



**Volt** electric motors

SUSTAINABILITY REPORT | 2023

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## APPENDICES

## Report Profile

This is Volt Electric Motors' second Sustainability Report, prepared in accordance with the "Core" reporting principles of the Global Reporting Initiative (GRI) Standards. It details our sustainability activities for the calendar year 2023 (January 2023 to December 2023). Our first Sustainability Report, published in December 2022, was a pioneering achievement in our sector locally.

Our reports, published annually, will reflect our commitment to transparency and will be shaped by the influence and participation of all our internal and external stakeholders, aligning with the strategic goals and material elements of our company. For detailed information and inquiries regarding the report, please contact us at [Guclu.Gelecek@voltmotor.com.tr](mailto:Guclu.Gelecek@voltmotor.com.tr)



## Dear Stakeholders,

As global risks become increasingly dangerous, sustainable production and consumption are essential for protecting our world's resources and environment, ensuring a livable world for future generations. We must adapt to the global call for sustainable development and integrate these principles into all our activities.

In 2021, after identifying sustainability as the 8th Mega in our Corporate Strategy Workshop, Volt Motor accelerated its efforts on sustainability and green development. This pivotal decision marked the beginning of significant steps towards creating a more livable world for future generations by transforming our activities.

In early 2022, we formalized our commitment to sustainability by joining the United Nations Global Compact. To support this commitment, we established a committee to enhance internal business communication and leverage the diverse expertise of our employees. Additionally, we published our sustainability policy, clearly demonstrating our determination and goals in this area.

We extend the life of our products by incorporating recyclable materials into their design. Our production processes are based on renewable energy sources, and we prioritize meticulous waste management. We emphasize the adoption of innovative technologies and energy-efficient equipment to optimize energy use in our production processes. By installing energy management systems in our facilities, we monitor our consumption and prevent energy waste. Durability and longevity are key aspects of our product design.

We also prioritize marketing and communication efforts to raise consumer awareness about the benefits of sustainable products. Collaborating with all stakeholders in our value chain to adopt sustainability principles and encouraging them to embrace sustainable practices is a cornerstone of our company's sustainability journey.

With 36 years of experience and expertise, we continue to enhance our capabilities across five different product groups. Aware of the limitations of natural resources, we are proud to supply energy-efficient electric motors to initiatives that promote this awareness.

Our sector plays a significant role in the atmosphere shaped by international political events and the race of risk and opportunity in our country. The direct impact of limited non-renewable energy resources on all life activities has increased the demand for renewable and alternative energy sources. High-efficiency electric motors are a crucial driver in meeting this demand. We foresee our industry's contribution to a sustainable future and are proud to support the green transformation journey of our end consumers.



**Abdülhamit SANCAK**  
Chairman of the Board of Directors

A handwritten signature in black ink, appearing to read 'A. Sankak', with a small flourish at the end.

## Dear Stakeholders,

In a dynamic reporting year, our activities aligned with our sustainable business model progressed at an accelerated pace. In 2023, we expanded our product exports to 21 countries, primarily across Asia, Europe, and the Middle East. We achieved recognition as the most preferred brand among consumers and businesses, particularly in the 1-phase motors category. This leadership is underscored by our distinction as the first and only Turquality brand in our sector.

As a company in the electric motor production sector, we continuously conduct R&D studies to enhance energy efficiency. In 2023, we were recognized as Europe's largest R&D center in our industry. Furthermore, according to registration applications published by the Turkish Patent Institute, we hold the distinction of having the highest number of intellectual and industrial property rights applications among organizations in the electric motor sector designated as R&D centers by the Ministry of Industry and Technology. In addition to these achievements, we rigorously adhere to regulations by manufacturing products that comply with efficiency classes mandated by the regulation effective from July 1, 2023.

As a result of these efforts, we were ranked in the Second 500 of the ISO 2023 List of the Largest Industrial Enterprises, recognized as one of the most comprehensive unofficial studies in Turkey. Additionally, we achieved the 68th position in the EBSO Top 100 Largest Industrial Enterprises List, a prominent study conducted in our region. Our unwavering belief in our future strength drives our accelerated efforts towards sustainability at Volt Motor. With determination, we are committed to shaping a sustainable future. With the support of all our stakeholders, we will continue working towards a greener and more livable world.



**Ahmet SANCAK**  
General Manager

A handwritten signature in black ink, appearing to read 'A. Sancak'.

## About Volt Motor

Volt Elektrik Motor Sanayi ve Ticaret Anonim Şirketi began manufacturing single-phase and three-phase electric motors in 1987. Our primary production facility is situated in the İzmir Kemalpaşa Organized Industrial Zone, covering a total integrated business area of 70,000 m<sup>2</sup>.

Since joining the SAYA Group in 2011, Volt Elektrik Motor Sanayi ve Ticaret Anonim Şirketi has consistently distinguished itself in the electric motor manufacturing sector. In 2023, we successfully delivered our products across Turkey and to 21 countries worldwide.

Throughout the reporting year, we manufactured 445,000 equivalent units of electric motors across our five product groups. This production spanned our lamination, coiling, press shop, mold shop, injection molding, machining, assembly, cast iron production, and casting production sites. Operating with over 650 employees across our three branches and main production facility, we maintained a dynamic and efficient workflow.



# About Volt Motor

Currently, we meet the diverse needs of our customers through our operations across five different product groups.

1 Phase  
Asynchronous Motors

3 Phase Induction  
Motors

Synchronous  
Reluctance

Synchronous  
Motors

Permanent Magnet  
Synchronous Motors

Special  
Motors



Driven by customer satisfaction, we manufacture for sectors including machinery and equipment, mining, iron and steel, energy, marble, animal husbandry, agriculture, and packaging both in Turkey and internationally.

Growing rapidly each day, we are advancing towards our goal of sustainable success with world-class product and service quality. Guided by the Turquality Program, we persist in our journey to achieve global excellence as a company.

We produce our products in high energy efficiency classes to meet our customers' expectations, aiming to reduce global electrical energy consumption and enhance overall energy efficiency.

During the reporting year, we implemented an energy management system in our company in accordance with the ISO 50001 standard. This system was installed to enhance energy efficiency and optimize resource utilization. Through the energy management system, we monitored, evaluated, and optimized our energy consumption effectively.

We organized training sessions on energy efficiency for our employees, taking a significant step towards enhancing environmental sustainability and reducing our energy costs. As a company, we emphasize our dedication to sustainability principles and our commitment to energy efficiency.

## Volt Motor in Numbers

**In 2023,**

36

36 years of experience  
in the motor sector

650

650+ employees

45.000

45.000 m<sup>2</sup> production area

70.000

Integrated facilities with an area  
of approximately 70,000 m<sup>2</sup>

35

35% of the total energy of the semi-finished  
product facility fed by the installed  
SPP power is renewable

550.000

550.000+ equivalent units of  
electric motor production

**The most preferred brand by consumers and  
businesses in the 1-phase motors category**



## Volt Motor in Numbers

21

Export to 21 COUNTRIES

1

The First and Only  
Turquality Brand of the Sector

500

ISO Second 500 Industrial Companies List

68

68th Ranking in EBSO Top 100  
Large Industrial Organizations List

2000

200+ new R&D and Improvement projects

30

Average 30 hours Training per Employee

## R&D Center with the Most Intellectual and Industrial Property Rights Applications\*

\* According to registration applications published by the Turkish Patent Institute, we hold the title of the R&D center with the highest number of intellectual and industrial property rights applications among organizations in the electric motor sector designated as R&D centers by the Ministry of Industry and Technology.

# Export World Map

## 21 Countries



# Our Milestones

**1966**

Establishment of Volt Bobinaj.

**1987**

Commencement of monophase electric motor production.

**1995**

Initiation of general-purpose three-phase electric motor production.

**1996**

Attainment of ISO 9001 and CE certificates.

**2002**

Relocation to the current modern facility.

**2011**

Integration of Volt Electric Motors into Saya Group.

**2012**

Start of IE2 efficient electric motor production.

**2012**

Renovation aligned with global technological standards.

**2013**

Initiation of TURQUALITY and EFQM processes.

**2014**

Introduction of IE3 efficient electric motor productio

**2014**

Launch of synchronous reluctance electric motor production.

**2015**

Operationalization of additional production facility.

**2015**

Expanded market presence in global trade.

**2016**

Merger of Volt Electric Motors and Voltsan Kalip.

## Our Milestones

**2017**

Launch of VoltPro, the world's most efficient motor series.

**2017**

Introduction of IE4 and IE5 efficient electric motor production.

**2017**

Establishment of ISO 14001 Environmental Management System.

**2019**

Designation of Volt Electric Motors as a TURQUALITY brand.

**2020**

Implementation of ISO 45001 Occupational Health and Safety Management System.

**2021**

Initiation of smoke evacuation motor production.

**2021**

Establishment and activation of the R&D Center.

**2021**

Finalist in the PERYÖN Employer Brand, Loyalty, and Corporate Culture Management category.

**2022**

Inauguration of Logistics Center and Foundry Operations Center.

**2022**

Commissioning of the SPP project.

**2022**

Publication of the First Sustainability Report.

**2023**

Attainment of ISO/IEC 17025 Laboratory Accreditation Certificate.

**2023**

Establishment of ISO 50001 Energy Management System.

# Our Vision, Mission and Values

## OUR VISION

To be among the top 5 brands in Europe with digital and innovative solutions.



## OUR MISSION

To contribute to the development of employment and exports with our technological and environmentally friendly products.



## OUR VALUES

- Reliability
- Being Useful
- Human Value, Merit
- Global Competition



## As Volt Electric Motors;

With the strength we derive from the Saya Group mission, we emphasize our four core values in every step we take, from our business processes to our communication with our stakeholders:

### Reliability

- ▶ "Ethical values" are at the forefront of our business processes.
- ▶ Honesty, transparency and fairness are our foundation.
- ▶ Our reputation is our greatest asset. We protect it with care.
- ▶ We build trusting relationships and keep our promises.
- ▶ "Hard work", "humility", "thrift" and "discipline" are essential to success.

### Being Useful

- ▶ In our business, we benefit society and all our stakeholders and create value.
- ▶ We meet our stakeholders' expectations in proportion to their needs.
- ▶ We focus on a better future and act responsibly toward the environment and society.
- ▶ In line with the principle of corporate citizenship, we engage in corporate social responsibility projects, primarily in the areas of health, culture-arts and education.

### Human Value, Merit

- ▶ People are the most important asset. Our relationship with our "companions" is based on "trust, love and respect"; their assets and efforts are very valuable.
- ▶ Working with competent, honest and truthful people is our basic principle and continuously improving their professional experience is part of our job.
- ▶ "Merit, Respect for Differences, and Justice" are the guiding principles of our business and our decisions regarding people. We make sure that these are principles, not individuals. (The satisfaction of our employees is very important.) We act accordingly.

### Global Competition

- ▶ Our understanding of competition that respects people and nature is sustainable and global.
- ▶ We develop our business in the most effective way in terms of "cost, quality, time".
- ▶ We lead change in the industries in which we operate; we are open to innovative ideas; we support new entrepreneurial actions with courage.
- ▶ Our information flows and practices are characterized by universal clarity and simplicity.
- ▶ Our quality bar is at the highest level of national and international standards.
- ▶ Completing work as quickly as possible is our basic way of doing business. In a flexible structure, we have "business agility" in our decision-making processes.

# CORPORATE GOVERNANCE

## Board of Directors and Executive Committee

### BOARD OF DIRECTORS

The Board of Directors comprises six members, including the Chairman, each serving a three-year term.

Name & Surname	Area of Responsibility
Kadir ERİKLİ Cüneyt DEMİRGÜREŞ	Financial Performance
Hamit SANCAK Sinan ÖZGÜR	Human and Culture
Ahmet SANCAK Hamit SANCAK	Sales Performance
Ahmet SANCAK Harun AÇIKGÖZ	Production and Productivity Performance
Haluk SANCAK Kadir ERİKLİ	Procurement and Inventory Management Performance
Harun AÇIKGÖZ Sinan ÖZGÜR	Process Excellence

In line with the principle of separation of powers and authorities, our company maintains distinct duties and responsibilities for the Chairman of the Board of Directors and the General Manager. This clear distinction in our Senior Management ensures a balanced distribution of power and authority, delineating decision-making boundaries tailored to our corporate structure. Apart from the Board of Directors, we also operate an Executive Committee under the leadership of our General Manager.

### EXECUTIVE COMMITTEE

Yönetim Kurulu Başkanımız dahil toplam altı üyeden oluşmakta olup her bir üyenin görev süresi üç yıldır.

Title	Name & Surname
General Manager	Ahmet SANCAK
Deputy Director General for People and Culture	Elçin BAŞARKANOĞLU
Technical and Operational Excellence Assistant General Manager	Gökhan YAKAN
Export and Marketing Group Manager	Bilal ŞEREFHANOĞLU
Information Technologies Manager	Tarık DİZER
Financial Affairs Manager	Kutlu CEBECİ
Procurement Manager	Kemal YÜCESOY
R&D Manager	Taha ÇETİNER
Production Manager	Atanur İZ
Maintenance, Repair, Molding and Production Engineering Manager	Mehmet USLU
Quality Assurance Manager	Rasim YILMAZ
Pig Iron Foundry Manager	Koray ERSOY
Planning Manager	Hakan CİVAN

#### Responsibilities of Our Directors

- Establishing and nurturing a corporate culture aligned with the Code of Ethics,
- Serving as exemplars in the implementation of Ethical Principles through their conduct,
- Conducting Ethical Principles training for affiliated employees,
- Supporting employees in raising questions, complaints, and notifications related to the Code of Ethics, and fostering an environment where concerns can be easily voiced,
- Providing guidance on handling consultations, reviewing all notifications received, and promptly escalating them to the Ethics Committee when necessary,
- Structuring business processes under their purview to align seamlessly with ethical principles,
- Taking immediate action against violations of Group values, Ethical Principles, and laws, and promptly reporting them to the Ethics Committee

# Corporate Sharing Meeting

In the reporting year, we convened a meeting to unite all our employees and transparently communicate our corporate strategies. The meeting commenced with an opening speech by our Chairman of the Board of Directors, followed by a year-end evaluation from our General Manager. Subsequently, strategy mega owners shared their insights and plans.

M1

Cultural Transformation

M2

Operational Excellence

M3

Supply Chain Management

M4

Digitalization

M5

Volt A.Ş Establishment

M6

Sustainability

M7

Globalization



## Committees and Their Duties

We meet corporate governance requirements through committees, ensuring ongoing stakeholder participation and direct feedback through two-way interactions.

In this context;

Sustainability Committee

Continuous Improvement Committee

Digital Transformation Committee

Risk Committee

Our committee work is organized within groups that evolve and become more dynamic over the years as their focus areas develop.

You can find detailed information about the Sustainability Committee under the section titled SUSTAINABILITY MANAGEMENT.

### CONTINUOUS IMPROVEMENT COMMITTEE

The Continuous Improvement Committee was established to ensure the company's sustainability amidst evolving market conditions. Its primary objectives include maintaining the company's competitive edge in leading markets, gaining advantages in competitive markets, analyzing competitors to determine strategic positioning, conducting necessary studies to inform strategic decisions, presenting feasibility reports to the Executive Committee, and providing recommendations for ongoing development and continuity.

The Continuous Improvement Committee comprises two levels of committees: the Sub-Committee and the Executive Committee. Sub-Committee meetings require the mandatory participation of at least six members from various departments. The Sub-Committee meets at a mission-oriented frequency to inform the Executive Committee, which consists of selected managers who may participate optionally.

All improvement projects within the company are monitored by the Continuous Improvement Committee, ensuring adherence to ethical guidelines throughout all stages.

### DIGITAL TRANSFORMATION COMMITTEE

The Digital Transformation Committee, chaired by the Heads of Information Technologies and Technology Focus, comprises Advisors and a total of seven members. It was established to oversee efforts aimed at integrating production processes with information technologies.

The committee's strategic objective is to attain competitive advantages in production through enhanced quality, speed, flexibility, and cost efficiency. Its aim is to implement digitalization practices that ultimately enhance customer satisfaction.

### RISK COMMITTEE

The purpose of the Risk Committee is to proactively detect operational, strategic, financial, and compliance risks that could threaten the company's existence, development, and continuity. The committee takes measures against identified risks, develops policies for risk management processes, and manages risks according to the company's risk profile.

Reporting to the Board of Directors, the Risk Committee meets bi-monthly to monitor the effectiveness of the risk management process and ensure the implementation of necessary measures and actions in response to identified risks.



# Compliance with Integrated Management Systems

At Volt Electric Motors, we prioritize continuous corporate development through management system certifications, conformity certificates, international equivalencies, and other legal entity-specific certifications.

Effective data monitoring enhances our risk management, goal-setting, and strategic planning processes, while also systematizing internal activity management.

We adhere to international quality and business management standards, in addition to our own internal standards. We integrate management systems (ISO 9001, ISO 14001, ISO 45001, ISO 50001) across all our production, supply processes, and products/services.

In 2023, we successfully achieved ISO 50001:2018 Energy Management System certification.

Documents	Applicable Facilities
ISO 9001:2015 Quality Management System	Main Production Facility Semi-finished Product Production Branch Sales Operation Branch Pig Iron Casting Plant Branch
ISO 14001:2015 Environmental Management System	Main Production Facility Semi-finished Product Production Branch Sales Operation Branch Pig Iron Casting Plant Branch
ISO 45001:2018 Occupational Health and Safety Management System	Main Production Facility Semi-finished Product Production Branch Sales Operation Branch Pig Iron Casting Plant Branch
ISO 50001: 2018 Enerji Yönetim Sistemi	Main Production Facility Semi-finished Production Branch
TSE EN ISO / IEC 17025 Certificate of Competence of Testing and Calibration Laboratories	Main Production Facility
TSE Service Competence Certificate	Main Production Facility
TSE Product Conformity Certificate	Main Production Facility
Declaration of Conformity to EU RoHS	Main Production Facility
REACH Declaration	Main Production Facility
EC Declaration of Conformity - CE	Main Production Facility

## Turquality

TURQUALITY®, established by the Ministry of Trade, is Turkey's pioneering state-sponsored branding program. It aims to empower companies with product groups that exhibit competitive advantages and branding potential, enabling them to establish global presence with their own brands. The program supports companies with managerial expertise, institutionalization, and comprehensive development across all stages from production to marketing, sales, and after-sales services. Through these efforts, TURQUALITY® aims to cultivate a positive image of Turkish goods on the international stage.

The program is awarded to companies that demonstrate international-level institutionalization and a robust branding strategy, often referred to as the 'league of champions,' which includes Turkey's most recognized brands and top exporters. Volt Electric Motors joined the TURQUALITY® program as a brand on July 1, 2013, and subsequently advanced to the next level on January 22, 2019. As the first and only company in our sector to achieve this milestone, we are committed to becoming an internationally recognized brand.



## Business Ethics and Compliance

Our Ethical Principles, guided by Saya Group Values, define the operational ethos of our organization:

1. Be Trustworthy and Honest,
2. Protect Company Reputation,
3. Avoid Conflicts of Interest,
4. Ensure Information Confidentiality,
5. Act Responsibly Towards Stakeholders

Our 'Code of Ethics,' integral to our company values, serves as a comprehensive guide for effective and secure communication across all internal and external stakeholders. It is the responsibility of every employee to understand and uphold our Code of Ethics.

New employees undergo a two-hour 'Ethics Training' session conducted by internal trainers to familiarize them with our ethical standards. For further details, you can access the 'Saya Grup - Ethical Principles Booklet,' adopted by Volt Electric Motors, at <https://www.sayagrup.com.tr/assets/katalog/etik-ilkeler-en.pdf>



## Our Ethical Principles

If an employee witnesses a violation of the Code of Ethics, they should first report it to their direct manager. If the violation involves their direct manager, they should report it to the company Ethics Representative, Ethics Hotline, and/or the Company General Manager.

The channels available for employees to reach the Ethics Committee Notification Officer include;

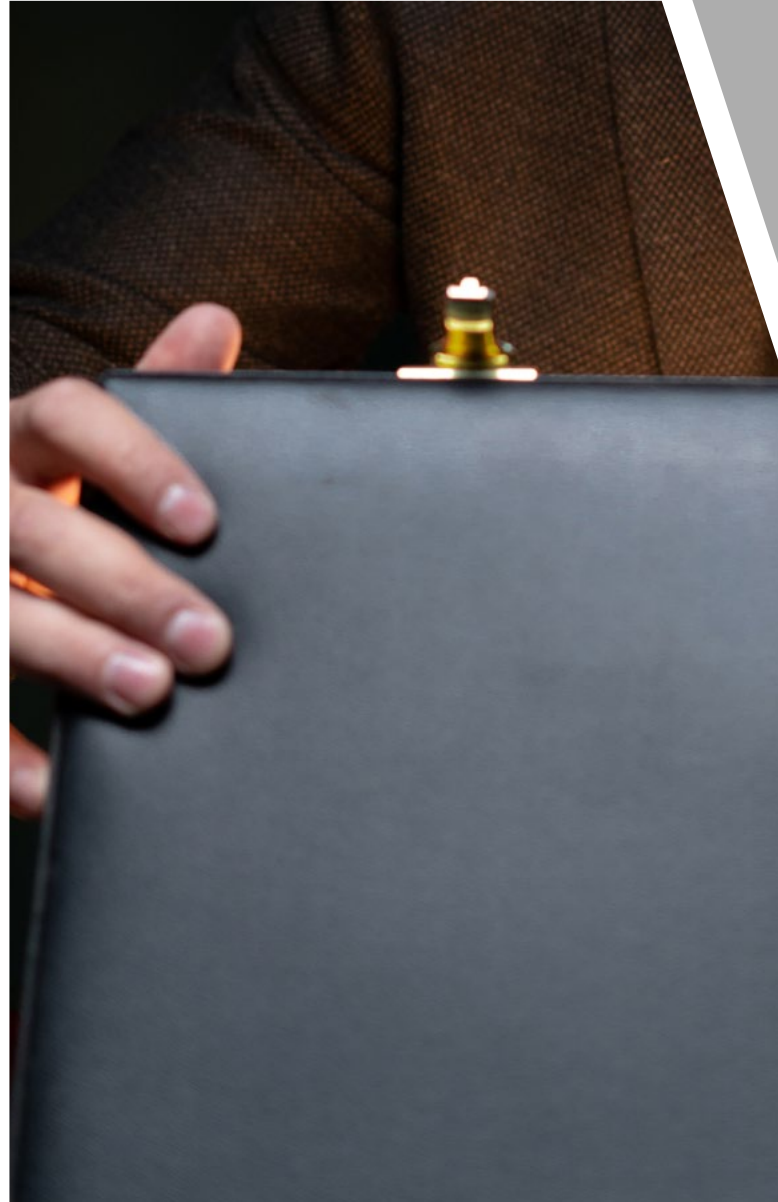
- Accessing the e-form (Ethics Form) at Saya Group and Companies Ethics Line Notification Platform: <https://sayaholding.com/about/ethical-principles-and-declaration>
- Sending an email to [etik@sayagrup.com.tr](mailto:etik@sayagrup.com.tr)
- Calling the telephone line at 0531 101 15 55 (incoming calls managed by the Saya Group Ethics Representative.)

### Providing written or verbal notification to the Company Ethics Representative

- Our “[Ethics Form](#)”, available on the corporate websites of Saya Group and its Companies, can be filled out by employees and stakeholders alike to report ethical violations. We maintain an ethics hotline where calls are handled confidentially by our Internal Audit Manager.

## Combating Bribery and Corruption

We have a zero-tolerance policy towards bribery, corruption, misconduct, and favoritism among our employees and business partners, whether based on financial or non-financial interests. We adhere strictly to our [‘Protection of Balance of Interest Policy’](#) in such cases. This policy outlines our principles regarding the giving and receiving of gifts, entertainment, political activities, and donations.



# SUSTAINABILITY MANAGEMENT

## Our Strategy

As a crucial component of our corporate strategy, we establish long-term, medium-term, and short-term target cards aligned with our sustainability-focused environmental, social, and financial risks and priorities. To achieve these objectives, we develop annual action plans and conduct quarterly reviews of our progress. To enhance this approach, we enhanced management of the Sustainability Committee by establishing a dedicated 'Sustainability and Environment' department during the reporting year.

## Our Policy

Our Sustainability Policy, aligned with the United Nations Sustainable Development Goals, aims to reduce the environmental, social, and economic impacts of our organization while fostering positive change. This policy ensures that our business operates in accordance with sustainability principles, guiding us to fulfill our social and environmental responsibilities globally and actively contribute to a more sustainable future.



## SUSTAINABILITY POLICY

As Volt Elektrik Motor Sanayi ve Ticaret A.Ş., within the framework of the United Nations Global Compact and in accordance with the 17 Sustainable Development Goals, in order to continue our existence without consuming the resources of future generations while carrying out our activities to achieve the following:

- To fully implement all national and international rules and principles to which it is committed in support of sustainable development,
- To embrace sustainability as a business model to be applied in all its activities on a daily basis,
- To develop and implement its commitments under the United Nations Global Compact,
- To develop short, medium and long-term plans in line with its activities and value chain, focusing on the goals directly and/or indirectly affected by the 17 Sustainable Development Goals,
- To promote energy efficiency and the search for alternative renewable energy sources to ensure adaptation to the climate crisis,
- To ensure the implementation of circular economy, recovery and recycling methods in all operational and management processes by adopting green transformation principles,
- To carry out activities to reduce the carbon footprint and create a positive impact throughout the value chain,
- To ensure good practices for the safety and well-being of employees in all aspects, based on gender equality and inclusion,
- To ensure that its activities are conducted within the framework of integrity, transparency and ethical principles for the entire value chain,
- To create a work environment that provides equal opportunities for employees and potential employees,

is Our Management's Commitment.



## Our Committee



We formulate, implement, and oversee sustainability strategies through our Sustainability Committee. Comprising representatives from various departments and senior executives, the committee convenes regularly to establish sustainability objectives, track progress, and review strategies. We actively engage with external stakeholders and seek collaborations to enhance our company's sustainability performance.

## Our Committee

### **Diversity, Equity, Inclusion and Social Working Group:**

We undertake projects focused on gender equality, decent work, quality education, and creating opportunities for collaboration with special groups among our internal and external stakeholders. Colleagues from the Human Resources, Health, Safety, and Environment (HSE), and Marketing departments contribute to these initiatives.

### **Energy and Environment Working Group:**

We strive to develop innovative solutions with a focus on renewable energy sources, accessible and clean energy alternatives, water and wastewater management, emission optimization, and circular economy practices. These group projects are spearheaded by colleagues from our Production, Health, Safety, and Environment (HSE), as well as Maintenance and Repair teams.

### **Sustainable Supply Working Group**

We collaborate with all stakeholders on sustainability approaches, low-emission logistics activities, and sustainable supply chain initiatives. These projects and plans are implemented under the leadership of colleagues from our Planning, Procurement, and Health, Safety, and Environment (HSE) departments.

### **Green R&D Working Group**

We collaborate on projects with our R&D and HSE departments focusing on areas such as innovative product research, projects compliant with Sustainable Development Goals (SDGs), and studies on alternative raw materials.

### **Compliance with Legislation and Other Requirements Working Group**

We have established a working group, supported by the Export, Marketing, Product Management, and HSE departments, to conduct sectoral studies and research on the European Green Deal and its anticipated implementations.

### **Sustainable Finance Working Group**

In the reporting year, we established a sub-working group in collaboration with the Finance and HSE departments to elaborate on our planned projects in the upcoming period under the scope of green funds, bonds, and loans, and to explore new opportunities.

During the reporting year, alongside our monthly meetings, we conducted an annual two-day workshop to define our sustainability priorities and action plans.



## Our Committee

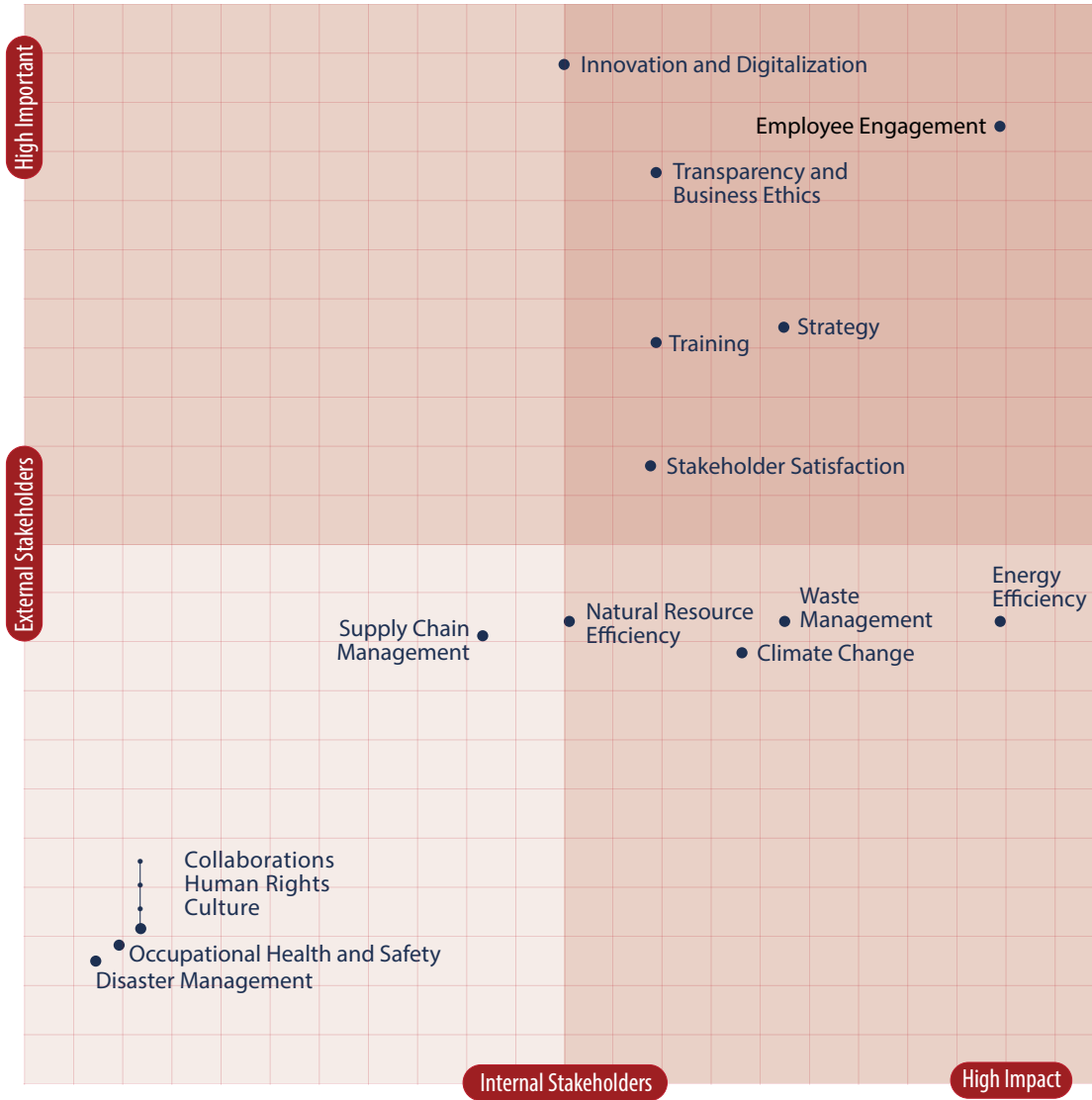
We conducted our annual workshop in two sessions with the participation of our General Manager, Ahmet Sancak. During the first session, we discussed our sustainability goals and the latest global trends to align committee members. We presented the activities and expectations of the sub-working groups within the committee for the reporting year. At the conclusion of the session, we developed a prioritization questionnaire for committee members to identify key issues important to our company.

- Cleaner Production
- Energy Consumption
- Energy Efficiency in Products
- Occupational Health and Safety
- Carbon Emission Amount
- Digitalization

In the second session, held on a separate day, we focused on analyzing our company's strengths and areas for improvement in relation to our sustainability strategy. We developed actionable plans to address these areas. Following the workshop, we formulated a total of 23 short-term action plans, all of which saw progress throughout the year.



# Materiality Matrix



During the reporting year, we conducted a new stakeholder analysis to assess our company’s material risks and opportunities in line with sustainability focuses of other companies in our sector. We reviewed the analysis report with Senior Management and the Sustainability Committee, and used it to create survey questions for the materiality matrix.

For the materiality survey, we developed a questionnaire comprising 120 questions to assess the current sustainability priorities of our company. Participants were asked to rate each question on a scale of 1 to 5, where a score of 5 indicated very high priority and 1 indicated low priority. We received responses from 103 diverse internal and external stakeholders, and based on their feedback, we created a matrix to prioritize sustainability elements. Throughout this process, we adhered to the Stakeholder Inclusiveness Principle.

Based on stakeholder responses and our company’s sustainability strategy, we identified 16 key sustainability focal points.

In our materiality matrix study, we also evaluated the priority of the United Nations Sustainable Development Goals (SDGs) for our company. We review and classify the issues identified using both qualitative and quantitative methods annually, updating our materiality analysis every two years.

In 2022, we updated the materiality matrix initially created in 2021 based on feedback received from BCSD Turkey using the WBCSD Reporting Matters methodology. We streamlined our material issues into 6 main categories according to this methodology and identified 3 items as top priorities.

# Our Sustainability Priorities

Our sustainability priorities were reassessed based on the outcomes of the materiality matrix survey conducted during the reporting year, aligned with the Reporting Matters assessment by the Business Council for Sustainable Development in 2022.

## Very High Priority Issues



## High Priority Issues



# Our Contribution to Sustainable Development Goals

Priorities	Sustainability Focus	Year 2023 Achieved	Our Targets for 2024 and 2025	Our Targets for 2030
Very High Priority Issues	Employee Engagement	<p>To enhance communication efficiency for Human Resources demands and Occupational Safety near-miss notifications, we introduced a QR code system. This initiative resulted in a 70% increase in notifications compared to the previous year.</p> <p>As part of the Cultural Transformation Project, we formed subject-based working groups among employees to gather requests and feedback.</p>	<p>As part of the Cultural Transformation Project, we will form subject-based working groups to facilitate action planning for the received requests,</p>	<p>To establish ourselves as an “Employer Brand” in our region and country.</p> <p>Implementing our “Employee Experience” model,</p>
	Energy Efficiency	<p>Established ISO 50001 Energy Management System.</p> <p>Formed an Energy Management Team and incorporated energy efficiency responsibilities into team members’ job descriptions.</p> <p>Started manufacturing products compliant with the Communiqué on Environmentally Friendly Design Requirements for Electric Motors and Variable Speed Drives.</p> <p>Identified high-energy-consuming equipment and vehicles in operational processes and conducted awareness-raising trainings for process owners.</p> <p>Integrated articles on energy use into autonomous maintenance instructions.</p> <p>Added targets for electricity and natural gas consumption to the key performance indicators of all employees.</p>	<p>To finalize the scheduled land-based SPP projects,</p> <p>To assess and prioritize the enterprise’s motor inventory for renewal based on efficiency class,</p>	<p>To achieve 100% energy supply with the completion of planned land SPP projects.,</p> <p>To obtain IREC certification</p>
	Innovation and Digitalization	<p>We began manufacturing our products in compliance with the Communiqué on Environmentally Friendly Design Requirements for Electric Motors and Variable Speed Drives.</p> <p>Our R&amp;D Center achieved the highest number of intellectual and industrial property rights applications among electric motor organizations designated as R&amp;D centers by the Ministry of Industry and Technology, as per Turkish Patent registration applications.</p> <p>We measured and enhanced our digital maturity score compared to our 2018 results.</p>	<p>To consistently achieve 100% compliance with product standards both domestically and internationally,</p> <p>To enhance responsiveness to customer demands using digital solutions,</p> <p>To realize digital efficiencies, particularly in budgeting, procurement, and production processes,</p>	<p>To ensure 100% compliance with product standards both domestically and internationally.</p> <p>To achieve digital process improvements across all operations.</p>
Very High Priority Issues	Transparency and Business Ethics	<p>We conducted communication activities to promote the utilization of the Saya Group and Companies Ethical Line Reporting Platform and enhance its engagement.</p>	<p>To conduct a third-party audit in preparation for our involvement in the Ecovadis process,</p>	<p>To provide feedback for all notifications received during the process.</p> <p>To monitor and improve the Ecovadis-related score,</p>
	Stakeholder Satisfaction	<p>We conducted a customer satisfaction survey, with results expected by 2024.</p> <p>We implemented additional frameworks to enhance supplier satisfaction rates.</p> <p>As part of the Cultural Transformation Project, we introduced new discussion areas to boost employee satisfaction and implemented action plans accordingly.</p>	<p>Monitoring the results of all surveys and developing action plans for areas requiring improvement,</p>	<p>To achieve a minimum 50% increase in customer, employee, and supplier satisfaction rates,</p>
	Training	<p>As part of Volt Academy, we provided 30 hours of professional and competency training per employee.</p> <p>We awarded supportive incentives to employees who pursued further training programs.</p> <p>We expanded the capacity of our internship programs.</p>	<p>To increase university and high school collaborations by at least 50%,</p>	<p>To increase university and high school collaborations by at least 50%,</p>

## Stakeholder Communication

We prioritize transparency, honesty, and openness in our communication processes with stakeholders. We value stakeholder opinions and suggestions, ensuring sustainable and regular communication tailored to specific stakeholder groups, aligned with their demands and expectations.

Our sustainability priorities, policies, procedures, decision-making processes, and new investments/projects are inspired by the feedback and insights from our stakeholders. Their input guides us in shaping our strategies and ensuring alignment with their expectations and needs.

Stakeholder Group	Communication Method	Communication Frequency
Volt Motor Employees	Online live broadcasts, web-based seminars, e-mail, on-site announcement posters, SAYA Ailem platform, Sustainability Report	Continuous
Distributors and Dealers	Dealer catalog and advertisements, Sustainability Report	Continuous
Associations and Civil Society Organizations	Electronic mail, electronic newsletters, meetings, working groups, one-on-one meetings, Sustainability Report	Continuous
Public Organizations (Governments, Local Authorities, Regulatory Authorities, International Organizations and Initiatives)	Official correspondence, audits, meetings, Sustainability Report	Periodically
Customers	Corporate website, social media communication, digital marketing advertisements, meetings, Sustainability Report	Continuous
Customers	Customer satisfaction survey, Sustainability Report	Periodically
Universities	Field visits, event sponsorships, educational material support to technical schools, Sustainability Report	Continuous
Public Opinion	Magazine advertisements Social media communication Web site management Digital marketing ads	Monthly Three days a week Continuous Monthly
Communication Organizations	Content preparation	Continuous

## Stakeholder Opinion

Volt Motor plays a pioneering role in sustainability and stakeholder communication within the electric motor industry. Leading the sector with its inaugural sustainability report published in 2021 under the “Strong Future” vision, the company continuously improves its production processes to achieve its goals of utilizing renewable energy resources and reducing the carbon footprint of its products. Volt Motor also prioritizes social responsibility projects, striving to contribute to regional development and enhance employee welfare. The company maintains open and transparent communication with all stakeholders by regularly sharing its activities through its sustainability report and website. Additionally, Volt Motor engages with various stakeholders on different platforms as part of multiple non-governmental organizations. Volt Motor’s pioneering efforts in sustainability strategy and stakeholder communication set an example for the sector by adding value to each stakeholder and contributing to a greener, fairer future. Volt Motor, with a wide range of stakeholders including employees, customers, shareholders, and suppliers, began organizing supplier visits to manage communication effectively and strengthen supplier sustainability. As a private sector institution, Volt Motor participates in various non-governmental organizations, recognizing society as a key stakeholder. They strengthen their relations with the community through collaborations with universities and NGOs.

In addition to their technical competence, the Volt Motor team is dynamic and meticulous, resulting in work that is exceptionally high in quality. Due to their high level of maturity in many areas, Volt Motor’s sustainability activities are of exceptional quality, with depth and authenticity, far from greenwashing. Work is carried out from a perspective that has internalized sustainability in all its dimensions. As a result, the concept of sustainability has permeated the organization from the lowest to the highest levels, becoming a part of the culture. With this perspective, implementing sustainability initiatives naturally becomes an integral part of the new business model.

Evaluating Volt Motor’s sustainability performance, it is clear that the company has achieved notable success in an extremely challenging industry, setting an example with its strong commitment to fulfilling both environmental and social responsibilities. We are delighted to have Volt Motor as part of our Holding, and the company is determined to continuously improve its sustainability performance. Volt Motor’s persistent and proactive approach not only strengthens its position in the sector but also drives significant progress toward achieving its sustainability goals. With a dynamic and qualified team, Volt Motor can closely monitor and adapt to evolving regulations in the field of sustainability. In this context, we greatly appreciate Volt Motor’s commitment and efforts to continuously improve its sustainability strategies and practices, and we are delighted to be their partner in sustainability, as in all matters. It comprises working groups specializing in various aspects of sustainability studies. Additionally, various NGOs enhance their competencies by participating in these specialized working groups.



Deniz Deren Önen

SAYA Holding Strategy and Sustainability Senior Specialist



# INNOVATION

***"WE TAKE PRIDE IN FOSTERING A CLIMATE-POSITIVE IMPACT WITH EVERY FINAL PRODUCT WE DELIVER TO CONSUMERS."***

**Volt** electric  
motors

## R&D and P&D Activities

We are pleased to announce that our company has recently achieved the ISO/IEC 17025 Laboratory Accreditation Certificate, underscoring our laboratories' technical competence and reliability according to global standards.

ISO/IEC 17025 outlines requirements for technical competence, quality management, and operational systems in laboratories. This certification assures our customers and industry partners of the high quality and reliability of our services and the accuracy of our test results.

All tests conducted in our laboratories strictly adhere to ISO/IEC 17025 standards, ensuring our services meet internationally recognized quality benchmarks. This accreditation is a significant milestone in enhancing customer satisfaction and trust, while elevating the reliability and excellence of our products and services.

Acquiring the ISO/IEC 17025 Laboratory Accreditation Certificate not only validates the superior quality and dependability of our laboratory services but also strengthens our competitive edge both nationally and internationally. It reinforces our commitment to continuously improve quality standards and deliver outstanding service to our customers.



ISO/IEC 17025 Laboratory Accreditation Certificate

***“EUROPE’S LARGEST TEST LABORATORY  
IN OUR SECTOR, SIGNED BY VOLT MOTOR”***



## R&D and P&D Activities

### Smoke Evacuation Motor (F 400) Project

Our smoke evacuation motors have undergone rigorous testing to ensure they can effectively evacuate smoke and withstand high temperatures up to 400°C for two hours during emergency situations. Through extensive testing, various materials were optimized to enhance the fire resistance of components such as outer coatings, varnishes, and bearings. Following successful testing, significant investments were made to initiate mass production of these motors. Designed for durability and innovation, our smoke evacuation motors are set to enhance fire safety across diverse environments including business centers, factories, warehouses, parking garages, and tunnels.

### Scooter Project

We have developed electric scooter motors with a 30% localization rate to meet Turkey's domestic production

requirements. These motors, designed to deliver 500W power and 9.1Nm torque, have been meticulously crafted to adhere to specified speed limits and successfully passed field driving tests during prototype development. Throughout the project, we prioritized cost-effectiveness and environmental compatibility, employing innovative designs and energy efficiency analyses.

Additionally, our paper titled "Investigation Of Permanent Magnet Synchronous Motors With Three Different Slot-Pole Combinations For Scooter Application" has been published in the proceedings of "The 19th International Conference on Machine Design and Production". You can access the paper on page 129 of the conference abstracts at <https://2022.umtik.com/Abstracts.pdf>

### IE4 Efficiency Class Motor Project

Our goal is to design 280-315 frame asynchronous motors

to meet IE4 efficiency class standards as per the IEC 60034-30 standard and relevant legal regulations.

Through the transition from IE3 to IE4 efficient motors, we have achieved substantial energy savings. Enhancing motor efficiency by 0.4% to 0.8% has resulted in annual energy savings ranging from 2,112 kWh to 3,200 kWh. For instance, a 75 kW motor now saves 2,496 kWh annually, while a 200 kW motor saves 3,200 kWh. This transformation has not only reduced our energy costs significantly but also aligned our production processes with environmental sustainability goals. Our IE4 efficient motors deliver equivalent performance with reduced energy consumption, offering substantial economic and environmental benefits.

### IE2 Efficiency Class Single Phase Motor Project

During the reporting year, we initiated the MONOFAZE IE2

Project to enhance energy efficiency and introduce eco-friendly solutions. This project focused on optimizing the operation of single-phase motors through innovative designs. Our motors were developed in compliance with international and national standards, achieving high efficiency ratings. Utilizing special winding designs with both aluminum and copper wires, we minimized energy losses and ensured quiet, vibration-free operation. All technical specifications and performance metrics are rigorously tested to align with catalog standards.

Switching from IE1 to IE2 efficient motors resulted in significant energy savings. Improving motor efficiency by 2.1% to 4.0% enabled annual energy savings ranging from 10.08 kWh to 360.00 kWh. For instance, a 0.55 kW motor now saves 88.00 kWh annually, while a 1.5 kW motor saves 210.00 kWh. This transition has markedly reduced our

energy costs and enhanced the sustainability of our production processes. Our IE2 efficient motors deliver equivalent performance with lower energy consumption, offering substantial economic and environmental advantages.

### IE2 Efficiency Class Milking Motor Project

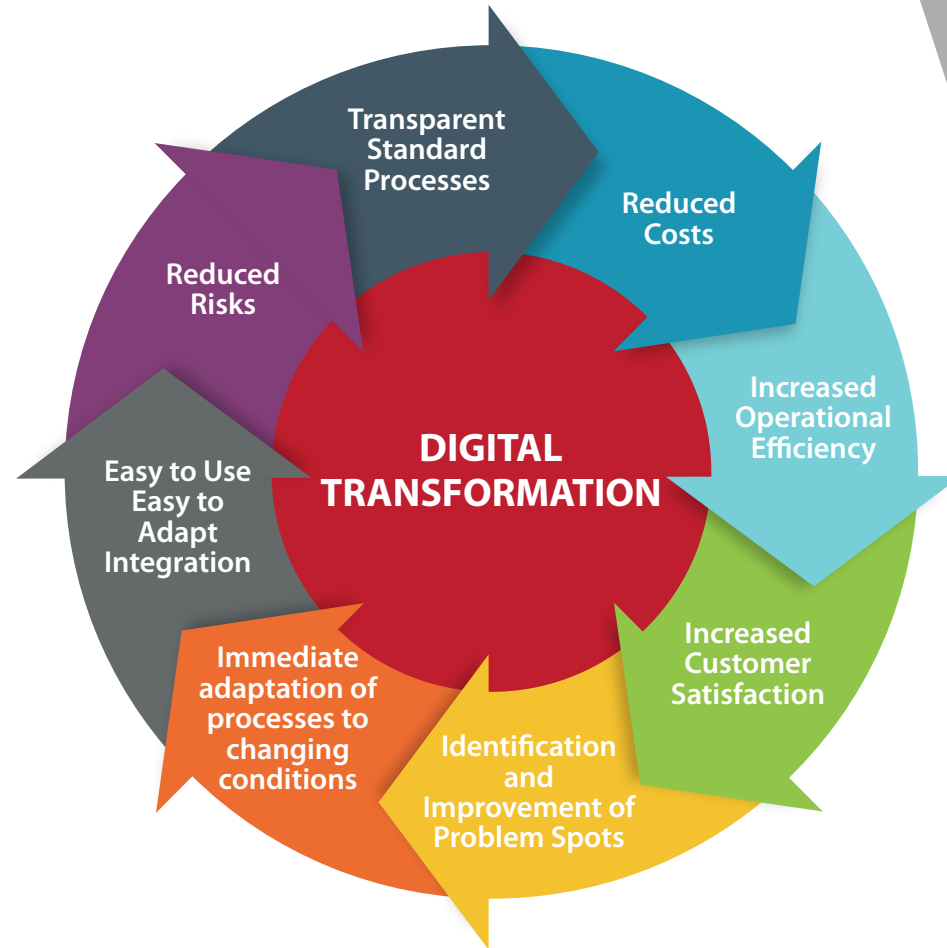
Through enhancements in energy efficiency for our milking motors, we have achieved substantial energy savings. By elevating the efficiency levels of these motors, we have significantly decreased their annual energy consumption. For instance, a 1.5 kW motor now achieves annual energy savings of up to 210 kWh. This advancement not only lowers energy expenses but also diminishes our environmental footprint. Our new motors consume less energy while delivering equivalent performance in milking processes, thereby promoting a more sustainable and cost-effective production process.

# Digitalization Activities

As part of our company’s digital transformation journey, we are focused on specific objectives such as implementing transparent standard processes, enhancing operational excellence, and ensuring customer satisfaction. Internally, we are increasing the transparency and accessibility of our business processes, fostering better communication and collaboration among our teams. This initiative aims to optimize our operational efficiency, enabling us to use resources more effectively, reduce costs, and enhance overall performance.

In terms of customer satisfaction, we are elevating the quality of our products and services based on customer feedback. Adopting a customer-centric approach, we strive to better understand and meet customer needs, thereby improving the overall customer experience. Concurrently, we have established a continuous improvement and feedback mechanism to promptly address and resolve any potential issues.

Our main goals in our Digital Transformation processes;



## Digitalization Progress

Throughout the reporting year, we advanced our digitalization strategy using a range of technologies. Key initiatives included.

- ✓ Simplifying existing systems,
- ✓ Completely renewing integration structures,
- ✓ Upgrading network, security, and hardware infrastructure,
- ✓ By completing several projects and laying the groundwork for future developments, we have established robust infrastructures that will support our operations into 2024 and beyond.

### Our Priority Projects in 2023;

- ✓ Cloud Transition
- ✓ Cyber Security
- ✓ VPN & 2FA & Secure Connection
- ✓ Backup
- ✓ Disaster Recovery
- ✓ Reviewing SAP Processes with relevant teams from start to finish
- ✓ RPA Enabled Processes
- ✓ Paperwork Supported Approval Processes
- ✓ Reliable Forward Reporting
- ✓ Elimination of Deficiencies in Production Processes & Simplification
- ✓ Renewal of integrations
- ✓ Teams & Collaboration
- ✓ ISA 95 MES+ERP+PDM Operation
- ✓ Digital Maturity Measurement

### Digital Maturity Score

Following the 2018 digital maturity assessment, our company's digital maturity level has shown significant improvement in the latest measurement conducted during the reporting year. Starting at the first level in 2018, our digital maturity score has advanced to the third level by the end of the report year. During this period, we focused on enhancing our digital infrastructure, successfully integrating data analytics and automation technologies, and significantly improving the digital skills of our employees. This strategic investment has not only increased our operational efficiency but also led to substantial improvements in customer satisfaction. These advancements have laid a robust foundation for our company's future growth and competitive advantage in the market.

Six different dimensions were evaluated in measuring the score.

- Strategy and organization
- Smart factory
- Smart operations
- Smart products
- Data-driven services
- Employees



# ENVIRONMENT

As we reflect on the historical impacts of industry on climate and consider today's and future climate impacts on industry, it's evident that industries like electric motor manufacturing are undergoing a positive transformation. The sector's significant growth reflects increasing demand, driven by efforts to enhance energy efficiency and reduce climate impacts. This trend is exemplified by the preference for highly efficient electric motors in modern and upgraded machinery. When we introduce our latest products to consumers, we take pride in contributing to a climate-positive change through our commitment to sustainability and innovation in the industry.

**Volt** electric  
motors

## 6S Audits

Implementing 6S practices has significantly enhanced our business processes, aligning with our sustainability goals.

The 6S system—Seiri (Classification), Seiton (Arrangement), Seiso (Cleaning), Seiketsu (Standardization), Shitsuke (Discipline), and Safety—has improved employee safety and operational efficiency. By eliminating unnecessary materials, organizing workspaces, and maintaining cleanliness, we've extended equipment life and reduced costs.

Through standardization and discipline, we've minimized errors, maximizing productivity and quality. These practices are integral to our sustainable operations, reducing environmental impact and ensuring long-term success.

Regular audits—conducted weekly and monthly—have driven employee engagement and awareness. Our factory's overall score increased significantly from 55.03 points at the beginning of 2023 to 77.93 points by December, reflecting positive changes and continuous improvement in our operational efficiency and sustainability efforts.



# KAIZEN Suggestion and Reward System

The KAIZEN Suggestion and Reward System has been instrumental in fostering a culture of continuous improvement within our company, particularly driven by suggestions from our production teams throughout the reporting year.

This participatory approach empowers employees to actively contribute to enhancing business processes and encourages innovative ideas at all levels of the organization. Projects initiated based on KAIZEN suggestions have significantly boosted our operational efficiency, cut costs, and fortified the sustainability of our production processes.

Moreover, these initiatives have elevated our occupational safety and quality standards while reducing our environmental footprint. Through the creativity and collaboration of our production teams, we're steadily advancing towards our sustainability objectives. Here's how the process unfolds: Once a KAIZEN suggestion is submitted, it's reviewed by the immediate supervisor. Qualified suggestions are then forwarded to the OPEX unit, with input from the Impact Area Manager. The final decision on project approval rests with the Kaizen Proposal Evaluation Board, convening monthly to assess and approve initiatives.

Throughout the reporting year, we successfully realized an improvement value of 2.8 million ₺ through the implementation of 212 Kaizen Suggestions.

With A3, Before/After Kaizen, Practical Problem Solving project techniques

## 2022 Manage Projects

- Gain (Space, time, cost) :45
- Improvement (Process, quality) :14
- Production Efficiency: 4
- Visual Factory / 5S / Standardization :19
- Occupational Health and Safety :11
- Digitalization :3
- Other :12

In general, production field teams have ample opportunity to generate ideas and suggestions, leading to an increase in diverse focal points compared to the number of projects in 2022.

Approved and completed projects in brief;

## 2023 Manage Projects

- Gain (Space, time, cost) :68
- Improvement (Process, quality) :30
- Production Efficiency: 9
- Visual Factory / 5S / Standardization :32
- Occupational Health and Safety:17
- Digitalization :13
- Energy Efficiency and Environment: 23
- Other :5

## Impact of our Activities on Green Transformation

In Turkey, 47.2% of net electricity consumption is attributed to industry, with over 70% of this energy consumed by electric motors. This sector's electric motor usage alone constitutes about 35% of Turkey's total net electricity consumption. Therefore, prioritizing high-energy-efficiency electric motors significantly enhances industrial energy consumption and natural resource efficiency.

To contribute to the green transformation, our company commenced manufacturing products in compliance with the Communiqué on Environmentally Friendly Design Requirements for Electric Motors and Variable Speed Drives starting July 1, 2023.

### Stakeholder Opinion

As an external observer and someone familiar with Volt Motor's internal operations, I find their sustainability efforts highly effective. They disseminate their sustainability strategy through impactful external panels. The commitment to lean transformation at Volt Motor is commendable, with high levels of participation from everyone. We are now at the stage of embedding lean processes into our behavior. Volt Motor exemplifies a strategic, sustainable, and long-term approach that is open to learning and development.

For lean transformation: MANAGEMENT SUPPORT, BELIEF IN TRANSFORMATION is essential.

**Transformation: NOT WHEN A PERSON TRIES TO BECOME SOMEONE HE/SHE IS NOT, BUT WHEN HE/SHE BECOMES HIMSELF/HERSELF.**



Güray YURDAKUL  
Gemba Partner TPS Expert

## Responsible Supply Chain Management

At SAYA Group, we prioritize conducting our relations with business partners and suppliers honestly and fairly. Transparency and impartiality guide our selection process for business partners, ensuring we adhere to our obligations under the “Responsibilities towards our Business Partners and Suppliers” outlined in the SAYA Group - Ethical Principles Booklet.

Aligned with our commitment to sustainability, we rigorously manage Sustainable Procurement practices according to our established Procurement Procedure.

To enhance supplier performance and streamline procurement processes, our Supply Planning Unit provides regular monthly feedback using Supplier Evaluation Forms. These evaluations are integral to our efforts to optimize supplier performance, and the resulting Supplier Performance Evaluation Reports are disseminated throughout our organization.

In-house supplier audits are meticulously planned and executed by our Quality Unit. Periodic audits are conducted for suppliers scoring below target in the Supplier Evaluation Form, ensuring continuous improvement and compliance.

Our approach to effective supply chain management and responsible procurement includes ensuring our suppliers uphold ethical standards outlined in the Volt Electric Motors Supplier

Quality Assurance Handbook. This commitment underscores our dedication to sustainable and ethical business practices across our supply chain.

Feedback is systematically provided to suppliers using a matrix format through the Supplier Evaluation Question List. Findings related to operational, quality, environmental, and occupational health and safety (OHS) activities are tracked on a weekly, monthly, and quarterly basis as part of Supply Development Actions in our action tracking list, and closed with on-site verification.

Additionally, we regularly conduct specialized trainings for our dealers. These sessions cover technical aspects of our products, rework processes, after-sales service management, and customer complaint handling procedures.

As part of our 2023 objectives, we have incorporated “Sustainability” questions into the Supplier Evaluation Question List, totaling 30 questions focused on environmental, social, and governance issues. Looking ahead to 2024, our goal is to conduct site visits to key raw material suppliers, focusing on sustainability practices and establishing a network of best practice examples.



# Volt Motor Value Chain Components



# Greenhouse Gas Emissions Management

Throughout 2021, we maintained our commitment to accurately calculate our corporate greenhouse gas inventory, adhering to international protocols. Our methodology aligns with the IPCC (Intergovernmental Panel on Climate Change) guidelines, GHG Protocol (Greenhouse Gas Protocol), and ISO 14064-1:2018 standard. Moving forward, we are focused on continuous monitoring and improvement, aiming to establish a clear timeline for achieving net greenhouse gas emission reductions.

Greenhouse Gas Emissions (TonCO <sub>2</sub> e)	2022	Rate (%)	2023	Rate (%)
Scope 1	2.377,62	2,16	3.341,08	2,9
Scope 2	3.058,66	2,79	3.988,79	3,6
Scope 1+2	5.436,27	4,95	7.329,87	6,5
Scope 3	104.375,58	95,05	105.385,98	93,5
Scope 1+2+3 (Total)	109.811,85	100	112.715,85	100

During the reporting year, equivalent carbon emissions increased primarily in Scope 1 and Scope 2 categories due to changes in heating and cooling activities. Conversely, emissions from product and raw material transportation decreased following a review of transportation plans and implementation of short-term actions by our logistics and warehouse units.



# Energy Management

As part of our efforts to address the climate crisis, we are actively evaluating and transforming our energy resources. In line with this commitment, we completed the installation of a rooftop solar energy system (SPP Plant) that was planned starting in 2021 to increase our facility’s use of renewable energy. Covering an area of 5,500 m<sup>2</sup> with 1,783 solar panels, this system generates approximately one million kW of energy. Annually, it produces a total of 1,100,000 kWh, meeting 30% of the electricity needs for our machining and injection molding departments.

To further support and enhance energy efficiency in our new investments, we ensure that the equipment we procure meets at least the IE3 efficiency class for motors, thereby reducing our overall energy consumption.

Energy Consumption (Tj)	2022	Rate (%)	2023	Rate (%)
Natural Gas	43,97	65,9	45,19	66,32
Purchased Electricity	22,75	34,1	19,47	28,57
Renewable Energy Sources (Electricity) (Solar)	0,003	-	3,48	5,11
Total	66,723	100	68,14	100

During the reporting year, natural gas consumption increased due to changes in heating and cooling activities within our production processes.

Additionally, improvements made to enhance the functionality of the solar energy panels installed on the roof of our production facility resulted in reduced purchased electricity and an increase in electricity sourced from renewable energy.

## Stakeholder Opinion

Our company is committed to minimizing environmental impacts and reducing operational costs through a strong focus on energy efficiency and sustainability. We achieve this by continuously reviewing our production processes and integrating advanced, energy-saving technologies. Our innovative engineering solutions and advanced automation systems enable us to deliver high-quality products while optimizing our energy consumption.

To achieve our sustainability goals, we have aligned our energy management systems with ISO 50001 standards and continuously monitor our energy performance. By investing in renewable energy sources, we are actively reducing our carbon footprint. These energy efficiency initiatives not only reflect our environmental commitment but also strengthen our sector leadership and create value for our stakeholders.

One area where our company seeks continual improvement is in staying abreast of new technological advancements and investing in them to enhance existing energy efficiency technologies. Transitioning to next-generation technologies that offer higher efficiency and reduce energy consumption should be a primary focus. Our employees play a crucial role in achieving our energy efficiency targets. Therefore, we conduct regular training programs and awareness campaigns to educate them about energy conservation and efficiency. Enhancing our employees’ knowledge on these matters will directly contribute to the success of our energy efficiency initiatives.



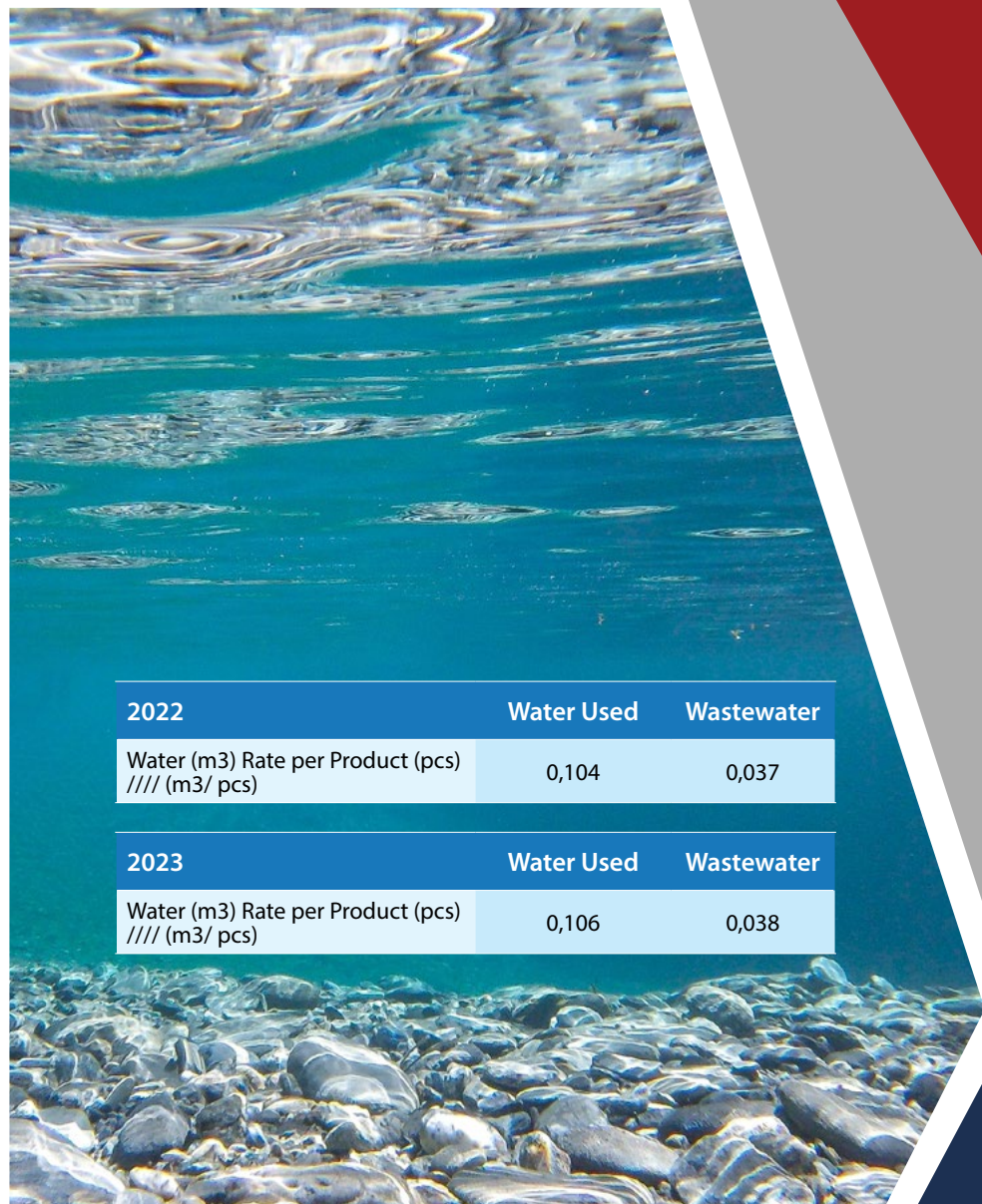
Mehmet USLU  
Production Engineering, Maintenance,  
Repair and Tooling Manager

# Water And Wastewater Management

Efficient water management is integral to our sustainability strategy, especially given our location in a region with water scarcity. We prioritize the protection and efficient use of water resources through the implementation of water-saving technologies and recycling methods. These efforts not only enhance operational efficiency but also minimize our environmental footprint.

Water for our operational processes and employee use is sourced from underground reservoirs. Industrial wastewater is primarily generated from our Machining and Injection operations within the production departments. This wastewater undergoes pre-treatment in our conventional wastewater treatment plant, which has a daily capacity of 10 m<sup>3</sup> and provides secondary treatment. Our treatment processes comply with the standards outlined in the “Table of Wastewater Standards Prescribed for the Discharge of KOSBI Wastewater to Wastewater Infrastructure Facilities”. Treated industrial wastewater meeting discharge standards is then routed to the OIZ wastewater treatment plant via the KOSBI infrastructure.

To effectively monitor water consumption across our operations, digital water meters have been installed at key consumption points. We set targets to reduce water consumption based on ongoing monitoring and analysis of water usage data.



2022	Water Used	Wastewater
Water (m3) Rate per Product (pcs) //// (m3/ pcs)	0,104	0,037
2023	Water Used	Wastewater
Water (m3) Rate per Product (pcs) //// (m3/ pcs)	0,106	0,038

# Raw Materials, Natural Resources And Waste Management

Natural Resources (Tons)	2023	2022
Amount of Raw Materials Consumed (tons)*	1.172.606,18	1.132.298,54
<b>Renewable Materials (tons)</b>		
Cardboard and paper (tons)	269.672,80	249.172,50
Plastic (tons)	136.460	132.434
Metals (ton)	41.325,70	40.354,49
<b>Non-Renewable Materials (tons)</b>		
Mine (tons)	1.335,68	1.326,55
Varnish (tons)	329.120	325.450
Paint (tons)	182.232	178.099
Mineral Oil (tons)	212.460	205.462

\* Amount of Raw Materials Consumed (tons) = Renewable Materials (tons) + Non-renewable Materials (tons)

## Waste Ratio per Product

2022	Hazardous Waste	Non-Hazardous Waste
Waste (kg) Rate per Product (pcs) /// (kg/ pcs)	0,85	7,06

2022	Hazardous Waste	Non-Hazardous Waste
Waste (kg) Rate per Product (pcs) /// (kg/ pcs)	1,03	4,9

The increase in the amount of hazardous waste and raw materials per product in the report year compared to the previous year is due to the increase in the processes of new project trials.



**%  
16**  
FEMALE  
EMPLOYEE

**%  
84**  
MALE  
EMPLOYEE

# HUMAN

Our 2025 vision goal is to become one of the best employer brands by improving our “Employee Experience Model” every year and to manage cultural transformation as the company transforms. We carry out our work with the motivation of being one of the exemplary employers and our approach to bring qualified human resources to the sector/company in the long term. Our employee profile consists of 16% female employees and 84% male employees.

**Volt** electric  
motors

## Our Approach To Equal Opportunity, Inclusion and Diversity

The responsibilities of our employees and managers to foster and uphold a supportive working environment are clearly outlined in the [Ethical Principles Booklet](#), alongside SAYA Group's overarching principles. We strictly adhere to the Code of Ethics, ensuring zero tolerance for any conduct that violates employee rights and immunity.



# Training, Talent Management and Career Development

We consider regular training activities a crucial element for sustainable success. To enhance the professional, technical, managerial, and personal development of our employees, we develop annual training plans tailored to their needs and ensure their active participation in these programs.

Trainings	2023	2022
Average Training Hours per Employee	30	19,6
Total Training Hours (person x hours)	27263	15537

Under the Volt Academy initiative, we successfully achieved one of our 2023 targets related to training by ensuring a homogeneous distribution of training programs throughout the year and enriching their content. In alignment with this goal, following the declaration of 2023 as the 'Volt Motor Training Year,' our total training hours increased by 60% compared to the previous year.

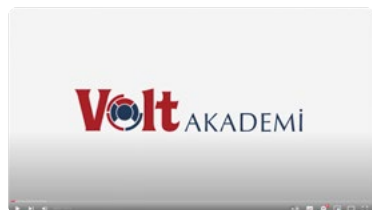
## Vocational/Technical and Competency Trainings Subject Headings

- 5s Visual Management
- Budget Training
- Casting Training
- Fmea Training
- Kaizen Continuous Improvement
- 6s Training
- Emergency Plan Briefing
- Beam Handling Training
- Information Security Training
- Enys and Energy Efficiency Awareness Training
- Kaizen Training
- Kaizen Suggestion System
- Cost Awareness Training
- Opex
- Opex 6s Tutorial
- Opex Education
- Autonomous Maintenance
- Autonomous Care Training
- Smed Rules
- Basic Maintenance and Autonomous Maintenance
- Lean Leadership and Lean Line Management
- General Information About Lean Production and Waste
- 50001:2008 Management System Internal Auditor Training
- Breast Milk Information
- Electric Motors and Efficiency Training
- Fundamentals of Marketing
- Basic Cost Awareness Training
- On-site Quality Training
- Iso 50001 Energy Management System Information Training
- ISO 50001 Standard and Team Briefing Training
- Cost Awareness Training
- Store Math for Sales Consultants
- Setting the Framework for Data-Driven Decision Making



## Training, Talent Management and Career Development

Since its launch in 2021, Volt Academy serves as our dedicated training hub. Created by the Operational Excellence Department, Volt Academy oversees both on-the-job training for new employees and ongoing development programs for existing staff. This collaborative effort between Human Resources and Volt Academy trainers ensures comprehensive and specialized training programs tailored to our workforce's evolving needs.



At Volt Academy, we provide Virtual Reality goggles to newly recruited employees during orientation and to factory guests. This immersive application allows users to experience the complete production stages of an electric motor. Participants follow the assembly process step-by-step using the actual equipment used in production, guided through each stage. This innovative approach offers a comprehensive understanding of electric motor production without the need for direct physical interaction.

In 2023, our Volt Academy business model earned us recognition as a finalist in the Sustainable Business Awards Competition.

In our system, built on the principle of "Everyone is potential," our primary objective is to cultivate environments where every employee can fully realize their capabilities. Through dedicated processes, we aim to propel both our human resources and our organization forward by devising career and development plans that harness our talents effectively.

Within our career management framework, we are committed to identifying, nurturing, and continually training our employees' talents to generate added value, ensuring optimal system management.

Our Career Management System, known as Volt Career, encompasses 6 career bands, 13 career levels, and 16 distinct titles. These titles vary across different career bands and levels, reflecting the scope of responsibilities, technical expertise, decision-making capabilities, budget oversight, time management, managerial duties, individual contributions to goal achievement, and role-specific requirements.

## Performance and Compensation

Our performance management system for both blue-collar and white-collar staff follows a structured annual agenda, comprising three key phases: goal setting, interim assessments, and year-end evaluations.

We collaborate with global leaders in wage and benefits practices, Kon Ferry and Mercer, to conduct annual Mercer job evaluations and Kon Ferry Job Mapping studies to review organizational job sizes. Regular participation in salary surveys helps us stay abreast of market dynamics, which we utilize for salary adjustment studies. Our benchmarks include comparisons with the general market, the metal sector, and the electrical and electronics sectors, with deeper analyses based on job size and family. Currently, our system targets the median in market comparisons, aiming to achieve the 3rd quartile competitiveness by our 2027 vision.

Our “Volt Wage Procedure” ensures that employee wages and fringe benefits are administered systematically, with fairness and equity. We strictly uphold equal pay principles, prohibiting any form of wage discrimination between male and female employees. All decisions related to training, transfers, and promotions are based on objective data and meritocratic principles.



## Employee Satisfaction

Historically, our approach to employee satisfaction surveys evolved significantly in recent years. Prior to 2022, we conducted these surveys in alignment with local norms and practices. However, with a renewed focus, we adopted the Great Place To Work methodology, marking a pivotal shift. Our initial score under this framework was 47, reflecting our commitment to improving workplace satisfaction and culture.

A key target for 2023 is full engagement in the Great Place To Work and EVP (Employee Value Proposition) processes. These initiatives are integral to fostering sustainable cultural transformation within our organization. By leveraging these frameworks, we aim to develop a comprehensive 2024-2027 Culture and Development Roadmap that aligns closely with our strategic business model.



## Employee Experience

Since 2018, through our My HR Responsible project and Employee Experience Procedure, we have implemented initiatives aimed at precisely defining and enhancing employee interactions with our company. Our focus is on maximizing the value our employees contribute throughout their journey—from initial onboarding to their entire tenure. We actively consider all the steps and processes involved, ensuring that each interaction enhances the employee's contribution and experience.

### Young Board of Directors

The Young Board of Directors at our company operates as a dynamic team of promising colleagues reporting directly to the General Manager. This team spearheads innovative initiatives aimed at enhancing the social welfare of employees at work. Among these initiatives is the Volt Sports Academy, dedicated to the children of our employees, which supports their physical and mental development through activities like basketball and swimming. Members of the Young Board engage directly with employees across the company, gathering feedback and presenting insights to senior management. By organizing events that encourage the social participation of employees and their families, the Young Board strengthens community spirit and boosts employee satisfaction.

Throughout the reporting year, the Young Board developed 20 project ideas. While five projects were canceled for various reasons, seven were successfully completed, and eight are currently ongoing. Comprising colleagues with diverse expertise, our Young Board ensures comprehensive and inclusive project development;

Nuri Berkcan SARIEL – Business Development and Project

Merve USLU – Logistics Import Export

Selen TOKTAŞ – Procurement

Ramazan YENİ – Human Resources

Aslı TURAN – Sustainability and Environment

# Occupational Health and Safety

At Volt Elektrik Motors, Occupational Health and Safety stands as a paramount element of our sustainability efforts, adhering strictly to the ISO 45001:2018 Standard and legal requirements. The Health, Safety, Environment (HSE) Manager, reporting directly to the General Manager, holds the highest authority in this domain. Our goal within Occupational Health and Safety is to achieve zero occupational accidents and implement robust systems to prevent occupational diseases.

Our Occupational Health and Safety Board convenes monthly with the General Manager, Assistant General Managers, department heads, field leaders, and employee representatives. During these sessions, we comprehensively review measures taken following near misses and occupational accidents from the previous month. We analyze the root causes, assign responsibility for corrective actions, establish deadlines for implementation, and review the outcomes achieved.

In our assessment of occupational accidents in 2023, we found that 33% were attributed to behavior, 44% to situational factors, 10% to a combination of both, and 14% to non-work-related situations. Notably, there were no fatal work accidents at Volt Elektrik Motors in 2023, underscoring our commitment to maintaining a safe working environment for all employees.

Work Accidents 2022	Rate (%)
Unsafe Condition	49,57
Unsafe Behavior	40,34
Unsafe Situation and Behavior	0
Non-work Situations	10,09

Work Accidents 2023	Rate (%)
Unsafe Condition	44
Unsafe Behavior	33
Unsafe Situation and Behavior	10
Non-work Situations	14

## Improvements Made within the Scope of Process Safety

In 2023, Volt Elektrik Motors implemented a QR Code system across our facilities to enhance the reporting frequency and streamline the notification process of near misses. Placed strategically throughout our premises, these QR Codes enabled employees to promptly report near-miss incidents by providing brief descriptions directly through their mobile devices. All notifications were swiftly directed to our Health, Safety, Environment (HSE) unit for immediate preventive actions.

Throughout the reporting year, our proactive approach resulted in 117 near misses reported by vigilant employees. Of these, 74 notifications were swiftly addressed through short-term actions, ensuring immediate mitigation of potential risks. Additionally, 43 notifications necessitated medium-term actions due to investment requirements aimed at further enhancing workplace safety.

Recognizing the importance of encouraging widespread near-miss reporting, we instituted a rewards system for all employees who reported incidents during the first quarter of 2023.



## Emergency, Disaster Management and Resilience Practices

At Volt Elektrik Motors, we prioritize the safety of our employees, the continuity of production, and the protection of the environment through comprehensive emergency and disaster management practices. Our “Emergency Procedure” is meticulously designed to preemptively plan and execute necessary measures to prevent harm to our employees, mitigate any disruption to production, and minimize environmental impact in the event of extraordinary situations in our region.

Our approach encompasses a thorough assessment of all potential extraordinary situations within our supply chain through rigorous risk studies. Each scenario is evaluated based on its likelihood and potential impact, allowing us to prioritize risks accordingly in our risk assessments.





# SOCIETY

**Volt** elektrik motorları



## Our Memberships



**Global Compact**  
Network Türkiye

Global Compact Türkiye



**skd**Türkiye

SKD Türkiye  
(Sustainable Development Association)



**EMOSAD**  
Elektrik Motorları Sanayicileri Derneği

EMOSAD  
(Electric Motors Industrialists Association)



EBSO  
(Aegean Region  
Chamber of Industry)



EIB  
(Aegean Exporters' Associations)



**KESİAD** KEMALPAŞA SANAYİCİ VE  
İŞ İNSANLARI DERNEĞİ

KESİAD  
(Kemalpaşa Industrialists and Business  
People Association)



Peryön  
(Turkish People Management Association)

## Our Events

### Corporate Sharing Meeting

At the Corporate Sharing meeting attended by all our employees, we recognized and rewarded both seniority and outstanding achievements. Our Chairman of the Board of Directors, General Manager, Assistant General Managers, and HSE Manager collectively reviewed our achievements in 2022 and outlined our strategic priorities, or “strategic megas,” for 2023.



### International Zero Waste Day

On March 30, 2023, we celebrated International Zero Waste Day with engaging quiz competitions involving all our employees, which helped us refresh our knowledge on the subject.



### World Environment Day

We convened at Balçova Therapy Forest for a nature walk organized by our Healthy Life and Activity Club in celebration of World Environment Day, during which we collectively took 172,480 steps and conducted environmental cleaning along our route.



# Our Events

## TEKNOFEST İzmir

We attended a panel held with officials from the BIGG Implementing Organization as part of TEKNOFEST 2023 İzmir.



## Career Fairs

We prioritize collaborations with high schools and universities in our region, actively participating in career fairs to inform young individuals about job and career opportunities at our company.



## 6S Rewards

With the participation of our General Manager, Ahmet Sancak, we recognized and rewarded our employees who excelled in 6S audits at their respective production sites.



## Our Events

### 21st and 22nd Kariyer.net Respect for People Award



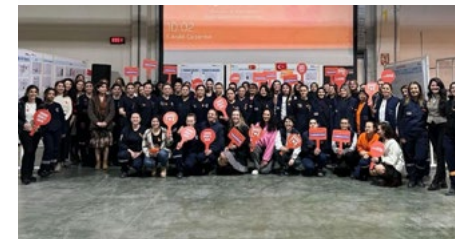
### 100th Anniversary of the Republic Celebrations

We celebrated the 100th anniversary of our Republic with pride and enthusiasm, united in solidarity to honor the legacy left to us by Atatürk.



### Day for the Elimination of Violence against Women

On November 25, we came together with our employees in our Voltmeter area to mark the International Day for the Elimination of Violence against Women.





# APPENDICES

**Volt** elektrik motorları

# Environmental Performance Indicators

Greenhouse Gas Emissions (TonCO <sub>2</sub> e)	2023	Rate (%)
Scope 1	3.341,08	2,9
Scope 2	3.988,79	3,6
Scope 1+2	7.329,87	6,5
Scope 3	105.385,98	93,5
Scope 1+2+3 (Total)	112.715,85	100

Energy Consumption (Tj)	2023	Rate (%)
Natural Gas	45,19	66,32
Purchased Electricity	19,47	28,57
Renewable Energy Resources (Electricity) (Solar)	3,48	5,11
Total	68,14	100



## Water-Wastewater Data (GRI 300s)

Water Withdrawn by Source (m <sup>3</sup> )	2023
Mains Water	-
Groundwater	72850
Surface Water	-
Other (Rainwater, etc.)	-
Reclaimed Water	-
<b>Total</b>	
Mains Water (%)	-
Groundwater (%)	100
Surface Water (%)	-
Recycled Water (%)	-
Other (%)	-

Wastewater Volume (m3)	2023
Receiving Environment after In-plant Treatment	-
Municipal Treatment Plant Discharge	-
OIZ Treatment Plant Discharge	26570
Sewerage Network (Sewerage Canal) Direct Discharge	-
Discharge to Natural Resources such as Sea/Lake/Stream etc.	-
Other	-
<b>Total</b>	<b>26570</b>

2023	Water used	Wastewater
Rate of water (m <sup>3</sup> ) per product ( pcs ) /// ( m <sup>3</sup> /pcs)	0,106	0,038



## Waste Data (GRI 300s)

Amount of Waste by Type (Tons)		2023
Hazardous Waste		502.520
Non-Hazardous Waste		2.182.545

Amount of Waste by Type (Tons)		2023	
	Amount of Waste Generated	Amount of Waste Prevented from Disposal	Amount of Waste Disposed
Packaging Waste	232.380	232.380	0
Non-packaging Waste	1.950.165	1.950.165	502.520
Total	2.685.065	2.182.545	502.520

FOR HAZARDOUS WASTE Amount of Waste Prevented from Disposal through Recovery (Tons)		2023
Reused or Prepared for Reuse		-
Waste Recovered for Energy		-
Waste Recycled		460.340
Recovery by Other Methods		-
Total		460.340

FOR NON-HAZARDOUS WASTE Amount of Waste Prevented from Disposal through Recovery (Tons)		2023
Reused or Prepared for Reuse		-
Waste Recovered for Energy		-
Waste Recycled		2.182.545
Recovery by Other Methods		-
Total		2.182.545

FOR HAZARDOUS WASTE Amount of Waste Disposed by Disposal Type (tons)		2023
Waste Incinerated without Energy Recovery		-
Disposal in Landfills		-
Disposal by Other Methods		502.520
Total		502.520

FOR NON-HAZARDOUS WASTE Amount of Waste Disposed by Disposal Type (tons)		2023
Waste Incinerated without Energy Recovery		-
Disposal in Landfills		9,66
Disposal by Other Methods		20
Total		29,66

	2023
Amount of Waste Sent to Landfill (Percent, Tons)	-
Packaging Waste / Total Waste (Percent, Tons)	14%
Recycled Waste (Percent, Tons)	89,00%
Recycled Packaging Waste (Percent, Tons)	14%



## Social Performance Indicators

Employees by Gender (2023)	Female	Male
Number of Employees	%16	%84

Volt Motor Training	2023
Average Training Hours per Employee	30
Total Training Hours (People x Hours)	27263



# GRI Index

## STATEMENT OF USE

Volt Electric Motor has reported in accordance with the GRI Standards for the period 01.01.2022-31.12.2022.

### GRI 1USED

GRI 1: Foundation 2021

GRI STANDARD

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.	
GRI 2: GENERAL DISCLOSURES 2021	2-1	Organizational details	Page: 4, 5, 6, 7			
	2-2	Entities included in the organization's sustainability reporting	Page:			
	2-3	Reporting period, frequency and contact point	Page: 3			
	2-4	Restatements of information	Page: 3, 4, 5			
	2-5	External assurance	No external audit service was received for the sustainability report.			
	2-6	Activities, value chain and other business relationships	Page: 6,7, 8, 9			
	2-7	Employees	Page: 46, 47, 48			
	2-8	Workers who are not employees	Page:			
	2-9	Governance structure and composition	Page: 14			
	2-10	Nomination and selection of the highest governance body	Page: 14			
	2-11	Chair of the highest governance body	Page: 14			
	2-12	Role of the highest governance body in overseeing the management of impacts	Page: 14			
	2-13	Delegation of responsibility for managing impacts	Page: 14			
	2-14	Role of the highest governance body in sustainability reporting	Page: 23			
	2-15	Conflicts of interest	Page: 19			
	2-16	Communication of critical concerns	Page: 16			
	2-17	Collective knowledge of the highest governance body	Page: 14			
	2-18	Evaluation of the performance of the highest governance body	-		Not disclosed as confidential information	
	2-19	Remuneration policies	Page: 50			
	2-20	Process to determine remuneration	Page: 50			
	2-21	Annual total compensation ratio	Not applied			
	2-22	Statement on sustainable development strategy	Page: 28			
	2-23	Policy commitments	Page: 22			
	2-24	Embedding policy commitments	Page: 22			
	2-25	Processes to remediate negative impacts	Page: 23, 24			
	2-26	Mechanisms for seeking advice and raising concerns	Page: 23			
	2-27	Compliance with laws and regulations	Page: 17, 18			
	2-28	Membership associations	Page: 57			
	2-29	Approach to stakeholder engagement	Page: 29, 41, 57, 58, 59, 60			
	2-30	Collective bargaining agreements	Not applied			
GRI 3: MATERIAL TOPICS 2021	3-1	Process to determine material topics	Page: 26			
	3-2	List of material topics	Page: 27			

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**EMPLOYEE PARTICIPATION**

**Occupational Health And Safety**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	403-1	Occupational health and safety management system	Page: 53
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-2	Hazard identification, risk assessment, and incident investigation	Page: 54
	403-3	Occupational health services	Page: 53
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page: 53, 54
	403-5	Worker training on occupational health and safety	Page: 54
	403-6	Promotion of worker health	Page: 53, 54
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page: 53, 54
	403-8	Workers covered by an occupational health and safety management system	Page: 53
	403-9	Work-related injuries	Page: 53
	403-10	Work-related ill health	Page: 53

**Energy Management**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	302-1	Energy consumption within the organization	Page: 43
GRI 302: ENERGY 2016	302-2	Energy consumption outside of the organization	Page: -
	302-3	Energy intensity	Page: 43
	302-4	Reduction of energy consumption	Page: 43
	302-5	Reductions in energy requirements of products and services	Page: 43

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Water and Effluents**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics			Page: 27
GRI 303: WATER AND EFFLUENTS 2018	303-1	Interactions with water as a shared resource			Page: 44
	303-2	Management of water discharge-related impacts			Page: 44
	303-3	Water withdrawal			Page: 44
	303-4	Water discharge			Page: 44
	303-5	Water consumption			Page: 44

**Waste**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics			Page: 27
GRI 306: WASTE 2020	306-1	Waste generation and significant waste-related impacts			Page: 45, 64
	306-2	Management of significant waste-related impacts			Page: 45, 64
	306-3	Waste generated			Page: 45, 64
	306-4	Waste diverted from disposal			Page: 45, 64
	306-5	Waste directed to disposal			Page: 45, 64

**Training and Education**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics			Page: 27
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee			Page: 48
	404-2	Programs for upgrading employee skills and transition assistance programs			Page: 48
	404-3	Percentage of employees receiving regular performance and career development reviews			Page: 48

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Anti-Competitive Behavior**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page: 20, 21		

**Employment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	Page: 65		
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page: 48, 49		
	401-3	Parental leave	Page: 48, 49		

**Diversity and Equal Opportunity**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	Page: 14		
	405-2	Ratio of basic salary and remuneration of women to men	Page: -		

**Non-Discrimination**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	Page: 20, 21		

**Freedom of Association and Collective Bargaining**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page:	Not applied.	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page:	Not applied.	

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**ENERGY EFFICIENCY**

**Energy**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	302-1	Energy consumption within the organization	Page: 43
	302-2	Energy consumption outside of the organization	Page: -
GRI 302: ENERGY 2016	302-3	Energy intensity	Page: 43
	302-4	Reduction of energy consumption	Page: 43
	302-5	Reductions in energy requirements of products and services	Page: 43

**Water and Effluents**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	303-1	Interactions with water as a shared resource	Page: 44
	303-2	Management of water discharge-related impacts	Page: 44
GRI 303: WATER AND EFFLUENTS 2018	303-3	Water withdrawal	Page: 44
	303-4	Water discharge	Page: 44
	303-5	Water consumption	Page: 44

**Emissions**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	305-1	Direct (Scope 1) GHG emissions	Page: 42
	305-2	Energy indirect (Scope 2) GHG emissions	Page: 42
GRI 305: EMISSIONS 2016	305-3	Other indirect (Scope 3) GHG emissions	Page: 42
	305-4	GHG emissions intensity	Page: 42
	305-5	Reduction of GHG emissions	Page: 42
	305-6	Emissions of ozone-depleting substances (ODS)	Page: 42
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page: 42

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Waste**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	306-1	Waste generation and significant waste-related impacts	Page: 45, 64		
GRI 306: WASTE 2020	306-2	Management of significant waste-related impacts	Page: 45, 64		
	306-3	Waste generated	Page: 45, 64		
	306-4	Waste diverted from disposal	Page: 45, 64		
	306-5	Waste directed to disposal	Page: 45, 64		

**Materials**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	301-1	Materials used by weight or volume	Page: 45		
GRI 301: MATERIALS 2016	301-2	Recycled input materials used	Page: 45, 64		
	301-3	Reclaimed products and their packaging materials	Page: 45, 64		

**Supplier Environmental Assessment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New suppliers that were screened using environmental criteria	Page: 40		
	308-2	Negative environmental impacts in the supply chain and actions taken	Page: 40		



**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**INNOVATION AND DIGITALIZATION**

**Materials**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	301-1	Materials used by weight or volume	Page: 45		
GRI 301: MATERIALS 2016	301-2	Recycled input materials used	Page: 45, 64		
	301-3	Reclaimed products and their packaging materials	Page: 45, 64		

**Energy**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	302-1	Energy consumption within the organization	Page: 43		
	302-2	Energy consumption outside of the organization	Page: -		
GRI 302: ENERGY 2016	302-3	Energy intensity	Page: 43		
	302-4	Reduction of energy consumption	Page: 43		
	302-5	Reductions in energy requirements of products and services	Page: 43		

**Water and Effluents**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	303-1	Interactions with water as a shared resource	Page: 44		
	303-2	Management of water discharge-related impacts	Page: 44		
GRI 303: WATER AND EFFLUENTS 2018	303-3	Water withdrawal	Page: 44		
	303-4	Water discharge	Page: 44		
	303-5	Water consumption	Page: 44		

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Emissions**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	305-1	Direct (Scope 1) GHG emissions	Page: 42		
	305-2	Energy indirect (Scope 2) GHG emissions	Page: 42		
GRI 305: EMISSIONS 2016	305-3	Other indirect (Scope 3) GHG emissions	Page: 42		
	305-4	GHG emissions intensity	Page: 42		
	305-5	Reduction of GHG emissions	Page: 42		
	305-6	Emissions of ozone-depleting substances (ODS)	Page: 42		
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page: 42		

**Waste**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	306-1	Waste generation and significant waste-related impacts	Page: 45, 64		
	306-2	Management of significant waste-related impacts	Page: 45, 64		
GRI 306: WASTE 2020	306-3	Waste generated	Page: 45, 64		
	306-4	Waste diverted from disposal	Page: 45, 64		
	306-5	Waste directed to disposal	Page: 45, 64		

**Indirect Economic Impacts**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	Page: 40, 41		
	203-2	Significant indirect economic impacts	Page: 40, 41		

**VERY HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Procurement Practices**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Proportion of spending on local suppliers	Page: 40		

**Customer Health and Safety**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts of product and service categories	Page: 17, 18		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page: 17, 18		

**Marketing and Labeling**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 417: MARKETING AND LABELING 2016	417-1	Requirements for product and service information and labeling	Page: 21		
	417-2	Incidents of non-compliance concerning product and service information and labeling	Page: 21		
	417-3	Incidents of non-compliance concerning marketing communications	Page: 21		

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**TRANSPARENCY AND BUSINESS ETHICS**

**Anti-Corruption**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
	205-1	Operations assessed for risks related to corruption	Page: 21
GRI 205: ANTI-CORRUPTION 2016	205-2	Communication and training about anti-corruption policies and procedures	Page: 21
	205-3	Confirmed incidents of corruption and actions taken	Page: 21

**Customer Privacy**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page: 20, 21

**Anti-Competitive Behavior**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page: 21

**Supplier Social Assessment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	New suppliers that were screened using social criteria	Page: 40
	414-2	Negative social impacts in the supply chain and actions taken	Page: 40

**Local Communities**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page: 57
	413-2	Operations with significant actual and potential negative impacts on local communities	Page: 57

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Employment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	401-1	New employee hires and employee turnover	Page: 65		
GRI 401: EMPLOYMENT 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page: 48, 49		
	401-3	Parental leave	Page: 48, 49		

**Diversity and Equal Opportunity**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	Page: 14		
	405-2	Ratio of basic salary and remuneration of women to men	Page: -		

**Non-Discrimination**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	Page: 20,21		

**Freedom of Association and Collective Bargaining**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Not applied.		
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applied.:		

**Forced or Compulsory Labor**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Not applied.		
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applied.		

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**STAKEHOLDER SATISFACTION**

**Materials**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	Page: 45		
	301-2	Recycled input materials used	Page: 45, 64		
	301-3	Reclaimed products and their packaging materials	Page: 45, 64		

**Customer Privacy**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page: 20, 21		

**Indirect Economic Impacts**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	Page: 40, 41		
	203-2	Significant indirect economic impacts	Page: 40, 41		

**Customer Health and Safety**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts of product and service categories	Page: 17, 18		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page: 17, 18		

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Marketing and Labeling**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	417-1	Requirements for product and service information and labeling	Page: 7		
GRI 417: MARKETING AND LABELING 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	Page: 7		
	417-3	Incidents of non-compliance concerning marketing communications	Page: 33		

**Energy**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	302-1	Energy consumption within the organization	Page: 43		
	302-2	Energy consumption outside of the organization	Page: -		
GRI 302: ENERGY 2016	302-3	Energy intensity	Page: 43		
	302-4	Reduction of energy consumption	Page: 43		
	302-5	Reductions in energy requirements of products and services	Page: 43		

**Water and Effluents**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	303-1	Interactions with water as a shared resource	Page: 44		
	303-2	Management of water discharge-related impacts	Page: 44		
GRI 303: WATER AND EFFLUENTS 2018	303-3	Water withdrawal	Page: 44		
	303-4	Water discharge	Page: 44		
	303-5	Water consumption	Page: 44		

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Emissions**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	305-1	Direct (Scope 1) GHG emissions	Page: 42		
	305-2	Energy indirect (Scope 2) GHG emissions	Page: 42		
	305-3	Other indirect (Scope 3) GHG emissions	Page: 42		
GRI 305: EMISSIONS 2016	305-4	GHG emissions intensity	Page: 42		
	305-5	Reduction of GHG emissions	Page: 42		
	305-6	Emissions of ozone-depleting substances (ODS)	Page: 42		
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page: 42		

**Waste**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	306-1	Waste generation and significant waste-related impacts	Page: 45, 64		
	306-2	Management of significant waste-related impacts	Page: 45, 64		
GRI 306: WASTE 2020	306-3	Waste generated	Page: 45, 64		
	306-4	Waste diverted from disposal	Page: 45, 64		
	306-5	Waste directed to disposal	Page: 45, 64		

**Procurement Practices**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Proportion of spending on local suppliers	Page: 40		



**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**EMPLOYEE ENGAGEMENT**

**Occupational Health and Safety**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	403-1	Occupational health and safety management system	Page: 53		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-2	Hazard identification, risk assessment, and incident investigation	Page: 54		
	403-3	Occupational health services	Page: 53		
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page: 53, 54		
	403-5	Worker training on occupational health and safety	Page: 54		
	403-6	Promotion of worker health	Page: 53, 54		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page: 53, 54		
	403-8	Workers covered by an occupational health and safety management system	Page: 53		
	403-9	Work-related injuries	Page: 53		
	403-10	Work-related ill health	Page: 53		

**Supplier Environmental Assessment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New suppliers that were screened using environmental criteria	Page: 40		
	308-2	Negative environmental impacts in the supply chain and actions taken	Page: 40		

**Supplier Social Assessment**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	New suppliers that were screened using social criteria	Page: 40		
	414-2	Negative social impacts in the supply chain and actions taken	Page: 40		

**HIGH PRIORITY INDICATORS**

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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**Training and Education**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
	404-1	Average hours of training per year per employee	Page: 48		
GRI 404: TRAINING AND EDUCATION 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Page: 48		
	404-3	Percentage of employees receiving regular performance and career development reviews	Page: 48		

**Local Communities**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Page: 57		
	413-2	Operations with significant actual and potential negative impacts on local communities	Page: 57		

**Anti-Corruption**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 205: ANTI-CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	Page: 21		
	205-2	Communication and training about anti-corruption policies and procedures	Page: 21		
	205-3	Confirmed incidents of corruption and actions taken	Page: 21		

**Anti-Competitive Behavior**

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page: 21		

## HIGH PRIORITY INDICATORS

GENERAL DISCLOSURES	GRI STANDARDS	DISCLOSURES	LOCATION	REQUIREMENT(S) OMITTED	GRI SECTOR STANDARD REF. NO.
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## Indirect Economic Impacts

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	Page: 40, 41		
	203-2	Significant indirect economic impacts	Page: 40, 41		

## Uluslararası Uyumluluklar ve Sürdürülebilir Kalkınma Ağlarına Katılım

## Bioversity

## EDUCATION

## Training and Education

GRI 3: MATERIAL TOPICS 2021	3-3	Management of material topics	Page: 27		
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee	Page: 48		
	404-2	Programs for upgrading employee skills and transition assistance programs	Page: 48		
	404-3	Percentage of employees receiving regular performance and career development reviews	Page: 48		



## SUSTAINABILITY REPORT | 2023

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