

Sabancı Holding  
Bloomberg Gender Equality Index (GEI) KPIs  
FY2022





KPI	Definition	2022	Supplementary Information
<b>Leadership</b>			
Percentage of women on company board	Percentage of women on the board directors, of the total board size that are responsible for the supervision of management, as of fiscal year-end.* This includes full-time directors only. Deputy members of the board and alternate directors will not be counted. Additional directors will be counted. If the company has both a supervisory board and a management board, this will refer to the directors on the supervisory board. Company secretaries (or board observers or censors) will not be counted.	44%	<p><b>Source 1:</b> <a href="#">Sabancı Holding 2022 Annual Report (page 29)</a></p> <p><b>Source 2:</b> <a href="#">Sabancı Holding 2022 Sustainability Report (page 140)</a></p>
Chairperson is a woman	Indicates whether the board chair, or equivalent is a woman. For European companies with a supervisory board and a management board, this field looks at the chairperson on the supervisory board.	Yes	<p><b>Source 1:</b> <a href="#">Sabancı Holding 2022 Annual Report (page 29)</a></p> <p><b>Source 2:</b> <a href="#">Sabancı Holding 2022 Sustainability Report (page 140)</a></p>
Gender balance in board leadership	Percentage of the various committees of the board of directors chaired/co-chaired by a woman.	0%	N/A
Chief Executive Officer (CEO) is a woman	Indicates whether the chief executive officer (CEO), or equivalent, is a woman. For European companies with a supervisory board and a management board, this field refers to the CEO of the management board or equivalent.	No	N/A

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<b>Leadership</b>			
Women chief financial officer (CFO) or equivalent	Indicates whether the chief financial officer (CFO), or equivalent, is a woman	No	N/A
Percentage of women executive officers	<p>Percentage of women executives of the company, or members of equivalent management/executive body, of the number of executives as of fiscal year-end.</p> <p>Executives are as defined by the company or as individuals that form the company executive committee/board or management committee/board or equivalent.*</p>	Top Management: 21%	<p>This metric is calculated by considering Executive Committee and Senior Management of Sabancı Holding for 2022 fiscal year.</p> <p><b>Source 1:</b> <a href="#">Sabancı Holding 2022 Annual Report</a> (pages 34-37)</p> <p><b>Source 2:</b> <a href="#">Sabancı Holding 2022 Sustainability Report</a> (pages 140-147)</p>
Chief diversity officer (CDO)	Chief diversity officer (CDO), or officer reporting to the executive team (within two levels of executive management), dedicated primarily to diversity and inclusion (D&I) strategy at the company as of fiscal year-end. Can refer to a chief human resources officer (CHRO) ONLY in the case that they have a primary business function of developing and maintaining the company's D&I strategies.	Yes	<p>At the end of 2022, Mr. Hakan Timur was the Chief Diversity and Inclusion Officer of the Group. As of 15 March 2023, Mrs. Yeşim Özlale Önen has been appointed as the new CDIO.</p> <p><b>Source 1:</b> <a href="#">Sabancı Holding 2022 Annual Report</a> (page 35)</p>

KPI	Definition	2022	Supplementary Information
<b>Talent Pipeline</b>			
Percentage of women in total management	Percentage of women in management who have senior-level, middle or lower-level supervisory responsibilities of total management.*	<b>Sabancı Holding Standalone Performance: 46%</b>	<p>Please note, this KPI is audited in consolidated manner by PwC. Therefore, below references include the third-party verified data of Holding and Group companies' consolidated KPI performance of 41% by 31 December 2022. In addition, as Sabancı Holding, we commit to increase the women leaders in management to 50% by 2030.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (pages 133 and 154)</p>
Percentage of women in senior management	Percentage of women in management who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management.*	<b>Sabancı Holding Standalone Performance: 34%</b>	While calculating this metric, N-1 and N-2 level of Sabancı Holding women managers are considered. This percentage includes managers who are N-2, however, not included in the Executive Management presented in the previous page.
Percentage of women in middle management	Percentage of women in management who have middle- or lower-level supervisory responsibilities and are positioned in the management hierarchy three or more levels from executive management of total middle management.*	<b>Sabancı Holding Standalone Performance: 64%</b>	While calculating this metric, N-3 level of Sabancı Holding women managers are considered.

KPI	Definition	2022	Supplementary Information
<b>Talent Pipeline</b>			
Percentage of women in non-managerial positions	<p>Percentage of women employees in non-managerial roles, of total non-managerial positions at fiscal year-end.</p> <p>Refers to women who work directly on a team as an individual contributor and have no responsibility as a manager to others.*</p>	Sabancı Holding Standalone Performance: 19%	As there are 54 women and 226 men employees who are in non-managerial roles as of 31 December 2022 for Sabancı Holding standalone performance, this ratio is calculated based on these numbers.
Percentage of women in total workforce	Percentage of women in the total workforce, of the total number of company employees.*	Sabancı Holding Standalone Performance: 23%	<p>Please note, this KPI is audited in consolidated manner by PwC. Therefore, below references include the third-party verified data of Holding and Group companies' consolidated KPI performance of 30.5% as of 31 December 2022.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (pages 133 and 154).</p>
Percentage of women total promotions	<p>Percentage of women promoted of total promotions during fiscal year-end.</p> <p>Refers to women that were promoted or underwent career advancement out of total employees promoted.*</p>	Sabancı Holding Standalone Performance: 69%	Includes all rank changes and promotions within 2022 fiscal year for Sabancı Holding standalone performance.

KPI	Definition	2022	Supplementary Information
Talent Pipeline			
Percentage of Women IT/Engineering	Percentage of women working in functional roles with IT (Information Technology) and/or Engineering (Research & Development; Programming/Coding) responsibilities at the company, of the total employees working in these roles.*	N/A	Sabancı Holding does not have R&D or comprehensive Information Technology Department, therefore, there are any employees for both women and men working in functional roles defined.
Percentage of new hires	Percentage of women new hires, of the total number of new hires.*	Sabancı Holding Standalone Performance: 48%	<p>Please note, this KPI is audited in consolidated manner by PwC. Therefore, below references include the third-party verified data of Holding and Group companies' consolidated KPI performance of 44% as of 31 December 2022.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (page 154)</p>
Percentage of women attrition	Percentage of women employees that left the company, of the total employees that left the company.*	Sabancı Holding Standalone Performance: 53%	<p>Please note, this KPI is audited in consolidated manner by PwC. Therefore, below references include the third-party verified data of Holding and Group companies' consolidated KPI performance of 56% as of 31 December 2022.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (page 154)</p>



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<b>Talent Pipeline</b>  Time-bound action plan with targets to increase the representation of women in leadership positions	Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women in leadership positions.  Employees in leadership positions (which may include management with senior level responsibilities) or employees with supervisory responsibilities for one or more direct reports.	<b>Yes. Sabancı Holding committed to increase the women leadership to 50% by 2030.</b>	Sabancı Holding also applies 50% women quota at Leadership Programs & talent pools besides 50% new CEOs appointed in the last one year to various Sabancı Holding Group companies are women.  <b>Source 1:</b> <a href="#">Sabancı Holding 2022 Sustainability Report (page 135)</a>
Time-bound action plan with targets to increase the representation of women in the company	Indicates whether the company shares a publicly quantitative, time-bound action plan with targets to increase the representation of women positions in the company.	<b>Yes. Sabancı Holding committed to increase the number of women in both STEM and revenue-generating roles to 50% by 2030.</b>	Sabancı Holding also applies 50% women quota at Leadership Programs & talent pools besides 50% new CEOs appointed in the last one year to various Sabancı Holding Group companies are women.  <b>Source 1:</b> <a href="#">Sabancı Holding 2022 Sustainability Report (page 135)</a>  <b>Source 2:</b> <a href="#">Sabancı Group Equality, Diversity and Inclusion Regulation (page 7)</a>

KPI	Definition	2022	Supplementary Information
Pay			
Adjusted mean gender pay gap	Gender pay gap with reasonable adjustments made to consider role, location and tenure.	1	<p>Men and women receive equal pay with a female-to-male pay ratio of 1.0 in our Group.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (page 127)</p> <p><b>Source 2:</b>  <a href="#">Sabancı Group Equality, Diversity and Inclusion Regulation</a> (page 6)</p>
Global mean (average) raw gender pay gap	Raw gender pay gap measures the difference in total compensation between women and men, without adjusting for factors such as job function, level, education, performance, location, etc.	-29%	
Time-bound action plan to close its gender pay gap	Indicates whether the company shares a publicly quantitative, time-bound action plan to close its gender pay gap.	Yes	<p>Sabancı Holding adopts "equal pay to equal work" principle which female-to-male pay ratio is equal to 1. If these rates are not equal, each company determines a roadmap of maximum 2 years to ensure equality. Measures to be taken regarding wage adjustments may be included in the roadmap.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Group Equality, Diversity and Inclusion Regulation</a> (page 6)</p>
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Indicates whether a company's executive compensation, either short term or long term, is linked to gender diversity. This can include representation of women, the gender pay gap, etc.	Yes	<p>KPIs for variable remuneration are defined by referencing to the S title of ESG components in Sabancı Holding. In 1-year short-term non-financial KPIs, there is Diversity and Inclusion heading. Short-term incentives enable employees to focus their performance on achieving key financial and non-financial objectives.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (page 128)</p>



KPI	Definition	2022	Supplementary Information
<b>Inclusive Culture</b>			
Number of weeks of fully paid primary parental leave offered	<p>Indicates the number of weeks of fully paid primary parental leave (or maternity leave) for employees globally (provided by the firm and/or government).</p> <p>Primary caregiver is the person with primary responsibility for childcare or is the designated primary custodial parent. If the company offers maternity parental leave policies, we accept responses to primary parental leave policy questions according to the company's maternity leave policy.</p>	16 weeks	<p>In Türkiye, which is the main country operation, legislation is defined as 8 weeks before birth and 8 weeks after birth as total of 16 weeks for women employees. In cases of a multiple pregnancy (twins or more), the maternity leave is extended to a total of eighteen weeks in compliance with the legal requirements in Türkiye.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Group Equality, Diversity and Inclusion Regulation (page 5)</a></p>
Number of weeks of fully paid secondary parental leave offered	<p>Indicates the number of weeks of fully paid secondary parental leave (or paternity leave) for employees globally (provided by firm and/or government).</p> <p>Secondary caregiver is the second parent who has a lesser responsibility for childcare duties. If the company offers paternity parental leave policies, we accept responses to secondary parental leave policy questions according to the company's paternity leave policy.</p>	2 weeks	<p>Through our Equality, Diversity and Inclusion Regulation, paternity leave has been increased to 2 weeks from 5 days.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Group Equality, Diversity, and Inclusion Regulation (page 5)</a></p>
Parental leave retention rate	Percentage of women employees that remained employed by the company 12 months after their return from parental leave out of all women employees that used parental leave during previous fiscal year.	Sabancı Holding Standalone Performance: 100%	<p>Please note, this KPI is audited in consolidated manner by PwC. Therefore, below references include the third-party verified data of Holding and Group companies' consolidated KPI performance of 95% as of 31 December 2022.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report (page 155)</a></p>

**Inclusive Culture**

<p>Back-up family care services or subsidies through the company</p>	<p>Indicates whether the company offers back-up family care to assist when there is a gap in regular care arrangements, or a subsidy to assist with the cost of care of a family member, to employees.</p> <p>Flexible spending accounts (FSAs), to which the company does not contribute, do not qualify as a family care subsidy. Can include support offered through government services.</p>	<p>Sabancı Holding provides installment cash advance to employees (up to 3 monthly salary) in case of needed: -birth, -mortality of employees' family members, -health expenses for family members of employees.</p> <p>Also, through Sabancı Holding - Avita cooperation, both employees and their family members can receive consultancy and information services that provide 24/7 support in many areas where they want to get information about business and private life. (psychological consultancy, financial information, legislative consultancy, veterinary consultancy, healthy nutrition consultancy, medical information consultancy, techno support, home-garden plants consultancy, etc.)</p>	
<p>Flexible working policy</p>	<p>The company offers an option to control the start or end times of the workday or workweek (e.g. flextime) or offers an option to control the location where employees work (e.g. telecommuting, work from home).</p> <p>This should exclude any COVID-19 related policies. Telecommuting is the option of employees to control the location of their work; commonly referred to as work from home.</p>	<p>Yes</p>	<p>Under Sabancı Holding's Remote Working Policy, all full-time employees of Sabancı Holding (excluding subcontractors) can exercise their remote working options in accordance with the rules of the Policy.</p> <p>Both Sabancı Holding and its Group companies have also embraced flexible working arrangements.</p> <p><b>Source 1:</b> <a href="#">Sabancı Holding Human Capital</a></p> <p><b>Source 2:</b> <a href="#">Sabancı Holding 2022 Sustainability Report (pages 124-126)</a>.</p>



**Inclusive Culture**

Employee resource groups for women

Indicates whether the company has any employee resource groups or “Communities” focused on recruiting, retaining and developing women.

Sabancı Holding provides mentoring for women employees who are returning to work after birth to ensure the best adaptation. The company also provides support with Employee Assistance Programs.

Sabancı Group harnesses the power of its industrial and business activities to support a wide range of social and cultural efforts through the Sabancı Foundation. The Foundation supports young women who do not in employment, education or training (NEET) through [Young Women Building Their Future](#). Through the Program, NEET women are supported from different aspects to increase economic and social participation of young women.

Sabancı Holding has active membership for [30% Club Türkiye](#) through the CEO, Cenk Alper. The 30% Club plays a significant role in advancing the cause of gender equality and fostering positive changes in business environment by promoting women's empowerment and advocating for increased gender diversity in corporate leadership.

Sabancı Holding and Group company employees are investing their time to mentoring and developing programs to help women advance in their carriers through the projects mentioned in the last column.

**Source 1:**

[Sabancı Group Equality, Diversity and Inclusion Regulation](#) (page 5)

**Source 2:**

[Young Women Building Their Future Program](#)

**Source 3:**

[30% Club Türkiye Membership](#)

KPI	Definition	2022	Supplementary Information
<b>Inclusive Culture</b>			
Unconscious bias training	<p>Indicates whether the company offered all employees unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours.</p> <p>Unconscious bias refers to a preference for or against a person, perspective, or group that one is not aware of but, nevertheless, is communicated through statements or actions. Unconscious bias training aims to remove barriers to inclusion, engagement and performance by understanding our individual biases and providing knowledge to mitigate this inequity.</p>	Yes	<p>We deliver gender equality trainings to make our Group employees aware about the basic concepts such as gender, stereotypes, discrimination, sexual harassment and violence, sexism and discrimination in language and communication and unconscious bias etc.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (pages 135, 155)</p>
Annual anti-sexual harassment training	<p>Indicates whether a company requires all employees to complete anti-sexual harassment training at least once a year. Anti-sexual harassment training explains the company's anti-sexual harassment policies, provides specific examples of inappropriate conduct and describes the processes and procedures for bringing a complaint.</p>	Yes	<p>We deliver gender equality trainings to make our Group employees aware about the basic concepts such as gender, stereotypes, discrimination, sexual harassment and violence, sexism and discrimination in language and communication and unconscious bias etc.</p> <p><b>Source 1:</b>  <a href="#">Sabancı Holding 2022 Sustainability Report</a> (pages 135, 155)</p>