

. Sabancı .
Üniversitesi

2024 - 2025

SUSTAINABILITY REPORT



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MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES

“ At Sabancı University, we approach sustainability not as a temporary agenda item, but as a core component of institutional governance. ”

The true responsibility of higher education institutions is not only to meet today's needs, but to leave behind a strong, reliable, resilient, and high-impact institution for future generations. Therefore, sustainability, in our view, goes beyond environmental performance; it is a matter of setting strategic direction, using resources responsibly, anticipating risks, and establishing a structure accountable to society.

The higher education ecosystem is undergoing a profound transformation at the global level. Climate change, resource scarcity, growing social inequalities, and a rapidly evolving technological landscape are pushing universities beyond their traditional role as institutions that generate knowledge, positioning them instead as active architects of social transformation. Within this context, sustainability represents the answer to the fundamental question of how a university can first secure its own institutional continuity and then ensure the long-term value it creates for society. As Sabancı University, we recognize our responsibility to provide a clear, determined, and systematic response to this question.

Sabancı University's vision is to create transformative impact in science and society. The long-term realization of this vision is possible only through a strong governance approach.

Innovation, globalization, and sustainability are among the core policy pillars of our university's strategic approach; ensuring financial sustainability through a robust, flexible structure capable of adapting to changing conditions is defined as a clear institutional priority. For this very reason, as the Board of Trustees, we regard sustainability as one of the fundamental frameworks that secure the university's long-term resilience and impact.

The 2024–2025 Academic Year has been a period in which this approach has become more visible and more systematic. Institutional direction, policies, and targets related to sustainable development are evaluated not only at the operational level, but also at the highest level of governance; our impacts on the economy, environment, and society are addressed within strategic planning and annual review processes. This structure integrates sustainability into the institutional decision-making mechanism, moving it beyond mere statements of intent.

Through our alumni network, research studies, industry collaborations, and solutions for social challenges, our university has an impact far beyond its own institutional boundaries.

Grounding this sphere of influence on a sustainable foundation involves a broad set of responsibilities, ranging from reducing our environmental footprint to ensuring educational quality, research integrity, social inclusion, and inter-institutional collaboration.

In this respect, this report is particularly significant. As Sabancı University's first sustainability report, this document is not merely a compilation of current practices. It also represents an institutional commitment that outlines the impacts we prioritize, where we have made progress, and where we bear responsibility for further development. The report's evaluation and approval by the Board of Trustees demonstrate that ownership of sustainability has been established at the highest level of governance.

While generating value in education, research, and social contribution, Sabancı University must also define the institutional approach through which the sustainability of this value will be ensured. Our approach is clear: stronger governance, greater transparency, more disciplined resource management, and a higher level of social responsibility. As the Board of Trustees, we will continue to regard sustainability as an integral component of our university's long-term development framework in the coming period.

Hayri Çulhacı
Chair of the Board of Trustees



MESSAGE FROM THE PRESIDENT

“ Our university’s vision to create transformative impact in science and society, guided by the ‘Creating and Developing Together’ approach, forms the foundation of our sustainability efforts. ”

Accordingly, we position the integration of sustainability into our decision-making processes, academic priorities, and institutional development approach as a strategic priority. At Sabancı University, we approach sustainability not as an issue limited to managing environmental impacts, but as an institutional responsibility that holistically shapes education, research, governance, campus life, and social contribution.

The 2024–2025 Academic Year has been a significant period in which this approach has evolved into a more systematic and integrated structure. The goals defined within the University Strategic Plan aim to strengthen our identity as a global research university, advance innovation in our academic programs, enhance our capacity for entrepreneurship and social contribution, and position sustainability at the core of our institutional development. Within this framework, sustainability has become a common direction that connects all of the university’s core areas of activity.

At Sabancı University, we are building a research and education ecosystem that combines science, industry, and sustainability. We believe that universities should not only generate knowledge but also translate that knowledge into solutions that serve society, industry, and the environment. By integrating science, technology, and society, we are creating an innovative ecosystem for a sustainable future. Our research activities, spanning advanced technologies, digital transformation, entrepreneurship, and social impact, deliver concrete solutions to urgent global challenges. Through strong industry collaborations and advanced infrastructure, we ensure that research outputs are rapidly translated into real-world applications.

During this period, we strengthened our sustainability governance structure. Our model, coordinated by the Sustainability Office and supported by contributions from different units, has enabled the ownership of sustainability topics at the senior management level and their effective integration into institutional processes.

In our operations, we prioritize efficient and responsible resource management to reduce our impacts on society, the environment, and the economy. In line with our 2050 Net-Zero Campus target, we continue our efforts in energy, water, and waste management, as well as within the scope of our circular campus approach. In the areas of education and research, we have strengthened our international networks and carried out joint projects with industry collaborations, thereby significantly supporting the integration of education and research. In this context, the 147 projects we launched during the 2024–2025 academic period are a concrete reflection of our university’s research-driven approach and mission to develop solutions to societal challenges.

In terms of social contribution, we aim to extend the reach of the knowledge produced by our university to a broader sphere of impact.

While continuing our practices that support our students’ development in social awareness and research-based learning, we also strengthen our connection with society through our work in culture, arts, technology, and public engagement. Stakeholder engagement, inclusion, equity, student and employee well-being, and an accessible campus approach are among the core elements of our understanding of sustainability.

This report is Sabancı University’s first sustainability report. In this respect, it is not only a document that presents our current performance, but also a framework that transparently sets out our commitment to the future, our willingness to learn, and our areas for development. In the coming period, we will continue to further integrate sustainability into all aspects of our university’s operations and contribute to a better and more equitable future through scientific output, innovative education, responsible campus management, and social impact.



Prof. Dr. Yusuf Leblebici
President

ABOUT THE REPORT

Sabancı University's **first Sustainability Report** has been prepared in **accordance with the Global Reporting Initiative (GRI) Standards** and covers the **2024–2025 Academic Year** (September 1, 2024 – August 31, 2025). The reporting period has been determined based on the academic calendar year, in alignment with the university's operational structure and management cycle. This approach enables the evaluation of the university's education, research, social contribution, and administration processes within an integrated framework over the same period.

The information presented in this report covers the areas of activity defined to represent Sabancı University's institutional sustainability performance and provides transparent and up-to-date information that can guide stakeholders. Within this framework, the report addresses the university's academic, administrative, cultural, and research-focused operations holistically to the extent possible.

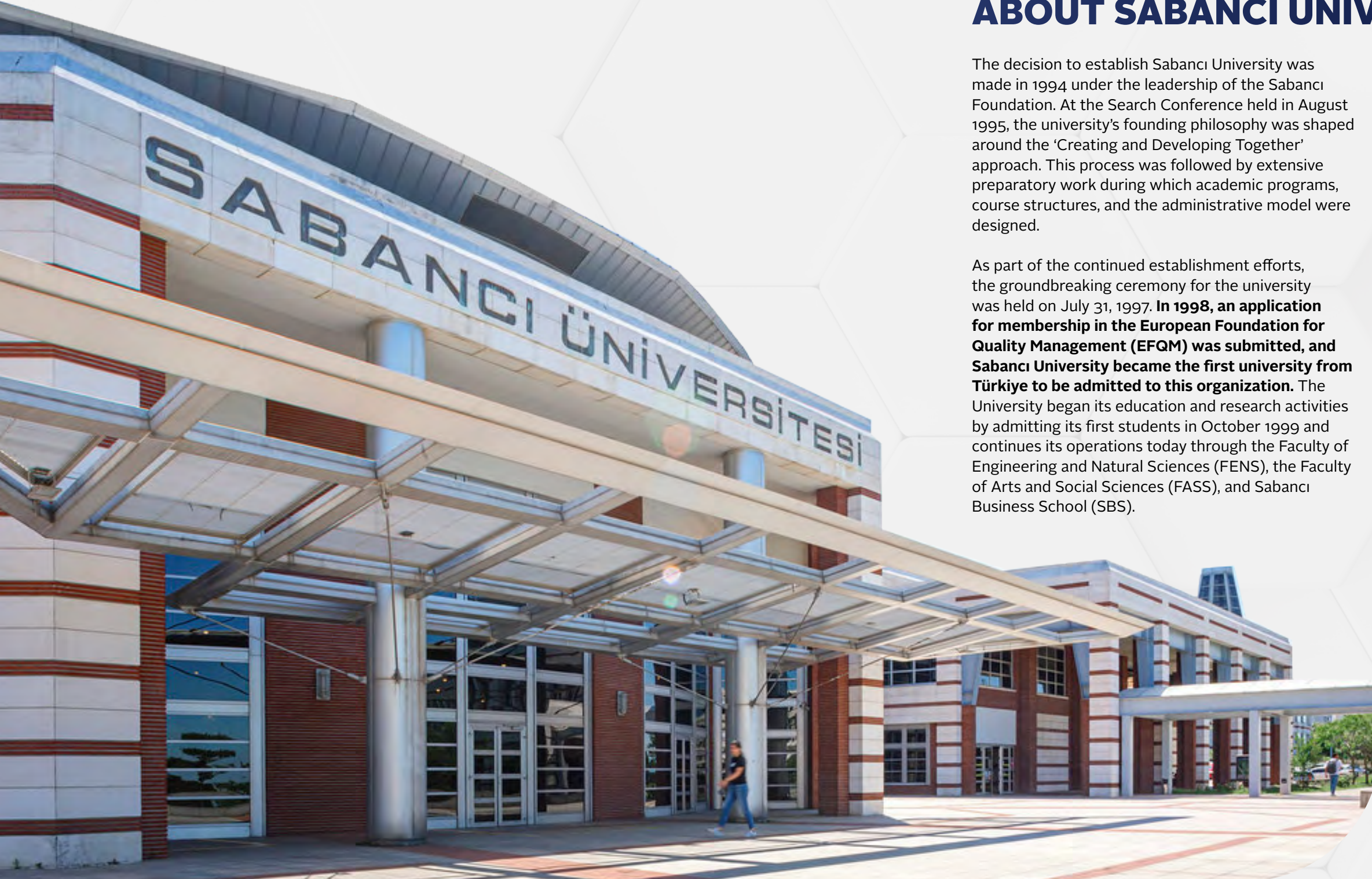


Sabancı University operates as a leading foundation university in the higher education sector as a non-profit institution. The University was founded by the **Sabancı Foundation**, and the scope of this report has been determined in line with its institutional structure and operational boundaries.

Within Sabancı University, there are multi-layered independent evaluation and audit mechanisms that support sustainability governance, quality assurance, financial discipline, and compliance processes. These audits and evaluations address institutional systems, operations, and regulatory compliance, and do not constitute a comprehensive external assurance statement for the sustainability report as a whole.

You can submit any questions, feedback, and suggestions regarding the report to the Sustainability Unit via **sustainability@sabanciuniv.edu**. This approach helps stakeholders provide feedback on the report's content and fosters a more inclusive, continuously improving reporting process.





ABOUT SABANCI UNIVERSITY

The decision to establish Sabancı University was made in 1994 under the leadership of the Sabancı Foundation. At the Search Conference held in August 1995, the university's founding philosophy was shaped around the 'Creating and Developing Together' approach. This process was followed by extensive preparatory work during which academic programs, course structures, and the administrative model were designed.

As part of the continued establishment efforts, the groundbreaking ceremony for the university was held on July 31, 1997. **In 1998, an application for membership in the European Foundation for Quality Management (EFQM) was submitted, and Sabancı University became the first university from Türkiye to be admitted to this organization.** The University began its education and research activities by admitting its first students in October 1999 and continues its operations today through the Faculty of Engineering and Natural Sciences (FENS), the Faculty of Arts and Social Sciences (FASS), and Sabancı Business School (SBS).

Sabancı University, a foundation university operating in Türkiye, is headquartered at its Tuzla Campus. The university carries out its academic and administrative activities across its various campuses and operational locations in Türkiye.

As a research university engaged in higher education, Sabancı University generates value **in education services, research activities, and social contribution.** These activities are carried out within an institutional framework focused on leadership, governance, and quality; the university is positioned within the national and international higher education ecosystem. Through engagement with students, academic and administrative staff, researchers, alumni, public institutions, the industry sector, non-governmental organizations, and international stakeholders, the university develops a multi-stakeholder value creation model.

OUR VISION & MISSION



Sabancı University will enhance its leading and dynamic position in innovative education and research with transformative impact on science and society.



Creating and Developing Together

The mission of Sabancı University is to develop internationally competent and confident individuals advancing and fostering knowledge in natural sciences and engineering along with humanities, social and management sciences through innovative trans-disciplinary research.

STRATEGIC GOALS AND TARGETS



Sabancı University treats sustainability as a core component of its institutional strategy and accordingly conducts its strategic planning processes holistically. At the center of the university's strategic approach is the goal of **'Making Difference Globally.'** The university's vision and mission are defined within this framework and establish a governance model aligned with its sustainable development goals by presenting an integrated structure that encompasses education, research, social contribution, and campus operations.

The strategic planning process is shaped in line with the 'Creating and Developing Together' approach and implemented in accordance with goals developed through the participation of internal and external stakeholders. In this process, **innovation, globalization, and sustainability** are adopted as the main policy pillars. Within this context, the **Target Dissemination Model** provides a management framework that involves responsible parties across different levels of the institution, places institutional policies at the center, ensures that activities are shaped on the basis of consensus, and monitors progress through performance indicators.

The strategic planning process also operates as an integrated structure that feeds into financial planning, budget management, and performance management systems.

The university has defined its strategic focus areas as innovation, globalization, and sustainability, and established the framework for its strategic objectives by addressing these focus areas in conjunction with its three core mission areas: education, research, and social contribution.

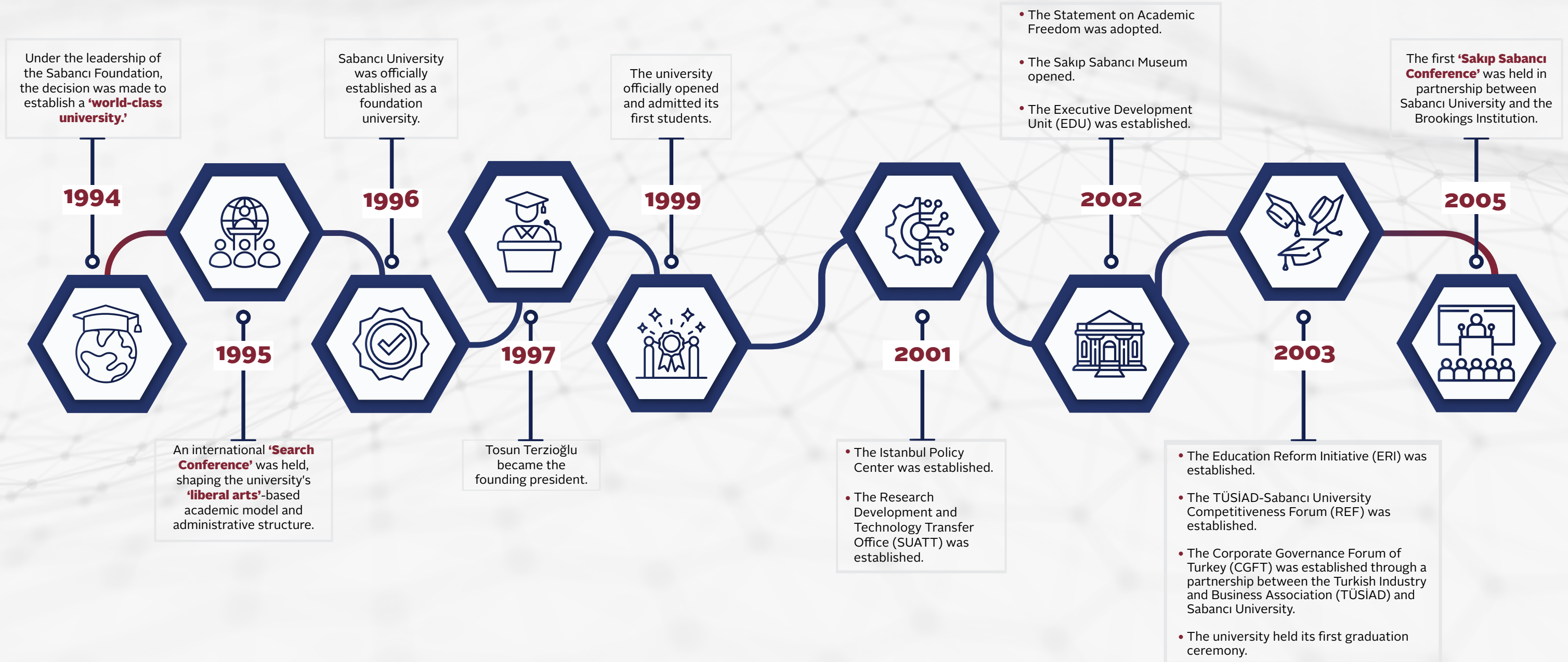
The university contributes to the United Nations Sustainable Development Goals (SDGs) in line with its strategic plan. The SDG Content Index presented in the Appendices shows the SDGs to which we contribute under each theme.

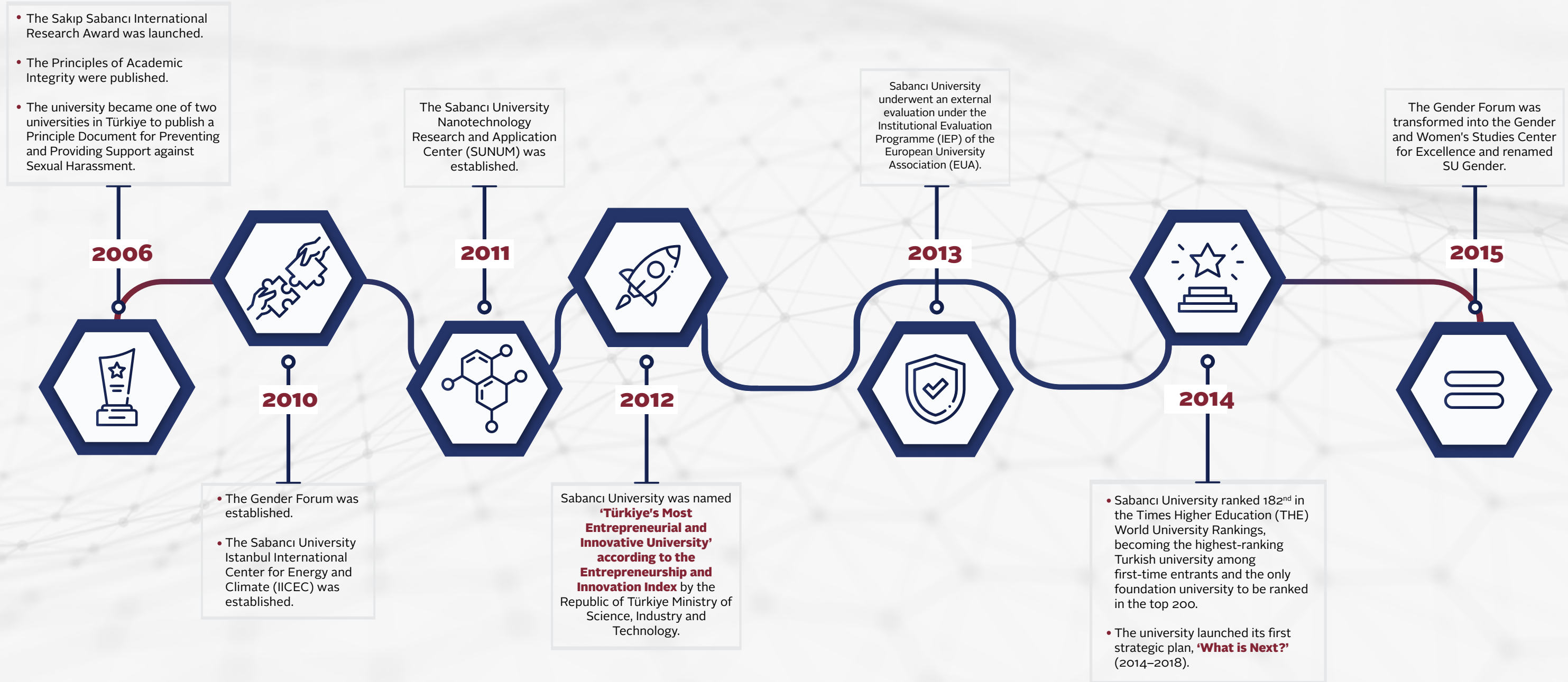
The strategic objectives determined for the 2025–2030 period are defined as follows:

- SO1. Making Difference Globally and Societal Impact
- SO2. Leadership and Innovation in Student Profile and Educational Programs
- SO3. A Global Research University
- SO4. Enhancing Entrepreneurship Ecosystem
- SO5. Sustainable Centers
- SO6. People, Organizational Excellence, and Sustainability

These objectives are monitored through key performance indicators by relevant governance bodies, primarily the Board of Trustees and the Quality and Strategy Committee, and are guided throughout the process by the Strategic Planning Execution Committee.

KEY MILESTONES





- The Center of Excellence in Finance (CEF) was established.
- The Data Analytics Research and Application Center (VERİM) was established.
- The Center of Excellence for Functional Surfaces and Interfaces (EFSUN) was established within the Faculty of Engineering and Natural Sciences.
- The Sabancı University Integrated Manufacturing Technologies Research and Application Center (SU IMC), originally established in 2010, continued its operations.
- SU Gender was granted the status of an Application and Research Center (UYGAR) by the Council of Higher Education (YÖK).

2016



2018



- Prof. Dr. Yusuf Leblebici assumed the role of President.
- The SHURA Energy Transition Center was established in partnership with the European Climate Foundation, Agora Energiewende, and the Sabancı University Istanbul Policy Center (IPC).
- A Collaboration Space was established within the university's Information Center (IC).

The Sabancı University
Gender Equality Action Plan
was developed.

2019



2021



The Sabancı
University Gender
Equality Action Plan
was published.

2023



The Sustainability
Unit was established.

2025



- The Minor Program in Sustainability was launched.
- The Climate Action Plan was published.

SABANCI UNIVERSITY BY THE NUMBERS



*542 students are enrolled in a total of 703 minor programs.

Awards



Note: The awards presented above cover the period from September 1, 2024, to August 31, 2025, and are based on our institutional records.

International Rankings

Times Higher Education (THE) World University Rankings 2026

- 351-400 range (among 2,191 universities)
- 2nd place (among 109 Turkish universities)

THE Asia University Rankings 2026

- 82nd place

THE Interdisciplinary Science Rankings 2026

- 66th place (among 911 universities)
- 4th place (among 82 Turkish universities)

Quacquarelli Symonds (QS) World University Rankings 2026

- 404th place (overall)
- 4th place (among Turkish universities)

YÖK Research Universities Performance Rankings 2025

- 2nd place (overall)
- 1st place (in Research Capacity, among 23 universities)

Financial Times Executive Education Customised Programme Rankings — Executive Development Unit (EDU)

- 29th place (2024 global ranking)

Financial Times Executive MBA World Rankings 2025

- 48th place (Sabancı Business School)
- The only business school from Türkiye ranked in the top 50

Program Rankings

QS World University Rankings by Subject 2025

- Mechanical, Aeronautical, and Manufacturing Engineering: 301-350
- Electrical and Electronic Engineering: 301-350
- Business and Management: 301-350
- Political Science and International Studies: 301-400
- Accounting and Finance: 301-375
- Computer Science and Information Systems: 401-450
- Mathematics: 401-450
- Economics and Econometrics: 451-500
- Physics and Astronomy: 551-600
- Biological Sciences: 651-700

QS MBA Rankings 2026

- MBA: 201-250 (global), 70th place (Europe) — The only program from Türkiye included in the rankings
- Executive MBA: 141-150 (global), 50th place (Europe — QS 2025)
- MBA (Non-Thesis): 151+ range — The only program from Türkiye included in the rankings
- Master's in Marketing (Non-Thesis): 101-150

THE World University Rankings by Subject 2026

- Politics and International Studies, and Sociology: 151-175
- Mechanical and Aerospace Engineering: 301-400
- General Engineering: 301-400
- Electrical and Electronic Engineering: 301-400
- Accounting and Finance: 301-400
- Business and Management: 301-400
- Economics and Econometrics: 301-400
- Psychology: 301-400 (included for the first time)
- Computer Science: 401-500
- Physics and Astronomy: 501-600
- Mathematics and Statistics: 501-600
- Chemistry: 501-600

01

STRATEGIC APPROACH TO SUSTAINABILITY



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OUR SUSTAINABILITY STRATEGY

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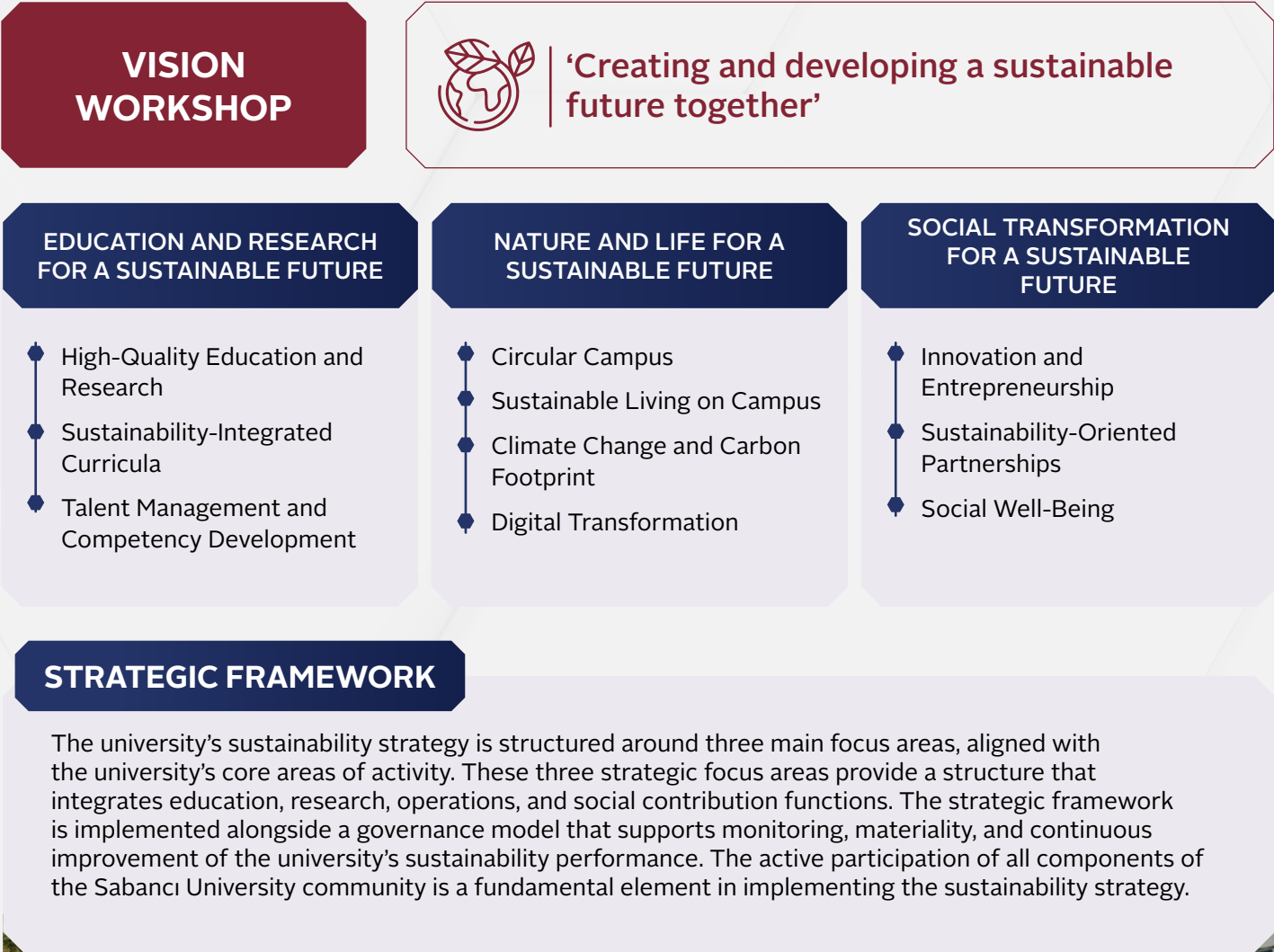
The goals and implementation areas within Sabancı University’s sustainability strategy are regularly reviewed in line with global and national developments and current reporting standards.



This approach supports the university's sustainability efforts in adapting to changing conditions and progressing in alignment with strategic objectives.

Sabancı University's sustainability strategy has been shaped through vision workshops and multi-stakeholder evaluation processes conducted in line with its institutional vision. In this process, sustainability has been approached not only as environmental performance, but also as a strategic orientation that holistically transforms education, research, campus life, and social impact. This approach expands the university's **‘Creating and Developing Together’** ethos through a sustainability perspective into **‘Creating and developing a sustainable future together’** and has been structured around this vision.

SUSTAINABILITY STRATEGY | FRAMEWORK



Education and Research for a Sustainable Future

This focus area reflects the university's core mission and aims to systematically integrate the sustainability approach into education and research processes. Sabancı University strengthens high-quality education and research activities through a sustainable development perspective, while prioritizing the development of students' and researchers' competencies in this field.

Within this scope, the university aims to expand sustainability-integrated curricula, support an interdisciplinary education approach, and strengthen talent management and competency development processes. This approach enhances Sabancı University's knowledge production capacity while ensuring that the knowledge generated is directly aligned with the university's sustainable development goals.

Nature and Life for a Sustainable Future

This focus area addresses campus operations and environmental impact management, and considers the campus as a holistic living environment where sustainability practices are implemented. Sabancı University also positions its campus as a 'living laboratory,' supporting the implementation and development of sustainable solutions.

Within this scope, Sabancı University's priority areas include adopting a circular campus approach, expanding sustainable campus life practices, reducing the university's carbon footprint as part of climate action, and improving resource efficiency through digital transformation. This approach reduces the university's environmental impact while also contributing to the institutional adoption of a sustainable living culture.



Social Transformation for a Sustainable Future

This focus area aims to strengthen the university's impact on society and link sustainability with the creation of social benefit. Sabancı University considers the translation of knowledge generated through education and research into societal benefit and tangible impact as a strategic priority.

Accordingly, the university aims to support innovation and entrepreneurship activities, develop sustainability-focused collaborations, and enhance social well-being and inclusion. This approach enables the university to expand its impact by transforming its knowledge production capacity into social benefit.

These three strategic focus areas provide a holistic framework integrating Sabancı University's sustainability approach across education, research, operations, and social contribution, and support the university's systematic and measurable contribution to sustainable development goals.

SUSTAINABILITY GOVERNANCE



Sabancı University
adopts a structured
governance model that
integrates sustainability
efforts into institutional
activities.

This model, whose ownership is undertaken by senior management, is implemented under the coordination of the Sustainability Office and through Sustainability Partners across different units. This governance structure strengthens institutional coordination in the planning, implementation, and monitoring of sustainability actions, and supports accountability mechanisms.

Sabancı University's values, mission, strategic priorities, and targets are shaped with the approval of the highest governing body, the Board of Trustees. This structure supports the integration of sustainability topics into institutional decision-making mechanisms.

Economic, environmental, and social impacts, as well as risks and opportunities, are systematically assessed within the strategic planning process. Environmental analyses are conducted by taking into account macroeconomic, technological, political, demographic, cultural, legal, and sectoral developments, as well as competitive conditions; targets are defined and evaluated based on these analyses. Review and approval processes conducted within the annual planning cycle enable the university to monitor and prioritize sustainability-related risks and opportunities at the senior governance level.

At Sabancı University, the sustainability report is reviewed and approved by the highest governance body to ensure it covers the organization's material topics.

The performance evaluation process for promoting sustainability in teaching and learning, research, and innovation is based on cascading institutional objectives from the senior governance level to the operational level. Institutional objectives are cascaded from the Board of Trustees to the President's Office and the relevant academic and administrative units, and performance in education, research, and innovation is monitored through this structure to ensure continuous improvement.



MATERIALITY ASSESSMENT

“

Sabancı University’s sustainability agenda is shaped at the intersection of its education, research, and social contribution functions.

The materiality analysis conducted within this framework assessed stakeholder expectations in tandem with the university’s strategic direction. As a result of the analysis, the sustainability agenda has been structured under nine material topics that complement each other.

This approach does not narrowly frame sustainability as limited to environmental performance; instead, it provides a holistic structure that addresses governance, education, research, digitalization, campus life, and social impact. Each material topic defines a key focus area guiding Sabancı University’s sustainability performance, while sub-topics indicate the concrete implementation, impact, and management areas through which this focus is monitored.

The material topics identified within this framework are presented below:

High-Quality Education and Research

This topic directly reflects Sabancı University’s core mission and focuses on strengthening its sustainability approach across education, research, and competency development.

Sub-topics:

- Integrating Sustainability into Education and Fostering Innovation
- Sustainability-Focused Research
- Interdisciplinary Synergy
- Lifelong Learning and Professional Education
- Ethical and Responsible Research

Social Well-Being and Impact

This topic holistically addresses the university’s social impact on students, employees, and society, and strengthens social value creation through inclusion, well-being, and collaborations.

Sub-topics:

- Equal Opportunity and Inclusion
- Accessible Campus
- Student and Employee Well-Being
- Competency Development and Talent Management
- Occupational Health and Safety
- Social Benefit Projects and Initiatives
- Cultural Transformation
- Sustainability-Focused Partnerships

Transparent Governance

This topic integrates the university’s sustainability approach into its institutional governance structure and strengthens accountability through ethics, compliance, risk management, and responsible procurement practices.

Sub-topics:

- Integration of the Sustainable Development Goals (SDGs) into Sustainability Governance
- Compliance and Ethics
- Risk and Crisis Management

Digital Transformation and Innovation

This topic accelerates digitalization across areas ranging from campus operations to academic processes and enhances data security, innovation, and the capacity for sustainability-focused entrepreneurship.

Sub-topics:

- Digital Transformation on Campus
- Information and Data Security
- Sustainability-Focused Innovation and Entrepreneurship

Climate Action

This topic defines the university's approach to climate action within the framework of energy use, greenhouse gas emissions, and long-term climate targets.

Sub-topics:

- Energy Management
- Reducing Carbon Footprint
- Net-Zero Campus

Water Management

This topic focuses on the efficient use, monitoring, and protection of water resources, and manages water-related risks and consumption performance at the campus level.

Biodiversity

This topic addresses the protection of the campus ecosystem, support for natural habitats, and consideration of ecological impacts in land-use decisions.

Waste Management and a Circular Campus

This topic covers reducing resource use, waste prevention, segregation, recovery, and strengthening the circular campus approach.

Sustainable Living on Campus

This topic enhances the campus's physical, social, and operational structure in line with sustainable living principles, and addresses user experience alongside environmental performance.

Sub-topics:

- Green and Smart Buildings
- Sustainable Transportation
- Sustainable Food
- Procurement and Supply Chain

Quality Education and Research



Social Well-Being and Impact



Transparent Governance



Digital Transformation and Innovation



Climate Action



Water Management



Waste Management and a Circular Campus



Biodiversity



Sustainable Living on Campus



Materiality Analysis

The material topics of Sabancı University were assessed along the dimensions of institutional materiality and impact materiality. The analysis was not based on a single source; instead, it considered the university's strategic direction, international reference frameworks, stakeholder survey outputs, and sustainability practices in the higher education sector in an integrated manner to determine the materiality level of each topic.

Within the institutional materiality dimension, each topic was assessed along Sabancı University's strategic priorities and external reference frameworks:

1

Institutional Strategy
Sabancı University's strategic approach in education, research, campus management, digitalization, social contribution, and governance was used as one of the key inputs in determining the priority level of topics for the university.

2

SASB, MSCI, LSEG Industry Topics
The topic areas highlighted by SASB¹, MSCI² and LSEG³ in environmental, social, and governance dimensions were used as references, and the alignment of Sabancı University's topic set with the international sustainability agenda was assessed from an institutional priority perspective.

3

Peer Institutions and Sector Practices
The topics prioritized in sustainability reporting and practices of higher education institutions were reviewed, and how similar institutions address these topics within their strategic frameworks was analyzed.

¹SASB: Sustainability Accounting Standards Board
²MSCI: Morgan Stanley Capital International
³LSEG: London Stock Exchange Group

Within the impact materiality dimension, each topic was assessed based on stakeholder expectations and sector practices:

1

Stakeholder Survey
Based on the outputs of the stakeholder survey, the level of importance of the topics among stakeholders and their expected areas of impact were considered.

2

Peer Institutions and Sector Practices
How similar institutions address the same topics from an impact materiality perspective was examined in terms of social, environmental, and governance impact narratives, target-indicator relations, and depth of coverage.

Stakeholder Feedback Survey

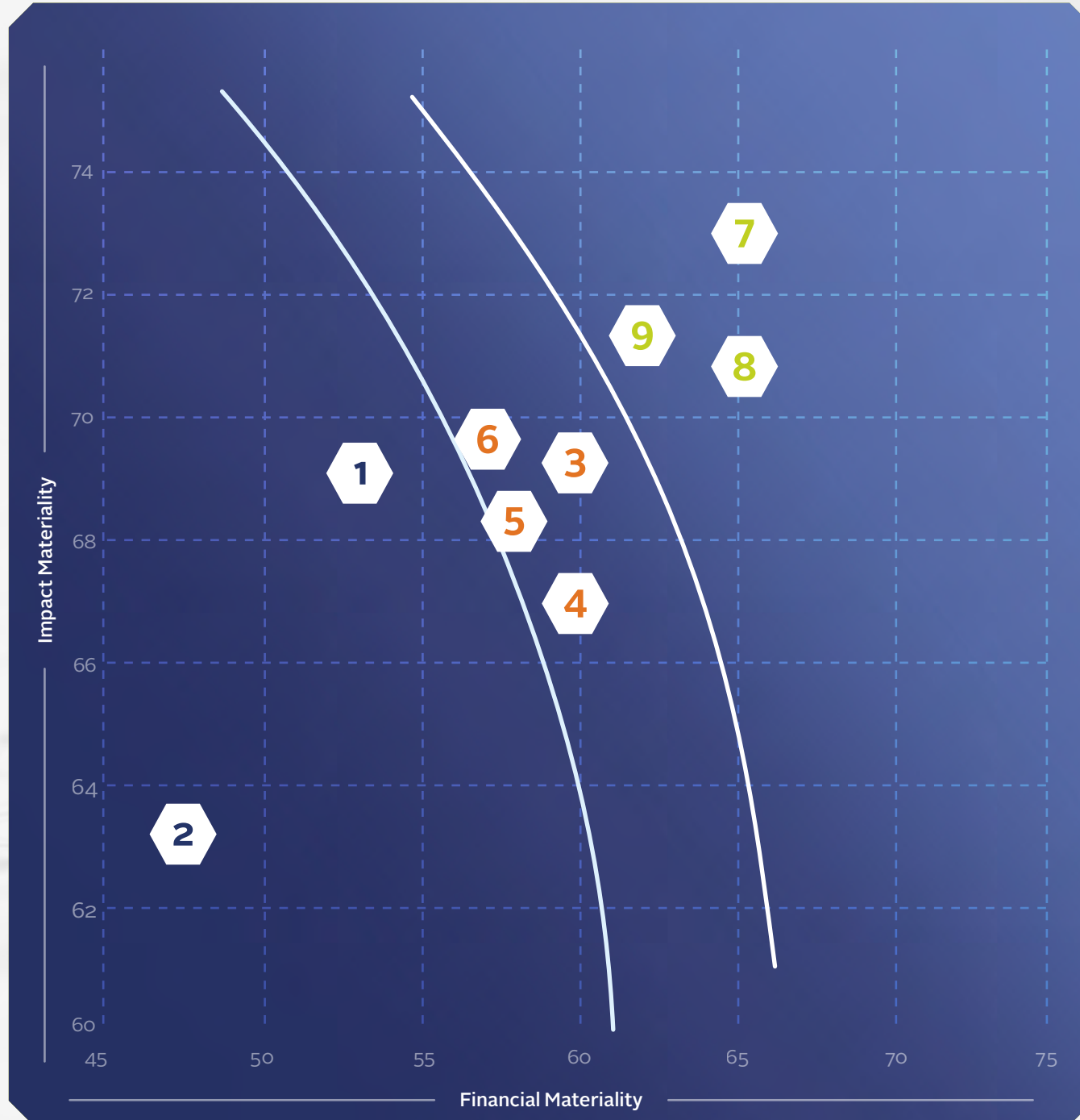
Stakeholder feedback was collected through a survey as a key input to the materiality analysis. The survey was designed to reflect Sabancı University's internal and external stakeholder structure, and the assessments of different stakeholder groups on sustainability topics were compiled into a comparable dataset.

A total of 391 stakeholders participated in the survey. The participant profile consists of the following groups:

- Students (Undergraduate and Graduate)
 - Administrative Staff
 - Academic Staff
 - Alumni (Undergraduate and Graduate)
 - Suppliers (Procurement Suppliers, Logistics Companies)
 - Independent Consultants (Consultants, trainers, academics, or experts not representing an institution)
 - Business Partners (Private Companies)
 - Sabancı Companies and Sabancı Foundation
- Non-Governmental Organizations (Professional Organizations, Associations, Foundations, Chambers)
 - Senior Management (Board of Trustees and Board of Directors)
 - Financial Institutions and Organizations (Banks, Credit Rating Agencies, Insurance Companies)
 - Shareholders and Investors (Grant Organizations, Donors, Funding Providers)
 - Public Institutions and Regulatory Bodies (Ministries, Regulatory and Supervisory Authorities, Municipalities)

This distribution combined the perspectives of academic, administrative, and senior management stakeholders within the university with student views under a single framework, while also ensuring the inclusion of external stakeholder groups such as alumni, suppliers, the private sector, public institutions, financial institutions, and non-governmental organizations in the process. This made it possible to shape the material topics not only through internal assessments, but also through a broader impact perspective.

Materiality Matrix



The material topics of Sabancı University were assessed in line with institutional materiality and impact materiality. Based on the materiality matrix developed as a result of this analysis, the topics were classified into three levels of priority:

Very High Priority Topics:	High Priority Topics:	Priority Topics:
7 High-Quality Education and Research	3 Transparent Governance	1 Biodiversity
8 Sustainable Living on Campus	4 Climate Action	2 Social Well-Being and Impact
9 Digital Transformation and Innovation	5 Waste Management and a Circular Campus	
	6 Water Management	

This order of materiality reflects both the strategic importance of the topics across Sabancı University's educational and research activities, campus operations, and institutional development priorities, and their relative significance in terms of stakeholder expectations and environmental and social impacts.



STAKEHOLDER ENGAGEMENT

Sabancı University's stakeholders include the **Council of Higher Education, the Board of Trustees, the International Board of Overseers (IBO), students, alumni, academic and administrative staff, industry representatives, NGOs, subcontractors, suppliers, public institutions and organizations, and local authorities.** These stakeholders are identified based on the university's institutional structure and areas of activity. The purpose of stakeholder engagement is to identify parties that have or may have an impact on Sabancı University's ability to consistently deliver services in compliance with regulatory requirements, as well as the parties' expectations within the scope of the quality management system.

At Sabancı University, stakeholder engagement and feedback mechanisms are key components of the quality assurance system. This engagement is ensured through **Search Conferences, Strategic Planning meetings, feedback and communication channels, the International Board of Overseers, Faculty/ Program Advisory Boards, and regular meetings of boards and committees,** where employees, students, and alumni contribute directly to these processes.

On September 20–21, 2024, Sabancı University held its **International Board of Overseers** meeting with a focus on the transformative impact of artificial intelligence in higher education and research. With the participation of members of the Board of Trustees and International Board of Overseers, representatives from academia and industry, alumni, and the university administration, this process served as a key strategic evaluation platform that strengthened the university's ability to adapt to evolving global dynamics.

Within this scope, the university's short-, medium-, and long-term priorities were addressed. The resulting evaluations and recommendations were shared with the Board of Trustees for integration into governance processes; thus, institutional planning, decision-making, and implementation processes were supported through a forward-looking, multi-stakeholder approach.



Sabancı University strengthens its research, education, and social contribution activities through a multi-stakeholder collaboration model and contributes to the Sustainable Development Goals through strategic partnerships with the public and private sectors, academia, and NGOs.

At Sabancı University, research activities are carried out across faculties, centers, and forums through an interdisciplinary approach in the fields of science, technology, and the arts. The Innovation and Entrepreneurship Initiative (SUCool) manages research activities within the framework of a planning and policy development, implementation, and monitoring and evaluation cycle; the scope includes the activities of the Research Planning and Policy Development

Office (RPD), the Research Development and Technology Transfer Office (SUATT), and INOVENT, Türkiye's first seed fund company, all operating under the Office of the Vice President for Research and Development. RPD, SUATT, and the Innovation and Entrepreneurship Initiative carry out all their functions in coordination with the university's various boards and committees. Operating since 2013, SUCool provides early-stage entrepreneurs with training, workspaces, mentorship, business development support, customer introductions, promotion, investor readiness support, and access to investors, ensuring the sustainability of the research cycle.

02

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EFFECTIVE GOVERNANCE



Sabancı University's governance structure consists of institutional bodies defined by legislation and management mechanisms established in line with the university's needs.

Supporting Committees, Coordination, and Monitoring Mechanisms

Board of Trustees committees, the University Education Committee, the University Research Committee, and the Management Review Committee contribute to monitoring strategic priorities, improving core processes, and supporting decision-making through a multi-layered governance approach.

This governance structure is regularly monitored and evaluated through the Board of Trustees, the International Board of Overseers, and internal and external audit mechanisms.

Sabancı University's management structure is designed to support its core areas of activity: education, research and development, and social contribution.

To support the effective and efficient implementation of its determined goals in education, research, and social impact, the university adopts a **managerial excellence approach**, establishes appropriate organizational structures, and prioritizes attracting and retaining qualified human capital. Maintaining and improving quality across all operations, enhancing the satisfaction of university members, and managing financial resources effectively, efficiently, and sustainably are key priorities.

Institutional processes are regularly monitored and evaluated through the Board of Trustees, the International Board of Overseers, and internal and external audit mechanisms.

In addition, the International Board of Overseers and Distinguished Research Fellows contribute to the university's development areas through diverse expert perspectives.

Temporary committees established within faculties and units conduct reviews on specific topics, develop recommendations, and, when necessary, present these recommendations to the Academic Council, the University Executive Board, or the Board of Trustees. This structure supports the continuity of the Plan-Do-Check-Act (PDCA) cycle in the university's decision-making and improvement processes.

In line with its institutional transparency and accountability approach, Sabancı University publicly discloses its **Institutional Internal Evaluation Reports**. In addition, the university continues to regularly report and disclose information to public institutions and relevant stakeholders.

Another key element of accountability and disclosure practices is the Year-End Meeting held by the university's senior management at the end of each year. All academic and administrative staff are invited to this meeting, wherein an overall evaluation of the university's performance for the relevant year is presented.

This structure demonstrates that financial management, strategic direction, and institutional performance outcomes at Sabancı University are treated not only as internal management tools but also as elements regularly shared with stakeholders within a framework of transparency and accountability.



At Sabancı University, institutional communication and accountability practices are supported by regular communication mechanisms aimed at different stakeholder groups. Within this scope, the **Message from the President**, regularly shared with alumni by the President, contributes to maintaining institutional communication with alumni.

Institutional information and records are also maintained in the **Information Center** archive. The university ensures impartiality and objectivity in the content it provides to the public and safeguards this approach within defined publishing principles.

Within this scope, the institutional news platform GazeteSU has continued publishing in a redesigned format since 2025. With the addition of new sections such as Periskop and A Window into Science, the redesigned GazeteSU highlights the university's research-focused perspective, as well as new studies and research.

As of 2025, the scope of institutional communication activities is reflected through the following indicators:

Number of
website visitors:

1,009,716

Number of
people engaged
on social media

7,008,013+

Number of
institutional
events organized:

1,200+

Number of
prospective
students
engaged:

67,994

Media coverage:

24,194

(1,720 print, 668
TV, 21,806 online)

Promotional Activities

Sabancı University uses publicly available and regularly updated communication materials to promote its academic programs and inform prospective students. Within this scope, promotional brochures are published on the university's website, annual promotion days are organized, and relevant units deliver informational presentations to students. These practices support direct access for prospective students and other stakeholders to information on program scope, content, and university life.



Feedback and Suggestions

At Sabancı University, feedback channels are defined to regularly collect input and suggestions from internal and external stakeholders. Feedback collected from various stakeholder groups, including members of the Board of Trustees, academic and administrative staff, students, families, alumni, employers, international exchange partners, project partners, and NGOs, is gathered and evaluated in line with defined schedules, methods, and processes.

Within this scope, defined governance mechanisms ensure clarity regarding which boards and committees review feedback, how corrective decisions are formulated, to which authorities they are submitted, and how approval processes operate.

Sabancı University regularly reviews service satisfaction surveys as part of a continuous improvement approach to enhance the student experience. Within this scope, evaluation meetings are held with student representatives.

The **MySU**, **SUTicket**, and **SUFORM** applications, institutional email channels, and surveys conducted on various topics are among the main tools students use to provide feedback. Under open-door practices, students can communicate directly with both academic and administrative units in person. In addition, the university supports student representation on governing boards and various committees to contribute to governance processes.

Through online surveys conducted twice each academic year, satisfaction in areas such as food and beverage, transportation, student resources, general cleanliness, information technologies, dormitory services, the Information Center, and health services is evaluated using the Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS) methodologies.

The survey results are reviewed with participation from senior management and relevant administrators, and when necessary, the relevant units implement prompt actions and corrective measures. In the 2024–2025 academic year, improvements implemented based on feedback from service satisfaction surveys were shared with students through internal communication channels and student emails.

Policies

Sabancı University conducts its education, research, and social contribution activities under a quality-focused management approach. The university also adopts policies aligned with international standards in environmental and occupational health and safety areas to support a sustainable future.

Research Policy

- Producing qualified knowledge at the highest level
- Interdisciplinary collaboration and global solutions
- Integrating research into education
- Leveraging international and private sector funding

Quality Policy

- A quality-focused management system
- Targeting stakeholder satisfaction and high performance
- Process-oriented and innovative operational management
- Continuous improvement and compliance with legal standards

Education Policy

- Training critically thinking, multidisciplinary individuals
- Pioneering and innovative education models
- International education and development opportunities
- Flexible program choice and academic development

Social Impact Policy

- Contributing to society at the local and global levels
- Expanding access to science and technology across society
- Promoting social awareness and a sense of responsibility
- Creating transformative impact

Environmental Policy

- A nature-based approach and a net-zero philosophy
- Adopting a zero-waste principle and recycling
- Addressing the climate crisis and advancing a low-carbon economy
- Using renewable energy and prioritizing energy efficiency
- Protecting biodiversity

Occupational Health and Safety Policy

- A people-centered approach
- A healthy and safe working environment
- Risk reduction and continuous improvement
- Raising employee engagement and awareness



[Click here](#) for detailed information about our policies.

SDG Integration in Sustainability Governance

Sabancı University approaches sustainability not as a practice limited to managing environmental and social impacts, but as an integral part of its institutional governance framework. In this context, the United Nations Sustainable Development Goals (SDGs) provide a core reference framework linked to the university's strategic priorities, decision-making processes, and social contribution approach.

The SDGs support a more systematic, measurable, and comparable assessment of the impact generated across the university's core areas, including education, research, campus management, and stakeholder engagement. In this regard, the SDGs are not only a set of global goals for higher education institutions but also a strategic governance tool that supports structuring institutional priorities through an impact-oriented and holistic approach.

Within this framework, Sabancı University integrates the concept of sustainable development into its institutional strategy, performance monitoring, policy development, and stakeholder communication processes; the SDGs help establish a common language and alignment across the university's different areas of activity.

SDG integration also enables the university to assess its impacts on the economy, the environment, and society within an internationally defined framework. Through this approach, institutional practices are not only evaluated based on their outputs but also viewed from a long-term value creation and social benefit perspective. Within this scope, the SDGs serve as a guiding framework for prioritization, classification of practices, identification of areas for improvement, and strengthening reporting processes.



In line with this approach, the university aims to strengthen its academic activities in sustainability through national and international collaborations. In particular, under Goal 17: Partnerships for the Goals, collaborations are developed through multi-stakeholder platforms, and knowledge sharing is supported through international academic projects. Within this framework, academic publications are analyzed based on their alignment with the Sustainable Development Goals, and sustainability-focused academic output is monitored regularly. Based on these findings, areas for improvement are identified, and efforts are carried out to strengthen the university's global sustainability performance.

Financial Sustainability

Sabancı University views financial sustainability as an element of strategic management that ensures the long-term continuity of its education, research, and social contribution activities.

Within this scope, the university plans and effectively manages its financial resources through a performance-based approach aligned with the objectives of the strategic plan.

Diversifying revenue streams, improving cost efficiency, systematically monitoring financial risks, and ensuring the efficient use of resources are among our key priorities.

The university evaluates its budgeting and investment decisions through an integrated risk management approach that considers economic developments, changes in the higher education sector, and institutional priorities.

Guided by this approach, our university aims to strengthen its financial resilience, sustainably support academic excellence, and create long-term value for its stakeholders through strong institutional management principles.



Economic Impact Management

At Sabancı University, economic impact management aims to transform scientific and technological outputs into social and economic benefit. Within this scope, the commercialization of knowledge through industry collaborations, patents, and entrepreneurial activities is supported to deliver high added value to the local and national economy.

The continuity of research activities is treated as a complementary component of the financial sustainability approach. In this context, support and incentive mechanisms help maintain and enhance research capacity, support the continuity of academic output, and strengthen the institutional research ecosystem.

The university's economic impact extends beyond direct financial output and is also reflected in its indirect contributions to regional and national development. The human capital generated through highly qualified graduates, supported ventures, and transferred technologies establishes a sustainable cycle of value creation in the labor market. This cycle reinforces the university's position not only as an educational institution but also as an active stakeholder in economic transformation, lending a tangible economic dimension to the university's institutional approach to sustainability.

INSTITUTIONAL RISK MANAGEMENT

Sabancı University's risk management approach covers the identification, analysis, assessment, and management of risks within the scope of its integrated management system and relevant management system certifications. This approach supports keeping risks associated with defined processes under control and continuously improving them. Risk management involves the systematic review of guidelines, procedures, and practices across all university processes and is considered an integral part of decision-making processes.

In line with the Strategic Plan, units across the university conduct regular reviews to ensure alignment between institutional goals and risks and to maintain an effective internal control environment. This approach helps evaluate control mechanisms based on current needs and continuously strengthen institutional processes.

At Sabancı University, the Audit Unit was established in September 2022. The unit conducts research, reviews, and audits to strengthen the university's control mechanisms and oversees internal audit practices in line with applicable regulations, the **International Internal Audit Standards, and the Code of Ethics**. The Internal Audit Unit operates in a manner that contributes to the university's growth, development, and institutionalization processes, and reports to the Audit Committee under the Board of Trustees.

The university's financial processes and all financial statements subject to legal oversight are audited regularly by an independent external audit firm.

At Sabancı University, education processes are continuously reviewed through internal and external evaluation mechanisms, data-driven monitoring tools, and regular feedback systems.

Areas for improvement identified through external evaluation processes, such as those conducted by the **Association to Advance Collegiate Schools of Business (AACSB) and the Association for Evaluation and Accreditation of Engineering Programs (MÜDEK)**, serve as key inputs for enhancing educational quality. This approach is also supported by dynamic data monitoring tools.

In monitoring education processes, Course Evaluation Surveys conducted at the end of each term by the **Center for Individual and Academic Development (CIAD)** serve as an important tool. These surveys assess both courses and instructors' performance. Based on the results, adjustments are made, and necessary actions are implemented. Similarly, feedback from alumni and alumni employer satisfaction surveys, conducted every two years, is used to improve educational processes.

Sabancı University's academic and administrative processes are audited each year holistically within the scope of the Annual Regular Audit conducted by the **Department of Foundation Higher Education Institutions**. Prior to the audit, an institutional report covering the academic and administrative developments of the relevant year is prepared with contributions from all units, and the coordination process is managed centrally.

Following the site visit, audit results and feedback are reviewed by senior management, and necessary actions are initiated and monitored. This process operates as a key mechanism supporting institutional compliance, accountability, and continuous improvement.



Within external evaluation mechanisms, accredited programs and faculties undergo periodic accreditation reviews and external audits. Feedback from these audits is translated into concrete actions under faculty leadership and is monitored systematically.

Undergraduate programs in Computer Science and Engineering, Electronics Engineering, Industrial Engineering, Mechatronics Engineering, and Materials Science and Nano Engineering within the **Faculty of Engineering and Natural Sciences** are accredited by MÜDEK; undergraduate programs of **Sabancı Business School**, as well as the MBA, Professional MBA, and Executive MBA programs, are accredited by AACSB and AMBA, respectively; and the Undergraduate Psychology Program within the **Faculty of Arts and Social Sciences** was accredited by the Turkish Psychological Association (TPD) in 2025. The **School of Languages**, which delivers the English Preparatory Program, holds EAQUALS accreditation.

In addition, various advisory boards, established with participation from internal and external stakeholders, operate within faculties to evaluate curricula and the effectiveness of ongoing activities.

The International Board of Overseers, composed of senior academics, business leaders, and executives, regularly evaluates activities in line with the university's strategic goals and international vision, and provides forward-looking perspectives and support for international engagement.

Critical issues are communicated to senior management through relevant unit managers. Following their evaluation, the actions to be taken are determined. Sabancı University defines its approach to addressing and remedying the adverse impacts it causes or contributes to within the **Internal Audit Directive**. The Internal Audit Directive sets out the methods and responsibilities for planning, announcing, conducting, and reporting internal audits that aim to review compliance of integrated management systems with relevant standards, assess the alignment of current practices with documented systems, and evaluate effectiveness in achieving objectives; it also establishes the procedures and responsibilities for remedying non-conformities.

The Continuous Improvement Directive aims to continuously improve the processes within Sabancı University's integrated management system by defining and ensuring the implementation of the processes of review, change management, performance measurement, and corrective action. These processes are implemented through the **Corrective Action Procedure** and the **Change Management Procedure**.

Within this framework, mechanisms for identifying and addressing adverse impacts are supported by the collection and evaluation of stakeholder feedback and complaints. Tools used to identify and address complaints include surveys and requests, suggestions, and complaints submitted through the web-based SUTicket system.

The Change Management Procedure supports the management of changes in technological, organizational, and business processes, as well as occupational health and safety, environmental and sustainability initiatives, legal obligations, and shifts in strategic priorities, in alignment with the university's overall goals and strategies. The process also promotes effective communication and collaboration at all stages of change, strengthens stakeholder engagement, and helps systematically approach change within the institutional structure.



BUSINESS ETHICS AND COMPLIANCE



Sabancı University defines and implements its ethical principles and practices under the **Directive on the Procedures of the Ethics Board**.

Within this framework, the directive sets out the principles and procedures for ensuring employee health and safety, reviewing and resolving submitted reports, defining the methods and practices to be followed in cases of ethical violations, reinforcing confidence in fair treatment of employees, and ensuring the proper conduct of processes.

Within the scope of the Directive on the Procedures of the Ethics Board, the operating principles of the Ethics Board are defined under a set of established rules and guidelines. These principles govern how reports of ethical violations are handled, how review and investigation processes are conducted, and how decision-making mechanisms operate.

Official reporting channels include etik@sabanciuniv.edu and ethics@sabanciuniv.edu.



The Ethics Board conducts reviews, assessments, and investigations with the highest possible level of confidentiality. All parties communicating with the Board as part of an investigation are required to comply with the principle of confidentiality. The Board is authorized to request information, documents, and evidence regarding an investigation directly from relevant units and reviews such materials solely within the scope of the investigation.

In the performance of their duties within the Board, the Chair and members act independently of their respective unit managers and the institutional hierarchy, carrying out their assessments without any pressure or influence. When deemed necessary, the Board may consult expert opinions from within or outside the institution and may engage auditors, ethics advisors, or other specialists to identify ethical violations. These experts report exclusively to the Ethics Board and are accountable solely within the scope of their assigned duties.

Personnel who act in violation of laws, regulations, the university's directives and procedures, and the rules and principles approved and published by the administration may be subject to various disciplinary actions depending on the nature and severity of the violation. Disciplinary actions are subject to judicial review, strengthening the legal accountability of the process.

As part of its transparent governance approach, Sabancı University implements tender, procurement, and ethics management mechanisms that support the effective, fair, and accountable use of resources. Within this framework, the **Sabancı University Tender Regulation** is in force. This regulation has been prepared in alignment with the Regulation on the Tenders of Foundation Higher Education Institutions and sets out the procedures and principles governing the procurement and sale of goods and services, construction works, real estate transactions, leasing processes, and the procurement of goods and services funded by public institutions, public entities, and international organizations within the scope of research and development projects. This structure serves as a key control mechanism in managing the economic, environmental, and social impacts of corruption risks by regulating the university's spending and procurement processes.

In tender and procurement processes, the efficient use of resources, the protection of competition, and the principle of equal treatment are priorities. The principle of efficient resource use and the provisions for evaluating the most advantageous bid set out in the regulation support the effective use of financial resources. Provisions related to the protection of competition help maintain a fair competitive environment in procurement processes, while the principle of equal treatment ensures that all bidders are evaluated under comparable conditions. Defining quality standards and requirements through technical specifications enables more controlled management of environmental and operational risks. Within this framework, the regulation provides a holistic structure that supports economic efficiency while also reinforcing environmental oversight and people-centered governance elements.

From a risk management perspective, subcontractor management stands out among high-risk processes. This area is considered one of the processes requiring closer monitoring and oversight due to its multi-party operational structure, service continuity requirements, field operations, and regulatory compliance obligations.

The transparent governance structure is not limited to tender and procurement processes but is also reinforced by compliance with ethical principles and anti-corruption mechanisms. Under the Directive on the Procedures of the Ethics Board, Sabancı University aims to establish an ethical, reliable, compliant, and controlled working environment; within this framework, the university addresses anti-bribery and anti-corruption as one of its core business ethics areas.

The Ethics Board is responsible for the governance of anti-corruption processes.





INFORMATION AND DATA SECURITY



Sabancı University manages the collection, processing, storage, and protection of personal data within the framework of defined policies and practices.

Sabancı University manages its procurement and tender processes through written policies and procedures (the Sabancı University Tender Regulation, the Procurement Directive, and the Procedures and Principles for the Procurement of Goods/Services and Construction Works) to prevent anti-competitive behavior, ensure transparency, and maintain a fair competitive environment. These regulations aim to ensure the application of the principles of fair competition, transparency, accountability, and equal treatment across all procurement and tender processes within the university, prevent anti-competitive behavior and conflicts of interest, and secure the effective and efficient use of resources.

A **digital and traceable operational structure** has been adopted to prevent anti-competitive practices in procurement and tender processes. Within this scope, all procurement transactions are conducted through an online e-tender platform, and all actions related to tender processes are recorded within the system. Log records accessible through the platform enable retrospective tracking and auditing of processes. This approach helps reduce risks associated with human intervention, standardize processes, and detect potential non-compliance at an earlier stage.

Regular monitoring and auditing of records are key components of internal control and continuous improvement mechanisms. Identified non-compliance cases are evaluated in line with applicable legislation and internal regulations, and corrective and preventive actions are implemented when necessary. The relevant regulations and procedures clearly define powers and responsibilities, supporting the prevention of arbitrary practices. This structure strengthens the integration of transparent reporting, internal audit, and accountability principles into institutional practices in procurement and tender processes.

Within this scope, the **Personal Data Protection and Processing Policy, the Special Categories of Personal Data Protection and Processing Policy, and the Personal Data Retention and Destruction Policy** form the core framework for personal data governance at the university.

This set of policies aims not only to ensure that personal data is processed in compliance with the Personal Data Protection Law (KVKK), but also to support the effective implementation of related practices by employees and other stakeholders across the university.

It also aims to enhance transparency by informing data subjects about data collection methods, processing purposes, legal bases, and data subject rights.

Within the institutional governance structure, the President of Sabancı University is responsible for implementing the operations, activities, and processes under the Personal Data Protection (PDP) Policy. The Information Technology Directorate prepares and updates the policy, while Legal Counsel provides guidance and advisory support in its implementation. In addition, all Sabancı University employees are considered responsible for ensuring compliance with the policy provisions.



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Within this framework, personal data retention and destruction processes are managed in accordance with defined principles. Unless there is a final court decision or an injunction to the contrary, personal data is retained in accordance with the retention periods specified in the policy and the personal data inventory and destroyed using appropriate methods at the end of those periods.

The university also adheres to the principles of data minimization and purpose limitation in its educational practices. There is no standard or routine practice of video or audio recording in classes at the university, with exceptions made only for students with special needs who request audio recording to support accessibility. In such cases, explicit consent is obtained from the instructor, and permission to record is limited solely to the student's personal use. The student is also required to sign a confidentiality and usage agreement, undertaking not to share the recording with third parties and to use it only within the scope of the course. The storage and use of recordings are also governed by this agreement.

More stringent protection and access control mechanisms are applied in processes involving special categories of personal data. Data related to psychological counseling services is maintained within the Health Center in line with applicable regulations and confidentiality principles. Diagnostic and assessment reports of students with special needs are securely maintained by the Student with Special Needs Support Unit.

Only personnel authorized within the scope of their roles can access this data; such information classified as special categories of personal data is not shared with third parties and is protected by separate, restricted access controls.

Data sharing processes are carried out in a controlled and documented manner, and all practices comply with KVKK.

The information and data security approach is further supported by physical access control practices within supplier management processes. Within this scope, identity verification and access records are maintained for suppliers with access to the campus.

Within this framework, no verified complaints related to personal data protection or data privacy were identified during the 2024–2025 academic year reporting period.



Information Management System

Sabancı University uses a comprehensive Information Management System infrastructure, most of which operates in an integrated manner, to support the execution, monitoring, and reporting of administrative and operational activities. This structure enables the effective, traceable, and integrated management of academic, administrative, and support processes in a digital environment. These systems include student information management (Banner), course management (Moodle), financial operations (SAP), document management (EBYS), alumni relations (CRM), campus access (SUCard), and support processes (SUTicket). The monitoring of performance indicators is also supported through this Information Management System infrastructure.

Data obtained from different information management systems is reported through a centralized data warehouse (ODS). This structure maintains data flow continuity between systems and enhances operational efficiency.

The call tracking and reporting system within the Call Center, where campus users can submit questions, complaints, and issues, enables the analysis of resolution processes related to campus services. Recorded requests and notifications are monitored from a single center; relevant units track in real time whether solutions are delivered in line with service quality levels. Through a campus-wide **workflow system**, business processes are carried out electronically, document flows are managed in line with the university's organizational structure, and approval processes are completed digitally.

In addition, to monitor service quality in business units and plan corrective actions, flexible data reporting options are provided to generate various reports and documents.

System access authorizations are defined in alignment with users' roles and responsibilities; data access is provided through secure communication protocols. Data is backed up daily and stored on tape media as an additional security measure.

System security is ensured through up-to-date security software, regular software patching, and third-party penetration testing. Personal data is protected in line with institutional data protection, retention, and destruction policies.

In January 2025, the Sabancı University Information Center transitioned to the **ALMA integrated library services platform** to enhance user experience and deliver information services through a more effective, integrated, and sustainable digital infrastructure. This transformation aims to strengthen users' access to resources and services, improve operational efficiency, and establish an institutional foundation for future digital transformation initiatives.



03

EDUCATION AND RESEARCH FOR A SUSTAINABLE FUTURE



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EDUCATION AND RESEARCH FOR A SUSTAINABLE FUTURE

Sabancı University has designed its educational approach to respond to societal needs, the evolving expectations of industry, and emerging national and international demands. The university aims to prepare graduates with multidisciplinary perspectives, the ability to compete globally, and a broad range of competencies.

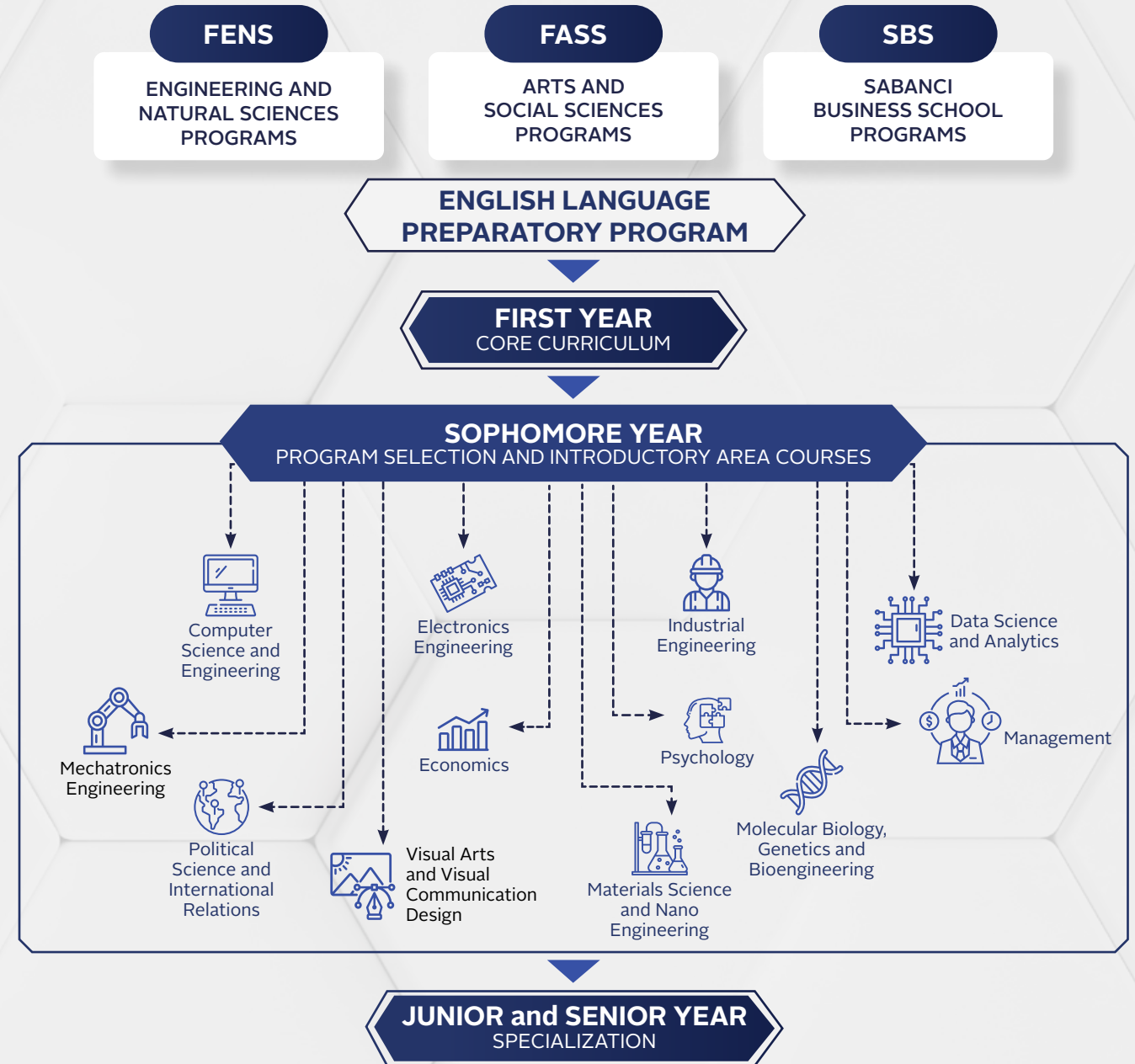
This interdisciplinary approach is also evident in the research culture the university has cultivated since its establishment. This ecosystem is built on an academic structure that diverges from the traditional department model, an approach based on the principle of academic freedom, mechanisms that sustainably provide resources for research, and centers of excellence that enable interdisciplinary research across a range of fields. Thanks to this ecosystem, different fields of knowledge converge on common grounds for research, strengthening the university's educational and research capabilities and positioning Sabancı University among Türkiye's leading research universities.

During the 2024–2025 academic year, the university continued to implement a competency-based, process- and performance-oriented educational approach that places the student at the center of the learning process, fostering a learning environment that supports students' active participation not only in the acquisition of knowledge but also in its application, evaluation, and development.

Education processes are carried out through a holistic governance model supported by the university's organizational structure, information management systems, and expert human resources. All relevant units contribute to identifying strategic goals; designing, implementing, evaluating, and updating programs; measuring program effectiveness; and developing the curriculum.

These processes are managed through a data-driven approach by bodies such as the Board of Trustees Education Committee and the University Education Committee and are disclosed transparently to stakeholders through faculty and program websites, as well as the Information Package platform.

Through the Education Self-Assessment System established by the Vice President for Education, undergraduate programs are monitored regularly based on annual data; academic administrators evaluate the findings and plan necessary measures accordingly. Efforts to develop a similar self-assessment system for graduate programs are underway, while guidelines and procedures on education are reviewed and updated regularly.



At Sabancı University, the freedom to choose a program after the first year is a core element of its **student-centered and flexible education model**. This system allows students to explore different disciplines, discover their interests more consciously, and base their academic choices on stronger foundations.

Furthermore, this approach promotes interdisciplinary thinking, supports students' multidimensional development, and helps the university educate well-equipped individuals who can adapt to a changing business environment.

Faculties

1 Faculty of Engineering and Natural Sciences (FENS)

In the 2024–2025 academic year, the Sabancı University Faculty of Engineering and Natural Sciences has demonstrated strong performance in research, education, and social contribution. Through its interdisciplinary research approach, international collaborations, and joint industry projects, the faculty continues to transform scientific knowledge production into social and technological solutions. Through its research centers and its work in advanced manufacturing technologies, nanotechnology, data analytics, energy efficiency, and diagnostic technologies, the faculty strengthens the university's research capacity and contributes to scientific knowledge production, industry collaborations, and social benefit.

In the 2024–2025 academic year, the Sabancı University Faculty of Engineering and Natural Sciences (FENS) continued its educational activities with strong student capacity and a balanced growth trend. Within this scope, the number of students enrolled in undergraduate programs reached 3,200, and a total of 609 undergraduate degrees were awarded during the year.

As for the programs offered by FENS, despite showing more moderate growth compared to previous years, the Computer Science and Engineering program reached 1,158 students and remained one of the faculty's largest programs. In the Industrial Engineering program, the number of students increased steadily from 546 in the 2023–2024 academic year to 563 in the 2024–2025 period.

In graduate education, the faculty has 318 master's and 230 Ph.D. students. In the same period, 103 master's and 44 Ph.D. degrees were completed.

During the 2024–2025 academic year, 170 undergraduate students participated in exchange programs, while 24 international students pursued their studies within the faculty, reflecting ongoing internationalization and academic mobility efforts.

In the 2024–2025 academic year, 69% of the 347 publications produced within FENS were published in Q1 journals, and 39% ranked within the top 10% of their fields. Of these publications, 129 were conducted with European partners and 170 with international collaborators; they received a total of 1,102 citations and displayed a field-weighted citation impact of 1.11.

2 Faculty of Arts and Social Sciences (FASS)

The Faculty of Arts and Social Sciences aims to strengthen international academic quality in the research conducted by its faculty members and graduate students. The faculty encourages its members to publish in high-impact international journals and reputable publishers, and supports the visibility of works produced within the Visual Arts and Visual Communication Design Program in international exhibitions. Independent project courses also support the development of undergraduate students' research skills.

The faculty aims to train graduates who can think critically, evaluate social issues from multiple disciplinary perspectives, build creative connections, and express them effectively. A strong knowledge base combined with creative flexibility lies at the core of FASS's educational approach.

As of November 2025, the faculty has 47 active research projects and 84 publications. As a result of these efforts, Sabancı University advanced to the 151–175 band in the Times Higher Education 2026 Social Sciences subject ranking.

In 2025, the faculty continued to organize events that fostered international collaboration and academic engagement. Some of the most prominent examples of these efforts were the event held in memory of Prof. Fuat Keyman in collaboration with the Sabancı University Istanbul Policy Center, as well as the Sakıp Sabancı International Research Awards Ceremony.

Seminars, conferences, panels, and workshops were held on topics such as migration, gender, cultural heritage, design, and digital media; a total of 39 events were organized throughout the year. In addition, faculty members and students of the Visual Arts and Visual Communication Design Program held seven solo or group exhibitions.

The Competitiveness Forum operating within the faculty conducts research and data production activities that bridge business, public institutions, and academia. Through the Future of Jobs Report 2025, prepared in collaboration with the World Economic Forum, data on the impact of artificial intelligence and technological transformation on the labor market, the future of work, and gender equality are shared with national and international stakeholders.

3 Sabancı Business School (SBS)

Sabancı Business School offers internationally recognized education programs and research outputs in management, from undergraduate to Ph.D. levels, through its research-oriented structure. The school operates with the goals of fostering innovation, maintaining strong engagement with the business world, balancing management theory and practice, and training managers with a strong sense of social responsibility. Reflecting its strategic emphasis on educational quality, SBS holds AACSB accreditation and renewed this accreditation for the third time in 2022.

The school's mission is to contribute to management practices and knowledge production in Türkiye and globally through high-quality research, education programs, and graduates. Within this framework, SBS

aims to conduct world-class research on the core questions and challenges of management science, offer innovative programs that respond to current and future needs of business and society, and train individuals who can create social impact, are socially responsible, self-confident, and globally competent.

SBS adopts an approach that prioritizes creating positive social impact; within this scope, the school generates social contribution through joint research with professional organizations, industry collaborations, academic publications, and various institutional partnerships. As a reflection of this approach, 18 publications associated with the United Nations Sustainable Development Goals were produced within the school in 2024.



School of Languages

The School of Languages operates in line with the 'Creating and Developing Together' approach to support effective language learning and teaching. Within this scope, it supports the foundational skills and knowledge required for students to succeed in interdisciplinary academic work, and contributes to the development of language awareness, knowledge, and skills in English, Turkish, and other world languages.

With its high-quality education approach and structure that promotes independent learning, the School of Languages fosters critical and creative thinking and provides a supportive and enriching work environment for its faculty. The school also aims to contribute to the advancement of language teaching and teacher education in Türkiye and internationally.

During the 2024–2025 academic year, projects carried out by instructors at the School of Languages also stood out as part of its approach that aims to create social contribution across multiple dimensions.



The Foundations Development Program

At the core of Sabancı University's interdisciplinary approach is the Foundations Development Program (FDP), inspired by core curriculum principles and the liberal arts tradition. The program aims to help students develop a foundational framework for scientific and critical thinking through multidisciplinary courses. As the first university in Türkiye to implement a common course design, Sabancı University ensures that all students complete these foundational courses regardless of their future fields of specialization.

The university's exemplary practices in higher education include the first-year core curriculum (Foundations Development Program), structured around core courses from various disciplines; the freedom to choose a degree program; and graduation requirements that promote interdisciplinarity through a flexible and customizable curriculum structure. This structure enables students to develop a multidimensional perspective and shape their academic paths through informed choices. The program is coordinated by the Foundations Development Directorate (FDD), and courses are designed and delivered in collaboration with the faculties and the School of Languages.

Number of Graduates by Academic Unit

	2022-2023	2023-2024	2024-2025
Faculty of Arts and Social Sciences	153	113	109
Faculty of Engineering and Natural Sciences	789	762	799
Sabancı Business School	255	238	255
Total Number of Alumni	1197	1113	1163

The number of courses offered is monitored within the scope of the university's academic diversity and learning ecosystem. During the 2024–2025 academic year, a total of **1,107** courses were offered at Sabancı University.

Sabancı University offers a broad portfolio of sustainability-focused courses that contribute directly to global discussions on the Sustainable Development Goals (SDGs). Covering topics such as gender equality, social well-being, food and agriculture, renewable energy, and quantum technologies, these courses help students examine sustainability through an interdisciplinary perspective and strengthen their capacity to develop solutions for sustainable development.

During the 2024–2025 academic year, the university offered 396 courses focused on sustainability.



Ph.D. Programs

Sabancı University places strategic priority on graduate education, particularly Ph.D. programs, to strengthen its identity as a research university and to train future researchers. The proportion of graduate students and the number of Ph.D. graduates are among the key indicators monitored under the 2025–2030 Strategic Plan. Centers within the university also support this goal through their research infrastructure and affiliated graduate programs.

Students are admitted each year to Ph.D. programs within the Graduate School of Engineering and Natural Sciences, Graduate School of Social Sciences, and Graduate Business School. The principles and rules governing student admissions are clearly defined, and related processes are conducted in line with applicable legislation and regulations. Successful students admitted to highly competitive programs with strong domestic and international demand are offered various benefits, including **tuition waivers, monthly stipends, and housing and transportation support**, and graduate students are also provided with laptops and private health insurance.

For graduate students engaged in projects funded by TÜBİTAK, the European Union, industry, or non-governmental organizations, any gap between the scholarship received and the university's full scholarship level is compensated by the university.

Under the Erasmus+ KA131 Project, Sabancı University offers **Short-Term Ph.D. Mobility** opportunities for Ph.D. students. Through this program, students can benefit from study and internship opportunities abroad based on academic performance, language proficiency, and advisor approval. During the Spring and Summer terms of the 2024–2025 Academic Year, 9 Ph.D. students participated in the program.

In addition to Erasmus+ grants, the university provided financial support from its internal resources to encourage Ph.D. student participation in the program. Another key factor strengthening research capacity is the employment of postdoctoral researchers. At Sabancı University, financial support for postdoctoral researchers is provided through the university budget or research projects; if project funding falls below the level defined by the university, the gap is compensated by the university. In addition, postdoctoral researchers are offered various benefits, including **personal research funds, housing or accommodation support, and private health insurance**. The duration and conditions of these processes are governed within a defined institutional framework.

Sabancı University prioritizes highly qualified and field-competent talent in faculty recruitment. The university's faculty appointment approach is based on contributions to knowledge creation, competence in education and research activities, and contributions to social development. Within this scope, all candidates are evaluated under equal conditions, graduates are encouraged to gain experience outside the university, and such experience is considered an important criterion for academic positions. Sabancı University graduates contribute to the broader institutional impact by taking on academic and research roles at reputable institutions in Türkiye and internationally.

INTEGRATING SUSTAINABILITY INTO EDUCATION AND FOSTERING INNOVATION

Sabancı University aims to develop sustainability-focused course content and programs and monitors its progress in this area through indicators such as course diversity and awareness-raising activities.

In the 2024–2025 academic year, Sabancı University continued to strengthen its sustainability-focused educational approach through programs, courses, and applied learning initiatives. Within this scope, academic structures such as the Minor Programs in Sustainability and the Energy Minor, as well as courses and fields of specialization such as MGMT 213 Disaster Awareness and Relief Management, Energy Technologies and Management, and Battery Engineering, were offered to students. In addition, the Civic Involvement Projects (CIP) course, corporate social responsibility projects, sustainability-themed events, and the Corporate Governance Forum of Turkey supported sustainability through social contributions and experiential learning. This structure reflects the institutional approach of holistically integrating sustainability into curricula and course content.

Sabancı University has developed a dedicated assessment mechanism aligned with the United Nations Sustainable Development Goals (SDGs) to transform its sustainability-focused educational approach into a measurable and reportable framework. Through this approach, sustainability has moved beyond declarative commitments and become a measurable, reportable, and trackable framework.

Sabancı University has supported the exchange of knowledge among students, academics, and external stakeholders through sustainability-themed seminars, conferences, webinars, and workshops. The events addressed a range of themes, including energy, climate, environmental technologies, waste management, gender equality, migration, social impact, and sustainable development. These events demonstrate the university's interdisciplinary and multi-stakeholder approach towards sustainability.

In addition to the academic content and engagement levels, this sustainability approach is also reflected in alumni career choices and employment areas. Sabancı University considers the reflection of sustainability-focused competencies in alumni career paths as a key outcome area. Alumni database tracking shows that 217 alumni who have graduated from various faculties and academic units over the last three academic years have been employed in green industries such as energy, environment, sustainability, water, agriculture, recycling, solar energy, and electric vehicles.



	2022-2023	2023-2024	2024-2025
Number of alumni working in green industries	51	52	27
Ratio of alumni working in green industries to total number of alumni	4.26%	4.67%	2.32%

The Minor Program in Sustainability

The Minor Program in Sustainability was developed as a reflection of Sabancı University's approach to offering programs that respond to both current and future societal needs. With its inter-faculty structure, the program supports the university's vision of contributing to knowledge production and advancement while also strengthening Sabancı Business School's commitment to social contribution.

The program, which opened for student declaration in the Spring 2025 term, aims to raise students' awareness of sustainability, the SDGs, and the responsibilities of businesses and leaders in building a more sustainable future. Within this framework, the program seeks to foster socially responsible, self-confident, and globally competent individuals.

As part of the program's introduction, a talk focusing on sustainability and biodiversity was held on December 2, 2024. At the event, held in collaboration with CLIMAVORE x Jameel at the Royal College of Art and the Culinary Arts Academy (MSA) and focused on the **Water Buffalo Commons Project**, faculty members from Sabancı Business School also shared insights with students.

MGMT 301 Introduction to Sustainability, one of the core courses of the Minor Program in Sustainability, was offered for the first time in the Spring 2025 term. Taught by Prof. Zafer Yenil, the course required students to prepare sustainability assessment reports based on observations and experiences across different areas of the campus. The study, which compiled 12 individual reports, presented findings and recommendations to campus management on energy efficiency, waste management, water use, and food waste. This initiative is an important example of translating sustainability education from theory into practice.



The Civic Involvement Projects Course

Civic Involvement Projects (CIP 101) has been a required course for all students within Sabancı University's academic curriculum since 1999. The program supports learning and practicing participatory democracy and aims to enable students to fulfill their responsibilities to society through teamwork and individual initiative. This approach helps students develop an understanding of diverse life experiences and strengthen their social awareness.

Within the CIP 101 course, students learn and experience active citizenship and social responsibility through long-established course themes. Students are divided into groups, each supported by supervising student mentors.

Key activities and initiatives conducted as part of CIP during the 2024–2025 academic year include:

- **Team Games Workshops** were held on July 7, July 21, and August 4, 2024, as part of Sabancı University Summer High School.
- **Civic Involvement Projects Training** was delivered on October 21–22, 2024, for students and teachers of Ankara Tarhan College.
- The same training was also delivered on November 20, 2024, for students and teachers of Tarhan College's Başakşehir and Maltepe campuses.
- **The Human Library Event** was held again on November 26, 2024.
- **The High School Awareness Awards Ceremony** was held on December 5, 2024.
- **The SU Gender & CIP Scavenger Hunt** was held on March 12, 2025.
- On April 16, 2025, **children with autism** were hosted on the Sabancı University campus.
- On April 24, 2025, **Sabancı University shared its CIP experience** at Tufts University.
- On June 25, 2025, the **Human Library: The Books That Read Event** was held.



RESEARCH

Since its establishment, Sabancı University has positioned research as one of its core focus areas and was awarded the title of 'Research University' in 2021 following the inclusion of foundation universities in the Research Universities category under the Research-Oriented Mission Differentiation Program conducted by the Council of Higher Education.

This research-oriented structure has been reflected in performance indicators in subsequent years. In the 2025 Performance Ranking of Research Universities announced by the Council of Higher Education, Sabancı University ranked second overall and rose to first place among 23 universities in the 'Research Capacity' subcategory.

This research management cycle aims to generate added value by planning research at the policy level, supporting academic staff in focusing on research, ensuring that research activities are effectively supported by public and private funding sources, advancing collaborations and projects in line with committed objectives during implementation, strengthening accountability, transforming research and outputs into economic value through collaborations, new ventures, new knowledge investments, and national and international knowledge transfer opportunities, and implementing necessary improvements informed by the monitoring and evaluation of research outputs.

At Sabancı University, research activities are managed through a holistic governance approach that is planned in line with strategic priorities, implemented accordingly, and systematically monitored for outcomes. Within this scope, research processes are constituted by the following key elements:

- Research planning and policy development
- Development and implementation of research projects and collaboration opportunities
- Monitoring and evaluation of research outputs



Sabancı University structures its research strategy in alignment with institutional priorities, social contribution goals, and its long-term development approach. In this context, and in coordination with the **Sabancı University Research Policy Approach**, which sets out research principles and future vision, ‘Making Difference Globally and Societal Impact’ has been defined as the main strategic objective within the 2025–2030 Strategic Plan. From a research perspective, this objective is supported by the themes **‘A Global Research University’** and **‘Sustainable Centers.’**

At Sabancı University, the management of research activities is carried out in a cycle of planning and policy development, implementation, and monitoring and evaluation. This structure is coordinated by the Office of the Vice President for Research and Development and implemented through the Research Planning and Policy Development Office (RPD), the Sabancı University Research Development and Technology Transfer Office (SUATT), and the Innovation and Entrepreneurship Initiative established in 2022. Thus, as a research-oriented university, the sustainability of the research cycle is supported within a holistic framework.



- **RPD** is responsible for defining research policy, strategic objectives, and priorities, advancing the institutionalization of research, monitoring research visibility, and planning financial support. It also oversees the monitoring and evaluation of research outputs and research policy, and leads improvement actions when needed.
- **SUATT** plays an active role in developing research collaboration opportunities, designing and implementing projects, and managing knowledge transfer processes. Restructured in 2021 to strengthen field-based specialization and provide more effective support to researchers, it operates through the **Industry Outreach Unit, Research Projects Development Office, the Directorate of Engineering and Natural Sciences Project Partners, the Project Management Office, and the Intellectual Property Rights Management and Licensing Unit.**
- The innovation and entrepreneurship aspect of the research ecosystem is strengthened under the **Innovation and Entrepreneurship Initiative. INOVENT**, which has long focused on academia-based entrepreneurship, and the **Startup Company League (SUCool)**, which runs acceleration and incubation programs, operate within this structure. This body is responsible for managing innovation and entrepreneurship tools, expanding the intellectual property portfolio, fostering creative thinking, strengthening academia–industry collaboration, and scaling technology- and entrepreneurship-driven partnerships. Enhancing the university’s commercialization capacity is also a core function of this structure.

During the 2024–2025 academic year, developments in the **SUATT Project** infrastructure continued; the university’s digital transformation structure spearheaded improvements in reporting, authorization management, and access governance.

In parallel, efforts focused on expanding licensing opportunities within the patent portfolio, while **Patent Radar** activities assessed technologies in terms of **Technology Readiness Level (TRL)** and commercialization potential. Accordingly, Technology Roadmaps were developed for technologies with high commercial potential.

At Sabancı University, research activities are conducted across faculties, centers, and forums through an interdisciplinary approach spanning science, technology, and the arts. The university maintains a leading position in national and international projects supported by talent competent at the international level and external funding sources. Projects, scientific and technical publications, and intellectual property outputs generated through research activities strengthen not only the research ecosystem but also education, teaching, and social contribution. The university centers, with shared access to scientific infrastructure, also support the transformation of research outputs into social benefit.

The university advances its research talent and infrastructure through a focused development model in selected areas. Within this scope, **Focused Research Areas** and **Faculty Focus Areas** have been defined through an inclusive process. These areas provide a framework aligned with priority research topics that have the potential to generate high added value. In the 2024–2025 academic year, efforts focused on systematically collecting relevant data to assess performance in these areas, with plans to define future targets aligned with the Strategic Plan based on the resulting performance insights.

Following the increased visibility of performance in the Focused Research Areas, the university is expected to further articulate its vision for these areas in the coming period through targets aligned with the Strategic Plan and to conduct its activities within this framework.

This approach supports directing research resources toward priority areas, strengthening institutional research capacity, and enhancing the potential to generate long-term impact.

Quantum Science and Engineering, one of the Faculty Focus Areas defined under the university’s focus approach, stood out in the 2024–2025 academic year through capacity-building initiatives. In line with the growing importance of quantum computing principles across multidisciplinary research, two new faculty members specializing in this field joined the Physics Program. In addition, the **Workshop on Quantum Computing and Quantum Information Theory** brought together leading researchers from Türkiye and abroad. Sabancı University aims to further develop its expertise and research capacity in this field in the coming years.



Within the Sabancı University 2025–2030 Strategic Plan, transforming research outputs into innovation and increasing the capacity to generate social benefit through various commercialization mechanisms are also priority areas. Within this scope, the **Industry Outreach Unit**, the **Research Projects Development Office**, and the **Directorate of Engineering and Natural Sciences Project Partners** under **SUATT** continue their work to increase external funding and develop national and international collaborations. The **Project Management Office** manages the administrative and financial processes of projects, enabling faculty members to focus more on research. The **Intellectual Property Rights Management and Licensing Unit** provides support for the commercialization of research outputs at national and international levels, while the **Industry Outreach Unit**, **INOVENT**, and the Innovation and Entrepreneurship Initiative collaborate to maximize the commercial and social benefit generated from the university's research results.

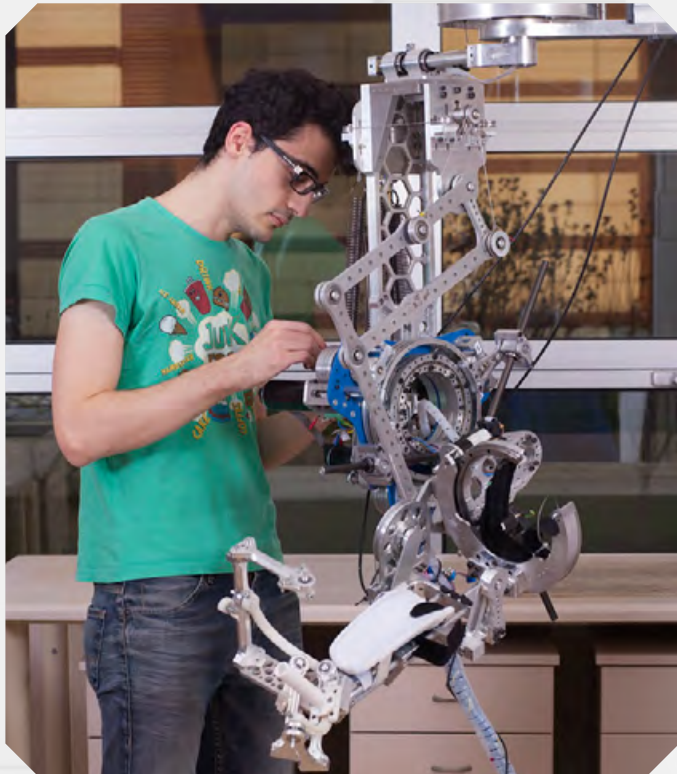
In line with the **2025–2030 Strategic Plan**, Sabancı University prioritizes strengthening research outputs in terms of both quantity and quality. An analysis of **Scopus**-tracked articles, reviews, conference papers, books, and book chapters showed the **number of publications per faculty member was 2.9 in 2024 and 2025**.

Under the **Scientific Publication Incentive** system, revised to support quality-focused improvement of research outputs and implemented in 2020, 165 submitted articles and reviews were eligible for support in 2025. The total incentive payments made to university authors for these publications amounted to approximately TRY 3.2 million.

The system's contribution to publication quality is also monitored through quantitative indicators. According to Scopus data, **the share of publications in journals ranked in the top 10% increased from 29% of total publications in 2020 to 36% in 2024, and stood at 33% in 2025**. Following the completion of the fifth year of implementation, a survey was conducted in 2024 to evaluate the system's effectiveness and its impact on researchers. Based on the feedback and findings, the Scientific Publication Incentive system was reviewed by the University Research Council (URC) in 2025. The review found that publications in journals in the top 1% had significantly higher average Field-Weighted Citation Impact (FWCI) values than those in the top 10%. In line with this finding, it was decided that, starting in the 2025–2026 academic year, publications in the top 1% journals would receive an additional 100% incentive, and the implementation was put into effect.

The annual Research Overview Presentation continues to serve as a key channel for ensuring regular information flow to internal stakeholders. The presentation shares developments in the research ecosystem, research performance, and the agenda for the upcoming period; its latest installment was held in April 2025. In addition, the Research Fact Sheet, which shares research performance with the university community on a monthly basis, continues to be published. Key research activities and achievements for 2025 were shared with academic stakeholders through the '*Sabancı University Research Highlights 2025*' document. Information on research performance and national and international rankings is shared with external stakeholders via the Sabancı University website.

As highlighted in the 2025 Council of Higher Education (YÖK) Action Plan, science communication plays a strategic role in enhancing universities' national and international visibility. In this context, the university established a Science Writer function and recruited administrative staff to strengthen science communication capacity.



Research Funds

Sabancı University's active research funding portfolio, consisting of national and international projects supported by external funding bodies, reached TRY 1.924 billion as of December 31, 2025.

In addition to external funding, research is also supported by internal resources; as of December 31, 2025, a total of 14 integration projects with a combined budget of TRY 3.9 million are actively implemented at the university. In 2025, the **Presidential Research Fund**, one of the internal support mechanisms for research activities, allocated a total budget of TRY 18.7 million in support of 13 projects.

To strengthen the sustainability of the research process and to foster the qualitative and quantitative development of research activities and outputs, a **Personal Research Fund** is provided to faculty members, researchers, postdoctoral researchers, and selected visiting faculty members chosen by faculties. For the 2024–2025 academic year, Sabancı University allocated a Personal Research Fund budget of TRY 38.8 million.

In addition, under the **Project Research Fund** scheme for faculty members' research activities, a total of 98 projects were established from the program's launch in 2020 through the end of 2024. In 2024 alone, the total funding allocated to these projects amounted to EUR 650 thousand. In 2025, a total of 62 projects received Project Research Funds equivalent to TRY 20,771,33.92 and EUR 466,046.97.

This multi-layered funding structure demonstrates that Sabancı University has developed a holistic research ecosystem that supports research activities through external funding, institutional support mechanisms, and researcher-oriented funding instruments.



National and International Research Collaborations

At Sabancı University, fostering internal collaboration and a culture of joint work is a core priority of the research and education ecosystem. Therefore, faculties, research centers, and forums operate not only within their own structures but also with an approach that strengthens cross-unit collaboration.

Centers such as **SUNUM**, **SU IMC**, and **IPC**, which support the university's research capacity and collaboration network, are governed by structures that include leading researchers, faculty members, and industry representatives from both within and outside Sabancı University.

Activities aimed at developing new national and international collaborations are coordinated by **SUATT**. In this context, Sabancı University strengthens its international research networks through active memberships in various technology platforms and European partnerships, and leverages digital platforms to enhance collaboration potential.

Within this scope, the university closely monitors the international research agenda through its membership in various European Technology Platforms and Joint Technology Initiatives operating in the fields of sustainable technologies and green transformation. These networks include the Batteries European Partnership Association (BEPA), the European Factories of the Future Research Association (EFFRA), Hydrogen Europe Research, the Bio-based Industries Consortium (BIC), and the Innovative Advanced Materials Initiative. Covering areas such as energy storage, advanced manufacturing, green hydrogen, bio-based applications, and next-generation materials technologies, these memberships strengthen the university's position within the European research ecosystem and enhance access to both national and international funding opportunities.

Among international joint research structures, the **IPC-Stiftung Mercator Initiative** and the **SHURA Energy Transition Center** stand out as key examples.

The IPC-Stiftung Mercator Initiative, developed in collaboration with Stiftung Mercator, with which the Istanbul Policy Center (IPC) maintains a long-term strategic research partnership, and the SHURA Energy Transition Center, which conducts research on energy transition in cooperation with the European Climate Foundation (ECF) and the German think tank Agora Energiewende and operates under IPC, are among the main international partnerships in this context.

The **Integrated Manufacturing Technologies Research and Application Center (SU IMC)**, a strong example of industry–university collaboration, brings together graduate education, basic and applied research, product development, manufacturing, incubation, and commercialization activities under a single structure through an innovative model developed with **KordSA Global**.

A mapping study targeting SMEs operating in Istanbul, Bursa, and Kocaeli was conducted, and the existing R&D and innovation capacities of 208 SMEs and institutions were analyzed. Advisory services on innovation management were provided to 20 SMEs over 12 months, and technical training programs were organized for 60 SMEs. Partnerships conducted under SU IMC, such as those with DiMAP, Boeing, TEI, and other stakeholders, further strengthen research and application capacity in advanced manufacturing technologies, composite materials, and additive manufacturing.

Carried out under the leadership of **SUNUM**, platforms and projects such as **NANOSIS**, **LignoNANO**, **NanoBio4Can**, and **TeamNANO** represent strong examples of multi-stakeholder research structures. These structures offer large-scale collaboration models that bring together universities, the private sector, research infrastructures, public institutions, and international partners to generate high-value-added scientific and technological outputs.



8-3



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One of the key examples supporting Sabancı University's collaborative research capacity is the **HYSouthMarmara Hydrogen Valley Project**. Supported within this framework by the Horizon Europe Program's Clean Hydrogen Partnership, the project stands out for its multi-partner structure, bringing together national and international stakeholders in the field of clean hydrogen to advance collaboration in energy transition and green production. The Columbia University Sakıp Sabancı Center for Turkish Studies, established in collaboration with **Columbia University**, aims to increase knowledge and awareness about Türkiye through education and research activities.

Research and exchange agreements signed with various universities, along with memberships in networks such as **Venice International University (VIU)**, the **Cambridge Global Humanities Network**, the **European University Association (EUA)**, and **Ge4**, are among the structures that strengthen international academic and research relations.

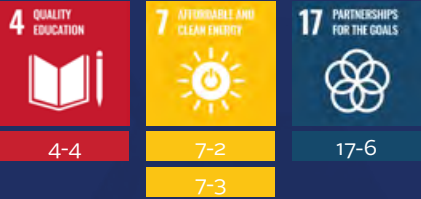
The university also supports undergraduate student participation in research as part of this culture of collaboration. Initiatives such as **Industry-Focused Projects (SOP)**, the **Program for Undergraduate Research (PURE)**, **capstone projects**, **entrepreneurship courses**, and the **Collaboration Space** support the integration of research and development with education processes. The Collaboration Space, located within the Information Center and open to all university members, stands out as one of the most prominent practices for integrating research and development with education processes. Joint programs and dual degree models are also key components of this framework. Currently, Sabancı University offers two joint Ph.D.-level degree programs; in addition, work continues on student-based dual degree models and new international partnerships.

Another major Horizon Europe project coordinated by Sabancı University is Advanced Battery System and Integration for Generation-4 Solid State Cells (ARISE), launched in February 2025. The project has a total budget of approximately EUR 5.4 million, including a university budget allocation of EUR 520 thousand; Sabancı University manages the consortium of 11 international partners in its capacity as the coordinating institution. The project aims to develop a fourth-generation solid-state lithium-ion battery system with a scalable modular structure based on cell-to-chassis architecture to overcome the limitations of lithium-ion batteries that present safety risks in the electric vehicle market. Within this framework, the project aims to design a new urban vehicle chassis adapted for solid-state batteries (SSBs) and develop an innovative thermal management system compatible with SSBs at both the battery and pack levels, as well as an intelligent battery management system. The ARISE project clearly demonstrates the university's leading position in international research on battery technologies and clean transportation.

The university is also developing new partnerships in energy storage, battery engineering, and clean technologies. Within this scope, the minor program in **Battery Science and Engineering**, developed in collaboration with **Siro Silk Road**, aims to train qualified human capital in energy storage technologies. At the same time, Sabancı University continues high-level engagements to develop new collaborations with leading international institutions and is working on joint Ph.D. programs, joint online courses, short programs, and collaborative research models.

Another practice that strengthens international research networks is the **Distinguished Research Fellowship** and the **Network Faculty Member** model. These structures create lasting collaboration opportunities between internationally accomplished researchers and the university and strengthen knowledge exchange through courses, seminars, and joint research activities.

In the 2024–2025 academic year, Sabancı University's inclusion among the pilot centers for the **Global Curriculum for Anticipatory Leadership (GCAL)**, developed by the **Geneva Science and Diplomacy Anticipator (GESDA)** and supported by the **Wellcome Trust**, as well as the academic collaboration agreement signed with **Worcester Polytechnic Institute (WPI)**, are among the recent developments advancing the university's interdisciplinary and international collaboration capacity. Within this framework, under the GCAL program, Sabancı University hosted the Anticipatory Leadership Summit in Istanbul on October 20–23, 2025, in collaboration with GESDA, bringing together national and international participants from science, technology, policy, and business to address forward-looking strategic insights in areas such as quantum technologies, artificial intelligence, energy transition, chip technologies, and science diplomacy.



Program for Undergraduate
Research (PURE)

Sabancı University considers strengthening its undergraduate research culture and supporting students' early engagement in knowledge creation to be a strategic priority.

One of the key initiatives supporting this approach, the **Program for Undergraduate Research (PURE)**, is offered exclusively to Sabancı University undergraduate students during the fall and spring semesters and to undergraduate students from universities across Türkiye and around the world during the summer term. Within this admission structure, PURE enhances the research culture at the university and acts as a vital research platform,

providing access to Sabancı University's research ecosystem for both national and international students during the summer term.

During the fall and spring semesters of the 2024–2025 Academic Year, 96 research projects were offered through PURE, 508 Sabancı University students applied to the program, and 227 students were admitted following the evaluation process, corresponding to an acceptance rate of approximately 45%.

The 2025 Summer PURE Program attracted strong interest from universities across Türkiye and around the world. The program received 7,104 applications, 5,850 of which were international. Following the evaluation process, 194 students were admitted to the program, with 132 completing it. A total of 49 research projects were carried out under the program; among the students who completed it, 37 were from Sabancı University, and 95 were from other universities, including 41 international students.

With an acceptance rate of approximately 2.7%, the Summer PURE Program reflects Sabancı University's research-driven approach to education through its highly selective admissions process and internationally diverse participant profile.



SUSTAINABILITY-FOCUSED RESEARCH



At Sabancı University, sustainability-focused research processes are managed through the use of information and communication technologies across the planning, implementation, monitoring, and evaluation stages.

Core processes such as setting research priorities, organizing funding applications, supporting projects, tracking research progress, and evaluating publication impact are carried out using digital tools. This structure ensures that sustainability research is not only supported but also managed systematically and measurably.

This institutional and systematic approach is further supported by events that bring together sustainability-related knowledge production and academic and professional stakeholders. Organized by Sabancı Business School as part of the pre-events of the Strategic Management Society's 44th Annual Conference, the **'Sustainability at the Crossroads: What's Next?'** workshop, held at the Sakip Sabancı Museum on October 18, 2024, brought together more than 100 participants. During the event, international academics and leading representatives from the business community shared their perspectives on the future of sustainability, and participants engaged directly with the business world through working groups.

In the same year, the **'Sustainability in Finance' workshop**, organized by the Finance Group of Sabancı Business School at Minerva Han on August 26, 2024, addressed current issues at the intersection of sustainability, finance, and governance. Topics such as ESG, the pricing of climate risks, and the impact of the green transition on businesses were discussed during the workshop.

The **Business Analytics Workshop**, organized biennially by Sabancı Business School, continues as a key knowledge-sharing platform that brings academia and the business world together around business analytics and artificial intelligence applications. Held for the fourth time on November 29, 2024, at the Sabancı University Performing Arts Center, the workshop brought together professionals from leading companies in Türkiye and academics.



The **Sustainable Health and Humanitarian Webinar Series**, launched in collaboration with Koç University and Middle East Technical University (METU), provides a platform for addressing issues in healthcare and humanitarian operations from a sustainability perspective. The first session of the series was held on February 5, 2025, focusing on current approaches to disaster management.

In addition, the **2nd Sustainability Transformation Meeting**, organized by the ARAMA Chair at Minerva Han on December 18, 2024, brought together experts, practitioners, and academics from different disciplines. Under the theme 'How Can We Achieve Integrated Sustainability?', the meeting explored how sustainability approaches can be developed at a systemic level within companies and generated proposals such as establishing a shared digital platform and implementing circular economy practices for children. These proposals aim to support multi-stakeholder collaborations that will strengthen social impact in the field of sustainability.



SDG-Focused Research Portfolio

Projects launched in the 2024–2025 academic year make a multidimensional and systemic contribution to the Sustainable Development Goals (SDGs). SDG 9: Industry, Innovation, and Infrastructure is the most strongly represented goal among projects initiated during this period. Under this scope are research areas such as advanced materials, micro- and nano-manufacturing technologies, flexible electronics, AI accelerators, cybersecurity, 6G/THz communication systems, and industrial digitalization. Projects such as TeamNANO, RIC2D, MIDAS, CyberSec4OT, and PRIVIDEMA not only contribute to technology development but also have a structural impact on digital security and the sustainability of next-generation manufacturing systems.

A significant share of projects focuses on clean energy, energy storage, and climate-related topics under SDG 7: Affordable and Clean Energy and SDG 13: Climate Action. Key research areas include battery technologies, hydrogen and fuel cells, energy systems modeling, carbon reduction, and circular production systems. Projects such as CRUX Power, ARISE, EcoPlast, DIAMETER, and hydrogen-based initiatives directly contribute to industrial carbon neutrality roadmaps.

The project portfolio also includes a life sciences and biotechnology component under SDG 2: Zero Hunger and SDG 3: Good Health and Well-Being. Research topics include smart fertilizers and agricultural productivity, biosensor technologies, biomaterials, and biomedical devices. The OCP-Nutricrops and Hearts-3 projects stand out in this area.

The research portfolio also reflects a strong social sustainability aspect. Research under SDG 4: Quality Education, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, and SDG 16: Peace, Justice, and Strong Institutions addresses gender equality, business ethics, governance, and democratic institutions.

The portfolio's strongest cross-cutting feature is its high level of international and multi-stakeholder collaboration under SDG 17: Partnerships for the Goals. Collaborations with EU framework programs, the private sector, international research centers, and think tanks support the integration of sustainability into global knowledge and policymaking systems.

The SDG alignment of 1,389 publications produced in 2024–2025 shows that the university's research portfolio is concentrated in specific areas and demonstrates a strong capacity for high impact. In terms of publication volume, SDG 9: Industry, Innovation, and Infrastructure stands out as the most prominent area, with 122 publications; followed by SDG 3: Good Health and Well-Being, with 93 publications; and SDG 7: Affordable and Clean Energy, with 63 publications.

When assessed by Field-Weighted Citation Impact (FWCI), several SDG areas show notably high impact levels. SDG 5: Gender Equality records the highest impact with an FWCI of 2.94, followed by SDG 10: Reduced Inequalities at 2.56, SDG 1: No Poverty at 2.15, and SDG 16: Peace, Justice, and Strong Institutions at 2.06, all showing strong citation impact.



SDGs		Number of Publications	Average FWCI
	SDG 1 No Poverty	6	2.15
	SDG 2 Zero Hunger	17	1.30
	SDG 3 Good Health and Well-Being	93	1.32
	SDG 4 Quality Education	8	1.28
	SDG 5 Gender Equality	13	2.94
	SDG 6 Clean Water and Sanitation	17	1.22
	SDG 7 Affordable and Clean Energy	63	1.27
	SDG 8 Decent Work and Economic Growth	26	1.93
	SDG 9 Industry, Innovation, and Infrastructure	122	1.36
	SDG 10 Reduced Inequalities	22	2.56
	SDG 11 Sustainable Cities and Communities	17	1.16
	SDG 12 Responsible Consumption and Production	26	1.34
	SDG 13 Climate Action	34	1.44
	SDG 14 Life Below Water	2	0.43
	SDG 15 Life on Land	6	1.57
	SDG 16 Peace, Justice, and Strong Institutions	19	2.06

Note: SDG 17: Partnerships for the Goals is not included in this table, as SciVal does not provide analytical data for this goal.

Field-Weighted Citation Impact (FWCI):
Citation impact weighted against the global average. Values above 1.00 indicate impact above the global average.

Research in Industry, Innovation, and Infrastructure

Research under SDG 9: Industry, Innovation, and Infrastructure highlights the university's capabilities in deep technology fields, including advanced materials, micro- and nano-manufacturing technologies, flexible electronics, AI accelerators, cybersecurity, and 6G/THz communication systems. Key projects in this area include TeamNANO, RIC2D (graphene and 2D materials), MIDAS, CyberSec4OT, and PRIVIDEMA, supported by national and international funding.

In particular, SUNUM was restructured in 2025 in line with its 'sustainable excellence' vision, focusing on commercialization at Technology Readiness Levels (TRLs) 3–6. The SENSOR HUB, NANOSIS, and LignoNANO platforms, along with the Horizon Europe-funded NanoBio4Can and TeamNANO projects, are key initiatives that strengthen international visibility in this field. SUNUM's collaborations with industry leaders such as Aselsan and Turkcell contribute to the development of critical technologies that support domestic production and reduce external dependency.

Similarly, SU IMC has delivered significant outputs in defense and space technologies. Under the TF6000 project developed in cooperation with TEI, representing Türkiye's first turbofan engine project, the fan section inner casing system, solar panels for the GÖKTÜRK-Y satellite, and composite panels developed within the Lunar Research Program in collaboration with TÜBİTAK UZAY are concrete examples that directly contribute to SDG 9. In 2025, SU IMC developed eight prototypes, advanced two of them to the commercialization stage, and filed eight patent applications.

Sabancı University places strong emphasis on increasing the visibility of its SDG 9-focused research outputs on international platforms. Within this scope, a film has been produced to present these research activities and their impact. The film has been presented at the Global Engineering Congress 2025, held in Shanghai, and COP30 for international stakeholders and will also be showcased to a global audience at the World Engineering Day event to be held on March 3–5, 2026.

In the 2024–2025 academic year, numerous project-based studies involving students at Sabancı University contributed to sustainability-related research and application areas. These projects, conducted under the PURE platform, span diverse themes such as energy, agricultural technologies, disaster management, environmental analysis, advanced materials, resource efficiency, and sustainable system design.

Notable projects during the period include Computational Modeling of Nanomaterials for Energy Applications, Conductive Elastic Nanofiber Films as Energy Storage Device Components, Farming with Super Vision: Hyperspectral Technology in Agriculture, From Lab to Field: Developing a Benchtop Raman Spectroscopy for Pesticide Detection in Food, Disaster Relief Logistics, Optimal Design of a Small-Scale Multi-Energy Hub for a Sustainable Campus Microgrid, Nanocellulose Production from Waste Paper for Future Textile Applications, Synthesis of Lignin-Based Nanomaterials, Smart Systems for Disaster Preparedness and Response, and Forever Chemicals: An Analytical Study of Their Impact on Humans and the Environment. This diversity demonstrates that sustainability at Sabancı University is addressed across environmental, technological, and social dimensions.



Development of Academic Staff

Across the three faculties, initiatives are implemented to support the academic and pedagogical development of faculty members. At Sabancı Business School (SBS), faculty members who receive the Teaching Award are supported in attending the HBS Global Colloquium on Participant-Centered Learning to gain a deeper understanding of these approaches. At Sabancı Business School (SBS), new faculty members and postdoctoral researchers are encouraged and guided in applying for external funding. At the Faculty of Engineering and Natural Sciences (FENS), bootcamps and experience-sharing sessions are organized for EU and European Research Council (ERC) projects, as well as TÜBİTAK 1001 applications.

Various initiatives have also been implemented to strengthen the research and development capabilities of academic staff. The Cities and Global Change Research Network, established under Venice International University (VIU), was introduced to faculty members across all faculties, and eight faculty members from Sabancı Business School (SBS) joined the network in the previous academic year. The network's first in-person meeting was held in April 2025, and preparations are underway for a Marie Skłodowska-Curie Actions (MSCA) Doctoral Network proposal in a research area proposed by faculty members.

In the next phase, a joint project proposal and a COST Action collaboration are planned under VIU coordination. In addition, a faculty member's course titled 'Surviving and Thriving in the Transforming World: The Digital Mindset & Skillset' was offered in the VIU Summer 2025 term, and nine faculty members delivered four courses across PhD Academies and a Graduate Seminar. As part of the ongoing collaboration with City University of Hong Kong (CityUHK), a social psychology research group has been established at FASS, and two workshops have been planned at FENS.

In 2025, SBS aimed to enable faculty members to stay current with emerging research, strengthen national and international collaborations, and enhance the school's visibility through workshops and academic events in finance, organization, and operations.

Through the Center of Excellence in Finance (CEF) and the Corporate Governance Forum of Turkey (CGFT), faculty members engage with the business community through education, projects, and applied research, supporting the generation and dissemination of practical knowledge. Within this framework, paper development workshops organized with the Journal of Business Ethics and the Journal of Purchasing and Supply Management (JPSM) enabled faculty members to strengthen their academic publications and build international networks. At the JPSM workshop, articles were discussed in roundtable sessions, and support was provided to prepare drafts for publication. Through the 'Research Bulletin: From Data to Value' initiative and collaboration with the Association of MBAs (AMBA) Ambition magazine, SBS aims to reach broader audiences with its academic outputs.

Strategic Management Society events and sustainability workshops facilitate the exchange of current topics in management sciences and strengthen connections with the business community, while guest academics and experts, including the NEST Director of the Swiss Federal Laboratories for Materials Science and Technology (EMPA) and the Vice President of R&D at OMYA, are hosted to support knowledge and experience sharing. At the annual Ph.D. in Management Summer Research Showcase, organized to strengthen the graduate research culture, Ph.D. students present their summer research in a conference-style format and receive academic feedback from faculty.

In 2025, Sabancı University submitted 17 applications to the Horizon Europe MSCA Postdoctoral Fellowship call to attract postdoctoral researchers from abroad, and 1 project was awarded funding. Postdoctoral researchers may apply as project coordinators to TÜBİTAK 1001 calls, subject to obtaining approval from the university. Within this context, under the 1001 program in 2025, 13 applications were submitted with postdoctoral researchers as project coordinators, and 6 were awarded funding. In addition, 2 projects were accepted under the BİDEB 2218 National Postdoctoral Research Fellowship Program.

The increase in the number of postdoctoral researchers from zero to five over the past two years is a concrete indicator of these efforts, and these researchers actively contribute to projects and publications alongside the faculty.

In 2025, faculty members at FENS secured project funding for CMOS 2.0 technology through a collaboration with the Belgian company IMEC. Under the 'enCRYPTON Twinning' project, 69 activities focused on education, research, and network development were carried out under the leadership of Sabancı University, with significant participation in nearly 100 organized events. Following faculty input, the search conference held on June 3, 2025, addressed topics such as artificial intelligence, digital transformation, research strategy, graduate students, faculty recruitment, and academic programs. At SBS, the Research Committee, established to strengthen the research strategy, evaluates the school's research performance by collecting regular feedback from faculty through meetings and surveys.

The internationalization and research collaboration efforts at FASS are presented through various examples throughout the report. In addition, in 2025, faculty from FASS met with computational social science groups at the European University at St. Petersburg, and initial contacts were established with The Ohio State University as part of a research collaboration.



Centers and Forums

Sabancı University strengthens its academic work in sustainability, research projects, and the capacity to develop application-oriented solutions through institutional research structures. Research centers and forums operating within the university serve as core platforms that promote interdisciplinary collaboration and support sustainability-focused knowledge production.

Research centers and forums operate across a broad range of themes in sustainability. Work conducted in areas such as energy transition, circular economy, green finance, gender equality, data analytics, and advanced manufacturing technologies contributes to the development of research and practices aligned with the United Nations Sustainable Development Goals.

Centers and forums within the university conduct research addressing environmental, social, and economic challenges both in Türkiye and globally. These structures also enable students to participate in interdisciplinary research environments and to develop their professional networks by engaging with stakeholders from diverse sectors. Research centers contribute to pioneering work in Türkiye through distinctive research agendas and collaborations. A total of eight research centers and two forums operate within Sabancı University.

Sabancı University advances its research capacity through robust infrastructure and specialized centers. One of the university's leading research centers, the Sabancı University Nanotechnology Research and Application Center (SUNUM), is among the research infrastructures supported under the Republic of Türkiye Ministry of Development's investment programs within the scope of the Law on Support for Research Infrastructures.

The university also hosts the Integrated Manufacturing Technologies Research and Application Center (SU IMC), established through an innovative university–industry collaboration model and supported by Ministry of Development investment funding, as well as the Istanbul Policy Center (IPC), a policy research institution operating on a global scale.



Centers



The Sabancı University Istanbul International Center for Energy and Climate (IICEC)

IICEC is an independent research and policy center established to conduct economy- and policy-focused research in energy and climate. In the 2024–2025 academic year, IICEC conducted analytical studies and held events to support a cleaner and more secure energy future. Within this scope, the IICEC Energy Outlook studies contributed to the secure, clean, and sustainable development of Türkiye’s energy sector through a scenario-based future perspective and an analytical modeling approach.

The center also conducted an industry-focused special research project titled Outlook on the Future of Energy Markets and contributed to activities under the HYSouthMarmara Hydrogen Valley project, playing an active role in the project’s first workshop, hosted by Sabancı University. Within this framework, as part of knowledge production and dissemination efforts, key findings from selected studies contributing to the global and regional energy and climate agenda were analyzed through the IICEC Energy & Climate Research Review; and up-to-date developments and objective assessments on global and regional energy dynamics, as well as Türkiye’s energy and climate agenda, were regularly shared with stakeholders through the IICEC Energy Market Newsletter series.

Throughout the 2024–2025 academic year, IICEC organized conferences, seminars, and webinars that created multi-stakeholder engagement platforms on topics such as energy, economic growth, sustainable energy, and information technologies; these activities fostered collaborations and increased social awareness.



The Istanbul Policy Center (IPC)

IPC is a policy research institution that conducts research on political and social issues such as democratization, climate change, transatlantic relations, and conflict analysis and resolution. The center contributes to policymaking and knowledge sharing globally through interdisciplinary research.

In 2025, a total of 98 activities reached more than 8,500 participants. Activities focused on EU/Germany–Türkiye relations, climate change, energy transition, democracy, conflict resolution, global politics, sustainability and well-being, and the digital society.

Within the scope of the IPC–Sabancı University–Stiftung Mercator initiative, highlighted activities included the webinar series ‘What Kind of World? What Kind of Türkiye?’ ‘Climate Café Talks,’ ‘Brown Bag Seminars,’ and ‘Political Ecology Series,’ as well as the conferences ‘New Directions in Development: Comparing the Engagement of Turkey, the EU, and China with the Global South’ and ‘Metropolitan Bridges: Cities, Democracy, and Turkey-Europe Relations.’

Events on climate change included ‘The Decarbonization of the Turkish Steel Sector,’ the launch of the report ‘Turkey’s Decarbonization Roadmap: Towards Net Zero by 2053,’ Carbon Border Adjustment Mechanism (CBAM) meetings, COP30 insights, and Paris+10 discussions. In the field of energy transition, webinars were held on ‘The Transformation of Turkish Industry in the Context of the European Green Deal,’ ‘Assessment of the Sectoral and Interactive Impact of the EU CBAM on Türkiye’s Industrial Sector,’ and ‘Application Areas of Green Hydrogen in Türkiye.’

IPC research directly contributes to SDG 7: Affordable and Clean Energy, SDG 13: Climate Action, and SDG 17: Partnerships for the Goals.



The Center of Excellence in Finance (CEF)

CEF is a research and application center established to strengthen collaboration between academia, the financial sector, and the real sector. The center aims to support knowledge production in finance and contribute to the development of data-driven analyses and policy recommendations.



The Center of Excellence for Functional Surfaces and Interfaces for Nano Diagnostics (EFSUN)

EFSUN conducts interdisciplinary research that brings together fields such as medicine and molecular biology, materials science, nanotechnology, and nano/microfluidic technologies. Work on next-generation battery systems is carried out through the ARISE project, which received funding under Horizon Europe in 2024, while research focused on water resources and sustainability is conducted through the AquaClear project, which qualified for funding in 2025. The center also strengthens interdisciplinary interaction and knowledge sharing by organizing workshops, seminars, and conferences.

These efforts directly contribute to the United Nations Sustainable Development Goals, particularly SDG 3: Good Health and Well-Being, SDG 7: Affordable and Clean Energy, SDG 9: Industry, Innovation, and Infrastructure, SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action.



The Sabancı University Nanotechnology Research and Application Center (SUNUM)

SUNUM was established in 2010 with the support of the Republic of Türkiye Ministry of Development and the Sabancı Foundation. Operating with advanced technological infrastructure and research capacity, the center was selected as one of Türkiye’s four National Research Infrastructures following a competitive evaluation process conducted in 2017.

In 2025, SUNUM was restructured in line with its ‘sustainable excellence’ vision and, through a ‘from quantity to quality’ strategy, focused its nanotechnology activities on commercialization within Technology Readiness Levels (TRLs) 3–6. Within this scope, SUNUM aims to develop critical technologies that support domestic production, enable import substitution, and reduce external dependency. Through a regional deepening approach, strong collaborations were established with organized industrial zones, and SUNUM’s role as a ‘regional innovation center’ was strengthened through projects carried out with industry leaders such as Aselsan and Turkcell.

Key projects carried out by SUNUM include the SENSOR HUB, NANOSIS, and LignoNANO platforms, while international collaborations are strengthened and research capacity in advanced technologies is enhanced through the NanoBio4Can and TeamNANO projects supported under Horizon Europe.

These efforts directly contribute to the United Nations Sustainable Development Goals, particularly SDG 3: Good Health and Well-Being, SDG 7: Affordable and Clean Energy, SDG 9: Industry, Innovation, and Infrastructure, SDG 11: Sustainable Cities and Communities, and SDG 12: Responsible Consumption and Production.

SABANCI UNIVERSITY
INTEGRATED MANUFACTURING TECHNOLOGIES
RESEARCH AND APPLICATION CENTER

The Sabancı University Integrated Manufacturing Technologies Research and Application Center (SU IMC)

SU IMC is a research and innovation platform that supports the transformation of knowledge into high-value-added technologies through an approach spanning from fundamental research to application. By bringing together academia, industry, and the research ecosystem, it promotes interdisciplinary collaboration and provides end-to-end support from ideation to commercialization through an open innovation and university–industry collaboration model.

In 2025, SU IMC delivered significant outputs in critical fields, particularly in defense and space technologies. In collaboration with TEI, the inner casing system for the fan section of Türkiye's first turbofan engine, TF6000, was successfully manufactured; solar panels for the GÖKTÜRK-Y satellite were delivered for CTech. Within projects conducted in collaboration with TÜBİTAK UZAY, production of structural panels for next-generation observation satellites began, and composite panels developed under the Lunar Research Program were delivered.

In 2025, SU IMC developed 8 prototypes through SME collaborations, advanced 2 of them to the commercialization stage, and filed a total of 8 patent applications. In addition, a strategic international partnership was initiated with Khalifa University. These activities directly contribute, in particular, to SDG 9: Industry, Innovation, and Infrastructure and SDG 12: Responsible Consumption and Production.

 SABANCI ÜNİVERSİTESİ
VERİ ANALİTİĞİ ARAŞTIRMA
VE UYGULAMA MERKEZİ

The Sabancı University Center of Excellence in Data Analytics (VERİM)

VERİM was established in 2016 to conduct interdisciplinary research in data science and develop data-driven solutions to real-world challenges. Through various programs such as winter and summer schools, course series, and open courses, it offers advanced training in strategic areas, including artificial intelligence, high-performance computing, big data, and blockchain. VERİM operates within the scope of the EuroCC and EuroCC2 projects as one of four partners of the Türkiye High-Performance Computing Competence Center, supported by EuroHPC JU.

These activities directly contribute, in particular, to SDG 8: Decent Work and Economic Growth, SDG 9: Industry, Innovation, and Infrastructure, and SDG 17: Partnerships for the Goals.

 SABANCI UNIVERSITY
GENDER AND WOMEN'S STUDIES
CENTER OF EXCELLENCE

The Sabancı University Gender and Women's Studies Center for Excellence (SU Gender)

SU Gender is a research center that aims to strengthen awareness of gender equality across education, academia, and the public sphere.

In addition to its research activities, the center stands out for its education and capacity-building initiatives. Under the Purple Certificate Program, implemented since 2007, training programs are offered to teachers and teacher candidates; in addition, training and advisory activities are provided to public institutions, the private sector, and non-governmental organizations, supporting the development of inclusive policies and practices.

Through the ACCTING, Whole-COMM, ReROOT, and EXPRESS2 projects under Horizon Europe, SU Gender continues its international research collaborations and contributes to policy development in areas such as climate, migration, social justice, and democratic participation.

SU Gender's activities directly contribute primarily to SDG 5: Gender Equality and SDG 10: Reduced Inequalities, as well as to SDG 3: Good Health and Well-Being, SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth, SDG 16: Peace, Justice, and Strong Institutions, and SDG 17: Partnerships for the Goals.

Forums

 CORPORATE
GOVERNANCE FORUM
OF TURKEY

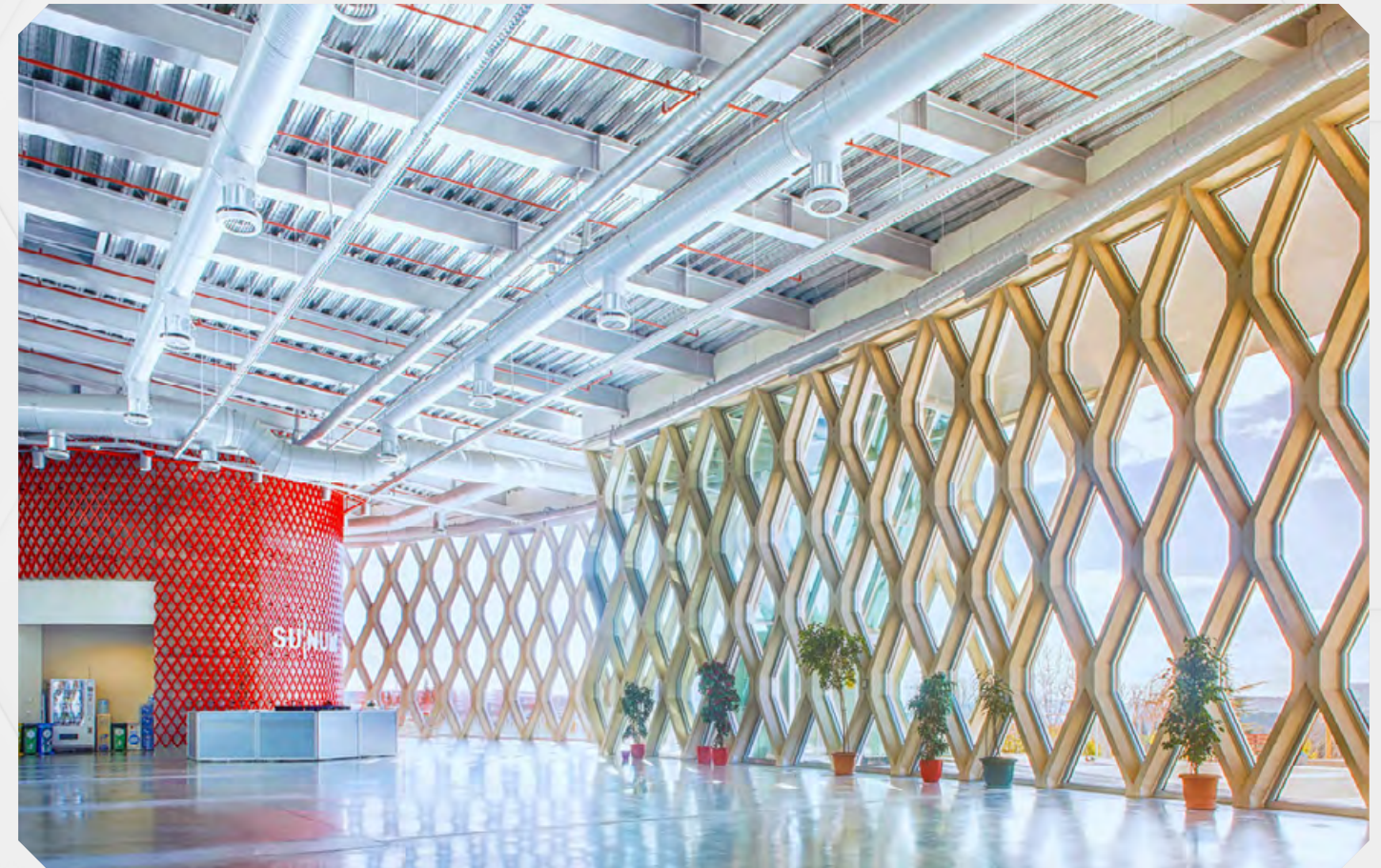
The Sabancı University Corporate Governance Forum of Türkiye (CGFT)

CGFT is a research and dialogue platform that aims to contribute to the advancement of corporate governance practices in the business world and raise awareness in social responsibility. The Business Against Domestic Violence (BADV) initiative, led by the forum, promotes the establishment of support mechanisms in workplaces to address domestic violence and carries out activities to raise awareness of the impact of violence against women in professional life.

 rekabet forumu
TÜSİAD
Sabancı Üniversitesi

The Sabancı University – Turkish Industry and Business Association (TÜSİAD) Competitiveness Forum (REF)

REF was established in March 2003 through a collaboration between Sabancı University and TÜSİAD. The forum conducts research to enhance the competitiveness of the Turkish private sector in international markets, within the context of globalization and integration with the European Union.



Gender Equality Initiatives



Since its establishment, Sabancı University has adopted gender equality as a core value and reflects this approach in its institutional policies, education and research activities, and decision-making mechanisms. Ownership at the level of the President's Office, the Secretary General's Office, Vice Presidents, dean's offices, directorates, and other decision-making bodies strengthens the governance dimension of institutional commitment in this area.

Sabancı University aims to create an inclusive and safe university environment through pioneering policies and processes developed to address sexual harassment, domestic violence, and discrimination. Within this scope, the Gender Equality Action Plan (GEP) was developed and implemented as part of the **Gender Equality Actions in Research Institutions to Transform Gender Roles (GEARING-Roles)** project. Adopted in 2021 and updated in 2025, the Plan has been shaped through multi-stakeholder contributions within the university and serves as an institutional roadmap for coordinating, monitoring, and implementing gender equality policies.

Among the Gender Equality Plan's core priorities are:

- Increasing the representation of women faculty members, researchers, and students across programs and levels,
- Strengthening the presence of women in leadership and decision-making positions,
- Integrating a gender perspective into these areas,
- Fostering an institutional culture that supports work-life balance,
- Addressing the gender dimension in research and teaching in alignment with scientific excellence and ethical standards, and
- Supporting a safe, inclusive environment free from gender-based violence for all employees and students.

The Sexual Harassment Policy Statement sets out the university's commitment to providing a positive learning, working, and living environment for all individuals and states that no form of sexual harassment or assault will be tolerated, outlining responsibilities related to awareness, prevention, support mechanisms, disciplinary processes, and case monitoring.

cinsiyet
gender

Sabancı University Gender and Women's Studies Center of Excellence (SU Gender)

SU Gender is a research and implementation center that contributes to strengthening awareness of gender equality in education, academia, and the public sphere. **For 20 years, the center has operated at the intersection of academia, civil society, the education sector, and the private sector, serving as a national and international reference point for gender studies in Türkiye.** It produces research-based knowledge through an intersectional perspective in areas such as politics and public administration, urban studies, migration and social cohesion, women's political, social, and economic participation, mobilities, employment, education, arts and literature, ecology, sexuality, masculinities, memory, health, body, and care policies, and contributes to the dissemination of this knowledge. During the 2024–2025 academic year, activities within the center were carried out under three main pillars: Research, Education, and Outreach.



- The center participates in multinational consortia through research projects supported by the EU Horizon Europe Program and other international organizations, while also conducting local-scale research supported by TÜBİTAK and national funding bodies. In the 2024–2025 period, the center conducted a total of five research and implementation projects under 3 EU Horizon Europe, 1 TÜBİTAK grant, 1 international, and 1 national grant.
- Training programs on gender equality, inclusion, and diversity are organized both within and outside the university. The Purple Certificate Program, conducted for 19 years for teachers and teacher candidates at all levels from different provinces of Türkiye, aims to reduce gender-based discrimination in the classroom and the school, to increase gender awareness among teachers, teacher candidates, and students, and to reflect this awareness in educational practices. In addition, training and advisory services provided to the private sector, university stakeholders, industry, and non-governmental organizations support increased institutional awareness and the development of inclusive policies. In the 2024–2025 period, 847 participants attended 24 training sessions and webinars.
- Outputs from research, education, and awareness initiatives are shared with the public through activities such as conferences, webinars, workshops, talks, film screenings, reports, bulletins, and video recordings. SU Gender Saturday Talks are held on the first Saturday of each month, various events take place each year on March 8, and the International Gender Studies in Turkey Conference is organized every December. In 2024–2025, a total of 1,970 participants attended 23 activities.

Corporate Governance Forum (CGFT) Gender Equality-Focused Partnerships



The Sabancı University Corporate Governance Forum develops impact-driven partnerships with the business community in the areas of gender equality, inclusion, and a workplace free from violence. Within this scope, these programs aim to increase women's representation in decision-making mechanisms, drive transformation toward gender balance in companies, and strengthen institutional capacity to combat gender-based violence.

The **Independent Women Directors Project** was launched in 2012 in a strategic partnership between the Sabancı University Corporate Governance Forum and Egon Zehnder International Türkiye. The project aims to encourage and support companies in considering women among candidates for independent board membership. As of the end of February 2026, the database includes qualified women candidates for 336 board positions.

The **30% Club Türkiye Chapter** is a collaboration platform where board chairs and CEOs aim to improve gender balance at all levels of their organizations. Launched in 2017 under the leadership of the Sabancı University Corporate Governance Forum, this initiative aims to increase women's representation on boards and in senior management, provide companies with knowledge and resources on diversity, strengthen public awareness, and support research that guides policymakers.

The **Business Against Domestic Violence (BADV) Project** was designed in 2013 to establish workplace support mechanisms for employees exposed to violence in their intimate relationships and to activate the business community's managerial capacity in this area. The project is carried out in collaboration with TÜSİAD, with support from the Sabancı Foundation and the United Nations Population Fund (UNFPA). As of 2025, 138 companies and 11 municipalities are part of the project.

One of the key outputs of this project, the Business Against Domestic Violence Network of Companies, was established in 2022 to increase experience sharing in combating domestic violence in the business world and to expand best practices. Supported by UNFPA and the Sabancı Foundation, hosted by TÜSİAD, and coordinated by the Sabancı University Corporate Governance Forum, the network now has 138 members and aims to foster collaborations that help eliminate gender-based violence and inequalities.



INNOVATION AND ENTREPRENEURSHIP

Sabancı University's innovation and entrepreneurship ecosystem aims to transform knowledge generated at the university into economic and societal value while cultivating a portfolio of ventures that directly contribute to sustainable development. To manage this ecosystem in a more holistic manner, the **Innovation and Entrepreneurship Initiative** was established in 2022, encompassing the activities of **Sabancı Üniversitesi Inovent Fikri Mülkiyet Hakları Yönetim Ticaret ve Yatırım A.Ş. (INOVENT)**, Türkiye's first seed fund organization.

This structure plays a role in managing innovation and entrepreneurship tools within and beyond Sabancı University, developing recommendations to expand the intellectual property pool, initiating and advancing efforts that promote innovation and creative thinking, strengthening academia–industry relations, and increasing both the quality and quantity of projects in this field.

INOVENT, Türkiye's first university-based seed fund company, serves as the cornerstone of this ecosystem. INOVENT, which has long focused on academic entrepreneurship, managed the commercialization of early-stage technologies and supported startups in accessing customers, funding, and investments, and the **Startup Company League (SUCool)**, which has delivered various entrepreneurship support programs under the scope of acceleration programs since 2013 and began hosting incubated startups in its new building on the Tuzla Campus in 2023, continue their activities under the Innovation and Entrepreneurship Initiative.

The ecosystem is built on a continuum of programs that nurture entrepreneurial talent from the pre-university stage through mature ventures. High SUCool entrepreneurship programs and summer schools for high school students strengthen the pre-university talent pipeline while promoting equal opportunity from an early age. The Master SUCool asynchronous digital entrepreneurship education platform is available free of charge to all Sabancı University students, regardless of their location or prior qualifications, thereby enhancing inclusion.

SUCool continues these activities through a stronger infrastructure with the new Incubation Center established on the Tuzla Campus. The center, with a workspace capacity of 100 and an event space for 250, provides a dynamic entrepreneurship ecosystem.

As part of the events organized throughout the 2024–2025 academic year, the **BiGG3INN** program aims to provide deep tech entrepreneurs with comprehensive support across their journey from idea to product and from company formation to international markets; this support includes training, mentorship, intellectual property, human resources, business model development, access to financial resources, customer development, and internationalization.

The BiGG3INN project, implemented under the leadership of SUCool and INOVENT as TÜBİTAK's official implementing partners, was successfully completed in 2025; a total of 58 startups secured TÜBİTAK BiGG investment approval across five calls. Within the scope of the 2025 calls, 125 startups were supported, of which 31 qualified for TRY 900,000 in investment; some of these ventures include Sabancı University faculty members, undergraduate students, and alumni as founding partners. As an outcome of the BiGG process, three new companies founded by technology-driven academics, Phishops, Inter-K, and Polium Scientific, were added to the INOVENT portfolio in 2025. Through the BiGG-LABSOUT program, conducted in partnership with ODTÜ-GÜNAM, METU MEMS, METU Technopolis, ODTÜ TTO, SUNUM, and TÜBİTAK MAM, academics continue to receive support in transitioning from ideas to commercial products; since the program's launch, a total of 19 startups have qualified for TÜBİTAK support across five calls.

In addition to the support provided under BiGG3INN, **INOVENT** delivered strategic advisory and portfolio management support to two additional academic startups in 2024.

Companies within the INOVENT portfolio receive support in business network development, access to public funding, investor relations, and business development. Sabancı University implements open innovation and entrepreneurship programs in collaboration with various stakeholders to strengthen the entrepreneurship ecosystem and support the development of innovative business ideas. Inospark is a series of open innovation programs that bring external ideas into the university. Its inaugural program was held at the SUCool Incubation Center on December 23–24, 2023, in collaboration with Akbank (AKBANK LAB), and has continued through subsequent calls for applications. The program, conducted in partnership with Sabancı Business School (SBS), TÜBİTAK Marmara Technopark, Sabancı University INOVENT, AKBANK LAB, and Kavlak Law Firm, brought together 80 participants selected from approximately 500 applications to work on 32 startup ideas. At the end of the program, a total of TRY 300,000 in cash awards was distributed. In addition, entrepreneurship workshops featuring fast-paced, informal 'pizza pitches' where participants can present ideas are held regularly.

The **Entrepreneurship and New Product Development Workshop**, organized in collaboration with Dyson, was held on April 29, 2024, through the partnership of the SUCool Incubation Center, Dyson Türkiye, and the Onaranlar Club to support early-stage ideas and enhance students' technical skills. The workshop addressed product development processes, with particular attention to sustainability and social impact dimensions during group work. The event was designed within the scope of the MGMT 402 Entrepreneurship course and reached a total of 46 students.

In addition, within the scope of the Horizon Europe-supported **Excellent project**, two online workshops focusing on the innovation and entrepreneurship ecosystem were held on May 10, 2024, and May 28, 2024. These events aimed to foster potential collaborations, bringing together approximately 100 participants, including students, entrepreneurs, academics, industry professionals, and investors.

As of 2024, **a total of 66 sustainability-related ventures** operate within the Sabancı University entrepreneurship ecosystem. These ventures develop solutions across diverse fields, including energy efficiency, renewable energy, waste reduction and recycling, water and agricultural technologies, environmental sustainability, materials technologies, and digital transformation.

Notable ventures include Fazla Gıda, which develops technology solutions to reduce food waste; Blok-Z, which provides carbon-free energy matching; Solarify, which supports the adoption of rooftop solar energy; ROCycling, which focuses on recycling and the circular economy; Soy Tarım Teknolojileri, which contributes to water and agricultural efficiency; and Reengen, BREN Power, and WINERGY, which develop energy efficiency and monitoring solutions.

Among these ventures, ANT Systems stands out as a Sabancı University-based deep technology startup that develops solutions (NANOTERN, INSEASE, and ANTIMIC AGRO) that reduce chemical use, improve soil health and crop yields, and tackle water efficiency and drought management. With a portfolio of 43 patents and an international presence supported by its Netherlands-based holding structure, the venture has engaged in discussions with the World Bank on water efficiency and climate resilience and directly contributes to efforts to combat hunger and advance water- and climate-related goals through sustainable agriculture.



SUSTAINABILITY-FOCUSED INNOVATION AND ENTREPRENEURSHIP



Through SUCool programs that support the entrepreneurship ecosystem, Sabancı University promotes the early-stage development of innovative ideas and strengthens their potential to generate sustainable impact.

The presence of ventures founded by Sabancı University faculty members, graduate students, undergraduate students, and alumni among those receiving investment demonstrates that the entrepreneurship culture extends across different components of the university ecosystem. This structure is considered a key mechanism that supports the transformation of knowledge production into economic, environmental, and social value, in alignment with the Sustainable Development Goals. Sabancı University has continued its work on its patent portfolio with an approach that also considers the potential of technologies to generate social benefit and long-term sustainable value.

Within this framework, the Patent Radar model evaluates technologies across multiple dimensions, including Technology Readiness Levels (TRLs), market needs, competitive positioning, and intellectual property strength. In 2025, efforts focused on developing structured Technology Roadmaps for technologies with completed radar analyses; Technology Readiness Levels at the patent application stage; and researchers' plans to advance these technologies were assessed through one-on-one engagements with inventors conducted by the Industry Outreach Unit.

Strategies were developed for patents with limited commercialization potential or high management costs, technologies within the university's patent portfolio were systematically reviewed, and roadmaps were created for those with high-impact potential. In 2025, a license revenue of TRY 894,535 was generated from commercialized technologies, strengthening the sustainability of university–industry collaboration outcomes. During the September 2024 – August 2025 academic year, USD 45,640 was saved from the patent budget and redirected to protecting new and high-potential technologies.

This approach supports more effective management of intellectual property assets, strengthens licensing opportunities, and enhances the capacity of research outputs to generate not only economic value but also sustainable and practical benefits. This integrated approach addresses intellectual property management from the perspective of strategic value creation, sustainable commercialization, and revenue generation.

Sabancı University aims to increase process efficiency and strengthen operational agility by integrating its digitalization goals into its institutional strategy. Sabancı University's digital transformation strategy is structured around sustainability, organizational excellence, and a human-centered approach.

The portfolio of 40 projects developed under this strategy strengthens the university's capacity for transformation in data and artificial intelligence, digital platforms, cultural transformation, and technology infrastructure.

Digital transformation initiatives have the potential to generate positive economic, environmental, and social impacts by simplifying and digitizing operational processes and strengthening data-driven decision-making capabilities. Transitioning business processes to digital environments helps reduce operational costs, lower paper consumption, and enable more efficient resource management. The university generates social impact by enhancing its employees' digital literacy through training sessions and by developing new working models through student–employee digital collaboration.

In 2024, a Technology Skills Workshop was organized at Sabancı University as part of the D4TEP @ Sabancı University | Foundations Workshop to evaluate the university's technological competencies in line with institutional priorities. The workshop brought together technology experts and university leaders to align the university's priority technological capabilities with suitable and accessible technology options.

The first phase of the study objectively assessed the university's existing technology infrastructure and digital capabilities and evaluated strengths, areas for improvement, and capacities requiring further enhancement.

To strengthen its digital transformation capacity, Sabancı University is implementing a range of projects, including process simplification, ERP and Student Information System (Banner) transformation, data governance, virtual assistants, the Data Platform Project (BI & AI), AI-based decision support systems, and the Student–Employee Digital Collaboration Program. These initiatives aim to increase institutional efficiency, enhance data-driven management capabilities, and strengthen digital competencies.

In line with its educational and digital transformation goals, Sabancı University has significantly enhanced its remote learning infrastructure. The technical equipment in classrooms suitable for remote and hybrid education has been upgraded, and classroom capacity has been expanded with technological infrastructure such as camera and audio systems, tablets, and touchscreens. As part of this transformation, the **Altunizade Digital Campus** was launched as of the Fall 2020–2021 term.



LIFELONG LEARNING AND PROFESSIONAL EDUCATION

The Executive Development Unit (EDU) was established in 2002 to bridge academia and the business world, in line with Sabancı University's 'Creating and Developing Together' approach. EDU delivers programs in a flexible and modular structure, designed in collaboration with academics, executives, consultants, experts, and executive development institutions, combining global trends with local needs.

EDU develops programs in management fields such as strategy, leadership, innovation, change, sales, marketing, data analytics, digital transformation, and human resources, contributing to value creation at both the individual and institutional levels. In addition to customized programs, open-enrollment courses are offered for professionals seeking specialization in different fields and support for career development.

EDU delivers its programs through the Training Hotel and training facilities at the Tuzla campus, as well as the Altunizade Digital Campus. Equipped with next-generation technologies suitable for hybrid and online learning, this infrastructure provides flexible learning opportunities and enables online participation from different parts of the world through the HyFlex model.

Since 2018, EDU has been ranked among the world's top 50 institutions in the **Financial Times Executive Education — Customised Programmes Ranking**, moving up 12 places to rank 29th in the 2026 World University Rankings.

Additionally, EDU became the first and only institution from Türkiye to gain full membership in the **International University Consortium for Executive Education (UNICON)** in 2022.

This membership strengthens EDU's global knowledge and experience sharing and supports the transfer of international expertise to executive education programs in Türkiye.

The university also reached broad audiences in the 2024–2025 academic year through training programs and open seminars conducted at the Altunizade Digital Campus. Within the center, learning opportunities were developed in emerging competency areas by focusing on next-generation technologies, including big data, advanced analytics, cybersecurity, artificial intelligence, and blockchain. This structure strengthens Sabancı University's contribution to professional development, digital capabilities, and lifelong learning.

The BizBizze Association Search Conference was held on January 14, 2025, at the Altunizade Digital Campus under the leadership of the ARAMA Chair within Sabancı Business School. This collaboration with the BizBizze Association of Idea and Support for Women, which offers free training to women seeking to develop business ideas, start businesses, or grow existing ones, supported more than 40 members in reviewing their roadmaps for 2025 and beyond.



04

SOCIAL TRANSFORMATION FOR A SUSTAINABLE FUTURE



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SOCIAL WELL-BEING AND IMPACT



Sabancı University structures its approach to social well-being and social impact under the themes of equal opportunity, inclusion, well-being, safety, and social contribution.

The university adopts the principles of equal treatment, accessibility, respect for human dignity, and a safe environment across its processes related to education, employment, scholarships, housing, research, and campus life.

Recruitment, scholarships, and housing processes are conducted in line with the principles of transparency, objectivity, merit, and traceability. Scholarships offered at undergraduate and graduate levels, tuition waivers, financial support, dormitory options, and international mobility opportunities support students' access to education.



The university also attaches importance to practices that support student and employee well-being. Physical and digital infrastructure, academic support programs, counseling services, and career development opportunities support students' well-rounded development. Remuneration and benefits offered to employees, as well as health insurance, pension contributions, leave policies, housing and rental support, and flexible working arrangements, also strengthen the employee experience.

Sabancı University also prioritizes creating a safe and healthy campus environment. In occupational health and safety, risk assessments, field inspections, work permits, incident reporting, root cause analyses, and training processes are systematically implemented.

The university's approach to social contribution extends beyond the campus boundaries. Through summer high schools, creative technology workshops, culture and arts programs, education reform initiatives, and policy research, the university establishes knowledge- and awareness-based engagement with diverse segments of society. Organizations such as SU Gender, the Istanbul Policy Center, and the Corporate Governance Forum also strengthen the university's social impact capacity in gender equality, education, climate, energy, and governance.

Collaborations with research centers, universities, private-sector organizations, and civil society actors enhance joint learning, knowledge production, and capacity for solution development.



EQUAL OPPORTUNITY AND INCLUSION

Sabancı University adopts equal opportunity and equal treatment in education and employment as a core institutional responsibility. **The university upholds the equal treatment of all individuals and respect for human dignity in education, admissions, employment, scholarships, and university-supported programs, without discrimination on the basis of gender, religion, national or ethnic origin, race, color, disability status, appearance, marital or family status, sexual orientation, age, or political affiliation.**

The equal opportunity and inclusion approach is not limited to access and representation; it also encompasses fostering a culture of ethical principles and trust in institutional processes. **At Sabancı University, procedures for the ‘Integrity in Scientific and Applied Research’ and ‘Academic Freedom and Integrity’ principles have been developed and implemented to support the protection of ethical standards in scientific and applied research processes.** The university respects the right of faculty, researchers, and all university members to freely produce, share, discuss, and publicly communicate their scientific views and artistic expressions.

As part of its commitment to ensuring a safe and inclusive campus environment, the university does not tolerate any form of sexual harassment or assault. **Individuals who believe they have experienced or witnessed sexual harassment are encouraged to take the necessary steps; awareness-raising activities are conducted; information is provided on preventive measures, support mechanisms, and disciplinary processes; and case follow-up is handled as part of institutional responsibility.** The ‘Sexual Harassment Policy Statement’ constitutes one of the key foundations of the university’s preventive and protective approach in this area.



The sustainable implementation of these principles is supported by shared responsibility and policy alignment across institutional operations. **Employees are expected to comply with written and/or verbal instructions regarding job execution and workplace conduct, as well as applicable legislation, contractual provisions, working conditions defined by regulations, and rules on work discipline and occupational health and safety, within the framework of the employee handbook and employment contracts.**

Assessments indicate that there is no university-related pressure on rent or living costs in the area surrounding the campus. As the campus is surrounded by organized industrial zones, local cost dynamics are shaped independently of the university’s presence. Therefore, Sabancı University is not considered to have a rent- or living-cost-increasing impact on the surrounding area.



Equal Opportunity in Employment

At Sabancı University, open administrative positions are published on relevant recruitment platforms and shared internally with employees to support internal career mobility. Applications from employees are evaluated in confidence, and job postings provide clear and comprehensible information on role descriptions, required competencies, institutional culture, and working conditions.

Evaluation processes for administrative positions are conducted in multiple stages to strengthen decision quality and objectivity. The process may include assessment tools and tests as needed, and candidates are evaluated by the Human Resources business partner, the Human Resources manager, and the relevant unit manager. For positions at the manager level and above, senior management interviews are also included in the process.

Within this scope, Sabancı University has a **recruitment procedure** in place that ensures the process is conducted objectively. Candidates are required to provide at least two references, and reference checks are documented in writing.

Similarly, recruitment processes for academic staff are also based on the principles of transparency, merit, and accountability. Open academic positions are published on the university’s institutional website and recruitment platforms, and postings for permanent academic positions are also announced in the Official Gazette. Applications are evaluated through written and oral assessments conducted by the faculty dean and expert committee members in the relevant field, and candidates are ranked based on scores derived from these evaluations.

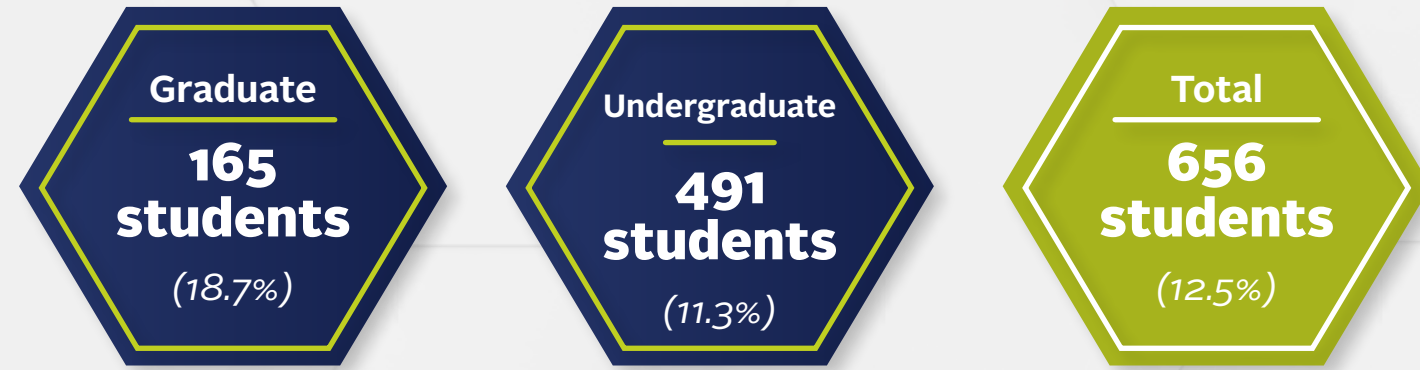


Geographic Diversity

Within the framework of equal opportunity and inclusive access, Sabancı University regularly monitors the geographical and international distribution of student applications. 72% of applications to graduate programs in the 2024–2025 academic year came from international candidates. By country, 37.8% of applications were submitted from Pakistan.

As for the geographical distribution of graduate applications from Türkiye, 69.2% originated from İstanbul. For professional program applications, a significant proportion of applicants are working professionals, and applications are largely concentrated in the Marmara Region. Similarly, among students admitted through the Higher Education Institutions Examination (YKS), the Marmara Region ranks first within Türkiye with a share of 60.6%.

As of February 2025, the distribution of international students at Sabancı University is as follows:



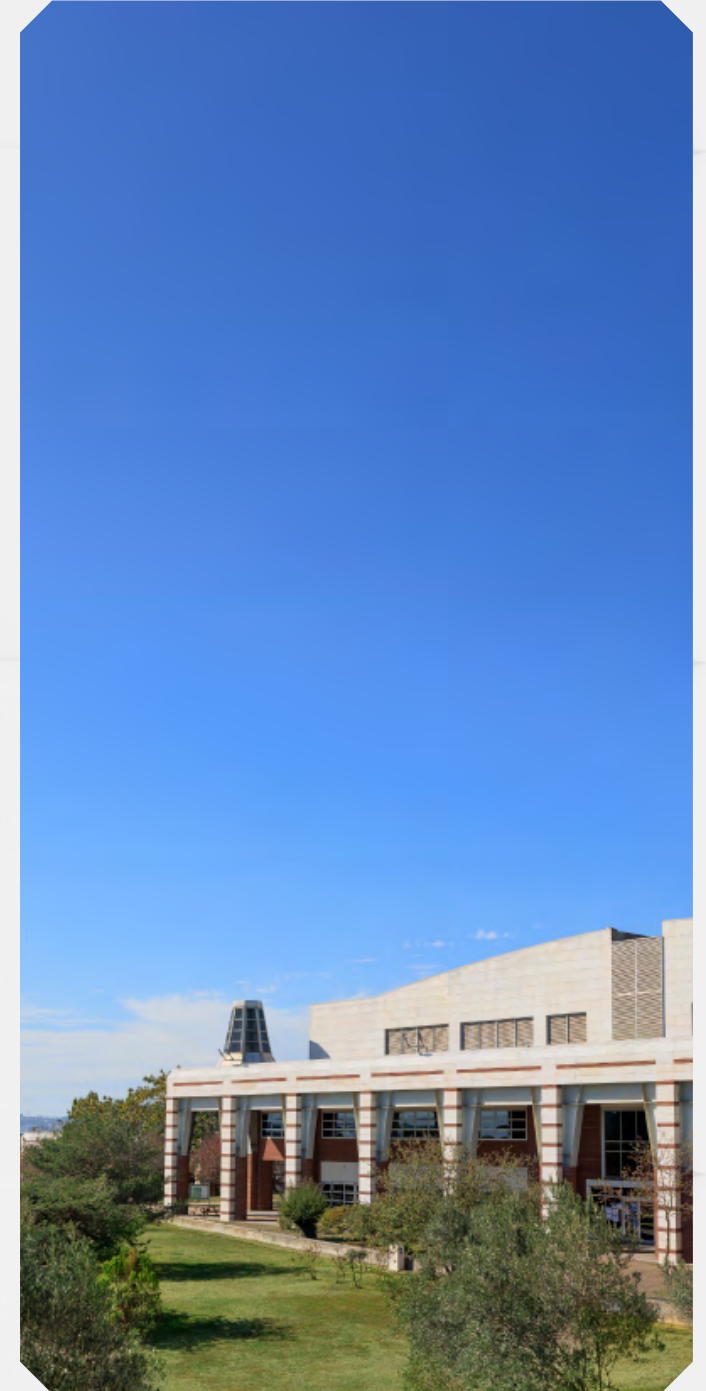
Tuition Fees and Scholarship Support

At Sabancı University, tuition fees are managed as a strategic element that supports the long-term sustainability of education, safeguards academic quality standards, and enables the continuous enhancement of the services provided to our students.

Tuition fees are informed by a holistic assessment of the costs of education and research activities, academic and administrative human resources, investments in technology and digitalization, physical infrastructure development, quality assurance practices, inflation and other macroeconomic indicators, as well as competitive conditions in the higher education sector.

This process includes both a cost-based approach and a value-based approach that recognizes the added value of the academic and social services provided to our students. Thus, tuition fees are determined using a balanced approach that aligns the university's strategic goals, principles of financial sustainability, and scholarship policies that support accessibility in higher education.

The tuition-setting process is conducted in line with the principles of transparency, accountability, and responsibility, and finalized in accordance with applicable legislation and resolutions of the Board of Trustees. This approach supports the university in maintaining academic excellence, providing students with a high-quality learning experience, and creating long-term institutional value.



1

Undergraduate Scholarship and Support Programs

Since its establishment, the university has provided various forms of support to undergraduate students, including tuition waivers, housing support, and scholarships. In addition to merit-based scholarships, need-based scholarship programs are available for students who require financial support; these scholarships include the National Athlete Scholarship and the Diploma Contribution Scholarship. In addition, the university provides individually and institutionally supported scholarship opportunities for high-achieving students.

3

International Mobility Support

As an Erasmus+ participating institution, Sabancı University offers Short-Term Ph.D. Mobility opportunities under the Erasmus+ KA131 Project for full-time Ph.D. students. This program enables students to study and undertake internships abroad, provided they demonstrate academic achievement and language proficiency and obtain their thesis supervisors' approval.

Sabancı University has supported fundraising for the scholarship fund through various activities under the **'Make a Promise for the Future'** project. These initiatives have contributed to the sustainability of financial support mechanisms aimed at strengthening students' access to educational opportunities.

2

Graduate Scholarship and Support Programs

With the exception of professional master's programs, the vast majority of students admitted to academic graduate programs receive annual tuition waivers. Students may also benefit from monthly stipends and free dormitory accommodation. If the scholarship amounts provided to graduate students funded by TÜBİTAK, the European Union, industry organizations, or non-governmental organizations fall below Sabancı University's full scholarship level, the university covers the difference. Up-to-date information on scholarships and support is published on the university's website.

Housing Support

In line with its equal opportunity and inclusion approach, Sabancı University provides students with access to a safe, accessible housing environment at the Tuzla Campus that supports academic life. Dormitories offer single and studio rooms, accessible rooms for students with disabilities, and double, triple, and quadruple rooms. In addition to essential housing amenities, rooms provide internet access, and study halls are available for student use.

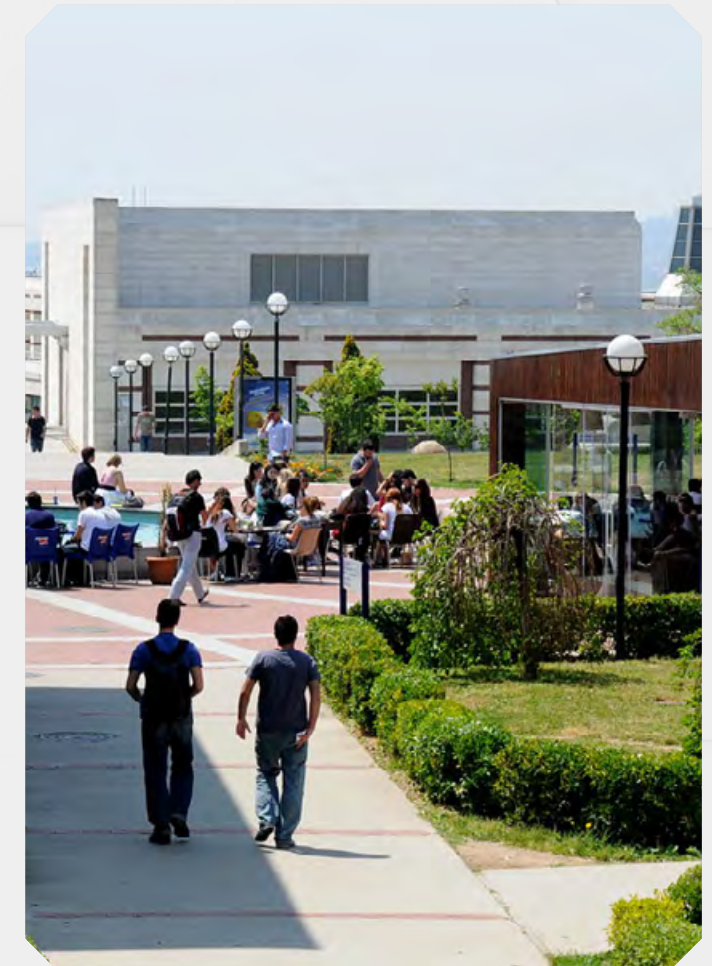
Access to dormitories is managed in line with defined procedures. Students admitted to the university must complete the application process, and dormitory placement is valid for one academic year. Students who wish to continue staying in the dormitories must reapply each year. The application schedule and implementation details are announced by the Accommodation Services Unit at the beginning of each academic year.

Defined priority criteria are applied in placement processes. Evaluations consider whether students are newly enrolled, their dormitory scholarship status, and their place of residence. Pricing and room allocation processes in dormitory services are also conducted in accordance with defined principles. Dormitory fees are determined based on economic conditions, external factors, practices at other universities, and relevant regulations, and are finalized upon approval by the Board of Trustees.

Scholarship and financial support mechanisms are also applied to support access to housing services. Dormitory scholarships are available for different room types, and additional support, such as installment plans or fee waivers, may be provided when necessary. Practices for students affected by earthquakes provide an example of such support. These mechanisms support financial access to housing services. Accessibility and individual needs are also considered in dormitory services.

Accessible rooms for students with disabilities and special placements based on health conditions can be arranged in line with relevant evaluations.

Sabancı University has implemented capacity-enhancement initiatives in **dormitory infrastructure** to better address students' housing needs. As part of a transformation project carried out in 2024, a total capacity increase of 136 beds supported students' access to on-campus housing, contributing to improved living conditions and an enhanced student experience.



Submission of Complaints

Sabancı University has an ethics line to support compliance with ethical principles and address potential violations systematically. Within the framework of the Directive on the Procedures of the Ethics Board and Sabancı University's Code of Ethics, principles are defined for safeguarding employee health and safety, evaluating and resolving submitted reports, determining procedures for ethical violations, and ensuring fair process management.

Petition and feedback processes for students are managed through digital systems in a traceable manner. Student complaints and requests are received through the SUTicket system, directed to relevant units, and monitored on a process basis. The system categorizes petitions by subject and aims to resolve them as quickly as possible.

Complaint and feedback mechanisms are not limited to individual petitions; they are also supported by broader evaluation tools.

Surveys conducted across the university contribute to more systematic monitoring of stakeholder experiences and areas for improvement. These surveys provide a basis for collecting feedback on different service areas and for evaluating institutional processes.

To uphold ethical and fair processes in academic life, analyses are conducted of disciplinary cases handled in accordance with the principles of academic integrity. These analyses are shared on internal web platforms under relevant student resources and discipline pages, thereby supporting traceability in academic integrity practices. Information on disciplinary and appeal processes is monitored by the relevant faculties and institutes and shared with the relevant units after the required approvals. This structure shows that complaint, appeal, and disciplinary processes are handled within institutional mechanisms, under clearly defined responsibilities.



ACCESSIBLE CAMPUS

The Student with Special Needs Support Unit at Sabancı University aims to create an inclusive learning environment where all students can fully benefit from the university's services and opportunities, in line with the principle of equal opportunity in education.

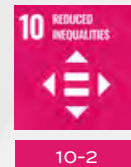
Within this scope, the unit monitors students' academic processes and individual needs each term and activates appropriate support mechanisms. Throughout the 2024–2025 academic year, examinations were conducted in physical settings; scheduled in-person meetings were held, and online support was provided to students upon request.

In 2024, 47 students who reported special needs were contacted, and 28 received active support throughout the academic year. Support processes were reinforced through regular communication and monitoring mechanisms, enabled by coordination with Dormitory Management and the Health Center.

Sabancı University treats an accessible campus approach as a core component of an inclusive learning and working environment. In line with this approach, accessibility has been ensured across all campus buildings; faculty buildings and classrooms have been adapted for use by individuals with disabilities.

To support physical access, all buildings are equipped with elevators suitable for wheelchair use, and accessible restrooms are available on every floor. In addition, tactile floor plans and wall-mounted information signs are used across the university; these signs are positioned within the required height range of 105–180 cm, in line with accessibility principles.

In-building accessibility measures are also supported by shared spaces across the campus. **Designated parking areas have been allocated for individuals with disabilities, and rooms in shared spaces and dormitories have been designed to meet the needs of students using wheelchairs.**



To extend physical accessibility across the campus, tactile surfaces have been implemented in outdoor areas, covering routes between administrative buildings and faculties. These practices show that accessibility services are not limited to in-building arrangements but are addressed across the entire campus experience.

During the academic year, the BBC Video Collection was purchased for students diagnosed with attention deficit and for students with hearing impairments; the JAWS for Windows Pro ML 2024 screen reader software was acquired for a student with complete visual impairment. In addition, an audiobook subscription has been introduced.

In digital accessibility, the **Web Content Accessibility Guidelines (WCAG) 2.2 A** standard is adopted as the minimum requirement. Assessments show a high level of compliance, with gaps identified in only two criteria, and an overall **compliance score of 90%** under WCAG 2.2 A.

Sabancı University's accessibility efforts are also recognized by external evaluation mechanisms. Sabancı University received the **'Accessibility in Physical Spaces Award'** for its Tuzla Campus as part of the 2022 Barrier-Free University Flag Awards presented by the Council of Higher Education. This development is seen as an outcome of ongoing institutional efforts to enhance the accessible campus approach.



STUDENT AND EMPLOYEE WELL-BEING

Student Well-Being



At Sabancı University, learning environments and resources are designed in both quality and quantity to meet students' needs and are made available for use in an accessible manner.

The learning management system provides a user-friendly and ergonomic infrastructure that supports educational processes and enables both synchronous and asynchronous learning.

The use of learning environments and resources is regularly monitored and continuously improved to strengthen student-to-student, student-to-faculty, and student-to-material interaction.

Within this scope, the **Program for Undergraduate Research (PURE)** is offered to Sabancı University students during the fall and spring terms and is open to undergraduate students from Türkiye and abroad during the summer term. The availability of research laboratories to undergraduate students who wish to conduct work within PURE is among the key practices that support research-based learning.

Academic Support Program

The Academic Support Program, long implemented at Sabancı University, offers a development model that encourages peer learning and supports a learning-to-learn approach. Within the program, selected and trained students serve as moderators in peer study and discussion sessions, particularly for first-year courses, aiming to strengthen knowledge exchange, mutual support, and learning processes among students.



- **Peer Study and Discussion Sessions:** Sessions that support collaborative learning and peer-to-peer knowledge exchange
- **PreNS — Natural Sciences Preparatory Course:** A support program designed to address first-year students' gaps in foundational sciences
- **Readiness Program:** A preparatory program that facilitates students' adaptation to the learning process at the beginning of the academic year
- **Large Group Workshops:** Broad-participation support sessions on academic topics identified with the contribution of faculty
- **Senior Study Sessions:** Small-group sessions that support individual study, course review, and problem-solving skills
- **Major Fest:** An event that supports students in exploring undergraduate programs in depth and making informed choices aligned with their career goals

The **Information Center** provides a study environment for over 700 students and faculty members with both general and designated quiet study areas and offers access to hundreds of thousands of print and online resources. The center also offers a distinctive learning infrastructure that supports creative and applied learning through the **Maker's Lab (Co-Space)**. Sabancı University continued its physical infrastructure investments in 2024 to enhance the Information Center's user experience. Within this scope, the Information Center's seating capacity was increased by 66, creating a more accessible, functional, and supportive learning environment for students and other users.

Center for Individual and Academic Development

Sabancı University aims to strengthen students' academic knowledge, develop their competencies, and support their growth as individuals prepared to contribute to society. Within this framework, through the Advisory System established under the Center for Individual and Academic Development (CIAD), a team of academic and professional advisors supports students throughout their development journey from enrollment to graduation.

CIAD provides a range of advisory services to support undergraduate students' academic and personal development.

- **Academic Communication:** Aims to develop students' academic English and critical thinking skills. Within this scope, one-on-one consultations, seminars, and workshops are organized on topics such as academic writing, application processes, and career-oriented skills.
- **Advisory Services:** CIAD Counselors (the BADA Team) provide counseling to students who are new to the university and have not yet selected a degree program. One-on-one consultations, seminars, and workshops are conducted on topics such as academic success, career goals, decision-making, social adaptation, and psychological resilience.

Sabancı University, through its **Career Development & Internship Office**, supports students in career planning, exploring local and international career opportunities, and developing the knowledge, skills, and competencies required for professional and academic life.

SUSTAINABLE LIVING ON CAMPUS



Sabancı University has adequate physical resources and campus infrastructure to support its education and teaching activities.

Student **dormitories, dining facilities, the Information Center, the Sports Center, outdoor football fields, 24-hour study rooms, dedicated spaces** for student clubs, an amphitheater for events, a Performing Arts Center for artistic activities, and various social spaces are among the key infrastructure elements supporting campus life.

In addition, on-campus daily service points are located to facilitate access to the needs of students and other internal stakeholders. This holistic campus structure helps support learning, work, social life, and well-being.



Social, Cultural, and Sports Activities

Sabancı University develops comprehensive social, cultural, and sports facilities, along with supporting infrastructure, to foster students' social, cultural, artistic, academic, and personal development and to offer a campus life that enables them to realize their research and creative potential.

At Sabancı University, indoor and outdoor sports and event spaces are available for student use; facilities that support campus life include a football field, running track, outdoor exercise stations, squash court, club studios, and an amphitheater.

The operating hours of the **sports center** have been extended to open earlier on weekdays. In addition, dedicated budgets have been allocated to student clubs and sports teams to support participation in social, cultural, and sports activities, and the renewal of equipment requiring maintenance at the sports center has contributed to improving the quality of campus life.

The Sabancı Performing Arts Center

The center reaches not only Sabancı University students and employees but also broader communities around the campus through programs that support music, arts, and intellectual development at national and international levels. In this regard, the center serves as an important platform that fosters connections among cultural and artistic activities, university life, and the broader social impact sphere.



Sakıp Sabancı Museum

The museum offers students a multifaceted museum and cultural experience through its rich collection, comprehensive international temporary exhibitions, conservation units, educational programs, and concerts, conferences, and seminars.

During the 2024–2025 academic year, various cultural events were organized to support students' active participation in campus life. In the 2024–2025 academic year, Sabancı University hosted numerous cultural events that enriched campus life and supported students' social, cultural, and creative engagement. Throughout the period, the university organized more than 10 cultural events on campus. In addition, four cultural events were organized by student clubs, both on- and off-campus.

Within this scope, standout events included the **Theater Festival** organized by the Sabancı University Theater Club, the **Offtown Festival** and **Wintertown Festival** organized by the Offtown Festival Organization Committee, and the **Dance Festival** organized by the Dance Club.

Student Union

At Sabancı University, there is a structured Student Union system based on equal representation, in which all students have the right to participate.

The Student Union appoints representatives from among its members to serve on various bodies, including the Quality and Strategy Committee, the University Education Committee, and the Graduation Class Committee. The university seeks student representatives' views when needed and incorporates them into evaluation processes, particularly for matters related to campus life.

Student Clubs

Sabancı University is home to more than 60 student clubs, forming an integral part of campus life. These democratic structures, established and managed entirely by students, organize extracurricular activities to develop individual talents, enable teamwork, meet social and cultural needs, and build time management skills.

Through this process, students have the opportunity to socialize with peers who share similar interests, develop negotiation and leadership skills, gain resource and process planning capabilities, take responsibility, and strengthen teamwork and problem-solving skills. They also gain experience working across cultures by organizing international events, develop resource mobilization skills while securing sponsorships, and express their creativity in diverse ways.

At Sabancı University, clubs that directly address sustainability and environmental awareness, such as the Sustainability Club (SÜR), Preservation of Nature Club (SUDOĞA), Voice of Animals Club (SUVOA), Vegan Club (VEGANS), Energy Club (EC), and Sabancı University Effective Altruism (EA), enable students to take an active role in environmental and social responsibility.

Clubs provide students with hands-on experience through access to extensive resources, such as cameras, musical instruments, diving and climbing equipment, as well as dedicated studios, rooms, and workspaces designed for various purposes. Sabancı University supports students in joining clubs of their choice or establishing new ones within defined procedures, creating a rich campus experience that integrates education with an active social life.

Campus Security

At Sabancı University, campus security is managed by the Private Security Agency, which performs both preventive and responsive functions to safeguard the university community. The Private Security Agency is responsible for providing protection against threats such as sabotage, fire, theft, robbery, looting, and similar incidents; preventing actions that may endanger students, academic staff, and administrative personnel; preserving evidence; and implementing necessary security controls across the campus.

Within this scope, security practices extend beyond physical protection to include monitoring campus entry and exit points, tracking suspicious activity, preventing unauthorized access to sensitive areas, and maintaining overall campus security order. This scope also includes providing initial responses to incidents within the area of responsibility, supporting civil defense activities, and managing rescue operations in technical emergencies, such as assisting individuals trapped in elevators.

Campus security is managed through defined procedures in a standardized and traceable manner. Entry and exit control at the main gate, visitor admission, key cabinet use, management of on-campus vehicle traffic, earthquake preparedness measures, lost and found procedures, and the issuance of access cards and vehicle entry permits for students, staff, visitors, subcontractors, and tenant companies are all carried out in accordance with defined procedures.

Within its risk and crisis management approach, Sabancı University maintains a flexible operational structure that supports business continuity in the face of **regional disasters and other extraordinary events that may disrupt operations**. Within this scope, a hybrid model is implemented across both academic and administrative processes on campus.



Employee Well-Being

The distribution of Sabancı University's workforce provides an overview of the employee profile by gender, region, employment type, and working arrangement. No significant fluctuations in employee numbers were observed during the reporting period.

Permanent Employees			
Region	Women	Men	Total
Türkiye	369	380	749
Outside Türkiye	13	25	38
Total	382	405	787

Temporary Employees			
Region	Women	Men	Total
Türkiye	93	111	204
Outside Türkiye	5	16	21
Total	98	127	225

Administrative Employees			
Indicator	Women	Men	Total
Total	236	214	450

The university aims to support a strong organizational structure by attracting qualified talent and enhancing the competencies of existing employees. Developing leadership capabilities, improving management processes, and placing employees in roles where they can use their full potential are core elements of this approach.

Sabancı University manages human resources through a holistic lifecycle approach, from recruitment to retirement, and continuously improves its processes through regular reviews. Strengthening academic and administrative staff with qualified talent, supporting employee training and development, monitoring performance, and providing effective remuneration and benefits are key elements of this approach. Within this scope, the university prioritizes developing strategic human capital, organizational capacity, and a high-performance team culture.

The university adopts an **inclusive approach that promotes equal opportunity in its recruitment processes**. Within this scope, retirees are offered equal opportunity to benefit from their previous experiences and expertise, and former employees who left the institution under positive circumstances and wish to return are considered for reemployment. In addition, to ensure the effective use of the legally mandated disability quota, priority is given to candidates with disabilities among qualified applicants for open positions.

To establish an effective and efficient administrative structure, Sabancı University ensures alignment between the education and competencies of the candidates and the requirements of the position during recruitment. In this context, **multi-stage assessment methods** are used to identify the right candidate; interviews are complemented by tools such as personality inventories and assessment centers.

Practices that support employee well-being, including **leave and rest entitlements**, are also structured within an institutional framework. Employees of Sabancı University are entitled to annual leave, parental leave, personal leave, sick leave, and unpaid leave. The university also complies with official public holiday regulations.

Sabancı University manages remuneration and benefits by taking into account higher education regulations, macroeconomic indicators, Sabancı Holding practices, remuneration policies of peer institutions in the labor market, and internal equity analyses. These processes are implemented in line with the Compensation Guideline.

Sabancı University implements a range of practices to support the health, insurance, housing, education, and retirement needs of its employees and, in certain cases, their family members. **Life insurance** is provided for permanent and full-time employees at the university. Employees in full-time positions, their spouses, and their children up to the age of 24 are provided with private health insurance coverage for medical expenses arising from accidents or illness.

The Parental Leave Procedure is applied to all women academic and administrative employees. In addition, men employees whose spouses give birth or who are involved in an adoption process are granted six days of paternity leave, excluding Sundays.

As part of long-term security mechanisms, Sabancı University operates a **Private Pension System** for staff employed under full-time and indefinite-term contracts. Employees who participate in the plan for at least three years while employed in a permanent position are entitled, upon leaving the university, to either receive the accumulated savings held in their name with the insurance company or continue their savings with their own contributions under a personal agreement with the pension provider.

In addition, employees in full-time and permanent positions may qualify for **Sabancı University pensioner status** if they meet the conditions specified in the relevant guidelines. Employees with this status may benefit from certain benefits, such as private health insurance and campus facilities, provided that they cover their annual premiums themselves.

The university also provides **housing and financial support schemes** to support employees' living conditions. To encourage campus living, faculty members are offered on-campus housing; employees who are not allocated housing or who prefer to live off-campus and meet the relevant conditions are provided with rent support. In addition, employees who have worked continuously and full-time for at least one year are provided with mid-term repayable salary advance support in cases of urgent and significant financial burden.

Sabancı University supports the **emeritus faculty practice** to continue benefiting from the knowledge, expertise, and academic productivity of retired faculty members. In addition, faculty members in permanent academic positions receive financial support for their children's primary, secondary, and high school education expenses within the compulsory education system.

Flexible working arrangements for administrative employees constitute another dimension of the university's well-being policies. The hybrid working model applies to administrative staff whose roles can be performed both remotely and on-site, depending on the nature of their work.



Communication Channels and Feedback Mechanisms

Sabancı University uses a range of meeting channels to regularly inform employees and employee representatives. At Sabancı University, communication and engagement mechanisms related to newly implemented projects and processes continued in the 2024–2025 academic year. Within this scope, the university held **HR Talks** with managers, **information sessions** for all employees, and **Coffee Talks** featuring the Secretary General and the HR Director.

Practices such as year-end briefings and strategy meetings also support briefing and consultation processes ahead of critical decisions, strengthening open, regular, and multi-directional communication between management and employees.

Sabancı University conducts a **Working Life Survey** to provide a higher-quality work environment for its employees and to strengthen institutional service quality. Covering both academic and administrative staff, this survey enables the systematic collection of feedback on the work experience and helps identify areas for improvement.

This evaluation process, conducted by independent research organizations, also generates findings on managers' leadership qualities and managerial effectiveness. The results are reviewed with managers, shared with employees, and relevant actions are implemented accordingly. Development initiatives implemented across the university are also communicated to employees through Sharing Meetings held throughout the year.

The university also regularly measures employee satisfaction, takes necessary actions based on identified improvement areas, and shares these developments transparently with employees. In addition, employee departure processes and reasons for departure are regularly monitored; feedback from exit interviews is used to inform process improvement efforts.



In the 2024–2025 academic year, Human Resources played an active role in developing and implementing practices to strengthen employee engagement and satisfaction. Improving the employee experience was an institutional priority; various projects and programs were implemented to enhance employees' motivation, satisfaction, and level of commitment to the institution.

According to the comprehensive Working Life Survey conducted in 2024, satisfaction rates were 69% among academic staff and 66% among administrative staff.

Remuneration Policy

Sabancı University adopts a remuneration policy that aims to remain competitive at both the local and international levels. At Sabancı University, pay bands are determined based on **market remuneration surveys**. The same pay band is applied to the same role within the same job family, supporting internal equity, consistency, and a fair remuneration approach. Tiered pay ranges are also used for entry-level positions, and entry-level remuneration within each job family is assessed based on the pay band defined for the relevant starting level.

At Sabancı University, the policy governing remuneration and benefits for members of the highest governance body and senior executives is implemented in accordance with legislation on higher education. The remuneration approach is based on principles that are fair, transparent, competitive, and reward high performance.

The components of the remuneration policy vary by employee group:

- For administrative staff employed under indefinite-term contracts, the structure consists of a fixed salary and performance-based variable pay components.
- For faculty members, remuneration includes project income in addition to a fixed salary.

In cases of termination, payments are made in accordance with the Labor Law; the remuneration system also includes clawback provisions, as well as retirement plans and policies.

In cases involving fundamental and strategic changes to the remuneration structure, oversight of remuneration policies is exercised by the Board of Trustees, the highest governance body. Within this scope, the Board of Trustees is responsible for assessing the alignment of remuneration policies with institutional governance principles, applicable regulations, and the institution's long-term objectives; monitoring potential risks; and ensuring the maintenance of a fair, transparent, and sustainable pay structure.

Stakeholder views and expectations are obtained through general assembly meetings, Board of Trustees discussions, employee engagement survey results, internal evaluations, and feedback exercises conducted when necessary. These inputs are taken into account in reviewing remuneration policies and evaluating potential updates.



In 2020, the **Sabancı University Directive on the Selection of Faculty Member Career Development Paths** came into effect. Under this directive, faculty members are given the option to choose between research- and practice-oriented or teaching-oriented career paths, in line with the processes of their respective faculties.

In addition, periodic performance evaluations for current faculty members are conducted in line with the **Academic Periodic Review Directive**, which was updated in 2024. The **Academic Performance Evaluation System (APES)**, introduced in 2021 under the initiative of the President's Office and used in performance evaluations conducted each January, serves as a key tool supporting formal appointment and promotion processes at the university.

Within APES, academic performance is evaluated across five main aspects: **Research, Internationalization in Research, Collaboration in Research, Education, and Service and Responsibility**. The system is based on the continuous and comparative annual evaluation of faculty performance.

The primary data source for scientific publications across all faculties is the **Elsevier Scopus** database; depending on faculty and program dynamics, the Financial Times Top 50 journal lists, Google Scholar, and the university's Research Database may also be used as data sources.

Sabancı University has launched the **'Thank A Prof'** platform to enhance the visibility of academic contributions and strengthen a culture of recognition. The platform provides visibility for messages of appreciation for academics; it also features academic staff who have received teaching awards in previous years, supporting greater institutional recognition of achievements that contribute to the quality of education.



Unit	Researchers	Instructors	Faculty Members	Total
School of Languages	0	76	1	77
Faculty of Engineering and Natural Sciences	5	7	104	116
Faculty of Arts and Social Sciences	0	4	51	55
SU Nanotechnology Research and Application Center	10	0	0	10
Foundations Development Directorate	0	22	0	22
Sabancı Business School	0	1	43	44
Total	15	110	199	324

Data pertains to academic staff for the 2024–2025 academic year.



COMPETENCY DEVELOPMENT AND TALENT MANAGEMENT



Sabancı University prioritizes supporting the continuous development of its human resources, which play a decisive role in achieving its vision, and providing a development environment that enables employees to realize their potential.

Within this scope, the **Training and Development Directive** defines the framework, scope, and implementation principles of training and development programs for administrative staff. Accordingly, training needs identified in performance development forms, requests submitted by unit managers throughout the year, development areas expressed in training evaluation forms, competency, knowledge, and skill areas aligned with the university's annual and medium-term goals, shared competencies of employees and managers, and competencies required by the remote working model are evaluated together to inform the annual **HR Training Plan**. Sabancı University manages its talent management process through a participatory, objective, and systematic approach aligned with its strategic goals.



In this context, the **Leadership Potential and Learning Agility Assessment Inventory** is implemented to help identify candidates who may assume critical positions in the future.

In the 2024–2025 academic year, the total duration of planned and delivered training was recorded at 6,656 hours. To monitor the effectiveness of training activities, participants are asked to complete a **Training Evaluation Form** after each program to assess the training content and the instructor.

Within this framework, modular, daily, in-person classroom training programs focused on competency development were implemented to address employees' diverse development needs. During the 2024–2025 academic year, the **Talent Development Program, the Manager Development Program, the Digital Transformation Training Program, the SU Future Focused Leadership Program, and various classroom training sessions** were implemented. In addition, the Human Resources Unit, in collaboration with the School of Languages, offered English courses to employees. The employee groups benefiting from the training programs vary depending on the content and objectives of each program. While all employees across the university can access general training programs such as legal compliance, occupational health and safety, environment, and digitalization, more targeted programs, such as English language training and talent development, are primarily attended by permanent administrative staff.

While the Manager Development Program was provided for managerial-level employees, the SU Future Focused Leadership Program was delivered for director-level leaders. In addition, in 2024 and 2025, managers participated in the Leadership Styles and Climate Inventory to assess leadership approaches and their impact on team climate.



Leadership Training

Within the scope of Leadership Training, the **SU Future Focused Leadership** program is implemented to develop the competencies and leadership capabilities of director-level leaders.

Leadership and organizational climate inventories are conducted annually to monitor managers' development areas.

Within this scope, the Leadership Styles and Climate Survey, developed by Korn Ferry as part of leadership development efforts, was administered to managers and directors to increase awareness of leadership strengths and development areas. Target leadership styles were incorporated into performance objectives, and development goals were defined for all managers and directors.

To support the development of leadership capabilities, modular training programs tailored separately for managers and directors were implemented, offering development-focused content across various leadership topics. At year-end, the inventory was re-administered to monitor progress in development areas and assess the impact of the leadership development process.

In addition, administrative staff in specialist roles are enrolled in the **SU Talent Development Program** based on their learning agility and English assessment results.



Initiatives supporting leadership development were not limited to training programs and were further strengthened through mentoring mechanisms. Periodic **reverse mentoring** and **mentoring** programs were held throughout the year, with 14 mentor matches in the reverse mentoring program. The program's effectiveness is monitored through feedback surveys, with the current satisfaction score at **4.5** out of 5. In the standard mentoring program, 24 mentees were matched with mentors.

Employee development is not limited to professional and managerial competencies and is complemented by practices that support social interaction and employee well-being. In this context, the Human Resources Unit organizes **hobby workshops** open to employee participation. These activities, held in areas such as yoga, painting, ceramics, choir, and photography, promote employees to socialize in groups and enhance internal interaction. A high coverage rate has also been achieved in orientation programs, which are a key component of competency development and organizational onboarding. **90% of permanent administrative staff have completed both digital and in-person orientation programs.**

Talent Management process steps include:

- Identifying critical positions,
- Defining the employee scope,
- Assessing English language proficiency levels,
- Evaluating performance results from the previous period,
- Administering leadership potential and learning agility inventories,
- Building talent pools for critical positions through unit-based meetings, and
- Preparing succession plans.

Throughout the year, training sessions are also organized on topics such as **data visualization, presentation skills, and negotiation in professional settings** to develop the competencies of administrative staff. In addition, within the scope of talent management, development plans are prepared in collaboration with managers and Human Resources, taking into account employees' **learning agility inventory** results. Throughout 2024, 14 classroom training sessions were delivered on topics such as data visualization, presentation skills, negotiation, and persuasion.

Sabancı University encourages the professional development of the academic staff and provides the necessary technological infrastructure to strengthen teaching capabilities.

To enhance the quality of educational activities, the university supports academic staff in participating in conferences, seminars, workshops, summer schools, and exchange programs in areas such as general education and active learning. Faculties support these development activities within their own budgets, while faculty members are encouraged to visit universities abroad to enhance their academic expertise, and international scholars are encouraged to contribute to the university. Within this scope, mechanisms such as the **Staff Exchange Program** are utilized. Personal Research Funds are allocated to support research activities. Within the scope of **Erasmus Staff Training funds**, visits to institutions in Europe are conducted to support knowledge exchange and learning opportunities.

The Sabancı University Directive on the Selection of Faculty Member Career Development Paths, which entered into force in 2020, provides faculty members with the opportunity to determine their research- and practice-oriented or teaching-focused career paths through faculty-level processes.



Awards

Faculty performance evaluations also take into account their performance as instructors. Sabancı University aims to deliver high-quality education in line with its academic approach, and accordingly encourages the effective and efficient performance of academic staff and teaching assistants. Faculty members who demonstrate outstanding achievement in teaching are recognized each year through **Teaching Awards** presented in different categories.

Sabancı University has established the **Sabancı University Awards in Arts and Sciences** to further strengthen the quality of scientific research and artistic work conducted within the university.

The directive governing the Sabancı University Science and Arts Awards was approved by the Board of Trustees in January 2025; accordingly, the awards were presented for the first time in 2025. Applications started in May, and following the Evaluation Panel Preliminary Review meeting held in July, internationally recognized external referees were consulted regarding the shortlisted candidates.



OCCUPATIONAL HEALTH AND SAFETY

Sabancı University adopts the principle of ‘people-orientation’ across all its activities and aims to advance toward its goals aligned with its strategic direction and vision in collaboration with its stakeholders. In line with this approach, the university commits to providing a healthy and safe working environment, setting and regularly monitoring targets to eliminate hazards and reduce risks, and continuously improving its occupational health and safety (OHS) performance in light of technological developments and innovations. Furthermore, incorporating employees’ views and suggestions into processes, supporting their participation, raising awareness, and strengthening a sense of individual responsibility are among the core elements of the OHS approach.

The Occupational Health and Safety Policy covers all employees operating on campus, as well as visitors and students.

In line with the policy, Sabancı University implements preventive and systematic practices to prevent potential adverse impacts and mitigate their effects. Within this scope, **periodic risk assessments** are conducted across all work areas, including laboratories, workshops, and offices; necessary measures addressing identified hazards and risks are planned and monitored. **Regular inspections of technical equipment and fire suppression systems** are conducted to maintain safe working conditions.

In addition, **personal protective equipment** appropriate to the tasks performed and potential risks is provided, and its proper and effective use is monitored.

To support the effective management of risks in the field, the relevant units are regularly inspected from an occupational health and safety perspective in line with the **field inspection plan** established at the beginning of the academic term; the findings are shared with unit managers, and required actions are followed up on.

Similarly, under the work permit procedure, **site supervision** is ensured for hazardous tasks, with relevant parties involved, and work does not commence until all required permits are obtained. To strengthen emergency preparedness, emergency drills are conducted in designated buildings throughout the year in line with the **drill plan** prepared at the beginning of the academic term; the results are reported, and identified gaps are addressed.

To address actual adverse impacts effectively, Sabancı University also implements **post-incident learning and corrective action mechanisms**. Within this framework, a digital reporting infrastructure enables the reporting of near-miss incidents and workplace accidents. Following each incident, a **root cause analysis** is conducted, and corrective and preventive actions are initiated based on the findings.

Employees participate not only in mandatory occupational health and safety training mandated by legislation, but also in practical and theoretical training programs aimed at enhancing their awareness and competencies. Training provided within this scope includes working at height, lockout-tagout procedures, Kaizen practices, and weekly toolbox talks for technical teams. The effectiveness of occupational health and safety actions is monitored through defined key performance indicators.

The main metrics used during the reporting period are presented below:

- **Lost Time Injury Frequency (LTIF):** A key performance indicator that measures the frequency of lost-time workplace injuries.
- **OHS Training Completion Rate:** 73.25%
- **Number of Near-Miss and Hazard Reports:** 58
- **Corrective and Preventive Action (CAPA) Closure Rate:** 90%
- **Field Inspection Action Closure Rate:** 62%

Occupational Health and Safety Management System

The university holds ISO 45001:2018 Occupational Health and Safety Management System certification for the operation of administrative services that support academic activities.

At Sabancı University, the hazard identification and risk assessment process is conducted using a methodology built on the principle of **‘identifying hazards at the source.’** The methodology involves:

- Receiving notifications via the **MySU Near-Miss and Hazard Reporting Form**,
- Opening work orders for relevant units through a **ticketing system**,
- Notifying **employee representatives and the OHS Committee**, and
- Providing rapid access to security and health units through **on-campus communication channels**.

Workplace accidents, occupational diseases, and near-miss incidents are investigated with the participation of relevant parties, and a **root cause analysis** is conducted by establishing an incident investigation team. The findings are reported through the **e-logo** system to plan necessary corrective and preventive actions.

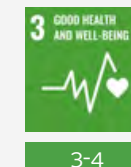
Sabancı University designs its OHS Management System as a continuously evolving system enriched by employees’ field experience. Employee involvement in the system is ensured through consultation and participation mechanisms.

One of the key participation mechanisms of the system is the **OHS boards**. Through this structure, employees’ views, requests, and suggestions serve as inputs in decision-making processes. Employee representatives participate in OHS committee meetings held quarterly.

All new academic and administrative staff receive onboarding training within their first week of employment.

Technical and applied training sessions are conducted for maintenance, technical operations, and field personnel. Laboratory safety training for research assistants and academic staff focuses on chemical risks, safety data sheet evaluation, biological hazards, and special waste management. Certified first aid, firefighting, search and rescue, and emergency response training are provided for designated teams.

The **Campus Health Center** provides emergency, curative, and preventive healthcare services. Emergency medical services are provided 24/7 on a standby duty basis with fully equipped ambulances. In addition, the university provides free private health insurance for Sabancı University students and supports access to specialist evaluations at external medical centers when advanced diagnostics or treatment is required. Free psychological and psychiatric support is also provided for employees and students on campus.



Student Health and Safety

Within the scope of student health and safety, periodic inspections of campus infrastructure are conducted regularly as part of planned maintenance. During the reporting period, compliance with regulations in these inspections was 100%.

In addition to monitoring physical safety, the university also monitors service areas, which directly affect student health.

Supporting students' psychological well-being is also a key component of the health and safety approach. Within this scope, psychiatric services received 1,078 applications, corresponding to 3.02% of the total student population. The number of applications for psychotherapy services was 1,689, corresponding to 4.73% of the total.

The university also has mechanisms in place to monitor its psychological health system for crisis cases. No cases of severe psychiatric crisis or threats of violence were reported during the reporting period. Similarly, no recorded complaints related to bullying or cyberbullying were identified. In addition, a **24/7 support line** is available on campus.

Students have multiple communication channels through which they can report risks, incidents, feedback, and complaints. Applicants and students can submit feedback and complaints via **phone, email, and a ticketing system**. Students can also report identified risks and incidents via the 'Hazard and Near-Miss Reporting Form' on MySU.



SOCIAL BENEFIT PROJECTS AND INITIATIVES

In the 2024–2025 academic year, Sabancı University carried out its social contribution activities within a governance and organizational structure aligned with its Social Impact Policy, objectives, and strategic priorities, as well as with local, regional, and national development goals.

During the reporting period, efforts to strengthen the impact and scope of the university's social contributions were coordinated by the President's Office and the Office of the Vice President for Institutional Affairs and Social Impact.

Social contribution activities are carried out with the support of the following units operating within Sabancı University and reporting to the relevant Vice President:

• **The Istanbul Policy Center (IPC)** and the **Istanbul International Center for Energy and Climate (IIEC)**, which conduct social research, produce data-driven knowledge, contribute to policy development processes, and support knowledge dissemination through publications and events, are core structures at Sabancı University that integrate research and social contribution. Click [here](#) for **IPC** reports and activity outputs, and [here](#) for **IIEC** reports and activity outputs.

• **Sabancı University Gender and Women's Studies Center of Excellence (SU Gender)** is a research center that has operated for 20 years at the intersection of academia, civil society, the education sector, and the private sector, and serves as a national and international reference point for gender studies in Türkiye. The Center conducts research on gender-related dimensions of politics and public administration, urban studies, migration and social cohesion, and women's political, social, and economic participation; it produces research-based knowledge and translates it into social awareness through dissemination activities. SU Gender's work is aligned primarily with SDG 5: Gender Equality and SDG 10: Reduced Inequalities, as well as with SDGs 3, 4, 8, 16, and 17. Click [here](#) for reports and activity outputs for **SU Gender**.

• **The TÜSiAD–Sabancı University Competitiveness Forum (REF)** conducts research on competitiveness, innovation, technology management, and benchmarking to support the international competitiveness of the Turkish private sector in the context of globalization and contributes to knowledge dissemination by bringing stakeholders together.

• **The Center of Excellence in Finance (CEF)** aims to bridge academia, the financial sector, and the real sector; to this end, the center organizes conferences and similar events that bring stakeholders together and supports the dissemination of knowledge produced through research reports to broader audiences. Click [here](#) for reports and activity outputs for **CEF**.

• **The Corporate Governance Forum of Turkey (CGFT)** conducts research that contributes to addressing economic, environmental, and social challenges through improved governance approaches in line with the Sustainable Development Goals. The Forum also develops project-based solutions grounded in research findings and works to bring relevant stakeholders together to enable their implementation. Click [here](#) for reports and activity outputs for **CGFT**.

• **The Executive Development Unit (EDU)** was established in 2002 as part of the university's approach to executive education that integrates theoretical knowledge with practice, global developments, and local needs. Through this structure, faculty members also contribute to knowledge dissemination by sharing insights grounded in their own research areas with broader stakeholder groups. Click [here](#) for reports and activity outputs for **EDU**.

Projects and Initiatives

Through its 2025 **Summer High School programs**, Sabancı University continued to provide a university experience to students from different geographies. The programs hosted a total of 1,997 students from 18 countries globally and 47 provinces across Türkiye.

The programs provide early learning experiences that support students' academic and personal development while also strengthening the university's inclusive and accessible education approach. The diverse participant profile and high satisfaction rates demonstrate the program's impact and the quality of the learning experience.

The Küçükköy Creative Technologies Workshop continued its activities with a focus on social benefit; in line with an approach that prioritizes children's right to education and equality, Sabancı University faculty members and students delivered online and in-person training programs focused on science and technology.

The workshop reached a broad participant base through its education and social engagement programs. A total of 113 training sessions and events were delivered throughout the year, reaching 5,809 participants. In addition, collaborations with various institutions strengthened the programs' reach and their capacity to deliver multi-stakeholder impact.

Within the **Ayvalık Summer Schools**, the Technology Design and English Language School programs reached 107 students. In addition, approximately 2,000 participants were hosted at public events, including concerts, theater performances, festivals, and celebrations.

Sakıp Sabancı Museum hosted approximately 4,500 students from 120 schools as part of its free guided school trips, supporting access to cultural learning opportunities.

Sakıp Sabancı Museum continued its public access activities in culture and the arts through exhibitions and educational programs. Within this scope, Georg Baselitz's 'The Last Decade' exhibition was presented to visitors, and a total of 130 programs were conducted throughout the year, including children's and adult workshops designed for different age groups.

These workshop programs reached approximately 2,000 participants. The museum's exhibition and learning-oriented activities contributed to strengthening cultural participation, bringing art to diverse social groups, and enhancing the university's social impact.



Education Reform Initiative

The Education Reform Initiative (ERI) is an independent, non-profit organization that supports structural transformation in education for the development of children and society. ERI contributes to this transformation through high-quality data production, constructive dialogue, and the development of shared understanding among diverse perspectives.

ERI operates in line with a rights-based approach, inclusion, data-driven practices, and constructive dialogue. ERI conducts its activities through the Education Observatory and Education Laboratory units, and coordinates the Teacher Network.

• **The Education Observatory** works with academics, experts, civil society representatives, and public actors in the collection and evaluation of monitoring and research data, involving diverse stakeholders in data production, analysis, and public discussion processes.

• **The Education Laboratory** supports the translation of ERI's research- and monitoring-based recommendations into practice, bringing together individuals and institutions from different areas of expertise to share good practice examples and develop new content and implementation models.

• **The Teacher Network** expands its impact by establishing collaborations with stakeholders working in education or seeking to contribute to education, in areas such as content development, content dissemination, and project partnerships. Collaborations developed with the Ministry of National Education, particularly at the provincial and district levels, also help scale solutions more broadly.



ERI's activities in the 2024–2025 academic year include reports, policy briefs, statements, articles, events, and YouTube programs.

Click [here](#) for detailed reports and activity outputs.



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Corporate Social Responsibility

Corporate Social Responsibility (CSR) is integrated into different components of the curriculum in the graduate programs of the Graduate Business School. The school recognizes that CSR-focused business education creates significant value, particularly for professionals who are to work in emerging markets, and accordingly provides a learning environment where students can directly engage with social impact-oriented topics.

Within this scope, CSR-themed projects can be developed as part of mandatory project courses in the Master of Business Administration (MBA), Executive MBA (EMBA), Professional MBA (PMBA), Master's in Finance (MiF), Master's of Science in Marketing (MiM), and non-thesis Master's in Business Analytics programs. Student-led projects have addressed topics such as environmental sustainability, environmental, social, and governance (ESG) failures, post-disaster support mechanisms, corporate responsibility practices, and social resilience.

Society and Disaster Risk Management

Sabancı Business School conducts seminars, courses, and applied studies to raise awareness on disaster risk management and social resilience. Within this scope, seven seminars were held between March and May 2023 under the theme 'Society and Disaster Risk Management.' As a continuation of these efforts, the course 'Disaster Awareness and Relief Management' was launched in the 2023–2024 Academic Year.

The course covers risk assessment, vulnerability analysis, logistics and resource management, evacuation procedures, personal preparedness plans, communication and coordination in disaster relief, psychological impacts, economic burden, the role of technology, and ethical and cultural dimensions. It also examines the mitigation, preparedness, response, and recovery phases of disaster management, as well as the roles of stakeholders such as public institutions, non-governmental organizations, international aid organizations, and volunteer communities. The faculty has also organized applied workshops with contributions from the Search and Rescue Association (AKUT) and Campus Security experts.

Within the program, students also participated in field visits and project development activities. The students visited Enerjisa Hatay Vocational and Technical Anatolian High School, Enerjisa Container City, and Tiny Houses built by volunteers, and observed on-site recovery processes, solidarity mechanisms, and social support practices in person.



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CULTURAL TRANSFORMATION

Sabancı University supports fostering an institutional culture of sustainability through collaborations with national and international networks. The main platforms and networks with which the university engages are summarized below:

- **Sustainable Development Solutions Network Türkiye (SDSN Türkiye):** The Türkiye network of the United Nations-supported SDSN.
- **United Nations Global Compact (UNGC):** One of the world's largest voluntary institutional sustainability initiatives, promoting alignment with universal principles in human rights, labor standards, the environment, and anti-corruption.
- **Principles for Responsible Management Education (PRME):** A United Nations-supported initiative that aims to strengthen sustainability, social responsibility, and ethical leadership in business and management education.
- **Central and East European Management Development Association (CEEMAN):** A network that supports quality, innovation, and international collaboration in management education and institutional development.
- **European Foundation for Management Development (EFMD Global):** A global, non-profit membership organization operating in management education and institutional development.
- **Instats:** A platform that provides specialized training and content for researchers in research methods and academic capacity development.
- **Business Graduates Association (BGA):** An international organization focused on membership, quality assurance, and accreditation for business schools.

This external stakeholder engagement is complemented by awareness and participation processes on campus. Sabancı University develops participatory mechanisms that incorporate the views and contributions of different stakeholder groups to support the integration of sustainability culture across the institution. Within this scope, stakeholder input is gathered through **Sustainability Open Space Sessions**, supporting internal engagement, shared learning, and feedback processes.

In tracking the transformation of sustainability culture, it is important not only to carry out activities but also to assess their reach and level of engagement. Within the current implementation framework, the university qualitatively monitors feedback on institutional sustainability awareness through Sustainability Open Space Sessions.



SUSTAINABILITY-FOCUSED PARTNERSHIPS

In the 2024–2025 academic year, Sabancı University continued to strengthen its sustainability-focused research and knowledge production capacity through international collaborations. The university has taken an active role in sustainability, climate, energy, water, inclusion, and social equity through European Union framework programs, international research consortia, joint conferences, academic visits, and multi-stakeholder project networks. Within this scope, prominent collaborations include research and implementation-focused initiatives such as Horizon 2020 ReROOT, Horizon 2020 ACCTING, Horizon Europe EXPRESS2, the Women in World-Literature: Climate, Crisis, and Contagion Conference, ERC Advanced Grant PEACERETURN, AquaCav, sustainable energy system transitions, nanomaterial design for carbon capture and storage, sustainable smart transportation, and the production of activated carbon from waste cigarette butts and the development of supercapacitors.

Memoranda of Understanding have been signed with various universities, including the University of California, Berkeley, Loughborough University, the University of Bergen, Tokyo University of Technology, and Shanghai University. In the 2024–2025 period, collaboration and/or exchange agreements were implemented with leading universities and institutions worldwide, including City University of Hong Kong (CityUHK), Imperial College London, Northwestern University, the University of Stuttgart, Daegu Gyeongbuk Institute of Science and Technology (DGIST), Ruhr-Universität Bochum, and Worcester Polytechnic Institute (WPI).

Within this scope, a workshop was held with Imperial College London to strengthen collaboration in research and education, and a Memorandum of Understanding was signed by the parties. In the same period, a Memorandum of Understanding was also signed between the Faculty of Engineering and Natural Sciences and the Department of Electrical and Computer Engineering at the University of Florida.

The collaboration with Frankfurt IHP – Leibniz Institute for High Performance Microelectronics, ongoing since 2007, was expanded in 2024 to cover microelectronics technologies, high-frequency integrated circuits, radar sensors, and micro/nano systems. During the internship period that began in June 2025, 10 students worked on projects at IHP in the areas of high-frequency, digital, and mixed-signal integrated circuit design, as well as device modeling.

Within the **Global Humanities Network**, which is based on collaboration in research and education in the humanities and social sciences, leading universities from around the world come together under the leadership of the University of Cambridge to organize mobility programs, summer schools, conferences, and workshops. Academic engagement within this scope continues; a faculty member conducted a short-term academic visit at the University of Cambridge in 2024. This visit laid the groundwork for the faculty member to be awarded a Bye-Fellowship at Lucy Cavendish College, University of Cambridge, in 2025. Sabancı University is also a full member of the European University Association (EUA).

The university's international academic collaboration structure is further strengthened through joint Ph.D. level degree programs. Within this scope, two international **joint degree programs** are conducted: one in Electronics Engineering with National Yang Chiao Tung University and another in Material Science and Nano Engineering with the Jozef Stefan International Postgraduate School.

During the 2024–2025 period, a Cotutelle protocol in Computer Science and Engineering was established with KU Leuven.



In addition, efforts have continued to develop research collaborations with the University of Connecticut. Within this scope, a joint workshop on Energy and Advanced Materials was held, and a visit was made to the University of Connecticut. Three joint projects launched in 2024 are ongoing, and the workshop in the field of Energy and Advanced Materials was held again in the summer of 2025.

Sabancı University participated in the **Times Higher Education Global Sustainable Development Congress** held in Istanbul between June 16–19, 2025. At the congress, Prof. Dr. Senem Aydın Düzgit participated as a panelist on university–city collaborations, and Assoc. Prof. Dr. Burcu Saner Okan on academia–industry collaborations in sustainable energy. Within this context, a strategic partnership agreement was signed between Sabancı University and City University of Hong Kong.



International Networks

In addition to bilateral collaborations developed directly with universities, Sabancı University continues to strengthen its position in the global higher education ecosystem by participating in multilateral consortia and international academic networks. A notable example among these bilateral collaborations is the **SU International Seed Collaboration Project Support Program**, which was launched in partnership with Imperial College London. Eight joint research projects were funded under the program. This collaboration aims to promote joint research and development activities by combining the complementary academic expertise of both universities.

Sabancı University became a member of the **Venice International University (VIU) Consortium** in 2024. Established in 1995 to develop joint programs across disciplines, continents, languages, and cultures, VIU offers an innovative international collaboration platform in higher education.



The consortium brings together 25 members from 15 countries, including leading institutions such as Duke University, Boston College, Korea University, KU Leuven, the University of Exeter, Ludwig-Maximilians-Universität, the University of Bordeaux, Waseda University, and the University of Lausanne.

As part of the **Sabancı University Core-Curriculum Excellence Program @ Venice International University**, five participants (Ph.D. students and postdoctoral researchers) took part in VIU Graduate Activities. In addition, nine students participated in the VIU Globalization Program Summer Session, and one student completed a semester-long study mobility period within the VIU Globalization Program. A faculty member delivered a course titled 'Surviving and Thriving in the Transforming World: The Digital Mindset & Skillset' at VIU in August 2025. Within the scope of graduate activities, three proposals were accepted, and the programs titled 'Preventing and Combating Violence Against Women – The Istanbul Convention After EU Accession,' 'Mediterranean History and National Historiographies,' and 'Advanced Wireless Technologies for Enhancing the Radio Interface from 5G towards 6G' were implemented under VIU Graduate Activities for Ph.D. students and researchers from consortium member universities.



International collaboration at the doctoral level is further expanded through Joint Ph.D. Programs and Cotutelle programs. Within this scope, Joint Ph.D. Programs are offered in partnership with the Jožef Stefan Institute (Slovenia) and National Yang Ming Chiao Tung University (NYCU, Taiwan). The Cotutelle programs that the university offers include jointly supervised Ph.D.s with the University of Groningen (Mathematics), KU Leuven (Computer Science and Engineering), Ca' Foscari University of Venice (History), and Institut Polytechnique de Paris (Mathematics).

Sabancı University was also selected in 2024 as one of five pilot centers for the Global Curriculum for Anticipatory Leadership (GCAL), developed by the **Geneva Science and Diplomacy Anticipator (GESDA)** and supported by the Wellcome Trust.

In addition, the Faculty of Engineering and Natural Sciences (FENS) joined the **Global Education for European Engineers and Entrepreneurs (Ge4) Network**. Within this network, which brings together 36 universities from 15 countries, FENS will collaborate with globally recognized institutions such as Hong Kong Polytechnic University, Friedrich-Alexander-Universität Erlangen-Nürnberg, Universität Stuttgart, the University of Trento, and the University of São Paulo.

Civic Involvement Projects (CIP) joined two international networks in 2025 to strengthen social responsibility efforts at a global level: the University Social Responsibility Network (USRN), whose executive committee chair and secretariat are hosted by Hong Kong Polytechnic University, and the Talloires Network of Engaged Universities (TNEU), led by Tufts University.

In the same period, SU Gender carried out projects under the European Union framework programs **Horizon 2020** and **Horizon Europe** with a gender perspective.

Some of these projects commenced prior to 2024 and were completed in the 2024–2025 period, while others were initiated during this period:

- **ReROOT:** Arrival infrastructures as sites of integration for recent newcomers
- **ACCTING:** AdvanCing behavioural Change Through an INclusive Green deal
- **Whole-COMM:** Exploring the Integration of Post-2014 Migrants in Small and Medium-sized Towns and Rural Areas from a Whole of Community Perspective
- **EXPRESS2:** Specify and Protect the EU Social Contract, 2024–2027

The Express2 project, funded under Horizon Europe, is coordinated by the Universitat Autònoma de Barcelona and carried out in partnership with the University of Copenhagen, Sant'Anna School of Advanced Studies, Molde University College, Sabancı University, Central European University, European Movement International, Dublin City University, Universidad Carlos III de Madrid, and the University of Essex.

To monitor progress toward social contribution goals, pre- and post-assessments are conducted in certified training programs and awareness workshops, feedback forms are collected, and follow-up meetings are held after the training sessions. In addition, periodic and annual evaluation reports on social contribution processes are prepared, and event bulletins are published monthly, quarterly, and annually.

Participatory facilitation methods are used in events, training programs, and workshops; unit staff receive training in facilitation methods, communication tools, and remote learning practices to strengthen the quality of these activities.

Private Sector Partnerships

In Industry-Focused Projects (SOP) carried out within the Faculty of Engineering and Natural Sciences, work is conducted in collaboration and interaction with the private sector, and projects are jointly developed and implemented with stakeholders. Within the scope of SOP, a total of 43 projects were carried out with 26 companies during the Fall and Spring terms of the 2024–2025 and 2025–2026 academic years.

The university also advances its research collaborations in line with a shared value creation approach with industry. Work in clean energy storage is being expanded through collaboration with Siro Silk Road, established in partnership with Togg and Farasis Energy. Within this framework, the collaboration aims to develop energy storage solutions for automotive and non-automotive applications in Türkiye and neighboring markets, and programs at undergraduate and graduate levels in battery engineering and energy storage have been designed; as a continuation of this process, the Battery Science and Engineering Minor Program was launched in the 2024–2025 academic year.

The activities of the Innovation and Entrepreneurship Initiative, INOVENT, the Integrated Manufacturing Technologies Research and Application Center (SU IMC), and the Sabancı University Nanotechnology Research and Application Center (SUNUM) contribute to addressing university–industry collaborations from a long-term perspective.



CDP Türkiye

Representing the Türkiye stakeholder structure of CDP, the world's largest environmental reporting system, CDP Türkiye has been conducted under the Sabancı University Corporate Governance Forum since 2010. CDP provides a global platform that supports companies in reporting their impacts on natural resources and natural capital, their environmental risks, and their risk management processes.

Since its establishment, CDP's environmental data reporting system has become an effective tool for identifying environmental risks and opportunities for investors, companies, and public institutions. In 2025, more than 22,100 companies reported their environmental impacts through CDP.

CDP Türkiye operates in areas such as strengthening dialogue among companies, supporting policies to reduce the impacts of climate change and nature degradation, elevating environmental risk management to the institutional governance level, and raising companies' awareness of the benefits in this field.



05

NATURE AND LIFE FOR A SUSTAINABLE FUTURE



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CLIMATE ACTION

Sabancı University considers the fight against the climate crisis a core component of its environmental sustainability approach. In line with its nature-oriented perspective, net-zero approach, and **Environmental Policy**, the university aims to reduce the environmental impacts arising from its activities, support the responsible use of natural resources, and continuously improve the performance of its environmental management system together with its stakeholders.

Within this sustainability approach, the university commits to:

- Continuously improve its Environmental Management System performance by monitoring technological developments and innovations,
- Prevent waste generation, reduce waste, increase reuse, and support recycling, in line with a zero-waste approach,
- Expand practices that contribute to combating the climate crisis and transitioning to a low-carbon economy,
- Reduce the carbon footprint by increasing the use of renewable energy sources and energy efficiency practices,
- Protect ecosystems and natural habitats, support biodiversity, and manage resources sustainably,
- Raise environmental awareness and strengthen a culture of individual responsibility, and
- Ensure compliance with applicable national and international environmental regulations and other obligations, and consider relevant stakeholder expectations.

In the 2024–2025 academic year, Sabancı University's climate action focused on energy management, carbon footprint reduction, and the implementation of practices aligned with its net-zero campus target.

Sabancı University has published its Climate Action Plan, outlining actions taken in line with its climate targets and the steps defined to achieve its 2050 Net-Zero Campus target. The plan, which will be in effect for 2025–2050, sets out the university's strategic roadmap for addressing climate change.



2025 Climate Action Plan Targets

Energy Management	Water Management	Waste Management	Transportation
			Business Travel
2030 Targets: ● Carbon pricing mechanisms ● Solar energy systems ● Burner combustion efficiency ● Waste heat recovery ● Air conditioning loss reduction ● Transformer coupling and wire insulation ● Green hydrogen monitoring ● ISO 50001 compliance ● Smart buildings and automation	2030 Targets: ● ISO 14046 Water Footprint System 2050 Targets: ● 30% increase in recycled water	2030 Targets: ● 40% of waste recycled ● Circular economy initiatives 2050 Targets: ● Elimination of single-use products ● Recycling and composting ● Emissions offsetting	● Prioritization of online participation ● Preference for low-carbon transportation ● Emissions offsetting ● Sustainable transportation awareness
			Employee Shuttles, Student Shuttles, and Campus Ring Vehicles
2050 Targets: ● Heat pumps and next-generation chillers ● Electrification of furnaces and boilers ● Low-carbon energy infrastructure ● Carbon offset projects ● Expansion of smart building systems	Biodiversity ● Protection of ecosystems ● Reduced use of fertilizers and pesticides ● Preference for plants that consume less water ● Sustainable landscaping ● Support for natural habitats	Sustainable Procurement Medium-term targets: ● Low-carbon supply chain ● Local and environmentally friendly producers ● Increase in the sustainable product budget Long-term targets: ● Circular economy-based procurement ● Procurement of carbon-neutral certified products and services	● 2035: 10% of students using public transportation ● Campus Transportation and Accessibility Planning ● Carpooling system ● Transition to electric vehicles ● Transportation emissions offsetting
			International Student Travel
			● Travel behavior surveys ● Low-carbon transportation awareness

ENERGY MANAGEMENT



Sabancı University implements strategic actions to measure, reduce, and transform energy use across campus operations, in line with the climate action plan.

The university advances toward its **2050 Net-Zero Campus** target and adopts science-based targets to support this goal.

The main positive impacts in energy management are centered on:

- Renewable energy use,
- Energy efficiency practices,
- Systematic monitoring of emissions, and
- Sustainability investments.

The measurement and reporting of carbon emissions under ISO 14064 and the GHG Protocol enable data-driven decision-making processes. From a long-term perspective, investments aligned with the net-zero target contribute to greater predictability in energy costs, while awareness initiatives in energy and sustainability support the development of students' climate awareness and levels of social responsibility.

However, the energy management process also involves certain potential adverse impacts that require careful consideration. Due to existing mechanical infrastructure, certain energy needs, such as campus heating, currently rely on fossil fuels, preventing the full elimination of pressure on greenhouse gas emissions and local air quality. In addition, the transition to energy management systems compatible with new technologies may create high capital requirements in the initial phase.

The energy management approach is also supported by institutional policy documents. The Sabancı University Environmental Policy includes commitments related to energy efficiency, and the Sabancı University Climate Action Plan positions energy efficiency and energy management as strategic priority areas.

In line with its greenhouse gas emissions reduction targets, Sabancı University considers improving the effectiveness of energy management across the campus a priority. Within this scope, the university regularly monitors its energy consumption profile and conducts status assessments by analyzing annual changes.



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To ensure effective monitoring of energy management practices and reliable performance evaluation, energy consumption calculations at Sabancı University are based on a consumption-based methodology. Within this scope, data on electricity, natural gas, fuel, and other energy sources are collected based on actual consumption values and consolidated annually. Specifically for electricity consumption, grid-supplied energy and energy generated from renewable sources are monitored separately and classified by energy type.

In the data collection and analysis process, energy monitoring and automation systems, billing records, and meter-reading-based data-collection templates are used in combination. The process is supported by internal control mechanisms, and data accuracy and reliability are ensured through cross-checking.

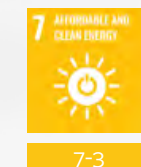
The calculations may be based on certain operational assumptions. In cases of missing or incomplete meter data, estimated values are derived from prior-period consumption trends and activity intensity. In addition, standard conversion factors are used to enable reporting of different energy sources on a common unit basis. The data obtained form the basis for understanding energy-use trends and for identifying strategic actions to improve energy efficiency.

The main energy efficiency and emissions reduction initiatives implemented across the campus are summarized below:

- Continuation of procurement practices aimed at covering all electricity consumption with renewable energy
- Expansion of LED lighting systems across the campus
- Deployment of motion sensors and energy-saving control systems in lighting and common-use areas
- Installation of charging stations to support the use of electric vehicles
- Optimization of energy use through the upgrading of automation infrastructure in ventilation systems
- Reduction of heat losses through insulation works in mechanical installations
- Increase in on-site renewable energy generation through the installation of rooftop solar energy systems
- Modernization of boilers used in heating systems and improvement of energy efficiency
- Preference for energy-efficient equipment and products in procurement processes

Efficiency practices and process optimizations implemented within the scope of energy management have contributed concretely to reducing energy consumption across the campus. As a result of implemented technical solutions, system optimizations, and operational adjustments, approximately 2,200 MWh of energy savings were achieved in the reporting year. A total emissions reduction of 1,165 tons of CO₂ equivalent was achieved.

The university views energy management not only from a supply and efficiency perspective but also with regard to demand; efforts within this framework include **monitoring peak demand periods, preventing unnecessary energy use, and promoting user awareness.**



The university has implemented practices to increase the use of renewable energy on campus. Within this scope, in the 2022–2023 academic year, an **International Renewable Energy Certificate (I-REC)** was obtained for the first time, marking a step toward procuring electricity from renewable energy sources.

Sabancı University advanced its renewable energy and efficiency-focused infrastructure investments in 2024 to strengthen its energy management practices. Within this scope, the capacity of the solar power plant was increased from 100 kW to 1,100 kW, and the facility began generating electricity in January 2024.

In the 2024–2025 academic year, the campus's electricity demand was fully met through renewable energy sources, including electricity generated from a solar power plant with an installed capacity of 1,100 kWe and renewable energy certificates. As a result of this practice, Scope 2 greenhouse gas emissions were reduced to zero under the market-based calculation method.

To track reductions in energy consumption and ensure comparability of performance across periods, Sabancı University uses the 2021–2022 academic year as the base year.

The approach used to calculate reductions in energy consumption aligns with the university's greenhouse gas emissions calculation and reporting framework. Within this scope, calculations are based on the ISO 14064 standard, and changes in energy consumption are assessed by comparing the base year and the reporting period.

One indicator of monitoring energy performance is the energy intensity ratio. At Sabancı University, this ratio is calculated by dividing total electricity consumption by the campus population, using the kWh per capita metric.

Within the scope of reporting, the energy intensity ratio only includes electricity consumption. The ratio is calculated based on internal energy consumption.

Analyzing energy consumption also reveals the distribution of energy sources used on campus. A significant portion of total energy use comes from natural gas used in heating systems and cogeneration facilities.

Within this scope, the university aims to develop long-term decarbonization approaches to reduce heat-related emissions at the campus level. This approach is implemented in conjunction with decision-making processes for energy planning and infrastructure investments. In this regard, increasing renewable energy use, improving energy efficiency, and gradually reducing fossil fuel-based energy use are among the key priorities.

This holistic structure is complemented by a risk-based assessment approach. Fluctuations in energy prices, supply security, and risks arising from climate change are regularly analyzed, and preventive measures are planned to address these risks. Similarly, greenhouse gas emissions from campus energy consumption are regularly calculated and monitored. In addition, maintenance, renewal, and system optimization efforts to identify equipment that causes inefficiencies in the energy infrastructure support continuous improvement in energy performance.

These energy management practices not only deliver technical and operational outcomes but also generate broader impacts that strengthen the campus's sustainability approach. Energy efficiency practices transform the campus into a living laboratory, creating learning and research opportunities for students and faculty. In addition, training programs, events, and communication efforts are conducted to raise awareness among students and employees on energy conservation and climate change.

CARBON FOOTPRINT REDUCTION AND OUR NET-ZERO CAMPUS TARGET

Sabancı University calculates and verifies greenhouse gas emissions from campus operations in accordance with the ISO 14064 standard. Within this scope, Scope 1, Scope 2, and Scope 3 emissions are regularly monitored, emission sources are systematically assessed, and opportunities for reduction are identified.

In this framework, **energy efficiency and renewable energy investments** are prioritized, particularly to reduce Scope 1 and Scope 2 emissions. The installation of the solar power plant on campus, efficiency measures in electricity consumption, and energy system optimization efforts contribute to reducing operational emissions. In addition, all **electricity consumed on campus is sourced from renewable energy** to reduce indirect emissions.

In addition to technical and operational measures, strengthening institutional capacity for emissions reduction is also a key component of the university's approach. Sustainability programs, interdisciplinary education opportunities, and research centers increase environmental awareness among students, academic staff, and other stakeholders, fostering a culture of sustainability.

To embed carbon footprint reduction practices within an institutional framework, Sabancı University develops policies, strategies, and commitments that support the management, monitoring, and reduction of greenhouse gas emissions and other key air pollutants. Within this scope, the university's **Environmental Policy** positions the reduction of environmental impacts arising from campus operations and the transition to a low-carbon economy among its key priorities. In this context, emissions reduction targets are designed in alignment with the **Science Based Targets initiative (SBTi)**.



The targets defined are not limited to emission sources directly under the university's control. In addition to reducing direct emissions from campus operations, the university also aims to reduce indirect emissions across the value chain, including business travel, supply chain activities, transportation, and waste management.

The university evaluated its current position by using 2021–2022 as the baseline and defined short-term targets for 2030 and long-term climate targets for 2050.

- By 2030, Sabancı University aims to reduce direct emissions (Scope 1) and indirect emissions from purchased energy (Scope 2) by 42%. In the same period, the university plans to reduce other value chain-related indirect emissions (Scope 3) by 25%.
- In the long term, Sabancı University envisages a more comprehensive transformation covering all its operations. The university has adopted achieving a net-zero emissions campus by 2050 as a strategic goal.

Science-Based Climate Targets			
	Current Position (2024–2025)	Short-Term Target for 2030	Long-Term Target for 2050
Scope 1	-5.43%	-42%	-100%
Scope 2	-32.24%	-42%	-100%
Scope 3	+17.47%	-25%	-100%



Sabancı University has prepared its 2024–2025 academic year greenhouse gas inventory using an operational control approach, within the boundaries of the Tuzla Campus, in accordance with the GHG Protocol and TR ISO 14064-1:2019. The reference year for all scopes is the 2021–2022 academic year.

In Scope 1 emissions, CO₂, CH₄, and N₂O are considered for stationary and mobile combustion sources; leaks from refrigerant gases and fire suppression systems are calculated using the global warming potentials of the respective gases. Scope 2 emissions are reported in CO₂e as energy indirect emissions from purchased electricity. Scope 3 covers a broad set of other indirect emissions, including purchased goods and services, water consumption, capital goods, fuel- and energy-related activities, transportation, waste, business travel, accommodation, student travel, employee shuttles, and leased assets.

Emission factors and global warming potential values are primarily based on Intergovernmental Panel on Climate Change (IPCC) sources. In the 2024–2025 inventory, Global Warming Potential (GWP) values are based on the IPCC Sixth Assessment Report (AR6).

By 2050, the university aims to achieve net-zero greenhouse gas emissions from operations, primarily through **emissions reductions at the source, with carbon offset mechanisms considered a complementary measure where necessary**. This commitment is also supported at the international level through Sabancı University's participation in the United Nations **Race to Zero for Universities** and Colleges initiative.

This roadmap addresses the net-zero target under the principle of 'reduce first, offset later.' The Climate Action Plan explicitly recognizes that achieving absolute zero emissions by 2050 may not be technically feasible for all emission sources; therefore, offset mechanisms will be applied to unavoidable residual emissions, while prioritizing maximum emissions reductions to minimize the need for offsetting.

Energy efficiency, renewable energy, and sustainable procurement are positioned as core implementation tools of the university's net-zero transition. The plan involves:

- Prioritization of energy-efficient products in procurement processes,
- Development of low-carbon supply chains, and
- Stronger integration of sustainability principles into procurement processes.

The tangible outcomes of initiatives to improve environmental performance are also reflected in emissions data. Although the university's physical capacity and operational scale continue to grow, significant reductions were achieved in direct emissions (Scope 1) and indirect emissions from purchased energy (Scope 2) in the 2024–2025 academic year compared to the base year.

To ensure the effectiveness of long-term emissions-reduction targets, the university plans to regularly review targets and implementation strategies. Within this scope, a comprehensive review is planned for 2030 to assess emissions-reduction performance and update the roadmap for achieving targets.

Sabancı University views emissions management not solely as a technical monitoring process but also as a governance tool that strengthens institutional capacity and informs decision-making processes.

Therefore, emissions-reduction targets are included within the performance system for the Secretary General and the entire Operations Unit, directly integrating greenhouse gas reduction performance into the responsibilities of relevant administrative and operational units.

The university's institutional approach to climate and sustainability extends beyond reducing emissions and environmental impacts. Sabancı University also aims to enhance the positive impacts of its activities under the Climate Action Plan.

The university aims to contribute to the development of sustainable solutions through research activities, educational programs, and multi-stakeholder collaborations. Furthermore, the university encourages students, academic staff, and administrative personnel to become active contributors to the sustainability transition by implementing initiatives that foster greater community participation in climate action.



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WATER MANAGEMENT



Sabancı University supports the sustainable management of water resources by developing practices across campus that focus on water reuse and recovery.

According to the **WRI Aqueduct Water Risk Atlas**, which assesses global water risks, the region where the university is located is under high water stress.

In line with this approach, Sabancı University implements a systematic water management structure that supports the sustainable management of water resources across the campus. This structure includes **practices to monitor water consumption, optimize use, and reuse water wherever possible.**

As part of its water resource management practices, the university implements infrastructure solutions on campus for rainwater harvesting and reuse. The artificial water pond on campus stores rainwater and serves as an alternative water source. Water collected in the pond is used primarily during the summer months to irrigate campus landscaping areas, thereby reducing municipal water consumption.

To ensure the effective operation of this system, separate sewer lines for clean water (rainwater) and wastewater have been designed in the infrastructure of campus buildings. Rainwater collected on building rooftops is directed through pipelines to the artificial pond, where it is stored and reused. In addition, applications that support water recovery are implemented in cooling and water treatment systems across the campus.

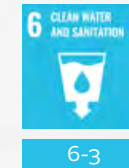
Various technical and operational measures are implemented across the campus to ensure efficient use of water resources. Within this scope, equipment and practices aimed at reducing water consumption are used in buildings and infrastructure systems.

- Water-efficient devices are used in campus buildings to save water.
- Low-flow fixtures are used in sinks and faucets.
- Sprinkler and drip irrigation systems are used in landscaping areas to reduce water consumption, ensuring more controlled and efficient use of water in irrigation.
- Efforts are underway in landscape planning to prioritize plant species that require less water.

Within the scope of water management, the amounts of water supplied from the grid, consumed, and discharged on campus are regularly monitored and reported annually. During the reporting period, compared with the 2021–2022 academic year, water withdrawn from the grid increased by 16%, and discharged water increased by 6%. **In the same period, total water consumption decreased by 55%.**

On-campus water consumption is monitored at the point of use through sub-meters, and irrigation consumption is also tracked separately via dedicated meters.

The wastewater discharge quality approach is defined based on applicable legal limit values according to the sector and discharge type. Domestic wastewater is directed via the Tuzla Collector to the Marmara Deep Sea Discharge system, while industrial wastewater is directed through the Güzeller Organized Industrial Zone Wastewater Treatment Plant to the Yumrukaya Stream line.



WASTE MANAGEMENT AND A CIRCULAR CAMPUS

Within this framework, waste management is a priority area for Sabancı University in strengthening environmental sustainability, combating climate change, and integrating the circular economy approach into institutional practices. In line with this approach, a **Zero-Waste Management System** aligned with the waste hierarchy is implemented on campus. Click [here](#) for The Sabancı University Zero Waste Certificate.

The system primarily focuses on preventing waste generation, and where this is not possible, it covers waste reduction, source separation, separate collection and transportation, temporary storage, and appropriate treatment.

To ensure waste separation at source, **separate collection points for recyclable, organic, and non-recyclable waste** have been established in all buildings and on all floors.

Blue 'Recyclable Waste' bins are used for collecting paper, glass, metal, and plastic waste without mixing or contamination; brown 'Organic Waste' bins are used for biodegradable waste; and black 'Other Waste' bins are used for non-recyclable waste.

On the other hand, contaminated packaging and waste, laboratory chemicals, biological waste, oily metal shavings, fluorescent lamps, batteries, accumulators, and electrical and electronic waste are collected in red bags and special segregation boxes according to their characteristics and delivered to licensed companies in accordance with applicable legislation.

- It is essential that processes related to separate collection at source, safe temporary storage, transportation, and final disposal of waste generated from education and research activities are carried out in coordination among the relevant units.
- In operational processes, waste is collected by assigned teams of cleaning staff under the university's services unit.

To enhance the effectiveness of these practices, the university organizes training and awareness-raising activities for students, academic staff, and administrative staff, encouraging proper waste segregation. This approach aims to reduce the total amount of waste generated on campus, increase recovery rates, and thereby reduce associated carbon emissions.

Sabancı University conducts its waste management activities in accordance with applicable legislation to prevent both hazardous and non-hazardous waste generated within its area of responsibility from harming the environment.

This approach covers the prevention of waste generation, reduction and segregation at source, reuse or accumulation of waste using appropriate methods depending on its nature, collection, temporary storage, transportation, recycling, recovery (including energy recovery), and, where these processes are not possible, disposal, as well as post-disposal monitoring, reporting, control, and auditing.

To monitor the impact of waste management practices, waste volumes generated on campus and disposal methods are regularly tracked. The results demonstrate the tangible impact of waste reduction and segregation efforts. The data shows that compared to the 2020–2021 academic year, the total waste volume decreased by

- 42% in the 2021–2022 academic year,
- 60% in the 2022–2023 academic year, and
- 65% in the reporting year.

In the reporting year, 30% of generated waste was recovered through recycling, and 70% was directed to landfill.



Circular Economy Practices

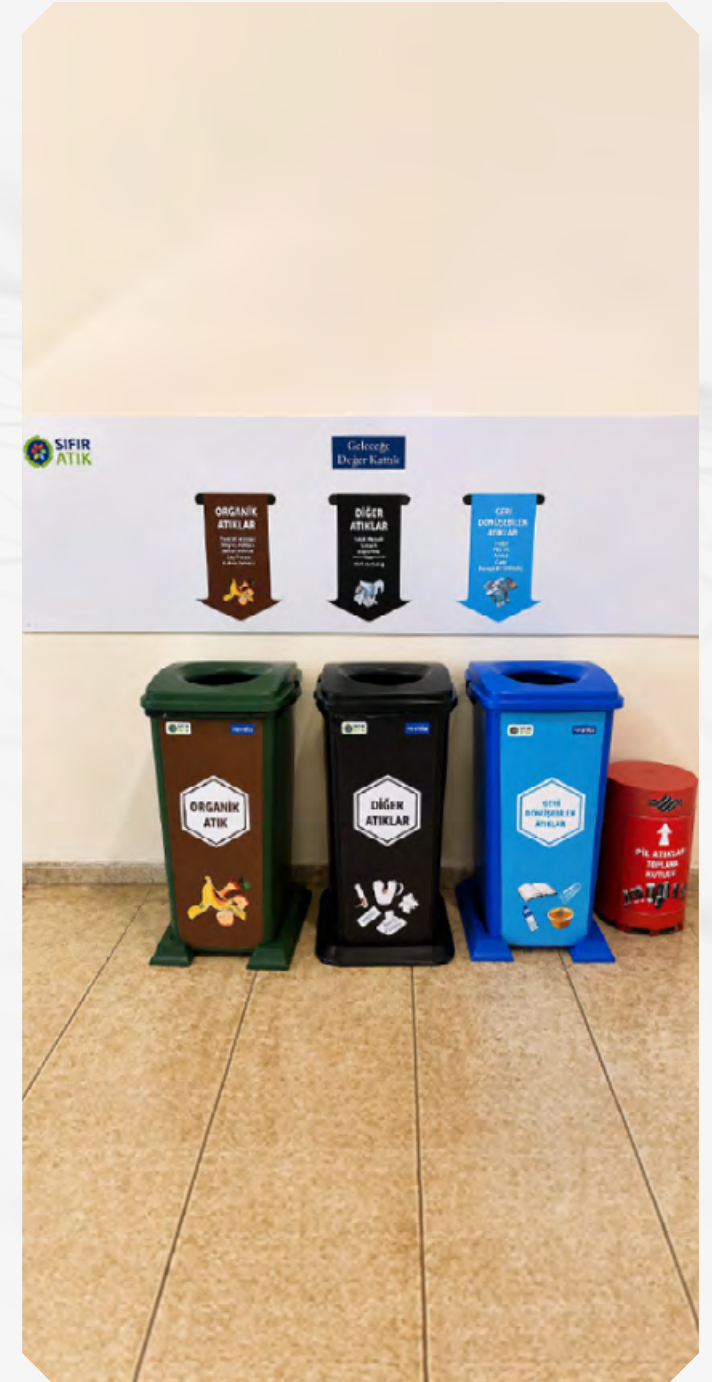
The university's waste management approach is shaped in line with circular economy principles. Within this framework, improving resource efficiency in material use is a key priority in both current operations and planned investments. The university aims to reduce reliance on methods such as landfill disposal and incineration in waste management, while **strengthening recovery and reuse practices** in the long term.

Paperless office practices are being expanded to reduce resource consumption in office processes. To reduce paper consumption, monthly print usage reports are monitored to prevent unnecessary printouts, minimize color printing, and further develop electronic reporting systems. The execution of official correspondence through the Electronic **Document Management System** across the university and the support of a paperless operating model through the information technology infrastructure form the key elements of this transformation.

A **duplex printing standard** is applied across all printers, and online systems are preferred over hard copies wherever possible. Internal correspondence being conducted under the online communication procedure further contributes to reducing paper consumption.

The university implements waste reduction practices not only in office and operational processes but also in event management. The use of **Sabancı University–branded tote bags** at conferences and congresses is one of the concrete steps taken to reduce single-use materials.

In line with its Green Campus strategy and sustainability targets, the university aims to fully phase out single-use paper and plastic cups, which average 2,000,000 on campus annually, by 2050. This initiative aims not only to prevent waste generation but also to avoid approximately 430 tons of carbon emissions generated throughout the life cycle of single-use products.



BIODIVERSITY

According to **WWF Biodiversity Risk Filter** assessments, Sabancı University is located in an area classified as high-risk for biodiversity. The campus is located in the Tuzla district of Istanbul, an area characterized by intensive industrial and residential activity, and is influenced by the dynamics of rapid industrialization and urbanization in its surroundings.

However, the Sabancı University campus has an ecological structure that distinguishes it from the surrounding intense urbanization, thanks to its extensive forest areas and natural landscapes.

Conservation and management practices carried out on campus aim to support the continued existence of existing natural habitats and to protect biodiversity.

This approach, which informs Sabancı University's campus planning and upholds the protection and enhancement of biodiversity, includes:

- Engaging in green building and green roof practices,
- Developing forest areas,
- Conducting biodiversity inventory studies,
- Protecting and restoring natural areas, and
- Increasing students' awareness of local and global biodiversity.

The university treats biodiversity as an integral part of campus life and supports the protection of on-campus and surrounding ecosystems through related policies and practices. Monitoring, conservation, and rehabilitation practices across the campus also require the systematic assessment of the impacts of the university's activities on ecosystem services.

Within this scope, Sabancı University's education, research, infrastructure, construction, landscaping, and transportation activities on campus directly or indirectly affect ecosystem services. Stakeholders benefiting from or directly affected by these impacts include students, academic and administrative staff, campus visitors, and local communities around the campus.

Ecosystem services affected by these activities include:

- Regulation of air quality,
- Climate regulation and carbon sequestration,
- Regulation of the water cycle,
- Provision of habitat,
- Protection of biodiversity, and
- Maintenance of soil and nutrient cycles.

Vegetation and afforestation areas help improve air quality, and green spaces and lake systems support the water regime. Similarly, natural and semi-natural areas on campus provide habitats for flora and fauna, contributing to the preservation of ecosystem integrity.



Lakes

There are **two lakes** on the Sabancı University campus: **a natural lake and an artificial pond**. The area where the artificial pond is located was previously an amorphous depression reaching depths of 7–8 meters in places; instead of filling this area with excavation soil, the university transformed it into an artificial pond to provide ecological and functional benefits. Within this scope, the pond bed was leveled, lined with clay, and reinforced with gravel. Since it was anticipated that filling with rainwater alone would take a long time, rainwater from buildings and treated wastewater were directed to the pond via drainage lines. Thus, the pond became operational quickly and began serving as a water reservoir to meet the campus landscape's irrigation needs, especially during dry periods. Over time, a natural life cycle developed in the pond through fish eggs carried by seagulls, and the area evolved into an ecosystem component that also generates value in terms of biodiversity.



Forest Area

Increasing vegetation diversity also plays an important role in strengthening the campus ecosystem. **The forest area, covering 702,000 m²**, is one of the key components of campus biodiversity. Across the campus, there are **approximately 100 native species, 150 newly planted species, and over 350 subspecies**; this diversity enhances the campus's ecological value.

Since 1999, Sabancı University has introduced over **100,000 trees, flowers, shrubs, and various plant species** to the campus area. In addition, **more than 1,000 Sakura trees** have been added to the campus landscape, aiming both to enhance biodiversity and to enrich the natural landscape texture. Combined with the protected existing flora, the total plant population on campus has exceeded 170,000.

These natural areas provide suitable habitats for many plant and animal species, helping preserve the ecological balance on campus. At the same time, these forested areas function as an important carbon sink in the fight against climate change. Calculations show that approximately 637.5 tons of CO₂e emissions are removed from the atmosphere thanks to the forest structure on campus.



13-2



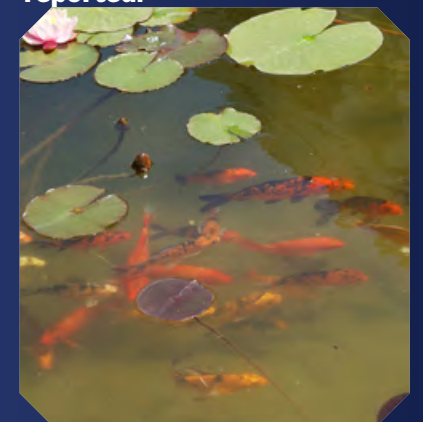
15-2

Fauna and Wildlife

The campus offers a rich habitat not only in terms of plant diversity but also in terms of **fauna and wildlife**. Hundreds of plant and animal species are observed across the campus, some of which are wild species; this is considered one of the field-level reflections of Sabancı University's approach to biodiversity conservation.

Efforts to protect biodiversity on campus include not only supporting existing species but also monitoring factors that may pose risks to ecosystem balance. In this context, the university regularly conducts observation and reporting activities to identify and **monitor invasive species and factors that negatively affect plant health**. Observations on campus have identified lime seed bug damage on linden trees around the Faculty of Engineering and Natural Sciences (FENS), and caterpillar-related damage around the Administration (ADMIN) area, particularly on ivy plants.

In addition, **degradation or damage in plant species and their causes are regularly reported**.



DIGITAL TRANSFORMATION ON CAMPUS

In the 2024–2025 academic year, Sabancı University continued upgrading its technical infrastructure across different campuses and service points as part of its infrastructure and technological transformation efforts. Within this scope, infrastructure at the Museum, SGM, Karaköy, Altunizade Digital Campus, and Küçükköy locations was updated.

To strengthen the technological capacity of educational and shared spaces, classrooms and lecture halls within the Faculty of Engineering and Natural Sciences (FENS), Faculty of Arts and Social Sciences (FASS), Sabancı Business School (SBS), and the School of Languages were equipped with modern technologies. In addition, user-oriented adjustments were implemented to support data security.

In line with the organizational excellence approach adopted at Sabancı University, digitalization efforts continued in 2024 to support more efficient, traceable, and data-driven management of research processes. Within this scope, the digitalization of the Personal Research Fund system was a priority area.

In 2024, an algorithm for scoring data within the Personal Research Fund Data Report system was implemented for the Sabancı Business School (SBS) and the Integrated Manufacturing Technologies Research and Application Center (SU IMC). In addition, a module was developed within the system that enables monitoring of distributions made by Deans of Faculty/Unit Directors through various statistical analyses, such as program- and title-based averages.

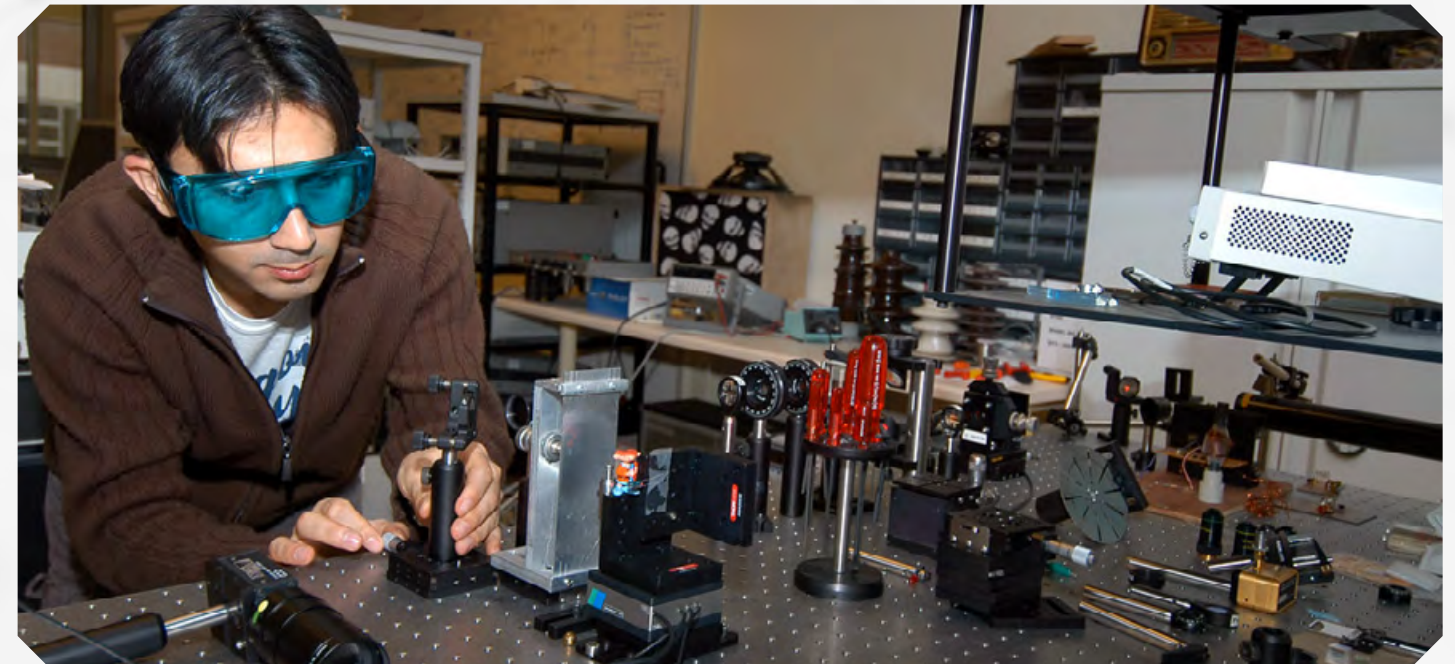


The Front Desk application was implemented within Student Resources. In addition, the SU-Ticket support system infrastructure was introduced to enable easier, more traceable, and more structured management of student information and document requests. Digital information screens regarding tuition payment details were redesigned, enabling easier access to tuition information for students and their families.

In line with its digitalization objectives, Sabancı University has implemented the Peoples Digital Platform to establish a more integrated and traceable structure for administrative human resources processes. Accordingly, all administrative recruitment processes and the Administrative Orientation programs have been moved to the digital platform.

Within this scope, the digital orientation program outlines various tasks to help newly hired administrative staff adapt quickly to the university. These tasks also encourage collaboration across different units within the university. This practice represents an important step in supporting human resources processes as part of the university's digital transformation journey.

Digital transformation efforts on campus are also carried out within the smart campus approach across operational areas such as energy management, building automation, access control, security, transportation, and user services. Within this scope, the university continues its investments in meters, sensors, monitoring systems, and data visualization tools, and supports energy efficiency through renewable energy applications, LED installations, and motion sensor systems. In addition, the university aims to make campus operations more integrated, traceable, and user-oriented through initiatives such as the development of electric vehicle charging infrastructure, building-level energy consumption monitoring, card access systems, speed sensor-supported traffic management, the Electronic Document Management System (EDMS), and the MySU portal.



GREEN AND SMART BUILDINGS



Sabancı University considers green and smart building practices as one of the key elements strengthening the environmental performance of its campus infrastructure.

Within this scope, the **Sabancı University Nanotechnology Research and Application Center (SUNUM) building holds Leadership in Energy and Environmental Design (LEED) and Building Research Establishment Environmental Assessment Method (BREEAM) certifications**, serving as a concrete example of the university's sustainable building approach.



The SUNUM building was designed and constructed in accordance with the requirements of the international green building certification systems LEED and BREEAM, becoming the first building in Türkiye to hold these standards.

Key features include:

- Collection of rainwater and its reuse for irrigation
- Lighting designed to ensure minimum energy consumption
- Hot water generation through rooftop solar panels
- Use of energy systems for heating and cooling
- Waste segregation and recycling

The SUNUM building was designed not only to align with advanced technologies but also to have a strong environmental focus. It was constructed using a column-free load-bearing façade design, an earthquake-resistant raft foundation system, high-insulation modular concrete elements, and low-VOC materials.

The building features cooling technologies that do not harm the ozone layer and specialized roofing materials to help reduce environmental impacts and energy losses.

High-efficiency technologies have been used in the building's heating, ventilation, and air conditioning (HVAC), lighting, and other technical systems, and the building was designed to comply with the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1-2007 standard, with approximately 25% lower energy consumption compared to local benchmarks.

The 155 solar panels on the roof support heating, cooling, and climate control requirements. Energy consumption is controlled through solar low-E coated, argon gas-filled insulated glazing.

In addition, the building's environmental impact is reduced through rainwater harvesting, low-water-use fixtures, leak detection systems, initiatives supporting bicycle and electric vehicle use, low acoustic pollution, and segregated waste management.

This approach is complemented by supporting building operational performance through digital systems. Building management systems and smart monitoring infrastructure are used across all buildings on the Sabancı University campus, supporting the monitoring and control of core operational areas, particularly HVAC, as well as lighting, energy, and water management.

As part of its green and smart buildings approach, Sabancı University enhances its campus infrastructure through investments that improve energy efficiency, operational efficiency, and user comfort.

The key infrastructure investments supported by the university are listed below:

- Solar Power Plant (SPP) installation Phase 2 works (rooftop SPP 100 kWe)
- Campus-wide LED lighting retrofits
- Fan wall implementation
- Replacement of condenser pumps
- Fire safety and building automation system upgrade for the University Center (UC) building
- Lighting automation upgrades in the UC, SBS, and IC buildings
- Planning, design, and implementation of 2+1 room and study room concepts in student dormitories
- Maintenance and renovation in dormitory buildings



SUSTAINABLE TRANSPORTATION

Sabancı University develops and implements various initiatives to reduce transportation-related greenhouse gas emissions and to make campus mobility more sustainable.

Emission analyses show that transportation accounts for approximately 25% of the university's total greenhouse gas emissions.

Transportation emissions are primarily associated with business travel, employee shuttles, student shuttle services, and increased mobility at the end of academic terms.

Business Travel

Business travel accounts for a significant share of transportation-related emissions. Sabancı University maintains its international engagement through international academic collaborations, exchange programs, and research conducted on a global scale.

Sabancı University recognizes the impact of travel activity associated with international operations on emissions. Within this context, the university adopts an approach that balances sustaining academic engagement with reducing its carbon footprint and develops practices to manage travel-related emissions.

The use of alternative, digital methods is encouraged to reduce emissions from business travel. Lessons learned during the pandemic have shown that academic collaborations, meetings, and conference participation can be effectively sustained through online platforms. Accordingly, the university encourages the use of digital participation options in place of non-essential travel, aiming to reduce environmental impact while maintaining continuity in academic engagement.



Employee Shuttles, Student Shuttles, and Campus Ring Vehicles

Efforts to reduce transportation-related emissions are not limited to business travel but also include campus-related daily transportation systems. Within this context, Sabancı University improves its transportation services for staff and students through a low-carbon mobility approach and promotes sustainable transport alternatives.

Employee shuttles, student shuttle routes, and campus ring vehicles are among the core components of this approach. A total of 90 vehicles operate 137 daily shuttle trips to meet daily transportation needs. In addition, free-of-charge campus ring vehicles operating at designated times facilitate intra-campus transportation and help reduce the use of private motor vehicles.

- Emissions from employee shuttles, student shuttles, and campus ring vehicles are monitored, and offsetting initiatives are implemented. Carbon emissions arising from these transportation activities have been offset by the university.
- Initiatives to increase the use of low-carbon alternatives in campus transportation are also underway. For example, the Operations Unit utilizes electric bicycles as an environmentally friendly solution for on-campus mobility.

In addition to existing staff and student transportation practices, the university aims to transform its transportation infrastructure toward low-carbon alternatives. Within this scope, the gradual transition of the campus vehicle fleet to electric models and the strengthening of electric vehicle charging infrastructure are priority areas.



International Student Travel

Another significant component of transportation-related emissions is international student mobility. The increasing global mobility of students significantly impacts universities' total carbon footprint.

Assessments specific to Sabancı University show that international travel undertaken by students during the academic year accounts for approximately 23% of total greenhouse gas emissions.

Sabancı University adopts a data-driven approach to more accurately analyze emissions arising from student mobility and to systematically integrate them into sustainability strategies.

The university adopts a long-term sustainable transportation approach to reduce transportation-related emissions and to restructure on-campus mobility in line with lower-carbon solutions. Within this context:

- The university plans to develop alternative solutions to reduce travel-related carbon emissions, implement carbon offset mechanisms where appropriate, and encourage the use of low-carbon transportation models.



SUSTAINABLE FOOD

Food production accounts for a significant share of global greenhouse gas emissions. Agricultural production processes, land-use change, supply chain activities, and food waste are among the main factors increasing the carbon footprint of food systems. Within this framework, Sabancı University approaches campus-wide food services in alignment with its sustainability goals; the university prioritizes providing lower-carbon, comparatively lower-impact dietary options through cafeteria and catering operations and raising awareness on sustainable food.

The procurement and operational processes of food services on campus are also managed in line with sustainability principles. To ensure safe and sustainable food provision on campus, procurement and usage processes are monitored through established procedures and regular quality audits. In line with its net-zero supply chain target, the university plans to gradually increase the procurement of products and services from carbon-neutral certified suppliers.

These institutional-level practices are also supported by awareness initiatives developed through student communities within campus life. In the 2024–2025 academic year, student clubs at Sabancı University organized events focused on sustainable nutrition and food. Within this scope, the **Quality & Efficiency Summit'25: Food** and **Vegan Grill** events supported student awareness of sustainable dining, responsible consumption, and alternative dietary practices.



PROCUREMENT AND SUPPLY CHAIN

Sabancı University manages its supply chain through procurement mechanisms established under institutional regulations, including the Sabancı University Tender Regulation, to meet its needs for goods and services from domestic and international suppliers. Procurement and tender processes are managed in line with defined workflows that cover the stages from request creation to payment approval documentation; these processes adhere to the principles of transparency, fair competition, traceability, and sustainability.

The **Procurement and Operations Unit** is responsible for the university's procurement processes. The process involves the use of software, and authorized administrative staff submit their requests through the Procurement Request Form. Following approval from the relevant director and/or manager, the Procurement Unit manages the process, communicating with suppliers and overseeing procurement activities in accordance with applicable regulations and defined procedures.

Within the university's responsible procurement approach, goods and services are evaluated not only on the basis of the lowest price criterion but also using a **'Total Cost of Ownership'** approach. Within this assessment framework, product lifespan, energy consumption, and maintenance costs are analyzed, and suppliers offering long-lasting and energy-efficient products are preferred.

Legal compliance is adopted as a fundamental principle in contracts with suppliers. In this context, contract terms include requirements that suppliers do not employ uninsured workers, do not use child labor, and comply with occupational health and safety regulations.

To improve operational efficiency and reduce carbon footprint, prioritizing local suppliers where possible is also an important element of the procurement approach. In particular, working with suppliers in Tuzla, Kocaeli, and the Anatolian side of Istanbul helps reduce transportation distances and emissions while also supporting local economic activity.



This approach considers reducing environmental impacts and creating regional economic value within the supply chain in tandem.

Sabancı University defines the term 'local supplier' as encompassing all suppliers operating within Türkiye who are tax-resident and actively conducting business. Within procurement and supply chain management, Sabancı University primarily meets its operational needs through local suppliers.

In the 2024–2025 academic year, the university worked with a total of 1,861 suppliers. Of these suppliers, 44 were international, and 1,817 were local. This distribution shows that procurement activities are conducted overwhelmingly through the local supply chain.

Another indicator of the economic contribution to local suppliers is the workforce employed on campus through direct subcontracting arrangements. In this context, a total of 359 people are employed on campus by subcontractors. This data demonstrates that the university also contributes to the local economy through indirect job creation.

In parallel, the concept of 'critical operational locations' refers to procurement and service points that are strategically important for the continuity of critical services at the university. Within this scope, Sabancı University's critical operational locations include subcontractor firms providing services both on campus and at external locations affiliated with the university.

The total volume of these suppliers corresponds to approximately TRY 360 million, representing a 24% share within an overall structure of approximately TRY 1.5 billion. The headquarters of these subcontractors are predominantly located in the Marmara Region.

This structure demonstrates that the university manages its critical services in line with the criteria of geographic proximity, operational accessibility, and service continuity.

Regular training sessions on occupational health and safety and environmental topics are provided to critical suppliers. These sessions support suppliers in understanding the university's operational expectations, field practices, and compliance obligations and strengthen their capacity to meet required standards.

The university adopts compliance with national labor law regulations as a core principle in procurement processes and treats the prevention of child labor as a key responsibility area in supply chain management. The university does not employ or tolerate the use of child labor and ensures full compliance with legal minimum-age requirements in its hiring processes.

This approach is not limited to direct practices but is also reflected in supplier relationships through contractual and operational mechanisms. Supplier specifications include explicit provisions under Law No. 6331 on Occupational Health and Safety; in the event of identified violations, the university may implement corrective actions and, where necessary, apply sanctions, including contract termination. In addition, encouraging the reporting of violations through mechanisms such as ethics hotlines supports the early identification of risks and the implementation of appropriate response processes.

Sustainability in the Supply Chain

A core approach of the Procurement Policy in effect at the university is alignment with sustainability principles in procurement processes.

The university's Tuzla campus location, technology-oriented structure, and sustainability approach shape the nature and priorities of these impacts. Within this context, the impacts of procurement decisions are assessed under the following headings:

1

Environmental impacts

The university's procurement decisions take into account indirect environmental impacts arising across processes ranging from production to logistics. Within this framework, the university prioritizes practices that contribute to the reduction of Scope 3 emissions:

- Prioritizing energy-efficient electronic devices, laboratory equipment, and lighting systems,
- Reducing paper consumption by conducting procurement processes digitally and expanding the use of the Electronic Document Management System, and
- Reducing transportation-related carbon emissions by prioritizing local or geographically close suppliers.

2

Social impacts and human rights

Social compliance, occupational health and safety, and respect for human rights are among the core principles in procurement and supply chain processes. In particular, subcontractors and contractors operating on campus are expected to comply with the applicable standards. The university:

- Ensures high occupational health and safety standards for subcontracted personnel working on campus,
- Supports initiatives that encourage suppliers and contractors to strengthen their safety culture, and
- Strengthens a human-centered and responsible way of conducting business across the supply chain.

3

Economic impacts

Sabancı University, as an institutional and reliable buyer, creates an economic multiplier effect for its suppliers. Regular and predictable procurement relationships support suppliers' financial planning capacity and contribute to their economic continuity. In this context, the university's actions include:

- Supporting financial predictability through timely and regular payments to suppliers,
- Strengthening regional economic activity through collaboration with local suppliers, and
- Supporting supply chain stability through long-term and reliable business relationships.

The limited number of suppliers and contractors offering sustainable raw materials and responsible production processes may lead to the procurement of such products and services at relatively higher costs. In particular, higher unit prices for goods and services that meet renewable energy-based input requirements and sustainable production standards create an indirect economic impact on the university's budget structure.

While stakeholder expectations regarding environmental responsibility, ethical sourcing, and sustainable procurement practices are high, ensuring that resulting cost increases do not negatively affect tuition fees or institutional resource use remains a key area of sensitivity.

Therefore, procurement decisions holistically consider the efficient use of resources, cost-benefit balance, and the long-term risk-reducing impact of sustainable investments.

Sabancı University treats sustainable procurement practices as a strategic tool for reducing its institutional carbon footprint. The university's emissions inventory assessments show that purchased goods and services account for the largest share of total emissions. Managing procurement-related emissions constitutes an important part of the university's efforts to reduce its carbon footprint.

To support this approach, dedicated budget lines for sustainable procurement practices have been established as of the 2020–2021 academic year. The university regularly monitors the share of expenditures allocated to products and services that meet sustainability criteria within the total budget. In the reporting year, expenditures classified under sustainability accounted for 3.41% of the total budget.

One of the university's long-term goals is to transform supply chain processes into a more sustainable, ethical, and low-carbon structure. In pursuit of this goal, the university plans to develop a more comprehensive analysis and monitoring approach to assess suppliers' environmental performance and the impacts arising from their operations.



06

APPENDICES

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Economic Performance Indicators

Supplier Practices			
	2022-2023	2023-2024	2024-2025
Percentage of new suppliers assessed using environmental criteria* (%)	100	100	100
Number of suppliers assessed for environmental impacts	1,878	1,737	1,860
Number of suppliers identified as having significant actual or potential negative impacts	0	0	0
Percentage of suppliers identified as having significant actual or potential negative environmental impacts (%)	0%	0%	0%
Percentage of new suppliers screened using social criteria** (%)	0.80%	0.86%	0.81%
Number of suppliers assessed for social impacts	15	15	15
Number of suppliers identified as having significant actual or potential negative social impacts	0	0	0

* Compliance with the ISO 14001 environmental standard is required in specifications and contracts.

** Subcontractors operating on campus are included in this scope.

Digital Transformation	
	2025*
Number of process simplification initiatives**	16
Rate of process simplification initiatives	8%
Number of student–staff digital collaboration initiatives***	1

* For the period January 1, 2025 – September 1, 2025.

** Mapping of the as-is and to-be states of processes; identification of inefficiencies; identification of actions requiring decision, digitalization needs, and needs for RACI and procedural change; assignment of action owners and target dates.

*** Within the scope of ENS491 programs, a 3-month hackathon was held, with 8 students and 18 staff members from units and faculties participating. Within the program, 4 pilot project demos were developed.

Local Development			
	2022-2023	2023-2024	2024-2025
Percentage of senior management hired from the local community* (%)	100%	100%	100%
Total number of suppliers	1,878	1,737	1,860
Number of local suppliers	1,669	1,495	1,609
Local supplier ratio	88.87%	86.07%	86.51%
Total supplier procurement budget (TRY million)	574.77	988.90	1,458.54
Local supplier procurement budget (TRY million)	535.42	933.36	1,376.72
Share of local supplier procurement budget	93.15%	94.38%	94.39%

* Senior management includes the President, Vice Presidents, and Deans within the academic structure, and the Secretary General and administrative directors within the administrative structure.

Ethical Governance			
	2022-2023	2023-2024	2024-2025
Number of legal actions taken for anti-competitive behavior, anti-trust violations, and monopolistic practices	0	0	0

ENVIRONMENTAL PERFORMANCE INDICATORS

Energy Management			
	2022-2023	2023-2024	2024-2025
Non-renewable energy consumption* (kWh)	41,916,905	34,611,243	34,746,632.70
Electricity consumption (kWh)	12,756,692	7,148,731	6,991,908
Natural gas consumption** (kWh)	29,160,213	34,611,243	34,746,632.70
Renewable energy consumption*** (kWh)	73,869	8,412,349	8,667,236
100 kWe rooftop solar PV (kWh)	73,869	-	-
1100 kWe rooftop solar PV (kWh)	-	1,263,618	1,675,328
Energy intensity ratio (kWh/person)	2,462	2,609	2,520

* Non-renewable energy consumption refers to energy generated through cogeneration.

** Natural gas consumption refers to total consumption across Main Meter-UC-SUNUM, Maingate, SUCool, and Tennis Court.

*** Renewable energy consumption refers to electricity sourced from I-REC and solar systems.

Greenhouse Gas Emissions				
	2021-2022	2022-2023	2023-2024	2024-2025
Gross direct (Scope 1) greenhouse gas emissions (tCO ₂ e)	6,794.43	6,009.11	6,772.37	6,425.82
Gross location-based energy indirect (Scope 2) greenhouse gas emissions (tCO ₂ e)	3,074.78	4,084.58	2,237.94	2,083.56
Gross market-based energy indirect (Scope 2) greenhouse gas emissions (tCO ₂ e)	3,074.78	1,249.66	-	-
Gross other indirect (Scope 3) greenhouse gas emissions (tCO ₂ e)	11,088.18	12,812.17	12,409.40	13,025.78
Greenhouse gas emissions intensity ratio (tCO ₂ e/student)			3.67	3.73

Water Management				
	2021-2022	2022-2023	2023-2024	2024-2025
Municipal water withdrawal (m ³)	153,515	173,911	179,866	177,380
Rainwater (m ³)	55,823	60,846	19,820	1,720
Water discharge (m ³)	138,164	156,520	161,879	147,080
Total water consumption (m ³)	71,174	78,238	37,807	32,020

Biodiversity			
	2022-2023	2023-2024	2024-2025
Ecosystem area (ha)	25	25	25
Area under restoration or rehabilitation (ha)	25	25	25
Restored or rehabilitated area* (ha)	0.08	0.09	0.1
Area of sites with the most significant impacts on biodiversity (ha)	2.80	2.80	2.8

Direct drivers of biodiversity loss			
Number of harvested wild species**	900,000	900,000	900,000
Water withdrawal and consumption (ML)	175.79	109.17	56.53

** Restored or rehabilitated area refers to areas where dwarf juniper has been planted.

** Number of harvested wild species refers to species mown in areas that have lost their lawn texture and turned into a weedy or meadow-pasture landscape.

Waste Management		
	2023-2024	2024-2025
Total waste generated	99.11	133.40
Organic waste	1.17	0
Electronic waste (e-waste)	3.43	8.81
Other (antifreeze, waste paint, cutting oil, construction waste, mixed packaging, contaminated packaging, contaminated waste, laboratory waste, resin, medical waste, toner, oily sawdust)	95.68	124.59
Total hazardous waste	19.10	12.59
Total non-hazardous waste	80	120.81

Green and Smart Buildings			
	2022-2023	2023-2024	2024-2025
Green building certification	1	1	1

Sustainable Transportation			
	2022-2023	2023-2024	2024-2025
Number of EV charging stations	1	5	15
Length of bicycle lanes (km)	4	4	4
Number of pedestrian-accessible buildings*	50	55	57
Number of electric pool vehicles	1	1	3

* All buildings and interiors are 100% accessible.

Sustainable Food			
	2022-2023	2023-2024	2024-2025
Share of local suppliers (%)	100	100	100

SOCIAL PERFORMANCE INDICATORS

Academic Staff			
Number of employees	2022-2023	2023-2024	2024-2025
Total	545	530	530
Women	239	228	228
Men	306	302	302
<30	30	22	23
30–50	367	367	369
>50	148	141	138
Türkiye	545	530	530
Outside Türkiye	0	0	0
Number of employees with disabilities	5	5	5
Number of employees	2022-2023	2023-2024	2024-2025
Distribution of employees by gender			
Women (%)	43.9%	43.0%	43.0%
Men (%)	56.1%	57.0%	57.0%
Distribution of employees by age			
<30 (%)	5.5%	4.2%	4.3%
30–50 (%)	67.3%	69.2%	69.6%
>50 (%)	27.2%	26.6%	26.0%

Academic Staff			
Distribution of employees by location			
Türkiye (%)	99.1%	99.1%	99.1%
Outside Türkiye (%)	0.9%	0.9%	0.9%
Distribution of employees by education level			
Primary school	0	0	0
High school or middle school	0	0	0
University and higher education	545	530	530
Number of new hires			
Total	82	73	97
Women	39	32	38
Men	43	41	59
<30	13	7	13
30–50	60	60	72
>50	9	6	12

Academic Staff			
Number of employees	2022-2023	2023-2024	2024-2025
Number of employee departures			
Total	18	24	15
Women	8	14	6
Men	10	10	9
<30	0	0	0
30–50	11	15	7
>50	7	9	8
Employee turnover rate			
Total	5.9%	7.8%	4.8%
Women (%)	6.2%	10.5%	4.5%
Administrative Staff			
Number of employees	2022-2023	2023-2024	2024-2025
Total	411	439	450
Women	216	230	236
Men	195	209	214
<30	44	41	37
30–50	326	339	342
>50	44	57	71

Administrative Staff			
Number of employees	2022-2023	2023-2024	2024-2025
Türkiye	414	439	450
Outside Türkiye	0	0	0
Number of employees with disabilities	8	9	12
Distribution of employees by gender			
Women (%)	52.6%	52.4%	52.4%
Men (%)	47.4%	47.6%	47.6%
Distribution of employees by age			
<30 (%)	10.6%	9.4%	8.2%
30–50 (%)	78.7%	77.6%	76.0%
>50 (%)	10.6%	13.0%	15.8%
Distribution of employees by location			
Türkiye (%)	100%	100%	100%
Outside Türkiye (%)	0%	0%	0%
Distribution of employees by education level			
Primary school	7	8	8
High school or middle school	52	51	51
University and higher education	355	363	391

Administrative Staff

Number of new hires

Number of employees	2022-2023	2023-2024	2024-2025
Total	65	49	46
Women	39	21	25
Men	26	28	21
<30	15	9	13
30–50	47	39	31
>50	3	1	2
Number of employee departures			
Total	67	47	31
Women	39	23	19
Men	28	24	12
<30	9	5	2
30–50	46	40	22
>50	5	2	7
Employee turnover rate			
Total	14%	9.6%	6%

Administrative Staff

Academic Staff Parental Leave

	2022-2023	2023-2024	2024-2025
Number of employees eligible for parental leave	545	530	530
Women	239	228	228
Men	306	302	302
Number of employees who took parental leave	2	11	4
Women	1	8	3
Men	1	3	1
Number of employees who returned after parental leave			
Women	1	8	3
Men	1	3	1
Number of employees who returned after parental leave	2	11	4
Women	1	8	3
Men	1	3	1
Number of employees still employed 12 months after returning from parental leave			
Women	100%	100%	100%
Men	100%	100%	100%
Retention rate of employees taking parental leave	100%	100%	100%
Women (%)	100%	100%	100%
Men (%)	100%	100%	100%

Administrative Staff Parental Leave			
	2022-2023	2023-2024	2024-2025
Number of employees eligible for parental leave	11	11	16
Women	7	3	11
Men	4	8	5
Number of employees who took parental leave	11	11	16
Women	7	3	11
Men	4	8	5
Number of employees who returned after parental leave	11	11	16
Women	7	3	11
Men	4	8	5
Number of employees still employed 12 months after returning from parental leave	11	11	16
Women	7	3	11
Men	4	8	5
Return rate of employees taking parental leave	100%	100%	100%
Women (%)	100%	100%	100%
Men (%)	100%	100%	100%
Retention rate of employees taking parental leave	100%	100%	100%
Women (%)	100%	100%	100%
Men (%)	100%	100%	100%

Academic Staff Receiving Regular Performance and Career Development Evaluations			
	2022-2023	2023-2024	2024-2025
Number of academic staff who received performance evaluations	154	157	170
Women	50	48	50
Men	104	109	120
Number of administrative staff who received performance evaluations	-	452	480
Total Annual Training Hours Per Administrative Staff Member			
	2022-2023	2023-2024	2024-2025
Total training cost (TRY)	₺1,811,482.18	₺2,845,766.79	₺4,151,864.02
Total training hours	3,988	6,818	6,656
Total training hours provided to middle management	880	3,520	1,656
Average training hours per employee	8.43	13.89	12.84
Total ethics training hours	477	492	518
Number of employees who received ethics training	477	492	518
Technical and personal development training hours	921	6,818	6,656
Number of employees who received technical and personal development training	473	491	518
Minimum Notification Periods for Operational Changes for Academic and Administrative Staff			
	2022-2023	2023-2024	2024-2025
Number of weeks in the change notification period	1	1	1

Academic and Administrative Staff within the Occupational
Health and Safety (OHS) Management System

2022-20232023-20242024-2025

Number of individuals covered by the OHS management system	917*	1,011*	6,672**
Percentage of employees covered by the OHS management system (%)	100%	100%	100%
Number of employees within the OHS management system who have undergone internal audit	917	1,011	1,189
Number of students within the OHS management system who have undergone internal audit			5,217
Number of subcontractors within the OHS management system who have undergone internal audit			266
Percentage of employees within the OHS management system who have undergone internal audit (%)	100%	100%	100%
Percentage of employees within the OHS management system who have undergone external audit (%)	100%	100%	100%

* Includes only employees.

** Includes employees, students, and external personnel.

Work-Related Injuries Among Academic and Administrative Staff

2022-20232023-20242024-2025

For institutional employees

Number of work-related injury fatalities	0	0	0
Rate of work-related injury fatalities	0%	0%	0%
Number of high-severity work-related injuries	1	4	4
Rate of high-severity work-related injuries / Accident Frequency Rate (AFR)	3.40%	3.70%	2.70%
Accident Severity Rate	6.59	62.3*	67.7*
Number of recordable work-related injuries	9	11	8
Rate of recordable work-related injuries	0.69%	0.74%	0.56%
Number of hours worked	2,602,800	2,970,000	2,862,000

Work-Related Injuries Among Academic and Administrative Staff

2022-20232023-20242024-2025

For institutional employees

Number of deaths due to work-related illness	0	0	0
Number of recordable work-related illness cases	0	0	0

For external personnel under the institution's control and students**

Number of work-related injury fatalities	0	0	0
Rate of work-related injury fatalities	0%	0%	0%
Number of high-severity work-related injuries / Accident Frequency Rate (AFR)	0	2	3
Rate of high-severity work-related injuries	0%	0.13%	0.20%
Number of recordable work-related injuries	87	89	68
Rate of recordable work-related injuries	1.13	1.15	0.88
Number of deaths due to work-related illness	0	0	0
Number of recordable work-related illness cases	0	0	0

* The increase in the accident severity rate is due to an employee on long-term medical leave following a traffic accident.

** As of December 2025, the total is 5,698, including 5,217 students, 266 subcontractors, 125 tenants, and 90 individuals at the Nanotechnology Research and Application Center (SUNUM). This figure is used for all years.

Non-Compliance Cases Related to Health and Safety Impacts of Services			
	2022-2023	2023-2024	2024-2025
Total number of non-compliance cases	0	0	0
Number of cases resulting in fines due to non-compliance with specific regulations	0	0	0
Number of cases resulting in warnings due to non-compliance with specific regulations	0	0	0
Number of voluntary non-compliance cases with self-adopted rules	0	0	0

Accessible Campus			
	2022-2023	2023-2024	2024-2025
Length of accessible routes (km)	4.2	4.2	4.2
Percentage of ramp-accessible entrances (%)	100	100	100
Number of accessible restrooms*	87	87	87
Number of accessible parking spaces	75	75	75
Number of signs and wayfinding elements**	100	105	107

* Excluding dormitory rooms.
** Wayfinding signs are available in every building.

Scholarship Support						
	2022-2023 Fall	2022-2023 Spring	2023-2024 Fall	2023-2024 Spring	2024-2025 Fall	2024-2025 Spring
Number of students receiving accommodation scholarships/support	953	937	1,018	910	1,054	1,003
Dormitory capacity (number of beds)	2,733	2,733	2,942	2,942	3,078	3,078
Dormitory acceptance rate (%)	85%	100%	91%	100%	97%	100%

GRI CONTENT INDEX

Statement of Use	Sabancı University has reported in accordance with the GRI Standards for the period 01.09.2024 - 31.08.2025.
GRI 1 Used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
GRI 2: General Disclosures 2021	GENERAL DISCLOSURES			
	2-1 Organizational details	About Sabancı University	10-11	
	2-2 Entities included in the organization's sustainability reporting	About the Report	8-9	
	2-3 Reporting period, frequency and contact point	About the Report	8-9	
	2-4 Restatements of information		As this is the organization's first Sustainability Report, no information restatements were required.	
	2-5 External assurance	About the Report	8-9	
	2-6 Activities, value chain and other business relationships	About Sabancı University, Procurement and Supply Chain	10-11, 180-181	
	2-7 Employees	Employee Well-Being	130-135	
	2-8 Workers who are not employees	Procurement and Supply Chain	180-181	
	2-9 Governance structure and composition	Effective Governance	46-63	
	2-10 Nomination and selection of the highest governance body	Effective Governance	46-63	
	2-11 Chair of the highest governance body	Effective Governance	46-63	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	31-33	
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	31-33	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
GRI 2: General Disclosures 2021	GENERAL DISCLOSURES			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance	31-33	
	2-15 Conflicts of interest	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
	2-16 Communication of critical concerns	Institutional Risk Management	54-57	
	2-17 Collective knowledge of the highest governance body	Sustainability Governance	31-33	
	2-18 Evaluation of the performance of the highest governance body	Sustainability Governance	31-33	
	2-19 Remuneration policies	Employee Well-Being	130-135	
	2-20 Process to determine remuneration	Employee Well-Being	130-135	
	2-21 Annual total compensation ratio			Confidentiality restrictions: This information is not disclosed due to the organization's confidentiality policies.
	2-22 Statement on sustainable development strategy	Message from the Chair of the Board of Trustees, Message from the President	4-5, 6-7	
	2-23 Policy commitments	Sustainability Governance	31-33	
	2-24 Embedding policy commitments	Sustainability Governance	31-33	
	2-25 Processes to remediate negative impacts	Institutional Risk Management	54-57	
	2-26 Mechanisms for seeking advice and raising concerns	Equal Opportunity and Inclusion	114-121	
	2-27 Compliance with laws and regulations	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
	2-28 Membership associations	Cultural Transformation	147	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	42-43	
	2-30 Collective bargaining agreements	Employee Well-Being	130-135	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	34-41	
	3-2 List of material topics	Materiality Assessment	34-41	
High-Quality Education and Research				
GRI 3: Material Topics 2021	3-3 Management of material topics	Education and Research for a Sustainable Future	66-85	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Performance Indicators	182-203	
	404-2 Programs for upgrading employee skills and transition assistance programs	Competency Development and Talent Management	136-137	
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators	182-203	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information and Data Security	61-63	
Climate Action				
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Action	156-157	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management, Environmental Performance Indicators	158-161	
	302-2 Energy consumption outside of the organization	Environmental Performance Indicators	188-191	
	302-3 Energy intensity	Energy Management, Environmental Performance Indicators	158-161, 188-191	
	302-4 Reduction of energy consumption	Energy Management, Environmental Performance Indicators	158-161, 188-191	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Material topics				
Climate Actions				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Carbon Footprint Reduction and Our Net-Zero Campus Target, Environmental Performance Indicators	162-165, 188-191	
	305-2 Energy indirect (Scope 2) GHG emissions	Carbon Footprint Reduction and Our Net-Zero Campus Target, Environmental Performance Indicators	162-165, 188-191	
	305-3 Other indirect (Scope 3) GHG emissions	Carbon Footprint Reduction and Our Net-Zero Campus Target, Environmental Performance Indicators	162-165, 188-191	
	305-4 GHG emissions intensity	Carbon Footprint Reduction and Our Net-Zero Campus Target, Environmental Performance Indicators	162-165, 188-191	
	305-5 Reduction of GHG emissions	Carbon Footprint Reduction and Our Net-Zero Campus Target, Environmental Performance Indicators	162-165, 188-191	
	305-6 Emissions of ozone-depleting substances (ODS)	Environmental Performance Indicators	188-191	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Performance Indicators	188-191	
Water Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management	166-167	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	166-167	
	303-2 Management of water discharge-related impacts	Water Management	166-167	
	303-3 Water withdrawal	Environmental Performance Indicators	188-191	
	303-4 Water discharge	Environmental Performance Indicators	188-191	
	303-5 Water consumption	Environmental Performance Indicators	188-191	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Material topics				
Waste Management and a Circular Campus				
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management and a Circular Campus	168-169	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and a Circular Campus	168-169	
	306-2 Management of significant waste-related impacts	Waste Management and a Circular Campus	168-169	
	306-3 Waste generated	Environmental Performance Indicators	188-191	
	306-4 Waste diverted from disposal	Environmental Performance Indicators	188-191	
	306-5 Waste directed to disposal	Environmental Performance Indicators	188-191	
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity	170-171	
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Environmental Performance Indicators	188-191	
	101-5 Locations with biodiversity impacts	Biodiversity, Environmental Performance Indicators	170-171, 188-191	
	101-6 Direct drivers of biodiversity loss	Biodiversity, Environmental Performance Indicators	170-171, 188-191	
	101-7 Changes to the state of biodiversity	Biodiversity, Environmental Performance Indicators	170-171, 188-191	
	101-8 Ecosystem services	Biodiversity	170-171	
Sustainable Living on Campus				
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Living on Campus	126-129	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Accessible Campus	122-123	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social Performance Indicators	182-203	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/REASONS OF OMISSION
Material topics				
Social Well-Being and Impact				
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Well-Being and Impact	112-153	
	401-1 New employee hires and employee turnover	Social Performance Indicators	182-203	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Student and Employee Well-Being	124-135	
	401-3 Parental leave	Social Performance Indicators	182-203	
GRI 403: Occupational Health and Safety 2018	402-1 Minimum notice periods regarding operational changes	Social Performance Indicators	182-203	
	403-1 Occupational health and safety management system	Occupational Health and Safety	140-142	
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	140-142	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	140-142	
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	140-142	
	403-6 Promotion of worker health	Occupational Health and Safety	140-142	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	140-142	
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, Social Performance Indicators	140-142, 182-203	
	403-9 Work-related injuries	Occupational Health and Safety, Social Performance Indicators	140-142, 182-203	
	403-10 Work-related ill health	Social Performance Indicators	182-203	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
Material topics				
Social Well-Being and Impact				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Equal Opportunity in Employment	115	
	405-2 Ratio of basic salary and remuneration of women to men	Equal Opportunity in Employment	115	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Submission of Complaints	120	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Procurement and Supply Chain	180-183	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Procurement and Supply Chain	180-183	
Transparent Governance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Effective Governance	46-63	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance Indicators	186-187	
	201-2 Financial implications and other risks and opportunities due to climate change	Effective Governance	46-63	
	201-3 Defined benefit plan obligations and other retirement plans	Effective Governance	46-63	
	201-4 Financial assistance received from government	Economic Performance Indicators	46-63	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Economic Performance Indicators	186-187	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Green and Smart Buildings	186-187	
	203-2 Significant indirect economic impacts	Procurement and Supply Chain	186-187	

GRI STANDARD	DISCLOSURE	SUBJECT HEADING	PAGE NUMBER, SOURCES AND/OR DIRECT ANSWERS	ADDITIONAL INFORMATION/ REASONS OF OMISSION
Material topics				
Social Well-Being and Impact				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Procurement and Supply Chain, Economic Performance Indicators	180-183, 186-187	
	205-1 Operations assessed for risks related to corruption	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics, Anti-Bribery, and Anti-Corruption	58-60	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics, Anti-Bribery, and Anti-Corruption, Economic Performance Indicators	58-60, 186-187	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Economic Performance Indicators	186-187	
	308-2 Negative environmental impacts in the supply chain and actions taken	Economic Performance Indicators	186-187	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Economic Performance Indicators	186-187	
	414-2 Negative social impacts in the supply chain and actions taken	Economic Performance Indicators	186-187	
Digital Transformation and Innovation				
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Transformation on Campus, Innovation and Entrepreneurship	172-173, 104-107	



SDG CONTENT INDEX

SDGs	Related Sections	
	SDG 2: Zero Hunger	Sustainable Food
	SKA 3 - Sağlıklı ve Kaliteli Yaşam	Waste Management and a Circular Campus, Sustainable Living on Campus, Sustainable Food · Competency Development and Talent Management, Social Well-Being and Impact, Student and Employee Well-Being, Occupational Health and Safety
	SDG 4: Quality Education	Digital Transformation on Campus, Information and Data Security, Energy Management Carbon Footprint Reduction and Our Net-Zero Campus Target, Biodiversity, Education Research, Integrating Sustainability into Education and Fostering Innovation Competency Development and Talent Management, Interdisciplinary Synergy, Lifelong Learning and Professional Education, Sustainable Living on Campus, Accessible Campus Social Well-Being and Impact, Equal Opportunity and Inclusion, Student and Employee Well-Being, Occupational Health and Safety, Social Benefit Projects and Initiatives, Cultural Transformation
	SDG 5: Gender Equality	Integrating Sustainability into Education and Fostering Innovation, Sustainability-Focused Research, Lifelong Learning and Professional Education, Social Well-Being and Impact, Equal Opportunity and Inclusion, Student and Employee Well-Being, Social Benefit Projects and Initiatives
	SDG 6: Clean Water and Sanitation	Water Management, Biodiversity
	SDG 7: Affordable and Clean Energy	Digital Transformation on Campus, Climate Action, Energy Management, Carbon Footprint Reduction and Our Net-Zero Campus Targe, Education, Research, Sustainability-Focused Research, Green and Smart Buildings, Sustainability-Focused Partnerships
	SDG 8: Decent Work and Economic Growth	Digital Transformation on Campus, Sustainability-Focused Innovation and Entrepreneurship, Education · Research, Competency Development and Talent Management, Lifelong Learning and Professional Education, Social Well-Being and Impact, Equal Opportunity and Inclusion, Student and Employee Well-Being, Occupational Health and Safety
	SDG 9: Industry, Innovation, and Infrastructure	Digital Transformation on Campus, Information and Data Security, Sustainability-Focused Innovation and Entrepreneurship, Education, Research, Sustainability-Focused Research, Interdisciplinary Synergy, Green and Smart Buildings, Sustainability-Focused Partnerships

SDGs	Related Sections	
	SDG 10: Reduced Inequalities	Integrating Sustainability into Education and Fostering Innovation, Lifelong Learning and Professional Education, Accessible Campus, Social Well-Being and Impact, Equal Opportunity and Inclusion, Student and Employee Well-Being, Social Benefit Projects and Initiatives, Sustainability-Focused Partnerships
	SDG 11: Sustainable Cities and Communities	Climate Action, Accessible Campus, Green and Smart Buildings, Sustainable Transportation, Social Benefit Projects and Initiatives
	SDG 12: Responsible Consumption and Production	Climate Action, Waste Management and a Circular Campus, Sustainable Food
	SDG 13: Climate Action	Climate Action · Energy Management, Carbon Footprint Reduction and Our Net-Zero Campus Target, Water Management, Waste Management and a Circular Campus, Biodiversity, Integrating Sustainability into Education and Fostering Innovation, Sustainability-Focused Research, Green and Smart Buildings, Sustainable Transportation, Sustainable Food, Sustainability-Focused Partnerships
	SDG 15: Life on Land	Climate Action, Water Management, Biodiversity
	SDG 16: Peace, Justice, and Strong Institutions	Information and Data Security, Research · Equal Opportunity and Inclusion, Occupational Health and Safety, Cultural Transformation · Business Ethics and Compliance
	SDG 17: Partnerships for the Goals	Sustainability-Focused Innovation and Entrepreneurship, Carbon Footprint Reduction and Our Net-Zero Campus Target, Education, Research, Integrating Sustainability into Education and Fostering Innovation, Sustainability-Focused Research, Interdisciplinary Synergy, Lifelong Learning and Professional Education, Social Well-Being and Impact, Social Benefit Projects and Initiatives, Cultural Transformation, Sustainability-Focused Partnerships

GREENHOUSE GASES VERIFICATION STATEMENT



SERA GAZI DOĞRULAMA RAPORU SABANCI UNIVERSITESI

2024-2025 AKADEMİK YILI İÇİN
(01.09.2024-31.08.2025)

RAPOR NO.
TURKIYE–VER/ 30900708
REVİZYON No. 00
BUREAU VERITAS BELGELENDİRME

BUREAU VERITAS BELGELENDİRME

Rapor No: TURKEY-VER/ 30900708

DOĞRULAMA RAPORU

İlk yayın tarihi:
23/03/2026

Müşteri:
SABANCI UNIVERSITESI

Kuruluş birimi:
Bureau Veritas Belgelendirme Türkiye

SABANCI UNIVERSITESI Temsilcisi.:
Sn.Pelin Nur Karaçal

Özet:

Bureau Veritas Belgelendirme, SABANCI UNIVERSITESI'nin 2024-2025 akademik yılı Kuruluş Seviyesinde Sera Gazı Envanterinin doğrulamasını bu raporun 2. bölümünde tanımlanan organizasyonel ve operasyonel sınırlar için gerçekleştirmiştir. İzleme ve raporlama süreci 01.09.2024-31.08.2025 dönemini kapsamaktadır ve ISO 14064-1:2018 standardı gerekliliklerine, GHG protokol esaslarına ve ISO 14064-3:2019 standardında verilen doğrulama kriterleri ve ilkelerine göre doğrulanmıştır.

Doğrulama süreci aşağıdaki aşamalardan oluşmuştur:

- i) Sera Gazı Raporunun ve diğer ilgili belgelerin masa başı incelemesi;
- ii) Yerde tesis denetimleri;
- iii) Proje paydaşları ile takip görüşmeleri;
- iv) Veri ve metodoloji kontrolleri, önemlilik değerlendirmeleri ve geri bildirimler;
- v) Çözülmemiş sorunların çözülmesi ve nihai doğrulama görüşünün yayınlanması.

Özet olarak, ISO 14064-3'e dayanarak, Bureau Veritas Belgelendirme'nin görüşü, SABANCI UNIVERSITESI' nin tanımlanan doğrulama dönemi için ISO 14064-1 gerekliliklerini doğru bir şekilde uyguladığı ve toplam doğrulanmış sera gazı emisyonunun 19,451,60 t CO2e olduğu yönündedir. Emisyonlar ISO 14064-1 kategorilerine göre aşağıdaki gibi sınıflandırılmıştır:

Doğrudan Emisyonlar		Dolaylı Emisyonlar				Toplam (t CO2e)
Kategori 1 (t CO2e)	Kategori 2 (t CO2e)-Market Based	Kategori 3 (t CO2e)	Kategori 4 (t CO2e)	Kategori 5 (t CO2e)	Kategori 6 (t CO2e)	
6.425,82	0	7.773,00	4.711,84	540,93	0	19.451,60

Rapor No.: TURKEY–VER/ 30900708	Konu Grubu: 14064-1		
Organizasyon Adı: SABANCI UNIVERSITESİ	İndeksleme terimleri Fikriye Seda Atabek – Baş Doğrulayıcı		
Doğrulamayı gerçekleştiren: Fikriye Seda Atabek	☒ SABANCI UNIVERSITESİnin veya sorumlu kurumsal birimin izni olmadan dağıtım yapılamaz		
Bağımsız Teknik İncelemeyi gerçekleştiren: Dilay Durmuş	☐ Sınırlı dağıtım		
Bu revizyonun tarihi: 23.03.2026	Rev. No.: 00	Sayfa sayısı: 34	☐ Sınırsız dağıtım

WATER FOOTPRINT VERIFICATION STATEMENT



SABANCI UNIVERSITESI
Üniversite Caddesi No:27
34956 Orta Mahalle, Tuzla – İstanbul

İlgili Makama,

Bu beyan ile Bureau Veritas Belgelendirme' nin 01.09.2024-31.08.2025 periyotlarına ait Su Ayak İzi Doğrulaması hakkındaki görüşü SABANCI UNIVERSITESI' ye sunulmaktadır.

Bureau Veritas Türkiye bu beyan ya da güvence raporuna erişimi olan herhangi bir taraf üzerinde herhangi bir sorumluluk ya da yükümlülük kabul etmez.

SABANCI UNIVERSITESI, 2024-2025 Akademik yılı Kapsamlı Olmayan Su Ayak İzi Envanterini doğrulamak için Bureau Veritas Belgelendirme' yi görevlendirmiştir. Bu doğrulama 2026 Mart ayında gerçekleştirilmiştir.

Doğrulanmış Su Ayak İzi beyanları aşağıdaki gibidir:

2022 Kapsamlı Olmayan Su Ayak İzi Envanteri, ISO 14046:2016 Standardını da içeren yaygın sektör uygulamalarıyla uyumlu olarak geliştirilmiştir. (her bir kaynağı içeren su ayak izi kaynakları doğrulama raporunda verilmiştir).

SABANCI UNIVERSITESI'nin 2024-2025 Akademik yılı ait;

Mavi su ayak izi: 32.023,08 m3
Gri su ayak izi: 147.079,89 m3
Yeşil su ayak izi: 49.390,60 m3

Doğrulamanın asıl görevi, yukarıdaki Su Ayak İzi beyanlarına ilişkin makul ve sınırlı güvence seviyelerinde bir görüş ortaya çıkarmaktır;

- ISO 14046:2016 genel gereksinimlerine uyumluluğu,
- 01.09.2024-31.08.2025 periyodu için hesaplanan su ayak izi envanterinin makul olup olmadığı,

Su Ayak İzi doğrulamaları için Bureau Veritas tarafından gerçekleştirilen doğrulamada aşağıdaki doğrulama faaliyetleri gerçekleştirilmiştir:

- Diğer doğrulama raporları da dahil olmak üzere belge, kontrol ve metodolojilerin gözden geçirilmesi,
- Risklerin değerlendirilmesi ve doğrulama planlaması,
- Tesis kalite yönetim sistemleri de dahil olmak üzere belge, kontrol ve metodolojilerin değerlendirilmesi,
- Doğrulama raporundaki doğrulama bulguları ve önemli konuların belgelenmesi,
- Doğrulama raporundaki önemli konuların değerlendirilmesi ve ilgili çözümlerin belgelenmesi,
- Doğrulama beyanın yayınlanması ve doğrulamanın tamamlanması.

Su Ayak İzi Beyanı: SABANCI UNIVERSITESI, ISO 14046:2016 Standardı genel şartlarına uygundur. Her bir kaynağı içeren emisyon kaynakları doğrulama raporunda verilmiştir.



Görüş Bildirimi

Uluslararası standartlar temelinde gerçekleştirilen doğrulama denetim sonucunda SABANCI UNIVERSITESI tarafından açıklanan “SU AYAK İZİ ENVANTER RAPORU” Su Ayak İzi verileri makul güvence ile doğrulanmıştır.

Doğrulayıcı Düşünce ve Nitelikler

Su Ayak İzi beyanı; gerçekleştirilen süreç ve prosedürlere dayanarak, ISO 14046:2016 gereklerine uygun olarak hazırlanmıştır.

Su Ayak İzi beyanı; gerçekleştirilen süreç ve prosedürlere dayanarak önemli ölçüde doğrudur ve bu beyan Su Ayak İzi veri ve bilgilerinin uygun bir temsildir.

Tarih: 24/03/2026

Fikriye Seda Atabek

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