



*"harmony with nature"*

2024

Akfen İnşaat

# Sustainability Report

**akfen**  
*inşaat*

# Akfen İnşaat Sustainability Approach

compliance with  
**global corporate  
governance  
standards**



**environmental  
compliance**



**organizational  
compliance**



**social  
compliance**



With the goal of creating a more  
livable planet and a more inclusive  
economic and social structure,

*"harmony  
with nature."*

a sustainability  
approach

# contents

04

AKFEN İNŞAAT

33

SUSTAINABILITY IN  
AKFEN İNŞAAT

46

COMPLIANCE WITH GLOBAL  
CORPORATE GOVERNANCE  
STANDARDS

88

ENVIRONMENTAL  
COMPLIANCE

68

ORGANIZATIONAL  
COMPLIANCE

104

SOCIAL  
COMPLIANCE

110

GRI CONTENT  
INDEX

# about the report

This Sustainability Report covers the activities of Akfen İnşaat Turizm ve Ticaret A.Ş. for the period between January 1 and December 31, 2024. The report summarizes the Company's environmental, social, and governance (ESG) performance, its goals, and the progress made throughout the year. The scope includes operational units under the Company's control in Türkiye, as well as construction sites active during the reporting period. Data related to subsidiaries, suppliers, and subcontractors have been shared in the relevant sections, depending on material relevance and data availability.

The reporting has been prepared in accordance with the GRI 2021 Universal Standards (GRI 1: Foundation, GRI 2: General Disclosures, GRI 3: Material Topics) and related GRI Topic Standards. Material topics were identified through stakeholder feedback, internal risk-opportunity assessments, and value chain impact analyses; corresponding disclosures are presented throughout the report and listed in the GRI Content Index section.

## Classification of Data Sources:

The data used in this report are classified as follows:

**Primary Data:** Measurements and records collected directly from internal operations (e.g., energy, water, and waste consumption, occupational health and safety records).

**Secondary Data:** Supporting records from corporate systems and supplier/subcontractor reports (e.g., HR management system outputs, logistics data).

**Estimated/Modelled Data:** Calculations based on assumptions used to support disclosures (e.g., transport modes, distances, fuel-type ratios).

## Scope of Greenhouse Gas Accounting:

The greenhouse gas inventory presented in this report has been prepared in reference to the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1.

- Scope 1: Direct emissions under the Company's operational control.
- Scope 2: Indirect emissions from purchased electricity.
- Scope 3: Selected categories reported where data availability permits (e.g., upstream/downstream logistics).

Emission factors have been obtained from recognized national and/or international sources and are specified in the relevant sections. Water-related metrics and waste indicators are reported in accordance with the applicable GRI Topic Standards.

## Statement of Contribution to Sustainable Development:

Akfen İnşaat operates in line with the principles of ethical business conduct, a safe working environment, reduction of environmental impacts, and stakeholder participation. Programs implemented in the areas of energy efficiency, waste reduction, water management, and social investment aim to enhance resource efficiency and contribute to local development. The relevant indicators are presented within the report sections.

The 2024 reporting period has been prepared with due consideration of comparability with previous years. In cases where there are changes in methodology, organizational boundaries, or data sources, the nature and impact of such changes are disclosed in the relevant indicators, and previous year figures are restated if necessary.

The data used in the reporting process are supported by internal control mechanisms that include responsibility assignments, reconciliation checks, and review procedures. Information security, access authorizations, and record retention practices are managed in line with company policies. Targets and forward-looking statements are based on valid assumptions as of the reporting date and are subject to uncertainty.

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## Message from the General Manager



*Coşkun Mesut Ruhi*

**General Manager**  
**Akfen İnşaat Turizm ve Tic. A.Ş.**

### Dear Stakeholders,

In recent years, the global challenges of climate change, depletion of natural resources, and social inequalities have transformed the concept of sustainability from a choice into an imperative. Across the world—and in Türkiye—both public and private sector organizations are developing strong policies in environmental, social, and governance (ESG) areas and are adopting transparent and accountable management systems aligned with the Sustainable Development Goals (SDGs).

As an active participant in this transformation, Akfen İnşaat further strengthened its commitment to corporate governance principles during the 2024 public offering process, taking significant steps towards transparency, accountability, and sustainable value creation.

While reshaping our corporate structure in accordance with international standards, we have also made sustainability policies an integral part of our strategic planning.

During the same year, we achieved important progress through projects that take environmental and social impacts into account. At our Eskişehir, Isparta, and Tekirdağ City Hospitals, we implemented comprehensive initiatives to enhance sustainability practices. These include projects promoting water and

energy efficiency, waste reduction, digitalization, volunteerism, and women's employment. To reduce our carbon footprint, we launched environmentally friendly infrastructure solutions such as HIMSS digitalization systems, sensor-based faucets, drilling systems, and rainwater harvesting technologies.

We align these initiatives with the United Nations Sustainable Development Goals (SDGs) and take pride in contributing directly to SDG 6 (Clean Water and Sanitation), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action). In line with our long-term sustainability vision, we have adopted the goal of becoming operationally carbon-neutral by 2030, and we transparently share our ESG performance with all stakeholders through this report.

With this approach, we will continue to create sustainable value by placing people, nature, and the future at the heart of our operations.

I would like to extend my heartfelt gratitude to all our colleagues, business partners, and valued stakeholders who contribute to our company's success and place their trust in us.

**Sincerely,**

# Akfen İnşaat Values

## Human-Centered Approach and Participation

We value the ideas, efforts, and participation of all our employees. Our corporate culture is built on a family-oriented understanding that recognizes each individual's contribution and embraces shared success. The development and well-being of our employees form the cornerstone of our sustainable success.

## Social and Environmental Responsibility

We take into account the economic, social, and environmental impacts of our investments. By developing projects that support sustainable development, we put our understanding of social responsibility into action through concrete steps.

## Continuous Improvement and Learning

Our greatest strength in supporting corporate development is our culture of learning. We provide opportunities for our employees to improve themselves, nurture their intrinsic motivation, and move forward with an empowering leadership approach.

## Innovation and Entrepreneurship

We have an organizational structure that quickly adapts to changing conditions and boldly brings new ideas to life. Drawing strength from our experience, we lead initiatives that create value. Digitalization and technology-oriented solutions are integrated into all our processes.

## Quality and Trust

We adhere to high quality standards in all our projects, ensuring timely and safe delivery to build trust with our clients. Our reliability forms the foundation of the corporate reputation we have established over the years.

## Ethics and Transparency

We are firmly committed to ethical principles. We adopt a transparent and responsible approach toward our employees, business partners, and all stakeholders. We ensure full compliance with legal and ethical regulations and act in line with the principle of accountability.

## Leadership and Responsibility

We aim to be a leader in every field in which we operate, inspiring others and setting examples of best practices. We consider it our responsibility to guide the sector in occupational safety, ethical management, and project quality.



# about **akfen** **inşaat**

*"harmony  
with nature"*

## Corporate Profile and Group Structure

### About Akfen İnşaat

Founded in 1986, Akfen İnşaat Sanayi ve Ticaret A.Ş. has operated across a wide range of projects, including public-private partnerships, healthcare campuses, transportation infrastructure, dams, and tourism facilities.

Operating under the umbrella of Akfen Holding, the company provides integrated engineering, contracting, and project management services, successfully completing large-scale and strategically significant projects. To date, Akfen İnşaat has contributed to more than 350 projects, delivering major infrastructure and superstructure works both in Türkiye and abroad.

### Legal Status and Ownership Structure

Akfen İnşaat Turizm ve Ticaret A.Ş. is a private sector joint-stock company established in accordance with the laws of the Republic of Türkiye. It is a subsidiary of Akfen Holding A.Ş., and its headquarters are located in Ankara.

### Fields of Activity and Geographical Distribution:

Akfen İnşaat's fields of activity include healthcare buildings (city hospitals), airport terminals, mass housing projects, hotels, dams and hydroelectric power plants, ports, commercial centers, and environmental infrastructure projects. As of 2024, the company's ongoing projects include Yalıkavak Loft, Kiyıkışlacık (Loft Iasos) Project, Amasya State Hospital, İskenderun State Hospital, The Sisters of Mercy Hospital, Isparta City Hospital, Eskişehir City Hospital, and Tekirdağ City Hospital.

### Project Portfolio and Affiliates

Within its corporate group, Akfen İnşaat works in synergy with other companies such as Akfen Holding and Akfen Renewable Energy. Among the completed projects are the Tekirdağ, Eskişehir, and Isparta City Hospitals, Novotel & Ibis Hotels, dams, and residential developments.

## 39 Years ~202 Projects

### Corporate Structure and Group Relations:

Akfen İnşaat operates in collaboration with the subsidiaries within Akfen Holding.

### The main companies included in the group structure are:

- Akfen Renewable Energy Inc.
- Akfen Real Estate Investment Trust Inc.
- Akfen Infrastructure Investments Inc.
- Akfen Hospital Services and Operations Inc.
- Akfen Tourism Investments and Operations Inc.
- Gökliman Investment Construction Tourism and Geothermal Trade Inc.

# Corporate Profile and Group Structure

## Organizational Structure and Human Resources Profile

Akfen İnşaat has a multi-layered organizational structure consisting of the head office, project sites, and field engineering teams. The company's human resources approach is based on merit, occupational safety, equal opportunity, and employee satisfaction.

As of 2024, the company employs over 750 people. Increasing the employment of female engineers, supporting the development of young technical staff, and implementing career training programs are among the company's key human resources priorities. Additionally, as of 2024, flexible working hours (early or late check-in and check-out times) have been introduced to better meet personnel needs.

### Employee Profile

	2022	2023	2024
Total Employee Number	604	732	795
Women Employee Ratio	26%	24%	24%
Blue-Collar Workforce	368	446	506
White-Collar Workforce	236	286	289

### Economic Indicators

Indicators	2022	2023	2024
Adjusted Revenue (*)	7,143,839,000	7,862,906,000	11,626,154,000
Adjusted EBITDA (**)	4,626,617,000	4,128,886,000	4,369,039,000
Net Profit	2,342,097,000	2,933,959,000	154,959,000
Total Assets	48,485,938,000	49,086,567,000	43,843,205,000

(\*) Adjusted Revenue: Revenue + collections under the item "Financial Assets Related to Concession Agreements."

(\*\*) Adjusted EBITDA: EBITDA + collections under the item "Financial Assets Related to Concession Agreements."



## Corporate Profile and Group Structure

### Stakeholder Profile and Communication Channels

Within the framework of its sustainability management approach, Akfen İnşaat has established a strong and two-way communication structure with its stakeholders. Embracing the concept of stakeholder capitalism, the company aims to create value not only by considering economic interests but also by taking into account social and environmental impacts.

Stakeholders are classified into several categories, including employers, consultants, subcontractors, public institutions, employees, financial institutions, suppliers, and the wider community. For each stakeholder group, specific dialogue channels and communication frequencies have been defined, ensuring a transparent and trust-based sustainability management system.

Communication with stakeholders is maintained through a variety of tools, including site visits, audits, meetings, correspondence, official reporting, training activities, quality control forms, intranet notifications, social events, the ethics hotline, and the “Akfen İnşaat Sustainability Talks” platform.

Akfen İnşaat’s sustainability strategy is shaped through regularly conducted stakeholder analyses. The expectations, concerns, and feedback of different stakeholder groups are evaluated to identify priority sustainability issues, which form the basis for the development of related policies and targets. The company’s official website and its intranet platform, Akfen’iz, serve as active communication and feedback channels for employees, strengthening engagement and internal transparency.

All business partners and stakeholders may report any ethical violations or request guidance by contacting: [etik@akfen.com.tr](mailto:etik@akfen.com.tr)



## History

You can access all developments from 1986, when Akfen İnşaat was founded, up to 2024 through the provided link. [www.akfeninssaat.com.tr/kurumsal/tarihcemiz](http://www.akfeninssaat.com.tr/kurumsal/tarihcemiz)

### 2022

Construction works for the Yalıkavak Loft Project have commenced.

Construction of the Tekirdağ Religious Facility began in April 2022.

In 2022, Akfen İnşaat, in partnership with Dost İnşaat, won the tender with the most competitive offer for the seismic strengthening of The Sisters of Mercy Hospital located in Zagreb, the capital of Croatia.



Yalıkavak Loft Project/  
Bodrum - Muğla



Hüseyin Köken Mosque/  
Tekirdağ



The Sister of Mercy /  
Croatia - Zagreb

## History

### 2023

In January 2023, the Company's Zagreb branch was officially registered in Croatia.

Construction of the İncek 5 Villa Project has commenced.

In March 2023, the Akfen İnşaat–Dost İnşaat Joint Venture won the tender for the construction of the İskenderun State Hospital.

In May 2023, the Akfen İnşaat–Dost İnşaat Joint Venture won the tender for the construction of the Amasya State Hospital.

In June 2023, the Company's Bucharest branch was officially registered in Romania.



İskenderun State Hospital



Amasya State Hospital

## History

### 2023

In September 2023, the Akfen İnşaat Turizm ve Ticaret A.Ş.-Dost İnşaat ve Proje Yönetimi A.Ş. Joint Venture submitted the lowest bid and won the tender for the construction of the Emergency Hospitals in the Altınözü, Erzin, and Payas districts of Hatay Province.

The Capital Markets Board of Türkiye (SPK), by its decision dated October 27, 2023 (No. 64/1391), approved the issuance certificate for the lease certificate (sukuk) based on a management contract, to be issued by KT Sukuk Varlık Kiralama A.Ş. Under this approval, up to 500 million Turkish Lira in lease certificates will be issued domestically, on a private placement basis, without a public offering, and within one year, with Akfen İnşaat designated as the fund user.

The Capital Markets Board of Türkiye (SPK), by its decision dated November 15, 2023, approved the issuance certificate for bonds/financial bills with a nominal value of up to 1 billion Turkish Lira, to be issued within one year from the approval date.



Emergency Hospital /  
Erzin-Hatay



## History

### 2024

On January 2, 2024, the contracting agreement for the Kiyıkışlacık Project was signed.

On January 15, 2024, an amendment was made to the Croatia project contract, adding additional works valued at EUR 4,729,166.84 (including VAT).

On March 26, 2024, the occupancy permit for the İncek Villa Project was obtained, and the provisional acceptance was completed on April 4, 2024

On May 8, 2024, the Building Occupancy Permit for the Tekirdağ Religious Facility was obtained



*The Sister of Mercy /  
Croatia - Zagreb*



*İncek Villa Project/  
Bodrum - Muğla*

## History

### 2024

With the share transfer agreement signed on May 30, 2024, Dost İnşaat transferred to Akfen İnşaat: 29.99% of its 30% share in the Akfen İnşaat – Dost İnşaat Joint Venture, 44.99% of its 45% share in the Akfen İnşaat – Dost İnşaat Amasya State Hospital Construction Joint Venture, and 44.99% of its 45% share in the Akfen İnşaat Turizm ve Ticaret A.Ş. – Dost İnşaat ve Proje Yönetimi A.Ş. Joint Venture.

The provisional acceptance procedures for the Emergency Hospitals Construction Project in Altınözü, Erzin, and Payas districts of Hatay Province were completed as of August 23, 2024.

On October 24, 2024, the Company issued a financial bill with a nominal value of 300,000,000 TL and a maturity of 364 days (due October 24, 2025). The issuance was carried out domestically, through a private placement, and sold to qualified investors without a public offering.



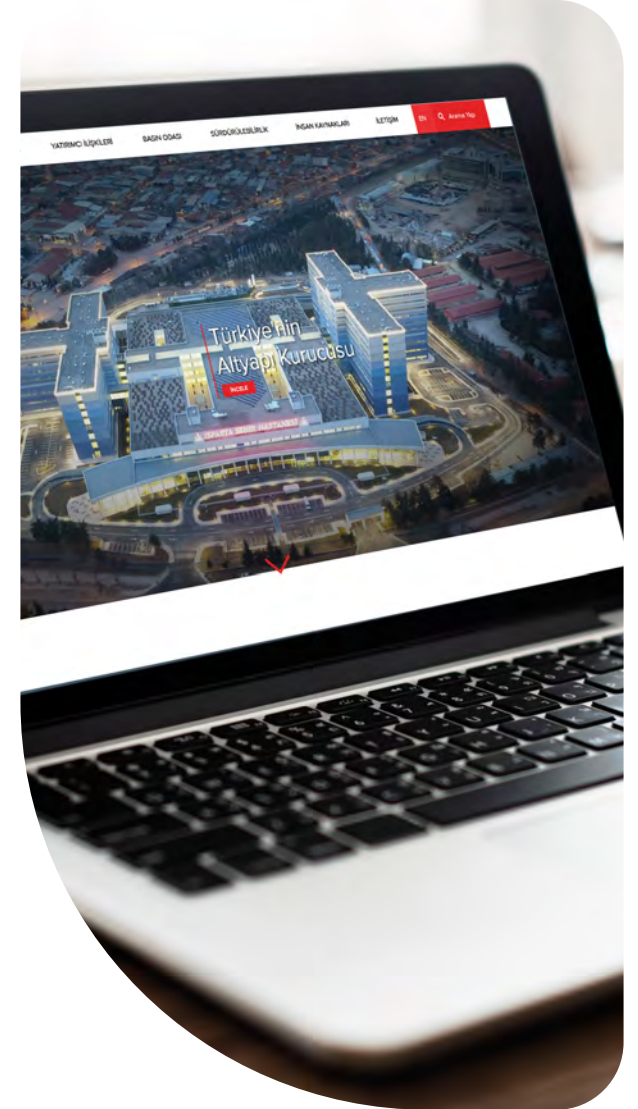
## Main Shareholder of Akfen İnşaat: Akfen Holding

Founded in 1976 by Hamdi Akin and attaining holding status in 1999, Akfen Holding A.Ş. is a Türkiye-based investment company focused on infrastructure investments and dedicated to creating long-term value. Over the past 48 years, Akfen Holding has realized more than 350 investments across 12 sectors and 5 continents, providing direct and indirect employment to over 65,000 people, and has become one of Türkiye's most established and influential investment groups.

The Holding's main investment areas include construction, port operations, maritime transport, solid waste management, renewable energy, mining, real estate, and hospitality. In addition to investing in these sectors, Akfen Holding also carries out management, strategy development, and operational coordination through its subsidiaries and affiliates. Throughout its corporate growth journey, Akfen Holding has developed strategic partnerships with leading Turkish groups such as Tepe, Alarko, and Doğuş, as well as international organizations including Accor, PSA, ADP, IFC, EBRD, and TÜV SÜD. These partnerships have played a significant role in accessing advanced technologies, raising quality standards, and establishing a trusted stakeholder identity in global investment circles. Furthermore, share sales and financial partnerships have contributed substantial foreign exchange inflows to the Turkish economy.

Akfen Holding adopts a business model centered on sustainability, integrating environmental responsibility, social impact, and corporate governance principles into its decision-making processes. In line with its sustainability vision, the Holding has implemented carbon emission reduction, transition to renewable energy, community contribution projects, and transparency-based reporting systems across all operations.

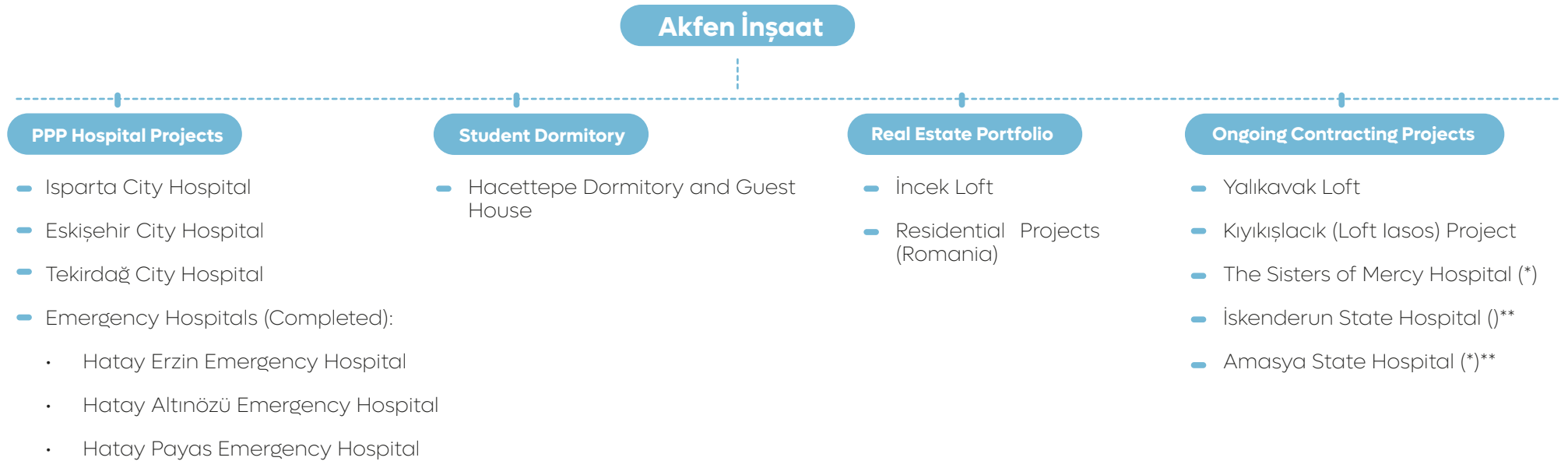
The strong financial structure, visionary management approach, and sustainability-oriented strategy of our main shareholder, Akfen Holding, support Akfen İnşaat's long-term value creation goals and contribute to its environmentally and socially responsible practices in infrastructure and superstructure projects.



For more information about Akfen Holding; [www.akfen.com.tr](http://www.akfen.com.tr)



# Akfen İnşaat's Project Portfolio



**Akfen İnşaat operates in  
four main areas.**

(\*) In the joint bids of Akfen İnşaat and Dost İnşaat, it was stated that 60% of the contract value belongs to Akfen İnşaat and 40% to Dost İnşaat. As of December 20, 2024, Akfen İnşaat became the sole contractor under the project agreement.

(\*\*) The project is being carried out by the Akfen İnşaat – Dost İnşaat Ordinary Partnership, in which Akfen İnşaat holds a 99.99% share.

(\*\*\*) The project is being carried out by the Akfen İnşaat – Dost İnşaat Amasya State Hospital Construction Ordinary Partnership, in which Akfen İnşaat holds a 99.99% share.

## Akfen İnşaat's Fields of Activity

Some of the projects carried out since the company's establishment include:



**2,000+**

Modern apartment  
built in Ankara



**1**

Guest House



**5**

Airport, Terminal,  
Runway, and Apron



**3**

City Hospital



**19**

HPP



**1**

Holiday Village



**2**

Student Dormitory



**15**

Hotel



**2**

Integrated Project

## PPP Hospital Projects

Within the framework of the Public-Private Partnership (PPP) model, which plays a strategic role in the transformation of Turkey's healthcare infrastructure, Akfen İnşaat contributes to the efficiency and quality of public services by constructing sustainable healthcare facilities. The Company has built high-capacity city hospitals with modern engineering solutions, aiming to create long-term value in the healthcare sector while taking environmental and social impacts into account.

In this context, three major city hospitals completed in the provinces of Tekirdağ, Eskişehir, and Isparta with a total investment of 1 billion USD are among the pioneering projects realized by Akfen İnşaat under the PPP model. These hospitals, with a total capacity of 2,605 beds, 75 operating rooms, and 563 outpatient clinics, meet regional healthcare needs and stand out with earthquake isolation systems, efficient energy infrastructure, and patient-oriented architecture.

The hospitals were designed in line with environmental sustainability principles and built in accordance with criteria such as high energy efficiency systems, digital hospital infrastructure, waste management solutions, and the use of sustainable materials. Akfen İnşaat also contributes to monitoring and improvement processes based on environmental, social, and governance (ESG) performance during the operational phase.

The PPP model brings together the financial and technical capacity of the private sector with the inclusiveness of public services. Within this model, Akfen İnşaat continues to make long-term contributions to Turkey's healthcare infrastructure through the projects it undertakes.

These efforts aim to enhance the quality of healthcare services.

**The hospitals constructed under these projects and operated in accordance with the Ministry of Health's "Healthcare Quality Standards" are:**



Eskişehir City Hospital

**1,150** bed capacity



Tekirdağ Dr. İsmail Fehmi  
Cumaloğlu City Hospital

**605** bed capacity



Isparta City Hospital

**850** bed capacity

For more information about Health Investments: [www.akfeninsaat.com.tr/faaliyet-alanlari/koi-projeleri/](http://www.akfeninsaat.com.tr/faaliyet-alanlari/koi-projeleri/)



## PPP Hospital Projects

**850**

beds

**233,214**

inpatient  
admissions

**1,989,387**

outpatient services

**47,725**

surgeries

During the construction  
of Isparta City Hospital,  
a total of

**5,358,763**

person-hours of labor  
were performed.

### Isparta City Hospital

Constructed by Akfen İnşaat under the Public-Private Partnership (PPP) model and inaugurated in 2017, Isparta City Hospital stands among the reference hospitals of the Western Mediterranean Region with its modern healthcare infrastructure, advanced technology, earthquake-isolated structure, and environmentally friendly practices.

Services offered to patients and visitors include patient guidance, transport services, reception support, and golf cart transportation within the hospital for patients with limited mobility.

Covering a total construction area of 222,000 m<sup>2</sup>, the hospital features 850 bed capacity, 154 intensive care units, 20 operating rooms, 183 outpatient clinics, 897 seismic isolators, 103 accessible parking spaces, and various open/closed parking facilities. As part of its landscape design, 37 different plant species were used, and rainwater harvesting systems were implemented for green area irrigation.

In 2024, the hospital provided 1,989,387 outpatient services, admitted 233,214 inpatients, and performed 47,725 surgeries — quantitative indicators of Isparta City Hospital's contribution to the regional healthcare system.

With a zero-waste management model, solar-powered automation systems, and eco-friendly transportation solutions (such as bicycle paths and golf carts), the hospital campus was designed as a sustainable living space. The project, which created employment for 1,475 people, also promotes female employment and contributes to local development.



Category	Value / Information
<b>Investment Model</b>	Public-Private Partnership (PPP)
<b>Opening Year</b>	2017
<b>Operating Period</b>	25 years
<b>Total Construction Area</b>	222,000 m <sup>2</sup> (total construction area)
<b>Total Land Area</b>	178,651 m <sup>2</sup> (land area)
<b>Total Bed Capacity</b>	850 beds
<b>Single Rooms</b>	293 single rooms
<b>Double Rooms</b>	184 double rooms
<b>Intensive Care Units</b>	154 intensive care units
<b>Neonatal Intensive Care Units</b>	34 Neonatal Intensive Care Units
<b>Number of Operating Rooms</b>	20 operating rooms
<b>Number of Outpatient Clinics</b>	183 outpatient clinics
<b>Seismic Isolators</b>	897 seismic isolators
<b>Open Parking Area</b>	350 ambulance parking capacity
<b>Closed Parking Area</b>	1,525 closed parking area spaces
<b>Accessible Parking</b>	103 accessible parking spaces
<b>Employment Impact</b>	1,475 employees
<b>Energy and Environmental Practices</b>	Use of solar energy, rainwater harvesting, and zero-waste practices

## PPP Hospital Projects

### Eskişehir City Hospital

Implemented by Akfen İnşaat under the Public-Private Partnership (PPP) model and inaugurated in 2018, Eskişehir City Hospital was realized with an investment of approximately €338,000,000. With a total construction area of 333,000 m<sup>2</sup>, it stands as one of the largest and most advanced healthcare complexes in Western Anatolia.

**1,150**

beds

**303,361**

inpatient  
admissions

**2,335,529**

outpatient services

**53,577**

surgeries

During the construction of Eskişehir City Hospital, a total of

**9,608,325**

person-hours of labor were performed.

The hospital offers a variety of services for patients and visitors, including patient guidance, transport assistance, reception services, and golf cart transportation within the hospital for patients with limited mobility. In addition, all service requests within the hospital are recorded through help desk operations, work orders are generated within specified timeframes, and services are tracked and completed promptly using an internal workflow management system.

With a total capacity of 1,150 beds, the hospital includes 203 intensive care beds, 37 operating rooms, 254 outpatient clinics, 13 delivery rooms, and 24 dialysis units. The hospital campus also features 2,099 open and closed parking spaces, including 113 accessible parking areas. Designed as an environmentally friendly healthcare complex, it incorporates seismic isolator technology, smart building systems, LED lighting, and zero-waste practices.

In 2024, Eskişehir City Hospital provided 2,335,529 outpatient services, admitted 303,361 inpatients, and performed 53,577 surgeries. The project also created direct employment for 2,093 people.



Category	Value / Information
<b>Investment Model</b>	Public-Private Partnership (PPP)
<b>Opening Year</b>	2018
<b>Total Construction Area</b>	333,000 m <sup>2</sup> (total construction area)
<b>Total Bed Capacity</b>	1,150 beds
<b>Single Rooms</b>	534 single rooms
<b>Double Rooms</b>	202 double rooms
<b>Number of Intensive Care Beds</b>	203 intensive care units
<b>Neonatal Intensive Care Units</b>	67 neonatal intensive care units
<b>Number of Operating Rooms</b>	37 operating rooms
<b>Number of Outpatient Clinics</b>	254 outpatient clinics
<b>Number of Delivery Rooms</b>	13 delivery rooms
<b>Dialysis Units</b>	24 dialysis units
<b>Seismic Isolators</b>	973
<b>Open Parking Area</b>	580 open parking area
<b>Closed Parking Area</b>	1,519 closed parking area
<b>Accessible Parking</b>	113 accessible parking spaces
<b>Employment Impact</b>	2,093 employees
<b>Environmental Practices</b>	LED lighting, waste segregation, smart building systems, seismic isolators

## PPP Hospital Projects

**650**

beds

**114,373**

inpatient  
admissions

**1,410,234**

outpatient services

**14,280**

surgeries

During the  
construction of  
Tekirdağ City Hospital,  
a total of

**4,870,185**

person-hours of labor  
were performed.

### Tekirdağ City Hospital

Tekirdağ City Hospital is the third major city hospital developed by Akfen İnşaat under the Public-Private Partnership (PPP) model. Completed in 2020, the project is established on a 157,000 m<sup>2</sup> construction area and ranks among the largest public healthcare investments in the Thrace Region.

Services offered to patients and visitors include patient guidance, transport assistance, reception services, and golf cart transportation within the hospital for patients with limited mobility. Additionally, the hospital's active help desk services receive an average of 3,000 calls per day, recording and responding to all requests efficiently. Dedicated bicycle lanes and parking areas are also available for visitors. A zero-waste policy has been adopted in waste management, with waste being segregated and integrated into the recycling process.

The hospital has a capacity of 605 beds, including 119 intensive care beds, 20 operating rooms, 142 outpatient clinics, 26 delivery rooms, and 50 dialysis units. Within the campus, there are 138 accessible parking spaces and a total of 1,351 open and closed parking spaces.

Designed to meet high energy efficiency standards, the hospital emphasizes an environmentally friendly approach with seismic isolation systems, smart building automation, and zero-waste infrastructure. In 2024, Tekirdağ City Hospital provided 1,410,234 outpatient services, recorded 114,373 inpatient admissions, and performed 14,280 surgeries. The project created employment for 741 people.



Category	Value / Information
<b>Investment Model</b>	Public-Private Partnership (PPP)
<b>Opening Year</b>	2020
<b>Total Construction Area</b>	157,000 m <sup>2</sup> (total construction area)
<b>Total Bed Capacity</b>	605 beds
<b>Single Rooms</b>	80 single rooms
<b>Double Rooms</b>	200 double rooms
<b>Number of Intensive Care Beds</b>	119 intensive care units
<b>Neonatal Intensive Care Units</b>	40 neonatal intensive care units
<b>Number of Operating Rooms</b>	18 operating rooms
<b>Number of Outpatient Clinics</b>	142 outpatient clinics
<b>Seismic Isolators</b>	651
<b>Open Parking Area</b>	1,054 open parking area
<b>Closed Parking Area</b>	297 closed parking area
<b>Accessible Parking</b>	138 accessible parking spaces
<b>Employment Impact</b>	741 employees
<b>Environmental Practices</b>	Smart building systems, seismic isolators, zero-waste practices

## Real Estate Portfolio

Since 1990, Akfen İnşaat has played a pioneering role in Turkey's urban transformation, not only through infrastructure projects but also by developing unique architectural solutions and sustainable living spaces in the field of superstructure construction.

With its large-scale projects in emerging regions such as Ankara Oran and İzmir Mavişehir, the company has shaped the sector and distinguished itself with an architectural approach that combines aesthetics, functionality, and environmental harmony.

In line with changing lifestyle dynamics, demographic transformations, and the increasing demand for urban densification, the **Loft concept** developed by Akfen İnşaat reflects its vision centered on contemporary living. These projects not only provide residential spaces but also offer holistic solutions that promote social interaction, prioritize access to green areas, and ensure energy efficiency.

In its real estate development activities, Akfen İnşaat operates with a commitment to green building certification systems, constructing buildings with low carbon emissions, sustainable material use, and resource efficiency. This approach demonstrates the company's priority not only in creating economic value but also in upholding environmental responsibility and social contribution.

*Incek Loft*



**The Incek Loft Project comprises 1,199 residential units and 43 commercial sections, situated on a 296,000 m<sup>2</sup> construction area that includes extensive landscape and social facilities. The project's foundations were laid in 2014, and full delivery to owners was completed in April 2016. Today, Akfen İnşaat's real estate portfolio includes 143 residential units and 39 commercial spaces from the Incek Loft project. With 68% of its total area dedicated to landscaping and social amenities, and 8,027 m<sup>2</sup> of commercial space designed along a pedestrian-accessible street, Incek Loft stands out as one of Ankara's landmark residential projects.**

## Dormitory and Guesthouse Projects

Akfen İnşaat continues to add value to Turkey's educational infrastructure through its modern dormitory and guesthouse projects developed to meet the housing needs of the young population. Three large-scale projects carried out under a leasing agreement with the Credit and Dormitories Institution (KYK) have been successfully implemented in different cities. These projects not only address accommodation needs but also provide versatile living spaces that support students' academic and social development.

The dormitory complexes are equipped with facilities such as cafeterias, sports halls, study rooms, and social activity areas, integrated with high energy-efficiency systems. All buildings are designed in accordance with environmental sustainability principles and equipped with infrastructure that prioritizes efficiency in the use of natural resources, passive climate control practices, and modern building technologies. Within this framework, Akfen İnşaat aims to offer students both comfortable and environmentally friendly living spaces.

In particular, the Hacettepe Guesthouse Project stands out as an example of the company's long-term investment vision in this field. The project aims to increase the capacity of the existing guesthouse complex to 15,000 people, and as of the reporting date, the development of five separate buildings with a total capacity of approximately 6,000 beds is under evaluation. These projects reflect Akfen İnşaat's commitment to providing sustainable and accessible higher education accommodation solutions.

### Completed Student Dormitory Contracting Projects

**The Isparta Student Dormitory is located adjacent to the Isparta City Hospital<sup>1</sup> and consists of six blocks, offering 1,016 rooms and a 4,032-bed capacity. The Kütahya Student Dormitory<sup>2</sup>, on the other hand, was built in 2019 within Kütahya Dumlupınar University, featuring a 3,032-bed capacity and covering an area of 59,000 m<sup>2</sup>. Through these projects, Akfen İnşaat has developed a total of 10,000 beds across 150,000 m<sup>2</sup> of construction area, contributing significantly to Türkiye's modern student housing infrastructure.**



Student Dormitory /Isparta



Student Dormitory /Kütahya



Student Dormitory /Hacettepe

<sup>1</sup> On February 9, 2021, Akfen İnşaat sold all shares of Isparta Dormitory to Akfen REIT.

<sup>2</sup> On February 9, 2021, Akfen İnşaat sold all shares of Kütahya Dormitory to Akfen REIT.

# Akfen İnşaat Contracting Projects

## Bodrum Yalıkavak Project

Through the Yalıkavak Loft Project carried out in Bodrum's Yalıkavak district, Akfen REIT brings a new dimension to the luxury housing sector. Acting as the client under a cost-plus-profit model, Akfen REIT launched the project in December 2022 on a 22,197 m<sup>2</sup> site area, featuring 5,655 m<sup>2</sup> of indoor space. The project embraces the region's natural topography, offering sea views from every point through its tiered architectural design. Comprising 29 luxury villas with private pools, it aims to create a living environment that blends seamlessly with the sea.

The construction cost of the project is approximately USD 37.3 million, standing out with its use of high-quality materials and meticulous architectural detailing. Designed in collaboration with Tabanlıoğlu Architects, the project once again applies the design approach that won the "Tourism Investments Project" category award at the World Architecture Festival 2017. Akfen REIT has considered the region's natural and environmental conditions, targeting international high-end standards.

The Yalıkavak Loft Project features interconnected open, semi-open, and closed spaces designed to suit the Mediterranean climate and changing weather conditions. The architectural design harmonizes with natural factors such as topography, sunlight, and wind, as well as the existing trees and vegetation. Additionally, stones excavated during the construction process are reused in accordance with environmental sustainability principles — being incorporated into facades, pedestrian walkways, retaining walls, and structural elements.

Through the use of eco-friendly and sustainable materials, the project aims to create a living space in harmony with the local ecosystem. This approach ensures that the Yalıkavak Loft Project stands out as both environmentally conscious and of the highest quality standards.



# Akfen İnşaat Contracting Projects

## Kıyıkışlacık Project

Under a cost-plus-profit agreement signed on January 2, 2024 with Gökliman Yatırım İnşaat Turizm ve Jeotermal Ticaret A.Ş., a 100% subsidiary of Akfen REIT, the construction responsibility of the Kıyıkışlacık Project has been undertaken by Akfen İnşaat.

Located in Kıyıkışlacık, Milas District of Muğla Province, on parcel 310, block 1, the project is planned over a 52,025 m<sup>2</sup> land area and represents a comprehensive tourism investment with a total gross construction area of approximately 54,797 m<sup>2</sup>.

The project will include a 37-block apart-hotel complex, daily-use facilities with swimming pools, and social amenity areas. The geotechnical survey has been successfully completed, and detailed design and engineering studies are ongoing based on the obtained data.

The development is designed in harmony with the natural landscape and sustainable tourism criteria.

### Planned functional area distribution:

- **43,055.50 m<sup>2</sup>** apart-hotel construction area
- **4,980 m<sup>2</sup>** shelter and technical areas
- **4,262 m<sup>2</sup>** social amenity areas (including a 1,300 m<sup>2</sup> technical building and 1,200 m<sup>2</sup> social area located in the basement floors)

The project will comprise a total of 464 apart-hotel units, addressing diverse accommodation needs with: 47 units of "3+1", 79 units of "2+1", 238 units of "1+1", 65 units of "1+0" types. Additionally, an independent apart-hotel unit with 35 rooms (35 beds) is also planned.

### Site allocation:

- **Preferred tourism facility area:** 30,714.54 m<sup>2</sup>
- **Daily-use facility area:** 21,310.61 m<sup>2</sup>

The Kıyıkışlacık Project is designed as an environmentally conscious investment model, featuring architectural harmony with the natural landscape, energy-efficient building technologies, and sustainable material use. The project aims to both leverage the tourism potential of the region and minimize environmental impacts through its social spaces and infrastructure design.



# Akfen İnşaat Contracting Projects

## İskenderun State Hospital

On March 27, 2023, the Akfen İnşaat – Dost İnşaat Joint Venture was awarded the İskenderun State Hospital construction project through a tender conducted by the Republic of Turkey Ministry of Health. Following the tender process, an official contract was signed between the parties on April 6, 2023. The construction period of the project has been set at 550 days.

The hospital, to be built on a 68,130.03 m<sup>2</sup> land area, will have a total indoor construction area of approximately 132,396.25 m<sup>2</sup>, making it one of the largest healthcare infrastructure projects in the region. The project stands out not only for its physical capacity but also for its technical equipment compatible with integrated healthcare systems, advanced diagnostic and treatment units, and a high-resilience structural design capable of withstanding disasters.

### Advanced Medical Infrastructure

The planned medical units within İskenderun State Hospital include:

- Cardiovascular Surgery (CVS) Center
- Angiography Unit
- Burn Treatment Center
- Hyperbaric Oxygen Therapy Unit
- Sleep Laboratory
- Interventional Endoscopy Unit
- Transfusion Center
- Microbiology, Biochemistry, Hematology, and Advanced Pathology Laboratories
- Diabetes Diagnosis and Treatment Center

Through these units, the hospital aims to provide both basic and advanced healthcare services.

### Structural Safety

Seismic Isolation System, as the project is located in a high-seismic-risk region, it has been designed in accordance with the latest earthquake engineering principles. Seismic isolators will be installed beneath each column, modeled based on a 2,475-year historical earthquake return period. Through this system, the building's seismic performance is enhanced, ensuring that the hospital can maintain uninterrupted operations even during disasters. Thus, not only the structural resilience but also the operational continuity of the facility is secured.

### Project Status (As of the Reporting Date)

- Geotechnical (soil) surveys have been completed.
- The design phase has been initiated and is ongoing.
- Site mobilization activities have commenced; temporary construction site facilities are being established, and initial groundwork preparations are underway.

In the subsequent stages of the project, a strong emphasis will be placed on sustainable construction practices, including:

- Energy-efficient systems
- Water and waste management infrastructure
- Use of local and environmentally friendly materials
- Recyclable structural components

These sustainability criteria will be applied throughout the project to ensure environmentally responsible construction and long-term resilience.



# Akfen İnşaat Contracting Projects

## Amasya State Hospital

The Akfen İnşaat – Dost İnşaat Ordinary Partnership won the tender on May 8, 2023, for the construction of the Amasya State Hospital. Following this, a contract was signed with the Ministry of Health of the Republic of Türkiye on June 20, 2023, officially initiating the construction process. The total project duration has been set at 1,000 days.

The hospital complex is being developed on a land area of 103,129.62 m<sup>2</sup>, featuring approximately 156,366 m<sup>2</sup> of enclosed construction area, making it a major healthcare infrastructure investment for both Amasya Province and the surrounding region. The hospital has been designed with advanced technical infrastructure and specialized units to enable the provision of high-level medical services.

### Advanced Medical Units planned within the Amasya State Hospital include:

- Cardiovascular Surgery (CVS) Center
- Perinatal Health Center
- Angiography Unit
- Burn Treatment Unit
- Hyperbaric Oxygen Therapy Center
- Assisted Reproductive Technologies (IVF) Center
- Interventional Endoscopy Unit
- Transfusion Center
- Microbiology, Biochemistry, Hematology, and Advanced Pathology Laboratories
- Diabetes Diagnosis and Treatment Center

This comprehensive medical infrastructure aims to facilitate access to advanced diagnostic and treatment services not only on a regional but also on a national scale.

### Seismic Resistance: Isolator-Supported Structural Design

The project has been specially designed for the Amasya region, which is characterized by a high potential for seismic activity. Seismic isolators will be placed beneath all structural columns of the hospital building, calculated based on 2,475-year return-period seismic analyses. This construction technology minimizes building movement during an earthquake, thereby enhancing structural safety and ensuring the uninterrupted continuity of healthcare services.

### Current Status (As of the Reporting Date)

- Ground survey studies have been completed.
- Architectural and engineering design processes are ongoing.
- Excavation, ground reinforcement, and foundation works are actively in progress on site.

During the construction phase, the following environmental sustainability practices are planned to be integrated:

- Energy-efficient mechanical systems (heating, cooling, ventilation)
- Rainwater harvesting and greywater recycling infrastructure
- Waste management and hazardous waste isolation systems
- Use of locally sourced and sustainable building materials with a low carbon footprint.



# Akfen İnşaat Contracting Projects

## Hatay Acil Durum Hastaneleri

The Hatay Emergency Hospitals Project was awarded to the Akfen İnşaat Turizm ve Ticaret A.Ş. – Dost İnşaat ve Proje Yönetimi A.Ş. Joint Venture following the tender held on September 18, 2023. The project involves the construction of three hospitals located in the Altınözü, Erzin, and Payas districts of Hatay Province, with a total construction area of 40,850 m<sup>2</sup> and a completion period of only 150 days.

The project was initiated in response to the earthquake disaster of February 6, 2023, with the goal of rapidly restoring post-disaster healthcare capacity. The construction and planning methods were designed around high disaster resilience, rapid installation, and modular building systems.

Each hospital was developed as a standardized model project and constructed using steel structure technology, which significantly reduces construction time while enhancing structural durability.

The facilities were built in full compliance with national hospital standards and modern healthcare infrastructure requirements, and include the following units:

### Each hospital includes the following units:

- Sterilization Unit
- Medical Laboratories
- Home Healthcare Coordination Unit
- Endoscopy Unit
- Imaging Center (X-ray, tomography, etc.)
- Dialysis Unit

These units enable the rapid and on-site delivery of both essential and advanced healthcare services required after disasters.

### Completion and Handover Status

As of the reporting date, the construction activities of the Altınözü, Erzin, and Payas Emergency Hospitals have been completed. By 2024, all three hospitals were fully delivered and commissioned for operation. These projects have not only provided physical infrastructure but also played a critical role in rebuilding public confidence in the healthcare system following the earthquakes.

### Sustainability and Social Contribution

During the project, the following sustainable and socially responsible construction principles were adopted:

- Rapid and low-carbon steel structure technology
- Energy-efficient lighting and HVAC systems
- Modular design ensuring operational continuity during disasters
- Economic contribution through local employment and material sourcing in the post-disaster period



# Akfen İnşaat Contracting Projects

## The Sister of Mercy (Seismic Strengthening Project)

In 2022, the Akfen İnşaat – Dost İnşaat Joint Venture submitted a bid of €44.9 million for the seismic strengthening project of The Sister of Mercy Hospital in Zagreb, the capital of Croatia, and won the tender as the most advantageous bidder. The contract was signed in November 2022, and while the project initially operated under a 60% Akfen İnşaat – 40% Dost İnşaat partnership, by 2024 Akfen İnşaat's share was increased to 100%, making it the sole contractor.

### Financing and Institutional Structure

The project is financed by the European Union Solidarity Fund, the Croatian National Recovery and Resilience Plan (NRRP), and the national budget of the Croatian Ministry of Health. This structure demonstrates that the project is not merely a technical strengthening effort but also a strategic investment in building resilience within the framework of the EU's post-disaster recovery policies.

### Project Scope and Technical Details

**The project covers the seismic strengthening of six buildings located within The Sister of Mercy Hospital complex:**

- Four buildings: Reinforcement of existing masonry structures using a modern reinforced concrete load-bearing system (frame + shear wall + column + beam system)
- Two buildings: Due to reinforcement costs being equivalent to reconstruction costs, these are being completely demolished and rebuilt.
- The design phase was completed within the first six months, after which the construction phase commenced. All strengthening works are designed in

accordance with Level 4 Seismic Strengthening Standards, ensuring continuous hospital operation during and after possible earthquakes.

### Project Progress (as of Reporting Date)

For the two new buildings:

- One building has been demolished and structurally completed, with finishing works ongoing.
- The other has completed demolition and excavation, and foundation works are in progress.

For the four buildings under reinforcement:

- Three have completed strengthening works, and electrical-mechanical installations and façade/finishing works are underway.
- Strengthening works are actively ongoing in one building.












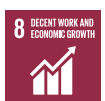


The project is carried out with a focus on high seismic resilience, preservation of architectural integrity, operational continuity, and enhanced energy efficiency.

### Sustainability Perspective

- The project's sustainability approach is based on the following principles:
- Durability-based design to extend building lifespan
- Resource efficiency through the reinforcement and reuse of existing structures
- Contribution to maintaining functional healthcare infrastructure in post-disaster scenarios
- Alignment with EU-supported regional recovery and resilience policies



# The Impact of Corporate Assets on Sustainable Development

Project / Asset	Area of Contribution	Relevant SDG Targets	Definition of Sustainable Impact
Tekirdağ City Hospital	Access to healthcare services and environmental resource management	  	Composting practices and well-water utilization contribute to community health and environmental protection.
Eskişehir City Hospital	Digitalization, water and energy efficiency	 	Recycling systems and digital infrastructure enhance resource management and sustainable quality.
Isparta City Hospital	Waste reduction and circular economy	 	Rainwater harvesting and reuse systems improve environmental efficiency.
İncek 5 Villas / Religious Facilities	Sustainable urbanization and local architectural aesthetics		Architectural harmony and energy-saving systems generate both social and environmental benefits.
Emergency Hospitals	Crisis resilience and energy-water security	  	Strengthening sustainable healthcare infrastructure in disaster-affected regions.
Yalıkavak	Sustainability in tourism and resource efficiency	  	Sustainable tourism structures designed with energy-efficient systems and nature-compatible architecture.

# Value Chain and Business Model Analysis

Akfen İnşaat's value chain is a multi-stage structure extending from the project development phase to the operational handover phase. The following analysis outlines how this structure influences sustainable development, highlighting key risk exposures and contribution mechanisms:

## Value Chain Stages:

1.

### Planning and Design:

Environmental and social impact assessments are integrated at this stage.



2.

### Procurement and Supply:

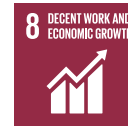
Priority is given to local suppliers and those with a low carbon footprint.



3.

### Construction and Implementation:

Resource efficiency measures and occupational health and safety precautions are implemented.



4.

### Handover and Commissioning:

Long-lasting infrastructures that contribute to society are commissioned



## External Exposure – Risk Factors:



### Climate Risk:

Extreme weather events create time and cost risks, particularly for open-area projects



### Supply Chain Risk:

Global and regional supply shocks (e.g., pandemics, geopolitical crises) may affect project continuity.



### Energy and Emission Regulations:

Newly introduced regulations may lead to cost increases and process adjustments.

## Quantitative Contributions to Sustainable Development

Value Chain Stage	Implementation	Quantitative Contribution
Design	Sustainable building criteria	Through the integration of sustainable building standards—such as energy efficiency, natural resource conservation, wastewater reuse, and solar energy systems—into the design of the Tekirdağ, Eskişehir, and Isparta City Hospitals, Akfen İnşaat has made a systematic contribution to environmental sustainability. These projects exemplify the company's sustainable design vision translated into operational outcomes, delivering measurable benefits such as:
Construction	Sensor-operated faucet systems	18% reduction in water consumption
Construction	Well water utilization system	Substitution of 193,000 m <sup>3</sup> of mains water with alternative sources
Construction	Recycling-oriented waste management	Recycling of approximately 400 tons of waste



## Memberships and Affiliations

Akfen İnşaat plays an active role under the umbrella of Akfen Holding, directly engaging with various segments of society.

This broad interaction enables the company to deeply understand societal needs and shape its operations accordingly.

Through various platforms within Akfen Holding—such as environmental and sustainability committees—Akfen İnşaat monitors emerging social and environmental trends and integrates these insights into its corporate strategy and decision-making processes.

Memberships and collaborations reflect Akfen İnşaat's commitment to sustainability principles and its sense of corporate social responsibility.

The company is a member of several prestigious national and international associations and organizations, taking an active role in these platforms to stay up to date with sectoral innovations and align its strategic decisions with global best practices.

**Akfen İnşaat focuses on developing strong partnerships specifically in four main areas of compliance, aiming to create integrated and scalable sustainability solutions.**

### Compliance with Global Corporate Governance Standards Corporate Memberships

Dış Ekonomik İlişkiler Kurulu (DEİK)

Borsaya Kote Ortaklık Yöneticileri Derneği (KOTEDER)

Genç Başkanlar Organizasyonu (YPO)

Türk Girişim Ve İş Dünyası Konfederasyonu (TÜRKONFED)

Türk Sanayicileri ve İşadamları Derneği (TÜSİAD)

Türkiye Aile İşletmeleri Derneği (TAİDER)

Türkiye Genç İşadamları Derneği (TÜGİAD)

Türkiye İnsan Yönetimi Derneği (PERYÖN)

Türkiye Kalite Derneği (KalDer)

Türkiye Kurumsal Yönetim Derneği (TKYD)

Türkiye Turizm Yatırımcıları Derneği (TTYD)

Türkiye Müteahhitler Birliği (TMB)

Türkiye İş Femaleları Derneği (TİKAD)

Deniz Temiz Derneği (TURMEPA)

Sürdürülebilir Kalkınma Derneği

# Memberships and Affiliations

## Organizational Compliance

### HeForShe Project:

Akfen İnşaat supports HeForShe, a global solidarity movement advocating for gender equality.

### Women on Board Association (YKKD):

The company contributes to initiatives aimed at reducing gender inequality and promoting greater representation of women on corporate boards.

### Turkish Enterprise and Business Confederation (TÜRKONFED):

Akfen İnşaat supports the Women's Multi-Dimensional Empowerment Project led by TÜRKONFED.

## Environmental Compliance

- Deniz Temiz Association (TURMEPA): Supports initiatives for the protection and sustainable use of marine and coastal ecosystems.
- All Waste and Environmental Management Association (TAYÇED): Engages in projects and collaborations focused on effective waste management and circular economy practices.

## Social Compliance

### Turkish Businesswomen Association (TİKAD):

Operating with the mission of contributing to Turkey's democratization process and supporting its integration with the modern world, TİKAD carries out various projects and initiatives that serve this purpose.

Collaborations conducted through Akfen Holding's membership in the respective civil society organization.

Collaborations conducted through Akfen Su, a group company, as a member of the respective civil society organization.



Loft Art

# **sustainability** **at akfen inşaat**

*"harmony  
with nature"*

# Sustainability Priorities at Akfen İnşaat

## Sustainability Priorities and Double Materiality Approach

In 2024, Akfen İnşaat institutionalized and systematized its sustainability strategy by conducting a comprehensive prioritization study based on the “double materiality” principle. This analysis enabled the evaluation of environmental, social, and governance (ESG) topics not only in terms of their external stakeholder impacts, but also regarding their potential effects on the company’s long-term financial sustainability.

The double materiality approach was carried out in line with GRI 3-1 guidance, covering a total of 13 core sustainability topics specific to Akfen İnşaat’s operational areas. These topics include environmental impact management, climate change, circular economy, employee well-being, occupational health and safety, ethical compliance, supply chain sustainability, and social contribution, among others.

The analysis was carried out in three stages:

1.

### Step 1:

**Topic Identification:**  
Thirteen priority ESG topics were identified by considering corporate strategy, sectoral trends, and the global sustainability agenda.

2.

### Step 2:

**Data Collection through Stakeholder Engagement:**  
A specially designed survey was conducted to assess the expectations of internal and external stakeholders. A total of 76 participants representing a broad stakeholder group provided feedback. The collected data enabled the evaluation and scoring of each topic based on both its “current impact” and “future significance” dimensions.

3.

### Step 3:

**Development of the Double Materiality Matrix:**  
Based on the Eisenhower matrix methodology, each topic was mapped along two axes — the X-axis representing future priority and the Y-axis representing current impact. This analysis resulted in a strategic priority matrix that forms the foundation of Akfen İnşaat’s sustainability strategy.

The following topics have been identified as high-priority focus areas:

- Combating Climate Change
- Circular Economy and Resource Efficiency
- Employee Health and Safety (OHS)
- Sustainable Supply Chain Management
- Ethical Compliance and Transparency
- Digitalization and Data Management
- Relations with Local Communities

The analysis contributes not only to strategic planning but also to the strengthening of the ESG reporting structure and the enhancement of transparency in stakeholder communication.

As of 2024, the prioritization process has been fully integrated into the foundation of Akfen İnşaat’s sustainability policies and operational practices.

# Sustainability Priorities at Akfen İnşaat

## Akfen İnşaat Double Materiality Matrix

### First-Degree Overlap Areas

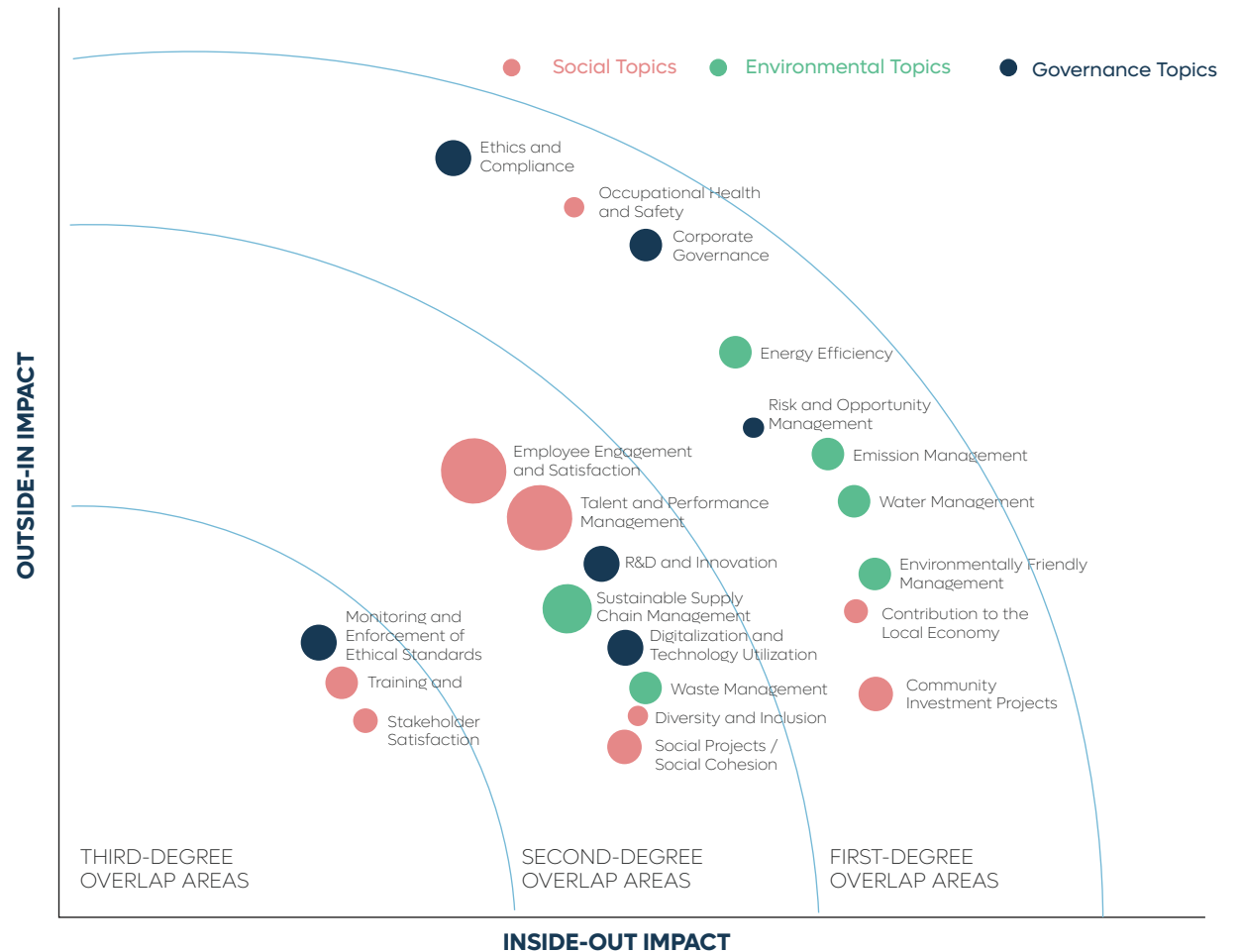
Ethics and Compliance  
Occupational Health and Safety  
Corporate Governance  
Energy Efficiency  
Emission Management  
Water Management  
Environmentally Friendly Management  
Risk and Opportunity Management  
Contribution to the Local Economy  
Community Investment Projects

### Second-Degree Overlap Areas

Employee Engagement and Satisfaction  
Talent and Performance Management  
R&D and Innovation  
Digitalization and Technology Utilization  
Waste Management  
Diversity and Inclusion  
Sustainable Supply Chain Management  
Social Projects / Social Cohesion

### Third-Degree Overlap Areas

Stakeholder Satisfaction  
Training and Development  
Monitoring and Enforcement of Ethical Standards



## Akfen İnşaat's Sustainability Approach

Akfen İnşaat has identified its key focus areas influencing sustainability performance by considering both organizational needs and stakeholder expectations. These topics form the foundation of the company's holistic approach to sustainability.

Akfen İnşaat has chosen to manage its sustainability efforts under four main pillars, aligning its strategy with both the United Nations Sustainable Development Goals (SDGs) and the World Economic Forum's Stakeholder Capitalism Metrics.

By adhering to these globally recognized objectives, the company reaffirms its commitment to contributing to a more livable planet and a more inclusive economic and social structure.



### Goal:

**To create a more livable planet and a more inclusive economic and social structure.**



## Priority Topics According to the Sustainability Approach



### Compliance With Global Corporate Governance Standards

Acting in alignment with corporate standards on ethics, transparency, and risk management forms the foundation of Akfen İnşaat's sustainable management approach. Monitoring ESG risks is considered critical for maintaining the company's reputation and ensuring investor confidence.



### Organizational Compliance

Employee health, safety, and well-being, along with digital transformation initiatives, are among the company's key organizational priorities. Investments in technological infrastructure are carried out in full alignment with the company's sustainable development vision.



### Environmental Compliance

Combating climate change, energy efficiency, and circular economy-based resource utilization are at the core of the company's environmental strategy. Green building practices are being increasingly implemented across its projects.



### Social Compliance

By building strong relationships with local communities, Akfen İnşaat contributes to social development. The company carries out community-focused investments in key areas such as education, healthcare, and infrastructure, aiming to create lasting social value.



# Impact Assessment and Strategic Priorities

The priority topics defined within Akfen İnşaat's sustainability strategy are systematically analyzed based on the company's environmental, social, and economic impacts. Within this framework, the levels of impact on sustainable development are presented below according to strategic priorities.

## Evaluation of Priority Topics by Impact Dimension:

Strategic Priority	Environmental Impact	Social Impact	Economic Impact
Combating Climate Change	High (emission reduction)	Medium (awareness)	High (energy costs)
Circular Economy	High (waste reduction)	Medium (employee behavior)	Medium (cost advantage)
Employee Health and Safety	Low	High (accident prevention)	Medium (efficiency)
Digitalization and Data Management	Medium	Medium	High (automation)
Ethical Compliance and Transparency	Low	High (corporate trust)	Medium

## Risk and Opportunity Scenarios Based on Strategic Priorities:

Priority Area	Potential Risk	Potential Opportunity
Climate Change	Extreme weather events, CBAM-related cost pressure	Emission reduction, access to green finance
Circular Economy	Supplier adaptation challenges	Recycling revenues and resource efficiency
Digitalization	Cybersecurity risks	Process optimization and data traceability
Ethical Compliance	Legal non-compliance and reputational risk	Strengthening corporate reputation
Water Management	Water scarcity and rising costs	Water independence through well and rainwater systems

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Compliance with Global Governance Principles

### Goals for Compliance with International Standards

Ensuring that employees and business partners are informed about international standards and implementation practices.

Maintaining and disclosing certifications related to international standards.

### Akfen İnşaat Progress Statement

Through the Akfen Sustainability email bulletins prepared by our Corporate Communications Department, company personnel were informed about sustainability-related trainings, talks, surveys, and recent research updates throughout the year.

In 2022, a total of 75 participants attended 4 online training sessions.

In 2023, a total of 79 participants attended 4 online training sessions.

In 2024, a total of 70 participants attended 8 online training sessions.

ISO 9001:2015 – ISO 14001:2015 – ISO 45001:2018 certifications are in place.

### Corporate Reputation Goals

Establishing a sustainability committee composed of company employees and ensuring that committee members receive training in the field of sustainability.

Monitoring corporate perception among both internal and external stakeholders.

Collaborating with non-governmental organizations (NGOs) that work on high-priority topics aligned with Akfen İnşaat's sustainability focus areas.

### Akfen İnşaat Progress Statement

A Sustainability Committee has been established at Akfen İnşaat, and training sessions have been conducted with the participation of the committee members.

4 online training sessions were held in 2022

4 online training sessions were held in 2023

8 online training sessions were held in 2024

In addition, Akfen İnşaat representatives actively serve on committees shared under the Akfen Holding umbrella, contributing to group-wide sustainability efforts.

Stakeholder surveys have been completed.

The developments during the reporting period are presented in the "Social Compliance" section of this report.

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Compliance with Global Governance Principles

### Economic Performance Goals

Establishing a Sustainability Constitution

Checking incentive conditions and conducting necessary research before making investments in priority development regions

### Akfen İnşaat Progress Statement

<https://akfeninsaat.com.tr/surdurulebilirlik/politikalar/>

In 2023, the company undertook the construction of four healthcare projects in Hatay — one of the provinces affected by the earthquake — including three Emergency Hospitals and one 600-bed State Hospital.

### Digitalization & Innovation Goals

Digital transformation in business processes

SAP - Paperwork guarantee letter request and tracking process  
SAP Croatia  
SAP Procurement Digitalization  
SAP Payment Report  
SAP Financial Status Report  
SAP Cash Flow Report  
SAP HR Revision Project  
E-Payment Process in Akfen İnşaat subsidiaries  
Continuation of SAP system development activities

Transfer of all internal procedures, processes, and company-specific Strategic Maps, along with all quality process documents, to "AKFENİZ"

### Akfen İnşaat Progress Statement

Employee performance tracking via CloudOffice

Digital Transformation Targets for 2025

- Completion of KVKK (Personal Data Protection Law) integration with SAP - Paperwork
- Completion of SAP inflation adjustment process
- Completion of SAP - Paperwork system integration works
- Completion of SAP vendor distribution module adaptation
- Implementation of the document management system
- Continuation of SAP system development activities
- Conducting Information Security Awareness training in 2025

The update work on the documents available on the akfeniz corporate platform is ongoing.

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Organizasyonel Uyum

### OHS Targets

Integration of OHS Culture into the Corporate Structure

Adoption of the "Zero Accident" approach

Dissemination of proactive risk management practices  
Strengthening subcontractor inspections

### 2024 Implementations

OHS awareness trainings were conducted at least twice a year across all construction sites, OHS boards were updated, and employee feedback mechanisms were strengthened.

In 2024, the goal was set to achieve zero severe injuries and fatal occupational accidents. Monthly monitoring was carried out using indicators such as accident frequency rate and serious incident frequency rate.

Making the pre-hazard reporting system accessible via a mobile application and mandating its use for third-party contractors  
Conducting OHS audits six times a year for all subcontractors, with corrective actions for non-conformities tracked through a centralized system

### Akfen İnşaat Progress Statement

As of 2024, steps have been taken not only to expand OHS trainings but also to establish digital inspection infrastructures. In 2025, the goal is to ensure centralized management of Occupational Health and Safety processes.

Progress toward OHS targets is detailed comprehensively in the "Organizational Compliance" section of this report.

### Human Resources Targets

Modernization of the Performance Management System

Enhancement of training opportunities focused on diversity and inclusion

Positioning employee satisfaction as a corporate priority

Internalization of corporate codes of conduct based on ethics and human rights

Implementation of supportive practices for mothers returning from maternity leave

### 2024 Implementations

A competency-based evaluation system was introduced, and the digital performance assessment module was implemented for all office employees in 2024.

Vocational development trainings for blue-collar employees have been expanded.

For the first time in 2024, an "Internal Stakeholder Satisfaction Survey" was conducted through an independent organization, and the evaluation of the results is still ongoing.

An online chat meeting was held once a year for all employees.

A pilot program for post-maternity return-to-work counseling was launched, and breastfeeding rooms were standardized across all offices.

### Akfen İnşaat Progress Statement

In 2024, the implementation of human resources objectives was not limited to training and performance systems; it was also expanded to encompass inclusive areas such as employee engagement, diversity, and ethical management.

Expansion of environmental and sustainability training programs

Dissemination of an ethical business approach throughout the ecosystem

Detailed information is provided in the "Organizational Compliance" section.

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Environmental Compliance

### Energy Management and Renewable Energy Utilization Targets

Enhancing energy efficiency and promoting the use of renewable energy sources in construction projects and offices

### 2024 Implementations

At Tekirdağ City Hospital, lighting systems were converted to LED-based models as part of environmental improvement efforts. Energy-efficient designs compliant with LEED criteria have been evaluated for new office projects.

### Water Management and Efficiency Targets

Prioritizing the use of water-efficient systems in implemented projects

### 2024 Implementations

Low-flow fixtures were used in the Eskişehir and Isparta City Hospitals, and design preparations for rainwater harvesting systems were initiated in new residential projects. Water-efficient systems were integrated into the architectural design of the Sisters of Mercy Hospital project in Croatia.

### Akfen İnşaat Progress Statement

Throughout 2024, significant improvements were made in waste management, energy efficiency, and water use to strengthen environmental performance indicators. Pilot projects focusing on circular economy practices were launched in both domestic and international projects, while environmental sustainability was prioritized as a key criterion during the design phase of new investments.

For more detailed information, see the sections Water and Wastewater Management, Waste Management, and Circular Economy.

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Environmental Compliance

### Waste Management and Circular Economy Targets

Expansion of zero-waste practices across construction sites and facilities, and production of compost from organic waste

### 2024 Implementations

Pilot compost production from kitchen-generated organic waste was launched at the Tekirdağ and Eskişehir hospitals, and the recovery rate of concrete and metal waste at construction sites was increased. In addition, excavated stones at the Yalıkavak Loft construction site were reused in landscaping works.

### Sustainable Material Utilization Targets

Prioritizing the use of local and environmentally sustainable construction materials in project designs

### 2024 Implementations

In 2024, natural stone and recycled wood were used in the Bodrum Yalıkavak Loft project. Sustainability-focused meetings were held with suppliers to ensure material selection aligned with LEED criteria.

### Akfen İnşaat Progress Statement

Conservation of water resources in operational regions

Research and planning for investments in sustainable energy generation

Reduction of cardboard and plastic cup usage in administrative offices

Utilization of digitalization capabilities to reduce paper and toner consumption in administrative offices

Expansion of projects in hospitals that produce fertilizer through composting of organic waste

# Akfen İnşaat's Goals According to Its Sustainability Approach

## Social Compliance

### Targets for Contribution to the Local Economy

Systematic inclusion of local suppliers in operational processes within the regions of activity

Supporting local producers in catering services at City Hospitals

### 2024 Implementations

In the projects located in Hatay, Amasya, and Muğla, 35.33% of the supplier pool consisted of local companies, and construction materials as well as essential services were procured through regional suppliers.

At the Isparta City Hospital, 35% of the vegetables and meat products used in meal production were sourced from regional producers. At the Tekirdağ City Hospital, this rate was 18%.

### Local Employment and Training Targets

Prioritizing local labor in employment practices

Supporting the vocational development of the young workforce

### 2024 Implementations

At the Isparta City Hospital, 76% of the staff were locally employed; this rate was 99% at the Tekirdağ City Hospital and 94% at the Eskişehir City Hospital.

In Isparta, 274 individuals participated in summer internships and 177 received course practice support. In Tekirdağ, 355 term internships and 82 summer internships were completed.

### Social Responsibility and NGO Collaboration Targets

Collaborating with non-governmental organizations on animal welfare initiatives

Contributing to society through social aid and donations

### 2024 Implementations

Food waste from the Eskişehir and Tekirdağ hospitals was delivered to animal shelters, and regular feeding support was provided in line with protocols signed with local NGOs.

In 2024, a total of 24,826,400 TL was spent on charitable activities—primarily in earthquake-affected regions—and 60,000 TL on sponsorships. Winter clothing, books, and stationery supplies were distributed to children.

### Akfen İnşaat Progress Statement

In 2024, Akfen İnşaat continued to contribute to local development across all its projects by taking social impact into consideration.

Local employment rates were increased, collaborations with civil society organizations were expanded, and resource allocation to disaster-affected regions was prioritized as part of social responsibility efforts.

For more detailed information, see the sections Supply and Value Chain Management, Employment Data, and Social Contribution Activities.

Continuation of scholarship support for university students in need  
Implementation of at least one Corporate Social Responsibility (CSR) project

# Sustainability Management at Akfen İnşaat

## Sustainability Management

Akfen İnşaat aims to create long-term value in environmental, social, and governance areas by making sustainability principles an integral part of its corporate culture. In this context, strategies are determined, implementation performance is monitored, and outcomes are integrated into decision-making mechanisms through structures guided by the Sustainability Committee, the Sustainability Board, and the Executive Team.

## Sustainability Committee

The Committee functions as a body that contributes to high-level strategic decision-making processes and submits periodic reports to the Board of Directors to ensure compliance with sustainability standards, primarily GRI. In 2024, policy documents were prepared with a particular focus on circular economy, climate risk management, data transparency, and verifiability.

## Sustainability Board

The Board convenes at least twice a year with the participation of managers from different departments to enhance in-house sustainability awareness, evaluate policy updates, and coordinate training processes. In the last quarter of 2024, preparation of implementation guidelines began in the areas of sustainable supply chain and employee engagement.

## Sustainability Management Team

The Executive Team identifies the actions required to achieve sustainability goals and ensures their integration into business processes. In addition, the impacts of sustainability decisions are monitored through internal audits, information systems, and management review meetings.

### In 2024

- The ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certifications were successfully renewed following audits conducted by TÜV Rheinland.
- Akfen İnşaat achieved a B rating, the highest score within the SME category, in the CDP Climate Change Assessment under the Climate Change section.
- Integration among the internal audit, reporting, and information systems departments was established, enabling the digitalization of sustainability reporting processes.
- Consistent sustainability targets were defined across all domestic and international projects, and technical and financial risks were evaluated within this framework.

## Organizational Structure and Authorities

At Akfen İnşaat, sustainability is shaped under the supervision of the Board of Directors and led by the General Manager and Deputy General Managers. As of 2024, the committee and board members involved in sustainability management are as follows:

### Members of the Board of Directors:

Name Surname	Position / Role
Selim Akın	Chairman of the Board
Pelin Akın Özalp	Vice Chairman of the Board
İrfan Erciyas	Member of the Board of Directors
Sıla Cılız İnanc	Member of the Board of Directors
Süreyya Sadi Bilgiç	Independent Member
Salih Cora	Independent Member

### Top Management

Name Surname	Position / Role
Coşkun Mesut Ruhi	General Manager
Cem Ortakçı	Deputy General Manager
E. Burcu Alparslan	Deputy General Manager
İmge Koçer	Deputy General Manager



# **compliance with global corporate governance standards**

Akfen İnşaat embraces a management approach that values not only financial success but also an ethical, transparent, and accountable corporate governance structure. The company is committed to complying with national and international standards across all regions where it operates, fulfilling its responsibilities toward stakeholders, and upholding its founding values without compromise.



*"harmony with nature"*

## Compliance with Global Governance Principles

Akfen İnşaat adopts a management approach that prioritizes not only financial success but also an ethical, transparent, and accountable corporate governance structure. The company upholds compliance with national and international standards across all regions where it operates, fulfills its responsibilities toward stakeholders, and remains committed to its founding values without compromise.

**Throughout 2024, Akfen İnşaat strengthened its governance structure through the following strategic priorities:**

- Risk and opportunity management processes were integrated into internal audit and decision-making mechanisms.
- Restructuring efforts were carried out at the Board of Directors and senior management levels in line with the principles of transparency, diversity, and accountability.
- Sustainability management was directly linked to the corporate strategy and integrated into governance systems.
- Corporate decision-making processes were enhanced through digitalization, information systems, and internal control infrastructures.
- Within the scope of the CDP Climate Change Program, Akfen İnşaat achieved the highest rating in the SME category, a "B" score, highlighting its global accountability performance.

With this approach, Akfen İnşaat aims to comply with international sustainability standards, primarily GRI, to enhance its corporate reputation through ethical management, and to build long-term stakeholder trust.



# Corporate Governance

## 1. Compliance with Corporate Governance Principles

Akfen İnşaat conducts its corporate governance approach within the framework of the principles of transparency, accountability, participation, and sustainability. The Board of Directors aims to create long-term value in decision-making processes by taking into account economic, environmental, and social impacts.

### Throughout 2024:

- The achievement level of strategic objectives was monitored through performance criteria.
- Corporate alignment policies with Akfen Holding were updated.

## 2. Management Structure and Authorities

Member of the Board of Directors	Position / Role	Top Management	Position / Role	Member of Top Management	Position / Role
Selim AKIN	Chairman of the Board	Coşkun Mesut RUHI	General Manager	İmge KOÇER	Deputy General Manager – Finance
Pelin AKIN ÖZALP	Vice Chairman of the Board			Ebru Burcu ALPARSLAN	Deputy General Manager – Financial and Administrative Affairs
İrfan ERCİYAS	Member of the Board of Directors			Cem ORTAKCI	Deputy General Manager
Sıla CILIZ İNANÇ	Member of the Board of Directors				
Süreyya Sadi BİLGİÇ	Independent Member				
Salih CORA	Independent Member				

At Akfen İnşaat, the remuneration policy for board members and senior executives is determined in alignment with Akfen Holding's Corporate Governance Principles. Salaries are structured by considering market conditions, the level of responsibility of the position, the company's performance, and individual contributions. In addition to fixed pay, performance-based bonuses are evaluated according to the achievement of set targets. The remuneration policy is reviewed annually by the Human Resources Department and submitted for approval by the Board of Directors.

Policies and practices have been established within the company to prevent conflicts of interest. Board members, executives, and employees are required to avoid any situation that could create a conflict between personal and corporate interests while performing their duties. In such cases, reporting to the Ethics

Principles Committee is mandatory. All employees receive annual training on conflict of interest, and new recruits are required to sign an "Ethical Commitment Declaration."

The Board of Directors' division of duties covers all processes, including sustainability, internal control, environmental impacts, and risk management. In 2024, internal audit processes were supported by digital systems and integrated into decision-making mechanisms. Akfen İnşaat's sustainability governance structure operates in line with strategic goals set at the senior management level. The Board of Directors defines the main framework of the sustainability strategy and approves relevant policies, while senior management ensures annual performance monitoring, internal audit, and data integrity.

## Corporate Governance



### Structure and Meetings of the Sustainability Committee

- In 2024, the Sustainability Committee convened a total of 48 times.
- Key agenda items included compliance with CBAM, data digitalization processes, and waste reduction policies. Based on the decisions taken, reporting was conducted for the Isparta, Tekirdağ, and Eskişehir projects within the scope of water footprint and carbon footprint studies, and verification processes for ISO 14046 and ISO 14064-1 were initiated.

### Roles and Responsibilities (By Position):

Position	Area of Responsibility
Board of Directors	Strategic goal setting, performance monitoring, and risk auditing
General Manager	Annual plan approval and investment prioritization
Sustainability Coordinator	GRI-compliant reporting, SDG monitoring, and data management
Project Managers	Supervision of on-site implementations and data entry
Human Resources and Corporate Development Department	Training, employee rights, and internal policy development

You can access Akfen İnşaat's Annual Reports from this link.

<https://akfeninsaat.com.tr/yatirimci-iliskileri/mali-tablo-ve-faaliyet-raporlari/faaliyet-raporlari/>



# Corporate Governance

## 3. Occupational Health and Safety Board

*Akfen İnşaat regards the protection of employee health, the prevention of occupational accidents, and the creation of a safe working environment as among its top priorities across all areas of operation.*

With this approach, the Occupational Health and Safety (OHS) Board was established as an active and regularly operating body, implemented in an integrated manner across the company's headquarters, city hospital projects, and international subsidiaries. In addition to regular board meetings, coordination meetings are also held at hospital operations.

The OHS Board aims to build a proactive health and safety culture that goes beyond mere legal compliance, focusing on employee well-being, the elimination of occupational risks, and continuous improvement principles.

### Structure of the Board

The OHS Board consists of five main representatives:

- **Employer Representative:** A senior official responsible for managing the board and overseeing the implementation of its decisions.
- **OHS Specialist:** Provides technical consultancy on risk analyses, site inspections, and regulatory updates.
- **Workplace Physician:** Responsible for health monitoring, periodic examinations, and pre-employment medical checks.
- **Human Resources Officer:** Coordinates training programs, documentation, and disciplinary procedures.
- **Employee Representative:** Conveys employee feedback and on-site observations to the board.

The participation of these members from different departments enables a multidimensional and inclusive evaluation process within the board's operations.



## Corporate Governance

### Meeting and Activity Frequency

The OHS Board meets regularly at least once a month to discuss incidents occurring at project sites or offices, identify potential risk areas, and evaluate implementation performance. At the end of each meeting, an official report is prepared, and the decisions taken are communicated to the relevant departments.

Additionally:

- Annual evaluation programs are carried out on topics such as workplace environment measurements, noise, and lighting.
- Site inspection reports are archived on digital platforms and integrated into internal audit processes when necessary.

### Duties and Responsibilities of the Board

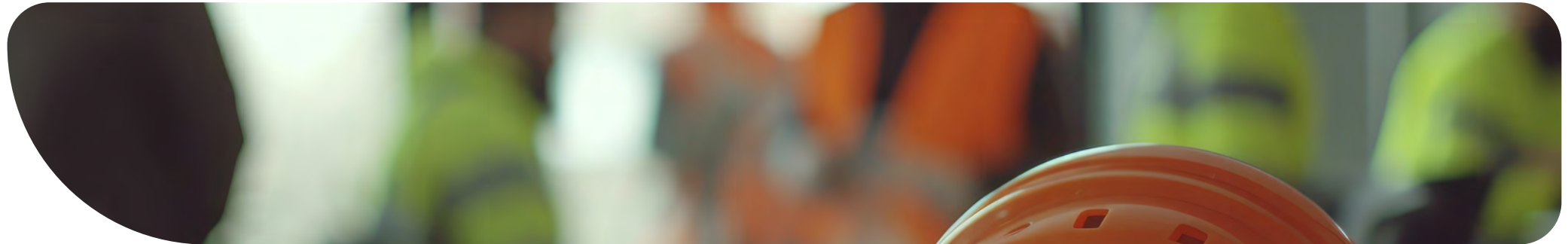
The main duties of the OHS Board are as follows:

- Ensuring that employees are informed about occupational health and safety matters.
- Evaluating procedures following occupational accidents and diseases, conducting root cause analyses, and planning preventive actions.
- Organizing drills for natural disasters and emergency scenarios such as fire, earthquake, and flood.
- Monitoring the inspection schedule of equipment requiring periodic control (e.g., cranes, scaffolds, pressure vessels).
- Preparing annual OHS performance reports and submitting them to senior management.

### 2024 Implementation Examples

- Across the Isparta, Eskişehir, and Tekirdağ City Hospital projects, a total of 34 OHS training sessions were conducted, with participation from 850 employees, including both blue-collar and white-collar staff.
- In international projects, compliance audits were carried out in accordance with local regulations, and training modules aligned with Turkish OHS legislation were developed.
- OHS boards at all construction sites were reinforced with visual warning systems, and "Number of Accident-Free Days" boards were put into active use.

Through this systematic structure, Akfen İnşaat has established a comprehensive occupational health and safety management model that not only ensures legal compliance but also enhances employee engagement, productivity, and corporate reputation.



# Corporate Governance

Akfen İnşaat implements and continuously improves integrated management systems across all its operations to ensure sustainable corporate success in the areas of quality, environment, and occupational health and safety. These systems are not limited to certification processes but are regarded as fundamental management tools that directly influence the company's way of doing business, operational efficiency, and stakeholder trust.

Throughout 2024:

- **ISO 9001:2015 Quality Management System**
- **ISO 14001:2015 Environmental Management System**
- **ISO 45001:2018 Occupational Health and Safety Management System**

were successfully audited by an independent certification body, and all system certificates were renewed and maintained their validity.

The audits covered not only office operations but also project sites, where the alignment of field practices with system documentation was verified.

## The company's management system structure includes:

- Digital accessibility of internal guidelines, procedures, and instructions,
- System-oriented orientation programs for all new employees,
- Implementation of internal audits and corrective actions within an annual plan framework.

Additionally, system documents are reviewed at least once a year and revised based on legislative updates, field feedback, and internal audit results.



## Risk Management System

***Risk management, as one of the key pillars of Akfen İnşaat's sustainability strategies, supports transparency in decision-making mechanisms, accountability in governance, and trust in stakeholder relations.***

Within the framework of a corporate governance approach that supports sustainable value creation, Akfen İnşaat evaluates the environmental, social, governance, and economic risks it faces through a multidimensional and systematic structure. Risk management is regarded not only as a means of mitigating threats but also as a holistic process aimed at the early identification of opportunities and their integration into corporate strategy.

The company's adopted Corporate Risk Management approach is based on analyzing factors such as the likelihood of occurrence, magnitude of impact, strategic and financial priority, management plans, and potential opportunities. This structure has been integrated into internal control systems, management decision-making processes, and corporate sustainability strategies in alignment with GRI standards.

### **Risk assessment process:**

- Reviewed monthly and updated with findings obtained from current operations.
- Managed by the Budget Reporting and Risk Management Coordination Unit within the Holding, reported to the General Management and CFO, and, when necessary, addressed at the Executive Committee level.
- Risk maps are dynamically updated in accordance with the company's strategic goals and operational priorities.

The financial soundness of the hospital projects operated by Akfen İnşaat was also verified by independent institutions. As a result of the evaluation conducted by JCR, the Long-Term National Institutional Credit Rating and Outlook of the Eskişehir, Isparta, and Tekirdağ City Hospitals were confirmed as "AAA (tr) / Stable."

### **Integrated and Proactive Approach**

Akfen İnşaat's risk management approach is based on:

- Monitoring risks across all major categories, including climate change, regulatory changes, natural disasters, social reputation, and financial sustainability.
- Expanding awareness activities across all company projects to enhance risk perception.
- Focusing not only on risk mitigation but also on transforming risks into strategic opportunities for the benefit of the organization.

# Risk Management System

## Akfen İnşaat Management Policy

The primary objective of Akfen İnşaat is to execute projects profitably, on time, and in compliance with national and international standards, applicable regulations, and specifications—while ensuring quality, environmental responsibility, and safety.

The company's management recognizes that success and a sustainable future depend on the contribution of employees as well as on maintaining peace and safety in the workplace. The core principle for all employees is to perform their duties correctly, completely, and on time, in alignment with the company's quality objectives.

Akfen İnşaat regards every individual and institution it serves as its customer and shapes its management system with this understanding.

The purpose of the Management System is to identify and analyze environmental and occupational health and safety risks in compliance with applicable laws and regulations, to prevent these hazards at their source, to protect the environment, to prevent pollution, and to ensure the continuous improvement of the management system.

### Compliance With Global Corporate Governance Standards

- Board Diversity Policy
- Tax Policy
- Code of Ethics
- Ethical Principles and Standards Policy
- UN Global Compact and Compliance Policy

### Organizational Compliance

- Human Rights Policy
- Gender Equality Policy
- Code of Ethics
- Ethical Principles and Standards Policy
- UN Global Compact and Compliance Policy
- Remuneration Policy
- Employment Contribution Policy
- Occupational Health and Safety Policy
- Employee Satisfaction Policy
- Business Continuity Policy
- Fair Remuneration Policy
- Customer Satisfaction Policy
- Core Human Resources Policy
- Core Quality Policy
- Information Security Policy

### Environmental Compliance

- Main Environmental Policy
- Waste and Recycling Management Policy
- Code of Ethics
- Ethical Principles and Standards Policy
- UN Global Compact and Compliance Policy
- Main Climate Policy
- Biodiversity Conservation Policy
- Core Emission Policy
- Resource Efficiency Policy
- Water Conservation Policy

### Social Compliance

- Human Rights Policy
- Gender Equality Policy
- Code of Ethics
- Ethical Principles and Standards Policy

Click here to access Akfen İnşaat Policies. <https://akfeninsaat.com.tr/surdurulebilirlik/politikalar/>



## Ethics and Compliance

**Akfen İnşaat positions ethical compliance processes not merely as a tool for risk avoidance but as a strategic element that strengthens corporate reputation and sustains a trust-based relationship with all stakeholders.**

Akfen İnşaat regards conducting all its activities in line with the principles of transparency, accountability, fairness, and impartiality as a fundamental corporate value. The company builds a corporate ethical culture based not only on legal compliance but also on adherence to national and international ethical standards.

### Ethics Management System

Within the company, an Ethics Management System is implemented to identify ethical risks in advance, report behaviors that violate ethical principles, and develop preventive actions.

#### Under this system:

- The Code of Ethics has been documented and is accessible to all employees.
- Ethical topics are included as a dedicated module in both orientation and in-service training programs.
- Ethics awareness activities are conducted regularly across both site and office environments.

### Ethics Committee and Evaluation Mechanism

The Ethics Committee is a body composed of managers from different departments that independently evaluates complaints and operates under the direct supervision of the Corporate Governance Committee.

#### As of 2024, the Ethics Committee has assumed the following responsibilities:

- Evaluating actions and behaviors that violate ethical principles,
- Receiving and protecting complaints submitted under the principle of confidentiality,
- Referring cases to disciplinary boards and conducting internal investigations when necessary,
- Providing regular ethical reporting to employees and management.

Ethical notifications can be submitted anonymously by employees and are managed through an internal ethics email line and an online portal, both accessible 24/7.

### International Commitments and Compliance

Akfen İnşaat upholds its ethical commitments within the framework of the United Nations Global Compact, the Universal Declaration of Human Rights, and the ILO Labour Rights conventions.

#### In line with these commitments, the company prioritizes:

- The protection of employee rights,
- The prevention of violations such as discrimination, harassment, and forced labor,
- The promotion of ethical conduct throughout the supply chain.

Akfen İnşaat positions ethical compliance not merely as a tool for risk avoidance but as a strategic component that reinforces corporate reputation and sustains trust-based relationships with all stakeholders.

**Akfen Code of Ethics and Business Conduct**  
<https://akfeninsaat.com.tr/surdurulebilirlik/politikalar/>



All business partners and stakeholders may report any ethical violations or request guidance by contacting [etik@akfen.com.tr](mailto:etik@akfen.com.tr)

## Ethical Compliance Mechanisms and Performance Indicators

Akfen İnşaat has integrated the principles of business ethics, anti-corruption, respect for human rights, and transparency into all its operations. The company's "Code of Ethics and Principles of Conduct," which applies to all employees, business partners, and contractors, has been published and incorporated into internal procedures.

### Reporting System and Activity Data:

- No ethical notifications were recorded throughout 2024.
- Most reported cases in previous years related to workplace environment issues and supplier conduct violations.

### Ethics Trainings and Participation:

- One online business ethics training was held company-wide in 2024, with two sessions planned for 2025.
- The trainings have been made mandatory for all new hires and are to be repeated at least once a year for existing employees.
- Training content covers anti-corruption, conflict of interest, and policies on harassment and discrimination.

### Corruption Risk Analysis:

- The 2024 corruption risk analysis prioritized construction site procurement processes, project purchases, and subcontractor agreements.
- Relevant policies were established, and independent external audits — including corruption risk reviews — were conducted by PwC.



# Stakeholder Communication

## Stakeholder Communication and Engagement Strategy

Akfen İnşaat does not confine its sustainability approach solely to environmental and economic indicators; it also considers stakeholder engagement as a key element in corporate decision-making processes. The company regards taking into account the opinions and expectations of relevant stakeholder groups in all its operational decisions as an integral part of its corporate governance principles.

Corporate stakeholder engagement is not merely an information-sharing process but a dynamic and continuously updated practice based on two-way communication, fully integrated into the company's strategic governance structure. Within this framework, stakeholders' levels of influence, information needs, expectation trends, and feedback frequency are analyzed, and customized communication methods are employed accordingly.

## Strategic Communication Approach

Akfen İnşaat's stakeholder communication approach is structured in line with GRI 2.6, 2.12, 2.25, and 102-40/42/43 standards, and is based on the following principles:

- **Interaction-Based:** The goal is not only to share information with each stakeholder group but also to foster mutual dialogue and strategic engagement.
- **Categorized:** Stakeholders are grouped into subcategories—such as public institutions, private sector, employees, customers, suppliers, civil society organizations, media, and local communities—and specific communication tools are defined for each group.
- **Frequency-Oriented:** Communication platforms are designed with varying frequencies depending on project type, regional conditions, and activity areas (e.g., continuous, monthly, or project-based).
- **Transparent and Participatory:** Feedback mechanisms and impact analyses are integrated into internal systems and utilized in managerial decision-making processes.



# Stakeholder Communication

## Akfen İnşaat Stakeholders and Dialogue Platforms

Stakeholder	Dialogue Platforms	Dialogue Frequency
 <b>Employer</b>	Visits, Employer and Creditor Audits, Correspondence, Meetings, Reports, Contracts, Progress Payments, Permits, Project Approvals, Call Centers	Continuous
 <b>Consultant</b>	Visits, Dialogues, Audits, E-mails, Official Correspondence, Meetings, Reports, Request Forms, Quality Test Forms	Continuous
 <b>Subcontractors</b>	Meetings, Offers, Contracts, Correspondence, Trainings, OHS Committees, Inspections, Site Visits, Warning and Safety Signs, Reports, Ethics Notifications, Employee Feedback Boxes	Daily, Weekly
 <b>Partners</b>	Dialogue Platforms: Visits, Meetings, Contracts, Correspondence, E-mails, Dialogues	Continuous
 <b>Suppliers</b>	Meetings, Offers, Contracts, Correspondence, Trainings, OHS Committees, Inspections, Site Visits, Order Forms, Ethics Notifications	Daily, Weekly
 <b>Legislators and Regulators</b>	Institutional Visits, Dialogues, Correspondence, Meetings, Inspections	As Needed
 <b>Employees</b>	Trainings, Social Events, Correspondence, Meetings, Bulletin Boards, Intranet, Contracts, Permits, Presentations, Akfen İnşaat Family Talks Events, Corporate Website, Ethics Notifications	Daily
 <b>Financial Institutions</b>	Project Management Visits, Seminars, Inspections	Daily, Weekly
 <b>Community</b>	Correspondence, NGOs, Media, Corporate Social Responsibility Activities, Ethics Notifications, Website, Project Introduction Documents, Call Centers	Monthly, As Needed
 <b>Sensitive Areas (Schools, Hospitals, etc.)</b>	Correspondence, Media, Project Information Presentations, Call Centers	Daily, Weekly, As Needed
 <b>Media</b>	Press Releases, Interviews, Social Media, Visits, Project Introduction Files, Website	Annually, As Needed
 <b>Non-Governmental Organizations (NGOs)</b>	E-mails, Correspondence, Seminars	Annually, As Needed
 <b>Consultants</b>	Correspondence, Site Visits, Meetings, Workshops, Reports, Corrective Action Forms	Monthly, As Needed
 <b>Universities and Research Institutions</b>	Official Correspondence, Visits, Dialogues	As Needed
 <b>Accredited Bodies</b>	Offers, E-mails, Visits, Dialogues	Annually, As Needed
 <b>Chambers of Industry and Commerce</b>	Offers, E-mails, Visits, Dialogues	Annually, As Needed
 <b>Customers</b>	Corporate Website, Visits, E-mails, Dialogues	Continuous

## Stakeholder Communication

Throughout 2024, Akfen İnşaat established dedicated engagement platforms with different stakeholder groups under the following categories:

- **Employers & Public Authorities**

Within the scope of ongoing city hospital projects, coordination meetings, joint monitoring committees, and regular site inspections were carried out with the Ministry of Health, Provincial Health Directorates, and other relevant public institutions. During project inaugurations, evaluation panels and stakeholder satisfaction surveys were conducted with official representatives.

- **Subcontractors and Suppliers**

Operational collaboration was maintained through daily and weekly site meetings, OHS boards, training seminars, and performance evaluation surveys. The sustainability practices of subcontractor companies were also monitored as part of this process.

- **Employees**

Internal communication was strengthened through active use of the ethics reporting platform, announcement boards, online intranet surveys, and suggestion-forum applications. Additionally, direct interaction between senior management and field staff was fostered through weekly toolbox meetings and “Open Door Days” organized on project sites.

- **Local Communities and Non-Governmental Organizations**

In sensitive areas such as schools, hospitals, and neighborhoods within the company’s sphere of influence, Akfen İnşaat conducted activities including environmental impact briefings, project information presentations, face-to-face visits, digital complaint systems, and corporate social responsibility programs. Engagements with these stakeholders are documented and reported to management along with accompanying impact analyses.

### Impact of Feedback on Management Decisions

While pursuing its sustainability goals, Akfen İnşaat utilizes stakeholder feedback not only as a communication tool but also as a mechanism for strategic prioritization alongside environmental and economic data. In this context:

Feedback and suggestions received from stakeholders are documented and integrated into Management Review (YGG) meetings,

Critical feedback and complaints are addressed through relevant committees such as the Ethics Committee, OHS Board, and Project Steering Committee,

The company’s annual sustainability reports specifically include sections presenting stakeholder engagement activities and responses to feedback.

For Akfen İnşaat, stakeholder relations are not merely an external communication activity but a sustainable governance component that nourishes corporate strategy, ensures the continuity of its social license to operate, and forms the foundation of reputation management.

# Stakeholder Communication

## Feedback Processes and Data Privacy

### Customer Satisfaction Surveys and Improvement Actions

#### Isparta;

- Patient and Companion Meal Satisfaction Survey: 94%
- Patient and Companion Parking Service Satisfaction Survey: 91%
- Meal Service Satisfaction Survey for public personnel (as clients): 76%
- Help Desk Service Satisfaction Survey for public personnel (as clients): 92%
- Satisfaction Survey for contractor staff and company employees: 86%

#### Eskişehir;

- Patient and Companion Meal Satisfaction Survey: 87.36%
- Patient and Companion Parking Service Satisfaction Survey: 85.92%
- Meal Service Satisfaction Survey for public personnel (as clients): 87.78%

- Help Desk Service Satisfaction Survey for public personnel (as clients): 91.46%
- Satisfaction Survey for contractor staff and company employees: 86.78%
- Patient and Companion Imaging Service Satisfaction Survey: 86.39%
- Patient and Companion Support Service Satisfaction Survey: 86.7%

#### Tekirdağ;

- Patient and Companion Meal Satisfaction Survey: 95%
- Patient and Companion Parking Service Satisfaction Survey: 91%
- Meal Service Satisfaction Survey for public personnel (as clients): 86%
- Help Desk Service Satisfaction Survey for public personnel (as clients): 88%
- Satisfaction Survey for contractor staff and company employees: 89%

In 2024, there were no reported incidents of customer data misuse, data leakage, or personal data breaches.

All customer and stakeholder information is classified under the Personal Data Protection Law (KVKK) and safeguarded according to ISO 27001-compliant information security procedures.

Within digital record systems, user authorization, data backup, and access restriction mechanisms are actively implemented. In addition, all employees receive at least one annual information security awareness training.

# Stakeholder Communication

## Supply and Value Chain Management

Akfen İnşaat views supply chain management not merely as an operational process of procuring goods and services, but as a strategic area that directly influences environmental, social, governance, and ethical performance.

In this regard, all supplier relationships are systematically monitored within the framework of sustainable procurement principles. Performance indicators are analyzed periodically, with an emphasis on contributing to the local economy.

The company classifies its suppliers into three main categories—technical, administrative, and service suppliers—and establishes specific contractual terms, quality expectations, and audit protocols tailored to each group.



## Implemented Sustainable Procurement Principles:

- A commitment to OHS and Environmental Compliance has been made mandatory in all supplier contracts.
- The rate of cooperation with local suppliers is monitored as an annual performance indicator.
- Suppliers are subject to risk screening in areas such as ethical compliance, labor rights, and prohibition of child labor.
- To minimize environmental impacts, priority is given to local logistics resources, and carbon-free transportation solutions are being evaluated in project regions.

## 2024 Performance Summary (See: Supplier Tables)

Detailed information on the number of suppliers, payment volumes, and contributions to local suppliers within the year's projects is presented under the Supplier Tables section. These tables enable annual comparisons and facilitate monitoring the effectiveness of the supply chain strategy.

## Key Highlights:

- Increased total payment ratio to local suppliers,
- Transparent monitoring of procurement transactions on a project basis,
- In hospitals; Subcontracted services monitored under the "External Service Management Procedure" through field observations, internal audits, and at least two facility inspections per year,
- Performance tracked via help desk indicators and satisfaction surveys (targets: personnel  $\geq 75\%$ , service  $\geq 85\%$ ),
- Nonconformities addressed through action plans and closed through verification audits.

Akfen İnşaat manages its value chain not solely through an economic efficiency focus but in an integrated manner guided by environmental responsibility, social contribution, and governance principles, with the goal of creating long-term value in collaboration with all stakeholders.

# Stakeholder Communication

## Supply and Value Chain Management

**Akfen İnşaat conducts periodic supplier audits once a year, and the supplier tables from its projects reflect significant changes over time:**

In the Yalıkavak Project, collaboration was established with only 5 suppliers in 2022, increasing sharply to 70 in 2023, before decreasing to 41 in 2024. The number of local suppliers also rose from 4 in 2022 to 48 in 2023, and slightly decreased to 47 in 2024, demonstrating a continued strengthening of partnerships with local businesses.

Total payments to suppliers increased from 310 thousand TRY in 2022 to 120 million TRY in 2023, and further to 308 million TRY in 2024.

Payments to local suppliers grew from 306 thousand TRY in 2022 to 26.5 million TRY in 2023, and then to 166 million TRY in 2024, marking a substantial rise in the company's contribution to the local economy.

The increase in the number of new suppliers also reflects the project's expansion: there were 5 new suppliers in 2022, 65 in 2023, and 25 in 2024.

Yalıkavak Project	2022	2023	2024
Total number of suppliers	5	70	88
Total number of local suppliers	4	48	47
Total payments to suppliers	₺310,697.00	₺120,834,224.18	₺308,349,914.94
Total payments to local suppliers	₺306,390.00	₺26,469,732.34	₺166,034,569.58
Total number of new suppliers	5	65	25

Suppliers located in the Muğla province have been considered as local suppliers.

İncek 5 Villa Project	2022	2023	2024
Total number of suppliers	-	6	12
Total number of local suppliers	-	6	6
Total payments to suppliers	-	₺45,382,165.45	₺1,839,931.14
Total payments to local suppliers	-	₺45,382,165.45	-
Total number of new suppliers	-	6	6

Sister of Mercy Project	2022	2023	2024
Total number of suppliers	-	14	62
Total number of local suppliers	-	10	44
Total payments to suppliers	-	€ 6,500,000.00	€ 12,000,000.00
Total payments to local suppliers	-	€ 5,533,000.00	€ 7,200,000.00
Total number of new suppliers	-	-	-

# Stakeholder Communication

## Supply and Value Chain Management

Amasya State Hospital Project	2023	2024
Total number of suppliers	4	15
Total number of local suppliers	0	5
Total payments to suppliers	₺1,742,571.30*	₺276,292,805.77
Total payments to local suppliers	-	₺15,935,186.08
Total number of new suppliers	4	5

Represents the total expenditures made by the partnership.

İskenderun State Hospital Project	2023	2024
Total number of suppliers	30	24
Total number of local suppliers	12	12
Total payments to suppliers	₺7,701,765.41*	₺33,923,000.00
Total payments to local suppliers	₺1,399,920.89	₺2,546,975.11
Total number of new suppliers	30	24

Represents the total expenditures made by the partnership.

Emergency Hospital Projects	2023	2024
Total number of suppliers	4	330
Total number of local suppliers	1	101
Total payments to suppliers	₺36,082,823.15	₺1,811,433,943.00
Total payments to local suppliers	₺297,738.00	₺98,806,096.02
Total number of new suppliers	4	265

Tekirdağ City Hospital/ Akfen Hastane Hizmetleri ve İşletmecilik A.Ş.	2023	2024
Total number of suppliers	2023	42
Total number of local suppliers	20	8
Total payments to suppliers	2	\$16,305,230.90
Total payments to local suppliers	\$1,031,112.11	\$11,644.33
Total number of new suppliers	\$1,037.63	22

Tekirdağ Şehir Hastanesi Yatırım İşletme A.Ş.	2023	2024
Total number of suppliers	25	22
Total number of local suppliers	7	5
Total payments to suppliers	\$205,209.91	\$587,612.33
Total payments to local suppliers	\$13,964.26	\$2,769.60
Total number of new suppliers	11	10

Tekirdağ City Hospital / Akfen İnşaat Turizm ve Tic. A.Ş.	2023	2024
Total number of suppliers	-	16
Total number of local suppliers	-	3
Total payments to suppliers	-	\$574,353.88
Total payments to local suppliers	-	\$83,991.80
Total number of new suppliers	-	-

# Stakeholder Communication

## Supply and Value Chain Management

Eskişehir City Hospital / Akfen İnşaat Turizm ve Tic. A.Ş.	2023	2024
Total number of suppliers	52	16
Total number of local suppliers	-	1
Total payments to suppliers	\$17,181,170.27	\$2,029,854.95
Total payments to local suppliers		\$2,832.48
Total number of new suppliers	4	1

Eskişehir City Hospital Yatırım İşletme A.Ş.	2023	2024
Total number of suppliers	22	11
Total number of local suppliers	-	3
Total payments to suppliers	\$287,292.80	\$137,212.92
Total payments to local suppliers	-	\$10,729.84
Total number of new suppliers	6	2

Eskişehir City Hospital / Akfen Hastane Hizmetleri ve İşletmecilik A.Ş.	2023	2024
Total number of suppliers	46	81
Total number of local suppliers	22	28
Total payments to suppliers	\$9,758,590.51	\$34,041,169.65
Total payments to local suppliers	\$6,160.74	\$62,238.19
Total number of new suppliers	37	53

Isparta City Hospital / Akfen İnşaat Turizm ve Tic. A.Ş.	2023	2024
Total number of suppliers	10	12
Total number of local suppliers	-	2
Total payments to suppliers	\$1,067,208.73	\$1,920,019.83
Total payments to local suppliers	-	\$487,423.17
Total number of new suppliers	7	3

Isparta City Hospital	2023	2024
Total number of suppliers	28	13
Total number of local suppliers	-	-
Total payments to suppliers	\$418,989.15	\$1,545,632.43
Total payments to local suppliers	-	-
Total number of new suppliers	12	5

Isparta City Hospital / Akfen Hastane Hizmetleri ve İşletmecilik A.Ş.	2023	2024
Total number of suppliers	68	37
Total number of local suppliers	-	26
Total payments to suppliers	\$23,534,912.0	\$132,423.10
Total payments to local suppliers	2	\$75,496.61
Total number of new suppliers		3

# Stakeholder Communication

## Supply and Value Chain Management

Head Office	2023	2024
Total number of suppliers	139	175
Total number of local suppliers	-	-
Total payments to suppliers	\$927,879,85	\$6,021,950.58
Total payments to local suppliers	-	-
Total number of new suppliers	72	36

Head Office Completed Project Expenditures	2023	2024
Total number of suppliers	12	46
Total number of local suppliers	-	-
Total payments to suppliers	\$207,381.81	\$860,794.43
Total payments to local suppliers	-	-
Total number of new suppliers	-	17

Hacettepe Teknokent Eğitim ve Klinik Araştırma Merkezi Sağlık Ar-ge Danışmanlık Proje San. Ve Tic. A.Ş.	2023	2024
Total number of suppliers	12	3
Total number of local suppliers	-	-
Total payments to suppliers	\$71,736.44	\$1,593,883.97
Total payments to local suppliers	-	-
Total number of new suppliers	8	0

## Digitalization Initiatives and Benefits

Akfen İnşaat has implemented its digital transformation strategy by integrating the opportunities offered by digital technologies into its business processes. The aim is to reduce environmental impacts, increase operational efficiency, strengthen employee engagement, and accelerate corporate decision-making mechanisms.

In this context, various software systems such as SAP System, Fiori System, CloudOffix Performance System, Paperwork (PW) Systems, MechSoft-CloudOffix, TeamViewer, and Microsoft Teams have been effectively deployed across both office and field operations. Through these tools, the company ensures real-time data access, paperless process management, remote accessibility, and employee performance monitoring, thereby enhancing the overall efficiency and transparency of its business operations.

As part of its digital transformation journey, the main initiatives implemented as of 2024 are as follows:

### Key Digital Projects

- E-Payment and E-Reconciliation Processes
- Budget Simulation and BPC Application Modules
- SAP and SSI (Social Security Institution) Integration Processes
- SAPBANKA Payroll Payment Integration
- Solman Ticket Management System
- Paperwork (Power of Attorney & Correspondence Modules)
- Fiori Interface Systems
- Employee Performance Tracking via CloudOffix
- Mobile and Remote System Access through MechSoft-CloudOffix
- Digital Meeting and Support Solutions via TeamViewer & Microsoft Teams

### Outcomes and Benefits

- Significant reduction in paper consumption, minimizing the company's overall environmental impact.
- End-to-end digital traceability achieved, simplifying reporting and budget simulation processes.
- Remote working culture enhanced, providing simultaneous platform access for both field and office employees.
- Data-driven algorithms and performance reports have enabled faster and more measurable decision-making across business processes.

### Information Security and Process Assurance

Throughout its digitalization journey, Akfen İnşaat places equal emphasis not only on system performance but also on the principles of data privacy, cybersecurity, and protection of personal information.

In all processes carried out through the SAP and Paperwork systems, strict access controls, encryption, and backup policies are implemented to ensure data integrity and confidentiality. In addition, regular information security awareness trainings are provided to employees to strengthen the company's overall digital resilience.

Akfen İnşaat regards digital transformation not merely as an automation process, but as a comprehensive corporate development opportunity that integrates environmental sustainability, employee well-being, and transparent governance principles.

## Digitalization Initiatives and Benefits

Isparta City Hospital has successfully earned the right to obtain HIMSS Stage 6 certification and subsequently advanced to HIMSS Stage 7, demonstrating its commitment to digital health excellence and data-driven patient care.

At Stage 6, hospitals are required to implement closed-loop systems utilizing advanced technologies for the management of medication, blood products, and breast milk. Such systems must be fully deployed in at least 50% of hospital units, although electronic data recording is assessed independently of this threshold.

The electronic medication management records and other digital tools used within the hospital must be integrated with electronic order entry, pharmacy, and laboratory systems to maximize the safety and efficiency of care delivery. A Clinical Decision Support System (CDSS) must also be developed and refined in accordance with the “Five Rights Rule”—ensuring the right patient, right drug, right dose, right route, and right time. These same principles must extend to blood product, breast milk, and blood sample management processes.

The hospital’s CDSS must be capable of processing data derived from physician-generated electronic documentation, providing evidence-based guidance aligned with established medical protocols. Additionally, a secure mobile device usage policy and related documentation must be prepared to ensure cybersecurity compliance.

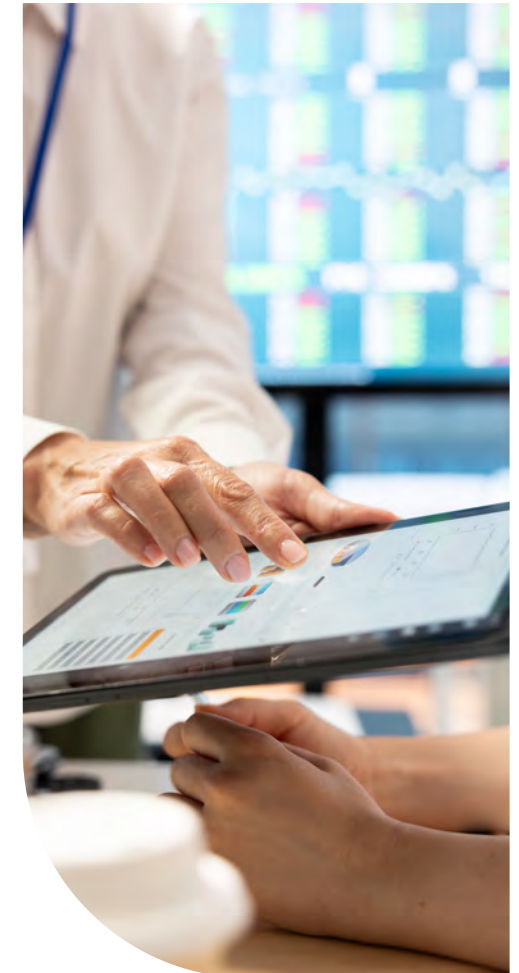
Hospitals pursuing Stage 6 must submit an annual security risk assessment report to management as part of the certification process.

At Stage 7, hospitals are required to achieve a completely paperless environment for all aspects of patient care and management. All patient data, medical imaging, and related documentation must be stored within electronic health records (EHR).

Databases should be used not only to enhance healthcare quality and efficiency, but also to strengthen patient safety through the analysis of clinical data models. Clinical information must be easily shared with all authorized departments involved in patient care through standardized electronic transactions.

Moreover, hospitals at this level are expected to conduct at least three case analyses covering various hospital services. Physician documentation and computerized physician order entry (CPOE) must be utilized in at least 90% of applicable processes (excluding all other electronic records), and closed-loop systems must be implemented at a minimum of 95% coverage (also excluding all other electronic records).

These milestones reflect Isparta City Hospital’s leadership in healthcare digitalization and its strong commitment to ensuring efficiency, accuracy, and patient safety through advanced technological integration.

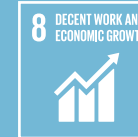




# organizational compliance

Akfen İnşaat regards its employees not merely as a production force but as a key stakeholder group in shaping corporate culture and implementing sustainability strategies.

The company considers the creation of a participatory, inclusive, and equitable work environment—where every individual has equal opportunities—as a fundamental requirement of human rights. In line with this approach, Akfen İnşaat continuously enhances its organizational structure to strengthen fairness, engagement, and inclusivity across all levels of the organization.



*"harmony with nature"*

## Organizational Compliance

Akfen İnşaat views its employees not merely as a production force, but as a key stakeholder group in shaping corporate culture and implementing sustainability strategies. The company considers the creation of a participatory, inclusive, and equitable working environment—where every individual enjoys equal opportunities—as a fundamental human rights principle, and continuously improves its organizational structure in this direction.

**To establish a strong link between corporate objectives and employee satisfaction, Akfen İnşaat implements the following practices:**

- Human resources policies are structured around the principles of diversity, inclusiveness, equality, and safety.
- Continuous improvements are carried out for all employees in areas such as occupational health, psychological safety, training, and career development.
- Workforce data are disaggregated by indicators such as gender, age group, and job position, and reported in line with GRI 2-30 requirements.
- Training, performance evaluation, compensation, and promotion systems have been made transparent and traceable, while development opportunities have been expanded in accordance with GRI 404.
- Occupational health and safety (OHS) risk assessment processes are supported by digital systems, and OHS committees are actively operated.
- Comprehensive Ethical Conduct Guidelines, Career Development Guides, and Internal Communication Protocols have been prepared for all employees, enhancing transparency in internal processes.

Akfen İnşaat regards organizational alignment not only as a means of improving internal efficiency, but also as a strategic tool for cultivating a culture where corporate values are seamlessly integrated into the company's daily operations.





## Employment Data

Isparta City Hospital creates a prominent area of employment in the region with 1,236 company employees. Eskişehir City Hospital is one of the leading employers in its region with 1,471 company employees. Tekirdağ City Hospital provides a notable employment area in the region with 668 company employees.

Employees at Akfen İnşaat are individuals who are open to change and development, highly motivated for success, inclined to teamwork, able to use their resources and time effectively, and possess a strong sense of social responsibility. This profile plays an important role in enhancing the company's overall performance and its contribution to society.

### Employee Profile

Akfen İnşaat believes that, in line with the principle of gender equality, the representation of women and men in decision-making positions should be balanced to ensure the economic and social development of both societies and institutions. For this reason, the company aims not only to maintain but also to increase the ratio of women in senior management positions.

In terms of overall female employment, the proportion of women employees at Akfen İnşaat was 27% in 2020, decreasing to 24% in 2024. This change is primarily due to an increase in the number of male blue-collar workers directly employed at active construction sites.

At the management level, women represented 16% of all managers previously; by 2024, this share rose to 35%, corresponding to six female managers within the organization.

## Employment Data

### Number of Employees by Age Group

Age Range	2019		2020		2021		2022		2023		2024	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	9	4	15	14	12	7	4	1	3	7	6	44
Between 30–50 years old	16	60	13	58	15	52	8	22	12	27	23	125
Above 50 years old	4	14	4	14	4	12	3	7	5	6	5	24
<b>Total</b>	<b>29</b>	<b>78</b>	<b>32</b>	<b>86</b>	<b>31</b>	<b>71</b>	<b>15</b>	<b>30</b>	<b>20</b>	<b>40</b>	<b>34</b>	<b>193</b>

### Number of Employees by Seniority

Age Range	2019		2020		2021		2022		2023		2024	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
0–5 years	17	35	22	50	19	37	8	18	12	22	24	170
5–10 years	3	31	2	27	3	24	2	7	3	8	3	4
10 years and above	9	12	8	9	9	10	5	5	5	10	7	19
<b>Total</b>	<b>29</b>	<b>78</b>	<b>32</b>	<b>86</b>	<b>31</b>	<b>71</b>	<b>15</b>	<b>30</b>	<b>20</b>	<b>40</b>	<b>34</b>	<b>193</b>

### Age Distribution of Managers by Gender and Year

Age Range	2019		2020		2021		2022		2023		2024	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Under 30 years old	-	-	-	-	1	-	1	-	2	-	0	0
Between 30–50 years old	3	18	2	10	3	17	2	9	4	10	2	9
Above 50 years old	1	7	1	6	1	7	1	4	1	3	4	2
<b>Total</b>	<b>4</b>	<b>25</b>	<b>3</b>	<b>16</b>	<b>5</b>	<b>24</b>	<b>4</b>	<b>13</b>	<b>7</b>	<b>13</b>	<b>6</b>	<b>11</b>

### Employee Turnover

Age Range	2019		2020		2021		2022		2023		2024	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Employees under 30 who left the company	2	3	8	12	4	6	1	4	1	2	4	42
Employees aged 30–50 who left the company	4	20	2	18	3	15	0	3	3	3	8	91
Employees over 50 who left the company	-	4	1	3	-	4	1	1	0	2	1	18
<b>Total</b>	<b>6</b>	<b>27</b>	<b>11</b>	<b>33</b>	<b>7</b>	<b>25</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>13</b>	<b>151</b>

### Number of Employees by Education Level

Education Level	2022	2023	2024
Associate Degree, Bachelor's Degree, Master's Degree, PhD Graduate	33	44*	77**
Secondary School, High School Graduate	10	14*	50**
Primary School Graduate	2	2*	24**
<b>Total</b>	<b>45</b>	<b>60*</b>	<b>151**</b>

\*Excluding Croatia and partnerships

\*\*Including Croatia and partnerships

\*\*Including partnerships

### City Hospitals Personnel Employment Data (2024)

Place of Service	Distribution by Gender		Personnel Duty Distribution		Distribution by Age			Management Level Distribution by Gender		Management Level Distribution by Age		
	Women	Men	White-Collar	Blue-Collar	18-30	30-45	45 and Above	Women	Men	18-30	30-45	45 and Above
Eskişehir City Hospital	1,307	786	143	1,950	849	1,071	173	74	49	45	65	13
Isparta City Hospital	802	673	110	1,365	633	693	149	40	64	29	60	15
Tekirdağ City Hospital	451	290	64	677	280	355	106	29	28	10	44	3
<b>Total</b>	<b>2,560</b>	<b>1,749</b>	<b>317</b>	<b>3,992</b>	<b>1,762</b>	<b>2,119</b>	<b>428</b>	<b>143</b>	<b>141</b>	<b>84</b>	<b>169</b>	<b>31</b>

### Emergency Hospitals Personnel Employment Data (2024)

Place of Service	Distribution by Gender		Personnel Duty Distribution		Distribution by Age			Management Level Distribution by Gender		Management Level Distribution by Age		
	Women	Men	White-Collar	Blue-Collar	18-30	30-45	45 and Above	Women	Men	18-30	30-45	45 and Above
Payas Emergency Hospital	7	145	10	142	73	44	35	4	6	2	6	2
Altınözü Emergency Hospital	1	148	8	141	73	47	29	0	8	2	5	1
Erzin Emergency Hospital	5	149	8	146	68	54	32	3	5	3	4	1
<b>Total</b>	<b>13</b>	<b>442</b>	<b>26</b>	<b>429</b>	<b>214</b>	<b>145</b>	<b>96</b>	<b>7</b>	<b>19</b>	<b>7</b>	<b>15</b>	<b>4</b>

### Ongoing Construction Projects Employment Data (2024)

Place of Service	Distribution by Gender		Personnel Duty Distribution		Distribution by Age			Management Level Distribution by Gender		Management Level Distribution by Age		
	Women	Men	White-Collar	Blue-Collar	18-30	30-45	45 and Above	Women	Men	18-30	30-45	45 and Above
Amasya State Hospital	1	66	12	55	14	25	28	0	3	0	0	3
İskenderun State Hospital	2	28	5	25	11	10	9	0	5	0	2	3
Sister of Mercy Hospital	4	195	33	166	54	94	51	3	16	1	10	8
Yalıkavak	8	150	25	133	95	43	20	6	19	5	15	5
<b>Total</b>	<b>15</b>	<b>439</b>	<b>75</b>	<b>379</b>	<b>174</b>	<b>172</b>	<b>108</b>	<b>9</b>	<b>43</b>	<b>6</b>	<b>27</b>	<b>19</b>

## Working Life at Akfen İnşaat

**Akfen İnşaat views its employees not only as executors of business processes but also as key actors in the company's sustainable growth.**

Akfen İnşaat regards its employees not only as executors of business processes but also as key actors in the company's sustainable growth.

In line with this understanding, the company has implemented policies aimed at establishing a fair, inclusive, safe, and development-oriented work environment that respects human rights.

### Human-Centered Working Approach

Recruitment and promotion processes are carried out based on transparent criteria, ensuring equal career development opportunities for all employees (GRI 401 & 405). Employee rights are supported through principles such as freedom of association, wage equality, and the right to flexible working.

Akfen İnşaat adheres to the principles of the ILO Conventions and the UN Universal Declaration of Human Rights (GRI 406). In line with the company's

diversity and inclusion policy, all forms of discrimination—regardless of age, gender, status, or position—are actively prevented to foster an equitable and respectful workplace culture.

### Development and Participation Policies

Annual performance evaluation processes are conducted for all employees, with individual development needs identified accordingly.

Employee satisfaction surveys, carried out with nearly 100% participation, provide opportunities for improvement in areas such as internal communication and social benefits (GRI 402).

Training plans are designed to enhance both technical competencies and personal development, and the average annual training hours per employee for 2024 have been calculated (GRI 404).

Employee representatives contribute to internal processes by participating in organizational bodies such as the OHS Committee and the Ethics Committee, ensuring active engagement and input.

### Safe, Healthy, and Flexible Work Culture

Occupational health and safety (OHS) risks are regularly analyzed across all operational areas, and accident-free performance is continuously monitored.

A zero-tolerance policy is enforced against harassment, violence, and discrimination in the workplace. Additionally, as of 2024, flexible working hours (early and late entry/exit) are applied according to staffing needs.

Akfen İnşaat combines respect for human rights, a safe working environment, and a competency-based development approach to position itself as an employer brand that supports both employee well-being and corporate sustainability.

#### Performance Evaluation

**Total Number of Employees Subject to Regular  
Performance and Career Development Evaluation**

2022			2023			2024		
Women	Men	Total	Women	Men	Total	Women	Men	Total
7	18	25	7	20	27	12	23	35

The Human Resources Policy can be accessed here.  
<https://akfeninsaat.com.tr/surdurulebilirlik/politikalar/>



# Working Life at Akfen İnşaat

## Employee Rights

Akfen İnşaat considers respect for all employees' fundamental rights, safe working conditions, and a participatory management approach as integral elements of its corporate culture. In line with this principle, the company is committed to creating a work environment that respects human rights, ensures equal opportunities, is inclusive, and supports employee development.

### Applied Principles of Rights and Participation

Structures have been established that allow employees to freely submit suggestions, complaints, and satisfaction feedback, supported by effective internal communication systems. Workplace safety, fair compensation, social benefits, work-life balance, and working hours are monitored in accordance with GRI 401–402 standards.

Decisions regarding recruitment, promotion, and career development are made solely based on objective criteria such as skills, experience, and performance, with no discrimination based on age, gender, ethnic origin, or other factors (GRI 405 & 406). All employees are included in regular training and development plans to enhance the competencies required for their respective roles.

### Employee Engagement, Incentives, and Feedback Mechanisms

Performance evaluation systems are structured to align employees' annual goals with their individual development.

Compensation and bonus systems are updated fairly based on economic conditions, job responsibilities, and performance-based criteria.

Incentive programs include award schemes, suggestion competitions, recognition message systems, social activities, and special day initiatives.

Through its human-centered approach, Akfen İnşaat aims not only to enhance employee engagement but also to simultaneously improve corporate sustainability and operational efficiency.





## Working Life at Akfen İnşaat

### Employee Rights

#### Minimum Wage and Living Wage Difference

Akfen İnşaat applies salaries above the legal minimum wage at all its operating locations.

As of 2024, analyses conducted in regions with high employment in the construction sector indicate that salaries paid were on average 26% above the local minimum wage. The company adopts a compensation approach that considers employees' living costs, ensuring wage policies that secure access to basic needs.

#### Employee Satisfaction Survey Results

- Isparta – Satisfaction survey for contractor and in-house personnel: 86%
- Eskişehir – Satisfaction survey for contractor and in-house personnel: 87%
- Tekirdağ – Satisfaction survey for contractor and in-house personnel: 89%

#### Performance-Based Salary and Bonus Practices

Akfen İnşaat operates a position-based salary structure integrated with annual performance targets.

In 2024, 50% of all white-collar employees were included in the annual performance evaluation process.

For employees whose performance ratings were assessed as "successful," "very successful," or "exceptionally successful," a target-based bonus system was applied, with the average bonus amount corresponding to 130% of the net salary.

This system not only enhances employee motivation but also reinforces the company's goal-oriented culture.

## Employee Rights

### Employee Rights and Fair Working Conditions

Akfen İnşaat is committed to creating a work environment where all employee rights are protected within the scope of job security, fair compensation, recruitment processes, and corporate ethical principles. In this context, transparency, accountability, and respect for human rights are fundamental principles in all employment relations.

### Notice and Termination Procedures

- All employees' contracts clearly define notice periods in accordance with legal regulations, and exit processes are managed transparently.
- Voluntary resignations, contract expirations, or terminations for just cause are carried out in compliance with internal procedures and labor law.
- Employees can report rights violations through ethical reporting systems, and all such cases are reviewed by an independent committee.

### Equitable Recruitment Policy

- All recruitment processes at Akfen İnşaat are based on competence and merit, ensuring that candidates are evaluated without discrimination on the basis of gender, age, ethnic origin, religion, or any other personal characteristic (GRI 405 & 406 compliant).

- Child labor, forced labor, and any other human rights violations are strictly prohibited, and commitments are obtained from the supply chain to this effect.
- The recruitment process emphasizes candidate experience, transparent communication, and fair evaluation principles.

### Compensation and Benefits

- Salary policies are determined based on employee position, experience, market conditions, and performance evaluations (GRI 401-2).
- The principle of equal pay for equal work is applied among employees performing the same role, aiming to prevent gender-based pay gaps (GRI 405-2).
- Annual salary reviews, bonus schemes, and social support packages are structured for all employees.
- When defining compensation policies, the company also considers its sustainability goals and corporate performance indicators.

Akfen İnşaat regards a rights-based and fair working culture, aligned with corporate ethical principles, not only as an employer responsibility but also as the foundation for long-term sustainability.





## Working Life at Akfen İnşaat

### Employee Rights

#### Human Rights and Labor Principles

Akfen İnşaat has adopted respect for human rights as a fundamental principle across all its operations. In line with this, key principles include protection of employee rights, prevention of forced labor and child labor, equal opportunity, and recognition of union rights.

#### Reporting and Response Mechanisms

- In 2024, no human rights-related reports were received.
- All reports are submitted through the company's digital ethics platform.

#### Supplier Evaluation Criteria

- The company's "Supplier Evaluation Form" designates criteria such as human rights compliance, employee age limits, and working hours as mandatory checks, particularly for critical suppliers.
- In the fourth quarter of 2024, on-site inspections and independent reporting began for suppliers in high-risk regions (e.g., subcontractor groups with high labor intensity and potential informal employment risks).

#### High-Risk Activity / Geography Identification

- According to the 2024 risk analysis, subcontracted cleaning, transportation, and maintenance services at construction sites have been identified as high-risk activities.
- Geographically, the Hatay region emergency projects are classified as relatively high-risk areas due to irregularly registered labor following disasters.

#### Improvement Plan

- The Universal Declaration of Human Rights training will be integrated into the new employee orientation process.

## Working Life at Akfen İnşaat

### Diversity, Equity, and Inclusion

Akfen İnşaat views employee diversity not only as an ethical obligation but also as a strategic value for corporate sustainability and innovation. Equal opportunity, anti-discrimination, and inclusive practices are central to all human resources policies.

#### Applied Inclusion Principles

- All employees are treated according to the principle of equal pay for equal work, regardless of age, gender, ethnic origin, religion, or disability status. Recruitment, compensation, promotion, and training processes are conducted in accordance with these principles (GRI 405 & 406).
- The representation of women in technical, field, and decision-making positions is actively supported, and gender balance is monitored at management levels.

- Employee surveys include specific indicators on discrimination, perceptions of equality, and inclusion, and corrective actions are planned based on the findings.

#### Gender Pay Gap (GRI 405-2)

As of 2024, Akfen İnşaat has initiated gender-based pay gap analyses. In line with its equal opportunity policy, gender pay differences have been eliminated.

Akfen İnşaat embraces inclusion not merely as a policy but as an integral part of its corporate culture, providing all employees with a work environment founded on respect and equality.

**Akfen İnşaat views employee diversity not only as an ethical obligation but also as a strategic value for corporate sustainability and innovation.**



# Working Life at Akfen İnşaat

## Human Rights, Psychological Safety, and Anti-Bullying Measures

Akfen İnşaat regards the protection of employee rights not merely as a legal obligation but as a core element of its corporate values. The company has adopted human rights policies fully aligned with international agreements such as the United Nations Global Compact and ILO Labor Standards.

### Workplace Safety, Psychological Health, and Anti-Discrimination Practices

- All forms of psychological violence (mobbing), threats, coercion, and harassment are addressed with zero tolerance; such reports are directly reviewed by the Ethics Committee.
- Regular training sessions on ethical communication, conflict management, and human rights awareness are provided to all employees.
- Procedures for handling workplace mobbing incidents are integrated into the Human Resources Policy.

GRI 406: If numerical data on any discrimination or mobbing cases exist, they should be reported here for compliance purposes.

### Performance, Talent, and Career Development

Akfen İnşaat implements transparent, measurable, and development-focused performance systems to maximize the potential of its employees. These systems are executed with a holistic approach that aligns individual goals with the corporate strategy.

### Highlights of 2024 Performance and Development Practices

- Performance targets were set according to SMART criteria (Specific, Measurable, Achievable, Realistic, Time-bound).
- All white-collar and managerial employees undergo at least one 360-degree performance evaluation per year.
- Within talent management, comprehensive inventories have been conducted for employees requesting promotions, and individual development plans are actively maintained.
- Through the Akfen Corporate Application System, employees can access data on goals, training, bonuses, competencies, and career progress.
- In 2024, the development plans of 35 employees were systematically monitored, and these data were used in promotion and rotation decisions.

**Akfen İnşaat regards the protection of employee rights not merely as a legal obligation but as a fundamental pillar of its corporate values.**

# Working Life at Akfen İnşaat

## Occupational Health and Safety

Akfen İnşaat considers the protection of employees' physical, mental, and social health, prevention of workplace accidents, and creation of a safe working environment as a corporate priority. In this context, OHS practices are not only aimed at legal compliance but are also an integral part of the company's sustainability strategy.

### OHS Policies and System Structure

- All activities are conducted in compliance with Law No. 6331 on Occupational Health and Safety, ISO 45001:2018 OHS Management System, and ISO 14001:2015 Environmental Management System.
- Risk assessment procedures, on-the-job controls, and field inspections support OHS practices in both the head office and project sites.
- Key OHS indicators (e.g., accident frequency, lost workdays, incident types) are regularly measured and shared with internal stakeholders.

### 2024 Performance Data

- In 2024, all on-site personnel of Akfen İnşaat Turizm ve Ticaret A.Ş. received basic OHS training before starting work.
- A total of 40 hours of OHS training per employee was provided during the year, covering 13.8% of employees. Training for the remaining personnel was completed in 2023 within legal requirements.

- Training modules included new employee orientation, annual fire and emergency drills, on-the-job training, risk equipment checks (elevators, HVAC), working at heights, and hand tool usage.
- In 2024, the number of reported work accidents was 173, with a total of 1,211.74 lost workdays recorded.
- Regular health check-ups for employees were conducted at project sites in collaboration with Occupational Health and Safety Units (OSGB), and health data were recorded during onboarding and periodic assessments.

### Preventive Measures and Development Steps

- Throughout the year, weekly site OHS inspections were conducted across all projects in coordination with subcontractor teams.
- For critical risks, high-risk task analyses and inspection protocols regarding the use of personal protective equipment (PPE) were implemented.
- OHS committee meetings are held quarterly; results are communicated to senior management, and improvement plans are prepared. (Frequency may vary between monthly and quarterly depending on the project's hazard classification.)

Akfen İnşaat considers the health and safety of its employees as a sustainable performance indicator, aligned with its zero-accident target.

# Working Life at Akfen İnşaat

## Occupational Health and Safety

### Eskişehir Location

As of 2024, within the Eskişehir City Hospital project, Occupational Health and Safety (OHS) practices recorded an accident frequency rate of 42.28 and an accident severity rate of 0.109. These indicators reflect both the frequency and severity of work accidents relative to total work hours, with the severity rate remaining particularly low. During the reporting period, 76 lost-time work accidents occurred, and no fatal accidents were reported. Training and on-site inspection processes were strengthened in this context, and continuous improvement policies were implemented.

OHS Statistics	2022	2023	2024
Near-Miss Count	34	43	40
Lost-Time Accident Count	43	55	76
Fatal Accident Count	0	0	0
Lost Days	405	446	728
Accident Frequency Rate	22.78	46.59	42.28
Accident Severity Rate	0.07	0.07	0.10

Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training
2022	551	1,498	1,498	100
2023	897	1,535	1,535	210
2024	1,665	1,951	1,951	225
<b>Total</b>	<b>3,113</b>	<b>4,984</b>	<b>4,984</b>	<b>535</b>

### Tekirdağ Location

As of 2024, within the Tekirdağ City Hospital project, Occupational Health and Safety (OHS) practices recorded an accident frequency rate of 27.6 and an accident severity rate of 0.38. These indicators show that work accidents continue to occur at a certain level, but the severity remains relatively manageable. No lost-time accidents or fatal incidents were reported.

OHS Statistics	2022	2023	2024
Near-Miss Count	50	11	101
Total Accident Count	51	40	62
Lost-Time Accident Count	13	7	17
Fatal Accident Count	0	0	0
Lost Days	101	62	101
Accident Frequency Rate	24.18	19.11	27.60
Accident Severity Rate	0.44	0.26	0.38

Year	Induction Training	Periodic Training	Follow-Up Training After Work Accidents	Toolbox Training
2022	324	637	51	425
2023	354	640	40	520
2024	447	635	62	567

# Working Life at Akfen İnşaat

## Occupational Health and Safety

### Isparta Location

According to 2024 data, the project recorded a total of 19 lost-time work accidents, resulting in 259 lost workdays. No fatal work accidents were reported. The accident frequency rate was 15.2, and the accident severity rate was 72.92. Compared to previous years, these figures indicate a significant increase.

OHS Statistics	2022	2023	2024	Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training	Total
Near-Miss Count	13	5	7	2022	126	1,076	1,071	18	2,291
Lost-Time Accident Count	8	3	19	2023	318	1,169	1,192	25	2,704
Fatal Accident Count	0	0	0	2024	372	1,496	1,477	53	3,398
Lost Days	63	8	259	Total	816	3,741	3,740	96	8,393
Accident Frequency Rate	6.09	7.9	15.2						
Accident Severity Rate	21.33	2.53	72.92						

### Emergency Hospital (EH) Sites

As of 2024, within the Emergency Hospital (EH) construction sites, Occupational Health and Safety (OHS) practices recorded an accident frequency rate of 36.32 and an accident severity rate of 0.96. During the reporting period, 12 lost-time work accidents occurred, including 1 fatal accident. These data indicate the need for more effective risk mitigation strategies.

OHS Statistics	2024	Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training	Total
Near-Miss Count	56	2022	0	0	0	0	0
Lost-Time Accident Count	12	2023	0	0	0	0	0
Fatal Accident Count	1	2024	910	5,460	1,820	30	8,220
Lost Days	42	Total	0	0	0	0	0
Accident Frequency Rate	36.32						
Accident Severity Rate	0.96						

# Working Life at Akfen İnşaat

## Occupational Health and Safety

### İskenderun Location

At the İskenderun construction site, the accident severity rate was reported as 364.24, indicating that although accidents were few, they were of a significant severity. One lost-time work accident was reported, and no fatal incidents occurred.

OHS Statistics	2024	Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training	Total
Near-Miss Count	0,00	2022	0	0	0	0	0
Lost-Time Accident Count	1.00	2023	0	0	0	0	0
Fatal Accident Count	0.00	2024	0	0	0	0	0
Lost Days	30.00	<b>Total</b>	0	0	0	0	0
Accident Frequency Rate	12.14						
Accident Severity Rate	364.24						

### Head Office Location

In 2024, the head office location reported no work accidents or near-miss incidents.

OHS Statistics	2022	2023	2024	Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training	Total
Near-Miss Count	0	0	0	2022	0	24	0	0	24
Lost-Time Accident Count	0	0	0	2023	0	12	0	0	12
Fatal Accident Count	0	0	0	2024	0	2	0	0	2
Lost Days	0	0	0	<b>Total</b>	0	<b>38</b>	0	0	<b>38</b>
Accident Frequency Rate	0	0	0						
Accident Severity Rate	0	0	0						

# Working Life at Akfen İnşaat

## Occupational Health and Safety

### The Sister of Mercy Location

As of 2024, within the The Sister of Mercy construction site, a total of 3 lost-time work accidents occurred, and no fatal accidents were reported. The total lost days amounted to 38, and 2 near-miss incidents were recorded. The calculated accident frequency rate was 13, and the accident severity rate was 0.1.

OHS Statistics	2024	Year	Induction Training	Periodic Training	Follow-Up Training After Work Accidents	Toolbox Training	Total
Near-Miss Count	2	2022	0	0	0	0	0
Lost-Time Accident Count	3	2023	0	0	0	0	0
Fatal Accident Count	0	2024	82	0	2	14	98
Lost Days	38						
Accident Frequency Rate	13						
Accident Severity Rate	0.10						

### Yalıkavak Location

As of 2024, within the Yalıkavak Loft project, a total of 4 lost-time work accidents occurred, with no fatal accidents reported. However, the number of near-miss reports reached 17, indicating a high level of employee awareness regarding safety gaps on the project site. A total of 13.74 lost workdays were recorded during the year. Based on these data, the accident frequency rate for 2024 was calculated as 12.33, and the accident severity rate as 43.15.

OHS Statistics	2023	2024	Year	Induction Training	General and Technical Training	Health Training	Occupational Accident Prevention Training	Total
Near-Miss Count	0	4	2022	0	0	0	0	0
Lost-Time Accident Count	5	0	2023	0	203 person*16 hours	0	0	3,248 hours
Fatal Accident Count	0	13	2024	0	158 person*16 hours	0	0	2,528 hours
Lost Days	40	13.74						
Accident Frequency Rate	26.39	12.33						
Accident Severity Rate	0.01	43.15						

# Working Life at Akfen İnşaat

## Trainings

The company provides training opportunities to support the professional development of its employees. In 2022, 25% of employees participated in training. This proportion increased to 100% in 2023 and 2024, meaning that each employee received training during these years.

In 2022, a total of 86 training hours were delivered, averaging 2 hours per employee, with 31 hours allocated to female employees and 55 hours to male employees.

In 2023, total training hours increased by 107% to 178 hours, with the average training per employee rising to 4 hours for women and 3 hours for men.

In 2024, total training hours reached a record 2,212 hours, with average training per employee increasing to 13 hours for women and 37 hours for men. The training hours for female employees nearly doubled compared to the previous year.

These increases highlight the company's commitment to training and development initiatives and its dedication to enhancing employees' professional competencies.

Trainings	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Total Number of Employees Receiving Training (Excluding OHS Training)	5	10	15	20	40	60	25	50	75
Number of White-Collar Employees Receiving Training (Excluding OHS Training)	5	10	15	20	40	60	25	50	75
Number of Blue-Collar Employees Receiving Training (Excluding OHS Training)	0	0	0	0	0	0	0	0	0

Training Hours	2022			2023			2024		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Total Training Hours (Excluding OHS Training)	31	55	86	71	107	178	337	1,875	2,212
Average Annual Training Hours per Employee	2	2	4	4	3	7	13	37	40

Training Programs by Topic for Employees and Managers (Hours)	2023	2024
Earthquake Preparedness Training	1	
Sustainability Training	1	
Performance and Feedback Training	1	
Paperwork Training	1	
Information Security Awareness Training	-	1
Earthquake Preparedness Training	-	1.5
First Aid Training	-	8
Personal Data Protection (KVKK) Management	-	1.5
Zero Waste Training	-	1
Contract Management Training	-	1.5
Sustainability 101 Training	-	1
Sustainability Talks	-	6

## Working Life at Akfen İnşaat

### Training and Development Activities

Akfen İnşaat adopts supporting employees' professional, personal, and ethical development as a core human resources policy in line with its sustainable growth objectives. Accordingly, the company implements planned, measurable, and continuous development-focused training programs to help employees maximize their individual potential and internalize corporate values.

#### Training Policy and Systematic Structure:

- Trainings are not limited to mandatory Occupational Health and Safety (OHS) content; they also cover ethics compliance, sustainability, disaster awareness, digital skills, and communication competencies.
- The Annual Training Plan, prepared at the end of each year by HR and relevant departments, is based on department-specific training needs analyses.
- All trainings are monitored through the digital system (Akfen Corporate Application), with participation and hours tracked.

#### Accessibility and Participation:

- Hybrid (face-to-face and online) sessions have been developed to ensure equal access for full-time, part-time, and field personnel.
- For new employees, training modules integrated into the orientation program are completed during the first week of onboarding.

All training programs aim not only at knowledge transfer but also at strengthening employees' corporate belonging, developing leadership capacities in their respective areas, and aligning them with sustainable work practices.



# Working Life at Akfen İnşaat

## Training and Development Activities

### Training Budget, Digital Platform, and External Resource Utilization

- Planning and tracking of training activities are managed through the Akfen Corporate Application digital system. This platform allows for integrated management of training content, participant tracking, training hour calculations, and development analyses.
- More than 35% of the training programs are conducted by external experts (certified trainers, university collaborations, etc.), with the total budget allocated to these programs representing approximately 18% of the human resources fund.

### Participation Rate, Assessment, and Evaluation Processes

- Participation in all training programs is mandatory through the digital system. In 2024, attendance for white-collar employees was not mandatory, but a high participation rate was achieved.
- For new employees, digital training modules integrated into the “first week of onboarding” orientation program are applied.

### Sustainability-Themed Trainings

As of 2024, Akfen İnşaat has developed a special module to increase sustainability awareness among employees, covering:

- Sustainable Development Goals (SDGs)
- Climate Change Awareness and Carbon Footprint



Training Statistics	2022	2023	2024
Number of Employees Trained on Environmental Topics	0	0	75
Training Hours Provided on Environmental Topics	0	0	75
Number of Employees Trained on Sustainability, UN Sustainable Development Goals (SDGs), etc.	0	40	75
Training Hours Provided on Sustainability, UN SDGs, etc.	0	40	525



# environmental **compliance**

Akfen İnşaat shapes all its operations with the aim of combating climate change, conserving natural resources, and reducing environmental impacts. Producing environmentally compatible, sustainable projects with a low carbon footprint is among the company's core strategic priorities.



*"harmony with nature"*

## Akfen İnşaat: For a Future in Harmony with the Planet

Akfen İnşaat shapes all its operations with the aim of combating climate change, conserving natural resources, and reducing environmental impacts. Producing environmentally compatible, sustainable projects with a low carbon footprint is among the company's core strategic priorities.

**In this context, the company is committed to:**

- Increasing energy and resource efficiency
- Reducing carbon emissions
- Optimizing water management
- Increasing waste recovery rates
- Supporting all these initiatives with transparent reporting systems

Through its GRI-compliant environmental management system, Akfen İnşaat reduces both environmental and corporate risks while enhancing its potential for long-term value creation.

**By constructing nature-respectful, efficient, and resilient infrastructure, the company aims to create livable cities not only for today but also for future generations.**



# Environmental Compliance

## Environmental Management Approach and Practices

Akfen İnşaat has adopted an environmental management system focused on enhancing corporate resilience against climate change and reducing its environmental footprint. The company's sustainability strategy is built upon environmentally compatible project designs, resource efficiency, circular economy principles, and compliance with regulatory obligations.

### Akfen İnşaat's Environmental Performance Approach:

- Analyzing environmental impacts at every stage of projects and operations, and identifying opportunities for improvement.
- Promoting energy and water efficiency, waste reduction, and recycling practices.
- Ensuring compliance with local and international standards (ISO 14001:2015, EIA, PPWR, EBRD IF).
- Collaborating with stakeholders to expand environmental responsibility.
- Supporting initiatives through a continuous improvement cycle for environmental investments.
- Documenting operations in line with ISO 14001 Environmental Management System certification, particularly in Tekirdağ, Isparta, and Eskişehir City Hospital projects.
- Demonstrating commitment to environmental and sustainability issues, Akfen İnşaat achieved a "B" rating in the 2024 CDP Climate Change assessment.
- As of 2024, the total investment in environmentally conscious practices reached approximately 82 million TL.



# Environmental Compliance

## 1. Material Consumption by Type Table

Throughout 2024, Akfen İnşaat utilized a variety of construction and infrastructure materials across its projects. The table below presents the consumption of key material types in metric tons during the year:

Material Type	Consumption (ton)
Concrete	317,770.68
Steel	11,814.81
Wood	288.37
Ceramic/Cladding	1,438.17
Insulation Materials	1,065.71
PVC/Plastic Derivatives	108.21
Plaster, Stucco, Mortar	2,978.62

Material consumption data were obtained from project-based digital tracking systems and analyzed after being classified within the company's internal environmental data management platform.

## 2. Use of Recycled Content and Resource Efficiency

To enhance resource efficiency, the Bodrum Yalıkavak and Croatia projects prioritized the reuse of natural stones and the use of recycled wooden panels in interior spaces.

## 3. Material Use with Life Cycle Approach

Akfen İnşaat conducts LCA (Life Cycle Assessment)-based evaluations during the project design phase to reduce the environmental impacts of building materials throughout their life cycle.

### When selecting materials, key criteria include:

- Production-related carbon footprint,
- Transportation distance,
- Use of local resources,
- Recyclability potential



# Climate Change, Energy, and Emissions Management

## Energy Consumption, Efficiency, and Use of Renewable Sources

In 2024, Akfen İnşaat managed energy across all its projects in alignment with its sustainability objectives. The company focused on optimizing energy consumption and increasing the share of renewable energy to enhance energy efficiency and reduce its carbon footprint.

## 2024 Energy Consumption Performance

As of 2024, total energy consumption in major projects was as follows:

- Tekirdağ City Hospital: 98,504 MWh
- Isparta City Hospital: 99,620 MWh
- Eskişehir City Hospital: 167,332 MWh

Energy consumption was reported across a total of 12 different locations, including new projects.

## Increase in Renewable Energy Usage

In 2024, a significant portion of Akfen İnşaat's energy demand was met through renewable sources such as solar energy.

In 2024, the use of renewable energy at Tekirdağ City Hospital increased by 316% compared to 2023. However, this rate is due to the partial operation of the system and the low baseline value in 2023. At Isparta City Hospital, the increase was around 113%, while the overall rise across all city hospitals reached 127%.



# Climate Change, Energy, and Emissions Management

## Energy Efficiency Investments and Gains

The energy efficiency projects implemented in 2024 yielded the following benefits:

- Trigeneration Systems achieved a total savings of 60,848 MWh, translating into financial gains exceeding 250 million TL.
- Lighting Automation and Smart Climate Control Systems generated an additional 2,500 MWh savings in Tekirdağ and Isparta, resulting in approximately 9.5 million TL economic benefit.
- In Tekirdağ and Isparta City Hospitals, where solar energy systems operated at full capacity, the dependence on external electricity sources was significantly reduced.

## Future Goals

Akfen İnşaat adopts the principle of “efficiency first, then conversion” in its energy strategy. Targets for 2025 and beyond include:

- Conducting energy modeling and efficiency analyses during the design phase of all new projects.
- Expanding the integration of solar energy and automation systems in existing projects.
- Reducing the energy intensity ratio (MWh/m<sup>2</sup>) annually and increasing the share of renewable energy to over 50% per project.

## Akfen İnşaat Energy Consumption (MWh)

	2020	2021	2022	2023	2024
Tekirdağ City Hospital	8,265	82,620	104,238	101,516	98,504
Isparta City Hospital	110,630	114,876	92,627*	102,406	99,620
Eskişehir City Hospital	198,862	207,607	221,185	178,094	167,332
Tekirdağ Religious Facility Project	-	-	13	9	-
İncek 5 Villas	-	-	-	7	0
Yalıkavak	-	-	-	38	198
Payas Emergency Hospital	-	-	-	-	300
Erzin Emergency Hospital	-	-	-	-	
Altınözü Emergency Hospital	-	-	-	-	
Sister of Mercy	-	-	-	-	-
Head Office	-	-	34	31	48
İskenderun State Hospital	-	-	-	-	45
Amasya State Hospital	-	-	-	-	85

The gains represent the total energy from trigeneration, kitchen and laundry gas, grid electricity, and energy produced by the trigeneration system. Fields marked with “-” indicate periods when the project was not operational.

## Akfen İnşaat Total Energy Consumption Supplied from Renewable Sources (MWh)

	2020	2021	2022	2023	2024
Tekirdağ City Hospital	91.01	11.69	25.45	23.14	96.42
Isparta City Hospital	24.92	24.93	41.00	32.00	68.43
Eskişehir City Hospital	19.79	14.53	28.48	28.90	25.77
<b>TOTAL</b>	<b>135.72</b>	<b>51.15</b>	<b>94.93</b>	<b>84.04</b>	<b>190.61</b>

## Energy Efficiency and Emission Reduction Initiatives

Project Name and Explanation	Energy Saving (MWh)	Financial Savings Achieved Through the Project (₺)
Tekirdağ City Hospital – Trigeneration Systems	20,170.26	86,871,179.98
Tekirdağ City Hospital – Solar Energy Systems	96.42	415,270.75
Tekirdağ City Hospital – HVAC Systems	1,651.68	7,113,624.27
Tekirdağ City Hospital – Lighting Automation Systems	889.36	3,830,375.00
Eskişehir City Hospital – Solar Energy Systems	96,042	344,933.64
Eskişehir City Hospital – Trigeneration Systems	28,805.43	105,718,265.83
Eskişehir City Hospital – Solar Energy Systems	103.2	457,915.26
Eskişehir City Hospital – Trigeneration Systems	25,663.60	115,773,955.00
Isparta City Hospital – Trigeneration Systems	15,014.60	57,067,942.12
Isparta City Hospital – Solar Energy Systems	32.82	124,762.24
Isparta City Hospital – HVAC Systems	551	2,094,257.33
Isparta City Hospital – Lighting Automation Systems	244.8	930,443.18
<b>TOTAL</b>	<b>189,265.19</b>	<b>380,742,924.61</b>

# Climate Change, Energy, and Emissions Management

## Carbon Footprint (ISO 14064-1:2018)

### Calculation and Verification of Greenhouse Gas Emissions

Akfen İnşaat has continued its corporate carbon footprint calculations throughout 2024 to monitor greenhouse gas emissions from its activities in a transparent, comparable, and verifiable manner.

In this context:

- Emissions originating from the Head Office and city hospitals have been calculated in accordance with the ISO 14064-1:2018 standard.

- All categories, including Scope 1 (direct), Scope 2 (indirect, electricity-related), and Scope 3 (supply chain, transportation, product use, etc.), have been analyzed.
- Emission data have been verified by an authorized independent organization.

Carbon footprint calculations enable the company to identify emission sources, set reduction targets, and contribute to climate change mitigation. Comparative emission data for 2022–2023–2024 are presented below.

Emissions (tCO <sub>2</sub> e)	2022	2023	2024
Category 1 (Direct Emissions)	164.75	108.71	524.24
Category 2 (Emissions from Purchased Energy)	0.25	0.54	1,261.67
Category 3 (Emissions from Transportation)	80.40	146.33	33.4
Category 4 (Emissions from Purchased Goods/Services)	17,604.21	2,417.70	46,167.75
Category 5 (Emissions from Product Use)	240.48	109.97	12,762.20
Category 6 (Other Emissions)	50.41	0.11	0.00
<b>Total Emissions</b>	<b>18,140.50</b>	<b>2,783.36</b>	<b>60,749.26</b>

The increase in the dataset is attributable to growth in business activities and operational variations.

# Climate Change, Energy, and Emissions Management

## Water Footprint (ISO 14046:2014)

### Water Use and Water Footprint Calculations

As of 2024, Akfen İnşaat conducted its first Water Footprint assessment in accordance with ISO 14046:2014, aiming to monitor its environmental performance in terms of water resources.

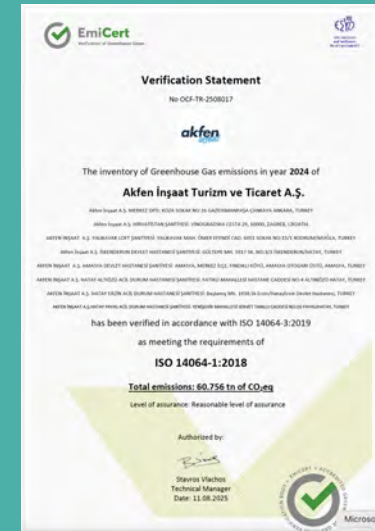
#### Within this study:

- The volume of water used across all construction sites and operations was analyzed in detail.
- Components including blue water (surface/grid water), green water (rainfall/infiltration), and grey water (estimated polluted water) were evaluated separately.
- The collected data were verified by an independent organization to ensure reliability.

These analyses have allowed the company to reduce its impact in water-stressed areas, enhance resource efficiency, and strengthen a sustainable water management approach.

The project-based water footprint data for 2024 are presented below.

Water Footprint (m <sup>3</sup> ) / 2024	BLUE WATER	GREEN WATER	GRAY WATER
Head Office	445.85	0.00	356.68
Croatia	3,001.00	0.00	2,400.80
İskenderun	605.00	0.00	484.00
Amasya	717.00	0.00	573.60
Emergency Hospitals	8,102.48	0.00	6,481.98
Yalıkavak	9,360.00	0.00	7,488.00
Tekirdağ City Hospital	209.44	2.93	167.55
Isparta City Hospital	284.97	0.00	227.97
Eskişehir City Hospital	27,637.33	0.00	22,109.86
<b>TOTAL</b>	<b>50,363.06</b>	<b>2.93</b>	<b>40,290.45</b>



## Waste Management and Circular Economy

Akfen İnşaat adopts a sustainable waste management model that prioritizes efficient use of natural resources and implements circular economy principles on-site. Accordingly, the company operates under the zero-waste principle at both its head office and construction sites. Waste generated in projects is segregated by type and characteristics and sent to licensed disposal or recycling facilities.

A total of 1,330 tons of hazardous waste was managed across Akfen İnşaat projects in 2024. All hazardous waste was sent to environmentally licensed facilities for disposal in compliance with TS EN ISO 14001 standards. Hazardous waste types included solvent-based paint residues, asbestos-containing insulation materials, and contaminated packaging waste. All waste is tracked and reported through project-based waste inventories and monitored via annual audits.

Across projects, including Tekirdağ, Eskişehir, Isparta, and Sister of Mercy, a total of 2,736 tons of waste was managed. Of this, 676.23 tons were recycled, and 5.5 tons were recovered for energy. In Tekirdağ City Hospital, 1 ton of food waste was converted to compost, resulting in a direct financial saving of 20,000 TL. At the Sister of Mercy project, improvements led to a 300-ton waste reduction and a financial gain of 1,710,000 TL.

Hazardous and non-hazardous waste is managed through incineration (energy recovery), recycling, and controlled landfilling. In 2024, of all collected hazardous waste, 63% was processed in energy recovery facilities, 32% in landfill sites, and 5% through physical-chemical treatment. Recyclable non-hazardous waste (mainly plastic, paper, and metal) was sent to municipal and private recycling facilities. Overall, 24.7% of total collected waste was reintroduced into the economy through recycling and energy recovery, calculated in accordance with GRI 306-4 standards.

### Highlighted Circular Practices and Savings Data

Project and Implementation	Saving Amount	Financial Gain	Category
Sister of Mercy – Waste Reduction	300 ton	1,710,000 TL	Waste Management
Tekirdağ City Hospital – Composting	1 ton	20,000 TL	Waste Management



## Waste Management and Circular Economy

Akfen İnşaat	2020	2021	2022	2023	2024	Unit
Total Hazardous Waste Quantity	173	478	2,025	-	0.007	Ton
Total Non-Hazardous Waste Quantity	1,887	2,687	4,022	-	18	Ton

Tekirdağ City Hospital	2020	2021	2022	2023	2024	Unit
Total Hazardous Waste Quantity	20.86	342.12	370.49	408.69	457.89	Ton
Total Non-Hazardous Waste Quantity	27.33	534.40	540.61	590.79	594.47	Ton
Recycled Waste Quantity	8.94	136.56	127.55	126.39	137.43	Ton

Eskişehir City Hospital	2020	2021	2022	2023	2024	Unit
Total Hazardous Waste Quantity	528.67	595.56	551.54	574.31	586.97	Ton
Total Non-Hazardous Waste Quantity	1,057.02	1,152.76	1,122.89	1,188.47	1,139.35	Ton
Recycled Waste Quantity	150.53	122.94	91.40	102.16	117.27	Ton

Isparta City Hospital	2020	2021	2022	2023	2024	Unit
Total Hazardous Waste Quantity	498.56	500.96	466.29	459.89	478.35	Ton
Total Non-Hazardous Waste Quantity	629.43	704.78	706.48	807.82	819.62	Ton
Recycled Waste Quantity	163.75	154.13	139.61	145.51	168.17	Ton

Sister of Mercy	2023	2024	Unit
Total Hazardous Waste Quantity	-	-	Ton
Total Non-Hazardous Waste Quantity	32,781	745.2	Ton

İskenderun State Hospital	2023	2024	Unit
Total Hazardous Waste Quantity	-	40	Ton
Total Non-Hazardous Waste Quantity	-	860	Ton
Recycled Waste Quantity	-	1.5	Ton

Amasya State Hospital	2023	2024	Unit
Total Hazardous Waste Quantity	-	192	Ton
Total Non-Hazardous Waste Quantity	-	3,650	Ton
Recycled Waste Quantity	-	400	Ton

## Water and Wastewater Management

Akfen İnşaat acts in accordance with its environmental responsibility principle to ensure the sustainability and efficient use of water resources, aiming to reduce wastewater generation and promote water reuse. In this context, innovative solutions such as rainwater harvesting systems, boreholes, photocell faucets, and automatic control systems have been implemented across multiple city hospital projects, including Tekirdağ, Isparta, and Eskişehir.

The highest total water consumption in 2024 was recorded at Eskişehir City Hospital with 452,981 m<sup>3</sup>, using both grid and groundwater, but without active rainwater or recovery systems.

Isparta City Hospital reported 334,991 m<sup>3</sup> of grid water and 540 m<sup>3</sup> of rainwater, achieving 1.6% water recovery over the years. Tekirdağ City Hospital collected 5,750 m<sup>3</sup> of rainwater, establishing a systematic water cycle with a 2.6% recovery rate.

At Tekirdağ City Hospital, efficiency improvements in washbasin faucets resulted in an annual water savings of 5,000 m<sup>3</sup>, generating approximately 29,302.52 TL in financial benefit. In coordination with the Ministry of Environment, Urbanization, and Climate Change, contributions from borehole and rainwater systems during the reporting period amounted to 5,867 m<sup>3</sup>, equivalent to a total water and energy cost savings of 194,000 TL.

### Highlighted Circular Practices and Savings Data

Project and Implementation	Saving Amount	Financial Gain	Category
Sister of Mercy – Water Savings	400 m <sup>3</sup>	22,000 TL	Water Management
Tekirdağ City Hospital – Photocell Faucets	2,400 lt/dk	29,302.52 TL	Water Management
Eskişehir City Hospital – Borehole	176,800 m <sup>3</sup>	5,330,520 TL	Water Management
Isparta City Hospital – Rainwater Tank	540 m <sup>3</sup>	1,162 TL	Water Management
Tekirdağ City Hospital – Borehole	16,457 m <sup>3</sup>	737,941 TL	Water Management
Tekirdağ City Hospital – Rainwater Tank	5,750 m <sup>3</sup>	257,833 TL	Water Management
Eskişehir City Hospital – Photocell Faucets	3,480 lt/dk	38,245 TL	Water Management
Isparta City Hospital – Photocell Faucets	2,400 lt/dk	21,024 TL	Water Management

## Water and Wastewater Management

Tekirdağ City Hospital	2020	2021	2022	2023	2024	Unit
Grid Water	6,760	155,740	173,470	170,300	193,420	Ton
Groundwater	200	23,230	17,252	15,457	16,457	Ton
Rainwater	700	6,370	5,500	5,000	5,750	Ton
Total	7,660	185,340	196,222	190,757	217,651	Ton
<b>Recovered/Reused Water Volume</b>	<b>700</b>	<b>5,670</b>	<b>5,500</b>	<b>5,000</b>	<b>5,750</b>	Ton

Isparta City Hospital	2020	2021	2022	2023	2024	Unit
Grid Water	245,999	275,781	317,930	319,020	334,991	Ton
Groundwater	-	-	-	-	-	Ton
Rainwater	600	600	540	540	540	Ton
Total	246,599	276,381	318,470	319,560	335,531	Ton
<b>Recovered/Reused Water Volume</b>	<b>600</b>	<b>600</b>	<b>540</b>	<b>540</b>	<b>540</b>	Ton

Eskişehir City Hospital	2020	2021	2022	2023	2024	Unit
Grid Water	281,194	203,658	242,836	240,163	276,181	Ton
Groundwater	13,298	13,331	139,191	152,637	176,800	Ton
Rainwater						Ton
Total	294,492	216,989	382,027	392,800	452,981	Ton
<b>Recovered/Reused Water Volume</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Ton

İncek 5 Villa	2023	2024	Unit
Grid Water	124	-	Ton
Groundwater	-	-	Ton
Rainwater	-	-	Ton
Total	124	-	Ton
<b>Recovered/Reused Water Volume</b>	<b>-</b>	<b>-</b>	Ton

Yalıkavak	2023	2024	Unit
Grid Water	-	-	Ton
Groundwater	-	9,360	Ton
Rainwater	-	-	Ton
Total	-	-	Ton
<b>Recovered/Reused Water Volume</b>	<b>-</b>	<b>-</b>	Ton

Payas Emergency Hospital	2023	2024	Unit
Grid Water	-	2,770.8	Ton
Groundwater	-	-	Ton
Rainwater	-	-	Ton
Total	-	-	Ton
<b>Recovered/Reused Water Volume</b>	<b>-</b>	<b>-</b>	Ton

## Water and Wastewater Management

Erzin Emergency Hospital	2023	2024	Unit
Grid Water	-	2,770.8	Ton
Groundwater	-	-	Ton
Rainwater	-	-	Ton
Total	-	-	Ton
<b>Recovered/Reused Water Volume</b>	-	-	Ton

Altınözü Emergency Hospital	2023	2024	Unit
Grid Water	-	2,770.8	Ton
Groundwater	-	-	Ton
Rainwater	-	-	Ton
Total	-	-	Ton
<b>Recovered/Reused Water Volume</b>	-	-	Ton

Sister of Mercy	2023	2024	Unit
Grid Water	1,200	3,000	Ton
Groundwater	-	-	Ton
Rainwater	-	-	Ton
Total	1,200	3,000	Ton
<b>Recovered/Reused Water Volume</b>	-	-	Ton

Tekirdağ Dini Tesis Project	2022	2023	2024	Unit
Grid Water	202	385.87	-	Ton
Groundwater	-	-	-	Ton
Rainwater	-	-	-	Ton
Total	202	385.87	-	Ton
<b>Recovered/Reused Water Volume</b>	-	-	-	Ton

Head Office	2022	2023	2024	Unit
Grid Water	-	-	17.85	Ton
Groundwater	481	513	428	Ton
Rainwater	-	-	-	Ton
Total	-	-	-	Ton
<b>Recovered/Reused Water Volume</b>	481	513	428	Ton
	-	-	-	

İskenderun State Hospital	2022	2023	2024	Unit
Grid Water	-	-	300	Ton
Groundwater	-	-	0	Ton
Rainwater	-	-	0	Ton
Total	-	-	300	Ton
<b>Recovered/Reused Water Volume</b>	-	-	0	Ton

## Water and Wastewater Management

Amasya State Hospital	2023	2024	Unit
Grid Water	-	700	Ton
Groundwater	-	0	Ton
Rainwater	-	0	Ton
Total	-	700	Ton
<b>Recovered/Reused Water Volume</b>	-	0	Ton

Water Consumption Intensity (m3)	2020	2021	2022	2023	2024	Unit
Tekirdağ City Hospital	1.36	1.31	0.83	0.77	1.01	Ton
Eskişehir City Hospital	0.94	0.63	0.62	0.53	0.66	Ton
Isparta City Hospital	5.14	0.90	1.03	1.02	1.09	Ton
Sister of Mercy	-	-	-	4.8	1.2	Ton
Head Office	-	-	13.74	14.66	13.11	Ton
İskenderun State Hospital					405.00	Ton
Amasya State Hospital					742.50	Ton

Daily Water Consumption Intensity – Calculated per Bed in Hospitals

Daily Water Consumption Intensity – Calculated per Employee at the Head Office

Daily Water Consumption Intensity – Calculated per Employee at the construction sites

## Biodiversity

Biodiversity is critical not only for the species present in a region but also for the entire ecosystem, as changes in one area can trigger wider ecosystem alterations.

Akfen İnşaat recognizes the importance of biodiversity for both the environment and human well-being and strives to minimize environmental impacts and implement beneficial practices across all its activities.

Before commencing construction (outside projects requiring an EIA), all projects undergo Environmental Impact Assessments (EIA) to evaluate the potential impacts on the project area. Integrated reports are prepared, including assessments for the protection of local species, and submitted to relevant ministries outlining how environmental impacts will be managed.

Akfen İnşaat does not operate in areas that would adversely affect endemic plant species or habitats listed on the IUCN Red List. In all city hospitals, the company selects plant species adapted to local habitats to ensure longevity and sustainability in hospital gardens. Green roof applications on hospital buildings create additional habitats for fauna and flora, enhancing local biodiversity.

**Akfen İnşaat continues its efforts to minimize environmental impacts and implement beneficial practices in all its activities, fully aware of the importance of biodiversity for both the environment and human well-being.**

### Yalıkavak Loft Project

The project prioritizes endemic plant species in landscape design and implementation.

All selected species are part of the Mediterranean/Aegean maquis vegetation, ensuring easy adaptation and long-term sustainability.

Planting designs consider microclimate effects, aiming to protect plant structures and minimize negative impacts on the ecosystem.

The project aligns with regional flora and fauna, supporting ecosystem sustainability while adhering to environmental sustainability principles.

This strategy is considered a key step in enhancing Akfen İnşaat's positive environmental impact and reinforcing its commitment to natural resource conservation.





## social compliance

Akfen İnşaat considers supporting social development in all regions where it operates as an integral part of corporate responsibility. The company assesses the social impacts of its infrastructure and building projects and implements comprehensive social engagement strategies that address local needs, contributing to employment, education, healthcare, sports, and cultural initiatives.



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## Social Compliance

Akfen İnşaat considers supporting social development across all its operational regions as an integral part of corporate responsibility. The company evaluates the social impacts of its infrastructure and building projects and adopts comprehensive social engagement strategies that address local needs, contributing to employment, education, healthcare, sports, and cultural initiatives.

### 2024 Social Contribution Policy

As of 2024, Akfen İnşaat's social contribution policy focuses on:

- Enhancing economic inclusivity through local employment and procurement practices.
- Improving quality of life via investments in education, healthcare, and social service projects.
- Developing sustainable social impact initiatives in collaboration with local stakeholders.
- Providing socially beneficial solutions for at-risk groups, including children, women, and individuals with disabilities.
- Preserving cultural heritage and strengthening community resilience.

In 2024, the company allocated a total of 24.6 million TL to various social responsibility and community impact programs, making a strategic contribution to regional development. Akfen İnşaat measures its social performance, evaluates its impact, and regularly analyzes the expectations of local communities in compliance with GRI 413.



# Akfen İnşaat

## Volunteering Activities and Donations

### Our Approach

Akfen İnşaat plans its social contributions around education, healthcare infrastructure, and local development in alignment with its corporate values. Programs are shaped through needs analyses, stakeholder consultations, and collaboration with public authorities and local administrations, adhering to measurable outcomes and transparent reporting principles. This approach reflects the company's commitment not only to business results but also to social impact and the relationships it builds with communities.

### Employee Volunteering

The company encourages employees to voluntarily participate in social responsibility projects and provides facilitating support covering communication, organization, and approvals. In 2024, employees participated in group-coordinated runs and campaign programs, particularly supporting donation campaigns focused on equal opportunity in education. Developing a culture of volunteering is a long-term goal that enhances personal growth and internal sense of belonging.

### Support for Education and Sports

Akfen İnşaat supported national athlete Ekin Ereke, who became U23 Turkey Champion at the Mountain Bike Turkey Championship held in Erzurum from 19–21 July 2024. Under the supervision of the Union Cycliste Internationale (UCI), Ereke also achieved XCC Short Track Turkey 2nd place and XCE Eliminator Turkey 3rd place, marking a significant accomplishment.

### Areas of Donations and Contributions

- Healthcare Infrastructure: Contribution to the construction of a pedestrian overpass facilitating access to Isparta City Hospital.
- Local Government and Urban Development: Support for public use through land allocation/contribution to the municipality.
- Education: Support for school renovations and spatial improvements.

### Risk- and Disaster-Responsive Approach

Aware of the multidimensional impacts of disasters in our country, Akfen İnşaat prioritizes community health, accessibility, and safety in its projects. In coordination with relevant authorities, efforts that support post-disaster recovery are assessed and implemented.

### Looking Ahead

The company aims to increase employee volunteer participation, continue the school cleaning support program, expand afforestation efforts, and develop measurable social impact projects in collaboration with local stakeholders.



National Cyclist Ekin Ereke

## Meaningful Support for Educational Equality from Akfen Volunteers on the 101st Anniversary of the Republic

In 2024, on the occasion of the 101st anniversary of the Republic of Turkey, 101 Akfen Volunteers from Akfen Holding and its affiliated companies participated in the 46th Istanbul Marathon, supporting the “Equality in Education Project” by the Turkey Human Resources Education and Health Foundation (TİKAV). During the marathon, the volunteers collected donations through the “Running for Good” platform for university students studying in the Eastern and Southeastern Anatolia regions. The funds raised were allocated by TİKAV to the Individual Development Program (BGP), a program running for 25 years that supports the personal, cultural, and academic development of students at Fırat University.

Through this activity, Akfen Volunteers contributed not only via sporting participation but also by actively promoting social responsibility, enhancing access to educational opportunities for youth in disadvantaged regions.

### Contribution to Equal Opportunity in Education

Pelin Akin Özalp, Board Member of Akfen Holding, highlighted the significance of the event: “On the 101st anniversary of the Republic, we are proud to support young people’s equal access to education by participating in the marathon with 101 Akfen Volunteers. Every step we take helps them look to the future with greater hope.”

Hülya Kırçıval, Chairperson of TİKAV, emphasized the impact:

“The Istanbul Marathon brought significant awareness to TİKAV’s ‘Equality in Education Project.’ Contributing to the development journey of students living in Eastern and Southeastern Anatolia brings us great joy.”

### Event Highlights

**Participants:** 101 Akfen Volunteers

**Supported Project:** TİKAV “Equality in Education Project”

**Beneficiaries:** University students at Fırat University in Eastern and Southeastern Anatolia

Use of Collected Donations: Support for personal, cultural, and academic development under the Individual Development Program (BGP)

This initiative reflects Akfen Holding’s commitment to social responsibility, creating sustainable value in areas such as equal educational opportunities, social cohesion, and youth development.



## Akfen İnşaat

### Examples of Social Contributions Through Hospitals

Encouragement of local employment and procurement; raising awareness on energy and water efficiency; support for food/waste management and animal welfare; OHS Week activities and public information booths; school cleaning support programs have been regularly conducted. These initiatives contribute to community well-being and environmental awareness in the provinces where services are provided.

#### Eskişehir City Hospital

- A 350-person iftar was organized in the Yalıkavak neighborhood.
- Some food products for the hospital's catering services are sourced from local suppliers.
- Staff recruitment is carried out locally in collaboration with İŞKUR, the municipality, and community groups.
- To raise energy-saving awareness among staff, measures were implemented regarding water consumption areas, including establishing a joint committee with administration and controlling HVAC and lighting via automation systems.
- Food waste from the hospital is donated to animal shelters in cooperation with civil society organizations, under the Haytap Project.

#### Tekirdağ City Hospital

- Local recruitment of hospital staff.
- Some food products for catering services are sourced from local suppliers.
- City Hospitals: Under the Zero Waste initiative, hospital-generated waste is composted to produce fertilizer.
- During Occupational Health and Safety Week (7–9 May 2024), an event was organized to inform employees, patients, and their relatives throughout the week.
- Street animals: Surplus food from the hospital was safely prepared and delivered to the Dayanışma Animal Rights Federation for distribution.
- During the school mid-term break (9–17 November 2024), the hospital participated in the Village School Cleaning Support Project in collaboration with the Directorate of National Education.

#### Isparta City Hospital

- Zeydin Sapling Project: Aimed at reducing emissions in the area, retaining groundwater, and promoting ecological and environmental responsibility.
- International Women's Day (8 March) event with employees.
- National Sovereignty and Children's Day (23 April) celebration with child patients and their relatives.
- Employee picnic organization.
- World Palliative Care Day event at Isparta City Hospital.
- 15 July Democracy and National Unity Day rice distribution event at the Governor's Square.

# appendices

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## GRI CONTENT INDEX

Akfen İnşaat has prepared its report for the period of January 1 – December 31, 2024, in accordance with the GRI Standards

GRI Standard	Disclosure	Explanation / Section in the Report / Rapordaki Bölüm	Page
<b>GRI 1: Temel 2021</b>			
GRI 2: General Disclosures 2021	2-1 Organizational Profile	About Akfen İnşaat	5-7
	2-2 Entities included in the organization's sustainability reporting	About the Report	1
	2-3 Reporting period, frequency and contact point	About the Report	1
	2-4 Restatements of information	There is no restated information compared to the previous report.	-
	2-5 External assurance	This report has not been externally assured.	-
	2-6 Activities, value chain and other business relationships	Areas of Activity; Projects/Portfolio;	3-29
		Supply Chain and Value Chain Management	61-65
	2-7 Employees	Employee Profile	69-73
	2-8 Workers who are not employees	Scope note (data for subcontractor workers are not included within the reporting boundary)	-
			47-48
	2-9 Governance structure and composition	Corporate Governance	-
	2-10 Process for determining the highest governance body's composition	Due to Akfen İnşaat's confidentiality policies, this information is not publicly disclosed.	47-48
	2-11 Chair of the highest governance body	Corporate Governance	45
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Management	45
	2-13 Delegation of responsibility for managing impacts	Sustainability Management at Akfen İnşaat	45
	2-14 Role of the highest governance body in sustainability strategy	Corporate Governance	55-56
	2-15 Conflicts of interest avoidance	Ethics and Compliance	55-56
	2-16 Communication of critical concerns to the highest governance body	Ethics and Compliance	47-48
	2-17 Evaluation of the highest governance body's performance	Corporate Governance	-
	2-18 Remuneration policies	Due to Akfen İnşaat's confidentiality policies, this information is not publicly disclosed.	78
	2-19 Process for determining remuneration	Equal Opportunity, Diversity and Inclusion	-
	2-20 Policies regarding compensation	Due to Akfen İnşaat's confidentiality policies, this information is not publicly disclosed.	-
	2-21 Annual total compensation ratio of the highest-paid individual to all employees	Due to Akfen İnşaat's confidentiality policies, this information is not publicly disclosed.	-
	2-22 Sustainable development strategy	Sustainability Strategy and Goals	36-44
	2-23 Policy commitments	Policies	54
	2-24 Embedding policy commitments	Policies / Implementation	54
	2-25 Processes to remediate negative impacts	Ethics Hotline and Compliance Mechanisms	55-56
	2-26 Mechanisms for seeking advice and raising concerns	Ethics Hotline and Compliance Mechanisms	55-56
	2-27 Compliance with laws and regulations	Ethics and Compliance	55-56
	2-28 Memberships in associations	Memberships and Affiliations	31-32
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Communication	57-59
	2-30 Collective bargaining agreements	There are no employees under collective bargaining agreements at Akfen İnşaat.	-

## GRI CONTENT INDEX

Akfen İnşaat has prepared its report for the period of January 1 – December 31, 2024, in accordance with the GRI Standards

GRI Standard	Disclosure	Explanation / Section in the Report	Page
<b>GRI 3: Material Topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities at Akfen İnşaat	34-35
	3-2 List of material topics	Akfen İnşaat Priorities	34-35
	3-3 Management of material topics	Sustainability Approach; Goals	36-45
<b>Local Economic Contribution</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain and Value Chain Management	61-65
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain and Value Chain Management	78
<b>Diversity and Inclusion</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Equal Opportunity, Access and Inclusion	78
GRI 405: Çeşitlik ve Fırsat 2016	405-1 Diversity of governance bodies and employees	Equal Opportunity, Access and Inclusion	78
	405-2 Ratio of basic salary and remuneration of women to men	Equal Opportunity, Access and Inclusion	78
<b>Corporate Governance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance	47-49
<b>Employee Engagement and Satisfaction</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Akfen İnşaat Employee Life	73-74
<b>Talent and Performance Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Performance and Talent Management	73-75
GRI 404: Training and Education 2016	404-1 Average training hours per employee	Performance and Talent Management	85-87
	404-2 Programs for upgrading employee skills and transition assistance programs	Performance and Talent Management	73-75
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance and Talent Management	79
<b>Ethics and Compliance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance	55-56
<b>Supply Chain Management</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain and Value Chain Management	66-67
<b>Digitalization and Technology</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization Efforts and Benefits	66-67
<b>Energy</b>			
Energy	3-3 Management of material topics	Climate Change, Energy and Emission Management	92-96
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change, Energy and Emission Management	92-96
	302-2 Energy consumption outside of the organization	Climate Change, Energy and Emission Management	92-96
	302-3 Energy intensity	Climate Change, Energy and Emission Management	92-96
	302-4 Reduction of energy consumption	Climate Change, Energy and Emission Management	92-96
	302-5 Reductions in energy requirements of products and services	Climate Change, Energy and Emission Management	92-96

## GRI CONTENT INDEX

Akfen İnşaat has prepared its report for the period of January 1 – December 31, 2024, in accordance with the GRI Standards

GRI Standard	Disclosure	Explanation / Section in the Report	Page
Water and Wastewater			
GRI 3: Material Topics 2021	3-3 Management of material topics	Water and Wastewater Management	99-102
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Management	99-102
	303-2 Management of water discharge-related impacts	Water and Wastewater Management	99-102
	303-3 Water withdrawal	Water and Wastewater Management	99-102
	303-4 Water discharge	Water and Wastewater Management	99-102
	303-5 Water consumption	Water and Wastewater Management	99-102
Emissions			
GRI 3: Material Topics 2021	305-1 Direct (Scope 1) GHG emissions	Climate Change, Energy and Emission Management	92-96
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change, Energy and Emission Management	92-96
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change, Energy and Emission Management	92-96
	305-4 GHG emissions intensity	Climate Change, Energy and Emission Management	92-96
	305-5 Reduction of GHG emissions	Climate Change, Energy and Emission Management	92-96
	305-6 Emissions of ozone-depleting substances (ODS)	Climate Change, Energy and Emission Management	92-96
	305-7 NOx, SOx, and other significant air emissions	Climate Change, Energy and Emission Management	92-96
			92-96
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management and Circular Economy	97-98
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy	97-98
	306-2 Management of significant waste-related impacts	Waste Management and Circular Economy	97-98
	306-3 Waste generated	Waste Management and Circular Economy	97-98
	306-4 Waste diverted from disposal	Waste Management and Circular Economy	97-98
	306-5 Waste directed to disposal	Waste Management and Circular Economy	97-98
Risk and Opportunity Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management System	53-54
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety	80-84
GRI 403: İş Sağlığı ve Güvenliği 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	80-84
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	80-84
		Occupational Health and Safety	80-84
	403-3 Occupational health services	Occupational Health and Safety	80-84
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	80-84
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	80-84
	403-6 Promotion of worker health	Occupational Health and Safety	80-84
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	80-84
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	80-84
	403-9 Work-related injuries	Occupational Health and Safety	80-84
	403-10 Work-related ill health		

## GRI CONTENT INDEX

Akfen İnşaat has prepared its report for the period of January 1 – December 31, 2024, in accordance with the GRI Standards

GRI Standard	Disclosure	Explanation / Section in the Report	Page
<b>GRI 3: Material Topics 2021</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Engagement, Volunteering, and Donations	104-108
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Engagement, Volunteering, and Donations (local employment and procurement, education/health investments, business associations)	104-108
	413-2 Operations with significant actual and potential negative impacts on local communities	Scope/Note: No significant negative impacts were reported for 2024. (Reviewed under Social Engagement section.)	104-107
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social Engagement, Volunteering, and Donations (e.g., health infrastructure, municipal/urban development contributions; TRY 24.6 million social investment)	106-107
	203-2 Significant indirect economic impacts	Local employment and procurement; stakeholder collaborations; regional development contributions	105-107

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