

ESG Report

2023-2024



Introduction	1	Governance	58
Foreword	4	Our Sustainability Strategy	60
Global Sustainability	6	Anti-Bribery and Anti-Corruption	62
COP 29	7	Business Ethics and Fair Competition	64
Corporate Relations and Business Partnerships	8	ISO Certificates	66
		Risk Management	68
ESG at Diem	9	IMS, Internal Control and Audit Activities	70
Our Head Office and Related Activities	10	YGG Meetings	72
Our ESG Structure	12	Customer Satisfaction Experience	74
Diem Responsibility Framework (DRF)	14	Innovation Digitalisation	76
		Targets	80
Environmental	16	Annexes	
Environmental Management	18	Case Study	82
Environmental Training	20	Annexes	84
Waste Management	22		
Carbon Management 2024	26	Contact	86
Carbon Management 2023	28		
Targets	30		
Social	32		
Human Resources Approach	34		
Social Equality Employee Profile	36		
Flexibility, Mobility Employee Wellbeing	38		
Inclusion and Equal Opportunity	40		
Talent Management and Career Development	42		
Benefits and Opportunities	44		
Employee Performance Evaluation Systems	46		
Employee Feedback	48		
Social Responsibility	50		
Occupational Health and Safety	52		
Targets	56		

Foreword

In order to build a better future, we are committed to implementing sustainability principles in every project.

Founded in 1998, Diem Mühendislik Mimarlık has continuously aimed to develop innovative solutions and sustainable approaches since its establishment. Our sector requires us to be aware of our environmental responsibilities and to leave a livable world to future generations. At this point, the importance of our Sustainability and ESG (Environmental, Social, Governance) strategies in our business processes is increasing day by day.

ESG is not only an obligation, but also a responsibility and future investment. As Diem, we are constantly taking steps to minimise our environmental impact, fulfil our social responsibilities and increase transparency in governance. Our international collaborations enable us to develop projects in line with the European Union's Green Deal targets and legal regulations such as the EU Taxonomy. By assuming a pioneering role in our sector, we will continue to produce sustainable construction solutions not only for today but also for tomorrow.

As with every project, we see our sustainability strategies as an integral part of our business, not just a task. As Diem family, we believe that we will build a better future together.

C. Melih Şamlı

In 1998, when we founded Diem Mühendislik Mimarlık, our goal was not only to provide architectural solutions, but also to produce projects that would add value to the future. Since our establishment, developing solutions that will make our world more sustainable has always been among our priorities. Today, we carry this mission even further and place Sustainability and ESG principles at the centre of all our business processes.

As Diem, we make a difference in the sector with projects that are environmentally sensitive, socially responsible and transparent in governance. ESG strategies have given us a stronger vision not only in business processes but also in social responsibility. The regular exchange of information with our business partners in Europe and the projects we develop together enable us to contribute to the EU's sustainability goals.

With our commitment to the principles of environmental protection, community empowerment and transparent management in every project, we will continue to have a share in building the future. We believe that the greatest legacy we can leave to future generations is a sustainable world and we carry this responsibility with greater determination every day.

E. Didem Şamlı



C. Melih Şamlı
Managing Partner



E. Didem Şamlı
Founding Partner

Global Sustainability

The pressure for a net zero future has never been stronger.

A global movement, spurred by the Paris Agreement, forced the world to recognise the harsh consequences resulting from our current emissions pathway. Governments have begun to implement policies and strategies to combat climate change with holistic sustainability as a key goal. It is abundantly clear that both businesses and individuals must be proactive to avoid the harsh reality of a rapidly warming world.

Recognising the climate crisis allows us to measure, assess and improve. As architects, engineers and designers, we have the power to control and change the industry, inspiring and setting an example for future generations. Sustainable outcomes require a strong, innovative and ambitious ESG structure.

In order to move towards a brighter future, we need to stand firm and take decisive action on difficult issues.

As Diem Engineering and Architecture, we adopt a holistic approach to sustainability throughout our office, projects and construction sites. Our continuous development as a sustainable business and our goals for the future are explained in detail in this report.

While adhering to the global target set under the Paris Agreement, differences emerge from country to country. At COP28, the President expressed Türkiye's main goals as follows:

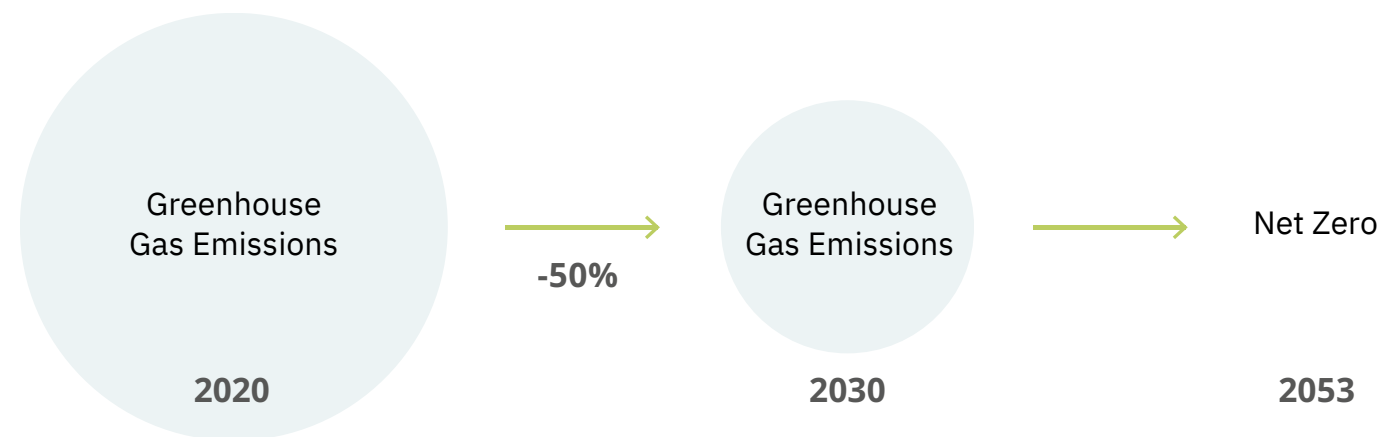
2030 Target

Doubling the emission reduction target

2053 Target

Net zero carbon emissions

Greenhouse Gas Emission Targets



COP 29

The 29th International Conference of the Parties (COP) of the United Nations Framework Convention on Climate Change (UNFCCC) took place in Baku between 11-24 November 2024.

Organised under the United Nations Framework Convention on Climate Change (UNFCCC), COP29 is the 29th meeting of the Conference of Parties. This summit aims to strengthen global cooperation in combating climate change and achieving sustainable development goals by bringing together world leaders, scientists, non-governmental organisations and private sector representatives.

Importance of COP29

COP29 is a critical platform to develop concrete solutions to the climate crisis facing the world. At the summit, it is expected that the policies and strategies necessary to achieve the goals of the Paris Agreement will be reviewed and new commitments will be presented. In particular, reducing carbon emissions, transition to renewable energy, sustainable financing solutions and climate justice are among the main agenda items of the summit.

The focus of COP29, also known as the 'Financing COP', was on the annual financing to be provided for climate action by undeveloped and developing countries.

Opportunities for Companies and Organisations

COP29 emphasises the key role of the private sector in the fight against climate change. Through this summit, companies have the opportunity to develop sustainable business models and promote their efforts to reduce their carbon footprint on a global scale. In addition, this platform, where the latest developments on innovative technologies and green financing instruments are shared, contributes to the development of ESG (Environmental, Social and Governance) strategies of companies.

Corporate Relations and Business Partnerships

We are fortunate enough to have diverse, well-established partnerships and alignments with a wide range of institutions and organisations.

Studio Alliance, of which we are one of the founding members, is the continent's first and only office alliance platform with 18 companies from Europe. Through this platform, we find the opportunity to continuously improve ourselves by sharing information between different teams. In addition, we increase our experience day by day by collaborating in international projects. As Diem, we continue our mission of providing creative solutions for world brands by moving forward.

In line with our ESG (Environmental, Social and Governance) strategies, our cooperation within the Studio Alliance is of great importance. Through regular meetings, we exchange the latest ESG developments and discuss innovations. European legislation and regulations on sustainability, especially initiatives such as the EU Green Deal and the EU Taxonomy, provide guidance to companies across the continent. In this context, we are in constant communication with our contacts in 18 European countries and we follow these developments and integrate them into our business processes.

Thanks to our European network, Diem is able to anticipate not only current trends, but also legal requirements and offer our customers the most innovative and sustainable solutions.

ESG at Diem

ESG is our basic system that conveys how we perform within the scope of sustainability.

Our ESG system illustrates the Diem project: how we operate, how we respond and how we compare with others. It is clear that we have made significant progress in key areas within our operations and practices. As we enter our first year of ESG reporting, we are excited to recognise how important our sustainable strategy and performance is to our customers.

Additional Reporting

As a business, we produce annual public reports that show our performance against a wide range of metrics throughout the financial year. It is highly aligned with our ESG framework and principles.

Our Head Office and Related Activities

While as a business we have a global presence, our ESG reporting focuses solely on the activities and related initiatives of our Head Office.

Head Office

Yenisahra Mah.
Sütcü Yolu Cad.
Blok No: 50
Ataşehir / İstanbul

The information and data shared is aligned with our Head Office building in Ataşehir, Istanbul. We continue to explore the potential to extend our future ESG reporting to all our construction sites.



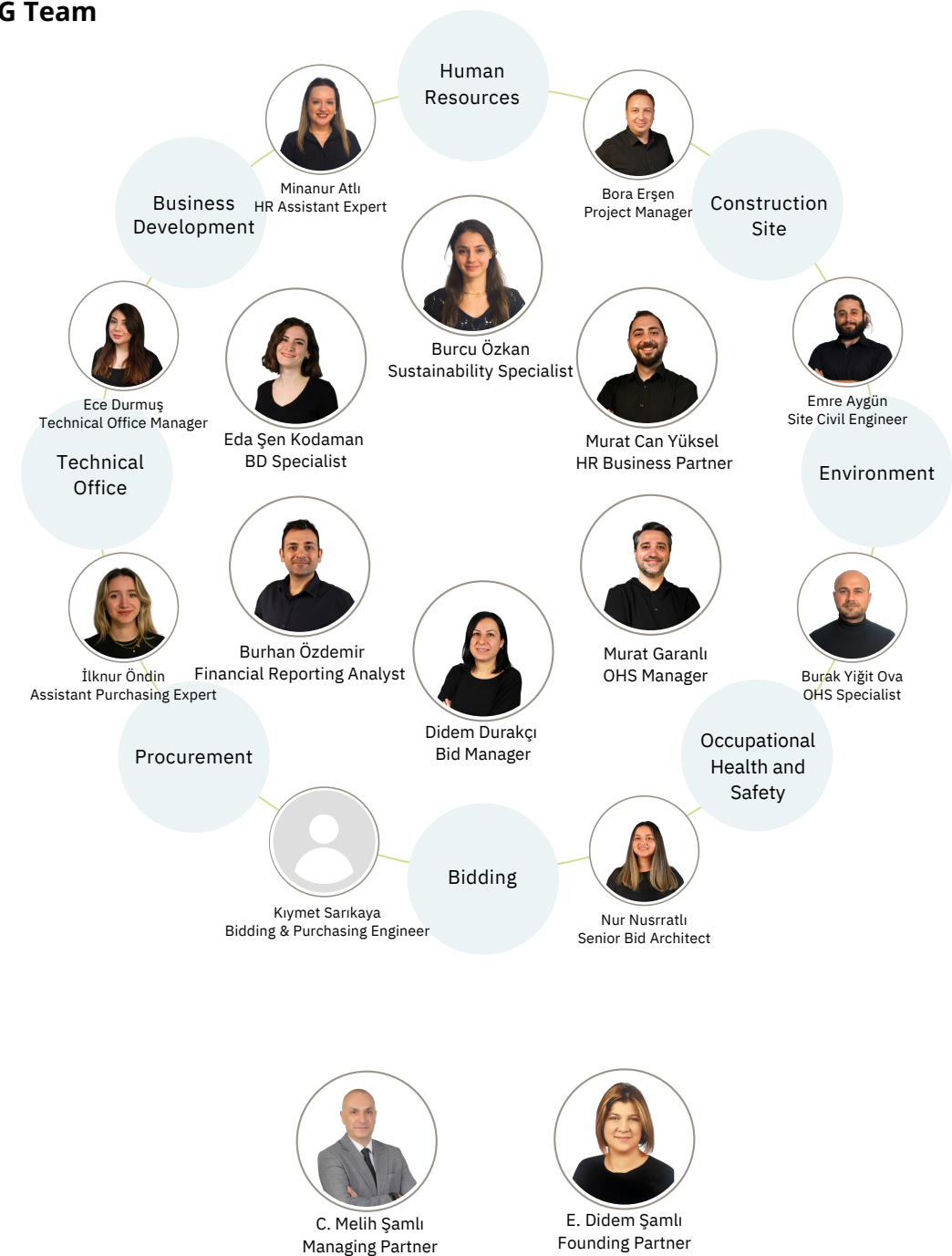
Our ESG Structure

Like our multi-disciplinary integrated approach to design and construction, ESG utilises the extensive and unique skills of our teams while also demonstrating cohesion within the practice.

The Sustainability Group works in close co-operation with various teams, particularly Business Development, OHS, Site, Human Resources and Procurement teams, to form the foundation of ESG. Updates are provided to help potential adoption of proposed initiatives by the Board of Directors.

As of 2023, regular meetings were initiated to better understand and implement ESG. These meetings are held to assess how ESG principles can be integrated into business processes and to follow developments in this field. In cooperation with all stakeholders, we aim to create a structure that minimises environmental impacts, contributes to society and complies with corporate governance principles. In this process, it is planned to take concrete steps to increase environmental sustainability, fulfil social responsibilities and adopt a transparent management approach.

ESG Team



Diem Responsibility Framework (DRF)

Sustainability at Diem; Diem Responsibility Framework

Our ESG theme has been chosen to fit our work on masterplans, buildings and products, and indirectly they form the platform of our ESG process for our business activities. Strategic sustainability objectives are applied and explored at all stages of ESG, enabling the identification of key concerns and their links to relevant external issues. Not only are they compliant with the requirements of widely used rating systems such as LEED (specifically related to our ESG workflow: see Feedback section), BREEAM, Estidama, GSAS, etc., but they also adequately capture notions of social equity that are often overlooked or considered insufficient by environmentally based methodologies.

United Nations Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs), also known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Adopted in 2015, the SDGs provide the basic framework for sustainable development globally. These goals are mapped to Diem's sustainability theme and our Environmental Social Governance Responsibility (ESG), which underpin our work.

Sustainable Development Goals (2015)



ENVIRONMENTAL



Environmental Management

In order to ensure environmental sustainability in our business processes, we meticulously implement environmental policies and fully comply with environmental legislation.

Our Environmental Approach

Within the scope of environmental management activities, considering the role of the construction industry in energy consumption and greenhouse gas emissions, Diem Mühendislik Mimarlık has adopted a sustainability-oriented [Environmental Policy](#). This policy includes basic elements such as reducing environmental pollution, efficient use of natural resources, waste management, energy efficiency and protection of water resources, and is implemented with the joint efforts of all units. The team works devotedly to fulfil environmental responsibilities, especially Occupational Health and Safety (OHS), and prioritises environmentally friendly materials and renewable energy sources in projects.

Harmony in Offices and Construction Sites

As Diem Mühendislik Mimarlık, we meticulously apply our sensitivity to environmental management not only in our projects but also in our construction sites and Head Office. Minimising environmental impacts and adhering to sustainability principles have a priority place in all our fields of activity. All necessary measures are taken to implement environmentally friendly practices at construction sites, reduce energy and water consumption, carry out waste management processes effectively and ensure full compliance with occupational health and safety standards. Similarly, environmental management activities are regularly monitored and implemented at our Head Office.

Construction sites;

- Environmentally friendly applications
- Reduction of energy and water consumption
- Waste management
- Compliance with OHS standards

Environmental Management System Certificate

In order to harmonise the effectiveness of our environmental management system with international standards, we have received the [ISO 14001:2015 Environmental Management System Certificate](#). This certificate is an indication of our commitment to continuous improvement of our environmental management processes and enhancement of our environmental performance. Within the scope of ISO 14001:2015 standard, it is ensured that environmental impacts are taken under control at every stage of our operations and managed in accordance with our sustainability goals. Our certificate certifies that all our operational processes are carried out in accordance with international environmental standards and underlines our responsibility towards the environment.

Zero Environmental Accidents

In addition to full compliance with legal regulations, compliance with the environmental commitments we voluntarily adopt is a priority issue in our environmental management activities. Regular monitoring and control activities are carried out to ensure this compliance, and no non-compliance with environmental legislation was detected during the reporting period. In this period, no legal or administrative sanctions were imposed on Diem due to environmental impacts, and no emergency or environmental accident that may have a negative environmental impact was experienced. In addition, no adverse situations such as leakage or spillage were recorded during this period.



Environmental Training and Spill Drill

We increase environmental awareness through regular environmental trainings and ensure the implementation of sustainable practices.

Environmental Trainings

As Diem Mühendislik Mimarlık, we carry out regular training activities to raise environmental awareness and to ensure that all our employees fulfil their environmental responsibilities in the best way possible. Our OHS-E units organise environmental training programmes for both our own personnel and subcontractors involved in our projects. These trainings are carried out with the aim of increasing environmental awareness, implementing environmentally friendly practices and adopting sustainable working principles.

Environmental trainings aim to improve employees' knowledge and skills to minimise environmental impacts and to ensure full compliance with environmental legislation. As a result of the trainings, our employees have become better equipped on issues such as waste management, energy saving, protection of water resources and management of environmental risks. In this context, as Diem Engineering and Architecture, we will continue to maintain and improve our training activities to ensure environmental sustainability.

Sustainability Trainings

In addition to the trainings provided by our OHS units, our ESG team regularly provides training and information to Diem employees on environmental and sustainability issues. Our ESG team prepares warning and informative content about the environment, hangs this information on the office walls and ensures that employees constantly pay attention to environmental issues. In this context, our efforts to spread environmental awareness continue actively in our office environment.

Environmental Spill Trainings

Environmental spill drills are conducted at our head office and construction sites. In case of environmental spills, members of the spill response team within the environmental team intervene in the spill. For this purpose, it is ensured that employees' awareness is raised and reinforced in situations requiring emergency intervention against environmental spills.

Environmental Drills

Environmental Spill Drills are regularly conducted at our head office and construction sites to raise environmental awareness and support our sustainability goals. In these drills, the Spill Response Team within the Environment Team takes an active role in order to respond quickly and effectively to environmental spill situations.

Drills ensure that employees gain awareness and reinforce their knowledge on responding to environmental emergencies. At the same time, these processes are considered as an important step towards increasing environmental sustainability in our workplaces.

Environmental spill drills not only improve response competence, but also strengthen employees' ability to recognise, prevent and manage environmental risks. In this way, the opportunity is created to fulfil our responsibility to the environment in a more conscious manner.



Waste Management

It ensures that all wastes are collected, transported and disposed of in accordance with legal regulations.

Waste management is an important part of Diem sustainability approach. In this context, we meticulously manage waste processes at our construction sites and head office. Waste collection, transport and disposal processes are carried out in accordance with the relevant legal regulations and all processes are kept under control. In addition, the [Waste Management Procedure](#) continues to be established at the head office and construction sites.

Waste Training

Waste Trainings are provided by the OHS-E department. There is an Environmental Team coordinator and an Environmental Team member at our head office. The task of the environmental team personnel assigned in our head office is responsible for spill response and waste management. Basic environmental trainings are given to this team by the environmental engineer at the head office.

In our construction sites, OHS-E department assigns 1 environmental team coordinator and minimum 2 environmental team members. One of these environmental team members takes part in the spill response team. The other is responsible for waste management. Basic environmental trainings are given to this team by the environmental engineer in the project.

Waste Management Process

Waste collection areas are established and rubble from construction activities are collected in these areas. On certain days of the week, wastes are collected by an authorised and licensed waste company and a delivery document is issued to us. Wastes generated by subcontractor companies are delivered directly to the relevant company by the subcontractors and written confirmation of this delivery is received by us. The wastes collected from our construction sites are stored in the waste warehouse in our head office and then delivered to the contracted waste management company.

Mobile Waste Tracking System

In order to ensure traceability and control of wastes, the process is monitored through Motat (Mobile Waste Tracking System) of the Ministry of Environment and Urbanisation. Thanks to this system, the process from source to disposal of waste is monitored and managed.

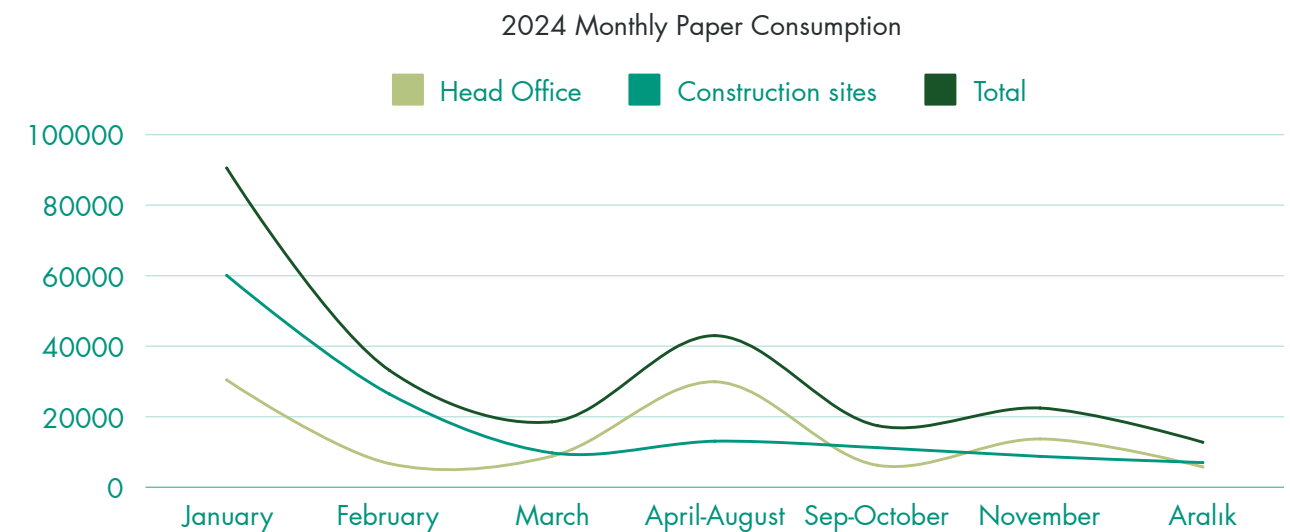
Paper Consumption

Paper reduction is an important part of our waste management. Measures are taken to reduce unnecessary paper use at head office and construction sites and digital solutions are preferred.

Printouts from printers are regularly reported and monitored. In order to prevent unnecessary printing, printouts are made only when necessary and printing processes are minimised as much as possible. Documents that need to be kept as hardcopy have been reviewed and the number of pages has been optimised. In addition, paper that is printed on one side and no longer useful is used as manuscript in another printer for unofficial documents, thus minimising paper waste.

Supervision and Precautions

Our waste management processes are regularly audited to ensure that all processes are functioning correctly. Measures such as identifying waste areas, obtaining documents from subcontractors and working with accredited companies are some of the measures implemented to minimise our impact on the environment.



Waste Management



Carbon Management 2024

We calculate and monitor our scope 1 and 2 emissions in order to reduce our carbon footprint.

Carbon management plays a critical role in achieving Diem Mühendislik Mimarlık environmental sustainability goals. Effective monitoring, control and reduction of carbon emissions contribute to both minimising environmental impacts and reducing operating costs. In this context, efforts to reduce our carbon footprint continue..

Scope 1 and Scope 2 emissions are regularly calculated and monitored. In addition, studies have been initiated for Scope 3 emissions and it is aimed to increase the calculations in this area. Our carbon footprint for 2024 is reported as **89.77 tCO₂e**.

We aim to minimise our carbon footprint with strategies such as

- Energy Management
- Fuel Management
- Chemical and plastic utilisation management
- Water management

These efforts are an important step towards our goal of contributing to environmental sustainability and aim to fulfil our responsibilities for a more livable world.

• Energy Management

Effective monitoring, control and reduction of energy consumption helps to both minimise environmental impacts and reduce costs. Energy management strategies make it possible to take significant steps towards reducing the carbon footprint within Scopes 1 and 2.

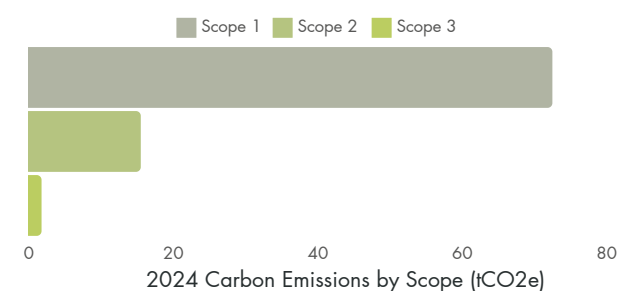
• Electricity Management

Electricity consumption in our head office is carried out through air conditioning systems and lighting fixtures. Energy efficient devices are used and unnecessary energy consumption is prevented with sensor lighting systems. The Procedure for the Use of Energy Efficient Air Conditioners ensures that cooling and heating systems and the Procedure for the Use of Energy Efficient Lighting Fixtures ensures that lighting systems are used in accordance with energy efficiency principles. Our electricity consumption is regularly monitored and reported. Our carbon emission from electricity consumption for 2024 was recorded as **15.52 tCO₂e**.

• Natural Gas Management

Natural gas is used to meet the heating needs of our office. Our natural gas consumption is regularly monitored and reported. Our carbon emission for 2024 heating values is reported as **6.37 tCO₂e**.

We continuously monitor our energy consumption data and develop reduction strategies. This approach contributes to our goal of minimising carbon emissions and increases our environmental sustainability.

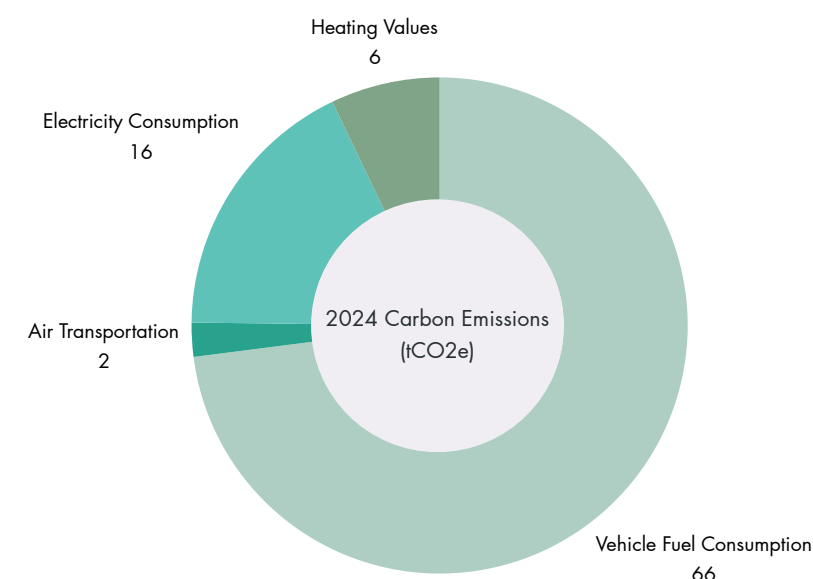


• Fuel Management

As of 2024, the carbon emission resulting from the fuel consumption of our company vehicles has been reported within Scope 1 and calculated as **66.08 tCO₂e** in total. Company vehicles are meticulously planned by our logistics department to be used in the most effective and efficient way, and unnecessary fuel consumption is prevented. In addition, the target of switching to electric vehicles is being evaluated for the coming years within the framework of our sustainability policies.

• Air Transportation

Carbon emissions from air travel are assessed within Scope 3. The total carbon footprint of flights for out-of-town business meetings and construction sites in 2024 is calculated as **1.73 tCO₂e**. Mitigation strategies continue to be developed to minimise the environmental impact of such travel.



• Chemical and Plastics Management

Sustainable material use and recyclable product preferences are also part of our efforts to reduce our carbon footprint. In this context, our chemical and plastics management ensures that the steps taken are effectively monitored and reported.

We have reduced our plastic consumption by using a carboy system instead of single-use plastic bottles at our construction sites. We also switched to using recycled toilet paper, paper towels and A4 paper in offices and construction sites. Recycled products were distributed to our employees to encourage this transformation.

Battery waste collected in our office is included in waste management processes without harming the environment. These practices are meticulously monitored and continuously improved in line with our waste management strategies.

• Water Management

In 2024, **376.92 m³** of water was consumed in our head office, while our per capita water consumption was recorded as **12.53 m³/person**. This consumption includes drinking water obtained through the use of purification devices. In line with our water saving targets, all faucet aerators throughout the office were replaced with economical models. In addition, educational activities were organised to reduce water consumption and encouraging warning graphics were hung in WC areas. These measures make significant contributions to our sustainability targets by increasing efficiency in water use.

Carbon Management 2023

We calculate and monitor our scope 1 and 2 emissions in order to reduce our carbon footprint.

For 2023, our carbon footprint calculated under the relevant headings is reported as **72.8 tCO₂e**.

Electricity Management

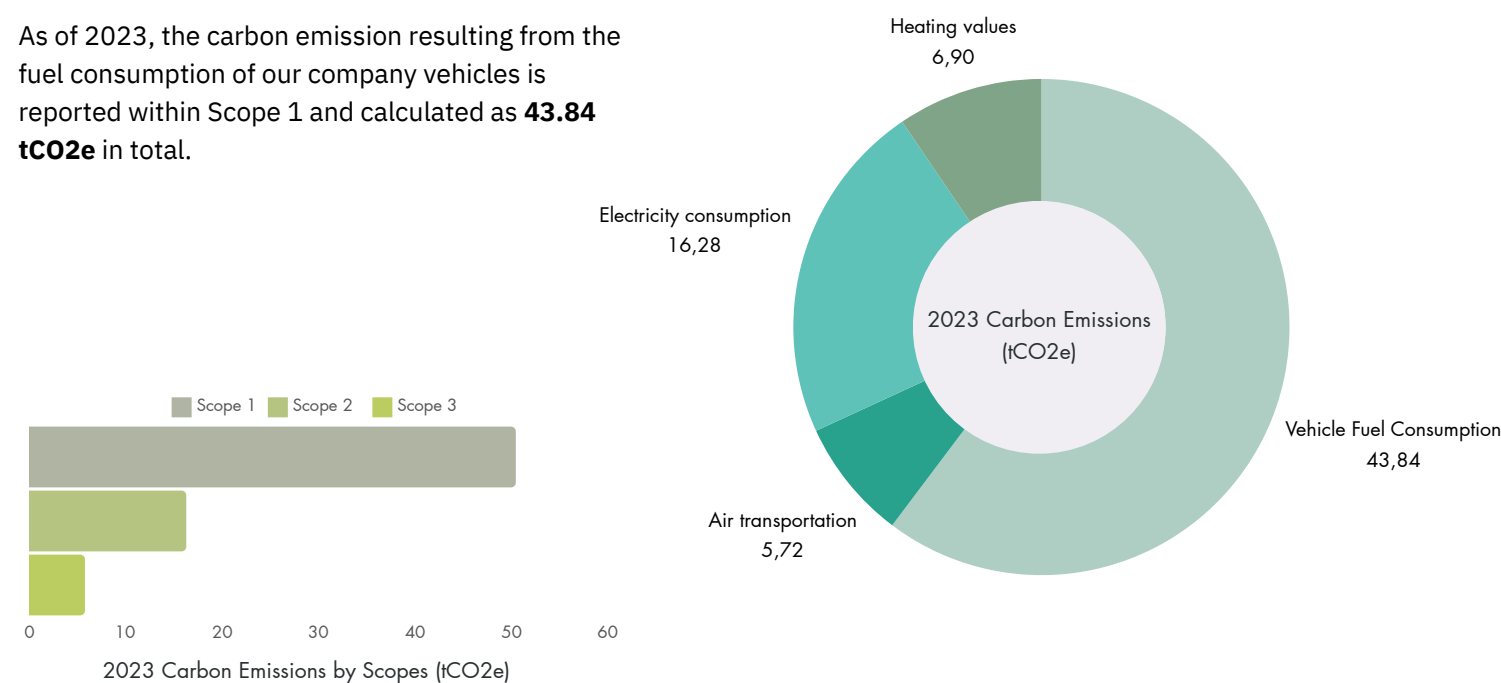
Our electricity consumption at our head office is regularly monitored and reported. In 2023, our carbon emission from electricity consumption was recorded as **16.28 tCO₂e**.

Natural Gas Management

Natural gas is used to meet the heating needs of our office. Our natural gas consumption is regularly monitored and reported. Our 2023 carbon emission for heating values is reported as **6.90 tCO₂e**.

Fuel Management

As of 2023, the carbon emission resulting from the fuel consumption of our company vehicles is reported within Scope 1 and calculated as **43.84 tCO₂e** in total.



Air Transportation

Carbon emissions from air travel are assessed within Scope 3. The total carbon footprint of flights for out-of-town business meetings and construction sites in 2023 is calculated as **5.72 tCO₂e**.

Water Management

In 2023, **262.92 m³** of water was consumed in our head office, while our per capita water consumption was recorded as **10.52 m³/person**. This consumption includes drinking water obtained through the use of purification devices.

Carbon Footprint Comparison: 2023 and 2024

In 2024, there was a 23.3% increase in our total carbon footprint.

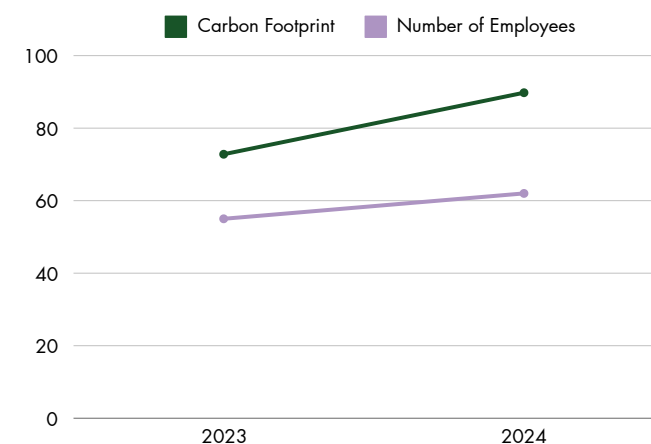
Total Carbon Footprint

- 2023: 72,8 tCO₂e
- 2024: 89,77 tCO₂e

In 2024, there was a **23.3%** increase in our total carbon footprint. The main reasons for this increase include the increase in the number of out-of-town construction sites and the growth in the number of employees.

Increase in Number of Employees

The number of company employees increased from 55 in 2023 to 62 in 2024. This corresponds to an increase of approximately **12.73%**. This growth has led to an increase in the carbon footprint along with the increase in operational needs.



Fuel Management

Carbon emissions of company vehicles increased by **50.73%** in 2024. This is due to the increase in the number of projects in out-of-town construction sites and the transportation to these sites by company vehicles.

Air Transportation

Carbon emissions related to air transport decreased by **69.75%**. This reduction was made possible by working at closer construction sites and using company vehicles for transport.

Electricity Management

In 2024, there was a **4.67%** reduction in carbon emissions related to electricity consumption. This reduction is due to the effective implementation of our energy efficiency strategies.

Natural Gas Management

Carbon emissions related to the use of natural gas decreased by **7.68%**. This reduction was achieved through improvements in office heating systems and reduced use of natural gas.

Water Management

- 2023: 262,92 m³
- 2024: 376,92 m³

In 2024, our water consumption increased by **43.39%**. This increase is related to the increase in the number of employees.

Targets

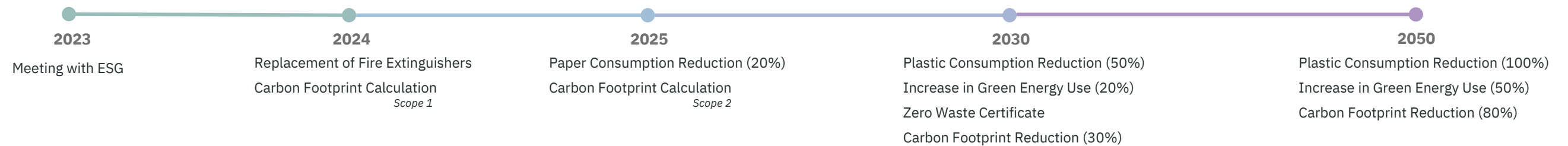
2025, 2030, 2050

Introduced in 2023, we started our journey to contribute to a sustainable future with fast and decisive steps. During this period, by integrating ESG principles into our business processes, we have taken important actions to reduce our environmental impact, provide social benefit and strengthen our governance approach.

This progress we have realised in a short period of time demonstrates both our commitment to our sustainability vision and our efforts for change. We take great pride in this achievement and continue to work for a better future with our ESG goals.

We are aware of our responsibility for adding value to the future and for a sustainable world. We shape our ESG strategies with the goal of creating a more livable world for both today and tomorrow.

Accordingly, we aim to minimise our environmental impact by taking concrete steps such as energy efficiency, carbon footprint reduction, waste management and minimising plastic use. At the same time, we aim to create an inclusive, conscious and sustainable working culture with our business partners and employees.



SOCIAL

Our Human Resources Approach

Our commitment to operate with respect for human rights extends to all our internal and external stakeholders, including our employees, customers, suppliers, contractors and business partners.

As Diem Mühendislik Mimarlık, our Human Resources approach is based on protecting employee rights, supporting professional development and providing high motivation. All our employees are insured in accordance with SSI rules and their personal rights are fully covered. This approach, which starts with our transparent and fair recruitment processes, is supported by clear job descriptions, performance evaluation systems and social benefits.

The values we adopt in strategic human resources management are as follows:

- Continuous improvement
- Transparency
- One team
- Making a difference
- Sustainability
- Human focus

These values represent a holistic approach in Human Resources policies, aiming to increase the productivity of our workforce and support our organisational success.

DiEM Code of Business Ethics

In line with our corporate responsibilities and sustainability approach, we apply business ethics rules and procedures meticulously. The [Diem Business Ethics and Code of Conduct Handbook](#), which we present to every new employee joining our company, provides our employees with comprehensive information about our internal rules, processes, values and working principles and helps them adopt our business culture.

DiEM Policies

- [Human Rights Policy](#)
- [Modern Slavery Policy](#)
- [Diversity and Inclusion Policy](#)
- [Integrated Management System \(IMS\) Policy](#)
- [Anti-Fraud Policy](#)
- [Anti-Money Laundering, Terrorist Financing and Sanctions Policy](#)

The business ethics rules and policies we adopt as Diem Mühendislik Mimarlık aim to create a fair, transparent and responsible business culture in every field from our employees to our supply chain. These approaches form the basis of our long-term success and enable us to fulfil our responsibilities towards the society and our stakeholders.

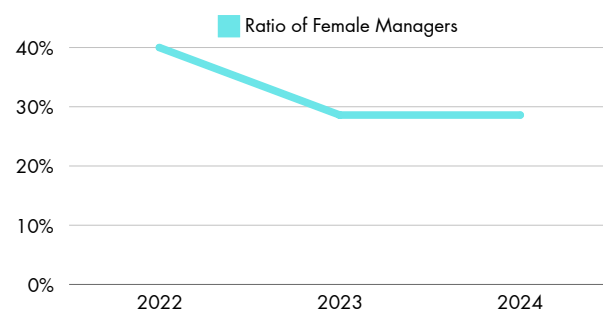
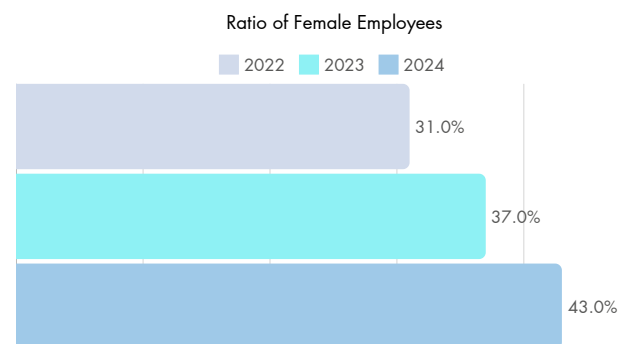


Social Equality and Employee Profile

We aim to create a work environment where every individual is supported with equal opportunities regardless of gender, age, ethnic origin, disability status and other personal differences.

Our company aims to create a work environment where every individual is supported with equal opportunities by offering equal rights and opportunities to all employees regardless of gender, age, ethnic origin, disability status and other personal differences. Accordingly, all recruitment processes, promotion opportunities and professional development opportunities are carried out in line with objective criteria and without discrimination.

In line with the principles of social equality, inclusion and diversity, Diem Mühendislik Mimarlık's female employee profile and female manager ratio are shown in the relevant tables. The decrease in the ratio of female managers was due to the increase in the total number of managers, while the number remained the same.



Work-Life Balance

In order to help our employees balance their work and private lives, we have implemented the following practices:

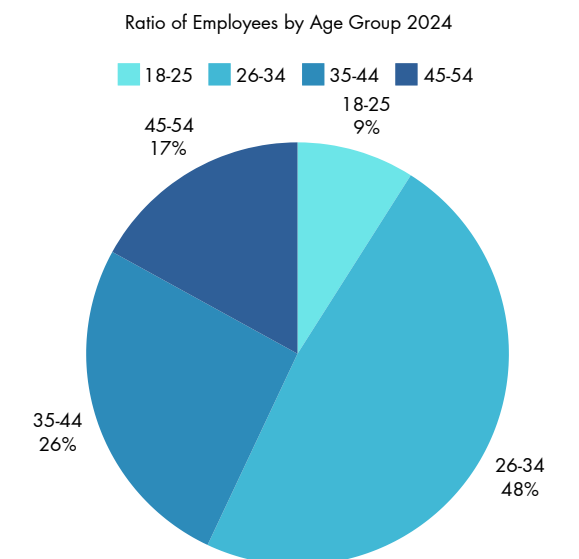
- Flexible working hours
- Extended statutory holiday periods
- Part-time work opportunities
- Remote working opportunities
- Additional leave such as academic leave, maternity leave, paternity leave
- Regular stress management and awareness trainings
- Birthday leave

As of 2024, we are granting each of our employees the right to one day off during their birthday week. This special leave aims to increase our employees' personal happiness and motivation while allowing them to spend more time with their loved ones and feel more valuable.

As of October 2024, we launched the sports card application in order to support the balance between work and private life. With this card, our employees can benefit from a wide range of sports activities by entering contracted gyms in their provinces free of charge.

In the future, we aim to help our employees establish a healthier balance in both their professional and personal lives by increasing the number of personal development trainings such as time management, stress management and mindfulness.

In addition, we support our employees who continue or want to continue their postgraduate education and support them to continue their academic and professional development together. In the **last 3 years, 2 employees** of Diem continued their postgraduate education. We create a suitable environment for our employees who continue their education to fulfil their academic obligations by defining flexible working hours and special leaves during exam periods.



*Current data is calculated only for white-collar employees.

Flexibility, Mobility Employee Wellbeing

We aim to contribute to a sustainable business model by supporting our employees to quickly adapt to changing business dynamics.

In our working processes, we enable our employees to carry out their work from different locations by offering flexible working hours and remote working opportunities for certain departments. These practices support business continuity and performance while creating arrangements in line with the needs of employees. Our remote working infrastructure, which we implemented during the pandemic, has ensured the continuity of work effectively outside the office and increased employee motivation.

In the future, we aim to improve our practices for flexibility and mobility and increase the number of employees within this system. We plan to make the hybrid working model more active and diversify our remote working solutions. In this direction, we are investing in our digital infrastructure and aim to ensure that all our employees have uninterrupted access to in-house systems outside the office.

In 2024, the number of employees working in the hybrid system was recorded as **9**, and the ratio of this number to head office employees is **36%**.

Physical and ergonomic welfare are other areas we attach importance to increase the efficiency of our business processes. We create ergonomic working areas in our offices and ensure that our employees work in a comfortable environment with adjustable tables and chairs.

In addition, we aim to provide professional psychological counselling services in order to improve employees' ability to manage stress and obligations in the future, and we aim to increase the number of training programmes on coping with stress.

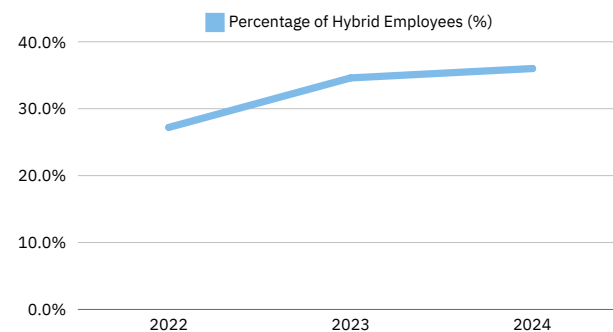
Fair Wage and Recruitment Policy

We adhere to the principle of equal pay for equal work when determining employee wages. In our company, wage differences are determined only according to years of experience and rank, and no gender-based discrimination is made. Therefore, the basic salaries of male and female employees fulfilling the same duties are equal. Wage increase practices are also applied equally to female employees on maternity leave.

The following criteria are taken into consideration in determining the wages:

- The required level of knowledge, skills, competence and experience of the employee
- Long-term objectives of the organisation
- Wage policies in the market
- Human Resources policies

In addition, we measure the competences and skills of our candidates through certain tests prepared by the Human Resources department for objective evaluation. After determining the competencies of the candidates, we evaluate not only the position they apply for, but also other positions that we think may be suitable for their competencies, and while trying to get maximum efficiency, we carry out the recruitment processes of all our candidates in a fair and equitable manner.

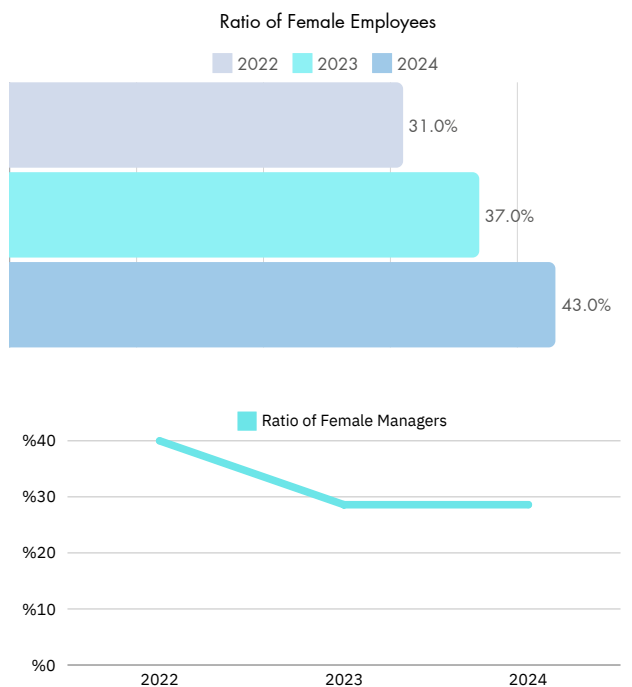


Inclusion and Equal Opportunity

With 43% female employees, we demonstrate our sensitivity to women's employment.

We consider the socioeconomic empowerment of female employees as one of the most important components of sustainable development. With this understanding, we place the balance of the number of female and male employees at the centre of our Human Resources strategies; we develop practices and projects aimed at facilitating women's participation in working life, facilitating their business life and increasing their career opportunities.

Our reports show that the number of female employees increased by **6%** compared to the previous year, reaching **43%**. With **28%** female managers, we support increasing the representation of female employees in management and technical roles. The decrease in the ratio of female managers was due to the increase in the total number of managers, while the number remained the same.



We provide many opportunities to our female employees in order to prevent the loss of female employees. We also offer part-time working opportunities to our female employees who have children between the ages of 0-6.

Employment of disabled individuals was provided in our organisation in 2014 and before. Although there is currently no disabled employee in our organisation, we aim to contribute to the employment of disabled individuals in the future. To this end, we continue our efforts to review our business processes in order to make our working environment more inclusive, to create conditions where disabled individuals can make the best use of their potential and to identify positions suitable for their skills. We also aim to support the professional and personal development of disabled individuals by offering training programmes and mentoring opportunities.



Talent Management and Career Development

Diem Academy is a comprehensive training platform that aims to develop the individual talents and professional skills of our employees.



As a company that aims to be a preferred workplace for the most qualified professionals in the sector, we implement pioneering practices to ensure the continuity of our employees' motivation and creativity. By supporting the individual and professional development of our employees, we aim to create a strong employee experience, increase their loyalty and ensure the continuity of a qualified workforce.

We implement the following practices to strengthen talent management strategies and support career development:

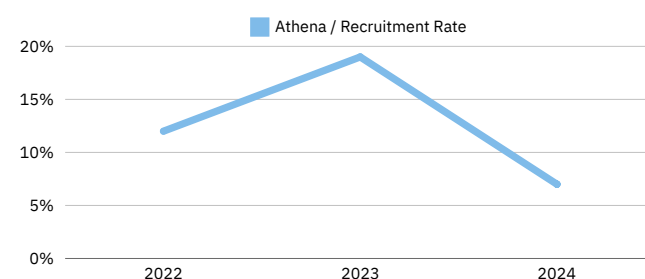
- Regular performance reviews
- Feedback mechanisms
- Individual development plans
- A monthly training system where employees can choose the trainings they want to attend
- Trainings to support professional and personal development

Launched in late 2022, **Diem Academy** is a comprehensive training platform that aims to develop the individual talents and professional skills of our employees. In this context, we offer our employees a rich range of training by utilising both internal and external resources. In addition to face-to-face trainings, we also offer online training options to increase accessibility.

2024 Training Data	2024
Eğitim bilgileri Ocak-Ekim ayı verileri dikkate alınarak hesaplanmıştır.	
Number of Trainings Provided to Employees	240
Number of Trainings Attended by Employees	108
Number of Employees Attending Training	16
Participation Rate in Trainings Offered	53%
Average Training Organised per Person	4

The **six-month observation period** determined for each new employee is meticulously carried out in order to support their career development. Within the scope of this process, at the end of the second and sixth months, the employee's manager, the employee and the Human Resources officer come together and organise performance evaluation meetings. The evaluation carried out in the second month is of critical importance in order to identify the areas open to improvement and to determine the appropriate training programmes for these areas. In this way, the employee's development is supported with training programmes tailored to his/her needs. In the second meeting held in the sixth month, the impact of the trainings on the employee is evaluated. This holistic approach aims to maximise the potential of our employees and support their **career development**.

We launched the **ATHENA** (Architect Heroes Names) **New Graduate Training Programme** in late 2022 in order to recruit talented new graduates in line with our corporate culture. This programme is designed to integrate 3rd and 4th year students and new graduates from engineering and architecture faculties into the sector and to ensure their integration into the Diem family. As of 2024, **7** employees who successfully completed their internships within the scope of the ATHENA programme were employed full-time in our company.



In addition to the ATHENA programme, we also carry out activities to reach young and dynamic employee candidates:

- To participate in university career days
- Organising various activities in cooperation with universities
- Hosting high schools and universities at our Head Office and Construction Sites

On 6 February 2023, after the great earthquake disaster we experienced, we quickly took action to provide employment support to students affected by the disaster. Within the scope of our ATHENA programme, we created additional quotas for our disaster-affected friends and started to work to be with them by giving them priority.



Benefits and Opportunities

In addition to increasing the welfare of our employees, we also aim to contribute to the sustainable growth targets of our company.

We aim to offer benefits and opportunities above the standards by considering the needs of our employees and conducting market research.

- The **meal** and **travelling fees** we offer are kept above the figures determined as a result of our comprehensive research.
- We enable our employees to carry out their business processes more efficiently with **vehicle allocation** when needed.
- We offer our employees a more **flexible** and **supportive** working environment by supporting legal leaves with additional leaves such as compensatory leave, administrative leave, birthday leave, in addition to the legal leaves granted by the labour law.
- In order to support the physical and mental health of our employees, we launched the free **sports card** application in October 2024.
- We organise monthly events that we call '**One Team Events**'. These events are designed both to strengthen communication between employees and to celebrate the birthdays of our employees born that month. In addition, we organise different trainings at the beginning of our events or invite a company that we have assigned or will assign in our projects to expand the professional connections of our employees and we aim to reinforce the **team spirit** of our employees with pleasant **activities, games** and **competitions** after the event.

- We celebrate their special moments and make them feel valuable with the events we organise on special occasions such as Mother's Day, Father's Day and New Year's Day, which are celebrated at certain times of the year, and the **personal gifts** we offer to our employees.
- We aim to improve the **sensitivity** of our employees by closely following the important days and weeks celebrated around the world.

With such practices, our aim is not only to create a professional work environment, but also to build a culture that supports the social lives of our employees.

In the future, we plan to offer a warm welcome to our new team members by reintroducing our '**Welcome Kit**' application. These and similar practices are an indication of the value Diem Engineering and Architecture attaches to its employees and its efforts to support them in every aspect. Our aim is to maximise the happiness and motivation of our employees by creating a strong working environment where everyone feels valued.



Employee Performance Evaluation Systems

The evaluation is based not only on the opinions of managers, but also on 360-degree feedback from colleagues and stakeholders.

The performance evaluation system is applied twice a year, at the end of the semester and at the end of the year, in order to support the individual development of employees and to increase their contribution to the objectives of the organisation.

Our performance evaluation processes are implemented as follows:

- Firstly, the performance of employees is measured using KPIs (Key Performance Indicators) and competency-based criteria determined in accordance with their positions. These criteria consist of technical indicators such as project timing and budget management as well as competences such as leadership, communication, teamwork and strategic thinking.
- Based on the evaluation results, one-to-one interviews are held with each employee, and personal development and training plans are prepared after discussing the employee's strengths and areas open to development.
- Successful employees are rewarded with promotions, salary increases and bonuses.
- Performance improvement plans are created for low performers and these plans are followed for a certain period of time.
- New targets are set at the end of each period. These targets are shaped in accordance with the strategic plans of our company and are monitored throughout the year through regular observations and interim evaluations.

This holistic approach both contributes to the career development of employees and aims to optimise the overall performance of the company. The evaluation is based not only on the opinions of managers, but also on 360-degree feedback from colleagues and stakeholders.

In the future, we aim to further improve our performance evaluation processes and make more use of technological tools such as digitalisation and data analytics. To this end, we plan to integrate advanced software solutions and automation systems to enable faster and more efficient analysis of performance data.

Fair and Transparent Promotion Processes

Our promotion processes are structured based on completely objective criteria and each employee's performance, competencies and compliance with the targets are evaluated in detail.

During the performance evaluation process, the strengths, development areas and performances of employees are analysed comprehensively through evaluation meetings held in certain periods. The criteria we use in the process include many factors such as our employees' work results, work discipline, leadership potential and their harmony within the team. Thanks to this process, in which the contributions of each employee are evaluated with objective criteria, promotion decisions are taken in a fair and impartial manner.

In the future, we aim to support our employees to utilise their potential at the highest level by further improving our promotion processes. In this context, we plan to further guide our employees in their career journeys by initiating various activities such as mentoring and leadership development programmes. Our aim is to further strengthen our Human Resources brand perception and become an exemplary model in the sector by creating a work environment where every employee feels valued, their contributions are recognised and rewarded.



Human Resources 2025 Targets

- In 2024, 2 employees were employed under the ATHENA programme. These employees completed their internships in 2022 and 2023. It is aimed to employ at least 1 of the 8 students who successfully completed their internship in 2024 in 2025.
- We aim to increase the number of 181 trainings offered to our employees in 2024 to 190 in 2025 and to increase the number of employees' participation in training from 97 in 2024 to 120 in 2025 and to increase the participation rate in the trainings offered to 63% by instilling more training awareness in our employees.
- According to 2024 data, 25% of our employees were trained. For 2025, we aim to provide training to at least 35% of our employees.

Human Resources 2030 Targets

- We have 7 employees who joined us in different years through the ATHENA programme and were included in our norm staff. We aim to increase this number to 15 by the end of 2030.

Employee Feedback

Our goal is to maximise the happiness and motivation of our employees by creating a strong working environment where everyone feels valued.

We have systematised feedback processes by creating a culture that encourages transparency, continuous improvement and open communication among our employees.

Our feedback culture is based on the followings:

- Düzenli olarak yapılan performans değerlendirme toplantıları
- 360 derece geri bildirim oturumları
- Birebir görüşmeler

In addition, one of our top priorities is to ensure that our employees establish a strong communication and bond with our Human Resources department. Our employees can easily communicate with the Human Resources department on all kinds of issues and convey their opinions, suggestions and requests.

The '**HR Hears You**' box in our head office provides a platform where our employees can anonymously write their requests and demands.



This box is regularly monitored by Human Resources and the feedback received is meticulously evaluated. In line with the feedback received from our employees, continuous improvement efforts are continued in order to respond to the needs.

In the future, we aim to actively use digital feedback platforms to increase the efficiency of the feedback process in our company. Through these platforms, employees will be able to quickly communicate their feedback anonymously or openly, so that problems or areas of improvement can be addressed and resolved in a timely manner. We will also be supporting our employees to improve their skills in giving and receiving feedback through feedback trainings organised at regular intervals.



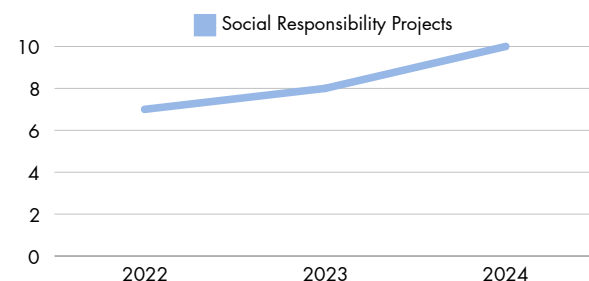
Social Responsibility

It carries out projects that contribute to society and the environment by focusing on sustainability and social responsibility.

We see social responsibility as a fundamental element of our corporate identity. Adding value to society and supporting environmental and social sustainability are among our priorities in all areas in which we operate. As part of our sustainability approach, we are proud to contribute to the development of society with the projects we realise in the fields of education, health, environment and social awareness.

The projects and studies we carry out in order to raise social awareness are as follows:

- On 23 April 2024, we visited a primary school and made informative presentations to **children** about **sustainability and recycling** and prepared sustainability-themed gifts.
- **Five high school students** from Istanbul Private Notre Dame de Sion French High School and Üsküdar American High School participated in a one-week **professional observation** programme at our company. We helped them get to know business life closely and gain experience in a corporate environment.
- We attach great importance to cooperation proposals from the architecture and engineering clubs of **universities** and carry out active work in this field. We organise various events, **trainings** and **seminars** with **clubs** in order to contribute to the professional development of young engineer and architect candidates.



- While making our paper consumption more environmentally friendly by using **recycled A4 paper**, we prevent unnecessary consumption by reducing the use of colour cartridges.
- By using **eco-friendly paper towel and toilet paper** at our head office, we both reduce the consumption of natural resources and encourage our employees to make more conscious choices in this regard.
- In order to raise the **sustainability awareness** of our employees' families and their environment, we aimed to raise awareness by giving each of them recycled toilet paper and paper towels as gifts.
- At our head office, we use a **recycling system** that encourages waste separation. We separate our waste properly with separate recycling bins for different materials such as paper, plastic, glass and aluminium.
- We deliver our glass and aluminium waste and plastic bottles collected at our head office and construction sites to a contracted institution and receive gift **shopping vouchers** in return. With these gift shopping vouchers, we aim to increase the awareness and **environmental consciousness** of our employees by organising sustainability-themed events in the future.

- We support the Turkish Spinal Cord Paralysis Association's (TOFD) **lid collection** project. We encourage our employees to participate in this project with the lid collection point we set up in our office.
- We initiated an **electronic waste** project in order to minimise the damage of electronic waste to nature. Within the scope of this project, we aim to donate the electronic waste we collect in our office to the Education Volunteers Foundation of Türkiye (TEGV) to both protect the environment and support the education of children.
- In line with its sustainability targets, our company continues to work on **environmentally friendly projects** such as the use of rainwater, the installation of solar energy panels and the transition to green electricity tariffs.

We are pleased to be a part of these projects and take an active role to contribute to a sustainable future. By taking strategic steps to support and further develop all these efforts, we strive to spread the awareness of environmental responsibility throughout the company. In the future, we will continue to work with determination to develop environmentally friendly projects, to increase our sustainability targets and to spread the awareness of environmental responsibility throughout the entire company.



Occupational Health and Safety

We see employee health and safety not only as an obligation but also as an indispensable part of our corporate culture.

One of the basic conditions of being a reliable organisation is to ensure the health and safety of our employees, business partners, contractors and stakeholders in all areas in which we operate. As Diem, we see employee health and safety not only as an obligation but also as an indispensable part of our corporate culture.

Our OHS Approach and Practices

While determining our occupational health and safety practices, we go beyond legal requirements and implement the best practices in the international arena. We share our [Occupational Health and Safety Policy](#), which includes the Occupational Health and Safety (OHS) principles to be followed in all our activities, with all relevant stakeholders. In addition, we emphasise the importance of basic elements of occupational health and safety and compliance with applicable laws and regulations in contracts.

OHS Management System Certificate

In order to harmonise our Occupational Health and Safety management processes with international standards, we have received the [ISO 45001:2018 Occupational Health and Safety Management System Certificate](#). This certificate is an indication of our commitment to the health and safety of our employees and our goal to continuously improve our processes. Within the scope of ISO 45001:2018 standard, it is aimed to control occupational health and safety risks at every stage of our activities and to ensure a safe working environment. This

certificate is an indication of our commitment to international occupational health and safety in all our operational processes and our goal to continuously improve our processes. Within the scope of ISO 45001:2018 standard, it is aimed to control occupational health and safety risks and ensure a safe working environment at every stage of our activities. This certificate certifies that all our operational processes are carried out in accordance with international occupational health and safety standards and emphasises our responsibility for the safety of our employees.

Occupational Health and Safety Performance

Occupational health and safety issues are discussed at the Compliance Review Board (CRB) meetings held twice a year. Our actual work in the field of occupational health and safety is carried out by our workplace physicians, nurses and occupational safety experts working within our Health Directorate. In all our construction sites, OHS board meetings are held every month with the participation of subcontractor officials to discuss occupational health and safety issues.

Occupational Health and Safety Trainings

We organise various training programmes to raise awareness on occupational health and safety and to ensure that our employees and business partners obtain the information they need. These trainings aim to create synergy by spreading OHS awareness. Our training content focuses on critical issues such as legal rights and responsibilities of employees, the basics of occupational safety culture, safe use of work equipment, causes of occupational accidents, emergency planning, evacuation and rescue.

OHS Trainings	2021	2022	2023	2024
Number of OHS Trainings	20	22	30	21

Employees working at our head office and all our construction sites are provided with 16 hours of Basic OHS Training in order to raise awareness of occupational health and safety and to ensure compliance with legal requirements. In addition, all personnel who will work at the head office and construction sites undergo a comprehensive Orientation Training process to support their adaptation to the procedures, policies and working conditions of our workplace before starting their duties. In line with the legal regulations, face-to-face or remote OHS trainings are provided to our new employees or those who have been away from work for more than 6 months, in accordance with the hazard class.

Our employees are provided with on-the-job trainings '**Toolbox Talks**' indicating the hazards and risks according to the jobs they will perform at our construction sites.



Occupational Health and Safety

We see employee health and safety not only as an obligation but also as an indispensable part of our corporate culture.

Regular Health Check-ups

While determining our occupational health and safety practices, we go beyond legal requirements and implement the best practices in the international arena. We share our [Occupational Health and Safety Policy](#), which includes the OHS principles to be followed in all our activities, with all relevant stakeholders. In addition, we emphasise the importance of the basic elements of occupational health and safety and compliance with applicable laws and regulations.



Emergency Action Plan

Our company prepares Emergency Action Plans to ensure employee safety, environmental sensitivity and business continuity in all areas where it operates. These plans aim to create a safe and sustainable work environment for our employees, stakeholders and the environment by minimising potential risks.

Emergency Action Plans make it possible to identify potential risks in advance, to take precautions against risks and to provide fast, effective and organised response in emergencies. In this context, regular training programmes and drills are carried out to raise awareness of our employees and emergency teams. The trainings aim to increase the response competencies of our emergency teams and to ensure that employees exhibit correct behaviour in possible situations.

In our plans, critical risk scenarios such as fire, earthquake, chemical spill, evacuation and rescue are addressed and detailed procedures are established for these scenarios. Emergency drills are carried out annually to evaluate the effectiveness of the plans, increase the level of preparedness of the teams and ensure continuous improvement of the processes.

It not only improves occupational safety, but also reflects our commitment to environmental sustainability and social responsibility. Thanks to these plans, we take a more conscious approach to managing risks and build a working environment in line with our goals of protecting natural resources and minimising negative impacts on the environment.

This process, supported by drills and trainings, is continuously improved as part of our company's sustainability strategy and contributes to our mission to build a safe future together with our stakeholders.



Targets

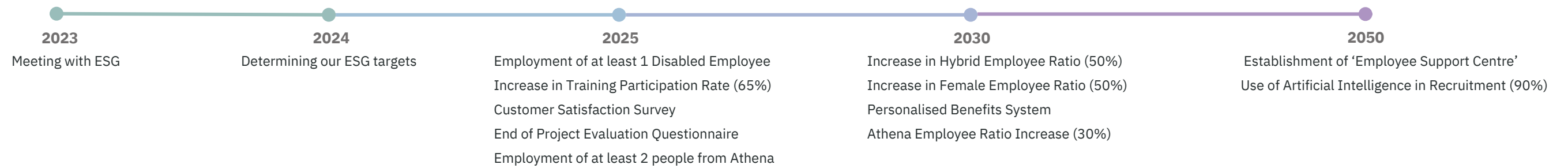
2025, 2030, 2050

In 2023, we started our journey of contributing to a sustainable future with fast and decisive steps with the ESG approach we introduced. During this period, we have taken important actions to reduce our environmental impact, provide social benefit and strengthen our governance approach by integrating ESG principles into our business processes.

This progress we have achieved in a short time demonstrates both our commitment to the development of our employees and our efforts for a people-oriented approach. We take great pride in this achievement and continue to work for a stronger social structure with our ESG targets.

We are aware of our responsibility to add value to the future and maximise the potential of our employees. We shape our ESG strategies with the goal of creating a more inclusive and conscious working environment for both today and tomorrow.

In this direction, we aim to create a people-oriented business culture by taking concrete steps such as employing disabled individuals, expanding the training and development opportunities of our employees, increasing the ratio of female employees and encouraging participation in volunteering projects. Together with our business partners and employees, we are working towards a more equitable, supportive and sustainable future.



GOVERNANCE



Our Sustainability Strategy

Our sustainability strategy is an approach that enables us to take responsible steps towards the future, which has been sustained with management support for many years.

Our Sustainability Strategy has been implemented as one of the cornerstones of Diem Mühendislik Mimarlık for many years. It is strongly supported and regularly audited by our company management. This strategy is integrated into every stage of our business processes and is carried out with an approach that takes into account environmental, social and governance responsibilities.

In line with our sustainability goals, we not only adopt sustainable practices in our current projects, but also create environmentally friendly and long-term sustainable solutions in our future projects. With the full support of our management team, we aim to reduce our environmental impact and fulfil our social responsibilities by focusing on sustainable projects.

In this context, regular evaluation and monitoring processes are also carried out by the management for the successful implementation and development of our sustainability strategy.

ESG Trainings

As part of our sustainability strategy, ESG (Environmental, Social and Governance) training was provided to Diem Mühendislik Mimarlık team. This training was organised to ensure that our employees have a deep understanding of sustainability concepts and to increase our knowledge in the field of ESG. The training focused on what ESG is, why we focus on these areas, and how they contribute to our company's sustainability goals.

With these trainings, we strengthen our commitment to sustainable business models by ensuring that our teams act consciously and responsibly in line with our sustainability goals.



Anti-Bribery and Anti-Corruption

We ensure ethical business conduct by implementing a zero-tolerance policy in the fight against bribery, corruption, fraud, money laundering and terrorist financing.

We consider honesty, transparency and ethical management principles among our core values. In this context, the fight against bribery and corruption is at the centre of our company's activities. Within the framework of our zero tolerance policy against unethical practices such as bribery and corruption, we conduct comprehensive audits and organise continuous awareness-raising trainings to ensure that our employees and business partners comply with these rules. The policies we have developed to further strengthen our company's sensitivity in this regard are as follows:

- [Anti-Fraud Policy](#)
- [Anti-Money Laundering, Terrorist Financing and Sanctions Policy](#)

These policies are rigorously implemented to comply with both local and international regulations and to create a strong defence mechanism against illegal activities. In this context, our company carries out an effective fight against all kinds of corruption, fraud, bribery, money laundering and terrorist financing and continuously updates controls to prevent such activities.

Precautions

We are proud to state that we do not have any problems with ethical violations such as bribery and corruption. We approach business ethics issues with utmost seriousness and place these values at the centre of our corporate culture. We clearly communicate our ethical standards and expectations to our employees by emphasising the importance and implementation of these policies in the Diem Business Ethics and Code of Conduct Handbook. In this way, we aim to provide a transparent and reliable working environment.



Business Ethics and Fair Competition

We aim to exhibit an exemplary stance in the sector with our transparency, honesty and quality-oriented approach by strictly adhering to the principles of business ethics and fair competition.

We believe in the importance of acting under the guidance of ethical values for sustainable success in the business world and we pay attention to act in accordance with ethical values in all our processes. With this understanding, we provide the necessary guidance for our employees and partners to carry out their activities in accordance with national and international standards, and in this way, we always protect both our corporate reputation and the trust we provide to our customers.

Fair competition is one of our important principles that consolidates our position and helps us make a difference in the sector. By avoiding unfair competition practices, we contribute to creating a transparent, open and ethical competitive environment in the sector. In order to support the development of the market and the overall success of the industry, we respect our competitors by building relationships based on mutual trust.

Precautions

We take certain measures to adhere to our principles of business ethics and fair competition. We organise regular training programmes for our employees to adopt ethical standards; in these trainings, we attach importance to topics such as business ethics, honesty, confidentiality and avoiding conflicts of interest. In addition, in order to ensure the commitment of all personnel to these principles, we clearly set out our ethical behaviour rules in the Diem Business Ethics and Code of Conduct Handbook. We regularly remind our current employees of the rules of business ethics, and we provide informative training to our new employees during their orientation periods.

We aim not only to act in accordance with ethical rules, but also to support these values at all levels and make them one of the basic building blocks of our corporate culture. In line with this understanding, we regularly follow audit and evaluation processes to ensure that both our employees and business partners comply with these values.



ISO Certificates

We aim to obtain more ISO certificates in order to strengthen our processes and achieve our sustainability goals.

Diem Mühendislik Mimarlık adopts international standards in quality, environment, occupational health and safety and has the necessary certificates in these areas.

Our currently available certificates:

- [ISO 9001 Quality Management System](#)
- [ISO 14001 Environmental Management System](#)
- [ISO 45001 Occupational Health and Safety Management System](#)

These certificates aim to continuously improve our processes, minimise our environmental impact and ensure the safety of our employees.

Our Goals

We aim to have more ISO certificates by expanding our existing ISO certificates. In this way, we aim to further strengthen our management systems, increase customer satisfaction and achieve our sustainability targets.



Risk Management

We are working to ensure high standards of security by developing comprehensive measures and proactive strategies in the fields of information security and cyber security.

We have developed a comprehensive risk management strategy by making information security and cyber security measures an integral part of our business processes. This strategy ensures that information security processes are meticulously carried out in all our departments, while creating a framework for taking effective measures against potential cyber risks that may threaten the security of our company. Within the scope of the Information Security Management System (ISMS), the integrity, confidentiality and accessibility of our data are continuously checked and potential security gaps are regularly analysed.

Some of the applications developed by our IT department in this regard are as follows:

- The latest firewall technologies against emerging threats
- Antivirus solutions against malware
- Intrusion detection and prevention systems (IPS/IDS)
- Making appropriate and special authorisations for each department by limiting the access and data processing activities of the employees to the system
- Providing trainings to employees to raise awareness on information security and cyber security

Our company attaches great importance to the protection of personal data of our employees. In this context, all employees are required to sign the necessary authorisation documents to obtain approval within the framework of the Law on the Protection of Personal Data during the recruitment process. In line with the LPPD, the highest level of importance is given to employee and customer confidentiality in all our data processing activities.

Our company attaches great importance to the protection of personal data of our employees. In this respect, all our employees are required to sign the necessary permission documents within the scope of LPPD during the recruitment process. Employee and customer confidentiality is given utmost importance in all our data processing activities. Our data security perspective has been established in accordance with our obligations determined within the scope of LPPD and is constantly updated with audits and controls for the protection of customer and employee data. While our firewalls provide strong protection against cyber threats, we ensure that customer information is kept safe with additional measures such as limiting data access authorisations and database security.

Goals

Our goals are to make our processes more secure and to create a structure.

- To harmonise our information security management system with international standards and strengthen it with certificates such as ISO 27001
- Ai-supported analysis systems and advanced data encryption technologies by increasing our proactive measures against cyber threats
- Implementing comprehensive training programmes and regular awareness activities to improve the information security awareness



IMS, Internal Control and Audit Activities

We use internal audit and reporting processes to create a stronger and more effective management model in line with ESG targets.

We attach great importance to internal control and audit mechanisms for the effectiveness, efficiency and sustainability of our business processes. Our internal audit processes continuously review our company's compliance with quality standards, environmental and occupational health and safety principles.

Our internal audit mechanisms work in line with the company's Integrated Management System (IMS) policy. Our IMS policy has a comprehensive structure that includes elements such as quality, environment, occupational health and safety, as well as our sustainability targets. Our IMS policy is committed to ensuring the cooperation required for both our employees and all stakeholders to fulfil their duties fully and completely. In order to act in accordance with these commitments, five employees from different departments at the head office and construction sites were selected and given internal audit trainings in order to establish our internal audit mechanism in 2021. After receiving their certificates following these trainings, our employees were authorised as internal auditors. In addition, our internal audit team receives different trainings and keeps up to date with current developments in both IMS policies and quality standards. In this way, internal audit processes in our company always remain dynamic and compatible with the developing business world.

Initiation of Internal Audit Process:

- At the beginning of each year, the internal audit process is initiated with meetings held with departments.
- During the meetings, specific evaluation criteria are determined for each department.

Determination of Evaluation Criteria:

- Criteria are created specifically for the business processes of each department in interviews with department managers.

Audit Process:

- The internal audit team assesses departments' compliance with IMS policies and quality standards and their attitude towards their responsibilities as an external auditor.
- Areas for improvement in processes and potential risks are identified.

Departmental Contribution:

- Departments contribute to the accuracy and transparency of the process by not only answering audit questions, but also by providing the documentation underpinning those answers.

Denetim Sonucu ve Raporlama:

- At the end of the audit process, the internal audit team prepares a comprehensive report on the performance of each department, the level of compliance and possible areas of improvement in the processes.

Utilisation of Internal Audit Reports:

- Internal audit reports are an important source to review business processes in line with IMS policies and quality objectives.
- They are also used to build a stronger and more effective management model in line with ESG objectives.

Goals

- We aim to continuously improve and develop our internal audit and IMS policies.
- We plan to use digital transformation and data analysis technologies to make our internal audit processes more comprehensive.
- We aim to expand training programmes to raise the awareness of our employees on this issue and to create a stronger sustainability and quality culture in cooperation with all our stakeholders.

YGG (Management Review) Meetings

We aim to fulfil our environmental and social responsibilities more effectively with transparency, efficiency and data-based approach in our corporate governance processes.

The Management Review (MDM) meetings, which we organise twice a year in six-month periods, are of great importance for the corporate governance and strategic development of our company. FGD meetings are held with the participation of all department managers and the Board of Directors and cover critical stages such as evaluating the decisions taken in the past period, analysing current company problems and determining strategic goals for the future.

Preparation Process for the YGG Meeting:

- The Quality Manager sends a memorandum titled 'YGG Meeting Invitation and Agenda Information' to each manager stating the place, time and agenda items of the meeting.

Determination of Agenda Items:

- Agenda items are prepared by the Management department and the Quality Manager based on feedback from department managers.

Addressing Departmental and Company-wide Problems:

- During the meeting, problems from the departments are analysed based on the agenda items in the 'YGG Meeting Invitation and Agenda Information' prepared in advance.
- Problems encountered in company-wide business processes and intra-departmental coordination are discussed in depth.

Development of Solution Strategies:

- Managers clearly articulate the challenges and development needs in their areas and strategies are developed to address them.
- In line with the suggestions from other departments, a holistic solution approach is adopted.

Determination of Strategic Objectives at YGG Meetings:

- At the YGG meetings, not only solutions to current problems are proposed, but also the future strategic goals of the company are determined.
- Managers propose innovative and long-term strategic goals to increase the company's competitiveness and raise industry standards.

Preparation of the Minutes of the YGG Meeting after the Meeting:

- The Quality Manager prepares the Minutes of the YGG Meeting, including all agenda items discussed at the meeting, the problems discussed, the proposed solutions and the strategic goals set.
- It provides guidance to ensure that each department makes progress towards the set objectives.
- It is kept for consideration at the next YGG meeting and the data from past meetings is integrated into future strategic plans.

We see the YGG meetings not only as a strategic evaluation platform for our company, but also as an important tool for internalising ESG principles. In this context, the **2025 strategy meeting** we organised with our young team members provided us with a great opportunity to redefine our company's values and future goals with the contributions of our employees. Through various workshops and interactive activities, we identified concrete steps to make ESG principles a part of our working processes.

We aim to continue our YGG meetings with the same discipline and determination in the coming periods and to further reinforce the strategic importance of these meetings. We will use the insights we gain, especially with the participation of our young team, to create a more efficient and effective structure both in improving existing systems and in realising our new strategic goals. Thus, we aim to carry our company's corporate governance vision even further.



Customer Satisfaction Experience

The actions to be taken to meet customer expectations and increase the satisfaction rate are evaluated in detail by the management department.

We see customer satisfaction not only as a target but also as one of the cornerstones of sustainable success. In this context, we have established various meetings and evaluation mechanisms on a regular basis in order to continuously improve our business processes and respond to customer needs in the most effective way. These efforts not only increase internal efficiency, but also reflect our commitment to ESG criteria.

The activities we have carried out and targeted within the scope of customer satisfaction experience are as follows:

FGD Meetings and Strategy Meetings:

- Regular annual YGG Meetings, internal audit sessions and annual Strategy Meetings are important platforms for determining the strategic goals of the company.
- At these meetings, the current situation of the company is evaluated and strategic targets are set to increase customer satisfaction..

Site Evaluation Process:

- Once the construction sites are completed, a comprehensive evaluation process is initiated for both field and head office employees.
- All employees are sent specially prepared forms that measure the contribution and performance of each department to the project.
- These forms provide valuable data that measure the extent to which departments fulfil their tasks and their contribution to the processes.
- The management department analyses all forms and their evaluations guide actions to improve customer satisfaction.

Customer Satisfaction Surveys:

- After the delivery of the projects, customer satisfaction surveys are sent to the customers.
- The feedbacks obtained from the questionnaires are meticulously analysed.
- In the light of the feedback, problems requiring immediate solutions are addressed immediately.
- In cases of irreversible dissatisfaction, these problems are given special attention in the next projects.

Open Room Project:

- The Open Room Project, which we aim to implement by 2025, is an innovative initiative that reinforces our commitment to customer satisfaction.
- In 2024, the preliminary preparatory phase of the project will take place in which critical issues will be discussed on a board at our head office.
- Important issues raised at the YGG and Strategy meetings will be made visible on this board.
- The sub-divisions and root causes of the problems will be analysed and effective solutions will be proposed.
- A search for a solution will be initiated with the co-operation of all departments and brainstorming will be carried out.
- In 2025, the theme of the project was determined as 'One Hundred Percent Customer Satisfaction'.

Our transparent decision-making process and continuous improvement-oriented approaches provide a strong infrastructure to ensure the satisfaction of both our internal stakeholders and our customers. Our projects and processes aimed at increasing customer satisfaction increase both the competitive power and reputation of our company in the sector. We will continue to maintain and improve our customer orientation through continuous feedback mechanisms, strategic planning and innovative projects.



Innovation Digitalisation

It both facilitates communication between departments and increases operational efficiency.

As Diem Technology team, we closely follow the innovations in technology and integrate the most up-to-date solutions into the needs of our company. We focus on developing appropriate software and technologies for our employees to work most efficiently in digital processes. While expanding our company network with technology, we also consider sustainability.

Diem Portal

Diem Portal is a digital infrastructure that unites all company employees on a common platform, strengthening communication between departments and increasing operational efficiency. The portal is easily accessible from computers and mobile devices with a user-friendly web interface and has a structure that can be adapted to the needs of all personnel. We plan to further improve the user experience with mobile application support.

We not only provide environmental benefits, but also lighten the workload of our employees. In head office operations alone, approximately **4700 sheets of A4 paper** are saved **annually**. With the automation of digital processes, our employees have saved at least **4 days** of work time per month in total, thus accelerating workflows and enabling our staff to focus on more strategic and creative tasks. This digital infrastructure we offer with Diem Portal increases productivity and motivation within the company by providing flexibility in daily business processes. We aim to expand the scope of the portal with more modules and integrations in future processes.



Targets

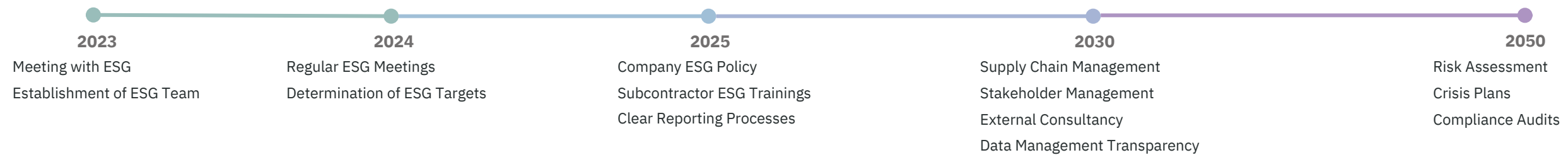
2025, 2030, 2050

Introduced in 2023, we started our journey to contribute to a sustainable future with fast and decisive steps. During this period, we have taken important actions to reduce our environmental impact, provide social benefit and strengthen our governance approach by integrating ESG principles into our business processes.

This progress we have achieved in a short period of time demonstrates both our commitment to our sustainability vision and our efforts for change. We take great pride in this achievement and continue to work for a better future with our ESG goals.

We are aware of our responsibility for adding value to the future and for a sustainable world. We shape our ESG strategies with the goal of creating a more livable world for both today and tomorrow.

To this end, we aim to increase accountability in management processes by establishing transparent decision-making mechanisms and to ensure accurate, complete and reliable reporting of data. At the same time, we aim to create an ethical, inclusive and sustainable governance culture with our business partners and employees.



Case Study:

Construction Site Carbon Footprint Analysis

Diem Mühendislik Mimarlık, conducted a carbon footprint analysis of a construction site covering the years 2023 and 2024. The study focussed on specific greenhouse gas (GHG) emission sources such as electricity consumption, water use and generator fuel consumption. The analysis was conducted in accordance with GHG Protocol standards and aims to provide insights to improve environmental sustainability in construction projects.

Highlighted Findings

- **Direct Emissions (Scope 1):**
During 2023, direct emissions from diesel fuel used in generators are calculated as **23.26 tCO₂e**. However, since there is no generator used in 2024, there is no data in this scope.
- **Indirect Emissions (Scope 2):**
Indirect emissions from electricity consumption are determined as **0.38 tCO₂e** for 2023 and **32.05 tCO₂e** for 2024.
- **Other Indirect Emissions (Scope 3):**
Emissions from water consumption are calculated as **0.24 tCO₂e** in 2023 and 2024.

Total Carbon Footprint

The total emission amount for 2023 and 2024 was determined as **55.93 tCO₂e**. These results emphasise the importance of sustainability strategies in areas such as energy efficiency and water management.

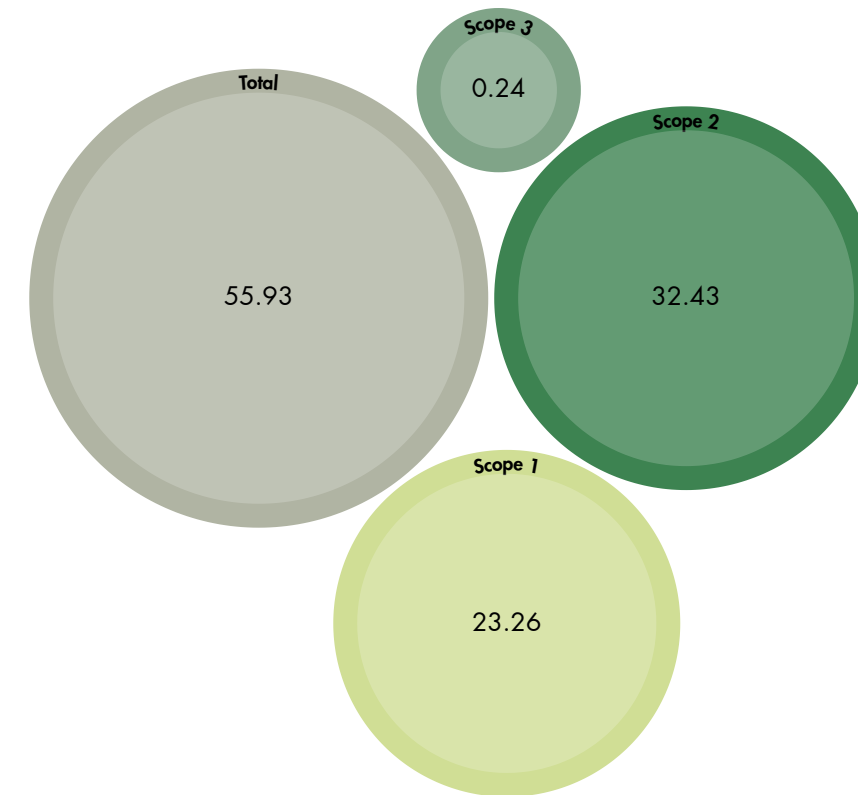
Method

The GHG inventory was prepared using the Carboneck platform in accordance with international standards (GHG Protocol, IPCC Guidelines). Tier 1 emission factors of DEFRA and Turkey National Inventory were used in the calculations.

Outcome

This analysis reveals critical areas for improvement such as energy and resource management to increase the sustainability of construction operations. Diem is committed to realising its ESG goals and contributing to a more sustainable future by leveraging the right data and insights.

Carbon Emissions (2023-2024)



Carboneck Hakkında

Bu rapor, işletmelerin sürdürülebilirlik hedeflerine ulaşmalarına yardımcı olan bir platform olan Carboneck kullanılarak oluşturulmuştur. Carboneck, sera gazı emisyonlarının detaylı bir şekilde izlenmesini ve analiz edilmesini sağlayarak şeffaflık ve uluslararası standartlara uyumu garanti eder. Daha fazla bilgi için www.carboneck.io adresini ziyaret edebilirsiniz.

Annexes

[Environmental Policy](#)

[ISO 14001:2015 Environmental Management System Certificate](#)

[Waste Management Procedure](#)

[Energy Efficient Air Conditioner Usage Procedure](#)

[Energy Efficient Lighting Fixture Usage Procedure](#)

[Occupational Health and Safety Policy](#)

[ISO 45001:2018 Occupational Health and Safety Management System Certificate](#)

[ISO 9001 Quality Management System](#)

[Human Rights Policy](#)

[Diem Business Ethics and Code of Conduct Handbook](#)

[Modern Slavery Policy](#)

[Diversity and Inclusion Policy](#)

[Integrated Management System \(IMS\) Policy](#)

[Anti-Fraud Policy](#)

[Anti-Money Laundering, Terrorist Financing and Sanctions Policy](#)



