



"We invest in the continuous development of our people, building the capabilities, leadership agility, and inclusive culture that power Sabancı's future-ready transformation. By empowering our teams across the Group, we reinforce our leadership in sustainability, innovation, and purpose-driven value creation. This is how 'Starts with Sabancı' becomes a lived commitment to unlocking human potential for the next century."

Yeşim Özlale Önen

President, Human Capital & Sustainability

OUR HUMAN CAPITAL

People are the foundation of Sabancı's enduring strength. Our culture is built on inclusion, courage, passion, continuous development, and purpose. In our second century, we invest in leadership agility, future-ready skills, and a workplace where every employee can grow, innovate, and create meaningful impact. Because transformation starts with people; it starts with Sabancı.

Our Human Capital Strategy

Sabancı Group shapes the future with the strength of its diverse, skilled, and future-ready workforce. As of December 2025, the Group provides **employment to over 63 thousand people** worldwide, including subcontractor employees. **Women represent 32% of the total workforce across the Group and 30% of managerial roles** in Holding, reflecting Sabancı's ongoing commitment to inclusive leadership and balanced representation across levels of the organization.

With a strong focus on global leadership and long-term capability building, Sabancı Group continues to invest in its people, cultivating a culture of purpose and high performance that brings employees together around shared goals. As enablers of transformation across all business areas, employees play a central role in driving sustainable growth and long-term value creation.

Sabancı Group's human resources roadmap focuses on five key pillars to guide its human capital strategy. These pillars define how we attract, grow, and empower our people across the organization, reinforcing our leadership in sustainability, innovation, digitalization, and purpose-driven transformation.

Sabancı Group Human Capital Strategy



1

Attract and Retain the Best Talent Ever



2

Establish a Fast, Flexible, Fluid Organization



3

Build a Purpose Driven, High Performance Culture



4

Enable Orchestrator Leadership for Teams



5

Create a Human Touch for Sustainable Lives

Note: Independent assurance of 2025 sustainability data is ongoing. Verified figures are expected to be published in early Q3 2026 on [Sabancı Holding's Investor Relations website](#).

1. ATTRACT AND RETAIN THE BEST TALENT EVER

This pillar aims to attract and retain top-tier talent by aligning with global trends and implementing strategies that resonate with the needs and preferences of top talent.

Employer Branding and Cultural Transformation

In 2025, we continued to strengthen our "Starts with Sabancı" employer brand by building on the pillars of our Employer Value Proposition with our four activation areas that touch on all 4 pillars of Starts with Sabancı: **talent, development, career, working environment**. We moved beyond conventional employer branding and embraced a holistic transformation that made our values tangible across every employee touchpoint.

The "Starts with Sabancı" initiative marked a new era, embedding the EVP in alignment with our purpose and core values: engagement, passion, authenticity, courage, and continuous growth. These values have become a lived experience, integrated into daily practices through recruitment campaigns, onboarding journeys, leadership communications, and social initiatives.

"Starts with Sabancı" became more than an initiative, it evolved into a cultural movement. It united diverse talent segments under a shared purpose, reinforcing our values and mission. The initiative shaped internal culture, external perception, and leadership behavior. Looking ahead, we will expand its reach through digital engagement and real-time feedback to evolve the experience further.

Recognition as a Global Employer

Our efforts were globally recognized. Sabancı Holding was ranked **131st on TIME's 'World's Best Companies 2025'**, and **51st in Forbes' 'World's Best Employers 2025' lists as the top-ranked Turkish company**.

Purpose-driven Talent Ecosystem

By streamlining digital sourcing tools and strengthening our employer brand reach, we expanded our global talent pool. Through these efforts, we shifted from transactional hiring to building a purpose-connected talent ecosystem spanning the entire employee lifecycle.

The third edition of the **SEED Young Talent Program**, designed to attract new graduates and young professionals with 0-3 years of experience, began in January with 13 participants. Through a rigorous 1-year development program participants attended various trainings aligned with Group vision, experienced short-term career rotation in different roles and companies, and worked on agile projects. Participants successfully graduated from the program in December by presenting their cross-company projects to a diverse jury of Sabancı Group managers.

Building Bridges for Collaboration and Innovation

In 2025, we strengthened our ecosystem approach to employee engagement and retention. We created new bridges between Group companies to promote shared learning and cross-functional collaboration. Through community-based platforms such as **Sabancı Minds, HR Minds, and Digital Minds**, we brought people together to co-create experiences, exchange ideas, and build deeper social capital across the Group.

X-TEAMS, a business development platform utilizing agile methodology, aims to identify potential business areas aligned with the Group's strategies. Since the platform's launch, **ten cohorts with over 500 employees** consisting of cross-functional and cross-company teams have realized **more than 60 projects**.

To further energize our internal culture, we enhanced our intrapreneurship platform, **Sabancı ARF**. The program gave employees the opportunity to pitch new ideas, form agile teams, and receive funding or incubation support while remaining connected to the corporate backbone.

By integrating ecosystem thinking, employee-led innovation, and purpose-driven engagement, we expanded the meaning of career mobility and created new pathways for long-term growth and impact within the Sabancı ecosystem.

2. ESTABLISH A FAST, FLEXIBLE, FLUID ORGANIZATION

Creating an agile and adaptable organizational structure that emphasizes speed, flexibility, and fluidity in companies to move Sabancı Group's strategy forward is the goal of this pillar.

Organizational Agility and Strategic Role Alignment

We advanced organizational agility through the **Critical Roles Initiative**, establishing a robust and objective framework to identify roles with the highest strategic and value-creation impact. Anchored in the Group priorities, this approach enabled sharper differentiation in talent and reward strategies, strengthened succession pipelines for mission-critical positions, and contributed to improved retention in roles most critical to future growth and resilience.

Flexible Structures and a Future-Ready Workforce

We introduced digital tools and flexible work models to strengthen our resilience and adaptability across the workforce. Throughout the year, we continuously reviewed and recalibrated roles, teams, and organizational structures to ensure that the right capabilities were in the right places at the right time.

By adopting more dynamic work models, we empowered our employees to shape when, where, and how they work best. This reinforced a culture of trust, autonomy, and productivity.

Cross-Functional Mobility and Career Evolution

In 2025, we deepened cross-company collaboration through structured talent reviews and flexible project assignments, guided by a strategic ecosystem mindset. Our aim was to move beyond static roles and hierarchies toward a more dynamic flow of talent where skills, impact, and potential take precedence.

We leveraged the diversity and scale of our Group companies to enable cross-company transitions and cross-industry mobility. Employees were encouraged to grow within their organizations and also explore new opportunities across the broader Sabancı landscape.

Through structured succession planning, we mapped talent with a long-term view, aligning individuals' potential with strategic workforce needs across the Group. As a result, we redefined career development from a linear path to a more adaptive and purpose-driven journey. Mobility became less about moving up and more about moving with purpose across roles, projects, and businesses.

3. BUILD A PURPOSE-DRIVEN, HIGH-PERFORMANCE CULTURE

The objective of this pillar is to foster a culture centered on purpose and high performance, motivating Sabancı Group employees to concentrate on an inspiring goal and collectively attain sustainable outcomes.

Shared Purpose and Cultural Mobilization

Our purpose, to unite Türkiye and the World for a sustainable life with leading enterprises, guided all strategies and was communicated across the Group through CEO Talks, Management Meetings, and employee engagements.

The 16th Golden Collar Awards recognized outstanding projects in the categories of "Digitalization and Continuous Development", "Innovation", "Scalable Customer Experience", "Sustainability" and "Future Starts with Sabancı".

Empowering Human Capital

At Sabancı Group, the development of human capital is a cornerstone of our organizational strategy. We are committed to fostering a culture of continuous learning and professional growth that empowers our employees to reach their full potential. In 2025, we significantly invested in training and development programs, reflecting our dedication to enhancing the skills and capabilities of our workforce. Through comprehensive training initiatives and a robust career management framework, we aim to nurture talent, reward high performance, and ensure that every employee, regardless of their role or status, has opportunities for growth and advancement within the Group.

Encouraging the career development of employees, developing existing talents, and increasing employee loyalty by rewarding high performance are essential parts of our talent and career management approach. In this context, we support employees in their career journeys through career management processes and facilitate their involvement in different areas or higher positions within the Group. We focus on the development of all employees in the Group, regardless of company, unit, and blue-collar, white-collar or subcontractor status.

A Future-Oriented Learning and Development Strategy

In 2025, following "Starts with Sabancı" initiative, we introduced a future-oriented learning and development strategy designed to foster an inclusive, enriching, and sustainable learning culture. It reflects our aspiration to be a learning and teaching organization, where knowledge is acquired, shared, and built upon collectively.

From onboarding to alumni engagement, every stage of the employee lifecycle is designed to build emotional connection and consistency.

The strategy also focuses on:

- Designing sustainable programs built around learning from each other and self-directed development
- Enriching the community's learning experiences through interactive and innovative formats
- Ensuring the effective communication of all learning and development opportunities; both within the organization and externally

Through this approach, we empower individuals to grow with purpose, take initiative, support one another, and create sustainable impact, today and for the future.

Learning and development activities continue at scale across Sabancı Holding and its Group companies, reflecting a sustained commitment to capability building. In 2024, **1.7 million hours of training** were delivered, corresponding to an average of 32 hours per employee, supported by total training investments of TL 408 million. Training programs covered a broad range of priority topics, including sustainability and environmental subjects (45 thousand hours), anti-bribery and corruption (36 thousand hours), ethics (16 thousand hours), and diversity and inclusion (6 thousand hours). In addition, nearly 90 thousand hours of training were provided to sub-contractors, reinforcing responsible practices and capability development across the extended value chain.

A Purpose-Based Performance Culture

A transparent, agile, and collaborative performance system based on Objective Key Results (OKRs) and Key Performance Indicators (KPIs) ensures regular feedback and employee development. In 2025, 100% of Group employees experienced performance evaluations. Beyond metrics, we placed strong emphasis on career conversations and goal-setting dialogues between employees and leaders to create meaningful moments for alignment, reflection, and aspiration. The performance process expanded to include continuous check-ins, developmental feedback sessions, and structured tools for tracking progress and recognizing contributions. With these practices, we shifted from evaluation to empowerment, ensuring that every employee has a voice, a direction, and a path to grow within a purpose-based performance culture.

Internal Mobility and Career Opportunities

We continued the announcement, application, and nomination processes through the Sabancı Career Portal. We created opportunities for our employees to gain experience across different companies, industries, and roles.

Remuneration - A Total Rewards Approach

In addition to performance management, we provide various benefits, recognition, appreciation, and supportive practices that reflect peer group and market practices. Base salary is determined by role size, scope, criticality, required skills, level of responsibility, and professional experience, and is reviewed annually. Each Sabancı Group company offers side benefit schemes with varying content and flexibility, tailored to role status and individual expectations.

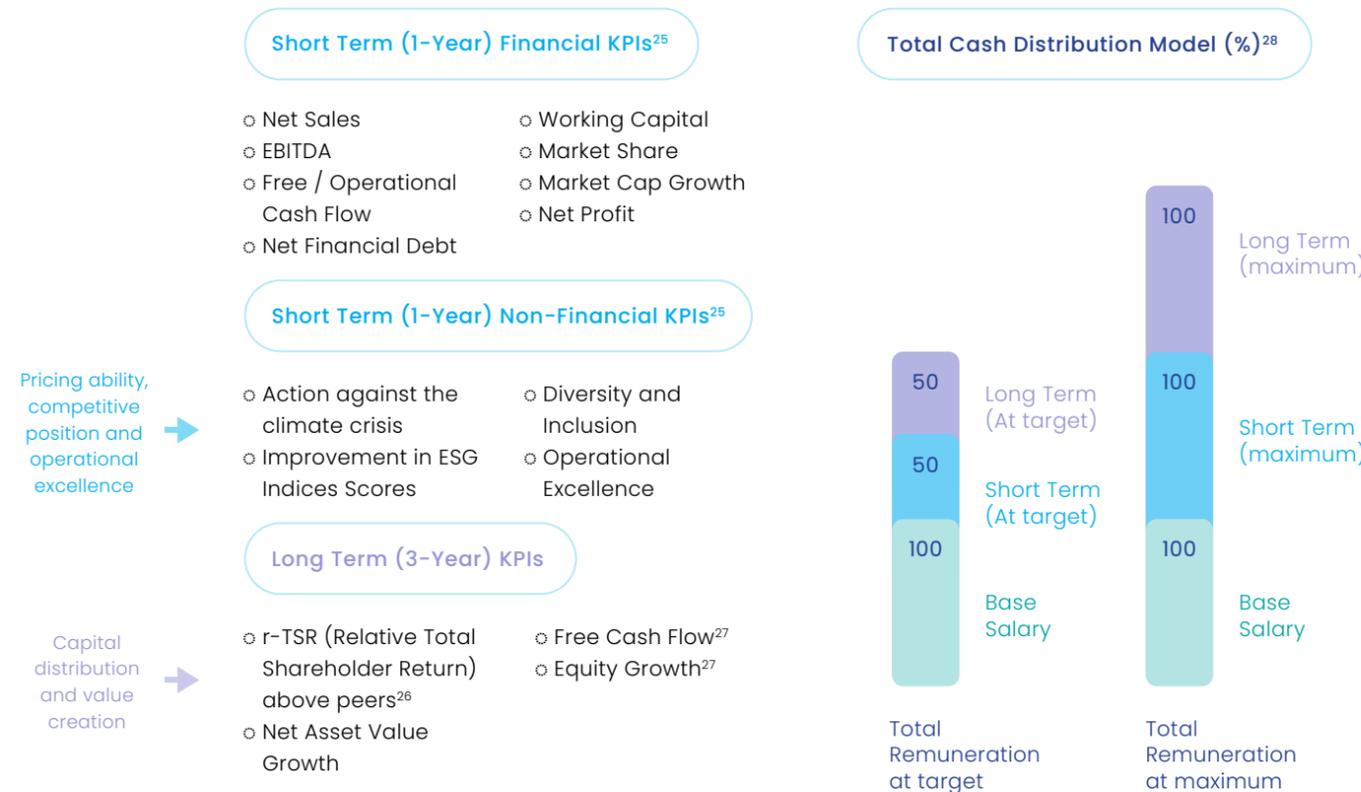
Incentive Plans Linked to Sustainable Value Creation

We offer both Short-Term Incentive (STI) and Long-Term Incentive (LTI) plans to align performance with strategic goals and drive sustainable value creation. Our STI program enables employees to focus on achieving key financial and non-financial objectives. The LTI program is designed for a defined group of senior executives, encouraging long-term value creation, strengthening alignment with shareholder interests, and rewarding sustained performance and stability.

Remuneration - A Total Reward Model



KPIs for variable remuneration in 2025 are as follows:



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(25) Short-term KPIs are not limited to those included on this page; those shown are merely examples.
 (26) Change in market capitalization compared to peers for listed companies.
 (27) For non-listed companies.
 (28) Sample for a company general manager. These rates are for illustrative purposes only and demonstrate the change in earnings based on target versus maximum performance.

Each year, the Board of Directors reviews and defines long-term KPIs for the senior management team. The long-term bonus system covers a consecutive three-year performance period, with the bonus paid at the end of the relevant cycle. A Malus and Clawback Framework is defined for both short- and long-term incentive systems and is applied to all Executive Committee members and Group company CEOs who benefit from the bonus system.

Resilience Through Competitive Compensation

In 2025, the Group implemented an interim salary increase to maintain competitive employee welfare in response to macroeconomic data and market conditions.

Sabancı also ensured fairness by applying structured pay benchmarking across Group companies. Our compensation strategies emphasize both internal equity and market competitiveness while offering tailored benefits that meet the diverse needs of employees across all life stages.

4. ENABLE ORCHESTRATOR LEADERSHIP FOR TEAMS

Cultivating leaders in line with the Sabancı Leadership Model, and skillfully orchestrating teams and all stakeholders are the objective of this pillar.

The Leadership Model is designed to develop future-ready leaders who operate as ecosystem orchestrators, anchored in three core pillars: Grow, Transform, and Connect. Leaders are expected to drive sustainable value creation and growth, lead transformation in an increasingly complex and digital environment, and build strong connections across teams, businesses, and external ecosystems.

This evolution moves leadership beyond traditional people management toward a model that emphasizes continuous self-growth, the development and transformation of teams, and performance guided by an enterprise-wide perspective. In line with this shift, succession management and leadership assessment frameworks were recalibrated to reflect these capabilities, ensuring a strong and aligned leadership pipeline in support of the Group's long-term strategy.

Executive Learning

In 2025, we designed and delivered an AI workshop in collaboration with GenAI experts from our Group companies, alongside Sabancı University faculty members and postgraduate doctoral students. The workshop aimed to build both technical fluency and strategic insight into how AI can reshape industries, transform teams, and enhance decision-making.

Three cross-functional communities, 'Sabancı Minds', 'Digital Minds', and 'HR Minds' serve as learning accelerators to navigate change and orchestrate it with insight, empathy, and impact.

Leadership Development Programs

SABANCI TRANSFORMATION TEAM (SATT) PROGRAM

Supports Sabancı Holding Executive Committee members and Company General Managers drive the Group's transformation for their global perspective.

 Once a year  32

X-CELERATE

Supports CXO leaders' transformation and deepens their global leadership perspective.

 1.5 years  2 cohorts of 22 each

BOARD EXCELLENCE

Program designed to enhance board effectiveness, governance maturity, and strategic impact by strengthening the capabilities of Board Members and Executive Leaders with board responsibilities across Sabancı Group companies.

SABANCI MINDS

Sabancı Group Top Management meets to discuss leadership approaches to drive impact in a rapidly changing world.

 Once a year  ~ 200

HR MINDS

Platform where Group Companies' HR Leaders come together to explore trends, align strategies, and drive a future-ready vision through global insights, technology, and business transformation.

 Quarterly  ~ 30

5. CREATE A HUMAN TOUCH FOR SUSTAINABLE LIVES

This pillar aims to instill a human-centric approach to promote sustainable lifestyles, fostering connections that prioritize personal touchpoints and continuous learning for general well-being and vitality.

A Purpose-Aligned Employee Experience

In 2025, we continued to strengthen our people-first culture through a comprehensive, human-centric approach to employee well-being, engagement, inclusion, and sustainability.

Employee engagement and satisfaction are key priorities for Sabancı Group. Understanding that a thriving workforce drives long-term success, we maintain a data-driven approach to listening, measuring, and enhancing employee experience. By treating employee experience as the foundation of engagement, we reinforce a workplace culture where people felt heard, valued, and empowered to contribute meaningfully.

Every Engagement Survey conducted provided valuable insights into employee sentiment, workplace culture, and areas for improvement. Survey results were not just collected they were actively analyzed and transformed into action plans, which were systematically monitored and refined. Employees were kept informed about engagement results, planned interventions, and leadership commitments to building a more connected, engaged workforce.

We remain committed to measuring progress, acting on feedback, and continuously evolving to ensure a high-performing, human-centered workplace.

The Sustainability Academy

The preparations for a Sabancı Group online Sustainability Academy platform were completed in 2025. This Academy aims to provide employees with in-depth, structured sustainability training aimed at fostering a mindset shift toward environmental and social impact, governance awareness, and sustainable leadership.

The preparation of the Academy marked a significant milestone in our journey to embed ESG competencies across Sabancı Group. More than just a training initiative, it serves as a foundational platform for cultivating a sustainability mindset. By ensuring that environmental, social, and governance principles become integral to how each employee thinks, decides, and leads, the Academy strengthens our commitment to long-term, sustainable impact.

Sabancı Life and Workplace Well-Being

To further promote sustainable and meaningful lifestyles, we launched ‘Sabancı Life’, a corporate loyalty platform that provided more than 35 thousand employees with access to 74 exclusive benefits across areas such as shopping, education, and wellness. This initiative deepened our people’s sense of belonging and recognition across the organization.

Our well-being strategy continued to include enhanced mental health resources, flexible work models, and improved work-life integration policies in 2025. These programs addressed the full spectrum of employee needs, from emotional resilience to ergonomic safety, ensuring that everyone feels seen, safe, and supported.

Occupational Health and Safety First

Our employee health and safety practices remained fully aligned with relevant legislation, Group standards, and global best practices. We proactively assessed and mitigated risk through training, dialogue, and

continuous monitoring. Through our “Occupational Health and Safety First” commitment, we reinforced our belief that our people are our greatest asset. Our responsibility for compliance and excellence extended to our workforce and all stakeholders.

Human-Centered Policies

Our HR policies are grounded in fairness, inclusivity, and transparency. In 2025, we continued to strengthen our human-centered culture by prioritizing clear communication, inclusive benefits, and development opportunities tailored to the diverse needs of our workforce.

All Group companies received regular, data-driven updates on potential industrial relations and labor law risks to enable proactive management. Legally compliant flexible working models were implemented to support evolving ways of working.

Employees’ rights to organize and engage in collective bargaining were fully respected. We maintained neutrality in all union-related matters. Constructive collaboration with labor and employer unions ensured continued labor peace. 85% of Sabancı Group blue-collar employees are affiliated with a union.

As the leader of TUSİAD’s Employment and Social Security Working Group, we contributed to shaping public policy on labor law compliance, employment incentives, secure flexible work arrangements, and the future of jobs.

We actively participated in TUSİAD’s opinion-forming processes and supported research initiatives on Türkiye’s evolving labor agenda.

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Embedding ESG into Employee Experience

In 2025, we took significant steps to embed ESG principles more deeply into our workforce strategy. Flexible working models were supported by enhanced parental leave, expanded health insurance, and inclusive benefit structures to serve employees across all life stages.

We remain committed to equitable and inclusive practices at every level of our organization. Our hiring and promotion processes were intentionally designed to reduce bias and strengthen gender equity, especially in STEM and revenue-generating roles. Gender representation continued to be tracked and transparently monitored across all levels of the organization, reinforcing our long-term commitment to equality and diversity.

Sabancı Group promotes women’s representation and empowerment across society through its alignment with and participation in leading global and national initiatives, including the “**Women’s Empowerment Principles**” of **UN Women and the UN Global Compact**, the “**Young Women Building Their Future**” program of the **Sabancı Foundation**, the **Declaration of Principles on Equality at Work** of the **World Economic Forum**, and the **30% Club**, reflecting a sustained commitment to gender equality in the workplace and beyond.

For further details regarding Human Rights and Due Diligence Process, please refer to Human Rights section of our [Responsible Investment Policy and Sabancı Group Code of Business Ethics](#). For further details regarding our commitment to DEI, please refer to the [Diversity Policy for the Board of Directors](#), and the [Equality, Diversity and Inclusion Regulation](#).