



2023

ISTANBUL
CHAMBER OF INDUSTRY

SUSTAINABILITY
REPORT





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SUSTAINABILITY REPORT

2023

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Istanbul Chamber of Industry Sustainability Report 2023

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About the Report

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

We would like to present our third sustainability report, ICI Sustainability Report 2023, in which we report our efforts in this context, for the information of our stakeholders. The reporting period of ICI sustainability reports is annual and the information in this report covers our activities between January 1 and December 31, 2023. The report includes the environmental, social, and economic impacts of our activities as well as our objectives. Unless stated otherwise, the information and data provided in the report cover the operations of the Istanbul Chamber of Industry as well as its head office, Odakule, where these operations are carried out, two branches (Yenibosna, Ümraniye), and two service units (Tuzla, Hadımköy).

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



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





Message from the Chairman



Erdal Bahçivan

Istanbul Chamber of Industry
Chairman

 **The transition period of the European Union's (EU) Carbon Border Adjustment Mechanism (CBAM) under the EGD, which addresses green transition from a holistic perspective and makes regulations in many areas, started on October 1, 2023.** 

Esteemed Stakeholders,

As we step into the second century of our Republic following its 100th anniversary, the progress and achievements of our country's industry are a source of great pride for our nation, strengthening our confidence in the future and fueling our commitment to continued development. Since the foundation of the Republic, the vision for economic growth has transformed our economy from a nation that joined the industrial revolution late and was weakened by years of conflict into one where industry and services now lead the way. This transformation, achieved through the state's focus on industrialization and the dedication of our industrialists, has enhanced our global competitiveness by equipping our industry with modern technology and fostering innovation.

As the Istanbul Chamber of Industry, we have been diversifying our activities to support the enhancement of the capacity of our business world in the global value chain in order to carry these efforts forward since our establishment in 1952. In this context, we closely follow developments in the field of sustainability, which has now become a criterion for global trade, and we carry out activities within the framework of our "sustainable manufacturing" approach.

One of the most important developments in global trade that closely concerns our country's industry and needs to be monitored is the European Green Deal (EGD). The transition period of the European Union's (EU) Carbon Border Adjustment Mechanism (CBAM) under the EGD, which addresses green transition from a holistic perspective and makes regulations in many areas, started on October 1, 2023. After the transition period, which initially covers the iron and steel, aluminum, cement, fertilizer, electricity and hydrogen sectors and is limited to the reporting obligation,

the actual implementation period will begin in 2026 when the financial obligations will come into effect. In this context, when we take into account that the CBAM will have direct and indirect economic impacts especially on the EU's trading partners, it is understood that it will be a critical process for our country. However, with the EGD's regulations on the transition to a sustainable and circular economy, an understanding that takes into account environmental and social impacts in the supply and value chain is becoming more widespread. Criteria for products to be long-lasting, easily repairable and recyclable increase the importance of raw material and technology selection. In this context, it is becoming a necessity for our industry to become greener, more circular and more digital in order to be globally competitive. At this point, while clean technology investments are gaining importance, the diversity of finance facilities required to cover the investment cost of transformation is also increasing.

In this context, in line with the 2053 Net Zero Emission target of Türkiye, which became a party to the Paris Agreement in 2021, it is essential to accelerate the work on legislative infrastructure, taxonomy, calculation, verification and reporting, risk management and data generation, especially for the financing of green transition, in order to attract international financial resources to the Turkish economy.

We attach great importance to the efforts to publish the Climate Law, which will provide a legal basis for Türkiye's green transformation-oriented efforts. In addition, the implementation of the National Emissions Trading System, which is currently underway, will be a tool for achieving emission reduction targets and will create an important resource to support green transformation investments.

As ICI, we believe that sustainability approach with its economic, social and environmental dimensions should be internalized and handled as a part of manufacturing processes, and we focus on sustainability in all our activities from vocational training to R&D and technology studies, from energy to foreign trade, and we continue our work without slowing down. In this context, we recently included the theme of Resilience of Industry as the sixth focus area in our sustainability efforts, which we launched in 2021 in five thematic areas: Climate Change and Sustainable Industry, Circular Economy, Future of Work, Safe Working Environment and Sustainable Finance. We are also working in the areas of "Sustainability-Oriented Innovation" and "Digital Transformation", which are cross-cutting elements.

We continue to regularly share our publications such as "ICI Green Blog" and "ICI Green Bulletin" to ensure that all our stakeholders

Message from the Chairman

adopt the sustainability approach with its economic, social and environmental dimensions and obtain up-to-date information. While we continued to help our members take action in the green transition process with our services such as “Corporate Carbon Footprint Consultancy” and “Energy Desk”, we also increased our supportive activities for the CBAM transition period. In this context, we launched the “Guidelines for the Implementation of the Carbon Border Adjustment Mechanism, which aims to find solutions to the reporting obligations imposed by the CBAM in the “Aluminum” and “Iron-Steel” sectors and the implementation difficulties encountered in this process. In the light of these reports prepared with the support of our ICI Sectoral Committees and with the contributions of our Ministry of Trade, we provide intensive information with our sector-specific trainings. Within the framework of the importance of water resources for sustainable industry, we also carried out studies on water and wastewater management in 2023. In 2024, we shared with the public the “Climate Change and Water Management: Industry Sector Report” prepared by academics from Istanbul Technical University following various meetings and workshops with relevant parties. In collaboration with Ipsos Araştırma ve Danışmanlık Şirketi A.Ş. (Ipsos), we conducted the “ICI Research on Sustainability Trends in Industry”, which we started working on in 2023 to understand the current situation and approaches of industrial organizations in Türkiye regarding sustainability. The findings of the survey, which was conducted for the first time in Türkiye only for the industry as a whole, will guide the ICI’s future actions in the field of sustainability.

Recognizing that solidarity with global stakeholders is of vital importance alongside national efforts, the United Nations (UN) Framework Convention on Climate Change, the most important global platform for sustainability and combating climate change, was signed on the 28th anniversary of the United Nations Framework Convention on Climate Change. We attended the Conference of the Parties (COP28). As ICI, we contributed to the COP28 side event program coordinated by the Ministry of Environment, Urbanization and Climate Change and held the panel “Green Transition and SMEs in the Era of Sustainable Manufacturing”. The key role of SMEs in the green transition was underlined in our panel, where senior executives from OECD and CDP, as well as representatives of companies with successful practices in the field of sustainability, were guests.

While the importance of technology-oriented manufacturing is increasing within the framework of the manufacturing approach of our age, “green and digital transition”, which is defined as “twin transition”, is becoming a necessity in order to be globally competitive. In this context, as ICI, we continued our activities within the scope of our MIND4MACHINES project, which will enable SMEs to develop digital technologies, as well as our digital transition-oriented activities in 2023. In addition, with our The Future of Work in Manufacturing Industry: Closing the Skills and Gender Gap, ManuFoW project, which was launched in 2023, trainings are provided to relevant target groups in six technology areas that will enable them to improve their existing skills in the manufacturing sector and gain new competencies that they do not have.

Global values in sustainability, particularly the United Nations Sustainable Development Goals (SDG), which aim to achieve a more just and livable future for all by addressing global challenges, are our most important guides in planning our activities. Therefore, we adopt the approach of “leaving no one behind” and work for an equal, fair, accessible and inclusive transformation. In this process, we care about working with young people and building a better future for them together. With this understanding, our Vocational Education Cooperation Project (ICI MEIP), which we carry out with the Ministry of National Education (MoNE), where we set out with the goal of “Qualified School, Qualified Graduate, Qualified Employment” and try to make being a vocational high school proud and prestigious, has become an exemplary practice throughout Türkiye with its unique model. In cooperation with the Ministry of National Education, we organized the Istanbul Vocational Education Summit, which included workshops on the steps taken within the scope of ICI MEIP and developments in the field of vocational education.

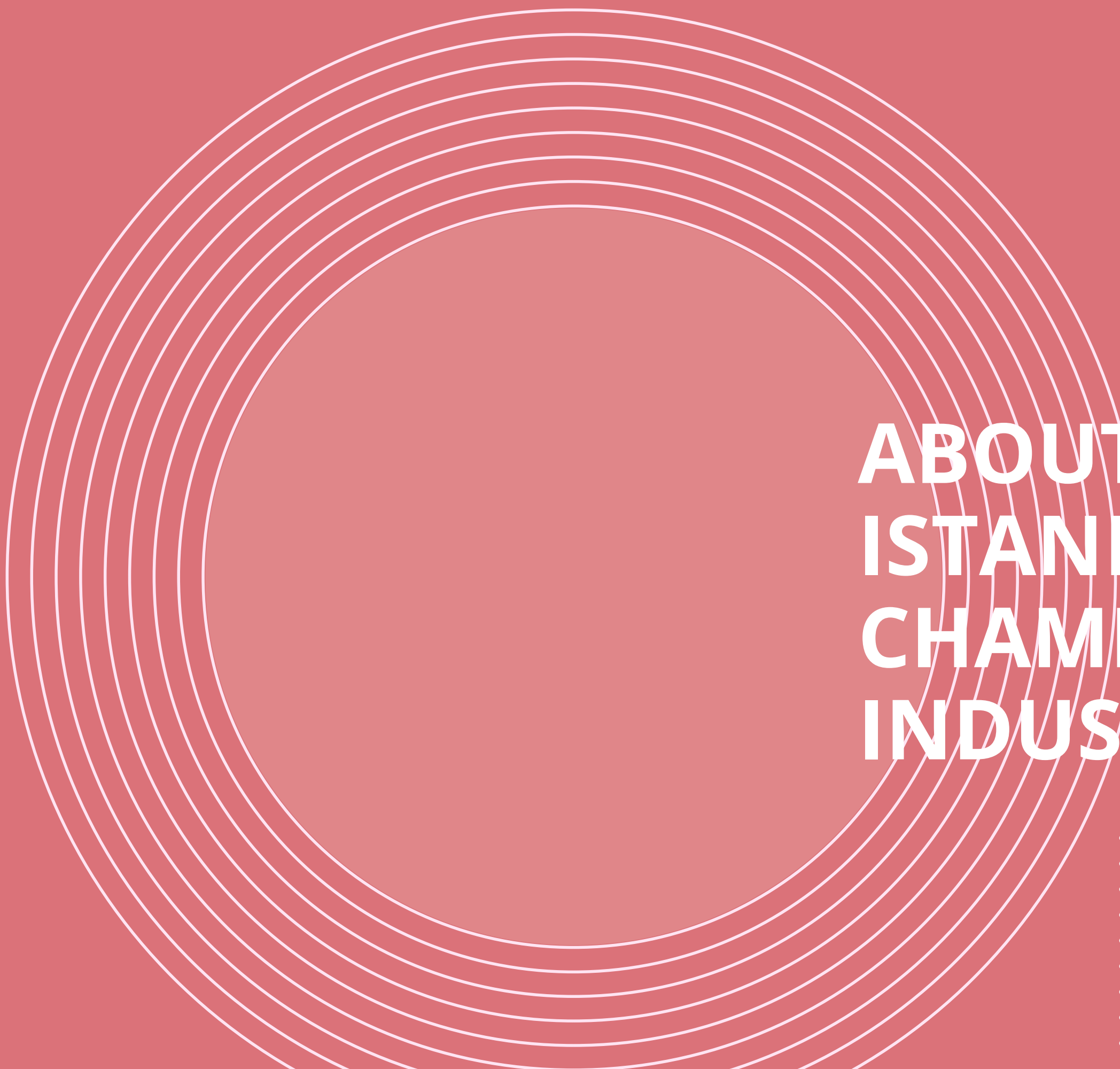
Unfortunately, 2023, the year in which we accelerated our efforts to serve our industry with all these activities, witnessed a disaster for our country that will never be forgotten throughout history. On February 6, we experienced the Kahramanmaraş-based earthquakes that affected 11 provinces. Every region, province and town in Türkiye rushed to help in a spirit of mobilization. All institutions acted with great responsibility and showed an important example of solidarity in healing the wounds. As ICI, we focused on shelter, which is the most fundamental

problem of the people living in the region as a result of the devastation caused by the earthquake, and took action to realize the “ICI Living City” with 1,000 containers in the Antakya district center with the guidance of the Regional Governorship. After the earthquake, we established the ICI Disaster Management Department in May 2023 and immediately started working to protect our industrial facilities against the expected Istanbul earthquake and included the theme of “Resilience of Industry” as the sixth focus area of our sustainability efforts.

In the coming period, we will continue to work with the awareness of our social and environmental responsibilities and our determination to be a pioneer in the field of sustainability, taking into account the national and international interests of our country. By collaborating with competent institutions and organizations from different sectors, we aim to increase our in-house capacity and improve the services we offer to our members in line with their needs.

As the Istanbul Chamber of Industry, we are pleased to share our third sustainability report with the public, which includes our activities we carried out in 2023 with the understanding of “The Name of Transformation: Sustainable Manufacturing”, and I would like to take this opportunity to thank all our stakeholders who supported us in our work.

Erdal Bahçivan
Istanbul Chamber of Industry
Chairman



ABOUT THE ISTANBUL CHAMBER OF INDUSTRY

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

Our History

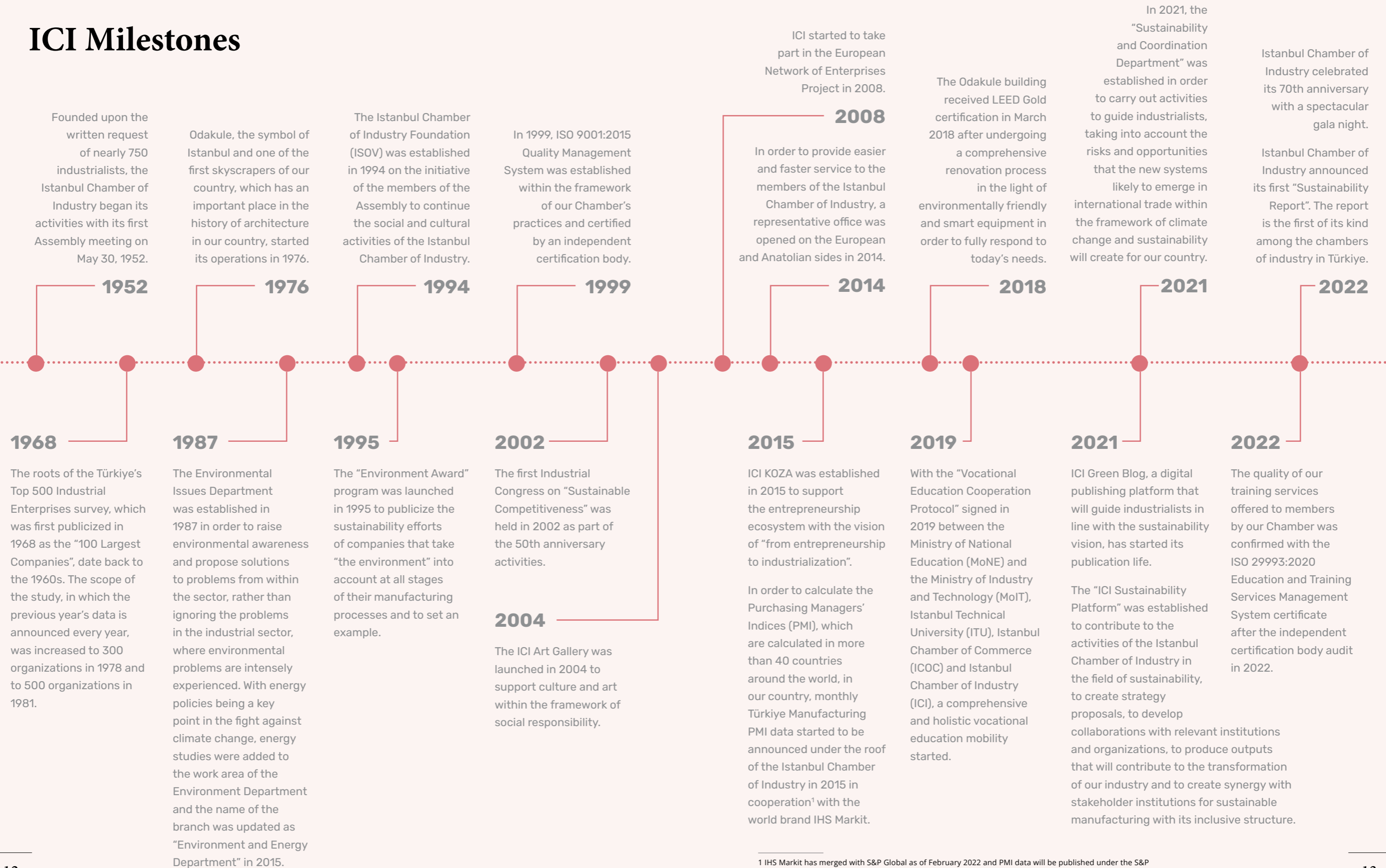
Historically a religious, cultural, economic and commercial center, a new generation of large private investment companies has emerged in Istanbul since the 1950s, along with labor-intensive and small-scale manufacturing investments. Industrialists who started manufacturing in small workshops in the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

The Istanbul Chamber of Industry, which has continued its activities with the strength it has received from the contributions of its members to the national economy since its establishment, is Türkiye's largest chamber of industry and one of the strongest representatives of the country's industry with nearly 24 thousand members in 2023. As Türkiye's largest chamber of industry, ICI members account for 32.7 percent of Türkiye's industrial sector manufacturing.

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



ICI Milestones



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

Vision

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

Mission

- By creating information, policies and systems in the light of national and international comparisons and research with internal and external stakeholders;
- To support the sustainable development of our industry by providing innovative services that add high value to industrial companies,
- To positively steer the industrial infrastructure and climate by elevating the image of industrialists and contributing to decision-makers in the formation and implementation of legislation.

Corporate Values

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

GRI 2-23, GRI 3-3

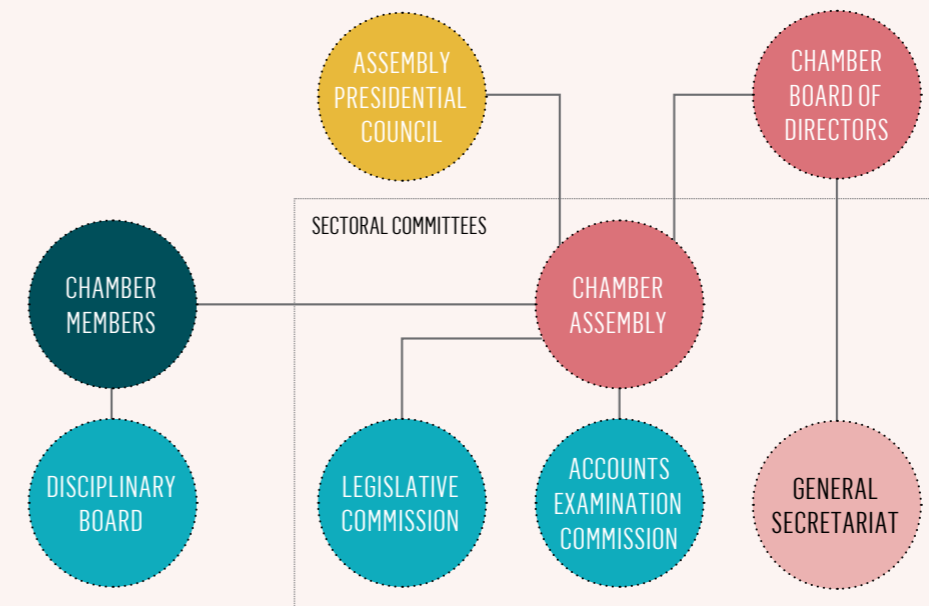
Management of the Chamber

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

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

- Accounts Examination Commission
- Legislative Commission

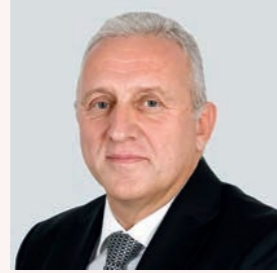
- Sectoral Committees**
 The Sectoral Committees, which form the basis of the Chamber's work as a consultative body, represent 55 different professional groups in which the member companies of the Istanbul Chamber of Industry take part.
- Disciplinary Board**
 The Disciplinary Board, consisting of six persons elected by the Chamber Assembly and among the Chamber members who are not members of the Assembly, convenes when necessary within the framework of Law No. 5174 and the relevant Regulations and conducts disciplinary investigations against the members of the Chamber.
- Board of Directors**
 The Board of Directors, which is the highest executive body of the Istanbul Chamber of Industry, consists of eleven people in total, including a chairman and ten members elected by the Chamber Assembly from among its own members, and holds meetings once a week. Detailed information about our Board of Directors is provided in the "Board of Directors" section.



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

Information about the Commission and Board members is available on the [ICI website](#).

Assembly Presidential Committee



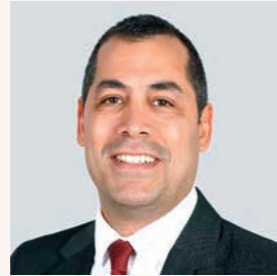
ENDER YILMAZ
President of the Assembly



SADIK AYHAN SARUHAN
Vice President of the Assembly



YÜKSEL ÖZYURT
Vice President of the Assembly



KORAY YAVUZ
Secretary Member

Board of Directors



ERDAL BAHÇIVAN
Chairman of Board of Directors



İRFAN ÖZHAMARATLI
Vice Chairman of Board of Directors



CEMAL KELEŞ
Vice Chairman of Board of Directors



SULTAN TEPE
Accounting Member of Board of
Directors



KEMAL AKAR
Member of Board of Directors



VEHBİ CANPOLAT
Member of Board of Directors



CELAL KAYA
Member of Board of Directors



İNAN ALTINBAŞ
Member of Board of Directors



HÜSEYİN ÇETİN
Member of Board of Directors



DR. FARUK SARI
Member of Board of Directors

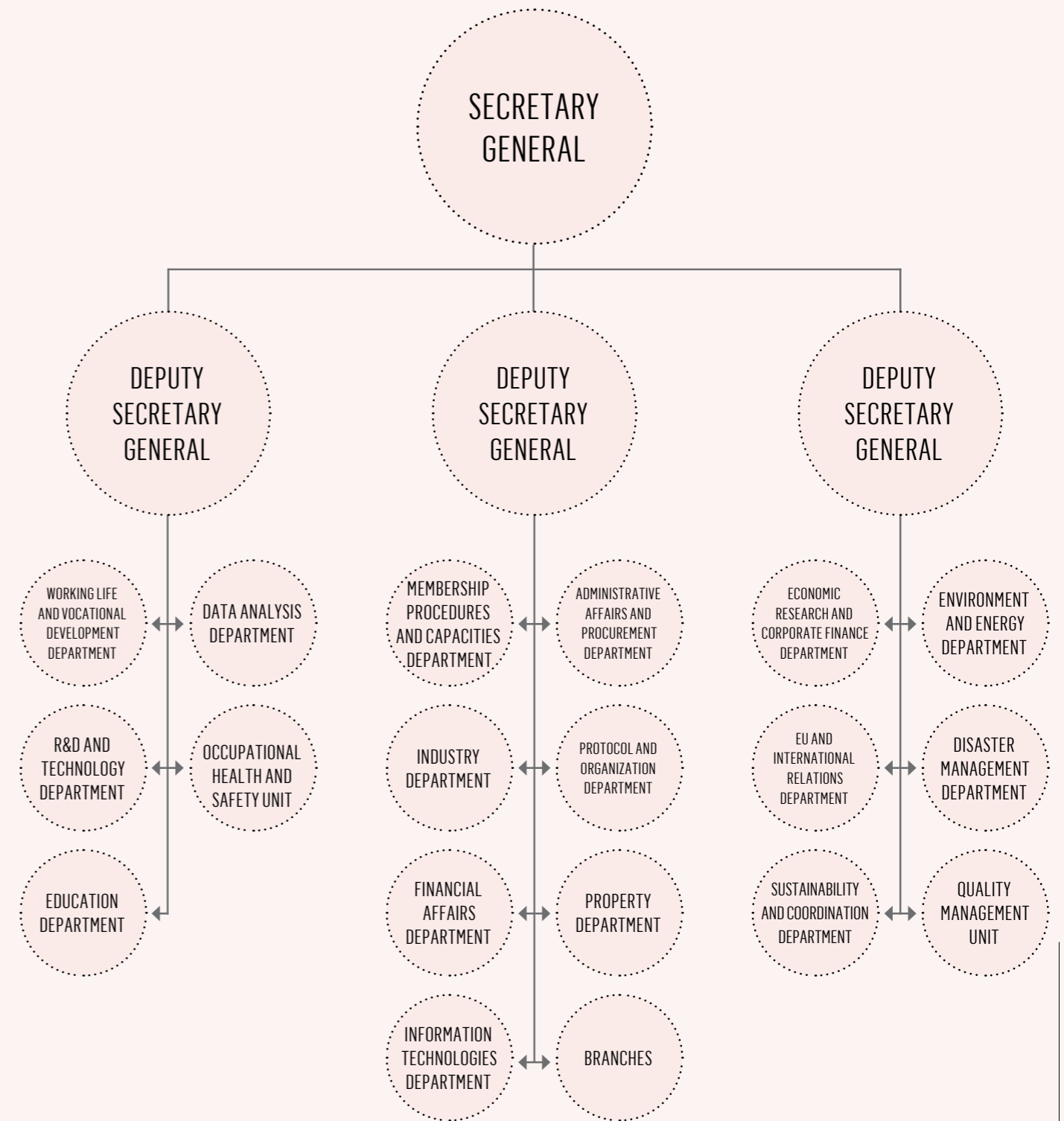
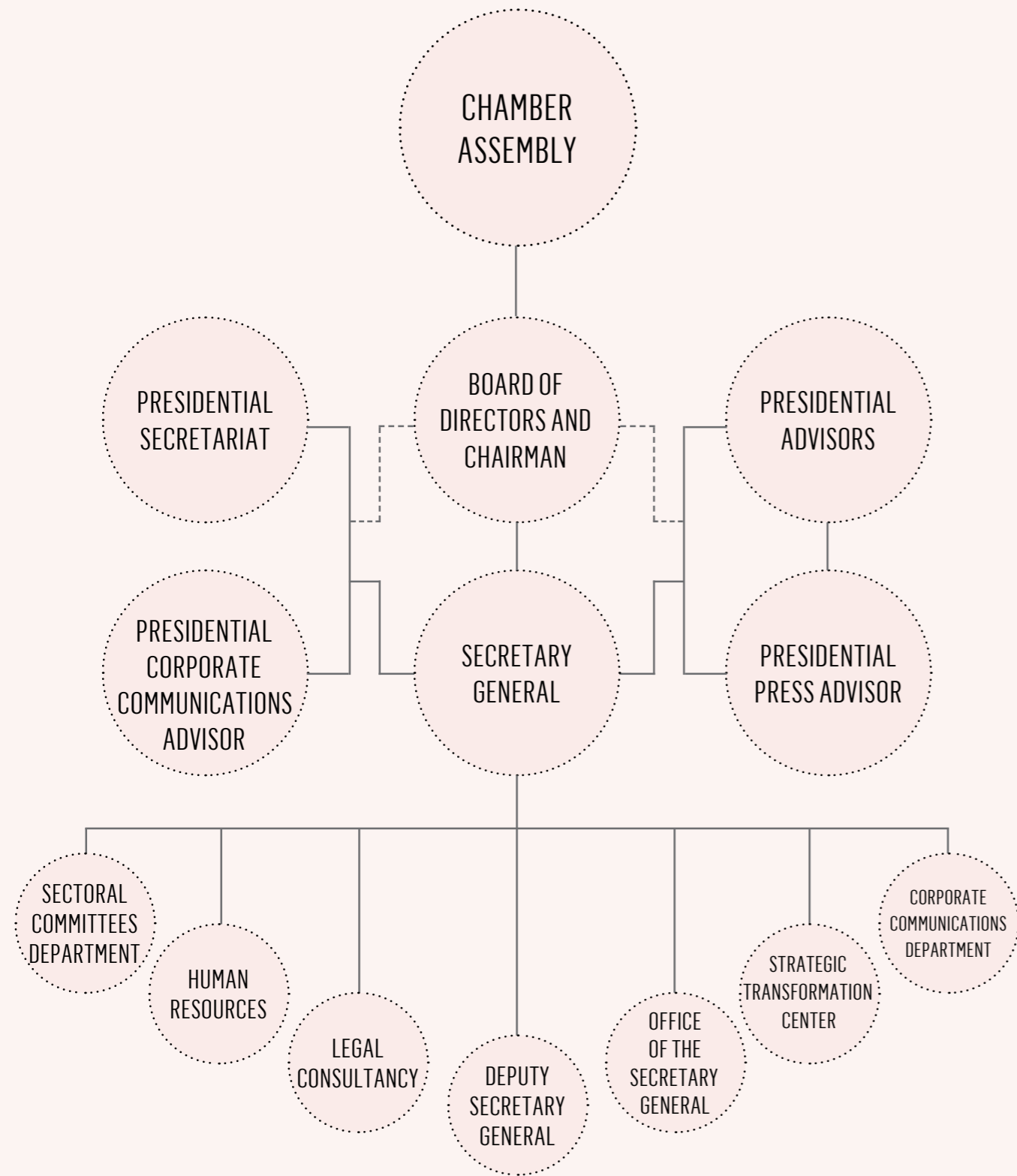


MURAT ÇÖKMEZ
Member of Board of Directors

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

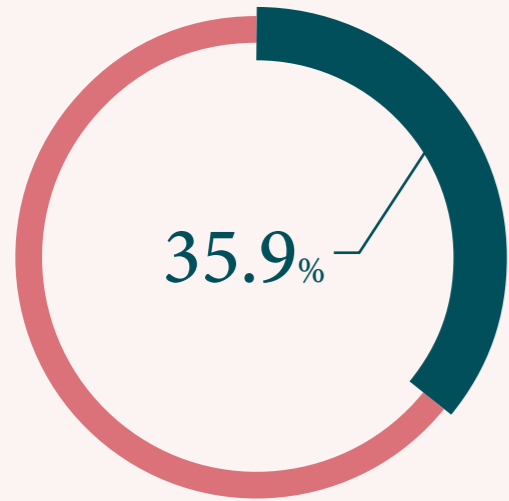
Detailed information about the Board of Directors members are available on the [ICI website](#).

Organizational Structure

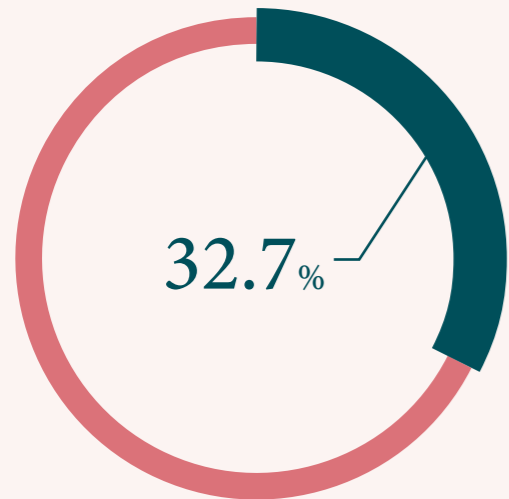


Detailed information about the organizational structure is available on the [ICI website](#).

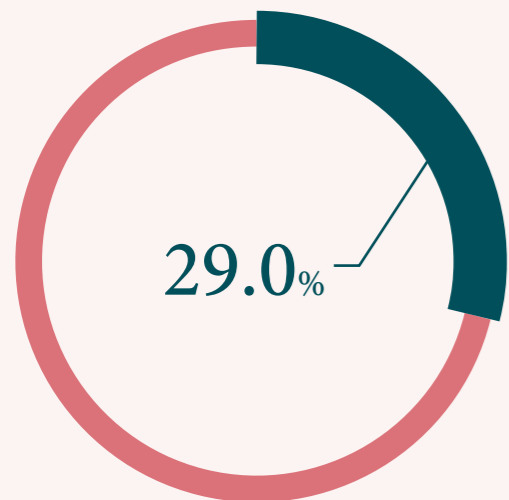
Members



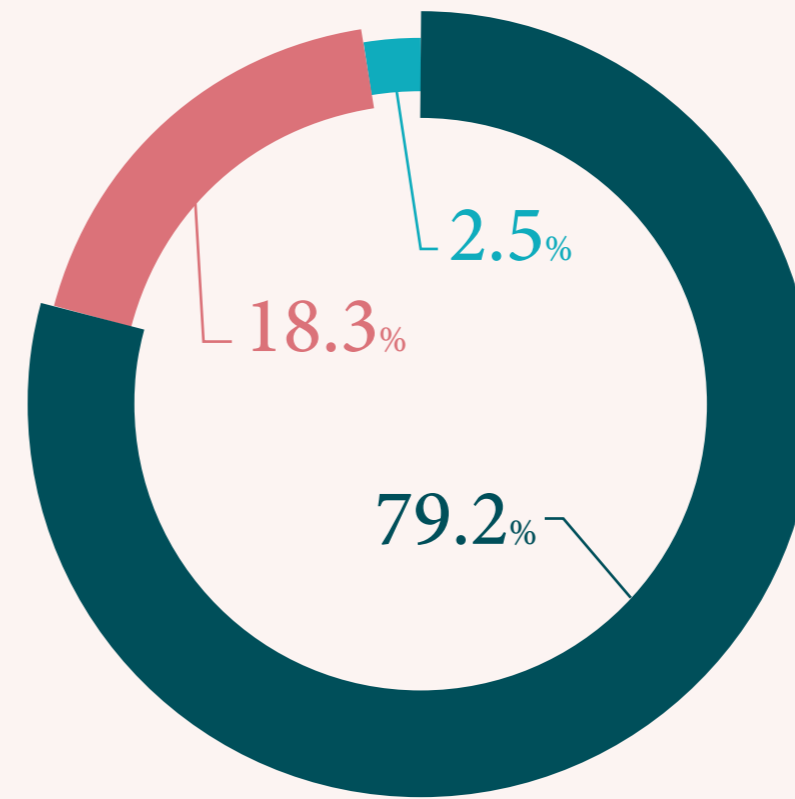
ICI members account for 35.9 percent of the total value added at factor cost of the Turkish industry.



ICI members deliver 32.7 percent of the total production in Turkish industry.

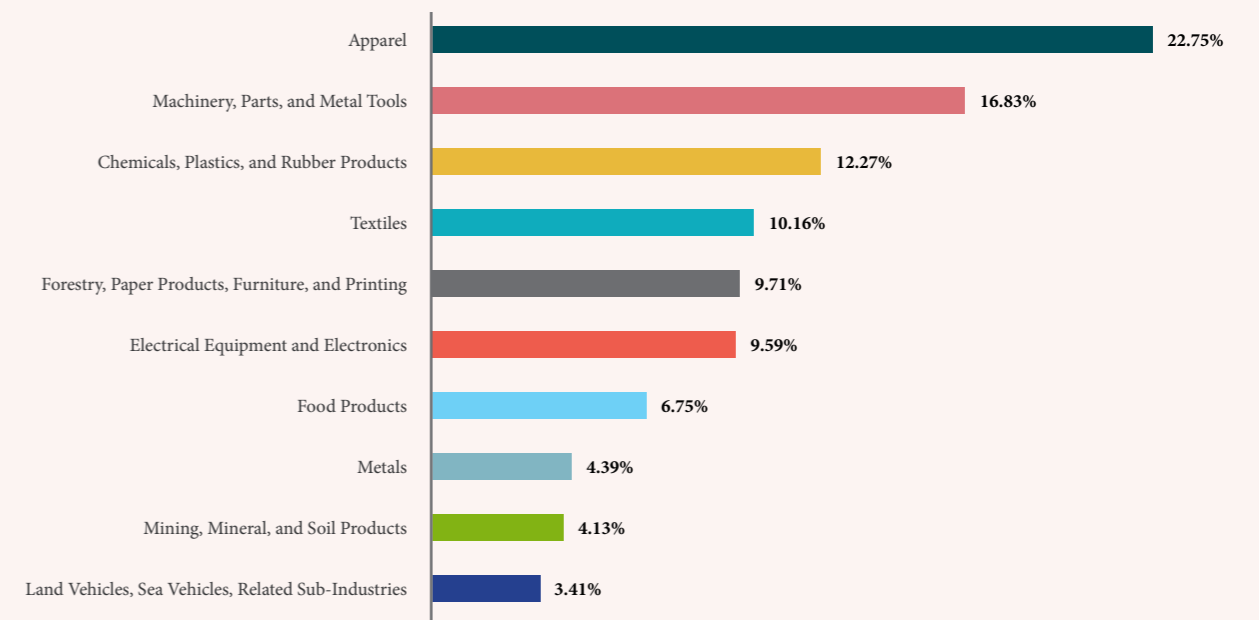


ICI members account for 29 percent of the Turkish industrial employment.



Based on the number of employees, 79.2 percent of ICI members are small-sized (fewer than 50 employees), 18.3 are medium-sized (50 to 249 employees), and 2.5 percent are large (250 and more employees) enterprises.

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



Business Model

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

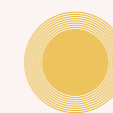
Since the day we were founded, we have been continuing our activities with the strength we receive from the contributions of our members to the national economy, and we prioritize creating value for our "Members" with our work. In this respect, we work to contribute to the "Economy", "Sustainable Manufacturing",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

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

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

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

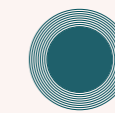
We carry out our activities within the framework of "Strategic Planning", "Quality Management" and "Effective Collaborations", which we see as our key processes, and fulfill our activities based on our ethical principles.



- MEMBERS
- EMPLOYEES
- ENVIRONMENT
- SOCIETY



- ECONOMY
- SUSTAINABLE MANUFACTURING
- WORKING LIFE
- INNOVATION
- INTERNATIONALIZATION
- VOCATIONAL EDUCATION
- SAFE WORKPLACE



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



- STRATEGIC PLANNING
- QUALITY MANAGEMENT
- EFFECTIVE COLLABORATIONS

Products, Services and Projects

ICI ACADEMY	INDUSTRY CONGRESS	ENTERPRISE EUROPE NETWORK	ICI CHINA DESK
ICI CERTIFICATION INC.	VOCATIONAL EDUCATION COOPERATION PROJECT	ICI MEDIATION CENTER	ICI CUSTOMS DESK
ISTANBUL CHAMBER of INDUSTRY FOUNDATION (ISOV)	ICI ART GALLERY	CONSULTANCY for TARGET MARKET RESEARCH	COUNTRY DAYS, FOREIGN TRADE TRAININGS
ICI TÜRKİYE MANUFACTURING PMI	ICI TÜRKİYE SECTOR PMI	EU BULLETIN	
ICI INSURANCE DESK	İSO 500 & İSO Second 500	MIND4MACHINES	ICI DIGITAL
ICI TÜRKİYE EXPORT CLIMATE INDEX	SECTORAL REPORTS	UNIVERSITY INDUSTRY COOPERATION	ICI KOZA ACCELERATOR PROGRAM
ICI SUSTAINABLE FINANCE REPORT		INDUSTRIAL DESIGN and PROTOTYPING CENTER	ISTANBUL PROJECT ACADEMY

ICI RESEARCH ON SUSTAINABILITY TRENDS IN INDUSTRY	CLIMATE CHANGE AND WATER MANAGEMENT	ICI CBAM STUDIES	CIRCULAR ECONOMY AND RESOURCE
ICI GREEN BULLETIN	ICI SECTORAL SUSTAINABILITY ROADMAPS PROJECT	CORPORATE CARBON FOOTPRINT CONSULTANCY	ICI GREEN TRANSION AWARDS
ENERGY EFFICIENCY CONSULTANCY AND REPORTING SERVICE	ICI ENERGY DESK	ICI GREEN AGENDA TALKS	ICI GREEN BLOG
MEMBERSHIP AND SUBSCRIPTION	DOMESTIC GOODS CERTIFICATE	MANUFACTURER'S CERTIFICATE	CAPACITY REPORT
INVESTMENT INCENTIVE CERTIFICATE	MANUFACTURING COMPETENCE CERTIFICATE	EXPERTISE REPORTS	CERTIFICATE of CIRCULATION
ICI INCENTIVE DESK	CERTIFICATE of GOOD CONDUCT in DOMESTIC PRODUCTION	CERTIFICATE of ACTIVITY	TURKISH GOODS CERTIFICATE
INDUSTRIAL SETTLEMENT AND ORGANIZED INDUSTRIAL ZONES	OCCUPATIONAL HEALTH AND SAFETY	ICI DISASTER MANAGEMENT	

Detailed information about our products, services and projects is available on the [ICI website](#).



2023 DEVELOPMENTS

- *Türkiye and the World in 2023*
- *Istanbul Chamber of Industry in 2023*

Türkiye and the World in 2023

Disasters such as temperature increases, extreme weather events and forest fires continued to seriously threaten ecosystems and biodiversity in 2023, with climate change making its impacts felt in all areas of life. For this reason, the main agenda of 2023 included the uncertainties caused by climate change, the winds of change and agreements on actions on this issue.

CLIMATE CHANGE AND NATURAL DISASTERS

2023 was the hottest year on record, driven by climate change and the El Niño weather phenomenon. The Copernicus Climate Change Service in the European Union announced that the global average temperature threshold of 1.5 C was exceeded for the first time at the beginning of 2024².

The IPCC's VIth Assessment Report states that the global surface temperature has increased rapidly over the last 50 years and that this increase is due to anthropogenic activities. Serious losses in biodiversity have been recorded, while rising temperatures and extreme weather events threaten food and water security³. According to a report by the United Nations (UN) Food and Agriculture Organization (FAO), USD 3.8 trillion worth of agricultural crops and livestock products have been lost due to natural disasters in the last 30 years⁴. The drought has affected agricultural activities and daily life, as well as ship traffic. The slowdown in the passage of ships in the Panama Canal due to low tide caused disruptions in international trade.



² <https://climate.copernicus.eu/warmest-january-record-12-month-average-over-15degc-above-preindustrial>

³ <https://www.ipcc.ch/report/sixth-assessment-report-cycle/>

⁴ <https://www.isoyesilblog.com/afetler-nedeniyle-son-30-yilda-38-trilyon-dolar-tarim-ve-hayvancilik-urun-u-kaybedildi/>

INTERNATIONAL SEARCH FOR SOLUTIONS-ENERGY

The ever-increasing impact of climate change is bringing together scientists, politicians and civil society in search of a common solution. The transition to sustainable energy sources, efforts to reduce carbon emissions and the adoption of climate-friendly policies require global coordination and commitment.

One of the most prominent international summits at this point was the 28th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP28) held in Dubai, United Arab Emirates between November 30 and December 12. Issues such as reducing the use of fossil fuels, increasing renewable energy sources and expanding carbon capture/storage technologies were among the main agenda items of the COP28 summit. The agreement reached at the summit includes a goal to phase out all fossil fuels, while tripling renewable energies and doubling energy efficiency by 2030. On the other hand, hydrogen, one of the agenda items at COP28, is being addressed as an energy source that contributes to decarbonization for sectors without the possibility of electrification⁵.



COP28 was held in Dubai, United Arab Emirates between November 30 and December 12, 2023.

⁵ <https://www.tskb.com.tr/blog/surdurulebilirlik/cop-28-ve-yesil-hidrojen>

GLOBAL CLIMATE FINANCE

Within the scope of climate finance, another prominent topic during COP28, developed countries demand developing countries to implement clean energy transition plans, which raises the question of who will finance the energy transition. The agreement on a Loss and Damage fund at COP28 was among the most important achievements of the year. It was announced that at least 100 billion dollars will be transferred annually until 2030. But uncertainties remain about the climate finance and adaptation resources that developing countries need. Climate finance is expected to be the main agenda of the COP29 summit in Baku in 2024⁶.



TECHNOLOGY AND DIGITAL TRANSFORMATION

The World Economic Forum's (WEF) Global Risks Report 2024 highlights the rapid increase in global challenges due to technological advances and economic uncertainties, while the⁷ WEF's "10 Emerging Technologies of 2023" report, prepared in collaboration with Frontiers, highlights technologies that could greatly benefit society and the planet in the next three to five years. The list includes environmental innovations such as sustainable aviation fuels and wearable plant sensors, as well as reengineering molecular biology⁸.

Digitalization and innovative technologies also support companies to manage climate risks. Using IoT (Internet of Things) based devices such

as weather stations and environmental sensors, real-time climate data can be collected at the local level. Using machine learning and artificial intelligence algorithms, advanced climate models can process collected high-dimensional climate data to identify trends, tendencies and correlations⁹.

On the other hand, nature-based climate solutions stand out as an effective tool to combat problems such as climate change and biodiversity loss. These methods, which are notable for their social and economic impacts beyond their environmental impacts, support the participation of local communities and improve the living conditions of vulnerable groups¹⁰.

⁶ <https://www.isoyesilblog.com/2023-kuresel-iklim-eylemleri-acisindan-onemli-gelistemelere-taniklik-etti/>

⁷ <https://www.weforum.org/publications/global-risks-report-2024/>

⁸ <https://www.weforum.org/publications/top-10-emerging-technologies-of-2023/>

⁹ <https://www.isoyesilblog.com/veri-yonetimi-iklim-stratejilerinde-onemli-rol-oyunyor/>

¹⁰ <https://www.isoyesilblog.com/dogal-iklim-cozumleri-iklim-degisikligiyle-mucadelede-etkili-bir-yol-sunuyor/>

THE FUTURE OF WORK

K Green, digital and social transformation seems inevitable to achieve global goals and sustainability priorities. In this process, artificial intelligence technologies both automate labor markets and have the potential to increase productivity by equipping people with new skills.

According to the World Economic Forum's Future of Jobs Report 2023, sustainability, artificial intelligence and information security will be the areas where the most employment growth will take place. The report states that investments that support green transition in businesses, widespread implementation of environmental, social and governance (ESG) standards and localization in supply chains will have the greatest job creation impact¹¹.

In this context, according to the "Renewable Energy and Employment 2023 Report" published by the International Renewable Energy Agency (IRENA), the number of people working in the clean energy sector reached 13.7 million in 2022¹². Although demand for green skills and workers in this field has been growing over the past five years, and renewable energy industries have created millions of new jobs, the growth in green jobs is twice as fast as the growth in the number of workers with green skills, according to the World Economic Forum. According to LinkedIn's Global Green Skills 2023 Report, only one in eight people have skills related to climate change mitigation. A study by the Norwegian Institute of International Affairs shows that 68 percent of all energy education programs in the world focus on fossil fuels and only 32 percent on renewable energy¹³.



¹¹ <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>

¹² <https://www.irena.org/Publications/2023/Sep/Renewable-energy-and-jobs-Annual-review-2023>

¹³ <https://www.weforum.org/agenda/2024/04/green-skills-gap-educational-reform-renewable-energy/>

REGULATIONS IN INTERNATIONAL TRADE AND SUPPLY CHAINS

2023 was also a year in which trade came to the fore as an important element in the fight against climate change. The United Nations Conference on Trade and Development (UNCTAD) stated in a statement on the "Trade House Pavilion" established at COP28 that the link between trade and climate change has never been more evident and underlined the need for more cooperation on trade-based emissions reductions. They also emphasized the importance of trade in accelerating the energy transition and supporting low-emission development models¹⁴.

In this context, the European Green Deal (EGD), in which a series of legal arrangements have been realized in the European Union (EU) towards climate targets¹⁵ is also expected to have significant impacts on international trade. In this regard, we are closely following developments in the Carbon Border Adjustment Mechanism (CBAM), which is part of the "Fit for 55" package under the European Green Deal. The EU CBAM Regulation has been implemented on a limited basis with a reporting obligation starting from October 1, 2023.

Within the scope of the European Green Deal, which is of particular interest to exporting manufacturers, there were also important developments in circular economy and reporting in 2023. The Eco-design Regulation for Sustainable Products aims to make products longer lasting, more easily repairable and recyclable.



The "Digital Product Passport" application, which will facilitate the sustainable product preference processes of consumers and businesses, will also benefit customs and market control authorities¹⁶.

2023 marked significant developments in global sustainability reporting standards. The European Sustainability Reporting Standards (ESRS) were published, covering environmental, social and governance issues, including climate change, biodiversity and human rights¹⁷. Agreement was also reached on the Corporate Sustainability Due Diligence Directive (CSDDD), which introduces new obligations to protect the environment and human rights, covering the operations of companies and the activities carried out by their business partners¹⁸.

On the other hand, the International Sustainability Standards Board (ISSB), part of the International Financial Reporting Standards (IFRS) organization, published IFRS S1 and S2 to establish a global standard on sustainability¹⁹.

In recent years, investors' interest in nature conservation projects has been increasing in line with the importance of nature and biodiversity on the global agenda.

This affects the importance of companies understanding their impact on nature along their supply chains, and the risks and opportunities related to nature. Accordingly, nature-related disclosures will be one of the main agendas of reporting processes in the near future. As an important indicator of this, in January 2024 at the World Economic forum, The Taskforce on Nature-related Financial Disclosures (TNFD) announced that 320 organizations from more

than 46 countries have committed to start making nature-related disclosures based on the TNFD recommendations published in September 2023²⁰.

All these developments regarding reporting are critical in terms of preventing green laundering, and the process of compliance with the regulations will be an important follow-up issue for investors in the coming period.

DEVELOPMENTS IN TÜRKİYE

2023 unfortunately started with an unprecedented natural disaster for Türkiye. On February 6, very strong earthquakes in the Pazarcık and Elbistan districts of Kahramanmaraş caused massive destruction in eleven provinces, affecting a vast geography of about 14 million people. Every region, province and town in Türkiye rushed to help in a spirit of mobilization. All institutions acted with great responsibility to heal the wounds and demonstrated an important example of solidarity.

In the 12th Development Plan, where sustainable development is set as a priority goal, Türkiye aims to make progress in areas such as energy efficiency, renewable energy, circular economy and green financing. "Green and Digital Transformation" is among the priority structural reform areas of the Medium Term Program (OVP) for the 2024-2026 period. After Türkiye became a party to the Paris Agreement in 2021, setting a net zero emission target for 2053 stood out as important steps in the fight against climate change. The Climate Law, which is expected to be published in the

coming period, is important in terms of creating a legal basis for Türkiye's green transition-oriented efforts. In this context, the implementation of the National Emission Trading System, which is currently underway, will be an important tool in achieving emission reduction targets.

In this context, the Green Industry Project, which stands out as one of the important steps Türkiye has taken to build a sustainable future, was realized with the support of the World Bank. The Project, carried out by the Ministry of Industry and Technology, the Scientific and Technological Research Council of Türkiye (TÜBİTAK) and KOSGEB, aims to increase the decarbonization efforts of industrial companies, improve their technical capacities and accelerate the green transition in industry.²¹

In parallel with global developments in reporting, important steps have also been taken in Türkiye. The Turkish Sustainability Reporting Standards, which set out the principles to be followed in sustainability reporting,²² were published by the Public Oversight, Accounting and Auditing Standards Authority (KGK) in early 2024.

20 <https://tnfd.global/320-companies-and-financial-institutions-to-start-tnfd-nature-related-corporate-reporting/>

21 <https://tgip.sanayi.gov.tr/>

22 <https://www.kgk.gov.tr/surdurulebilirlik>

14 <https://www.isoyesilblog.com/cop28de-iklim-degisikligiyle-mucadelede-ticaretin-rolu-tartisilacak/>

15 https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en

16 <https://www.isoyesilblog.com/avrupa-komisyonu-avrupa-parlamentosu-ve-ab-konseyi-arasinda-surdurulebilir-urunler-icin-anlasma-saglandi/>

17 <https://www.isoyesilblog.com/avrupa-surdurulebilirlik-raporlama-standartlari-belirlendi/>

18 <https://www.isoyesilblog.com/ab-sirketlere-cevre-ve-insan-haklari-konularinda-yeni-yukumlulukler-getiriyor/>

19 <https://www.isoyesilblog.com/ifrs-surdurulebilirlik-aciklama-standartlari-yayimlandi/>

Istanbul Chamber of Industry in 2023

As Türkiye's largest and longest-established chamber of industry, the Istanbul Chamber of Industry has carried out many activities throughout 2023 to support the development of our country's industry.

JANUARY 2023 The January Ordinary Assembly Meeting of the Istanbul Chamber of Industry was held with the participation of Alpaslan Çakar, Chairman of the Board of Directors of the Banks Association of Türkiye (TBB), with the main agenda item "Focusing on the Importance of Qualified, Sustainable, Accessible Financing for Value Added Manufacturing, Technology Intensive Industry and a Strong Economic Future".



FEBRUARY 2023 The February Assembly Meeting of the Istanbul Chamber of Industry was held with the main agenda of "Activities carried out by the ICI in order to heal the wounds of the earthquake disaster, the effects of the earthquake on our manufacturing life and industry". The ICI launched the ICI Earthquake Coordination Center to organize and coordinate relief efforts and began preparations for the establishment of the "ICI Living City" to make a strong and lasting contribution to the return to normal life in the earthquake zone.

MARCH 2023
The management of the Istanbul Chamber of Industry held contacts in Brussels in order to develop cooperation and joint projects with stakeholder organizations in the European Union.



MARCH 2023 The 2023 kick-off meeting of the ICI Sustainability Platform was hosted by Sultan Tepe, Member of the ICI Board of Directors and Chairperson of the Sustainability Platform, at Odakule.



APRIL 2023
After the April ordinary meeting of the Istanbul Chamber of Industry Assembly, which was held with the main agenda item "Industry in the 21st Century Green Economy and the Importance of ICI Green Transition Awards", the ICI Green Transition Awards ceremony was held.

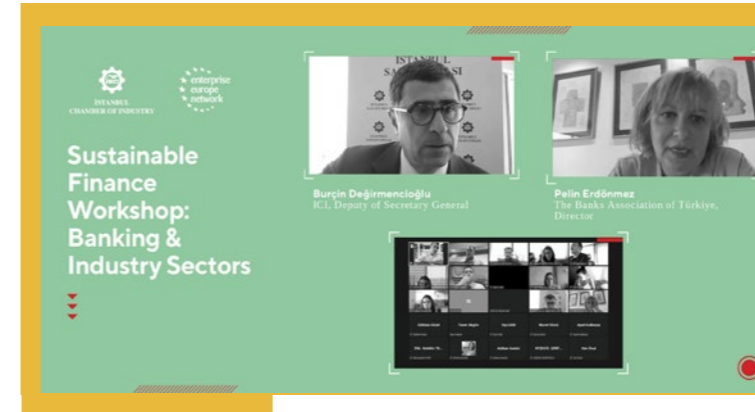


MAY 2023 The “Disaster Management Department” was launched in line with the need to be prepared for disasters, the need to create an effective combat strategy and the principle of “Disaster Resistant Industry”.

MAY 2023 A workshop titled “ICI Determines its New Strategy and Priorities as the Manufacturing Life in a High Technology and Green Economy-Oriented World Undergoes a Radical Change” was hosted by Erdal Bahçivan, Chairman of the Board of Directors of the ICI, and Ender Yılmaz, Chairman of the Assembly of the ICI, with the participation of members of the Board of Directors of the ICI, members of the Presidium of the Assembly of the ICI, and members of the Assembly of the ICI.



JUNE 2023 Istanbul Chamber of Industry’s Vocational Training and Cooperation Project-ICI MEIP was one of the four finalists in the “Best Partnership Project” category of the 2023 World Chambers Competition, organized within the scope of the 13th World Chambers Congress held in Geneva, where 111 chambers from 47 countries competed.



JULY 2023 Organized in cooperation with the Istanbul Chamber of Industry (ICI) and the Banks Association of Türkiye (TBB), the “Banking and Industry Workshop for Financing Sustainability” was held with the theme of sustainable finance, which plays a decisive role in the realization of sustainable development-oriented investments.



JUNE 2023 In order to contribute to raising awareness on sustainability, “Climate Change and Sustainability Trainings” were organized with the contributions of ICI Sustainability Platform members in schools within the scope of ICI MEIP during Türkiye Environment Week, which also includes World Environment Day on June 5.

AUGUST 2023 The August Ordinary Assembly Meeting of the Istanbul Chamber of Industry (ICI) Assembly was held with the participation of Prof. Dr. Ömer Bolat, Minister of Trade, with the main agenda of “Consultations for Restructuring the Economy and Evaluating the Problems and Solution Suggestions of our Industry/Export World in the Pre-OVP Process”.





AUGUST 2023 The second sustainability report prepared by ICI, a first among the chambers of industry in Türkiye, was presented to all stakeholders and the public.

SEPTEMBER 2023 The September ordinary meeting of the Istanbul Chamber of Industry Assembly was held with the main agenda of “Preparing for Transformation for the Industry of the New Era; Evaluation of the 2022 ISO 500 Results in Terms of Our Industry and Economy” and a panel discussion was organized to evaluate the 2022 results of the Türkiye’s Top 500 Industrial Enterprises Survey.



OCTOBER 2023 Istanbul Chamber of Industry (ICI) 100. Yıl Cumhuriyet Kindergarten was inaugurated with the participation of Minister of National Education Yusuf Tekin.



OCTOBER 2023 While the October ordinary meeting of the Istanbul Chamber of Industry Assembly was held with the main agenda of “What should be our priorities for the New Generation Industry in the Second Century of our Republic?”, the “100th Anniversary of our Republic Celebration Night” organized within the scope of the 100th anniversary of our Republic was celebrated with great enthusiasm with the participation of Assembly Members and guests.



OCTOBER 2023 The ‘Trace and Legacy Exhibition’, which presents the history of our country’s industry, the transformative role of vocational education and the story of the Istanbul Chamber of Industry in an impressive flow, was opened to visitors at Odakule Passage on the 100th anniversary of our Republic.





NOVEMBER 2023 The November Ordinary Assembly Meeting of the Istanbul Chamber of Industry (ICI) Assembly was held with the participation of Vice President Cevdet Yılmaz with the main agenda of “The Importance of Developing State-Private Sector Cooperation to Create the High Technology and Green Economy Based Industry of the 21st Century”.



DECEMBER 2023 Within the scope of the 28th Conference of the Parties (COP28) of the United Nations Framework Convention on Climate Change held in Dubai, United Arab Emirates, ICI contributed to the side event program coordinated by the Ministry of Environment, Urbanization and Climate Change and held a panel on “Green Transition and SMEs in the Era of Sustainable Manufacturing”.



NOVEMBER 2023 The Third Circular Economy Week of Türkiye, organized by DCube Circular Economy and Sustainability (DCube), Business for Goals (B4G) and Business Council for Sustainable Development (SKD Türkiye) in partnership with Istanbul Chamber of Industry (ICI), Embassy of Finland and Business Finland, was held at Odakule with the theme “Time to Act”.



DECEMBER 2023 At the Istanbul Vocational Education Summit, organized by the Istanbul Chamber of Industry in cooperation with the Ministry of National Education, workshops were held to discuss the steps taken within the scope of the Vocational Education Cooperation Project (ICI MEIP), which the ICI has been conducting with the Ministry since 2019, and developments in the field of vocational education.



SUSTAINABILITY IN THE ISTANBUL CHAMBER OF INDUSTRY

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

Sustainability Strategy

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

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



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

In order to contribute to sustainable development for a better and livable world, we have adopted global values in the field of sustainability, particularly the United Nations Sustainable Development Goals (SDG), as a guide in formulating our sustainability strategy. While planning our work, we take into account international developments as well as local and regional sensitivities, and aim to take concrete steps to prepare our industrialists for sustainable transformation and thus support Türkiye's development.

We have identified the six thematic areas that we focus on in our sustainability efforts in this journey that we have undertaken as the locomotive; **Climate Change and Sustainable Industry, Circular Economy, Industrial Resilience, Future of Work, Safe Working Environment and Sustainable Finance**. We also consider **"Sustainability-Oriented Innovation"** and **"Digital Transformation"**, which we consider indispensable for today's business models, as cross-cutting elements of all our main themes.

Governance

We believe in the importance of a good governance structure to create long-term value for all our stakeholders and contribute to our country's development goals. Sustainable development, defined as meeting current needs without jeopardizing the ability of future generations to meet their own needs, is at the heart of our governance structure. Our Board of Directors is the highest level management authority in the sustainability governance structure of our Chamber, taking into account the risks and opportunities that the new systems likely to emerge in international trade will create for our country.

In this respect, the decision to add a new branch to the organizational structure in order to coordinate the work guiding industrialists in the field of sustainable manufacturing was taken with the approval of the members of the Assembly in February 2021. **The "Sustainability and Coordination Department"**, which came into being in this way, reports to the Secretary General and Deputy Secretary General, who carry out activities within the framework of the management approach determined by the senior management.

The Department's objectives include integrating the Chamber's activities with the understanding of sustainable development and guiding industrialists of all sizes, from large to small, on their journey of transformation for sustainable manufacturing. The Department, which works to develop new projects based on the fact that the sustainable manufacturing approach affects a wide range of areas from energy to human resources, from finance to digital transformation, ensures that the work on sustainability is carried out in coordination with other relevant units of the Chamber. The Department, which carries out

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

At the first meeting of the ICI Sustainability Platform in 2023, which took place on March 22, 2023 at Odakule, information was shared about the sustainability activities of the ICI and the sustainability-themed topics in the ICI's Work Program for the 2022-2026 period, and evaluations were made regarding the developments in the field of sustainability. At the second meeting of the platform held on December 13, 2023, ICI's 2023 sustainability activities were evaluated and 2024 projects were shared. Moreover, findings and evaluations on the COP28 summit, Istanbul's current water situation and its impacts on the industrial sector were discussed with the platform members.

studies to ensure that the sustainability approach is reflected in the operations of the Chamber and adopted by senior management and all employees, is also responsible for preparing sustainability reports and submitting them to the Board of Directors for approval.

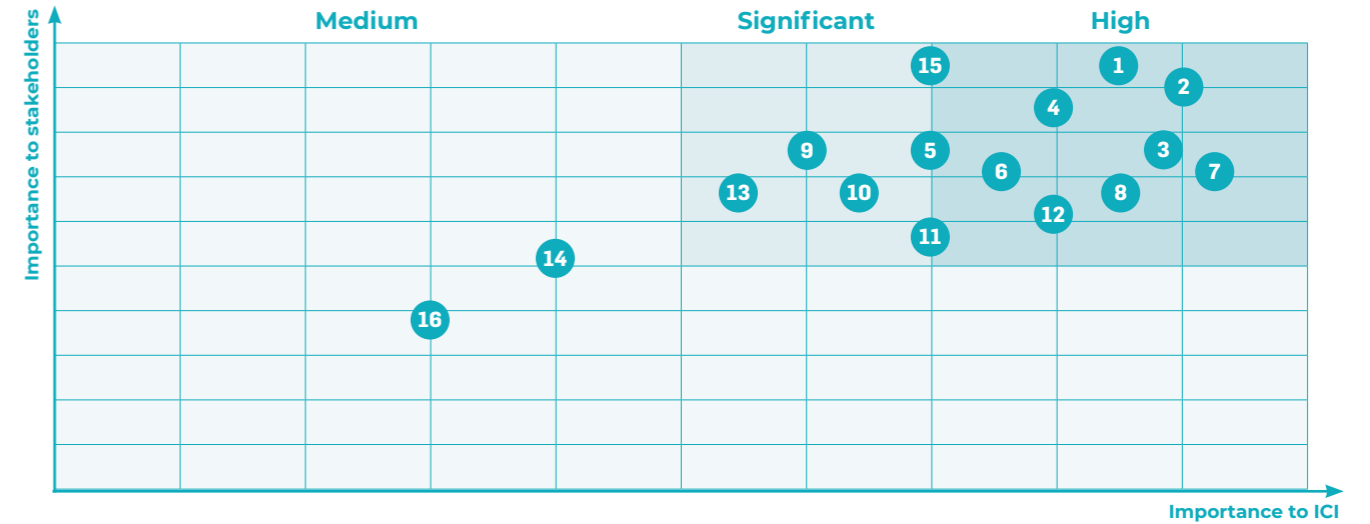
In addition to the Sustainability and Coordination Department, the **"ICI Sustainability Platform"**, which was established to develop strategic recommendations for the activities to be carried out by the ICI in the field of sustainability and to create synergy by bringing together parties related to sustainability, has been operating since 2021. The ICI Sustainability Platform, which operates as a think-tank under the chair of Sultan Tepe, who is a member of Board of Directors of ICI, meets periodically with the participation of industrialists, academics, public, private sector and Non-Governmental Organization (NGO) representatives who have valuable studies in the field of sustainability.

Materiality Analysis

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

(TOBB) Chamber/Exchange Accreditation System and updated for the 2023-2026 period, during the determination of priorities. Following our assessment within the framework of the focus areas of our sustainability strategy, we updated the Emergency Management heading as Industrial Resilience and Emergency Management and positioned it among the high priorities, taking into account the risks arising from extreme weather events and earthquakes. In this framework, while determining our material issues, we also reviewed the United Nations Sustainable Development Goals, which are the guidelines of our sustainability strategy, and we have associated our material issues with the relevant Sustainable Development Goals.

THE GLOBAL GOALS For Sustainable Development



MATERIAL TOPICS	RELEVANT UN SDGS	MATERIAL TOPICS	RELEVANT UN SDGS
1. Climate Change	13 CLIMATE ACTION, 7 AFFORDABLE AND CLEAN ENERGY	9. Sectoral Collaborations	17 PARTNERSHIPS FOR THE GOALS
2. Support to Economy and Employment	8 DECENT WORK AND ECONOMIC GROWTH	10. Employee Rights and Development	8 DECENT WORK AND ECONOMIC GROWTH
3. Circular Economy	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	11. Internationalization	17 PARTNERSHIPS FOR THE GOALS
4. Sustainable Industry	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12. Sustainable Finance	8 DECENT WORK AND ECONOMIC GROWTH
5. Future of Work	8 DECENT WORK AND ECONOMIC GROWTH	13. Ethics, Transparent Management and Reporting	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
6. Safe Working Environments	8 DECENT WORK AND ECONOMIC GROWTH	14. Equal Opportunity and Diversity	5 GENDER EQUALITY
7. Social Responsibility Projects	4 QUALITY EDUCATION	15. Resilience of Industry and Emergency Management	11 SUSTAINABLE CITIES AND COMMUNITIES
8. Innovation and Digital Transformation	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	16. Biodiversity	15 LIFE ON LAND

Code of Ethics

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

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



by TS ISO 29993:2020 Education and Training Services Management System certificate after the independent certification body audit in 2020. Within the framework of the innovations brought by the ISO 29993 Standard certification, training processes and decision mechanisms were reviewed with the guidance of ICI Academy consultants. Procedures covering topics such as training needs analysis, training design, trainer selection and cooperation criteria, measurement and evaluation methods were renewed, existing practices were updated, and the quality of the training service provided by the ICI Academy was registered with an international standard.

In addition, our Chamber has been certified as an "Accredited Chamber" since 2002, with service quality at the "A-Excellent" level within the scope of the Chamber Accreditation System implemented by TOBB. As a result of the audit conducted by TOBB,

it was assessed that our practices and performance continued to improve in 2023. We share the "ICI Strategic Plan", the content and scope of which we have prepared in accordance with the Chamber Accreditation Guide, on the ICI website.

While we continue our efforts to carry out and develop the practices of our Chamber in a way that best meets the requirements of the accreditation system, we continue to work on updating and developing our Quality Management System within the framework of the developing structure and practices of our Chamber. For this purpose, we strictly follow the work we carry out and the goals we set with the strategic plan of our Chamber and evaluate them according to current conditions.

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

Quality Management

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

In order to maintain our corporate existence and our claim to represent the private sector in changing world conditions and to increase the

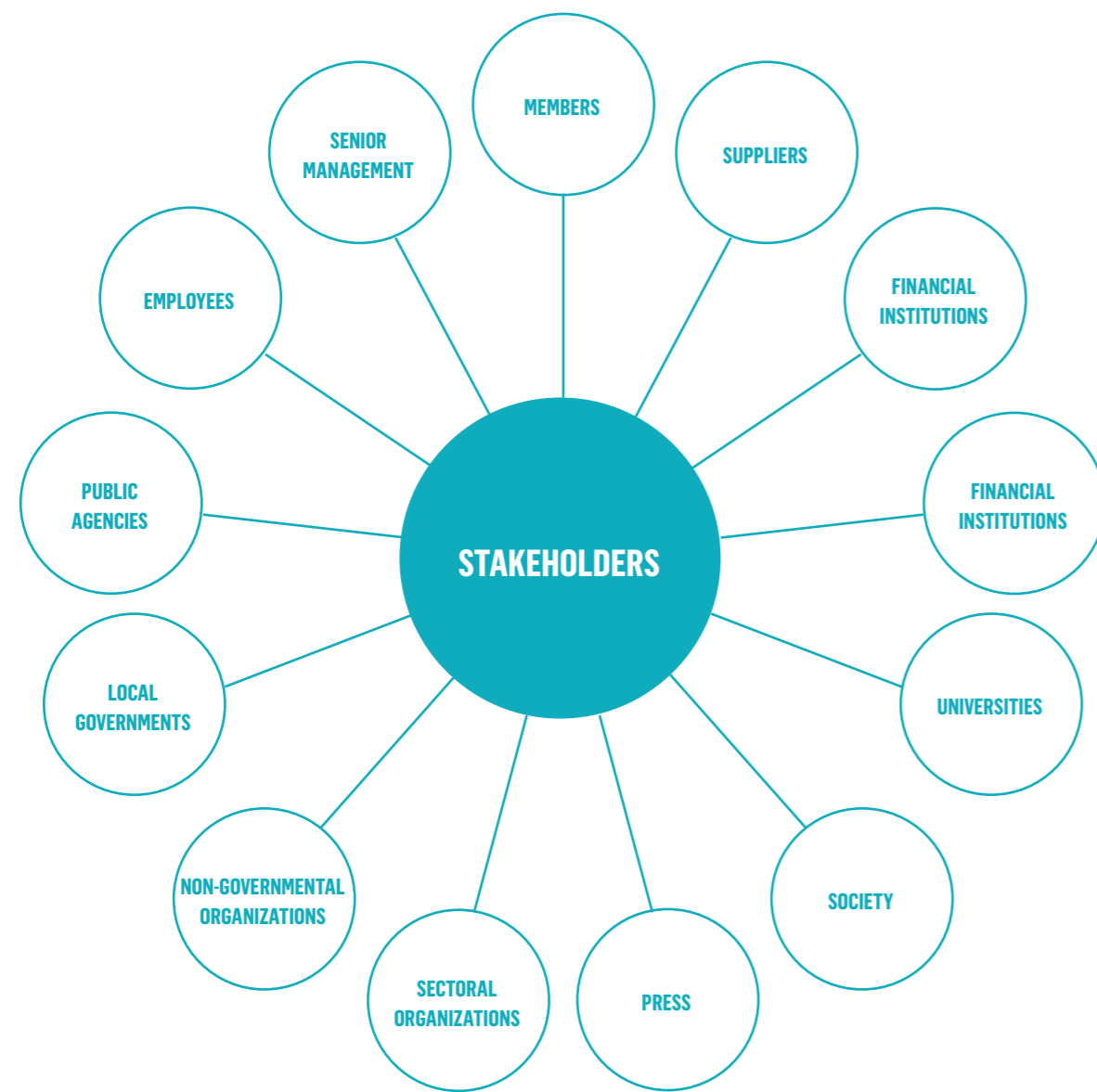
competitiveness of our members, we are based on the understanding of quality service while carrying out our activities. In this direction, our ICI 9001:2015 Quality Management System, which constitutes the basis for our Chamber's practices, was first certified by an independent certification body in 1999. With the last audit in 2023, we ensured that the operability, effectiveness and continuity of our system was confirmed.

In addition to our Quality Management System, the quality of our training services offered to members by our Chamber was confirmed



Stakeholder Engagement and Communication Channels

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



Stakeholders	Communication Channel	Stakeholders	Communication Channel
Members	Reports	Universities	Joint Projects
	Studies		Meetings
	Meetings		Trainings, Seminars, and Workshops
	Fairs	Society	Trainings, Seminars, and Workshops
	Trainings, Seminars, and Workshops		Corporate Websites
	Bulletins		Social Media Accounts
	Sectoral Events and Visits	International Agencies	Reports
	Surveys		Meetings
	Corporate Websites		Joint Projects
	Journals	Financial Institutions	Reports
	Social Media Accounts		Meetings
	Odakule, Representative Offices, Service Units		Joint Projects
	Suggestion and Complaint Form	Non-Governmental Organizations	Meetings
	Senior Management		Reports
Periodic Meetings			Suppliers
Information Notes			
Periodic Meetings	Employees	Trainings, Seminars, and Workshops	
Internal Events			
Surveys			
ICI Information System			
Suggestion & Complaint Boxes			
Idea Sharing Platform			
Public Agencies	Reports	Local Governments	Reports
	Meetings		Meetings
	Trainings, Seminars, and Workshops		Trainings, Seminars, and Workshops
Joint Projects	Sectoral/Regional Associations and Organizations	Reports	
Reports		Meetings	
Meetings		Fairs	
Trainings, Seminars, and Workshops	Press	Trainings, Seminars, and Workshops	
Joint Projects		Corporate Websites	
Corporate Websites		Social Media Accounts	
Social Media Accounts	Press	Press Meetings	
Press Meetings		Press Releases and Interviews	
Press Releases and Interviews			

Suggestions and complaints about the products and services offered by our Chamber reach us through the suggestion/complaint form on our web page. Incoming notifications are handled by our Quality Management Unit on the basis of resolving them as soon as possible, relevant guidance is given and the process is followed up within the framework of the performance criteria determined. 28 notifications received in 2023 were related to operational level issues and were concluded by taking necessary actions. We also receive evaluations about our Chamber and our services through our evaluation survey, which is constantly active on our website, and evaluate them annually.

Details on stakeholder communication and related channels is available at www.iso.org.tr/contact.

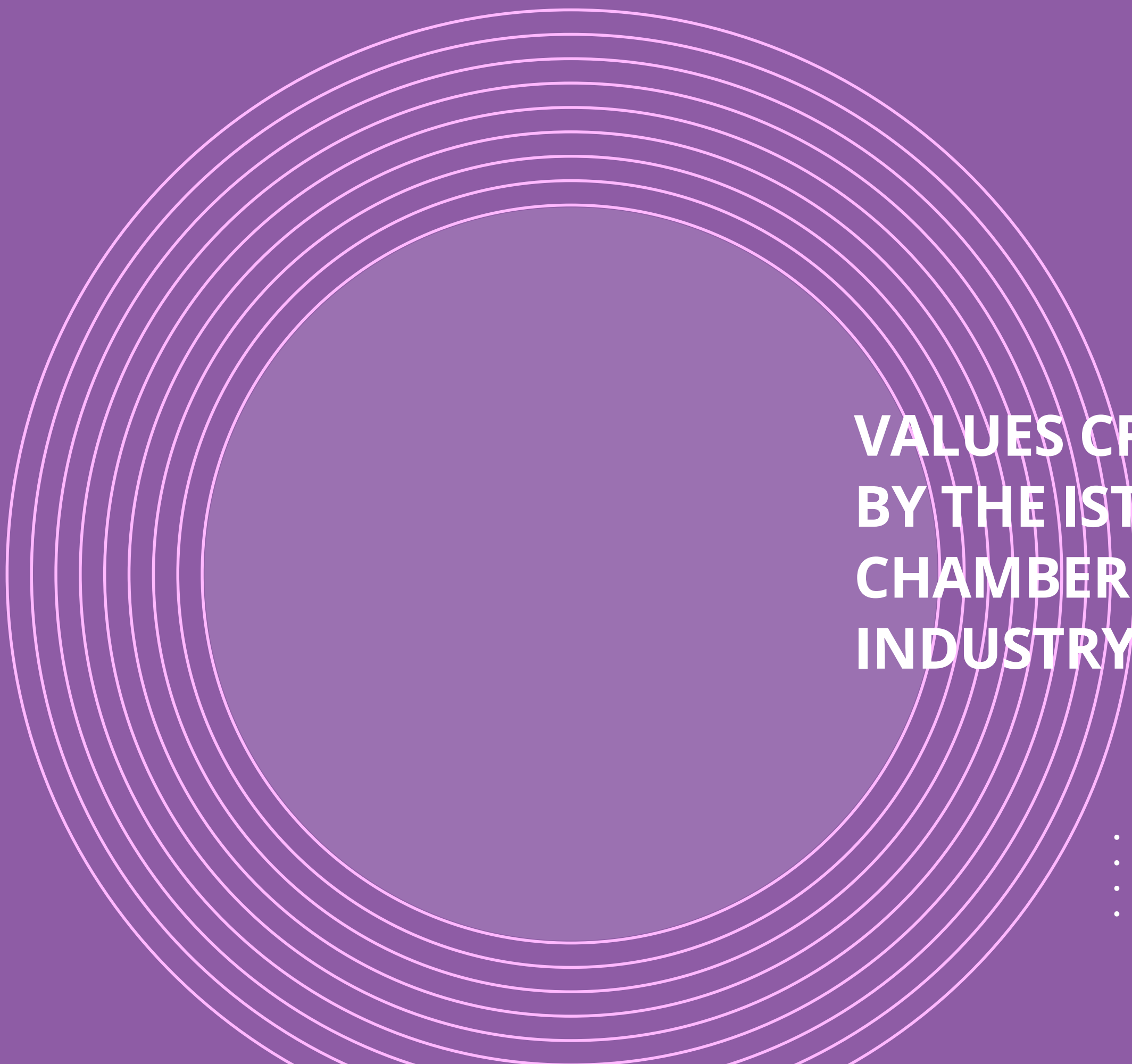
Memberships and Collaborations

Sorted alphabetically.



Affiliates and Subsidiaries





VALUES CREATED BY THE ISTANBUL CHAMBER OF INDUSTRY

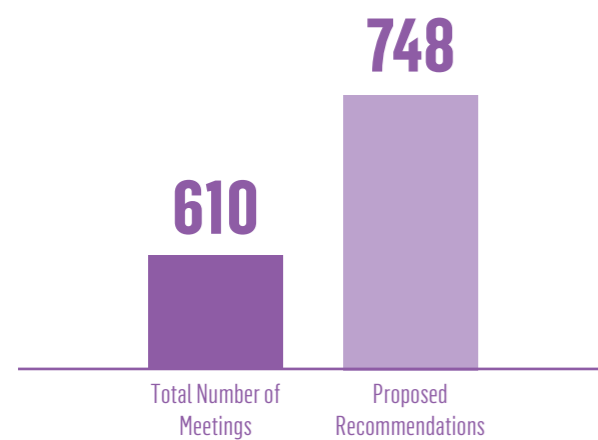
- *Values Created for Members*
- *Values Created for Employees*
- *Values Created for Environment*
- *Values Created for Society*

VALUES CREATED FOR MEMBERS

Contribution to the Economy

Since the day we were founded, we have been continuing our activities with the strength we receive from our members' contributions to the national economy. In 2023, our members, which numbered nearly 24 thousand, realized 32.7 percent of our country's industrial sector manufacturing. Our monthly Assembly meetings, which are held with the participation of members of the government, local administrators and experts, are an important platform where the current issues of the Turkish and world economy are discussed and the economic problems on the country's agenda are discussed.

Our Sectoral Committees, which form the basis of our work as the consultative body of our Chamber, which is the largest chamber of industry in Türkiye and one of the strongest representatives of our country's industry, meet at least once a month to make examinations related to their professions and to make proposals to the Board of Directors to discuss the measures they deem useful and necessary. In the 610 meetings held in 2023, 748 recommendations were made covering environmental and social issues as well as economic topics.



In addition to the routine monthly meetings held by our Sectoral Committees, meetings with wide participation are also organized in order to strengthen relations with members in professional groups and sector associations, to identify sectoral problems and to develop effective solutions to these problems. In 2023, 39 separate meetings were held with members, sector stakeholders or joint committees to discuss sector-specific problems, solutions and cooperation.

The **"Assembly Working Groups"** practice, which was launched to develop effective cooperation on the issues prioritized by industrialists and to actively contribute to finding solutions to the problems of industrialists, is carried out in different thematic areas in order to make the best use of the experience of ICI Assembly Members. The Working Groups of the Assembly, which continues its mission of carrying the sector forward by carrying out many activities related to the economy and industry in 2023, are; Industrial Settlement and Disaster Management, Industrial Finance, Technology, R&D, Innovation and Digitalization, Working Life and Human Resources, International Relations, Energy Management and Family Companies and Institutionalization.

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

In addition to the activities we carry out by law, we improve and develop our service areas in line with the needs of our members. In this context, while our members benefit from the registration, reporting and certification services we provide on many subjects, they can also perform many transactions electronically and receive e-signed documents from our website. They can also update their membership information, obtain

a certificate of activity, apply for a capacity report and monitor the process from the "online services" section of our website. In addition, the **ICI Mediation Center**, which is staffed by independent and impartial mediator lawyers who aim to provide fast, economical and impartial solutions to our members' disputes among themselves and with third parties, has been working since 2018.



Our Main Registration, Reporting and Certification Services

Membership and Dues Procedures	Manufacturer Certificate
Capacity Report	Certificate of Circulation
Expertise Reports	Investment Incentive Documents
Certificate of Activity	Turkish Goods Certificate
Domestic Goods Certificate	Digital Tachograph
Domestic Manufacturing Status Document	ICI Incentive Desk
Manufacturing Competence Certificate	ICI Insurance Desk

Some of the services we provided between January 1 - December 31, 2023;

1,904 pcs
Certificate of Activity

8,068 pcs
Capacity Report

2,869 pcs
Domestic Goods Certificate

2,882 pcs
Expertise Reports on Export Incentives and Exports

1,484 pcs
Expertise Reports on Import and Customs

1,150 pcs
Other Expertise Reports

Our members benefit from our registration, reporting, and certification services across a wide range of areas, and can also complete many transactions electronically, obtaining e-signed documents directly from our website.

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

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



The most important of our research, publications and reports, which can be accessed free of charge on the ICI [website](http://www.iso500.org.tr), is the ISO 500, which attracts great public interest and is our most well-known study. The **“Türkiye’s Top 500 Industrial Enterprises” (ISO 500)**, which we prepare traditionally every year, is a treasure trove of valuable information for the development of our country’s industry with its deep-rooted history of more than 50 years. In addition to this study, the **“Türkiye’s Second Top 500 Industrial Enterprises” (ISO Second 500)** study, which we have been conducting since 1997, sheds light on the development of small and medium-sized industrial enterprises with approaching 30 years of experience. The ISO 500 surveys, which provide important information on manufacturing, exports, employment, profitability, financing costs, R&D and technology structure, are followed with interest by a wide range of people, especially the economy and the business world, in terms of the development of the Turkish industry.

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

Other Research and Publications;

- ICI Türkiye Manufacturing PMI
- ICI Türkiye Sector PMI
- Manufacturing PMI Developments in the World
- ICI Türkiye Export Climate Index
- Sectoral Reports
- ICI Financial Developments Report
- ICI Investment Incentive Bulletin
- Industry Magazine

With the long-standing experience of the ICI in this field, we also aim to launch the “ICI Economy Blog” in the coming period, which includes developments in the world and Turkish financial markets as well as up-to-date data on the economy and industry.

You can access detailed information about our contributions to the economy in the **ICI 2023 Annual Report**.

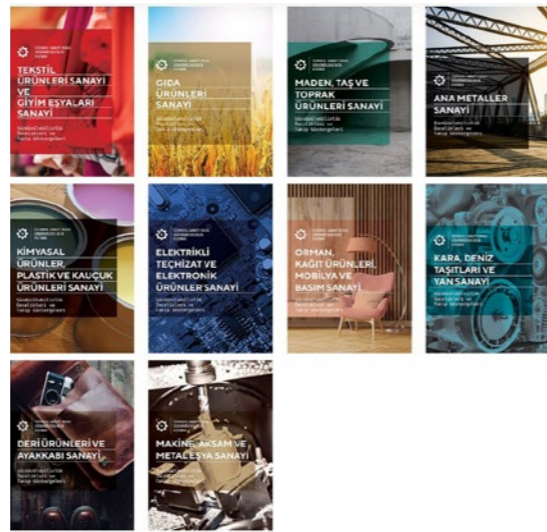
Contribution to Sustainable Manufacturing

In 2023, we continued our sustainable manufacturing-themed activities in order to coordinate activities to guide industrialists, taking into account the effects of new systems that are likely to emerge in international trade within the framework of climate change and sustainability. In this context, we have carried out studies to support our industrial companies to produce high added value in the global value chain and to increase their competitive sustainability competencies by placing environmental, **social and economic** factors at the center of manufacturing.

In this direction, one of the activities we carry out with the aim of encouraging the development, implementation and dissemination of sustainable manufacturing methods in industry is the **ICI Sectoral Sustainability Roadmaps** project.



We have conducted initiatives to support our members in generating high value-added manufacturing within the global value chain and enhancing their competencies in sustainability.



This project, which started in 2021, includes guiding sustainability priorities and monitoring indicators for 10 different sectors grouped by the 55 sectoral committees of the ICI. Within the scope of this project, we aimed to facilitate the first steps towards transition to sustainable manufacturing by supporting awareness and capacity building, especially in SMEs, and to encourage performance monitoring on priority issues and preparation for legal regulations in the near future. In 2023, we provided information about the United Nations Sustainable Development Goals (SDG) and the European Green Deal (EGD), as well as global best practices, at the ICI Sectoral Committees meetings in order to disseminate the Sectoral Sustainability Roadmaps and to ensure that more industrialists implement them. In 2024, we aim to organize practical trainings on Sectoral Sustainability Roadmaps for 10 different sectors in order to support companies to increase their internal capacity.

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

As the fight against climate change increases its place on the agenda every year as a necessity of global trade, it is also at the center of ICI's sustainability efforts. In this respect, we are aware that industry has an impact on climate change and that developments in the context of climate change and sustainability also affect industrial companies. For this reason, within the scope of the **Corporate Carbon Footprint Consultancy** project, which we launched in 2021, we support our members in calculating and reporting the corporate greenhouse gas inventory, which is an important step in the process of transition to a low-carbon economy, and facilitate our members to meet with competent consultant companies. As of 2023, the number of applications to our project has reached 100, and we are seeing great interest from companies that export to the EU and operate in energy-intensive sectors.



In addition to our consultancy project, we continued our trainings in 2023 to support companies to increase their internal capacity in this area. In this context, a total of 133 people participated in 4 separate sector-based **"Sectoral Greenhouse Gas Emissions Calculation Trainings"**, while we reached a total of 128 participants with the general **"TS EN ISO 14064-1:2019 Calculation Focused Corporate Carbon Footprint Training"**, which was repeated 4 times in 2023. We will continue our calculation-oriented trainings in 2024 in accordance with TS EN ISO 14064-1:2019 standard.

One of the most important developments in 2023 within the scope of the European Green Deal, which is of particular interest to exporting producers, was the start of the **Carbon Border Adjustment Mechanism (CBAM)** transition period in the iron and steel, aluminum, cement, fertilizer, electricity and hydrogen sectors as of October 1, 2023. On August 17, 2023, the EU Commission published the Guidelines for the Implementation of the Carbon Border Adjustment Mechanism and a sample calculation tool, separately for businesses outside and inside the EU. In this context, 739 people participated in the **"Technical Information Training on the CBAM Implementation Regulation"** that we organized on October 13, 2023. The event was also broadcast on ICI YouTube channel and reached 1,000 viewers.

While closely following the developments in the EU, Türkiye's main export market, within the scope of the CBAM, we also care about collaborating with different stakeholders to support our country's industry.



In this context, Sultan Tepe, Member of the ICI Board of Directors and Chair of the Sustainability Platform, visited the office of Mustafa Tuzcu, Deputy Minister of Trade, and held a meeting to discuss the developments within the scope of the European Green Deal and the cooperation regarding the transition period of the CBAM. Within this framework, the Istanbul Chamber of Industry and the Ministry of Trade collaborated on the **“Guidelines for the Implementation of the Carbon Border Adjustment Mechanism”** project, which aims to find solutions to the reporting obligations imposed by the CBAM in the “Aluminum” and “Iron & Steel” sectors and the implementation difficulties encountered in this process. Group Iron and Steel and Hot Rolled Products Industry and ICI 37th Group Aluminum Products Industry Sectoral Committees. Following the work carried out in 2023 under

these projects, the guidelines were published in 2024.

Furthermore, the Ministry of Environment, Urbanization and Climate Change closely monitors the dynamic process of environmental regulations under the European Green Deal and the EU environmental acquis. In this framework, we organized a 10-week **“Webinar Series on Turkish Environmental Legislation within the Framework of the EU Green Deal”** in cooperation with our Chamber and the Ministry to inform our industrialists about the issues that await them in the future within the scope of the said acquis. In the webinars, where a different legislative topic on environmental protection, sustainability and the environmental impact of industrial activities was discussed each week, information was also provided on the responsibilities of our

industrialists within the scope of the current environmental legislation. A total of 4,250 people attended the webinar series.

In line with our vision of sustainable manufacturing, we organize online and physical events with national and international speakers who are experts in their fields to ensure that large audiences are informed about sustainability and to raise awareness on this issue. The **ICI Green Agenda Talks**, which we conduct within this framework, continued in 2023. Over 550 participants followed our two separate events in 2023.

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



ICI Green Agenda Talks

January 19, 2023 (Online)

Green Transition of Turkish Industry in the Light of Global Developments

405 participants

September 13, 2023 (Physical)

Agenda for Climate-Changed Manufacturing and Trade: EU Carbon Border Adjustment Mechanism

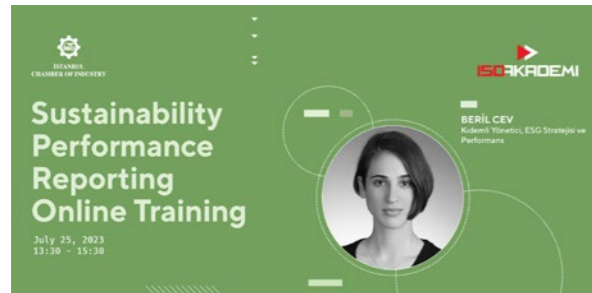
152 participants

ICI Green Blog

4,100 single user visit
September 1, 2021-January 1, 2022

23,663 single user visit
January 1 - December 31, 2022

34,284 single user visit
January 1 - December 31, 2023



Meanwhile, we have put the **Sustainable Manufacturing Glossary** at the service of ICI Green Blog visitors in order to help everyone easily understand the terms and concepts of sustainability and to increase awareness and knowledge capacity on this issue.

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

In 2023, we continued our mini MBA programs on sustainability-related topics and trainings on sustainability reporting, which aim to evaluate the latest developments in this framework by addressing sustainability, which has become an integral part of business strategies today, from many perspectives.

We organized **“Climate Change and Sustainability Trainings”** with the contributions of our ICI Sustainability Platform members in our schools within the scope of ICI MEIP during the 2023 Türkiye Environment Week from June 5 to June 9, 2023, which also includes the World Environment Day on June 5, in order to contribute to the dissemination of the sustainability approach and to raise awareness on this issue, and we reached approximately 1,000 students in 10 schools.

April 5-27, 2023

Sustainability Mini MBA

12 different topics
3,844 participants

September 4-27, 2023

Sustainable Finance Mini MBA

7 separate seminars
2,550 participants

December 5, 2022-January 10, 2023

Circular Economy Mini MBA

193 participants

March 30, 2023 and July 25, 2023

Sustainability Performance and Reporting

910 participants

We continued our activities in the **Circular Economy**, one of the thematic areas where we carry out our sustainability efforts, in 2023.

Our 2023 activities within the scope of the **Circular Economy and Resource Efficiency Platform Project**, which was launched in 2022 in cooperation with the Business Council for Sustainable Development - Türkiye (SKD-Türkiye) and our Chamber, supported by the Istanbul Development Agency (ISTKA);

- We conducted site visits for **15** companies.
- We shared **21** Cleaner Manufacturing (Resource Efficiency) Reports and **18** Circularity Analysis Reports completed in 2022 with companies in online meetings.
- We also prepared General Assessment Reports for the plastics, textile and white goods sectors.
- We reached **879** people in total with the European Green Deal Industry Strategy seminars we organized specifically for the plastics and white goods sectors.
- In the **12** workshops we organized in four thematic areas, we came together with

stakeholders related to these three sectors with a total of **264** participants. After the workshops, we prepared Circular Economy and Resource Efficiency Roadmaps for three sectors.

- We reached **180** participants in the six meetings we organized within the scope of Circular Economy Clustering Activities, which brought together actors in the relevant sectors and value chains in line with sectoral action plans and which stand out for the development of circularity.
- At the end of the Industrial Symbiosis Workshops, which we organized twice, physically and online, with **150** participants, **199** cooperation opportunities were created.
- With the Open Innovation event we organized, we ensured that high value-added, innovative, circular and resource-efficient product and service ideas specific to these three sectors met with industry sector representatives. At the Open Innovation Meeting, where **13** companies selected from the call made presentations, **161** participants followed online.



- We identified two company ambassadors from **21** companies to ensure the development of a qualified workforce, which is one of the objectives of the project. In total, we organized two-day circular economy and two and a half-day resource efficiency trainings for **42** company ambassadors.
- We have prepared a total of **137** certificates in three certificate programs on Circular Economy Business Models Innovation Certificate Program, Cleaner Manufacturing Certificate Program and Carbon Footprint Certificate Program for university graduates working in the manufacturing sector or who want to work in this field.
- We reached a total of **660** students and teachers with the Cleaner Manufacturing Ambassadors of the Future Program, which covers the topics of Resource Efficiency, Circularity and Cleaner Manufacturing, organized for Vocational High Schools.
- The Circular Economy Summit, the closing event of our project, was attended by **386** people.

We have also realized different collaborations to accelerate our country's transition to a circular economy in 2023. **The Third Circular Economy Week of Türkiye, organized by DCube Circular Economy and Sustainability (DCube)**, Business for Goals (B4G) and Business Council for Sustainable Development (SKD Türkiye) in cooperation with ICI and with the contributions of the Embassy of Finland and Business Finland, was held at Odakule on November 7-8, 2023 with the theme "Time to Act".



Topics covered in the event;

- "EU's Perspective and Focused Regulatory Areas in the Framework of Sustainable Manufacturing and Twin Transition",
- "Impacts of the European Green Deal Transition process on Türkiye and the resources and expertise needed",
- "Sustainable materials",
- "Accelerating the transition of our country to circular economy within the framework of eco-industrial areas and green OIZs",
- "Decarbonization in Manufacturing Processes and Circular Economy Relationship",
- "Circularization with Sustainable Materials",
- "Circular Economy Business Models"
- "Circular Supply Chain and Green Procurement"

We also took part in international events in 2023 to follow global developments in the circular economy and exchange views with international stakeholders working in this field. We participated in the **World Circular Economy Forum (WCEF) 2023** event held in Helsinki, Finland between May 30-June 2, 2023 with the theme "Circular Solutions and Economy for Nature" with a delegation headed by Sultan Tepe, Member of the ICI Board of Directors and Chair of the Sustainability Platform. In this event, we had the opportunity to come together with business leaders, policy makers and experts working on circular economy from all over the world, and on June 5-6, we attended the **Circular Textile Days 2023** event in the Netherlands. In this event, as the ICI delegation, we came together with representatives of the business world operating in the field of circular textiles in the world and contributing to the sustainability of the sector by developing innovative projects, as well as visiting businesses operating in the field of separating waste textiles and obtaining raw materials, and consulted on investments that Türkiye can make in the field of textile waste.

Within the framework of the importance of water resources for sustainable industry, we also carried out studies on water and wastewater management in 2023. Additionally to the two different trainings we conducted on this subject, we held a consultation meeting on May 24, 2023 to evaluate **"Water and Wastewater Management and Policies"** under the chairmanship of Sultan Tepe, Member of the ICI Board of Directors and Chair of the Sustainability Platform.

At the meeting, it was decided to prepare a Report on Water-Wastewater Management and Policies in Türkiye

and Istanbul by 1773 ITU Teknopark Teknoloji Transfer Ofisi A.Ş. and 15 academics specialized in water, 9 of whom are professors. The **"Climate Change and Water Management: Industry Sector Report"**, which includes the following topics, was shared with the public in April 2024 by organizing workshops with the participation of relevant stakeholders during the preparation phase.

- Impacts of Climate Change on Türkiye's Water Resources
- Sectoral Water Use in Türkiye and Istanbul
- Cleaner Manufacturing and Advanced Treatment Technologies in Industry
- Holistic Climate (Responsive) Roadmap for the Future, Mitigation and Adaptation Measures/ Recommendations

Water and Waste Water Management Trainings

January 26, 2023

Online Training on Recycling of Textile Wastewater

39 participants

February 15-16, 2023

TS EN ISO 14046 Water Footprint Calculation and Reporting Training for Textile Products and Clothing Industry

29 participants



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

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



In this direction, the **Energy Desk**, which we launched within the ICI in 2023, provides the following services to ICI members by expert consultants. We also provided one-on-one consultancy services free of charge to 25 applications in 2023 to the ICI Energy Desk, where the **ICI Energy Bulletin**, published monthly, was presented to our members.

1. Answering questions on electricity supply contracts
2. Providing consultancy in solar energy investments;
 - Pre-feasibility study for industrial facility roofs,
 - Advising on solar energy investments planned to be established on the land.

Detailed information is available on the **ICI Energy Desk** web page.

We are aware that energy efficiency projects implemented in industrial facilities enable the manufacturing of the same amount of product with less energy and play a key role in reducing the overall greenhouse gas emissions of the facility. Within this framework, we realized the **“Energy Efficiency in the Hosiery Industry Sector”** project of our 20th Group Hosiery Industry Professional Committee. In the project, **15 facilities** in the hosiery sector underwent a preliminary energy audit within the scope of energy efficiency consultancy. Following the facility visits carried out by the energy efficiency specialist, important energy consumption points were identified and potential energy efficiency / recovery / transformation projects were identified. The prioritization matrix was turned into a facility-specific report.



Enerji Verimliliği ve Yenilenebilir Enerji Seminerleri

January 11, 2023

Webinar on Energy Efficiency Practices and Supports in Industry

578 participants

May 4, 2023

Solar Energy and Energy Storage Seminar

Istanbul Chamber of Industry (ICI) and Solar Energy Industrialists and Industry Association (GENSED)

102 participants

June 13, 2023

Webinar on Change, Financing and Energy Gains of Electric Motors in the Industrial Sector

Istanbul Chamber of Industry (ICI) and Electric Motors Industrialists Association (EMOSAD)

237 participants

August 24, 2023

Effective Electricity Supply in Industry Webinar

174 participants

October 9, 2023

Wind Power Plants Supply Industry Information Seminar

Istanbul Chamber of Industry (ICI) and Turkish Wind Energy Association (TÜREB)

35 participants

With the desire to reach more people in the field of energy efficiency and renewable energy, we organized many successful seminars in this period.

Considering that the impacts of climate change will be much more intense in the medium and long term, we see that activities to adapt to climate change are as important for sustainable manufacturing as those focused on mitigating the impacts of climate change. With this perspective, we initiated a project in partnership with TÜBİTAK - Marmara Research Center in order to increase the cooperation between academia and industry on adaptation to climate change, to improve the adaptation capacity

of manufacturing sectors by evaluating sectoral sensitivities and socio-economic risks, to identify adaptation options, and to strengthen the resilience of climate-sensitive sectors (food, textile, paper, cardboard) of the manufacturing industry located in Istanbul. Within the scope of the 18-month project **“Improving the Adaptation Capacity of Industrial Sectors Vulnerable to Climate Change through Risk Assessment - ClimaTech 4 Industry”** funded by the European Union, Climate Change Risk Assessment Methodology will be established, statistical analysis will be carried out with the data received from companies, and risk analysis will be carried out for companies. A Climate Change Advisory Board consisting of experts will be established and trainings will be organized. One of the key outputs of the project will be the **“Report on Recommendations to Policymakers on Adaptation Needs and Strategies for Sectors”**.

Within the framework of the sustainable manufacturing approach, we designed the **“Environment and Energy Efficiency”** awards, which we have been organizing since 1995, as the **“ICI Green Transition Awards”** in 2022 in order to see the reflections of the green transition, which has



ENVIRONMENT AWARDS
 Category 1: Environmentally Friendly Practice
 Category 2: Environmentally Friendly Product

ENERGY EFFICIENCY REWARDS
 3. Category: Energy Efficiency Project
 4. Category: Energy Efficient Product

SUSTAINABILITY AWARDS
 Category 5: Sustainability Management
 6. Category: Cooperation in the Field of Sustainability

become an important criterion at every stage of the manufacturing process from product development to R&D, in the industry. Applications for the ICI Green Transition Awards, which are open to all industrial enterprises in Türkiye, are evaluated by the Award Jury consisting of representatives of relevant ministries, academics from the relevant departments of universities and institutes, experts and officials from non-governmental organizations. After a rigorous evaluation, the industrial companies that won the ICI Green Transition Awards were announced at a well-attended award ceremony in 2024.

You can access information about the ICI Green Transition Awards on our award [website](#).

Believing that solidarity with global stakeholders is important in addition to national efforts on climate change, we participated in the 28th Conference of the Parties (COP28) of the United Nations (UN) Framework Convention on Climate Change held in Dubai, United Arab Emirates between November 30 and December 12, 2023 with a delegation led by Sultan Tepe, Member of the ICI Board of Directors and Chair of the Sustainability Platform. At COP28, we contributed to the side event program coordinated by the Ministry of Environment, Urbanization and Climate Change and organized a panel titled **“Green Transition and SMEs in the Age of Sustainable Manufacturing”**. Among the speakers in the panel organized under the coordination of ICI were Romain Narcy, Board Member of Ereks-Blue Matters and CEO of Rematters - Textile Recycling Solutions, who has implemented successful practices in the field of sustainability; Dr. Murat Balaban, Founder and CEO of Episome Biotech; Nicolette Bartlett, CDP Chief Impact Officer; and Lamia Kamal-Chaoui, Director of the OECD Centre for Entrepreneurship, SMEs, Regions and Cities.

Within the scope of sustainable finance, which plays a decisive role in the realization of sustainable manufacturing-oriented investments, we held the **“Banking and Industry Workshop for Financing Sustainability”** online on July 4, 2023 in cooperation with the Istanbul Chamber of Industry and the Banks Association of Türkiye. On the other hand, on December 26, 2023, we organized an online **“Türkiye Green Industry Project Introduction and Information Meeting”** on the World Bank-funded Türkiye Green Industry Project, which

will be carried out under the coordination of the Ministry of Industry and Technology, the Small and Medium Enterprises Development Organization (KOSGEB) and the Scientific and Technological Research Council of Türkiye (TÜBİTAK).



We also prepared the **“ICI Sustainable Finance Report”** in cooperation with Besfin Financial Consulting, which discusses the importance of sustainability in 2023, the concepts within the scope of sustainable finance, the areas of use and good examples of sustainable bonds.



You can access detailed information about our activities to support sustainable manufacturing on the [ICI Sustainability website](#) and the [ICI 2023 Annual Report](#).

Contribution to Internationalization

We organized sectoral trade delegations and trade delegations throughout 2023 to ensure that our members benefit from potential business opportunities in foreign markets. In the country day events we organized, we provided an environment for our industrialists to meet foreign markets and for investment and trade opportunities. We also conducted many seminars, meetings and projects.

Sectoral Trade Delegations and Buying Delegations

Date	Delegation	Number of Interviews
January 22-26, 2023	Libya Underwear and Hosiery Industry Sectoral Trade Delegation	493
February 19-23, 2023	American Plastic Packaging Industry Sectoral Trade Delegation	72
April 4-6, 2023	Serbia Electrical Lighting Equipment Development of International Competitiveness Project Trade Delegation	169
May 3-5, 2023	Italy Garment Supply Industry Sectoral Trade Delegation	70
May 22-25, 2023	Vietnam Footwear and Supply Industry Sectoral Trade Delegation	62
August 27-31, 2013	Iraq Underwear and Hosiery Industry Sectoral Trade Delegation	487
September 17-19, 2023	Morocco Knitted Fabric Industry Sectoral Trade Delegation	145
October 30 - November 2, 2023	South Africa Hosiery and Underwear Industry Sectoral Trade Delegation	70
November 26 - 29, 2023	UK Electrical Lighting Equipment Development of International Competitiveness Project Trade Delegation	108
November 14-16, 2023	International Food Meetings Event & Buyer Delegation	Over 3,500



Within the framework of the importance we attach to international cooperation as ICI, we also carried out joint activities with the ambassadors, consuls and trade delegations of various countries in 2023.

International Contacts, Meetings within this scope;

- Malta Delegation Visit, February 23, 2023
- Visit to Tehran Chamber of Commerce, Industry, Mines and Agriculture, September 12, 2023
- Visit to the Ministry of Economy and Development of the Republic of Karelia, September 29, 2023

Throughout 2023, we conducted different seminars, meetings and projects to increase our members' knowledge on foreign trade and to address economic cooperation opportunities in foreign markets. In this context, we organized the **New Generation Export Supports and Foreign Trade Training Program** in cooperation with the Ministry of Trade on March 30, 2023, hosted by the Istanbul Chamber of Industry. Representatives of

250 companies attended the meeting organized to improve the export power of our industry, increase its competitiveness in foreign markets and open up to new markets. Participants had the opportunity to watch presentations by experienced experts on the current online services of the Ministry of Trade and the most important issues of today's foreign trade, improve their knowledge on these issues and get answers to the problems encountered in practice.

Our Chamber continues to provide services to companies in Istanbul within the scope of the **Enterprise Europe Network Project**, in which it has been involved in partnership with KOSGEB and Sabancı University since 2008. Within the scope of the European Business Network (AIA) Project, which was established by the European Commission to enable businesses to receive services from a single center in the field of EU legislation, foreign trade and technology, we carried out activities under the titles of International R&D Cooperation Consultancy, International R&D Cooperation Consultancy, Training and Bilateral Business Meetings.

International R&D Cooperation Consultancy

One-on-one meetings were held with 89 companies with the potential to establish international “Technology and R&D” partnerships, raising awareness and identifying the needs of companies on issues such as technology, R&D and innovation. In line with these needs, we provided services and made referrals and made matches.

Digital Transformation Roadmap Consultancy

Within the scope of Digital Transformation Roadmap Consultancy, we visited 7 companies, created awareness in companies and identified their needs. In line with these needs, we created a company-specific road map.

Training

The ICI Academy organized 22 online and face-to-face trainings on R&D Management, Foreign Trade, Digital Transformation, E-Export Mini MBAs, Innovation Roadmap, Risks in Foreign Trade, TRIZ, reaching more than 4,600 participants.

Bilateral Business Meetings

We supported 981 companies to hold 1,358 bilateral business meetings in 22 events organized by European Business Network centers in various European countries. As a result of these meetings, 15 cooperation agreements were signed by our member companies. In addition, 145 qualified consultancy services were provided to companies on internationalization, digital transformation, R&D funds and energy.

In addition, we are publishing the **ICI EU Bulletin**, which we have prepared to regularly inform our members about developments in the European

Union that will be of interest to our country and industry, on a monthly basis starting from March 2022. You can follow the ICI EU Bulletin, which we continue to share in 2023, on the **ICI website**.



Additionally, we offer the innovative tools offered by the online world to the service of companies with the ICI E-İvme program, which is the **“Trade Development Program with a Focus on Digital Sales and Marketing”** that we launched in June 2023 within the scope of the European Business Network. Thus, we aim to enable companies to reach target groups through alternative sales channels in the fastest way possible and to increase their B2B and B2C e-export capacity with the right strategies. Within the scope of the program, which consists of four stages, we visit companies on-site, provide training on digital marketing, e-export, sales and the use of digital technologies, analyze companies’ digital marketing practices and current situations, and provide sector-specific buyer intelligence.



Through Target Market Research Consultancy, we analyze market losses of competitor countries, enabling our exporters to position themselves effectively and at the right time in potential markets.

Moreover, we continued to provide our member companies with access to potential customer information by identifying their target markets in 2023 with the **Target Market Research Consultancy**, which we established to provide information and consultancy services to companies that want to export, start exporting and want to improve their exports. With Target Market Research Consultancy, we analyze the market losses of rival countries and offer our exporters the opportunity to take the right position in potential markets at the right time. Within the scope of this consultancy service, we also analyze suitable import markets for alternative supply channels. In 2023, 21 Target Market Reports and 28 Target Customer Intelligence consultancy services were provided to 42 companies. Detailed information about the ICI Target Market Research Consultancy is available on the **ICI website**.

In addition to the informative events and collaborations we organize on foreign trade, the **ICI Customs Committee** provides free of charge services to industrialists to guide them in solving the problems experienced in the customs clearance process in import and export, to provide information and legislative support on customs, to provide information on the correct use of regimes, to increase productivity and to support methods of protection against risks. Within the scope of our ICI Customs Desk service, 900 participants took part in the 7 seminars we organized in 2023, while 103 questions from visitors were answered. You can access the ICI Customs Committee from the **ICI website**.

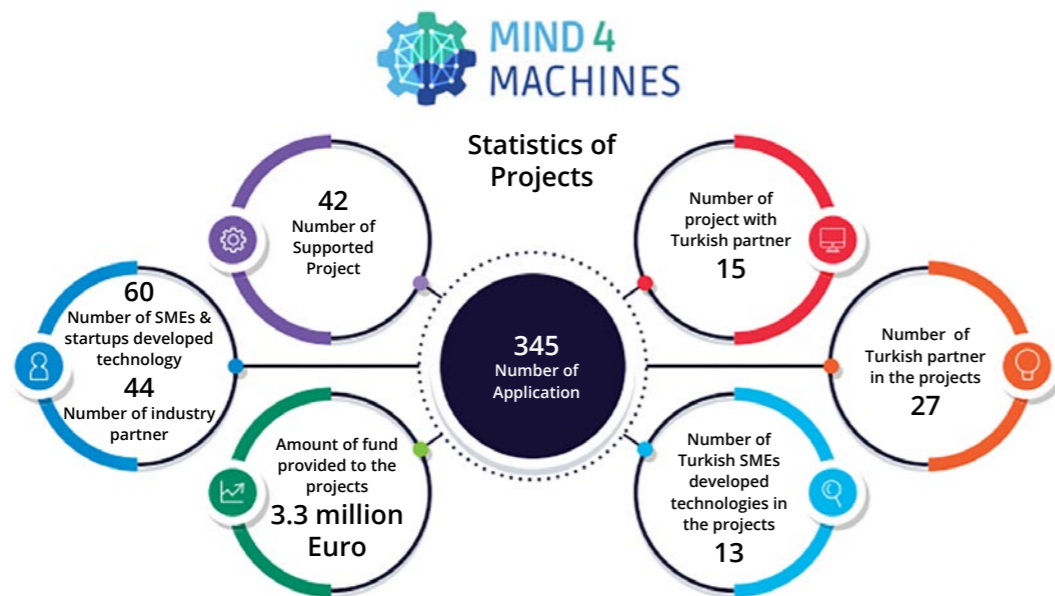
You can access detailed information about our contributions to internationalization in the **ICI 2023 Annual Report**.

Contribution to Innovation

Innovation stands out as one of the most important elements for manufacturing processes in our age. As ICI, we take care to intersect our activities in thematic areas, which are the basis of our sustainability efforts, with the titles of "Sustainability-Focused Innovation" and "Digital Transformation". We carry out activities to support our industrialists in these areas, which we consider indispensable for today's business models.

In this direction, the **MIND4MACHINES** project, which aims to provide financial support to the innovation efforts of SMEs and start-ups that produce smart digital solutions for the manufacturing sector and to create a multiplier effect by accelerating their work, is carried out under the coordination of our Chamber. The project consortium under the Horizon 2020 program, the European Union's largest funding program in the field of R&D and innovation,

includes 11 partners from eight different EU countries and Istanbul Development Agency. The project will run until September 2024 and 78 percent of its €5 million budget is used to support innovation in SMEs through direct financial support and additional services. In this context, an Open Innovation Platform and an Investment Readiness Self-Assessment Tool were created and made available to SMEs through the website. Within the scope of the project, two calls were opened, the first in 2022 and the second in 2023, and project applications focusing on the digitalization of the manufacturing sector were received. Through the supported projects, SMEs and startups that develop technology are provided with financing for the development, testing, verification and market adoption of Industry 4.0 solutions. Within the scope of the MIND4MACHINES Acceleration Program, SMEs and startups are provided with mentoring, training, one-to-one coaching and matchmaking support.



With the **ICI Digital Transformation in Industry Office (ICI DIGITAL)**, we support the digital transformation efforts of our members with the aim of increasing their innovation capacity and competitiveness. Within the scope of the European Business Network project, we carry out "**Digital Transformation Roadmap Consultancy**" work to help our members digitalize their products and services by contributing to their innovation and digital transformation capacities. In this context, we measure the Digital Transformation Maturity Levels of companies through physical workshops, identify weaknesses and strengths, and prepare 2-year digital transformation roadmaps. A total of 7 companies benefited from our Digital Transformation Roadmap Consultancy service in 2023, which includes an analysis under the headings of Strategy, Human Resources/Culture, Customer, Innovation, Operations, Data and Technology.

"**Istanbul Project Academy**", carried out by our Chamber, was realized in 2022-2023 in partnership with ITUNOVATTO, Boğaziçi University TTO, Istanbul University TTO, Koç University TTO, Marmara University MITTO and Yıldız TTO. Supported by the Istanbul Development Agency's (ISTKA) Innovative Istanbul Financial Support Program, the Istanbul Project Academy was designed as an interface structure where all stakeholders in the R&D and innovation ecosystem in Istanbul collaborate in order for industrial companies to benefit more from the funds provided under the EU Horizon Europe program.

The main activities offered within the scope of Istanbul Project Academy can be defined as Information and Training Activities,

WITHIN THE SCOPE OF ISTANBUL PROJECT ACADEMY;



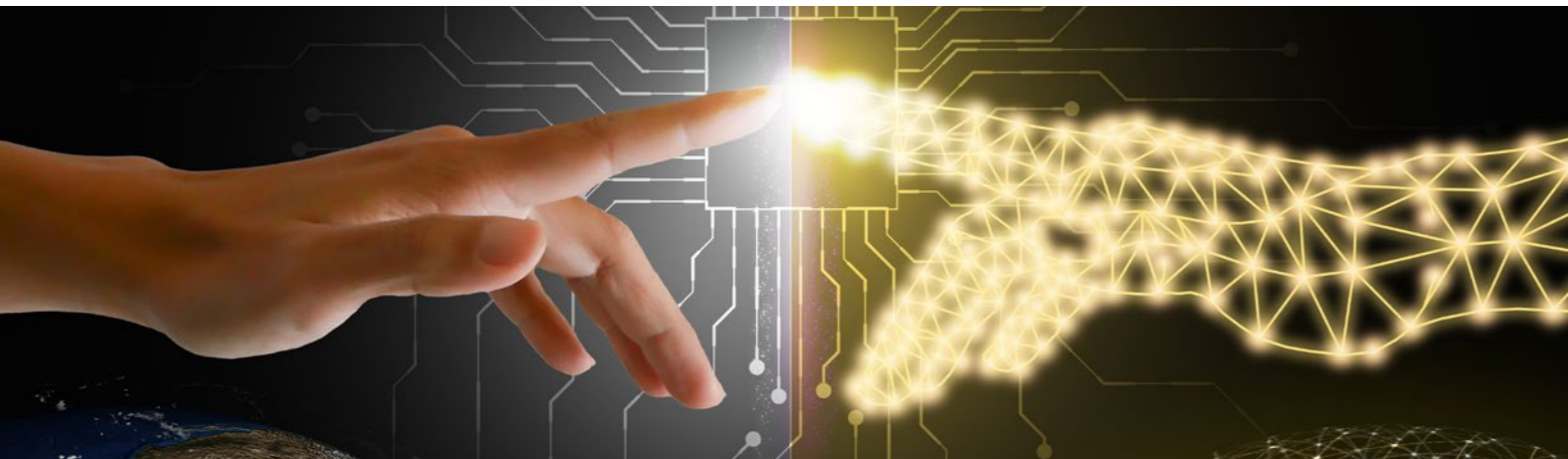
- 24** A total of 24 Training Programs at different levels
- 150** Academic Network Map of 150 academics
- 450** Industry Inventory of 450 companies
- 12** Thematic Networking Events
- 6** National Project Markets
- 4** International B2B Matchmaking Events
- +200** Tailor-made consultancy for more than 200 companies
- 1** Feasibility Study

Networking Support, Twinning, Project Development Mentoring.

The activities focused on six main clusters as in the Horizon Europe program. (1) Health, (2) Culture, Creativity and Inclusive Society, (3) Security for Society, (4) Digital, Industry and Space, (5) Climate, Energy and Mobility, (6) Food, Bioeconomy, Natural Resources, Agriculture and Environment.

We attach great importance to the realization of **university-industry cooperation (USI)** with concrete projects to increase the competitiveness of the industry. In line with this understanding, we encourage our members to benefit from support programs for university-industry cooperation, and we create high value-added collaborations with

universities in order to address the transfer of knowledge and technology between universities and industry with an institutional and systematic approach. In this context, we are working to increase cooperation and collaboration between universities, technoparks, Technology Transfer Offices and industry representatives.



We are working to enhance collaboration and strengthen partnerships between universities, technology parks, Technology Transfer Offices, and industry representatives.



EDUCATION AND TRAINING

- Internship Collaboration (Short-term and Long-term)
- Joint Education and Certificate Programs
- Participation in Faculty Advisory Boards and Contribution to Curriculum
- Sectoral Seminars and Lectures



R&D AND INNOVATION

- Project Collaborations (Grant projects, consultancies, contract projects)
- Undergraduate and Graduate Thesis Collaborations (ICI Young Researcher Program)
- Commercialization Collaboration
- Entrepreneurship Collaboration



DEVELOPING INTERACTION AND COLLABORATION

- University Industry Meetings
- Research Laboratories Collaboration, Testing and Analysis Services
- Industrialist Speeches at Graduations

With the vision of “from entrepreneurship to industrialism”, we have been actively supporting the entrepreneurship ecosystem with **ICI KOZA** since 2015. Bringing together the “entrepreneur-investor-industrialist” trio, which are the most important pillars of a high value-added and manufacturing-oriented entrepreneurship ecosystem, the **ICI KOZA Collaboration and Acceleration Program** not only accelerates startups, but also goes beyond that, supporting them with training, mentoring and consultancy, and offering a unique industrial cooperation opportunity.

With its startup acceleration approach, ICI KOZA aims to play a complementary role to existing incubation centers and entrepreneurship offices, to be a driving force that will carry startups to the next stage and to ensure the rapid growth of startups. The initiatives within ICI KOZA are provided with various supports under the headings of Capacity Building, Business Development, Access to Funds, Collaboration with Industry and Product Development.



The “**This Month at ICI KOZA**” newsletter series, which we launched in 2023, is published every month and announces current events, trainings and project/funding opportunities to startups.

“**ICI KOZA Entrepreneur Meetings**”, which we launched in 2023 with the aim of promoting initiatives and supporting business development processes of ICI KOZA, offers startups the opportunity to introduce their initiatives and products, meet with potential users and develop business. In 2023, five ICI KOZA initiatives were the guests of these meetings. These initiatives are also brought together with ICI’s Sectoral Committees, offering the opportunity to interact with potential users, investors and mentors. In 2023, we brought entrepreneurs together with nine Sectoral Committees.

We have joined the **COLUMBUS10** Project Consortium under the “Erasmus for Young Entrepreneurs” (EYE) Project, a cross-border exchange program that gives new entrepreneurs or aspiring entrepreneurs the chance to learn from experienced entrepreneurs with small businesses operating in other countries participating in the EU Single Market Program (SMP). The project aims to match 17 Turkish entrepreneurs with sustainable/green and/or digital business models with experienced entrepreneurs abroad and 17 foreign entrepreneurs with experienced entrepreneurs in Türkiye. The Project, which started in mid-2023, will continue until 2027 with a total of 34 twinning activities. Of the nine entrepreneurs who applied in 2023 for inclusion in the exchange program, the business models of two entrepreneurs were found suitable. Both exchanges, for which suitable partners were identified through the EYE Network collaboration event, are expected to take place in 2024.

In addition, the **TOBB Istanbul Young Entrepreneurs Board**, which has been carrying out its activities under the coordination of our Chamber since 2009 and consists of representatives of four Chambers in Istanbul, continued its activities in 2023. Within the TOBB Istanbul Young Entrepreneurs Board, 16 working groups were established to realize the mission of developing the Istanbul entrepreneurship ecosystem and carrying out activities that will raise awareness in the society for the formation of initiatives that do not exist in our country.



Another project we are carrying out to increase the competitiveness of the industry in our country is the **Industrial Design Ecosystem**

By bringing together designers, SMEs, industry players, and universities, the project aims to increase Türkiye's share in competitive sectors. As part of this initiative, the Istanbul Chamber of Industry's Industrial Design and Prototyping Center and ISO ETP have been established and are now operational.



Axis for Istanbul (IDEA4ISTANBUL) Project. The activities of the Project, which is supported by the European Union and the Republic of Türkiye and implemented under the Competitive Sectors Program implemented by the Ministry of Industry and Technology, continued in 2023 in partnership with ITU Industrial Design Department, Industrial Designers Professional Association (ETMK) and Istanbul Development Agency (İSTKA). Within the scope of the Project, which aims to increase Türkiye's share in competitive sectors by bringing together designers, SMEs, industrial actors and universities, **Istanbul Chamber of Industry Industrial Design and Prototyping Center ICI IDP** was established and started its operations. ICI IDP aims to support the competitiveness and development of the manufacturing sector through prototyping services, design training and consultancy services, matchmaking activities and acceleration programs. The center contributes

to the rapid growth of the manufacturing sector in Türkiye with its technological design and prototyping tools such as 3D printers and 3D scanners, as well as the services it offers through its user experience and virtual reality laboratories.

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

In addition, we supported our industrialists to gain competence in areas such as entrepreneurship, innovation and digitalization through training, seminars and information days organized with the participation of various institutions and organizations throughout 2023. We have listed some of our activities within this scope below.

You can access detailed information about our contributions to innovation in the [ICI 2023 Annual Report](#).

Events

Date	Event Name	Number of Participants
16.01.2023 - 7.04.2023	Innovation Scorecard Application Training	149
16.02.2023 - 24.02.2023 4.04.2023	MIND4MACHINES Second Call for Digitalization in Manufacturing Launch Event	323
23.05.2023 - 18.07.2023 12.09.2023 - 12.10.2023 28.11.2023 - 26.12.2023	ICI KOZA Entrepreneur Meetings	297
13 Haziran 2023 28 Kasım 2023	Digital Vision Meetings	242
15 Haziran 2023	Innovation Vision Meetings III: Industrial Applications of Nanotechnology	120
17 Ağustos 2023	KOSGEB Lean Transformation Support and Model Factory Applications Information Day	90
26 Eylül 2023	TUBITAK TEYDEB Supports Information Day and Experience Sharing	261

Contribution to Working Life

As ICI, we organize training programs that shape working life under the roof of **ICI Academy** in order to strengthen the industry of our country. The ICI Academy aims to contribute to the constructive competitiveness and brand value of companies in the national and international arena by contributing to the knowledge, skills and competence of the participants in the training programs, especially our members, by contributing to the achievement of international standards of knowledge, skills and competence with the education and training policy established within the framework of the “New Generation Business School” motto.

In 2023, we continued the service we offered to our members with the vision of “The first address of learning in training and development; to be a pioneer and example in the ecosystem” of the ICI Academy. In this context, we organized **376** trainings with **59,348** participants in 2023, totaling **1,616.5** hours, **64** online trainings, **14** webinars, **33** in-class trainings, **265** mini MBA sessions.

In 2023, we continued our Mini MBA programs, which offer participants a visionary perspective while contributing to our country's need for trained human resources.

- Marketing Mini MBA
- Energy Efficiency Mini MBA
- Operational Excellence Mini MBA
- Foreign Trade Mini MBA
- Sustainability Mini MBA
- Digital Transformation Mini MBA
- Corporate Finance Mini MBA
- Doing Business with Emerging China Mini MBA
- Digital HR Mini MBA
- E-commerce Mini MBA



- Sustainable Finance Mini MBA
- Operational Excellence Mini MBA
- Fundamentals of Manufacturing Mini MBA
- e-Export Mini MBA

Within the framework of our mission to create innovative training programs and inclusive cooperation opportunities by aiming to strengthen university-industry cooperation, we organized two different training programs with Kadir Has University and Galatasaray University. In this context, we completed the **Corporate UX (User Experience) Training Program** with Kadir Has University and the **Strategic Procurement and Supply Chain Management Training Program** with Galatasaray University between September 13th and October 5th.

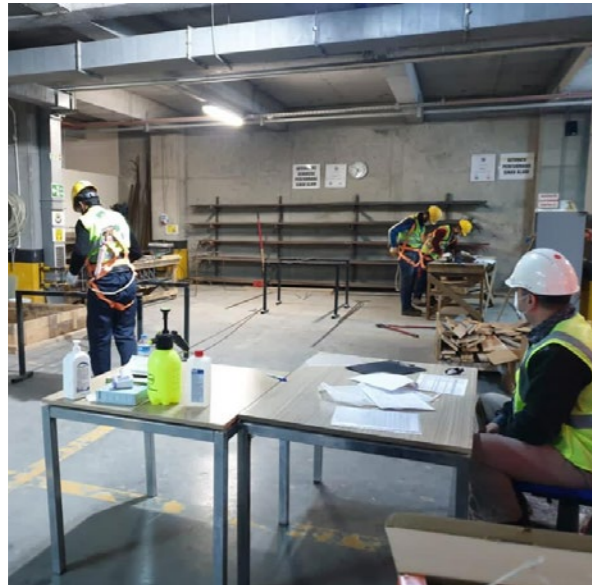


In 2023, we launched a comprehensive research process to determine the training maturity of industrial companies and the development needs of their employees. In cooperation with the Istanbul Chamber of Industry and TEGEP Training and Development Association, a comprehensive report is aimed to be prepared from the data obtained from the **Turkish Industrial Companies Workforce Training Needs Survey conducted with the participation of 12 Chambers of Industry in Türkiye.**

Our project titled “The Future of Work in Manufacturing Industry: Closing the Skills and Gender Gap (ManuFoW)”, supported by European



Union funds, officially started on October 1, 2023 within the scope of the grant agreement signed with the Ministry of Labor and Social Security, Department of European Union and Financial Assistance. Within the scope of the project, trainings will be provided to relevant target groups in six technology areas within a year, enabling them to improve their existing skills in the manufacturing sector and to acquire new competencies that they do not have. The trainings, which are targeted to benefit 1,730 people in total, will be held at the levels of “Fundamentals of Digitalization”, “Jobs of the Future” and “C-Level Executive Trainings”. We will work with the European partners of our project in the needs analysis, identification of the right target groups and creation of training contents, which constitute the important components of the project. In line with the experiences gained during the project, a report titled “**Digital Transformation in the Future of the Manufacturing Industry: A Roadmap for Building the Workforce in Türkiye**” will also be prepared.



We continued our activities in 2023 under the umbrella of İSOBEL (İstanbul Sanayi Odası Belgelendirme A.Ş.), which was established in 2021 within the scope of our “Establishment of a VOC-Test Center in the Metal Sector” project funded under the VOC-Test Centers-III Grant Program European Union Pre-Accession Financial Assistance Instrument (IPA) Program. In 2023, 432 people from 234 companies participated in 32 trainings open to general participation organized by İSOBEL. A total of 418 people participated in the 16 trainings organized in workplaces. At the end of 2023, with the cooperation with Dokuz Eylül University, it is aimed to bring the existing cooperation to higher levels by creating comprehensive training programs in addition to the trainings that started in Izmir in early 2024. In 2024, İSOBEL will continue to improve its service scope both by developing its existing resources and by collaborating with different institutions and organizations, especially universities,



Chambers of Commerce and Industry and Organized Industrial Zones.

The **Mahir Eller** Project, led by the Union of Chambers and Commodity Exchanges of Türkiye in partnership with the Economic Policy Research Foundation of Türkiye (TEPAV), was implemented in 13 provinces (Adana, Ankara, Bursa, Gaziantep, Hatay, İstanbul, İzmir, Kahramanmaraş, Kayseri, Kilis, Konya, Mardin, Şanlıurfa) where Syrians live in large numbers. The project, funded by the European Union, aimed to increase the employability of people with professional competencies by certifying them. With the project that started in July 2018, a total of 4,183 people were profiled in our chamber, and a total of 1,966 people, 479 of whom were Syrian and 1,487 of whom were Turkish citizens, were entitled to receive a vocational qualification certificate. Employment incentives were given to the companies where the successful candidates worked within the quotas determined by TOBB.

In Istanbul, 35 firms benefited from these incentives with a total of 348 employees. The project ended on May 26, 2023.

In addition to these, you can access the activities we carry out for vocational high schools, as well as our collaborations and projects in this context, in the **Values for Society** section of our report.

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

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

to create healthy working environments in workplaces and the systems and standards to be developed in this regard.

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

In addition, taking into account the country's agenda, studies are also carried out to raise awareness in the field of Occupational Health and Safety. In this context, after the earthquake disaster that occurred on February 6, 2023 and affected 11 provinces, a series of eight seminars titled Disaster Preparedness and Emergency Management in Industry was organized to increase the level of awareness of all stakeholders, especially industrialists, against earthquakes. Approximately 2,500 people attended the seminars.



Taking into account that disasters caused by climate change and naturally occurring disasters in recent years have put human life, living life, the continuity of industry and sustainable manufacturing at risk, and that disasters such as earthquakes, floods, industrial fires, chemical risks and droughts are increasing day by day and directly threaten our metropolitan cities, the ICI launched the **“Disaster Management Department”** in May 2023 with the principle of **“Disaster Resistant Industry”**. The main fields of activity of the ICI Disaster Management Department, which aims to make the industrial facilities in the city resilient against disasters, were determined as follows;



1- Due Diligence and Guidance Activities for Members: Disaster Resilience Scorecard creation activities (Industry Check-Up), Disaster and Emergency Management Planning guidance, Inventory of Resource Transfer between Members

2- Training Activities: Disaster awareness trainings for our member companies, Disaster and Emergency Management Planning trainings, MBA/ Certificate Program

3- ICI Corporate Activities: Updating the ICI Disaster and Emergency Management Plan, ICI Disaster Coordination Desk,

4- Information, Management and Policy Making Activities: Creating Disaster and Emergency Management guidelines for industry and creating policy and reports for regulation

5- Project Development Activities: International projects and national projects

6- Activities to be carried out with ICI Stakeholders: Joint activities with TOBB, AFAD, Istanbul Governorship, Istanbul Metropolitan Municipality, OIZs, insurance and reinsurance authorities and universities.

In this context, we launched the **“Disaster Resilience Scorecard of Industrial Facilities”** project. At the end of the project, we will create a comprehensive report and inventory on the disaster resilience of industrial facilities in Istanbul. We also prepared the **“Flood Risk Management Guide for Industrial Facilities”** as a comprehensive guide for industrial facilities to deal with urban floods and flood risks in Istanbul. The Guide provides a detailed roadmap for industrial facilities to take effective measures against these risks.

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

We also organize training sessions to provide participants with knowledge and experience in the field of disaster management and resilience in the industry.

Istanbul Chamber of Industry continued its cooperation with Messe Düsseldorf, one of the world's largest fair organization companies, in 2022. In this context, we participated in the world's largest Occupational Health and Safety fair held in Düsseldorf, Germany between October 24-27, 2023, with 2,200 exhibitors and more than 65,000 visitors. Within the scope of this cooperation, we addressed the issue of disaster management in industry as well as other topics of occupational health and safety at the Istanbul Chamber of Industry Occupational Health and Safety Symposium simultaneously with the TOSH Expo Occupational Health and Safety Fair at the Istanbul Congress Center between May 2-4, 2024.

You can access detailed information about our contributions to working life in the **ICI 2023 Annual Report**.



Events

Date	Event Name	Number of Participants
July 21, 2023	Basic Disaster Awareness Training	158
August 22, 2023	Communication Skills in Disaster Management	358
October 20, 2023	Flood Risk Management in Industrial Facilities	224
November 23, 2023	Repair, Improvement and Strengthening Methods in Industrial Facilities	163
December 28, 2023	Cyber Security and IT Business Continuity in Industrial Facilities	186



VALUES CREATED FOR EMPLOYEES

Employee Rights and Development

We see our trained employees as our most valuable resource that will increase our services that we continue with the philosophy of continuous development and carry our Chamber forward. As of 2023, 91.3 percent of our 115 employees work at our headquarters in Odakule, 3.5 percent at our Yenibosna Branch, and 2.6 percent at our Ümraniye Branch. The ratio of total employees in our Tuzla and Hadımköy Service Units is 2.6 percent.

Our **Human Resources Policy**, which we share with the public on our corporate website, aims to manage with a corporate perspective that takes into account the suggestions and expectations of our employees, encourages them to create innovative business ideas, cares about approaches that strengthen their loyalty, supports the development of private life as well as business life, and creates the infrastructure necessary for them to perform their duties with job satisfaction and high motivation.

All principles regarding human resources, including service and working conditions, principles of ethical behavior, determination of staffing, recruitment, remuneration, promotion, training, duties, rights and responsibilities, and retirement or resignation are included in our **Personnel Internal Directive** and applied to all our employees. Our Human Resources Department manages these processes in coordination with our Financial Affairs Department and the General Secretariat, and ensures communication with our employees.

We are trying to meet the personnel needs for open positions in our Chamber by first evaluating them among the existing personnel of our Chamber. If no suitable candidate is found in this way, we evaluate external sources for a suitable candidate. In this context, we made 17 new hires in 2023. For each position, the qualifications and skills required by the duties in our Chamber and the qualifications and skills possessed by the employees are determined, and we also implement the "Employee Evaluation System" in order to achieve the goals set by the management. We also aim to support the personal development of our employees through this system, in which the contributions and participation of our Chamber employees are evaluated in a systematic and as measurable method as possible.

Accordingly, we organize trainings for the career and personal development of our employees. We also offer financial support for our employees who wish to pursue a master's degree or study a foreign language. With the trainings realized in 2023, the average training time per person reached 25.3 hours.

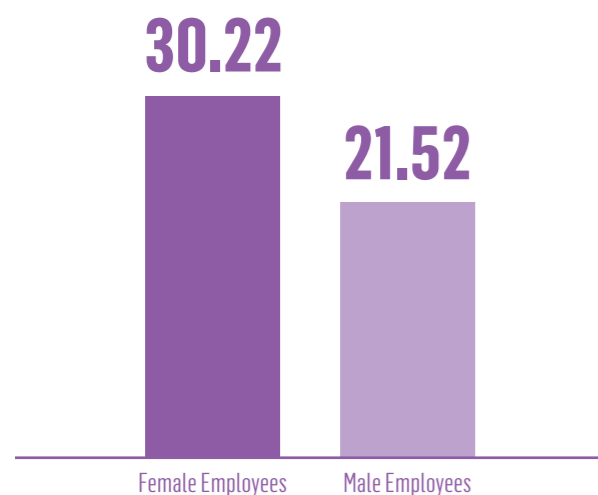
We share our procedures regarding remuneration and fringe benefits with our employees through our Personnel Internal Directive. Within the scope of health services, our employees can benefit from contracted health centers and receive the necessary treatment at health centers. In cases requiring specialization or operation, they can receive services from contracted or preferred health institutions. In addition, Personal Accident Insurance is also available to cover all our employees.

Within the framework of our human resources policy, we care about the loyalty of our employees and strive to develop various practices to increase it. As of 2023, our average seniority is 9.16 years and the ratio of employees with 10 years or more of service in our Chamber is 36.5 percent. According to the results of the survey we applied to all our employees in 2023, the overall satisfaction score of employees was 3.25 out of 5, while the employee engagement score was calculated as 3.31 out of 5.

We take into account the suggestions and expectations of our employees and accordingly, we carry out the **I Have an Idea** application within the organization. Within the scope of the application carried out by our Human Resources Department, we expect our employees to submit all kinds of business development ideas via birfikrimvar@iso.org.tr. In 2023, we took action on 10 of the 41 suggestions submitted by our employees and realized their ideas.

We also inform our employees about our processes regarding their applications and complaints through the Personnel Internal Directive. We evaluate the applications and complaints that our employees can communicate verbally or in writing within the framework of processes based on the principle of reviewing them by the relevant authority and providing feedback to the relevant person as soon as possible. There are no complaints from our employees in 2023.

2023 Average Hours of Training Per Employee



SOME OF THE TRAININGS WE ORGANIZED FOR OUR EMPLOYEES IN 2023

- Emotional Intelligence
- Impressive Presentation Design in Powerpoint
- Effective Presentation Techniques
- Team Work
- Project Writing Training
- Innovative Thinking, Creative Problem Solving and Innovation
- Effective Time Management
- Basic First Aid Training
- Odakule Disaster and Emergency Plan Evacuation Training
- Document Registration and Representation Studies

Safe Workplace

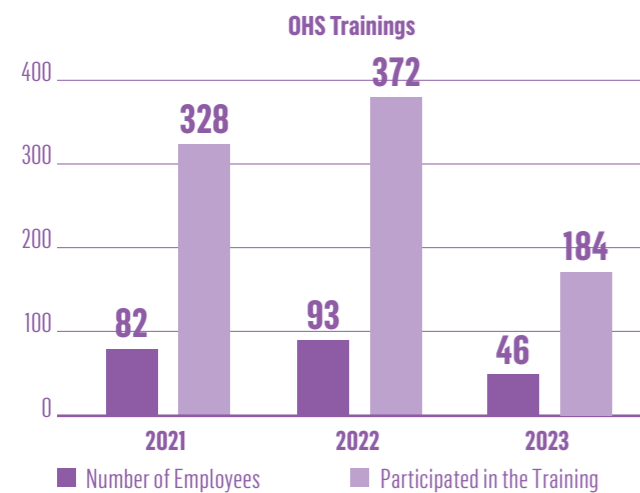
As ICI, we consider providing a safe and healthy work environment for our employees among our fundamental responsibilities and reflect the superior value we attach to people in our work. Within this framework, we fully comply with legal processes regarding occupational health and safety (OHS). In this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

With the Risk Assessment Report and Emergency Action Plan prepared by our OHS unit, we identify potential risks and measures to be taken in emergencies.



We attach importance to OHS processes and in this context, we carry out the elimination of system malfunctions within the building and regular maintenance.

We organize OHS trainings to raise the awareness and consciousness of our employees in the field of occupational health and safety. In 2023, we provided 184 hours of OHS training to a total of 46 employees. We organize regular fire drills as well as fire trainings on fire safety. In addition, a document on OHS processes is included among the documents signed within the scope of the employment contract, and we also provide information on OHS within the orientation training organized at the first recruitment. We attach importance to compliance with OHS processes within the scope of our service procurements as well as our employees. We supervise all our employees and employees of subcontractors within the scope of service procurement within the framework of our current practices. We also expect subcontractors to provide OHS training to their employees.



*Trainings in 2021 were conducted online due to the pandemic.

Equal Opportunity and Diversity



With an understanding of equal opportunity and diversity, we care about providing our employees with a working environment that offers equal opportunities and rights without discrimination on issues such as language, ethnic origin, age, gender, political opinion, belief, mental or physical disability. We take impartiality, honesty, equality, fairness, justice, respect, courtesy, reliability, participation, solution-orientation, equal opportunity and continuous development as a basis while performing our activities in line with our principles of ethical behavior, which are part of the Personnel Internal Directive, which determines the practices of our Chamber regarding human resources.

In this context, we attach importance to the presence of women in business life and support gender equality at every stage of human resources processes from recruitment to career development. In 2023, 43.5 percent of all our employees and 36 percent of our managers and higher-level executives will be women. In 2023, 38 percent of our employees promoted are women. In addition, the rate of female members in the Board of Directors is 9 percent.

We care about ensuring work-life balance in our work environment, and we support our female employees to return to work after giving birth and to continue their careers where they left off. Our female employees who use maternity leave under the conditions specified by law are entitled to use three hours of milk leave per day in the first six months and one and a half hours of milk leave per day in the second six months after the end of their maternity leave. We rely on the choice of the female employee as to the hours and the number of times a day that she can use her breastfeeding leave.

We also care about receiving feedback from our employees, whom we inform via e-mail about decisions and developments in human resources-related processes. 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, we did not receive any complaints regarding race, religion, language or gender discrimination in 2023.

VALUES CREATED FOR ENVIRONMENT



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

In 2023, we repeated the corporate carbon footprint calculation study, which can be considered as the first step in combating climate change, for Odakule, our representative offices and service units, with the awareness that the effects of climate change require all institutions, regardless of sector and scale, to take action with a mitigation and adaptation perspective. In addition, within the framework of our responsible service approach, we switched to green tariffs in 2022 at the meters in Odakule, especially to reduce our emissions from the electricity we purchase. You can access the details of the study conducted in accordance with TS EN ISO 14064-1:2019 Standard in the Environmental Performance section of our report.

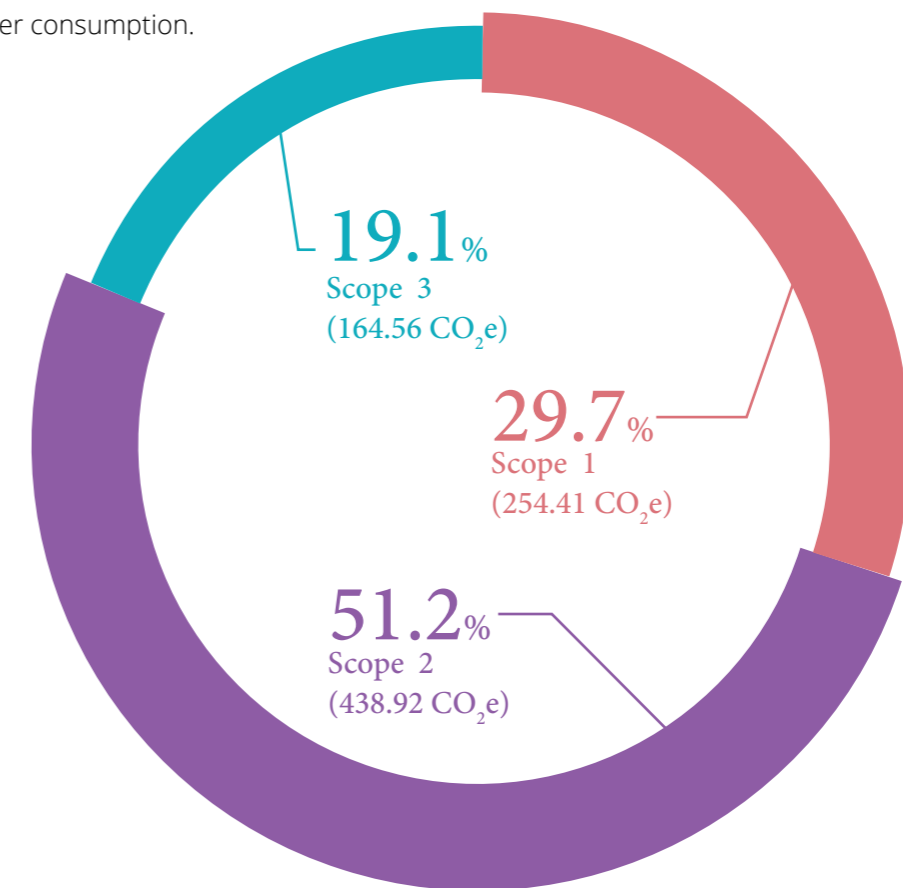
The NFC-supported Digital Business Card project we carried out in 2023, which brings together our employees’ corporate ID cards and business cards under a single card, will also contribute to reducing paper consumption.

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

of environmentally friendly and smart equipment in order to fully respond to today's needs.

In this context, our main service building Odakule is LEED Gold certified by the U.S. Green Building Council. The certification “LEED 2009” received in March 2018 covers new buildings and major renovations. In the period 2015-2017, the Odakule building underwent a comprehensive renovation process from top to bottom in the light

In 2022, the ICI Headquarters Building Odakule 2022 received the “Zero Waste Certificate” from the Ministry of Environment, Urbanization and Climate Change. Under the coordination of the Istanbul Chamber of Industry, waste generation is minimized in the Odakule building under the Zero Waste Regulation and circular economy approach to cover ICI and Odakule tenant institutions, and waste that cannot be prevented is collected separately at the source and recycled and brought into the economy. We also conducted 60 person x hour in-house sustainability training in 2023.



VALUES CREATED FOR SOCIETY



Undoubtedly, the most important event for our society in 2023 was the earthquakes centered in Kahramanmaraş and affecting 11 provinces. As ICI, we took swift action to alleviate the suffering caused by this extraordinary disaster, which caused deep sorrow throughout Türkiye. During this painful period, it played an important role in rebuilding life in the region. Within the scope of humanitarian aid efforts carried out under the coordination of AFAD and in cooperation with Hatay Governorship and Antakya District Governorship, the **ICI Life City** project with 1000 containers was realized by the ICI with the support of ICI Assembly and Professional Committee Members, İSOV Board of Trustees, ICI members, local and international donors. This special

project of ICI has once again demonstrated not only its leadership in the business world, but also its leadership in the field of social responsibility. After the installation of the containers and infrastructure works were completed with great care, the items inside the containers were placed under the coordination of AFAD. In May 2023, AFAD delivered containers to 1000 families and nearly 4000 citizens in need.

As the Istanbul Chamber of Industry, we have introduced a new understanding of vocational high school-industry cooperation with the approach of **"The Future is in Vocational High Schools"** and the goal of **"Qualified School, Qualified Graduate, Qualified Employment"**. In this direction, we are trying to make being a

vocational high school proud and prestigious with the "Vocational Education Cooperation Project" we carry out with the Ministry of National Education. On January 25, 2019, we signed the "Vocational Education Cooperation Protocol" (MEIP) with the Ministry of National Education (MoNE), the Ministry of Industry and Technology (MoIT), Istanbul Technical University (ITU) and Istanbul Chamber of Commerce (ITO). We aim to design education programs in vocational and technical education schools in Istanbul together with the sector and to prepare graduates for business life by increasing their quality.

We support 43 Vocational and Technical Anatolian Anatolian High Schools (MTAL), 1 Vocational Training Center (MESEM), 11 Fine Arts High Schools (GSL) and 23 Special Education Vocational High Schools within the scope of the model where schools and Istanbul Chamber of Industry Sectoral Committees are functionally matched.

In 2023, we continued our work within the scope of the cooperation protocol signed in order to fully implement a structure that has the qualifications to meet the labor force needs of the sector in vocational and technical education, can adapt quickly and effectively to developing technology, and where stakeholders actively participate in planning and decision-making processes.

Istanbul Vocational Education Summit was organized on December 8, 2023 in cooperation with the Istanbul Chamber of Industry (ICI) and the Ministry of National Education (MoNE). At the summit, which was hosted by ICI Chairman Erdal Bahçivan with the participation of Minister





of National Education Yusuf Tekin, the steps taken within the scope of the Vocational Education Cooperation Project (ICI MEIP), which the ICI has been conducting with the Ministry of National Education since 2019, were discussed. The summit continued throughout the day with workshops on developments in the field of vocational education.

At the summit, the schools that were entitled to receive support within the scope of **ICI MEIP Atilla Altuntaş Project Support** were also announced and plaques were presented to the school principals. As a result of the evaluation of 102 project applications by 38 schools in 2023, 29 projects of 27 schools were eligible for support and 4 million TL worth of support was transferred to schools in December. Applications made until 2023 consisted of infrastructure, education, revolving fund, social responsibility and socialization categories, while this year the application content was enriched by adding digital transformation, energy efficiency, employment, sustainability, gender equality and school promotion-communication categories to these categories.

In order to evaluate the activities carried out within the scope of ICI MEIP and to determine the strategic steps to be taken in the future, the **Protocol Executive Committee (PYK) Upper Board**, which consists of the representatives of the Protocol Executive Committee (PYK) working in schools, held its first board meeting on February 1, 2023, and the second meeting was held on March 12, 2023.

In addition to supporting the work in schools, we continue to work to support all schools. One of the most important of these efforts is the **customized administrator development program for principals and vice-principals in ICI MEIP schools**, which is designed to identify the potential of vice-principals, who are the future principal candidates in ICI MEIP schools, and to train them in advance. We designed the program for assistant managers in four separate sessions and held it under the title of Agile Project Management on March 7, March 9, March 14 and March 21, 2023 at Odakule.

One of the innovative aspects of the protocol is the transformation of school-based ideas and studies into activities for other vocational high schools within the scope of the protocol. During 2023; we organized 5 career day events, 9 PYK-teacher meetings, 19 PYK-student meetings, 5 PYK-parent meetings, 3 school promotion activities, 52 technical trips. In June 2023, we organized Climate Change and Sustainability Trainings in 10 schools in total. We reached more than 4,000 people through these meetings, trainings and events for teachers, students and parents.

Mehmet Rifat Evyap MTAL within the scope of ICI MEIP operates as Türkiye's first Software High School. The Software High School, which started accepting students in 2021, continued to work meticulously in 2023 to ensure that it will be a school that will train sought-after employees through excellent education, project-based income model and the bright career it will create for its students in the field of software, with the aim of ranking high in the success ranking. On October 19, 2023, in a meeting moderated by ICI to shape the new term activities of Türkiye's first Software High School, a new term roadmap was created with the strategic partnership of Arçelik, Cambridge University Press, Koç University and Microsoft and stakeholder contributions were received.

We care about tracking project outputs to ensure the effectiveness of our work. In this context, with the study we launched in the 2021-2022 academic year, we monitor the employment status of students graduating from all schools within the scope of ICI MEIP. In this context, according to the data we requested from the schools, 2,272 out of 5,471 students who graduated from ICI MEIP schools were employed in their field in the 2022-2023 period. While the employment rate in the field was 36 percent in 2022, this rate increased to 42 percent in 2023, while the employment rate outside the field was 18 percent and the rate of university graduates was 13 percent.

In the field of machinery, we realized **the cooperation of Istanbul Chamber of Industry and GNC Makina** with the aim of realizing vocational training and employment processes and raising well-equipped operators with the trainings to be provided in the field of machining. In this context, on May 22, 2023, a group of 60 students from the Machinery and Metal Technology Departments of certain ICI MEIP schools participated in an event organized by GNC Academy for World CNC Operators Day.



Since 2003, **the World Chambers Competition** is the only global awards program that recognizes and rewards the most innovative and entrepreneurial solutions to global challenges from chambers of commerce and industry around the world. The World Chambers Congress, organized every two years by the World Chambers Federation (WCF) operating under the International Chamber of Commerce (ICC), was held for the 13th time in 2023 with the theme **“Achieving Peace and Prosperity through Multilateralism”**. As ICI, we participated in the competition with ICI MEIP and we were proud to be one of the 4 finalists in the “Best Partnership Project” category of the 2023 World Chambers Competition, where 111 chambers from 47 countries competed.

Within the scope of the European Union’s Erasmus+ Program, we enable students and teachers from ICI MEIP schools to participate in skills training/internships, on-the-job training and courses in companies, vocational and technical schools or institutes abroad. Within the scope of the program, we aim for a group of 1,500 people consisting of teachers, students, experts, school principals and Istanbul Chamber of Industry employees related to vocational education to gain experience abroad and see examples of good practices. In this direction, we successfully completed the mobility with 352 participants in 2023. In addition, on April 12-13, 2023, 6 vocational education experts from the Netherlands-based Yuverta International came to Istanbul to exchange knowledge and experience with our teachers in the fields of machinery, metal and electrical-electronic technology.

The European Internship Consortium was established by Istanbul Kültür University, Üsküdar University, Kadir Has University, Sabancı University, Istanbul Chamber of Industry, Istanbul Chamber of Industry, Turkish Informatics Foundation and Turkish Cultural Foundation in 2014 under the EU’s Erasmus+ program to support internship mobility of university students and mobility of academic/administrative staff of universities. Until 2023, the consortium sent 413 university students to 23 different countries for internships with a grant of approximately 820,000 euros. In 2023, the mobility of 10 students and staff was carried out to 11 countries with a total budget of 48,800 euros.

We aim to train the qualified workforce that our country needs in the field of welding in accordance with international standards through the **Welding Centers of Excellence** established in five selected Vocational and Technical Anatolian High Schools in cooperation with the Ministry of National Education, General Directorate of Vocational and Technical Education, Istanbul Chamber of Industry, Istanbul Gedik University and Gedik Kaynak. In this context, we organize stakeholder meetings, teacher workshops, promotional activities for students, career days, technical trips and various seminars.



Within the scope of the Special Education Vocational Schools project, we aim to include students with mild mental and/or physical disabilities in the employment process by providing them with non-compulsory on-the-job training in addition to their theoretical education. In the project, in which seven special education vocational schools are involved, we conduct a profile analysis of the list of students sent by the Provincial Directorate of National Education and the schools and make student-enterprise matching to determine which enterprises they will be placed in and how. A total of 15 students were involved in the process until the 2023-2024 academic year and five students were employed. In the 2023-2024 academic year, the internship processes of 14 new students were initiated. By the end of 2024, we aim to start the internship processes of a total of 20 students.

You can access detailed information about our efforts to contribute to vocational education in the **ICI 2023 Annual Report**.



Supporting the project initiated by the Ministry of National Education within the scope of “Preschool Education”, Istanbul Chamber of Industry opened the Istanbul Chamber of Industry 100th Year Republic Kindergarten with 12 classrooms in Sancaktepe district on October 30, 2023 with the participation of Minister of National Education Yusuf Tekin. The Istanbul Chamber of Industry 100th Year Republic Kindergarten project, which includes 12 classrooms as well as a conference hall, dining hall and playgrounds, aims to ensure that our children gain a solid foundation in early education and complete their preparations for primary school in the best way possible. As the Istanbul Chamber of Industry, we have once again reinforced our vision of providing a qualified educational environment for our children, the guarantee of our future, with this important step.



As the Istanbul Chamber of Industry, we care about creating value for our society in the fields of education, culture and arts, and we prioritize the support of young people in particular. Accordingly, on March 21, 1994, the **Istanbul Chamber of Industry Foundation (ICIF)** was established on the initiative of your Assembly members to continue the social and cultural activities of our Chamber. ISOV carries out its projects with the awareness that it plays an important role in sustainable development and increasing social welfare. Reaching the highest number of scholarship recipients in 2023, ISOV provided scholarships to

a total of 1,300 prospective engineers, including scholarships with special conditions. It continued its contributions in the field of education by organizing a total of 35 trainings and webinars in 10 different fields. The mini MBA programs organized in cooperation with the ICI Academy and the experience sharing events organized by the ICI Sectoral Committees contributed greatly to the professional and personal development of young people. Business visits were organized for them to examine the manufacturing on site and get an idea of the business life they will be in in the future.



In 2023, ISOV added the "Online Internship System" to the "Online Scholarship System" designed in accordance with the needs of the modern age for scholarship holders and graduates. To be launched in 2024, this innovative system will include the CVs of ISOV scholarship holders, especially engineer candidates, and will automatically match suitable candidates with the advertisements of companies looking for interns, enabling scholarship holders to make an effective connection according to the type of internship and location information.

ISOV collaborates with many institutions and organizations to produce projects that motivate and develop young people, allowing us to get to know the potential workforce closely, encourage the creativity of young people and support the reserve workforce.

Detailed information about ISOV and its activities is available on the ICIF [website](#) and the **ICI 2023 Annual Report**.

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

On the 100th anniversary of our Republic, which we celebrated in 2023 by once again emphasizing our deep commitment to the principles and values of our Republic, Istanbul Chamber of Industry, as Türkiye's longest-established chamber of industry, stood out with its socially responsible,

educational, cultural and artistic celebration activities in order to make the 100th anniversary of our Republic more meaningful and to reinforce the achievements of our Republic.

In this context, ICI hosted an interactive experience exhibition that emphasized Türkiye's strong industrial heritage and the ideal of future development. This exhibition, which took place in Odakule Passage on the 100th anniversary of our Republic, presented the history of Turkish industry, the transformative power of vocational education and the story of the ICI from its foundation to the present day in an impressive flow, offering the audience the opportunity to discover historical and future potential. Taking place from October 25 to November 25, 2023, Trace and Legacy: A Visual Journey into the Industrial Memory exhibition, presented the rich industrial history in a visual experience through interactive digital platforms, inspired by the infinite possibilities of the future while preserving the legacy of the past.

You can find detailed information about the ICI Art Gallery on our gallery's [website](#).





SUSTAINABILITY PERFORMANCE OF ISTANBUL CHAMBER OF INDUSTRY

- *Environmental Performance*
- *Social Performance*

Environmental Performance

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

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

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

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

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

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

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

Social Performance

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

* Interns were not included

Employees by Location	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Odakule	40	63	45	60	49	56
Yenibosna Branch	0	5	0	5	0	4
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	2
Total	113		115		115	

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

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

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

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

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

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

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

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

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

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

* Interns were not included

Resignations by Age	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Under 30	2	1	1	2	1	1
Between 30-50	5	3	2	8	4	4
Above 50	0	0	0	3	0	7
Subtotal by Gender	7	4	3	13	5	12
Total	11		16		17	

* Resignation, termination, fixed-term contract expiration and retirement numbers are included.

Employee Turnover (Percent)	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Employee Turnover (Percent)	17.07	5.56	6.52	18.84	10	18.46
Total	9.73		13.91		14.78	

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

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

	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Maternity Leave						
Employees Taking Maternity Leave	2	0	1	0	0	0
Employees Who Returned to Work after Maternity Leave	1	0	1	0	0	0
Employees Who Returned to Work and Still Part of the Chamber's Workforce after 12 Months	1	0	0	0	0	0
Training Hours						
Total Training Hours	1,457		2,045		2,909.5	
Average Training Hours Per Employee	12.89		17.78		25.3	

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

	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Occupational Health and Safety						
Employees	41	72	46	69	50	65
Total Annual Working Hours	81,344	142,848	93,840	140,760	94,875	123,338
Accidents	0	0	1	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	2.13	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

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

	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
Subcontractor Employees						
Subcontractor Employees	12	6	13	34	10	25
Total Annual Working Hours	23,808	11,904	26,520	69,360	18,975	47,438
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 Content Index

Statement of Use Istanbul Chamber of Industry has reported in accordance with the GRI Standards for the period 1 January 2023-31 December 2023.

GRI 1 used GRI 1: Foundation 2021

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The organization and its reporting practices			
GRI 2: General Disclosures 2021	2-1 Organizational Details	About the Report	3
		Contact	123
		Management of the Chamber	15
		Legislation	www.iso.org.tr/corporate/legislation/
	2-2 Entities included in the organization's sustainability reporting	About the Report	3
2-3 Reporting period, frequency and contact point	About the Report	3	
	Contact	123	
2-4 Restatements of information	There is no restatement in previous statements.	112	
2-5 External assurance	External assurance service was not received.	112	

GRI Standards	Disclosure	References	Pages / URL	
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Activities and workers				
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Members	20-21	
		Business Model	22-25	
		Online Services	https://www.iso.org.tr/online-hizmetler/	
		Sectoral Committees	www.iso.org.tr/sectoral-committees/	
		The purchasing activities of the Istanbul Chamber of Industry encompass the procurement of goods and services necessary for the delivery of the Chamber's services and the procurement of infrastructure required for the Chamber's activities. The process of determining and managing the suppliers and subcontractors within this scope is carried out in line with procedures that comply with the ISO 9001 Quality Management System. Individuals and organizations	113	
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		Governance	45
		Assembly Presidential Council	16
		Board of Directors	17
	2-10 Nomination and selection of the highest governance body	Legislation	www.iso.org.tr/corporate/legislation/
	2-11 Chair of the highest governance body	Management of the Chamber	15
		Organizational Structure	18-19
	2-12 Role of the highest governance body in overseeing the management of impacts	Management of the Chamber	15
		Governance	45
		Materiality Analysis	46-47
	2-13 Delegation of responsibility for managing impacts	Stakeholder Engagement and Communication Channels	50-51
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	2-14 Role of the highest governance body in sustainability reporting	Organizational Structure	18-19
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		Governance	45
	2-15 Conflicts of interest	Legislation	www.iso.org.tr/corporate/legislation/
	2-16 Kritik konuların iletişimi	Governance	45
		Contribution to the Economy	56
	2-17 Collective knowledge of the highest governance body	ICI Sustainability Platform	https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html
		Board of Directors	17
	2-18 Evaluation of the performance of the highest governance body	Management of the Chamber	15
2-19 Remuneration policies	Legislation	www.iso.org.tr/corporate/legislation/	
2-20 Process to determine remuneration	Legislation	www.iso.org.tr/corporate/legislation/	
	Employee Rights and Development	88-89	
2-21 Annual total compensation ratio	Privacy Restrictions: It is not publicly available information.	114	

GRI Standards	Disclosure	References	Pages / URL
General Disclosures			
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the Chairman	4-7
		Business Model	22-25
		Türkiye and the World in 2023	28-33
		Sustainability in the Istanbul Chamber of Industry	44-52
		2-23 Policy commitments	Vision, Mission and Values
	2-24 Embedding policy commitments	Code of Ethics	48
		Quality Management	48-49
		Policies	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
		Management of the Chamber	15
	2-25 Processes to remediate negative impacts	Business Model	22-25
		Sustainability in the Istanbul Chamber of Industry	44-52
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		Quality Management	48-49
		Quality Policy	https://www.iso.org.tr/kurumsal/misyon-vizyon-politika-ve-degerler/
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement and Communication Channels	50-51
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		Values Created for Environment	92-93
		Values Created for Employees	88-91
		Management of the Chamber	15
	2-27 Compliance with laws and regulations	Quality Management	48-49
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ICI Sustainability Platform		https://www.iso.org.tr/surdurulebilirlik/en/ici-sustainability-platform.html	
Contact		123	
2-28 Membership associations	There were no fines levied against the organization during the reporting period for non-compliance with laws or regulations.	115	
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	2-30 Collective bargaining agreements	There are no employees under the collective bargaining agreement.	116
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Business Model Sustainability Strategy Materiality Analysis	22-25 44 46-47
	3-2 List of material topics	Materiality Analysis	46-47
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GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Members Values Created for Members	20-21 56-87

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GRI 3: Material Topics 2021	3-3 Management of material topics	Vision, Mission and Values Business Model Türkiye and the World in 2023 Code of Ethics Quality Management Stakeholder Engagement and Communication Channels Contribution to Sustainable Manufacturing Values Created for Environment Environmental Performance	14 22-25 28-33 48 48-49 50-51 60-71 92-93 104
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Contact

ISTANBUL CHAMBER OF INDUSTRY

ODAKULE (HEAD OFFICE):

Meşrutiyet Cad. No:63, 34430 Beyoğlu/İstanbul

T: (0212) 252 29 00 (Pbx) F: (0212) 249 50 84 www.iso.org.tr, iso@hs03.kep.tr

YENİBOSNA BRANCH:

Çobançeşme Mah. Sanayi Cad. No:44 B Blok, Zemin Kat No:3 (Nish İstanbul) Bahçelievler/İstanbul

T: (0212) 603 65 58 F: (0212) 603 65 59 yenibosna@iso.org.tr

ÜMRANIYE BRANCH:

Yukarı Dudullu İMES Sanayi Sitesi A Blok 107.Sk. No: 1/B Ümraniye/İstanbul

T: (0216) 420 51 74 F: (0216) 420 51 75 umraniye@iso.org.tr

TUZLA SERVICE UNIT:

İstanbul Anadolu Yakası OSB İdari Binası Aydınlı Mah. Gazi Bulvarı 5. Sok. No:2 Tuzla/İstanbul

T: (0216) 593 00 78 F: (0216) 593 00 79 tuzla@iso.org.tr

HADIMKÖY SERVICE UNIT:

Alkent Mah. Mehmet Yeşilgül Cad. Pelican Hill Residence Dükkan No: 145/F Hadımköy, Büyükçekmece/İstanbul

T: (0212) 886 67 05 F: (0212) 886 67 07 hadimkoy@iso.org.tr

SOCIAL MEDIA

LinkedIn: company/istanbulsanayiodasi/

Youtube: istanbulsanayiodasi

Instagram: istanbulsanayiodasi/

Twitter: ist_sanayiodasi

Facebook: istanbulsanayiodasi

FOR YOUR COMMENTS AND SUGGESTIONS ON SUSTAINABILITY:

Sustainability and Coordination Department

surdurulebilirlik@iso.org.tr

DESIGN AND IMPLEMENTATION:

Sonntag Agency

work@sonntag.agency

www.sonntag.agency



**ISTANBUL
CHAMBER OF INDUSTRY**

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**ISTANBUL
CHAMBER OF INDUSTRY**



**ISTANBUL
CHAMBER OF INDUSTRY**



Meşrutiyet Cad. No:63,
34430 Beyoğlu/İSTANBUL



+90 212 252 29 00 (Pbx)
+90 212 249 50 84
+90 212 293 43 98



www.iso.org.tr
info@iso.org.tr



[company/istanbul-sanayiodasi](https://www.linkedin.com/company/istanbul-sanayiodasi)



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