

ESG INDICATORS

Employment Models (%)	2022	2023	2024
Office	75.87%	75.03%	72.16%
Hybrid	15.47%	15.93%	18.44%
Remote	8.66%	9.04%	9.4%

Number of Employees	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Under 30 years old	1,092	984	1,515	1,577	2,069	2,136
30-50 years old (between 30 and 49,99 years old)	10,34	9,932	8,567	8,816	8,066	7,768
Over 50 years old	350	611	225	467	178	343
Total F/M	11,782	11,527	10,307	10,86	10,313	10,247
Total Employees	23,309		21,167		20,560	

Average Age of Employees	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Average Age	39.98	40.41	38.52	39.43	37.81	38.34
Total	40.19		38.99		38.07	

Number of Employees with Disabilities	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Employees with disabilities by gender	134	192	121	163	124	147

Number of Employees by Term of Employment	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
0-5 years	1,229	1,129	1,813	1,747	2,559	2,442
5-10 years (including 5th and 10th years)	1,761	1,469	1,668	1,375	1,419	1,125
10 years +	8,792	8,929	6,826	7,738	6,335	6,680

Number of Internal Promotions	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Under 30 years old	1	1	-	-	16	12
30-50 years old (including 30 and 50 years old)	268	383	399	597	1357	1357
Over 50 years old	1	6	2	21	20	55

New Employee Hires by Gender and Age	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Under 30 years old	790	676	837	910	1,004	959
30-50 years old (between 30 and 49,99 years old)	19	28	83	52	50	44
Over 50 years old	2	7	9	15	7	26

Position Filled with Internal Candidates	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Internal Candidates by Gender	2,863	2,789	3,183	3,613	3,233	3,486
Total	5,652		6,796		6,719	

Number of Employees Leaving Work	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Under 30 years old	78	99	100	122	140	155
30-50 years old (between 30 and 49,99 years old)	395	274	2,008	1,127	735	1,186
Over 50 years old	64	118	294	387	180	302

Turnover Rate (%)	2022	2023	2024
Voluntary Turnover Rate (%)*	3.75	17.45	12.01
Involuntary Turnover Rate (%)**	0.05	0.02	0.04
Turnover Rate (%)	3.80	17.47	12.05

DEI (Diversity, Equality and Inclusion)	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Executive officers	20.0%	80.0%	15.3%	84.7%	20%	80%
All management positions	42.6%	57.4%	40.29%	59.71%	41.32%	58.68%
Top management positions. i.e. maximum two levels away from the CEO or comparable positions	16.42 %	83.58%	16.78 %	83.22%	20.57%	79.43%
Senior management	15.75 %	84.25%	17.39%	82.61%	20.01%	78.99%
Middle management	41.0 %	59.0%	40.96%	59.04%	42.47%	57.53%
Junior management positions. i.e. first level of management	47.1 %	52.9%	41.92 %	58.08%	42.58%	57.42%
Percentage of non-managerial positions	57.28%	42.72%	50.23%	49.77%	51.8%	48.2%
Management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR. IT. Legal. etc.)	41.4 %	58.6%	38.97%	61.03%	39.83%	60.17%

DEI (Diversity, Equality and Inclusion)	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Total workforce	55.0%	45.0%	53.18 %	46.82%	54.68%	45.32%
Total promotions	40.51%	59.49%	44.81%	55.19%	49.45%	50.55%
IT/Engineering	34.47%	65.53%	34.71%	65.29%	33.92%	66.08%
STEM-related positions (as % of total STEM positions)	36.1 %	63.9%	36.67 %	63.33%	35.5%	64.5%
New hires	53.29%	46.71%	48.73%	51.27%	50.77%	49.23%
Women attrition/leaving	52.24%	80.0%	59.48%	40.52%	39.1%	60.09%
DEI Action						
Time-bound action plan with targets to increase the representation of women in leadership positions	Yes					
Time-bound action plan with targets to increase the representation of women in the company	Yes					
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Yes					
Back-up family care services or subsidies through the company	Yes					
Flexible working policy	Yes					
Employee resource groups for women	Yes					
Unconscious bias training	Yes					
Annual anti-sexual harassment training	Yes					

Maternity Leave	2022	2023	2024
Number of employees taking maternity leave	499	373	354
Number of employees returning to work after maternity leave	692	507	457
Number of employees that returned to work after maternity leave and worked at least 12 more months afterwards	747	687	503
Return-to-work rate after maternity leave (%)	99.71%	99.80%	100%
Retention rate after maternity leave (at least 12 months) (%)	98.55%	99.13%	99.21%

*The table covers only employees at Türkiye İş Bankası locations. Türkiye İş Bankası offers childcare facilities/ contributions and lactation facilities for its employees.

Number of Employees Benefiting from Parental Leave	2022		2023		2024	
Gender Diversity	Female	Male	Female	Male	Female	Male
Number of employees benefiting from parental leave	358	443	279	341	263	357

*The table covers only employees at Türkiye İş Bankası locations. Paid parental leave for the primary caregiver is 16 weeks and for the non-primary caregiver is 2 weeks.

Share in Management Positions by Nationality	2022		2023		2024	
	Total workforce	All management positions	Total workforce	All management positions	Total workforce	All management positions
Turkish(%)	98.81%	98.90%	98.62%	98.87%	98.48%	98.85%
TRNC Turkish(%)	0.82%	0.81%	0.94%	0.82%	1.08%	0.81%
British(%)	0.08%	0.09%	0.08%	0.06%	0.09%	0.03%
Iraqi (%)	0.12%	0.06%	0.16%	0.09%	0.18%	0.09%

Share in Management Positions by Nationality	2022		2023		2024	
Kosovo(%)	0.12%	0.09%	0.14%	0.09%	0.1%	0.81%
Bahraini(%)	0.01%	0.03%	0.01%	0.03%	0.01%	0.03%
Other(%)	0.04%	0.02%	0.05%	0.04%	0.05%	0.03%

Gender Pay Gap Analysis	2022			2023			2024		
Ratio	Average	Adjusted Mean	Median	Average	Adjusted Mean	Median	Average	Adjusted Mean	Median
Pay Gap Ratio (%)	4.85%	0	9%	7.32%	0	0	7.09%	0	-0.65%
Bonus Gap Ratio (%)	24%	19.35%	27.63%	25%	20.25%	-6.34%	16%	0	-10.26%

Unionization	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Number of unionized employees	11,455	11,266	9,966	10,613	10,001	10,006
Total unionization rate (%)	97.5%		97.2%		97.31%	

*The table covers only employees at Türkiye İş Bankası locations.

Employee Engagement	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Employee engagement (%)	64%	66%	66%	68%	63%	67%

*Surveys tracking employee metrics are job satisfaction, purpose, happiness, and stress.

Training	2022		2023		2024	
Gender	Female	Male	Female	Male	Female	Male
Average hours of training per FTE*	39.5	47.5	54.1	59.4	57.2	59.1
Total training hours	464,444	443,004	556,483	520,083	588,93	485,992

Training	2023		2024	
	Number of Participants	Hours of Training	Number of Participants	Hours of Training
Ethics	4,227	2,849	3,343	4,408
Leadership*	8,323	56,131	9,983	75,827
Sustainability	12,8	24,764	23,248	26,629
Personal Data Protection	6,358	8,01	19,851	14,133
Anti-Corruption and Bribery	19,889	2,667	21,553	2,822
International Sanctions	2,894	649	8,475	4,558
Human Rights	2,524	6,034	2,27	5,897
Cyber security, social engineering, and information security	9,161	7,746	23,364	11,337
Diversity and Inclusion/Gender Equality Training/ Other Diversity Trainings	8,106	14,654	18,169	18,257
Other	445,138	967,716	753,982	911,055

*Training impact: There are a variety of management and leadership development programs, trainings and seminars designed to strengthen next-generation leadership competencies and foster continuous development within the Bank. As an instance Leader Women Program, which was launched in 2022, is designed to strengthen the competencies of women mid-level managers on their way to senior management positions, focusing on the empowerment of authentic and inclusive leadership skills. By the end of 2024, 329 people have attended in the program and %47 of them have promoted to a higher level.

Contributions and Other Spending (TL)	2022	2023	2024
Lobbying, interest representation or similar	0	0	0
Local, regional or national political campaigns / organizations	0	0	0
Trade associations or tax-exempt groups	273,975	549,370	931,619
Other	0	0	0
Total	273,975	549,370	931,619

Contributions to trade associations or tax-exempt groups (TL)	2022	2023	2024
Foreign Economic Relations Board of Türkiye (DEİK)	32,500	60,000	90,000
DEİK Türkiye - Iraq Business Council	12,500	30,000	45,000
Turkish Capital Market Association (TSPB)	228,975	459,340	796,619
Total	273,975	549,370	931,619

GHG Emissions (ton CO ₂ - equivalent)	2022	2023	2024
Scope 1	22,119	18,333	20,040
Scope 2 – location based	57,944	51,057	53,455
Scope 2 – market based	0	0	0
Total (Scope 1 + Scope 2)	80,063	69,390	20,040
Scope 3	45,517	62,993	TBA
1: Purchased Goods and Services	27,519	32,085	TBA
2: Capital Goods	9,597	11,539	TBA
3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	4,237	10,749	TBA
4: Upstream Transportation and Distribution	568	326	TBA

GHG Emissions (ton CO ₂ - equivalent)	2022	2023	2024
5: Waste Generated in Operations	37	39	12
6: Business Travel	721	486	783
7: Employee Commuting	1,439	1,954	1,573
8: Upstream Leased Assets	-	-	-
9: Downstream Transportation and Distribution	-	-	-
10: Processing of Sold Products	-	-	-
11: Use of Sold Products	-	-	-
12: End-of-Life Treatment of Sold Products	-	-	-
13: Downstream Leased Assets	1,4	5,816	TBA
14: Franchises	-	-	-
15: Investments*	19,073,418	14,225,301	TBA

Energy Consumption	2022	2023	2024
Total Electricity Consumption (kWh)	122,652	108,720	115,430
Total Natural Gas Consumption (m3)	4,529,353	3,326,108	3,292,868
Fuel Oil Consumption (lt)	1,011	900	700
Coal Consumption (kg)	26,954	12,211	6,000
Diesel Consumption (lt)	333,528	191,938	237,056
Total Energy Consumption(Gj)	607,022	508,429	532,931

Total Water Consumption (m ³)	2022	2023	2024
City Water	282,919	318,05	301,545
Rainwater (recovered/re-used water)	8,82	4,047	5,477
Drinking Water (Tanker water + bottled water)	3,063	3,422	2,786
Total Amount of Wastewater	291,739	322,097	307,022

Fuel Consumption of Vehicles (lt)	2022	2023	2024
Fuel Consumption of Company Vehicles (Diesel)	2,659,440	1,846,268	1,397,654
Fuel Consumption of Company Vehicles (Gasoline)	1,344,827	2,205,462	2,787,594
Fuel Consumption of Employee Shuttles (Diesel)	530,861	596,531	589,561
Business Trips with Personal Vehicles (Diesel)	57,855	57,329	48,79
Business Trips with Personal Vehicles (Gas)	65,546	70,44	93,117
Business Trips with Personal Vehicles (LPG)	26,014	39,218	28,441
Total Electricity Consumption (kWh) ²	122,652	108,720	115,430
Total Natural Gas Consumption (m ³)	4,529,353	3,326,108	3,292,868
Fuel Oil Consumption (lt)	1,011	900	700
Coal Consumption (kg)	26,954	12,211	6,000
Diesel Consumption (lt)	333,528	191,938	237,056
Total Energy Consumption(Gj)	607,022	508,429	532,931