



# Çimsa Outpaces Industry Standards for Women in Construction Materials

Çimsa

Best Diversity, Equity, Inclusion and Belonging Strategy

March 2025



## Company Background



Company-at-a-Glance	
Headquarters	İstanbul, Turkey
Year Founded	1972
Revenue	8.58 billion TL
Employees	1100
Global Scale (Regions that you operate in or provide services to)	Turkey, USA (Houston, Texas), Europe (Spain, Italy, Germany, Netherlands) Çimsa, a subsidiary of Sabancı Holding, was established in Mersin in 1972. Today, Çimsa carries out its production activities with 3 integrated factories located in Mersin, Eskişehir and Afyonkarahisar. Cimsa Sabanci Cement BV has become an international white cement player with its newly acquired white cement plant in Valencia (Spain), grinding plant in Houston (USA) and terminals in Hamburg (Germany), Trieste (Italy) and Sevilla (Spain).
Customers/Output, etc.	Gray and White Cement, CAC Building Materials
Industry	Building Materials (Cement)
Website	<a href="https://cimsa.com.tr/en">https://cimsa.com.tr/en</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	160.000\$
Number of (HR, Learning, Talent) employees involved with the implementation?	5
Number of Operations or Subject Matter Expert employees involved with the implementation?	20
Number of contractors involved with implementation	7
Timeframe to implement	2022- 2024 years
Start date of the program	01.06.2022

## Business Conditions and Business Needs

Gender equality and women's empowerment are among the most important components of sustainable development, which is a global priority and one of our country's priority development goals. According to the 2021 data from the Turkish Statistical Institute (TUIK), the labor force participation rate of women in our country is 30.9%, the percentage of women in executive positions is 17.5%, and the proportion of women in local government seats is 10.1%. As these figures demonstrate, women are not adequately represented in the business world.

Our sector, which makes a significant contribution to the country's economy, is among the sectors where female employment is limited due to being in a heavy and dangerous industry. Therefore, at Çimsa, we see it as an important responsibility to develop pioneering practices that can ensure gender equality in our sector.

We, as Çimsa, implement the Sustainable Business Equality Program Management with the aim of providing equal opportunities for all diversities (language, religion, race, nationality, and gender) and equalizing all inequalities. With our program management, which we started at the beginning of 2022, we are working on three main issues, also supporting Gender Equality; Increasing



Women's Employment, Preserving Existing Women's Employment, Providing Social Benefit, and Leading the Sector. Every year, we strengthen our Gender Equality approach with policies and projects that we set above the previous year.

We observe the principle of "Equality at Work" in all processes and offer equal opportunities to male and female employees. We structure the total reward packages, wages and benefits of male and female employees working in similar positions at the same level in accordance with the principle of Equality at Work. We do not discriminate based on gender in remuneration.

We evaluate Individual Performance Management equally for male and female employees and reflect it equally on business results. We support women's participation in management and women's employment in business life. We focus on increasing the number of blue-collar female employees in positions that require technical competence.

We add gender equality obligations to the contracts we make with suppliers and subcontractors. We take care not to use sexist discourses in our corporate communications.

We provide nursery support to contribute to the work-family life balance of our female employees. In 2023, we started to provide nursery support for our male employees.

#### A Proud Commitment for Çimsa

As Çimsa, we are proud to be a signatory of the Women's Empowerment Principles (WEPs), which was created in partnership with the UN Global Compact and the UN Gender Equality and Women's Empowerment Unit since 2016.

In this context, work has been initiated in this field.

#### **Overview**

Use this area to provide a description of the diversity, equity, inclusion and belonging strategy at your organization. What goals did you establish and were they achieved?

Details:

We conducted a trend analysis by examining our past data and current situation through HR analytics studies. Prioritizing based on function and position, we have determined our 5-year goals



While determining these targets, we aimed to determine the principles of the companies in the investment portfolio and to support the management of their risks, taking into account national and international standards and best practices.

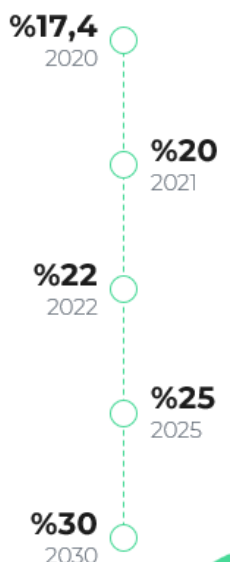
We have also stated this through our Responsible Investment Policy, which we have made public as a publicly traded company.

<https://cimsa.com.tr/sustainability/politics/>

Through these efforts, collaboration will be established with SKD Turkey, a regional network and business partner of the World Business Council for Sustainable Development (WBCSD), to support the work done towards sustainable development goals.

Within this context, gender equality plays a key role in our company's goals and strategies.

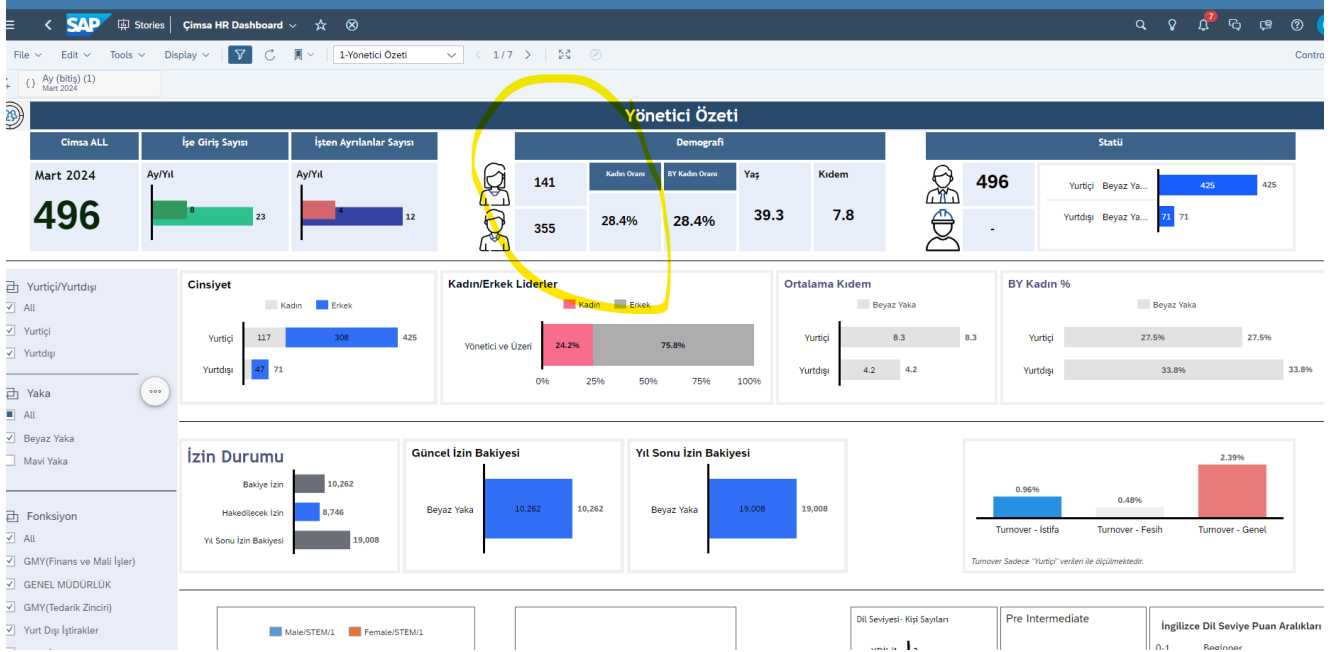
We share our 5-year target plan below;



The current situation;

We have already reached our 2028 target with a 28.4% white-collar female employee rate.





## Design and Delivery

When conducting our work, we structured our projects around certain main headings.

- Determination of our KPIs ( Targets)
- Improvement of the physical conditions of the fields
- Workshops with employees
- Training Programs
- Collaboration with universities, internship programs, and projects supporting women's employment
- Collaboration with associations
- Wellbeing for Women
- Communication activities

Çimsa is a part of the "Women Empowerment Principles" (WEPs) since 2016 published by the UN Global Compact and pledged to create and implement company policies that promote gender equality.

Çimsa has published an Equality, Diversity, and Inclusion Policy.

<https://cimsa.com.tr/surdurulebilirlik/esitlik-cesitlilik-ve-kapsayicilik-calismalarimiz/#>



Within the scope of the policy, the company aims to contribute to creating a more socially inclusive world by providing fair and equal working environments for everyone, especially for its employees, with a focus on Sustainable Development Goals 5 (Gender Equality), 8 (Decent Work and Economic Growth), and 10 (Reduced Inequalities).

The company also aims to create a fair, equitable, and inclusive workforce, allowing employees to use their unique talents and differences in the workplace, which can provide different perspectives, enhance creativity, facilitate problem-solving, and contribute to sustainability. Additionally, the policy aims to attract the best people for the job from all segments of society, as well as retaining existing talents.

In addition, Çimsa has published its Human Rights Policy, which prioritizes full compliance with national and international norms that regulate human rights, including the United Nations Universal Declaration of Human Rights. The company adopts responsibility and principles related to human rights in its relationships with suppliers, business partners, and the communities in which it operates, encouraging them to be sensitive to this issue.

The policy strongly supports ethical principles that are at the core of the UN Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization's (ILO) Declaration on Fundamental Principles and **Rights at Work, relevant ILO declarations, and the Universal Declaration of Human Rights, as well as Sabancı Holding's Business Ethics Rules.**

To develop an understanding and culture of human rights within the company and implement the policy in a functional way, Çimsa collaborates with all units, and the Sustainability Management Committee and Audit Committee oversee policy implementation. The committees and sub-working groups formed under them regularly review the company's current policies to determine its human rights scope and gaps. The company conducts risk analyses and measurements to improve its basic potential human rights effects, and seeks opinions from internal and external stakeholders.





## **Human Rights and Equality, Diversity and Inclusion Policy Training and Launch**

We continue to convey our Human Rights approach, the culture we have created around the concepts of Equality, Diversity and Inclusion, and the practices we will implement in this context, to our employees through our training programs, along with the policy launches we carry out in all our locations with our motto "Çimsa Means Human".

We promoted the Human Rights and Equality, Diversity and Inclusion policies, which we carried out in Turkey in March 2023, at the Spain Buñol Factory and the USA Houston Grinding Plant, as well as our Germany and Italy Terminals.

In addition to policy launches; By bringing the Diversity, Equality and Inclusion training, which covers what diversity and inclusion are in business life, what skills need to be developed to make the workplace more inclusive, what the management and strategies that need to be implemented for diversity, equality and inclusion are discussed, to our digital training platform Çimsa Academy. We made it accessible to all our employees. (Turkey and abroad)

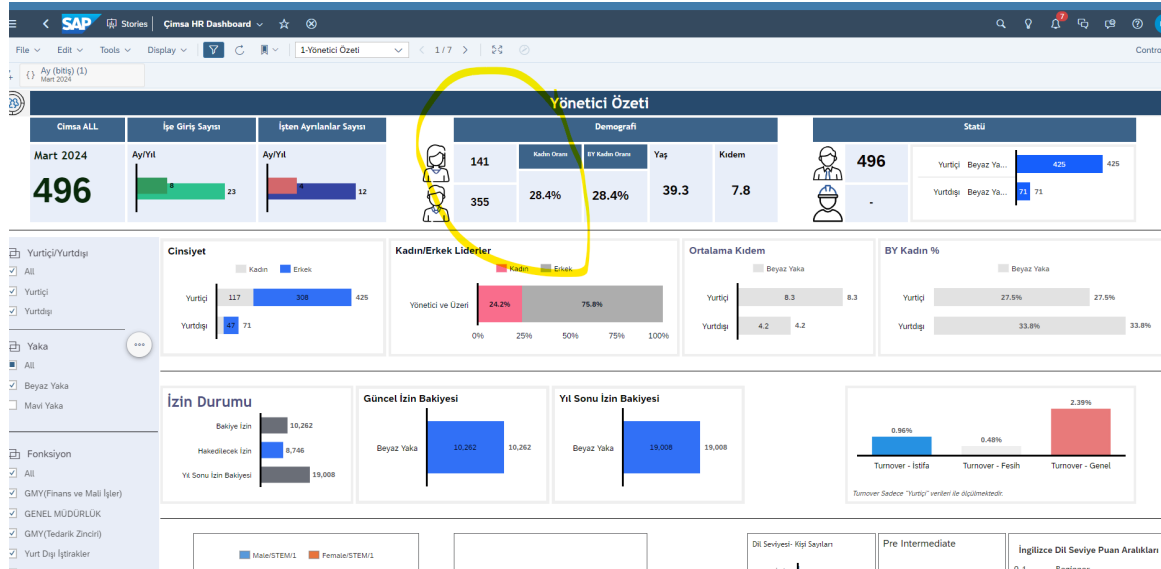




## Determination of our KPIs ( Targets)

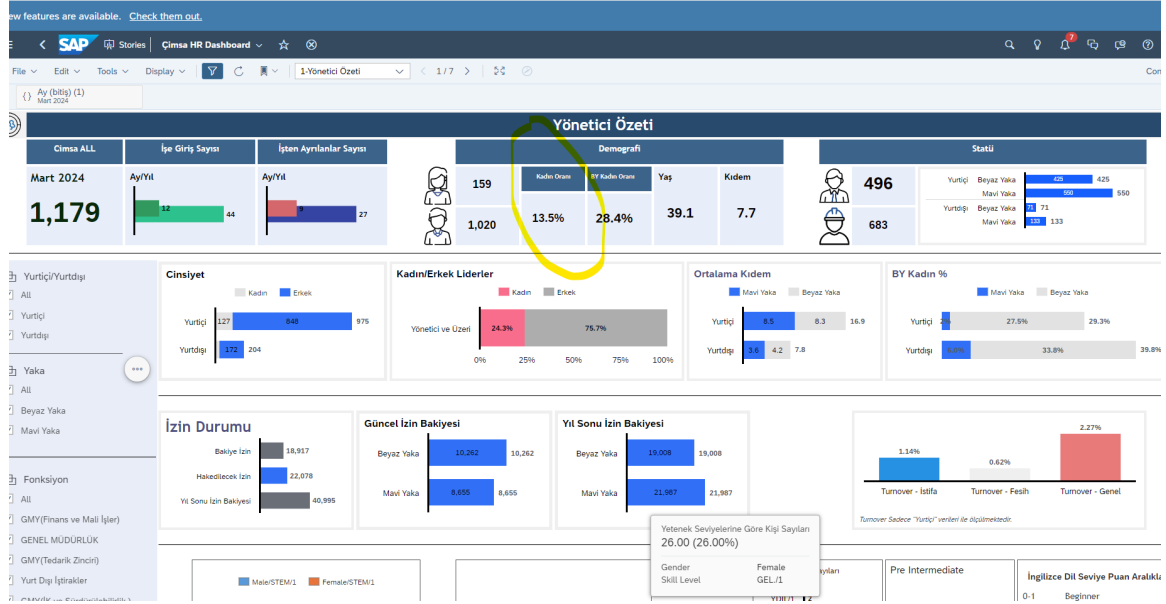
We conducted a trend analysis by examining our past data and current situation through HR analytics studies. Prioritizing based on function and position, we have determined our 5-year goals. We follow the analysis work we have done with the dashboard we have created.

### White Collar Rate





## White and Blue Collar Rate / Total Rate



## Improvement of the physical conditions of the fields

We have analyzed all of our current fields and locations, and have ensured that the physical facilities provided for our male and female employees are now equal. We have taken sustainable actions to ensure that this equality is maintained going forward

In line with the emerging needs, all deficiencies were eliminated and living spaces were improved.

In this context; 2 WC buildings were built, 2 WCs were renewed, 3 Buildings' roofs were repaired, 1 Women's Locker Building was constructed, 3 Breastfeeding Room was built, 4 Team rooms were renewed, Ward building was repaired and lockers were renewed.





## Our Business Equality Bulletin

In order to emphasize Çimsa's strong commitment to gender equality, diversity and inclusion issues and to share all the projects and good practices we have implemented in this field with our employees, we will include interviews with our female employees "One of Us in Our Corner" in our 12 bulletins that we will publish regularly every month in 2023, and interviews with our female employees within the scope of Gender Equality. Projects, our collaborations with NGOs & Public Institutions and associations to increase and support women's employment, current articles within the scope of Equality, Diversity and Inclusion, and our current Number / Ratio of Female Employees sections are included. We have been publishing the "Our Business is Equality" Bulletin both locally and globally since November 2022. We are publishing the magazine in Turkish, English and Spanish as of March 2024.



## We brought our Business Equality Motto to our Email Signatures!

We carried our work on Equality, Diversity and Inclusion to our e-mail signatures! We added the success we achieved at Refinitiv to our e-mail signatures in order to raise awareness among all employees and emphasize our commitment to this important issue. This achievement demonstrates our commitment to promoting diversity and creating an inclusive work environment. We will continue to strive for





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a more inclusive world by maintaining our commitment to these values in the future.



### Meaningful Cooperation from Çimsa

We appreciate the efforts and contributions of Mor Cati to respect the rights of women, to protect them from violence and to ensure an egalitarian approach in society. We know its importance. On the occasion of November 25, International Day for the Elimination of Violence Against Women, as Çimsa, we continued our cooperation by donating to Mor Cati in order to support its important role in the fight against violence against women and its valuable work.



### Defense Trainings

Defense training was organized in all our locations to teach defense techniques to approximately 50 volunteer female employees. The trainings were given by Krav Maga instructors, and the participants were given the opportunity to practice through VR glasses for 1 hour before and after.

### Gender Equality Workshop – 2024

As Sabancı Holding Construction Materials Group, we held the "Gender Equality Workshop", held for the 3rd time, on February 21, 2024. Hosted by Sabancı Holding Construction Materials Group, Gender Equality Workshop was held with the participation of Sabancı Holding Construction Materials Group President Burak Orhun, Çimsa Human Resources & Sustainability Deputy General Manager Tuğba



Çörtelekoğlu, Akçansa Human Resources Deputy General Manager Ülgen Eryürek and a total of 40 people from Çimsa and Akçansa teams. In the workshop where practices related to gender equality in working life, invisible obstacles and steps to be taken were discussed, the Construction Materials Group determined the road map to raise awareness **on gender equality**.



### **We Are In This Project**

Within the scope of our efforts to increase women's employment in the cement sector with the We Are in This Project, in 2023;

On-the-Job Training Programs, which will include Labor and Employment Agency Directorates and Vocational High Schools, have been launched in the locations where our factories and ready-mixed concrete facilities are located.

6 women were employed as truck mixer operators. Within the scope of the project, female operators will start their duties after completing their training at Çimsa Ready-Mixed Concrete Academy.

A female employee was employed for the first time as a Production/Maintenance Assistance Worker in our Mersin Factory.





### **Young Women Building Their Future Project**

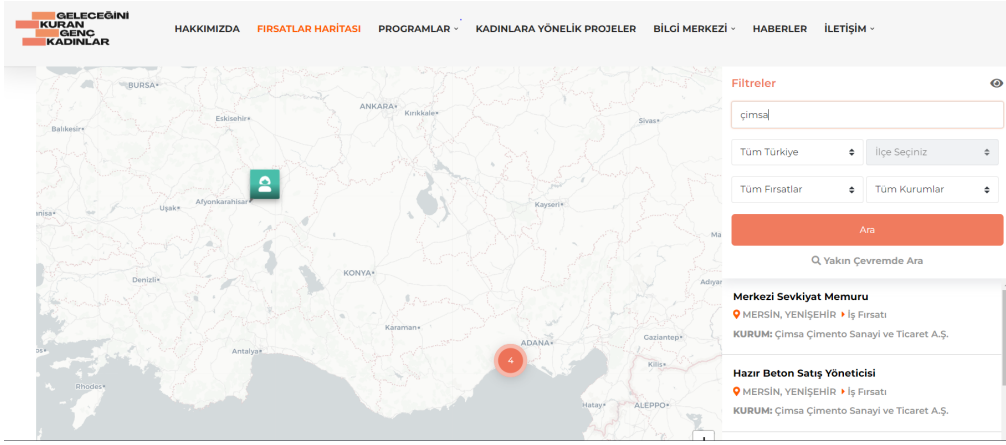
Within the scope of the Young Women Building Their Future project, which was initiated for young women between the ages of 18-29 who are not in education or employment (NEET - Not in Employment, Education or Training) and supported by Sabancı Foundation; We post special job postings based on the NEET framework for all our open positions on the Opportunities Map, a digital portal, and we prioritize recruitment from this pool. Through this project, we employed 1 woman as a Shipping Officer in the Adana location in 2023. Within the scope of the NEET program, we also provided 50 women with access to our Çimsa Academy system and Çimsa well-being practices. Within the framework of the program, we aim for 20 female mentors to mentor 50 women.

We open special job advertisements based on NEET (Woman are not in Education, Employment, or Training) framework for all of our vacant positions and prioritize hiring from this pool.

At the same time, our Çimsa academy page will be opened to 150 female employees within the scope of neets, and mentorship support is provided by our female managers at Çimsa.

We have opened our Çimsa Academy system to 50 women under the NEET program. We aim to have 150 women benefit from our Çimsa Academy platform before the end of 2023. Additionally, the 50 women have been granted access to our Çimsa well-being practices. 20 female mentors will provide mentorship to the 50 women under the NEET program.

During the Employee Experience Process, the Gender Equality Project Education Group was formed. In 2023, projects will be carried out in collaboration with Yanındayız \*Association and Çimsa Volunteers.



## Collaboration with universities, internship programs, and projects supporting women's employment

### 1-New Generation Career Experience (YNKD)

Within the scope of the Sabancı Group "New Generation Career Experience" application, carried out in line with the Sabancı of the New Generation vision; As Çimsa, in line with our Equality, Diversity and Inclusion policy, we enabled 5 university students, 2 of whom were earthquake victims, to gain internship experience in our Digital Technologies, Human Resources, Sustainability, Supply Chain and Operational Technologies departments.

### 2-Çimsa Build-On Internship Program

Within the scope of our Build-On Internship Program, which we carry out as Çimsa in order to contribute to the training of qualified workforce in our country; In 2023, we offered internship opportunities to a total of 69 university students, 35 of whom were women, at our Head Office and factory locations.

### 3-Future Shapers MT Program

In line with Çimsa's long-term strategies in 2023; We implemented the Future Shapers Management Trainee Program in order to bring young talents with high potential to Çimsa by supporting their career development through promotion and rotation opportunities in Turkey and international subsidiaries and to implement succession planning strategies designed for critical positions. Within the scope of the program; 21 young talents, 11 of whom were women, participated in the



Ideathon event based on the "Design Focused Thinking" methodology, which is a new generation recruitment process.

#### 4-W-GROW Young Women Engineers Development Program

W-GROW, which we started in 2022, is a 6-week training and talent development program that aims to increase the competencies of young female engineers who are in the final year of universities, who are open to support through training and development processes and who are preparing for business life, for the sector and the business world, with the training they will access through the Çimsa Academy platform.

Within the scope of the program in 2023; 85 subjects on "Analytical Thinking and Problem Solving", "Entrepreneurship and Innovation", "New Generation Digitalization", "Communication", "Entering Business Life", "Leadership", "Management and Teamwork", "Personal Image and Corporate Life" The participant was given a total of 30 hours of training. However, at the end of each week, the participants met with Çimsa's female managers in a series of inspiring conversations about business life.

At the end of the program, 3 participants were provided with internship opportunities. Additionally, 1 participant started working as an R&D Specialist at Çimsa, while 2 participants were included in the Future Shapers Management Trainee Program.

In addition to our W-Grow Young Female Engineer Development Program; W-Grow Digital Young Women, a 6-week program that aims to improve the knowledge and skills in digital technologies and get to know the digital world in the sector for young women who are studying in the 4th grade in the science, technology, engineering and mathematics departments of universities or who are continuing their master's degree and want to shape their careers in digital technologies in 2023. We implemented the Training and Development Program. With the program, we also aim to increase employer brand awareness and interaction with Generation Z, be a leading role model in the sector to increase women's employment, and expand the candidate pool for possible needs that may arise in digital roles.

#### 5-Womentoring 2 Mentoring Program

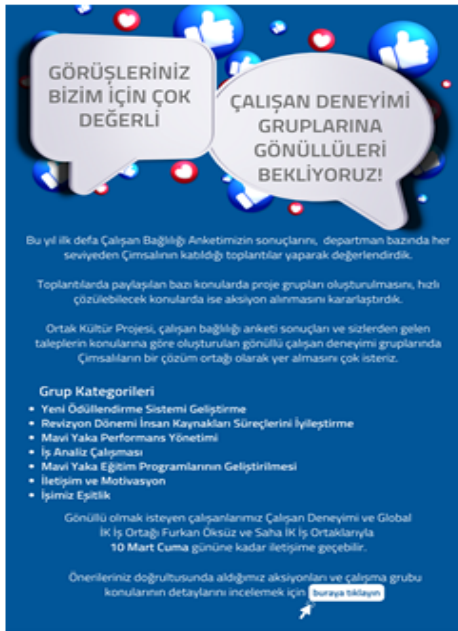
We aimed to increase the number of female employees, encourage young talented women to choose Çimsa, and create a sustainable female leadership ecosystem with the Womentoring reverse mentoring program, which is a first in our sector and



which we launched last year for women who are in the final year of universities or newly graduated. Çimsa's senior managers were involved in the mentoring process of 15 female students.

Within the scope of the Womentoring 2 Mentoring Program, which we will organize for the second time this year; 20 experienced Çimsa female mentors will contribute to gender equality and female leadership in the sector by mentoring 35 Çimsa male mentees under the age of 30. At the beginning of the mentoring process, a 1-day training program will be organized for both our mentors and mentees, focusing on the development of our participants and providing information sharing, experience transfer and networking opportunities. At the same time, Çimsa senior management will mentor our 20 experienced female mentors.

Our Equality is Our Priority Employee Experience Group, which we established with our volunteer employees in 2023, expanded globally this year and turned into the Equality, Diversity and Inclusion Committee. In this context, our employees from every country we operate in take part in this committee.



A Volunteer group is  
formed to work on  
gender equality issues



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### In Çimsa, "Diversity, Equality and Inclusion" are entrusted to our DEI Ambassadors!

In 2023, we started our journey with the **Equality is Our Priority Employee Experience** group.

This year, we continue with the **Global DEI Committee** to strengthen the principles of Equality, Diversity and Inclusion and make our working environment more fair and inclusive.

**The volunteer participants** of our Global DEI committee, who will work with us on Equality, Diversity and Inclusion issues, have been determined.

Ahmet Hamdi Hafizoğlu	Almog Aslan	Antonio Garcia	Cansu Özkan
Fatma Hande Çelenk	Hasan Andaç Çökkeser	Fernanda Madeu	Gianfranco Boccetti
Isabella Rosov	Kağan Batmaz	Lesley Cook Calhoun	Montserrat Soriano Martínez
Müge Yılmaz	Onur Genç	Sibel Sönmez	

This committee aims to hear and represent the voices of all our employees with **different cultural and ethnic identities**.



### We Invite You to the Global DEI Committee

We are planning to establish a **Global DEI Committee** to strengthen the principles of **Diversity, Equality, and Inclusion** within our company and to make our work environment fairer and more inclusive.

This committee aims to hear and represent the voices of all our employees who come from different cultural and ethnic backgrounds.

If you wish to contribute to **Diversity, Equality, and Inclusion** efforts and support diversity, you are welcome to volunteer for the **Diversity, Equality, and Inclusion Committee**.

We invite all colleagues who are interested in participating in the committees work.

You can submit your applications to **Ebru Ged from the Global Human Resources team:**

[eged@cimsa.com.tr](mailto:eged@cimsa.com.tr)

by the end of February 23rd.

*Feel free to reach out to us for any questions or further information.*



### We Celebrated March 8th International Women's Day at Every Location!

On March 8, we celebrated International Women's Day with our female employees at all our locations in Turkey and abroad.





This year, as in previous years, we will continue to set an example for the sector with the importance we attach to gender equality and the projects and studies we have developed in this context.

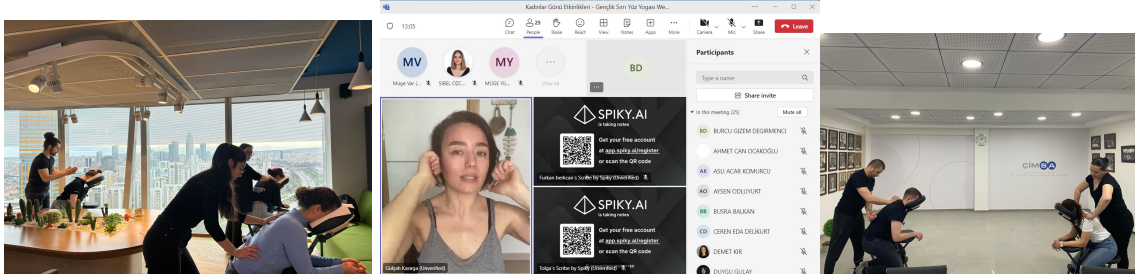
This year, we will continue to develop the policies we have determined, carry our Equality at Work policy even further and continue our efforts to do more every day.



### **International Women's Day Week at Çimsa Celebrated with Activities!**

As ÇİMSA, we came together with our employees at all our locations **between March 11 and 15** for the International Women's Day week on March 8. As part of this week, we planned a series of activities to offer our employees an unforgettable experience.

We provided relaxation with **head and neck massage sessions**, held pleasant conversations on fashion and style at the Journey to **Discover Our Clothing Style Webinar**, and finally learned practical techniques at the **Facial Yoga Webinar** to reduce stress and stay fit.



## We were at the Best Women Leaders - Digital Talent Summit Event!

Tuğba Çörtelekoğlu, our Assistant General Manager of Human Resources and Sustainability, took part in the **Best Women Leaders** event, where senior female executives from Turkey's and the world's leading companies came together. In this important event organized within the scope of Women's Day, we shared the dynamics of the sector and the projects we carry out within the scope of gender equality and answered the questions of young talents.



## Our First Female Shuttle Driver

At ÇİMSA, we carry out efforts to increase blue-collar female employment in all our factories. Within this framework, within the scope of the Our Business is Equality project, the transportation company that carries out the transportation services of ÇİMSA Mersin Plant has started to provide shuttle and taxi services by incorporating female employees as of December 2023. This important step is part of our goal to encourage women's participation in the workforce and to raise more awareness on gender equality. It also supports our aim to prevent sexist discourse in professions.



### **Our Business is Equality**

Our work is within the scope of the Equality project; Sustainability, Career Promotions, to support 11th and 12th grade vocational high school students in entering business life, to help them realize their potential and to increase their chances of finding a job when they graduate, with the aim of training qualified employees for intermediate levels in Turkey and increasing women's employment in industrial companies. We provide training on Interviewing, CV Preparation and Gender Equality.

We met with 850 students in 2023, and a total of 5,050 students within the scope of the project. With the project, we also supported the Sustainable Development Goals of Quality Education and Gender Equality. We will continue to meet with students in different cities in the coming period.







## The Future is Possible with You Development and Support Program

As Çimsa, we have implemented the "The Future is Possible with You" development and support program to provide mentoring and online education opportunities to students who were affected by the February 2023 earthquake, are in their final year at universities or are continuing their graduate studies. We received 246 applications within the scope of the program that we set out with the slogan "Çimsa Means Beginning". We concluded our mentoring meetings, which lasted for 6 months, with the participation of 13 mentors consisting of 14 female mentees and Çimsa managers.



## Tomorrow is Possible with You

On the 100th anniversary of the Republic; 500 young people who want to become stronger in the field of new generation competencies, digital skills and technology and reach their potential while planning their career. We support you with Learning, Development and Mentoring programs. 51% of the program participants are female students.



## Communication Studies

- On Women's Equality Day, we sent a message from our global Çimsa female employees to all Çimsa employees!
- Webinar Where Women Shined on the 100th Anniversary of the Republic



- We continue to share about our Female Leaders and female employees working in STEM roles on our social media accounts.
- We celebrated the International Day of Women and Girls in Science with images and messages from our working women!

### **Training Programs**

We organized training Programs for all our employees to promote gender equality perspectives and raise awareness. A total of 290 (%72 ) white-collar and 393 (%91) blue-collar employees participated in workshop sessions moderated by one of the best subject matter expert on gender equality in Turkey Ebru Nihan Celkan.



The gender awareness training is available to all users, through both the Çimsa Academy (online training platform) and the orientation program. We developed an orientation program for long-term leaves of absence (such as military leave, maternity leave, etc.).

- We provide Self-Defense Training for all our female employees.
- We have planned parenting education for all of our parents employees.

### **Wellbeing for Women**

As part of the Adaptation Model for the Future of Work with the aim of ensuring sustainability, we have embarked on a journey with the motto "Better life, better you" to monitor and improve the physical and mental health of our employees. By reviewing the current practices related to the physical and mental health of Çimsa employees, taking into account expert recommendations (occupational health physicians), analyzing the results of the well-being survey conducted with the



participation of employees, and considering the best current practices, we aim to achieve development in 10 main areas related to Physical & Mental Health.

We have created our roadmap for the project. We have included all locations where the Çimsa brand is present in our relevant project (domestic and international).

- Nutrition & Smoking Usage
- Active Movement
- Health Aids
- Disease Management
- Relaxation & Sleep
- Emotional Well-being
- Mental Agility Performance
- Awareness
- Coping Skills
- Resilience & Stress Management

Within the scope of special applications;

- ✓ Mammography support for women over the age of 35 within the scope of Private Health Insurance.
- ✓ Our female employees are offered assistance with nursery services.
- ✓ A total of 98 female employees were provided with psychological support through our Avita and Wellness practices.



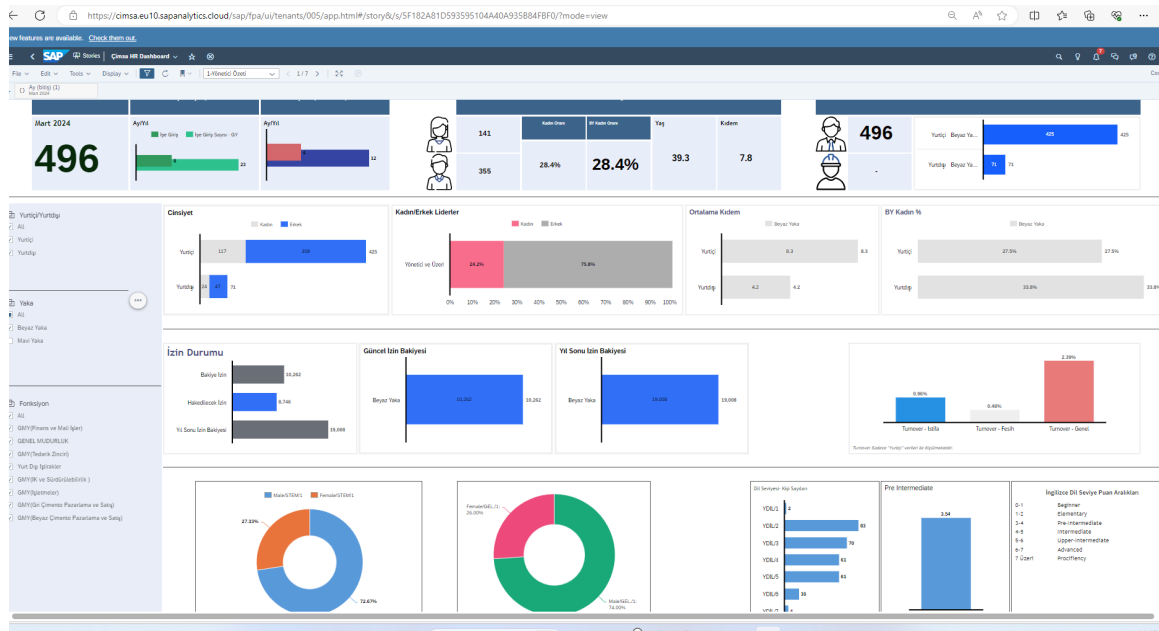
As of December 2022, the Responsible Procurement Policy was published, which aims to promote the development of our suppliers in the areas of Equality, Diversity, and Inclusion.



## Integration

We conduct individual performance management evaluations equally for male and female employees and reflect them equally in business outcomes. We support women's employment and their inclusion in management positions in the workplace. We have implemented an action plan to increase the number of blue-collar female employees in technical positions, and have employed a total of 17 blue-collar female workers since 2022

- The percentage of women in STEM roles increased from 23.7% in 2021 to 27.3% in 2024.
- The proportion of women in revenue-generating roles was measured as 21.06% in 2021 and increased to 26.0% in 2024.
- The percentage of women board members is 22%.
- The proportion of white-collar female employees is 28.4%.
- The overall female employee rate in Çimsa is in line with the integrated activity report targets. The 2028 target has been achieved in 2023. (28,4%)



## Measurable Benefits



Çimsa aims to respect equal opportunities, diversity, and inclusion in all countries where it operates, providing a safe and healthy working environment that is free from conditions that threaten safety, such as violence and harassment, and accepting the right to collective bargaining and freedom of association. The company supports freedom of expression, prioritizes data privacy, and opposes human trafficking, forced labor, and child labor, as per the principles announced worldwide.

In this regard, Çimsa operates in a sector with low female employment, and the company sees breaking gender stereotypes in its industry as an important responsibility.

- ✓ The company aims to increase its current 28,4% ratio of white-collar female employees to 30% by 2030.
- ✓ As part of Employee Engagement and Development, Çimsa aims to achieve an employee engagement survey score of 80% by 2030.

## Overall

The basis and driving force of our success is our qualified human resources. If we want to be successful with superior performance in global and local markets, our human resources must have high-level competencies. Therefore, we must invest in gender equality, women's employment, employee safety and satisfaction. We have seen that providing a creative and peaceful working environment that takes into account the health and safety of our employees, as well as their well-being and happiness, increases our success. We have seen an incredible increase in job applications.

We have already reached our target of 2028 white-collar female employees by achieving a score of 28,4% in Çimsa white-collar female employment. In Turkey, the sector average of total blue-collar & white-collar female employees is around 5 percent. In our company, this rate is 13.2%.

As Çimsa, we aim to achieve our 2030 goals as soon as possible and ahead of time by protecting and preserving the rights of our employees, developing their talents, offering equal opportunities to all employees, and applying the best standards in occupational health and safety. Maintaining a fair and equitable working environment.



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## About Brandon Hall Group™

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Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

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**SOME WAYS  
WE CAN HELP**



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Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



#### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



#### AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.