can also update their membership information, obtain good standing certification, or apply for a capacity report and view the progress of their applications. Capacity reports are the primary source of reference utilized by public agencies to evaluate private companies, and serves as an industry inventory to inform plans and programs, reveal sector profiles, provide data for national income studies, and create a database for making international comparisons. In this context, we signed a cooperation agreement with the Gaziantep Chamber of Industry in 2021. This cooperation aims to enhance the trade potential between the members of the two Chambers by enabling them to get a better understanding of their counterparts. In order to mutually share the production and consumption data of these two Chamber the “**Istanbul Chamber of Industry- Gaziantep Chamber of Industry Data Sharing and Matching Platform**” was created. The platform's website is www.sanayidensanayiye.com.

As an organization with many important data sources related to Turkish industry, especially capacity reports, we are aware of the increasing importance of data analysis and processing for institutions and organizations. Based on this understanding, we have established a Data Analysis Department to analyze big data collected from the industry and to ensure that it is used with more value added both inside and outside the Chamber. This data will also inform economic evaluations and forecasts, as well as the design of new services for our members. In 2021, we prepared the “ICI Data Management Maturity Analysis and Data Requirement Report” and commenced the “**Data Analysis Platform Development Project**” to create a data warehouse system for analysis and query, which will enable the use of ICI data for business intelligence and analytics purposes. In doing so, we aim to establish a data management system that will help us create more accurate strategies, reduce inefficiencies, and identify potential challenges by processing and interpreting data from multiple sources.

In addition, with our “**Incentive Desk**” service, we aim to offer guidance to the firms that want to invest, providing them information about investment incentives, loans, grants, and direct support provided by various public agencies, as well as relevant regulations and practices in this area. Firms are able to seek the assistance of the Incentive Desk via phone or e-mail, or through the ICI Incentive Desk microsite which was launched in August 2020. In 2021, the Incentive Desk received 70 requests for guidance in six main categories, 53 of which came from ICI members. All 70 requests were responded via phone and e-mail. We also continue providing up-to-date information through our Investment Incentive Bulletins, which are published on a quarterly basis.

Detailed information about the Sectoral Committees are available on the ICI website, while data on ICI members, their economic value and contributions to Türkiye's industry are available in the Members section of the report.

SERVICES RENDERED IN THE PERIOD BETWEEN JANUARY 1-DECEMBER 31, 2021

Tender Eligibility Certificates: **38**

Capacity Reports: **8,326**

Capacity Expertise Reports: **55**

Domestic Goods Certificates: **2,982**

Manufacturing Competence Certificates: **62**

Certificates of Manufacturing: **46**

Other Certification and Authentication: **37**

Capacity Report Authentication: **2,986**



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



In 2021, we continued our activities related to financing, tax, and insurance, in addition to our efforts to support domestic production and procurement of domestic goods. As part of the **TOBB Breath Credit** project, which was restarted in 2021, ICI created a loan volume of TRY 75 million for its members. In 2021, we held eight online meetings, attended by 1,467 people in total, where we informed our members about the ongoing effects of the pandemic on tax, finance, and insurance. Established on January 1, 2018, the **ICI Mediation Center** employs the services of independent lawyers acting as mediators. The center continued its operations in 2021 to provide quick, affordable, and impartial mediation services in disputes involving our members, both among themselves and with third parties, and has achieved an agreement rate of 99% to date.

We also conduct studies and prepare journals and reports to support the development of Turkish industry and contribute to its roadmap. In addition, we regularly monitor current economic conditions and basic macroeconomic indicators relevant to the Turkish economy and publish brief assessments on indicators such as national income, industrial production, inflation,

employment, foreign trade, balance of payments, and central government budget on our Chamber's website. Among all our studies, journals and reports, İSO 500, which is accessible free of charge on the ICI website, is the most well-known and popular. The annual **"Türkiye's Top 500 Industrial Enterprises (İSO 500)"** study has served as an important fountain of information on Turkish industry for over half a century. In addition to İSO 500, the Istanbul Chamber of Industry also launched a second, similar study in 1997, titled **"Türkiye's Second Top 500 Industrial Enterprises (İSO Second 500)"**, which explores the small and medium-scale industrial enterprises in Türkiye. Providing a wide range of information in various areas, from production to exports, employment to profitability, and financing to R&D and technology, these two İSO 500 studies attract considerable interest from economic and business circles in terms of the development of the Turkish industry. Results of İSO 500 and İSO Second 500 studies are available in Turkish and English on www.iso500.org.tr.

Purchasing Managers' Indices (PMIs) are a common indicator in use in over 40 countries and one of the most important tools for measuring economic conditions. In

Türkiye, PMIs serve as a quick and reliable reference point to evaluate the performance of industry, which is the main driver of economic growth. Monthly Türkiye Manufacturing PMI data has been published by the Istanbul Chamber of Industry since September 1, 2015, in collaboration with global brand, IHS Markit. ICI also publishes the ICI Türkiye Manufacturing PMI: a simple, reliable, and comparable dataset for evaluating the conditions affecting economic activity, and an important reference for economy, business, academia, policymakers, and press. Another collaborative effort is the ICI Türkiye Sectoral PMI, which holds the distinction of being the only sector-based PMI calculation in the world. We also contribute to the Turkish Manufacturing Export

Climate Index, which offers insights into the growth and potential of Türkiye's main export markets in order to assess which markets should be given priority. In addition to these joint initiatives, we also prepare a report titled **"Manufacturing PMI Developments in the World"** to enable our members to keep abreast of global economic developments.

Another initiative is the **"Istanbul Chamber of Industry Sectoral Committees' Sectoral Strategies in Global Competition"**, which aims to prepare a roadmap for the manufacturing industry as part of our efforts to enhance the competitive edge of Türkiye's industry. As part of this initiative, we published the **"Faucets and Related Products Sector Report"** in 2021.

Detailed information about our contributions to the national economy is available in the ICI 2021 Annual Report.

Expertise Reports

Export Incentives and Export Expertise Reports **2,254**

Import and Customs Expertise Reports **1,284**

Other Expertise Reports **1,076**

Investment Completion, Time Extension and Revision Procedures **83**

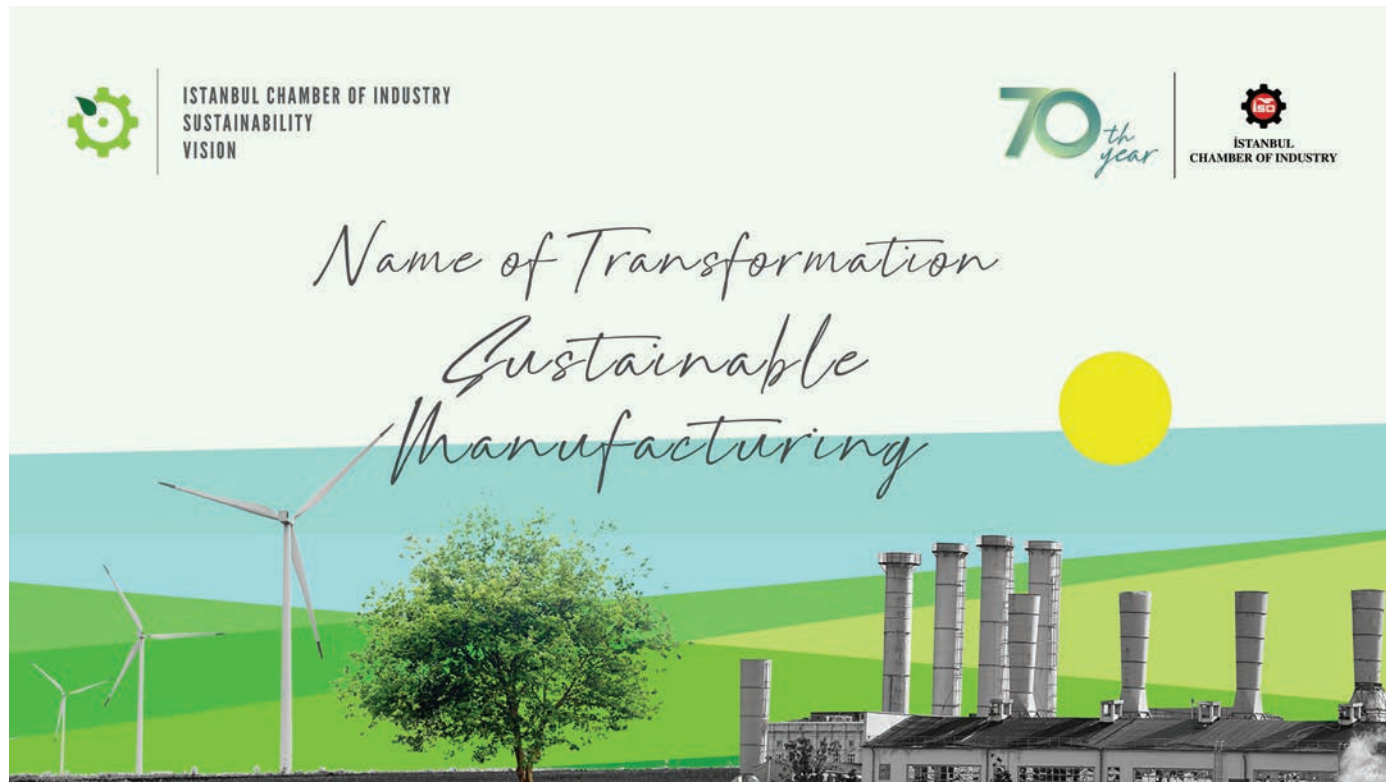
Digital Tachograph Cards **796**

Turkish Good Certificate **492**



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

CONTRIBUTION TO SUSTAINABLE PRODUCTION



Considering the potential risks and opportunities presented by new international trade systems that may emerge due to climate change and sustainability, we have defined 2021 as the year of sustainability in order to coordinate the activities that will guide the industrialists. Accordingly, we support industrial enterprises in their efforts to create high value-added and enhance their competitive sustainability competencies in the global value chain by placing environmental, social, and economic factors at the core of production. In doing so, we aim to support the development, implementation, and dissemination of sustainable production methods in the industry.

For this purpose, we have launched the **Sectoral Sustainability Roadmaps** project. Designed with sustainable transformation in mind, these roadmaps

contain sustainability priorities and follow-up indicators for the 55 Sectoral Committees categorized into 10 main sector groups. Within the scope of the project, we aim to assist companies, especially SMEs (Small and medium-sized enterprises), in their journey to sustainable production by supporting the raise of awareness and capacity building. In addition, we aim to encourage monitoring the performance on priority issues and preparing for potential regulative changes. Our Sectoral Sustainability Roadmaps, which also contains information about the United Nations Sustainable Development Goals (SDGs), the European Green Deal, as well as global best practices, are available on the ICI Sustainability website.

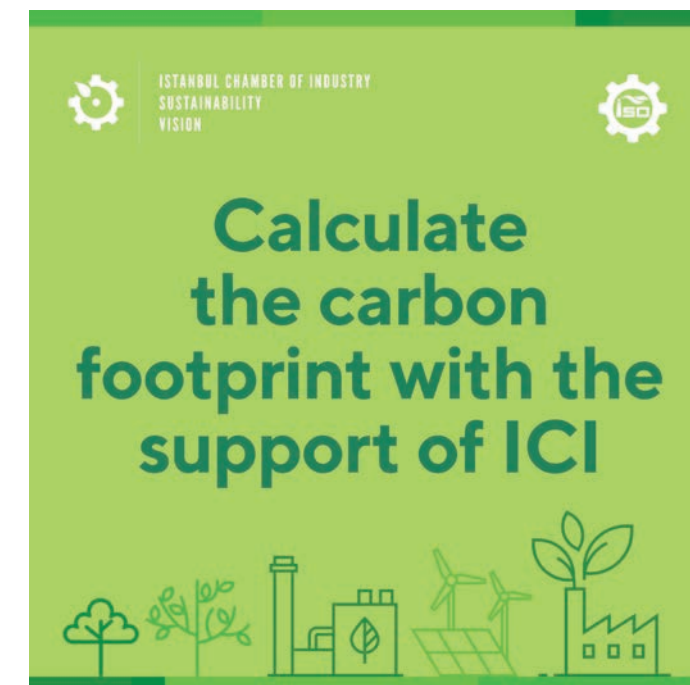
We have launched the **Corporate Carbon Footprint Consultancy** project with the awareness that the industry has an impact on climate change, as well as the

developments in the context of climate change and the sustainability affect the industry. With this project, we assist our members in calculating and reporting their corporate greenhouse gas inventory, which is an important step in the transition to a low-carbon economy, and we act as a facilitator to meet our members and specialist consultancy firms. This service is also intended to provide a cost advantage to ICI members.

Energy efficiency is a key tool in reducing greenhouse gas emissions, and plays an important role in reducing energy costs, which encouraged us to provide **Industrial Energy Efficiency Consultancy and Reporting Service** to our members in 2021. This service, which is free of charge for industrial facilities consuming less than 1,000 TOE (Tonne of oil equivalent) of energy, is provided in collaboration with a Ministry of Energy and Natural Resources accredited energy consultancy firm. It involves a full day visit to determine the energy density of the industrial facility and identify areas of improvement for energy efficiency. According to these determinations energy management and energy efficiency projects are proposed. The reports provided to the facilities include cost and payback period of the proposed projects, as well as the projected savings and

CO₂ emission reductions. The Industrial Energy Efficiency Consultancy and Reporting Service continues in 2022, and we plan to provide this service to 50 firms. Within the scope of this service, which 36 firms benefited from in 2021, we conducted surveys for 13,354 TOE consumption facilities, identified savings opportunities to reduce energy consumption by 1,062.5 TOE and CO₂ emissions by 4,509.4 tonnes. Addition to these savings, a total of 1,565.8 TOE of energy and 6,751.4 tonnes of CO₂ emissions will be prevented when taken into account the impact of other facilities that have the opportunity to develop renewable energy projects.

Our sustainable production vision also guides us to raise public awareness on sustainability. Accordingly, we organize various online events where we host experts from Türkiye and abroad. **The ICI Green Agenda Talks** was launched in 2021 and occurred through the year with the topics; “Climate Change, Ecological Balance, and Forest Fires”, “Global Perspective on Climate Change and Crisis Management”, and “The Effects of Paris Climate Agreement and Carbon Border Mechanism on Turkish Energy and Industry”. The three events reached an audience of more than a thousand, and the series continues in 2022.





VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



Meanwhile, we organized an online panel titled “Global Developments in Post-Pandemic Energy and Their Effects on Türkiye” to discuss the rising energy costs after the pandemic and its consequences, and to explore solutions. Being able to adapt to legislative changes is the cornerstone of sustainable production. Accordingly, we collaborated with the Ministry of Environment, Urbanization, and Climate Change to launch the “**ICI Environmental Legislation Days**” in 2021 as part of our efforts to raise awareness about environmental legislation. In total, 4,493 people attended the event where Ministry representatives discussed 10 environmental regulations.

In addition to the events we organized, we also launched the “**Sustainability Mini MBA Program**” within the ICI Academy to explore the concept of sustainability from different perspectives and to assess the impact of recent developments. While the number of participants of the training between October 4 and November 2, 2021 reached 994, the satisfaction rate was 91%.

During 2021, we created new communication channels to disseminate the sustainable production approach. We launched the ICI Green Blog digital broadcasting platform to share sustainability related news and raise awareness among industrialists, particularly SMEs, on the subject of sustainability. **The ICI Green Blog**, and the periodical **ICI Green Bulletin**, allows us to keep our industrialists updated about local and international developments on sustainability.

We organized several meetings for our members and industry representatives during 2021 to convey the importance of sustainable transformation for our industry. We integrated our sustainability-oriented efforts into the **15th Industry Congress**, which took place on December 7 at the Haliç Congress Center. The interactive 15th iteration of the event convened with the theme “**There Is Another Way Out: Co-Designing Transformation for a Sustainable Future**”. The congress attracted great interest from the industry, academia, bureaucracy, public and private sector employees, students, civil society organizations, and the press, and reaching 1,200 participants, who joined in the discussions that explored the aspects of designing a sustainable future. Looking ahead, we plan to expand the scope of collaborations for promoting sustainable production. Detailed information about the event is available on the Congress website.

Another important development of 2021 was the approval of the **Circular Economy and Resource Efficiency Platform** project, which was submitted to the Istanbul Development Agency’s Innovative Istanbul Financial Support Program 2021 project call. The project, developed in collaboration with the Business Council for Sustainable Development Türkiye (BCSD Türkiye), aims to enhance the resource efficiency and circularity of priority sectors and value chains of the Istanbul’s industry. The project aims to inform and raise awareness among institutions and organizations in Türkiye on topics related to the European Green Deal, such as circular economy, resource efficiency in the value chain, sustainability, and clean production.

Detailed information about our efforts to support sustainable production is available on the ICI Sustainability website and in the ICI 2021 Annual Report.

CONTRIBUTION TO INTERNATIONALIZATION

As the Istanbul Chamber of Industry, we carry out various activities within the scope of EU, International Relations and Country Days to enable our members to benefit from potential business opportunities in foreign markets. During 2021, we organized several **sectoral, virtual trade delegation and country day events**, creating an environment for Turkish industrialists to become familiar with foreign markets and the investment and trade opportunities they present.

- On November 15-19, 2021, we organized the Underwear and Socks Industry Kazakhstan Sectoral Trade Delegation, which was attended by 31 representatives from 24 companies. In total, 982 bilateral meetings were held with 286 Kazakh companies.
- On November 16-25, 2021, we organized the Faucets Sector Italy-Spain Virtual Trade Delegation, which was attended by 11 Turkish and 10 foreign companies that held 23 bilateral business meetings in total.

- On November 22-27, 2021, we organized the Metal Tools, Hardware and Heating Equipment Sector Mexico and Latin America Countries Virtual Trade Delegation, which was attended by 10 Turkish and 24 foreign companies. In total, 49 bilateral business meetings were held.
- On March 22-26, 2021, a Croatian Delegation of food and wood industry representatives, organized by the Consulate General of Croatia in Istanbul, visited Türkiye. As part of the delegation visit, which was supported by the Enterprise Europe Network, 55 food sector meetings were held by 11 Turkish and five Croatian companies, and 40 wood sector meetings were held by eight Turkish and five Croatian companies at the ICI Odakule Tunnel Meeting Hall. In 2021, ICI organized 16 country days to introduce new markets to its members. We also hosted foreign delegations from Jordan, the Dominican Republic, China, and Germany, and discussed potential future collaborations.

January 14, 2021: Indonesia Country Day and Investment Opportunities Online Seminar

January 26, 2021: Singapore Country Day and Investment Opportunities Online Seminar

February 09, 2021: Mexico Country Day and Investment Opportunities Online Seminar

March 09, 2021: UK Market and the Advantages of Free Trade Agreement Online Panel

March 25, 2021: North Rhine-Westphalia State Online Seminar

March 30, 2021: Serbia Country Day and Investment Opportunities Online Seminar

April 29, 2021: Australia Country Day and Investment Opportunities Online Seminar

May 05, 2021: Business with China, Trade and Investment Opportunities Online Seminar

May 20, 2021: Tajikistan Country Day and Investment Opportunities Online Seminar

May 27, 2021: Japan Country Day, Trade and Investment Opportunities Online Seminar

July 07, 2021: Qatar Country Day, Trade and Investment Opportunities Online Seminar

August 19, 2021: Kosovo Country Day, Trade and Investment Opportunities Online Seminar

September 02, 2021: Bosnia and Herzegovina Country Day, Trade and Investment Opportunities Online Seminar

September 28, 2021: South Korea Market, Textile and Food Sector Opportunities Online Seminar

October 21, 2021: Bangladesh Country Day, Trade and Investment Opportunities Online Seminar

November 09, 2021: Kazakhstan Country Day, Trade and Investment Opportunities Online Seminar



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



Also, we provide **Consultancy For Target Market Research** services for our members that want to engage in exports or improve their export performance, helping them identify target markets and access potential customers. By analyzing loss of market share of competing countries, we enable our exporters to take timely and accurate action in their potential markets. As part of this consultancy service, we also analyze suitable import markets for alternative supply channels. In 2021, a total of 76 firms benefited from Target Market Report and Target Customer Intelligence consultancy services. Detailed information on ICI Target Market Research Consultancy is available on the ICI website.

Throughout 2021, we organized seminars, meetings and projects designed to expand our members' knowledge about foreign trade and to address economic cooperation opportunities in foreign markets. During the pandemic, we continued to provide information and consultancy to exporters, particularly those that have recently started exporting, on customs legislation and practices. Our free-of-charge **Customs Desk** offers guidance to industrialists for solving import and export customs clearance challenges, and provides information and support regarding customs regulations, accurate use of regimes, increasing efficiency, and preventing potential risks. As part of this service, we carried out 10 training sessions to a total of 1,267 people



between February 11 and November 18, 2021 and responded to 173 queries. The ICI Customs Desk may be contacted via the ICI website.

The Istanbul Chamber of Industry has been involved in the **Enterprise Europe Network (EEN)** project since 2008 and continued to offer its service to Istanbul-based companies in collaboration with KOSGEB and Sabancı University in 2021. In the core Enterprise Europe Network's core focus areas of "Foreign Economic Collaborations", "Technology Collaborations" and "R&D Support Program

Collaborations", the Istanbul Chamber of Industry organized 77 online training courses for more than 18,000 participants, covering the topics of R&D management, foreign trade, online digital transformation, e-commerce mini MBAs, project management, TRIZ, inward processing regime, Agile & Scrum, foreign trade payment and delivery methods, international dispute resolution, and target market research. Companies submitted 381 requests for collaboration via EEN, whereas EEN events led to 10 collaboration agreements being signed in 2021, delivering 60 successful outputs in the areas of foreign trade, innovation, and R&D capacity increase.

One of the key overseas targets, that we focused in 2021, to support our members' access to international markets was China. In May 2021, we signed a cooperation agreement with the **EU China SME Centre**, an organization established to help European SMEs to be prepared to the Chinese market, and funded by the EU Commission since 2010. We also established an "**ICI China Desk**" to provide our members with information about the Chinese market. In addition to being a channel for services rendered by the Chamber services, the ICI China Desk also serves as a one-stop-shop for guidance about the Chinese market through collaborations with various organizations. This collaboration has enabled the ICI China Desk to carry out joint efforts with the EU China SME Centre, and to share information about the center's international events with our members. These joint efforts between the ICI China Desk and EU China SME Centre include various programs, such as the "Sales Contracts for Exports to China" training event on August 26, 2021, and the "Business with Emerging China Mini MBA Program" that ran between September 6-28, 2021.

Detailed information about our contributions to internationalization is available in the ICI 2021 Annual Report.

Foreign Trade Seminars, Meetings, and Projects:

February 17, 2021: Asia-Pacific Panel

May 17-18, 2021: Foreign Trade Information Online Seminar

August 11-12-13, 2021: Ministry of Trade, Foreign Market Export Growth Strategy Meetings

Electric Lighting Equipment International Competitiveness Project



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

CONTRIBUTION TO INNOVATION



Innovation is one of the most crucial aspects of contemporary production. ICI focuses its sustainability efforts on five main themes, which are in turn supported by “Sustainability-Focused Innovation” and “Digital Transformation”. We conduct activities that support our industrialists in these areas as well, which we consider indispensable for today’s business models.

We carry out **ICI Corporate Innovation Consultancy Program**, in order to evaluate their innovation maturity of the companies, establish and strengthen their innovation management systems, enhance their innovation management competence, design organizational innovation systems in line with their goals, structures, and needs, and implement innovation projects for their products, processes, organization, and marketing activities. As part of the Program, which we run under the ICI EEN Project, we provided our services to 20 members, in 2021. We also organize **Innovation Vision Meetings and Strategic Vision**

Meetings to contribute to the innovation and strategic planning of industrial enterprises. Since 2015, we have been engaged in various collaborations to promote the entrepreneurial ecosystem, supporting local entrepreneurs to develop innovative solutions while enhancing the competitive edge of our industrial enterprises in line with our “From Entrepreneurship to Industrialism” vision. One such example is our collaboration with ITU Çekirdek that began in 2015 and continued in 2021 under the title of “ICI-ITU Çekirdek Sustainability Program” to support entrepreneurs who develop solutions for sustainability challenges. Aimed at startups that develop digital technologies for the industry to achieve a more sustainable world, the **ICI-ITU Çekirdek Sustainability Program** received 361 applications in the span of one year, and 63 startups joined the program to receive training and mentorship. A panel of jurors and ICI Board of Directors evaluated startups, and those that completed the quarter and semi-finals of the program successfully were awarded

at the Big Bang Start-up Challenge 2021 event organized by ITU Çekirdek.

In 2021, we also organized “**Entrepreneur-Industrialist Meetings**” in partnership with ITU Çekirdek to introduce the innovative solutions of entrepreneurs to representatives of industry. 23 meetings, with seven industrialists and nine entrepreneurs, were held at the event “Entrepreneur(X) Industrialist: Textile, Apparel, and Retail” on June 24, 2021, while 51 meetings, with seven industrialists and 17 entrepreneurs, were held at “Entrepreneur(X) Industrialist: Medical Devices and Healthcare Technologies”. Meanwhile, the TOBB Istanbul Young Entrepreneurs Board, which has been coordinated by the Chamber since 2009, continued its activities in 2021, with its Executive Committee holding 21 meetings.

In 2021, we also continued our work on digitalization, which is an important aspect of the transformation in production for Industry 4.0. The feasibility document for “**ICI Digital Transformation Center of Excellence**” was completed in the first half of the year, analyzing all technical and financial aspects of the proposed center. According to these analyzes the optimum working model for the center was determined,

and a guided project application was submitted. One important development in 2021 involved our **MIND4MACHINES** project, which is developed under the EU Horizon 2020 INNOSUP-01-2020 program. Designed to support SMEs that develop digitalization technologies and solutions for the manufacturing industry, the MIND4MACHINES became eligible to receive funding by scoring 15 points in the evaluation. MIND4MACHINES will provide financial support to innovation efforts of SMEs and startups that focus on developing smart digital solutions for manufacturing. The project, which will run for 36 months from June 14, 2021, to June 13, 2024, will also serve as an accelerator and a multiplier for other initiatives within the scope of the program.

Meanwhile, we continued our university-industry cooperation activities as well as joint projects with various organizations in order to increase the competitiveness of our members. One important development of 2021 in this context the Istanbul Development Agency’s (ISTKA) decision to support ICI’s Istanbul Project Academy as part of the Innovative Istanbul Financial Support Program for 2021.

Joint Projects and Activities

[IDEA4ISTANBUL – Industrial Design Center Project](#)

[Istanbul Project Academy](#)

[Istanbul Smart Medical Device and Healthcare Information Technology Cluster Modeling Project](#)

[ICI Digital Transformation Center of Excellence](#)

[Collaboration Platform for Quick Action in Sustainability and Digitalization of Industrial SMEs](#)

[Future Jobs in Manufacturing Industry Project](#)

University-Industry Cooperation Activities

[Erasmus+ Program: European Internship Consortium](#)

[University-Industry Cooperation Interface Studies](#)

[TUBITAK TEYDEB 1505 University Industry Cooperation Support Program & 1702 Information Day for Patent-Based Technology Transfer Support Call](#)



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Coordinated by ICI, **the Istanbul Project Academy** is a joint initiative by seven leading universities from Istanbul (Boğaziçi University, Istanbul Technical University, Istanbul University - Cerrahpaşa, Koç University, Marmara University, and Yıldız Technical University) as well as the Technology Transfer Office (TTO) acting as partners and associates. The project will develop a scalable interface model for manufacturing industry enterprises based in Istanbul in order to enhance their access to EU Horizon Europe financing opportunities. Also it is aimed to contribute creation a society and economy based on knowledge and innovation. Under the Enterprise Europe Network project, we began to provide **Digital Transformation Roadmap Consultancy** services to our members in order to enhance their creativity and innovation capabilities and help them digitize their products, services, and solutions. In 2021, 40 companies benefited from this service, which includes a one-day online

workshop to measure the company’s digital transformation maturity level, identify areas of strength and weakness, and develop a two-year digital transformation roadmap covering the areas of Strategy, Human Resources/Culture, Customers, Innovation, Operations, Data, and Technology. Also, as part of the Enterprise Europe Network project, we visited 60 firms that show the potential to establish **Technology and R&D** partnerships, raised awareness in these firms on the topics of technology, R&D innovation, and digital transformation, identified their needs, provided solutions and guidance. In 2021, in order to support and inform industrial enterprises on innovation, digital transformation, technology, and R&D, we organized 29 information days and seminars, which reached a total audience of 7,200 people. Looking ahead, we are committed to continue driving innovation and supporting our industrialists in these areas.

Detailed information about our contributions to innovation is available in the ICI 2021 Annual Report.

Some of ICI seminars and information days events in 2021:

- Digital Transformation in Industry from the Perspective of Entrepreneurs Webinar Series
- Digital Vision Meetings Webinar Series
- Right Software Selection and Integration Webinar
- TUBITAK BILGEM Webinar
- Horizon Europe Webinar Series
- Hamle Program Information Days
- KOSGEB Supports Webinar (KOBIGEL and R&D, P&D, Innovation Calls)
- Digital Transformation and 1707 R&D to Order Information and Cooperation Day

CONTRIBUTION TO WORKING LIFE

As ICI, we organize training programs through **ICI Academy** to guide professional development and strengthen Turkish industry. The ICI Academy, which aims to increase the competitive power of ICI members and contribute to the professional development of individuals, reaches out to participants via social media to develop its training courses in line with the needs of participants and members. In 2021, the ICI Academy provided a total of 682.5 hours of training in 358 online training courses, webinars, and mini MBAs on digitization, personal development, technology, and foreign trade to 78,065 participants.

The ICI Academy trainings in 2021 reached an average participant satisfaction level of 90%. Meanwhile, ICI Academy’s mini MBA programs, which covered 20 topics in 2021, contribute to need of Türkiye for competent human resources, while fostering a visionary perspective in participants. The mini MBA programs feature important topics of professional life and a specifically designed training structure, where professionals, company representatives, and executives receive hands-on training from instructors who are specialized in both sectoral and academic fields.

2- Learning Services Outside Formal Education – Service Requirements (ISO 29993:2017)

Mini MBA Programs

- R&D Mini MBA
- Marketing Mini MBA
- Digital Transformation Mini MBA
- E-Commerce Mini MBA
- Next-Gen Technologies and Investment Mini MBA
- Foreign Trade Mini MBA
- Corporate Finance Mini MBA
- Family-Owned Companies and Corporate Governance Mini MBA
- E-Exports Mini MBA
- Agile Project Management Mini MBA
- R&D and Innovation Mini MBA
- Business with Emerging China Mini MBA
- Digital HR Mini MBA
- Sustainability Mini MBA
- Energy Mini MBA



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY



We began working towards ISO 29993 certification of the training activities provided by ICI Academy. We aim to complete the certification process in 2022. ICI also carries out various efforts towards professional life and vocational training to contribute to the demand of Türkiye for qualified personnel and create a healthy working environment. ICI has partnered with Istanbul Gedik University for the “Establishing a VOC-Test Center in the Metal Industry” project, which is financed under VOC-Test Centers-III Grant Scheme of European Union’s Instrument for Pre-Accession Assistance (IPA) Human Resources Development Operational Program (HRD OP). The opening meeting was held on May 28, 2021, and the initial briefing meeting was held on October 26, 2021, for the 18-month project. Also, as ICI, we established a new certification company, **İSO Belgelendirme A.Ş.** in August 2021. We completed the required documentation of the project by signing the Preliminary Authorization Agreement and the TÜRKAK Accreditation Agreement with the Vocational Qualifications Authority and commenced the audit process. Istanbul operations of the “**Mahir Eller**” project, which is led by TOBB in collaboration with the Economic Policy

Research Foundation of Türkiye (TEPAV), is carrying out by the cooperation of the Istanbul Chamber of Industry. This EU-financed project aims to enhance the employability of individuals by certifying their vocational skills and competence. The project works started in ICI in July 2018, and during the course of 2021, we received 403 applications for certification from Turkish citizens and Syrian nationals residing in Türkiye under temporary protection. In total, 149 candidates took the vocational competence exams in seven fields, out of which 105 passed and became eligible to receive their vocational qualification certificate. In 2021, 150 people attended the 10 orientation programs that took place prior to the exams. The final leg of the project, which ran until September 2022, was the employment incentives, through which companies who have hired vocational qualification certificate holders were granted financial incentives. In addition to the above, ICI also carries out various efforts aimed at vocational high schools. Detailed information about ICI’s collaborations and projects about vocational education is available in the Values Created for Society section of this report.



Occupational Health and Safety (OHS) is one of ICI’s key contributions to professional life, both among its members and for Turkish industry at large. Safe Working Environment, one of the five core themes of ICI’s sustainability strategy, guides us to design workplaces to be as safe as possible even in the event of human error, minimize and eliminate hazards to employee health, and establish a safety-oriented corporate culture. In this context, we became eligible to receive grant from the EU as one of the 37 projects out of the 400 applicants under the “**Occupational Safety and Health Capacity Building through Structured Cooperation Programme**” and the “**Grant Programme for Improving Occupational Safety and Health**”. As part of the project, we assist industry representatives in fulfilling OHS obligations. The project is coordinated by the ICI, and project partners include the Birlik Organized Industrial Zone (BOIZ), Istanbul Anadolu Yakası Organized Industrial Zone (IAYOIZ), Istanbul Tuzla Chemical Industrialists Organized Industrial Zone (COIZ), and Istanbul Tuzla Organized Industrial Zone (ITOIZ). The

key focus of the 18-month project, which will be managed by this strong OHS platform, is the Integrated Consulting Service. The service, the costs of which will be covered under the project, will be provided by a private consultancy firm to the companies operating out of the four Organized Industrial Zones (OIZ) as well as to the 120 ICI members categorized as very hazardous. ICI’s OHS activities include providing feedback on draft legislations shared by TOBB and other relevant organizations by taking into account the evaluations made by industry entities, keeping up with regulations, especially those related to COVID-19, and informing its members accordingly, and evaluating and addressing member requests. In addition, since the beginning of 2021, ICI has organized 29 seminars and training courses online to raise awareness among industrialists, especially its members, about occupational health and safety. A total of 24,340 people attended the popular series of seminars and trainings organized by the Ministry of Labor and Social Security, the General Directorate of Occupational Health and Safety, the Social Security Institution, the Supreme Court of Appeals, academics, and leading figures of the subject. In 2021, we continued our efforts in the fight against COVID-19, building on the “**ICI Handbook on Combating Epidemics, Specifically COVID-19**” published in 2020 in collaboration with experts of the field. We collaborated with relevant officials and departments of the Ministry of Labor and Social Security to organize several seminars. One such event, the “Life and Production During the COVID-19 Pandemic” seminar series was followed by more than 1,500 people, and the “COVID-19 Vaccines, PCR Tests and Current Administrative Practices in the Workplace” seminar reached over 1,700. In December 2021, we launched another seminar series titled “Responsibilities in Occupational Health and Safety”, which addressed many aspects of this topic that is of particular importance to employers. The 10-hour seminar series, consisted of five main topics, attracted great interest. SEVESO trainings were another series of OHS-related training courses ICI carried out during the year. In the upcoming period, we will continue to explore various aspects of occupational health and safety in collaboration with experts in seminars and trainings to enhance the understanding about the topic.

Detailed information about our contributions to professional life is available in the ICI 2021 Annual Report.



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for Employees

EMPLOYEE RIGHTS AND DEVELOPMENT

As the Istanbul Chamber of Industry, our competent human resource is the key resource that will enhance the quality of our services and carry our Chamber forward in line with our philosophy of continuous development. As of 2021, ICI has 113 employees, 91% of whom are assigned to our head office at Odakule, 4% working at the Yenibosna Branch, and 3% at the Ümraniye Branch. Tuzla and Hadımköy Service Units represent a total of 2% of workforce. Our **Human Resources Policy**, which is available to the public on our corporate website, represents a human resources management approach that takes into account the feedback and expectations of our employees, encourages innovative business ideas, values employee commitment, supports private and personal development, and prioritizes the creation of a workplace that they can perform their duties with high levels of satisfaction and motivation. Our **Personnel Internal Directive** encompass all aspects of human resources, including work conditions, code of

conduct, staffing, recruitment, remuneration, promotion, training, duties, rights and responsibilities, retirement, and dismissal. Working in coordination with Financial Affairs Department and General Secretariat, the Human Resources Department is responsible for managing the aforementioned processes, as well as for employee communication. The Chamber prioritizes its existing personnel when filling up vacant positions. In case a suitable candidate is not found among current employees, the Chamber turns to outside sources. In 2021, ICI made 13 new hires. In addition to specifying qualifications and skills requirements for each position, the Chamber also implements an "Employee Evaluation System" in order to achieve the goals set by the management. The system enables a structured and quantifiable assessment of employee performance and contributions to the organization, and it also plays a role in their development. This includes training courses for the professional and personal development of employees. In addition, ICI

Some of the trainings provided to employees in 2021:

Basics of Sustainability

OHS

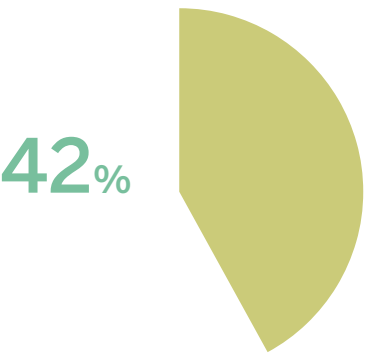
Discover Your Potential - Discover Yourself Journey Training

Motivation Training

ISO 9001:2015 Quality Awareness Training

ISO 9001:2015 Internal Auditor Training

Stress Management Training



Employees with a length of service of 10 years and above account for 42% of our workforce.

financially supports employees looking to further their education or learn a new language. In 2021, our training programs reached an average of 12.89 hours of training per employee. Our remuneration and benefits procedures are shared with employees via the Personnel Internal Directive. We have a provider network offering healthcare services to our employees, who are also able to receive the services of out-of-network providers for more specialized healthcare or surgery needs. In addition, we offer Personal Accident Insurance to all of our employees. Our human resources policy guides us to value employee commitment and develop new methods to increase it. As of 2021, the average seniority of our employees is 10.83 years, and employees with a length of service of 10 years and above account for 42% of our workforce. In addition, according to the results of the survey, that we conducted in



As of 2021, ICI has 113 employees, 91% of whom are assigned to our head office at Odakule, 4% working at the Yenibosna Branch, and 3% at the Ümraniye Branch. Tuzla and Hadımköy Service Units represent a total of 2% of workforce.

2020 with all personnel, the overall satisfaction rate of ICI employees is 3.80/5.00. At ICI, we care about the feedback and expectations of our employees and run an idea and feedback sharing platform titled "**I Have an Idea**". The platform, managed by the Human Resources Department, enables employees to share their ideas for business development via the birfikrimvar@iso.org.tr website. The number suggestions, which was submitted by our employees to the platform, and have been implemented was eight. The Personnel Internal Directive also contain information about reporting and complaint processes. Employees are able to submit verbal and written reports, and any reports and complaints received are investigated and addressed without delay by the relevant department. In 2021, we investigated and resolved two requests made by employees.



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

SAFE WORKPLACE

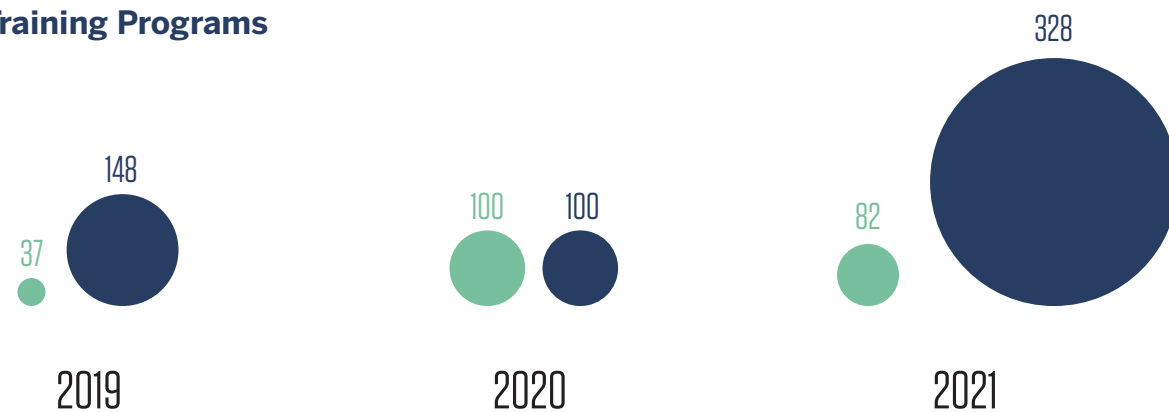
Providing a safe and healthy workplace to our employees is one of our fundamental responsibilities, which is a philosophy ingrained in all of our activities. This also drives us to ensure full compliance with laws and regulations regarding occupational health and safety (OHS). The OHS-related activities of our Chamber are coordinated by the Occupational Health and Safety Unit led by the Occupational Safety Expert. Occupational Safety Expert reports directly to the Secretary General who is responsible for the administrative affairs of the Chamber. Furthermore, ICI has an OHS Board, made up of the Employer's Representative, Occupational Safety Expert, Workplace Physician, Human Resources Director, Employee Representative, and other relevant managers, which regularly convenes every quarter. The OHS Department prepares Risk Assessment Report and Emergency Action Plans to identify potential risks and specify the measures to be taken in response. We attach great importance to OHS processes, and make sure to maintain all building systems on a regular basis, and to resolve any issues without delay.

At the Chamber, we monitor all OHS related data on a regular basis. **Within this scope there are no cases of workplace accidents or occupational diseases in the last three years.** In 2021, the Chamber continued to publish

COVID-19 information documents, which are prepared by the workplace physician to inform employees in a time when the pandemic's effects were continuing. Meanwhile, the Human Resources Department continued to monitor the number of employees who were diagnosed with COVID-19. ICI organizes **OHS training programs** to raise awareness among employees about occupational health and safety. In 2021, we provided 328 hours of OHS training to 82 employees. Recruitment documents signed by new hires contain information about the Chamber's OHS processes, which are also included in the orientation training. In addition to hiring processes, the Chamber also requires compliance with its OHS procedures when procuring services. Also, ICI audits all of its employees, as well as the employees of its service providers, within the scope of the current efforts. ICI also expects contractors to provide OHS training to their employees as well.

The Chamber provides fire safety training and carries out fire drills on a regular basis. In 2021, the ICI completed the installation of a second fire escape in its head office in Beyoğlu Odakule to meet regulatory requirements necessitating two fire escapes in buildings above a certain number of floors. The requirement was met with the completion of the second fire escape in December 2021, making the structure compatible with fire code.

OHS Training Programs



**Training activities in 2020 and 2021 were online due to the pandemic.

Total Training Hours

Employees Trained

EQUAL OPPORTUNITY AND DIVERSITY

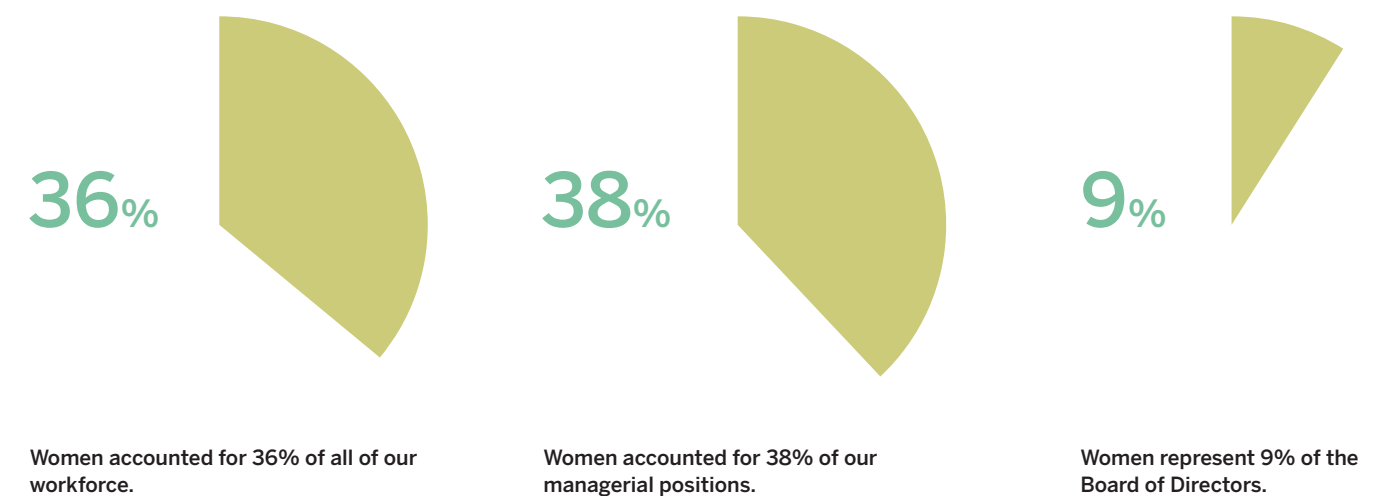
The Istanbul Chamber of Industry attaches great importance to establishing a working environment that offers equal rights and opportunities to all employees, regardless of race, ethnicity, age, gender, political opinion, religious belief, and disabilities. Our code of ethics, which are a part of the Chamber's Personnel Internal Directive, guide us to embrace the principles of objectivity, integrity, equality, justice, respect, courtesy, reliability, inclusivity, solution-orientedness, equal opportunity, and continuous development in our dealings with employees.

We care about women's empowerment in professional life, and support gender equality in all human resources processes from recruitment to career development. In 2021, women accounted for 36% of all of our workforce, and 38% of our managerial positions. 83% of employees who were promoted in 2021 are women. Women also represent 9% of the Board of Directors.

At the Chamber, we care about the work-life balance at

the workplace, and support female employees returning to work after maternity leave, and continuing their career development. Female employees of ICI are entitled maternity leave as mandated by law, and are additionally offered nursing leave, which is three months per day in the first six months after giving birth, and one and a half hours per day in the second six hours, with the daily timing and frequency of nursing leaves up to the employee. Two female employees took maternity leaves in 2021; one of them returned to work as of the end of the year, and the other is still on leave.

We inform our employees about human resources-related decisions and news via e-mail, and we appreciate their feedback in return. Within the scope of our processes regarding the applications and complaints of our employees, which we carry out in accordance with the Personnel Internal Directive, no complaints were received in 2021 regarding race, religion, language or gender discrimination.





VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for the Environment



As Istanbul Chamber of Industry, within the scope of environmental benefit, which is part of the code of ethics that guides our operations, we care about monitoring out environmental impact in the locations where we operate and reducing the negative impacts.

Our head office building, Odakule has been granted **LEED Gold** certification by the U.S. Green Building Council. The version of the certification, which was obtained in March 2018, is “LEED 2009”, which covers new construction and major renovations. The Odakule building went through extensive renovations from 2015 to 2017 and is fully modernized with smart and green building systems that meet today’s needs.

At the status of the climate change and its impact require all organizations, regardless of sector and scale, to take action with an adaptation and mitigation perspective. The first step of this endeavor in the fight against climate change is the carbon footprint calculations, which we conducted in 2021 in Odakule, our branches, and our service units. Within the framework of our responsible service understanding, we

have obtained a detailed report on our current greenhouse gas emissions by repeating the work we previously carried out for our old service building for our current service points after the move. Details about this study, which was carried out in accordance with the ISO 14064-1:2018 standard, is available in the Environmental Performance section of this report.

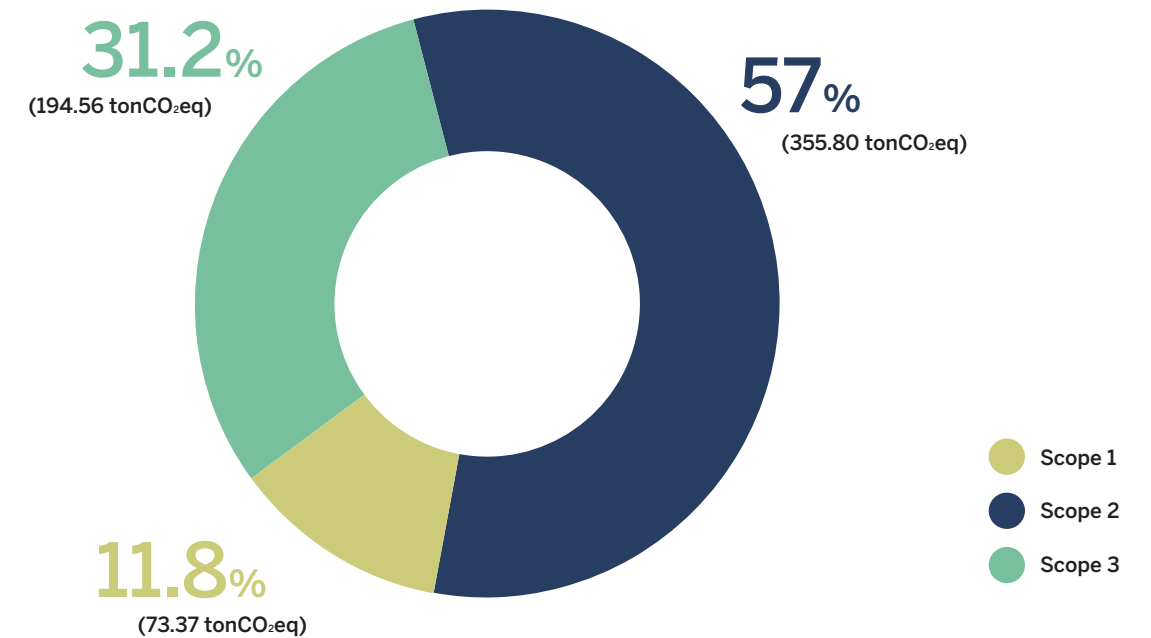
In July 2021, we conducted a 50 person-hour online **sustainability training course** for ICI department heads in order to raise awareness within the organization about climate change and sustainability in general. We also have plans to switch to the green tariff in several electricity meters within Odakule to further reduce our carbon footprint. Meanwhile, we have commenced the procedures to obtain “**Zero Waste Certification**” from the Ministry of Environment, Urbanization, and Climate Change. Accordingly, we are planning to establish waste separation infrastructure in all locations, including those leased out, carry our information campaigns, and set targets to reduce waste.

The phenomenon of marine mucilage that developed in

the Marmara Sea in June 2021 was a serious wake-up call about the impact of direct and indirect pollution on the Marmara Sea, the basin of which is home to a population of approximately 25 million. Rising sea surface temperatures as a result of climate change and the relatively still waters of the Marmara Sea both played a role in the event, which the ICI followed closely. In this context, on July 4, we conducted a consultation meeting with academics of Istanbul Technical University, who served in the “Point Source Pollution Detection” sub-working group formed at the “The Marmara Sea Action Plan Coordination Board Meeting” of June 15, 2021. Furthermore, on August 4, the ICI Board of Directors attended the “Governorship of Istanbul’s Organized Industrial Zones Meeting to Discuss the Mucilage”, which was led by the Deputy Governor, and communicated the regulatory impact of the event to our members.

Forestation efforts represent a key aspect of our activities to serve environmental benefit. Originally launched in 2019 with the planting of 20,000 saplings, the forestation drive of ICI was expanded upon in 2021 with the planting of 120,000 saplings for the “**Vocational High Schools Promise a Bright Future Heritage Forest**”, developed as part of the Vocational Education Collaboration Project. As Istanbul Chamber of Industry, we have dedicated this project to future generations as we understand that future generations represent the essential focus of sustainable development, which depends entirely on young people and the healthy environment they will inherit. Also, as part of the Vocational Education Collaboration Project, ICI Board of Directors, Assembly, and Sectoral Committee members, alongside educators and students, took part in a forestation drive in Baklalı, Çatalca in collaboration on November 13, 2021.

ICI Carbon Footprint 2021





VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

Values Created for Society



Adopting the “Vocational High Schools Promise a Bright Future” approach, we introduced a new understanding for vocational high school-industry cooperation, guided by our goal of achieving “Competent Schools, Competent Graduates, and a Competent Labor Force”. With the “**Vocational Education Cooperation Project**” (VECP) we carry out in cooperation with the Ministry of National Education to serve this end, we strive to make studying at a vocational high school something to be proud of and be respected for. With the “Vocational Education Cooperation Protocol” we signed with the Ministry of National Education (MoNE), the Ministry of Industry and Technology (MoIT), Istanbul Technical University (ITU), the Istanbul Chamber of Commerce (ICC) on January 25, 2019, we aim to design the curricula of Istanbul-based vocational and technical high schools and to prepare graduates for their professional careers by improving their competence. As part of the model that functionally matches schools and the Istanbul Chamber of Industry’s Sectoral Committees, we support 39 Vocational and Technical Anatolian High

Schools (VTAHS), one Vocational Education Center (VEC), five Fine Arts High Schools (FAHS) and 23 Special Education Vocational Schools. The protocol implementation boards (PIB), which started their work with a big launch on April 29, 2019, furthered their efforts in schools, with approximately 1,800 people attending the 460 meetings held as of the end of 2021. Industrialists allocated an aggregate of approximately 1,260 hours for meetings and close to 1,000 targets and tasks were registered in the system. We created the ICI VECP Monitoring System, which is a first in Türkiye and was developed to allow for the real-time monitoring of this protocol utilizing an extensive infrastructure that included all stakeholders. One of the projects we carried out to support all the schools was the customized manager development program targeting school principals and vice principals. The third module of the Manager Development Program for School Principals took place on 21-22 October 2021, the Manager Development Program for Vice Principals was held in four separate sessions on November 23, November 25, December 9, and December 14, 2021. In addition, as part of



the Industry-Oriented Teacher Training Series organized for teachers on March 5-June 15, 2021, **16 trainings most requested by teachers were included with the themes of digital transformation, sustainability and personal development**. More than 3,000 vocational high school teachers attended the training series. Moreover, we evaluated 79 project applications submitted as part of the 2021 ICI VECP Project Grants in November. 31 projects from 22 schools with a scale of TRY 1.7 million qualified for a grant and we transferred the amounts determined for the implementation of the projects to the schools as of December 2021. Mehmet Rifat Evyap VTAHS, which is our protocol school and **the first and only software high school in Türkiye**, welcomed its first students to the English Preparatory Class of Information Technologies to start the 2021-2022 academic year. We provided a notebook computer to all students who enrolled in the software high school to use in their studies. In addition, we plan to provide students who meet the success criteria with scholarship support starting from the 9th grade. In addition to providing trainings on

various subjects to Software High School Information Technologies teachers in 2021, we aim to continue teacher training programs throughout the process with a view to responding to the industry-aligned training and development needs of teachers. As per the request of the MoNE, all **Special Education Vocational Schools (SEVS)** in Istanbul were included in the scope of the ICI VECP and a pilot was launched with 10 students from five Special Education Vocational Schools as part of the Vocational Education Cooperation Protocol. Within the scope of the project, which aims to include students with mild intellectual and/or physical disabilities in the employment process by providing them with non-compulsory on-the-job training in addition to their theoretical education, student lists were analyzed, job placement plans for matching students with enterprises were completed and the students were placed accordingly. To boost the popularity of vocational high schools among students and parents during the 2021 High School Entrance Exam (LGS) application period, we launched a promotional campaign including a Vocational High Schools Promise a Bright Future commercial and posters in July 2021, and shared all our promotional and visibility materials on our website: iso.org.tr/meip. We plan to continue our efforts to support vocational education by diversifying them in the upcoming period. One of our projects serving this end is the Zincirlikuyu ICIF Vocational and Technical Education Campus. We aim to design the campus, which emphasizes the past, present and future of vocational education and will include the successful projects recently launched by the MoNE, as an open-air museum. This campus setup will be a first in Türkiye. In order to train qualified welders, which Türkiye needs, with international standards, we set in motion a collaboration among the MoNE, the Directorate of Vocational and Technical Education and the Istanbul Chamber of Industry, Gedik Kaynak Sanayi ve Ticaret A.Ş. to establish **Welding Centers of Excellence** in five VTAHS’. With processes such as purchasing, etc. nearing completion, the goal is to also provide teachers with up-to-date knowledge and skills through practical training that will last about three weeks.



VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

We carry out the **Vocational and Technical Education Development Center** project to further bolster the social status of vocational and technical education, to increase its quality, to strengthen the education-industry relationship and to improve the human resource and institutional capacity of the region. The 2019 Feasibility Support Program of the Istanbul Development Agency and the Vocational and Technical Education Development Center Feasibility Study carried out in partnership with the ICIF, the ICI, the ICC and the Istanbul Provincial Directorate of National Education will establish coordination between vocational and technical education and the private sector. The center, the feasibility of which has been completed and which is planned to be established, will boast five different departments: Career Development and Employment, Academy, R&D & Curriculum, Resource Development and Communication.

In 2021, we also qualified for an Erasmus Accreditation for vocational education. As part of the program with an implementation period planned to start in April 2022, we aim to send a group of 1,500 people, consisting of teachers, students, experts, school principals and employees of the Istanbul Chamber of Industry interested in vocational education abroad to gain experience and observe best practices.

You may find detailed information about our efforts towards contributing to vocational education in the ICI 2021 Annual Report.

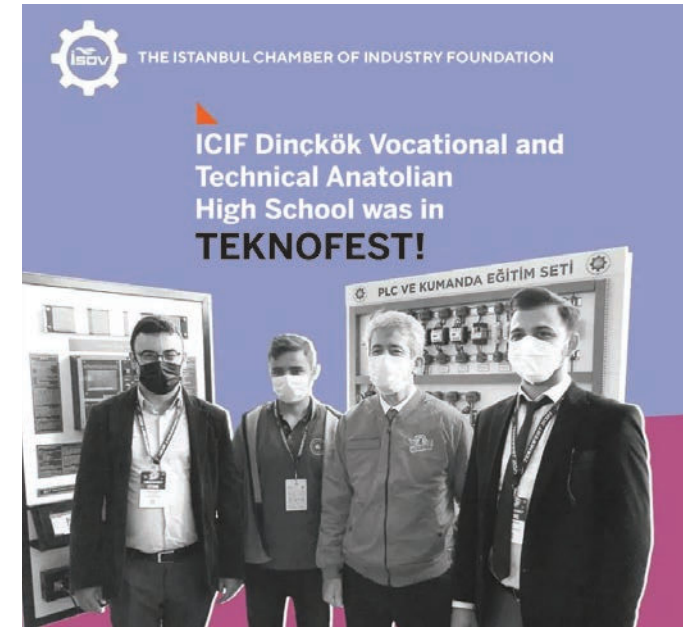
ICI VTC Program Goals

To bridge the gap between and match companies and labor force (system)

To raise awareness on VTC among companies (communication)

To raise awareness on VTC (communication) among students, parents and labor force (public)

In addition, the **Erasmus+ Strategic Partnership for Vocational Education and Training ECVET Skills Platform Project**, which is carried out under the coordination of the Governorship of Istanbul and of which our Chamber is a partner, continues its work. The project, which includes 10 institutions from six countries, aims to update the training curriculum in order to ensure skills-based alignment between the CNC Machine Operation vocational training curricula and the industry, and to support personal and conceptual skills as well as technical skills within the professional profile. As the Ministry has stressed in the last two years, the **Vocational Training Centers (VTCs)** have a pivotal potential to reduce youth unemployment. Driven by this understanding, we have focused on 36 vocational training centers in Istanbul. With the analyses we conducted leveraging the new approach and organization we established to serve this end, we think that achieving the three main goals could culminate in meaningful results for our country. Although the main goal in the model is matching, communication on the supply and demand side is also positioned as an enabler for us to achieve this goal. In this project, which we consider to be the second major field work move as part of the ICI VTCP, we think that the experience in the ICI VTCP Monitoring System, rules and processes will have an accelerating effect.



At the Istanbul Chamber of Industry, we care about creating value for our society in the fields of education, culture and arts in general, along with vocational education and training, and we prioritize supporting young people in particular. Accordingly, the **Istanbul Chamber of Industry Foundation (ICIF)** was established thanks to the efforts of our Assembly members on March 21, 1994, to continue the social and cultural activities of our Chamber. Having provided education opportunities to more than 11,000 students in the 25 years since 1996, the ICIF granted more than 100,000 scholarships and invested more than 165 million for young people. From 2013 onwards, it has received more than 76,000 scholarship applications and increased the number of scholarships it provides to students to 1,043 through conditional scholarships.

In 2021, the ICIF created a modern **Scholarship Management System** that will run under all conditions without interruption to enable our scholarship students with streamlined processes via a digital platform and

mobile application. Moreover, efforts are ongoing to integrate an **ICIF Internship Program** within the CRM system designed to create a sustainable database. The **ICIF Mentorship Program Let's Learn Together** was launched. As part of this program, the areas of development, strengths and potentials of our scholarship students were evaluated by expert mentors and an annual roadmap was prepared for each mentor and mentee to work with. Launched in June, the program provided approximately 3,000 hours of volunteer mentoring support.

The ICIF carries out vocational training activities for industrial manufacturing and industrial cooperation to lead initiatives contributing to the cultural, scientific, technological, social and economic development of our country with the help of the know-how, experience and professional competence of our members. Accordingly, **Volunteering Programs** were created with our members and scholarship students. Our scholarship students started to provide voluntary tutoring and mentoring support to senior students studying at ICIF Vocational High Schools. Moreover, our pilot schools launched successful projects in 2021. With a view to inspiring the future career plans of juniors and seniors studying at our pilot school ICIF Dinçkök Vocational and Technical Anatolian High School, the **Vocational High Schools Vision Sessions Project** was created to allow students to meet managers who graduated from vocational high schools and who pursued a career in the industry.

At the ICI, we also carry out activities to support culture and arts as part of social responsibility. Our exhibitions at the **ICI Art Gallery**, which opened in 2004, included original contemporary works of painting, sculpture, ceramics, photography, video, industrial design, graphics and textile. We created the Istanbul Chamber of Industry Art Collection with a selection of works from artists who exhibited in our Art Gallery. Although we had to temporarily close the exhibitions in our gallery due to the pandemic in 2020, our exhibition titled A Selection from the Istanbul Chamber of Industry Art Collection, which was curated in 2019, continued to welcome arts enthusiasts in 2021.

You may find detailed information about the ICIF and projects on the ICIF's website and in the ICI 2021 Annual Report.

You may find detailed information about the ICI Art Gallery on our gallery's website.



SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

Environmental Performance

| Consumption Data | 2019 | 2020 | 2021 |
|---|--------|--------|--------|
| Electricity (MWh)* | 449.17 | 376.89 | 828.79 |
| Electricity Per Capita (MWh)* | 4.01 | 3.43 | 7.33 |
| Water Consumption (megaliters)** | 4.17 | 3.48 | 3.78 |
| Water Consumption Per Capita (megaliters)** | 0.04 | 0.03 | 0.03 |
| Diesel (TJ)*** | 0.15 | 0.14 | 0.78 |
| Petrol (TJ)*** | - | - | 0.12 |
| Paper Consumption (tonnes)**** | 74.58 | 19.01 | 13.16 |

| Greenhouse Gas Emissions (tonnes CO ₂ eq)***** | 2019 | 2020 | 2021 |
|---|--------|--------|--------|
| Scope 1 | 41.62 | 40.52 | 73.37 |
| Scope 2 | 192.83 | 161.80 | 355.80 |
| Scope 3***** | 154.94 | 148.19 | 194.56 |
| Scope 1+2 Per Capita | 2.09 | 1.84 | 3.80 |

* Electricity consumption data given above for 2019 and 2020 is the total consumption of Odakule head office and the Hadımköy Service Unit, whereas the data for 2021 is the total consumption Odakule head office, Yenibosna and Ümraniye Branches, and Tuzla and Hadımköy Service Units.

** Water consumption data given above includes both drinking water and tap water consumption. The water is sourced from the grid, and an equal amount of water discharge is assumed. The data for 2019 and 2020 only covers the Odakule head office, whereas the data for 2021 is the total water consumption of Odakule head office, and Yenibosna and Ümraniye Branches.

*** Indicates the total fuel consumption of owned and leased vehicles, as well as building generators.

**** Indicates the paper consumed to print periodicals and calendars.

***** The operational control approach has been employed to identify organizational limits. New categories have been established to reflect the shift to the TS EN ISO 14064-1:2018 standard in 2021. Accordingly, the calculations are based on Scope 1: Category 1 – Direct Emissions, Removals, and Transportation; Scope 2: Category 2 – Indirect Emissions from Energy Consumption; Scope 3: Category 3 – Transportation, Category 4 – Goods Used by the Organization, Category 6 – Other Indirect. The changes in greenhouse gas emission data in 2021 can be attributed to the improvement in data quality.

***** Scope 3 calculations include fuel usage of leaves vehicles, personnel commute, business flights, drinking water and tap water consumption, paper consumption, and electricity distribution and transmission losses.

Social Performance

| | 2019 | | 2020 | | 2021 | |
|---------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Employees by Gender | 40 | 72 | 41 | 69 | 41 | 72 |
| Total | 112 | | 110 | | 113 | |

*Does not include interns

| | 2019 | | 2020 | | 2021 | |
|-----------------------|--------|------|--------|------|--------|------|
| Employees by Location | Female | Male | Female | Male | Female | Male |
| Odakule | 39 | 63 | 40 | 60 | 40 | 63 |
| Yenibosna Branch | 0 | 5 | 0 | 5 | 0 | 5 |
| Ümraniye Branch | 1 | 2 | 1 | 2 | 1 | 2 |
| Tuzla Service Unit | 0 | 1 | 0 | 1 | 0 | 1 |
| Hadımköy Service Unit | 0 | 1 | 0 | 1 | 0 | 1 |
| Total | 112 | | 110 | | 113 | |

| | 2019 | | 2020 | | 2021 | |
|------------------------------|--------|------|--------|------|--------|------|
| Employees by Employment Type | Female | Male | Female | Male | Female | Male |
| Full-time | 36 | 72 | 37 | 69 | 38 | 70 |
| Part-time | 4* | 0 | 4* | 0 | 3* | 2 |
| Total | 112 | | 110 | | 113 | |

*Includes female employees on part-time employment after maternity leave or unpaid time off

| | 2019 | | 2020 | | 2021 | |
|------------------|--------|------|--------|------|--------|------|
| Employees by Age | Female | Male | Female | Male | Female | Male |
| Under 30 | 3 | 10 | 4 | 6 | 5 | 7 |
| Between 30-50 | 37 | 55 | 36 | 51 | 35 | 49 |
| Above 50 | 0 | 7 | 1 | 12 | 1 | 16 |
| Total | 112 | | 110 | | 113 | |



SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

Social Performance

| | 2019 | | 2020 | | 2021 | |
|--------------------------------|--------|------|--------|------|--------|------|
| Employees by Length of Service | Female | Male | Female | Male | Female | Male |
| 0-5 Years | 18 | 25 | 11 | 24 | 13 | 26 |
| 5-10 Years | 10 | 11 | 10 | 14 | 11 | 16 |
| 10+ Years | 12 | 36 | 20 | 31 | 17 | 30 |
| Subtotal by Gender | 40 | 72 | 41 | 69 | 41 | 72 |
| Total | 112 | | 110 | | 113 | |

| | 2019 | | 2020 | | 2021 | |
|--|--------|------|--------|------|--------|------|
| Employees in Managerial Positions (Manager and Above) | Female | Male | Female | Male | Female | Male |
| Under 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| Between 30-50 | 8 | 11 | 8 | 10 | 9 | 10 |
| Above 50 | 0 | 5 | 1 | 6 | 1 | 6 |
| Subtotal by Gender | 8 | 16 | 9 | 16 | 10 | 16 |
| Total | 24 | | 25 | | 26 | |

| | 2019 | | 2020 | | 2021 | |
|---------------------------------|--------|------|--------|------|--------|------|
| Board Members by Age and Gender | Female | Male | Female | Male | Female | Male |
| Under 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| Between 30-50 | 0 | 0 | 0 | 0 | 0 | 0 |
| Above 50 | 1 | 10 | 1 | 10 | 1 | 10 |
| Subtotal by Gender | 1 | 10 | 1 | 10 | 1 | 10 |
| Total | 11 | | 11 | | 11 | |

| | 2019 | | 2020 | | 2021 | |
|--------------------|--------|------|--------|------|--------|------|
| Assembly Members | Female | Male | Female | Male | Female | Male |
| Under 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| Between 30-50 | 4 | 24 | 5 | 21 | 4 | 21 |
| Above 50 | 3 | 89 | 3 | 91 | 4 | 91 |
| Subtotal by Gender | 7 | 113 | 8 | 112 | 8 | 112 |
| Total | 120 | | 120 | | 120 | |

| | 2019 | | 2020 | | 2021 | |
|----------------------------|--------|------|--------|------|--------|------|
| Sectoral Committee Members | Female | Male | Female | Male | Female | Male |
| Under 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| Between 30-50 | 11 | 68 | 9 | 63 | 7 | 58 |
| Above 50 | 2 | 94 | 3 | 100 | 5 | 105 |
| Subtotal by Gender | 13 | 162 | 12 | 163 | 12 | 163 |
| Total | 175 | | 175 | | 175 | |

| | 2019 | | 2020 | | 2021 | |
|-----------------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Employees with Disabilities | 1 | 1 | 1 | 1 | 1 | 1 |
| Total | 2 | | 2 | | 2 | |

| | 2019 | | 2020 | | 2021 | |
|--------------------|--------|------|--------|------|--------|------|
| New Hires by Age | Female | Male | Female | Male | Female | Male |
| Under 30 | 0 | 2 | 2 | 1 | 3 | 1 |
| Between 30-50 | 5 | 4 | 0 | 4 | 3 | 6 |
| Above 50 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal by Gender | 5 | 6 | 2 | 5 | 6 | 7 |
| Total | 11 | | 7 | | 13 | |

*Does not include interns

| | 2019 | | 2020 | | 2021 | |
|-----------------------------|--------|------|--------|------|--------|------|
| | Female | Male | Female | Male | Female | Male |
| Employee Turnover (Percent) | 2.50 | 2.78 | 4.88 | 8.70 | 17.07 | 5.56 |
| Total | 2.68 | | 7.27 | | 9.73 | |

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

| | 2019 | | 2020 | | 2021 | |
|--------------------------|--------|-------|--------|-------|--------|-------|
| | Female | Male | Female | Male | Female | Male |
| Average Seniority (Year) | 9.83 | 12.46 | 10.36 | 12.17 | 9.39 | 11.65 |
| Total | 11.51 | | 11.5 | | 10.83 | |



SUSTAINABILITY PERFORMANCE OF THE ISTANBUL CHAMBER OF INDUSTRY

Social Performance

| | 2019 | | 2020 | | 2021 | |
|---|--------|------|--------|------|--------|------|
| Maternity Leave | Female | Male | Female | Male | Female | Male |
| Employees Benefited from Maternity Leave | 0 | 0 | 0 | 0 | 2 | 0 |
| Employees Returned to Work after Maternity Leave | 1 | 0 | 0 | 0 | 1 | 0 |
| Employees Working 12 Months After Maternity Leave | 1 | 0 | 0 | 0 | 1 | 0 |

| Training Hours | 2019 | 2020 | 2021 |
|-------------------------------------|---------|----------|-------|
| Total Training Hours | 2,637.5 | 1,188.82 | 1,457 |
| Average Training Hours Per Employee | 23.55 | 10.81 | 12.89 |

*The majority of training activities in 2020 and 2021 were online due to the pandemic. The drop in the average training hours per employee during 2020 and 2021 is due to the fact that online training is comparatively shorter than face-to-face training.

| | 2019 | | 2020 | | 2021 | |
|---------------------------------|--------|---------|--------|---------|--------|---------|
| Occupational Health and Safety | Female | Male | Female | Male | Female | Male |
| Employees | 40 | 72 | 41 | 69 | 41 | 72 |
| Total Annual Working Hours | 79,360 | 142,848 | 82,328 | 138,552 | 81,344 | 142,848 |
| Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Fatal Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Serious Injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Work-Related Fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Diseases | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Day Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Absent Days | 0 | 0 | 0 | 0 | 0 | 0 |
| Incident Rate (IR) | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Disease Rate (ODR) | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Day Rate | 0 | 0 | 0 | 0 | 0 | 0 |
| Absent Day Rate | 0 | 0 | 0 | 0 | 0 | 0 |

| | 2019 | | 2020 | | 2021 | |
|---------------------------------|--------|-------|--------|--------|--------|--------|
| Subcontractor Employees | Female | Male | Female | Male | Female | Male |
| Subcontractor Employees | 10 | 4 | 14 | 5 | 12 | 6 |
| Total Annual Working Hours | 19,840 | 7,936 | 28,112 | 10,040 | 23,808 | 11,904 |
| Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Fatal Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Serious Injuries | 0 | 0 | 0 | 0 | 0 | 0 |
| Work-Related Fatalities | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Diseases | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Day Accidents | 0 | 0 | 0 | 0 | 0 | 0 |
| Absent Days | 0 | 0 | 0 | 0 | 0 | 0 |
| Incident Rate (IR) | 0 | 0 | 0 | 0 | 0 | 0 |
| Occupational Disease Rate (ODR) | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Day Rate | 0 | 0 | 0 | 0 | 0 | 0 |
| Absent Day Rate | 0 | 0 | 0 | 0 | 0 | 0 |



GRI Content Index

| GRI Standards | Disclosure | References | Pages / URL |
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| GRI 101: Foundation 2016 | | | |
| General Disclosures | | | |
| Organizational Profile | | | |
| GRI 102: General Disclosures 2016 | 102-1 | About the Report | 3 |
| | 102-2 | ICI Milestones | 8-11 |
| | | Services | www.iso.org.tr/hizmetler |
| | 102-3 | Contact | 74 |
| | 102-4 | About the Report | 3 |
| | 102-5 | Management of the Chamber | 13 |
| | | Legislation | www.iso.org.tr/corporate/legislation/ |
| | 102-6 | Members | 18-19 |
| | | Sectoral Committees | www.iso.org.tr/sectoral-committees/ |
| | 102-7 | Members | 18-19 |
| | | Contribution to the Economy | 34-37 |
| | | Employee Rights and Development | 50-51 |
| | 102-8 | Social Performance | 61-65 |

| GRI Standards | Disclosure | References | Pages / URL |
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| GRI 101: Foundation 2016 | | | |
| General Disclosures | | | |
| GRI 102: General Disclosures 2016 | 102-9 | Purchasing activities of the Istanbul Chamber of Industry include 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. | 67 |
| | 102-10 | There is not any significant changes during the reporting period regarding the organization or its suppliers. | 67 |
| | 102-11 | Management of the Chamber | 13 |
| | | Türkiye and the World in 2021 | 20-21 |
| | | Sustainability Strategy | 24 |
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| | Stakeholder Engagement | | |
| | 102-40 | Stakeholders Engagement and Communication Channels | 30-32 |
| | | Members and Collaborations | 33 |
| | | Affiliates and Subsidiaries | 33 |
| | 102-41 | There are not any employees covered by a collective agreement. | 68 |
| | 102-42 | Materiality Analysis | 26-27 |
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| | 102-43 | Materiality Analysis | 26-27 |
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| | 102-44 | Sustainability Strategy | 24 |
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| GRI Standards | Disclosure | References | Pages / URL |
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| GRI 101: Foundation 2016 | | | |
| General Disclosures | | | |
| GRI 102: General Disclosures 2016 | Reporting Practices | | |
| | 102-45 | Only the Istanbul Chamber of Industry. | 69 |
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| | 102-53 | About the Report | 3 |
| | 102-54 | About the Report | 3 |
| | 102-55 | GRI Content Index | 66-73 |
| | 102-56 | External assurance service not received. | 69 |
| | GRI 200: Economic Standard Series | | |
| Indirect Economic Impacts | | | |
| GRI 103: Management Approach 2016 | 103-1 | Materiality Analysis | 26-27 |
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| GRI 305: Emissions 2016 | 305-1 | Environmental Performance | 60 |
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| GRI 307: Environmental Compliance 2016 | 307-1 | There were no fines levied against the organization during the reporting period for non-compliance with environmental laws or regulations. | 71 |



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Istanbul Chamber of Industry
Sustainability Report
2021



The report is printed on recycled paper.



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CHAMBER OF INDUSTRY

70th
year



ISTANBUL
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