



İSTAÇ

SUSTAINABILITY REPORT

2023







İSTAÇ

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2023



İSTAÇ İSTANBUL
ENVIRONMENT
MANAGEMENT INDUSTRY
AND TRADE COMPANY

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READ ME

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INTRODUCTION

About the Report
Message from the Mayor of Istanbul
İSTAÇ General Manager's Message

ABOUT THE REPORT

This year, the 2nd edition of the İSTAÇ Sustainability Report that we have published; is our source of information presented to the attention of stakeholders regarding the policies and strategies developed towards creating a sustainable future, the environmental, social, and economic impacts resulting from the activities carried out in this context, and the future vision.

This report has been prepared by İSTAÇ in accordance with the Global Reporting Initiative (GRI) Standards to cover the period from January 1, 2023, to December 31, 2023. At the same time, we are proud to share with you, our valued stakeholders, our report that aligns with the World Economic Forum's Stakeholder Capitalism Metrics and the contributions we make to the United Nations Sustainable Development Goals.



This year, we included the “Journey of Organic Waste” occurring in every home in our report. We met with the stakeholders of this journey and focused on their roles in the value chain. While doing our job, we shared the excitement of creating value together. At the same time, we tried to understand the impact of working in a labor-intensive sector on women. Women said, “We are also in this business,” and we saw our organizational power with our women.

You can send your questions, feedback, and suggestions regarding the İSTAÇ 2023 Sustainability Report to us at the email address surdurulebilirlik@istac.istanbul.

Dear Istanbulites,

As Istanbul Metropolitan Municipality, we continue our efforts with the aim of a fair, green, and creative Istanbul together with our affiliated institutions and subsidiaries. We are investing in the future of our fellow citizens with short-term and long-term plans. On one hand, we are resolving current issues; while on the other hand, we are preparing our city for a happier, more peaceful, and beautiful tomorrow.

Since the day we took office, we have been serving Istanbul with an understanding of municipal services based on merit, where no one is privileged or favored, and everyone can access our services equally. In all processes of our projects, we inform our fellow citizens and value the opinions of Istanbulites, the true and ultimate owners of this city.

When we took over the administration of Istanbul, we prepared Türkiye's most comprehensive participatory budget. Our fellow citizens contributed to the investments that will be implemented in Istanbul this year with their projects, ideas, and votes, just as they did in previous years. We are in a challenging period dominated by economic crises, wars, and climate change in the world. This also makes it more important than ever for us to act with a systematic governance approach in our city with a population of 16 million.

We have prepared the Istanbul Vision 2050 Strategy Document, which includes the future strategies and plans of our city. The Istanbul Vision 2050 Strategy Document was drafted in two years in line with ideas, efforts, and contributions of thousands of people, as well as data-driven analyses. Istanbul's problems and potential in 7 themes were identified. During the process, in addition to the efforts of our own units, contributions were received from nearly 2,000 representatives of academia, public, civil society, and private sector institutions, as well as nearly 25,000 of our citizens.

Due to the bottleneck caused by incorrect economic policies, we continue to subsidize public transportation to avoid victimizing our fellow citizens. Urban accessibility and allowing Istanbulites to reach their desired destinations comfortably are among Istanbul's main priorities. When we took office, we reactivated the metro projects, some of which were left unfinished and some of which were still at the beginning phase of construction. Since 2019, we have introduced 5 metro lines with a total length of 47.3 km to Istanbul. In Istanbul, a city surrounded by seas, sea transportation was not used to the extent necessary due to reasons such as accessibility, number of lines, and number of trips. We revitalized sea transportation in Istanbul with new routes. We purchased 252 BRT vehicles with our own resources.

Climate crisis is one of the global threats awaiting us. It is certain that international initiatives are needed to overcome this problem. As Istanbul Metropolitan Municipality, we continue to invest in this area. We established waste recycling disposal facilities with the goal of a Carbon Neutral city by 2050. We preserved

We are stepping into the new century of our Republic's story, which began under the leadership of Gazi Mustafa Kemal Atatürk. In the new century of our Republic, we will continue to work with the same belief and excitement, and to carry out works that will add value to Istanbul.



and rehabilitated the streambeds, providing approximately 8 million square meters of green space to Istanbul. We have resolved the chronic infrastructure problems of our city.

We take good care of our city's ancient heritage and prepare Istanbul for the future for our fellow citizens. We restored 653 cultural assets including the Basilica Cistern, Gashouse Museum, Bulgur Palas, ArtIstanbul Feshane, Yedikule Gashouse, and Castle Walls. We opened 14 student dormitories, 75 Yuvamız İstanbul Child Activity Centers, 41 libraries, and life centers. We have brought cultural events to every corner of the city.

In this time of economic hardship, Istanbul Metropolitan Municipality stands by those in need. For the first time in the history of IMM, our university students receive free, non-refundable scholarships; mothers with children between the ages of 0-4 benefit from free public transportation. Children from families in need receive free milk. We realized Istanbul's "Pay It Forward" project, which sets an example for the whole world. We have demonstrated an amazing example of solidarity by bringing together our citizens in need with philanthropists. Thanks to the support they receive, farmers, animal breeders and fishers continue to produce more strongly despite the rising costs.

In 4 years, we have brought hundreds of new projects to our city with the service marathons we started to accelerate our investments in Istanbul. We will continue to work for an Istanbul where citizens enjoy life. We will succeed together.

We are stepping into the new century of our Republic's story, which began under the leadership of Gazi Mustafa Kemal Atatürk. In the new century of our Republic, we will continue to work with the same belief and excitement, and to carry out works that will add value to Istanbul.

Sincerely,

Ekrem İMAMOĞLU
Mayor of Istanbul

Dear Stakeholders, Precious Istanbulites;

As İSTAÇ, we know that it is our primary duty to leave a more livable environment for future generations and to prepare Istanbul for a more sustainable future, and we try to reflect the excitement and pride of working for 16 million Istanbulites in our work. We conduct our activities with an approach that will contribute to reducing the use of limited natural resources, maintain the balance between nature and life, and reduce waste-related greenhouse gas emissions.

Within the scope of waste and environmental management, we are involved in many important areas such as the establishment and operation of regular storage sites, disposal of domestic, industrial, and medical waste, treatment of landfill leachate, electricity generation from waste, compost production from waste, recovery of packaging waste, urban and market cleaning, management of construction and excavation waste, waste collection from ships, collection and disposal of waste from the sea surface, coastal and beach cleaning, dredging activities, recovery of industrial waste, production of RDF from waste, management of domestic and international projects, and consultancy services, and we are conducting R&D studies.

As İSTAÇ, we meticulously manage the disposal processes of waste generated in Istanbul, adopting the management principle of adding value to the economy by ensuring the recovery of this waste and reintegrating it into the vital cycle. We are moving with the goal of maximum recovery for a better future and a cleaner environment, bringing together our technology and human resources integrated with smart systems, and focusing on high value-added renewable energy projects.

Producing sustainable solutions for waste management, which is one of the main problems of metropolitan cities, is one of the most important steps to achieve more livable cities. In this scope, we are making strong investments to protect limited natural resources, to bring waste into the economy as secondary raw material, and to increase the volume of renewable energy generation through waste-to-energy activities with new generation technologies in the national and international arena, and we are pioneering other organizations to take similar steps.

In the study conducted by the C40 Cities Climate Leadership Group, it was assessed that the world's major cities collectively need to prioritize consistent, green, and fair development by limiting global warming to below 1.5 °C. IMM's goal is to decarbonize the city by 2050. It is observed that greenhouse gas emissions are currently over 50 MtCO₂e and will continue to increase if nothing is done. As the city's population and economy continue to grow, greenhouse gas emissions are expected to exceed 76 MtCO₂ e in 2030 and approach 115 MtCO₂ e in 2050.

In this meaningful year, as we celebrate the 100th anniversary of our Republic, we worked with the motivation to further advance our services. I would like to express my gratitude to the İSTAÇ Family, who work tirelessly 24/7 with energy and dedication, and to the people of Istanbul who support us by taking good care of their city.



As İSTAÇ, with the vision of managing Istanbul's waste correctly, we are focusing on the goal of becoming a "carbon neutral" and "climate change resilient city" by 2050. To achieve this goal, we are planning new facility investments that increase recovery to reduce the amount of waste sent to regular storage areas, and we are making efforts to ensure on-site disposal of waste by reducing waste logistics costs and transportation-related emissions.

Because there is an important relationship between waste management and greenhouse gas emissions. Mismanagement of waste, especially the irregular decomposition of organic waste and the emergence of methane gas, can increase greenhouse gas emissions. For example, the formation of methane gas, uncontrolled burning of waste, and the lack of recycling are serious factors that increase greenhouse gas emissions.

In this direction, we are conducting investments and projects that contribute to the environment to support the recovery of more waste by improving waste management practices. In 2019, while the waste recovery rate of Istanbul Metropolitan Municipality was 10% and 2,000 tons/day, as a result of the efforts we made within the scope of our zero waste targets, this rate reached 32% and 5,650 tons/day as of 2023.

As İSTAÇ, we base the values of sustainability at the core of our corporate identity, and we are taking significant steps in combating climate change, efficient use of resources, waste energy generation, and commitment to the principles of a circular economy. We prioritize the efficient use of resources by investing in environmentally friendly technologies and contributing to energy efficiency in the fight against climate change. In addition to providing benefits to our environment by converting waste into energy, we also place great importance on evaluating the waste generated as a result of the process in accordance with the principles of the circular economy. With this approach, we aim to leave a more livable environment for future generations by integrating sustainability principles into our way of doing business.

In order to support the low-carbon economy, which is one of the foundations of the sustainability strategy, and to reduce energy dependency, İSTAÇ, which focuses on renewable energy investments, produced approximately 1.3 million MWh of electrical energy in its existing energy generation facilities in 2023, equivalent to the electricity needs of 2.5 million people, preventing the release of 4.5 million tons of greenhouse gas emissions into the atmosphere. In other words, thanks to these facilities, an amount of reduction equivalent to the greenhouse gas reduction achieved by 2.7 million trees or the removal of 2.9 million vehicles from traffic has been reached.

We are not content with the successes we have achieved, and we are advancing our performance every day with new investments. After the Seymen Waste Leachate Treatment Plant, which was commissioned in 2022, we started the construction of the Kömürcüoda Waste Leachate Treatment Plant, which is the largest treatment plant in Türkiye and Europe, with the aim of opening it in 2024. With these two important investments, we will have tripled our current capacity, reaching 12,000 m³ per day. Additionally, thanks to this facility, the resulting landfill leachate will be treated on-site, eliminating environmental risks and logistical costs; significant savings will be achieved.

By producing innovative solutions for industrial waste generated from industry in Istanbul, we continue our integrated facility investments on the European and Anatolian sides without interruption. In 2024, we are bringing our Industrial Waste Thermal Disposal Facility in Kömürcüoda to Istanbul. With our facility, which has started operating at full capacity, we will dispose of 33 thousand tons of industrial waste annually and at the same time meet the electricity needs of 18 thousand households.

Additionally, with the Kemerburgaz Waste Incineration and Energy Generation Facility that we opened in 2021, we dispose of 1 million tons of waste annually to produce energy, reducing the amount of waste going to the landfill and contributing to the cycle of nature's renewal. As İSTAÇ, in order to feed the same cycle, we plan to establish a waste incineration and energy generation facility with a capacity of 3,000 tons/day on an area of 6.6 hectares within the boundaries of the Kömürcüoda Waste Disposal Site for mixed municipal waste generated on the Anatolian Side of Istanbul. In this way, we aim to achieve the highest possible efficiency from waste and are working towards a resilient Istanbul in line with our green solution vision.

The awards we have received in return for all our efforts encourage us to work with more enthusiasm and to produce more for the future. In 2023, Synesgy ESG, a digital platform that evaluates the Environmental, Social, and Corporate Governance (ESG) performance of companies, achieved an overall score of "Good Level of Sustainability" by receiving an A score in Environmental Management and a B score in Social and Sectoral areas in the CRIF Turkey Sustainability Research, which includes companies from the Fortune 500 Turkey list. We were deemed worthy of the Low Carbon Hero award with our project "The Waste of Your Home is the Fuel of Our Facility" at the 8th Istanbul Carbon Summit, organized by the Sustainable Production and Consumption Association (SÜT-D) with the main support of the Ministry of Environment, Urbanization and Climate Change and Istanbul Technical University (ITU).

As İSTAÇ, this year we did not only serve within the borders of Istanbul. In February 2023, we experienced an earthquake disaster that deeply shook our country. During this process, we also took part in duties in Hatay with the IMM teams and wholeheartedly supported efforts to revive the city. I thank the entire İSTAÇ team for their invaluable support and hard work, and I wish God's mercy on our citizens who lost their lives, and offer my condolences and patience to their loved ones.

With the projects we have developed and the work we will realize in line with the common goal of combating climate change, we continue our work with determination to ensure that you, dear Istanbulites and future generations can live in healthier conditions.

We believe that every job we do, every area we improve, and every waste we recover will lead us to a more sustainable future.

Sincerely,

Ziya Gökmen TOGAY
General Manager of İSTAÇ



CORPORATE PROFILE

İSTAÇ at a Glance

About us

Milestones

Capital and Partnership Structure

Financial Indicators

Corporate Memberships, Supported Initiatives, and Donations

Our Achievements in 2023



1. İSTAÇ AT A GLANCE

ENERGY MANAGEMENT

- 1,316,905 MWh of electricity produced
- 1 Domestic Waste Incineration and Energy Generation Facility
- 3 Landfill Gas to Energy Generation Facilities (LFG)
- 2 Biogas Facilities
- 1 Bottom Ash Recovery Plant
- 1 Energy Control Center (EKOM)

WASTE RECOVERY

- 1,465,594 tons of waste managed by recovery method
- 5,183 tons of compost produced
- 3,073 tons of recovered waste
- 16,064 tons of organic waste collected and managed separately at the source
- 1 Recycling and Composting Facility
- 2 Biometanization Facilities

MUNICIPAL WASTE MANAGEMENT

- 5,424,841 tons of waste disposed
- 461,151 m³ of treated leachate (garbage water)
- 3 units of 2nd Class Landfill Sites
- 2 units of 3rd Class Landfill Sites
- 2 Leachate Treatment Plants (Membrane Bioreactor Technology)

WASTE LOGISTICS

- 9 solid waste transfer stations
- 237 units of tow trucks
- 265 units of trailer vehicles
- 3 units of organic waste collection vehicles
- 4,479,000 tons of mixed municipal waste transported

INDUSTRIAL WASTE MANAGEMENT

- The amount of industrial waste collected is 15,176,278 tons
- 345,000 tons of managed industrial waste
- 1 Handling Facility
- 1 Stabilization/Solidification Facility
- 2 RDF Facilities
- 2 Interim Storage Facilities
- 1 units of 1st Class Landfill Site
- 12 units of waste transportation vehicles

PROJECT AND CONSULTANCY SERVICE

- 2 European Union projects related to the Circular Economy
- 2 in-house projects related to the circular economy
- 3 different processes water saving project
- 2 productivity projects

1. İSTAÇ AT A GLANCE

MEDICAL WASTE MANAGEMENT

- 31,674 tons of medical waste disposed
- 16,248 number of institutions served
- 1 Medical Waste Incineration Facility (24 tons/day)
- 1 Medical Waste Sterilization Facility (145 tons/day)
- 64 units of licen

CITY AND MARKET CLEANING

- 7,976,590 m²/day swept area
- 110,000 m²/day washed area
- 15,250 tons of market waste collected
- Daily 11 units of washing vehicles
- 345 work vehicles

COAST AND BEACH CLEANING

- 515 km coastline cleaning
- 4 million m² beach area cleaning
- 13 beach cleaning machines
- 6,043 tons of waste collected from the coast and beach
- 85,240 tons of packaging waste collected from the coast and beach

MARINE WASTE MANAGEMENT

- 9,712 vessels in service
- 256,460 tons of waste collected from vessels
- 37 thousand m³ of oil and oil-derived waste recovered for the economy
- 11 units of waste collection vessels
- 8,820 m³ amount of waste collected from the sea surface
- 85,000 m³ of sludge removed from estuaries and streams

EXCAVATION WASTE MANAGEMENT

- 23.5 million tons of Managed Excavation Amount
- Number of saplings planted for the rehabilitation of 56,500 excavation sites

* The data reflects the total for the year 2023.

2. ABOUT US

İSTAÇ, as a subsidiary company of Istanbul Metropolitan Municipality, took a pioneering role in waste management by operating Türkiye's first sanitary landfill, solid waste transfer station, and medical waste collection and incineration facility in 1994. Population growth, changes in consumption habits, differentiation of living places and conditions, along with the rapid increase and change in the amount and type of waste, we have increased the diversity of our services in environmental management in order to minimize the negative impacts of waste on the environment, protect limited natural resources, and reduce greenhouse gas emissions.

We operate in a wide range of activities such as energy generation from waste, compost production and recovery of packaging waste, disposal of domestic and medical waste, treatment of landfill leachate, city and market cleaning, management of construction and excavation waste, collection and disposal of waste from ships and sea surface, coastal and beach cleaning and sludge dredging activities, disposal and recovery of industrial waste, and fuel production from waste.

As İSTAÇ, we keep the principles of sustainability at the core of our corporate identity. Efficient use of resources, adaptation to the circular economy, combating climate change, adopting green transformation strategies, and taking significant steps in these areas.

We are focusing on renewable energy investments to support a low-carbon economy and reduce energy dependency. In addition to providing benefits to our environment by converting waste into energy, we also place great importance on evaluating the waste generated as a result of the process in accordance with the principles of the circular economy. We continuously develop our technological infrastructure and produce innovative solutions with our R&D activities. With this approach, we aim to leave a more livable environment for future generations by integrating sustainability principles into our way of doing business.

OUR MISSION

Leaving livable cities as a legacy to future generations.

OUR VISION

To be among the leading organizations that pioneer environmental transformation nationally and internationally to achieve a sustainable economy, cities that produce zero waste, and minimize the carbon footprint.

OUR VALUES

Responsibility



We feel responsible for our work and environment, and we put forth the highest effort to fulfill the requirements of our job.



Justice

We always consider and strive to fulfill the right in our evaluations and decisions.



Honesty

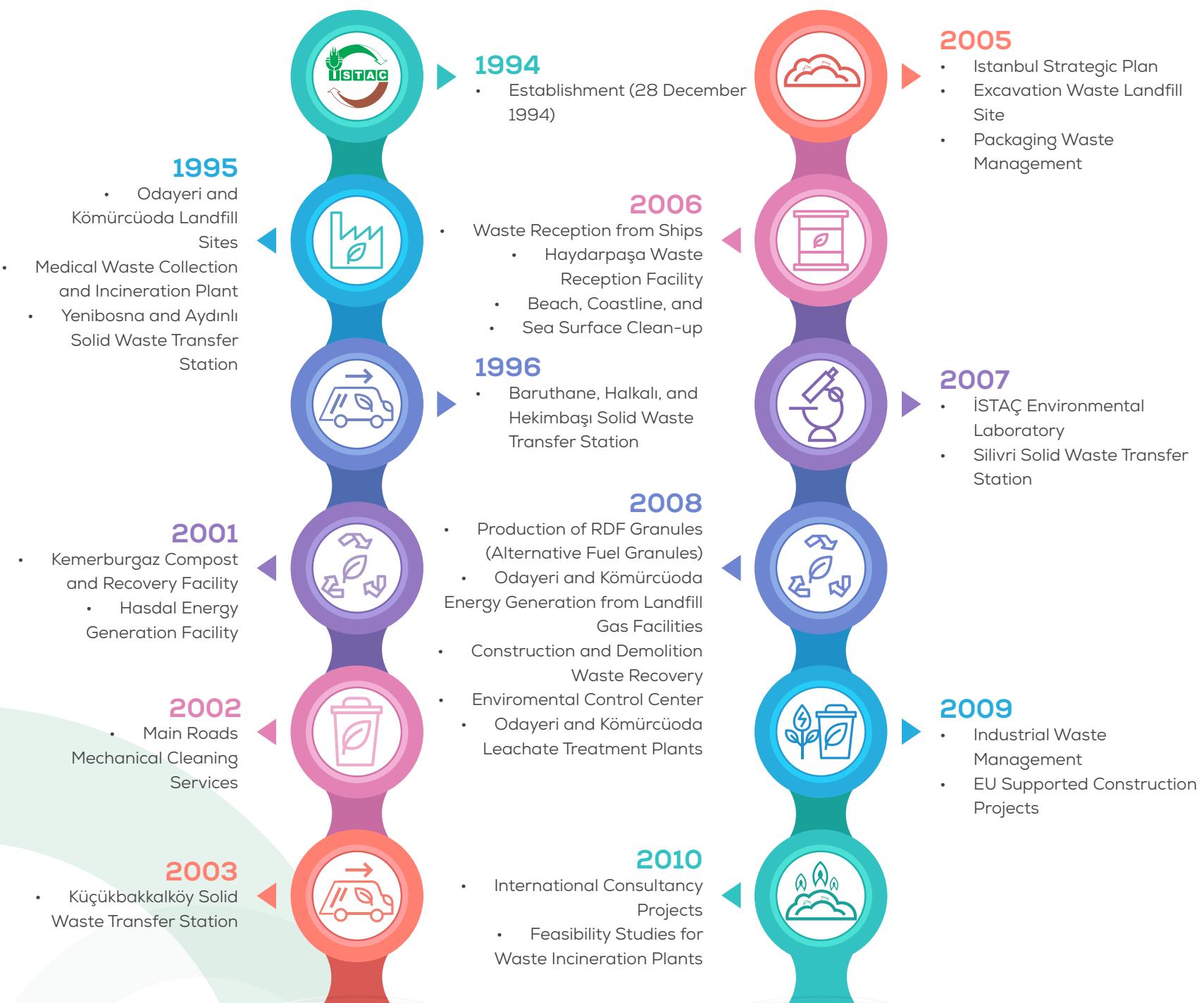
We manage our relationships with all our stakeholders on the basis of honesty by ensuring transparency in our actions and decisions related to our work.

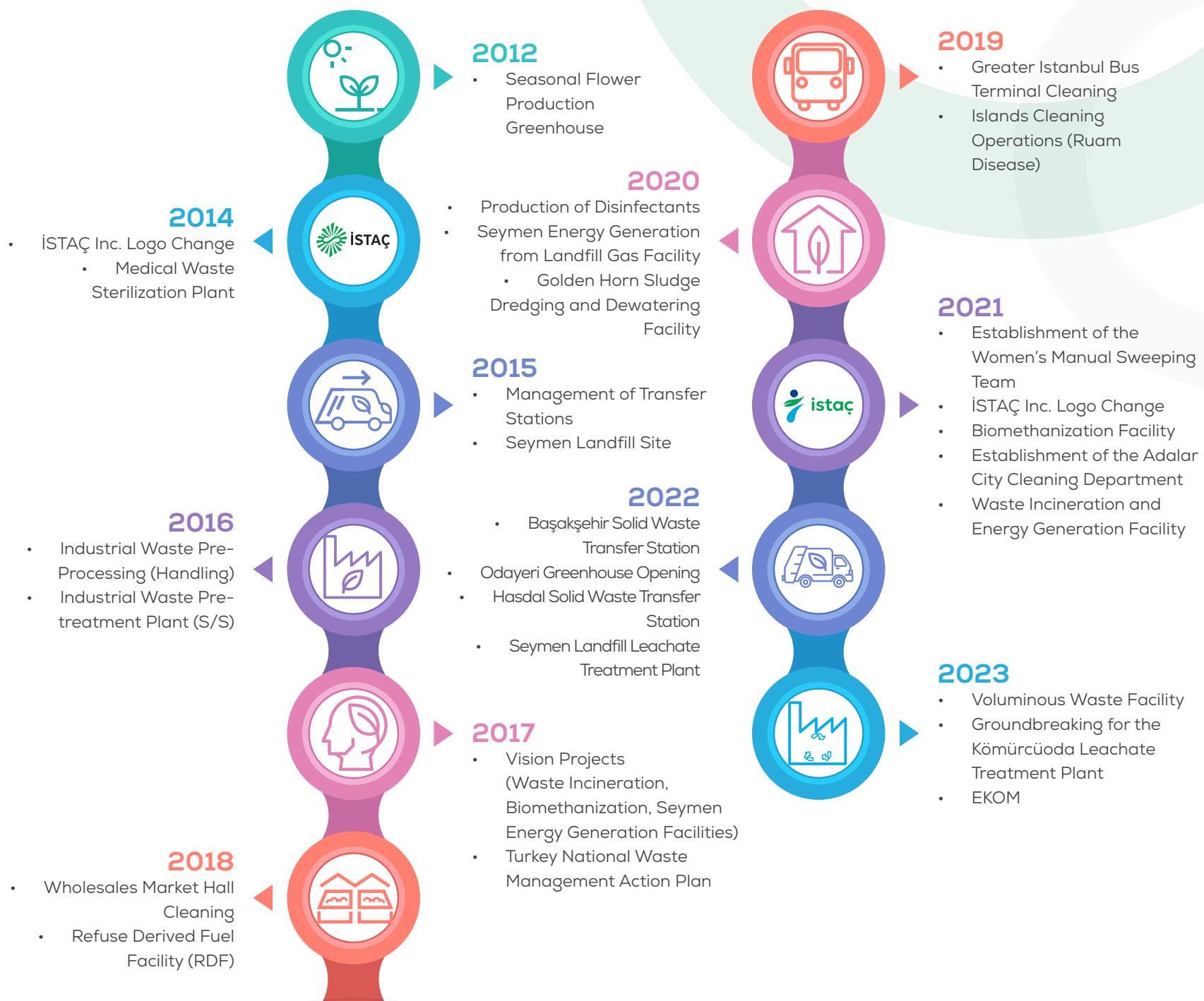


Safety

In our work, we see safety as our constant priority.

3. Milestones





4. Capital And Partnership Structure



%96,98

İstanbul
Metropolitan
Municipality



%1,69

IETT General
Directorate



%1,30

Metro Istanbul
Industry and
Trade Inc.



%0,02

İstanbul Tree
and Landscape
Education
Services and Zoo
Management
Industry and
Trade Inc.



%0,01

İSFALT Istanbul
Asphalt Factories
Industry and
Trade Inc.

Our Company's capital is 128 million TRY and there are no shareholders with privileged shares in our shareholding structure.

5. Our Financial Indicators

Revenue

9 Billion 543 Million TRY

Profit

41 Million TRY

Capital
Amount

128 Million TRY

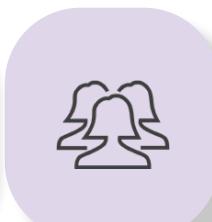
R&D Expense

620,714 TRY

İSTAÇ COMMUNITY



Workforce of
4.866
people



%4
female
workforce



%10
female
executives

6. Corporate Memberships, Supported Initiatives, and Donations

In addition to being an internationally recognized organization by being included in the Fortune 500 list, our company carries out its activities in cooperation with the following institutions;

Institutions and organizations we are members of;



İŞKUR



İstanbul Chamber of Commerce



İstanbul Chamber of Industry



TAYÇED (All Waste and Environmental Management Association)



IMEAK Chamber of Shipping



İstanbul Regional Port Authority



Turkish Lloyd Foundation

Our Donations:

After the Hatay earthquake on February 6, 2023, the Istanbul Metropolitan Municipality (İMM) and its affiliates stood by the people of Hatay, providing all kinds of material and moral support. As İSTAÇ, we delivered the budget of 3 million TRY, allocated by the board of directors' decision, to citizens affected by the earthquake and experiencing hardship. In addition, we contributed to the educational infrastructure in the region by donating the 2 million TRY budget we allocated for Eid chocolate and Kandil simit for our employees to the "İBB Emekçiler Lisesi" built in Kırıkhan, Hatay.

7. Our 2023 Achievements

As İSTAÇ in 2023;

At the 8th Istanbul Carbon Summit organized by the Sustainable Production and Consumption Association (SÜT-D) with the main support of the Ministry of Environment, Urbanization and Climate Change and Istanbul Technical University (ITU), our "Your Home's Waste is the Fuel of Our Facility" project was awarded the Low Carbon Hero



İSTAÇ was deemed worthy of receiving the 2023 International Safety Award organized by the British Safety Council (BSC) for its practices in occupational health and safety.



Our company ranked 229th on the Fortune 500 Türkiye list in 2023.



Our company achieved an overall score of **“Good Level of Sustainability”** by receiving an A score in Environmental Management and a B score in Social and Sectoral areas in the CRIF Turkey Sustainability Research.



In 2023, we responded to the Carbon Disclosure Project (CDP) survey, a global non-profit environmental reporting organization, for the first time. By answering questions about climate change, we transparently shared İSTAÇ's work in the field of sustainability and climate change with the public.

We received a C grade in CDP Climate Change performance.





STRATEGY AND GOVERNANCE

Governance of Sustainability

Prioritization Analysis

Sustainability Goals

Company Policy, Documents and Certificates

R&D, Innovation, Digital Transformation and Investments

Stakeholder Relations

Business Ethics and Transparency

1. Sustainability Governance

As İSTAÇ, we see sustainability as an integral part of our business strategy and manage all our activities in line with this principle. We shape our corporate governance structure with an understanding aimed at ensuring the realization of our sustainability goals. Senior Management is the highest governing body that closely monitors our company's sustainability performance and makes strategic decisions on these matters. Among the responsibilities and authorities of the Senior Management are the assessment of risks and opportunities related to sustainability, ensuring that the company's overall strategic objectives are aligned with sustainability strategies, and reporting to the Board of Directors.

We conduct our activities in a transparent and accountable manner, establishing open communication with our stakeholders by sharing information annually about our sustainability efforts and financial status. By adhering to the internal ethical rules and compliance policies that determine our way of doing business, we see honesty, fairness, and respect for the law as our fundamental priorities.

In 2023, due to the priority we gave to our sustainability and climate change efforts, we established the Sustainability Department under the Energy Coordination Directorate. The Energy Coordination Department is directly affiliated with the

Deputy General Directorate of Energy Management. With this organizational change, we regularly report our progress on sustainability and climate change issues to the General Manager through the Deputy General Manager of Energy Management. Thus, all our activities and related reports are presented to the public after being approved by the General Manager.

In order to strengthen sustainability management, we plan to establish a Sustainability Committee in 2024 and have initiated the necessary work in this direction.

As İSTAÇ, we do not only leave sustainability management at the senior management level, but also integrate it into all our business processes. With our departments specialized in critical areas such as environment, energy, and waste management, we ensure the implementation of sustainability policies in daily operations. We evaluate our progress towards achieving our sustainability goals through regular audits and performance reporting, and take corrective actions when necessary.

We base İSTAÇ's sustainability governance model on the principles of ethics, justice, and compliance with laws in our way of doing business. Thanks to all this management structure, we effectively implement our sustainability strategies and goals across the company and develop them with a continuous improvement approach.



Our Understanding of Sustainability

As İSTAÇ, we differentiate ourselves from many companies conducting sustainability efforts by integrating our understanding of sustainability into our business model with our environmental, social, and economic responsibilities. For us, the sustainability perspective is not just a value we consider while providing services, but it forms the very foundation of our business. We are not only working to make our current processes sustainable; we are building the future by imagining a sustainable city and acting with this vision. This vision of ours includes vital functions such as managing waste, recycling, and converting it into energy in all areas of city life. Sustainability is not a goal for us, but an integral part of our business.

Our company's sustainability approach is based on the efficient use of resources, conversion of waste into energy, and circular economy principles, all within the framework of respect for nature and society. This understanding aims not only to provide environmental benefits but also to make our business processes more efficient and effective.

İSTAÇ's sustainability strategy is based on increasing energy efficiency, reducing the carbon footprint, and ensuring effective waste management. In this framework, we optimize our operational processes using energy management systems and promote the use of renewable energy sources. Additionally, with our waste-to-energy projects, we are creating a sustainable business model both environmentally and economically.

Our understanding of sustainability also encompasses our social responsibilities. Respecting the rights of our employees, prioritizing occupational health and safety, and benefiting local communities are among our core principles. Additionally, we are establishing trust-based relationships with the people of Istanbul and all our other stakeholders on issues of business ethics and transparency.

An important aspect of İSTAÇ's sustainability vision is financial sustainability. As a company, we continue to work on developing strategies to increase operational efficiency, optimize resource use, and reduce costs in order to ensure long-term financial sustainability. Projects for converting waste into energy not only provide environmental benefits but also strengthen our financial cycle by creating a significant source of income. However, we are constantly developing innovative solutions to increase service diversity and grow external revenue with new projects. This approach to financial sustainability contributes to İSTAÇ's goal of providing a livable city for both current and future generations on solid foundations.

In line with this holistic approach, we continuously develop our sustainability efforts and implement new projects to minimize our environmental impacts. With the goal of leaving a more livable environment for future generations, as İSTAÇ, we continue to invest in environmentally friendly technologies and work to integrate circular economy principles into our business processes.

2. Prioritization Analysis

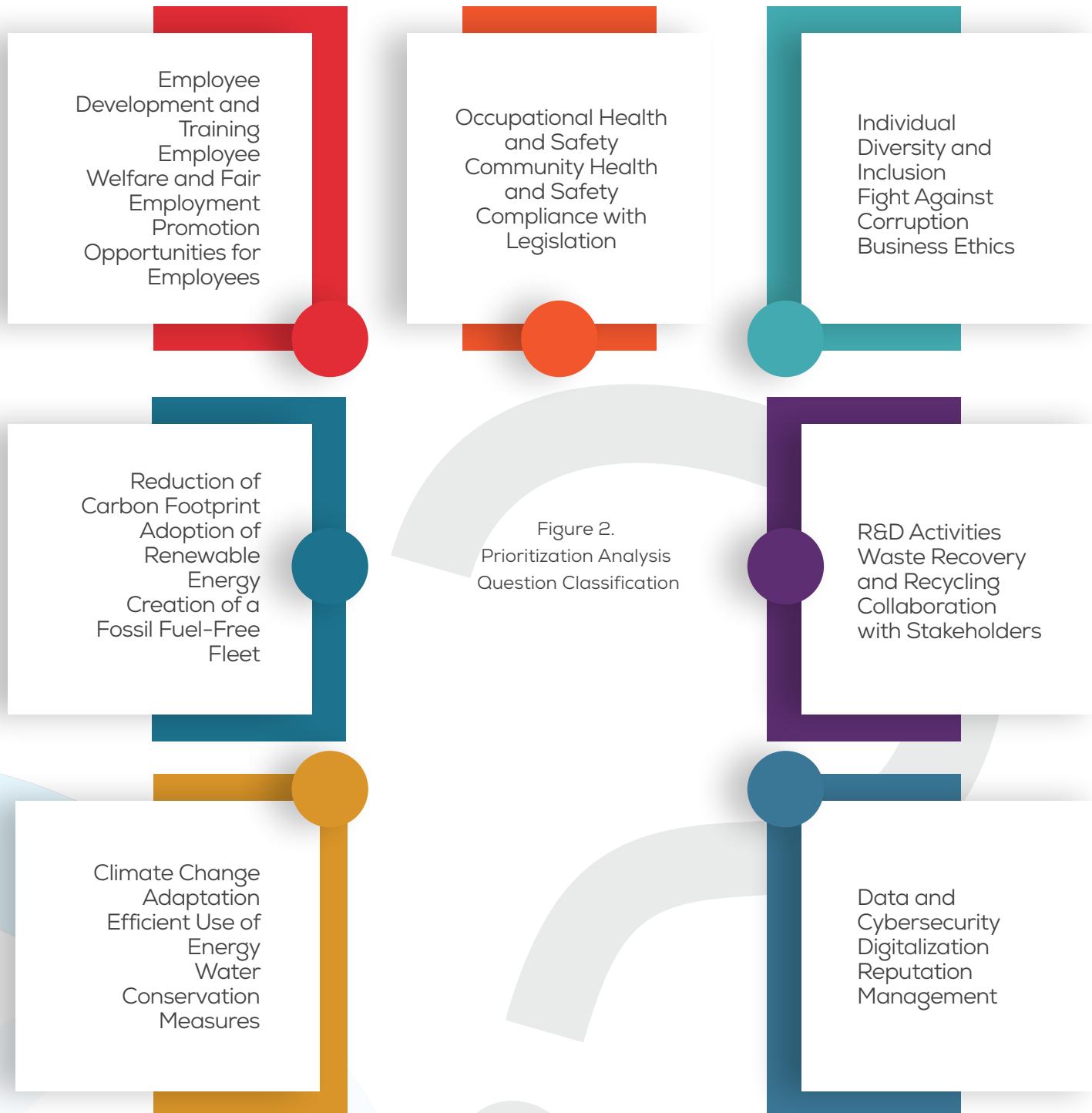
As İSTAÇ, we believe that sustainable development is a shared responsibility that requires the active participation of all stakeholders. In order to integrate sustainability into our activities and meet stakeholder expectations in the best way possible, we identify critical sustainability issues by collaborating with our stakeholders and shape our short, medium, and long-term goals through periodic prioritization analyses. In this way, we ensure the implementation of projects and initiatives that will contribute to the Sustainable Development Goals (SDGs).

These analyses allow us to determine our sustainability strategies by taking into account the views of both our internal stakeholders (employees, management, shareholders) and our external stakeholders (community, customers, suppliers, local governments, non-governmental organizations). Thus, we shape our company's future strategic decisions and investments in light of these evaluations. Our prioritization analysis conducted in 2022 includes a total of 21 key sustainability topics. These topics have been categorized as "high", "medium", and "low" priority topics in line with our company's priorities and the expectations of our stakeholders.

According to the results of the Prioritization Analysis, high-priority topics include waste management, energy efficiency, combating climate change, reducing carbon footprint, and circular economy. These topics are also among the strategic goals that directly contribute to İSTAÇ's long-term sustainability objectives.

Medium-priority issues consist of topics aimed at enhancing the company's operational sustainability, such as occupational health and safety, employee satisfaction, digitalization, ethics, and transparency. These issues are critical for both increasing employee satisfaction and enhancing operational efficiency. The topics considered as low priority are related to water conservation and various ancillary services, which do not directly contribute to the company's main areas of activity but are important in terms of reducing environmental impacts.

This analysis process has also been carried out taking into account global sustainability trends and legal regulations. Compliance with environmental legislation, topics such as new energy and waste management technologies have also been evaluated and included in the priority ranking. Our company's prioritization analysis is one of the most important tools that guide us in strategic decision-making processes and effective resource management.



The information obtained from the stakeholder analysis and the data collected from various sources were evaluated in accordance with the GRI 2021 standards and reflected in our prioritization matrix. According to the analysis results, we included 7 out of 21 topics in the "high priority" category, 12 in the "medium priority" category, and the remaining topics in the "low priority" category.

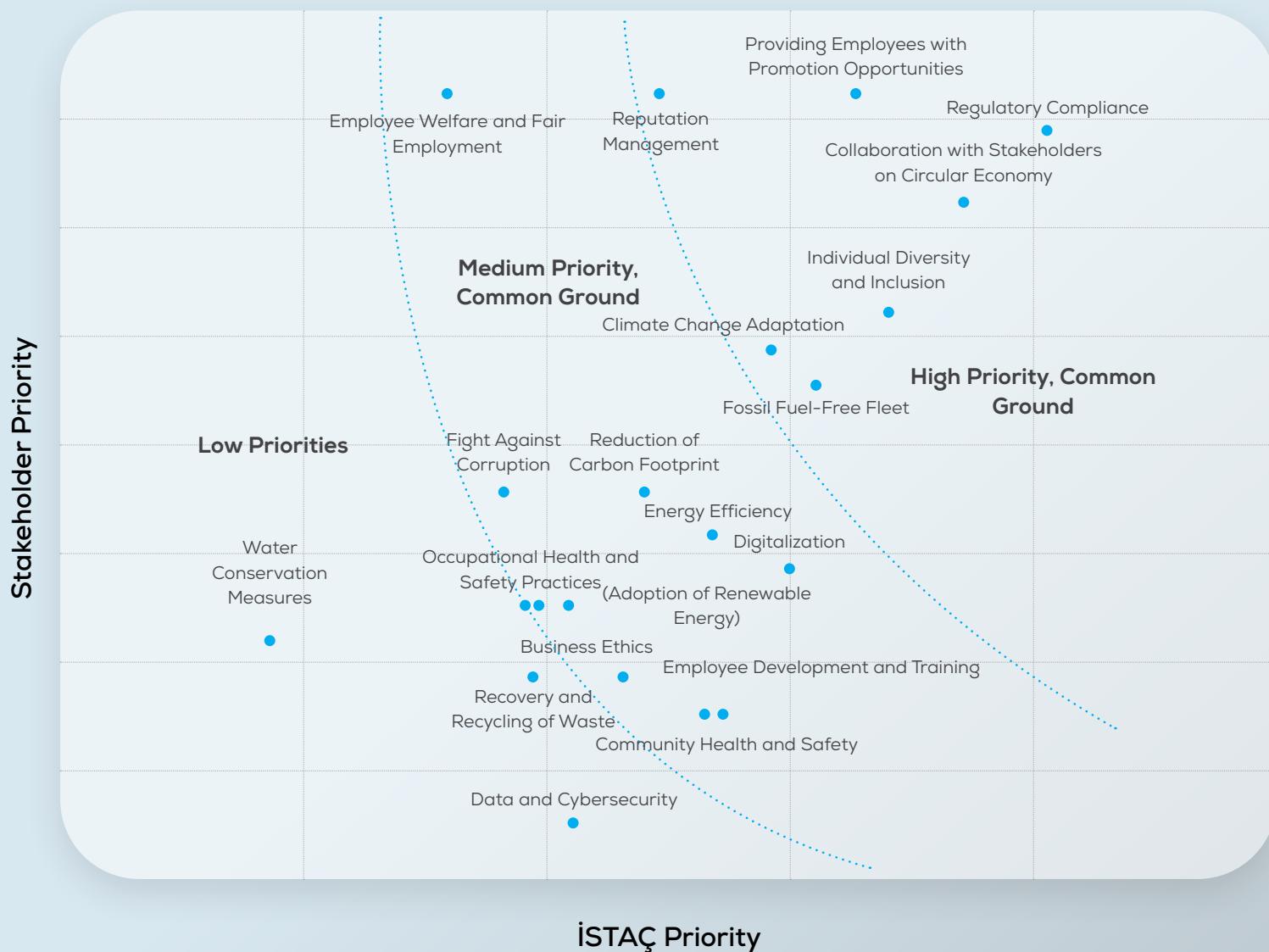


Figure 3. Prioritization Analysis

Our High Priority Topics

- Compliance with Legislation
- Collaboration with Stakeholders on Circular Economy
- Offering Promotion Opportunities to Employees
- Individual Diversity and Inclusion
- Creating a Fossil Fuel-Free Fleet
- Adaptation to Climate Change
- Reputation Management

Our Medium Priority Issue

- Community Health and Safety
- Employee Development and Training
- Employee Well-being and Fair Employment
- Digitalization
- Fighting Corruption
- Business Ethics
- R&D
- Efficient Use of Energy
- Reducing the Carbon Footprint
- Adoption of Renewable Energy
- Occupational Health and Safety

Our Low Priority Topics

- Water Conservation Measures
- Recovery and Recycling of Waste
- Data and Cyber Security

3. İSTAÇ's Sustainability Goals

A. STRATEGIC OBJECTIVES

As İSTAÇ, within the framework of our sustainability strategies, we aim to increase our environmental and operational efficiency with our long-term goals that we have set. In line with the strategic plan we have set for the years 2020-2024, four main strategic objectives have been determined.

1. Reducing the Amount of Waste Sent to Landfill :

As İSTAÇ, we aim to reduce the amount of waste sent to the landfill site to 53% of the total waste amount by 2024. We support this goal by converting waste into energy and optimizing recycling processes. At the same time, our efforts to increase operational efficiency through the use of digitalization and automation technologies in waste management processes continue.

2. Enhancing Operational Efficiency:

We aim to keep customer satisfaction above 83%, support employee development, control occupational health and safety (OHS) risks, keep the accident index below 0.9, and increase our operational efficiency by continuously improving the performance of our management systems.

B. STRATEGIC GOALS

As İSTAÇ, our commitment to the Sustainable Development Goals (SDGs) is an integral part of our corporate values and business model. Our company, in order to support environmental and social progress, by adhering to sustainability strategies and goals, the objectives and actions jointly determined with the Istanbul Metropolitan Municipality form our roadmap. The emission reduction actions we have determined as İSTAÇ in line with the IMM Climate Action Plan are specified in the table below.

As İSTAÇ, the contributions we make to the SDGs in line with our activities are as follows

3. Strengthening Service Diversity and Financial Cycle:

We aim to increase revenue from industrial waste activities by 75% by 2024 and expand our customer portfolio by 10% each year. We plan to increase external source revenues by 50% with the implementation of new projects and the increase in service diversity.

4. Maintaining Service Quality for a Clean and Livable Environment:

We aim to achieve a 16% reduction in emissions annually by optimizing waste transportation routes and to ensure uninterrupted operations at the landfill site. In this context, we adopt an environmentally friendly business model by achieving an annual 2% reduction in fuel consumption of the machinery used in the landfill site. At the same time, as a municipal subsidiary providing public services, we aim to contribute to a clean Istanbul by establishing the infrastructure that will ensure service continuity and by continuously carrying out the waste acceptance and disposal operations of our Class II landfill site as our most significant waste disposal operation.

Contribution of Our Strategic Priorities to the SDGs

Circular Economy and Waste Management



Climate Action and Carbon Reduction

Community Health and Safety

Water Management and Resource Efficiency

Sustainable City Management

Energy Management and Renewable Energy



Strategic Goals	Action	SDG Contribution
Recycling of food and garden waste	Development of programs to reduce or completely prevent the disposal of any food item during the processing, use, storage, sale, preparation, cooking, and serving process of foods	    
Capturing more landfill gas	Preventing direct methane emissions into the atmosphere by capturing landfill gas from landfill sites and using it as electricity, heating, or transportation fuel	 
Using more efficient tools	Optimization of waste collection operations (routes of waste vehicles, waste collection times) to reduce environmental impacts and total greenhouse gas emissions	   
Removal of waste from landfill sites	Removal of disposed materials from landfill sites through recovery and transformation into new products.	     
Increasing the use of renewable electricity	New clean energy development at the regional scale (heating/cooling/power) - microgrid (PV, hydrogen fuel cell, others)	  

C. CORPORATE GOALS

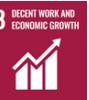
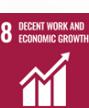
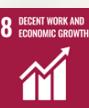
We create our institutional goals by taking into account our strategic objectives and the targets we have set in this direction. We analyze our current situation with the monitoring and evaluation processes we carry out in six-month periods, and we continue to progress by adhering to our goals with the necessary adjustments.

Our corporate goals, which we plan to achieve by the end of 2024, have been established based on specific rates and numbers each year. Throughout the year, we review our goals at different intervals based on the set performance indicators, assess our current situation, and take additional actions if necessary to ensure we achieve our goals by the end of the year.

AIM	Indicator	2023	Priority Issue	SDG No
Increasing the Amount of Recyclable Waste by Raising Environmental Awareness	Not to reduce the proportion of recyclable waste within the total waste amount below 22 percent	22,5	Adaptation to Climate Change Recovery and Recycling of Waste	  
Increasing the amount of waste sent for recycling in the Industrial Waste Management Department	Ensure that the ratio of waste sent for recycling to the total amount of waste collected in interim storage is over 12%	63	Adaptation to Climate Change Recovery and Recycling of Waste	   
Increase the Recovery Rate	Create 100 Wooden Zero Waste Units from Idle and Scrap Materials	146	Adaptation to Climate Change Recovery and Recycling of Waste	  

AIM	Indicator	2023 Priority Issue	SDG No
Saving Energy	Reduce electricity consumption by 5% at the General Directorate	13,46 Adaptation to Climate Change Efficient Use of Energy	  
Saving Water	Save 1% of water consumption in the administrative building	0,75 Water Conservation Measures	   
Increase efficiency during the Maintenance-Repair process	Implementation of an energy-efficient project for at least 1 machine/equipment	1 Adaptation to Climate Change	  
Preventing marine pollution, protecting the marine ecosystem, and keeping the coasts clean to provide a livable environment	100% compliance with 22 working days per month throughout Istanbul	105,94 Adaptation to Climate Change Reputation Management	  
By optimizing the daily route plans of industrial waste transport vehicles, reduce the distance traveled per ton	To ensure the distance covered is below 70 km/ton	60 Adaptation to Climate Change	  

AIM	Indicator	2023 Priority Issue	SDG No
Ensure that equipment consuming high amounts of energy in the facility operates efficiently in terms of energy	Implementation of an energy-efficient project for at least 1 unit/equipment	1 Adaptation to Climate Change Efficient Use of Energy	
Using resources efficiently	To keep the amount of medical waste collected per kilometer above 18 kg/km	15,91 Adaptation to Climate Change Efficient Use of Energy	
To increase the quality of the waste sent for recovery by pre-dewatering the waste and to enhance customer satisfaction	To Reduce the Water Ratio (≤ 12%) of Waste Sent for Recovery by Pre-Dewatering	5,64 Adaptation to Climate Change	
To increase capacity utilization rate by using resources effectively (%)	To realize a capacity utilization rate of over 85% at the Treatment Plant (Kömürçüoda)	74 Adaptation to Climate Change Efficient Use of Energy	
To increase capacity utilization rate by using resources effectively (%)	To realize a capacity utilization rate of over 85% at the Treatment Plant (Odayeri)	68.5 Adaptation to Climate Change Efficient Use of Energy	

AIM	Indicator	2023 Priority Issue	SDG No
To Conduct Company-Wide Activities for Zero Work Accidents	To Keep the Accident Severity Rate Below 1.30%	0,86 Occupational Health and Safety	 
To Increase Citizen Satisfaction	To keep the Compliance Rate of Timely Response to Complaints above 95%	100 Reputation Management	 
To increase customer satisfaction rate	To increase customer satisfaction rate by 76%	94,3 Reputation Management	 
To provide uninterrupted internet access	To achieve 99.5% access in internet infrastructure	99,62 Digitalization	  
To increase customer satisfaction	To ensure customer satisfaction above 82% by responding to industrial waste transportation requests within 5 working days	85,3 Reputation Management	   
To increase Work-Service Efficiency	To keep the Education Satisfaction Rate above 85%	92 Reputation Management Employee Development and Training	 
To increase the amount of training per staff member	To increase the amount of training per staff by 37	76 Employee Development and Training	 

AIM	Indicator	2023 Priority Issue	SDG No
Resource Management	To sign a contract within 73 days in open tender works	73 Fighting Corruption Business Ethics Reputation Management	  
Resource Management	To sign the contract within 36 days for exemption tender works	36 Fighting Corruption Business Ethics Reputation Management	  
Resource Management	To sign a contract within 48 days for negotiated tenders	48 Fighting Corruption Business Ethics Reputation Management	  
Increasing Market Share, Revenue Growth, and Profitability	Increasing Sales and Marketing's net turnover by 10% year-on-year	169 Reputation Management	 

4. Company Policy, Documents And Certificates

ENVIRONMENTAL
SOCIAL
GOVERNANCE

Policies

- Integrated Management Policy
- Energy Management Policy
- Laboratory Quality Policy

Certificate/Documents

ISO 14001:2015 Environmental Management System
 ISO 50001:2018 Energy Management System
 ISO 17025:2017 Laboratory Accreditation Certificate
 ISO 14064-1:2018 Carbon Footprint Verification
 Certificate
 ISO 14046:2014 Water Footprint Certificate

- Personal Data Retention and Disposal Policy
- Road Traffic Safety Policy

ISO 45001:2018 Occupational Health and Safety Management System
 ISO 39001:2013 Road Traffic Safety Management Systems



ISO 9001:2015 Quality Management System

In order to continuously elevate our management system to higher standards, our company implements innovations every year. In 2023, in addition to our existing management systems, we added the **Road Traffic Safety Policy** to our policies. With this new policy, we aim to increase the road traffic safety awareness of our employees and stakeholders, and we are expanding our activities in this direction.

5. R&D, Innovation, Digital Transformation And Investments

We are expanding our innovation efforts by combining our sustainability goals with our research competencies and the power of advanced technology.

We adopt a circular economy model where waste is prevented at the production stage and materials that have completed their production mission are transformed into valuable resources, instead of a "use-and-dispose" economy. In this model, we aim to minimize the disposal rate and increase the recycling rates and quality by taking the 9R approach (Refuse, Reduce, Reuse, Renew, Repair, Remanufacture, Recycle, Recover) as a guide, and also to develop new technologies that will increase our energy production capacity.

OUR R&D PROJECTS

The fundamental principles of our company's investment and R&D policy are to exhibit a holistic approach to environmental problems, closely follow innovations and developments in waste management, and develop solution-oriented projects for problems in our field of activity.

Within the framework of the circular economy, in line with our goal of producing value-added products from waste, we are forming project collaborations with various stakeholders such as universities, research institutions, and the private sector.



R&D Projects

Project Name	The purpose	Contribution	Result	Budget
Investigation of the Effects of the Combustion Efficiency of the Kemerburgaz Waste Incineration and Energy Production Facility on the Characterization of Bottom and Fly Ash	<p>The chemical components are being investigated by conducting a comprehensive characterization of the resulting ashes. The content of the ash is analyzed for economically valuable elements and/or components, and combustion data is analyzed to evaluate combustion efficiency.</p>	<p>Circular Economy Sustainable Use Energy Efficiency</p>	<p>Comprehensive ash characterization studies and analyses for the summer and winter periods of the project have been completed, and the final report has been prepared. The usability of ash within the scope of industrial symbiosis applications is being investigated.</p>	
Pop-Machina Multi-Partner European Union Project	<p>In order to support the circular economy, the use of the latest waste management technologies by the local community in relation to waste management, recovery practices, and renewable energy; the emergence of new recyclable, high value-added products and the provision of socio-economic development are the main objectives of the project.</p>	<p>Circular Economy Sustainable Use Waste Management</p>	<p>İstanbul Metropolitan Municipality, İSTAÇ, Koç University, and Planet Turkey, along with 23 different stakeholders from 8 countries, are diversifying and popularizing circular production opportunities through various trainings, community events, and collaborations. In the years 2023, 30 different activities were carried out. The project was completed by the end of 2023.</p>	<p>Total Budget: 10 million Euros</p>

R&D Projects

Project Name	The purpose	Contribution	Result	Budget
PEACOC Multi-Partner European Union Project	The project aims to recover precious metals such as platinum, palladium, gold, and silver from waste.	Circular Economy Sustainable Use	The project, which has been awarded funding by the European Union Horizon 2020 Grant Support Program, is being carried out under the coordination of Fundacion Tecnalia Research & Innovation (Spain) with the participation of a total of 19 partners. Among the Turkish partners of the project are İSTAÇ and FORD Otomotiv. The project duration is 48 months, and as of the end of 2023, the 32nd month of the project has been completed.	Total Budget: 11.2 million Euros
Water Saving Project at Haliç Sludge Dewatering Facility	Using seawater instead of tap water for washing the rotary drum screen at the Haliç Mud facility.	Water Conservation Circular Economy Activities Sustainable Use	Process concept design studies for the project are ongoing.	

R&D Projects

Project Name	The purpose	Contribution	Result	Budget
Edirnekapı Urban Cleaning Department Water Conservation Project	Prevent water losses that may occur during the filling of water in the washing and sweeping tools in the department.	Water Conservation	Thanks to this project, the monthly water loss has been reduced by 86%. It is planned to expand the application to other locations.	
Solid Waste Transfer Station Loading System Optimization Study	Prevention of waste spillage during waste loading from transfer belts to silos at solid waste transfer stations.	Work efficiency	A system has been designed to allow direct transfer of waste into the vehicle and prevent it from spilling out due to backlash. The system's application and trial operations will be initiated.	
Artificial Intelligence Supported Predictive Maintenance Application for Kömürçüoda Wastewater Treatment Plant	Detection of faults that cause unplanned downtime of businesses' mobile equipment in advance, allowing for shorter and cost-effective interventions.	Machine Safety Maintenance-Repair cost savings	At the Kömürçüoda Wastewater Treatment Plant, a vibration and temperature-based early warning system has been installed for the feed and circulation pump motors of the ultrafiltration membrane units. Trial operations on the system are ongoing.	

Investment And Innovation

Project Name	The purpose	Contribution	Result
Kömürçüoda Waste Incineration and Energy Production Facility	Collection and incineration of mixed municipal waste generated in Istanbul's Anatolian Side and energy production	Waste Management Renewable energy production	The Environmental Impact Assessment Positive Certificate has been obtained, and the necessary other permit works are being carried out.
Kömürçüoda Waste Leachate Treatment Plant	Due to the inadequacy of the current facility capacity where landfill leachate is treated, capacity increase	Wastewater Management	The construction of the facility has been completed and it has been put into operation.
Medical Waste Incineration Facility Improvement	Increasing the capacity of medical waste processing, increasing the efficiency of energy production	Waste Management Energy efficiency	The current status report has been reviewed and based on this, an improvement report has been prepared. As a result of this report, research has been conducted to integrate the wet washer system, and the investment process has been initiated.
Seymen Mechanical Biological Separation Facility	Ensuring waste storage criteria, reducing the amount of waste going to storage, obtaining energy by recycling biodegradable waste	Waste Management Renewable energy production Circular Economy Activity	Feasibility study has been completed.
Medical Waste Sterilization Facility (Asian Side)	Due to the increasing amount of medical waste in Istanbul every day, it is predicted that the current facility capacity will be insufficient, capacity increase	Waste Management	The feasibility study has been conducted and the process is ongoing.
Construction and Demolition Waste Recycling Facility	Evaluation and recycling of construction and demolition waste resulting from urban transformation in Istanbul	Waste Management	Current situation analysis, technology selection for products, and feasibility studies are being conducted.

DIGITAL TRANSFORMATION

- Thanks to the design and layout improvements made in the program where entitlement outputs are obtained on SAP, a 73% paper saving was achieved, while the time taken by the relevant department personnel to perform file operations was also significantly reduced.
- In line with the requirements of the KVKK, we have started obtaining explicit consent approvals from visitors through outdoor tablets at the General Directorate building with the integration of the visitor program. It is planned to implement this application in other locations as well.
- Within the framework of the RPA (Robotic Processes) Project, in addition to the work completed in 2022, we have integrated the process of "Reporting and Processing Personnel Information" into robotic automation. With this innovation, we have significantly facilitated Human Resources processes, thereby increasing work efficiency.
- Thanks to the Vehicle Tracking Devices mounted on 240 transfer trucks, we can monitor the vehicles in real-time and receive detailed reports.
- Within the scope of the Excavation Illegal Access System Prevention Project, we read vehicle license plates with PTS (License Plate Recognition System) cameras.

- We installed License Plate Recognition System (PTS) cameras on the scales at the Transfer, Storage and Incineration Facilities. In this way, PTS cameras have replaced the RFID devices used for license plate reading. With this change, we achieved significant savings by eliminating the annual RFID license costs and the costs of RFID tags attached to garbage trucks.

- As part of the Digital Card Transition Project, we switched to a digital card application instead of traditional business cards. We can share business card information via phones using NFC and QR code technologies. With this transformation, we have made a significant contribution to environmental sustainability by reducing paper usage.

- Within the scope of the VideoWALL screen project, we are watching live footage from in-facility and in-vehicle cameras. Additionally, thanks to the tracking devices in the vehicles, we can monitor GPS data and track location information in real-time on the map.

- With the Network Management and Monitoring Project, we can monitor and control all our network devices, generate alarms, and create network maps.



**DOĞAYI KORUYORUZ
DİJİTALE GEÇİYORUZ**



STAKEHOLDER RELATIONS

As İSTAÇ, we demonstrate a strong stance in the fields of sustainability and environmental management in our activities, and we strive to establish solid relationships with our stakeholders. The collaborations we have developed with our stakeholders play an important role in reaching our strategic goals while creating an interaction that provides mutual benefit. In this context, we work in line with the principles of inclusion, diversity and continuous improvement, and we apply this approach at all levels.

Our stakeholder management approach reflects a strategy that reinforces İSTAÇ's leadership in environmental and sustainability issues. We classify the stakeholders we interact with as "primary external stakeholders", "secondary external stakeholders", and "internal stakeholders", and evaluate each stakeholder group as "very important" and "moderately important" within themselves. This classification supports our efforts to create shared value while making the communication platforms and methods we establish with stakeholders more efficient.



We maintain our communication with our internal stakeholders through various tools such as employee satisfaction surveys, training programs, and industry meetings. In 2023, in addition to these communication channels, we created a new communication platform by publishing newsletters created by your various departments on internal screens and sharing them via email. While your Energy and Sustainability activities are announced with the monthly bulletin titled "Energy Agenda", our R&D and Project activities are published quarterly with the "Project Highlights" bulletin. Special bulletins are published by our Occupational Health and Safety Department as needed.





We communicate with our external stakeholders mainly through our website and events. In this context, we participated in organizations such as Brand Week Istanbul, World Energy Congress and Fair, IFAT EURASIA Fair, Boğaziçi University Panel and Workshop, WENERGY – Clean Energy Technologies Fair and Advanced Transformation Ideathon in 2023.

We maintain our communication with citizens and customers, our primary stakeholder group, through regular satisfaction surveys, supplier meetings and cooperation meetings. We communicate with our external stakeholders mainly through our website and events.

● Primary Stakeholders

- Communication Platform:** Customer Satisfaction Surveys, Supplier and Collaboration Meetings, Website, Press Releases
- Communication Method:** Phone, Visit, email, Supplier Evaluation Surveys, Social Media, Organizations, White Desk

● Secondary Stakeholders

- Communication Platform:** Events, Meetings, Website
- Communication Method:** Phone, Visit, email, Social Media, White Desk

● Internal Stakeholders

- Communication Method:** Phone, email, Meeting, Instruction, Procedure, Monthly Bulletin

COLLABORATION WITH STAKEHOLDERS

Boğaziçi Yönetim Company Recycling Workshop and Zero Waste Training: Within the framework of our collaboration with Boğaziçi Yönetim Company, we organized recycling workshops for primary school students aged 7-12. In addition, we provided training to children on zero waste and waste management, and organized activities aimed at raising environmental awareness.



April 23rd IMM Children's Carnival Recycling Workshop and Zero Waste Event : As İSTAÇ, we participated in the April 23 Children's Carnival with fun activities and hands-on zero waste training. The program we initiated to instill zero waste awareness in children continued with hands-on training conducted by our expert teams at the Recycling Workshop. In these trainings, we explained to the children that waste materials are actually valuable raw materials and can be recovered.





BEREN SU SARP - 10 Age

Pop-Machina Project Istanbul General Assembly Meeting Field Event: Within the scope of the Pop-Machina Project, of which we are a component, we organized the general assembly meeting in Istanbul with the participation of project partners from Spain, Greece, Belgium, the Netherlands and Lithuania. Within the framework of the field trip, we visited the circular works workshop and the new waste exhibition area; we also organized an event where new products were produced from wood waste.



Underwater Cleaning Event on Environment Week and Marmara Sea Day
On June 8, 2023, within the framework of Marmara Sea Day and Environment Week events, we organized a comprehensive underwater cleaning operation. In this event, which started simultaneously in front of Kadıköy Rıhtım Haldun Taner Stage and on the Beşiktaş Ortaköy coast, İSTAÇ divers dived into the sea with professional equipment to collect underwater waste and contributed to the cleaning of the sea.





Büyükçekmece Municipality World Environment Day Event: On June 5, 2023, World Environment Day, we organized an event for disabled individuals and primary school students in collaboration with Büyükçekmece Municipality and İSTAÇ. As part of the event, we provided information about recycling and upcycling processes by exhibiting products made from converted waste.



IPA World Environment Day Event: On June 5, 2023, during the World Environment Day event held at the Istanbul Planning Agency campus, products obtained from the transformation of waste were exhibited. In this event, detailed information about recycling and upcycling processes was shared.



Merrell Belgrad Ultra Trail Sports Festival Exhibition of Waste Products from the Sea: At the Merrell Belgrad Ultra Trail Sports Festival organized in cooperation with Boğaziçi Yönetim Company in Kemerburgaz City Forest, awareness was raised with the "Waste Products from the Sea" exhibition organized by İSTAÇ. In addition, zero waste training and painting workshops were organized for children at the festival.



Metro Istanbul Summer School Event: İSTAÇ also participated in the "Summer School" program organized by Metro Istanbul with the Recycling Workshop. During the event, zero waste training was provided for the age groups 7-10 and 11-14, children were encouraged to create new products from waste, and it was aimed



Maritime and Cabotage Day Celebrations: July 1st Cabotage Day was celebrated with enthusiasm in Sarayburnu.



Boğaziçi University Zero Waste Innovation Panel: Our company participated as a speaker in the panel organized under the title "Shaping Responsible Food Production and Consumption with Innovation Towards Zero Waste" and provided information on innovative waste management techniques and solutions to reduce food waste.



Brand Week Istanbul 2023: At the 11th Brand Week Istanbul, our Deputy General Manager of Energy Management, Özgür Barışkan, took part as a speaker on behalf of our company and gave information about the sustainable ecosystem.



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World Energy Congress and Exhibition: Our company, which participated as a speaker at the World Energy Congress and Fair, provided information about our energy generation. We also shared developments in the energy sector, investments made, and future trends in our country and the world.



IFAT EURASIA Fair: At the IFAT EURASIA Fair held at the Tüyap Fair and Congress Center, we shared our company's projects on environment, waste, and energy management, which comply with Turkish and world standards, with visitors.



WENERGY-Clean Energy Technologies Fair: As İSTAÇ, we participated in WENERGY Clean Energy Technologies Fair, the largest clean energy fair in Turkey and the region, held in İzmir. During the fair, we showcased our sustainable solutions for energy generation from waste and created collaboration opportunities by bringing together stakeholders in the industry.



Upcycling Ideathon:

At the Ideathon event, we provided training on design thinking, business model development, and presentation techniques aimed at transforming innovative and artistic designs into products for university students.



6. Business Ethics And Transparency

As İSTAÇ, we attach importance to business ethics and transparency and see them as an integral part of our activities. By adhering to the principles of honesty, justice, and transparency, we act in accordance with the ethical principles of the Istanbul Metropolitan Municipality. In this direction, we aim to raise ethical standards and continuously strive to fully comply with global business ethics principles.

We know the importance of being correct and honest at every stage of our work, and with this, we aim to build trust in society and the business world. In addition to our corporate responsibilities, we also prioritize our obligations to society and the environment. Acting in accordance with ethical standards not only ensures the sustainability of our activities but also reinforces public trust.

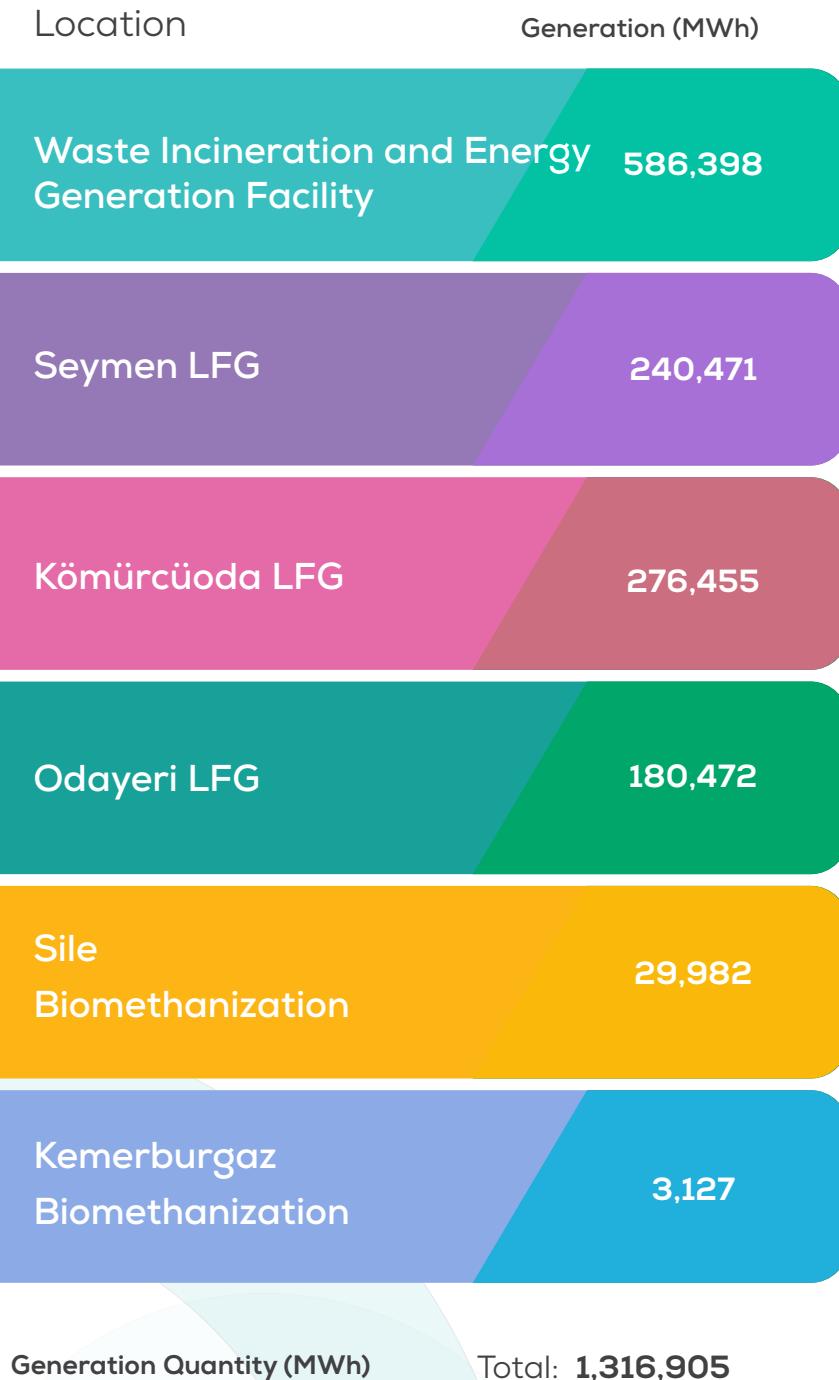
We aim to create a fair work environment for our employees to comply with ethical rules and thereby increase employee engagement. In our relations with external stakeholders, we continue our efforts to strengthen transparency and accountability. We ensure that the public and our stakeholders can access information more easily by transparently sharing our activities through digital platforms. The digital accessibility of topics such as sustainability reports, financial reports, and project progress strengthens our transparency.

İSTAÇ's business ethics and transparency are our core values that enhance employee satisfaction in internal processes and reinforce public trust in external processes. This approach supports sustainability and contributes to gaining a reputable position both in the business world and in society.



WE ARE WORKING FOR THE PLANET

Renewable Energy Production
Carbon Management
Water Management
Waste Management



1. Renewable Energy Production

As İSTAÇ, we continue our activities by putting energy management at the center of Istanbul's waste management strategies. With our waste-to-energy projects, we ensure the management of waste while also making a significant contribution to our country's need for clean energy. This year, we continue our projects aimed at increasing energy efficiency and aim to provide more electricity to households in Istanbul. We strengthen our steps towards a sustainable future by developing different projects every year.

We are determinedly continuing our efforts to reduce greenhouse gas emissions, which is one of the main goals of Istanbul and our company. In this context, we added electric vehicles to our fleet in 2023 and aim to increase this number in the coming years. In 2022, we demonstrated our commitment in this area with concrete steps by establishing electric vehicle charging stations at our General Directorate building and Waste Incineration Facility. This year, with the electric vehicles we have added to our fleet, we are continuing the necessary infrastructure work to establish electric vehicle charging stations at our other locations. With the R&D activities we have carried out in Landfills, we have increased the collection efficiency of landfill gas and reduced the amount of fugitive gas, thereby reducing greenhouse gas emissions.

İSTAÇ ENERGY PORTFOLIO

As İSTAÇ, we both develop innovative solutions in waste management with our waste-to-energy facilities and contribute to Istanbul's sustainable energy resources through energy generation. In 2023, we generated a total of 1,316,905 MWh of electricity with our waste-to-energy production facilities.

WASTE INCINERATION AND ENERGY PRODUCTION FACILITY

In our Waste Incineration and Energy Production Facility, which holds the title of Europe's largest waste incineration and energy production facility, we converted 15% of Istanbul's waste into electrical energy, incinerating **986,025 tons of waste and producing 586,398 MWh of electricity in 2023.**

In order to minimize the environmental impacts of our Waste Incineration and Energy Production Facility and to use resources more efficiently, we have established a new facility for the recovery of valuable metals from the bottom ash resulting from incineration. In the Waste Incineration and Energy Generation Facility, 170,000 tons of bottom ash resulting from the incineration of approximately 1 million tons of waste are processed in this facility, recovering 3,500 tons of valuable metal. In this way, we both contribute to the economy and reduce the amount of bottom ash sent to the landfill sites by 2%.

Our Waste Incineration and Energy Generation Facility achieved the LEED Gold certification for the Administrative Building and Workshop Building in May 2023 by meeting high standards in areas such as energy efficiency, water

conservation, material selection, indoor air quality, and environmental awareness. LEED Gold Certificate is an independent and prestigious document that certifies that buildings and interiors are designed and constructed or operated in accordance with environmental friendliness and sustainability principles.



In our facility, we have implemented many eco-friendly practices such as the use of renewable energy, low-flow fixtures, the preference for sustainable materials, and the collection and reuse of rainwater. Thanks to these energy efficiency applications, we achieve significant savings in operating costs and minimize our environmental footprint. At the same time, by adhering to high standards in water conservation and material selection, we contribute to the effective management of natural resources.

The LEED Gold Certification strengthens our leadership in environmental sustainability, demonstrating our commitment to our sustainability vision and our determination to fulfill our environmental responsibilities.



BIOMETHANIZATION FACILITIES

In our Kemerburgaz Biomethanization Facility, which showcases a successful example of sustainable energy generation and waste management by producing methane gas from organic waste, we processed **16,064 tons of waste and generation 3,127 MWh** of electricity in 2023.

The waste processed at our Kemerburgaz Biomethanization Facility consists of organic waste separated at the source within the scope of zero waste. These wastes, collected separately through optimized collection routes from points such as hotels, restaurants, cafeterias, and markets, are brought directly to the facility. Within the scope of Zero Waste, separating waste at its source encourages reuse by increasing the recycling rate, while also reducing the proportion of inert waste coming to our facility, thereby increasing efficiency.

With our Biomethanization Facility at Şile Kömürcüoda Landfill Site, we disposed of **348,105 tons of waste using the biomethanization method and generated 29,982 MWh** of electricity. This facility makes significant contributions to the environment by converting mixed municipal waste into energy through the biomethanization method.

The conversion of organic waste into energy within the scope of Zero Waste provides many benefits to the environment and society. This process helps reduce environmental pollution by preventing organic waste from going to landfills and contributes to reducing dependence on fossil fuels by converting waste into energy through methods such as biomethanization.



Biomethanization facilities contribute to clean energy generation while efficiently utilizing waste, also helping to conserve natural resources. From a societal perspective, this practice not only provides sustainable energy sources but also creates employment, thereby offering economic benefits.

As İSTAÇ, we have addressed this important issue of organic waste management, which is one of the key elements of our sustainability strategy, in line with the contributions and ideas of all our stakeholders, and we are pleased to share the views of our stakeholders through this report.





**Elif DURAN,
Gülşener AYDOĞAN, Fatma AKYOL
Women Laborers**

Three women laborers, Elif, Fatma and Gülsener, who work at the Bayrampaşa Vegetable and Fruit Market to sort potatoes and onions, were surprised when they learned that the rotten materials they sorted were converted into energy at İSTAÇ facilities. When they realized that their job was not just about separating rotten products, but that these wastes contributed to energy generation by being recovered,

they understood the meaning and importance of their work better. This information gave them both great happiness and increased their motivation for their work.

They said that from now on, they will be more careful when separating waste and will raise awareness about this in their surroundings.



Halit YAŞAR - Organic Waste Collection Driver

Halit Yaşar, who has been working as a driver at İSTAÇ for 6 years, transports the waste from Bayrampaşa Vegetable and Fruit Market to the Biomethanization Facility where organic waste is processed. After the tradesmen report their waste collection requests, they separate the materials in the boxes and crates while collecting the waste, load them onto their vehicles, and take them to the facilities. Yaşar, who stated that he observed the conversion of organic waste into energy during this process, expresses that the reduction of waste amount through recycling, prevention of environmental pollution, and contribution to Istanbul's electricity needs by producing energy

is a great source of pride for him and his colleagues.

The employee, who stated that collecting organic waste and contributing to this process helps him pay more attention to his work and increase his motivation, says that by sharing the information he has acquired with his surroundings, he contributes to raising awareness among more people on this issue. Additionally, believing that this sharing raises awareness, he emphasizes that contributing to meeting the needs of the people of Istanbul increases his commitment to his work. Yaşar also adds that İSTAÇ is a prestigious company in every part of Istanbul and that he is happy to work for such a company.





Aybike GÜRKAN –Chemical Engineer

Aybike Gürkan, as a chemical engineer who has been working at İSTAÇ for 10 years, has been working at the Biomethanization Facility for the last 3 years. There are a total of 33 employees at the facility, and Gürkan emphasizes that she is supported along with the challenges of being the only female employee here. As a married mother of two, she expresses that she was supported by the part-time work opportunity offered by her company during the period when she struggled to balance work and family, and that her managers showed an understanding attitude by allowing her to adjust her working days and hours to suit her needs.

The organic waste collected separately at the source and brought to the facilities is processed through various procedures to first convert it into biogas and then into electrical energy. The liquid and solid fermented products formed at the end of this process are also used as irrigation and fertilizer.

Organic waste is either brought directly by companies or collected from places like hospitals, hotels, and markets along designated routes with 3 organic waste collection vehicles. Gürkan states that they plan their collection routes to minimize carbon emissions and that the amount of waste to be collected is also important. However, it is stated that citizens' awareness of the separation of organic and inorganic waste is not at a sufficient

level, and sometimes inorganic materials such as crates and tires are found among the incoming waste. In such cases, warnings are issued by submitting non-compliance forms, and awareness training is provided at regular intervals.

Gürkan, who stated that the amount of waste collected in the period when the facility was first opened was as much as a crate (100 kg), emphasizes that today they collect 75 tons of waste per day, and this success is made possible by the efforts of his colleagues. She says that the facility, which is the only one of its kind in Istanbul, has attracted great interest thanks to its increased functionality and that they frequently host visitors. She states that most of the visitors are students, which gives hope for the future and she believes that young people will make a great contribution to Istanbul's organic waste management as they learn in this field.

She also believes that the widespread implementation of zero waste will positively affect organic waste management and that such efforts should be encouraged with awards such as plaques. She says that İSTAÇ aims to increase awareness raising trainings to improve organic waste management and to prevent more organic waste from going to landfills by expanding the capacity of the facility.



Ömer YAVUZ - Office Owner

Ömer Yavuz, who owns one of the 571 offices in the Istanbul Bayrampaşa Vegetable and Fruit Market, points out the importance of İSTAÇ's regular cleaning activities in these areas, noting that the market has a high volume of human traffic and a large amount of waste. Yavuz states that he sees the collection of expired or defective products by İSTAÇ employees and their transportation to energy production facilities, where electricity is generated in the process, as a great source of motivation.

He states that İSTAÇ makes an important contribution to the national economy with these activities and that he is happy to be a part of this process as a tradesman. However, emphasizing the need to increase environmental awareness among tradesmen, Yavuz states that İSTAÇ should place more emphasis on environmental awareness training. He states that such training will contribute to both making tradesmen more sensitive and helping to increase social environmental awareness.

LFG FACILITIES

Our LFG (Landfill Gas) Facilities make significant contributions to environmental sustainability by increasing efficiency in waste management. By converting landfill gas collected from landfill sites into energy, we both reduce environmental pollution and decrease dependency on fossil fuels.

Thanks to the landfill gas collected from landfill sites in 2023, 697.398 MWh of electricity was generated

180.472 MWh,

at Kemerburgaz
Odayeri Landfill Site,

276.455 MWh,

at Şile Kömürcüoda
Landfill Site,

240.471 MWh

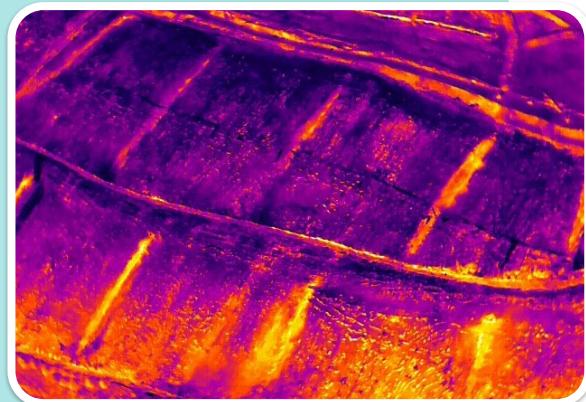
at the Silivri Seymen
Landfill Site.

This generation not only offers an environmentally friendly solution in energy generation, but also minimizes our environmental impact by controlling harmful methane gas that can be released from landfill sites into the atmosphere.



Membrane Application

In 2023, for the first time, we implemented a membrane covering application on the field to increase gas collection efficiency at our Silivri Seymen Landfill Sites. Membranes prevent the gas from escaping to the surface from the waste in the landfill sites, allowing it to be collected more efficiently through underground pipe systems. With this study, we have prevented 7,000 tons of carbon from mixing into the atmosphere annually by laying membrane over an area of 45,000 m².



Thermal Imaging

ENERGY EFFICIENCY STUDIES

Energy efficiency is as important to us as energy generation. We are expanding our monitoring network to better track our consumption and developing efficiency-enhancing projects for the effective use of our resources.

We regularly monitor energy consumption with our sustainable energy strategy, which we have created by identifying energy saving opportunities within the scope of the ISO 50001 standard, which supports the establishment, implementation, and continuous improvement of energy management systems. In this way, we aim to both reduce energy costs and minimize environmental impact.

Within the framework of ISO 50001 energy efficiency, energy audit reports were prepared for Odayeri

and the General Directorate in 2022, and for the Kömürcüoda locations in 2023. In 2024, it is aimed to expand the scope by preparing an energy audit report for the Seymen location. These reports have been prepared by Energy Efficiency Consultancy (EEC) companies authorized by the Ministry of Energy and Natural Resources. Energy audit reports are used to explore opportunities for continuous improvement in energy efficiency.

In order to manage Energy Management processes from a single point, we established EKOM (Energy Control Center) at our Odayeri location in 2023. Thanks to EKOM, we are able to monitor and track the energy consumption of activities at all our locations across Istanbul according to processes, and intervene immediately in case of malfunctions or high energy consumption. Additionally, EKOM ensures that the energy produced in our licensed facilities is sold in the day-ahead and intraday electricity markets, while also managing the consumed energy within the company without purchasing electricity from distribution companies.



2. Carbon Management

OUR CORPORATE CARBON FOOTPRINT

As İSTAÇ, we have been monitoring our emissions from our activities by calculating our carbon footprint under the guidance of the ISO 14064 standard since 2015. This way, we can develop more effective strategies to reduce the CO₂ and other greenhouse gases we emit into the atmosphere.

As of 2021, we expanded the scope of our indirect emissions to include categories 3, 4, and 5 in our calculations, and in 2022, we began to obtain more comprehensive and reliable results by including the activities of our contractor facilities in our carbon footprint calculations. In 2023, while continuing with this methodology, we completed our calculations by updating our operational boundaries. Thanks to our expanded inventory, we are evaluating the impact of our company on climate change more clearly and conducting our verification process more transparently and reliably.

With the ISO 14064 standard being subject to accreditation, the audit process in 2023 was completed under the supervision of the Turkish Accreditation Agency (TÜRKAK) for the first time.

In order to demonstrate our company's commitment to reducing carbon emissions and our contributions to the carbon reduction targets of the Istanbul Metropolitan Municipality, we are sharing the results of the last two years based on the IPCC methodology.

	2022	2023
Total Carbon Emissions (ton CO₂e)	1,630,342.403	1,575,552.72
Carbon emissions per unit waste (kg CO₂e/ton waste) (Scope 1-2)	11.46	8.07
Scope 1 (ton CO₂e)	80,108.09	78,026.55
Scope 2 (ton CO₂e)	13,583.44	14,162.14
Scope 3 (ton CO₂e)	1,536,650.87	1,483,366.30



EMISSION REDUCTION AND CARBON CREDIT

As İSTAÇ, we obtain carbon credits, which are an important financial product, through our various processes that generate energy from waste. Thanks to these credits, we are playing an active role in combating climate change while generating financial income, and we are getting closer to our sustainability goals every day.

In 2023, we met the electricity needs of 2.5 million people by producing a total of 1.3 million MWh of electricity in our waste incineration, biomethanization, and LFG facilities. The electricity we generate from these facilities makes significant contributions to environmental sustainability and also reduces dependence on fossil fuels.

With the activities we carry out in our facilities, we prevent the release of an average of 4.5 million tons of carbon emissions into the atmosphere annually and obtain the same amount of carbon credits. This amount creates an environmental impact equivalent to the carbon reduction provided by 2.7 million trees or the greenhouse gas reduction achieved by removing 2.9 million vehicles from traffic. In this way, we contribute to strengthening environmental sustainability and play a critical role in combating climate change.

As İSTAÇ, we continue to further develop our waste management and energy generation activities every day in achieving our sustainability goals, and with our energy production processes from waste, we continue to contribute to both the environment and the economy.

We are conducting various R&D projects aimed at improving our future environmental performance in terms of emission reduction. Our efforts to create a fossil fuel-free fleet in waste transportation activities are ongoing.

We are conducting research on the use of hydrogen as an energy source to accelerate the transition to clean energy sources. Additionally, we are evaluating the potential of using biogas produced in biomethanization facilities as compressed natural gas (CNG). The aim of these initiatives is to both increase energy efficiency and reduce dependency on fossil fuels.

Additionally, we continue our R&D efforts to evaluate the fermented outputs obtained from biomethanization facilities as organomineral fertilizers. These projects, which are still in the research phase, are considered important steps towards achieving our sustainability goals, and we aim to further reduce our environmental impacts in the long term.

3. Water Management

Water Footprint is an important metric for measuring and monitoring the impacts of water use and developing reduction projects. In this respect, it is one of the fundamental elements of our sustainability efforts. As İSTAC, in order to fulfill our commitments to protect and efficiently use water resources, we are conducting Water Footprint monitoring and reduction activities within the scope of the ISO 14046:2014 standard. In this way, we aim to ensure that our processes are based on internationally accepted methods and to minimize our impact on water resources.

Since our Recovery and Compost Facility became operational, the rainwater collection system has been actively used. Collected rainwater is stored in storage tanks and used in compost transfer machines. This way, the need for network water is reduced, providing water savings. Similarly, in our Waste Incineration and Energy Generation Facility, the water collected through rainwater collection units is used for park and garden irrigation. With these applications, we aim to contribute to sustainable water management by reducing the water consumption used in our operations.

We choose trees and shrubs that require little water and contain natural species in our facility landscapes. We avoid applications with high water consumption like grass.

In 2023, we significantly reduced the use of municipal water with the water saving projects we realized in our operations. At the Edirnekapi Urban Cleaning Department, we reduced monthly water loss by 86% thanks to a project to prevent water losses that may occur during water filling of washing and sweeping vehicles, and we plan to expand this practice to other locations.

At the Golden Horn Sludge Plant, we are continuing our process design studies to use seawater instead of municipal water for washing the rotary drum screen. Additionally, within the scope of the MACROCLEAN European Union Project, we are continuing research and feasibility studies aimed at producing value-added products from macro and micro algae. This project is currently under evaluation by the EU Commission. We will continue our progress in this area by developing projects that will increase water conservation in the future.

	2022	2023
Total amount of water drawn from the network (m³)	429,967	403,214
Total surface water used (lakes, rivers, etc.) (m³)	-	-
Total groundwater used (well, etc.) (m³)	206,438	151,376
Total amount of water used (m³)	652,281	579,117
Total amount of drinking water used (purchased carboy, bottle, glass water)(m³)	1,192	1,420



4. Waste Management

	2022	2023
Total waste generated (ton)	54,745.641	60,797,872
Total Recycled Waste (ton)	6,562.310	9,487,011
Recycling Percentage (%)	11.99	15.60
Total waste sent to the landfill site (ton)	46,388,401	66,388,401



As İSTAÇ, we are determinedly working to achieve the best environmental and waste management on this path we set out with the goal of leaving a more livable environment and a sustainable Istanbul for future generations. In addition to supporting nature's cycle of self-renewal, we are making great efforts to transform the consumption-oriented lifestyle to leave more livable cities for the future.

We are aware of our responsibility in waste management and we know the importance of the circularity of waste. In this framework, we place great importance on reducing waste, reusing, and recycling processes. We are working to separate waste at its source to ensure the recovery of valuable materials, contributing to the conservation of natural resources and the reduction of environmental impacts. This approach is at the heart of our waste management strategies for a sustainable future.

In line with the Sustainable Development Goals, reducing emissions from our activities and continuously improving our environmental management performance are among our priorities. We conduct our environmental management services in compliance with legal regulations and integrated management system standards, and we continuously strive to improve our performance in these areas.

Aware of our responsibility towards the environment and society, we adopt environmental sustainability as a fundamental principle. In this direction, we aim to contribute to nature and humanity for a better future.

Within the scope of the Zero Waste Regulation, which entered into force after being published in the Official Gazette dated 12.07.2019 and numbered 30829, we carried out zero waste information trainings and awareness-raising activities for our staff working in all our locations. Within the framework of zero waste practices, we produced the compartmentalized waste bins, which we placed at certain points in order to reuse and reduce waste in the economy, using waste materials in our Circular Works Workshop. We also produce the furniture of some rooms in this workshop. We ensure the periodic inspections of these boxes and furniture and carry out the necessary repair-maintenance operations in our workshop.

Aware of our responsibility towards the environment and society, we adopt environmental sustainability as a fundamental principle. In this direction, we aim to contribute to nature and humanity for a better future.



WE WORK FOR THE COMMUNITY

Employee Engagement
Occupational Health and Safety
Protection of Personal Data
Customer Satisfaction
Corporate Social Responsibility
Internal Control and Audit System

1. Employee Engagement

OUR HUMAN RESOURCES APPROACH

As İSTAÇ, with the aim of leaving a more livable environment for the future, we focus our human resources approach on enhancing the potential of our employees. Our employees form the cornerstone of our success, and investing in their development is of great importance to advance our business. Our Human Resources Management aims to create a fair, transparent, and respectful working environment and is based on compliance with Social Security Legislation. Based on the principle of equality and justice, we offer equal opportunities to everyone, provide continuous training opportunities to develop the skills of our employees, and take their opinions into account by receiving feedback through satisfaction surveys. Additionally, while promoting ethical behavior and effectively implementing our compliance policies, we conduct fair performance evaluations to recognize and reward achievements, and organize occupational health and safety training to protect the health and safety of our employees.

Our Future Goals:

Within the scope of the development of İSTAÇ's sustainable human resources approach, we are aware of the importance that human resources hold for the success of our company. In this regard, our future goals for the development of human resources are as follows:

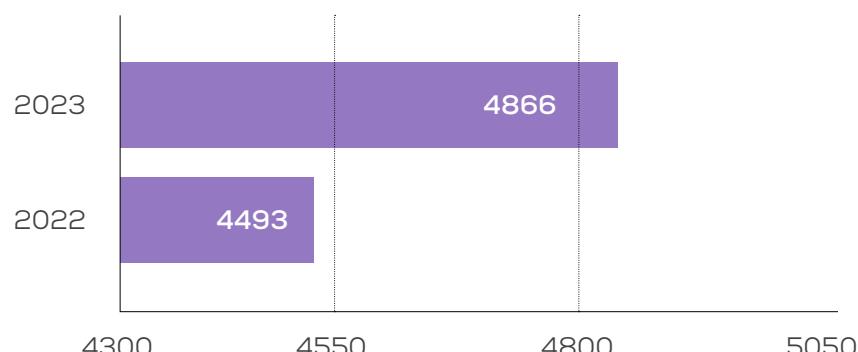
- **Training Needs Analysis:** We will continue to regularly conduct training needs analyses and organize training programs aimed at enhancing competencies such as technical skills, leadership, and communication.
- **Objective Performance Evaluation:** We will recognize and reward achievements by evaluating employee performance with objective criteria.
- **Equality and Diversity:** We will continue our efforts to ensure equality and diversity in recruitment, promotion, and career development processes.
- **Dissemination of Ethical Rules:** We will implement necessary sanctions to ensure the effective communication of ethical rules and compliance policies in order to prevent unethical behavior.
- **Social Activities and Motivation Programs:** We will organize social events and motivation programs by taking the opinions of the employees.
- **Health Checks and Safety Inspections:** We will conduct regular health checks and safety inspections to protect the health and safety of our employees at the highest level.

Within this framework, the steps to be taken will enable us to progress towards a sustainable future as İSTAÇ, while also allowing us to make the best use of our employees' potential.

EMPLOYEE PROFILE

In 2023, İSTAÇ added 373 new colleagues to our staff. With this increase, our number of employees increased by approximately 9% compared to 2022.

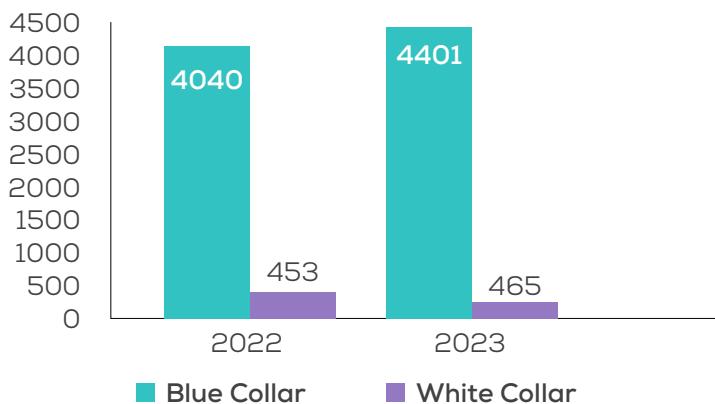
Number of Employees (person)



Number of İSTAÇ
employees in
2023

4866

Number of Employees by Category, person



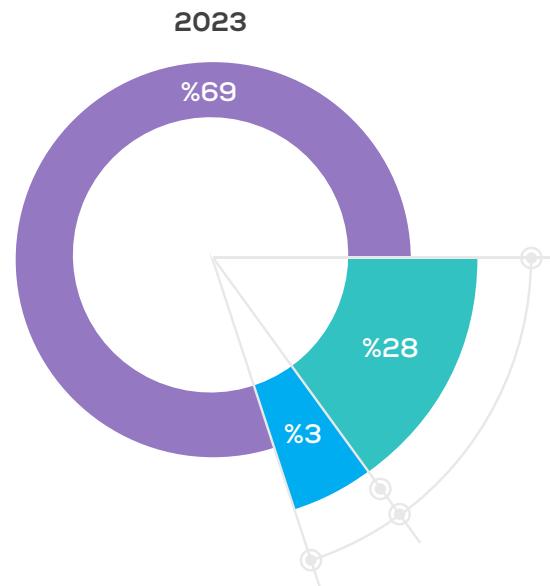
Blue-collar employees make up 90% of the Company's workforce, while white-collar employees represent 10%.

	2022	2023
Total Workforce by Category (Number)	4493	4866
Blue Collar	4040	4401
Female	85	83
Male	3955	4318
White Collar	453	465
Female	96	99
Male	357	366

The fact that 28% of the newly hired staff in 2023 are under 30 years old shows that a young and dynamic workforce has joined our team. This situation reflects our company's innovative perspective and desire to benefit from the energy of young people, while the fact that 69% are in the 30-50 age range shows that our company is strengthened by experienced and expert employees.

- Under 30 Years of Age
- Between 30-50 Years of Age
- Above 50 Years of Age

Number of Hired Total	2022	2023
Total	547	816
Under 30 years old	133	230
30-50 years old	424	563
Over 50 years old	20	23



EMPLOYEE RIGHTS

EQUALITY, DIVERSITY, AND INCLUSION

As İSTAÇ, in accordance with our principle of equality, we support and embrace all our employees against discrimination based on differences such as language, religion, belief, race, nationality, age, sexual orientation, gender, disability on the basis of justice and respect.

With the Power of Women, a Sustainable Future

To increase female employment, diversify our women-specific practices, and support equal opportunities, we make sure to include female candidates in our candidate lists during recruitment processes for expertise and management positions. Additionally, we aim to fill the positions of our departing female employees with other female colleagues.

Our company adopts the principle of "equal pay for equal work" without gender discrimination in all business lines. In this way, we ensure that our employees are evaluated under fair and equal conditions, and we prioritize equal opportunities in our compensation policies.

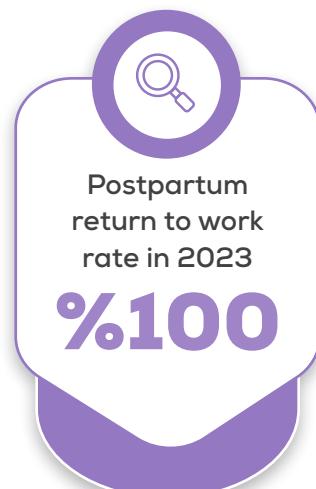


In 2023, as part of the collective labor agreement, 6 new female employees were added to our staff, increasing the number of female employees from 143 in 2022 to 149.

In İSTAÇ, female employees have additional rights during and after the birth process. We are integrating the legally recognized rights for women into our company work model. In this context, we are defining additional rights to ease the lives of working women with children.

Our female employees are entitled to 16 weeks of paid leave granted by law during pregnancy and postnatal periods, and optionally, up to 1 year of unpaid leave. Additionally, working mothers are offered the opportunity to work part-time until their children reach the age of 7; provided they adhere to the established general rules, they are given the opportunity to determine their daily working hours according to their own and their children's needs.

10% of the managers at İSTAÇ are female employees.



We enable our employees to exercise their right to unionize and defend their rights, as well as to improve their working conditions through collective bargaining. In this context, we sign collective labor agreements with the Hizmet-İş Union



Hatice ÖZBEK – Hand Sweeping

Hatice Özbek, who started working at İSTAÇ as part of a project launched at the beginning of 2021 to increase female employment, states that she is one of the first female employees to do manual sweeping in the Urban Cleaning Department. Özbek, who expressed that she experienced some concerns and apprehensions when she first started working, says that citizens are surprised when they first see female employees in the field. However, over time, both employees and citizens have become accustomed to this situation, and they emphasize that the appreciation of the work they do in their respective fields has led to more support being given to them, and that these positive approaches have increased their motivation towards their work.

Stating that she did not encounter any negativity in the field or at the workplace during her employment, Özbek adds that working conditions at the workplace have been improved for female employees over time. She says that supervisors take care not to send female employees to areas where they may have difficulties and that they express themselves more freely with the appointment of female supervisors. Stating that she loves her job and is pleased to work at İSTAÇ, Özbek says that working conditions, salary, peace of mind and trust in the workplace motivate her.

Explaining that she got married while working at İSTAÇ and that the company offered her opportunities such as wedding leave and a support package, Özbek said that her colleagues who experienced pregnancy also took their leave without any problems, benefited from the support packages and returned to their jobs. Özbek, who stated that the company's sensitivity on this issue both provides confidence and satisfaction to female employees, adds that working in the field can sometimes be challenging, but she loves her job and workplace, and they want to see more female employees in the field.





Hilal DAMAT - Environmental Engineer

Hilal Damat talks about her work as an engineer at the Seymen Landfill Site, where her manager supports her to solve technical problems quickly and effectively. She emphasizes that processes are managed more efficiently through teamwork and work sharing. She states that the underrepresentation of women engineers in the sector reveals that women's ideas are not sufficiently heard, but offers concrete examples that women working in the field can exist in every field.

Damat, who stated that the increase in the number of female engineers will inspire young women and allow them to develop more innovative solutions in the industry, believes that the company's gender equality policies provide an opportunity for every individual to make the most of their potential without discrimination between women and men. She also emphasizes that supportive practices such as maternity leave and flexible working hours play an important role in balancing family and career.

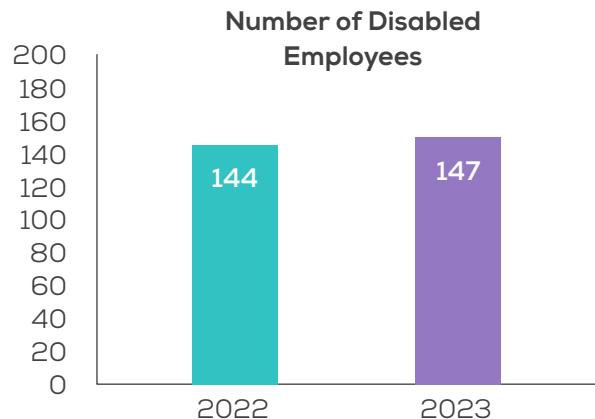
Hilal Damat emphasizes the importance of women's representation in engineering and environmental fields in education, arguing that programs to guide young women would be beneficial. Additionally, she believes that making female engineers more visible will contribute to the formation of supportive networks in the industry.

Damat states that she bears the responsibility of working in a sector that affects the quality of life of 16 million people in Istanbul and that she has developed herself by overcoming the difficulties in this process. She says that she is currently studying for her master's degree and aims to produce projects that are beneficial to her company and the environment.



We are Strong with Our Differences

As İSTAÇ, we are increasing the number of disabled employees every day with our commitment to equal opportunity. With this approach, we aim to support the participation of individuals with disabilities in the workforce by offering them career opportunities. We provide suitable conditions that enable our disabled employees to realize their full potential in the work environment and contribute to their professional development.



On the International Day of Persons with Disabilities, as İSTAÇ, we visit our employees with disabilities and present them with gifts. With such activities, we emphasize that disabled employees have equal rights and values as other employees, and we ensure that they feel valued and accepted in the workplace.



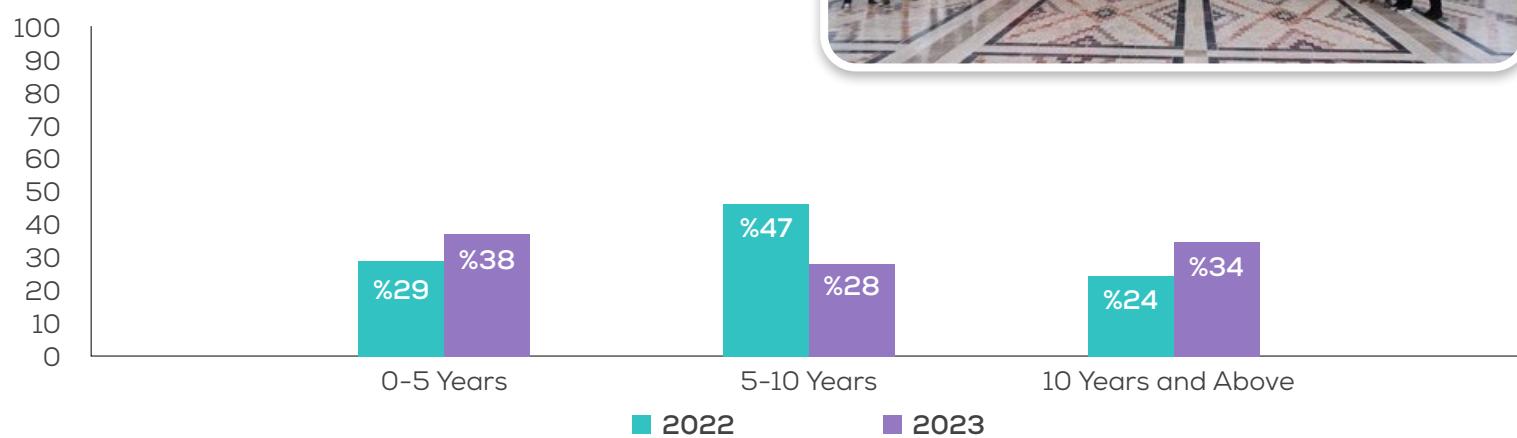
EMPLOYEE ENGAGEMENT

We implement many strategies and methods to maximize employee engagement. Through satisfaction surveys, we enable our employees to express themselves by establishing continuous and open communication with them. Additionally, we support the personal and professional development of our employees by ensuring their participation in development programs implemented by İBB Academy. We increase the motivation and loyalty

of our employees by promoting their achievements and contributions on our company's social media platforms and internal applications. We share in the happiness of our employees by being there for them with support packages prepared for their special days (birth, wedding, etc.). In 2023, we aim to increase our interaction with our employees through activities such as the nature walk and Anıtkabir visit that we organized.

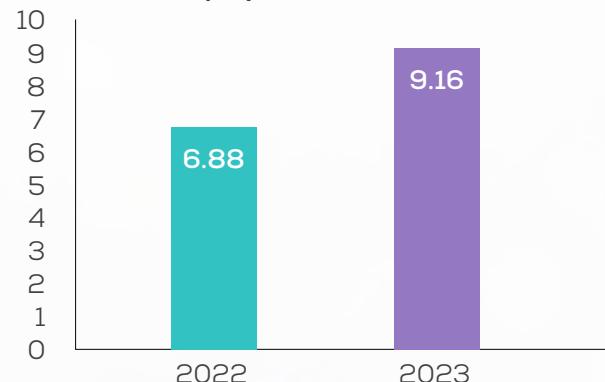


When we look at the distribution of our employees according to seniority, an increase of approximately 10% is observed in the number of employees with 10 years or more compared to 2022. This increase demonstrates our company's success in maintaining the loyalty of long-term employees.



In İSTAÇ, while the total employee turnover rate was 11% in 2023, the rate of employees who left voluntarily was 9%. The regulation on those stuck at retirement age (EYT), which came into effect on March 2, 2023, has played a significant role in the increase in the rate of voluntary resignations compared to 2022, due to the high age ratio of blue-collar workers in our company.

Employee Turnover Rate (%)



OUR TRAININGS

As İSTAÇ, we conduct a comprehensive training and development program to support the continuous development of our employees and enhance our organizational performance. Our education policies are designed to enhance the competencies of our employees, provide them with new skills, and contribute to their career development.

ORIENTATION TRAININGS

- Start Work
- Basic Occupational Health and Safety
- Human Resources Policies and Procedures
- Information Technologies and System Usage
- Section and Task Descriptions
- Field Orientation Tour
- Guide Friend

VOCATIONAL AND TECHNICAL TRAININGS

- Safe Driving Techniques
- ADR Certification
- Construction Machinery Operation – Ground and Road Sweeping Cleaning Vehicle
- ISO 50001 Energy Management System Basic/ Internal Audit
- ISO 17025 Laboratory Accreditation Basic/Internal Audit
- End of Term Accounting Transactions
- Unmanned Aerial Vehicle 1 – UAV
- Private Security Applied Shooting



In 2023, a total of
8,114
hours of training
were conducted,
excluding
mandatory training

We continuously shape our training programs by reviewing them in line with the goals we have set. Training requests from our employees are evaluated in line with needs and topics deemed appropriate are added to our training titles. This process contributes to ensuring that our training is up-to-date and meets the expectations of our employees.

In 2023, a total of 8,114 hours of training were organized on various topics such as orientation, professional and technical, environment and sustainability, continuous development, excluding OHS trainings, and 144 hours of training on sustainability and environmental issues.

As İSTAÇ, we increase environmental awareness among large audiences by providing both theoretical and practical training on solid waste management with our identity as an environmental company. Through these activities, we make significant contributions to raising awareness and knowledge about solid waste management in the community.

ENVIRONMENT AND SUSTAINABILITY TRAININGS

- Environmental Awareness
- ISO 50001 Awareness Training
- Basic Sustainability Training (GRI Reporting)
- Energy Manager Trainings
- Carbon Footprint Calculation Training
- Water Footprint Calculation Trainings

CONTINUOUS DEVELOPMENT TRAININGS

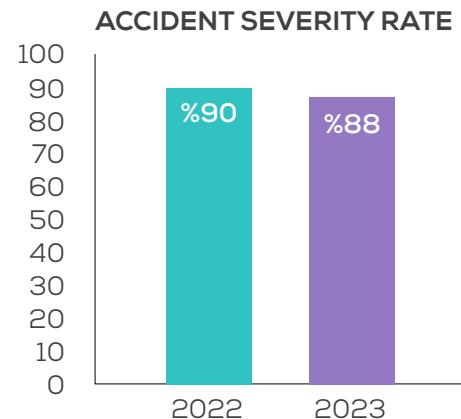
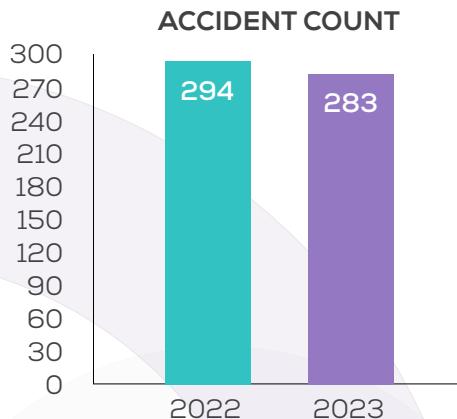
- Driver Awareness Training
- Occupational Diseases, Occupational Hygiene, Ergonomics, Risk Factors
- Official Correspondence Rules and Turkish Grammar Education

2. Occupational Health And Safety

As İSTAÇ, we conduct our OHS policies and procedures in accordance with the TS ISO 45001 Management System and take all necessary measures to ensure the safety of our employees. In this context, with our continuous improvement and development approach, we aim to protect the health and safety of our employees at the highest level.

Our Employee Health and Safety Practices:

- We regularly conduct risk assessments in every work area to identify potential hazards and take preventive measures against these hazards.
- We organize regular training programs to increase the awareness and knowledge level of our employees on occupational health and safety.
- We provide the necessary personal protective equipment (PPE) for all our employees to perform their jobs safely and make their use mandatory.
- We are preparing comprehensive emergency plans and regularly conducting drills to be prepared for emergencies.
- We closely monitor the health status of our employees through pre-employment health screenings and periodic health check-ups.





Münevver Çağla NURHAT
Occupational Health and Safety Specialist

Münevver Çağla Nurhat states that when she started her role as an occupational health and safety specialist at İSTAÇ, she initially experienced apprehensions due to İSTAÇ's large structure, but she easily overcame this process thanks to the support given by her managers and colleagues without gender discrimination. She experienced concerns about being the only woman at her first workplace, but she states that her fears, such as the tasks under her responsibility being seen as unnecessary, did not come true, and she managed her work smoothly with the support of her managers.

Nurhat emphasizes that the presence of women in the industry has changed the way business is conducted and has led to positive outcomes and believes that awareness should be raised through information sessions in schools. She states that the rights provided for female employees at İSTAÇ ensure that they do not disconnect from work life, and says that they can balance between family and career. She thinks that the presence of female engineers in the field contributes to the safety culture and that this awareness needs to be increased. Stating that gender equality is at the forefront at İSTAÇ, she expresses that she has never been exposed to the perception that "only men do this job" in her career.



COMMUNITY HEALTH AND SAFETY

İSTAÇ continues to effectively carry out waste management and environmental services with the aim of protecting the health and environmental welfare of the residents of Istanbul, while also taking many measures for public health and safety.

We ensure environmental safety before working with construction machinery in coastal areas, beaches, and shorelines where civilians enter and exit, and we place security tapes and barriers at the entry and exit points of work areas. Additionally, we inform the public by placing informative health and safety signs in nearby areas. During cleaning operations on main arteries, we place cones before the work areas and use illuminated escort vehicles to minimize the risk of traffic accidents.

We take all necessary measures for road and traffic safety during the transportation of waste to storage areas or disposal facilities; we perform regular maintenance of the vehicles and carry out inspections with control forms before each trip. Professional qualification certificate, drivers who successfully pass the appropriate license and psychotechnical tests work in transportation duties. We check the medical waste collected from hospitals with radiation measuring devices before transporting them, and by not transporting waste containing radiation, we prevent risks to public health.



We produce waste transport vehicles in a leak-proof structure and conduct detailed inspections before each trip.

In case of leak detection, we do not dispatch the vehicles without completing the necessary maintenance.



3. Protection of Personal Data

In all our activities, we take the necessary technical and organizational measures to ensure the security of personal data. We process and protect personal data in accordance with legal regulations and privacy policies.

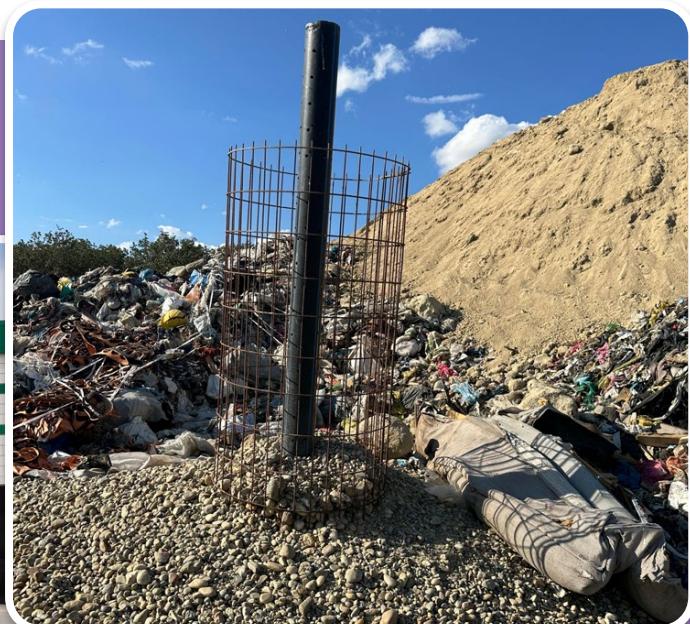
Within the scope of KKV, explicit consent approvals have started to be obtained at the General Directorate building visitor entrances through the integration of the visitor program with external environment tablets. In the upcoming periods, work will also be initiated in other locations.

You can access the relevant texts within the scope of our company's KVKK at <https://istac.istanbul/hakkimizda/kisisel-verilerin-korunmasi>.

- **EMPLOYEE AND INTERN KVKK CLARIFICATION TEXT**
- **INFORMATION TEXT WITHIN THE SCOPE OF PERSONAL DATA PROTECTION**
- **APPLICATION FORM TO DATA CONTROLLER**
- **İSTAÇ CORPORATE GAMES PRIVACY AGREEMENT**



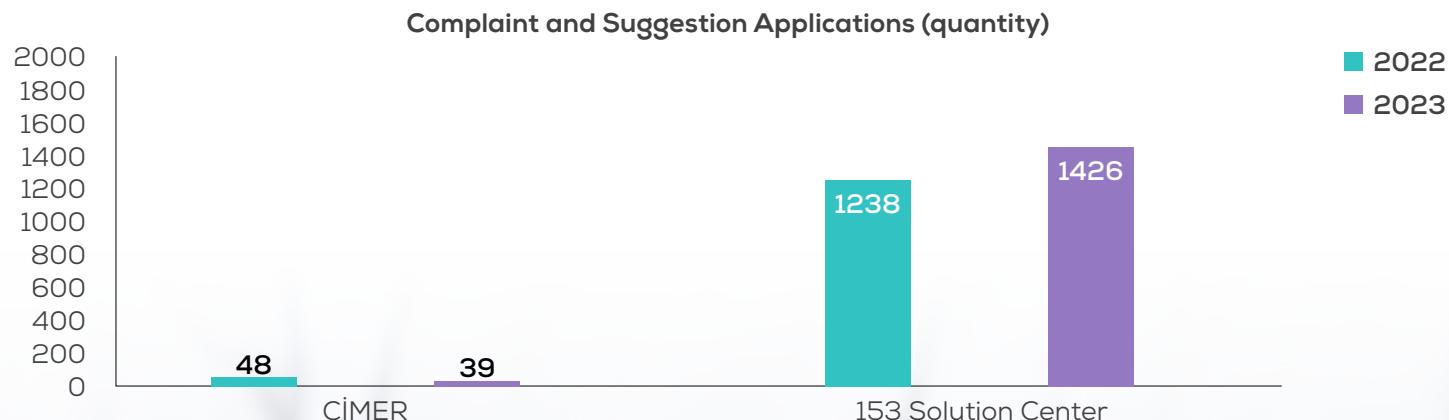
In order to prevent fire and explosion risks in landfill sites, we install gas chimneys in accordance with legal regulations for methane gas discharge and conduct regular methane measurements.



4. Customer Satisfaction

As İSTAÇ, while providing services to the people of Istanbul, we carefully evaluate the complaints and suggestions from our citizens. In 2023, applications to CİMER decreased by 19% compared to 2022, while applications to the 153 Solution Center increased

by 15%. Our company provides a quick and effective response to the demands of the people of Istanbul by responding to applications made to CİMER within an average of 2 days and to applications made to the 153 Solution Center within 1 day.



5. Corporate Social Responsibility

On February 6, 2023, during the Hatay earthquake, İSTAÇ contributed to the educational infrastructure in the region by making a donation for the "IBB Laborers High School" built in Kırıkhan, Hatay, as well as undertaking cleaning works in the Hatay region for 8 months with our 841 personnel starting from February 10, supporting the people of the region to adapt to their daily lives faster and to live in a hygienic environment.

As İSTAÇ, we act with awareness of our social responsibility and provide support not only in Istanbul but also to every corner of our country in need.

As an environmental company, we prioritize raising awareness about waste and the environment. Within the scope of stakeholder engagement, we voluntarily supported many projects with our circular business workshop.

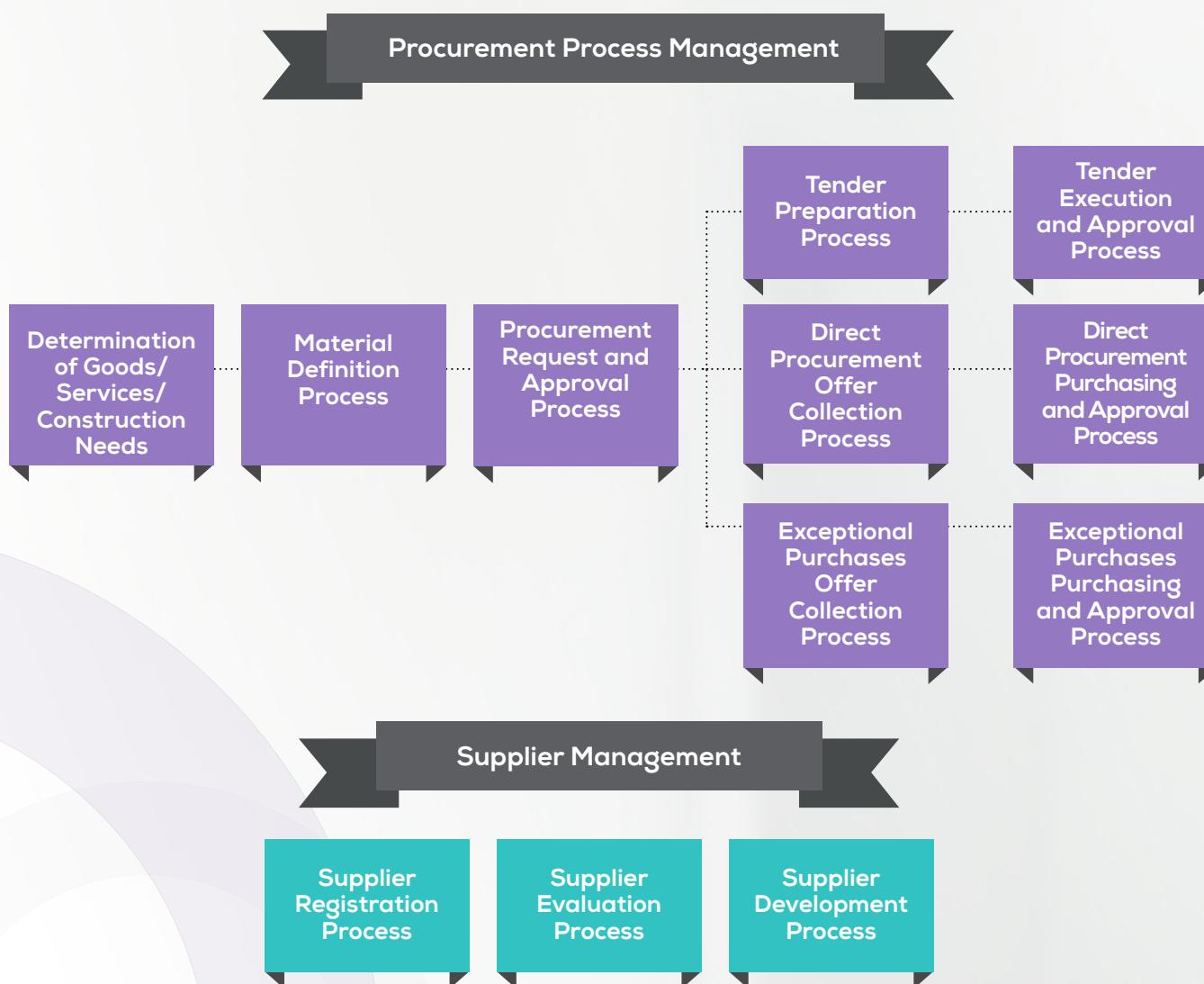


6. Internal Audit and Control System

As İSTAÇ, we meticulously carry out our internal control and audit activities to enhance operational efficiency, manage risks, and ensure the sustainability of our company. These activities are critical to establishing an effective control environment across all departments of our company and ensuring the smooth operation of processes. For this reason, annual audit plans and work programs are prepared, and audit results are reported periodically.

In our internal audit activities, we also review the reliability of the financial system and tables by checking the accuracy of the financial accounts.

In 2023, we conducted a comprehensive internal audit with approximately 20 field and office inspections, both financially and operationally.









APPENDICES

Activity Data
Financial Performance Data
Social Performance Data
Environmental Performance Data
GRI Content Index

1. Activity Data

	2022	2023
ENERGY PRODUCTION		
Waste Incineration And Energy Generation Facility (MWh)	583,174	586,398
Biomethanization Facility-İşiklar (MWh)	1,067	3,127
Biomethanization Facility-Kömürçüoda (MWh)	23,898	29,982
Kömürçüoda LFG Facility (MWh)	267,560	276,455
Seymen LFG (MWh)	241,614	240,471
Odayeri LFG (MWh)	188,802	180,472
WASTE DISPOSAL		
Landfilled Waste Amount (ton)	5,160,014	5,424,841
WATER TREATMENT PLANTS		
Amount of Waste Leachate Treatment (m ³)	1,912,503	1,525,989
EXCAVATION WASTE		
Excavation Waste Amount (ton)	36,205,328	23,497,966
WASTE LOGISTICS		
Tow Truck (unit)	214	237
Trailer (unit)	232	265
Amount Of Municipal Waste Transported (ton)	4,385,303	4,479,000

2022**2023****RECYCLING AND COMPOSTING FACILITY**

Compost Amount (ton)	12,527	5,183
Recovery Amount (ton)	3,856	3,073

MEDICAL WASTE MANAGEMENT

Amount Of Medical Waste Collected (ton)	31,440	31,674
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URBAN CLEANING**FLOOR CLEANING**

Sweeping By Hand (m ²)	79,902,456	79,284,456
Mechanical Sweeping (m ²)	77,646,756	77,646,756
Hand Washing (piece)	55,031,196	55,533,764

MECHANICAL SWEEPING

Sweeping (m ²)	2,779,158,729	2,911,455,562
Washing (piece)	10,295	3,973

2022

2023

INDUSTRIAL WASTE MANAGEMENT

Collected waste amount (ton)	23,907	15,176
Interim storage (ton)	14,543	17,699
Handling (ton)	3,743	2,549
Fuel Produced from Waste(ton)	31,321	29,870
Stabilization/Solidification (ton)	38,548	33,598
1st Class Lanfill Site (ton)	285,355	260,422

SEA SURFACE CLEANING AND SLUDGE DRYING

The amount of waste collected (m ³)	6,995	8,820
Amount of dredged mud (m ³)	39,831	53,420

COASTAL CLEANING

Collected waste (ton)	2,909	3,063
Collected packaging waste (ton)	11,834	8,113
The amount of algae collected (ton)	3,586	4,150

SHIP-GENERATED WASTES

Number of serviced ships (units)	10,497	9,712
Amount of Petroleum Derived Waste (m ³)	194,013	180,530
Dirty water (m ³)	53,130	54,047
Garbage (m ³)	15,311	21,174
Treated wastewater discharged (m ³)	206,364	191,816
Slop oil sent for recovery (m ³)	7,312	8,238
Waste oil sent to energy recovery (m ³)	30,847	29,983

2. Financial Performance Data

	2022 (TRY)	2023 (TRY)
CURRENT ASSETS	3,035,514,319	2,772,045,718
FIXED ASSETS	2,367,913,883	3,003,685,346
TOTAL ASSETS	5,403,428,202	5,775,731,064
SHORT-TERM LIABILITIES	2,022,353,835	2,506,613,011
LONG-TERM LIABILITIES	594,930,369	894,539,461
SHAREHOLDERS' EQUITY	2,786,143,998	2,374,578,592
TOTAL RESOURCES	5,403,428,202	5,775,731,064
TOTAL INCOME	10,068,985,608	9,543,195,861
GROSS PROFIT	3,304,562,151	1,621,176,148
MAIN OPERATING PROFIT	2,788,734,142	1,151,070,153
PERIOD PROFIT	1,525,712,016	41,136,953

3. Social Performance Data

2022

2023

EMPLOYEE DEMOGRAPHICS

Total Workforce Number	2022	2023
Female	181	182
Male	4312	4684
Total Workforce By Category (Number)	2022	2023
Blue Collar	4040	4401
Female	85	83
Male	3955	4318
White Collar	453	465
Female	96	99
Male	357	366
Total Workforce By Education Level (Number)	2022	2023
Primary Education And Below	68	89
Primary School	2335	1945
Middle School	300	427
High School	1236	1740
Associate Degree	193	210
Bachelor's Degree	341	376
Master's Degree	69	76
Doctorate	2	3
Total Labor Force By Age Group (Number)	2022	2023
Under 30 Years Old	290	457

	2022	2023
30-50 Years Old	3659	3645
Over 50 Years Old	544	764
Employee Seniority	4493	4866
Female Employee 0-5 Years	114	124
Female Employee 5-10 Years	36	24
Female Employee 10 Years And Above	31	34
Early Worker 0-5 Years	1190	1727
Female Employee 5-10 Years	2074	1336
Female Employee 10 Years And Above	1048	1621
Cycle Speed		
Newly Hired Employees		
By Gender	547	816
Female	23	17
Male	524	799
By Age	547	816
Under 30 Years Old	133	230
30-50 Years Old	424	563
Over 50 Years Old	20	23
Employees Who Left The Job		
By Gender	479	556
Female	37	33
Male	442	523

	2022	2023
By Age	479	556
Under 30 Years Old	78	58
30-50 Years Old	208	324
Over 50 Years Old	193	174
Employees Who Voluntarily Left Their Jobs	309	446
Female	31	9
Male	278	437
Reluctant Departing Employees	170	110
Female	6	24
Male	164	86
Employee Turnover Rate %	7	9
Management Staff		
Gender Based	66	70
Female	8	8
Male	58	62
By Age Group	66	70
Under 30 Years Old	-	-
30-50 Years Old	60	62
Over 50 Years Old	6	8
Number Of Employees Covered By The Collective Bargaining Agreement	4309	4654
Female	143	149
Male	4166	4505

BIRTH LEAVE

	2022	2023
Number Of Employees Benefiting From Maternity Leave	10	6
Number Of Employees Returning From Maternity Leave	8	6
Return To Work Rate From Maternity Leave %	80	100

NUMBER OF DISABLED EMPLOYEES

Female	144	147
Male	144	147

OCCUPATIONAL HEALTH AND SAFETY

Number Of Lost Time Accidents (LTA), count	152	241
Number Of Days Lost, piece	1651	1117
Number Of Lost Time Accidents (nLTA), count	142	42
Lost Time Accident Rate (LTAR)	29.50	41
Accident Severity Rate (ASR)	0.90	0.88

EDUCATION

Trainings Offered To Employees Total Hours (person.hour)	47.656	8114
Environmental Training Offered To Employees Total Hours (person.hour)	1464	144

4. Environmental Performance Indicators:

ENERGY

	2022	2023
TOTAL ELECTRICITY USED (KWH)	31,454,285	32,260,01
Amount of Electricity from Renewable Energy Sources Used (KWH)	0	0
Amount of Non-Renewable Energy Source Used (KWH)	31,454,285	32,260,010
Amount of LFG Used(m ³)	3,741,546	3,317,545
Natural Gas Consumption (KWH)	3,970,571	443,611
Diesel Used (L)	21,305,274	4,715,585
Amount of Gasoline Used (L)	57,668	433,560
Amount of LNG Used (kg)	39,857	105,430
Amount of Fuel Oil Used (kg)	200,800	304,160

WATER

	2022	2023
Total Water Withdrawal Amount By Source (m ³)	652,281	579,117
Municipal Water	429,967	403,214
Surface Water (drinking water)	1192	0
Groundwater	206,438	151,376

CARBON FOOTPRINT

	2022	2023
Scope 1 Emissions (ton CO ₂ e)	80,108	78,024
Scope 2 Emissions (ton CO ₂ e)	13,583	14,162
Scope 3 Emissions (ton CO ₂ e)	1,536,651	1,483,366
kgCO ₂ e Per Unit Product	11.5	8.07
Greenhouse Gas Savings Amount (ton CO ₂ e)		

ENVIRONMENTAL EXPENDITURES

	2022 (TL)	2023 (TL)
Environmental Expenditures	363,645	109,013
Environmental Management Expenditure	109,013	8,325,800
Environmental Investment Expenditure	254,632	4,050,000,000

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2021**

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WASTEWATER**

WATER AND WASTEWATER

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EMISSIONS

EMISSIONS

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WASTES

WASTES

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EMPLOYMENT

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HEALTH AND
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OCCUPATIONAL HEALTH AND SAFETY

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EDUCATION AND TRAINING

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DIVERSITY and EQUALITY of OPPORTUNITY

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BARGAINING

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