CCN

The Future is
shaped with us

Sustainability Report
2024

CCN

About
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About
the Report

Founded in 2007, CCN Holding has demonstrated consistent growth and continues to operate across various sectors in 4 countries, with 12 group companies and more than 8,000 employees. Its service portfolio spans a wide range of sectors, including construction, healthcare, services, education, security, clinical services, technology, tourism, yacht construction, and integrated facilities management. CCN Holding considers sustainability an integral part of its journey and integrates it into its business practices.

As CCN Holding's fourth sustainability report, this publication covers activities carried out between 1 January 2024 and 31 December 2024 and seeks to present comprehensive information to all stakeholders regarding the environmental, social, and governance performance of CCN Holding and its group companies. Prepared in accordance with the Global Reporting Initiative (GRI) Standards, the report outlines CCN Holding's sustainability perspective and highlights the progress achieved in this area over previous years. CCN Holding, together with its group companies, is committed to maintaining annual sustainability performance reporting as a leading entity in the construction sector in particular, as well as in the other sectors in which it operates in Türkiye and worldwide.

Recognizing that long-term success is made possible through strong collaborations and the synergy created with stakeholders, CCN Holding shapes its sustainability journey and business processes through the valuable insights and contributions of its stakeholders. If you would like to contribute to this meaningful journey and share your suggestions and insights with us, you may contact us at **surdurulebilirlik@ccnholding.com**

Message From the Chairperson of the Boards of Directors

"A Journey That Shapes the Future"

Since our establishment, our foremost priority at CCN Holding has been to create value that considers not only the needs of today, but also the world of tomorrow.

Today's evolving global dynamics demonstrate that true leadership lies not only in managing the present, but also in shaping the future.

The "Shape the Future" vision serves as a roadmap that goes beyond preparing us for the future, instead encouraging us to take an active role in shaping it. Guided by this vision, we design the cities of tomorrow today, bring innovative technologies to life, and work to create a legacy that will be proudly passed on to future generations.

Across all our fields of activity from construction to technology, and from yacht manufacturing to facility management, we consider it our fundamental responsibility to develop environmentally responsible, socially beneficial, and sustainable solutions.

In every project we undertake, every decision we make, and every responsibility we assume, we share a common belief: the future is a trust placed in our hands to shape. And as CCN Holding, we are determined to carry this trust forward in the best possible way.

Murat ÇEÇEN

Chairperson of the Board of Directors

Message From a Member of the Board of Directors

"Shaping the Future Together"
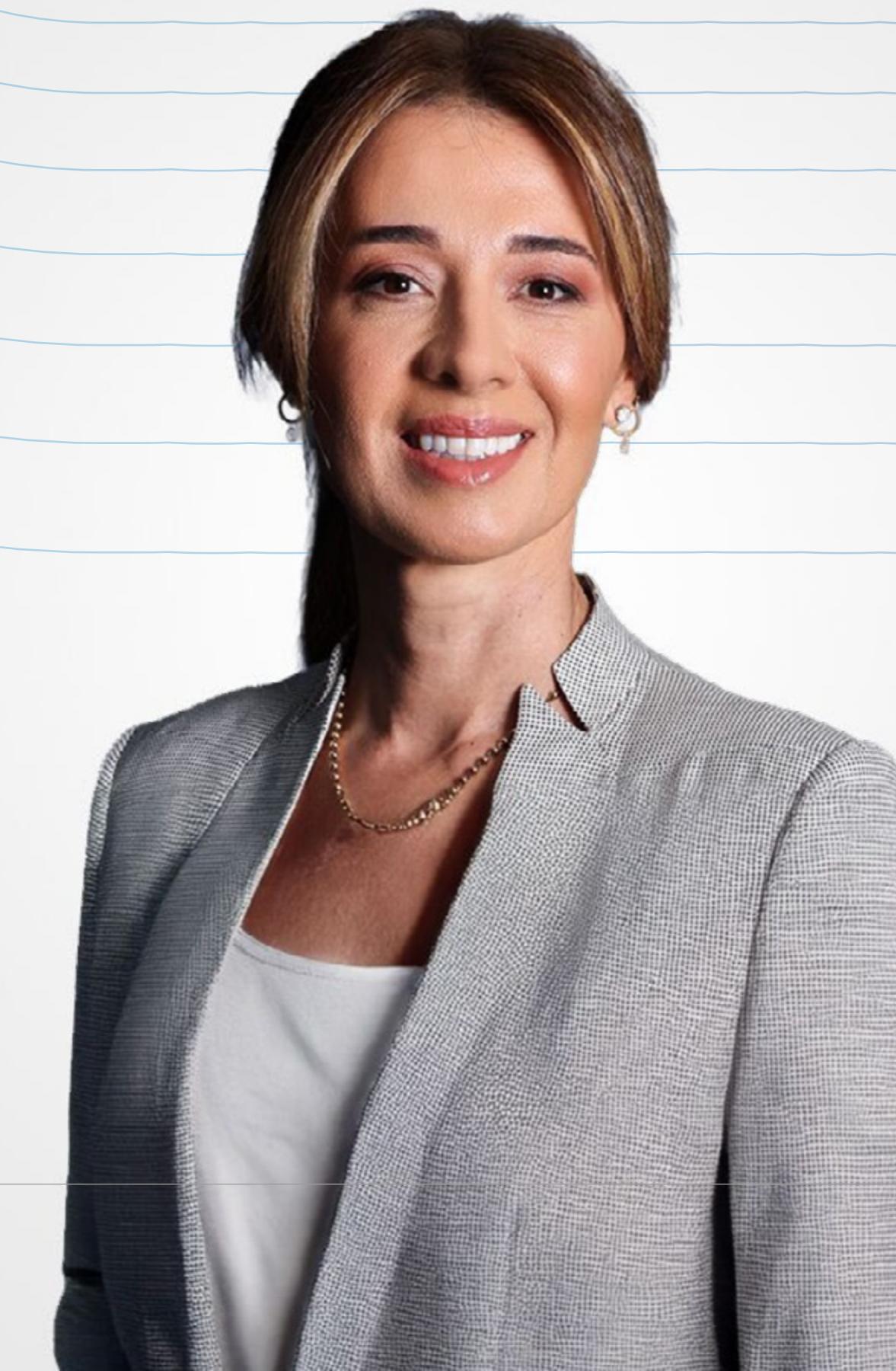
CCN Holding's sustainability journey is grounded on an understanding that goes beyond being an organization, embracing the idea of being a community. Because we believe that building the future is achieved not solely through individual achievements, but through the value we create together.

The steps we take to empower women and young people, support education and the arts, and foster a culture of social solidarity represent the strongest expressions of this responsibility.

At CCN Holding, we strive to be not only an organization that delivers projects, but also one that touches people's lives and inspires hope.

Our "Shape the Future" vision motivates us to unite around shared values and build a more inclusive, fair, and resilient future. As CCN Holding, we recognize that a sustainable future can only be achieved through collective effort.

At the point we have reached today, sustainability is not merely a corporate strategy; it is an integral part of our culture. The strong bonds we have built with our employees, business partners, and society serve to further reinforce our hopes for the future.

We do not wish to walk this journey alone. We are building a shared story together with all those who imagine, create, and believe in the future with us. Because only by sharing the future can we give it true meaning.

Ayşe Günseli ÇEÇEN
Member of the Board of Directors

About
CCN Holding

Key Figures of 2024

The year 2024 marked a significant milestone for CCN Holding and its subsidiaries, characterized by sustainable growth, innovative projects, and a strong workforce.

Through the projects implemented in Türkiye and globally, CCN Holding has set itself apart in its sector and has stood out over the year with its investments, economic value creation, and social impact. Through its activities in healthcare, infrastructure, energy, construction, technology, and services, CCN Holding continued to provide employment to thousands of people in 2024, making a meaningful contribution to the national economy through its strong workforce and strategic vision.

Nearly 20 Years of Experience

4 Countries

12 Group Companies

320 Completed Projects

8,000+ Employees

50,000 Pieces of Equipment and Software

Corporate Profile
and Values

CCN Holding operates in the construction, healthcare, integrated facility management, technology, and yacht sectors; through its broad range of services and strong organizational structure, it provides employment opportunities for more than 8,000 people, contributing to economic and social development.

Founded in 2007, CCN Holding has established a strong national and international presence through innovative projects developed across various sectors, particularly construction, healthcare, and integrated facility management. Among the standout projects of this journey are the Heydar Aliyev Center designed by Zaha Hadid, the Flame Towers in Baku, Mersin City Hospital, the first city hospital in Türkiye delivered under the Public-Private Partnership (PPP) model; and Ankara Bilkent City Hospital, which holds the distinction of being the world's largest hospital constructed as a single integrated structure. In addition, the Dimitrie Gerota Hospital, one of Romania's largest hospital investments, as well as sustainable healthcare investments aligned with Nearly Zero-Energy Building (NZEB) standards within the framework of European Union funding, are being implemented.

As of 2024, CCN Holding also stands out with its social responsibility vision that supports social development. The Company aims to create a strong social impact across all areas of activities for a sustainable future, contributing to the building of a more inclusive, equitable, and solidarity-driven society through volunteer-based initiatives.

In this context, the WeShape Entrepreneurship Program, planned for

2025, aims to contribute to the entrepreneurship ecosystem by providing training, mentorship, and international certification opportunities to young entrepreneurs selected from Türkiye's seven regions.

Throughout 2024, social responsibility initiatives implemented with the involvement of volunteer employees created long-term value across education, healthcare, environmental, and cultural domains.

Today, CCN Holding leverages the experience it has gained through CCN Construction into multiple sectors, developing projects that encompass the full range of services required. Through its subsidiaries CCN Security, CCN Health, CCN Service, CCN Clinic, and CCN Tourism, the Company delivers world-class integrated facility management services across a wide spectrum, ranging from hospitals and shopping malls to hydroelectric power plants and hotels.

By placing a strong emphasis on advanced technology and digitalization throughout all business processes, CCN Holding is steadily expanding its scope of activities. In this regard, through Infera Technology and within the scope of Hospital Information Management System (HIMS) services, the Company provides uninterrupted support to more than 50,000 active devices and software applications, while developing world-class software and system integration solutions.

Through CCN Technic, the Company delivers electromechanical contracting as well as technical operations and maintenance services; in addition, it contributes to sustainable energy investments by carrying out engineering, procurement, and installation projects focused on renewable energy sources.

Strategic Goal

To achieve a leading position among Türkiye's
and the world's foremost groups in healthcare,
investment, construction, digital solutions, and
facility management.
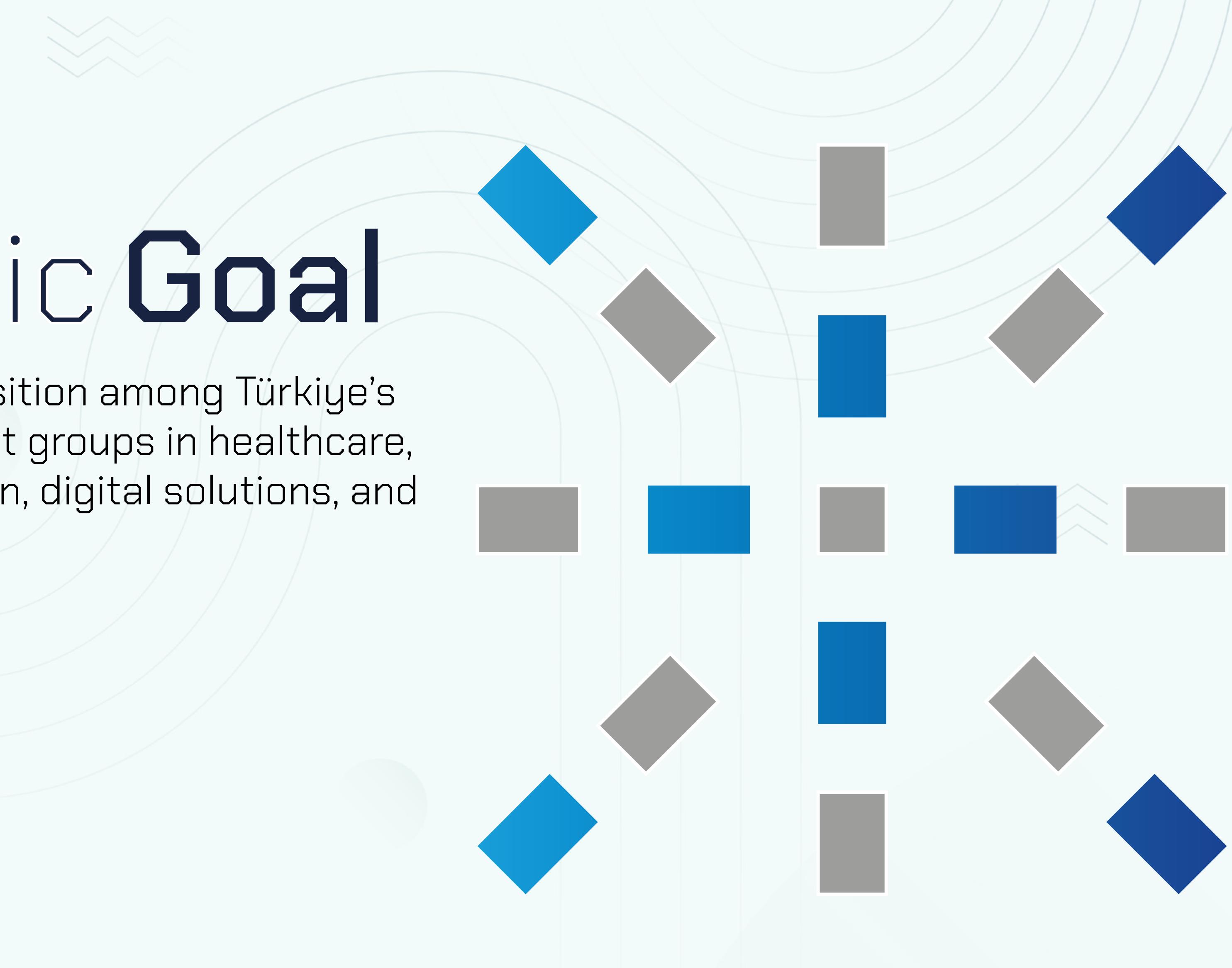
Corporate Values

Our Priority: Human

At CCN Holding, we derive our strength from teamwork and operate with awareness that people are at the heart of every success. We consider contributing to the development of our employees, business partners, and communities to be a top priority.

Our Strength: Being a Team

We see teamwork, trust, and collaboration as fundamental elements of our corporate culture, we align diverse expertise under one vision and achieve ambitious goals together.

Our Focus: Development

We believe that continuous development is the key to sustainable success. For this reason, we have made continuous learning and renewal an integral part of our corporate culture. At every stage, we aim for continuous improvement and prepare for the future through steady progress.

Our Responsibility: Sustainability

As a signatory to the Principles for Responsible Investment (PRI), we seek to balance economic growth with environmental and social benefits. We work to make sustainability an inherent part of every investment and all our processes.

Our Passion: Innovation

We use technology and digital transformation as tools to enhance efficiency, quality, and sustainability; in every project, we generate new solutions, think differently, and make a difference. We know that shaping the future is only possible by adapting to innovation.

Our Goal: To Leave a Mark

In every investment we make, we envision a future that extends beyond today's limits. Guided by the principles of integrity, trust, and social responsibility, we strive to leave a lasting impact on everything we do.

CCN Holding: From Past to Present

2007
- The initial steps were taken for the Baku State Coastal Residences Project.
- The Heydar Aliyev Center project, designed by world-renowned architect Zaha Hadid, was launched.

2008
- The Baku Premium Villas Project was launched.
- The Baku State Coastal Residences Project was completed.
- The Flame Towers project, designed by the globally renowned architecture firm HOK, was launched.

2009
- The Shahdag Winter-Summer Ski Resort project, planned as a four-season destination and among the major ski resorts, launched.

2010
- Construction works commenced for the Baku Premium Villas Project.
- The second phase of the Bilgeh Villas was launched.

2011
- The Baku Premium Villas Project was completed.
- The Heydar Aliyev Center project received a Design Award from Wallpaper* magazine.
- CCN Holding won the tender for the Bilkent Integrated Health Campus Project, the largest health campus in Europe.

2012
- CCN Holding was ranked among the international contractors listed by Engineering News-Record (ENR).
- Mersin Integrated Health Campus Project was taken over.

2013
- The Heydar Aliyev Center, recognized as Azerbaijan's cultural center, was officially inaugurated.
- The Flame Towers Project received the "Best Hotel and Tourism Complex" award presented by MIPIM (the International Real Estate Investment Exhibition).
- The first financial closure was achieved for health campus projects in Türkiye tendered under the PPP model.
- Phase I of the Shahdag Winter-Summer Ski Resort Project was completed.

2014
- The Flame Towers Project, an iconic landmark of Baku, was completed.
- The Mersin Integrated Health Campus Project was honored by EMEA Finance with the Best PPP Contract (CEE) award in the Project Finance category.
- DİAMAK Makine Havacılık ve Lojistik A.Ş. was established to deliver services covering healthcare facility building construction, building services, user health and facilities, and the integration of furniture and equipment.
- The Mersin City Hospital Clinical Support Services MDB Company was established in partnership with Bozlu A.Ş. to provide clinical support services for the Mersin City Hospital.

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Message from A Member of the Board of Directors

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Performance Indicators

GRI Content Index

2015

- The largest-volume financial closure for health campus projects tendered under the PPP model in Türkiye was achieved with the participation of seven banks.
- The Bilkent Integrated Health Campus Project was honored with multiple awards, including Contract of the Year - Türkiye by Project Finance International (PFI), as well as Best Social Development Contract (CEE) and Best Healthcare Contract (EMEA) in the Project Finance category by EMEA Finance.
- The Infrastructure Finance Deal of the Year award was received from Bonds, Loans & Sukuk.

2016

- CCN Group was established.
- The Bilkent Integrated Health Campus Project received the Silver Award in the Best Healthcare Project category from Partnerships Awards.
- The Bilkent Integrated Health Campus Project was selected as "Healthcare Contract of the Year" in the Project Finance Deals of the Year category by World Finance Awards.
- CCN Health Group was established as the pioneering service provider for large integrated health campuses developed under the PPP model in Türkiye.

2017

- Activities continued abroad under the umbrella of DİA Holding and domestically under CCN Holding.
- Mersin City Hospital, Türkiye's first and largest city hospital constructed and opened under the PPP model, started operations.
- With the implementation of an RFID (Radio Frequency Identification)-based inventory management and location tracking system at the Mersin City Hospital, the project received an award in the "Best RFID Application in Healthcare Services of 2017" category.

2018

- Finalization activities for the Bilkent Integrated Health Campus Project were undertaken.

2019

- Ankara Bilkent City Hospital was opened.

2020

- Ankara Bilkent City Hospital was fully opened for service.

2021

- The Azerbaijan office was opened.

2022

- The Romania office was opened.

2023

- The Company became a signatory to the Women's Empowerment Principles (WEPs) and the United Nations–supported Principles for Responsible Investment (PRI).

2024

- The construction of the MAI Dimitrie Gerota Hospital, which was implemented with the funds of the European Union, started in Bucharest, the capital of Romania.

CCN Construction

CCN Construction provides integrated solutions for prestigious, large-scale projects, covering planning, design, engineering, and construction processes. Integrated health campuses in particular, as well as hospitals, hotels, cultural and business centers, residential developments, and tourism complexes, constitute the core areas of expertise of CCN Construction.

In addition to pioneering healthcare projects such as Mersin City Hospital and Ankara Bilkent City Hospital, which were delivered in Türkiye under the PPP model, international landmark developments such as the Flame Towers, the Heydar Aliyev Center, and the Shahdag Winter-Summer Ski Resort in Baku reflect the strong portfolio of CCN Construction.

Lastly, the Dimitrie Gerota Hospital in Bucharest, Romania's capital, constructed with funding from the European Union, represents the Company's first major step in Europe, with its structure designed in compliance with NZEB) standards.

CCN Holding Companies

CCN Health

CCN Health is the leading service provider for integrated health campuses established under the PPP model. The Company aims to reach a bed capacity of 10,000 within five years and to have the most qualified human capital in the construction and operation of healthcare facilities. Alongside its involvement in large-scale projects such as Ankara City Hospital and Mersin City Hospital, CCN Health contributes to research and development and testing infrastructures through projects carried out with the Turkish Medicines and Medical Devices Agency.

CCN Technic

CCN Technic delivers technical facility management services at the Mersin City Hospital and the Ankara Bilkent City Hospital, which were implemented under the PPP model, covering building and site management, extraordinary maintenance and repair, shared services, and landscaping.

The Company supports its services through engineering and contracting experience, skilled personnel, corporate software solutions, calibration practices, and occupational health and safety training programs.

It manages high-capacity infrastructure across electrical systems, HVAC, steam, fire safety, HEPA-filtered systems, and structural systems; and ensures operational continuity through monitoring via the Building Management System (BMS) and planned maintenance practices.

CCN Technic is responsible for the operation of 287 elevators, 40 escalators, and 4 moving walkways.

CCN Holding Companies

CCN Service

CCN Service was founded with the aim of meeting unmet needs in integrated facility management, driven by a commitment to high-quality service and continuous improvement. Providing sustainable, end-to-end solutions, CCN Service delivers professional facility management services at global standards, enabling institutions and companies to focus on their core business activities.

CCN Service delivers services across a broad spectrum, ranging from the collection and disposal of 30 tons of waste per day to the production of 60,000 meals in a 5,000 m² kitchen, and from the coordination and transportation of 20,000 people to the handling of 15,000 calls. In addition, it maintains high standards of facility management through a daily laundry capacity of 25 tons and the provision of regular services to a cafeteria serving 10,000 people.

With a service structure encompassing catering, cleaning, security, parking, pest control, waste management, and laundry services, CCN Service delivers integrated solutions that enhance operational efficiency for its clients.

CCN Holding Companies

CCN Clinic

CCN Clinic delivers services across a broad spectrum at advanced-technology health campuses operated under the PPP model, covering medical equipment planning, investment, and operational processes. Providing comprehensive solutions in high-technology fields such as radiology, nuclear medicine, and radiation oncology, CCN Clinic also stands out with high daily processing volumes in laboratory services, imaging procedures, and sterilization processes. Through its activities in multiple specialized fields such as endoscopy, chemotherapy, IVF, ophthalmology, organ transplantation, dialysis, and burn treatment, CCN Clinic supports the provision of efficient and high-quality healthcare services within integrated health campuses.

CCN Education

Established in 2013 under the umbrella of CCN Holding, CCN Education operates with an innovative, student-centered, and universal approach to education. Through its collaboration with one of Türkiye's well-established institutions, the Turkish Education Association (TED), it successfully brought TED İzmir College into operation in 2014, followed by TED Kocaeli College in 2015.

CCN Education aims to make high-quality education accessible through its qualified academic staff and strong governance approach, offering students opportunities for multi-faceted development across modern campuses equipped with scientific, cultural, and sporting facilities.

CCN

CCN Holding Companies

CCN Security

CCN Security provides professional protection and security services that complement public security, delivered by specially trained and certified personnel in accordance with Law No. 5188. The scope of services includes preventive screening, response to criminal incidents, and support in emergency situations, all of which are conducted in line with established company procedures.

CCN Security provides 24/7 services at large-scale health campuses located in Ankara and Mersin, operating across physical security, close protection, electronic security, and training services. Its service portfolio spans a wide range of sectors, including logistics, construction, manufacturing facilities, healthcare, energy, finance, retail, universities, and consulates.

CCN Holding Companies

Infera Technology

infera

Infera Technology is an innovation-driven technology company committed to shaping the future by bringing knowledge and technology together through solution-oriented approaches. Its impact is particularly evident in projects that support national welfare through the provision of advanced technological infrastructure in the healthcare field. The company provides services across a wide range of areas such as system integration, software development, data center solutions, IT security, and consultancy and enhances its product portfolio through integrated service management applications, hospital information systems, and specialized healthcare software. By investing in future-oriented technologies such as big data analytics, machine learning, the Internet of Things (IoT), and virtual reality, it aims to enhance the competitiveness of its business partners. Additionally, it provides a modern and efficient working environment by bringing together its expert teams at professional business centers such as CoZone located within Middle East Technical University Technopark (ODTÜ TEKNOKENT).
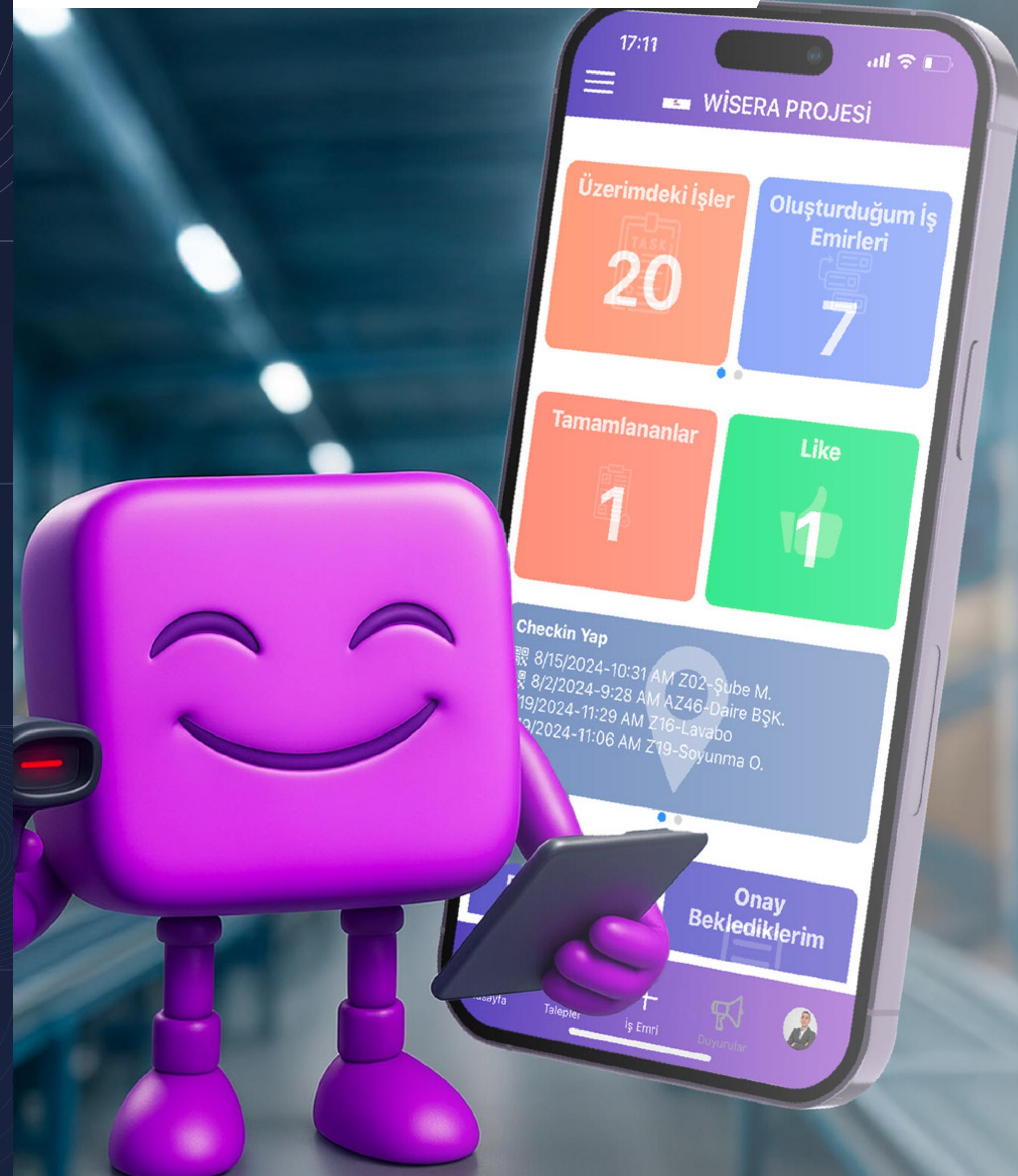
wisera

Wisera is an innovative business tracking and facility management platform designed to digitalize business processes and make them smarter, more efficient, and more sustainable. Established in 2023, the platform streamlines operations such as task assignment, request submission, inspections, and work tracking for both field and office employees through a centralized and user-friendly system.

Leveraging its mobile compatibility, processes can be managed in real time via iOS and Android devices, while the AI-powered WhatsApp chatbot integration enables users to submit requests quickly and efficiently. By offering easy integration across businesses of different sectors and scales, Wisera offers a robust and flexible solution for companies seeking to achieve their digital transformation and sustainability goals.

CCN

ICE YACHT

Founded in 2015, ICE Yacht operates in the fields of yacht construction and management in line with CCN Holding's vision centered on quality and trust. By uniting original design and high performance in the superyacht segment, ICE Yacht advances its portfolio through the ongoing construction of the ICE 68 m at its modern Kocaeli Free Zone facility, alongside the completion of concept studies for its 55 m and 75 m models.

The brand aims to achieve international quality standards in production while maintaining the highest level of customer satisfaction through environmentally responsible and safe manufacturing processes. Adopting corporate social responsibility as a fundamental principle, ICE Yacht is committed to fostering a sustainable balance among people, the planet, and profit.

CCN Tourism

CCN Tourism adopts an approach that aims to blend accommodation and gastronomy with art, design, and cultural experience within the tourism sector. The company seeks to offer distinctive guest experiences through the development of original spaces that embody contemporary living and business culture.

CCN Tourism, which conducts its activities with an approach that brings together comfort, aesthetics, and local character, aims to develop sustainable and innovative living spaces that differentiate it within the sector. CCN Tourism shapes its investments in the tourism sector in line with its corporate vision, placing creative design, high service quality, and user-centered spatial planning at its core.

Collaborations and Memberships

TÜSİAD

Turkish Industry and Business Association (TÜSİAD)

Since 2023 and continuing into 2024, Board Chair–level membership has been sustained at TÜSİAD, an organization representing around 4,500 companies.

skd Türkiye

Business Council for Sustainable Development (SKD Türkiye)

In 2021, the organization became a member of SKD Türkiye, which serves as the regional network and business partner of the World Business Council for Sustainable Development (WBCSD) in Türkiye. CCN Holding actively participates in the working groups and collaborates with other private sector representatives to contribute to sustainable development.

WOMEN'S EMPOWERMENT PRINCIPLES

Women's Empowerment Principles (WEPs)

As of 2023, CCN Holding became a signatory to the Women's Empowerment Principles (WEPs), developed through the collaboration of the United Nations Global Compact (UNGC) and UN Women, thereby making a concrete commitment to supporting the economic and social empowerment of women in line with its sustainability goals.

In line with its commitment to the Women's Empowerment Principles (WEPs), women account for 41.9% of CCN Holding's total employees and 54% of its Board of Directors. CCN Holding aims to expand its successful practices to increase women's employment, promote gender equality across its areas of operation, and serve as a role model within the business community.

DEİK
DIŞ EKONOMİK İLİŞKİLER KURULU FOREIGN ECONOMIC RELATIONS BOARD

Foreign Economic Relations Board of Türkiye (DEİK)

CCN Holding carries out initiatives under the umbrella of Foreign Economic Relations Board of Türkiye (DEİK) by participating in the Country Councils of Russia, Italy, and Vietnam, aiming to strengthen the dynamics of the Turkish economy and enhance Türkiye's effectiveness in global markets.

30% Club
GROWTH THROUGH DIVERSITY

The 30% Club

CCN Holding plays an active role in the work of the 30% Club and sets a leading example in the business world with women representing 54% of its Board members.

İNTES 1964

Construction Employers' Association of Türkiye (İNTES)

In cooperation with industry leaders within İNTES, CCN Construction focuses on delivering safe, high-quality work aligned with engineering excellence and craftsmanship, transferring this expertise to the future and actively contributing to the advancement of the construction sector.

Awards

MIPIM – Best Hotel and Tourism Complex Award

Baku Flame Towers, Azerbaijan

Recognized internationally for its architectural design and engineering quality, it has been awarded for setting a tourism and hospitality standard that transcends regional boundaries.

Wallpaper Design Awards – Design of the Year Award

Heydar Aliyev Center, Azerbaijan

The center has been selected as one of the most successful projects of the year for its innovative architecture and aesthetic design.
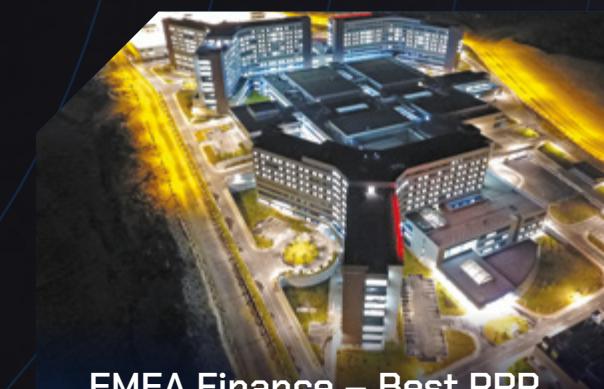
EMEA Finance – Best PPP Contract Award

Mersin Integrated Health Campus, Türkiye

The financing structure implemented under the PPP model has been recognized as a regional success benchmark due to its scale, transparency, and practical applicability.
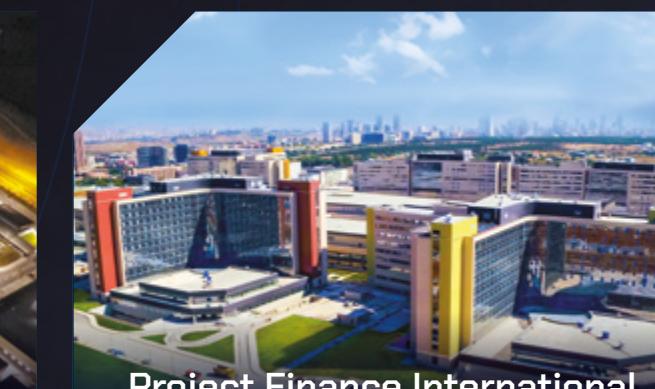
Project Finance International (PFI) – Contract of the Year Award

Bilkent Integrated Health Campus, Türkiye

It has been recognized as the most impactful contract of the year in Türkiye, distinguished by the scale of its financing and the success of its multi-stakeholder governance structure.

World Finance Awards – Healthcare Contract of the Year Award

Bilkent Integrated Health Campus, Türkiye

The hospital was recognized as a regional benchmark project, reflecting its operational scale, financial framework, and integrated service delivery model.

Partnerships Awards – Best Healthcare Project Award

Bilkent Integrated Health Campus, Türkiye

It has been ranked among the most successful healthcare projects by an international jury, distinguished by its integrated approach to design, financing, construction, and operations.

Bonds & Loans – Infrastructure Financing Contract of the Year Award

Bilkent Integrated Health Campus, Türkiye

The financing structure was selected as the most successful infrastructure financing of the year due to its scale, risk management framework, and strong interbank coordination capability.

RFID Journal – Best RFID Implementation Award

Mersin Integrated Health Campus, Türkiye

The RFID-based inventory and asset tracking system has been awarded as a best-practice application in the healthcare sector for its success in traceability, efficiency, and error reduction.

Corporate Governance

CCN Holding recognizes that a strong corporate governance structure plays a vital role in sustaining a business model that is environmentally and socially focused and grounded in a high sense of responsibility.

Adhering strictly to corporate governance principles, CCN Holding carries out all operations in accordance with its fundamental values and ethical principles. Ensuring full compliance with legal requirements, delivering continuous value to stakeholders, and operating in line with national and international standards are among its key priorities. In this context, the Board of Directors, as the highest governing body, provides leadership to all employees to ensure that the corporate governance approach becomes an integral part of the organizational culture. CCN Holding steadfastly maintains its commitment to corporate governance principles in line with its pledge to leave a more livable world for future generations.

Organizational Structure

The Board of Directors, as the highest decision-making body of CCN Holding, represents the primary governance structure responsible for defining the company's strategies and objectives.

The Chair of the Board of Directors is held by Murat Çeçen, a Board Member of IC Holding, a diversified group active in construction, tourism, airport, and marina operations. Details regarding the Board of Directors, which consists of nine members excluding the Chair, are available here.

Management Systems

CCN Holding conducts all of its activities in line with its adopted corporate values and defined objectives, guided by internationally and nationally recognized frameworks, standards, and practices.

To ensure standardization across its business processes, the company closely monitors and implements globally recognized quality and management system standards and best practices, in addition to its internal procedures. This approach ensures full adherence to applicable guidelines and regulations and supports the provision of products and services that meet high quality criteria in line with stakeholder expectations and demands.

ISO 9001 Quality Management System	ISO 14001 Environmental Management System	ISO 45001 Occupational Health and Safety Management System	ISO 10001 Customer Satisfaction Management System	ISO 27001 Information Security Management System	ISO 15504 Software Process Capability and Maturity Assessment
CCN Investment Holding	CCN Investment Holding	CCN Investment Holding	CCN Technic and Mechanical Works Inc.	CCN Private Security Services Inc.	INFERA Technology and Information Services Inc.
CCN Ankara Health Inc.	CCN Ankara Health Inc.	CCN Ankara Health Inc.	CCN Service and Operations Services Inc.	INFERA Technology and Information Services Inc.	
CCN Mersin Health Inc.	CCN Mersin Health Inc.	CCN Mersin Health Inc.	BDB Clinical Support Services Inc.	WİSERA Technology and Information Services Inc.	
CCN Technic and Mechanical Works Inc.	CCN Technic and Mechanical Works Inc.	CCN Technic and Mechanical Works Inc.	CCN Private Security Services Inc.		
CCN Service and Operations Services Inc.	CCN Service and Operations Services Inc.	CCN Service and Operations Services Inc.	INFERA Technology and Information Services Inc.		
BDB Clinical Support Services Inc.	BDB Clinical Support Services Inc.	BDB Clinical Support Services Inc.	WİSERA Technology and Information Services Inc.		
CCN Private Security Services Inc.	CCN Private Security Services Inc.	CCN Private Security Services Inc.			
CCN Infrastructure Investments and Construction Inc.)	CCN Infrastructure Investments and Construction Inc.)	CCN Infrastructure Investments and Construction Inc.)			
MN Private Education Teaching Services Inc.	MN Private Education Teaching Services Inc.	MN Private Education Teaching Services Inc.			
INFERA Technology and Information Services Inc.	INFERA Technology and Information Services Inc.	INFERA Technology and Information Services Inc.			
WİSERA Technology and Information Services Inc.	WİSERA Technology and Information Services Inc.	WİSERA Technology and Information Services Inc.			

Policies

CCN Holding is of the view that sustained long-term success and business performance depend on the establishment of robust, consistent, and clearly defined policies. In line with this approach, it has developed policies that reflect its corporate culture, values, standards, and working principles. By embedding these policies into its business processes, CCN Holding promotes a a shared culture of responsibility throughout the organization.

CCN Holding's policy framework covers key areas including quality management, occupational health and safety (OHS), environmental protection, social responsibility, ethical business practices, and sustainability. Alongside the Quality, Health, Safety, and Environment (QHSE) Policy and the Social Responsibility Policy, the Sustainability Policy serves as a key guiding document, addressing areas such as environmental protection, climate change, sustainable supply chains, resource efficiency, renewable energy, water management, and human and employee rights.

In addition to the Sustainability Policy, the other sustainability-focused policies held by CCN Holding include the following:

Ethical Principles and Policies Guideline

Quality, Health, Safety, and Environment Policy

Social Responsibility Policy

Human Resources Policy
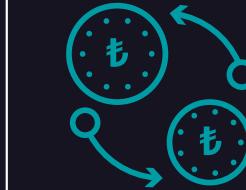
Responsible Procurement Policy

Information Security Policy

Ethical Principles

At CCN Holding, we adopt a strong ethical approach based on the principles of accuracy, integrity, and transparency across all of our operations. The framework of this approach is defined by the Ethical Principles and Policies Guideline, which provides guidance to employees at all levels of the organization. The Guide clearly articulates a zero-tolerance approach to corruption, bribery, discrimination, and similar misconduct, while explicitly defining the organization's corporate principles.

CCN Holding aims to strengthen employees' sense of responsibility by promoting compliance with ethical standards. Accordingly, compliance with rules under all circumstances, transparency, respect, and equality are prioritized across all business processes. Across all areas of operation, a zero-tolerance policy toward bribery and corruption is enforced, with a firm commitment to full compliance with national and international legislation.

The ethical framework sets out comprehensive provisions covering areas such as anti–money laundering, conflicts of interest, prevention of unfair competition, confidentiality and data protection, insider trading, diversity and equal opportunity, fair labor practices, health, safety, and environmental standards, and social responsibility. A secure and transparent communication channel is provided via etikkurulu@ccnholding.com to enable employees to report potential ethical violations or concerns.

The Ethics Committee of CCN Holding is the decision-making body responsible for assessing violations within the framework of transparency and fairness and for determining appropriate sanctions. While the Ethics Committee Operating Procedure defines the principles governing the functioning of the committees, the Disciplinary Committee analyzes the root causes of violations through the investigations it conducts and, together with the Board of Directors, develops the necessary strategies to prevent similar cases.

Risk
Management

CCN Holding effectively manages situations that may positively or negatively impact the organization by identifying the risks and opportunities it may encounter in achieving its objectives. As a result, risks are identified at an early stage, and potential impacts are minimized through the implementation of appropriate measures.

Established in line with corporate governance principles, the Risk Committee focuses on early risk identification and actively assesses financial, operational, strategic, and reputational risks. Within this scope, social and environmental factors are also integrated into the risk management process.

Within internal audit and control activities, the likelihood of identified risks materializing and their potential impacts are analyzed jointly. In parallel, risks and opportunities associated with material priority topics are periodically reviewed as part of sustainability management efforts. The findings are reported to the Board of Directors, thereby contributing to strategic decision-making processes.

Internal Control and Audit

CCN Holding implements robust internal control and audit mechanisms to ensure that its business processes are conducted in a structured, effective, and reliable manner. Internal control processes consist of elements such as defining authorization and approval mechanisms, designing and testing operational processes, and monitoring and reporting performance. These processes aim to ensure the proper functioning of workflows and the early identification and management of potential risks.

Internal audit activities aim to measure, evaluate, and enhance the effectiveness of risk management, control, and governance processes. The Internal Audit Department provides assurance and advisory services to the organization through its independent and objective approach, supporting the improvement of operations, value creation, and the accuracy of financial data through risk-focused and effective practices.

All internal audit activities are carried out in accordance with the International Standards for the Professional Practice of Internal Auditing. The audit team holds professionally recognized certifications with national and international validity, including Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Fraud Examiner (CFE), and Certified Public Accountant (CPA – Türkiye equivalent: SMMM).

Sustainable
Approach

Sustainability
Management/Governance

Within CCN Holding, sustainability is regarded not only as a management instrument but as a strategic approach to be embedded across all business processes. Across the operation fields of construction, healthcare, services, education, and technology, the management of environmental and social impacts, the continuation of decision-making processes aligned with corporate values and ethical principles, and contributing to the United Nations Sustainable Development Goals (SDGs) are recognized as core priorities. In this context, a structured, corporate-level governance model has been established to ensure that sustainability initiatives are managed through an effective, systematic, and participatory structure.

Sustainability activities across the Holding are carried out under the oversight of the Board of Directors through the Corporate Communications and Sustainability Coordination function of CCN Holding. Furthermore, each subsidiary has two sustainability representatives, whose activities are coordinated by the Corporate

Communications and Sustainability Coordination function. Through sustainability representatives appointed within the subsidiaries, strong coordination is ensured between the central structure and local practices, thereby supporting the organization-wide integration of the sustainability approach. Furthermore, central support functions such as Human Resources, Audit, Procurement, Finance and Accounting, Legal, Business Development, and Process Management have been incorporated into the Holding's sustainability efforts.

The Chair of the Sustainability Committee, positioned as the sustainability body of the Board of Directors, reviews the organization's strategies, policies, and targets, as well as its roadmaps and related risks and opportunities, in line with defined priorities. Furthermore, the Committee conducts 4 meetings per year to monitor performance in line with established targets and to report the outcomes to the Board of Directors. At the same time, it leads the approval processes for sustainability-related budgets and reporting activities, while representing the Holding at both national and international levels.

CCN Holding has established working groups specialized in various thematic areas, operating under the Corporate Communications and Sustainability Coordinator, with the aim of enhancing the effectiveness of its governance structure. These groups operate across a wide range of areas from environment and occupational health and safety (OHS) to energy management, digitalization and innovation, and sustainability communication and reporting, and contribute on an annual basis to

data collection, analysis, consolidation, and reporting processes. The activities of the working groups are monitored and further developed by the Corporate Communications and Sustainability Coordination unit. Accordingly, actions to enhance performance are planned, and relevant training and awareness-raising activities are coordinated. Meeting with the working groups four times a year, the Corporate Communications and Sustainability Coordinator monitors the key performance indicators (KPIs) defined for the working groups and works in coordination with the Sustainability Communication and Reporting Working Group to consolidate annual data and integrate it into the sustainability report.

Ayşe Günseli ÇEÇEN
Chairperson of the Committee

Elif ÇEÇEN
Committee Member

Dilara SÜRGÜ
Committee Member

Berfin ÇEÇEN ŞENOL
Committee Member

Aslı Dilek YENCİLEK
Committee Member
Audit and Risk Management

Azer HAVLİOĞLU
Committee Member
Ethics and Compliance

Sezin ÇIĞIN
Committee Representative

Sadi TAYLAN
Committee Member
Leader of the Environmental Impact Working Group

İsmail DOKUR
Committee Member
Leader of the Governance and Economic Impact Working Group

Pınar AKBULUT
Committee Member
Leader of the Social Impact Working Group

Sustainability
Policy

CCN Holding's Sustainability Policy has been shaped around its corporate values, core operating principles, and ethical framework, establishing a structure that enables the management of environmental, social, governance, and economic performance in alignment with global goals. Sustainability is embraced not merely as a goal, but as a foundational approach underpinning all activities.

CCN Holding addresses its environmental, social, governance, and economic responsibilities through a holistic approach under its updated Sustainability Policy, shaping the future starting today. CCN Holding has structured its Sustainability Policy around three core focus areas that guide its sustainability approach.

Environmental Sustainability

CCN Holding adopts an approach that respects natural cycles, uses resources efficiently, and plays an active role in addressing the climate crisis. Across all its activities, it measures and reduces its environmental impacts and develops systems that are aligned with nature. Key priorities include reducing the carbon footprint, implementing circular economy principles, and protecting biodiversity.

Social Sustainability

CCN Holding values people, labor, and diversity. A fair, inclusive, and trust-based structure is built together with employees, stakeholders, and the communities involved. Gender equality, human rights, occupational health and safety, and projects that enhance quality of life constitute the key pillars of the social sustainability approach.
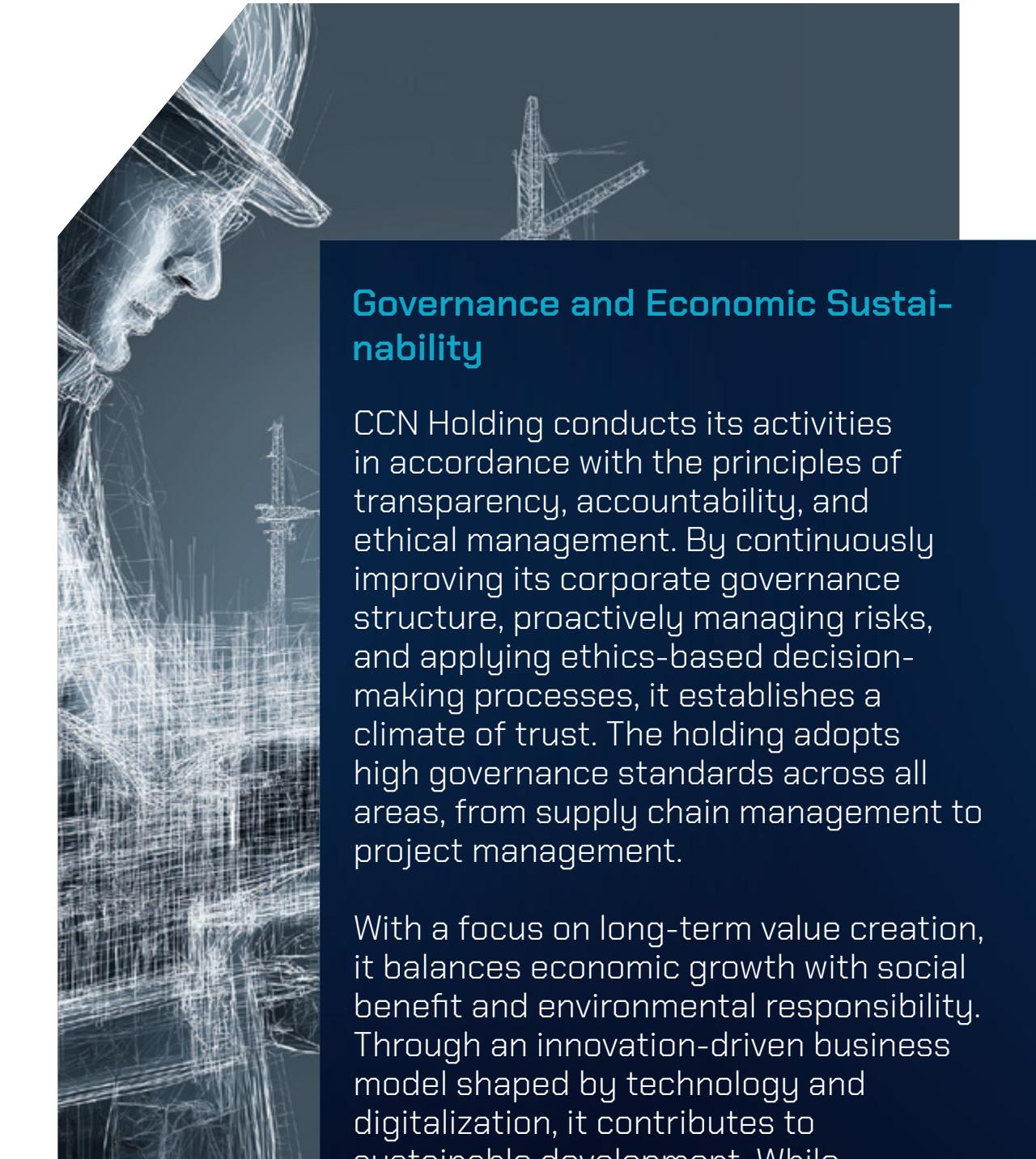
Governance and Economic Sustainability

CCN Holding conducts its activities in accordance with the principles of transparency, accountability, and ethical management. By continuously improving its corporate governance structure, proactively managing risks, and applying ethics-based decision-making processes, it establishes a climate of trust. The holding adopts high governance standards across all areas, from supply chain management to project management.

With a focus on long-term value creation, it balances economic growth with social benefit and environmental responsibility. Through an innovation-driven business model shaped by technology and digitalization, it contributes to sustainable development. While safeguarding financial resilience, it works to build a fair, sustainable, and inclusive economy across all stages of operations.

The Sustainability Policy provides a guiding framework across the organization in line with the defined focus areas and steers decision-making processes, operational practices, and stakeholder relations. The committed principles and targets under the Policy are integrated across all business units, making sustainable value creation an integral part of the corporate culture.

Material Sustainability
of Topics

In 2023, a comprehensive materiality analysis was conducted to effectively guide corporate sustainability strategies and to identify materiality issues capable of addressing stakeholder expectations.

Through this study, the key issues affecting the Holding's sustainability-focused performance were identified, and these issues were linked to the United Nations Sustainable Development Goals (SDGs) to establish a holistic framework.

Within the survey-based process, the Holding's internal and external stakeholders were first identified; the surveys were then shared with stakeholder groups including senior management, employees, business partners, suppliers, financial institutions, academic institutions, and civil society representatives. Through a multi-dimensional assessment survey conducted with stakeholders, the current level of importance and the future strategic relevance of predefined sustainability topics were evaluated. As a result, stakeholder priority perceptions regarding sustainability were systematically evaluated, and a materialization matrix was established using the findings of the assessment.
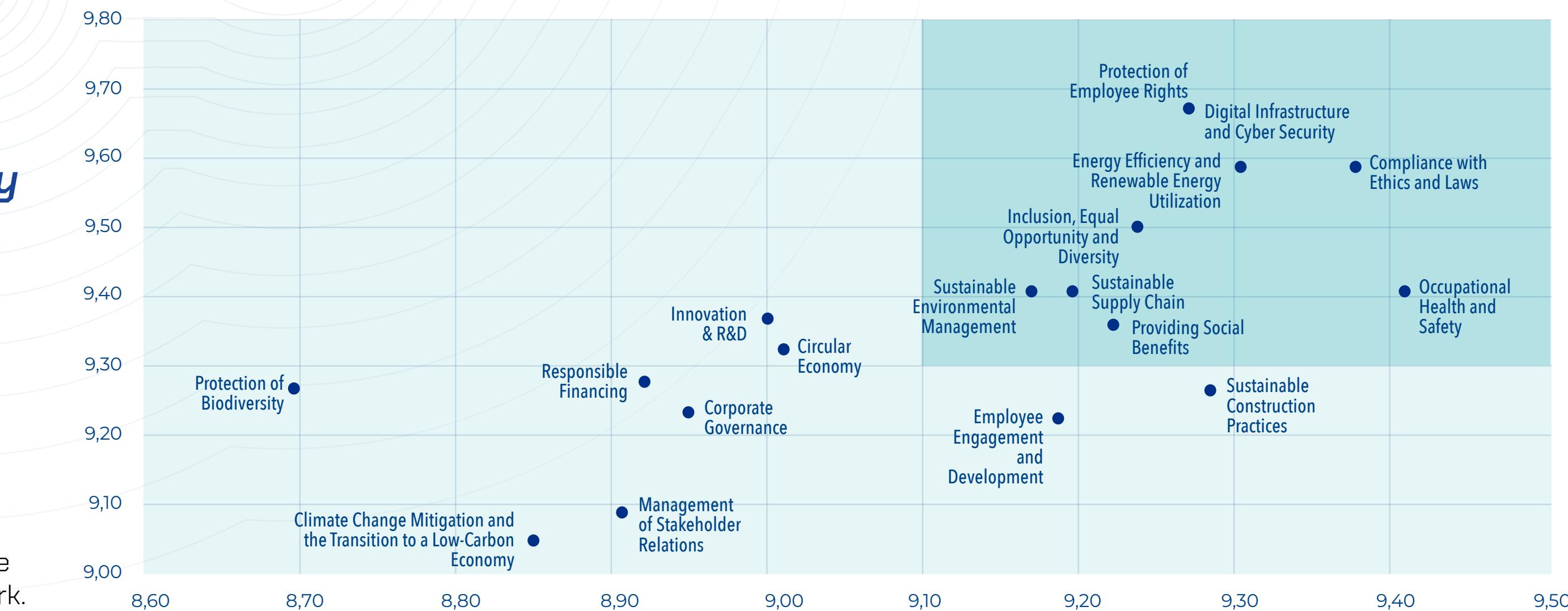
CCN Holding's highest materiality topics are as follows:

- Occupational Health and Safety
- Compliance with Ethics and Laws
- Protection of Employee Rights
- Providing Social Benefits
- Inclusion, Equal Opportunity and Diversity
- Sustainable Environmental Management
- Digital Infrastructure and Cyber Security
- Sustainable Supply Chain
- Energy Efficiency and Renewable Energy Utilization

Material Sustainability
of Topics

Different subsidiaries of the Holding have defined their own material sustainability topics specific to their operational fields and classified these topics under the relevant categories. In this way, the environmental, social, and economic sustainability impacts of each company were assessed individually, contributing to the achievement of strategic alignment across the organization.

Company	Materiality Topic	Category
CCN Construction	Energy Efficiency and Renewable Energy Utilization	Climate Change Mitigation
	Utilization of Sustainable and Recycled Materials	Circular Economy – Waste Management
	Waste Management	Circular Economy – Waste Management
	Protection of Biodiversity	Biodiversity
	Water Saving and Management	Water Management
Ice Yacht	Alternative Fuels and Technologies	Alternative Fuels and Technologies
	Energy Efficiency and Renewable Energy	Climate Change Mitigation
	Waste Management	Circular Economy – Waste Management
	Protection of Biodiversity	Biodiversity
	Environmentally Friendly Material and Design	Circular Economy – Waste Management
CCN Service	Energy Efficiency and Carbon Footprint Reduction	Climate Change Mitigation
	Waste Management	Circular Economy
	Digital Transformation	Digital Transformation
	Employee Welfare	Employee Welfare
CCN Security	Energy Efficiency and Carbon Footprint Reduction	Climate Change Mitigation
	Waste Management	Circular Economy
	Digital Transformation	Digital Transformation
	Employee Welfare	Employee Welfare
CCN Clinic	Energy Efficiency	Climate Change Mitigation
	Waste Management and Recycling	Circular Economy – Waste Management
	Reduction of Water Consumption	Water Management
	Reducing the Use of Chemicals	Chemical Management

Company	Materiality Topic	Category
CCN Technic	Energy and Resource Efficiency	Climate Change Mitigation
	Waste Management	Circular Economy – Waste Management
	Sustainable Supply Chain	Sustainable Supply Chain
CCN Tourism	Protection of Biodiversity	Biodiversity
	Waste Management	Circular Economy – Waste Management
	Carbon Footprint	Climate Change Mitigation
	Economic Sustainability	Economic Sustainability
	Regional Prosperity	Relations with Stakeholders
	Employee Welfare	Employee Welfare
CCN Health	Energy Efficiency	Climate Change Mitigation
	Waste Management and Recycling	Circular Economy – Waste Management
	Reduction of Water Consumption	Water Management
CCN Education	Inclusiveness and Equality	Relations with Stakeholders
	Sustainable Development Education	Relations with Stakeholders
	Renewable Energy Practices	Climate Change Mitigation
	Water Saving	Water Management
Infera	Reducing Carbon Footprint	Climate Change Mitigation
	Sustainable Product Design	Sustainable Products and Services
	Waste Management	Circular Economy – Waste Management

The materiality analysis conducted enabled the Holding to ground its sustainability strategies on scientific foundations and align them with its corporate objectives. By identifying priorities specific to the operational areas of the Group companies, the sustainability approach has evolved into a holistic and strategic structure across the entire organization, rather than being limited to the corporate center. This approach not only supports the goal of creating sustainable value for the future, but also enables effective and transparent responses to stakeholder expectations.

Sustainable Development Goals (SDGs) Mapping

Compliance with Ethics and Laws
4 QUALITY EDUCATION · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Digital Infrastructure and Cyber Security
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES

Protection of Employee Rights
3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES

Sustainable Environmental Management
6 CLEAN WATER AND SANITATION · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 14 LIFE BELOW WATER · 15 LIFE ON LAND

Energy Efficiency and Renewable Energy Utilization
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION

Occupational Health and Safety
3 GOOD HEALTH AND WELL-BEING · 8 DECENT WORK AND ECONOMIC GROWTH · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Providing Social Benefits
4 QUALITY EDUCATION · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Inclusion, Equal Opportunity and Diversity
5 GENDER EQUALITY · 10 REDUCED INEQUALITIES

Sustainable Supply Chain
8 DECENT WORK AND ECONOMIC GROWTH · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Sustainability
Targets

To ensure the systematic management of the corporate sustainability approach, targets have been classified across three main time horizons. In this framework, short-term targets refer to actions to be realized within 1 year, medium-term targets to actions planned for the 1–5 year period, and long-term targets to actions envisaged for the 5–10 year horizon. Through this classification, both quick wins aimed at operational improvements and medium- and long-term transformation steps aligned with the corporate strategy are addressed within a holistic framework; the relevant performance indicators are monitored periodically and reported transparently.

CCN Holding

• Increasing the number of female employees to achieve a 50% female workforce ratio in the medium and long term
• Implementation of afforestation activities involving 20,000 trees annually in the medium term and 15,000 trees annually in the long term, as part of carbon offset initiatives
• Developing 5 projects per year in the medium term and 10 projects per year in the long term aimed at reducing greenhouse gas emissions
• Developing 4 projects per year in the medium term and 6 projects per year in the long term aimed at reducing water consumption
• Exploration of storage and solar water heating systems within the scope of water use, along with capacity increases in existing systems, within the medium term
•Implementation of a rainwater harvesting project in the long term
• Increasing the satisfaction rate of hospital visitors with parking, catering, and cleaning services to 94% in the medium term and 95% in the long term, within the scope of the "Hospitals of the Future" vision
• Reducing the accident severity rate related to lost workdays to 0.7 in the medium term and 0.65 in the long term
• Increasing the number of supplier visits to 150 annually in the medium term and 175 annually in the long term
• Ensuring the effective operation of the Sustainability Committee, making targets measurable and trackable, and achieving 100% completion of the stakeholder communication plan in the short term

CCN Construction

• Achieving 100% integration of Build IT into subcontractor and contractor processes in the short term
• Ensuring the effective use of the e-Tendering program across main contractor and supplier packages in the short term
• Achieving a 95% participation rate within the scope of the training and development calendar in the short term
• Increasing the employee engagement score at or above 80% in the short term
• Initiating the design and construction works of one construction project in line with NZEP/LEED/ BREEAM standards
• Ensuring the employment of young and newly graduated personnel and increasing the number of female employees within the scope of social responsibility
• Establishing a digital, data-driven tracking system for waste management and enabling the comparability of waste generation processes on a site- and asset-based level
• Ensuring the recycling of construction waste
• Providing training to construction project managers to enhance their management competencies in the field of occupational health and safety
• Implementing at least one initiative aimed at improving the well-being conditions of employees working on projects

CCN

Sustainability
Targets

CCN Technic

• Conducting existing emissions calculations at Ankara and Mersin City Hospitals and, based on these calculations, achieving a 1% emission reduction in the short term

> Actualization: In 2024, emissions in Ankara decreased to 57,684.82 tCO_2e (3% reduction), while emissions in Mersin increased to 13,308.85 tCO_2e (18% increase). The 1% reduction target defined for the short term remains in effect for 2025.

• Ensuring 100% adoption of Wisera across newly undertaken projects

> Actualization: In 2024, the Wisera utilization rate was recorded as 87.5% Integration efforts at the IFM site are currently in progress.

• Ensuring the use of IFS version 10 across all projects for CCN Technic

> Actualization: In 2024, procedural and infrastructural preparations for the transition to IFS version 10 were initiated, and the process is ongoing.

• Achieving a 95% participation rate in the training and development calendar in the short, medium, and long term

• Maintaining the employee engagement score above 80%

> Actualization: The employee engagement score was recorded at 73% in 2024.

CCN Clinic

• Completing the required prerequisites for the Green Laboratory certification in the short term, submitting the application, and obtaining the certification in 2026
• Implementing a results/approval support system in at least one unit within Laboratory Services in the short term
• Enabling the monitoring of logistics processes via Wisera in the short term
• Digitizing the specimen workflow stages in the Pathology Laboratory in the short term
• Achieving a 95% participation rate within the scope of the training and development calendar
• Implementing at least one sustainability project in the medium term
• Maintaining the employee engagement score above 80% in the short, medium, and long term

CCN Health

• Reducing overall energy consumption by 15% in the medium term and 20% in the long term for Ankara and Mersin City Hospitals

• Conducting wastewater analyses four times per year in the short term to test and ensure compliance with legal limits, within the scope of Connection Quality Control Permit.

> Actualization: Wastewater analyses were conducted in 2024.

Sustainability
Targets

CCN Health– Mersin

• Providing feedback on Wisera's areas of use four times per year to contribute to system development processes

Actualization: Wisera feedback was provided four times in 2024.

• Ensuring that 75% of relevant personnel use the system in the short term within the scope of Wisera's operational audit and task tracking

Actualization: Wisera's usage rate target was achieved in 2024.

• Ensuring that official correspondence processes are tracked through Wisera and completed at a rate of 75% in the short term

Actualization: Wisera's usage rate target was achieved in 2024.

• Achieving a 95% participation rate in the training and development calendar in the short, medium, and long term

• Maintaining the employee engagement score above 80% in the short, medium, and long term

CCN Health – Ankara

• Ensuring that 80% of CCN Ankara Healthcare personnel use Wisera in the short term

• Achieving a 95% participation rate in the training and development calendar in the short term

Actualization: In 2024, the training participation rate reached 98%.

• Maintaining the employee engagement score to above 80% in the short term

CCN Service

• Replacing 10% of existing companies in the supply chain with sustainable supplier companies in the short term

• Reducing occupational accidents arising from the improper segregation of waste at source within the scope of the Medical Waste Management Regulation

• Providing training to all personnel in the short term on improperly segregated waste at the source within the scope of the Medical Waste Management Regulation

Actualization: The trainings were completed at a rate of 100% in 2024.

• Achieving a 95% participation rate in the training and development calendar in the short term

Actualization: In 2024, the training participation rate reached 98%.

Sustainability
Targets

CCN Education

• Increasing the parent satisfaction rate at TED İzmir Koleji to 75% in the short term

• Increasing parent satisfaction in the medium term to exceed the TED Okulları overall average of 75.3%

• Increasing the university placement rate to above 90% in the short term

Actualization: The university placement rate was recorded at 88.76% in 2024.

• Improving school awareness to a 100% positive level in the short term

• Implementing at least one sustainability project in the short term

Actualization: The sustainability project achieved its relevant target in 2024.

CCN Security

• Increasing the proportion of female employees to 18% in the short term, 19% in the medium term, and 20% in the long term.

Actualization: The proportion of female employees was recorded at 13% in 2024.

• Launching the Remote Monitoring Center in the short term and achieving 100% operational capacity in the medium to long term

• Ensuring that 80% of projects use the Wisera system in the short, medium, and long term.

• Achieving project targets of 20 in the first quarter, 8 in the second quarter, and 5 in the third quarter

• Achieving a 95% participation rate in the training and development calendar in the short, medium, and long term

Actualization: In 2024, the training participation rate reached 100%.

• Developing at least one sustainability project on an annual basis

• Maintaining the employee engagement score above 80% in the short, medium, and long term

Actualization: The employee engagement score was recorded at 95% in 2024.

Infera

• Maintaining the voluntary turnover rate for white-collar employees at 9% in the short term and below 10% in the medium and long term

Actualization: It was recorded at 10% in 2024.

• Ensuring 95% participation in the short term and 99% participation in the medium and long term within the scope of the training and development calendar

• Completing R&D activities for software capable of measuring the carbon footprint in the short term and commercializing it in the medium to long term

CCN

Environmental
Sustainability

Combating
Climate Change

Believing that combating climate change is not only an environmental responsibility but also a fundamental component of long-term corporate resilience and sustainable development, CCN Holding acts with this awareness and adopts a strategic and effective approach to addressing the climate crisis.

It is anticipated that climate change will make access to essential resources, particularly food and water, more challenging, thereby increasing security needs by triggering social unrest, migration movements, and resource-based conflicts. In parallel with the diversification and deepening of security risks, demand for CCN Holding's services and solution-oriented projects across its relevant sectors is expected to increase in the coming period. In this context, CCN Holding aims to address climate-related risks from a holistic perspective and to shape its service and investment strategies in alignment with these dynamics.

Within the scope of corporate risk analyses, the potential impacts of greenhouse gas emissions, particularly those arising from energy and fossil fuel consumption, are being assessed in terms of both environmental effects and implications for regulatory compliance and costs. In this framework, processes with the potential to contribute to climate change have been identified, and improvement opportunities have been defined in areas such as emissions reduction, energy efficiency, and the use of alternative resources. The assessment results have been integrated into both operational planning and long-term sustainability strategies.

As part of the initiatives implemented at Ankara City Hospital and Mersin City Hospital, greenhouse gas emissions are regularly quantified, annually verified by authorized accredited organizations, and reported to the Ministry of Environment, Urbanization and Climate Change. At the same time, fossil fuel consumption is continuously monitored and analyzed, and projects aimed at improving energy efficiency are being developed. These projects aim to reduce fossil fuel consumption in hospitals and to establish a more sustainable energy management framework.

CCN Technic and CCN Infrastructure contribute to the creation of new business areas through their efforts to develop alternatives to limited natural resources and to mitigate climate change. These efforts are supported by comprehensive risk assessment processes conducted across all companies within CCN Holding, with a focus on key environmental elements such as human health, soil, air, and water.

Scope		Unit	2022	2023	2024
CCN Construction	Scope 1	tCO$_{2eş}$	-	-	-
	Scope 2	tCO$_{2eş}$	-	10.29	508.47
CCN Health: Ankara City Hospital	Scope 1	tCO$_{2eş}$	63,238.95	59,488.81	57,742.64
	Scope 2	tCO$_{2eş}$	30,926.19	32,630.32	29,664.26
CCN Health: Mersin City Hospital	Scope 1	tCO$_{2eş}$	13,188.94	11,232.61	13,348.25
	Scope 2	tCO$_{2eş}$	23,737.50	25,696.83	31,528.41
CCN Education: TED Izmir College	Scope 1	tCO$_{2eş}$	63.76	60.98	46.65
	Scope 2	tCO$_{2eş}$	424.49	263.17	164.02

Scope 1 and Scope 2 greenhouse gas emissions are regularly calculated, and activities related to the monitoring and reporting of Scope 3 emissions are currently in the planning and preparatory phase. In 2024, Ankara City Hospital recorded a 2.94% reduction in Scope 1 emissions and a 9.09% reduction in Scope 2 emissions compared to the previous year.

Energy, Waste and Water Management

Embracing environmental sustainability as a core value across all areas of operation, CCN Holding views environmental management not merely as a legal obligation but as an integral part of corporate responsibility and its long-term vision for success.

Within this scope, CCN Holding integrates environmentally responsible practices into its operational processes as an inseparable component and aims for continuous improvement through the systematic monitoring of environmental impacts.

Prioritizing quality, environmental protection, and occupational health and safety in its operations, CCN Holding shapes all of its objectives in line with the principle of "People and the Environment First." Within CCN Health, operating under the Holding, all areas in which service delivery and manufacturing processes are carried out are managed with a strong sense of corporate responsibility.

Environmental management practices are implemented in line with nationally and internationally accepted standards. All companies under the CCN Holding umbrella hold ISO 14001 Environmental Management System certification, and in line with this framework, environmental impacts and legal obligations are regularly assessed and monitored across all serviced sites.

CCN Holding's core principles regarding environmental matters are as follows:

• Identifying corporate occupational health and safety (OHS) and environmental risks, reducing these risks, and developing an opportunity-focused approach,

• Ensuring full compliance with all legal obligations, including environmental and occupational health and safety (OHS) legislation,

• Carrying out operations without causing environmental pollution and preserving a livable environment for future generations through the efficient use of natural resources,

• Ensuring that waste generated as a result of operations is disposed of using environmentally responsible and cost-effective methods,

• Maintaining sustainable environmental management within the framework of defined methods and processes,

• Raising awareness among all stakeholders on quality, environmental, and occupational health and safety (OHS) matters, and ensuring their active participation in the process,

Energy, Waste and
Water Management

As part of its commitment to efficient resource use and social responsibility, CCN Holding contributes to the prevention of food waste by periodically delivering surplus meals from its cafeteria to the Urla Animal Shelter. Furthermore, a beach clean-up activity was carried out along the Urla coastline with student participation to raise environmental awareness. Through these activities, CCN Holding aims to encourage the development of sustainable living habits among younger generations while also contributing to increased social awareness.

To reduce transportation-related carbon emissions and promote sustainable mobility practices, CCN Holding implemented various initiatives. Within this scope, in order to limit the use of private vehicles and increase the shift toward public transportation, employee shuttle service coverage was expanded, making the service accessible to a larger number of employees. Furthermore, hybrid vehicles with lower environmental impact were prioritized in the fleet, thereby targeting lower fossil fuel consumption and enhanced energy efficiency.

Global Schools Program

TED İzmir College became a participant in the Global Schools Program, an initiative led by the United Nations Sustainable Development Solutions Network, as of January 2023. This program supports UNESCO's Global Action Programme on Education for Sustainable Development (ESD) and aims to equip students with the knowledge, skills, and values needed to advance sustainable development. As a member of this global community, TED İzmir College has committed to contributing to the United Nations Sustainable Development Goals and to carrying out various educational and awareness-raising initiatives to prepare its students for a sustainable future.

Energy, Waste and Water Management

Some examples of CCN Holding's good practices in environmental management are presented below:

The "Forest School" program implemented at TED İzmir College is a student-centered learning model that is becoming increasingly widespread globally and has been integrated into the curriculum for the first time in Türkiye. Within the scope of this program, students acquire essential life skills in a nature-immersed setting, learning to meet their needs in natural environments, develop environmental awareness, and adapt to natural conditions. Students prepare materials suitable for forest life using their own resources, while gaining the opportunity to directly observe and experience plant life, animals, and natural habitats in their natural setting.
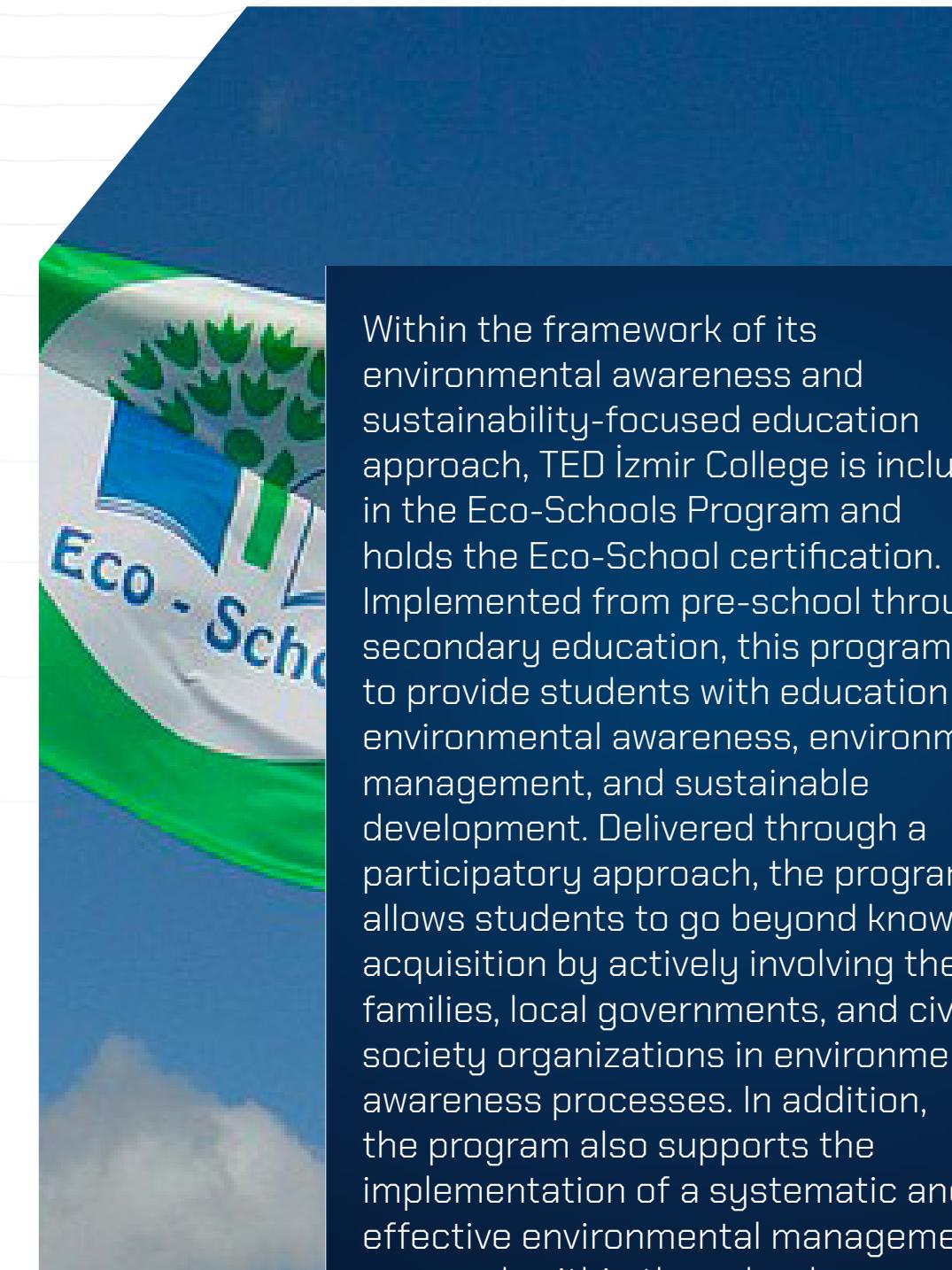
Within the framework of its environmental awareness and sustainability-focused education approach, TED İzmir College is included in the Eco-Schools Program and holds the Eco-School certification. Implemented from pre-school through secondary education, this program aims to provide students with education on environmental awareness, environmental management, and sustainable development. Delivered through a participatory approach, the program allows students to go beyond knowledge acquisition by actively involving their families, local governments, and civil society organizations in environmental awareness processes. In addition, the program also supports the implementation of a systematic and effective environmental management approach within the school.
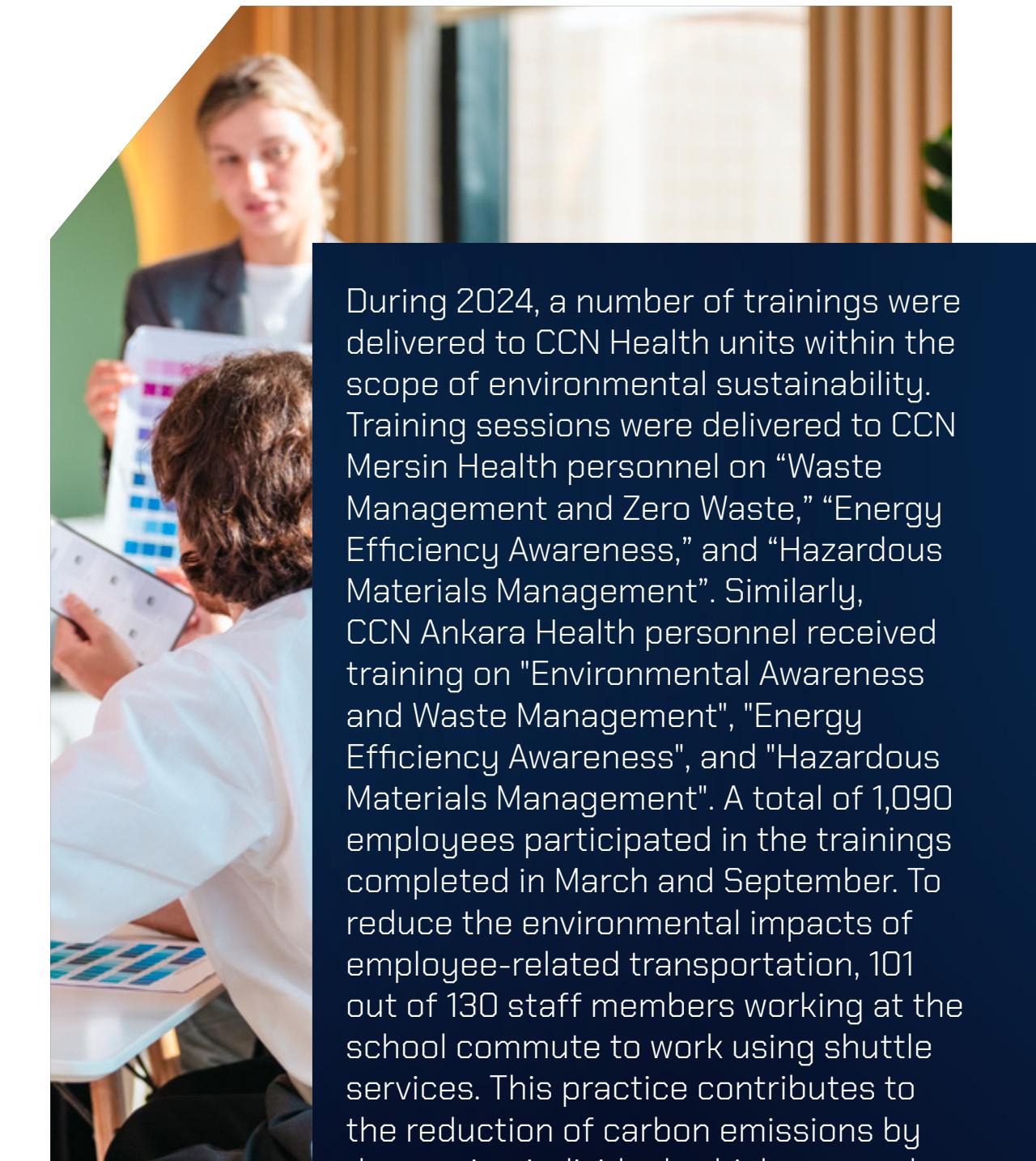
During 2024, a number of trainings were delivered to CCN Health units within the scope of environmental sustainability. Training sessions were delivered to CCN Mersin Health personnel on "Waste Management and Zero Waste," "Energy Efficiency Awareness," and "Hazardous Materials Management". Similarly, CCN Ankara Health personnel received training on "Environmental Awareness and Waste Management", "Energy Efficiency Awareness", and "Hazardous Materials Management". A total of 1,090 employees participated in the trainings completed in March and September. To reduce the environmental impacts of employee-related transportation, 101 out of 130 staff members working at the school commute to work using shuttle services. This practice contributes to the reduction of carbon emissions by decreasing individual vehicle use and supports environmental sustainability through collective transportation solutions.

Furthermore, in line with principles of sustainable construction and environmental responsibility, CCN Holding continues its efforts to obtain Green Lab Certification for areas where laboratory services are delivered. In this regard, the establishment of the necessary infrastructure for certification has been defined as a company target for 2025, with the relevant processes progressing in a structured and planned manner. This target serves as an indicator of CCN Holding's commitment to environmentally friendly construction and facility practices.

Energy Efficiency and Renewable Energy

By systematically managing energy use across all areas of operation, CCN Holding aims to enhance resource efficiency, reduce environmental impacts, and ensure long-term operational sustainability.

Within this scope, CCN Holding adopts a comprehensive approach through the monitoring of energy performance, the use of renewable energy technologies, and the implementation of energy management systems.

Through its energy management practices, CCN Holding is taking significant steps to enhance energy efficiency and expand the use of renewable energy.

Within the scope of the KABEV Projects, equipment with low energy-efficiency was replaced with modern systems, solar power plant (SPP) installations were implemented, and ISO 50001 Energy Management System (EnMS) certification processes were conducted for the relevant operations.

Renewable energy (solar power) systems were installed at TED İzmir College, TED Kocaeli College, IC Hotels Santai, and IC Hotels Airport.

The ISO 50001 Energy Management System (EnMS) certification processes were successfully finalized for Ankara City Hospital and IC Hotels Green Palace.

Annual energy efficiency targets are defined for Ankara City Hospital and Mersin City Hospital, and energy consumption is reduced through improvement actions aligned with these targets.

Energy Efficiency
and Renewable Energy

CCN Holding integrates its strategic initiatives aimed at reducing energy consumption across all construction sites and operational activities.

Within this scope, use of high energy-efficiency equipment is prioritized, while the renewal of fan and motor systems, transitions to heat pump applications, the installation of heat recovery systems, the deployment of air- and water-cooled chiller systems, and the expansion of building façade insulation practices are being implemented. In addition, renewable energy investments are planned across all ongoing projects, and smart building automation systems are deployed in a manner that supports energy management in the most efficient way. Across all operations, regular building audits are conducted in line with legal requirements, and energy performance is systematically monitored through the ISO 50001 Energy Management System.

Energy Consumption (GJ)

MN Education	4,831.64
CCN Infrastructure & Construction Inc.	3,839.42

0   1,000   2,000   3,000   4,000   5,000   6,000

Energy Consumption (GJ)

CCN Ankara Health	1,531,447.43
CCN Mersin Health	495,719

0   500,000   1,000,000   1,500,000   2,000,000
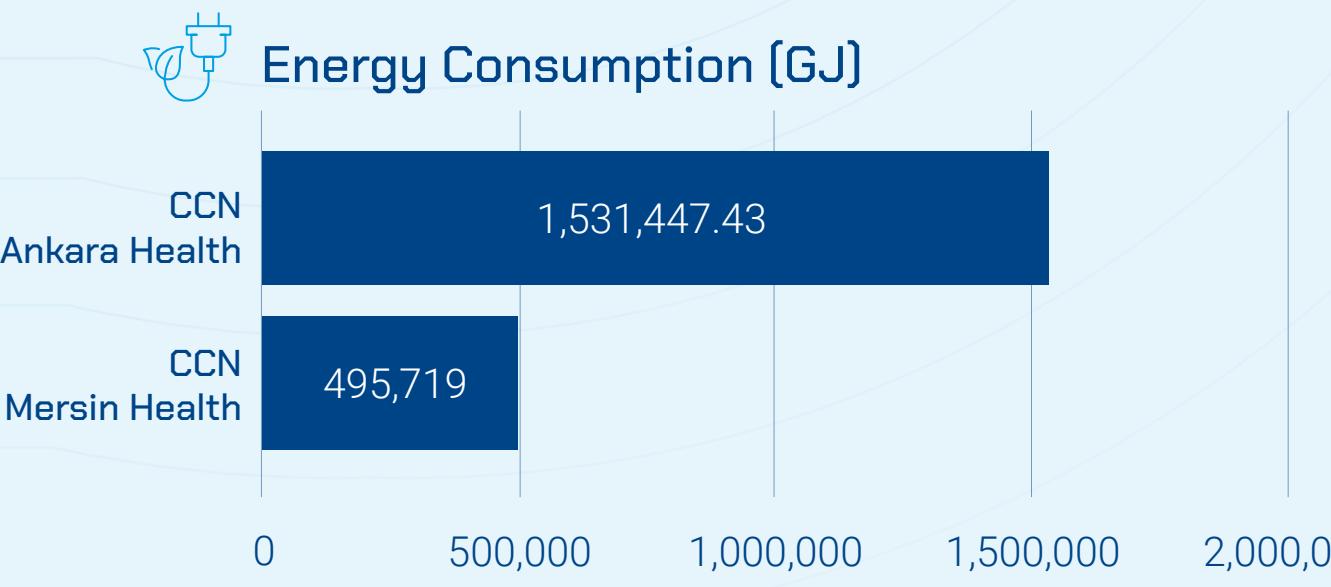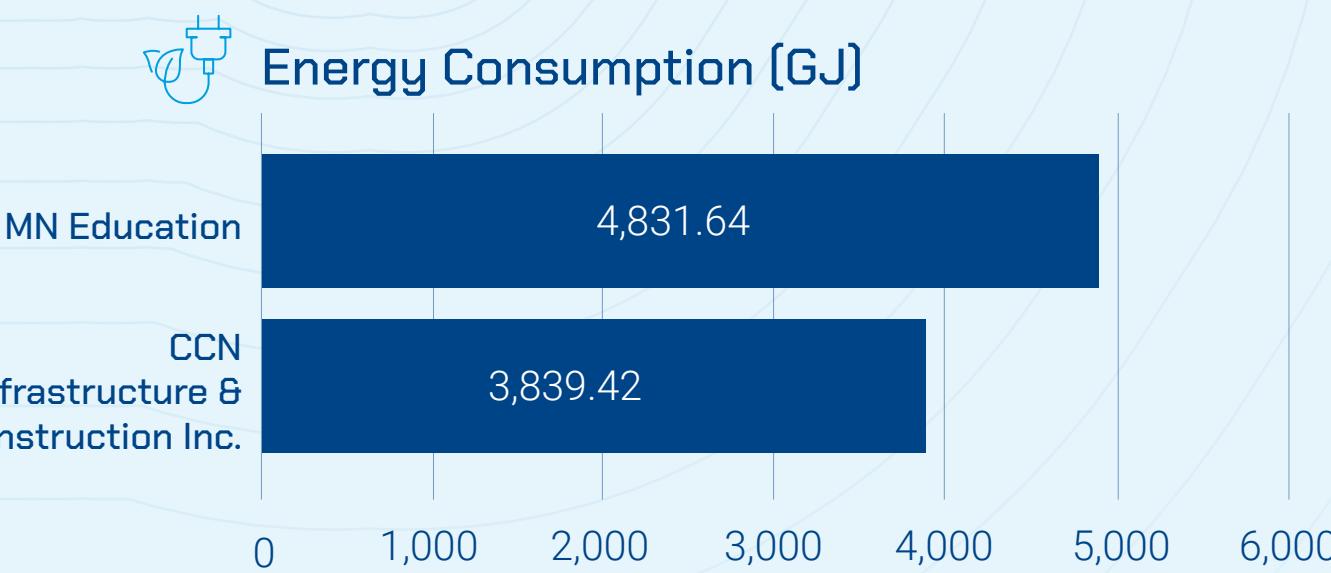
As part of assessing the impacts of climate change on corporate operations, a risk assessment was carried out focusing on the efficient use of supplied energy and utilized fuels, including natural gas and diesel. This assessment covers the identification and management of potential risks related to improving energy efficiency and reducing greenhouse gas emissions.

To reduce energy consumption, warning labels were placed, particularly in wet areas, to increase awareness of energy-saving practices. This practice aims to positively influence user behavior while supporting energy efficiency. Also, periodic energy efficiency awareness trainings are provided to all employees, with the aim of increasing awareness levels and fostering sustainable energy use habits.

Energy Efficiency
and Renewable Energy

During 2024, a range of applications focused on expanding renewable energy utilization were put into practice within CCN Health projects. Ankara Bilkent City Hospital generates 43,881 kW of heating energy from renewable sources. At Mersin City Training and Research Hospital, solar energy systems generate 22.5 kW of electrical energy and 606 kW of heating energy.

The Gerota Hospital Project, currently under construction in Romania, is among high energy-efficiency buildings and has been designed in compliance with NZEB criteria. Within this scope, the project aims to meet the environmental standards defined for sustainable constructions.

Waste
Management

Within the scope of waste management, CCN Holding positions the efficient use of resources, the minimization of waste generation, and the segregation and recovery of waste at source among its material objectives. Pursuant to the Quality, Health, Safety, and Environment Policy, CCN Holding ensures disposal of operational waste through environmentally responsible and economically efficient methods.

Across all facilities and projects within CCN Holding, waste management processes are carried out in line with the CCN Environmental Management Procedure and the Waste Management Plan. Generated waste is weighed at the source with calibrated precision scales and is classified and documented in line with applicable waste categories and codes. These data are integrated into the hospital information management system and monitored on a regular basis, and annual waste declarations are periodically submitted based on the information obtained. This practice enables the management of waste through an effective and traceable system.

Within this scope, the necessary infrastructure systems supporting waste collection, segregation, and diversion to recycling were implemented at Ankara City Hospital and Mersin City Hospital. To ensure the effective segregation of non-hazardous waste at source, a dual collection system is implemented, and sustainable waste management is achieved through the use of recyclable and non-recyclable waste bins placed across operational areas.

Within the hospital, waste management processes are carried out in accordance with the Waste Management Instruction and the Zero Waste Management Instructions. Accordingly, personnel receive periodic awareness training, and waste is segregated at the source based on its type in compliance with applicable regulations, followed by disposal or recycling procedures.

Furthermore, short films on environmental awareness released by the Ministry of Environment, Urbanization and Climate Change are displayed on hospital television screens through a closed-circuit broadcasting system. Within the scope of the hospital's Zero Waste Certification, waste generation is systematically monitored, and the relevant data are reported monthly via the Zero Waste System.

As part of the non-hazardous waste recycling process, waste is segregated at the point of generation and delivered to licensed service providers. Due to the mixed collection of metal, glass, plastic, paper, and cardboard waste by the municipality and partner recycling companies, a dual collection system is implemented across the hospital. Under this system, non-hazardous waste is classified and managed at source through the deployment of "Recyclable" and "Non-Recyclable (Other Waste)" labeled bins across the site.

Hazardous waste is monitored through the Mobile Waste Tracking System (MoTAT), and disposal or recycling processes are carried out exclusively by generating requests to licensed companies. In addition, in line with relevant legal obligations, waste declarations are submitted annually on a periodic basis by the end of March, ensuring that processes are carried out in compliance with regulations.

Waste
Management

Good Practices:

As part of efforts to reduce electronic waste and enhance recycling, approximately 45 kg of fluorescent and electronic waste was recovered through recycling during the hazardous waste disposal process. This practice supports both the reduction of environmental impacts and the reuse of resources in line with circular economy principles. Recycling activities are carried out in compliance with applicable regulations via licensed waste management service providers.

All remaining clothing items at TED Shop were delivered to women entrepreneurs located in IC Container City as part of a joint project carried out with the IC Foundation, thereby enabling the clothing to reach students in need.

Some of the unused books at the school were donated to a village school in Mardin, thereby contributing to equal opportunity in education.

Surplus meals from the cafeteria are periodically donated to the Urla Animal Shelter, contributing both to the prevention of food waste and to the feeding of stray animals.

The litter collection activity along the Urla coastline was implemented with student participation and stands out as a significant social responsibility initiative aimed at fostering environmental awareness among younger generations.

Water Management

The protection and efficient use of water resources have become a priority area among today's global environmental challenges. Acting with this awareness, CCN Holding prioritizes the efficient and responsible use of water in all its activities. Within this scope, water consumption at Ankara Bilkent City Hospital and Mersin City Hospital is regularly monitored on a tower-by-tower basis, enabling continuous oversight of water management processes and the evaluation of improvement opportunities.

CCN Health Water Consumption Data (m³)

Year	CCN Mersin Health Mains Water Consumption	CCN Ankara Health Mains Water Consumption
2022	507,560	1,224,002
2023	515,320	1,280,079
2024	536,740	1,191,554

■ CCN Mersin Health Mains Water Consumption   ■ CCN Ankara Health Mains Water Consumption
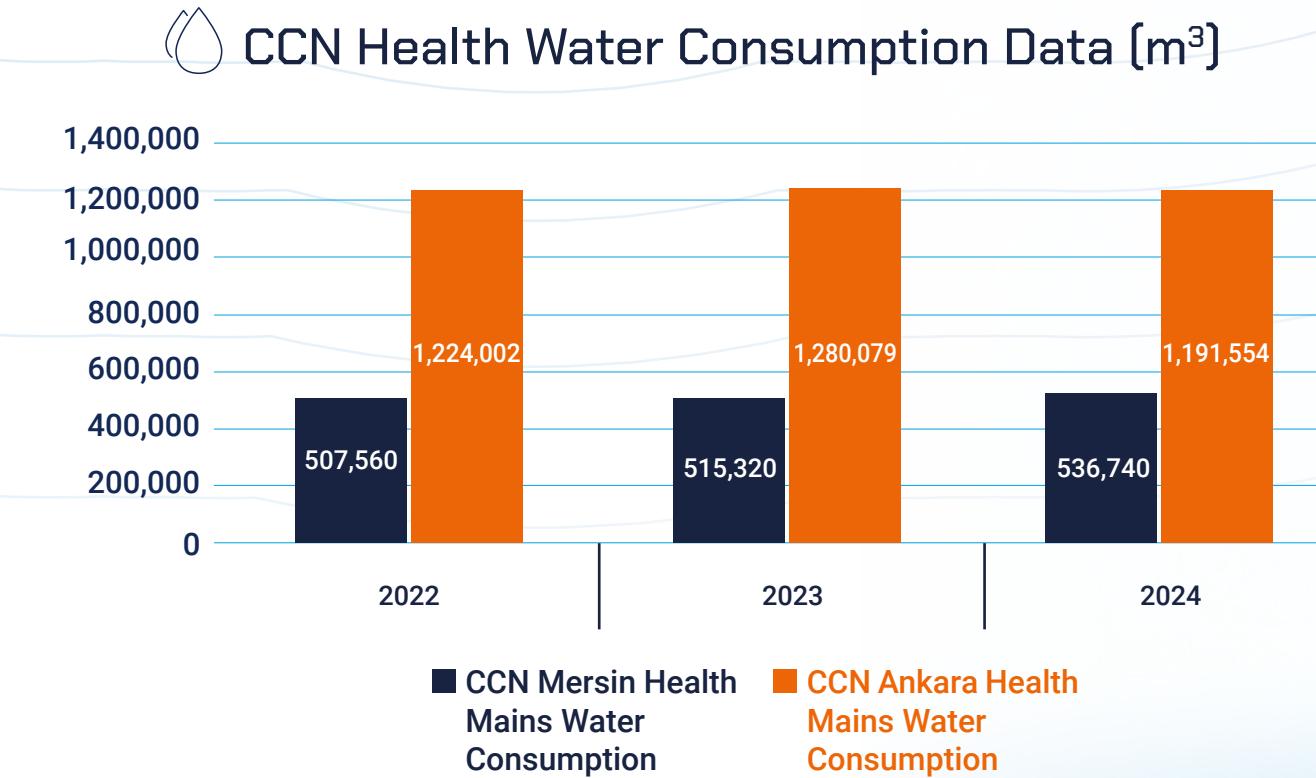
CCN Holding is implementing multiple practices to decrease water use and improve resource efficiency. Within this scope, sensor-activated faucets are preferred to support water conservation, ensuring that water flows only when needed and thereby preventing waste. Furthermore, consumption trends are analyzed through regular and systematic

monitoring of water use, and necessary improvement actions are planned accordingly. Within hospitals, water consumption is systematically tracked at the tower level, with the associated data tables being completed by the responsible units.

Water-saving methods were also adopted for landscape irrigation. Garden irrigation systems have been set to operate with timers in 15-minute intervals between 6pm and 7am. Drip irrigation systems are operated every three days in 30-minute intervals, thereby ensuring efficient water use.

In addition, significant water savings are achieved across all facilities by reducing flow rates at taps through the use of aerators. It is reported that an additional 5% savings is achieved through adjustments made to automatic irrigation systems based on weather conditions.

Within the scope of water management policies implemented across hospitals under CCN Health, adjustments were made to reduce water consumption in flushing systems, and water savings were supported by controlling flow rates at taps in common areas.

Within the scope of the Biological Load Control Report (BLCR), wastewater analyses are carried out periodically four times a year, and the results are evaluated in line with the legal limits set forth in the relevant legislation. Through this practice, the discharged wastewater is managed in a manner that prevents harm to the environment and human health, while ensuring continuous compliance with legal requirements.

Social
Sustainability

Human Resources
Approach

The primary goal of CCN Holding's Human Resources Policy is to implement practices aligned with the company's strategic objectives through a human resources (HR) system based on a "People" and "Continuous Improvement" approach. In this direction, CCN Holding aims to position itself as one of the best practice holders in the sector in the field of human resources and to rank among the most preferred organizations to work for at both national and international levels. The relevant policy is available <u>*here*</u>.

CCN Holding maintains a clear stance against child labor; no child labor is employed within the organization, and all group companies comply with and apply the Holding's related procedures. Furthermore, CCN Holding advances a zero-tolerance approach to child labor within its supply chain through supplier audits and visits.

As of 2024, CCN Holding's workforce consists entirely of full-time employees, with 80.36% in blue-collar roles, 9.86% in grey-collar roles, and 9.78% in white-collar positions.

Under the Human Resources Policy, the aim is to achieve development and implement initiatives in the following materiality areas:

Enhancing employee satisfaction through proactive human resources practices, establishing an effective, efficient, and motivated organizational structure, and strengthening company loyalty

Maximizing employees' competencies through career planning systems and cultivating leadership talent from within the organization

Providing training and development support at all levels to embed the "investment in people" approach as a corporate culture and position it as a core element of sustainable development policies

Adopting open and transparent management policies to foster a trust-based and effective communication environment within the organization

Establishing a direct link between employee development and operational objectives, thereby ensuring that employee contributions are reflected in the organization's core performance targets such as efficiency and profitability

Prioritizing the protection of all employees' material and moral rights to create a safe, fair, and supportive working environment

Providing equal opportunities to all employees in their career development in line with fair human resources policies

Enhancing both individual and team performance through continuous improvement and performance management systems, and rewarding high performance in a fair manner

Equality, Diversity and Inclusion

CCN Holding aims to foster a working environment where differences are valued and equal opportunity is fundamental, and places importance on ensuring that all employees feel they are part of an equal, fair, and inclusive structure. In this context, the corporate approach that respects diversity and encourages different perspectives is shared with the public through the Ethical Principles and Policies Guide and made accessible in a transparent manner.

All corporate policies implemented within CCN Holding apply to the Board of Directors, senior management, and employees at all levels. Within this scope, the principle of equality is one of the fundamental pillars of the company culture. Employees are obligated to report any observed violations of, or concerns regarding, ethical principles and policies; and failure to report such violations by remaining silent is deemed a matter of employee responsibility.

Remuneration practices are grounded in the principle of equality, with an "equal pay for equal work" policy in place. Compensation is determined in accordance with defined job roles, without any form of discrimination, particularly with respect to gender. Female and male employees are compensated under equal conditions, with remuneration based solely on the requirements of the position. In line with this approach, sector benchmarks, public sector pay levels, and economic indicators such as inflation are taken into consideration. Furthermore, remuneration criteria also take into account individual performance as well as contributions to social responsibility initiatives.

We are committed to the protection of human rights, and provide equal opportunities to all employees. Any form of discrimination, disrespect, or aggressive behavior is strictly prohibited. Any such behavior results in disciplinary action. The same approach applies to business partners, and compliance with human rights and the principle of equality being a fundamental condition for the sustainability of collaboration.

Diversity is a key value that strengthens CCN Holding's inclusive working environment. All characteristics that differentiate individuals, such as age, gender, race, color, marital status, religion, nationality, political opinion, disability status, or sexual orientation, are recognized as integral elements of the diversity approach. The diversity of perspectives supports innovation and enhances the quality of services delivered to the company's customers. A zero-tolerance policy is enforced against psychological harassment, mobbing, and exclusionary behavior, and the same ethical standards are expected to be adopted by business partners and suppliers.

The organization embraces a work–life balance approach that prioritizes employees' professional growth alongside their personal and family well-being. Within this scope, statutory rights such as marriage and parental leave are fully provided to all employees, and bridge days arising when public and religious holidays coincide with weekends are integrated into leave processes to ensure employees can fully benefit from these days. In support of work–life

Rate of Return after Maternity Leave(%)

Year	Rate
2022	90.6%
2023	87.5%
2024	79%

Rate of Female Employees Who Returned to Work After the End of Maternity/Parental Leave
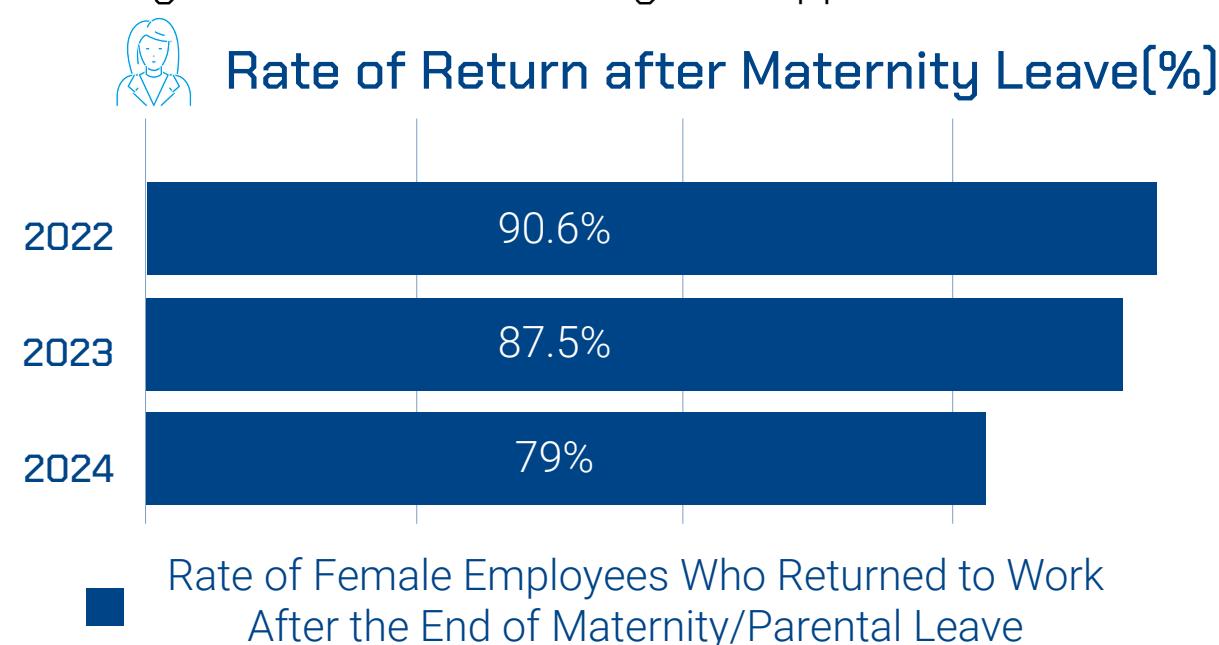
balance, collective leave arrangements have been introduced, while employee commitment has been enhanced through social responsibility–oriented activities held on special days, including birthdays and employment anniversaries. At TED İzmir College, education scholarship support is provided to employees' children based on length of service, and tuition fee s are offered at discounted rates within this framework. In line with a corporate culture that encourages not only performance but also value-creating attitudes and behaviors, more than 150 employees were recognized through the Value to CCN (CCN'ye Değer) platform.

Equality, Diversity
and Inclusion

Gender equality is a core principle of employment policies, with female employees representing 41.9% of the total workforce. Female members represent 54% of the Board of Directors. A range of practices are being put in place to promote women's employment. Female employees undertaking postgraduate and doctoral studies are provided with weekly or hourly leave to facilitate their education, while corporate discount agreements are made available for those enrolled in private universities. Furthermore, long-term internship programs targeting female high school and university candidates deliver career orientation and personal development opportunities, alongside a mentorship program connecting female university students with managers.

Rate of Employees with Disabilities (%)

Year	Rate
2022	2.16%
2023	2.2%
2024	3%

The quota for employees with disabilities is monitored on a monthly basis, while ongoing and active cooperation is sustained with İŞKUR to promote inclusive employment. Currently, there is no shortfall in the employment of persons with disabilities within the company, and work areas are designed to facilitate accessibility for individuals with disabilities without compromising quality of life. Furthermore, surveys are administered at regular intervals and structured feedback is obtained from employees with disabilities to support the development of an accessible and inclusive working environment tailored to their needs.

Talent Management and
Employee Development

CCN Holding regards employees' talents and professional competencies as a fundamental driver of long-term sustainable performance. In this context, structured initiatives are implemented to enhance the knowledge and competencies of all employees, with a particular focus on new starters and potential leaders.

Across all group companies within CCN Holding, comprehensive training programs are offered to enhance employees' professional, technical, personal development, and managerial competencies. The training programs are designed to address regulatory requirements while also fostering individual and organizational growth.

For 2024, a total training budget of TRY 796,000 was allocated under the MN Training framework, with TRY 218,000 utilized within the year. At TED İzmir College, principal trainings, Council of International Schools (CIS) accreditation trainings, Teacher-X programs, and August Seminar Period trainings were conducted. Furthermore, career development–focused Teacher-X content was customized for 50 teachers during the reporting year.

Within the body of CCN Construction, trainings on effective communication, basic sustainability, and corporate sustainability were planned and delivered through the CCN Holding central organization, resulting in no additional training costs for the relevant companies.

At Infera, training programs covering information security, ITIL, SPICE, and ISO 27001 were delivered with the objective of strengthening technical competencies.

To enhance employees' sustainability awareness, it is planned to organize a "Sustainability Awareness Training" at least once a year. In these trainings, which are specifically designed to address the profiles of white-collar and blue-collar employees, the company's sustainability vision, objectives, and ongoing initiatives are conveyed in a comprehensive manner.

CCN Holding's sustainability strategy is based on the regular monitoring of economic, environmental, and social performance, and on effectively managing change by defining strategic targets across these areas. Corporate social responsibility and environmental awareness directly influence both sustainability performance and financial success. This positive interaction highlights the strong link between corporate value and sustainability. Within this scope, performance-based targets incorporating environmental and social themes are defined for employees, thereby supporting this approach across the organization.

Performance
Management

Within CCN Holding, the performance management process is shaped by the motto "Focus on Today, Design the Future" and is carried out through the OKR (Objectives and Key Results) system. Through this system, the targets defined for employees are entered into the WOKR platform and scored in accordance with objective, system-based criteria. The performance appraisal process extends beyond quantitative measurement and is reinforced through one-on-one feedback sessions led by managers. These meetings not only encourage employee development but also help guide progress toward achieving the strategic objectives of the following year.

By focusing on the strategic management of human capital, it is aimed to establish talent management and succession planning projects within a systematic framework. Within this scope, a structured talent and succession framework for key positions is planned to be rolled out starting in 2025. The project is planned to be grounded in analyses based on employees' performance and potential assessments. Accordingly, the OKR-based performance system implemented as a key step in HR transformation is believed to lay the groundwork for future initiatives.

Within CCN Holding, human resources practices such as focus programs, buddy systems, digital onboarding processes, internal career placements, and competency-based assessment processes are systematically maintained. For positions such as tower managers, tower specialists, team leaders, and unit leaders, internal job postings, structured assessment processes, and Assessment Center (AC) practices are implemented; appointments at coordinator level and above are also carried out through these frameworks.

Promotion processes are structured in such a way as to support internal development. Employees with at least one year of service who meet the defined criteria and secure managerial approval are eligible for promotion evaluations. Promotion applications are submitted annually in April and reviewed through the formal evaluation process. Horizontal career mobility is achieved through practices such as role changes, temporary assignments, transfers, or acting appointments.

Recruitment and *Internship Process*

Recruitment processes vary according to the organizational structures and needs of the different companies within CCN Holding. For example, recruitment for the teaching staff at TED İzmir College is conducted in line with the approval of the TED General Headquarters. Teacher candidates with less than three years of experience are required to take a written examination, and where necessary, candidates are asked to deliver a sample lesson presentation. All newly hired employees complete their orientation processes through online platforms.

Orientation programs for newly hired employees are delivered through access links available both through internal systems and the company's website. In this way, employees gain comprehensive information about the corporate culture, operational processes, and responsibilities before commencing their roles.

Internship opportunities are primarily offered in departments such as Human Resources and Administrative Affairs, and priority is given to the employment of candidates who successfully complete their internship period and demonstrate a strong sense of organizational commitment. As of 2024, internship programs continue to be actively implemented across the Holding.

Furthermore, internship opportunities are provided at TED İzmir College across support units, including Human Resources and Administrative Affairs. Students who participate in internship programs and develop a strong sense of organizational commitment are given priority in post-graduation employment.

Employee Engagement
and Satisfaction

Feedback, suggestions, and complaints received from employees of CCN Holding and its group companies are regarded as a valuable resource for fostering a better working environment and enhancing organizational efficiency. With the awareness that employee satisfaction has a direct impact on engagement and productivity, an Employee Satisfaction Procedure covering all companies has been implemented under the leadership of Senior Management and the Human Resources Department.

The following initiatives were implemented in 2024 to measure and enhance employee satisfaction:

Training, Development and Motivation Opportunities	Training, career development, personal development, and motivation programs are offered to both blue-collar and white-collar employees. For example, the "Tiyatro Magistra" theater group and the reading club established within TED İzmir College enhance employees' social interaction outside of the workplace. In addition, activities such as meals organized by the social committee contribute to strengthening internal synergy and employee engagement.
Feedback Collection Method	Under the "We Listen to You" initiative, employee feedback is actively encouraged, and suggestions and complaints are efficiently collected via an easily accessible QR code mechanism to mitigate potential challenges in the working environment.
Feedback Mechanisms	- Open Door Policy — - Website - Suggestion boxes / QR code applications — - Email - Employee representative meetings — - Telephone — - Mail
Management of Feedback	Incoming communications are analyzed, the necessary corrective and preventive actions are identified and documented, and the process is monitored.
Employee Satisfaction Surveys	Employee satisfaction is periodically measured through the "Pulse Survey." The survey, consisting of twelve closed-ended questions and one open-ended question, provides feedback on topics such as the working environment, compensation, and manager and team relationships. The results are analyzed, and improvement initiatives are implemented accordingly.

Employee Engagement *and Satisfaction*

In 2024, face-to-face engagement was established with on-site employees through the Kule Meetings held in Ankara and Mersin, while structured communication channels were created through HR and Office Meetings. On the other hand, club activities have been launched under the CCN Club umbrella to support employees' social interests and hobbies.

Based on employee feedback, the organization's shared values and behavioral framework were defined through online surveys and focus group studies, and these outputs were presented to managers during a dedicated workshop. This comprehensive approach provides an important foundation for building a sustainable corporate culture.

Furthermore, employee satisfaction surveys specific to TED İzmir College are implemented by the TED Headquarters, covering core evaluation areas such as safety and security, employee benefits, catering services, additional payments, transportation services, and cleaning services.

Across the Holding, the employee turnover rate for 2024 was measured at

2.4%

Occupational Health and Safety

Occupational Health and Safety (OHS) management across CCN Holding and all its group companies is carried out in accordance with the ISO 45001 Occupational Health and Safety Management System. All OHS activities are coordinated under a centralized structure, and five OHS specialists are employed directly within the organization. In addition, collaboration is maintained with eleven different Authorized Occupational Health and Safety Service Units (OSGBs). Within this scope, a total of thirty-seven occupational safety specialists, twenty workplace physicians, and three healthcare personnel are assigned, ensuring effective on-site OHS management.

In all operational areas, a risk-based approach is adopted to proactively identify hazards, with the aim of safeguarding employee health and safety, preventing occupational accidents and occupational diseases, delivering regular employee training, and implementing emergency preparedness plans. Guided by the principle of "People and Environment First," Occupational Health and Safety (OHS) is integrated into all business processes, and a culture of continuous improvement is embraced.

In the execution of OHS documentation processes, due consideration is given to the sector-specific needs of group companies, relevant legal requirements, and international standards. In addition, the Occupational Health and Safety (OHS) criteria defined by investors collaborating on projects are taken into account, ensuring comprehensive OHS management tailored to the specific requirements of each operational area.

As part of proactive approaches aimed at reducing risks at the source, comprehensive training was provided to all employees, in line with the Regulation on the Transport and Packaging of Hazardous Materials, to prevent occupational accidents arising from the improper segregation of waste at the source. Following these training initiatives, a decrease in the relevant occupational accident rates compared to the previous year was targeted, and measurable improvements were recorded. This practice is considered part of the Holding's vision to strengthen its Occupational Health and Safety (OHS) culture and move closer to its zero occupational accident target.

In line with sustainability targets, plans are being developed to reduce the accident severity rate by taking into account workforce loss data for the years 2022, 2023, and 2024. Within this scope, the accident severity rate is targeted to be reduced to 0.7 in the medium term (1–5 years) and to 0.65 in the long term (5–10 years).

A comprehensive Emergency Procedure has been developed to ensure preparedness for potential emergencies and to minimize associated risks. Within this scope, site-specific Emergency Response Plans have been prepared for each location; response teams have been designated in line with these plans, and tailored training has been provided to the relevant personnel. Regular training is delivered to enhance employees' awareness of Occupational Health and Safety matters and to ensure preparedness for potential risks. Furthermore, Emergency and Disaster Management training has been provided to all employees, and Emergency Response Teams have been updated to improve their effectiveness.

Corporate
Social Responsibility

Corporate
Social Responsibility

Believing that social development is essential for a sustainable future, CCN Holding aims to create strong social impact across all areas in which it operates. In this regard, CCN Holding contributes to the development of a more inclusive, equitable, and solidarity-driven society through both the communities it serves and its social responsibility and volunteer-driven activities.

During 2024, social responsibility projects were carried out with the involvement of employee volunteers, extending their reach to wider audiences and targeting the creation of long-term value in priority areas including education, health, environment, and culture. Shaped by a commitment to being a socially responsible corporate citizen, these efforts represent a tangible reflection of CCN Holding's vision to shape the future together.

All social responsibility projects and volunteering activities are carried out under CCN Holding's Corporate Social Responsibility (CSR) Policy, under the leadership of the Corporate Communications and Sustainability Coordination Unit. Covering all companies and operational areas of the Holding, this policy was prepared in accordance with relevant corporate governance principles and international standards and is regularly reviewed and updated in line with evolving needs.

Corporate Social Responsibility (CSR) initiatives focus on supporting equal opportunities in education, increasing environmental awareness, and strengthening social solidarity in the aftermath of disasters.

Corporate Social Responsibility (CSR) Practices

Distributing toys to more than 5,000 children living in disadvantaged regions of Türkiye through the "Happiness Initiative" organized by the IC Foundation,

Providing scholarships and educational support to students

Implementing environmental awareness projects such as environmental clean-up activities, tree planting, and recycling initiatives with student participation

Implementing volunteer-based social responsibility initiatives for elderly individuals, children, and animals

Providing clothing assistance to children in earthquake- and disaster-affected areas and supporting students in need,

Leveraging corporate resources in collaboration with women entrepreneurs,

Corporate
Social Responsibility

Designed as a multi-stakeholder social investment initiative under the leadership of CCN Holding, the WeShape Entrepreneurship Program aims to provide early-stage support to young entrepreneurs. Within the scope of the program planned to be implemented for university students selected from Türkiye's seven regions, it is aimed to provide entrepreneurship training, mentoring support, project development workshops, and access to professional networks.

The program is supported by an internationally recognized certification process, delivered in collaboration with the France-based CIFE Europe Institute. In this way, the program aims to enable participants to acquire both theoretical knowledge and practical experience, allowing them to engage in the entrepreneurship ecosystem as more well-equipped individuals.

Key Objectives of the Program:

· Fostering a culture of innovation and entrepreneurship among young people,

· Cultivating qualified talent that will contribute to the entrepreneurship ecosystem,

· Promoting international cooperation and academic recognition.

Corporate *Social Responsibility*

Collaboration with the IC Foundation

Established in 2004, the İbrahim Çeçen (IC) Foundation maintains its contribution to Türkiye's social development through projects focused mainly on education, alongside activities in health, sports, culture, and the arts. Through collaborations with various institutions and organizations, it leads projects that support social development across the country. The Foundation continues to implement a range of projects, including scholarship programs, support for national athletes, the Career Bridge Program, the From the Future to the Future Project, the Gastronomy Project, and the Happiness Initiative.

Non-repayable scholarships are granted to high-achieving university students in need throughout Türkiye, with scholarship support continuing in the 2023–2024 academic year. In addition to the Foundation's contributions, CCN Holding provides support to national athletes across various disciplines through its own resources.

IC Foundation History

10
Permanent Works

18,000+
Scholarship Opportunities

10,000+
Book Support

25
Foundation Publications

748
Athlete Scholarships

Ağrı İbrahim Çeçen University (AİÇÜ)

In collaboration with Ağrı İbrahim Çeçen University, which was established to contribute to education and science in Ağrı and to support the city's social, cultural, and economic development, initiatives that deliver societal benefit are carried out. The foundations of the institution date back to the 1967–1968 academic year, when the Ağrı Girls' Primary Teacher Training School was established under the Ministry of National Education. From the 1977–1978 academic year onward, the institution continued its teacher training mission as a two-year Education Institute.

Following the enactment of Law No. 2809 on June 30, 1982, Ağrı Education College was integrated into the Kazım Karabekir Faculty of Education, Atatürk University, marking the start of its operations within the higher education system. Subsequently, pursuant to Law No. 3837 dated July 3, 1992, it was transformed

into the Ağrı Faculty of Education and continued to provide undergraduate education for primary education under the Rectorate of Atatürk University until 2007.

The School of Health was established pursuant to a Council of Ministers Decision dated October 10, 1996, and within the framework of a cooperation protocol signed between the Ministry of Health and the Council of Higher Education (YÖK); and began its academic activities enrolling its first students in the 2003–2004 academic year.

As of 2024, Ağrı İbrahim Çeçen University has achieved a broad academic structure comprising 10 faculties, 4 schools, 6 vocational schools, and 3 institutes. All activities supporting the University's social and cultural development are organized by the IC Foundation, and these initiatives are carried out as in-kind donations to the state.

Corporate
Social Responsibility

Entrepreneurship at the Summit

Led by CCN Holding, the "Entrepreneurship at the Summit" program was launched in collaboration with the İbrahim Çeçen Foundation and Ağrı İbrahim Çeçen University. As part of the activities conducted during the 2023–2024 academic year, a seminar entitled "What Does Entrepreneurship Look Like?" was held by Dr. Lecturer Oğuzhan Aygören of Boğaziçi University, engaging participants interested in the entrepreneurship ecosystem.

ZİRVEDE GİRİŞİMCİLİK

ICANAS

With the sponsorship of CCN Holding, a conference was held on April 17–20 at IC Hotels Green Palace, in collaboration with Ağrı İbrahim Çeçen University and the IC Foundation. Over the course of three days, sessions were held simultaneously in three separate halls, during which 126 papers were presented by approximately 120 scholars.

Stardust –
Ethics and Society Academy

◉ STARDUST

Through the sponsorship of CCN Holding and in partnership with Stardust Ethics and Society Academy, actions have been initiated to foster ethical leadership and support the building of a sustainable future.

As part of the Academy, comprehensive training is delivered on key areas including civil society, sustainability, artificial intelligence ethics, and social responsibility, while participants are also given opportunities to connect with industry professionals and access internship opportunities.

Through the 'First Step into Life' Project, implemented with the support of our Foundation, we stand by newborn babies and their parents from the very beginning of life.

First Step into Life

The project, conceived through the ideas of students from the Midwifery Department at Ağrı İbrahim Çeçen University, was brought to life by CCN Holding through the İbrahim Çeçen Foundation.

The project aims to support mothers in Ağrı who face financial limitations in accessing sufficient resources for themselves and their infants in the postpartum period. The scope of the project includes the distribution of "Mother and Baby Care Packages" to mothers and expectant mothers, alongside postnatal care and psychological counseling services.

Starting in 2024, the project continues to be implemented annually across different districts of Ağrı, with the objective of ultimately ensuring that no district in Ağrı remains unreached.

Corporate
Social Responsibility

TED İzmir College Social Responsibility Projects

TED İzmir College provides students with various activities and educational opportunities:

· Through elective courses such as "Global Citizenship" and "Sustainability," students are enabled to reinforce their knowledge through engagement with up-to-date projects.

· A range of comprehensive activities such as seed collection, sapling cultivation, and art activities using natural materials are implemented to support lower-grade students' awareness and understanding of nature.

· To contribute to students benefiting from full scholarships, a donation amounting to TRY 25,000.00 was provided to the TED Meşale Fund (Torch Fund).

· A donation of TRY 40,000.00 was provided to the TED İzmir College Parent–Teacher Association to support the spring festivals organized within the scope of TEDFest.

Educational Materials and Clothing Donations

The commitment to social responsibility is further sustained through the provision of educational materials and clothing assistance. Within a joint project implemented with the IC Foundation, unsold clothing from TED Dükkan (TED Shop) was distributed to women entrepreneurs in the IC Container City, facilitating support for students in need. In addition, a portion of unused books from the school was donated to a village school in Mardin, supporting equal access to education.

Beach Clean-Up Initiative

By organizing a beach clean-up initiative in Urla, environmental protection efforts were reinforced and social solidarity was strengthened.

Carbon Detectives

The "Carbon Detectives" group, established by students, carried out a range of awareness initiatives to raise environmental awareness, supporting the integration of a sustainability culture at the school level and within the local community.

Through all these initiatives, both individual and societal responsibilities are reinforced, while strong awareness is fostered in support of a sustainable future.

CCN

Stakeholder Relations
and Digitalization

Stakeholder Relations

To ensure that corporate culture is accessible to and can be developed by all stakeholders, and to sustain an effective and strong communication environment, CCN Holding identifies the key stakeholders with whom it engages and defines the method, frequency, and purpose of communication conducted with these stakeholders.

	Frequency of Communication	Communication Channel/Method	Communication Target
Residential Areas and Institutions Within the Operational Area	Continuous	Face-to-Face Meetings	Business Partnership
Local and National Government Agencies	Continuous	Face-to-Face Meetings	Business Partnership
Ministry of National Education	At intervals	Face-to-Face Meetings	Business Partnership
Customers	Continuous	Face-to-Face Meetings / Telephone Calls / Online Meetings	Increasing the satisfaction rate and student enrollment
Non-Governmental Organizations (NGOs) and Relevant International Institutions	At intervals	Face-to-Face Meetings	Business Partnership
Investors and Credit Providers	NA	NA	NA
Employees	Continuous	Face-to-Face Meetings / Online Meetings	Increasing the satisfaction rate
Subcontractor	Continuous	Face-to-Face Meetings	Business Partnership
Suppliers	Continuous	Face-to-Face Meetings	Business Partnership
Collaborations - Business World and Sustainable Development Association (SKD Türkiye)	NA	NA	NA

Within the activities carried out by CCN Holding, various themes aimed at strengthening social impact are positioned among the materiality areas. Accordingly, initiatives implemented to enhance social well-being at the local level, preserve cultural values, and ensure sustainable economic contribution demonstrate the adoption of an approach that supports regional development. Likewise, initiatives focused on employee satisfaction, Occupational Health and Safety, and the promotion of an inclusive workplace are positioned among CCN Holding's key corporate priorities, supporting the achievement of long-term sustainability across all business partnerships. At the same time, efforts to advance equal educational opportunities, gender balance, and inclusive learning practices reflect a social benefit approach grounded in principles of equity and justice. In addition, through awareness-raising and capacity-building activities carried out with a focus on sustainable development,

it is aimed to enhance the knowledge and competencies of young individuals and educators in the field of sustainability, thereby promoting the dissemination of a sustainability culture among all stakeholders. As part of the company's 2025 sustainability goals, "Collaboration with Stakeholders and Effective Communication" has been addressed as a key materiality area within the governance framework. Accordingly, it is aimed to ensure that Committee activities are carried out more effectively and that sustainability targets are made regularly monitorable. In addition, efforts were scheduled to develop a comprehensive stakeholder communication plan in order to establish a systematic structure for communication processes with stakeholders. To provide sector-specific support, it is planned to establish a professional mentor pool covering areas such as design, product development, legal affairs, and investment;

additionally, the creation of an alumni mentor network, in which finalists from previous terms guide new participants, is also being considered. For the purpose of tracking mentor–mentee engagement, the integration of digital platforms and the use of periodic reporting mechanisms are also under consideration. In addition, awareness-raising activities such as trainings, workshops, and competitions are organized for internal stakeholders and external partners as part of efforts to address environmental issues and combat climate change.

Communication methods with stakeholders were systematized and are maintained through appropriate communication channels at defined intervals and in line with specific objectives. As a result of adjustments made to these methods, process efficiency is enhanced.

CCN

Stakeholder Relations

Feedback received from stakeholders is regarded as a critical contribution to CCN Holding's achievement of its sustainability targets. In this context, stakeholder views are considered an important opportunity area for corporate development and are systematically analyzed to improve relevant performance areas. To ensure the traceability of notifications received via email channels and their recording within the corporate memory, a structured system was established to enable the help desk team to log notifications, route them to the relevant units, and monitor follow-up actions. Accordingly, performance-focused feedback obtained via communication channels aligned with stakeholder expectations is systematically gathered by the relevant departments throughout the year, evaluated in light of the findings, and translated into corrective and improvement actions as needed.
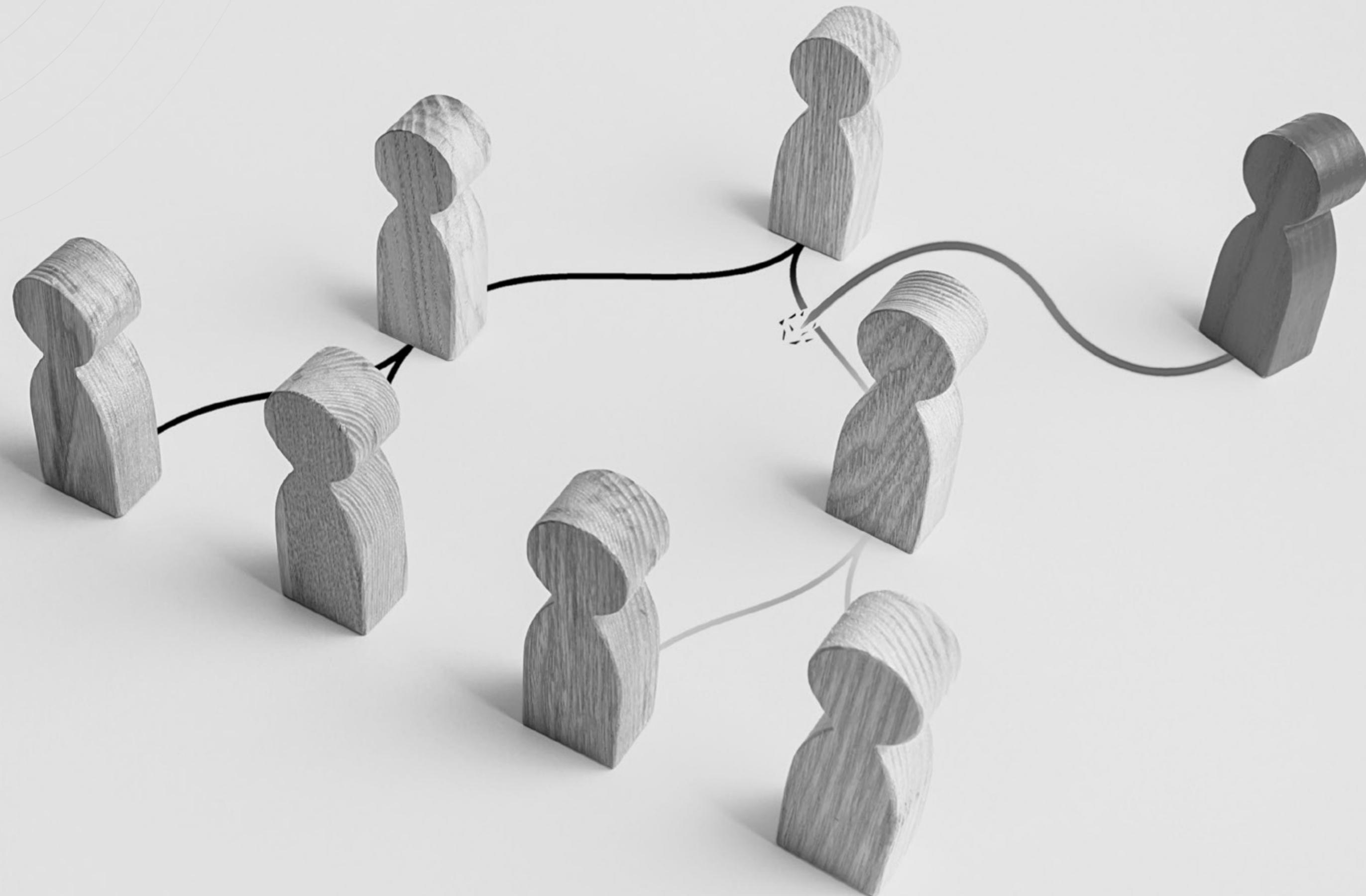
Supply Chain Management

A sustainable and responsible supply chain is regarded as one of CCN Holding's priority areas, and procurement activities are carried out in line with this approach. Through initiatives carried out within the framework of economic, environmental, and social sustainability, it is aimed to enable all collaborating suppliers and customers to contribute to sustainability targets.

At CCN Holding, the procurement process is managed by the Procurement Coordinator in accordance with the Responsible Purchasing Policy and the CCN Procurement Procedure. The Responsible Purchasing Policy is available here.

In line with the objective of establishing a sustainable supply chain across CCN Holding and its group companies, it is planned to conduct a defined a number of supplier site visits on an annual basis. Within this scope, a sustainable supply chain was identified as a materiality topic for CCN Technic. Under the 2025 sustainability targets, it is aimed to replace 10% of the company's existing suppliers within the supply chain with sustainable supplier companies as part of its social focus.

Supplier Management and Evaluation Processes

The supplier management approach outlined in the company's procedures is implemented within MN Education, with no modifications introduced to the process. Supplier selection and evaluation processes are implemented regularly, and annual evaluations are performed.

Supplier performance is monitored on a periodic basis, with management processes and monitoring frequency maintained

in accordance with established procedures. Social and environmental performance, along with Occupational Health and Safety (OHS) criteria, are among the factors taken into consideration in supplier selection. In product procurement, environmentally friendly raw materials that do not harm children's health or the environment are preferred.

Within the scope of the Responsible Purchasing Policy, suppliers are also expected to comply with the following requirements.

> Providing working environments that respect human rights for their employees

> Having strict policies prohibiting child labor

> Ensuring compliance with the applicable legislation in the country of operation (including labor law, personal data processing and protection, environmental regulations, occupational health and safety and anti-bribery and anti-corruption laws)

> Operating in a manner that respects employees' ethnic and cultural diversity while ensuring equal opportunity

CCN Subcompanies Local Supplier Rate (%)

Infera	100%
Technic	100%
Service	100%
Health	100%
Clinic	97%
Construction	99%
Security	100%
CCN Edeucation	91%
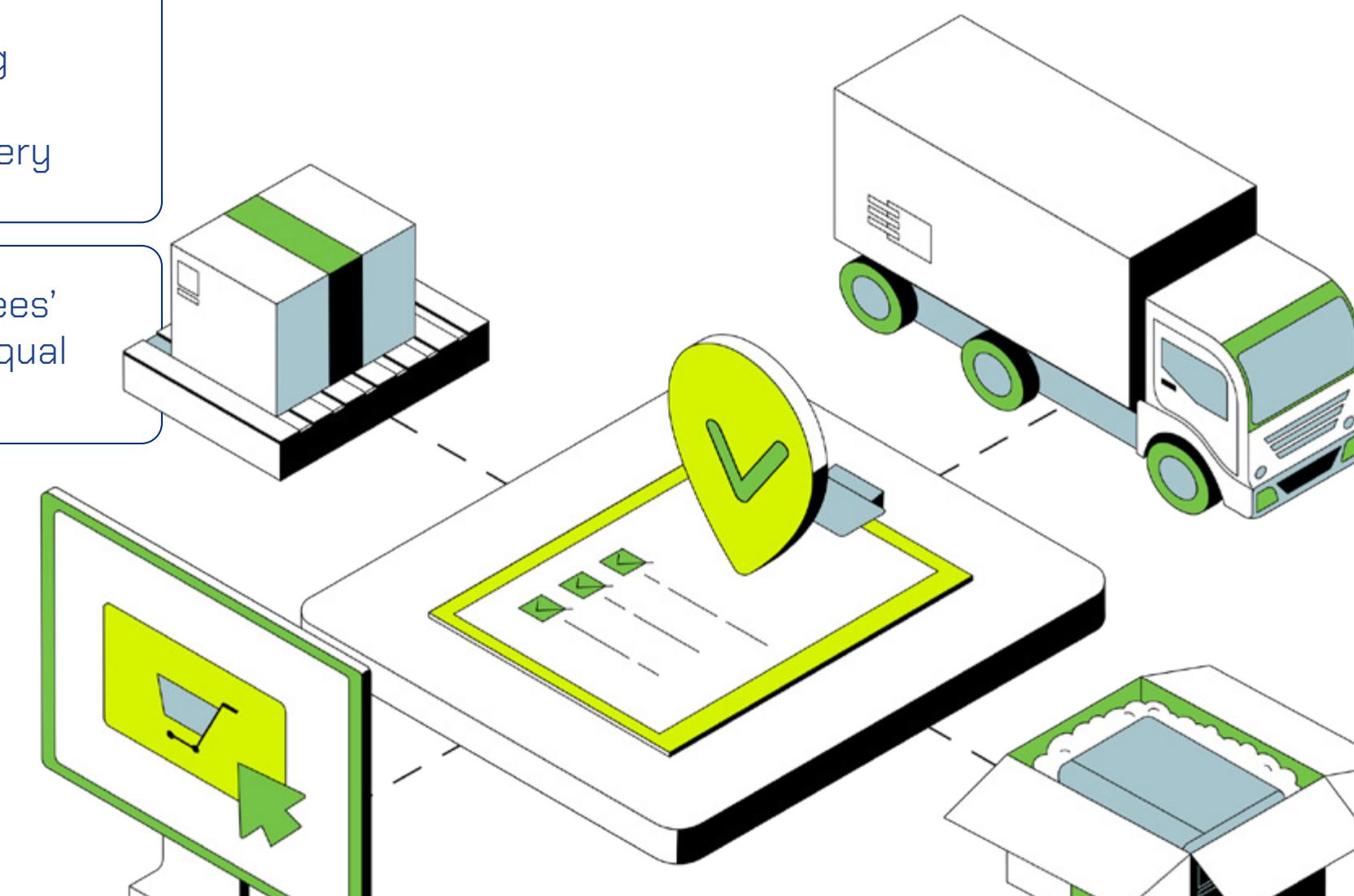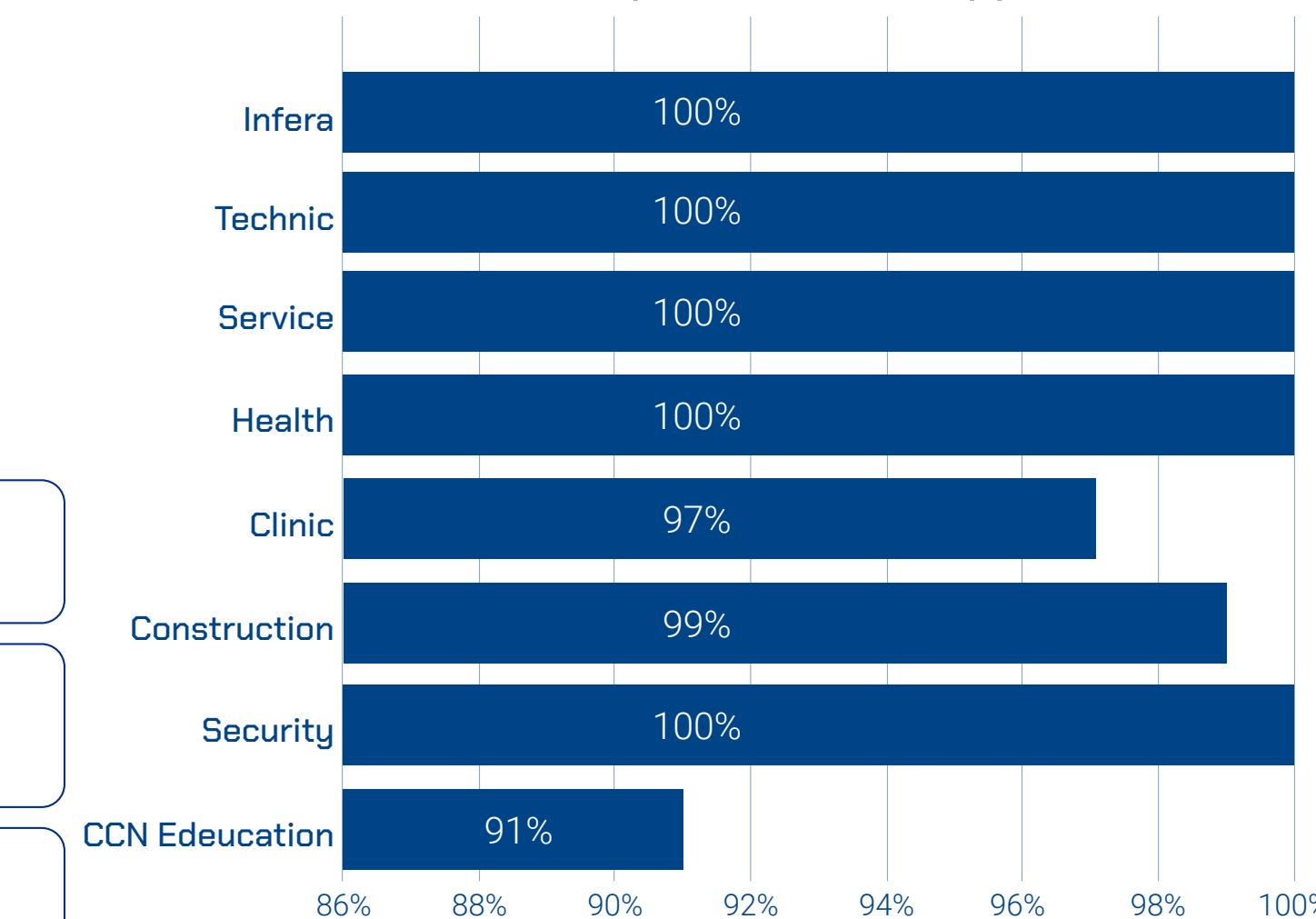
Customer Satisfaction

Customer satisfaction is recognized as a key value at CCN Holding, with continuous improvement initiatives implemented in line with this approach. Various communication methods are used to enhance customer satisfaction and ensure a healthy communication process. The process is applied in a consistent manner throughout the Holding and its group companies and is managed in accordance with established principles and standards. Necessary measures are taken to ensure that any issues are promptly identified and resolved, with the aim of minimizing problems and maintaining a high level of customer satisfaction.

CCN Subcompanies Rate of Responded Complaints (%)

Company	Rate
Health (Mersin)	99.52%
Infera	100%
Technic	86%
Service	100%
Health (Ankara)	81%
Clinic	77.5%
Construction	99%
Security	100%
CCN Education	91%
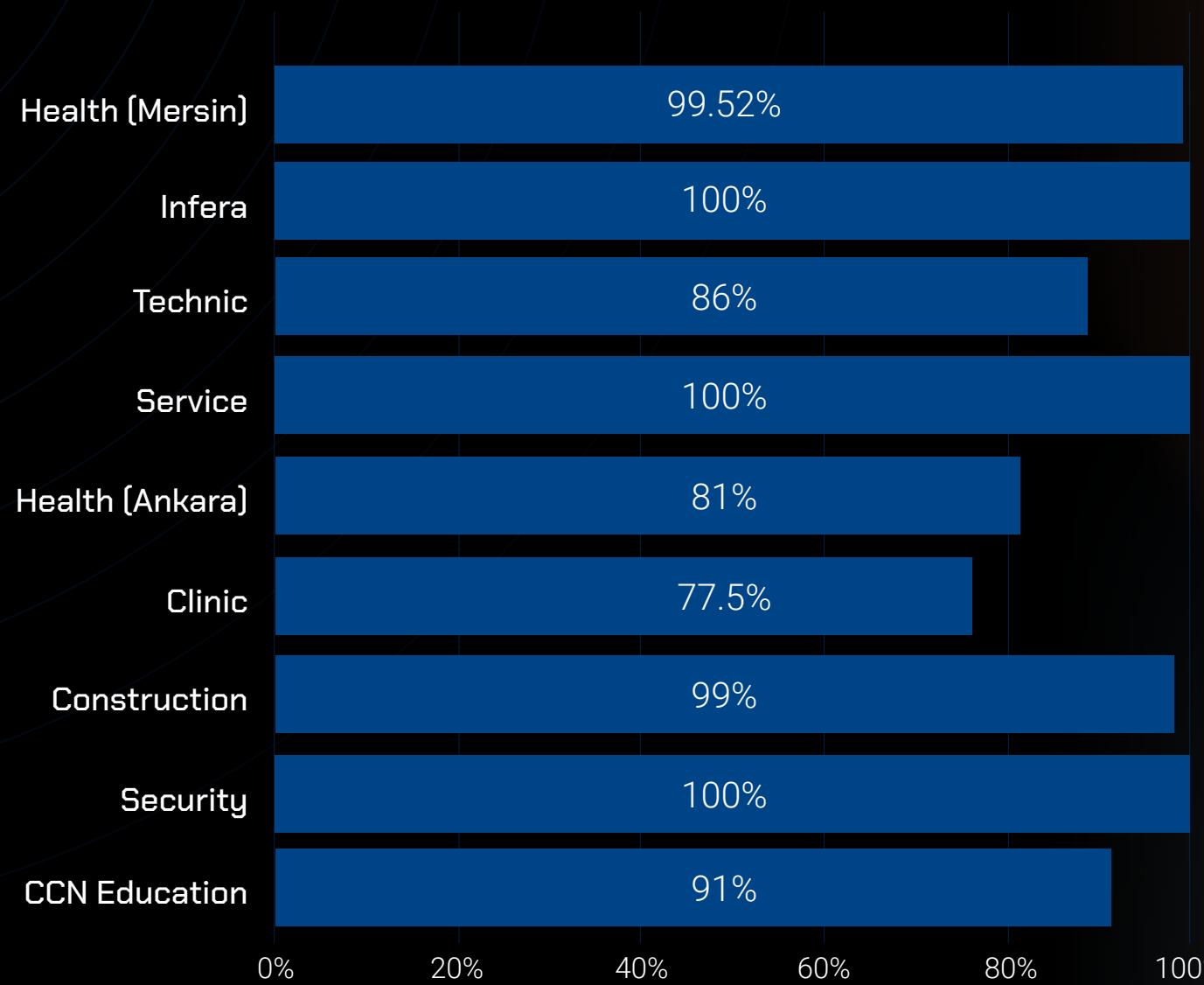
Continuous communication is maintained with customers, and activities are carried out in line with defined objectives and target audiences. Collected data is regularly monitored to track customer satisfaction and to assess the effectiveness of continuous improvement efforts. In addition, within the scope of customer satisfaction surveys conducted in 2022, 2023, and 2024, the numbers of complaints communicated to group companies, responded to, and resolved are systematically recorded.

Digitalization
Applications

Digitalization initiatives are addressed in alignment with sustainability goals and are supported by efforts to enhance operational efficiency and reduce environmental impacts. Digital system integration was accelerated in sectors including healthcare, education, and construction, enhancing process traceability and resource efficiency.

Steps were taken to digitalize the sample workflow stages in the Pathology Laboratory.

A transition process was structured to achieve 80% usage of the Wisera system across projects by December 31, 2025.

In Laboratory Services, a result/approval support system was implemented in at least one department.

The IFS 10 version was actively used across all projects.

In healthcare projects, consumables management started to be tracked via the Wisera application as of Q2.

The first version of the Subcontractor Management System was used by main contractors, and an improvement process was initiated based on user experience.

By Q1 2025, full (100%) use of the IFS system was achieved within the Procurement and Finance departments.

Personnel shift, timekeeping, and overtime processes were planned to be managed digitally as of Q3 2025.

Effective use of the e-Tendering program was ensured across the main contractor and supplier modules.

The Wisera Asset Management Module was planned to be implemented in healthcare projects as of Q1 2025, and the process was initiated.

In new projects, full (100%) utilization of the Wisera system was targeted, and the system was put into use.

The AI-powered "Live Support" module was developed and deployed to the live environment.

The Remote Monitoring Center was planned to be launched as of Q2 2025, and preparations were completed.

Use of Wisera's operations audit and task tracking module was ensured by 75% of the relevant personnel.

Modules supporting 3D and 4D visualization and artificial intelligence integration were deployed on the BUILD IT platform.

Digitalization Applications

To support digitalization and innovation initiatives, an IT officer was appointed within MN Education, and this role was carried out in coordination with the Holding IT Department. Through this structure, coherence and alignment in digitalization processes are ensured, and the implementation of innovation-focused practices is supported in line with Holding-level strategies.

To enhance the operational impact of the digital transformation process, various projects were implemented, and initiatives were initiated to reduce paper consumption and migrate processes to digital platforms. At MN Education, quotas were introduced on photocopy usage to reduce paper consumption, thereby ensuring that printing processes were brought under control. In addition, as part of digitalization efforts in Administrative Affairs and Human Resources, facility management processes were transitioned to the Wisera software. As a result, operational efficiency was increased while environmental impacts were reduced.

In line with the company's 2025 sustainability targets, digitalization under the environmental theme is identified as a materiality topic for CCN Construction. The integration of digital tools is targeted to manage operational processes more efficiently, enhance traceability, and minimize resource use. Accordingly, it is aimed to ensure 100% use of the Build IT software by subcontractors and contractors by the end of 2025. This approach seeks to increase standardization across business processes while contributing to the reduction of environmental impacts.

Information Privacy and Security

Information security activities within CCN Holding are overseen by the Personal Data Protection Law (KVKK) Committee. The development of cyber security practices and the enhancement of their effectiveness are ensured through oversight and preventive mechanisms. The ISO 27001 Information Security Management System Certificate and the ISO/IEC 15504 Software Process Assessment Management System Certificate were obtained.

Within all group companies, compliance with procedures aimed at ensuring data privacy and cyber security, along with cyber security policies, is maintained. Systems and security measures aimed at protecting against cyberattacks, unauthorized access, and data breaches are actively implemented across the company.

Performance
Indicators

Environmental Performance Indicators

Emission Data

Company	Scope	Unit	2022	2023	2024
CCN Construction	Scope 1	tCO$_2$eş	-	-	
	Scope 2	tCO$_2$eş	-	10.29	508.47
CCN Health: Ankara City Hospital	Scope 1	tCO$_2$eş	63,238.95	59,488.81	57,742.64
	Scope 2	tCO$_2$eş	30,926.19	32,630.32	29,664.26
CCN Health: Mersin City Hospital	Scope 1	tCO$_2$eş	13,188.94	11,232.61	13,348.25
	Scope 2	tCO$_2$eş	23,737.50	25,696.83	31,528.41
CCN Education: TED Izmir College	Scope 1	tCO$_2$eş	63.76	60.98	46.65
	Scope 2	tCO$_2$eş	424.49	263.17	164.02

Energy Consumption Data

CCN Infrastructure and Construction Inc.	Unit	2023	2024
Electricity Consumption	kWh	573,905.10	1,063,757
Natural Gas Consumption	Sm^3	25,709.4	258.7 (July-December)
Tot. Energy Consumption	GJ	3,050.83	3,839.42

CNN Education	Unit	2022	2023	2024
Electricity Consumption	kWh	877,037.46	573,905.10	343,152.5
Consumption of Electricity Generated from Renewable Sources	kWh	-	-	771,576.00
Natural Gas Consumption	Sm^3	27,811.48	25,709.4	21,371.5
Total Energy Consumption	GJ	4,222.63	3,050.83	4,831.64

CCN Mersin Health	Unit	2022	2023	2024
Electricity Consumption	kWh	61,831,055	62,824,263	65,909,420
Consumption of Electricity Generated from Renewable Sources	kWh	49,065	77,079	49,602
Natural Gas Consumption	Sm^3	6,151,466	5,816,627	6,742,559
Total Energy Consumption	GJ	458,394	449,245	495,719

CCN Ankara Health	Unit	2022	2023	2024
Electricity Consumption	kWh	149,085,675.50	147,728,890.20	148,666,081
Natural Gas Consumption	Sm^3	31,466,802	30,057,890	26,009,021
Total Energy Consumption	GJ	1,742,012.82	1,683,161.42	1,531,447.43

Waste Data

Non-Hazardous Waste Data

Institution	Unit	2022 Recycling	2022 Other (Domestic)	2023 Recycling	2023 Other (Domestic)	2024 Recycling	2024 Other (Domestic)
CCN Ankara Health	tons	612.75	5,978.94	507.10	6,575.16	445.13	6,663.60
CCN Mersin Health	tons	297.04	1,305.16	386.80	1,565.48	419.3	1,632.46
CCN Education	tons	3.54	-	4.35	-	5.013	-

Hazardous Waste Data

Institution	Unit	2022	2023	2024
CCN Ankara Health	tons	3,163.51	2,998.38	2,945.14
CCN Mersin Health	tons	932.47	1,092.32	1,136.46
CCN Education	tons	0.11	0.05	0.003

Water Consumption Data

CCN Mersin Health	Unit	2022	2023	2024
Mains Water Consumption	m^3	501,090.00	515,320.00	536,740.00
Total Water Consumption	m^3	501,090.00	515,320.00	536,740.00

CCN Ankara Health	Birim	2022	2023	2024
Mains Water Consumption	m^3	1,224,002.00	1,280,079.00	1,191,554.00
Total Water Consumption	m^3	1,224,002.00	1,280,079.00	1,191,554.00

Social Performance Indicators

Training Data

Name of Training	Type of Training	Target Audience – Task	Target Audience – Number of	Unit Fee	Budget
Course 1: Security Awareness Training	Legal/Compulsory Training	Training Consultant	1	240	240
Course 2: Basic Civil Aviation Safety Training	Legal/Compulsory Training	Training Consultant	1	1,200	1,200
Course 3: Checkpoint Security Practices Training	Legal/Compulsory Training	Training Consultant	1	4,400	4,400
Course 12: Security Management Training	Legal/Compulsory Training	Training Consultant	1	2,200	2,200
Course 15: Checkpoint Supervisor Training	Legal/Compulsory Training	Training Consultant	1	2,200	2,200
Conflict Management and Problem Solving Problem Solving in Emergency Situations	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Dealing with Difficult People Stress Management	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Professional Qualities and Behavior	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Principles of Professional Ethical Behavior	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Creating a Culture of Trust	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Time Management	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Corporate Engagement Training	Leadership/ Management Training	Project Manager and Above	15	1,160	17,400
Conflict Management and Problem Solving Problem Solving in Emergency Situations	Technical Competency Development and Acquisition Training	All Private Security Guards	1,500	174	261,000

Training Data

Eğitim Adı	Eğitim Türü	Hedef Kitle – Görev	Hedef Kitle – Çalışan Sayısı	Birim Ücret	Bütçe
Stress Management Dealing with Difficult People	Technical Competency Development and Acquisition Training	All Private Security Guards	1,500	174	261,000
Terrorism Awareness Training Apprehension Techniques Training Controlled Substances Awareness Explosive Materials Awareness Training Crime Scene Protection Training Crowd and Panic Management Training (Support will be received from the General Directorate of Security.)	Technical Competency Development and Acquisition Training	All Private Security Guards	18 (days)	12,000	216,000
Shooting Training	Technical Competency Development and Acquisition Training	Armed Private Security Officers	94	1,100	103,400
				Total	973,440

Name of Training	Trainer	Repetition of Training	Cost
Private Security Law and Human Rights	Project Manager	Once a Year	Free
Powers of Private Security Officers	Project Manager	Once a Year	Free
Relations with the General Law Enforcement	Project Manager	Twice a Year	Free
Crime, Suspect and Criminal Profiles	Project Manager	Twice a Year	Free
Procedures for Searching a Suspect and Their Belongings	Project Manager	Twice a Year	Free
Security Measures	Project Manager	Twice a Year	Free

Social Performance Indicators

Sustainability Trainings

CCN Health - Consolidated	2022				2023				2024			
	Blue Collar		White Collar		Blue Collar		White Collar		Blue Collar		White Collar	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total Number of People Receiving Training	0	0	15	15	0	0	17	18	0	0	20	22
Total Training (Hours)	0	0	4	4	0	0	7	7	0	0	5	5
Total Education (person.hours)		0	35	35	0	0	70	69	0	0	54	58

CCN Health - Mersin	2022		2023		2024	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Number of People Receiving Training	0	0	0	12	0	14
	0		12		14	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Training (Hours)	0	0	0	1	0	1
	0		1		1	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Education (person.hours)	0	0	0	12	0	14
	0		12		14	

CCN Health - Ankara	2022		2023		2024	
	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka
Total Number of People Receiving Training	0	0	0	26	0	12
	0		26		0	
	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka
Total Training (Hours)	0	0	0	1	0	1
	0		1		1	
	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka	Mavi Yaka	Beyaz Yaka
Total Education (person.hours)	0	0	0	26	0	12
			26		12	

Sustainability Trainings

Infera	2022		2023		2024	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Number of People Receiving Training	-	-	-	-	313	27
	-		-		340	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Training (Hours)	-	-	-	-	626	54
	-		-		680	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total Education (person.hours)	-	-	2	2	2	2
	-		-		4	

OHS Trainings

CCN Holding	2022		2023		2024	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
The Total Number of People Given OHS Training	4,069	479	7,291	1,056	6,523	1,085
	4,548		8,347		7,608	
	Employee	Subcontractor	Employee	Subcontractor	Employee	Subcontractor
The Total Number of People Given OHS Training	3,278	1,270	6,434	1,913	4,766	2,842
	4,548		8,347		7,608	
	Blue Collar	White Collar	Blue Collar	White Collar	Blue Collar	White Collar
Total OHS Training (person.hours)	63,386	9,382	68,435	11,651	85,936	16,022
	72,768		80,086		101,958	
	Employee	Subcontractor	Employee	Subcontractor	Employee	Subcontractor
Total OHS Training (person.hours)	58,266	14,502	65,810	14,276	60,286	41,672
	72,768		80,086		101,958	
	Employee	Subcontractor	Employee	Subcontractor	Employee	Subcontractor
Number of Accidents	1,066	209	1,103	157	1,376	199
	1,275		1,260		1,575	
Accident-Related Lost Day Rate	2,517		3,073		3,611	
Accident Frequency Rate	120.11		64.68		78.02	
Accident Severity Rate	1.78		1.18		1.34	

Social Performance Indicators

Maternity Leave Data

2024	CCN Education	CCN Security	CCN Clinic	CCN Technic
Number of Female Employees going on Maternity/Parenting Leave	2	2	12	12
Number of Female Employees Who Returned to Work After the End of Maternity/Parental Leave	1	2	11	10
Rate of Female Employees Who Returned to Work After the End of Maternity/Parental Leave [%]	50%	100%	91.7%	83%

CCN Holding	2022	2023	2024
Number of Female Employees going on Maternity/Parenting Leave	32	24	43
Number of Female Employees Who Returned to Work After the End of Maternity/Parental Leave	29	21	34
Rate of Female Employees Who Returned to Work After the End of Maternity/Parental Leave [%]	90.6%	87.5%	79%

Data for Number of Disabled Employees

2024	Infera		CCN Clinic		CCN Technic	
	Male	Female	Male	Female	Male	Female
Number of Employees with Disabilities	5	6	5	1	14	2
	11		6		16	
	Male	Female	Male	Female	Male	Female
Rate of Employees with Disabilities [%]	3.5%	2.1%	2.5%	0.5%	2.9%	0.4%
	3%		3%		3.4%	

CCN Holding	2022	2023	2024
Rate Employees with Disabilities [%]	2.20	2.21	3.0

Number of Suppliers Data

TED IZMIR COLLEGE-CCN Education	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	115	10	119	15	100	9
	125		134		109	
Local Supplier Rate [%]	87%		87%		91%	
The number of audits performed during the year	10		10		10	

CCN Security	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	45	0	54	0	66	0
	45		54		66	
Local Supplier Rate [%]	100%		100%		100%	
The number of audits performed during the year	0		0		0	

CCN Construction	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	-	-	-	-	290	2
	-		-		292	
Local Supplier Rate [%]	-		-		99%	
The number of audits performed during the year	-		-		10	

CCN Clinic	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	99	2	73	2	68	2
	101		75		70	
Local Supplier Rate [%]	98%		97%		97%	
The number of audits performed during the year	0		0		1	

CCN Health	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	47	0	30	0	30	0
	47		30		30	
Local Supplier Rate [%]	100%		100%		100%	
The number of audits performed during the year	-		-		-	

Social Performance Indicators

Number of Suppliers Data

CCN Service	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	152	0	167	0	184	0
	152		167		184	
Local Supplier Rate [%]	100%		100%		100%	
The number of audits performed during the year	-		5		5	

CCN Technic	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	621	0	647	0	702	0
	621		647		702	
Local Supplier Rate [%]	100%		100%		100%	
The number of audits performed during the year	-		2		2	

Infera	2022		2023		2024	
	Local	Foreign	Local	Foreign	Local	Foreign
Total Number of Suppliers	-	-	-	-	116	2
	-		-		118	
Local Supplier Rate [%]	-		-		98%	
The number of audits performed during the year	-		-		1	

Customer Satisfaction Data

CCN Security	2022	2023	2024
Number of complaints submitted	80	67	64
Number of complaints answered	80	67	64
The number of complaints resolved	80	67	64
Response rate of complaints [%]	100	100	100

CCN Clinic	2022	2023	2024
Number of complaints submitted	25	14	40
Number of complaints answered	22	14	31
The number of complaints resolved	22	14	31
Response rate of complaints [%]	88	100	77.5

Customer Satisfaction Data

CCN Health – Ankara	2022	2023	2024
Number of complaints submitted	101	70	161
Number of complaints answered	62	56	130
The number of complaints resolved	62	56	140
Response rate of complaints [%]	61	80	81

CCN Health – Mersin	2022	2023	2024
Number of complaints submitted	356	415	420
Number of complaints answered	356	415	418
The number of complaints resolved	356	415	418
Response rate of complaints [%]	100	100	99.52

CCN Service – AŞH ve MŞH	2022	2023	2024
Number of complaints submitted	-	3,290	6,725
Number of complaints answered	-	3,290	6,725
The number of complaints resolved	-	3,290	6,725
Response rate of complaints [%]	-	100	100

CCN Technic	2022	2023	2024
Number of complaints submitted	25	44	56
Number of complaints answered	25	42	48
The number of complaints resolved	25	42	46
Response rate of complaints [%]	100	95	86

Infera	2022	2023	2024
Total Number of Submitted Fault Requests	226	1,082	611
Total Number of Responded Fault Requests	226	1,082	611
Total Number of Fault Requests Resolved	226	1,082	611
Rate of Resolved Fault Requests [%]	100	100	100

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 1: Foundation 2021			
CCN Holding conducted its reporting for the January–December 2024 period in compliance with the GRI Standards.			
GRI 2: General Disclosures 2021			
GRI 2: General Disclosures 2021	2-1 Organizational details	About CCN Holding, p.8-26	-
	2-2 Entities included in the organization's sustainability reporting	CCN Holding Companies, p.14-24	-
	2-3 Reporting period, frequency and contact point	About the Report, p.4	-
	2-4 Restatements of information	CCN Holding does not publicly disclose this information in accordance with the Company's confidentiality policies.	-
	2-5 External assurance	No external assurance has been received within the scope of the sustainability report.	-
	2-6 Activities, value chain and other business relationships	About CCN Holding, p.8-26	-
	2-7 Employees	Social Sustainability, p.55-63	-
	2-8 Workers who are not employees	Occupational Health and Safety, p.63	-
		Supply Chain Management, p.73	-
	2-9 Governance structure and composition	Organizational Structure, p. 27	-
	2-10 Nomination and selection of the highest governance body	CCN Holding does not publicly disclose this information in accordance with the Company's confidentiality policies.	-
	2-11 Chair of the highest governance body	Message from the Management, p.5-6	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Message from the Management, p.5-6	-
		Organizational Structure, p. 27	-
	2-13 Delegation of responsibility for managing impacts	Sustainability Management/Governance, p.34	-
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management/Governance, p.34	-
	2-15 Processes that prevent conflicts of interest	Ethical Principles, p.30	-
	2-16 Communication of critical concerns	Corporate Governance, p. 27	-
		Sustainability Management/Governance, p.34	-
	2-17 Collective knowledge of the highest governance body	Sustainability Management/Governance, p.34	-
	2-18 Evaluation of the performance of the highest governance body	Talent Management and Employee Development, p.58	-

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 2: General Disclosures 2021	2-19 Remuneration policies	CCN Holding does not publicly disclose this information in accordance with the Company's confidentiality policies.	-
	2-20 Process to determine remuneration	CCN Holding does not publicly disclose this information in accordance with the Company's confidentiality policies.	-
	2-21 Annual total compensation ratio	CCN Holding does not publicly disclose this information in accordance with the Company's confidentiality policies.	-
	2-22 Statement on sustainable development strategy	Message from the Management, p.5-6	-
		Sustainability Goals, p.39-42	-
	2-23 Policy commitments	Policies, p.29	-
		Sustainability Policy, p.35	-
	2-24 Embedding Policy Commitments	Ethical Principles, p.30	-
		Risk Management, p.31	-
		Internal Control and Audit, p.32	-
	2-25 Processes to remediate negative impacts	Combating Climate Change, p.44	-
		Energy, Waste and Water Management, p.45-47	-
	2-26 Mechanisms for seeking advice and raising concerns	Ethical Principles, p.30	-
		Employee Engagement and Satisfaction, p.61-62	-
	2-27 Compliance with laws and regulations	Corporate Governance, p.27	-
		Ethical Principles, p.30	-
		Material Sustainability Topics, p.36-37	-
	2-28 Membership associations	Collaborations, Memberships, and Awards, p.25	-
	2-29 Approach to stakeholder engagement	Stakeholder Relations, p.71-72	-
	2-30 Collective bargaining agreements	The Human Resources Approach, p.55	-
GRI 3: Material Topics 2021			
Material Topics			

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Sustainability Topics, p.36-37	-
	3-2 List of material topics	Material Sustainability Topics, p.36-37	-
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety, p.63	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, p.63	-
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, p.63	-
		Social Performance Indicators, p.80-83	-
	403-3 Occupational health services	Occupational Health and Safety, p.63	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, p.63	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, p.63	-
		Social Performance Indicators, p.80-83	-
	403-6 Promotion of worker health	Occupational Health and Safety, p.63	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, p.63	-
	403-10 Work-related ill health	Occupational Health and Safety, p.63	-
Providing Social Benefits			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Social Responsibility, p.65-69	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility, p.65-69	-
Digital Infrastructure and Cyber Security			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information Privacy and Security, p.77	
		Digitalization Applications, p.75-76	-
Compliance with Ethics and Laws			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethical Principles, p.30	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Principles, p.30	-
		Sustainability Policy, p.35	-

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, antitrust, and monopoly practices	There are no legal actions related to anti-competitive behavior or activities.	-
Inclusion, Equal Opportunity and Diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Equality, Diversity, and Inclusion, p.56-57	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equality, Diversity, and Inclusion, p.56-57	-
		Social Performance Indicators, p.80-83	-
	405-2 Ratio of basic salary and remuneration of women to men	Equality, Diversity, and Inclusion, p.56-57	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equality, Diversity, and Inclusion, p.6-57	-
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management, p.73	-
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management, p.73	-
Sustainable Supply Chain			
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p.73	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, p.73	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, p.73	-
Protection of Employee Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Sustainability, p.55-63	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Social Performance Indicators, p.80-83	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social Performance Indicators, p.80-83	-
		There are no benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees. CCN Holding provides equal benefits for all its employees.	-
	401-3 Parental leave	Social Performance Indicators, p.80-83	-

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
Sustainable Environmental Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Combating Climate Change, p.44	-
		Energy, Waste and Water Management, p.45-47	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Energy, Waste and Water Management, p.45-47	-
	306-2 Management of significant waste-related impacts	Energy, Waste and Water Management, p. 45-47	-
	306-3 Waste generated	Energy, Waste and Water Management, p. 45-47	-
		Environmental Performance Indicators, p.79	-
	306-5 Waste directed to disposal	Energy, Waste and Water Management, p. 45-47	-
GRI 303: Water and Effluents 2018	303-5 Water consumption	Energy, Waste and Water Management, p. 45-47	-
		Environmental Performance Indicators, p.79	-
Energy Efficiency and Renewable Energy Utilization			
GRI 3: Material Topics 2021	3-3 Management of material topics	Combating Climate Change, p.44	-
		Energy, Waste and Water Management, p. 48-50	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy, Waste and Water Management, p. 48-50	-
		Environmental Performance Indicators, p.79	-
	302-4 Reduction of energy consumption	Energy, Waste and Water Management, p. 48-50	-
Corporate Governance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance, p.27	-
Climate Change Mitigation and the Transition to a Low-Carbon Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Combating Climate Change, p.44	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Combating Climate Change, p.44	-
		Environmental Performance Indicators, p.79	-
	305-2 Energy indirect (Scope 2) GHG emissions	Combating Climate Change, p.44	-
		Environmental Performance Indicators, p.79	-
	305-5 Reduction of GHG emissions	Combating Climate Change, p.44	-

GRI Standard	Disclosure	Page numbers, descriptions and/or URL	Exclusions
Sustainable Construction Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	CCN Holding Companies, p.14-24	-
		Energy, Waste and Water Management, p.45-47	-
Circular Economy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy, Waste and Water Management, p.45-47	-
Responsible Financing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Profile and Values, p.9	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	CCN Holding: From Past to Present, p.12-13	-
Innovation and R&D			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalization Applications, p.75-75	-
Protection of Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Sustainability Topics, p.36-37	-
Employee Engagement and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	The Human Resources Approach, p.55	-
		Employee Engagement and Satisfaction, p.61-62	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management and Employee Development, p.58	-
		Social Performance Indicators, p.80-83	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Development, p.58	-
		Recruitment and Internship Processes, p.60	-
		Performance Management, p.59	-
		Social Performance Indicators, p.80-83	-
Management of Stakeholder Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Relations, p.71-72	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Satisfaction, p.74	-

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