YÜKSEL PROJE

SUSTAINABILITY REPORT | 2025

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About This Report

As Yüksel Proje, we are pleased to share our sustainability strategy, our vision and mission in this area, our projects, and recent developments through our Sustainability Report. This report presents our sustainability performance in accordance with the principles of transparency, accountability, and alignment with international standards.

The information included in our report covers Yüksel Proje's sustainability practices from January 1, 2025, to December 31, 2025.

Our report has been prepared with reference to the GRI Standards. option. When developing content related to our priority issues, we adopted the double materiality approach in line with the European Sustainability Reporting Standards (ESRS); thus, we assessed both the environmental and social impacts of our operations and the risks and opportunities that sustainability issues present for Yüksel Proje.

You can access the sustainability reports we have published to date on our website. We will continue to monitor and report on our sustainability performance annually in the coming period.

We value your thoughts on our sustainability efforts. In this regard, please send any feedback to **sustainability@yukselproje.com.tr**.

Messages from Management



Dear Stakeholders,

We regard engineering not merely as a service that responds to today's needs, but as a long-term responsibility that shapes the future.

We apply our technical expertise, guided by sustainability, ethical principles, and responsible engineering, to develop solutions that improve people's lives over the long term. For Yüksel Proje, 2025 was a year in which we reassessed the reach and responsibilities of our growing operations. With Gabon and Sri Lanka joining our portfolio, the number of countries in which we operate increased to 39. Today, our activities across numerous countries require engineering solutions to be evaluated not only in terms of technical success, but also in relation to environmental performance, resource efficiency, and societal expectations. Accordingly, we continued to enhance our approaches in these areas.

Under the Yüksel Proje Sustainability Plan, we focused on further embedding sustainability in both our management systems and corporate culture.

To elevate our commitments to a global platform, we became a signatory to the United Nations Global Compact. We also participated in the EcoVadis assessment to further standardise our business practices and identified valuable areas for improvement. These processes have enabled us to evaluate our practices more systematically across human rights, labour standards, environmental responsibility, ethics, and supply chain management.

To improve our environmental performance, we aligned our emissions calculation methodologies with ISO 14064 and reviewed our efforts in line with the Science Based Targets approach. While continuing to meet the electricity needs of our Ankara Head Office through our solar power plant, we also took steps to reduce operational resource consumption by expanding the use of electric vehicles and investing in digitalisation.

Our sustainable contribution to the economy across our areas of operation also continued. Ranking 132nd in ENR's "Top 225 International Design Firms" list and maintaining our position as Türkiye's second-largest service exporter in our field reflect the longstanding dedication of our teams. These achievements also reinforce the need to sustain our growth through a more responsible and resilient business model.

In the coming period, we will continue working towards our 2030 targets, focusing particularly on emissions and energy use, water and material efficiency, digitalisation, employee experience, and social impact. We recognise the importance of decoupling the expansion of our operations and financial growth from greenhouse gas emissions and intend to take further concrete action in this area.

We attach great importance to communicating our progress and areas for improvement openly. I would like to extend my sincere appreciation to all our colleagues and stakeholders who contribute to this collective effort.

Cemal KARAOĞLU
Vice Chair

Messages from Management



Dear Stakeholders,

At Yüksel Proje, we believe that people are one of the most important dimensions of sustainability. The continuity of the value we create through engineering depends not only on our technical expertise, but also on a strong corporate culture in which people can develop, share their ideas, and feel safe and valued.

The values we have upheld since 1978—integrity, trust, innovation, responsibility, solidarity, equality, and inclusion—also form the foundation of our sustainability approach today. As a growing organisation operating across diverse geographies, we regard employee experience, development, and engagement not merely as aspects of human resources management, but as integral components of long-term corporate sustainability.

In 2025, we focused on advancing this approach in a more systematic manner. While evaluating employee feedback more closely, we continued to strengthen our practices aimed at fostering a safe, fair, and development-oriented working environment. Through initiatives spanning occupational health and safety, professional and personal development, water efficiency and zero-waste awareness, as well as the prevention of workplace bullying, discrimination, and harassment, we sought to enhance our corporate culture not only through business outcomes but also through the quality of the employee experience.

Learning and development constitute an important part of this approach. The training programmes delivered throughout the year supported our employees not only in enhancing their technical competencies, but also in developing a culture of safe working, environmental awareness, and personal growth.

Diversity and equal opportunity are also among the cornerstones of our sustainable corporate culture. While we consider the increase in the proportion of women within our workforce to 24.5% a positive development, we recognise that further progress is needed to ensure stronger representation of diverse experiences, perspectives, and competencies throughout the organisation. We believe that equality should be assessed not only in terms of numerical representation, but also with regard to development, participation in decision-making processes, and access to opportunities. We strive to extend this approach beyond the boundaries of our organisation. As a corporate member of KAGİDER—the Women Entrepreneurs Association of Türkiye—we contribute to initiatives focused on equal opportunity and the circular economy. We also value learning from different organisations and stakeholders and developing collaborations that support social benefit. We believe that being a sustainable organisation also means being adaptable to change and committed to continuous learning. With this understanding, during the final months of 2025, we initiated our first efforts to explore how AI-enabled working methods could contribute to our business processes and institutional knowledge. In the coming period, we aim to advance this field through a responsible transformation approach that complements human expertise while improving access to knowledge and enhancing efficiency.

Designing a sustainable future is shaped not only by the projects we deliver, but also by how we work together, how we create space for one another, and the kind of organisation we leave to future generations. I would like to thank all our colleagues and stakeholders—particularly our Sustainability Team—for their efforts, ideas, and collaboration in contributing to this journey.

İdil PORA ÖLMEZ
Board Member

Highlights



We have signed the United Nations Global Compact.



The percentage of female employees rose by one percentage point compared to the previous year, reaching **24.5%.**



The Yüksel Proje R&D Center ranked 219th in investment expenditures, 36th in total employment, 44th in female employment, and **27th** in the number of employees holding master's or doctoral degrees.



We implemented the Information Security Management System.



A total of **60 students** completed internships at our offices and construction sites.



Within the scope of quality and management systems, 114 documents were updated and **12 new documents** were published.



Gabon and Sri Lanka were added to our country portfolio.



All electricity consumption for 2025 at our Ankara Head Office was met by a solar power plant.



We joined the EcoVadis platform to have our sustainability performance evaluated according to international criteria.



A total of **86,780 hours** of training was provided to all employees under the Occupational Health and Safety (OHS) program. A total of **374 people** received in-person training on various topics.



Yüksel Proje **ranked second** in its sector among Türkiye's largest service exporters.



We moved up from 162nd to **132nd** place in the ranking of the world's Top 225 International Design Firms.



We increased the number of electric vehicles at our head office to **3**.

About Yüksel Proje

Since 1978, we have been providing technical consulting services in the areas of engineering, design, project management, and construction supervision. Through the projects we develop in the fields of transportation, infrastructure, superstructure, energy, water, and the environment, we aim to produce engineering solutions that prioritize public interest, safety, resilience, and quality of life.

While carrying out our activities across different regions, we integrate our technical expertise with a sustainability approach, digitalization, innovation, and international quality standards.

We execute our projects by bringing together engineering knowledge, international experience, and a culture of interdisciplinary collaboration. We do not view our technical consulting services as limited solely to project delivery processes; we also consider topics such as environmental impacts, resource efficiency, resilience, occupational health and safety, and social benefit as integral parts of our processes.

We are listed among “The World’s Top 225 International Design Firms” published by ENR and rank among Türkiye’s leading exporters of technical consulting services.

Since 2017, through the work we have carried out at our R&D centers, we have continued to develop our capabilities in the areas of digital transformation, BIM, data management, sustainable project design, and engineering technologies.

We regard our people as one of our most valuable assets and focus on supporting our employees’ technical development, professional competencies, and sense of belonging. We aim to strengthen our multidisciplinary working culture through inclusion, knowledge sharing, collaboration, and continuous development.

Our Perspective

We use our technical expertise, guided by sustainability, an ethical approach, and a commitment to responsible engineering, to develop solutions that make people’s lives easier in the long term.



Our Global Operational Structure

As of 2025, we are carrying out projects in numerous countries across Europe, the Middle East, Africa, and Asia; we provide technical consulting services on an international scale through our offices and project teams in various countries.

In the regions where we operate, we aim not only to deliver projects but also to develop sustainable solutions that take into account local needs, environmental impacts and long-term development goals.




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Our Memberships

We actively participate in various national and international organisations to closely monitor global and technical developments in the sectors in which we operate, strengthen international cooperation, and contribute to the transformation of the engineering consultancy industry.

▸ FIDIC (International Federation of Consulting Engineers)

Within FIDIC, one of the most important organizations in the international engineering consulting sector, we monitor developments in contract management, engineering standards, and initiatives related to the sector's future. Our colleague Koray Ateş serves as Türkiye's sole representative on platforms such as the FIDIC Council of Future Leaders and the Contracts Committee.

▸ EFCA (European Federation of Engineering Consultancy Associations)

We follow the work carried out within EFCA, the umbrella organization of the European engineering consulting sector, and play an active role, particularly in platforms focused on the development of young professionals. Our colleague İpek Karaoğlu Köksalan serves as the sole representative from Türkiye in the EFCA Future Leaders initiative as of 2025.

▸ ECTP (European Construction and Sustainable Built Environment Technology Platform)

Since 2022, Yüksel Proje A.Ş. has been a member of the ECTP, which shapes the European-level policy and research agenda in the areas of sustainability, digitalization, and low-carbon transformation within the built environment sector. Our Board Member, İdil Pora Ölmez, represents our company on the 2025 ECTP Executive Committee. This membership holds strategic importance in terms of Horizon Europe collaborations, sectoral R&D networks, and direct contributions to European built environment policies.

▸ ATCEA (Turkish Association of Consulting Engineers and Architects)

We play an active role within ATCEA, the representative organization of Türkiye's technical consulting sector, and contribute to initiatives aimed at the sector's development. We also participate in initiatives that support the professional development of young engineers.

▸ HIB (Service Exporters' Association)

We support efforts to develop the export of technical consulting services; we contribute to sectoral strategies and international business development activities.

▸ DEİK (Foreign Economic Relations Board)

We participate in platforms aimed at developing international business relations; we monitor activities related to international partnerships, industry meetings, and the development of economic relations.

▸ KAGİDER (Turkish Association of Women Entrepreneurs)

We are a member of KAGİDER to support initiatives promoting gender equality and an inclusive workplace; we follow initiatives aimed at strengthening women's representation in the workforce. As of 2025, our Board Member İdil Pora serves on the Private Sector, Equal Opportunity, and Circular Economy Committees.

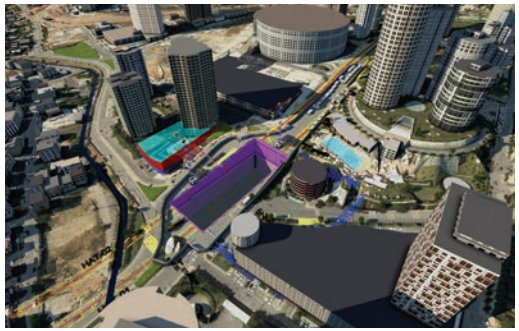
▸ ZMGM (Soil Mechanics and Geotechnical Engineering Association)

We keep abreast of scientific and technical developments in the field of geotechnical engineering; we support our employees' participation in industry knowledge-sharing and professional networks.

Our Awards



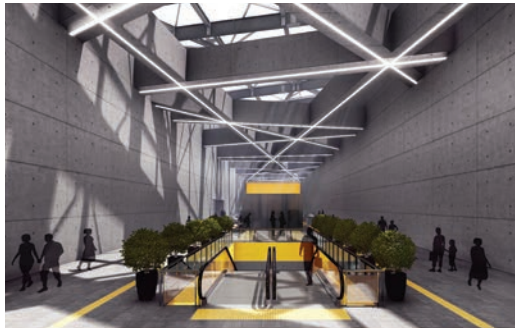
Istanbul-wide Rail System Design Services, Phase 1



Ümraniye-Ataşehir-Göztepe Metro



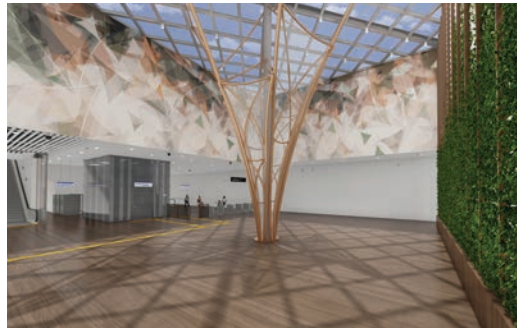
Cendere Viaduct



Kurtköy Metro Station



“I’m Istanbul” Concept Sabiha Gökçen Airport Rail System Line



Istanbul-wide Rail Systems Metro Station Design

Our Milestones



1978

Yüksel Proje was established.

1984

First international project: Riyadh–Qassim Transmission Line in Saudi Arabia.

1987

First consultancy services for highway: Gümüşova–Gerede Motorway and Bolu Mountain Passage, enabling safer, more comfortable, and faster travel between Türkiye's two major metropolitan cities, Istanbul and Ankara.

1992

First light rail system project: Ankaray, the first light rail system in Ankara.

First metro consultancy services: Taksim–4. Levent Metro Line in Istanbul.



1996

First wastewater treatment plant project: design and consultancy services for the Çiğli Wastewater Treatment Plant.

2001

Marmaray - one of the world's largest commuter rail systems and immersed tube tunnel projects, which changed Istanbul's known history with archaeological findings during construction and was the subject of numerous documentaries.

2002

Yüksel Proje established its First Asia Office - Afghanistan

2006

Yüksel Proje established its First Africa Office - Libya

2008

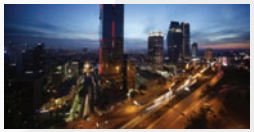
First engineering and design services in Europe: Sofia Metro, Bulgaria

2009

Yüksel Proje established its First Europe Office - Bulgaria

Our first smart building consultancy services: Zorlu Center in Istanbul, a mixed-use development comprising residences, a hotel, offices, a shopping centre, and a performing arts centre.

2010



Yüksel Proje established its Algeria Office.

First LEED Platinum candidate building project: Zorlu Levent 199, a 40-story smart office tower in Istanbul

2011

First project in Algeria: engineering and consultancy services for the Mostaganem Tramway

2013

Türkiye's first LEED Gold candidate (awarded in 2023) public hospital project: Okmeydanı Training and Research Hospital

First Build-Operate-Transfer consultancy project: Gebze–Izmir Motorway and Osmangazi Bridge, a 426 km highway connecting the Marmara and Aegean regions, reducing travel time from 8.5 hours to 3.5 hours, and featuring one of the world's largest suspension bridges.

2016

Yüksel Proje became Türkiye's top exporter in the technical consultancy sector.

2017

Yüksel Proje established offices in Ukraine and India.

Our company established the sector's first R&D Center, focusing on digital transformation, BIM, design, and engineering analyses.

2018

On our 40th anniversary, we delivered our largest social responsibility project: the ODTÜ Yüksel Proje Lecture Hall, fully funded and donated by the company.

Istanbul Water and Sewerage Master Plan - the city's urban water management planned through 2053.



2019

Yüksel Proje Romania Office established.

Yüksel Proje was the winner in two design categories at the AEC Excellence Awards.

We received two awards in the Architecture, Buildings, and Structure Design category at the A Design Award.

2020

Yüksel Proje France, Kazakhstan, and Uzbekistan offices are established.

Sustainable, land-based Atlantic Salmon Production and Processing Facility, incorporating water treatment and reuse in Japan.

A smart, user-oriented, and sustainable building complex, designed in accordance with LEED Gold principles, the TOGG Production Facilities Project, Türkiye's first domestic automobile.



2021

Second R&D Center established in Istanbul.

Offices launched in Bosnia and Herzegovina, Croatia, and Azerbaijan.

Operations expanded to 30 countries.

2022

Ranked 122nd among the World's Top Design Firms (ENR).

Completion of the Chardham Railway Project - connecting Hinduism's four sacred temples by rail in the foothills of the Himalayas at elevations up to 3,300 meters.

2023

The largest infrastructure project carried out within Türkiye-EU financial cooperation: Halkalı–Kapıkule Railway, Ispartakule–Çerkezköy Section.

Yüksel Proje Solar Power Plant was commissioned.

Ranked 138th overall among Türkiye's companies with the highest R&D spending, 33rd for women's employment, and 20th for the number of postgraduate and doctoral staff.

2024



Operations expanded to 37 countries.

Corporate Sustainability Management activities launched on March 8th with a "women in business" theme.

Yüksel Proje was listed among the world's top design firms for the 11th time.

Inauguration of two major metro projects in Istanbul.

2025

Operations expanded to 39 countries.

Our first Sustainability Report was published.

We became a signatory to the United Nations Global Compact.

Yüksel Proje ranked 132nd on ENR's "Top 225 Design Firms in the World" list.

CORPORATE GOVERNANCE



Corporate Governance

We shape our corporate governance approach around a responsible engineering philosophy, ethical principles, and a focus on sustainability. We structure our management framework to ensure effective coordination and accountability between strategic decision-making processes and operational practices.

In this regard, we manage the areas of quality, environment, occupational health and safety, and information security in all their dimensions under our Integrated Management System. Our Integrated Management System Policy is based on the principles of compliance with legal and regulatory requirements, risk-based management, consideration of stakeholder expectations, and continuous improvement, and it guides our corporate governance practices throughout all phases of our projects.

Yüksel Proje
Integrated Management System Policy

https://www.yukselproje.com.tr/en/about-us/integrated-management-system-policy





▸ Organizational Structure

The Board of Directors, which serves as our company's highest governing body, consists of the Chairman of the Board, the Vice Chairman, and members. Within the General Management structure, which reports to the Board of Directors, technical, financial, and administrative processes are managed by the relevant Deputy General Managers and departments.

We carry out our sustainability initiatives company-wide under the leadership of the Vice Chairman of the Board of Directors and with the participation of teams from various disciplines. We implement practices related to data collection, reporting, performance tracking, and project processes in coordination with the relevant departments.

We do not view our sustainability approach as limited solely to corporate practices; rather, we treat it as an integral part of our engineering, design, and project management processes. In line with our responsible engineering philosophy, which takes environmental, social, and governance dimensions into account, we aim to create long-term value in all our processes.

▸ Corporate Risk Management

At Yüksel Proje, risk management is an integral part of our engineering, consulting, project management, and auditing activities. Our goal is to protect employee safety, ensure projects are completed on time and within budget, maintain legal compliance, uphold service quality, and safeguard our corporate reputation. In this context, risk management and business continuity are among the fundamental components of our corporate governance structure.

Risk is defined as any event, situation, or trend that could negatively impact our employees, projects, operations, financial performance, or reputation. Occupational health and safety, environmental and climate-related developments, project delays, contract and indemnity risks, financial risks, information and cybersecurity, supply chain and subcontractor risks, geopolitical and country-specific risks, as well as reputational risks are systematically monitored and managed. Backup and disaster recovery processes are in place for the information technology infrastructure, while applications supporting business continuity are operational in human resources, supply chain, and financial processes.

▸ ESG-Focused Risk Approach

Environmental, social, and governance (ESG) risks are at the heart of our corporate risk management framework and are addressed alongside strategic, operational, and financial risks. This framework is supported by the ISO 9001 Quality Management System, the ISO 14001 Environmental Management System, the ISO 45001 Occupational Health and Safety Management System, and the ISO/IEC 27001 Information Security Management System.

Environmental and climate risks include compliance with environmental and climate regulations, waste management, resource use, biodiversity, and the physical and transitional impacts of climate change.

Social risks include occupational health and safety, employee well-being, human rights, inclusivity, and impacts on communities.

Governance risks relate to legal and regulatory compliance, ethical business conduct, anti-corruption, information security, and responsible management processes.

Potential ESG-related impacts are assessed from the early stages of projects; necessary measures are planned to mitigate negative impacts and support sustainable project delivery.

▸ Risk Assessment and Controls

Risks are identified through project reviews, on-site inspections, internal assessments, incident and nonconformity reports, and feedback from employees and stakeholders. Identified risks are assessed and prioritized using a structured risk matrix based on probability and impact criteria, and responsibilities for monitoring and mitigation are assigned to the relevant units. Priority is given to risks that could significantly impact employee safety, project performance, regulatory compliance, business continuity, and stakeholder confidence.

Our risk management approach is based on prevention, preparedness, and continuous improvement. The effectiveness of these controls is enhanced through employee training, quality, occupational health and safety (OHS), environmental, and information security procedures, technical reviews, regular audits, emergency response plans, and compliance monitoring mechanisms. Backup and disaster recovery processes are in place for the information technology infrastructure, while applications supporting business continuity are operational for human resources, supply chain, and financial processes.

▸ Responsibilities and Continuous Improvement

Responsibility for risk management is shared throughout the entire organization. While department and project managers, as well as field teams, are responsible for identifying and managing risks within their respective areas, senior management oversees the overall effectiveness of the risk management framework. Significant risks and the actions taken in response are communicated to senior management through regular reporting channels.

The effectiveness of risk management activities is monitored through audits, incident investigations, tracking of corrective and preventive actions, and periodic management reviews. Indicators such as occupational health and safety performance, project delivery metrics, compliance findings, and environmental incidents are used to identify areas for improvement. By working in collaboration with customers, subcontractors, suppliers, public authorities, and local stakeholders, we ensure timely adaptation to changing conditions and aim to turn risks into opportunities.

By integrating risk management into our daily operations and project activities, we aim to protect our employees, ensure the successful delivery of projects, comply with legal and ethical requirements, and contribute to sustainable growth.

Value Creation Model

Yüksel Proje Resources

Financial Capital

- A strong and stable cash flow secured by ranking 132nd among global design firms and being among Türkiye's largest service exporters in the sector.
- Innovative capacity supported by budgets allocated to R&D and innovation, and the company's ranking at 219th among Türkiye's top 250 companies in terms of R&D investment expenditures.

Intellectual Capital

- A body of institutional knowledge built up over 47 years of engineering experience accumulated since 1978 in transportation, infrastructure, and superstructure projects.
- Projects, patents, registered designs, and scientific publications produced through our Ankara office, which was designated as the industry's first R&D Centre, and our second R&D Centre in Istanbul.

Human Capital

- More than 1,000 qualified professionals, primarily engineers and architects, delivering multidisciplinary projects across 39 countries.
- A team of specialists, comprising 136 individuals with master's and doctoral degrees, working in R&D centres and operations, and committed to continuous development.

Social and Relational Capital

- A standards-compliant, trust-based business culture developed through projects with the World Bank, the EBRD, the Asian Development Bank, and the European Investment Bank.
- Collaborations with leading industry associations and civil society organizations such as FIDIC, EFCA, ECTP, ATCEA, DEİK, and KAGİDER.
- R&D projects and long-term academic partnerships with 14 different universities.

Physical Capital

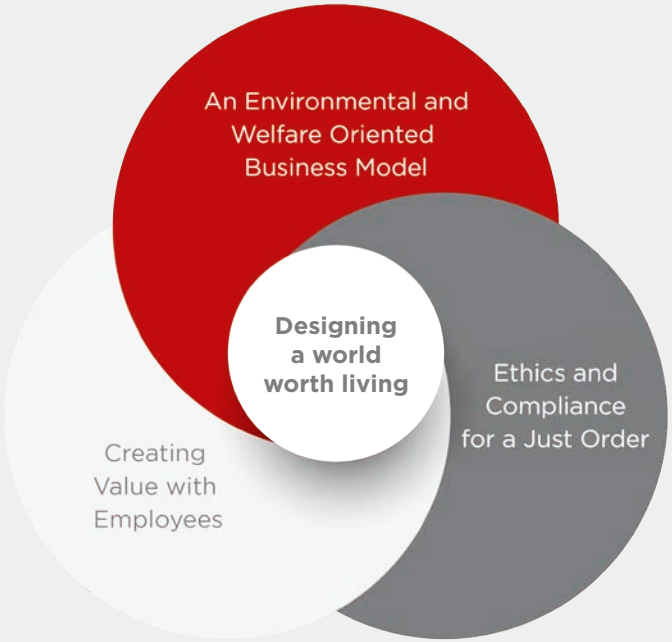
- Our Ankara Head Office, Istanbul Regional Office, and a network of physical offices in 11 countries.
- A Ministry-approved, TÜRKAK-accredited (TS EN ISO/IEC 17025) Soil and Rock Mechanics Laboratory.

Environmental Capital

- Renewable energy supplied by the Polatlı and Şanlıurfa solar power plant investments, which fully meet the electricity needs of the Ankara Head Office.
- Essential operational resources used to ensure business continuity across our domestic and international offices, construction sites, and laboratories, including electricity, water, natural gas, and fuel for our vehicle fleet.

Business Model

"Designing a world worth living."



Management that adheres to ethical principles and is transparent and accountable

Sustainable Project Management

Financial Capital

- Strong foreign exchange inflows and added value contributed to the Turkish economy through our service exports.
- Ensuring the company's profitable and sustainable growth through stable revenues generated in international markets.

Intellectual Capital

- The 17 R&D projects carried out in 2025, newly registered engineering designs, and innovations we have brought to our industry through international projects.
- Our contribution to science through technical publications and books that we provide free of charge to academia, university students, and industry professionals.

Human Capital

- Enhanced professional expertise through master's and doctoral degree incentives, in-house training, and opportunities to participate in R&D projects offered to our employees.
- Ranked 44th in female employment among R&D centers.

Social and Relational Capital

- Tangible improvements in the health, well-being, and quality of life of the local population thanks to our clean water infrastructure and safe transportation projects.
- High levels of satisfaction and institutional trust achieved through transparent communication with our customers, local communities, and international organizations.

Manufactured Capital

- Motorways, bridges, tunnels, rail systems, and buildings for which we provide design, quality management, and supervision services, ensuring their safe use by communities for generations.

Environmental Capital

- An 80.7% reduction in Scope 2 carbon emissions, thanks to our own solar power facilities.
- Reducing traffic congestion, carbon footprints, and water pollution in cities through the transportation and infrastructure projects we design.

Yüksel Proje's value creation model combines engineering expertise and diversified capital resources with the goal of creating more livable cities for future generations. Our environment- and well-being-focused business model aims to generate meaningful value for society and the environment in the long term by holistically considering our financial results, our knowledge base, the development of our employees, the relationships we build with our stakeholders, and our approach that is mindful of natural resources.

This model provides a guiding framework for developing more resilient, accessible, and people-centered infrastructure solutions in the face of challenges such as climate change and rapid urbanization. In every project, we aim to contribute to the development of sustainable cities by focusing on designs that use resources more efficiently, reduce environmental impacts, and improve quality of life.





OUR SUSTAINABILITY APPROACH



Sustainability Vision

At Yüksel Proje, our values lie at the heart of our approach to sustainability. We shape our business models and relationships with all stakeholders, particularly our employees, in line with these values and continue to move forward with our long-established corporate culture, strengthened by them.

Our engineering philosophy, which aims to contribute to environmental and social well-being and to develop solutions that make people's lives easier, is one of the most important elements of our corporate culture.

Guided by the motto **"Designing a world worth living,"** An Environmental and Welfare-Oriented Business Model, Creating Value with Employees, and our commitment to Ethics and Compliance for a Just Order collectively shape the framework of our sustainability approach.

▸ Ethics and Compliance for a Just Order

In all our business relationships, we adhere to a management philosophy that is accountable, transparent, values-driven, fair, and honest. We never compromise on these principles under any circumstances and position ethics and compliance as an indispensable part of our sustainability approach.

▸ An Environmental and Welfare Oriented Business Model

While prioritizing the well-being of communities and the individuals living within them, we safeguard the integrity of the environment, the conservation of natural resources, and the sustainability of habitats. Through our investments in advanced technology and R&D, we develop innovative solutions; we embrace a business model that adds value to the built environment on a global scale and aims to ensure sustainable revenue and profitability.

▸ Creating Value with Employees

We operate with the awareness that our greatest asset is our human capital. We are building an organizational culture that protects and develops our employees, prioritizes diversity, inclusion, and safety, and ensures that everyone feels valued and secure.



Sustainability Organization

We carry out our sustainability efforts within the framework of the Sustainability Plan we established in 2024. This plan defines our 2030 goals covering our company's critical sustainability impact areas, our measurement approach for these goals, and our regular review processes.

We coordinate our activities through a sustainability organization led by two members of our Board of Directors and comprising representatives from key business units. Our Vice Chair leads sustainability planning, regularly updates the Board, and ensures that decisions are implemented across our business units.

In 2025, we reviewed the structure of our sustainability committee and redefined the roles and responsibilities of its working groups in line with our ESG priorities. Our goal was to manage sustainability issues through a more systematic approach, ensure the active participation of relevant units in the process, and strengthen corporate coordination. We approach the committee structure with a dynamic mindset, regularly reviewing it in line with company priorities, stakeholder expectations, and international sustainability practices.

Our sustainability team consists of members representing strategic business units. While participation in the team is primarily through assignment, it is also open to voluntary participation. In this context, two colleagues were added to the team in 2025.





**Corporate support functions provide coordination and operational support to all relevant work groups as needed.*

Materiality Assessment

▸ Our Significant Impacts, Risks, and Opportunities (IROs)

The material topics identified through our double materiality assessment reflect both our potential positive and negative impacts on people and the environment, as well as the risks and opportunities affecting our business model and financial performance. In this report, we provide detailed information under the relevant sections on our impacts, risks, and opportunities associated with each topic and explain how we manage them.

The systematic management of our material topics is one of the key elements of our sustainability strategy and risk management approach. Ownership of each topic has been assigned to the relevant business units, while responsibilities for monitoring performance, setting targets, and taking action have been clearly defined within our governance structure. In the coming period, enhancing our management maturity in relation to these topics and achieving improvements in these areas will remain a key focus of our sustainability agenda. The assessment process is coordinated by our Sustainability Team with the participation of the relevant business units, and the results are reviewed and approved by senior management. As part of this process, actual and potential impacts are assessed separately, taking into account short, medium, and long-term time horizons.

As of 2025, our double materiality assessment has been updated in line with the European Sustainability Reporting Standards and developed into a more comprehensive framework. Building on our previous work, this update has broadened the scope and increased the depth of the assessment. Accordingly, both our impacts on people and the environment and the financial effects of sustainability-related risks and opportunities are assessed in an integrated manner. The findings of the assessment contribute to shaping our sustainability strategy and identifying priority areas across Yüksel Proje. The assessment also serves as a key reference for the effective allocation of resources and the strengthening of decision-making processes.

▸ Our double materiality analysis process

Step 1: Compiling the list of sustainability topics

In the first step of our double materiality analysis, we developed a comprehensive list of sustainability topics by taking into account Yüksel Proje's value chain, business relationships, the European Sustainability Reporting Standards, industry practices, and corporate priorities. At this stage, we aimed to systematically identify all potential topics in the environmental, social, and governance areas.

Step 2: Identification of Potential Material Issues

We refined the initial long list by consolidating topics with similar content and, where necessary, dividing them into subtopics, resulting in a strategically relevant and manageable shortlist. This process enabled us to define a set of potentially material topics that served as the basis for the subsequent impact and financial materiality assessments.

Step 3: Assessment of Topics from the Stakeholder Perspective: Impact Materiality

This year, in our impact significance assessment, we conducted a qualitative reanalysis of the data obtained from stakeholder surveys conducted in the previous period. We used a total of 79 responses from our stakeholders to establish a foundation for impact prioritization and reinterpreted these findings in light of current conditions and organizational priorities.

In the impact significance assessment:

- We distinguished between current (actual) and potential impacts.
- We examined the positive and negative impacts of the issues on people and the environment.
- We conducted the analysis separately for short-term (0–2 years), medium-term (3–7 years), and long-term (8 years and beyond) time horizons.

The Sustainability Committee assessed the impact level for each issue.

▸ Impact scoring methodology:

Negative impacts were scored based on the criteria of severity (magnitude and scope), likelihood, and reversibility, while positive impacts were scored based on the criteria of severity and likelihood.

Step 4: Financial materiality – assessment of risks and opportunities

As part of the financial materiality assessment, we analysed the sustainability-related risks and opportunities associated with each material topic together with the relevant business units and the Sustainability Committee. We scored these risks and opportunities based on the following criteria:

- Likelihood of occurrence
- Potential financial magnitude

We then reviewed the results during calibration sessions and determined the final scores. The assessment results were reviewed and approved by senior management.

Our financial materiality assessment approach has been designed to align with our enterprise risk management system, ensuring that sustainability-related risks and opportunities are evaluated using the same scale and terminology as other strategic and operational risks across the organisation.

▸ Financial scoring methodology:

Financial scoring is based on the combined assessment of the likelihood of occurrence and the financial impact of risks and opportunities.

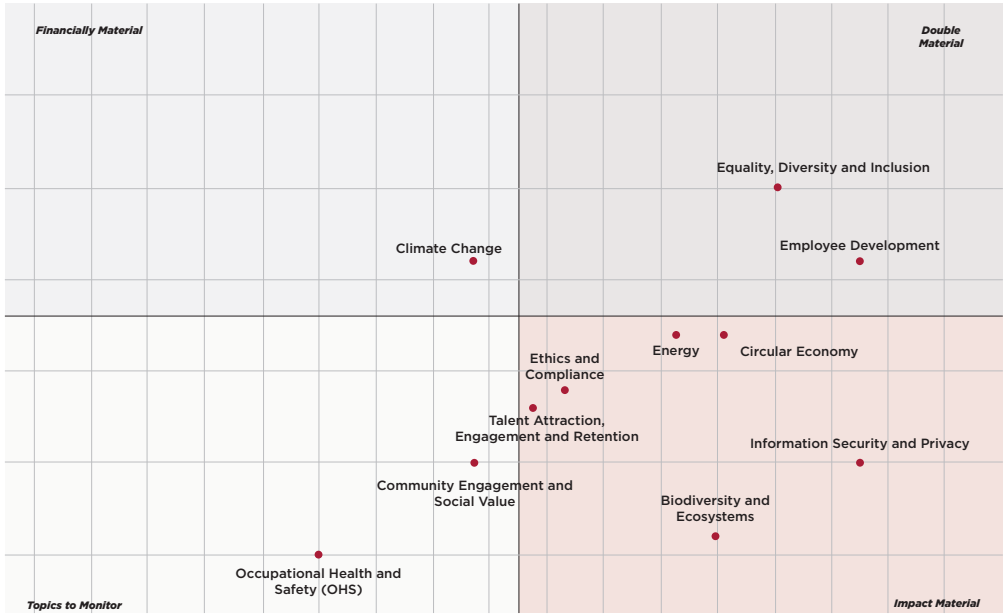
Comprehensive evaluation and visualization of results

We visualized the results of our double materiality analysis using a two-axis graph that simultaneously displays both the impact and financial importance dimensions of key issues. The horizontal axis represents the impact score (importance in terms of impact), while the vertical axis represents the financial score (importance in financial terms). This allows us to determine the relative position of each issue across these two dimensions at a glance.



Yüksel Proje Double Materiality

Yüksel Proje Double Materiality Assessment



The classification below summarises the position of our sustainability topics across the impact and financial materiality dimensions, based on the results of our double materiality assessment.

▸ Double Material Topics

These topics are highly material in terms of both their impacts on people and the environment and their financial effects:
- Equality, Diversity and Inclusion
- Employee Development

These areas are among our strategic priorities due to their importance for people-centred transformation, strengthening our corporate culture, and enhancing our capacity to create long-term value.

▸ Financially Material Topics

This group includes issues that have a significant impact on financial performance, cost structure, investment decisions, and business continuity:

- Climate Change: Physical and transition risks associated with climate change are considered critical to our project portfolio and financial resilience; therefore, they are classified as material from a financial perspective.

▸ Impact Material Topics

These issues are significant due to their impacts on people and the environment, although their financial impacts are relatively more limited or indirect:

- Energy
- Circular Economy
- Ethics and Compliance
- Talent Attraction, Engagement, and Retention
- Information Security and Privacy
- Biodiversity

These areas are prioritized in terms of managing our environmental footprint, safeguarding stakeholder trust, strengthening a culture of ethical business practices, and ensuring the sustainability of our skilled workforce.

▸ Topics We Monitor

In our double materiality analysis, the following two topics fell below the established materiality thresholds.

- Health and Safety (OHS)
- Community Engagement and Social Value

However, since these areas are of fundamental importance in terms of legal compliance, corporate responsibility, and stakeholder expectations, we continue to implement our policies, goals, and activities in these areas and regularly monitor our performance.

On the graph, these four categories are presented in a single visual; financial materiality is shown on the vertical axis and impact materiality on the horizontal axis, allowing the relative level of importance of each topic to be tracked at a glance.

Our Impacts, Risks, and Opportunities (IRO)

LEGEND

TYPE		VALUE CHAIN	TIME HORIZON
O Opportunity	A/I- Actual Negative Impact	U Upstream Activities	ST Short Term
A/I + Actual Positive Impact	P/I - Potential Negative Impact	O Own Operations	MT Medium Term
P/I + Potential Positive Impact	R Risk	D Downstream Activities	LT Long-Term

ENVIRONMENTAL

Climate Change

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
O Opportunity	U · O · D	Increased customer demand for renewable energy, energy efficiency, and climate resilience projects, driven by the long-term value creation of projects focused on decarbonization, climate adaptation, and resilience.	ST · MT · LT

E1 Energy

TYPE	VALUE CHAIN	EXPLANATION	TIME HORIZON
P/I- Potential Negative Impact	**U · O · D**	YP's operations, supply chain, and projects involve high energy consumption and fossil fuel use, which contribute to increased greenhouse gas emissions and create a negative environmental impact.	**ST · MT · LT**

E4 Biodiversity and Ecosystems

TYPE	VALUE CHAIN	EXPLANATION	TIME HORIZON
P/I- Potential Negative Impact	U · **O · D**	Adverse effects that may arise as a result of risks not being adequately addressed or the need for improvements in the consulting process.	**ST · MT · LT**
P/I- Potential Negative Impact	U · O · **D**	Project-related impacts on land, natural habitats, natural resources, and water, as well as the resulting impacts on people and economic activities associated with these resources.	**ST · MT · LT**

E5 Resource Use and Circular Economy

TYPE	VALUE CHAIN	EXPLANATION	TIME HORIZON
P/I- Potential Negative Impact	U · **O · D**	The potential for negative impacts to increase if circularity principles are not incorporated into project design processes.	**ST · MT · LT**

SOCIAL

S1 Our Own Employees

Diversity, Inclusion, Training, Employee Rights, and Development

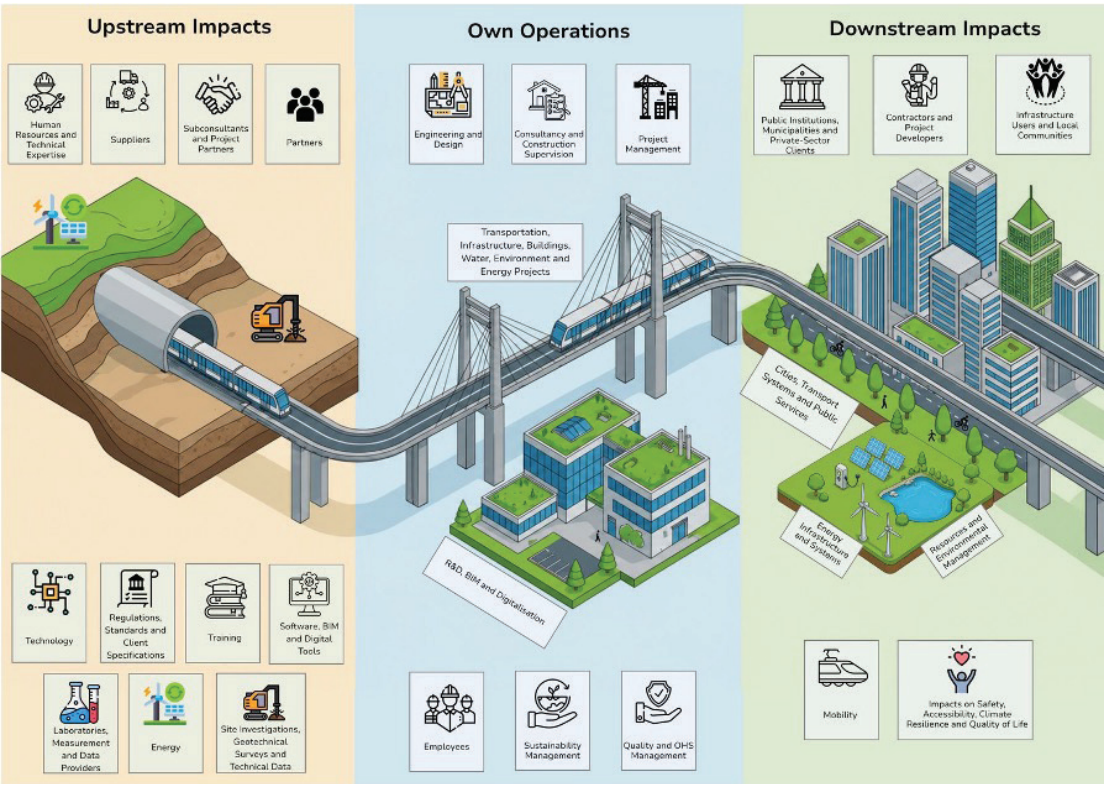
TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
O Opportunity	U · **O** · D	Advantages provided by diversity in attracting and retaining talent.	**ST · MT · LT**
O Opportunity	U · **O** · **D**	Strengthening employees' sense of belonging and inclusion, thereby improving customer engagement and increasing revenue.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Pay inequality, discrimination, employee dissatisfaction, and increased employee turnover.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Discrimination in the workplace, including recruitment, promotion, and employment relations, as well as in communication or marketing practices; harassment, including sexual harassment, or bullying.	**ST · MT · LT**
O Opportunity	U · **O** · D	Competitive advantage in attracting skilled talent.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	The potential for negative operational impacts resulting from a failure to develop employees' knowledge and skills, given that the Company defines itself as a knowledge-based organisation.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Potential employees distancing themselves from Yüksel Proje and existing employees feeling excluded if suitable conditions are not provided.	**ST · MT · LT**
P/I+ Potential Positive Impact	U · **O** · D	Developing higher-quality solutions through a diverse and inclusive workforce and attracting and retaining employees.	**ST · MT · LT**

GOVERNANCE

G1 Business Conduct / Information Security & Ethics

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · **O** · **D**	The increasing risk of cybersecurity breaches and the resulting social and financial impacts on end users and customers.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Impacts on users and customers resulting from the disclosure of personal and sensitive data due to unauthorised access or data breaches.	**ST · MT · LT**
P/I+ Potential Positive Impact	U · **O** · D	The effective implementation of information security controls, including access management, data encryption, and employee awareness, protects user and customer data and strengthens trust.	**ST · MT · LT**
A/I+ Actual Positive Impact	**U** · **O** · **D**	Strict compliance with business ethics rules and anti-corruption policies.	**ST · MT · LT**

Yüksel Proje Value Chain



Yüksel Proje's value chain encompasses the full range of engineering, consulting, and project management services we provide in the fields of transportation, infrastructure, superstructure, water and environment, and energy. Our value chain defines, within a comprehensive framework, both the areas for which we are directly responsible and those to which we contribute.

We approach our value chain under three impact areas:

- **Upstream impacts:** Our human resources and technical expertise, our suppliers, sub-consultants, project partners, technology and digital tools, laboratories and data providers, as well as impacts stemming from energy and regulations/standards.

- **Our own operations:** Engineering and design, consulting and construction supervision, project management, R&D, BIM and digitalization, sustainability, quality, and occupational health and safety (OHS) management, as well as impacts arising from all activities carried out by our employees.

- **Downstream impacts:** The environmental and social impacts on infrastructure users and local communities resulting from projects we develop in collaboration with public institutions, municipalities, and our private-sector clients; as well as from our partnerships with contractors and project developers.

Our value chain diagram illustrates how the key ESG issues we have identified through our double materiality analysis relate to these three impact areas. We clearly define Yüksel Proje's role for each activity (designer/engineering service provider, consultant, project manager, solution partner, or facilitator). In this way, we systematically track the ESG risks and opportunities that arise at every stage of the value chain and integrate our responsible engineering approach into all our projects.

Stakeholder Relations

With our first Sustainability Report, published in 2025, we aimed to transparently share our approach to sustainability, our priorities, and our areas for improvement with our stakeholders. Following the report's publication, we conducted communication activities targeting our employees, customers, business partners, and industry stakeholders.

In this context, our corporate website, company presentations, and promotional materials were updated to reflect our sustainability approach. Our internal and external communications featured informative content addressing various dimensions of sustainability, including ethical conduct, employee development, occupational health and safety, social contribution, gender equality, and biodiversity.

To increase employee engagement, internal awareness campaigns, surveys, and incentive-based communication activities were carried out. While these initiatives were initially conducted throughout the year via internal newsletters, starting in September, they began to be carried out more regularly and interactively through the online communication platform Ypnet. The goal was to ensure that our sustainability approach is more strongly integrated into our corporate culture and daily business processes.



Industry Collaboration

▸ Representation and Knowledge Sharing on International Industry Platforms

Our International Tenders and Business Development Manager, Koray Ateş, plays an active role in the international development of the industry through his memberships in the FIDIC Future Leaders Advisory Council and the FIDIC Contracts Committee.

In September 2025, Ateş represented Yüksel Proje at the FIDIC Global Infrastructure Conference 2025 in Cape Town, held under the theme “Smart Infrastructure: Equity, Resilience and Innovation for a Sustainable World: Investing in and Building a Better World for All.”

Ateş participated as a speaker in the Future Leaders session at the conference, which brought together representatives from approximately 100 countries. He highlighted the importance of addressing sustainability, resilience, and climate change adaptation from the feasibility and design stages of infrastructure projects. He also emphasised the decisive role of regulatory frameworks, industry awareness, and engineering education in promoting the wider adoption of this approach.

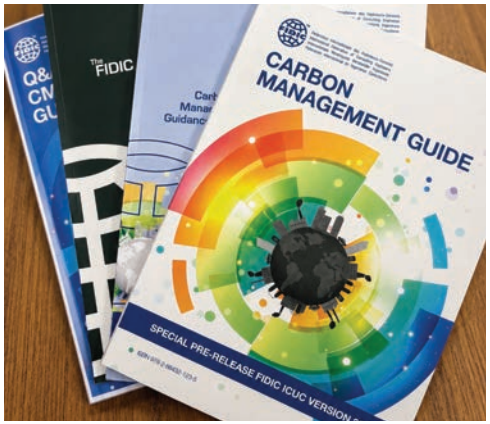
▸ Monitoring Developments in International Contract Management

Koray Ateş also attended the FIDIC International Contract Users’ Conference and Awards, held in London from 1 to 4 December 2025. Bringing together industry professionals working with FIDIC contracts, the event addressed recent developments in international contract practices, approaches to contract management, and key topics shaping the industry.



▸ Technical Contributions to FIDIC Publications

Key technical publications to which Koray Ateş contributed through his work with FIDIC include the Guide to the Underground Works Contract (Emerald Book), the Carbon Management Guide, the Carbon Emissions Management Guide, and the Carbon Management Questions and Answers Guide.



Prepared with contributions from engineering consultancy firms across the world, these guidance documents serve as internationally recognised reference resources for project development, tendering processes, and contract management.

▸ Stakeholder Engagement Table

At Yüksel Proje, stakeholder relations are addressed through an integrated approach aimed at the balanced management of value created throughout our business model and engineering value chain. For each stakeholder group, our value proposition, the importance of the relationship to our company, primary channels of interaction, key sustainability issues, and related capital elements have been individually identified in a comprehensive matrix.

Stakeholder Group	Our Value Proposition	Why are They Important?	Engagement Methods and Frequency	Material ESG Topics	Related Forms of Capital
Employees (Internal Stakeholders)	Fair remuneration, a safe working environment, continuous development, and an inclusive corporate culture.	The engineering quality of our projects and the success of our business depend directly on a competent and engaged team.	Email, internal communication channels, training programmes, meetings, surveys, orientation programmes, board meetings, and newsletters. (Continuous)	• Employee Development • Talent Attraction, Engagement and Retention • Equality, Diversity and Inclusion • Ethics and Compliance	Human Capital, Intellectual Capital
Customers / Employers (Investor Public Institutions and Private-Sector Employers)	On-budget, timely, high-quality, innovative, and sustainable engineering solutions.	They are the primary drivers of our revenue continuity, market share, and brand value within the industry.	Email, telephone, website, regular project meetings, surveys, and legal requirements. (Continuous)	• Information Security and Privacy • Climate Change • Circular Economy • Ethics and Compliance	Financial Capital, Social and Relationship Capital
Supply Chain (Contractors, Subcontractors, and Suppliers)	Transparent procurement, fair contracts, regular payments, business continuity, and capacity building.	They support the timely progress of site operations in accordance with quality and sustainability standards.	Legal requirements, website, email, telephone, and site meetings. (Continuous / As Required)	• Ethics and Compliance • Energy • Circular Economy • Equality, Diversity and Inclusion	Manufactured Capital, Social and Relationship Capital
Public Authorities and Regulatory Bodies (Ministries, Local Authorities, and Supervisory Bodies)	Full compliance with laws and regulations, transparent reporting, and contributions to raising industry standards.	They protect our licence to operate, including social and legal approval, and enable us to manage risks effectively.	Regulatory notifications, website, email, telephone, and official meetings. (As Required / Continuous)	• Ethics and Compliance • Climate Change • Biodiversity and Ecosystems • Information Security and Privacy	Social and Relationship Capital, Natural Capital
Financial Stakeholders (Shareholders, International Credit Institutions, Banks, and Insurance Companies)	Sustainable profitability, risk management, transparent financial reporting, and sound corporate governance.	They provide the capital required to achieve our growth objectives and finance major projects.	Email, telephone, boards of directors, and periodic reporting. (As Required)	• Ethics and Compliance • Climate Change • Community Engagement and Social Value*	Financial Capital, Social and Relationship Capital
Community and Knowledge Network (Universities, Local Communities, Media, and Industry Associations)	Infrastructure development, local employment, environmental sensitivity, and industry knowledge sharing.	They strengthen our corporate reputation and help attract the talent of the future, particularly through universities.	Email, website, telephone, meetings, sponsorships, and press releases. (As Required)	• Community Engagement and Social Value* • Biodiversity and Ecosystems • Talent Attraction, Engagement and Retention • Circular Economy	Intellectual Capital, Natural Capital, Social and Relationship Capital

**Topic that fell below the materiality threshold in the double materiality assessment but continues to be monitored through our policies, targets and activities.*

2030 Targets and Roadmap



Through our double materiality assessment, we evaluate our company's impact on the environment and society, as well as the potential effects of sustainability-related risks and opportunities on our business. By evaluating environmental, social, and economic dimensions together, we define the "ideal sustainability" point for our organization and set the sustainability level we aim to achieve by 2030 as our primary goal.

We structure our roadmap using a backward planning approach, starting from this ideal point and working backward to the present. We translate our answers to the question, "How close can we get to our desired sustainability outcomes by 2030?" into our 2030 goals, our portfolio of sustainable project services, our strategic interim targets, and our capacity-building steps.

We regularly review our path to 2030 within the framework of our Sustainability Management System, taking into account developments in regulation, digital transformation and technological capabilities, as well as changes in stakeholder expectations.

Shaped by our vision of "Designing a world worth living," we are moving forward as a global engineering force that evolves in harmony with the sustainable built environment of the future.

Indicator	Meaning
• **Progress**	Actual performance shows positive progress towards the 2030 target, or the target has been achieved.
• **Regression**	Compared with the baseline, actual performance indicates regression in progress towards the 2030 target.
• **No Progress**	Actual data is available and performance remains close to the baseline; efforts are continuing to support progress towards the target.

Note: *Yüksel Proje's 2030 targets were reviewed as part of the internal coordination activities carried out in 2025, and the necessary updates were made to the target definitions, scopes and measurement approaches. Therefore, some targets may differ from those presented in the 2024 report.*

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
ENERGY	**Transition to Renewable Energy**						  
	Self-Generated Renewable Electricity	Share of total electricity consumption, %	90%	37.6%	87.7%	The share of self-generated renewable electricity increased from 37.6% in 2023 to 87.7% in 2025, bringing performance close to the 2030 target of 90%.	
	Purchased Renewable Electricity	Share of total electricity consumption, %	10%	-	0	The renewable energy generation approach used at the Ankara Office is also planned to be evaluated for the Istanbul Office, subject to suitable conditions.	
	Emissions					A Carbon Reduction Action Plan is planned to identify Scope 1, Scope 2 and Scope 3 greenhouse gas emission sources, assess emission reduction potential, define priority mitigation actions and establish an implementation schedule for achieving the targets.	
	Scope 1	tCO_2e	30% reduction from 2023	362 tCO_2e	393 tCO_2e	Scope 1 emissions increased from the 2023 baseline of 362 tCO_2e to 393 tCO_2e in 2025, an increase of approximately 8.6% (2024: 342 tCO_2e).	
	Scope 2	tCO_2e	100% reduction from 2023	151 tCO_2e	29 tCO_2e	Scope 2 emissions decreased from the 2023 baseline of 151 tCO_2e to 29 tCO_2e in 2025, a reduction of approximately 80.7% (2024: 34 tCO_2e).	
	Scope 3	tCO_2e	30% reduction from 2023	425 tCO_2e	629 tCO_2e	Scope 3 emissions increased by 47.9% from the 2023 baseline to 629 tCO_2e. The increase was primarily attributable to the inclusion of ISO Category 4 emissions in the calculation for the first time in 2025; on a comparable basis (ISO Category 3), the increase was 6.1%. Emission reduction efforts are ongoing.	
	Emissions Intensity	tCO_2e / head office employee	10% reduction from 2023	2.10 tCO_2e/person (938.7 tCO_2e / 447 employees)	2.40 tCO_2e/person (1,051.3 tCO_2e / 438 employees)	Emissions per employee increased from the 2023 baseline of 2.10 tCO_2e/person to 2.40 tCO_2e/person in 2025. The increase reflects the inclusion of ISO Category 4 emissions in the calculation for the first time; on a comparable basis, emissions per employee decreased by approximately 5%.	

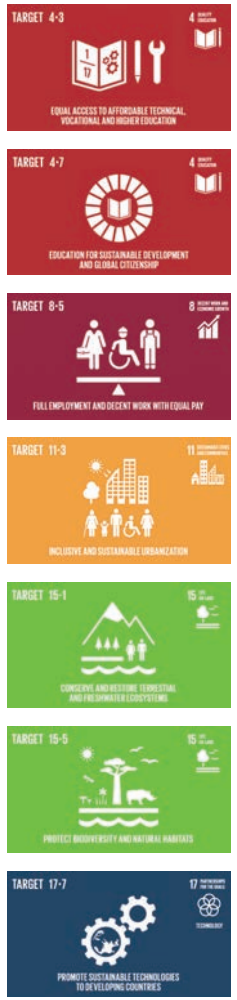
Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
MATERIALS AND WATER	**Materials**						
	Compliance Rate with Sustainable Product and Service Criteria	Share of sustainable materials used, %	By the end of 2030, ensure that products meeting defined sustainability criteria account for at least 80% of annual procurement expenditure within priority product categories.	-	-	Work to implement actions supporting the targets is ongoing.	 
	Water						
	Water Consumption per Employee	m^3 / head office employee	Reduce water consumption per employee by 10%	11.56 m^3/person (5,168.18 m^3 / 447 employees)	7.47 m^3/person (3,272.38 m^3 / 438 employees)	Water consumption per employee decreased from the 2023 baseline of 11.56 m^3/person to 7.47 m^3/person in 2025. This 35.4% reduction has already exceeded the 2030 reduction target of 10%.	 
	Water Reuse	Yes/No	Identify opportunities for water reuse	-	-	Project development work has commenced to increase Yüksel Proje's rainwater harvesting capacity.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
PROCESSES	**Processes**						
	Digitalization	Yes/No	Digitalize sustainability processes	-	-	Work is ongoing to transition to cloud-based processes and digitally monitor sustainability and emissions data. Integration of invoice and progress payment tracking for overseas operations into our in-house software is targeted for 2026, enabling these processes to be monitored as efficiently as operations in Türkiye. A system is being developed to digitalize tendering processes.	
	Sustainable Procurement Procedure	Yes/No	-	-	No	Development of the Sustainable Procurement Procedure is ongoing.	
	Sustainability Management System	Yes/No	-	-	Yes	Completed.	
	Sustainability Business Case	Yes/No	-	-	Yes	Completed.	
	Process-Based Management	Yes/No	-	-	Yes	Completed.	
	Process Audit	Yes/No	-	-	Yes	Completed.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
EMPLOYEES	**Employee Engagement and Wellbeing**						
	Employee Satisfaction	Employee satisfaction rate, %	Achieve an employee satisfaction rate of 90%	Not measured	71%	The employee satisfaction rate was measured at 71% in 2025.	
	Employee Engagement Measurement	Yes/No	Conduct and improve annual employee satisfaction and engagement assessments	No	Yes	The annual employee satisfaction assessment was completed. In addition to measuring satisfaction, a transition to a broader set of metrics is planned to assess employee experience and engagement more comprehensively.	
	Voluntary Employee Turnover	Voluntary employee turnover rate, %	Optimize employee turnover arising from resignations and dismissals (head office and project employees on indefinite-term contracts)	13%	9%	The voluntary employee turnover rate decreased from 13% to 9%.	
	Flexible Working and Work–Life Balance – Ankara Office	Hybrid working rate, %	Transition to a hybrid working model at the Ankara and Istanbul offices, except for employees whose roles require on-site presence	13%	26%	The hybrid working rate at the Ankara Office increased from 13% to 26%. Hybrid working arrangements continue to reflect operational conditions, including technical equipment requirements and the need for in-person coordination.	
	Flexible Working and Work–Life Balance – Istanbul Office	Hybrid working rate, %	(same target as above)	30%	100%	The hybrid working rate at the Istanbul Office increased from 30% to 100%.	
	Social Activities and Volunteering Committee	Yes/No	Establish a Social Activities and Volunteering Committee	-	No	Preparations to establish the committee are scheduled for completion in the coming period.	

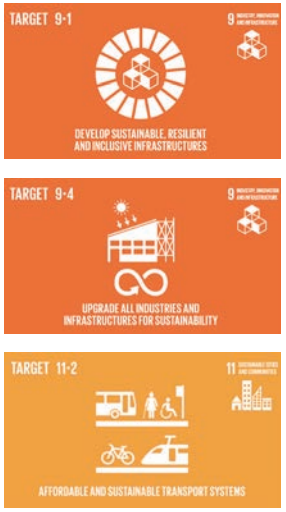
Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
EMPLOYEES	**Talent Management and Development**						
	Employee Skills Development	Yes/No	Develop employee skills in line with the academic qualifications and certifications required under tender conditions	-	Yes	Under the Academic and Technical Activities Reward Procedure of the R&D and Design Center, employees who complete a master's or doctoral degree are rewarded. Existing practices that encourage academic and technical development are continuing.	 
	Sub-target: Academic Development	Yes/No	Encourage technical staff to advance their academic qualifications	-	-	New initiatives to support the academic advancement of technical staff are being evaluated.	
	Sub-target: Career Review	Yes/No	Ensure employees participate in structured and systematic career reviews	-	-	Work is planned to develop a structured and systematic career review model.	
	Sub-target: Mentoring	Yes/No	Establish and implement mentoring programs	-	-	A pilot mentoring program is planned to launch by the end of 2026.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
EMPLOYEES	**Equality, Diversity, and Inclusion**						
	Gender Equality Policy	Yes/No	Establish a Gender Equality Policy	No	Yes	A Gender Equality Policy has been established. Under the policy, women's representation in the total workforce, new hires and management positions is monitored annually. Work is ongoing to define sub-targets for women's representation in senior management.	  
	Share of Women Employees	Share of total employees, %	Increase women's share of the total workforce to 30% by 2030	23.1%	24.5%	Women's share of the workforce increased from 23.1% in 2023 to 24.5% in 2025 (256 out of 1,045 employees).	
	Gender Equality Awareness	Yes/No	Raise employee awareness of the Gender Equality Policy	-	-	Awareness-raising activities for all employees are ongoing.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
COMMUNITY	Local Development and Wellbeing Indicators	Yes/No; Share of projects monitoring the indicators, %	Establish a set of local development and wellbeing indicators (e.g., local employment, local procurement and population served) by the end of 2027. By 2030, monitor these indicators in at least 50% of projects where Yüksel Proje has authority to define the scope or where international financial institutions' environmental and social standards apply. Report annually on the share of local employees in overseas projects. (1)	-	-	Work is ongoing to establish the indicator set and obtain the relevant data.	
	Social and Environmental Responsibility Projects	Yes/No	Develop at least two social and environmental responsibility projects and implement related activities each year	-	Yes	Collaborations and student-focused engagement activities were undertaken with METU and Hacettepe University. A pilot project with Üsküdar University addressed occupational safety culture and student skills development. A tree-planting event was organized with stakeholder participation for National Afforestation Day. An activity for children promoted environmental and biodiversity awareness. Meetings were held with women from local communities to provide information and discuss employment opportunities.	
	Scholarship Program	Yes/No	Establish a scholarship program with selection criteria covering income level, academic achievement, institution and field of study; systematize application, assessment and monitoring processes; and support students through the program. (2)	-	-	A total of 132 students have received scholarship support since 2012.	
	Biodiversity	Yes/No	Address biodiversity requirements and achieve full compliance with applicable legal standards; go beyond compliance by promoting good practice, contributing to its development and advocating for biodiversity	-	Yes	Biodiversity management follows national and international frameworks, including the Regulation on Wildlife Protection and Wildlife Development Areas, the National Environmental Action Plan, CITES, IUCN, the Bern Convention and EBRD ESR 6. Flora and fauna monitoring is conducted at project sites. Site protection measures, signage and awareness activities support the conservation of sensitive species, and fauna are relocated to suitable habitats where necessary.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
SECTOR	Sustainable Project Methodologies	Yes/No	Develop project methodologies that integrate sustainability considerations	-	-	Work to develop these methodologies is ongoing.	   
	Stakeholder Collaboration	Yes/No; Number of events attended and organized	Build stakeholder collaboration around the sustainability agenda; organize at least two events and participate in ten events each year	-	7 events attended; 2 internal stakeholder events	Yüksel Proje participated in FIDIC events on sustainability, climate change adaptation and resilience. Technical contributions were made to international FIDIC publications, particularly the Carbon Emissions Management Guide, in collaboration with firms from other countries. A survey involving women and persons with disabilities was conducted with the Association of Turkish Consulting Engineers and Architects (ATCEA). Yüksel Proje also led efforts to establish the Association's Young Leaders Committee. Internal stakeholders received sustainability briefings and training.	
	International Industry Platforms	Number of meetings attended	Participate in at least five meetings annually with organizations such as FIDIC, EFCA and ECTP, prioritizing remote participation	-	6 in-person meetings; 10+ remote meetings	Contributions were made to contract management, engineering standards and the future of the industry through the FIDIC Future Leaders Advisory Council and FIDIC Contracts Committee. Through the ECTP Executive Committee, European policy and research agendas on sustainability, digitalization and the low-carbon transition were monitored. Participation in EFCA Future Leaders activities supported young professionals' development and industry knowledge sharing. Work on gender equality, inclusion and the circular economy was followed through KAGİDER's Private Sector and Equal Opportunities and Circular Economy Committees.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
WASTE	**Waste Management**						
	Electronic Waste	Electronic waste generated, kg	Measure electronic waste and set a target	-	-	A dedicated storage area is planned for 2026 to improve electronic waste management, and action plans are being developed for the cyclical replacement of UPS batteries.	
	Paper Waste	Paper waste generated, kg	Eliminate paper waste sent for disposal (internal and external)	2,050 kg (Head Office)	1,500 kg (Head Office) 267 kg (Istanbul Regional Office)	Paper waste at the Head Office decreased by 26.8% from the 2023 baseline to 1,500 kg. The Istanbul Regional Office recorded 267 kg of paper waste in 2025; no annual comparison was made because waste data have only been recorded since August 2024. Improvement efforts to reduce paper waste are ongoing.	
	Paper Use	Paper use rate, %	Eliminate paper use except where legally required or unavoidable	-	-	Digital documentation, BIM-based processes and online collaboration tools are being expanded to reduce paper use except where legally required or unavoidable.	
	Organic Waste	Recovery rate, %	Achieve 100% recovery of organic waste	-	1,350 L of waste cooking oil (Ankara)	Waste cooking oil is segregated at source and transferred to licensed facilities. In Ankara, 1,350 L of waste cooking oil was sent for recovery in 2025.	
	Certifications						
	Zero Waste Certificate	Yes/No	Obtain a Zero Waste Certificate for the Istanbul Office	No	No	Preparatory work to obtain a Zero Waste Certificate for the Istanbul Office is ongoing.	

Impact Area	Topic	Metric	2030 Target	Baseline (2023)	Actual Performance at Year-End 2025	Progress towards 2030	SDG Target
SERVICES	Sustainable Proposals and Services	Yes/No; Share of assignments assessed, %	Define criteria in 2027 to identify proposals and projects to be subject to a sustainability assessment. In 2030, conduct sustainability assessments for at least 60% of assignments meeting these criteria and incorporate the findings into proposal preparation or service delivery. (3)	-	-	Work to develop the sustainable proposals and services approach is ongoing.	
	Sustainability-Related Revenue	Share of total revenue, %	Increase the share of sustainable project services in total revenue to 30%	-	-	Work is ongoing to classify projects by their sustainability characteristics in order to define revenue from sustainable services.	

Note: Yüksel Proje's 2030 targets were reviewed through internal coordination activities in 2025, and necessary updates were made to target definitions, scope and measurement approaches. As a result, some targets may differ from those in the 2024 report; the target set disclosed in that report has been expanded with additional targets.

(1) Revised target. Rationale: The target has been limited to projects within the company's sphere of influence and supported by a local employment indicator over which we have direct control.

(2) Revised target. Rationale: Increasing the number of scholarship recipients remains important. However, a target based solely on student numbers was considered insufficient to reflect the program's scope and contribution. The target has therefore been revised to include clear criteria for selecting recipients and regular monitoring of the program.

(3) Revised target. Rationale: Proposals and services vary in scope and potential sustainability impacts. The previous 100% target applied the same assessment requirement to small-scale assignments without impacts warranting such an assessment. The target has therefore been updated to identify eligible assignments using predefined criteria and to introduce assessments progressively and systematically where appropriate, taking account of legislation in the countries of operation.

The baseline year is 2023. Emissions and water intensity calculations are based on employees at the Ankara Head Office and Istanbul Regional Office.

ETHICS AND COMPLIANCE FOR A JUST ORDER



Ethics and Compliance

G1 Business Conduct & Ethics

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
A/I+ Actual Positive Impact	U · O · D	Strict compliance with business ethics rules and anti-corruption policies.	ST · MT · LT

Since our establishment, we have conducted our activities in accordance with the highest ethical standards and in full compliance with applicable laws and international standards. Our ethical values form an essential foundation for long-term success and sustainability.

As of December 2025, we became a signatory to the United Nations Global Compact (UNGC), formally affirming our commitment to its Ten Principles, which encourage the private sector to uphold universal principles in the areas of human rights, labour standards, the environment, and anti-corruption. In this context, we regard responsible, ethical, and sustainable business practices as a core element of our corporate approach and are committed to integrating these principles into our business strategies, corporate policies, and daily operations.



▸ Our Commitment to the United Nations Global Compact

The United Nations Global Compact is a voluntary corporate responsibility initiative established by the United Nations to encourage the private sector to align with universal principles in the areas of human rights, labor standards, the environment, and anti-corruption.

This initiative aims to help companies create long-term, sustainable value by adopting an approach to business that is ethical, transparent, and responsible.

The UN Global Compact is structured around 10 core principles that emphasize respect for human rights, fair labor practices, environmental responsibility, and the fight against corruption.

Signatory companies commit to integrating these principles into their business strategies, corporate policies, and daily operations.

As of December 2025, Yüksel Proje has officially declared its commitment to these 10 principles as a signatory to the United Nations Global Compact; it has adopted a responsible, ethical, and sustainable approach to business as one of the fundamental elements of its corporate philosophy.

HUMAN RIGHTS	**PRINCIPLE 1** Businesses should support and respect the protection of internationally proclaimed human rights; and	**PRINCIPLE 2** make sure that they are not complicit in human rights abuses.		
LABOR	**PRINCIPLE 3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	**PRINCIPLE 4** the elimination of all forms of forced and compulsory labour;	**PRINCIPLE 5** the effective abolition of child labour; and	**PRINCIPLE 6** the elimination of discrimination in respect of employment and occupation.
ENVIRONMENT	**PRINCIPLE 7** Businesses should support a precautionary approach to environmental challenges;	**PRINCIPLE 8** undertake initiatives to promote greater environmental responsibility; and	**PRINCIPLE 9** encourage the development and diffusion of environmentally friendly technologies.	
ANTI-CORRUPTION	**PRINCIPLE 10** Businesses should work against corruption in all its forms, including extortion and bribery.			

OUR ETHICAL VALUES AT YÜKSEL PROJE IN "7 PRINCIPLES"

INTEGRITY

We base our business activities and relationships on integrity, expecting the same level of sensitivity from our employees and all parties we collaborate with to ensure we take the right steps.

EQUALITY AND INCLUSIVITY

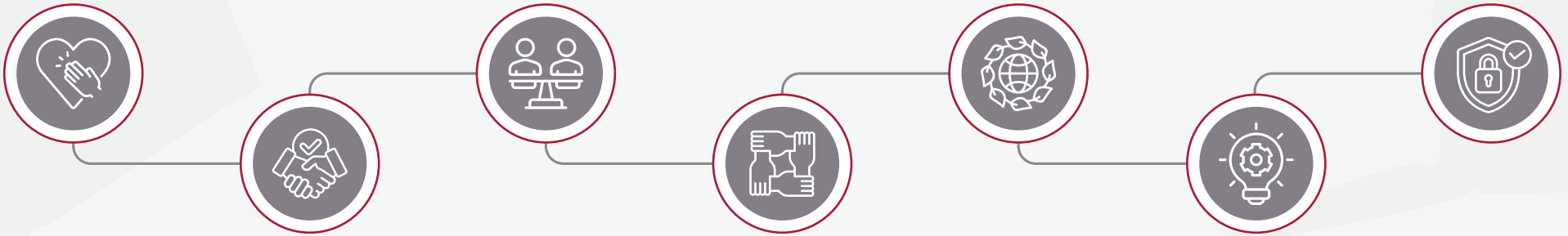
Ensuring equality creates the conditions necessary for individuals to realize their full potential. We do not tolerate discrimination based on gender, sexual orientation, marital status, ethnic origin, age, religion, sect, language, socio-economic status, health status, or disability. We manage diversity effectively and ensure that all individuals are equally supported.

SUSTAINABILITY

While striving to enhance economic well-being for all our stakeholders, we also respect the integrity of the environment, use its resources responsibly, and work to eliminate our negative footprint. Our goal is to create a positive social impact in all the societies and communities we serve.

CONFIDENTIALITY

We ensure the effective use of information while safeguarding its confidentiality, integrity, and availability through proper methods of sharing. Beyond merely meeting legal requirements, we regard confidentiality as an integral element of our corporate identity and brand.



TRUST

We engage in open communication with our stakeholders and demonstrate trustful and principled behavior that respects the principle of fairness toward the environment, society, and humanity within our sphere of influence during our activities.

COMMITMENT AND SOLIDARITY

We are dedicated to our responsibilities and strive to carry out our work in solidarity, aligned with the welfare of society and the values of our institution.

INNOVATION

We prioritize not only the generation of new ideas but also their transformation into practical solutions. Our focus lies in ensuring that these ideas contribute meaningful value to society or the economy through our services.

▸ Yüksel Proje Ethics Committee

At Yüksel Proje, ethics management is carried out through our Ethics Committee, which operates in direct coordination with senior management. The Ethics Committee is responsible for ensuring and continuously improving company-wide compliance with our ethical values, business ethics principles, and applicable legislation.

We regularly review our ethics policies and procedures and, where necessary, prepare recommendations for updates and submit them to the Board of Directors for approval. In doing so, we aim to establish a clear, understandable, and accessible ethical framework for our employees and stakeholders. At the Ethics Committee meeting held in 2025, we reviewed the operation of the Ethics Hotline, the structure of the Discipline and Ethics Committees, and our existing practices.

To strengthen ethical awareness among our employees, we planned and delivered training sessions on ethics and psychological harassment in the workplace, including workplace bullying, during 2025.

At the meeting, we also identified our priorities and areas for improvement for 2026. We evaluated practices that would enable the Ethics Committee to contribute more effectively to our corporate governance structure and strengthen its preventive and developmental role. Accordingly, we planned professional training programmes to enhance the knowledge and competencies of our Sustainability Team and Ethics Committee members in the field of ethical governance.

We decided to separate the provisions concerning corruption, bribery, and the acceptance of gifts from our Ethics Policy and began preparing a standalone Anti-Bribery, Corruption, Fraud and Money Laundering Policy. During the same period, we decided to become a signatory to the United Nations Global Compact to reinforce our commitments to ethics, transparency, and accountability at the international level. We signed the UN Global Compact at the end of 2025.

Contact: etik@yukselproje.com.tr

Our Ethics Policy clearly defines the principles governing conflicts of interest, and our Ethics Committee is responsible for managing such situations. Upon receiving a conflict-of-interest notification, the Ethics Committee convenes an extraordinary meeting to assess the matter. Where necessary, it refers the case to the Disciplinary Committee, ensuring that the process is conducted fairly and transparently.

Statistics on ethics-related matters referred to the Discipline Committee enable us to monitor our ethics management performance. The number of cases reviewed by the Disciplinary Committee between 2018 and 2025 is presented by year in the table below. No reports were submitted through the Ethics Hotline in 2025.

Matters Reviewed by the Disciplinary Committee

Year	Total Issues Reviewed
2018	4
2019	1
2020	2
2021	2
2022	5
2023	1
2024	0
2025	0

▸ Business Ethics in the Supply Chain

In line with our Human Rights Policy, we adopt a zero-tolerance approach to child labor across all our areas of operation, including our supply chain. Committed to full compliance with the "Convention on the Rights of the Child," we unequivocally reject child labor in all its forms and position this principle as one of the fundamental elements of our approach to business ethics.

To ensure compliance with international minimum age requirements, we systematically implement age verification processes related to employment both in our own operations and throughout our supply chain. We integrate provisions aimed at preventing child labor into our supplier selection, contract, and performance evaluation criteria; we also expect our suppliers to act in accordance with the same principles and to fulfill their legal and ethical responsibilities. In this context, we commit to promptly implementing the necessary corrective and preventive actions should any risk related to child labor be identified in our supply chain.

▸ Combating Corruption and Bribery

We have zero tolerance for corruption and bribery, and we clearly articulate our stance on this matter in both our internal policies and our business practices. In the course of our activities, we do not offer, solicit, or accept bribes, inappropriate gifts, commissions, or similar benefits in any way, whether directly or indirectly.

We integrate our core principles in this area into our code of business ethics, our supply chain and procurement processes, our contracts, and our relationships with business partners. We expect all our employees, suppliers, and business partners to comply with our anti-bribery and anti-corruption policies; we clearly state that conduct contrary to these principles may trigger disciplinary proceedings.

We adhere to the principles of transparency and accountability to manage the risks of conflicts of interest. In our relationships with third parties, we establish clear rules regarding donations, sponsorships, hospitality, and gifts; we enforce internal controls to ensure that these practices cannot under any circumstances be used as bribes or as a means of exerting undue influence.

In the coming period, we aim to consolidate our existing provisions on combating bribery and corruption under a stronger governance framework and to formalize our approach in this area in a standalone "Anti-Corruption and Anti-Bribery Policy" document. In this way, we aim to define our expectations more clearly for both our employees and our business partners and to ensure full consistency in our practices.



Information Security and Confidentiality

G1 Information Security

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · **O** · **D**	The growing potential for cybersecurity breaches and their social and financial impacts on end users and customers.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · **D**	The impacts on users and customers arising from the disclosure of personal and sensitive data due to unauthorised access or data breaches.	**ST · MT · LT**
P/I+ Potential Positive Impact	U · **O** · **D**	The impact of effectively implementing information security controls, including access management, data encryption and employee awareness, on protecting user and customer data and increasing levels of trust.	**ST · MT · LT**

At Yüksel Proje, we view the confidentiality, integrity, and availability of our information assets as one of the fundamental elements of our corporate sustainability. In this regard, we have established our Information Security Management System (ISMS) and integrated it into all our operational processes; taking into account the potential impact of growing cyber threats, unauthorized access attempts, and data breach risks on our stakeholders, we manage information security risks across their technical, organizational, and managerial dimensions.

By continuously improving our controls related to access management, data protection, system security, and employee awareness, we aim to both protect personal and sensitive data and strengthen the level of trust among our users and customers.



▸ ISMS Implementation Process and Infrastructure Improvements

Throughout 2025, we carried out comprehensive activities to establish our Information Security Management System (ISMS).

We first conducted a detailed gap analysis to assess our current position and identify differences between our existing practices and the requirements of the ISO/IEC 27001 standard. Based on the findings, we identified areas requiring improvement and developed corresponding action plans.
As part of the ISMS implementation process, we also:

- Identified, inventoried, and classified our corporate information assets.
- Analysed our critical processes and data flows.
- Conducted information security risk assessments.
- Defined and implemented technical and administrative security controls.

As part of our infrastructure improvements, we enhanced our information technology systems, strengthened our access control mechanisms, and implemented system-level measures supporting data security.

▸ ISO/IEC 27001 Compliance and Certification

From the outset, we conducted our ISMS activities in accordance with the ISO/IEC 27001 standard. Following the preparatory work, documentation process, and implementation activities completed throughout the year, we successfully completed the independent audit process and were awarded the ISO/IEC 27001 Information Security Management System certification in December 2025.

This certification formally confirms that our information security management system complies with international standards and has significantly strengthened the reliability and sustainability of our information security processes.

▸ Internal Audit and Control Mechanisms

We conduct regular internal audits to evaluate the effectiveness of our ISMS. Through these audits, we assess the effectiveness of the controls implemented, identify non-conformities and areas for improvement, and review the compliance of our processes with the applicable standard.

Based on the internal audit findings, we plan and implement the necessary corrective and preventive actions. This enables us to enhance the effectiveness of our ISMS and maintain a continuous improvement mechanism.

▸ Implemented Controls and Risk Management

We apply a wide range of technical and organisational controls to ensure information security within the scope of our ISMS. These include:

- Establishing access authorisation and authentication mechanisms.
- Structuring data backup and disaster recovery processes.
- Operating network and system security controls.
- Developing monitoring and response processes for security incidents.

We regularly assess our information security risks and implement the necessary controls to mitigate them. In this way, we aim to manage threats to our information assets systematically and effectively.


SERTİFİKA
CERTIFICATE
TS EN ISO/IEC 27001:2023 Bilgi Güvenliği Yönetim Sistemi
Information Security Management System as per TS EN ISO/IEC 27001:2023
In accordance with BBS procedures, it is hereby certified that
YÜKSEL PROJE
YÜKSEL PROJE ANONİM ŞİRKETİ
Birlik Mah. 450 Cad. No: 23 06610 Çankaya / ANKARA / TÜRKİYE
BBS prosedürlerine göre yukarıda belirtilen standart şartlarını karşıladığını kanıtlamıştır.
Applies a management system in line with the above standard for the following scope
Kapsam
Scope
İnşaat Sektörüne Yönelik Etüt, Planlama, Proje, Tasarım, Araştırma ve Geliştirme, Müşavirlik ve Kontrollük Hizmetlerinin Oluşturulması ve Sunumu.
Establishing And Providing Survey, Planning, Project, Design, Research and Development, Consulting and Supervision Services for the Construction Industry.
Sertifika No / Certificate No 1767-01
Uygulanabilirlik Bildirgesi / SoA 01.09.2025
İlk Belge Tarihi / Initial Certification 23.12.2025
Belge Geçerlilik Tarihi / Valid Until 22.12.2028
Belgelendirme Kuruluşu / Certification Body
BBS A.Ş.
Ankara, 23.12.2025
Belgelendirme BBS tetkik ve belgelendirme prosedürlerine uygun olarak gerçekleşmiştir ve düzenli gözetim tetkiklerine tabidir.
Certification was conducted in accordance with BBS auditing and certification procedures and is subject to regular surveillance audits.
Bu sertifikanın geçerlilik durumu www.bbsas.com.tr ve tbds.turkak.org.tr adreslerinden doğrulanabilir.
Belge üzerindeki karekod QR okuyucu ile okutulmak suretiyle de doğrulama yapılabilir.
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▸ Training and Awareness Activities

Within the scope of our ISMS, we conduct comprehensive training and awareness activities to promote an information security culture throughout the organisation. In 2025, we organised four days of information security training attended by approximately 350 employees. The training covered topics including information security awareness, data protection and privacy, secure use of systems and data, social engineering, and cyber threats.

Through these activities, we aim to increase our employees' awareness of information security and establish a shared security culture across the organisation.

▸ Continuous Improvement and Future Targets

- At Yüksel Proje, we embrace the principle of continuous improvement within the scope of our ISMS and continue our efforts to enhance the effectiveness of the system.
- In the coming period, we aim to:
- Expand our information security awareness activities.
- Strengthen the integration of suppliers and business partners into our ISMS processes.
- Further enhance our digital security infrastructure.

▸ Information Security Practices in Software Systems

Within the scope of our Information Security Management System, we implemented technical and organisational improvements to strengthen information security across our software development processes and IT infrastructure. Through these improvements, we aim to protect our information assets, mitigate cybersecurity risks, and enhance the reliability of our systems.

In 2025, we commissioned penetration tests to obtain an independent assessment of our systems' security levels. We prioritised the identified vulnerabilities and implemented improvement measures to address the findings.

To enhance password security within YPNET, our internal software system, we implemented secure methods for storing user passwords, strengthened our password policies, and introduced mandatory periodic password changes.

To reinforce identity and access management, we initiated work on

LDAP integration. We also introduced two-factor authentication (2FA) for external user access, providing an additional layer of protection for critical systems.

On the application security side, we implemented preventive measures against common cyberattack methods and integrated secure software development principles into our software development lifecycle.

We configured security headers and content security policies for our servers and web applications in line with international security standards. This reduced the browser-based attack surface and limited the external disclosure of unnecessary information concerning our system infrastructure.

▸ Information Asset Management

Within the scope of our Information Security Management System, we systematically identified and classified all information assets belonging to our organisation. As part of this process, we analysed and inventoried our information, software, hardware, human, and documentation assets by business unit.

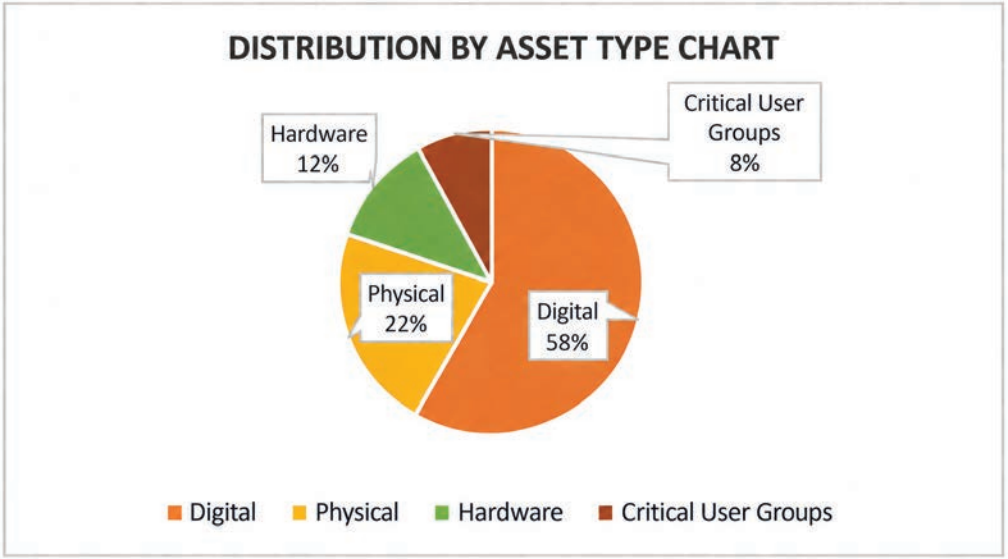
When developing the asset inventory, we considered each asset's type, responsible business unit, and importance to our corporate operations, placing particular emphasis on the volume and criticality of digital assets. Our assessments showed that a significant proportion of our information assets are held in digital environments and that our IT infrastructure and software systems are among our most critical asset groups.

We defined additional protective measures for sensitive data, including financial information, employee data, and corporate documentation, and began applying stricter controls to these assets.

The asset inventory forms the basis of our information security risk assessments. It enables us to identify asset-related risks and implement appropriate control mechanisms for each asset.

DISTRIBUTION BY ASSET TYPE

Type	Number
Digital	58
Physical	22
Hardware	12
Critical User Groups	8
Total	100



AN ENVIRONMENTAL AND WELFARE ORIENTED BUSINESS MODEL



Climate Change

E1 Climate Change

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
O Opportunity	U · O · **D**	Long-term value creation through projects focused on decarbonisation, climate change adaptation, and resilience, together with increasing customer demand for renewable energy, energy efficiency, and climate-resilient projects.	**ST · MT · LT**

Yüksel Proje believes that engineering, design, and construction supervision services must not only meet today's needs but also support the quality of life for future generations. In this regard, climate change is addressed as one of the fundamental elements of our company's sustainability approach.

Operating across a broad range of sectors, including transport infrastructure, rail systems, bridges, tunnels, airports, water and environmental projects, energy facilities, and building projects, our company recognises that climate change may have significant impacts on both our operations and the sectors we serve. We therefore adopt approaches that support low-carbon development, resource efficiency, and climate resilience throughout the planning, design, and consultancy stages of our projects.





▸ Adaptation to Climate Change

We view adaptation to climate change as a critical factor for the long-term success of our projects. We address climate change-related issues under the supervision of our project management and engineering teams, and we focus on developing solutions in line with our sustainability goals.

We assess climate-related risks and opportunities in alignment with our corporate risk management approach; we closely monitor regulatory developments, international climate policies, and industry trends. As part of our management approach, we prioritize the early identification of climate-related risks, the strengthening of operational resilience, the development of low-carbon and resilient infrastructure solutions, and the provision of engineering services that contribute to our clients' sustainability goals.

In this context, we believe that resilience to physical climate risks must be supported by scenario analysis, vulnerability assessments, and adaptation measures. Accordingly, in our projects, we assess flood risks, take into account scenarios involving extreme rainfall and drought, analyze the potential impacts of sea-level rise on coastal structures, and support the sustainable management of water resources.

We also adopt resilient design criteria and integrate a life-cycle approach into our project processes. Through this approach, we aim to develop solutions that adapt to changing climate conditions and are more resilient and long-lasting.

▸ Climate-Related Risks and Opportunities

We primarily address climate-related matters within our corporate risk inventory, regularly identifying and assessing physical climate risks and transition risks.

Within this framework, we monitor the impacts arising from the climate crisis not only as operational and financial risks, but also as factors affecting business continuity, corporate reputation, and the resilience of our project portfolio.

By integrating the results of these risk assessments with our double materiality approach, we evaluate both the financial effects of climate change on our company and our impacts on the environment and society throughout our value chain. This enables us to identify more clearly the long-term opportunities created by projects focused on decarbonisation, climate change adaptation, and resilience, particularly in response to growing demand for renewable energy, energy efficiency, and climate-resilient infrastructure solutions.

▸ Yüksel Proje Carbon Reduction Plan: 2030 Targets

At a time when the impacts of climate change are becoming increasingly evident, reducing greenhouse gas emissions arising from our operations and supporting the transition to a low-carbon economy are among our key priorities. Accordingly, we are working to strengthen our emissions management approach, identify reduction opportunities more systematically, and establish a roadmap towards our long-term targets.

We plan to prepare our Carbon Reduction Plan in 2026. Based on the results of our 2025 emissions calculations, the plan is intended to define reduction priorities for direct emissions, emissions from purchased energy, and indirect value chain emissions. It will also establish potential areas of action, responsibilities, an implementation timeline, and an approach for monitoring progress towards emission reductions.

The Carbon Reduction Plan will primarily assess reduction opportunities in significant emissions areas, including business travel, vehicle fuel consumption, energy use, and supply chain activities. Potential measures relating to energy efficiency, low-emission transport options, renewable electricity use, and supplier management will also be evaluated as part of this process.

Rather than being treated as a one-off document, the plan will serve as a dynamic roadmap that will be updated as the scope of our emissions inventory expands, data quality improves, implementation results are assessed, and conditions evolve. Through this approach, we aim to monitor progress towards our 2030 targets regularly and introduce additional actions where necessary.

Energy

E1 Energy

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · O · D	High energy consumption and fossil fuel use across Yüksel Proje's operations, supply chain, and projects may increase greenhouse gas emissions, resulting in negative environmental impacts.	ST · MT · LT

We consider reducing energy consumption, improving energy efficiency, and minimising the environmental impacts of our activities to be among the core elements of our energy management approach. Accordingly, we aim to support a lower-carbon business model by advancing our renewable energy practices across our office operations, vehicle fleet, and subsidiaries.

With the support of our employees and our engineering expertise, we continue to implement measures aimed at reducing energy consumption. At our head office, we use sensor-controlled, low-energy lighting systems across three office blocks and outdoor common areas, while continuing to expand practices that support energy efficiency.

We are developing our energy management approach in alignment with our long-term climate targets, focusing on increasing the use of renewable energy and reducing our greenhouse gas emissions. By 2030, we aim to increase the share of self-generated renewable electricity in our total electricity consumption to 90% and the share of purchased renewable electricity to 10%. In line with our emission reduction targets, we aim to reduce our Scope 1 and Scope 3 emissions by 30%, our Scope 2 emissions by 100%, and our emissions per employee by 10% compared with the 2023 baseline.





▸ Greenhouse Gas Emissions Management

We regard reducing the environmental impacts arising from our activities as an integral part of our sustainability approach. Climate disclosure frameworks expect organisations to link emissions management with metrics, targets, and improvement measures.

The principal sources of emissions from our operations include electricity and fuels consumed in our offices, company vehicles, business travel, data centres and IT infrastructure, and purchased goods and services. This approach is essential for systematically monitoring both direct and indirect emission sources.

In this context, we aim to reduce our carbon footprint through:

- Improving energy efficiency.
- Expanding the use of digital working methods.
- Making effective use of remote meetings and online coordination tools.
- Reducing paper consumption.
- Developing digital documentation and BIM-based processes.
- Optimising resource use.

We believe that the engineering and infrastructure industry has a critical role to play in addressing the global climate crisis. At Yüksel Proje, we will continue to contribute to the development of low-carbon, resilient, and sustainable infrastructure through our knowledge, engineering expertise, and innovative approach.

In the coming period, our priorities include assessing climate risks more systematically, measuring greenhouse gas emissions, establishing emission reduction targets, and expanding practices aligned with international sustainability reporting standards. We regard climate action not only as an environmental responsibility, but also as a fundamental component of long-term corporate value creation.

▸ Greenhouse Gas Emissions (2023–2025)

The table below presents Yüksel Proje's total annual greenhouse gas emissions by category for 2023-2025, expressed in tonnes of carbon dioxide equivalent (tCO_2e).

Category (ISO 14064-1)	Scope (GHG Protocol)	2023 (tCO2e)	2024 (tCO2e)	2025 (tCO2e)
Category 1 – Direct emissions	Scope 1	362.200	342.024	393.181
Category 2 – Indirect emissions from imported energy	Scope 2	151.159	34.315	29.181
Category 3 – Indirect emissions from transportation	Scope 3	425.344	549.904	451.447
Category 4 – Indirect emissions from products and services used	Scope 3	—	—	177.525
Total Emissions		**938.704**	**926.243**	**1,051.335**

Note: Emissions were calculated in accordance with ISO 14064-1:2018 and mapped to the GHG Protocol scopes. Category 4 was included in the calculation for the first time in 2025; therefore, the corresponding cells for 2023 and 2024 have been left blank.

▸ Digital Transformation in the Carbon Emissions Data Collection Process

Our Scope 1, 2 and 3 carbon emissions data are reported quarterly, and this process has been supported by externally procured specialist consultancy services for the past two years. Although the calculation methodology applied by experienced sustainability experts remains reliable, manual processes could extend data collection and increase the risk of errors.

▸ Steps Taken towards Transformation

At the end of 2025, we took a strategic step to address this issue and initiated the development of an in-house software solution to accelerate data collection, improve data accuracy and minimise the risk of errors. The initial and critical stages of the project have now been completed.

The solution developed is an automated carbon emissions calculation module integrated into our existing project and head office expense management software. By matching expenditure and consumption data with the relevant emission factors in real time, the system aims to eliminate the need for manual intervention.

▸ Technical Infrastructure and Methodology

The emission factors used in this module, developed by the Yüksel Proje software team, were determined primarily on the basis of the 2025 data published by the UK Department for Environment, Food & Rural Affairs (DEFRA), which is widely recognised as an international reference source.

This provides our calculations with a globally recognised, transparent and auditable methodological basis.

▸ Target Functionality

The system's primary intended function is to automatically retrieve consumption data, energy consumption and similar activity data for the relevant reporting period from the existing business software, match these data with the appropriate emission factors, and calculate and report the resulting tonnes of carbon dioxide equivalent (tCO_2e) for each activity item.

▸ Office Space Optimisation

At the end of 2025, we relocated our Istanbul Office from an area of approximately 1,000 m^2 to a more compact and efficient office of 200 m^2, with the aim of reducing energy consumption and creating a more efficient working environment. Through this change, we aim to reduce our environmental footprint in terms of energy and water consumption and waste generation.

By 2027, we plan to relocate to a building owned by Yüksel Proje, enabling us to exercise greater control over building operations.

▸ Use of Renewable Energy

Increasing the share of renewable energy in our electricity consumption is one of our priority areas. Since 2024, 100% of the electricity consumed at our Ankara Head Office has been sourced from renewable energy. We regard the wider use of renewable energy as an important means of strengthening the sustainability of our energy supply and contributing to the reduction of our indirect emissions. Clearly disclosing the use of renewable electricity in our reporting is also recognised as good practice.



▸ Renewable Energy Generation

Our solar power plant, located on a 7,600 m² site in the Polatlı district of Ankara, consists of 1,456 solar panels. This generation supports the use of renewable energy in our operations and contributes to making our energy supply more sustainable.

In the field of renewable energy generation, the efficiency of the solar power plant commissioned by our subsidiary Elam Enerji in Şanlıurfa in 2018, on a site covering 181,895 m², was improved through a capacity expansion and upgrades to the existing system carried out in 2024. As a result, electricity generation in 2025 increased by 21% compared with 2024.

Polatlı Solar Power Plant Electricity Production and Consumption 2025	kWh
Production	477.422
Consumption	475.684

Şanlıurfa Solar Power Plant Electricity Generation	kWh	
2024 Production	8.514.572,313	
2025 Production	10.313.729,81	
Increase	1.799.157,49	+21%

**Due to the possibility of discrepancies in real-time weather data, there may be slight variations in the figures.*





▸ Electric Vehicle Fleet

We prioritise practices that promote energy efficiency and low-emission mobility across our vehicle fleet. In 2024, we commissioned an electric vehicle charging unit and added one electric vehicle to our fleet. In 2025, we increased the number of electric vehicles in our fleet to three.
We consider the transition to electric vehicles to make an important contribution to reducing direct emissions and, when combined with the use of renewable electricity, lowering the environmental impacts associated with our fleet.

Circularity

E5 Resource Use and Circular Economy

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · O · D	Potential for negative impacts to increase if circularity principles are not incorporated into project design processes.	ST · MT · LT

▸ Circularity in Project Design

At Yüksel Proje, we view circularity principles as an approach that reduces resource use, minimises waste generation and extends the life cycle of materials, both in our office operations and project design processes. Accordingly, we recognise the need to integrate circularity principles into design decisions when managing the environmental impacts of our projects, as failure to do so may increase potential negative impacts.

▸ Sustainable Project Design and Management

The engineering consultancy sector plays a key role in implementing sustainable solutions at every stage of a project's life cycle. With this responsibility in mind, we deliver our projects through a design and consultancy approach that considers economic, social and environmental values together.

We take a holistic approach to all relevant considerations, from energy efficiency and carbon emissions reduction to the effective use of natural resources, resilience, the creation of social value and cost optimisation.

Project planning, time management and our quality standards form the foundation of our project delivery and consultancy processes.

▸ Project Evaluation Sustainability Framework

In 2024, drawing on LEED and Envision criteria and guided by our sustainability objectives, we developed the "Project Evaluation Sustainability Framework". In 2025, we took this framework a step further and began assessing our projects against the World Bank's Environmental and Social objectives. Within this scope, the Ispartakule–Çerkezköy Section of the Halkalı–Kapıkule Railway Project, the largest infrastructure project implemented under Türkiye–EU financial cooperation, and the Sustainable Cities Integrated Urban Water Management Planning projects were evaluated against the World Bank's environmental and social criteria. This work provides a concrete example of our commitment to integrating the requirements of international financial institutions into our project processes.

▸ Circularity Criteria in Project Design

At Yüksel Proje, we recognise the potential impacts that may arise if circular economy principles are not considered in our design processes. To proactively manage this potential impact and transform it into a strategic opportunity, we are conducting a comprehensive vision study in which we structure our project design criteria from a circularity perspective.

This preparatory process primarily aims to promote alternative scenarios that support resource efficiency in our designs and provide a basis for structures to adapt more flexibly to potential future needs.

▸ Sustainability Criteria Scoring System Studies

In 2024, we began conducting detailed reviews of sustainability rating systems developed specifically for building and infrastructure projects and attended relevant training programmes. Sustainability certifications and green project scoring systems are internationally recognised assessment tools widely used by public authorities and many large companies.

These systems assess the compliance of buildings and infrastructure projects with environmental, economic and social sustainability criteria, with the aim of reducing their ecological footprint, increasing energy and water efficiency, and minimising environmental impacts.

To incorporate best sustainability practices into our projects, we closely monitor and aim to integrate a wide range of project-specific and sector-specific sustainability tools, particularly international certification systems. Adopting these systems not only strengthens the environmental performance of our projects but also improves their efficiency and effectiveness in terms of critical factors such as long-term economic value, energy savings and quality of life.

We are also strengthening our expertise in this field through academic research. As part of a doctoral study supported by our R&D activities, a green rating system is being developed to assess ESG considerations, climate change adaptation and infrastructure resilience holistically during the design and feasibility stages of transport infrastructure projects in Türkiye.



Designed in accordance with Türkiye's climatic, environmental and technical conditions, the system aims to provide decision-makers with a transparent and comparable assessment tool at an early stage, thereby contributing to the development of more sustainable and climate-resilient transport projects.

1. Ispartakule–Çerkezköy Railway

The Halkalı–Kapıkule Railway is one of the largest transport projects to be implemented under the framework of financial cooperation between Türkiye and the European Union. The Ispartakule–Çerkezköy section, for which we provide consultancy services, constitutes the 67 km second phase of the project and will connect the European railway line to the local railway network through Marmaray.

Once completed, the Halkalı–Kapıkule Railway will form part of the Trans-European Transport Network (TEN-T), connecting Türkiye to the European border at Kapıkule, and will constitute an important section of the Iron Silk Road extending from London to Beijing.

▸ Environmental and Social Management

Environmental and social management under the Ispartakule–Çerkezköy Railway Project aims to prevent and control potential impacts arising from construction activities and to monitor them in compliance with applicable legislation. Accordingly, risks are identified throughout the project, and the necessary management, reporting, training and inspection processes are implemented.

The risks anticipated within the scope of the project have been identified together with their respective levels of impact significance.

Based on the impact assessment presented in the Environmental and Social Impact Assessment (ESIA) Report, the principal risks and impacts associated with the construction phase of the project were identified as follows:

1. Climate change: low significance
2. Air quality: low to moderate significance
3. Geology and soils: negligible to low significance
4. Materials and waste management: low to moderate significance
5. Surface water and groundwater: low to moderate significance
6. Noise and vibration: low to moderate significance
7. Landscape and visual impacts: moderate significance
8. Ecology: low to moderate significance
9. Economy and employment: positive impact
10. Land and livelihoods: low to moderate significance
11. Labour and working conditions: moderate significance
12. Community health, safety and security: low to moderate significance
13. Access to infrastructure and services: moderate significance
14. Community cohesion: low to moderate significance
15. Cultural heritage: low significance

The following mitigation measures are implemented throughout the construction period to address all the risks identified above:



ISPARTAKULE–ÇERKEZKÖY RAILWAY CONSTRUCTION IMPACT MITIGATION MEASURES	
Topic	**Timing and Scope of Implementation**
1) Health and Safety	At all times, at all locations
2) Housekeeping and Maintenance	At all times, at all locations
3) Lighting	At all locations where night work is undertaken
4) Access Control	At all times, at all locations
5) Warning Signs	At all times, in affected areas
6) Community Engagement	At all times, at all relevant locations
7) Traffic Control	At all times, at all locations
8) Management of Endemic and Rare Plant Species	Along the construction alignment, before topsoil stripping
9) Wildlife Management	Along the construction alignment, before topsoil stripping
10) Pest Control	At all times, at all locations
11) Cultural Heritage Resources Management	Along the construction alignment, before topsoil stripping
12) Noise and Vibration Controls	At all times, at all locations
13) Dust and Air Quality Management	At all times, at all locations
14) Pollution Prevention	At all times, at all locations
15) Hazardous Materials Management	At all times, at all locations
16) Spill Response	At locations where spills occur
17) Waste Management	At all times, at all locations
18) Soil Management	During and after alignment clearance
19) Erosion and Sediment Control	At all times, at all locations
20) Water Protection and Management	At all times, at all locations
21) Invasive Species Management	At all times, at all locations
22) Blasting Management	At locations where blasting is undertaken

▸ Stakeholder Engagement

Stakeholder engagement aims to establish transparent, inclusive, regular, and meaningful communication with all parties affected by or capable of influencing the project. In this context, stakeholders are informed about project activities, potential environmental and social impacts, mitigation measures, and the complaint mechanism.

Stakeholders' views, suggestions, and concerns are gathered and evaluated; where necessary, they are incorporated into project implementation and documented throughout the process.

The stakeholder engagement process is carried out through informational meetings, written and verbal notifications, site visits, one-on-one meetings, and other communication channels. During this process, the participation of local residents, public institutions, village heads, civil society organizations, employees, contractors, and other relevant parties who may be affected by the project is taken into account.

▸ Grievance Management

Grievance management enables stakeholders to communicate their project-related requests, problems and concerns through reliable channels and ensures that these submissions are recorded and assessed in a timely manner. The process consists of receiving and reviewing the grievance, assigning the relevant departments, providing feedback, implementing corrective action and closing the grievance.

▸ Occupational Health and Safety

The health, safety, and security procedures implemented in the project aim to ensure the safety of all parties involved in the project (staff, employees, subcontractors, visitors) during the construction phase and to minimize any adverse environmental impacts that may arise from construction activities.

▸ Biodiversity Management

Biodiversity management under the project aims to:

- Adopt a mitigation hierarchy to anticipate and prevent impacts on biodiversity or, where avoidance is not possible, minimise the impacts and restore affected areas.
- Develop and implement policies, plans and procedures to integrate biodiversity management into the project's environmental and social management plans and procedures throughout its life cycle.
- Establish a monitoring programme to assess the effects of residual impacts on biodiversity.
- Report the results of periodic audits and implement corrective actions to achieve the objectives of the plan.

Further information is provided under the "Biodiversity and Ecosystems" section.



Anastasius Walls

▸ Cultural Heritage

The project area is located in a region with significant potential for archaeological remains dating from the Hellenistic, Roman and Byzantine periods. As defined by the Istanbul No. 1 Regional Board for the Conservation of Cultural Heritage, known cultural heritage assets within the study area comprise first and third-degree archaeological sites as well as historic structures.

Mitigation measures have been established for the construction phase of the project. If a cultural heritage asset or chance find is encountered during construction, all works will be stopped immediately, the relevant public authorities will be notified and the area will be secured.

No intervention will be undertaken without the assessment and approval of the competent authorities. The entire process will be supported through record-keeping, monitoring, reporting and personnel awareness activities.

2. Sustainable Cities – Integrated Urban Water Management Planning

The Sustainable Cities Project is a series of programs implemented by the Provincial Development Bank with technical and financial support from the World Bank, aimed at strengthening the sustainability capacities of selected cities in Türkiye. As part of this program, we provided consulting services for the preparation of Integrated Urban Water Management Plans (IUWMPs) for the provinces of Kahramanmaraş, Malatya, and Kayseri; our Infrastructure team took charge of the work related to the province of Kayseri. Project management was provided by the General Directorate of the Kayseri Water and Sewerage Authority (KASKİ). At the core of this work lies the management and planning of Anatolia's limited water resources in accordance with the principle of sustainability.

▸ Project Objective and Scope

The Sustainable Cities Project aims to strengthen the capacities of metropolitan municipalities in the areas of spatial, social, environmental, and financial planning and management. The program consists of two main components: a planning component covering planning, feasibility studies, engineering design, environmental assessment, and institutional capacity-building activities; and an investment component focused on financing municipal investments in public transportation, water and wastewater, solid waste, and energy. The Integrated Urban Water Management Plan study we conducted was carried out within the scope of the planning-focused component.

The project aims to meet growing demands for urban services in accordance with the principle of sustainability; to plan future infrastructure needs in a long-term and sustainable manner; to identify investment resources and priorities to ensure proper allocation of funding; and to ensure compliance with the new spatial planning and infrastructure requirements stipulated by Law No. 6360 on Metropolitan Municipalities.

▸ Integrated Urban Water Management Approach

Integrated Urban Water Management (IUWM) is an approach that addresses the city's water needs from a holistic water cycle perspective. In this approach, drinking water supply, wastewater, stormwater, and urban drainage are not considered as separate systems but rather as an integrated system encompassing the stages of storage, distribution, treatment, recycling, and disposal. The IUWM approach is based on the evaluation of alternative water sources, the joint consideration of water quality and water use, the protection of water resources at their source, the establishment of a relationship between water, land use, and energy, and the consideration of efficiency, equity, and sustainability. Through planning, the goals are to improve quality of life and protect the environment; use water resources efficiently; support sustainable economic development; ensure that municipal administrations are prepared for future challenges through long-term plans; and minimize the risks of water-related disasters, particularly flooding. In this regard, the study is directly related to Goal 6 (Clean Water and Sanitation) of the Sustainable Development Goals, which addresses access to safe water and sanitation.



▸ Methodology and Conducted Studies

The study was conducted using a phased methodology ranging from a comprehensive assessment of the current situation to the development of strategies and plans. Within this framework, the current situation of the metropolitan municipality and KASKİ was evaluated from urban planning, sociological, environmental, institutional, and financial perspectives; water management was examined starting from an international framework and extending to national and regional scales. The current state of all the city's infrastructure components and their integration with the urban fabric were examined, and a detailed assessment of the existing water system in the selected area was conducted.

During the strategy development phase, the current situation, the urban development plan, and trend scenarios were analyzed; based on these scenarios, a realistic scenario was proposed, an integrated urban water management (IUWM) strategy comprising both structural and non-structural actions was defined. Hydrodynamic modeling studies were conducted to establish the technical foundation for water management strategies; infrastructure planning was addressed in a manner that would meet the projected urban development needs through 2050 in accordance with sustainability principles. The process was completed with the Integrated Urban Water Management Plan prepared for the selected area.

▸ Sustainability and the World Bank's Environmental and Social Framework

The project was carried out with an approach that balances the economic, environmental, and social dimensions of sustainability. The efficient use of economic resources, the protection of natural resources and the environment, and the promotion of social welfare were treated as integral parts of planning decisions. Enhancing the city's resilience to climate change, minimizing environmental impacts, and developing management models consistent with social responsibility were among the key criteria of the strategic scenarios.

Given the structure of the Sustainable Cities Project, which is implemented with World Bank support, the work was carried out within a framework based on the environmental and social requirements of international financial institutions. Priorities such as protecting water resources at their source, integrated management of wastewater and urban drainage, promoting the widespread use of safe water reuse, and reducing flood risks have been placed at the center of the plan from the perspectives of both environmental sustainability and public safety.

▸ Stakeholder Participation

The Integrated Urban Water Management Plan was implemented as a multi-stakeholder planning process requiring the contributions of multiple institutions and administrative bodies, various fields of expertise, and the local community. Ensuring that sustainability principles are embraced by all stakeholders, engaging relevant parties, including local communities, in the process, and aligning regulatory requirements at different levels have been among the key priorities of the process.
As part of stakeholder engagement meetings, strategic objectives and actions were evaluated on various topics, primarily urban planning and drainage. In this context, recommendations—such as improving water efficiency by increasing urban and rural green spaces, protecting agricultural lands and areas with high water permeability, monitoring protected areas, incorporating flood risk maps into zoning plans, and rehabilitating stream beds as ecological corridors—were discussed and transformed into planning inputs. The identified actions were linked to responsible institutions—such as KASKİ, the State Hydraulic Works (DSİ), the Kayseri Metropolitan Municipality, and district municipalities—to establish a feasible framework for implementation.



▸ Sustainable Procurement and Purchasing

In 2025, we launched initiatives to strengthen our sustainable procurement and purchasing structure. As part of this effort, we defined sustainable supplier criteria under which we will evaluate our suppliers not only based on technical competence, quality, and cost criteria, but also on their capacity to provide sustainable products and services with a focus on environmental impacts, occupational health and safety practices, and ESG.

Through Yüksel Proje's unique sustainable procurement procedure, we are gradually integrating these criteria into our procurement processes and aim to fully implement them by 2026. In this way, we aim to manage environmental and social impacts more transparently within our supply chain, jointly improve our suppliers' sustainability performance, and create a more responsible supply ecosystem that supports long-term value creation.

▸ Our Waste Management Practices

We track the waste generated in our offices by type and manage recycling and disposal processes in line with the zero-waste approach. In 2024, we qualified for the Zero Waste Certificate for our Ankara location; as part of this initiative, we are strengthening our waste separation infrastructure at both our Ankara and Istanbul offices, while continuing our efforts to improve our record-keeping systems and raise employee awareness.

As part of our waste management system, we sort paper, plastic, glass, metal, batteries, and oil waste generated in our offices at the source and direct them to licensed recycling or disposal facilities. By tracking waste volumes by year and location, we regularly assess both our total waste volume and the performance of our offices. In 2025, our total waste volume was 3.42 metric tons; detailed data on paper, plastic, glass, metal, battery, and oil waste is tracked in tables specific to our Ankara and Istanbul offices.

Annual waste volumes, office-specific data and breakdowns by waste type relating to our waste management performance are presented in the waste tables under the "Environmental Indicators" section.



▸ Electronic Waste and Hazardous Waste

To manage our electronic waste more effectively, we plan to establish a separate storage area by 2026. We are preparing action plans for the cyclical replacement of batteries in our existing UPS systems; we manage hazardous waste, such as cartridges, in compliance with regulations through contracted and authorized channels.

Biodiversity and Ecosystems

E4 Biodiversity and Ecosystems

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · **O** · **D**	Adverse impacts resulting from the failure to address relevant risks or the provision of inadequate consultancy services.	**ST · MT · LT**
P/I- Potential Negative Impact	U · O · **D**	Impacts arising from projects on land, natural habitats, natural resources and water, as well as on people and economic activities dependent on these resources.	**ST · MT · LT**

Our approach to biodiversity in our projects is guided by national legislation, national strategies, and international treaties and protocols. Frameworks such as the National Parks Law, the Regulation on the Protection of Wildlife and Wildlife Development Areas, the National Environmental Action Plan, CITES, IUCN, the Bern Convention, and the EBRD's ESR6 ensure that our biodiversity management is systematic, effective, and sustainable.

Biodiversity is addressed as a key consideration in all environmental assessment processes conducted before, during and after our projects. Through biodiversity management plans, habitat restoration plans and invasive species management plans, we aim to ensure that environmental sensitivities are directly reflected in project-related decisions.



▸ Biodiversity in Project Design

With our design philosophy centered on the protection of natural habitats, we structure our route and infrastructure designs in accordance with the “net gain” approach and the principle of minimal environmental harm. In cases where avoidance is not possible along the project route, we implement “compensation” measures and closely monitor our impact on biodiversity from the design phase through to operations. We prioritize degraded habitats in land use planning, focus on avoiding forested areas as much as possible, and develop solutions that will provide long-term benefits to biodiversity through micro-siting methods.
To protect ecological corridors and green spaces, we incorporate ecological underpasses and overpasses into our design processes to reduce habitat fragmentation, and we evaluate the effectiveness of these structures through monitoring studies.

▸ Measures Taken During Construction

We strive to prevent potential losses of flora and fauna by conducting regular monitoring activities at active construction sites. During site visits, we reinforce the “nature-based construction” approach by educating our employees about the importance of biodiversity and the measures we implement on-site.

Whenever there is a risk of harm to any living creature, we pause our work and suspend operations until a more suitable time. By carefully limiting access to construction sites and camp areas, we strive to minimize the impact of lighting on wildlife and ensure that animals are safely guided to secure areas during human-wildlife interactions without coming to harm. We aim to reduce the risk of erosion by strengthening the natural soil cover through reforestation and drainage measures.

▸ Site Operations and Conservation Efforts

As part of our site activities, we undertake protection and monitoring measures for protected or sensitive flora and fauna species, as well as translocation activities where necessary. On the Ispartakule–Çerkezköy Railway Project, measures implemented for flora species such as Centaurea hermannii (Çatalca knapweed) and Galanthus × valentinei (hybrid snowdrop), together with the observation, monitoring and relocation of various fauna species, provide tangible examples of our approach to protecting ecological values within project sites.





The Galanthus × valentinei (hybrid snowdrop) specimens identified and translocated during our field activities successfully flowered at their new location.

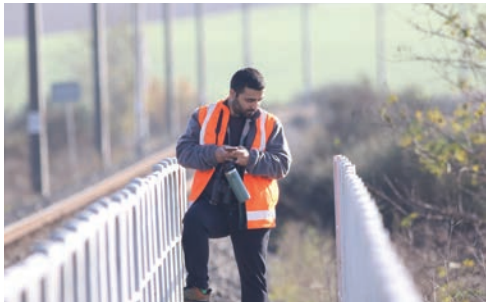
Warning signs were installed near the active work area where Galanthus × valentinei was identified to ensure that activities in the vicinity were carried out with due care. These signs play an important role in raising awareness among site personnel.





Protection Measures in Areas Supporting Sensitive Species

A field survey was conducted with our stakeholders in an area where Crocus pestalozzae (Ümraniye crocus) was identified. Following the survey, warning signs were installed to ensure that activities in the area were carried out with due care.





The first image illustrates the bird identification process using the Merlin software for species identification; the second image shows footage of bird communities on Büyükçekmece Lake recorded during fieldwork.





Photos taken during wildlife translocations (Image 1: Horned Viper—Vipera ammodytes; Image 2: Testudo graeca—Greek Tortoise).

Through educational programs that highlight the importance of biodiversity conservation, we strive to help our project teams better understand the relationship between biodiversity and sustainability. With the input of our biodiversity expert, we raise awareness among a broad audience by sharing information about vulnerable species and posting content related to important dates on our social media channels.

In our projects, we prepare signage and informational panels for species with limited mobility; we regularly inform our employees and other stakeholders about critical habitats and vulnerable species. By visiting relevant institutions and stakeholders, we share our practices in biodiversity management and place importance on integrating their feedback and suggestions into our processes.

▸ Performance Indicators

- In ongoing projects, determining the mortality rate using fauna and flora monitoring charts serves as an indicator of our impact on these projects.
- Identification of KPIs included in the management plans for ongoing projects
- In ongoing projects, net benefit calculations following the completion of rehabilitation efforts after project activities are a meaningful indicator of biodiversity management and are being tracked. (Rehabilitation efforts in these projects are carried out on a per-hectare basis.)
- Findings from monitoring studies of species expected to use ecological corridors in ongoing projects are among our performance indicators.

FAUNA MONITORING RECORD / Ispartakule–Çerkezköy Railway Line (ISCE)

No	Date	Turkish Name	English Name	Scientific Name	Individuals	Located	Relocated	Injured	Dead	Relocation Area	Root Cause	Remarks
1	19.04.2024	Çizgili su kaplumbağası	Caspian Terrapin	Mauremys caspica	2	2	1	–	1	Relocated outside the project alignment	Entry into the construction area / species detection	—
2	15.05.2024	Kirpi	Southern White-breasted Hedgehog	Erinaceus concolor	1	1	1	–	–	Relocated outside the expropriation boundary	Entry into the construction area / species detection	—
3	26.07.2024	Tosbağa	Spur-thighed Tortoise	Testudo graeca	1	1	1	–	–	Relocated outside the project alignment	Entry into the construction area / species detection	—
4	02.09.2024	Leylek	White Stork	Ciconia ciconia	1	1	1	1	–	Handed over to the Directorate of Nature Conservation and National Parks	Migration fatigue / injury of unknown cause	The animal was kept under suitable protective conditions until the response team arrived.
5	02.09.2024	Kirpi	Southern White-breasted Hedgehog	Erinaceus concolor	1	1	1	1	–	Released outside the İnceğiz construction site	Fell into a concrete washout pit	The animal was cleaned, fed and released back into the wild.
6	07.09.2024	Tosbağa	Spur-thighed Tortoise	Testudo graeca	1	1	–	–	1	–	Vehicle collision / lack of awareness	Drivers were provided with training.
7	01.10.2024	Kındıra kamışçını	Sedge Warbler	Acrocephalus schoenobaenus	1	1	1	1	–	Released	Migration fatigue / temporary capture	The exhausted migratory bird was given sugar water and released back into the wild.
8	05.10.2024	Hazer yılanı	Caspian Whipsnake	Dolichophis caspius	1	1	–	–	1	–	Hibernating animal remained undetected during excavation	The burrow was not identified during preliminary monitoring before excavation. The animal is presumed to have died while hibernating.
9	13.12.2024	Yılanımsı kertenkele	Slow Worm	Anguis colchica	1	1	–	1	–	Relocated outside the translocation area	Injured by equipment during translocation	The animal was inadvertently injured by a hoe during translocation activities.
10	18.02.2025	Kulaklı orman baykuşu	Long-eared Owl	Asio otus	1	1	–	–	1	–	Adverse weather conditions / freezing	Found dead during field monitoring; presumed to have died from exposure to cold temperatures.
11	07.05.2025	Burunlu engerek	Nose-horned Viper	Vipera ammodytes	1	1	1	–	–	Suitable habitat comprising a stream bank and rocky woodland	Presence of a venomous snake near the active alignment	Observed by trained surveying personnel and monitored until the field team arrived.
12	07.05.2025	Oluklu kertenkele	European Glass Lizard	Pseudopus apodus	2	2	–	–	2	–	Vehicle collision / lack of traffic awareness on the service road	Found dead on the service road within the expropriation boundary. Personnel operating vehicles were provided with training.

No	Date	Turkish Name	English Name	Scientific Name	Individuals	Located	Relocated	Injured	Dead	Relocation Area	Root Cause	Remarks
13	23.05.2025	Damalı su yılanı	Dice Snake	Natrix tessellata	1	1	1	–	–	Suitable habitat comprising a stream bank and woodland area	Entry into the camp area	The HR Specialist reported the animal. It was captured using snake-handling equipment and released into suitable habitat.
14	03.09.2025	Burunlu engerek	Nose-horned Viper	Vipera ammodytes	1	1	1	–	–	Suitable habitat comprising a stream bank and rocky woodland area	Entry into the camp area	The Camp Manager reported the animal. It was captured using snake-handling equipment and released into suitable habitat.
15	04.09.2025	Küpeli su yılanı	Grass Snake	Natrix natrix	1	1	1	–	–	Suitable habitat comprising a stream bank and woodland area	Entry into the camp area	The Camp Manager reported the animal. It was captured using snake-handling equipment and released into suitable habitat.
16	13.12.2025	Küpeli su yılanı	Grass Snake	Natrix natrix	1	1	–	–	1	–	The animal remained undetected underground during road construction	The animal was not detected beneath the soil during road grading works.

FLORA MONITORING RECORDS, 2025

Species	Identified Population	Translocation Activities	Individuals Translocated	Seed Collection Activities	Seed Collection Period	Seeds Collected	Habitat Preference	KPI
Galanthus × valentinei	X	Conducted	1,600	Yes	–	X	Oak forests and clearings	Number translocated
Crocus pestalozzae	X	Conducted	123	Conducted	At the appropriate time	900	Forest clearings, shrubland and meadows	Translocation and seed collection
Lathyrus undulatus	71	Not conducted	–	Conducted	July–August	101	Wooded areas, clearings and shrubland	Existing population and seeds
Centaurea hermannii	1,398	Conducted	–	Conducted	July–August	3,189	Oak forests and clearings	Existing population and seeds
Ferulago confusa	63	Not conducted	–	Conducted	At the appropriate time	5,086	Shaded areas and meadows	Existing population and seeds
Heptaptera triquetra	Not observed	Not conducted	–	Conducted	August–September	1,288	Rocky slopes near the coast	Seeds
Cirsium polycephalium	1,471	Not conducted	–	Conducted	Throughout the year	2,775	Roadsides, arid and bare areas, and fields	Existing population and seeds

SUMMARY KPIs								
Number of species monitored	7	**Recorded number of individuals translocated**	1723	**Recorded number of seeds collected**	13339	**Number of species with identified populations**	4	**Ex situ conservation / monitoring note**	Ex situ conservation activities have not yet commenced.

CREATING VALUE WITH EMPLOYEES



Employee Development

S1 Our Own Employees

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
O Opportunity	U · **O** · D	Competition for skilled professionals and talent.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	As Yüksel Proje defines itself as a knowledge-based company, failure to develop the knowledge and skills of its workforce may result in adverse operational impacts.	**ST · MT · LT**

At Yüksel Proje, we view employee development as one of the most critical elements of our organizational success and sustainable growth. Developing technical competencies, supporting career growth, strengthening employee engagement, and fostering an inclusive work environment form the foundation of our human resources approach.

We believe this approach creates significant opportunities for attracting and retaining a qualified workforce, increasing employee satisfaction, strengthening a sense of belonging, and supporting organizational performance. At the same time, we closely monitor risks such as inequality, discrimination, harassment, employee turnover, and talent competition; we prioritize providing our employees with a fair, safe, and development-oriented work environment.



▸ Training Themes and Programs

In 2025, at Yüksel Proje, we continued our commitment to the professional and personal development of our employees through concrete steps. Throughout the year, we reached a total of 374 employees through in-person training programs we organized on various topics. We structured our training programs around four key areas: workplace safety, personal development, organizational awareness, and digital transformation. While we strengthened our capacity to respond to emergencies in the workplace through First Aid Training, we supported our employees' psychological resilience and open attitude toward learning through Emotional Resilience and Stress Management and Growth-Oriented Training programs. With our programs titled "Intergenerational Communication," "Managing Generations Y and Z," and "Embracing Change," we aimed to develop the skills needed to adapt to changing workforce dynamics and foster effective intergenerational collaboration.



▸ Information Security and Digital Transformation

The year 2025 held particular significance for us in the field of information security. This year, we successfully obtained the ISO/IEC 27001 Information Security Management System certification, thereby demonstrating our compliance with international standards in information security management. Recognizing the decisive role of the human factor in this process, we systematically developed our employees' competencies through ISO/IEC 27001 Basic Training, ISMS Internal Auditor Training, and Information Security Management System Awareness Training, ensuring that our certification process was grounded in a robust human resources infrastructure.

Through our Artificial Intelligence Training program, we aimed to raise our employees' awareness of the fundamental concepts in this field, the possibilities for integrating AI into business processes, and the principles of ethical use. In this way, we laid the groundwork for our company's technological transformation from a human resources perspective.

▸ Sustainability-Focused Training

As part of the Basic Sustainability Training we organized for our administrative staff in 2025, we increased their knowledge and awareness on key topics such as climate change, resource efficiency, and corporate responsibility. During the training, we explained how sustainability can be translated from an abstract concept into everyday working practices.

By addressing practical issues such as reducing paper and energy consumption, adopting mindful purchasing habits, and managing waste, we highlighted the tangible impact of our employees' individual choices at work on our corporate sustainability goals.

▸ Accessibility

At Yüksel Proje, we deliver some of our training sessions in a "toolbox" format that prioritizes accessibility and continuity. By making these sessions available online to all employees through the Ypnet Training and Event Request System, we ensure that corporate awareness reaches our entire workforce simultaneously, regardless of geographic or organizational differences.

In this context, the training courses completed by all employees in 2025 covered the following topics:

- Awareness of the Sustainable Use of Water Resources
- Code of Ethics
- Disciplinary Rules
- Personal Ergonomics and Musculoskeletal Disorders
- Safe Attitudes and Behaviours
- Zero Waste
- Hazardous Chemicals and Specific Absorption Rate (SAR) Values

In 2025, in line with our company's ESG approach and commitment to respecting human rights, we added a new programme to our toolbox training library. Covering the prevention of workplace bullying, as well as the prevention of harassment and discrimination in the workplace, the training was shared with all employees. Through this programme, we aimed to reinforce a safe, respectful and inclusive working environment, promote ethical business practices, and safeguard equal and fair conditions for all employees.



▸ Performance and Competency Management

At Yüksel Proje, we conduct a competency-based performance evaluation once a year to assess employee performance through a fair, measurable and development-oriented approach. Under this system, we define three distinct competency sets for each position: Core, Functional and Managerial Competencies. Employees are evaluated against these criteria based on the specific requirements of their respective job descriptions.

In 2025, we integrated this systematic framework more strongly with our organization's sustainability vision. By adding new sustainability-related competencies to our existing skill sets, we moved beyond treating sustainability as a commitment limited to the corporate policy level and incorporated it into our employees' individual performance metrics. In the coming period, developing employee skills, expanding structured career evaluation processes, strengthening mentoring programs, and increasing employee satisfaction will be among our top priorities.

Access to Talent and Talent Retention

S1 Our Own Employees

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
P/I- Potential Negative Impact	U · **O** · D	If appropriate conditions are not provided, prospective talent may be discouraged from joining Yüksel Proje, while existing employees may feel excluded.	**ST · MT · LT**
P/I+ Potential Positive Impact	U · **O** · D	A diverse and inclusive workforce supports the development of higher-quality solutions and helps attract and retain employees.	**ST · MT · LT**

At Yüksel Proje, we view access to qualified human resources and the development of our existing talent within the organization as one of the most critical elements of our long-term corporate success. We approach talent acquisition and retention by establishing early contact with young talent, enhancing the employee experience, developing flexible work models, and systematically monitoring employee satisfaction.

▸ University Partnerships and Young Talent

In 2025, Yüksel Proje continued to strengthen the bridge it has built with universities and student organizations. We hosted or actively participated in various events to provide young talent aspiring to pursue careers in engineering with the opportunity to get to know the industry up close and to introduce them more closely to the company's areas of expertise.

As part of this initiative, we organized an informational event for METU Civil Engineering students; following that, we offered students from the same department the opportunity to observe Yüksel Proje's work environment and engineering processes firsthand through a technical tour of our facilities. Additionally, as we do every year, we participated in the METU Geology Career Days this year as well; we shared our industry experiences and workforce expectations with students planning careers in geology. Furthermore, we met with Civil Engineering students from Hacettepe University and contributed to fostering dialogue between academia and the industry.

▸ Flexible and Hybrid Work Model

As part of Yüksel Proje's strategic roadmap to transition to a fully hybrid working model by 2030, the existing remote working procedure was revised in 2025.

The previous procedure, which stipulated a minimum duration, was redesigned to provide greater flexibility. Following this amendment, employees are now able to request remote working for the days they need without being subject to a fixed-day restriction.

Through the more flexible procedure, we aim to strengthen work-life balance, improve employee satisfaction and systematically advance towards our 2030 hybrid working target.

▸ Internship Programmes and Young Talent Pool

Throughout the year, a total of 60 students gained professional experience through mandatory internship programmes at the

company's head office and various construction sites. In addition to representing significant participation in 2025, this figure brought the cumulative number of interns over the past five years to 231, providing a tangible indication of the company's continued support for young talent.

Through its internship programmes, Yüksel Proje enables engineering students to reinforce their theoretical knowledge with practical field experience, helping young professionals enter working life better equipped and prepared. The programme contributes not only to individual development but also to the cultivation of the skilled workforce that will shape the future of the industry.

▸ Employee Satisfaction

In line with its commitment to continuously improving the employee experience, Yüksel Proje conducted its Employee Satisfaction Survey again in 2025. The data collected through the survey was analyzed and presented to senior management to contribute to continuous improvement processes.

The survey was structured under six main headings: Work Environment and Conditions, Compensation and Benefits, Work Management and Employee Awareness, Communication, Immediate Supervisor and Management Philosophy, and Overall Satisfaction; this allowed for a comprehensive and multi-layered assessment of the various dimensions of the employee experience.

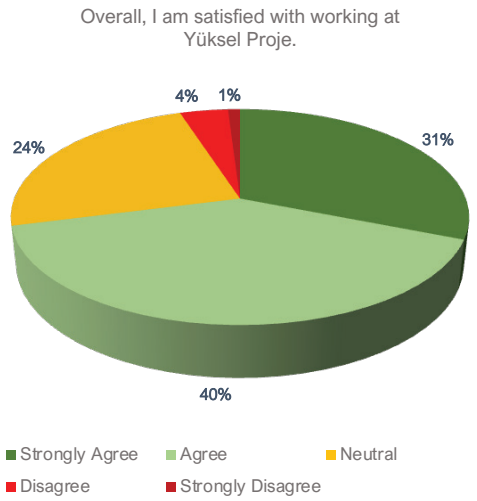
According to the survey results, overall employee satisfaction was measured at 71%.

▸ Analysis of Employee Turnover Costs

In 2025, at Yüksel Proje, we continued our work with the understanding that human labour is our most important resource. In this context, we focused on the employee turnover cost model and sought to analyze the explicit and implicit costs that arise during the process of an employee leaving the company and a new employee being hired to replace them.

To contribute to our company's economic, social, and environmental sustainability goals, we consider the following to be among our top priorities: increasing employee satisfaction, preventing the loss of organizational knowledge by reducing employee turnover, and creating a work environment where all our employees feel safe and valued.

The employee turnover cost model is an adaptation of an internal HR metric; while developing the analysis, cost studies cited in the literature[1] were taken into account, and care was taken to ensure the model is applicable and meaningful for Yüksel Proje. The analysis assessed visible costs, including the period during which the position remained vacant, the time and effort invested in the recruitment process, and the salary difference between the departing employee and the new hire. Its strongest aspect, however, was its focus on hidden costs.



The model also incorporates, using different coefficients, the loss of motivation resulting from the increased workload within the team while candidates are being assessed for a vacant position, the additional workload borne by administrative teams during recruitment, and the loss of institutional knowledge accumulated by the departing employee over their years of service. The model is still being actively tested. Our priorities are to establish it in the near term as a metric that informs the company's decision-making processes and to continue refining and applying it based on the results obtained.

1 "Employee Replacement Cost" by Dube, Freeman and Reich, 2010, IRLE Working Paper No.201-10, Berkeley University of California & Glynn, Sarah Jane, "There Are Significant Business Costs to Replacing Employees", Center for American Progress, 20 October 2023.

Equality, Diversity, and Inclusion

S1 Our Own Employees

TYPE	VALUE CHAIN	DESCRIPTION	TIME HORIZON
O Opportunity	U · **O** · D	The advantages of diversity in attracting and retaining talent.	**ST · MT · LT**
O Opportunity	U · **O** · D	Strengthening employees' sense of belonging and inclusion may support the acquisition of more business from clients and contribute to revenue growth.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Pay inequality and discrimination may increase employee dissatisfaction and turnover.	**ST · MT · LT**
P/I- Potential Negative Impact	U · **O** · D	Potential discrimination in the workplace, including in recruitment, promotion and employment relations, or in communication and marketing practices, as well as the risk of harassment, including sexual harassment, or bullying.	**ST · MT · LT**

At Yüksel Proje, we value the differences among our employees and regard equality, diversity and inclusion as fundamental elements of our corporate culture. We believe that an inclusive working environment, which brings together employees from different backgrounds and with diverse experiences and perspectives, strengthens our ability to attract and retain talent, enhances employees' sense of belonging and helps us build stronger business relationships with our clients. This approach also aims to mitigate reputational, productivity and employee turnover risks that may arise from discrimination, harassment or unfair practices.

▸ Gender Equality

On International Women's Day, 8 March, we held an inspiring event as part of our "Face-to-Face Conversations" series. Three female managers working in different engineering disciplines across the company met with employees in an informal setting and shared their experiences of being women and engineers in the sector, including the challenges they had encountered and the achievements they had made.

Built around personal stories and the exchange of ideas, the event provided a valuable platform through which female employees could inspire one another, professional solidarity could be strengthened and corporate awareness of gender equality could be enhanced.



▸ Sectoral Collaborations and Inclusion Projects

As part of its sustainability activities in 2025, Yüksel Proje collaborated with the Union of Chambers of Turkish Engineers and Architects (ATCEA) to implement the "Sectoral Survey and Current-State Assessment Project on Women and Persons with Disabilities".

The project aimed to provide a systematic, data-based assessment of the current position of women and employees with disabilities in the engineering sector. Although participation in the initial implementation was limited, the initiative is considered a promising starting point for raising sector-wide awareness and paving the way for further data-driven studies.

▸ Representation of Female Employees and Diversity in Management

Of Yüksel Proje's total workforce of 1,045 employees, 256 are women and 789 are men. Women therefore account for 24.5% of our workforce, while men account for 75.5%. The proportion of female employees increased from 23% in the previous year to 24.5% in 2025. The proportion of female employees working at our head office and regional offices also increased by two percentage points.

The representation of women in management positions is one of the indicators we closely monitor as part of our diversity, equality and inclusion approach. As of 2025, a total of 28 female managers work across the company. Of these, 12 hold managerial positions at the head office and 16 within our consultancy projects. Women represent 20% of our Board of Directors.

While continuing to implement practices that support women's participation in management and decision-making processes, we aim to further improve these representation rates in the coming period.

▸ Inclusive Communication and Digital Engagement Platform

To strengthen communication among employees and establish an inclusive culture of internal information-sharing, we developed and launched an intranet channel in 2025. The platform was designed as a digital space where employees can freely express their views, submit suggestions for improvement and actively participate in corporate processes.

Current announcements, notices and news are shared through the platform. Employees' birthdays and information about new joiners are also published to strengthen social connections and foster a sense of belonging within the company.

▸ Collaboration to Support the Sectoral Representation of Young Professionals

We led the establishment of the Young Leaders Committee within the Association of Turkish Consulting Engineers and Architects (TMMMB) to encourage young professionals to participate more actively in the sector's development.

Bringing together young employees from different member firms, the committee aims to monitor national and international developments in the engineering and consultancy sector, increase the sector's international visibility and support the sharing of knowledge across different platforms.

The committee also monitors global trends in areas such as sustainability, climate change, digitalisation, ethics and contract management, with the aim of contributing to the development of innovative approaches within the sector. Communicating the expectations and needs of young professionals to sectoral representative bodies is also among its priorities.



The Young Leaders Working Group conducts its activities in alignment with the Future Leaders and Young Professionals structures operating within FIDIC and EFCA. More than 25% of the group's members are young engineers employed by our company.

In line with this approach, various working groups are being established with the active participation of young professionals as part of the preparations for the EFCA event to be held in Türkiye in 2026, enabling them to contribute directly to the preparatory process.

▸ Health and Awareness Activities

During Breast Cancer Awareness Month, we organised a meaningful initiative that placed employee health at the forefront. A Breast Health Event was held with the voluntary participation of our employees, and specialists from Acıbadem Ankara Hospital were invited to our office to meet with them.

The specialists provided information on the life-saving importance of early diagnosis, the value of regular screening and the essential facts employees should know about breast health. The event aimed to raise employee awareness of this important issue.

Community Engagement and Social Value

▸ Awareness Campaign for Children

As part of the Ispartakule-Çerkezköy Railway Project, an awareness event covering railway projects, environmental awareness, and biodiversity was organized by bringing together children living in the region.

During the event, children were provided with basic information about the project, and discussions were held on the conservation of wildlife, biodiversity in the region, and the importance of environmentally sustainable infrastructure projects.

As part of the event, which aimed to help children gain a closer understanding of the infrastructure projects being carried out in their local environment and to raise their awareness of nature conservation, various hands-on and interactive activities were also conducted.





▸ Local Employment and Information Meetings with Women

Two separate informational and networking meetings for women were held in the Çatalca region. During the meetings, information about the project was shared, and views were exchanged regarding potential employment opportunities in the region.

Thanks to the connections established, local women were employed as cleaning staff to provide some of the support services needed within the scope of the project. This approach, which contributes to local employment, aims to build stronger social ties with the communities surrounding the project and to support women's participation in economic life.





▸ Visits to Local Businesses and Stakeholder Consultations

Regular site visits and one-to-one meetings were conducted with local businesses located along the project alignment. During these visits, stakeholders were informed about project processes, while the requests, expectations and grievances of local residents and business owners were heard directly and recorded.

Consultations were held particularly with businesses exposed to potential resettlement and income-loss risks to assess possible impacts and develop appropriate solutions. Within this scope, one-to-one meetings were conducted with a total of 355 shop owners. The analysis and evaluation of the data collected are ongoing.

Through these activities, we aim to strengthen transparent communication throughout the project, encourage more active participation by local stakeholders and monitor social impacts more closely.

▸ Tree Planting on National Afforestation Day

On 11 November, National Afforestation Day, we planted saplings at the Silivri Afforestation Site together with stakeholders of the Ispartakule–Çerkezköy Railway Project. The event was coordinated by the Governorship of Istanbul and the Istanbul Regional Directorate of Forestry.

▸ University Collaborations

Üsküdar University: “Change and Transformation in Occupational Safety” Pilot Project

Our Occupational Health and Safety Specialist, Elif Öztürk, implemented the “Change and Transformation in Occupational Safety” pilot project through a four-day programme hosted by Üsküdar University.

The programme aimed to prepare students for the complex situations they may encounter upon entering professional life and to enable them to make a difference in the workplace through not only technical knowledge but also communication, awareness, leadership and strategic thinking skills.

During the programme, students:

Explored the influence and meaning of their personal values through values-based sessions and practical exercises.

Developed emotional management skills and learned to communicate in a non-violent and coaching-oriented manner.

Strengthened their ability to make collective decisions, communicate openly, share responsibilities and interact effectively within team dynamics.

Developed their strategic perspective by creating their own safety vision through the systemic leadership model.

▸ Educational Support and Scholarship Initiatives

At Yüksel Proje, we regard supporting young people’s education as an important part of our social responsibility approach. Since 2012, we have provided scholarships to a total of 132 students.

Of the students supported, 39 studied in disciplines directly related to our areas of activity, including civil engineering, technical programmes, mechanical engineering, electrical and electronics engineering, and architecture. Following completion of their education, nine scholarship recipients joined Yüksel Proje as employees. This demonstrates the valuable contribution of our educational support to the development of young engineers and technical professionals.

To date, our scholarship support has primarily been provided at management’s initiative and through individual assessments. In the coming period, we aim to establish a more systematic, transparent and sustainable structure.

Within this framework, we plan to develop a more accessible and institutional scholarship programme with clearly defined application criteria, evaluation processes and scope of support. We also aim to increase scholarship opportunities, particularly for female students and for students enrolled in engineering and technical disciplines related to the company’s areas of activity.



CLOSING REMARKS



At Yüksel Proje, we view engineering not merely as a technical activity that addresses today's needs, but as a responsibility to design a more resilient, inclusive, and livable world for future generations. With this understanding, we position sustainability as an integral part of how we conduct business and a fundamental element of long-term value creation.

Through this report, we transparently share with our stakeholders the activities we carried out throughout 2025, spanning corporate governance, occupational health and safety, R&D and innovation, environmental performance, resource efficiency and social contribution initiatives. In addition to presenting our performance, the report reflects our approach to assessing areas for improvement and shaping our future priorities.

In line with our philosophy of "Designing a world worth living" as we move toward our 2030 vision, we prioritize low-carbon development, climate resilience, innovative engineering solutions, and stakeholder collaboration. In the coming period, we will resolutely continue to develop projects that contribute to sustainable transformation by comprehensively addressing our economic, environmental, and social impacts.



APPENDICES



Environmental Indicators

Energy Consumption

Indicator	2023	2024	2025
Total Electricity Consumed (kWh)	505.572,22	515.291,8	542.612,34
Total Renewable Electricity Consumed (kWh)	190.000	443.652,60	475.683,9
Natural Gas (m^3)	73.780,00	84.045,00	78.189,66
Diesel (litres)	68.330,30	51.558,45	69.396,80
Petrol (litres)	16.772,91	19.118,68	22.022,04

Greenhouse Gas Emissions (tCO_2e)

Category (ISO 14064-1)	Scope (GHG Protocol)	2023 (tCO_2e)	2024 (tCO_2e)	2025 (tCO_2e)
Category 1 – Direct emissions	Scope 1	362.200	342.024	393.181
Category 2 – Indirect emissions from imported energy	Scope 2	151.159	34.315	29.181
Category 3 – Indirect emissions from transportation	Scope 3	425.344	549.904	451.447
Category 4 – Indirect emissions from products and services used	Scope 3	—	—	177.525
Total Emissions		**938.704**	**926.243**	**1,051.335**

Water Consumption (m^3)

Location	2022	2023	2024	2025
Ankara	4.336	4.790	4.110	3.051
Istanbul	387,48	378,18	307,11	221,38

Waste Management - Ankara

Waste Type	2022	2023	2024	2025
Waste Paper (kg)	675	2050	1830	1500
Waste Batteries (kg)	13	13	10	15
Waste Plastic (kg)	—	40	255	175
Waste Glass (kg)	—	20	35	42
Waste Metal (kg)	—	—	43	22
Waste Oil (litres)	865	1900	1350	1350

Waste Management - Istanbul

Waste Type	2022	2023	2024	2025
Waste Paper (kg)	—	—	53,4	267,35
Waste Batteries (kg)	—	—	3	0
Waste Plastic (kg)	—	—	7,9	85,3
Waste Glass (kg)	—	—	39,2	40,2

Social Indicators

	Employee Breakdown	2022	2023	2024	2025
Head Office	Female	115	107	106	116
	Male	360	340	328	322
Consultancy Projects and Overseas Operations	Female	100	109	117	140
	Male	401	378	417	467
Interns	Female	51	26	18	29
	Male	70	33	23	31
		2022	**2023**	**2024**	**2025**
Blue-Collar Employees	Female	0	0	0	0
	Male	20	20	19	16

White-Collar Employees	Female	215	216	223	256
	Male	741	698	726	773
	Employee Age Distribution	**2022**	**2023**	**2024**	**2025**
	Under 35	454	352	377	365
	35–55	435	474	469	528
	Over 55	87	108	122	152
	Educational Background	**2022**	**2023**	**2024**	**2025**
	Master's Degree and PhD	127	130	129	136
	Bachelor's Degree	582	554	586	646
	Associate Degree	92	96	104	98
	Basic Education	175	154	149	165
	Civil Engineers	308	289	304	338
Distribution of Engineering, Architecture and Other Technical Employees	Geological Engineers	61	57	57	63
	Surveying Engineers	13	16	23	31
	Electrical Engineers	59	48	57	58
	Mechanical Engineers	37	39	38	40
	Environmental Engineers	18	15	15	12
	Architects	59	46	54	59
	Other Engineering Disciplines	26	45	37	38
	Technicians	206	220	152	119

Yüksel Proje 2025 Sustainability Report – GRI Content Index

Statement of use Yüksel Proje has reported the information in this report for the period 1 January–31 December 2025 with reference to the GRI Standards.
GRI 1 used GRI 1: Foundation 2021
Applicable GRI Sector Standard -

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-1	Organizational details	About Yüksel Proje; Our Global Operational Structure; Contact Information	7, 8, 101
GRI 2: General Disclosures 2021	2-2	Entities included in the organization's sustainability reporting	About This Report	3
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	About This Report; Contact Information	3, 101
GRI 2: General Disclosures 2021	2-4	Restatements of information	Energy	60
GRI 2: General Disclosures 2021	2-5	External assurance	This report has not been externally assured.	—
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	About Yüksel Proje; Our Global Operational Structure; Value Creation Model; Yüksel Proje Value Chain	7, 8, 18-19, 31
GRI 2: General Disclosures 2021	2-7	Employees	Equality, Diversity, and Inclusion; Social Indicators	83, 93-94
GRI 2: General Disclosures 2021	2-8	Workers who are not employees	Social Indicators	93
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Corporate Governance; Sustainability Organization; Equality, Diversity, and Inclusion	16, 22-23, 83
GRI 2: General Disclosures 2021	2-11	Chair of the highest governance body	Corporate Governance	16
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Organization; Materiality Assessment	22, 24-25

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	Sustainability Organization	22-23
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Materiality Assessment	24-25
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	Ethics and Compliance	50
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	Ethics and Compliance	50
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Ethics and Compliance	50
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Messages from Management	4-5
GRI 2: General Disclosures 2021	2-23	Policy commitments	Corporate Governance; Ethics and Compliance	15, 47-49, 51
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	Ethics and Compliance; Employee Development	49-51, 79
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	Ethics and Compliance; Circularity	50, 67
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Ethics and Compliance	50
GRI 2: General Disclosures 2021	2-28	Membership associations	Our Memberships	10
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Stakeholder Relations; Industry Collaboration	32-34
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	24-25
GRI 3: Material Topics 2021	3-2	List of material topics	Materiality Assessment; Our Impacts, Risks, and Opportunities (IRO)	26-30

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
MATERIAL TOPIC: CLIMATE CHANGE				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); 2030 Targets and Roadmap; Climate Change; Energy	27, 36, 57-58, 60-61
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change	57-58
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	2030 Targets and Roadmap; Energy; Environmental Indicators	36, 60, 91
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	2030 Targets and Roadmap; Energy; Environmental Indicators	36, 60, 91
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	2030 Targets and Roadmap; Energy; Environmental Indicators	36, 60, 91
GRI 305: Emissions 2016	305-4	GHG emissions intensity	2030 Targets and Roadmap	36
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions	2030 Targets and Roadmap; Energy	36, 59-62
MATERIAL TOPIC: ENERGY				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); 2030 Targets and Roadmap; Energy	28, 36, 59, 61-62
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy; Environmental Indicators	61-62, 91
GRI 302: Energy 2016	302-4	Reduction of energy consumption	Energy	59, 61-62

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
MATERIAL TOPIC: CIRCULAR ECONOMY AND WASTE				
GRI 3: Material Topics 2021	3-3	Management of material topics	2030 Targets and Roadmap; Circularity	37, 44, 63-64, 70
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Circularity	63-64, 70
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	2030 Targets and Roadmap; Circularity	44, 70
GRI 306: Waste 2020	306-3	Waste generated	Circularity; Environmental Indicators	70, 92-93
GRI 306: Waste 2020	306-4	Waste diverted from disposal	Circularity; Environmental Indicators	70, 92-93
MATERIAL TOPIC: BIODIVERSITY AND ECOSYSTEMS				
GRI 3: Material Topics 2021	3-3	Management of material topics	2030 Targets and Roadmap; Biodiversity and Ecosystems	42, 71-73
GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products and services on biodiversity	Circularity; Biodiversity and Ecosystems	65-67, 71-75
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	Biodiversity and Ecosystems	72-75
GRI 304: Biodiversity 2016	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity and Ecosystems	74-75

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
MATERIAL TOPIC: ETHICS AND COMPLIANCE				
GRI 3: Material Topics 2021	3-3	Management of material topics	2030 Targets and Roadmap; Ethics and Compliance	43, 47-51
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethics and Compliance; Employee Development	50-51, 79
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Ethics and Compliance	50
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance	51
MATERIAL TOPIC: INFORMATION SECURITY AND CONFIDENTIALITY				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); Information Security and Confidentiality	30, 52-55
MATERIAL TOPIC: EMPLOYEE DEVELOPMENT				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); 2030 Targets and Roadmap; Employee Development	29, 40, 77-79
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Highlights; Employee Development	6, 78
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Employee Development; Community Engagement and Social Value	78-79, 87
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	Employee Development	79

GRI Standard	Disclosure No.	Disclosure	Section	Page No.
MATERIAL TOPIC: ACCESS TO TALENT AND TALENT RETENTION				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); 2030 Targets and Roadmap; Access to Talent and Talent Retention	29, 39, 80-81
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	2030 Targets and Roadmap; Access to Talent and Talent Retention	39, 81
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees	Access to Talent and Talent Retention	80
MATERIAL TOPIC: EQUALITY, DIVERSITY, AND INCLUSION				
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Impacts, Risks, and Opportunities (IRO); 2030 Targets and Roadmap; Equality, Diversity, and Inclusion	29, 40, 82-84
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Equality, Diversity, and Inclusion; Social Indicators	83, 93-94
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GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	2030 Targets and Roadmap; Circularity; Community Engagement and Social Value	41, 65-69, 85-87
GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	Highlights; Employee Development; Community Engagement and Social Value	6, 79, 87
GRI 303: Water and Effluents 2018	303-5	Water consumption	2030 Targets and Roadmap; Environmental Indicators	37, 92

Legal Notice

The Yüksel Proje 2025 Sustainability Report has been prepared on a voluntary basis with reference to GRI (Global Reporting Initiative) Standards for the company's stakeholders.

The purpose of this report is to transparently share our approach to sustainability, raise awareness on relevant issues, and highlight Yüksel Proje's environmental, social, and governance (ESG) performance. The information contained in this report has been compiled based on publicly available sources, relevant legislation, and data obtained from the relevant departments within Yüksel Proje.

This report is prepared for informational purposes only and does not constitute any investment decision, contract, commitment, or guarantee. While every effort has been made to ensure the accuracy and timeliness of the information contained in this report, Yüksel Proje assumes no liability for any omissions or errors. Forward-looking statements in this report are based on current assumptions and expectations, and actual results may differ from these statements.

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