

## ESG INDICATORS

Employment Models (%)	2022	2023	2024	2025
Office	75.87%	75.03%	72.16%	71.92%
Hybrid	15.47%	15.93%	18.44%	28.08%
Remote	8.66%	9.04%	9.40%	0.00%

Number of Employees	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	1,092	984	1,515	1,577	2,069	2,136	2,019	2,112
30-50 years old (between 30 and 49,99 years old)	10,340	9,932	8,567	8,816	8,066	7,768	8,162	7,685
Over 50 years old	350	611	225	467	178	343	263	389
Total F/M	11,782	11,527	10,307	10,860	10,313	10,247	10,444	10,186
Total Employees	23,309		21,167		20,560		20,630	

Average Age of Employees	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Average Age	39.98	40.41	38.52	39.43	37.81	38.34	38.24	38.62
Total	40.19		38.99		38.07		38.43	

Number of Employees by Term of Employment	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
0-5 years	1,229	1,129	1,813	1,747	2,559	2,442	2,325	2,208
5-10 years (including 5th and 10th years)	1,761	1,469	1,668	1,375	1,419	1,125	831	537
10 years +	8,792	8,929	6,826	7,738	6,335	6,680	7,025	7,370

Number of Employees with Disabilities	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Employees with disabilities by gender	134	192	121	163	124	147	149	156

Number of Internal Promotions	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	1	1	-	-	16	12	39	42
30-50 years old (including 30 and 50 years old)	268	383	399	597	1357	1357	519	415
Over 50 years old	1	6	2	21	20	55	2	2

New Employee Hires by Gender and Age	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	790	676	837	910	1,004	959	447	490
30-50 years old (between 30 and 49,99 years old)	19	28	83	52	50	44	46	29
Over 50 years old	2	7	9	15	7	26	3	8

Position Filled with Internal Candidates	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Internal Candidates by Gender	2,863	2,789	3,183	3,613	3,233	3,486	2,187	2,284
Total	5,652		6,796		6,719		4,471	

Number of Employees Leaving Work	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	78	99	100	122	140	155	120	166
30-50 years old (between 30 and 49,99 years old)	395	274	2,008	1,127	735	1,186	193	326
Over 50 years old	64	118	294	387	180	302	49	98

Turnover Rate (%)	2022	2023	2024	2025
Voluntary Turnover Rate (%)*	3.75	17.45	12.01	3.52
Involuntary Turnover Rate (%)**	0.05	0.02	0.04	0.06
Turnover Rate (%)	3.8	17.47	12.05	3.58

\*Voluntary turnover rate is the ratio of the number of employees who retired or resigned during the year (excluding resignations due to investigation and military service) to the average number of employees.

\*\*Involuntary turnover rate is the ratio of the number of employees who resigned during the year due to investigation or military service to the average number of employees.

Turnover Rate by Gender	2022	2023	2024	2025
Female	4.16	21.22	9.43	2.82
Male	3.43	13.76	14.62	4.36

Turnover Rate by Age	2022	2023	2024	2025
Under 30 years old	9.22	6.85	5.29	5.01
30-50 years old (between 30 and 49,99 years old)	2.7	16.13	11.11	2.49
Over 50 years old	20.36	81.04	78.48	22.85

DEI (Diversity, Equality and Inclusion)	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Executive officers	20.00%	80.00%	15.30%	84.7%	20%	80%	20%	80%
All management positions	42.60%	57.40%	40.29%	59.71%	41.32%	58.68%	43.10%	56.90%
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%	20.75%	79.25%
Senior management	15.75%	84.25%	17.39%	82.61%	20.01%	78.99%	22.06%	77.94%
Middle management	41.0 %	59.00%	40.96%	59.04%	42.47%	57.53%	42.88%	57.12%
Junior management positions. i.e. first level of management	47.10%	52.90%	41.92%	58.08%	42.58%	57.42%	45.72%	54.28%
Percentage of non-managerial positions	57.28%	42.72%	50.23%	49.77%	51.80%	48.20%	52.08%	47.92%
Total workforce*	41.4 %	58.60%	38.97%	61.03%	39.83%	60.17%	41.77%	58.23%
Total promotions	55.00%	45.00%	53.18%	46.82%	54.68%	45.32%	55.29%	44.71%
IT/Engineering	40.51%	59.49%	44.81%	55.19%	49.45%	50.55%	54.96%	45.04%
STEM-related positions (as % of total STEM positions)	34.47%	65.53%	34.71%	65.29%	33.92%	66.08%	34.85%	65.15%
New hires	36.10%	63.90%	36.67%	63.33%	35.50%	64.50%	36.33%	63.67%
Women attrition/leaving	53.29%	46.71%	48.73%	51.27%	50.77%	49.23%	48.48%	51.52%
Total workforce*	52.24%	80.00%	59.48%	40.52%	39.10%	60.09%	38.03%	61.97%

\* The Bank is committed to maintaining a high representation of women across its total workforce and has set a target to keep the ratio of female employees at no less than 51%.

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
Back-up family care services or subsidies through the company	Yes
Employee resource groups for women	Yes
Unconscious bias training	Yes
Annual anti-sexual harassment training	Yes

Maternity Leave	2022	2023	2024	2025
Number of employees taking maternity leave	499	373	354	395
Number of employees returning to work after maternity leave	692	507	457	486
Number of employees that returned to work after maternity leave and worked at least 12 more months afterwards	747	687	503	455
Return-to-work rate after maternity leave (%)	99.71%	99.80%	100%	100.00%
Retention rate after maternity leave (at least 12 months) (%)	98.55%	99.13%	99.21%	99.13%

Number of Employees Benefiting from Parental Leave*	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Number of employees benefiting from parental leave	358	443	279	341	263	357	312	316

\*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		2025	
	Total workforce	All management positions	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%	98.49%	98.98%
TRNC Turkish(%)	0.82%	0.81%	0.94%	0.82%	1.08%	0.81%	1.16%	0.78%
British(%)	0.08%	0.09%	0.08%	0.06%	0.09%	0.03%	0.09%	0.09%
Iraqi (%)	0.12%	0.06%	0.16%	0.09%	0.18%	0.09%	0.18%	0.06%
Kosovo(%)	0.12%	0.09%	0.14%	0.09%	0.10%	0.16%	0.03%	0.03%
Bahraini(%)	0.01%	0.03%	0.01%	0.03%	0.01%	0.03%	0.01%	0.03%
Other(%)	0.04%	0.02%	0.05%	0.04%	0.06%	0.03%	0.05%	0.03%

Unionization	2022		2023		2024		2025	
	Women	Men	Women	Men	Women	Men	Women	Men
Number of unionized employees	11,455	11,266	9,966	10,613	10,001	10,006	10,145	9,956
Total unionization rate (%)	97.50%		97.20%		97.31%		97.44%	

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

Gender Pay Gap Analysis	Ratio	Pay Gap Ratio (%)	Bonus Gap Ratio (%)
2022	Average	4.85%	24%
	Adjusted Mean	0	19.35%
	Median	9%	27.63%
2023	Average	7.32%	25%
	Adjusted Mean	0	20.25%
	Median	0	-6.34%
2024	Average	7.09%	16%
	Adjusted Mean	0	0
	Median	-0.65%	-10.26%
2025	Average	3.69%	16%
	Adjusted Mean	0	0
	Median	0.59%	-6.91%

Employee Engagement & Satisfaction	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Employee engagement (%)	64%	66%	66%	68%	63%	67%	68%	74%
Employee satisfaction (%)*	72%		72%		71%		70%	

\*The target is to maintain a satisfaction rate above 70%.

Training	2022		2023		2024		2025	
Gender	Women	Men	Women	Men	Women	Men	Women	Men
Average hours of training per FTE*	39.5	47.5	54.1	59.4	57.2	59.1	46.9	53.1
Total training hours	464.444	443.004	556.483	520.083	588.93	485.992	489.824	540.879

\*Full-Time Equivalents is the number of working hours that represents one full-time employee during a fixed time period, such as one month or one year. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.

Training	2023		2024		2025	
	Number of Participants	Hours of Training	Number of Participants	Hours of Training	Number of Participants	Hours of Training
Ethics	4,227	2,849	3,343	2,408	2,107	1,580
Leadership*	8,323	56,131	9,983	75,827	12,367	150,570
Sustainability	12,800	24,764	23,248	26,629	23,608	23,137
Personal Data Protection	6,358	8,010	19,851	14,133	18,635	11,665
Anti-Corruption and Bribery	19,889	2,667	21,553	2,822	18,121	2,253
International Sanctions	2,894	649	8,475	4,558	3,518	1,588
Human Rights	2,524	6,034	2,270	5,897	2,759	3,952
Cyber security, social engineering, and information security	9,161	7,746	23,364	11,337	22,257	17,222
Diversity and Inclusion/Gender Equality Training/ Other Diversity Trainings	8,106	14,654	18,169	18,257	17,315	14,193

\*Training impact: There are a variety of management and leadership development programs, trainings and seminars 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. In 2025, Leader Women Program alumni were invited for the first time to serve as volunteer mentors as part of the experience-sharing meetings, and 21 managers contributed to the program by taking on mentoring roles.

Contributions and Other Spending (TL)	2021	2022	2023	2024	2025
Lobbying, interest representation or similar	0	0	0	0	0
Local, regional or national political campaigns / organizations	0	0	0	0	0
Trade associations or tax-exempt groups	232,284	273,975	549,370	931,619	1,832,178
Other	0	0	0	0	0
Total	232,284	273,975	549,370	931,619	1,832,178

Contributions to trade associations or tax-exempt groups (TL)	2021	2022	2023	2024	2025
Foreign Economic Relations Board of Türkiye (DEİK)	17,500	32,500	60,000	90,000	120,000
DEİK Türkiye - Iraq Business Council	6,500	12,500	30,000	45,000	60,000
DEİK Türkiye - United Kingdom Business Council*	-	-	-	-	120,000
Turkish Capital Market Association (TSPB)	208,284	228,975	459,340	796,619	1,532,178
<b>Total</b>	<b>232,284</b>	<b>273,975</b>	<b>549,370</b>	<b>931,619</b>	<b>1,832,178</b>

\*Joined in 2025; back payments of 45,000 TL were made for the previous period and a payment of 120,000 TL is made for 2026.

GHG Emissions (ton CO <sub>2</sub> - equivalent)	2022	2023	2024	2025
Scope 1	22,119	18,333	20,040	18,522
Scope 2 – location based	57,944	51,057	51,020	TBA
Scope 2 – market based	0	0	0	0
<b>Total (Scope 1 + Scope 2 location based)</b>	<b>80,063</b>	<b>69,390</b>	<b>71,060</b>	<b>TBA</b>
Scope 3	45,517	62,993	49,351	40,718
1: Purchased Goods and Services	27,519	32,085	23,283	24,242
2: Capital Goods	9,597	11,539	12,167	3,387
3: Fuel and Energy-Related Activities Not Included in Scope 1 or Scope 2	4,237	10,749	10,363	9,938
4: Upstream Transportation and Distribution	568	326	144	311
5: Waste Generated in Operations	37	39	12	57
6: Business Travel	721	486	806	782
7: Employee Commuting	1,439	1,954	1,962	1,985
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	1,400	5,816	17.92	17
14: Franchises	-	-	-	-
<b>15: Investments*</b>	<b>19,073,418</b>	<b>14,225,301</b>	<b>11,442,582</b>	<b>TBA</b>

Energy Consumption	2022	2023	2024	2025
Total Electricity Consumption (MWh)	122,652	108,720	115,430	130,087
Total Natural Gas Consumption (m3)	4,529,353	3,326,108	3,292,868	3,248,904
Fuel Oil Consumption (lt)	1,011	900	700	0
Coal Consumption (kg)	26,954	12,211	6,000	0
Diesel Consumption (lt)	333,528	191,938	237,056	64,874
Total Energy Consumption(Gj)	607,022	508,429	532,931	709,447

Total Water Consumption (m <sup>3</sup> )	2022	2023	2024	2025
City Water	282,919	318,05	301,545	291,190
Rainwater (recovered/re-used water)	8,820	4,047	5,477	5,318
Drinking Water (Tanker water + bottled water)	3,063	3,422	2,786	3,565
Total Amount of Wastewater	291,739	322,097	307,022	291,190

Fuel Consumption of Vehicles (lt)	2022	2023	2024	2025
Fuel Consumption Company Vehicles (Diesel)	2,659,440	1,846,268	1,397,654	1,186,059
Fuel Consumption of Company Vehicles (Gasoline)	1,344,827	2,205,462	2,787,594	2,492,206
Fuel Consumption of Employee Shuttles (Diesel)	530,861	596,531	589,561	569,383
Business Trips with Personal Vehicles (Diesel)	57,855	57,329	48,79	56,413
Business Trips with Personal Vehicles (Gas)	65,546	70,44	93,117	119,855
Business Trips with Personal Vehicles (LPG)	26,014	39,218	28,441	24,728
Fuel Consumption Company Vehicles (Electric vehicles (kWh))	-	-	-	1,200,375