

ESG INDICATORS

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

Number of Employees	2022		2023	
Gender	Female	Male	Female	Male
Under 30 years old	1,092	984	1,515	1,577
30-50 years old (between 30 and 49,99 years old)	10,340	9,932	8,567	8,816
Over 50 years old	350	611	225	467
Total F/M	11,782	11,527	10,307	10,860
Total Employees	23,309		21,167	

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

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

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

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

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

Position Filled with Internal Candidates	2022		2023	
	Female	Male	Female	Male
By Gender	2,863	2,789	3,183	3,613
Total	5,652		6,796	

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

Turnover Rate (%)	2021	2022	2023
Voluntary Turnover Rate (%)	3.49	3.75	17.45
Involuntary Turnover Rate (%)	0.08	0.05	0.02
Turnover Rate (%)	3.57	3.80	17.47

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

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

DEI (Diversity, Equality and Inclusion)	2022		2023	
	Female	Male	Female	Male
Executive officers	20.0%	80.0%	15.3%	84.7%
All management positions	42.6%	57.4%	40.29%	59.71%
Top management positions. i.e. maximum two levels away from the CEO or comparable positions	16.42 %	83.58%	16.78 %	83.22%
Senior management	15.75 %	84.25%	17.39%	82.61%
Middle management	41.0 %	59.0%	40.96%	59.04%
Junior management positions. i.e. first level of management	47.1 %	52.9%	41.92 %	58.08%
Percentage of non-managerial positions	57.28%	42.72%	50.23%	49.77%

DEI (Diversity, Equality and Inclusion)	2022		2023	
Gender	Female	Male	Female	Male
Management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	41.4 %	58.6%	38.97%	61.03%
Total workforce	55.0%	45.0%	53.18 %	46.82%
Total promotions	40.51%	59.49%	44.81%	55.19%
IT/Engineering	34.47%	65.53%	34.71%	65.29%
STEM-related positions (as % of total STEM positions)	36.1 %	63.9%	36.67 %	63.33%
New hires	53.29%	46.71%	48.73%	51.27%
Women attrition	52.24%	80.0%	59.48%	40.52%
Time-bound action plan with targets to increase the representation of women in leadership positions	Yes			
Time-bound action plan with targets to increase the representation of women in the company	Yes			
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Yes			
Back-up family care services or subsidies through the company	Yes			
Flexible working policy	Yes			
Employee resource groups for women	Yes			
Unconscious bias training	Yes			
Annual anti-sexual harassment training	Yes			

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

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

Number of Employees Benefiting from Parental Leave	2022		2023	
	Female	Male	Female	Male
Number of employees benefiting from parental leave	11,782	11,527	10,307	10,860

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

Share in Management Positions by Nationality	2022		2023	
	Total workforce	All management positions	Total workforce	All management positions
Turkish(%)	98.81%	98.90%	98.62%	98.87%
TRNC Turkish(%)	0.82%	0.81%	0.94%	0.82%
British(%)	0.08%	0.09%	0.08%	0.06%
Iraqi (%)	0.12%	0.06%	0.16%	0.09%
Kosovo(%)	0.12%	0.09%	0.14%	0.09%
Bahraini(%)	0.01%	0.03%	0.01%	0.03%
Other(%)	0.04%	0.02%	0.05%	0.04%

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

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

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

Employee Engagement	2022		2023	
	Female	Male	Female	Male
Employee engagement (%)	%64	%66	%66	%68

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

Training	2022		2023	
	Female	Male	Female	Male
Average hours of training per FTE*	39.5	47.5	54.1	59.4
Total training hours	464,444	443,004	556,483	520,083

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

Training	2023	
	Number of Participants	Hours of Training
Ethics	4,227	2,849
Leadership	8,323	56,131
Masterclass	21	1,050
Sustainability	12,800	24,764
Personal Data Protection	6,358	8,010
Anti-Corruption and Bribery	19,889	2,667
International Sanctions	2,894	649
Human Rights	2,524	6,034
Cyber security, social engineering, and information security	9,161	7,746
Other	445,138	967,716

*Training impact:

There are a variety of management and leadership development programs, trainings and seminars designed to strengthen next-generation leadership competencies and foster continuous development within the Bank. As an instance Leader Women Program, which was launched in 2022, is designed to strengthen the competencies of women mid-level managers on their way to senior management positions, focusing on the empowerment of authentic and inclusive leadership skills. By the end of 2023, 221 people have attended in the program and %35 of them have promoted to a higher level.

The MasterClass Internship Program, which all students in their final two years of university to get to know the institution closely, collaborate on joint projects with current employees, and gain personal and professional development opportunities through online training. By the end of 2023, 7 people out of 21 students were hired as part-time or full-time within the program.

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

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

GHG Emissions (ton CO2 - equivalent)	2022	2023
Scope 1	22,119	18,333
Scope 2 – location based	57,944	51,057
Scope 2 – market based	-	-
Total (Scope 1 + Scope 2)	80,063	69,39
Scope 3	45,517	62,993
1: Purchased Goods and Services	27,519	32,085
2: Capital Goods	9,597	11,539
3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	4,237	10,749
4: Upstream Transportation and Distribution	568	326
5: Waste Generated in Operations	37	39
6: Business Travel	721	486
7: Employee Commuting	1,439	1,954
8: Upstream Leased Assets	-	-
9: Downstream Transportation and Distribution	-	-
10: Processing of Sold Products	-	-
11: Use of Sold Products	-	-
12: End-of-Life Treatment of Sold Products	-	-
13: Downstream Leased Assets	1,4	5,816
14: Franchises	-	-
15: Investments*	19,073,418	-

Energy Consumption	2022	2023
Total Electricity Consumption (kWh)	122,652	108,72
Total Natural Gas Consumption (m3)	4,529,353	3,326,108
Fuel Oil Consumption (lt)	1,011	900
Coal Consumption (kg)	26,954	12,211
Diesel Consumption (lt)	333,528	191,938
Total Energy Consumption(Gj)	607,022	508,429

Total Water Consumption (m³)	2022	2023
City Water	282,919	318,05
Rainwater (recovered/re-used water)	8,82	4,047
Drinking Water (Tanker water + bottled water)	3,063	3,422
Total Amount of Wastewater	291,739	322,097

Fuel Consumption of Vehicles (lt)	2022	2023
Fuel Consumption of Company Vehicles (Diesel)	2,659,440	1,846,268
Fuel Consumption of Company Vehicles (Gasoline)	1,344,827	2,205,462
Fuel Consumption of Employee Shuttles (Diesel)	530,861	596,531
Business Trips with Personal Vehicles (Diesel)	57,855	57,329
Business Trips with Personal Vehicles (Gas)	65,546	70,44
Business Trips with Personal Vehicles (LPG)	26,014	39,218
Total Electricity Consumption (kWh) ²	122,652	108,72
Total Natural Gas Consumption (m ³)	4,529,353	3,326,108
Fuel Oil Consumption (lt)	1,011	900
Coal Consumption (kg)	26,954	12,211
Diesel Consumption (lt)	333,528	191,938
Total Energy Consumption(Gj)	607,022	508,429