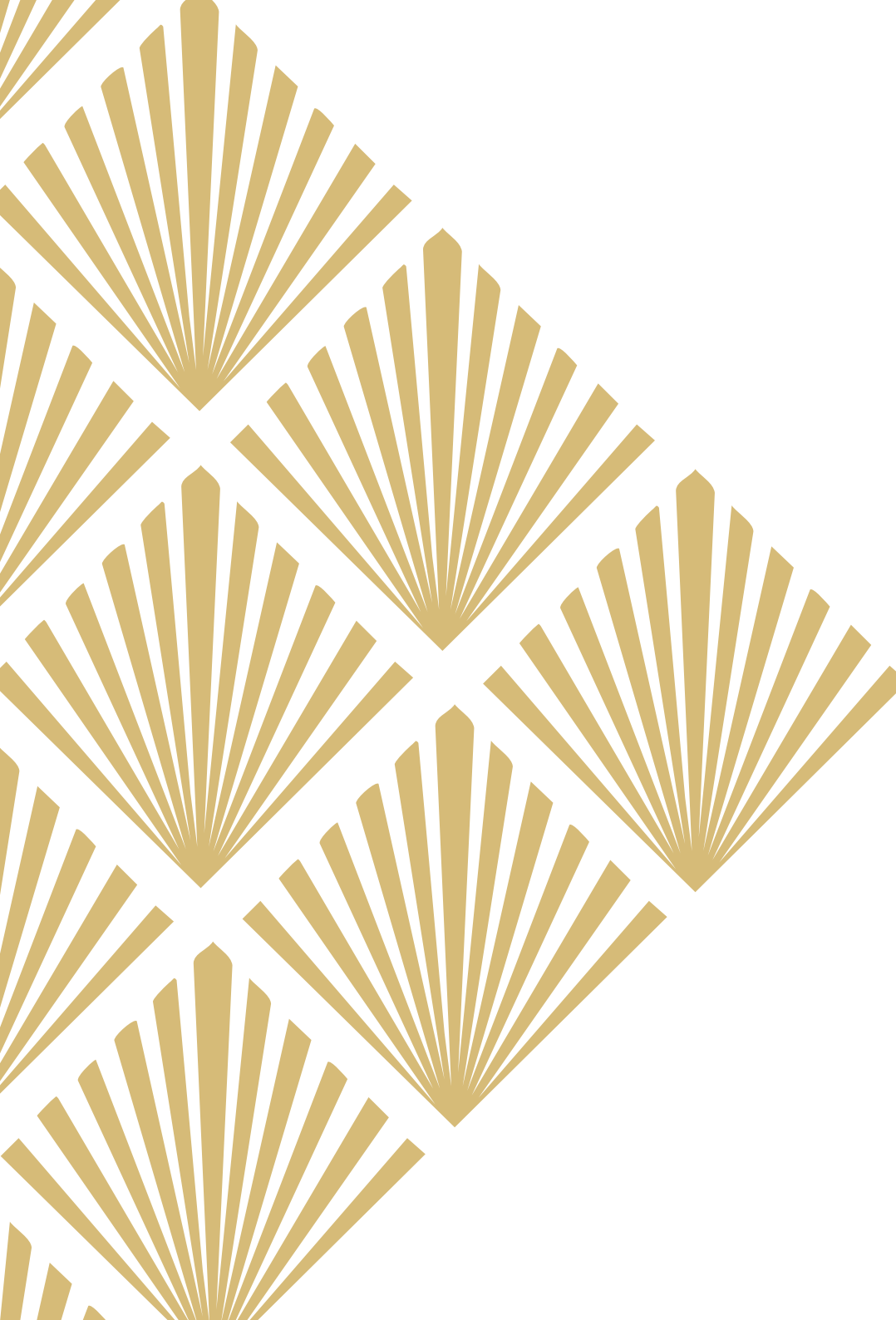




2024 Sustainability Report

*We are prepared
for the future...*

divan



divan



Semahat Arsel

Sustainability, as far as we are concerned, refers not only to environmental factors, but also to a commitment that extends to people and culture.

Back in 1956, when we established Divan, we had a vision that went beyond simply running a hotel. In fact, creating an environment where our guests would feel safe and at ease from the moment they stepped inside was the driving force behind our endeavour. As was treating our employees with respect and equality, valuing hard work, and paying meticulous attention to detail. From the outset, we pledged to avoid extravagance and to always act with sincerity and simplicity.

Times have changed—as have habits, needs, and priorities—but the Divan Group's core values remain steadfast. From the very beginning, we have welcomed our guests with warmth and sincerity, greeting each one personally with a genuine smile and saying, "We're glad you came."

Throughout our 68-year history, we have consistently delivered exceptional service while contributing to Türkiye's collective memory, culture, and lifestyle. This enduring trust is a testament to our deep respect for our heritage and our forward-looking vision. The Divan Group's ability to inspire confidence reflects not only our dedication to preserving cultural values but also our commitment to creating long-term value for our stakeholders, fostering resilience, and shaping a more sustainable future.

For us, sustainability refers not only to environmental factors, but also to a commitment that extends to people and culture. Touching people's hearts and leaving a mark on their lives, while carrying that legacy into the future, is the true purpose of the Divan Group.

With gratitude,

Contents

Opening Remarks

- 01 Semahat Arsel
- 03 About the Report
- 06 2024 Sustainability Overview and Operational Achievements
- 08 Messages from Senior Management

About Us

- 11 Our History
- 14 Divan Celebrates the 68th Year: Building on the Brand Heritage
- 18 Our Portfolio
- 19 Memberships, Awards and Achievements
- 22 Divan Hospitality
- 30 Divan Dining

Sustainability at Divan

- 45 Our Manifesto
- 47 Our Sustainability Model
- 52 Our Sustainability Goals
- 60 Our Values Creation Analysis
- 65 Risk and Opportunity
- 70 Double Materiality (DM)

Leading Divan

- 74 Our Governance Structure and Strategic Organization Model
- 78 Management Approach
- 80 Economic Indicators
- 81 Management Systems and Quality Certificates
- 83 Diversity, Equal Opportunity and Inclusion
- 85 Ethical Compliance and Risk Management
- 89 Supply Chain
- 92 Quality, Product Development and Innovation
- 96 Process Improvement and Operational Efficiency
- 99 Guest/Customer Satisfaction
- 100 Stakeholder Engagement
- 103 Digital Marketing
- 107 Digitalization

Responsive Divan

- 112 Energy and Carbon Management
- 117 Waste Management and the Circular Economy Approach
- 121 Water Management and Water Protection
- 125 Biodiversity
- 127 Climate-Related Risks and Emergency Management

Respectful Divan

- 131 Our Approach to Human Resources
- 135 Our Approach to Remuneration and Benefits
- 132 Employee Well-Being and Family-Friendly Approach
- 138 Cultural Transformation
- 139 Occupational Health and Safety
- 140 Divan Academy

Stakeholder Divan

- 146 Collaborations and Spheres of Influence
- 151 Employee Engagement and Volunteering
- 153 Corporate Social Responsibility (CSR)

Appendices

- 157 Indices
- 158 Performance Indicators

About the Report

Our 2024 Sustainability Report represents the third comprehensive publication presenting our corporate sustainability strategy. It maintains previously disclosed information and covers environmental, social, and governance performance from January 1 to December 31, 2024.

The report addresses sustainability practices across hotels, restaurants, production facilities, and retail operations under the Divan Group brand in Türkiye. Properties associated with the brand but not directly operated by us fall outside the reporting scope. During the period, subcontracted and contracted labor supplemented our workforce; due to data limitations, the number and proportion of these workers are not included.

We prepared this report in alignment with the Global Reporting Initiative (GRI) Standards and applied a Double Materiality perspective to evaluate both internal and external impacts. Under the theme “We Are Prepared for the Future,” we highlight our sustainability vision, integrating a long-established hospitality culture with environmental and social responsibility. Content is structured for clarity and accessibility, complemented by microdata references, QR code-linked extended information, and a contemporary narrative for key stakeholders.

Expert units across the organization collaborated with SUCSR in drafting the report, which the Board of Directors reviewed and authorized for publication. It is available digitally in Turkish and English at www.divan.com.tr.

Stakeholders can share feedback, suggestions, or information requests via gelecekicindivandayiz@divan.com.tr.

"Physical Asset" Inventory within the Scope of 2024 Reporting

Business Line/Facility Type	2024 (Included in the report)	Data Status/Description
Head Office	1 (Divan Headquarters)	
Production Facility	1 (Divan Production Facility)	
Hotels Accommodation	Six hotels (Divan Ankara Hotel, Divan Bodrum Hotel, Divan Bursa Hotel, Divan Çukurhan Hotel, Divan İstanbul Hotel, Divan İstanbul City Hotel)	Five hotels were excluded from the report: Divan Adana Hotel, Divan Çorlu Hotel, Divan Erbil Hotel, Divan Gaziantep Hotel and Divan Mersin Hotel (international and management-contracted).
Residence	Out of scope	One Residence Management has been excluded from the report.
Patisseries	22	Divan Patisserie in Tokyo is excluded.
Restaurants (Brasseries + Diners + Pubs + Special Concepts)	25	
Cafeteria + Bakery + Bakery Café (Quick Service Points)	18	
Banquet Unit	3	
Stadium Operations	2	
Coffee Shop	1	
Opet Bakery Unit	Out of scope	186 Opet bakery units are excluded.

The Report's Thematic Framework

At Divan Group, sustainability is embedded in our corporate strategy and operational culture. *We recognize that hospitality requires generating value today while remaining responsible toward future generations.* This report presents the four strategic pillars reflecting 68 years of institutional expertise and defining our approach to sustainable growth. All commitments and performance indicators are structured under our core principle:



These four core competencies constitute the foundation of Divan Group's *"We Are Prepared for the Future"* vision. Each competency contributes distinct value, and together they form an integrated sustainability approach that will guide our long-term strategic

Digital Access and Interaction Opportunities Prospective Statements

At Divan Group, we are committed to making our sustainability approach comprehensible and accessible to all, and to improving the user experience. To this end, we have included digital interaction tools in our 2024 Sustainability Report.

Through QR codes, you may:

- Instantly access the digital version of the report.
- Virtually tour some locations.
- Interactively review performance data alongside annual trends.
- Submit your opinions and suggestions using dedicated digital forms.

We support accessibility and transparency through digital solutions, aspiring to provide all our stakeholders with an open, participatory and contemporary reporting experience.

Certain assessments presented in this report reflect our projected plans and objectives. While these statements are based on current data and management forecasts, they may be affected by potential changes in economic, environmental, technological, and regulatory conditions.

These statements are not definitive and may involve various risks and uncertainties. We therefore advise all our stakeholders to interpret them with this perspective in mind.

We are committed to advancing our vision for a sustainable future in collaboration with our stakeholders and to conducting our responsibility-based decision-making processes with full transparency.



2024 Sustainability Overview and Operational Achievements

In 2024, sustainability evolved from a guiding principle to an integral element of corporate culture. Environmental, social, and governance initiatives followed a systematic, goal-oriented approach fully embedded in daily operations.

Sustainable Accommodation

The Carbon Neutral Accommodation Program, implemented under the motto “We Are Prepared for the Future,” was launched at six hotels. These facilities complied with environmental management, waste reduction, and energy efficiency standards, securing GSTC Stage 3 Certification and the Green Key Award. Additionally, environmental impact assessment (EIA) and zoning approvals were completed for a 10 MWe solar power plant.

Responsible Gastronomy

- Telezzüz received a Green Star in the 2024 Michelin Guide, along with two toques and the Best Sustainability Award in the Gault & Millau evaluation.
- Lokanta by Divan İstanbul was included in the Michelin Guide, while Maromi and Divan Kuruçeşme earned recognition from Gault & Millau.
- Divan Brasserie Çankaya obtained a Zero Waste Certificate.
- Menus were revised to feature local and seasonal ingredients through the “4 Seasons at Divan” program.
- Vegan, gluten-free, and sugar-free options were integrated into the menus.

Stakeholder Engagement and Digitalization

The Divan Life CRM Program was deployed to deliver tailored services, discounts, and a loyalty scheme. This platform enhanced guest satisfaction, strengthened data security, and optimized the overall user experience.



2024 Sustainability Overview and Operational Achievements

Sustainable Value Chain and Resource Management

- At the Supplier Summit, we prioritized carbon footprint monitoring, responsible raw material selection, and local sourcing.
- We prepared our UEFA 2024 menus with sustainable agricultural products and a low-waste service model.
- In our sea bass and sea bream procurement processes, we only worked with certified suppliers who prioritize animal welfare; we ensured transparency and traceability by conducting harvesting operations using electric methods.

Social and Corporate Achievements

As Divan Group, we were awarded the title of "Happiest Workplace in the Accommodation Sector" for the third consecutive year in the Happy Place to Work survey. Our D.One Stars program, designed for young talent, won first place in the tourism category of the Top100 Talent Program. Such achievements have firmly established us as a leading employer and a valued education destination for young people.

Investment, Cultural Heritage, and Portfolio Expansion

- Our restoration of a historic building in Akaretler contributed to the preservation of cultural heritage as part of SDG 11 (Sustainable Cities and Communities).
- Our Telezzüz and White Pepper brands have contributed to our environmental and social sustainability goals by appealing to different culinary segments.
- We have aligned our supply model, established with a network of local producers, with SDG 2 (Zero Hunger), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Responsible Production and Consumption).

International Recognition

Awards from the Michelin Guide and Gault & Millau have demonstrated that our sustainable culinary approach has received international recognition.



Messages from

the Senior Management



Divan Istanbul Hotel



Murat Tomruk

CEO at Divan

At Divan Group, we uphold our commitment to sustainability, focusing on both present and future. We renew this dedication daily.

Divan Group operates 11 hotels across 71 locations with a skilled workforce of 1,971 employees, ensuring high standards of precision and quality. Service excellence is underpinned by extensive experience and a proactive approach to future responsibilities.

Sustainability is recognized not merely as an objective but as an integrated perspective across all operations. The 2024 Sustainability Report reaffirms our forward-looking approach encapsulated by the motto: "We Are Prepared for the Future." Governance structures secure long-term sustainability beyond past achievements.

Key actions in 2024 include:

- Serving over 5.6 million guests.
- Launching 299 new products.
- Providing guidance on sustainable business models to 1,500 business partners.
- Investing ₺12.5 million in environmental initiatives and ₺8,691,000 in occupational health and safety.

The roadmap for 2025 and beyond focuses on:

- Achieving 100% sustainability in local sourcing.
- Allocating over 50,000 annual hours for employee development at Divan Academy.
- Systematic reduction of the operational carbon footprint.
- Ensuring transparency, fairness, and traceability across all processes.

Sustainability is advanced collaboratively, involving employees, suppliers, and guests. By integrating traditional strengths with digital solutions, we embed sustainability into our culture.

With gratitude,

At Divan, we focus on people in our approach to service.

Our outstanding track record in guest satisfaction is entirely the result of the dedication, commitment, and professionalism of our employees. No system can substitute for a positive attitude. We recognize that human resources is not merely a department that administers processes; it is a strategic function that nurtures talent, embraces inclusivity, and embodies the organization's ethos. In 2024, we further strengthened this approach by prioritizing employee well-being, fostering continuous development, and embedding sustainability principles into our people practices. Through these efforts, we create long-term value not only for our employees and our organization but also for the communities in which we operate.

We define sustainability as encompassing not only environmental and economic factors, but also employee engagement, cultural harmony, psychological safety, and intrinsic motivation. Any behavior exhibited in the service sector today will impact the corporate culture of tomorrow. This year, we offered more education programs and enriched our content with the goal of **"translating knowledge into action."** Rather than merely providing information on topics such as ethical principles, the Personal Data Protection Law (KVKK), competition law, and anti-corruption measures, we have facilitated collaborative learning and development. We have redefined Occupational Health and Safety (OHS) audits and incorporated them into our culture. We have expanded our **'safe working'** approach across our entire value chain and extended it to include our suppliers.

Our strides in advancing women's employment reflect our commitment and direction. Diversity and inclusion have

always been at the core of our identity. Guided by our belief that diversity creates richness, we foster a work environment where every individual feels safe and valued.

Our actual performance indicators today are our employees' happiness, motivation, and level of engagement with the organization. We recognize that corporate sustainability is attainable only by embracing people-centric values. Starting a journey with enthusiasm will only lead to success through determination and setting goals. Having a clear vision, taking responsibility for its realization, and creating a sustainable action plan is the essence of true commitment.

We are delighted to share our third sustainability report as Divan Group. This report highlights our achievements over the past year, and also reflects the culture we have built together, our shared values, and our vision for a sustainable future. Every statement in the report represents the collective belief and dedication of our entire management team, extending beyond our sustainability team.

Every sentence embodies effort and every goal entails collective willpower. We are determined not to waver from this path. Our motivation for everything we do is our desire to take responsibility for creating a more egalitarian and liveable future. At Divan Group, we aspire to deliver excellent service and to enrich the lives of the people we work with. We would like to extend our heartfelt thanks to all our colleagues, business partners, and everyone who has contributed to this process by investing their trust in us.

With gratitude,



Özgür Şahin

Assistant General Manager /
Human Resources

About Us



Divan Ankara Hotel

Our History

● 1956

Our adventure as Divan began with the opening of Divan İstanbul Hotel and Divan Patisserie Elmadağ.

● 1964

Divan Patisserie Erenköy is opened.

● 1973

Divan Patisserie Bebek is opened.

● 1987

Our first warehouse opened in Ankara.

● 1991

We opened the Bodrum Palmira Hotel.

● 1996

We opened our fourth patisserie, Divan Patisserie Ataköy, as well as the first Divan Brasserie, also in Ataköy.

● 1999

The first Divan Cafeteria opened within the American Hospital.

● 2001

We opened Maromi, our first sushi restaurant, and launched Divan Brasserie Kalamış as the second branch of Divan Brasserie.

● 2002

We set up our events venue at Fenerbahçe Stadium.

● 2003

We opened Divan Pub Ataşehir, offering our first pub experience.

● 2005

We opened our new events venue at Fenerbahçe Faruk Ilgaz.

● 2006

We opened Divan Patisserie in Sötlüce.

● 2007

We opened the İstinye Fırın.

● 2008

Divan Patisserie Anadolu Hisarı and Divan Patisserie İstinye were opened.

● 2009

We opened Divan Patisserie Ataşehir.



Our History

2010

We opened the Divan Çukurhan Hotel, along with its food and beverage venues.

2013

We opened the Divan Cafeteria at Koç University and the Divan Brasserie in Beyoğlu.

2014

We launched the Divan Production Facility.

2015

Our Divan Production Facility received the TSE certificate. We opened the Divan Patisserie at Koç Tower.

2016

The Beşiktaş Tüpraş Stadium and the Safranhan Brasserie opened, and we implemented the ISO 9001 Quality Management System.

2017

We opened new branches in the healthcare sector in collaboration with Koç.

2018

We opened the Arçelik Cafeteria and received ISO 14001 and Halal certifications.

2019-2020

We opened branches of Pizza Pieza by Divan, the Divan Cafeteria at Izmir Medicana Hospital and the Divan Cafeteria at the Academic Hospital. We also received ISO 50001 Energy Management System certification and Zero Waste certification.

2021

We opened Kokoa, Divan Patisserie Vadistanbul, Divan Pub Bodrum, and Lotus Bistro by Divan. We also committed to the Business Plastics Initiative. In addition, the production facility initiated the process of obtaining ISO certification.

2022

The Divan Group expanded its portfolio by opening new units in various locations. Divan Patisserie Tokyo also opened in Tokyo. We renewed our ISO 9001 and ISO 14001 certifications that same year and received ISO 45001 Occupational Health and Safety Management System Certification for Divan Headquarters and the Divan Production Facility. We updated our ISO 50001 Energy Management System certificate and completed the applications required for the Zero Waste certificate. We started the process of conducting ISO 14064-1 Carbon Footprint Verification at our Divan Production Facility and Divan İstanbul Hotel.

Locations We Opened in 2022:

Hotel

Divan Ankara Hotel

Event Venue

Divan Kuruçeşme

Brasserie

Divan Brasserie Çankaya

Divan Brasserie Foyer

Patisserie

Divan Patisserie Çankaya

Divan Patisserie Miltä Marina

Divan Patisserie Tokyo

Pub

Divan Pub City's İstanbul

Bistro

Galataport Bistro

Lotus Bistro by Divan

Maromi

Maromi Ankara

Maromi Bodrum

Bakery

in bakery by Divan Kartal Koçtaş

2023

The Divan Group continued to expand its portfolio, opening new units in various locations. We published our second Sustainability Report. We also conducted ISO 14064-1 Carbon Footprint Verification at all our sites.

Locations Opening in 2023:

Cafeteria

Divan Cafeteria Medicana Ataköy

Bistro

Divan Kuruçeşme Bistro

Pub

Divan Pub Akaretler

Divan Pub Caddebostan

Divan Pub Kanyon

Bakery

in bakery by Divan Bodrum Koçtaş

in bakery by Divan Medicana Çeşme

Divan Celebrates the 68th Year: Building on the Brand Heritage

2024 notably marked a period of escalating momentum for both systematic and cultural transformations in sustainability. The initiatives we pursued in accordance with our strategic priorities have yielded concrete outcomes, underscoring our commitment to environmental stewardship, social responsibility, and value creation for our stakeholders.

We have launched the **Carbon Neutral Accommodation Project**. As part of this project, implemented in collaboration with Climateware, we measure our guests' accommodation-related carbon footprint and support it with offsetting mechanisms. We have also implemented carbon-neutral activity models in line with this approach.

Divan Brasserie Çankaya has earned a **Zero Waste Certificate**, and with this certification, we have expanded waste reduction, separation, and reuse practices across our restaurant operations.

The Divan Ankara Hotel, Divan Bodrum Hotel, Divan Bursa Hotel, Divan Çukurhan Hotel, Divan İstanbul City Hotel, and Divan İstanbul Hotel have all been awarded the internationally recognized **Green Key Certificate**.

The aforementioned hotels have also been awarded the **3rd Stage Sustainable Tourism Certificate by the GSTC (Global Sustainable Tourism Council)**.

*We are dedicated to offering
Turkish hospitality from
1956 to the present day...*



Divan Celebrates the 68th Year: Building on the Brand Heritage

The **"4 Seasons Divan"** initiative, launched to support local and seasonal production, played a pivotal role in restructuring menu designs across group kitchens, aligning offerings with natural cycles.

The panel and workshop event titled **"We Are at Divan for the Future"** brought together industry representatives and issued a unified call for sustainable transformation.

The Divan Group 2023 Sustainability Report, with the theme "We Respect All Stakeholders, **We Are Prepared for the Future...**", presented social, environmental, and economic performance with a stakeholder-focused perspective.

In celebration of International Women's Day on March 8th, awareness events were organized under the theme **"A Beautiful and Bright Tomorrow is Achievable with Women."**

Flavor and wellness were combined for guests mindful of their health and well-being, and who value high-quality ingredients. **Healthy choices, including vegan, gluten-free, and sugar-free options,** were offered, ensuring the Divan Group touch in every bite and creating inclusive menus that address diverse dietary preferences.

White Pepper at Beşiktaş Tüpraş Stadium was opened as an initiative integrating cultural heritage with modern cuisine, demonstrating sustainability at the intersection of sports and gastronomy.

Divan Cafeteria Zincirlikuyu Medicana Hospital launched with healthy and accessible menus tailored to fast-paced urban lifestyles.



Divan Celebrates the 68th Year: Building on the Brand Heritage

In 2025, the Michelin Guide announced:

- Telezzüz received the prestigious **Michelin Green Star and Michelin Recommended Restaurant** titles.
- Lokanta by Divan İstanbul was listed as a **Michelin Recommended Restaurant**.

At the Gault & Millau 2025 Awards:

- Telezzüz was the recipient of two toques in the Chef's Table category and the Best Sustainability Award.
- Lokanta by Divan İstanbul was awarded two toques.
- Maromi was awarded a toque in the Gourmand Table - International Cuisine category.
- Divan Kuruçeşme was awarded the Best Brunch Venue Award.

We have launched the **Divan Life CRM Program**. We have integrated sustainability and guest satisfaction through personalised experience management.

We had the privilege of organizing the **Supplier Summit**. We prioritise sustainable value chain management in our supplier relationships.

We have designed the **UEFA 2024 match menus** in collaboration with Hellmann's. We have prioritized the sourcing of sustainable agricultural products for our menu.

We participated in the ISM International Confectionery and Snacks Fair in Cologne, Germany, and the **Gulfood International Food and Beverage Fair in Dubai**. At these events, we promoted the sustainable production structure of our products on a global scale.

We also promoted **sustainable culinary practices** through local and seasonal events, such as Sunday brunches.

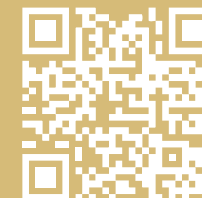
We are committed to supporting sustainable fishing principles in accordance with the Fish Welfare Commitment. At Divan Group, **we exclusively source seafood from certified, low-impact sources**.

The Divan Group's narrative is not informed by decades of data, but rather by the collective expertise of thousands of individuals. At present, each new opening represents a continuation of a preceding step.

The comfort experienced in a place, the connections formed through shared interests, and the recognition received through awards and accreditations are all integral components of this journey, alongside the numerical data and documentation.

For us, the past is not merely an archive. It serves as a compass guiding our future direction, and we no longer simply narrate a story but build the future upon it.

You can access the interactive and detailed version of the timeline using the QR code.



Our Portfolio: Strategic Development and New Experience Segments

As Divan Group, we are committed to expanding our brand and creating a new lifestyle and experiential language in every location we operate. To this end, we are pursuing a portfolio strategy that will enhance our presence in existing markets and expand into new areas.

The Divan Pub Ayvalık has been meticulously designed to harmonize with the region's natural and cultural environment. This new location, aligned with the unique rhythm of life in coastal cities, reinforces our brand's sustainability approach, which prioritizes the local context.

Another strategic expansion is the Divan Cafeteria within İzmir American Hospital. Positioned at the heart of healthcare services and seamlessly integrated into daily life, this new location has been designed with core values such as accessibility, functionality, and responsiveness to diverse user needs.

These two new steps reflect not only Divan Group's physical expansion, but also our strategic response to new lifestyles. As a brand, we aim to offer a more inclusive, higher-quality, and more sustainable living experience at every location, whether hotel, restaurant, or cafeteria.

A more inclusive, qualified and sustainable living experience



Memberships, Awards and Achievements

At Divan Group, we are committed to the principle of sustainability, recognizing it as a collective responsibility within our industry. Therefore, we proactively engage with working groups by affiliating with relevant platforms and associations. We are directly involved in the field with our management team, rather than simply following the news from afar. This proactive approach facilitates close monitoring of industry developments, enabling us to continuously enhance our own practices.

Strategic Collaborations and Corporate Memberships Education and Academic Collaborations

Throughout 2024, the Divan Group established strategic collaborations with numerous universities, vocational schools, and technical high schools across Türkiye. These partnerships focused on sharing sectoral knowledge, accessing young talent, and expanding internship and employment opportunities. In this context, we have developed collaborations with the following institutions based on education, projects, and engagement:

Public Universities:

İstanbul Civilization University, Ankara Hacı Bayram Veli University, Ege University, Çanakkale 18 Mart University, Balıkesir University, Yalova University, Kilis 7 December University, Gaziantep University, Adana Alparslan Türkeş University of Science and Technology, Mersin University, Bursa Uludağ University, Kayseri Erciyes University, and Anadolu University.

Foundation Universities:

Beykoz University, İstanbul Bilgi University, Bahçeşehir University, İstanbul Arel University, Maltepe University, Okan University, and Başkent University.

Vocational and Technical High Schools:

TÜROB Şişli Vocational and Technical High School, Kâtip Mustafa Çelebi Vocational and Technical High School, Bursa Hamidiye Vocational and Technical High School, Private TÜRSAB College.

Through these partnerships, the education programs we deliver under the Divan Academy umbrella have not only empowered our corporate development but also enhanced our sectoral social impact.

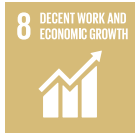


Memberships, Awards and Achievements

Corporate Memberships and Networks

At Divan Group, we engage with various chambers of commerce, sectoral associations, and sustainability-focused platforms to develop our sustainability vision and increase our impact in the sector. These memberships facilitate collaboration with a broader ecosystem of stakeholders, contributing to both operational and social objectives.

Through these networks, Divan Group contributes to the development of industry standards and plays an active role in priority areas such as food safety, sustainable tourism, environmental protection, women's employment, and equal opportunities in education.



Trade and Sector Representative Organizations

İSTANBUL CHAMBER OF COMMERCE (ITO)

ANKARA CHAMBER OF COMMERCE (ATO)

KOCAELI CHAMBER OF COMMERCE (KATO)

BURSA CHAMBER OF COMMERCE AND INDUSTRY (BTSO)

BODRUM CHAMBER OF COMMERCE (BODTO)

REAL ESTATE INVESTORS ASSOCIATION (GYODER)

TURKISH HOTEL OWNERS ASSOCIATION (TÜROB)

TOURISM, RESTAURANT INVESTORS AND GASTRONOMY ENTERPRISES ASSOCIATION (TURYİD)

BODRUM TOURISTIC HOTELIERS, OPERATORS AND INVESTORS ASSOCIATION (BODER)

TMMOB CHAMBER OF FOOD ENGINEERS

SKÅL INTERNATIONAL İSTANBUL CLUB

Platforms Focused on Sustainability and Social Impact

BUSINESS WORLD AND SUSTAINABLE DEVELOPMENT ASSOCIATION (BCSD TÜRKİYE)

SUSTAINABLE FOOD PLATFORM

SUSTAINABILITY ACADEMY

CLEAN MARINES ASSOCIATION / TURMEPA

BRITISH CHAMBER OF COMMERCE

Memberships, Awards and Achievements

Awards and Achievements

As Divan Group, we have once again demonstrated our strength with the awards we have won on local and global platforms. These awards, which span a wide range of fields from hotel management to gastronomy, from human resources to customer satisfaction, are a concrete demonstration of our operational excellence and our commitment to sustainable success.

Our International and National Awards



Luxury Lifestyle Awards

Divan İstanbul

- World's 100 Best Hotels
- List of the 100 best general managers in the world



The Young Talent Academy

Tourism Category

Entry to the Top 100 Talent List



Happy Place to Work

Türkiye's Happiest Workplace -
The Exceptional Employee Experience Award



Haute Grandeur Global Hotel Awards

Divan Ankara

- Türkiye's Best Congress Hotel
- Türkiye's Best Spa Hotel

Gastronomic Achievements



Talks & Hospitality Awards 2024

Telezzüz

The Local Producer-Friendly Restaurant Award



Türkiye's Four Pearls of Excellence

Lokanta by Divan İstanbul

Awarded by the Michelin Guide



The Future Menus Award

The Safranhan Brasserie

Menus that stand out with a new generation
of gastronomic vision

Customer Satisfaction



Sia Insight Customer Satisfaction Survey

Divan Patisserie

Brand Selected as the Preferred
Option for Six Consecutive Years



Divan Hospitality



Divan Cukurhan Hotel



Emre Altunal

Assistant General Manager /
Hotels and Banqueting Units

As we advance Divan's service approach into the future, we act responsibly, prioritize people-centric values, and strive for increased visibility of our impact.

Sustainability is an integral part of our daily operations in our hotels and banquet facilities. Serving thousands of guests every day, we are committed to achieving the optimal balance between responsible resource management, waste prevention, and quality assurance.

In 2024, we initiated a program of simplification and efficiency across a broad range of functions, from menu planning to procurement processes. We implemented practices to reduce food waste, increase the use of local products, and take steps to reduce water and energy consumption in our kitchens. Maintaining cost control while upholding service quality was a key priority during this process. In our operations, we have sought to prioritize both long-term sustainability and financial stability.

In alignment with Divan Group's environmental objectives, we have implemented concrete measures to include **reducing emissions, optimizing water usage, and implementing a source-separated waste management system**. We regularly assess the progress we achieve in these domains, analyse the outcomes, and implement improvements as appropriate.

We are pleased to announce that, as of today, our guests enjoy the benefit of carbon neutrality at all six of our hotels – Divan Ankara, Divan Bodrum, Divan Bursa, Divan Çukurhan, Divan İstanbul and Divan İstanbul City. This commitment is documented with a carbon offset certificate. Furthermore, as part of our commitment to environmental responsibility, we are pleased to offer a carbon offset option for all meetings

and events held at our hotels. Raising awareness among our guests and employees about carbon offsetting plays a key role in this process. The Divan Group will cover the costs of carbon offsets related to accommodation.

Our ongoing growth trajectory remains a key priority, and we continue to operate within the Divan Group corporate structure. When planning new hotel and restaurant openings, we consider not only operational requirements but also **our contribution to the region, employment potential, and environmental compliance**. This approach enables us to manage scaling responsibly. Achieving these goals is dependent on the implementation of a robust team structure. Maintaining qualified employment, increasing employee engagement, and supporting development are essential components of sustainable success in the hotel industry. We are committed to sustaining our learning- and participation-focused approaches in order to achieve this objective, fostering continuous development and long-term value for our employees and stakeholders.

We would like to emphasize that this process is not managed independently. We collaborate closely with our guests, colleagues, suppliers, and business partners. Open communication, mutual trust, and strong relationships built around shared goals are the foundations of our sustainability approach. As we carry Divan Group's service approach into the future, we adopt a sensitive approach toward resources, **prioritize people-centered values, and place significant emphasis on ensuring the visibility of our impact.**

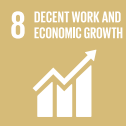
With gratitude,

Divan Hospitality

Since our inaugural steps in the accommodation sector in İstanbul in 1956, we have evolved from a hotel chain to a guest experience brand, built on trust, elegance and continuity.

The Divan Group's growing operational structure, both domestically and internationally, combined with the experience we have gained over the years, positions us as a leading symbol of stability in the industry. This success is not solely attributable to square metres and bed capacity, but rather to a hospitality culture that is palpable at every touchpoint.

At Divan Group, we structure our sustainability approach by integrating our accommodation and event services with environmental, social, and cultural responsibilities. In compliance with the **GSTC (Global Sustainable Tourism Council)** criteria, we implement the principles of resource efficiency, waste management, carbon emission reduction, and social contribution in all our operations.



This is not just a hotel chain; it is a guest experience brand built on trust, elegance and continuity.



Sustainable Hospitality Operations

Performance Data and Practices



In 2023, we eliminated *single-use plastics from all our hotels*, a measure introduced specifically for our employees.



We reduced water consumption per room by *2%*.



We are implementing measures to reduce energy consumption through the use of *room automation systems*.



Guest Numbers and Location Distribution



The total number of hotel guests we hosted in 2024:

1,417,868 individuals

This figure is a testament to the confidence placed in our hospitality as the Divan Group.

Location-Based Usage Areast¹:

Divan Ankara	18,528 m ²
Divan Bodrum	7,560 m ²
Divan Bursa	17,763 m ²
Divan Çukurhan	1,671 m ²
Divan İstanbul	23,626 m ² + 30 m ²
Divan İstanbul City	7,939 m ² + 30 m ²





“Being a woman frames the jewel, making it shine.”

Despite the tourism industry's ongoing male-dominated structure, I firmly believe that institutions led by women make a significant difference. They enhance performance, promote sensitivity and aesthetics, and drive corporate commitment. When I say "Being a woman frames the jewel, making it shine" – this is precisely what I am implying. **It is a well-established fact that a female perspective is key to revealing and accentuating value.** At Divan Group, we experience and foster this difference every day.

Sustainability has been integrated into the core of our business strategy, rather than being considered an optional supplemental activity. The measures we have implemented to reduce our carbon footprint—including our waste management systems, energy efficiency practices, and sourcing policies—have become integral components of our day-to-day operations. I am a staunch advocate of a zero-waste approach in the kitchen and actively promote this vision among all my team members. **We are committed to environmentally conscious hotel management, not merely as a necessity, but as the cornerstone of our corporate stance.**

Cluster General Manager of Divan Hotels, İstanbul

Authored by

Julia Kardeshoglu

Sustainability in the Event Experience

At Divan Group, we understand that the event experience extends beyond the physical realm. We adopt a comprehensive approach that emphasizes sustainability, quality, and guest satisfaction.

- In 2024, we had the pleasure of welcoming *638,235 guests* across our four locations.
- We implemented *a zero-waste management system* at every event. We have eliminated single-use items from our menus.
- We have given priority to the reduction of waste at source and the use of recyclable materials.
- We have implemented energy-efficient lighting systems and developed sustainable supply chain practices.



Location-Based Usage Areas²:

Divan Kuruçeşme $42 m^2 + 11,675 m^2$
Banquet + Event Hall

Fenerbahçe Faruk $24 m^2 + 1,400 m^2$
Ilgaz Buffet + Restaurant

Rahmi M. Koç $250 m^2 - 357 m^2$
Museum Café Du Levant + Halat

Beşiktaş Tüpraş $3,987 m^2$
Stadium Event Venues



²Please note that all usage area information provided in the report was prepared based on official business and operation license and building occupancy permits for Divan Group locations. The total activity area is 17,735m².



The Director of Banquet Units
Authored by

Serpil Toptas

“Divan embodies a distinctive brand identity and a management philosophy that incorporates a people-centered approach, environmental sustainability, and a respect for history.”

I have had the privilege of being part of the Divan Group family since 2013. This journey has not only been a career path for me, but also a chance to witness how a deep-rooted history merges with the vision of a sustainable future. The sustainability projects executed at Divan Kuruçeşme are a practical manifestation of this vision. The waste management process that we have implemented with the İstanbul Metropolitan Municipality, the preparations for LEED Gold certification, and the practices that preserve the architectural fabric of our historic building serve to remind us all that environmental awareness is not a goal, but a corporate responsibility.

Today, our core team of 130 individuals is responsible for overseeing the work of over 600 employees during periods of peak activity. In a structure of this scale, **prioritizing employee well-being and fostering loyalty and motivation are among our top priorities.** There is still room for improvement in the areas of digitalization, employee engagement, and sustainability. It is encouraging to see the necessary willpower and determination emerging for this transformation journey. The Divan Group represents a strong brand and a management approach that considers people, the environment, and history together. Working with integrity is both a responsibility and a constant source of inspiration.

Offsetting Carbon Emissions and Mitigating Climate Change

In 2024, we engaged in a strategic collaboration with the climate technologies company Climateware. As part of this initiative:

- Carbon emissions are calculated in accordance with the requirements of the GHG Protocol.
- Emissions are offset by the Verra (VCS) certified hydroelectric power project in Türkiye.

Total emissions are scheduled to be offset by the end of 2024: **429.30 tCO₂**

This value is equivalent to:

- The annual fuel consumption of 206 vehicles,
- The annual natural gas consumption of 252 households,
- The electricity consumption of 620 households,
- The annual carbon sink capacity of a 291-hectare forest,
- The quantity of carbon offset by 19,514 trees.

Compliance with International Standards

As Divan Group, we structure all our operational units in accordance with GSTC criteria and are committed to continuous improvement in waste, water, energy, and product and service quality. We prioritize energy-efficient and eco-friendly systems, particularly in technical infrastructure such as lighting, kitchen equipment, and water fixtures.

For more;



Further information regarding Divan Group's long-standing presence in the hotel industry and the distribution of its service points can be accessed via the QR code.

For more;



Further information regarding Divan Group's meeting and event spaces can be accessed via the QR code.



Divan Hotels Sales Director

Authored by

Balcan Oğuz Kadayıfci

"The guest experience at every hotel begins with unique narratives that are inspired by local influences."

The Divan Group's next-generation marketing and sales strategy is based not only on accurate positioning, but also on sensory integrity, cultural content, and authentic experience design. At each hotel, guests experience a journey that is unique to them, influenced by the local culture. Each encounter is now regarded as an opportunity to establish a connection, rather than a mere promotional opportunity.

Through exhibitions inspired by works of art, our guests have the opportunity to engage with culture. We are committed to furthering this understanding through collaborations with art institutions affiliated with the Koç Group.

We have made strategic advances in markets such as the United States (US), the United Kingdom, and the Commonwealth of Independent States (CIS), with these countries now accounting for the top five of our nationality mix. We are pleased to announce that we have achieved the highest segment performance in the Average Daily Room Rate (ADR) metric. We participated in a number of major exhibitions, including the Madrid International Tourism Fair (FITUR), the Berlin International Tourism Exchange (ITB Berlin), and the Dubai Arabian Travel Market (ATM Dubai), where we represented our brand at roadshows. Divan Group continues to embody refined elegance, cultural sophistication and contemporary luxury with its "HOUSE OF DIVAN" approach.



Divan Bodrum Hotel

Divan Dining



Halat



Zeynep Çalik

Assistant General Manager /
Food, Beverage & Retail

We firmly believe that every action taken today should account for future responsibilities, and this principle guides our business operations.

We consider the maintenance of service quality and product diversity in the food, beverage, and retail sectors to be an integral part of sustainability. In this fast-changing business environment, where consumer habits are evolving rapidly, we are committed to meeting today's demands and proactively anticipating tomorrow's expectations.

As climate change impacts our supply chain on a growing scale, we are committed to mitigating its effects. Our production structure, which is based on natural raw materials, positions us to be more responsive to environmental variables. Therefore, environmental and social impacts are integral to all business decisions, and are managed from procurement to product development.

All new products are subjected to rigorous quality and safety testing at every stage of the development process. We systematically ensure product safety through physical, chemical, and microbiological analyses conducted in accredited laboratories. We carry out thorough, methodical assessments of our products to guarantee that they meet the most stringent standards of hygiene and health. These evaluations encompass both aesthetic and culinary considerations, as well as rigorous health and safety criteria.

Our commitment to sustainability extends beyond the content of our products. We apply the same rigorous standards to our packaging choices. We implement packaging and content revisions in accordance with the ISO 20400 standard and SDG 12 of the United Nations Sustainable Development

Goals. This ensures that we manage visual integrity, logistical efficiency, and environmental impact in a cohesive manner.

Our long-term partnerships with local producers increase the resilience of our supply chain and enable us to preserve our regional culinary heritage. We prioritize geographically indicated and local raw materials, maintaining a consistent **99% local sourcing rate**. In our selection of suppliers, we consider factors beyond cost, prioritizing sustainability criteria such as ethical principles, carbon footprint, and production methods.

Customer focus is always a decisive factor in our department's decision-making processes. We closely monitor consumer trends, market developments, and the competitive landscape. We formulate our product strategies by taking into account the values, sensitivities, and lifestyles of younger generations, with a particular focus on Generation Z. Rather than merely responding to demand, we aspire to be a leading player in this sector.

A more sophisticated approach is taken, in which food and beverage are regarded as a means of engagement and interaction. We also view it as **a platform for sharing that strengthens social bonds and enriches experiences**. We firmly believe that every action taken today should account for future responsibilities, and this principle guides our business operations.

With gratitude,



Executive Culinary Director

Authored by

Giancarlo Gottardo

"I believe that everyone, including all our stakeholders, should focus on our planet."

Notwithstanding the actions of individuals, the primary focus should be on the planet. I believe that all stakeholders should also focus on our planet. Divan Group is a professional structure comprised of individuals who have been selected for their trustworthiness and who are motivated by this trust. As with our clients and guests, our company is trusted by the market. This trust is our greatest strength. Therefore, as a Divan Group company, we conduct our business in accordance with our core values, leveraging our strengths to ensure success.

As one of Türkiye's most well-established service sector organizations, Divan Group is committed to optimizing the balance between high-quality, reliable products and affordable prices. Despite the challenges posed by the current environmental and economic climate, we remain steadfast in our strategic direction. We are confident that our actions, underpinned by the trust and confidence of our colleagues, stakeholders, customers, and guests, will ensure a prosperous future for our organization.

Our Approach to Sustainable Gastronomy

Responsible Production, Consumption, and Menu Planning

At Divan Group, we consider our food and beverage services to be more than just a taste-focused experience. They are also a strategic area that prioritizes responsible production and consumption while taking into account environmental and social impacts. During 2024, significant progress was made in implementing this transformation process, with both operations and the supply chain being restructured in accordance with sustainability principles.

We combine the deep-rooted heritage of Turkish cuisine with modern offerings, and we prioritize resource efficiency by highlighting seasonal and regional products in our menus. We have implemented a standardized approach across all our restaurants, encompassing portion planning, digital menu systems, and the use of recyclable packaging. These measures have not only led to a reduction in waste but have also contributed to lowering our carbon footprint and optimizing the use of natural resources.



Local Producer Collaborations and Guest Experience

We have expanded our commitment to sustainable gastronomy beyond our own operations, forging a long-term partnership with local producers. This approach has supported the local economy and enabled us to create menus with a lower environmental impact.

Our brands, including Lokanta by Divan, Halat, Divan Brasserie, Maromi, Pizza Pieza by Divan, and Telezüz, are designed to appeal to widely diverse tastes while also addressing the expectations of conscious consumers.



Zero Waste: Translating Words into Action

We have adopted a comprehensive zero-waste approach that not only involves reducing waste, but also emphasizing the prevention of waste in the kitchen and the upcycling of ingredients.

Examples of reuse in the kitchen include:

- We dry the peels of seasonal vegetables and transform them into spices.
- We prepare nutritious soups from off-menu fish.
- We dry seasonal fruits not included in the menu and use them in desserts.



- According to the Food and Agriculture Organization of the United Nations (FAO), restaurants account for 26% of global food waste.
- According to the United Nations Environment Programme (UNEP, 2024), the strategic planning of meals, effective portion control, and the local sourcing of food can reduce food waste by up to 35%, thereby lowering the carbon footprint.

For more;



For more information on the Divan Group restaurant brand structure and service locations, please visit the QR code.



Chef at Lokanta by Divan
Authored by

Volkan Arık

"Sustainability refers to preserving the essence of a cuisine, safeguarding cultural heritage for posterity, and ensuring that every ingredient enjoys the recognition it deserves."

For me, the kitchen is not just a place to create flavor. It is also an opportunity to transform the traditional, give local ingredients their rightful place, and contribute to a sustainable culinary culture. At Lokanta by Divan İstanbul, I create seasonal menus that reflect the area's culinary heritage, collaborating with local producers on ingredients such as Antakya's salty yogurt and Aycık olive oil. I am dedicated to the principle of zero waste and apply this commitment to my professional practice. Even the stem of an artichoke and the bone of a fish find new life in our kitchen.

During my time at the Divan Group, I have learned that sustainability is not only about protecting the environment, but also preserving the soul of a cuisine, ensuring the continuation of culture into the future and respecting every ingredient. As we update our menus to reflect the vision of modern Turkish cuisine, I have the aim of revisiting the values of these lands and interpreting them with a universal approach.



Lokanta by Divan İstanbul

Telezzüz: Simple, Natural, Mindful

Telezzüz represents our contemporary approach to gastronomy, developed with a respect for the roots of Turkish cuisine. At Telezzüz, whose name derives from the meanings of "taste with all senses" and "savour," we aim not only to offer delicious flavor but also to create a cultural experience, an aesthetic ritual, and mental fulfillment.

As Türkiye's first plant-based fine dining restaurant, Telezzüz marks a pioneering step in our sustainability journey. Telezzüz is a living space embodying our respect for nature, the earth, and humanity. It is a gastronomic destination as well as a living space. We prepare every dish following an aesthetic and ethical approach.

We consider environmental criteria such as seasonality, local production, zero waste, and energy efficiency not only as operational requirements, but also as a reflection of our cultural consciousness. We design every recipe as a contemporary interpretation of traditional plant-based cuisine.

At Telezzüz, we conceptualize each dish as a narrative, a valuable asset, and a sensory experience. We select products for our menu that have a low carbon footprint and are sourced locally, and we support transparency and ethical production processes by establishing direct relationships with our suppliers.

At Telezzüz, we offer a unique dining experience that combines culinary excellence with a vibrant atmosphere. The historical travel and maritime posters selected from Ömer Koç's private collection, which are featured in our restaurant's décor, add cultural richness to our space and establish an aesthetic connection between the past and the future.

In 2024, Telezzüz was honored with the **Green Star Award from the Michelin Guide, the Best Sustainability Award from Gault & Millau, and a place in the Chef's Table selection**, recognizing our pioneering contributions to sustainable gastronomy. These achievements demonstrate that we position gastronomy not only as a service but also as a value creation.

We are committed to ensuring economic transparency by establishing direct contact with producers at all levels of our supply chain. We are committed to ensuring that every dish served to our guests carries a unique story. The dishes served reflect the region's culinary heritage, the dedication of our producers, and the meticulous approach of our chefs.

At Telezzüz, we are committed to fostering an inclusive and ethical environment, not only for our guests but also for our employees. The importance we place on women's employment, our approach to supporting young talent, and our occupational health practices are concrete examples of our holistic understanding of responsibility.

Telezzüz's digital reservation system was designed as part of our company's commitment to sustainability and digital transformation. We offered an agile system with the potential for ease of use, access optimization, and carbon footprint reduction. We developed this structure, which provides notifications based on availability, to be both user-friendly and resource-efficient. Telezzüz is more than just a restaurant. It is a unique venue where Divan Group embodies its sustainability principles, representing a distinctive approach to quality of life. At Telezzüz, we embody the values of "Leading," "Responsive," "Respectful," and "Stakeholder." These values reflect Divan Group's holistic sustainability vision in its most refined form.



Leading Telezzüz

- Telezzüz has been designated as a pilot area within the Divan Group, with the objective of testing and developing sustainable gastronomy practices. We intend to share the insights we gain from this experience with our other restaurants and businesses.
- We use Telezzüz's award-winning structure as an asset in our digital content production, incorporating it into our sustainability narratives and highlighting it in our communication efforts.

Responsive Telezzüz

- We are committed to reducing our restaurant's carbon footprint by utilizing local and seasonal products, thereby making a tangible contribution to the local economy through our direct-from-the-producer sourcing approach.
- Our menu design is created with three key criteria in mind: seasonality, ethics and low waste. The ingredients we use are not only delicious, but also ethical and environmentally conscious.
- We prioritize the minimization of food waste through the implementation of portioning and product rotation strategies, aligning with our zero-waste approach.



Respectful Telezzüz,

- Within the framework of our chef rotation program, we welcome young chefs at Telezzüz, fostering an environment conducive to the acquisition of sustainable culinary practices.
- We ensure that our service team is regularly informed of the sustainability information on our menus. This approach enables us to provide our guests with an ethically based experience.

Shakeholder Telezzüz

- We take a consumer-focused approach to menu information and producer stories, aiming to create a comprehensive profile that respects the supply chain.
- At Telezzüz, we proactively collaborate with content creators, guides, and award organizations, with a particular emphasis on sustainable gastronomy.

Highlights

- Michelin Guide - Green Star Award
- Gault & Millau - Best Sustainability Award
- Creative People Talks - Local Producer-Friendly Restaurant Award
- We have reached millions on digital platforms for our contribution to the sustainability narrative.

For more;



*You can access
detailed information
about Telezzüz by
scanning the QR code.*





Chef at Telezzüz
Authored by

Bahtiyar Büyükduman

"I consider sustainability not only an environmental concern, but also a cultural matter."

When we conceptualized Telezzüz, we had a specific vision in mind: catering to the future of cuisine and drawing on the abundance of these lands. Recognizing that plant-based eating is not simply a short-term trend but a long-term dietary commitment, I firmly believe that every aspect of the process—from food production to presentation—must be managed responsibly.

In our pursuit to establish Türkiye's first vegan fine dining restaurant, we have committed to a philosophy that prioritizes flavor and ethical principles. Managing a menu that changes seasonally presents certain challenges. The company has established **direct contact with local producers, is seasonally aware and invests in domestic produce rather than imported goods.** All of these require time, effort and patience. However, at every stage of the process, I find myself reflecting on the following questions: Could we improve this process? We have thoroughly investigated this issue, exploring various aspects such as composting, waste separation, material selection, and upcycling.

I consider sustainability to be not only an environmental issue but also a cultural one. Telezzüz is distinguished from a typical restaurant by its commitment to excellence. We don't just cook here; we are committed to continuous improvement and innovation, and we encourage a culture of questioning, risk-taking, and exploring new avenues. As a young team, we understand that to effect change, we must venture beyond our comfort zone. Today, we have the distinction of being a Michelin Green Star restaurant. Our objective for tomorrow is even more ambitious: to reduce our environmental impact while increasing our positive influence. Telezzüz can serve as a model for both the Divan Group and the industry as a whole. It is imperative that we move forward with responsibility, passion, and courage.





Director of Restaurants and Bakeries

Authored by

Ozan Baha Özer

"Committed to deliver excellent service and to establish a more sustainable, systematic and participatory structure together..."

Divan Group is not merely a workplace for me. It is one of the cornerstones of my professional journey. The progress of the Divan Group's structural transformation—characterized by enhanced flexibility, innovation, and open-mindedness compared to previous iterations—reinforces my commitment to contributing to this pivotal change. My focus is twofold: on the quality of the products themselves and on their environmental impact. From straws to liquid soaps, we adhere to sustainability criteria for every material we use, and I am committed to managing our supply chain meticulously to prevent food waste. In the kitchen, we work closely with our chefs to select only the finest seasonal products. This approach ensures not only quality but also ethical and efficient production.

Occupational health and safety is a priority for me, especially in fast-paced, part-time operations such as stadiums. It is my objective to enhance both the safety of our employees and the quality of our service. To this end, I will be implementing a program of continuous professional development and regular drills, fostering ongoing skill enhancement and ensuring that all team members are equipped to uphold our sustainability and operational standards. As a member of the Divan Group, we are committed to delivering exceptional service and to the collaborative development of a more sustainable, systematic and inclusive organizational framework. I consider it a privilege to be a part of this transformation.

A Sweet Transformation from Tradition to the Future

The Divan Group's history in the pastry sector began in 1956 at the first hotel in Elmadag. Divan Patisserie, with its 22 service locations, is meeting the expectations of a new generation of conscious consumers by offering simple ingredients, reduced sugar content and minimalist presentations. We also demonstrate this transformation, extending from tradition to the future, on our digital channels.

As of 2024, on our Divan Patisserie e-commerce platform: www.divanpastaneleri.com.tr

- We have now reached **56,917 registered users** and received **19,985 online orders**.
- We reduced paper consumption.
- We have enhanced our operational efficiency and optimized our waste management.

Our sustainable production practices:

- Use of recyclable packaging
- Energy-efficient cooling and cooking equipment
- The elimination of stock waste by simplifying the menu



**Number of Patisserie
Guests in 2024:**

561,320

An Approach Compatible with FAO and GSTC Principles

Global organizations such as the Food and Agriculture Organization of the United Nations (FAO) and the Global Sustainable Tourism Council (GSTC) are prioritizing the prevention of food waste, energy efficiency, the use of pure ingredients, and the reduction of packaging waste, particularly for hotel and restaurant chains.

As Divan Group Bakeries, our aim is to:

- Minimize the risk of waste by optimizing the production-consumption balance with our digital ordering systems.
- Our menu simplifications are designed to help you avoid overstock and reduce shelf life loss.
- Achieve a reduction in our carbon footprint by utilizing our energy-efficient equipment.
- We are committed to transitioning completely to recyclable packaging.

For more;



For further information about the history and product portfolio of Divan Group Bakeries, please scan the QR code.





Factory Director
Authored by

Ersin Dayı

"In my professional opinion, sustainability represents more than just an environmental responsibility; it is an indicator of corporate maturity."

For me, sustainability is not simply an environmental responsibility; it is an indicator of corporate maturity. Significant progress has been made since the previous report. We monitor wastewater and energy data on a unit-by-unit basis and establish measurable targets in areas such as waste management and the supply chain.

The indicators used in our factories have a significant impact on our operations and our approach to management. We are committed to setting ambitious goals and implementing systematic monitoring processes to ensure their effective execution.

The fact that **we work with the same business partners 94% of the time in our supply chain** is a testament to both stability and trust. I have a strong personal interest in Divan and I am committed to its ongoing development. I believe that we must collaborate to promote sustainability through the establishment of a resilient and integrated system.

Divan Production: Quality and Trust

Divan Production Facility in Numbers

The Divan Group's production journey began in 1956 with pastry operations at the Elmadağ Hotel. This facility, developed in Sütluçe—one of Türkiye's first pastry and dessert production centers—continues to operate today at the state-of-the-art, **15,000 m² Divan Production Facility**.

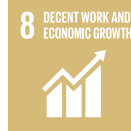
Our facility is operated in accordance with international standards relating to food safety, energy management, environmental performance and quality systems. The factory serves both our domestic operations and exports to **16 countries**.

Indicator	2023	2024
Production Facility Area (m²)	15,000	15,000
Numbers of Employees	305	300
Number of Corporate Customers	639	700 (+61)
Number of Export Countries	16	16
New Market Targets	-	Existing targets are maintained.
Certificates	SO 50001, Zero Waste Certificate, BRCGS Global Standard for Food Safety (A+ grade), Halal Certificate, ISO 14064, ISO 14001, ISO 9001, ISO 45001	ISO 50001, Zero Waste Certificate, BRCGS Global Standard for Food Safety (A+ grade), Halal Certificate, ISO 9001, ISO 14001, ISO 45001, ISO 14064
Number of Export Customers	17	22

Production Transformation and Quality Assurance

As Divan Group, we have made substantial investments in 2024 to enhance the sustainability, efficiency and traceability of our production processes.

- We enhanced energy and water efficiency through the adoption of new-generation baking, cooling, and packaging equipment.
- We achieved an A+ rating in the BRCGS V9 Food Safety Audit.
- We successfully completed audits for ISO 50001, 9001, 14001, and 45001 management systems.



Supply Chain and Food Safety Management

At Divan Group, we are committed to ensuring the sustainability of our production processes, both within our own facilities and through our supplier relationships and logistics networks.

- At Koç Holding, we undertake comprehensive audits of all our suppliers in accordance with our stringent Food Safety Policies.
- We have digitalized our quality control, storage, and traceability processes.
- We systematically report on and continuously improve product safety, personnel hygiene and clean water usage.



Environmental Performance Indicators for 2024

At Divan Group, we are committed to maintaining optimal efficiency in our production processes. This involves regular monitoring of energy, water and natural gas usage. By evaluating this data alongside our production volume, we ensure that we manage our environmental impact in a transparent manner. The indicators obtained throughout 2024 provided a solid foundation for identifying the reasons behind changes in resource consumption and enabling the concrete implementation of our improvement steps:



Electricity consumption(2024): 6,850,089 kWh
Electricity consumption (2023): 6,507,376 kWh

The 5% increase in electricity consumption is directly linked to an 11% expansion in chocolate production.



Water consumption (2024): 18,059 m³
Water consumption (2023): 16,157 m³

The 12% increase in water consumption is due to growth in production volume.



Natural gas consumption (2024): 242,099 m³
Natural gas consumption(2023): 217,843 m³

The 2% increase in natural gas consumption is directly linked to an 8% expansion in Turkish delight production.

As Divan Group, we not only monitor our environmental performance in line with these indicators, but also adopt a management approach that identifies improvement opportunities at an early stage. We have identified our resource efficiency projects and initiated the measurement process using digital systems.





"Energy and water efficiency are integral to the effective functioning of our production line."

Ensuring the continuity of the technical infrastructure at the Divan Production Facility is not merely a maintenance task. It represents the most critical step in achieving sustainable production. Over the past four years, our company has successfully focused on energy efficiency, water management, and digital recording systems. Each initiative in these areas contributes to our ongoing efforts to secure the future of production.

Energy and water efficiency are integral to the success of our production line. The Flowmio system has been implemented to allow us to track malfunctions digitally and report site-specific consumption in real time. This system allows us to manage not only maintenance continuity but also resource usage more effectively. Our next goal is to transition to product-based energy analysis. This will allow us to measure both overall consumption and the environmental cost of each product. I am confident that this approach is fully aligned with our sustainability goals. Maintaining a robust technical infrastructure requires a forward-thinking approach, incorporating plans for both the immediate and long-term future.

Technical Manager at Divan Taşdelen Food Factory

Authored by

Çağatay Çakır



Cretan Paste Macaroon



Food & Beverage & Retail
Marketing Head

Authored by

Didem Nurcan

"Sustainability is more than just an environmental concern; it's a data-driven, holistic, and conscious approach."

At Divan Group, marketing is not merely a matter of announcement; it is about guidance. Our services are available in a variety of settings, from pubs and patisseries to brasseries and stadium operations. Each brand has its own unique story, and we integrate sustainability into this narrative. We are committed to a zero-waste approach, which involves preventing unnecessary consumption at every stage of the process, from product development to launches. We are committed to minimizing our environmental impact by utilizing natural ingredients and eco-friendly packaging solutions. This approach is integral to our menu and packaging design updates.

Our digitalization strategy encompasses the consolidation of our menu and visual archives on a unified digital platform, thereby ensuring the transformation of data into a permanent corporate memory. In 2025, our priorities include highlighting our signature flavors using sustainable methods, increasing environmental awareness in packaging and menu planning, and expanding our digital marketing infrastructure to a global scale.

We believe that sustainability is more than just an environmental concern. It is a data-driven, holistic, and conscious approach. At Divan Group, we apply this perspective in the operation of our brands, extending their impact into the future.



Sustainability At Divan

Divan Bodrum Hotel



Nur Çelik

Sustainability Manager

For us, sustainability stands for more than a mere symbol or label; it is an integral component of our management approach, guiding every aspect of our operations.

At Divan Group, we pursued a systematic transition in our sustainability approach throughout 2024, ensuring it was more measurable and integrated into our corporate structure. For us, sustainability is not just a symbol, a label, or a sideline; it's a management approach at the heart of all our operations. This year, we conducted a thorough review of the true impact of our practices. We have achieved some of our goals and revised others. However, we base all our processes on the principles of measurement, transparency, and continuous improvement.

As of 2024, **six of our hotels began operating with a carbon-neutral model.** Additionally, we are proud to offer carbon-neutral activities at six of our hotels and our banquet facilities. This initiative represented our first definitive step towards managing the environmental aspects of the guest experience.

Zero-waste policies, portion management, direct relationships with producers, and seasonal menu planning have become integral to our food and beverage operations. This transformation has implications beyond the environment, affecting both our supply chain and quality processes.

Employee development was a key priority, and the education program was meticulously designed to facilitate collaborative learning and decision-making processes, in addition to providing essential information on sustainability. Divan Academy's content transformation, dialogues established with different generations, and volunteering activities were valuable outcomes of this approach.

Have we encountered any challenges? Indeed. Much work remains to be done, notably in the domains of data management, infrastructure development and application standards. We recognize that sustainability is not a race, but a journey with a long-term perspective. During this process, it is essential to maintain authenticity, recognize personal shortcomings, and be receptive to feedback and self-improvement.

Our approach to 2025 has been clearly defined:

Clearly defined goals, quantifiable outcomes, and collective responsibility.

We are committed to advancing a more straightforward, impactful and authentic approach to sustainability. The concept of sustainability is substantiated as much by declarations as by practice.

This report has been prepared to illustrate our current situation and to guide our future steps. The Divan Group is committed to reducing its environmental impact and ensuring that its name is remembered with a seriousness befitting its past and a responsibility befitting its future.

As Divan Group, we are committed to enhancing our sustainability performance and, in collaboration with our employees, suppliers and business partners, establishing a more inclusive, transparent and effective system.

With best regards,

Divan Group

Sustainability Manifesto

*"We are prepared
for the future..."*

We combine the diligence of the past with the responsible approach of today and the entrepreneurial courage of tomorrow. **We are not passive observers, but rather proactive agents of change.**

The world has undergone significant changes in recent years. In the current climate, it is essential to adopt new reflexes to ensure our continued success.

It is an irrefutable fact that the climate crisis, resource scarcity, social injustice, and the loss of institutional credibility are all matters that demand our attention.

We are committed to addressing these challenges openly and transparently.

We are aware of opportunities for improvement at every stage.

Preparation requires a commitment to both the present and the future.

We are committed to more than mere readiness; we are transforming preparation into a core organizational value.

Before we adopted a more sustainable consumption approach, **we considered other options.**

Before formulating policies, **we focus on modifying behaviors.**

In advance of celebrating diversity, **we have prioritized the systematization of equality.**

Before reporting, **we take responsibility for our actions.**

At our company, sustainability and continuity guide our entire value chain.

We are committed to the principles of environmental responsibility and enhancing the value we add at every stage of our operations, including in hotels, kitchens, supply chains, and education programs.

Transformation is manifested in words, in mindset, and in action.

Change is not merely about superficial adjustments; rather, we are committed to addressing the fundamental essence of the matter.

We must ask ourselves whether we are prepared for the future. I concur.

This is a question we ask ourselves daily, and the answer is an unequivocal yes.

We are prepared for the future. Courage is an innate virtue that manifests in different forms. On this journey, we value the input of all stakeholders, including employees, suppliers, guests, and business partners.

Because we are Divan.

A Corporate Commitment and Vision Statement:

The statement **“We Are Prepared for the Future”** does not imply disregard for the past but rather a commitment to facing the future responsibly.

At Divan Group, dedication is shown in meeting current demands while taking responsibility for shaping the future. Since establishment, the corporate culture has been renewed, guided by the principles of care, elegance, and confidence. Transformations are pursued to ensure a sustainable future. Sustainability and continuity are considered inextricably linked, informing all decision-making processes.



Awareness is maintained regarding the climate crisis.



Leadership is demonstrated in social equality.



Responsibility is taken for resource management.



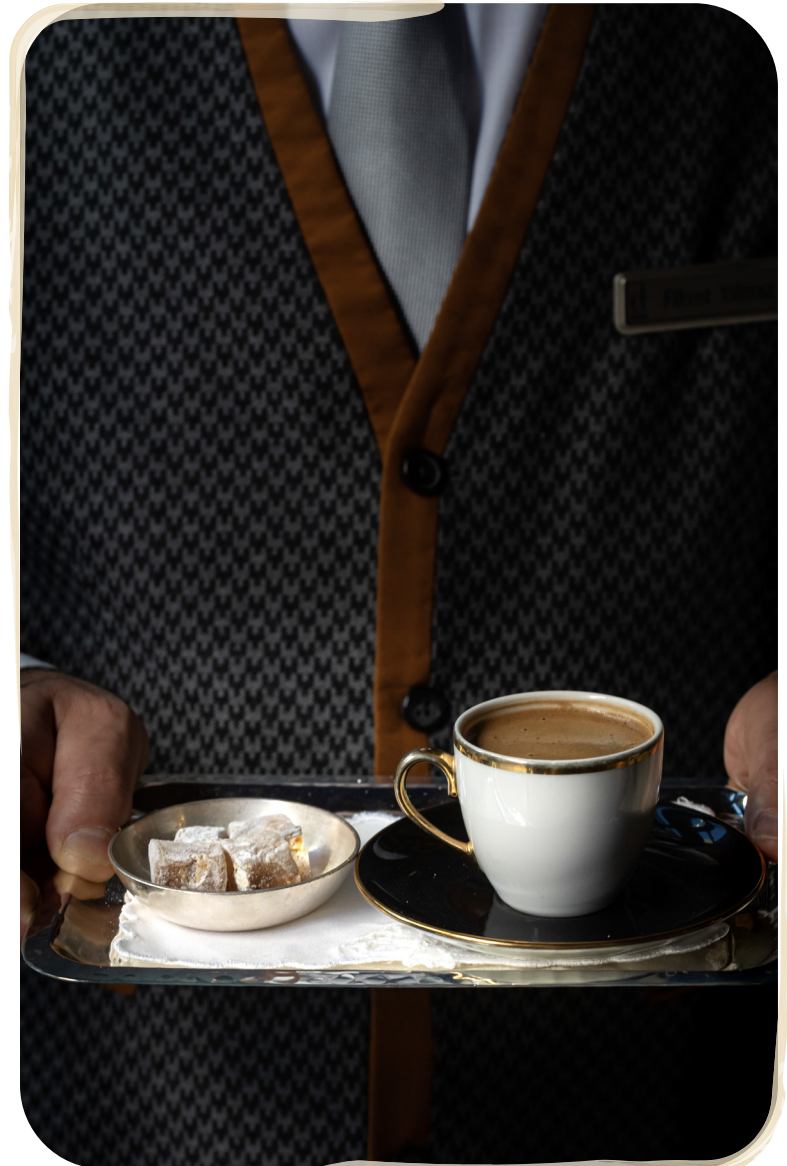
Commitment is upheld to corporate transparency.

This transformation is evident not only in brand façades and display windows but also in business practices, culinary offerings, guest rooms, education and development programmes, and conduct. In line with this vision, the approach:

- strives to make a positive impact every day
- commits to transparency and accountability at every stage
- prioritizes long-term impact in decision-making

The future favors the well-prepared. Opportunities are seized rather than relying on chance.

At Divan Group, commitment is maintained to addressing current needs and proactively preparing for the future.



Divan's Approach to Sustainability

Here at Divan Group, we embrace sustainability as an integral part of our business, not a stand-alone project. This mindset is evident not only in our reports and campaigns, but also in the daily decisions we make, the steps we take and the relationships we build with our stakeholders. We recognize that yesterday's methods are incapable of addressing today's challenges. The future does not wait for those who are not ready.

For us, sustainability delivers straightforward answers to three fundamental questions:

1. How can we reduce our environmental impact?

We develop solutions that save money on energy, water, waste and carbon management and transform habits. From the lighting in hotel rooms to meals prepared in kitchens, we take a "just-as-needed" approach to every detail.

2. For whom do we create value, and how?

Our responsibility extends beyond our guests to include our employees, suppliers, society and the environment. Equal opportunities, participatory management, supporting local producers and preserving cultural heritage form the foundations of our inclusive approach.

3. When will we be held accountable?

At all times and unreservedly. We consider transparency to be a conscious choice rather than an obligation, and we openly share our data, acknowledge our shortcomings, and record our progress.

This understanding cannot be confined to a single document. It is demonstrated in practice at every level, from guest experience and supply chain management to education programs and daily operations. At Divan Group, we define sustainability in terms of environmental and social impact framed by ethical, aesthetic and humanitarian considerations.

We Believe in Shared Responsibility

At Divan Group, our sustainability policy is integral to our decision-making, priorities and practices. We implement the principles of **"Simple, Respectful, Resilient"** in all our operations, upholding a sense of shared responsibility.

Simple: We favor simple solutions that create a lasting impact over short-lived trends.

Respectful: We value everyone's contribution.

Resilient: We act in harmony with the changing world rather than resisting inevitable change.

Our journey began modestly and is now driven by courage.



Divan's Sustainability Policy

We incorporate the principle of "Simply the Best" to guide all our activities. In line with this philosophy, we operate according to the following principles:



Planet and Resource Management:

We develop production systems that are sensitive to and resilient against the climate crisis, using science-based solutions.



Human and Social Value:

We facilitate a business environment that prioritizes human rights, health and safety, embraces diversity, and fosters development.



Ethical Management:

We maintain a transparent and accountable management model that conducts sound risk and opportunity analyses.



Social Contribution:

We actively participate in environmental, social, and economic development, strengthening collaborations to face the future with confidence.

Adhering to the principles of the Global Reporting Initiative (GRI) and the United Nations Global Compact, we operate a system centered on streamlined processes, multi-stakeholder participation, and climate resilience. Therefore, sustainability is not just a policy, but a shared behavior across the entire value chain.

Divan's Sustainability Compass

The Divan Group's approach to sustainability is firmly grounded in the company's values. We use our ethical stance and corporate character as a compass in every step we take.

From our policies and strategies to our goals and commitments, we ensure that our entire structure consistently aligns with these values.

Our Vision:

To continue building on our position as a national leader and grow as one of the most respected brands in the hotel, gourmet and food and beverage sectors, on a national and global scale.

Divan's Mission and Principles

- Divan Group combines Turkish hospitality with universal service quality.
- Each of our brands is dedicated to delivering valuable and memorable experiences for our guests.
- The foundation of our reliability lies in our deep-rooted structure, established under the leadership of Koç Holding, and our sector leadership.
- Our understanding of quality and management is not only defined by "implementation", but also by setting standards for the sector. This approach has been recognized with ISO 9001 certification and combines boutique sensibility with industrial strength. Our broad structure, spanning hospitality and retail, operates with a system based on sustainability and integrity across every category. Our goal is to deliver the best at every touchpoint.
- Our broad structure, spanning hospitality and retail, operates with a system based on sustainability and integrity across every category. Our goal is to deliver the best at every touchpoint.

Divan's Corporate Goal

The Divan Group preserves Türkiye's rich culinary culture and hospitality heritage, and aspires to share these values worldwide.

The company promotes cultural exchange based on ethical principles, equality, and inclusion. The company operates using sustainable production models and continuously reviews its business practices to minimize its environmental impact.

Every decision at the Divan Group is shaped by the goal of respecting human dignity, improving quality of life, and supporting social well-being. The Divan Group prioritizes not only its own success, but also that of everyone it collaborates with.

In the context of global sustainability, corporate objectives must encompass not only economic growth, but also principles such as respect for human dignity, equality, cultural preservation, and environmental responsibility.

The United Nations Global Compact and the World Economic Forum's (WEF) business principles define this approach as a fundamental responsibility across all sectors. By aligning its sustainability strategy with ethical principles, Divan Group is redefining Turkish hospitality as a globally applicable cultural responsibility, extending beyond conventional service.

Divan Group is mindful not only of its own success, but also of the achievements of individuals and organizations with which it collaborates.



We are a big and ambitious family driven by a passion for providing impeccable service! We transform grandiose dreams into reality through teamwork. Together, we overcome seemingly insurmountable obstacles.

We believe in the value of lifelong learning!

We pursue new knowledge and experiences every day. We are excited to share our knowledge with our teammates and grow together.

We appreciate feedback as a valuable gift!

We seek feedback from our colleagues to help us improve. We offer each other constructive advice at every opportunity, prioritizing mutual respect in doing so.

We recognize those who work hard and add value!

We are delighted and proud of our teammates' achievements. We promote their success by sharing good examples on every platform.

We are reliable in every respect!

We always complete our work accurately and on time. We are meticulous in protecting the information shared with us, and in adhering to ethical rules, laws and procedures.

We adapt quickly to the digital world and the information age!

We are creative and innovative. We embrace change, working in an agile and efficient manner. We define and continuously improve our processes. We use data to inform our work and decisions, transforming our knowledge into corporate memory.

We represent a well-established global brand!

We recognize that our guests and the public associate Divan with us and our actions. We are proud to carry this rewarding responsibility.

Divan Sustainability Model

Leading

**knowledgeable
business pioneer**

Strategies for governance and digitalization form the fabric of our future-oriented practices.

Responsive

**responsible
for the planet**

Our practical steps that respect the planet's limits with regard to energy, carbon, waste and water management.

Respectful

respectful of people

Our people-focused approach builds a culture of equality, safety and sense of belonging in our workplaces.

divan

Stakeholder

sharing tomorrow

The open, trustworthy and long-lasting relationships that we foster with everyone we engage with.

These four mastery skills form the foundation of Divan Group's "We Are Prepared for the Future" vision. While each skill holds distinct value, collectively they create a cohesive framework that shapes our future.

We Integrate Sustainability into the Corporate Structure

At Divan Group, we recognize that sustainability is not a stand-alone concern, but rather an integral part of our business model. To reflect this, we set up the Sustainability Committee in 2022, comprising executives representing a range of areas of expertise, and updated its remit in 2024.

Current Structure

- 1 main committee
- 4 subcommittees
- 16 working groups

The committee focuses on operational practices affecting the present day, as well as future strategic matters within the areas of the environment, people, systems and values. Decisions made are implemented and integrated into all corporate processes.

Higher Committee Functioning

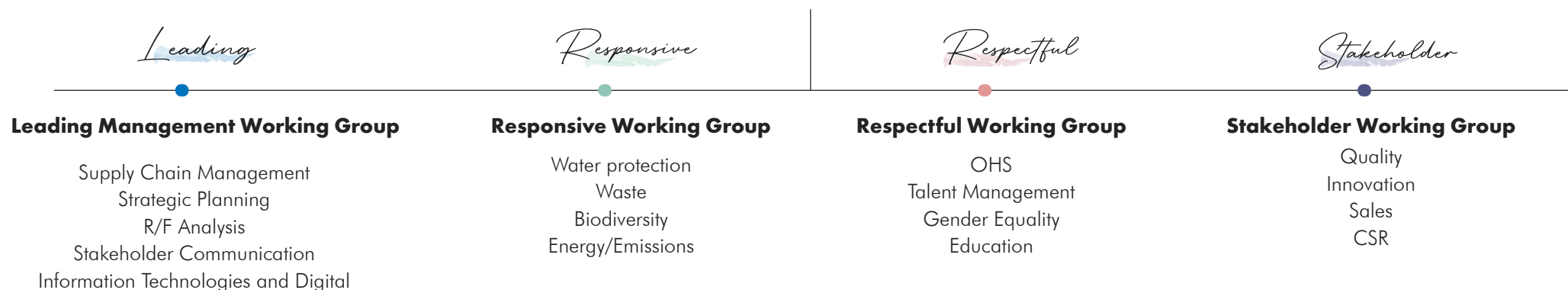
The Sustainability Committees report directly to the General Manager, and any necessary matters are escalated to the Board of Directors. The committee includes executives from key functions such as Strategic Planning, Human Resources, Environmental Management, Operational Development and Corporate Communications. Each member contributes their area of expertise and sustainability agenda to this platform.



According to analyses by the WEF and the UNGC for 2024, 74% of corporate sustainability success stems from structures integrated into internal committees. However, isolated units have limited impact on strategic decision-making processes.

DIVAN GROUP SUSTAINABILITY MANAGEMENT ORGANIZATION

DIVAN SIMPLY THE BEST SUSTAINABILITY HIGH COMMITTEE



Committee Working System

Committees meet once a month and determine the agenda based on current data analysis, stakeholder feedback, legislative changes and strategic priorities. Meeting decisions are shared with sub-working groups and relevant units, translated into achievable actions and systematically implemented.

Transformation Planned for the 2025 Committee Structure

As the Divan Group, we have initiated efforts to restructure our sustainability governance in 2024. In this context, we plan to establish a Sustainability Higher Committee comprised of executives with decision-making authority in compliance with TSRS (Turkish Sustainability Reporting Standards) and create thematic working groups affiliated with this structure.

With this planned new structure:

- We aim to address sustainability decisions with a more strategic, multi-layered and cross-functional approach.
- Higher Committee members will be accountable for performance in relevant thematic areas, in addition to their own positional responsibilities.
- As stipulated by law, we also intend to establish an Audit Committee that is independent of the Executive Committee.

Through this transformation, Divan Group intends to institutionalize its sustainability strategy at both the operational and governance levels. Throughout 2024, we have made the necessary preparations for this structure, which we plan to implement by 2025. This includes defining internal processes and taking steps to inform our stakeholders.

Sustainability Governance Structure: Current Status and 2025 Plan

Business Line/Facility Type:	Current Structure (2024)	Planned Structure (2025)
Executive Committee	One main committee - Reporting to the General Manager and sharing information with the Board of Directors based on the agenda.	TSRS-compliant decision-making authority Sustainability Executive Committee: members responsible for thematic areas
Infrastructure	4 Subcommittees and 16 Working Groups	Thematic Working Groups (environment, people, systems and values) - cross-functional representation
Member Profile	Strategic Planning, Human Resources, Environment, Operations and Corporate Communications Managers	Managers from the same functions with thematic performance responsibility
Meeting System	Monthly meetings cover data analysis, stakeholder feedback, legislative changes and strategic priorities	Monthly + interim meetings when necessary; translating decisions into achievable actions.
Reporting	Reporting to the General Manager and the Board of Directors	Executive Committee - Board of Directors; independent Audit Committee
Strategic Goal	Integration of operational and strategic sustainability decisions	We are institutionalising sustainability at the governance level with a multi-layered decision-making structure
Preparedness	We updated the scope in 2024	We completed the process definitions and stakeholder briefing in 2024. Implementation will take place in 2025.

Participation and Performance Indicators

Sometimes a decision takes only a few minutes, while at other times, minutes shape a direction. Throughout 2024, as the Divan Group Sustainability Committees, we dedicated a total of 9,576 minutes to strategic decisions. Each meeting reflected our commitment to transforming small steps into collective action.

Corporate sustainability can create lasting change only when it is placed at the center of decision-making processes. The GRI 2 and TSRS 2 standards also recommend aligning governance structures with the principles of transparency, accountability, and participation. We have embraced these principles by strengthening our committee structure, enhancing the transparency of our decision-making processes, and taking steps to increase stakeholder engagement.

Indicator	Leading Committee	Responsive Committee	Respectful Committee	Stakeholder Committee
Total number of meetings	12	12	12	12
Number of committee participants	4	4	2	4
Average attendance rate	100%	75%	75%	87%
Percentage of punctual meetings	95%	87%	100%	100%
Average meeting duration	52 min	55 min	65 min	60 min



Steering by the minute

Total Meeting Duration:

160+ hours

Number of meetings held in 2024:

48

Committee-Based Focus Topics and Subjects

Committee Name	Focus Topics	Focus Subjects
Leading Committee	Strategy & Risk, Data-Driven Decision Making, Stakeholder Communication	- Conducting corporate risk and opportunity analyses - Setting strategic direction and monitoring performance - Ensuring information exchange between committees
Responsive Committee	Water and energy efficiency, emission reduction, waste and circularity, biodiversity, and nature-based solutions.	- Reducing operational environmental impacts - Promoting climate-friendly production solutions and zero waste practices. - Nature-based sustainability strategies
Respectful Committee	Occupational Health and Safety, Inclusion and Equality, Talent Development, and Education	- Promoting a safe workplace culture - Monitoring gender equality and diversity goals - Promoting education and development policies
Stakeholder Committee	Social Responsibility, Collaborations, Quality & Innovation	- Developing social contribution strategies - Managing brand equity with a focus on sustainability - Establishing responsible collaborations with suppliers, customers and NGOs

Our Sustainability Goals:

Leading Divan - Progress Summary for 2024

Goal	Progress in 2023	Progress in 2024	Status
To maintain the percentage of women on the board above 30%.	We have reached a ratio of 28.6% and launched our mentoring and leadership programs.	We have reached a 16.7% women representation on the six-member board, and have designed our mentoring and leadership programs.	In progress.
To establish a management structure based on diversity and inclusion principles by 2027.	Our education, workshops and mentoring programs have commenced.	We have implemented equal opportunity policies and designed our inclusive leadership program.	In progress.
To establish a sustainability performance tracking system	We have planned our digital platform and designed the integration and education processes.	Our planning efforts towards this goal in 2024 are ongoing.	In progress.
To raise stakeholders' sustainability awareness.	We have designed our education and awareness programs.	We have conducted internal stakeholder conversations and supplier education.	Completed.
To establish a stakeholder monitoring and evaluation system.	We have activated our guest satisfaction system and prepared a plan to expand it to all stakeholders.	Our expansion preparations are ongoing.	In progress.
To disseminate best practices through industry collaborations.	We have initiated collaborations with Ecording and Fazla.	We have initiated our supplier audits and improved our feedback mechanisms.	Completed.
To implement ESG risk analysis tools and software.	We have completed our software and tool planning.	We have launched our risk analysis process and are in the process of planning our digital tools.	Continuing.
To create regular risk assessments and action plans.	We designed our processes and organized our meetings.	We have completed our 17-month analysis and developed our action plans.	Completed.
To establish a sustainable collaboration model with suppliers.	We have launched our education programs.	We have established a trust-based model within our supplier management system.	Completed.

Our Sustainability Goals:

Responsive Divan – Progress Summary for 2024

Goal	Progress in 2023	Progress in 2024	Status
A 20% reduction in emissions by 2030 and carbon neutrality by 2050 - Carbon offset awareness	We developed our carbon-neutral accommodation and event programs.	We implemented our programs and held awareness sessions.	In progress.
Increasing the usage rate of YEK ³	We invested in SPP ⁴ .	We strengthened our infrastructure with our investment in a ₺ 8.37 million solar power plant.	In progress.
Location-based energy monitoring and reduction	We launched our monitoring project.	We implemented central monitoring and automatic emissions calculation using the Apollo AI platform.	Completed.
Local water quality awareness: using tap water instead of bottled water	The project is in the planning phase.	Our benchmarking efforts are complete, and we have planned the pilot implementation for 2025.	In progress.
Becoming a signatory to the CEO Water Mandate	We achieved our targets.	We created water risk maps and completed half of the required criteria.	In progress.
Reducing water consumption per room by 2%	We achieved our targets.	We have maintained our targets and updated our strategies.	Completed.
Zero waste target	We conducted our monitoring activities.	Through our digital module, we have reduced stock and waste.	In progress.
Eliminating single-use plastics	We neutralized our employee impact.	We have initiated reduction and alternative transition practices in our operational areas.	Completed.
Increasing stakeholder engagement	We prepared our strategic plan.	We have measured and incentivized participation through the digital application.	In progress.

³YEK: Purchase of electricity generated from renewable energy sources.

⁴SPP: Solar Power Plant

Our Sustainability Goals:

Respectful Divan - Progress Summary for 2024

Goal	Progress in 2023	Progress in 2024	Status
Zero accident rate	We achieved a 30% reduction in workplace accidents by conducting root cause analyses and improving PPE.	We updated PPE protocols and provided education for 69 incidents (a 2.5% decrease).	In progress.
Increasing WorkSafe usage	Our usage rate reached 73.8%, and as we approached the target, we implemented education and incentives.	We increased usage rates to 71%, implementing technical improvements and a reward system.	In progress.
OHS professionals in all units	We increased the number of our experts to eight and increased the compliance rate by 40%.	We now have 14 experts, who are actively working in all units.	In progress.
Enhance OHS and emergency education	Our education time increased by 47.2%, reaching 23,850 hours.	A total of 19,120 hours of education was provided (a 70% increase), and this was expanded to all stakeholders.	In progress.
50% of women in technology and innovation	We launched programs aimed at improving the figure from 13.3% to 27%.	The current usage rate is 25%, and our recruitment and human resources policies are ongoing.	In progress.
Talent management - Academy integration	We planned a education and mentoring program.	We continued our planning efforts in line with this goal in 2024.	In progress.
Succession plan - development actions	We also planned a education and coaching program.	We continued our planning efforts in line with this goal in 2024.	In progress.
Well-being projects and education	We held inspiring conversations and designed a well-being app.	We held 11 conversations and launched the Digital Wellbeing app.	Completed.
100% digitalization	We began investing in digital skills education and software.	Our focus was on strategic projects, and we launched the Divan Life app.	In progress.

Our Sustainability Goals:

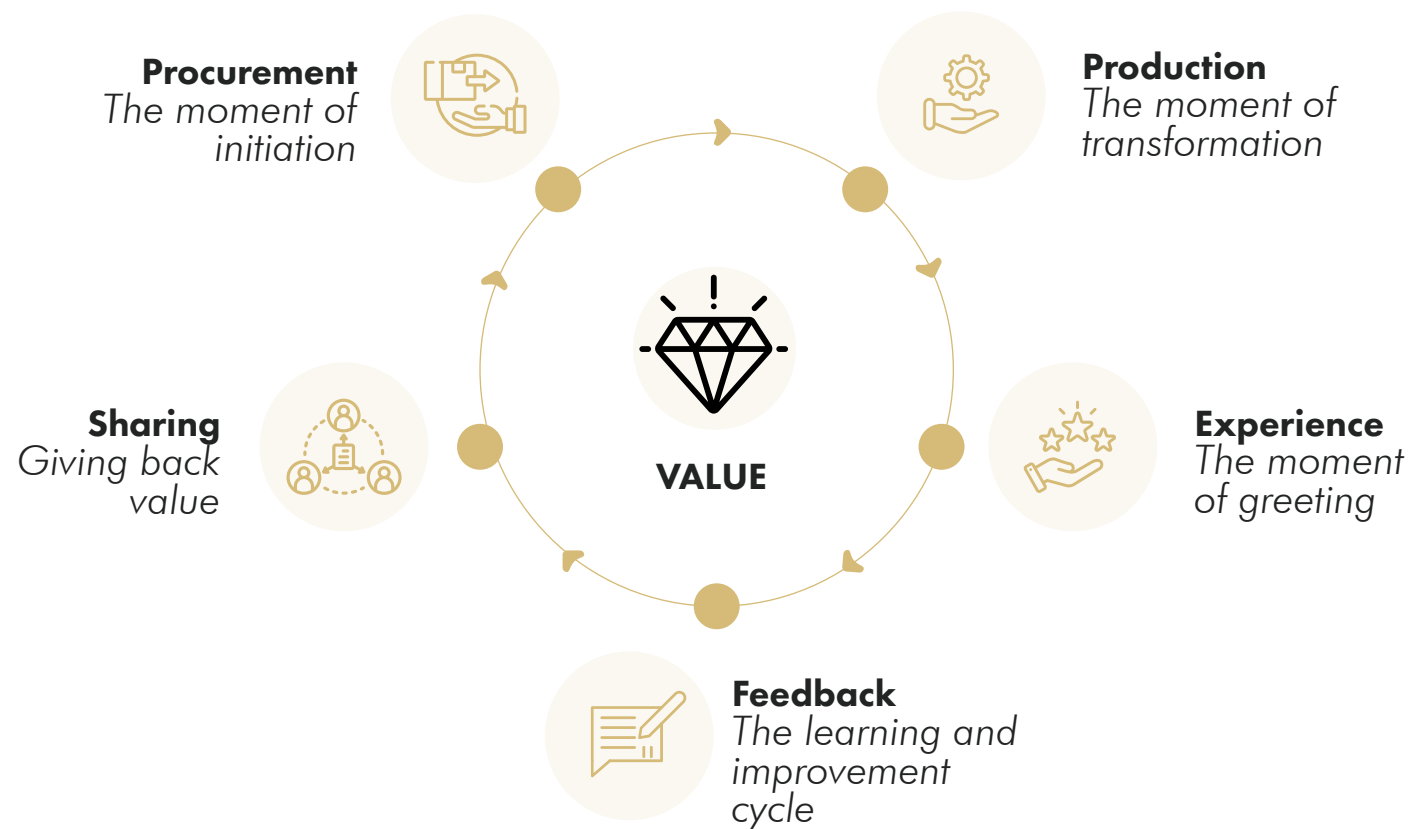
Stakeholder Divan - Progress Summary for 2024

Goal	Progress in 2023	Progress in 2024	Status
Passing on Anatolian culinary culture to young people	We compiled 3,000 recipes, completed project planning and held the first workshops.	We continued our work on the Divan Library and Gastronomy Club; we also planned our workshops for the 2025–26 period.	In progress.
Creating a work inventory for cultural tourism	Having completed the planning, we aimed to launch in 2024.	We planned our new concept hotel in İstanbul, prepared the UNESCO content and started the inventory process.	In progress.
A cultural tourism promotional campaign	In 2023, we continued planning efforts in line with this goal.	In 2024, we continued our planning efforts in line with this goal.	In progress.
Increasing Türkiye's visibility in the global tourism market	We completed our project plan and strategy.	We actively promoted our products at international fairs and events.	Completed.
Innovative promotional projects	We formed the necessary committees and completed our project planning.	We organized roadshows and workshops in Baku, Qatar and India.	In progress.

Our Value Creation Analysis

The Divan Group's value creation process is a dynamic cycle consisting of the following stages: procurement, production, experience, feedback and sharing. This cycle forms the basis of our relationships with stakeholders and our economic, social and environmental impact.

Our approach is based on integrating **six core capital elements (financial, manufactured, intellectual, human, social and natural)** into our business model. We measure the value we create by utilizing our resources in line with our strategic priorities not only by financial results, but also by social, cultural and environmental contributions.



Value Created from Capital Elements

The model is designed to align with the Turkish Sustainability Reporting Standards (TSRS) and the indicators of the World Economic Forum (WEF). Links to the Sustainable Development Goals (SDGs) are included in the table. This structure links the Divan Group's strategic objectives to tangible outputs, thereby making the value creation process more transparent. In the coming period, the indicators will be updated annually and the model will be further refined by incorporating missing data into the measurements.

Value Elements	Value Inputs	Sustainability Strategy	Value Outputs	Value Created
Financial Capital	Koç Holding's capital structure, brand reputation and investment capacity	Economic sustainability and profitability; 100% sustainability in local sourcing; digitalization and innovation investments	An average investment of ₺ 8.7 million in occupational health and safety (OHS) and over ₺12.5 million in environmental initiatives was made, and sustainability guidance was provided to over 1,500 business partners.	A trusted brand, sustainable growth and investor confidence
Produced Capital	11 hotels (six of which are carbon neutral), one residence, one production facility, 23 patisseries, 25 restaurants (brasseries, lokantas, pubs and special concept venues), 18 quick service points (cafeterias, in-bakery and Firin Café), three event venues, two stadium operations, one coffee shop and 186 Opet Bakery Units	Energy efficiency and low-carbon technologies; waste and water efficiency LEED & GSTC certifications	There was a reduction of 429.3 tCO ₂ , a 2% reduction in water consumption per room and 100% zero-waste event management.	High-quality service, reduced environmental impact and certified tourism
Intellectual Capital	Brand portfolio (Telezüz, White Pepper, etc.), culinary innovation and Divan Academy content	Menu innovation and increased use of local and seasonal products, as well as gastronomic diplomacy	Michelin and Gault & Millau awards, a 99% local sourcing rate and the 4th Season Divan program.	Protection of cultural heritage, reputation for international gastronomy
Human Capital	1,971 employees and educational infrastructure	Diversity and inclusion; women and youth goals; strengthening OHS culture	The company received the Happy Place to Work award for the third time and came 1st in the Top100 Talent Program.	Employee engagement, talent development and a safe work environment
Social Capital	Local supplier network, CSR projects and cultural event support	Social benefit and collaboration, ethical sourcing and stakeholder relations	Supplier Summit organization	Societal trust and cultural sustainability
Natural Capital	Water and energy resources, sustainable agricultural products and biodiversity projects	Carbon-neutral operations, zero-waste practices, water conservation and efficiency	A 10 MWe solar power plant was invested in, and food waste was reduced by 35% (according to the FAO/UNEP method), sustainable fishing.	An environmentally sensitive brand and environmental resilience

Our Capital Elements and Strategic Strengths

Capital Element	Area of Expertise	Relevance Statement
Financial Capital	Business Excellence	A solid financial structure and investment capacity support long-term growth strategies.
Produced Capital	Production and Service Excellence	High-quality production and operational capabilities are strengthened by facilities, technological infrastructure and service standards.
Intellectual Capital	Innovation Excellence	Brand reputation, design expertise and innovation capacity provide market differentiation.
Human Capital	Employee Excellence	High-performance teams are created through qualified employees, cultural diversity and inclusive management.
Social Capital	Stakeholder Excellence	Guest satisfaction, supplier relationships and social responsibility projects build trust and loyalty.
Natural Capital	Sustainability Excellence	Energy efficiency, water management and waste reduction efforts minimize environmental impact.

Impact and Management Approach in Our Value Chain

Our value creation process is based on a holistic approach that considers every stage of the process, not just the outcomes. We analyse our environmental, social and management impacts across our entire value chain, from pre-production to post-use. We also systematically monitor the practices we have developed to mitigate these impacts. The table below summarizes our key impacts at each stage, our mitigation strategies and our reporting methods.

Value Chain	Area	Impact	Impact Reduction	Reporting	SDG Codes And Official Names
Pre-production	Environment	Climate-related agricultural risks in the local food supply and energy consumption	Local and seasonal product policy: 99% local sourcing and supplier sustainability criteria	Supplier Summit and annual supplier assessment report	SDG 1: No Poverty SDG 2: Zero Hunger SDG 12: Responsible Production and Consumption SDG 13: Climate Action
	Social	Economic vulnerability of local producers	Long-term contracts and a fair pricing policy	Contract and payment terms with local suppliers	SDG 1: No Poverty SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities SDG 11: Sustainable Cities and Communities
	Governance	Lack of supply chain transparency and traceability	Supplier ethics declaration and sustainability agreements	Ethical Supplier Relationships Document	SDG 12: Responsible Production and Consumption SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals
Production & Services	Environment	High energy and water use; food waste	Investment in a 10 MWe solar power plant, water efficiency projects and a kitchen waste reduction program	Energy and water consumption reports	SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 12: Responsible Production and Consumption SDG 13: Climate Action
	Social	Occupational health and safety risks and loss of talent	OHS education and employee engagement programs	OHS accident rate and education hours	SDG 3: Good Health and Well-being SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth
	Governance	Regulatory changes and ESG reporting obligations	TSRS compliance program; ISO 14001, ISO 45001, ISO 14064 and ISO 9001 certifications	Certification reports	SDG 12: Responsible Production and Consumption SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals
Post-use	Environment	Packaging waste and product-related carbon emissions	Recyclable packaging and low-carbon logistics	Waste management report	SDG 12: Responsible Production and Consumption SDG 13: Climate Action SDG 14: Life Below Water SDG 15: Life on Land
	Social	Guest health and safety	GSTC-certified hygiene standards and food safety education	Audit reports	SDG 3: Good Health and Well-being SDG 12: Responsible Production and Consumption
	Governance	Fluctuations in brand reputation and customer satisfaction	NPS measurements and a complaint management system	Customer satisfaction report	SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 16: Peace, Justice and Strong Institutions

The Divan Group systematically manages its environmental, social, and administrative impacts at every stage of its operations. Its impact reduction strategies and reporting methods are transparently monitored.

Quality, Assurance and Development: Divan's Sustainability Journey

For the Divan Group, certifications are not just a requirement, but an expression of our business philosophy. We see certification processes as opportunities for internal auditing, value creation and simplification, not just for compliance purposes. We are committed to consistently delivering quality, rather than merely making it visible. Each new certification marks the beginning of a process of questioning, improvement and making our systems more holistic.

Certification and Development Steps:

Year	Certification/Development	What Have We Achieved?
1999	ISO 9001 – Quality Management System	Implementation of quality standards at institutional level for services and operations
2015	TSE Service Place Qualification Certificate	Production quality assured by national authorities
2016	BRC: Food Safety System (Class A BRC)	Full compliance with international food safety standards
2018	ISO 14001- Environmental Management System	Initiation of a systematic and continuous improvement process in environmental management.
2018	Halal Certificate	Assurance of Halal production standards
2019	ISO 50001 - Energy Management System	Establishing energy efficiency practices within an institutional framework
2020-2021	Zero Waste Certificate	Achieving the highest level of waste reduction, recovery and monitoring
2020-2021	TSE 'Covid-19 Safe Production' Certificate	Ensuring hygiene and safe production standards, and protecting the health of employees and guests
2021	Divan Production Facility ISO 14064-1 Carbon Footprint Verification	Initiation of the process to monitor and verify carbon emissions
2021	Green Key Certificate	Strengthening environmental sustainability in facilities and gaining international recognition
2022-2023-2024	ISO 45001 Occupational Health and Safety Management System	Compliance with international standards in occupational health and safety practices
2022	the Divan Production Facility and the Divan İstanbul Hotel received ISO 14064-1 Carbon Footprint Verification.	Verification of carbon emissions and expansion of the scope
2022	Carbon Footprint Verification	Verification of carbon emissions in all activity areas
2022	TSE 'Covid-19 Safe Production' certificate	Ensuring hygiene and safe production standards and protecting the health of employees and guests
2023	Zero Waste Certificate	Implementing waste reduction and recycling practices at the corporate level
2023	GSTC Stage 3, BRCGS A+ Audit	Sustainable the highest level in tourism and the highest rating in food safety
2023	V-Label Product Certification	Contributing to transparency and ethical consumption in vegan and vegetarian products
2023	ISO 14064-1 Carbon Footprint Verification of All Divan Units	Verification of carbon emissions in all activity areas
2023	Divan Production Facility: ISO 50001, Zero Waste Certificate, BRCGS Global Standard for Food Safety (A+), Halal Certificate, ISO 14064, ISO 14001, ISO 9001, ISO 45001	Integrated implementation of international management systems at the Divan Production Facility
2024	Zero Waste Certificate	Achieving the highest level of waste reduction, recovery, and tracking
	ISO 50001, BRCGS Global Standard for Food Safety (A+), Halal Certificate, ISO 9001, ISO 14001, ISO 45001, ISO 14064	Updating and maintaining all sustainability-focused systems at the Divan Production Facility



Quality Manager at Divan

Authored by

Ebru Schitoğlu

"To me, sustainability is not only an environmental responsibility, but also the key to providing reliable, durable and high-quality products and services."

It is the fundamental condition for providing reliable, durable, and high-quality products and services. I view quality as both compliance with legal requirements and earning and maintaining customer trust.

At Divan Group, quality is a living system that operates across all processes, from production and service to the supply chain and customer experience. This system is kept alive not only by established standards, but also by our open-minded approach and our culture of continuous improvement. We combine global quality standards with sustainability principles, treating waste reduction, energy efficiency and sustainable raw materials as integral components of quality management. We prioritize long-term values over temporary solutions. While meeting today's needs, we strive to shape the future responsibly.

Quality Audit Processes

In 2023, we conducted a total of 10 quality management audits. All audits were conducted in a planned and systematic manner, in accordance with legal regulations and Divan Group's internal standards.

As of 2024, we have completed seven audits. Two of these audits included the preliminary assessment of prospective suppliers. These processes involved more than merely evaluating existing practices. They also strengthened quality assurance mechanisms across the supply chain and enhanced the visibility of sustainability principles in business partnerships.



Risk and Opportunity

Taking active measures to promote corporate sustainability and supporting innovation through the establishment of an effective and systematic ESG risk analysis system

Objective	Key Actions	Progress Year 2023	Progress Year 2024
To establish an effective and systematic ESG risk analysis system	Raising awareness of ESG risk analysis Procuring the necessary software and tools	Our aim was to have the necessary software and tools in place by 2025	We integrated ESG risk analysis processes into our corporate structures through multi-stakeholder meetings and workshops, and completed efforts to prioritize risks.
Conducting regular risk assessments	Creating proactive action plans for risks, monitoring and reporting	We planned to systematize risk management processes	As part of the 17-month Risk and Opportunity Analysis, we examined risk areas in detail and defined the necessary action steps.
Communicating and collaborating with stakeholders	Developing sustainable and effective communication processes with suppliers	Education programs were implemented to strengthen communication with our stakeholders	We created our roadmap within the framework of the supplier management system and implemented regular, data-based monitoring and communication mechanisms.

Highlights of 2024:



The ESG risk analysis process was conducted in a participatory manner, involving all relevant committees and stakeholders.



A comprehensive *17-month Risk and Opportunity Analysis* assessment was completed.



A supplier management system was established to facilitate *sustainable communication and monitoring mechanisms*.

Our Risk and Opportunity Management Approach

Following the launch of the Risk and Opportunity Analysis Project in June 2023, Divan Group established a holistic assessment structure encompassing all business units. This work is coordinated by the Lead Committee (Governance), operating under the Sustainability High Committee.

The analysis process considers environmental, social, governance and financial dimensions together to define a risk score, priority level and budgeting requirement for each risk.

Key outcomes include:

- Strategic decisions to be supported by risk-based data.
- ESG-priority risks are brought to the attention of senior management.
- Operational plans are regularly updated.
- All risks are mapped to the Sustainable Development Goals (SDGs), and their potential contribution is measured.

Risk and Opportunity

Governance and Climate-Related Risks

Climate risks are addressed strategically by the Board of Directors and the High Committee for Sustainability.

Subcommittees:

- **Lead Committee (Governance):** Strategic planning, supply chain, risk analysis
- **Responsive Committee (Planet):** Emissions, water, waste and biodiversity
- **Respectful Committee (People):** Health and safety, employee well-being, inclusion
- **Stakeholder Committee (Society/Welfare):** Societal impact, quality and innovation

Risk Matrix Criteria:

- Likelihood of occurrence
- Operational impact
- Potential for financial loss
- Adequacy of prevention systems
- Institutional experience

The matrix is updated and submitted to the High Committee for Sustainability on a quarterly basis.

Risk Type	Definition	Probability	Operational Impact	Financial Loss	Prevention	SDG-related Objectives	Status
Physical risk	Extreme weather events, floods and heat waves	Medium-High	High	High	Structural strengthening, insurance and contingency plans	SDG 11: Sustainable Cities and Communities SDG 13: Climate Action	Ongoing
Transition risk	Carbon taxes and regulatory changes	Medium	Medium-High	Medium-High	ESG compliance plans and supply chain transformation	SDG 7: Affordable and Clean Energy SDG 12: Responsible Production and Consumption SDG 13: Climate Action	Ongoing
Societal risk	Decreased guest satisfaction and employee engagement	Medium	Medium	Medium	Education, communication and surveys	SDG 8: Decent Work and Economic Growth SDG 10: Reducing Inequalities SDG 16: Peace, Justice and Strong Institutions	Improvement in progress
Supply chain risk	Interruption to critical material supplies	Medium	Medium-High	Medium	Alternative suppliers and inventory optimization	SDG 8: Decent Work and Economic Growth SDG 12: Responsible Production and Consumption	Monitoring
Financial risk	Exchange rate fluctuations and interest rate hikes	High	Medium	High	Financial documentation and cost control.	SDG 8: Decent Work and Economic Growth SDG 12: Responsible Production and Consumption	Managed

Developments in 2024

Maintaining the Strategic Direction:

The 'low-vulnerability, profitable and sustainable growth' target set in 2021 was upheld, and a strategy of portfolio simplification and brand-focused growth was adopted in 2024.

New Projects:

Hotel Management

The leasing process for the Divan Akaretler Hotel is underway, with preparations being made for its opening in 2025.

Food & Beverage:

Openings of Telezzüz, White Pepper and Divan Cafeteria, Izmir Zincirlikuyu Medica Hospital.

Sectoral Challenges:

- 27% decrease in tourist arrivals from the Middle East
- 25% decrease in investment appetite among global hotel chains
- 30% loss of customers in the luxury segment
- Restaurant inflation was 12 points above the CPI (59.4%) in November 2024

Performance:

Despite these challenges, the long-term position was maintained and restructuring was implemented to ensure flexible growth and profitability.

2025 Priorities:

Hotel Management:

Purchase process for resort hotel in Bodrum

Food & Beverage:

- Divan Pub Ayvalık
- Divan Cafeteria, Izmir American Hospital

Risk and Opportunity

Physical Risks

Strategic Area	Risk/Opportunity	Main Risk Factor	Brief Description	Impact	Term	Divan's Response
Leading Divan	Supply Interruption	Lack of Alternative Suppliers	Disruptions in the supply chain due to natural disasters, crisis, and geopolitical reasons	High	Short	Multiple supplier structure, risk mapping
Responsive Divan	Climate Change (Physical Impacts)	Environmental Stress	Extreme heat, drought, risk to agricultural production	High	Long	Climate adaptation, green infrastructure, sustainable agriculture
Responsive Divan	Water Poverty	Decrease in Water Resources	Limited access to fresh water	High	Long	Water efficiency, recycling, low-consumption technologies
Responsive Divan	Biodiversity Loss	Biodiversity Decrease	Resistance in agricultural supply loss	Medium	Long	Local producer support, nature-based solutions
Respectful Divan	Health and Safety	Health crises, OHS threats	Preparedness for pandemics, natural disasters, and workplace accidents	High	Short	OHS education, crisis plans, emergency scenarios

Transition Risks

Strategic Area	Risk/Opportunity	Main Risk Factor	Brief Description	Impact	Term	Divan's Response
Leading Divan	Technological Risks	Technology adoption and cybersecurity	Digitalization dependency	Medium	Short	Cybersecurity systems and digital awareness
Leading Divan	Global Compliance	Legislative and reporting compliance	TSRS/ESRS standards	Medium	Short	Compliance programs and external consultancy
Leading Divan	Energy Management	Transformation costs	Pressure to transition to renewable energy	High	Medium	Investments in renewable energy and monitoring systems
Leading Divan	Global Economy	Risk of operational disruption	Crisis-related supply problems	Medium	Short	Multi-supplier structure and risk mapping
Leading Divan	Sustainable Procurement	Ethical risks and esg pressure	Supplier performance	Medium	Medium	Supplier assessment and ethical audits
Leading Divan	Customer Complaints	Service fluctuations	Negative impact on brand perception	Medium	Continuous	Improve feedback systems
Leading Divan	Compliance Risks	Adaptation to new regulations	Legal risk	High	Short-Medium	Strengthening governance and legal consulting
Responsive Divan	Increases in Carbon Emissions	Fossil fuel dependency	High costs and reputational risk	High	Short-Medium	Efficiency projects and renewable energy
Responsive Divan	Greenhouse Gas Emissions	Regulatory changes	Need for carbon compliance	High	Medium	Footprint calculation and reduction projects
Responsive Divan	Circular Economy	Resource scarcity	Pressure for waste and raw material efficiency	Medium	Medium	Recycling and circular design
Respectful Divan	Staff Maturity	Demographic change	Talent, balance, risk	Medium	Medium	Talent management, flexible benefits and mentoring
Respectful Divan	Talent Loss	Lack of career opportunities	Loss of critical positions	Medium	Medium	Internal education and career planning
Stakeholder Divan	Local Economy	Economic instability	Inflation and consumer behavior change	High	Medium	Price scenarios and flexible product strategies
Stakeholder Divan	Forced Migration	Demographic change	The social impacts of migration	Medium	Medium	Diversity education and inclusive recruitment

Risk and Opportunity

Strategic Impact Matrix (2024–2030)

Business	Climate Crisis	Digitalization & AI	Healthy and Plant-Based Nutrition	Regulatory Pressure (TSRS/CSRD/CBAM)
Hotel	High	Medium	Low	High
Restaurant & Bakery	Medium	High	High	Medium
Production Facility	High	Medium	Medium	High
Head Office & Support	Medium	High	Low	Medium

Trend Analysis and ESG Responses

The tourism sector is one of those where expectations regarding environmental, social and governance (ESG) concerns are increasing, and pressure to transform is intensifying. Accommodation and food and beverage service providers are expected to differentiate themselves through both service quality and sustainability. Divan Group keeps pace with this transformation by developing systematic responses, analyzing ESG-focused trends within its sector. The following section evaluates the sectoral trends and Divan Group's strategic response to those trends:

Trend Headline	Sectoral Trend	Divan's Response
Energy Efficiency	Reducing energy consumption in the hospitality sector through LED conversions and smart systems	Simplification steps, education and awareness campaigns in hotel and food and beverage operations
Climate Crisis and Carbon Reduction	Greenhouse gas inventory and carbon footprint reduction for international reporting	Integrating climate risks and opportunities into the governance structure and ESG and carbon impact analyses
Water Management	Reducing consumption, treatment and reuse	Reducing water consumption in kitchens and operations. Simplification measures to reduce water consumption in kitchens and operations
Waste Management and Circular Economy	Reducing food waste through source separation and recycling	Taking steps to reduce food waste and strengthen waste management processes
Sustainable Supply Chain	Increasing local purchasing and implementing sustainable supplier policies	Increasing the use of local products and restructuring the supply chain to focus on simplification and efficiency
Diversity and Equality	Gender equality, promoting diversity and accessibility	Increasing the proportion of female managers to 32.1% and establishing a Diversity, Equality and Inclusion Committee
Occupational Health and Safety (OHS)	Institutionalizing a culture of occupational health and safety (OHS), monitoring data and welfare-focused management	Monitoring OHS performance, employee well-being and safety practices across all facilities
Corporate Risk Management	Integrating climate risks into risk analysis and scenario studies	Creating a comprehensive risk matrix that encompasses ESG risks and prioritization efforts, with the participation of all leaders



Business Development Manager

Authored by

Gizem Erol Akyolun

"Risk management extends beyond preventing crises to ensuring long-term success and sustainability."

At Divan Group, we see risk management as a way of both preventing crises and ensuring long-term success and sustainability. In today's rapidly changing environment, we believe that a proactive and systematic approach to risk is essential for business continuity.

As the Risk Analysis Working Group, **we analyze a total of 41 risk areas under seven main headings**, ranging from disasters and environmental adaptation to the value chain and global developments. We assess the probability and potential impact of each risk, proactively defining the necessary measures.

Our goal is to transform the Divan Group into a more flexible, resilient and risk-prepared organization by making risk mitigation and prevention strategies applicable, and by creating a flexible risk management culture capable of coping with uncertainty. In this context, we aim to make risk management an institutional reflex, not merely a technical process. We will continue to collaborate to integrate this mindset into all our business practices.



Divan Ankara Hotel

Double Materiality Priority Identification and Assessment Process (DM)

At Divan Group, we structure our approach to sustainability by considering not only our impact on society and the environment, but also how external risks such as the climate crisis, economic fluctuations and legal changes could affect our business model. In this context, we designed our double materiality analysis to cover our entire value chain and strategic priorities.

For the 2024 analysis, we ran a large-scale stakeholder engagement process to assess Divan Group's impact areas more holistically.

In this context:

- 470 employees were engaged in the process through online surveys and focus group meetings.
- Direct interviews were conducted with 82 external stakeholders, including suppliers, customer representatives, NGOs, academics and public authorities.
- Face-to-face focus group meetings and online surveys were conducted with employees.
- Risk-based assessments with suppliers formed the basis of the process.

Feedback from interviews with customers, investors, public representatives, academics and civil society organizations was also incorporated into the analysis process. Content analyses were conducted that considered face-to-face interviews with these external stakeholder groups, feedback data from previous years and current public policies. The trends identified were reflected in a prioritization matrix.

The priorities are reviewed every two years, as recommended by the Sustainability Committee, and come into effect upon approval by the Board of Directors. During this process, the topic lists are updated in light of changing conditions and global developments. The priority matrix has been updated twice so far, in 2022 and 2024, and was developed through **employee surveys, internal stakeholder meetings and strategy review sessions**. The 2024 analysis was also reviewed and validated by an independent consultant specializing in sustainability.

The SUCSR consulting team conducted this assessment using GRI standards as a reference and found it to be appropriate in terms of factors such as the quality of stakeholder engagement, methodological consistency, and the integration of the priorities into the business model.

Global Trends and Priority Topics

Mega Trend	Affected Priority Topics
Climate Change	Emission Reduction, Energy Efficiency
Digitalization	Data Security, Customer Privacy
Social Inequalities	Diversity and Inclusion
Regulatory Pressure	Legal Compliance, Supplier Audit

Update Period

A comprehensive analysis of priorities will be conducted every two years, and interim monitoring will be carried out annually.

Next Revision

Planned for 2026.

Interim monitoring

New signals from internal and external stakeholders, sectoral risks and regulatory changes will be analyzed annually and interim updates will be made as necessary.

Responsibility

The Sustainability Committee oversees the prioritization process and submits periodic reports to the Board of Directors.

Double Materiality Identification and Assessment Process (DM)

Recognizing the Impact, Managing the Risk

When updating our sustainability strategy in 2024, our aim was to ensure not only regulatory compliance, but also a holistic assessment of the Divan Group's impact and anticipation of external risks. To this end, we utilized the latest risk analysis from the World Economic Forum (WEF), the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), adapting this data to Divan Group's business practices. The analysis, which was conducted with the help of the Sustainability Committee and management teams, was categorized under six main headings:



Environmental



Technological



Social



Geopolitical



Economic



Legal

We addressed 24 strategic matters in detail under these headings. In addition to internal stakeholders, we engaged external stakeholders in the process, including suppliers, customers, academia, NGOs, and the public.

The evaluation was based on the following criteria:

- Impact intensity
- Financial significance
- Time scale (short, medium or long term)
- Return capacity
- Stakeholder responsiveness

In line with the International Energy Agency's (IEA) and the United Nations Environment Programme Finance Initiative's (UNEP-FI) 2050 scenarios, the analysis was conducted based on two main scenarios: current policy continuity and net-zero transformation.

Each theme was reassessed for its impact on the five core types of capital.

- *Human capital*
Employee satisfaction, health, education, career planning and well-being
- *Natural capital*
Water use, carbon emissions, biodiversity and waste
- *Manufactured capital*
Physical infrastructure, operational capacity, technology-enabled services and logistics systems
- *Social capital*
Customer loyalty, community relations
- *Intellectual capital*
P&D, innovation and brand value

Impact and Exposure-Focused Approach

Sustainability Priority Matrix

The double materiality outcomes were integrated into Divan Group's **Sustainability Priority Matrix**, which serves as a direct input for strategy and policy development processes. The first version was implemented in 2022, reviewed in 2023, and the latest version was published in 2024. The next update is scheduled for 2026.

Interim monitoring studies analyzing change signals from internal and external stakeholders will be regularly conducted each year, with necessary interim updates made before the 2026 revision. Throughout this process, the Sustainability Committee and management will be responsible for ensuring the priorities remain current.

In the 2024 study:

- Internal stakeholder opinions were collected through digital surveys and representative panels.
- Interviews with external stakeholders were evaluated alongside detailed data analysis.

Thanks to this holistic approach, not only are today's needs addressed, but a strategic road map for the next decade has also been created.

Impact and Exposure-Focused Approach

Divan Group established its double materiality system in 2022, strengthening it in 2024 with a broader dataset and increased stakeholder engagement. This structure combines:

- Environmental and social vulnerabilities
- Corporate strategic priorities
- Sustainability-based opportunities

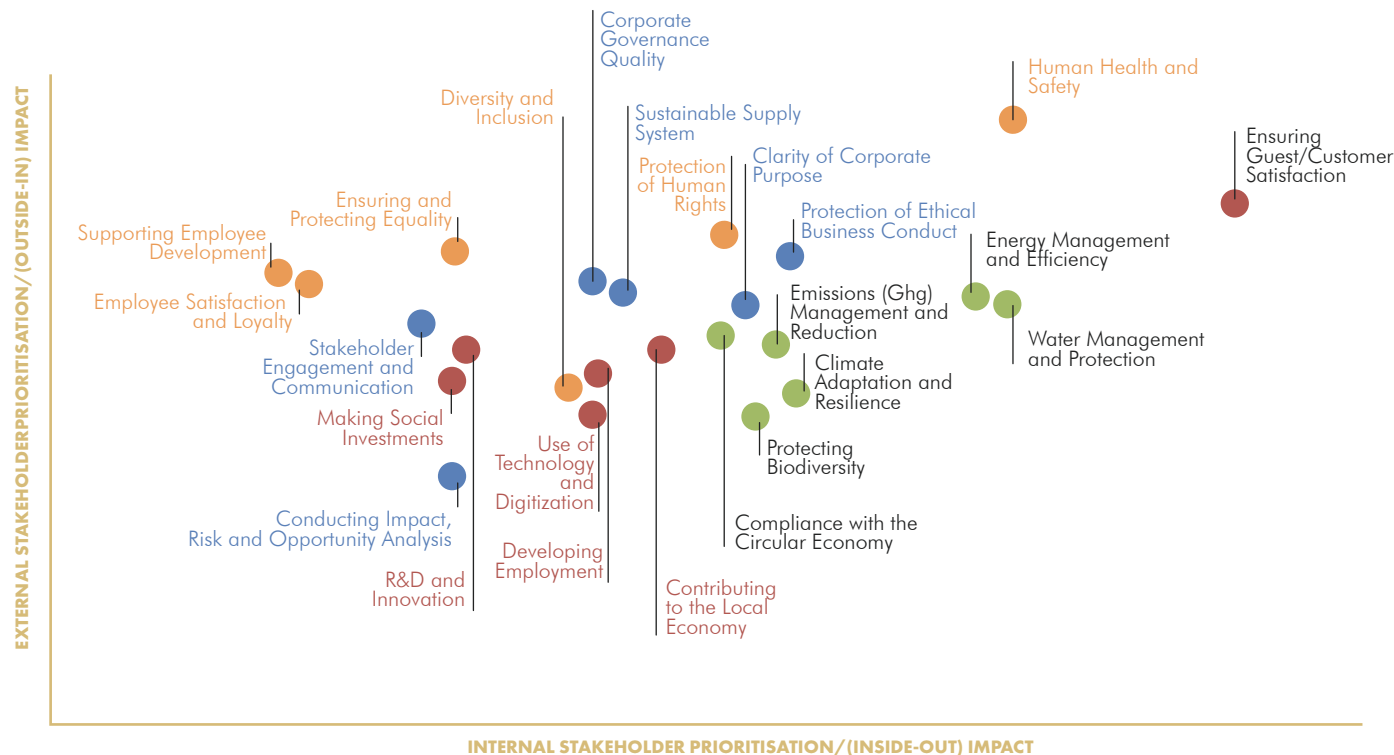
The study classified risks and identified new areas in which the Divan Group could create value in line with its sustainable development goals. The findings were used directly to inform policy updates, the prioritization of action plans and the formulation of strategic objectives.



Double Materiality Identification and Assessment Process (DM)

Material Topics Matrix

When updating our sustainability strategy in 2024, our aim was to ensure regulatory compliance and to holistically assess the impact of the Divan Group, as well as anticipating external risks. To this end, we utilized the latest risk analyses from the World Economic Forum (WEF), the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA), adapting this data to Divan Group business practices. The analysis, which was conducted with the help of the Sustainability Committee and management teams, was categorized under six main headings.



High-Materiality Topics

- Ensuring Guest/Customer Satisfaction
- Human Health and Safety
- Water Management and Protection
- Energy Management and Efficiency
- Emissions (Ghg) Management And Reduction
- Climate Adaptation and Resilience
- Compliance with the Circular Economy
- Protection of Human Rights
- Diversity and Inclusion

Material Topics

- Corporate Governance Quality
- Protection of Ethical Business Conduct
- Clarity of Corporate Purpose
- Sustainable Supply System
- Ensuring and Protecting Equality
- Employee Satisfaction and Loyalty
- Supporting Employee Development
- Stakeholder Engagement and Communication
- Use of Technology and Digitization
- R&D and Innovation
- Developing Employment
- Contributing to the Local Economy
- Making Social Investments
- Conducting Impact, Risk and Opportunity Analysis
- Protecting Biodiversity

knowledgeable business pioneer

Our aim is to conduct risk and opportunity analyses accurately, while maintaining a high-quality, ethical management approach.

Leading



Divan Pub Canyon

Knowledgeable Business Pioneer Leading Divan



*Work begins under
the workshop's spotlight,
in the hands of
skilled artists.*

Our management desk resembles a workbench, where strategy, ethics and vision are skilfully crafted. Every decision is made with meticulous attention to detail, designed to stand the test of time.

Our digitalization and governance strategies demonstrate our forward-thinking approach.

The Craftsman's Skill: Governance Mastery at Divan

The Divan Group's management approach resembles that of a skilled craftsman at the loom. Each decision is evaluated in terms of functionality, intricacy, balance, and purpose. Our approach to sustainability management is itself a form of craftsmanship, where strategy, execution, and ethical principles are seamlessly aligned.

Much like a craftsman, no detail is overlooked at Divan Group, where management decisions are informed by invisible yet tangible factors. Data-based insights, stakeholder expectations and environmental impacts form the cornerstone of our decision-making process.

Our committees, working groups and decision-making mechanisms keep our institutional memory alive and are functional components of a system that prioritizes transparency, consistency and strategic alignment, considering not only the present, but also the needs of future generations.



Ali Kemal Bak

CFO & Assistant General Manager /
Finance & Business Development

At Divan Group, we continue to view sustainability as the cornerstone of our corporate culture, and we are committed to integrating this philosophy into all our business processes.

We are delighted to share our third sustainability report with you, which reflects this vision. I would like to extend my sincere gratitude to all our colleagues and valued stakeholders who have supported us throughout this significant journey.

2024 marked a period of accelerated uncertainty and transformation on both a global and local scale. Multidimensional dynamics, such as shifts in economic and social balances, the climate crisis, digitalization and regulations, required us to reconsider our business practices. In this environment, we updated our strategic priorities, focusing on efficiency, sustainability, and building a resilient financial structure.

We continued to prioritize our ESG (Environmental, Social and Governance) strategies within our business model, managing our strong financial performance in line with sustainability principles. As a result of the proactive, long-term, and focused steps we took in 2024, we not only sustained our growth but also accelerated our resource-efficient practices, reduced our carbon footprint, and promoted social benefit.

During this period, we also enhanced our corporate risk management approach in order to adapt swiftly to changes in the risk environment. In this context, we assessed the likelihood of risks occurring, as well as their potential financial and operational impact. We then developed preventative strategies to help us cope with uncertainty. These efforts have played a significant role in increasing our corporate resilience.

The new investments we implemented throughout the year, alongside advancements in digitalization and operational excellence, contributed directly to our guest satisfaction and revenue growth. These developments once again demonstrated the complementary nature of our strong financial infrastructure and our sustainability vision.

We will continue on our path with the same determination in the coming period and work towards a more inclusive, resilient and green future, in line with the Sustainable Development Goals.

With gratitude,

Disseminating a Quality Management Approach at the Divan Group: Target and Progress

Target	Key Actions	Progress Year 2023	Progress Year 2024
Consistently maintain a minimum ratio of 30% women on the Board	Conduct mentoring and leadership programs to support female leadership candidates	We raised representation of women to 28.6%. To achieve this, we planned mentoring and leadership education programs.	Although our representation of women remained at 16.7%, which is below our target, we continue to work resolutely towards achieving it.
Create a management structure that incorporates diversity and inclusion principles by the end of 2027	Develop policies that prioritize merit, equal opportunity and inclusion, and organize leadership development programs	We implemented education, workshops and mentoring programs that prioritize diversity and inclusion.	We implemented policies that prioritize merit and inclusion in management and developed inclusive leadership programs.
Implement a sustainability performance monitoring system	Launch a digital platform to automate data collection, analysis and reporting	We prepared our plan for transitioning to the digital platform and designed the integration and education processes.	Our planning efforts towards this goal continued in 2024.

Key Developments in 2024:



The commitment to increasing *women's representation on the Board of Directors* was maintained.



Inclusive leadership development programs and structures to promote diversity were introduced.

Our Governance Structure and Strategic Organizational Model

Divan Group's governance structure integrates all operations, from strategic leadership to daily activities, with a focus on sustainability. Overseen by the General Manager, this structure enables executives to contribute actively not only to their own areas of responsibility, but also to the development and execution of the organization's sustainability policies.

Board members, who were appointed at the General Assembly on 25 March 2024, carry out their duties in accordance with the Turkish Commercial Code and the company's articles of association. Although the board does not include independent members, a Sustainability Committee serves as an advisory body on ESG matters. The committee's structure supports the integration of stakeholder expectations into strategic decision-making processes.

Our governance approach is based on the principles of transparency, accountability, participation and inclusion, in accordance with GRI standards. Furthermore, we manage our company through ethical leadership and stakeholder representation to create long-term value, in line with GSTC criteria specific to the tourism sector.

The Divan Group's management structure comprises a balanced mix of professionals from a variety of age groups, disciplines and sectors.

Our decision-making processes utilize expertise from areas such as finance, law, human resources, digitalization, the environment and operations. This inclusive structure enables sustainability-based decisions to be made with a balanced, long-term, multidimensional perspective, particularly with regard to gender representation.

Senior Management and Functional Responsibilities

Name and surname	Position	Strategic Focus/Functional Area
Murat Tomruk	CEO	Corporate governance and strategic sustainability
Ali Kemal Bak	CFO & Assistant General Manager / Finance & Business Development	Sustainable finance and investment planning
Zeynep Çalık	Assistant General Manager / Food, Beverage & Retail	Responsible sourcing and food sustainability
Özgür Şahin	Assistant General Manager / Human Resources	Diversity, equality and employee well-being
Emre Altunal	Assistant General Manager / Hotels and Banqueting Units	Visitor experience and environmental impact management

A model that integrates sustainability

Our Governance Structure and Strategic Organizational Model

Board Members (Appointed on March 25, 2024)

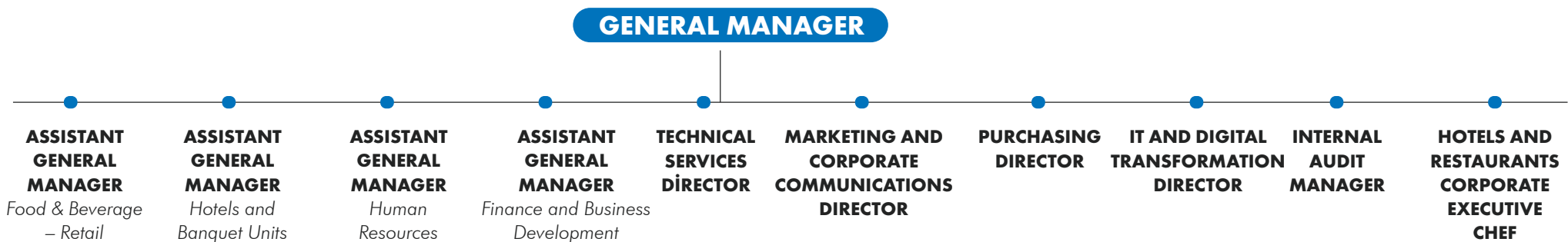
Name and Surname	Position
Semahat Sevim Arsel	Chairperson of the Board of Directors
Mustafa Rahmi Koç	Vice Chairperson of the Board of Directors
Mehmet Ömer Koç	Member of the Board of Directors
Yıldırım Ali Koç	Member of the Board of Directors
Levent Çakiroğlu	Member of the Board of Directors
Özgür Burak Akkol	Member of the Board of Directors

Ownership and Voting Rights Structure

The Divan Group operates within the direct and indirect ownership structure of Koç Holding A.Ş.

	31 December 2024	31 December 2023
Effective Shareholding Percentages	40.2%	40.2%
Direct and indirect voting rights of Koç Holding	51.8%	51.8%
Voting rights of Koç family members	48.2%	48.2%
Total Voting Rights	100%	100%

Approach to Management at Divan



Management Approach at Divan

At Divan Group, we managed all our operations in 2024 in full compliance with applicable legislation and the principles of “ethical, transparent, fair and accountable”. The responsibilities of the Board of Directors, risk controls and internal and external audits protect this foundation. Our policy and procedure set is aligned with the G20/Organization for Economic Co-operation and Development (OECD) Corporate Governance Principles and the United Nations Global Compact (UNGC), and is strengthened through stakeholder dialogue and audits. We use the ethics reporting line 24/7 for anonymous reporting of violations. This structure strengthens our reputation and our capacity to create long-term value.

The Organization for Economic Co-operation and Development's (OECD) 2023 update outlines corporate governance within six fundamental principles: shareholder rights, equal treatment, active investor participation, information transparency, board accountability and market surveillance. The aim of this framework is to increase companies' sustainable growth and stakeholder trust.

ESG Risk and Target

ESG Risk	Target	Target Year	2024 Progress Status
Climate Risk	Reduce energy consumption by 20%	2025	A 14% reduction was achieved through LED conversion and automation systems.
Supply Chain Risk	100% of suppliers assessed based on environmental, social and ethical criteria	2026	67% of existing suppliers were assessed and the acceptance process was revised.
Waste and Circular Economy Risk	Reduce food waste by 50%	2025	A 32% reduction was achieved through surplus food donations and composting practices.
Reputation Risk	Complete ethical reporting within 30 days	Annual target	All cases were closed within an average of 18 days.

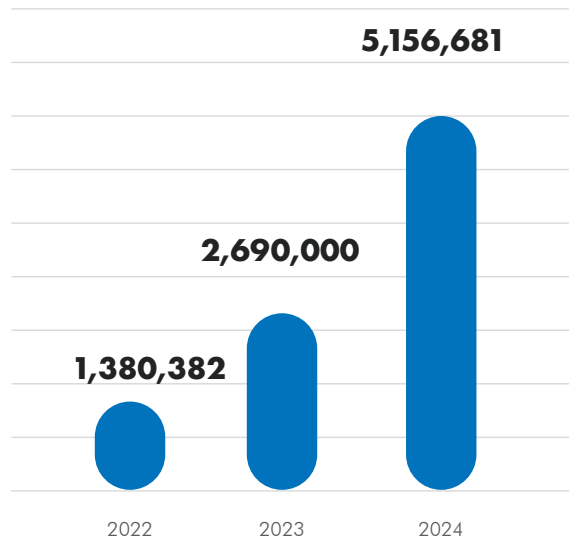
Sustainability-Focused Governance: Global Trends and Divan's Approach

The concept of governance is evolving worldwide. Sustainability is no longer just an area of activity; it has become the cornerstone of companies' long-term strategic plans. The Global Reporting Initiative (GRI) and the Turkish Sustainability Reporting Standards (TSRS) require senior management to take ownership of environmental, social, and governance (ESG) matters. The Global Sustainable Tourism Council (GSTC) criteria for the tourism sector stipulate that this ownership must translate into direct responsibility at the board level. Other global organizations, such as the Organization for Economic Co-operation and Development (OECD) and the World Economic Forum (WEF), also emphasize stakeholder representation, ethical risk management, and rigorous monitoring of sustainability performance as essential for corporate resilience.

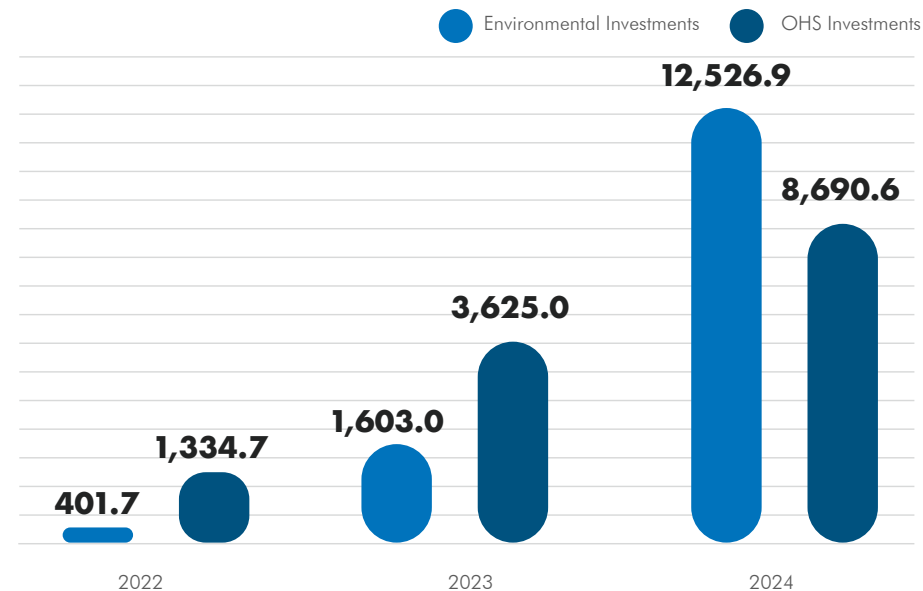
Divan Group was one of the first organizations to recognize this transformation. It restructured its governance structure to make sustainability a permanent item on the Board of Directors' agenda. Today, sustainability at Divan Group is not just a strategy; it forms the foundation of decision-making processes and is integral to long-term value creation.

Economic Indicators

Revenue ⁵



Investmentst ⁵



YoY '23 - '24 ⁷

91.7% growth ⁶

3-Year Growth in Environmental Investments '22-'24

Over 30-fold Growth

3-Year Growth in OHS Investments '22-'24

Over 6.5-fold Growth

⁵ Figures are expressed in terms of ₪ 1,000.

⁶The growth percentage represents the cumulative increase between 2022 and 2024.

⁷YoY (Year on Year): Indicates the change from one year to the next.

Contribution of Online Sales and Digitalization

At Divan Group, our digitalization investments have had a direct impact on our economic performance in 2024. Through the ease of access, product diversity and user-focused design of our platform, which improved the customer experience, our online sales revenue reached 827.5 million ₺. This represents a 314% increase compared to 2023. This increase is the result of Divan Group's strategic approach to strengthening its digital channels. Our diverse range of products and services — including hotels, bakeries, restaurants, and special occasion sets — has been made available to a wider audience through online channels.

Online Hotels



Revenue (2024): ₺ 758.8 million
Revenue (2023): ₺ 172.8 million
Growth: 339%
 92% of total online revenue

Online Bakeries



Revenue (2024): ₺ 758.8 million
Revenue (2023): ₺ 172.8 million
Growth: 181%
 From 2024 onwards, New Year's sets were included in this category.

Delivery



Revenue (2024): ₺ 17.5 million
Revenue (2023): ₺ 7.2 million
Growth: 144%

Over the last four years, our digital revenue has grown 87-fold, increasing from ₺ 9.5 million to ₺ 827.5 million.

Today, Divan Group products and services are available in 16 countries, and our global customer base is growing year on year.

Category	2024	2023	2022	2024 / 2023	Unit
Online Bakeries	51.2 m	18.2 m	12.8 m	181%	₺
Delivery	17.5 m	7.2 m	7.6 m	144%	₺
Online New Year Sale ⁸	—	1.82 m	0.91 m	—	₺
Online Hotels	758.8 m	172.8 m	59.0 m	339%	₺
Total	827.5 m	200.1 m	80.4 m	314%	₺

Export Countries

USA, Germany, Australia, the United Arab Emirates, Palestine, France, Georgia, the Netherlands, Iraq, the United Kingdom, Japan, Cyprus, Kuwait, the Maldives, Norway and Singapore.

⁸ New Year sales will be grouped under 'Online Bakeries' from 2024 onwards.

Our Management Systems and Quality Certificates

At Divan Group, we embrace quality not merely as an outcome, but as a fundamental principle that must be observed at every stage of our operations. We operate management systems that are recognized in Türkiye and internationally for areas such as the environment, occupational health and safety, energy, food safety and service quality. These systems demonstrate our compliance with legislation, as well as our sense of responsibility, transparency, and commitment to continuous improvement.

Management Systems and Quality Certificates

Year Obtained	Certificate/Standard	Application Area
1999	ISO 9001: Quality Management System	Divan Production Facility, Divan İstanbul Hotel
2015	TSE – Service Place Qualification Certificate	Divan Production Facility
2016	BRC: Food Safety System (Class A BRC)	Divan Production Facility
2018	ISO 14001: Environmental Management System	Divan Production Facility, Divan İstanbul Hotel
2018	Halal Certificate	Divan Production Facility
2019	ISO 50001: Energy Management System	Divan Production Facility
2020	Zero Waste Certificate	Divan City Hotel, Divan Bursa Hotel
2020 - 2021	TSE – Safe Production Certificate for the prevention of the spread of the SARS-CoV-2 virus	Divan Production Facility, Divan Bursa Hotel, Divan Bodrum Hotel, Divan İstanbul Hotel, Divan Brasserie Akasya, Divan Pub Ataşehir, Divan Pub Erenköy
2021	Zero Waste Certificate	Divan Production Facility, Divan Bodrum Hotel, Divan İstanbul Hotel
2021	Divan Production Facility: ISO 14064-1 Carbon Footprint Verification	Divan Production Facility
2021-2023-2024	Green Key Certificate	Divan Ankara Hotel, Divan Bodrum Hotel, Divan Bursa Hotel, Divan Çukurhan Hotel, Divan İstanbul City Hotel, Divan İstanbul Hotel
2022	ISO 45001: Occupational Health and Safety Management System	Divan Production Facility
2022	Divan Production Facility and Divan İstanbul Hotel	Divan Production Facility, Divan İstanbul Hotel
2022	ISO 14064-1: Carbon Footprint Verification	Divan Brasserie Kalamış
2023	TSE – Safe Production Certificate for the Prevention of the Spread of the Coronavirus (Covid-19).	Divan Ankara Hotel, Divan Çukurhan Hotel, Divan Brasserie Akasya, Divan Brasserie Bebek, Divan Brasserie Kalamış, Divan Cafeteria Amerikan Hastanesi, Divan Pub Ataşehir, Divan Pub Erenköy, Divan Kuruçeşme
2023	Zero Waste Certificate	Divan Production Facility, Divan Ankara Hotel, Divan Bodrum Hotel, Divan Bursa Hotel, Divan Çukurhan Hotel, Divan İstanbul City Hotel and Divan İstanbul Hotel
2023	GSTC Stage 3, BRCGS A+ Audit	Divan Production Facility
2023	V-Label Product Certification	Divan Production Facility / All Units
2023	ISO 14064-1 carbon footprint verification; BRCGS Global Standard for Food Safety (A+); Halal Certification, ISO 14064, ISO 14001, ISO 9001 and ISO 45001.	Divan Production Facility
2024	Zero Waste Certificate ISO 50001 Energy Management System Standard BRCGS Global Standard for Food Safety (A+) Halal Certificate ISO 9001: Quality Management System Standard ISO 14001: Environmental Management System Standard ISO 45001: Occupational Health and Safety Management Systems ISO 14064-1: Standard for the Calculation and Verification of Greenhouse Gas Emissions and Removals	Divan Brasserie Çankaya Divan Production Facility Divan Production Facility Divan Production Facility Divan Production Facility Divan Production Facility Divan Production Facility Divan Production Facility

Policy Documents and Compliance Structure

The Divan Group defines its way of working through both daily practices and clear, understandable and binding policy documents, which are accessible to everyone. The Group establishes standards applicable to all its companies in key areas such as ethical behavior, personal data protection, respect for human rights, supply chain responsibility and sustainability. As of 2024, 21 policy documents are in effect. These documents clearly outline “how we work”, covering topics such as operating with integrity, combatting corruption, supplier relations,

contributing to society, and environmental responsibility. They are shared with all employees and published on the company website. Policies are not just theoretical; their implementation is monitored through regular checks and audits, and they are updated as necessary. Relevant departments monitor compliance levels and report on areas for improvement. As part of our culture of openness and participation, our employees and external stakeholders can anonymously convey their opinions and concerns via secure feedback channels.

Policy Document	Category	Access Address
Customer Personal Data Disclosure Statement	Personal Data Protection	https://www.divan.com.tr/gizlilik
Visitor Data Disclosure Statement	Personal Data Protection	https://www.divan.com.tr/gizlilik
Personal Data Application Form	Personal Data Protection	https://www.divan.com.tr/gizlilik
Cookie Disclosure Statement	Personal Data Protection	https://www.divan.com.tr/gizlilik
Cookie Preference Center	Personal Data Protection	https://www.divan.com.tr/gizlilik
Divan Group Personal Data Protection Policy	Personal Data Protection	https://www.divan.com.tr/gizlilik
Information Society Services	Information Sharing/Access	https://www.divan.com.tr/bilgi-toplumu-hizmetleri
Divan Group Ethical Principles	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Compliance Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Anti-Bribery and Anti-Corruption Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Donation and Sponsorship Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Gift and Hospitality Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Whistleblowing Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Disciplinary Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Competition Law Compliance Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Anti-Money Laundering and Preventing the Financing of Terrorism Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Sanctions and Export Controls Policy	Ethics and Compliance	https://www.divan.com.tr/etik
Divan Group Sustainability Principles	Sustainability	https://www.divan.com.tr/surdurulebilirlik
Divan Group Human Rights Policy	Sustainability	https://www.divan.com.tr/surdurulebilirlik
Divan Group Supply Chain Compliance Policy	Sustainability	https://www.divan.com.tr/surdurulebilirlik
Divan Group Social Investment Policy	Sustainability	https://www.divan.com.tr/surdurulebilirlik

In 2023, we removed certain additives from our product portfolio in line with regulatory changes in the European Union and Türkiye. This decision was prompted by the European Food Safety Authority's (EFSA) declaration in 2021 stating that titanium dioxide (E171) was an unsafe substance, and the subsequent ban on its use in edible products by the EU Commission in 2022.

Prohibited Product Management and Regulatory Compliance

In line with legislative changes in the European Union and Türkiye, we completely removed titanium dioxide and certain additives that could pose a risk to human health from our product portfolio in 2023. We continue to implement our labelling policy for alcohol-containing products with the same meticulousness. Production and supply processes are carried out in full compliance with the Ministry of Agriculture and Forestry's standards. Traceability and prohibited content control are fundamental evaluation criteria for suppliers, ensuring product safety at every stage of the supply chain. This demonstrates our commitment to responsible production, prioritizing consumer safety and public health.

Divan's Approach

- Additives removed from the portfolio were published in the 2023 product lists.
- The “freedom from prohibited ingredients” requirement has been made mandatory for supplier selection.
- Product information labels were updated to provide consumers with transparent content.

Diversity, Equal Opportunity and Inclusion

Becoming Türkiye’s Most Inclusive and Egalitarian Company: Target and Progress

Target	Key Actions	Year of Progress - 2023	Year of Progress - 2024
Maintaining a female executive ratio of at least 37% compared to the base year in 2020	Considering diversity in recruitment and promotion processes to ensure gender equality in managerial positions, and implementing programs to support women leaders	In line with our target of 37% compared to the 2020 baseline, we increased our female employee ratio to 32.5% by the end of 2023. This progress was achieved through diversified recruitment policies and programs to support women leaders.	We strengthened our gender equality-focused evaluation processes for managerial positions.
Increasing the percentage of employees with disabilities	Strengthening accessibility and inclusion criteria in recruitment processes to increase employment of individuals with disabilities	With 42 employees with disabilities, we are making progress towards the legally required target of 65 employees, and have implemented all necessary accessibility measures.	Active recruitment strategies were implemented in collaboration with the İŞKUR, private employment agencies and career platforms to employ people with disabilities.
Establishing a Diversity, Equality and Inclusion Committee and conducting awareness campaigns	Organizing education and awareness programs on diversity, equality and inclusion for employees and guests through the Committee	We have established the committee and designed education and webinar programs for 2024.	The scope of the committee was expanded and we participated in national women's empowerment projects (in collaboration with UNDP, TİSK and the Ministry of Industry and Technology).

Highlights of 2024:

- Equality-focused assessment mechanisms* were introduced at the end of the recruitment process to boost the number of women in senior and decision-making roles.
- A multi-channel recruitment model* involving İŞKUR, private offices and digital platforms was introduced to employ people with disabilities.
- The "*Development of a Model for Women's Empowerment*" project facilitated the development of inclusive policies with sustainable transformation models.

At Divan Group, we are committed to creating a work environment where all employees have equal rights, can fulfil their potential and feel safe. In line with the **UN Women's Empowerment Principles (WEPs) and the ILO's Convention No. 111 on Discrimination**, gender equality and equal opportunities form the basis of our recruitment, promotion and leadership programs.

In 2024:

- Women's leadership development programs were launched, and the representation of women in technical roles was enhanced.
- The employment and active participation of individuals with disabilities in business processes were supported.
- Balanced participation of young talent was strengthened through university collaborations and part-time programs.

The principle of equal opportunities is implemented in all development programs, and the representation of female employees in promotion rates has increased. There were no confirmed cases of discrimination during the reporting period and our diversity and inclusion policies were fully implemented.



Chef at Telezzüz

Authored by

Nihan Olgun

There's more to the kitchen than just preparing food. In fact, it's a space for ideas and a bastion of resistance. Every day, we start afresh to challenge the norm and demonstrate that a different order is possible.

Contrary to popular belief, vegan pastry isn't a kitchen where a few ingredients are missing. On the contrary, it's a place where you need to understand which ingredients you can't use and why. Intuition and patience make all the difference.

Whereas the kitchen is generally considered a masculine domain in Türkiye, we're trying to create a different reality at Telezzüz. Women are present at every stage of the cooking process. We're involved in cooking, planning and production, not just because it "looks good", but because, in many places, women are still told, "Don't carry it; leave it to us." This may seem well-intentioned, but it is also a form of exclusion. We want to change this language and this structure. When we decided to make Telezzüz a fully vegan kitchen, some people thought it would be 'less inclusive'. But quite the opposite is true: Vegan cuisine is a space where everyone can come together. Vegetarians, people with lactose intolerance or religious dietary requirements, and those who simply want to eat healthily are all welcome.

The most significant lesson I have learned from this kitchen is this: The kitchen isn't just a place to cook. It's a space for ideas and a place for resistance. Every day, we start afresh to challenge the status quo and show that a different way of doing things is possible. Veganism isn't just a choice. It's an invitation to a fairer, more compassionate and more creative world. I'm proud to be part of this movement.

Gender Equality and Inclusive Employment

In 2024, the Divan Group began a major transformation process aimed at increasing women's employment and strengthening gender equality within production processes.

In this context:

- We participated in the Model Development Project for the Empowerment of Women in the Manufacturing Industry, supported by the European Union. A cooperation protocol was signed with the Turkish Confederation of Employer Associations (TİSK), the United Nations Development Programme (UNDP) and the Turkish Metal Industrialists' Union (MESS).
- Digital transformation maturity was assessed using the SIRI methodology to analyze technological capacity, employee development and inclusive human resources practices.
- A 12-month employment plan was prepared for women graduating in STEM subjects and women already employed in production roles. The aim of this plan is to increase the employment of qualified women by providing salary support from the Turkish Confederation of Employer Associations (TİSK) and co-financing from Divan.

The program forms part of the Divan Group's vision for inclusive growth in manufacturing and technology. The aim is to increase the proportion of female employees, bring young STEM graduates into the sector and strengthen inclusive Human Resources systems.

Within the scope of diversity and inclusion indicators, the overall satisfaction rate in **2024 was measured at 66% (2023: 70%).**

The sub-indicators include:

- Perception of an environment where different approaches and ideas are accepted: 67% (2023: 69%)
- Perception that the organization values diversity: 81% (2023: 83%).



Human Resources Senior Manager
Authored by

Senem Aytekin

"Transformation Centered on People"

To me, the Divan Group represents unparalleled family warmth, strong bonds, personal touches and a deep sense of belonging. You'll establish roots in a place where you feel at home, and your focus will shift from your own business to the well-being and future of society.

For this reason, I believe that change drives development, and development drives transformation. Such transformation is inevitable when grounded in a culture of "we." Change may not always be easy, and we recognize this. Resilience, learning with passion, working with determination, and taking courageous steps are key to opening this door. At Divan Group, we are actively working to identify and recruit more female employees and young talent, fostering equality and balance within this cultural transformation.

As a female employee and leader, I strive to inspire fearlessness and embrace change to achieve this, and to positively influence my colleagues. It is also priceless to be part of a group that values its employees and their potential, and that embraces young talent with such an inclusive approach. Carrying the flag and having the courage and intention to build the future together is invaluable. Our journey continues at full speed, filled with enthusiasm and determination.



A Concrete Step in Women's Leadership

A powerful example of Divan Group's inclusive management approach was the appointment of Yulia Kardeşoğlu as Cluster GM of the Divan İstanbul Hotel in 2024.

Although women predominantly occupy operational roles within the tourism sector, their representation in senior management remains limited. This appointment demonstrates that the principle of inclusivity is embraced not only in policy, but in practice too.

Global Perspective - Women in Leadership

- Percentage of women in global executive positions: 32%
- CEO and senior management levels: less than 10%
- While women are well represented in the tourism sector, they are underrepresented in decision-making roles.

The Divan Group is one of the institutions taking concrete steps to change this situation. These steps regarding women's representation in senior management are not just a change in position, but a strategic component of the goal of inclusive leadership.



Lokanta by Divan, Chef

Volkan Arık

Diversity and Inclusion Policies

Divan Group considers diversity a core value and inclusivity a fundamental principle of its corporate culture. The Diversity and Inclusion Working Group operates under the Respectful Committee, and awareness education has been planned based on the results of the employee survey conducted in 2024.

Key initiatives:

- Gender equality seminars and inclusive communication workshops
- Zero tolerance policy on discrimination and accessibility audits for persons with disabilities
- Multilingual educational content and interpreter support
- Making women's employment successes visible in internal communications
- The United Nations Development Programme (UNDP) is collaborating with TISK Academy and the Tohum Autism Foundation.

Divan Group defines diversity not only in terms of demographic ratios but also through the principles of belonging, respect, and equal representation. The Group remains committed to fostering a workplace culture where every employee can express themselves, grow, and contribute meaningfully.

"I value the participation of women chefs in the kitchen."

Because a kitchen is not only about technical skills; it is also where sensitivity, aesthetic vision, and cultural diversity make a real difference. I believe that women's contribution enriches the intellectual and artistic depth of gastronomy. That's why I have always made it a priority to create space for women chefs in our teams, to support them, and to ensure the sustainability of this richness.

Ethical Compliance and Risk Management

The Divan Group views ethical behaviour as a “corporate reflex” and implements this approach through systematic practices as well as statements. These practices are based on the United Nations (UN) Guiding Principles on Business and Human Rights, the United Nations Global Compact, the Organization for Economic Co-operation and Development (OECD) Guidelines, International Labour Organization (ILO) conventions and international standards, such as the ISO 37001 Anti-Corruption Management System.

Key Practices

Education
Regular education on ethical principles, the Personal Data Protection Law (KVKK), competition law, the prevention of money laundering, the combating of bribery and corruption, and trade sanctions.

Whistleblowing Mechanism
Feedback is collected securely through the Koç Group Ethics Line and anonymous surveys, and all reports are reviewed confidentially.

Risk Management
Annual risk analysis with a priority focus on the sales, purchasing and finance functions.

Transparency
All policy documents are published on the intranet and website.

2024 Education Performance

Education Course Title	Goal	Completion Rate in 2024 (%)	Completion Rate in 2023 (%)
Ethical Principles	All employees	63.3	58,9
KVKK (Personal Data Protection Law)	All employees except production	49.6	55.4
Competition Law	Head Office employees	51	52.5
Money Laundering	Except for certain job groups	50	49.4
Prevention of Bribery and Corruption	Head Office employees	63	57.1
Trade Sanctions	Head Office employees	64	55.7

2025 Goal:

100% participation in education on ethical principles across all units.

Ethical Compliance and Risk Management

Ethical Violations and Compliance Performance

- All ethical violations reported in 2024 were reviewed and resolved.
- There were no competition law violations or legal sanctions during the reporting period.
- In 2023, the Anti-Bribery and Anti-Corruption Policy was updated; the new **Anti-Money Laundering and Countering the Financing of Terrorism Policy** entered into force.

Education and Auditing

- All Head Office employees are required to complete competition law education through Koç Academy.
- The Official Affairs and Compliance Department regularly audits education practices and policy compliance.
- Education materials and updates are provided to employees through the Divan Academy.

Reporting and Whistleblowing Mechanism

- Suspicion of potential violations can be reported anonymously via the following link:
<https://www.koc.com.tr/ihbarbildirim>.
Alternatively, reports can be forwarded to managers.
- All reports are treated confidentially and finalised by the Internal Audit Department in accordance with the Reporting Policy.

Competition Law Principles

At Divan Group, we consider full compliance with competition law to be an integral part of our business model. Our Competition Law Compliance Policy promotes fair, transparent and responsible business practices across all markets.

- Agreements with competitors that distort competition, such as price, customer, or territory sharing, are prohibited.
- Contracts with suppliers and business partners are drawn up in accordance with competition laws.
- Behaviors that violate competition law in a dominant market position are avoided.

2024 Results

- No competition law violations were identified during the reporting period.
- No legal action or sanctions were taken on this matter.
- Policy content is reviewed annually in line with legal regulations and best practices and updated as necessary.

*Human
rights-centered
sustainable business
practices*



Respect for Human Rights: A Fundamental Element of Sustainability

The Divan Group views human rights not only as a legal obligation but also as the cornerstone of corporate reputation and sustainability. Accordingly, the Human Rights Policy in effect creates a binding framework for all our business processes.

Our policy is based on the following international norms:

- United Nations Guiding Principles on Business and Human Rights
- United Nations Global Compact (UNGC)
- International Labor Organization (ILO) Fundamental Rights at Work
- Universal Declaration of Human Rights

This policy applies not only to our employees, but also to our business partners, suppliers, guests and local communities. Human rights awareness is integrated into all our processes, from supply chain management to service standards.

Our policy is regularly reviewed and is binding on all managers and employees. No reports or complaints regarding human rights violations have been received throughout 2024.

Combating Bribery and Corruption

Divan Group adopts a zero-tolerance policy in combating bribery and corruption. This approach is guaranteed by the organization-wide Anti-Bribery and Corruption Policy.

The policy applies to all employees and business partners. Within the scope of this practice:

- Transparency, accountability, and ethical conduct are fundamental.
- Reporting systems are in place to ensure anonymous reporting of violations.
- Systems are regularly audited and improved as necessary.

2024 Results:

- No cases of bribery or corruption were identified.
- No employee employment contracts were terminated, and no disciplinary action was initiated.
- No business partner contracts were terminated.
- No legal proceedings or lawsuits were publicly reported.

Preventing Conflicts of Interest

At Divan Group, preventing conflicts of interest in all decision-making bodies, including the Board of Directors, is viewed not only as an ethical rule but also as an essential principle for the sustainability of corporate trust.

In this context, it is a fundamental principle that managers refrain from participating in decisions that fall outside their job descriptions and that could create personal or family interests. Similarly, it is essential that they refrain from participating in decisions that could directly or indirectly create conflicts of interest.

All managers are required to disclose potential risk areas through a conflict of interest declaration form upon commencement of their duties and at least annually. This process is monitored regularly within the framework of ethical rules and internal audit procedures. When necessary, an independent ethics committee is consulted.

Divan Group prioritizes maintaining both transparency and internal fairness in its decision-making processes. This approach is adopted not only for legal compliance but also to foster a reliable, sustainable, and balanced corporate culture.



Supply Chain Management

Global organizations such as the OECD, WEF, and UNGC evaluate supply chain performance not only based on economic criteria but also considering human rights, environmental impact, and ethical compliance. The European Union's Corporate Sustainability Due Diligence Directive (CSDDD) stands out as a new generation of regulation that imposes responsibility on companies across their entire value chain, in addition to their own operations.

Divan Group is adapting to this transformation by conducting ethical audits, adopting a procurement strategy focused on localisation, and establishing long-term partnerships. The centralized, strategic procurement model implemented across the group is based on quality, sustainability and traceability principles.

2024 Performance

- Total number of suppliers:** 2,495
 - Total purchase amount:** ₺ 2.66 billion
 - Local procurement rate:** 99% (2023: 98.9%)
- Local spending:** ₺ 2.60 billion (2023: ₺ 1.52 billion)
 - Classified suppliers:** 42% (1,035 companies)
 - Direct:** 393 (38%)
 - Indirect:** 642 (62%)

Supplier Portfolio and Expenditure Distribution

Period/Scope	Total Suppliers	Classified	Direct (%)	Indirect (%)	Direct (Proportional)	Indirect (Proportional)
2024	2,495	1,035	393 (38%)	642 (62%)	948	1,547
2022-2024	4,552	2,578	874 (34%)	1,704 (66%)	1,548	3,004

A total of 336 supplier audits were conducted over the past three years (121 in 2022, 156 in 2023, and 59 in 2024). The decrease in 2024 resulted from risk-based prioritization and improved sustainability performance across the portfolio. Companies identified as non-compliant are given a defined period to implement improvements. If non-compliance persists after this period, the partnership is terminated.

High-volume operations (e.g. the Divan Production Facility) are managed using a direct procurement model, while other units operate using centralized agreements and direct delivery methods. This model provides cost advantages and logistical security.



Starting in 2025, the European Union's Corporate Sustainability Due Diligence Directive (CSDDD) will impose human rights and environmental due diligence obligations on large companies across their entire value chain, with turnover-based fines for non-compliance.

Divan's Response

- Integration of ESG criteria into supplier contracts
- Implementation of risk mapping and classification systems
- Strengthening supply security through localization and long-term relationships

Indicator	2024	2023
Total Purchase Amount	₺ 2.66 billion	1.52 billion
Number of Suppliers	2,495	2,630
Local Sourcing Rate	99%	98.9%



Purchasing Manager
Authored by

Ercan Balkan

"The fundamental principle underlying 70,000 purchase orders: Responsible Sourcing."

At Divan Group, we are transforming our supply chain to make it efficient, ethical, transparent and locally based. With our local sourcing rate of 99%, we balance cost advantages with responsible production principles. We prioritize food safety and animal welfare by using cage-free eggs and products certified by Global Good Agricultural Practices (GAP), Friend of the Sea (FOS) and the Aquaculture Stewardship Council (ASC).

By 2025, we intend to develop faster, more traceable and digitally driven relationships with our suppliers by integrating our automated procurement processes with SAP into our B2B portal. Our growing business network of women entrepreneurs and organic producers is the strongest link in Divan Group's journey to carry its locally derived culinary heritage into the future.

Collaboration and Contribution to the Local Community

Divan Group's supply chain management extends beyond product and service quality. The company also regards contributions to the local economy and social benefit as strategic priorities. Its commitment to establishing sustainable relationships with local cooperatives, women entrepreneurs, and small producers is reflected in a 99% local procurement rate in 2024, demonstrating an approach that goes beyond mere geographical proximity. For high-volume purchases, we engage directly with suppliers, taking regional employment capacity into consideration.

This approach:

- Increases local production.
- Supports rural development.
- Reduces the carbon footprint.
- Strengthens market access for local producers.

In 2024, 93% of Telezzüz's purchases were sourced from local producers.

Supplier Assessment, Audit and Risk Management

The inclusion of new suppliers in the system is based on quality assurance, sustainability performance and certification status.

Multi-stage assessment process:

1. Document checks
2. Sample tests
3. On-site inspections

Effectiveness criteria: Partnerships will be established with suppliers achieving a score of 70 or higher.

The audit process was made more rigorous in 2024, with a particular focus on the risk of child labour, hygiene conditions and food safety.

- The risk of single-source dependency on critical raw materials has been reduced.
- Suppliers with incomplete certifications have been required to obtain certification.
- Alternative formulations have been developed for some raw materials.

Indicator / Criteria	2024
Local sourcing rate (General)	99%
Local sourcing rate (Telezüz)	93%
Audit score threshold	70 / 100
Audit criteria	Quality, food safety, social compliance and packaging hygiene.
New criteria	Control of child labour, documentation requirements for packaging suppliers
Measures	Alternative supplier system, formulation diversity and common SKU ⁹ use.

An Innovative Culinary Approach and a High-Standard Supply Chain

Telezüz takes an innovative approach, deciphering the codes of local cuisine and transforming them into a contemporary gastronomic language. The menu is planned according to the principles of seasonal productivity, agricultural sustainability and creativity. A supplier scoring system has been implemented for purchasing products, with ratings based on hygiene standards, environmental impact, and locality.

Local Community Collaboration and Contribution and Supply Chain Management

SDG	Purpose	Rationale
1	No Poverty	Working directly with local suppliers increases the incomes of small producers, reducing economic vulnerability.
5	Gender Equality	Building supply relationships with women entrepreneurs empowers women in the economy.
8	Decent Work and Economic Growth	A direct procurement model that prioritizes regional employment capacity fosters employment and production.
9	Industry, Innovation and Infrastructure	Innovative processes such as supplier diversity, new formulations, and common SKU ⁹ increase industrial productivity.
10	Reducing Inequalities	Systematic evaluation of small-scale producers promotes economic inclusion.
12	Responsible Production and Consumption	Suppliers are held accountable for their production processes based on criteria such as quality, hygiene, sustainability and the elimination of child labour.
13	Climate Action	Maintaining high local purchasing rates reduces transportation-related carbon emissions.
17	Partnerships for the Goals	Collaborations with cooperatives, small producers and other local stakeholders directly reflect this goal.

⁹Common SKU usage: Using the same stock code for more than one product or service can provide advantages in terms of supply, storage and costs.

Efficiency and Cost Improvements in Supply Chain Management – Plant-Based

- ★ Efficiency and cost improvement projects implemented in 2024 generated a total value of **₹ 11 million**.
- ★ **₹ 4 million** Direct savings from completed projects
- ★ **₹ 7 million** Expected contribution from the ongoing Cost Improvement Projects (MRP) portfolio

Key Savings Areas

- Purchasing Efficiency (₹ 7+ million savings)**
 - Alternative supplier changes
 - RFQ and e-tender applications
 - Transparent bidding processes
- Supply Optimization (₹ 8.2 million savings)**
 - Packaging category:** ₹ 2.8 million
 - Food category:** ₹ 1.9 million
 - UN Kek Satin Cream Mella Soft - ₹ 1.43 million savings
 - UN Kek Golden Choco - ₹ 0.50 million savings
- Logistics and Continuity Gains**

Instead of direct ₹ savings in promotion and service purchases, supply continuity and logistical efficiency were achieved.

Strategic Approach

Sustainable pricing advantages were achieved through diversifying the supply chain with a multi-supplier model and implementing Request for Quotation (RFQ) practices.

All standards, including:

- ISO 20400 (Sustainable Procurement Standard),
- SDG 12: Responsible Production and Consumption,
- OECD Principles for Responsible Business
- Conduct for Multinational Enterprises,
- were applied with a focus on transparency, flexibility, and sustainability, in full compliance with these standards.

Item	2024 Savings / Value Creation (₹)
Total Value Creation	11,000,000
- Completed Projects - Potential MRP (Earnings Forecast)	4,000,000 7,000,000
Supply Chain Cost Advantage	8,200,000
- Purchasing Savings (e-Tendering & Zer RFQ, Alternative Supplier) - Packaging (Box-Carton-Label) - Food (Unit Price Improvement) - UN Kek Golden Choco - UN Kek Satin Cream Mella Soft	7,000,000 + 2,800,000 1,900,000 503,250 1,430,000
Other Optimizations (Logistics & Sustainability Gains)	Rather than focusing on direct savings in ₹ from promotions and service purchases, the emphasis has been on achieving supply continuity and logistical efficiency.

Quality, Product Development and Innovation Performance

Innovation and Product Development Performance

In 2024, the Divan Group reinforced its product development strategy by adopting "the kitchen as laboratory" approach. Of the 724 ideas collected, 299 were launched to market, increasing the launch rate to 41% (compared to 30% in 2023). Revenue generated from new products reached **₺358.2 million**, marking a **137% increase on the previous year**.

A high level of selectivity was adopted in innovation processes. Ideas that did not meet the criteria for quality or commercial sustainability were transferred to the internal knowledge pool instead of being discarded, thus creating a "cumulative value creation" model that can be re-evaluated in future.

Quality and Sustainable Design

All new products were subjected to physical, chemical and microbiological analyses at every stage of the development process, and product safety was tested in accredited laboratories. 87% of customer complaints were resolved within the first 24 hours. Revisions to packaging and ingredients ensured the use of sustainable materials, efficient logistics, and visual consistency.

These efforts:

- Created savings of **₺4.7 million**.
- Price reductions on Golden Choco resulted in additional savings of **₺0.5 million**.
- Changes to Satin Cream suppliers resulted in an additional **₺1.43 million**.

In total, product development and efficiency efforts created **₺11 million** in value in 2024, **₺864,000** of which originated from efficiency projects.

Portfolio Expansion and Local Collaborations

In 2024, the product range was diversified as follows:

- *94 corporate sales products*
- *66 New Year's special sets*
- *24 export products*
- *16 cakes, 16 chocolates, and 18 desserts*
- *5 new vegan and sugar-free bar alternatives*

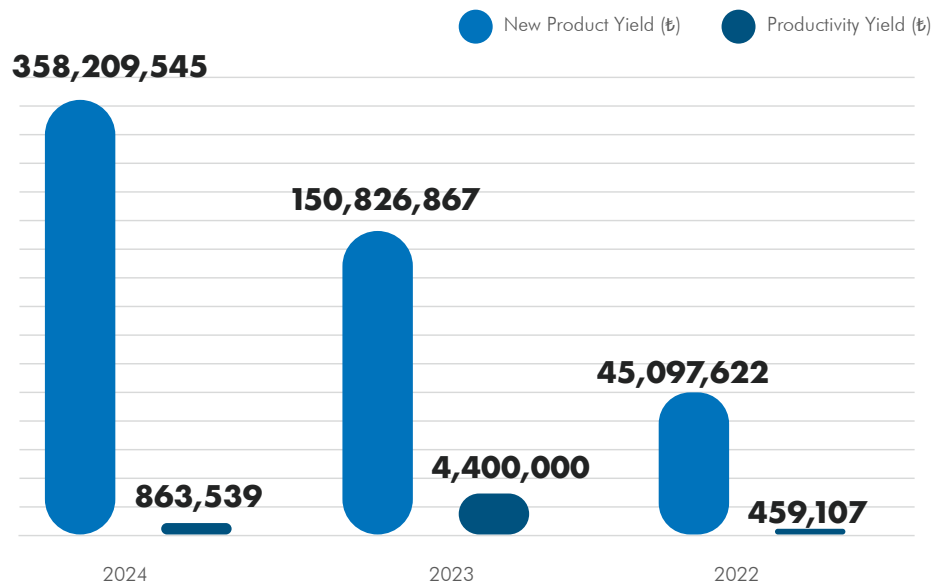
Collaborations with local producers enabled the prioritization of geographically indicated raw materials. Maintaining a 99% local procurement rate allowed us to contribute to both the local economy and the preservation of the region's culinary heritage.

2025 Focus Areas:

- Reacceleration of efficiency projects
- Expansion of low-carbon packaging solutions
- Expansion of the export portfolio



New Product Yield and Productivity Gains by Year:



The YoY rate for 2022 is calculated based on 2021 data of ₺ 7,003,414

**2024 YoY¹⁰ Change -
New Product (%)**

543.7%

**2023 YoY change -
New Product (%)**

234.4%

**2022 YoY change -
New Product (%)**

137.5%

¹⁰YoY (year-on-year) change

Group/Segment	2024 Quantity	2023 Quantity	Quantity	Note
Corporate Sales	94	-	94	
New Year's Set/Basket	66	-	66	Focus on Cafes and Restaurants
New Dessert Options	18	5	13	Patisserie Line
Chocolate Segment	16	5	11	Increased 8-fold
New Cake Varieties	16	2	14	Traditional Line
New Turkish Delight Products	13	6	7	
Special Occasion Products	9	17	-8	New Category
Breads	9	-	9	
Vegan & Sugar-Free Bars	5	2	3	
Vegan & Sugar-Free Vegan Products	1	3	-2	
Other	96	194	-98	

Product development

Year	Number of Products in Development	Products Launched	Launch Rates (%)
2022	258	88	34%
2023	793	234	30%
2024	724	299	41%

SDG Mapping

SDG	Title	Rationale
8	Decent Work and Economic Growth	Economic growth is supported by new product launches and revenue generation.
9	Industry, Innovation and Infrastructure	An innovative infrastructure is being established through product development processes, quality testing and knowledge sharing.
12	Responsible Production and Consumption	Packaging revisions, the use of sustainable ingredients, and the ethical selection of suppliers are directly related to SDG 12.



Corporate Sales & Export Director

Authored by

Berna Öztürk Eksi

“For us, sustainability isn't just a customer demand. We are innately motivated to be sustainable.”

We measure our carbon footprint in our production facilities, use energy more efficiently and ensure that 80% of our packaging is recyclable. These steps are not just a necessity, but a natural part of our corporate responsibility.

In the European market, our customers are increasingly expecting higher sustainability commitments. In the Middle East, however, this agenda is still emerging. To address these differences, we have planned awareness education programs for our sales team. This way, as we grow our exports, we're ensuring that our environmental and social standards become an integral part of our business.

A key part of our goal of bringing the Divan flavor to a planet-friendly supply chain is expanding our collaboration with women entrepreneurs and local producers. Developing environmentally friendly products, reducing packaging and translating sustainability into concrete export strategies are now among the Divan Group's key strengths. The next step will be to make this difference visible, together with our over 700 corporate customers.



Process Improvement and Operational Efficiency

Throughout 2024, we redesigned our process improvement initiatives with a focus not only on cost reduction but also on minimizing environmental impact, protecting employee health, and enhancing energy efficiency. Across the Group, we implemented more than 30 projects grounded in the principles of lean manufacturing, digitalization, and ergonomics.

Overall Results of the Year:

- ₺ 2.58 million in direct financial savings
- Process simplification and reduction of production times
- Increased employee comfort through ergonomic improvements
- Optimization of resource and energy usage

Financial Gains

Category	Gain
Labor efficiency	₺ 1,600,000
Energy savings	₺ 259,355
Logistics optimization	₺ 217,000
Raw material usage improvement	₺ 505,000
Total	₺ 2,581,355

Featured Implementations

- ★

Automation transition with vibratory feeding equipment
- ★

Optimization of cookie presses
- ★

Re-functionalization of chocolate dishwashers
- ★

Reduction of manual operations in box folding

These applications increased efficiency, saved labour and reduced energy consumption simultaneously.

2025 Focus Areas

- Implementation of artificial intelligence-supported production planning systems
- Initiation of energy impact scoring studies
- Expansion of advanced digital applications

This approach aims to create a resilient and sustainable operational structure that will meet production needs today and in the future.



Ensuring Guest/Customer Satisfaction

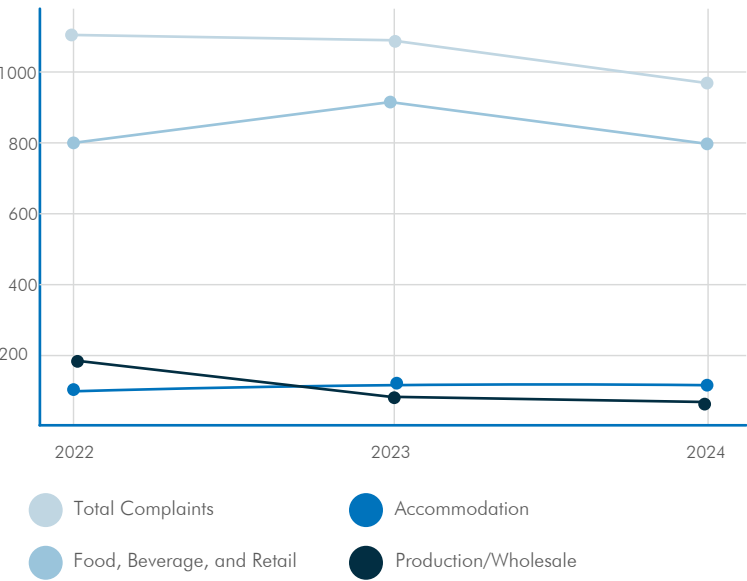
At Divan Group, we define guest satisfaction not only in terms of metrics, but also in terms of loyalty, trust and building sustainable relationships. In 2024, the total number of complaints decreased by 12% to 968. The accommodation segment has demonstrated a 63% improvement over the past three years.

2024 Performance Overview:

- Complaint response rate:
97.5%
- Resolution rate:
94%- historically high
- No non-compliance relating to health and safety standards has been identified.

Building loyalty.
trust and
sustainable relationships.

2022-2024 Complaint Trends



Segment-Based Performance (2024)

Segment	Number of Complaints	Resolution Rate	Notes
Accommodation	69	83%	The complaint rate decreased from 16% in 2022 to 7%.
Food, Beverage & Retail	786	94%	The focus is on high volume and continuous improvement.
Manufacture / Wholesale	113	99%	Investments in logistics and traceability continue.

Digitalization and Security

- No data breaches occurred during the 2023-2024 period.
- All personal data is protected in accordance with GDPR standards.
- 94% of complaints were resolved within the first 24 hours through the ReviewPro and Next4Biz systems.

Learning from Feedback

- *5,648,462* people were served.
- Divan Group consistently maintained this success, achieving a *Guest Experience Score of 90.6*, a satisfaction level above the industry average.
- Main themes of feedback: service quality (44%), staff interaction, service delays, and price perception.

2025 Focus

- Intensifying in-service education
- Increasing price transparency
- Process improvements for production-related complaints
- A proactive approach to digital complaint management

SDG Mapping

SDG	Title	Rationale
9	Industry, Innovation and Infrastructure	Strengthening CRM and digital touchpoints
12	Responsible Production and Consumption	Reducing production-related complaints
16	Peace, Justice and Strong Institutions	Ensuring personal data security and transparent resolution processes
17	Partnerships for the Goals	Integration with solution partners such as ReviewPro and Next4Biz

Indicator	2024	2023	2022
Number of complaints filed (total)	968	1,090	1,098
Accommodation	69	89	186
Food, Beverage and Retail	786	894	813
Production	113	107	99
Number of complaints responded to	944	1,065	1,076
Response rate (responded/forwarded)	97.5%	97.7%	98%
Number of complaints resolved	907	931	940
Resolution rate (closed/forwarded)	93.7%	85.4%	85.6%
Complaint distribution (accommodation, 2023)		Service quality: 237 General: 531 Other headings: ≤17	
Guests using online services (YIP)	42,296	41,104	54,197

Performance Indicators

Indicator	2024	2023	2022
Total number of guests	5,648,462	4,772,403	3,870,650
Number of guests actively using online services	56,917	51,482	46,011
Number of complaints submitted to the Guest Communication Center		1,088	1,098
Number of complaints responded to	968	1,065	1,076
Number of complaints resolved	910	931	940

Consumer Health and Safety: The Foundation of Quality and Trust

As Divan Group, we consider guest health and safety to be one of our top priorities and manage all our product and service processes with this awareness. To this end, we fully implement national and international quality and food safety standards in our production operations. All our units operate in full compliance with the requirements of the **Turkish Food Codex**, and meticulous hygiene and quality controls are regularly conducted at every stage, from raw material selection to final product presentation.

Simultaneously, we ensure the continuity of our existing management systems through regular audits by independent auditing organizations. We closely monitor global developments and regulations, rapidly adapting to new standards and documenting this compliance. The guest experience is at the core of our culture of continuous improvement, and transparency and safety for our employees and guests are always our top priorities. In all these processes, we not only fulfill legal requirements but also adopt a proactive quality and safety approach that fosters sustained guest trust.

Consumer/Guest Information and Ethical Marketing

At Divan Group, we embrace the principles of honesty and transparency in all our products and services, and we believe in the right to be informed. We clearly and concisely provide information on ingredients, allergens, and prices on our menus and product labels, and we avoid any images, promotional text, or statements that could mislead consumers.

Providing accurate and complete information to our target audience is our top marketing communications priority. All content used across media is prepared in accordance with our corporate ethical principles. Thus, protecting not only legal requirements, but also consumer trust and brand reputation, is considered an integral part of our sustainability policy.

During the reporting period, no non-compliance was identified in product and service labelling or marketing practices. Furthermore, there were no breaches of customer data privacy.



Stakeholder Engagement and Digital Sustainability Communication

The goal of establishing corporate sustainability is to create an interactive communication mechanism that actively monitors the transformation and development of stakeholders.

Goals and Progress

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Increase stakeholders' awareness of sustainability	Organize education and awareness programs	We designed specialized education and awareness programs for our stakeholders and prepared an implementation plan.	We organized a series of inspiring conversations for our internal stakeholders and provided sustainability education for our suppliers.
Regularly monitor stakeholders' transformation and development	Create a monitoring and evaluation system	We implemented a monitoring system for our guest stakeholders, incorporating real-time feedback, satisfaction surveys and interaction analysis.	We expanded our system to include all stakeholder groups and began tracking experience and satisfaction levels.
Establish collaborations and partnerships with other organizations in the sector	Share best practices and promote sustainability	We implemented afforestation and biodiversity initiatives in collaboration with Ecording, as well as waste management projects in partnership with Fazla.	We fostered closer collaboration by conducting more supplier audits and enhancing our feedback mechanisms.

Key Developments in 2024:

- ★

A series of inspiring conversations for all internal stakeholders raised awareness of sustainability.
- ★

Compliance with sustainability criteria was strengthened by providing *specialized education to suppliers*.
- ★

The monitoring and evaluation system was expanded to include all stakeholder groups.
- ★

Supplier auditing processes improved understanding of responsible sourcing and best practices were disseminated.

The Divan Group defines sustainability in terms of environmental and economic performance, as well as the quality of its relationships with stakeholders. Established in 2023, the Stakeholder Communication Working Group is a strategic structure that integrates stakeholder feedback into governance. The Divan Group has developed a multi-layered impact-priority matrix that considers the impact of each stakeholder on the organization, their expectations, and their contribution to sustainability.

- Using this matrix provides the following benefits:**
- Feedback to be transformed into strategic insights.
 - Long-term trust is established with all stakeholders.
 - Lasting impact is targeted rather than short-term satisfaction.

From Feedback to Decision: An Effective Engagement Process

In 2024, following suggestions from stakeholders, sustainability content was simplified, complaint classifications were restructured, and a new digital dashboard was created integrating user content. 64% of the submissions received through the employee suggestion system were converted into action. Stakeholder feedback directly influenced education programs, digital content design, and loyalty program criteria.

Digital Engagement and Feedback Mechanisms

Multi-channel engagement is facilitated through tools such as Next4Biz, ReviewPro, digital surveys, Divan Academy, and social media. Data is integrated into decision-making processes using the **OKR¹¹ system**, and early warning systems are used for uncertain signals.

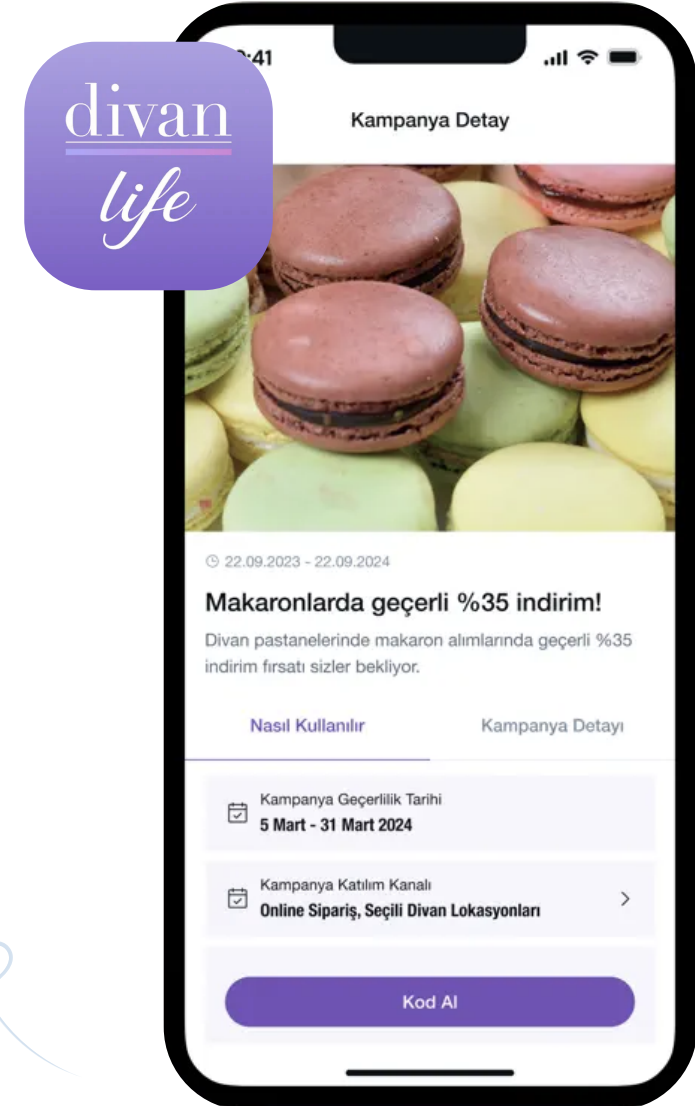
In 2024, this framework was integrated with the **Divan Life Loyalty Program and mobile app**. Content strategies and user experience were redesigned with a sustainability focus.

In this context, **Telezzüz, the Michelin Green Star, and Gault & Millau** were awarded the “Best Sustainability Award,” demonstrating the recognition of this approach among external stakeholders.

2025 Goals:

The Divan Group recognizes the importance of digital sustainability communication as a tool for achieving measurable impact rather than simply increasing visibility.

- Monthly sustainability content
- 350 million total reach, including 200 million from influencers
- 4 YouTube sustainability series
- Integration of user content
- Implementation of CRO strategies
- Digital reporting support



¹¹OKR Objectives and Key Results

Sustainability-Focused Stakeholder Map and Interaction Model

Feedback from stakeholders is analyzed at least once a year in evaluation meetings. Decisions made at these meetings directly impact internal policy changes, updates to strategic priorities, and restructuring sustainability projects. This strengthens not only the flow of information but also a culture of governance based on shared wisdom.

Stakeholder Group	Communication Methods	Communication Channels	Communication Purpose - Subject	Frequency	Feedback Evaluation Process	Stakeholder Priority	Impacted Material Topics	Value Chain Stage
Employees	D news, surveys, Koç Dialog, Koçhub, events, 1-on-1 interviews	Email, Social Media etikuyum@divan.com.tr, Koçhub, Boxes,	Internal communication, information, loyalty	Continuous	Survey & score analysis (≥ 1 per year)	High	Employee experience and internal communication	Operations (In-house)
Customers - End Users	Koçhub, Web, Social Media, Survey, Print	Email, info@divan.com.tr, etc.	Brand awareness, campaign, interaction	Continuous	Satisfaction & SM analyses	High	Customer satisfaction and brand reputation	Downstream
Suppliers - Subcontractors	Visits, Digital Channels, Publications	Email, Phone	Order, quality, strategic decision	Continuous	Order & quality feedback	High	Supply chain management	Upstream
Media	Digital, Press Release, Launch, Interview	Email, Web	Brand awareness	Continuous	Media monitoring report (annual)	Medium	Public perception	Support
Local Community	Press, Digital, Social Projects	Email, Phone, Face-to-Face	Campaign, interaction	Continuous	CSR feedback	Medium	Local impact and social responsibility	Support
Universities	Campus Tours, D One Stars	Email, Phone	Employment, brand awareness	≥3 per year	Program surveys	Medium	Talent acquisition	Upstream (Human Resources)
Shareholders - Board of Directors	Meeting, Email, Digital Channels	Email, Phone, Face-to-Face	Strategic decision, information	Continuous	Feedback reflects on strategy	High	Corporate strategy	Support (Governance)
Public Institutions - Regulatory Authorities	Correspondence, Meeting	Email, Phone	Legislative monitoring	Continuous	Compliance procedures	High	Regulatory compliance	Support
Financing Institutions - Banks	Meeting, Email	Email, Phone	Finance, campaign	Continuous	Financial evaluation	High	Financial transparency	Support
Non-Governmental Organizations	Meeting, Email, Face-to-Face	Email, Phone	Collaboration, projects	Continuous	Feedback contributes to strategy	Medium	Social impact	Support
Corporate Memberships	Meeting, Email, Digital	Email, Phone	Sectoral developments, representation	Continuous	Annual review	Medium	Policy representation	Support

Stakeholder Chat

METRO

METRO Türkiye /
Quality Assurance and Sustainability Team:

“Divan Group is an exemplary structure within the industry.”

We have a strong partnership with the Divan Group that dates back many years. Their operational discipline, team harmony and solution-oriented approach provide a foundation of trust for their business partners. Their quick reactions, especially in times of crisis, and their systematic supply management demonstrate an exemplary structure within the industry.

Including geographically indicated products in their menus responds to informed consumer demand and demonstrates a responsible brand approach that supports local producers and culinary culture. We value and support this stance.

The Divan Group prioritizes transparent and open communication. Their approach of sharing responsibility for problems encountered in supply processes and focusing on finding solutions builds trust in long-term partnerships.



Digital Marketing: The Strategic Carrier of the Sustainability Narrative

Divan Group positions digital marketing not only as a promotional tool, but also as a tool for conveying its sustainability vision and raising social awareness.

By 2024, digital sustainability communication had evolved into a multi-channel and data-driven structure. 256 million people were reached through social media, web, and mobile applications, a 60% increase compared to the previous year. Half of the 31 pieces of content produced were in video format, increasing engagement.

Data-Powered Strategy

User behavior is analyzed using tools such as Google Analytics 4, Search Console, Meta Pixel, and Hotjar, and content plans are shaped using scrolling, click, and conversion data. Sustainability reports and ethical policies are placed on the divan.com.tr homepage, increasing visibility and transparency.

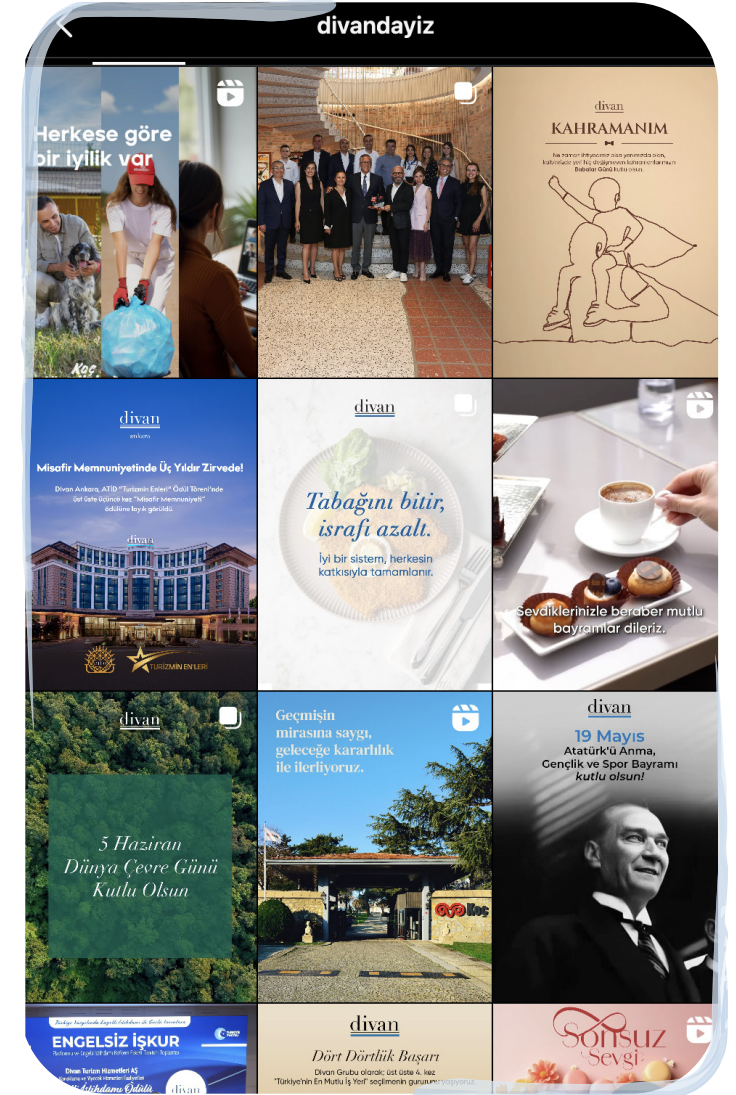
Campaign Impact: Not Just Reach, But Participation

The Carbon Neutral Accommodation and Ecording Seed Ball campaigns conducted in 2024 achieved a total reach of 155,000 and 17,000 interactions, transforming digital interactions into micro-movements in which users actively participated. These campaigns are strategically significant not only for brand perception but also for making environmental impact visible.

Digital Sustainability: Integrated and Effective Communication

In 2024, Divan Group transformed its digital platforms into strategic carriers of its sustainability narrative. Sustainable product promotions and personalized notifications were launched through the Divan Life mobile app, and a dedicated sustainability-focused section was created for the first time on the D-News internal communications platform.

The digitalization of agency processes has created a 742GB visual archive, accelerated content production, and reduced the digital carbon footprint. A story-driven strategy, supported by user-generated content and chef narrations, has been adopted as a core element of the 2025 digital communications approach.





Digital Marketing Manager
Authored by

Ömer Korkmaz

"Digital transformation is the voice, identity, and foundation of sustainable corporate communication for our brand."

In recent years, our core team of four has taken significant steps on this journey to transform, grow, and increase the visibility of the Divan Group's digital presence. Digital transformation encompasses more than just our websites and social media accounts. Its scope extends to the voice, identity, and foundation of our brand's sustainable corporate communication.

I closely follow Divan Group's sustainability initiatives and strive to contribute to this process through our digital communication channels. I believe that the success of projects requires technical implementation and a belief in the projects that permeates the entire organization. Internal communication is key to transforming this belief into corporate culture.

Playing a central role in Divan Group's digital transformation journey, and witnessing the progression of this process through technology, a shift in mindset, and a change in culture, is both a great responsibility and a powerful source of motivation for me.

From Visibility to Trust: Global Recognition

Divan Group's digital sustainability communication has been supported not only by content but also by global awards. Achievements such as Telezzüz Restaurant's Green Michelin Star and the Gault & Millau "Best Sustainability Award" demonstrate that the brand has built global trust.

Highlights in 2024:



31 pieces of content were produced, 50% of which were in video format.



Digital reach: *256 million;*
Influencer/UGC reach: *23 million*



User analysis was conducted using tools such as *Google Analytics 4, Meta Pixel, and Hotjar.*



Interaction rate increased by *60%.*



Content was optimized for *specific platforms.*



Visibility and conversion were increased through *SEO and CRO strategies.*

2025 Goals

- Monthly sustainability content release
- 350 million total reach, 200 million influencer reach
- 4 YouTube-focused sustainability projects
- Integration of sustainable awareness into the Loyalty Program



Information Technologies &
Digital Transformation Director

Authored by

Turgut Kiroglular

“At Divan, digital transformation means respect for people first and foremost: our guests, our employees and the values of our wider community.”

Divan Group's greatest achievement in sustainability is its commitment to quality service. This commitment began before the concept was even coined and has been maintained for nearly 70 years, which is extremely difficult in a sector like the service sector. In today's rapidly changing business environment, utilizing technology to keep pace with the times has become a necessity for Divan Group, as it is for all companies. As we accompany Divan Group on this challenging journey, our goal is to meet the demands of the times while preserving its values and passing them on as a national legacy to future generations. At Divan Group, we recognize **that our stakeholders include not only today's people, but also future generations.** Driven by this awareness and responsibility, our transformation journey continues with the same determination, albeit not always at the desired pace.

We preserve the values that strive to survive in our digital transformation journey as we continue our struggle. The architects of this endeavour are our employees, who believe in it and work diligently. Therefore, at Divan Group, digital transformation means respect for people — our guests, our employees and our entire nation — and their values, above all else. We believe that digital transformation disregarding human values will not contribute to humanity, so we continue to preserve our people-focused approach, just as we have done for 70 years.

Digitalization: Making the Invisible

Our digital investments not only streamline processes but also enhance decision-making, enable resource tracking, and ensure full transparency. From energy management and waste monitoring to guest experience and employee productivity, all data is integrated into a unified ecosystem.

Our Focus Areas

- Energy efficiency projects
- Waste management integration
- Digital monitoring of renewable energy use

Digital Human Resources

By 2024, the size of our Information Technologies and Digital Transformation team has increased from 15 to 25 people. We aim to increase the percentage of female employees from 13.3% to 27%. The average age of our team is 36.5.

We enrich our technical expertise with the following perspectives:

- Leadership and personal development education
- Open communication culture and team synergy
- Creativity and emotional intelligence in performance evaluations

Demand Management and Digitalization Strategy

We rank each project based on needs, budget, and human resources using the ITDG system. This ensures efficient use of resources and prevents budget overruns.

Our digitalization roadmap advances along three axes:

- Operational efficiency
- Guest and employee experience
- Data-based decision-making and traceability

This approach impacts not only technology but also our business culture, reflexes, and service approach.

Next-Generation Applications: Operational Transformation

Divan Life: The Next Step in Personalized Experiences

Divan Life was one of the projects that contributed most to digital transformation in 2024. The platform, which launched its first phase in December, enables restaurant and bakery guests to benefit from personalised campaigns and redeem points. Guests can track their transactions digitally and make payments with QR codes. The app has already reached over 10,000 members, demonstrating its power even before any media promotion has been launched.

New phases for hotels and the e-commerce site are set to launch in Q2 of 2025. This will integrate all services, enabling the Divan Group to gain a deeper insight into its guests and offer a more customized experience.

All manual discounts are also set to be managed digitally via the platform. Divan Life is not just an app; it is a next-generation system at the heart of the digital customer experience. AI-powered recommendation systems and pre-service user profiling will be commissioned in subsequent phases.

Target for 2025:

Attain a 5% usage rate by the end of 2025.

Divan Life offers more than just an app. It is a next-generation system positioned at the core of the digital customer experience.



Token X Infrastructure: Integrated Sales Ecosystem

Developed in collaboration with Divan Life, the Token X infrastructure comprises the following components:

- SSuper App architecture
- Access to all platforms via a single sign-on system (SSO).
- DivanPastaneleri.com.tr interface and infrastructure update
- Campaign synchronization via POS devices

All these systems are integrated through a microservices architecture. This infrastructure will facilitate the management of all Divan Group's B2C sales in the food and beverage sector on a single platform. Integrated with ERP systems and data analysis infrastructures, the system will be supported by artificial intelligence projects in the near future, thereby increasing efficiency and transforming the user experience.

Highlights of Projects Completed in 2024



The B2B Supplier Portal has been launched. This has made price tracking transparent throughout the procurement process.



The HR Portal and the HR Plus Time Management applications have been launched, and ongoing system improvements are in progress.

Plans for 2025

- The Technical Inventory Tracking application will be activated in 2025.
- The Continuous Inventory Project will be updated and reactivated.
- The scope of the Master Data Management system is being defined.
- Installation support is being provided for new locations.
 - Divan Pub Ayvalık
 - Divan Cafeteria, Izmir American Hospital

Divan Process House: Structuring Corporate Memory

The Divan Process House project was launched to strengthen the long-term corporate sustainability of the Divan Group. It aims to identify, prioritize and clearly define processes across the company's five core functions: Procurement, Finance, Logistics, Human Resources and Information Technology.

The project's objectives include analyzing existing processes and serving as a fundamental reference point for future S/4HANA migrations, audit remediation, and business continuity. The first phase involved creating a comprehensive inventory of processes, while the second phase will detail the priority processes. This structure is led by non-IT units and coordinated with methodological assistance from the IT team. The goal is to build a functioning information system that operates across all corporate units.

Information Technology Integrations: Hotel Openings and the Talya Program

Information Technology systems are being integrated for the recently opened Divan Akaretler Hotel and the Antalya Talya Hotel. A comprehensive infrastructure is being developed for the Talya Hotel under the following five main headings:

- Network and infrastructure systems
- PMS, cash register and POS solutions
- ERP modules (inventory, purchasing and financial affairs)
- Human resources systems
- CRM and guest relations applications

Future-Focused Digitalization Projects

Large-scale projects planned for implementation in the forecast period include:

- S/4HANA Migration
- Divan Data Warehouse
- Divan Extra
- Digitalization of Recruitment and Termination Processes

These projects will further advance data-supported decision-making structures and a digital operations culture across all business units.

responsible for the planet

We conduct our production activities by taking a climate- and environmentally friendly approach, reflecting our commitment to protecting our planet.

Responsive



Halat

Responsive Divan Responsible for the Planet



Stepping out into the garden, observing the sensitivity of the gardeners, speaks volumes about our relationship with the planet.

Stepping out into the garden, observing the sensitivity of the gardeners, speaks volumes about our relationship with the planet. Our hands, which touch the earth, use water sparingly. Every drop and every leaf are preserved as tomorrow's breath.

Responsive Divan is responsible for the planet by effectively managing energy, carbon, waste, and water within the planet's boundaries.

The Sensitivity of Gardeners: Living in Harmony with the Planet

We foster our relationship with the environment like a gardener cares for the soil. A gardener knows that every seed needs time, patience and proper care to blossom. We manage energy, water, carbon and waste responsibly.

We measure every drop and particle of natural resource, continuously improving our processes to prevent waste. We recycle our waste and invest in renewable energy to reduce our carbon footprint. The wisdom of the gardener, who adapts to the seasons, inspires our strategy to combat climate change.

Working in harmony with the planet, we recognize that our actions today influence the environments of tomorrow.



Technical Services Senior Director

Authored by

Gökhan Atasözer

“Our primary responsibility is protecting and optimizing the invisible systems that contribute to guest satisfaction.”

We oversee the technical maintenance and operational safety processes at all our facilities, adhering to sustainability principles while monitoring the impact on human health and the environment.

In line with its sustainability goals, the **Technical Services Department** is leading multifaceted projects to increase the safety and efficiency of Divan Group's infrastructure systems. Throughout 2024, fire systems were inspected at regular intervals and technical maintenance activities were carried out to prioritize user safety.

The Digital Inventory Program and real-time energy monitoring infrastructure, which are due to be implemented by 2025, will optimize equipment maintenance, provide AI-assisted fault detection and enable more effective management of resource consumption. These systems will also enable real-time monitoring of environmental impact and financial returns. Our digitalization-focused infrastructure projects aim to transition Divan Group's technical operations to **a more proactive and resource-efficient model by 2025.**

Global Context

The tourism and hospitality sector is directly affected by critical sustainability concerns, including the escalating global climate crisis, biodiversity loss and resource scarcity.

- **United Nations Environment Programme (UNEP) and United Nations World Tourism Organization (UNWTO) (2023):** The sector is accountable for about 8% of global greenhouse gas emissions.
- **In Türkiye:** Water stress, energy supply security and waste management pose the major risks to the sector's long-term competitiveness.
- **Divan Group's response:** The company is addressing global trends and managing risks by restructuring its business strategy to focus on climate, water and the circular economy.

2024 Environmental Performance Overview

Target	2024 Value	2023 Value	Change/Progress:
Total greenhouse gas emissions	32,428 tCO ₂ e	37,958 tCO ₂ e	15% reduction
Waste recycling	191.8 tons	65 tons	Increase achieved
Water consumption (per room)	0.66 m ³	-	2.5% reduction
Environmental investment	₺12,526,890	₺1,603,000	Annual increase

All data is reported in accordance with GRI standards. For performance comparisons, the base years used were 2022 for waste management and energy data, 2020 for environmental investments, and 2022 for water data. The data were collected and verified in accordance with ISO 14064-1 and the GRI Standards. The base year was determined based on the integrity and reliability of the dataset.

An Authentic Relationship with the Environment

The care a gardener devotes to the soil reflects the Divan Group's commitment to the environment. To us, environmental responsibility is not an additional burden, but an integral component of our business. We incorporate both today's needs and tomorrow's living spaces into every decision.

Our goal to reduce emissions by 20% by 2030 and to achieve carbon neutrality by 2050 is not just measured in numbers but is manifested in the manner in which we conduct our business. We embrace this approach by using water carefully, transforming waste into a valuable resource and supporting low-carbon alternatives.

In 2024, water management became one of our strategic priorities. We achieved savings of up to 4% in regions at high risk of water scarcity and reduced our overall consumption by 2.5%. These results were made possible through sensor-based systems, greywater infrastructure and local solutions.

Concerning waste management, we did more than just dispose of waste. We integrated the 3R principles (reduce, reuse, recycle) into all our operations. In 2024, we recycled 191.8 tons of waste, recovered 51.3 tons of waste vegetable oil and used 14.4 tons of waste for energy production. In particular, we integrated food waste into the circular economy by separating it for biogas and secondary raw material production.

We promoted low-carbon transport options and introduced carbon-neutral meeting and event models for our employees and corporate customers. All these practices were verified against the ISO 14064 standard and reported in accordance with international standards.

Highlighted Achievements in 2024:

★ **191.8 ton** of waste were recycled.

★ **51.3 ton** tons of vegetable oil waste were recycled.

★ **14.4 ton** tons of waste were converted into energy.

★ Environmental investments summing up to **₺ 12,526,890.00** were materialized.

For more;



Scan the QR code to
access our
Environmental
Policy.



Corporate Environmental Management and Responsible Investment

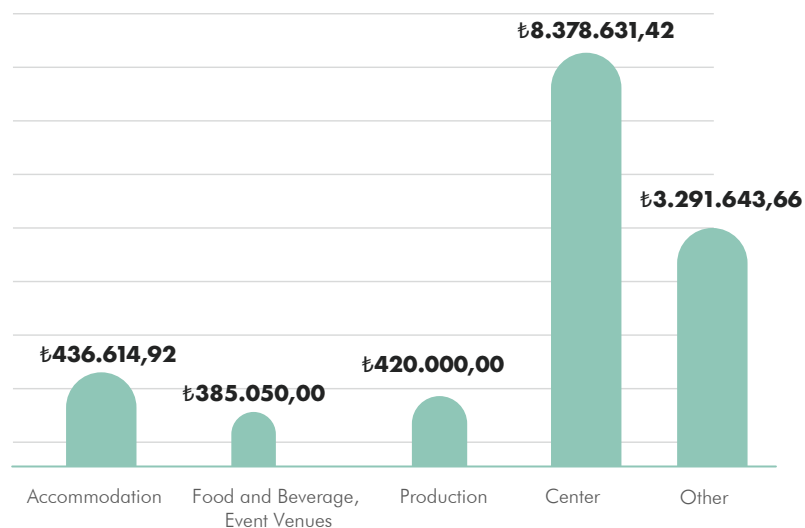
The Divan Group considers environmental sustainability to be a core element of its long-term business strategy. The Environment and Sustainability Board is responsible for updating and monitoring policies at management level, while environmental teams within the Human Resources organization oversee implementation in the field.

All processes are conducted in accordance with the **ISO 14001 Environmental Management System** standard, and risks related to carbon, water, energy, and waste management are regularly analyzed. Performance is closely monitored, and transparent reporting is provided. In 2024, significant investments were made, with progress achieved in the circular economy, reduction of single-use plastics, and implementation of sustainable procurement practices. In this context, **a total of ₺12,526,890 was allocated to environmental projects.**

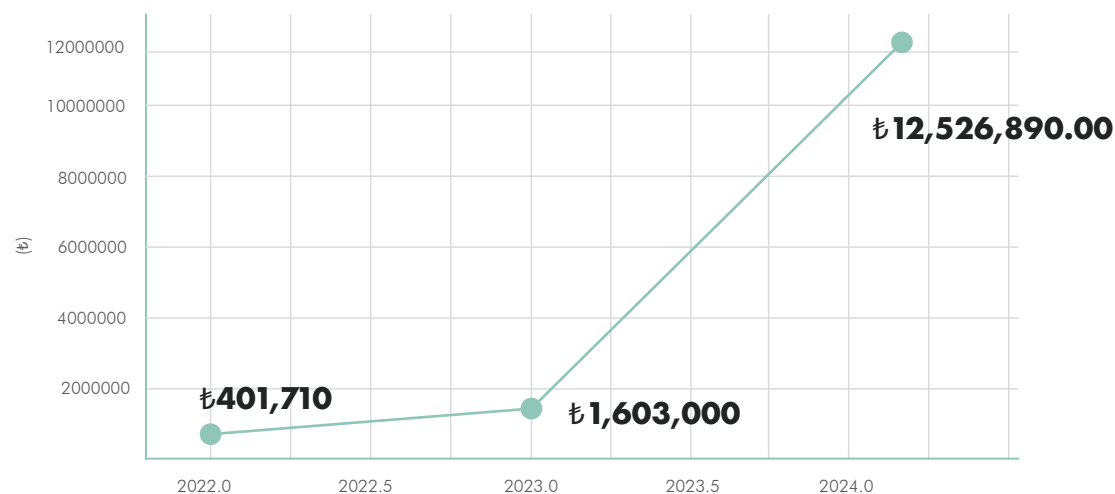
Total Environmental Investments

₺ 12,526,890.00

Our 2024 Environmental Investments (₺)



Environmental Investment by Year (₺)



Energy and Carbon Management

The Divan Group adopts a strategic approach to energy management, leveraging it as a tool in the fight against climate change rather than classifying it as an operational cost. The company aims to reduce its emissions by 20% by 2030 and to achieve carbon neutrality by 2050. This approach is based on increasing energy efficiency, expanding investments in renewable energy, and addressing greenhouse gas emissions from a holistic perspective.

Reducing Greenhouse Gas Emissions: Targets and Progress

Goal	Key Actions	Progress in 2023	Progress in 2024
Reduce greenhouse gas emissions across all processes and throughout the entire value chain	Offer carbon offset options to guests and employees, and raise awareness. Increase the usage of solar power plants at all locations and increase investment amounts by 5% annually compared to the 2022 base year. Conduct location-based energy monitoring and optimization.	We launched carbon-neutral accommodation and event programs and communicated this to our guests and employees. We made our first investment in a solar power plant and implemented a location-based energy monitoring project.	In June, we implemented the Carbon Neutral Accommodation and Event Plan, beginning to offer carbon offset options at all our hotels. We invested ₺8.38 million in solar power plant infrastructure. We now monitor energy consumption and emissions at all locations in real time via the Apollo platform. We set up ISO 50001-compliant infrastructure.

Highlighted Achievements in 2024:

- ★

The Carbon Neutral Accommodation and Event Plan was implemented.
- ★

Guests and employees were offered carbon offset options, and awareness sessions were held.
- ★

An investment of ₺8.38 million was made in a solar power plant for renewable energy infrastructure.
- ★

Consumption of electricity and natural gas was reduced by 2%.
- ★

The ISO 14064 verification process was initiated and data was prepared for CDP reporting.

Renewable Energy and Efficiency Investments

Energy audits were conducted throughout 2024 in all hotels, restaurants, and event venues in accordance with ASHRAE Level 2 standards.

In this context:

- LED conversion was completed, and all lighting, including 4-pin PLC lamps, was replaced with high-efficiency systems.
- CO₂ emissions decreased through regular maintenance programs for refrigerant appliances and boiler systems.
- A calculation infrastructure was established to monitor the return on investment (ROI), net present value (NPV), and internal rate of return (IRR) of energy investments.

Solar Power Plant Investment

Environmental permitting processes for the 12,999 MWm/10 MWe Solar Power Plant (SPP) project in Malatya, İstanbul, were completed. The plant, set to be constructed on a 12.97-hectare site, will substantially strengthen Divan Group's renewable energy capacity. No renewable energy was purchased in 2024; instead, the plan is to source 10% of total energy consumption from green energy by 2025.

Carbon and Refrigerant Management

Maintenance practices to reduce carbon emissions were reinforced throughout 2024. Periodic inspections of refrigerant-powered devices were conducted, and maintenance programs were implemented to minimize CO₂ emissions in boiler systems.



Digital Energy and Sustainability Management with Apollo

In 2024, the Divan Group initiated a digital transformation by migrating energy management to the AI-powered Apollo platform. Selected as "Türkiye's best energy technology" by the Energy Market Regulatory Authority (EPDK), Apollo represents the country's first 360° energy and sustainability management system.

The platform monitors energy consumption, costs, and Scope 1, 2, and 3 emissions across all hotel and restaurant locations in real time. It provides performance visibility through sectoral comparisons, generates AI-driven recommendations to reduce energy intensity, and delivers tailored actions for operational units.

Apollo's key contributions to Divan include:

- Automating ISO 50001-compliant processes
- Centralizing invoice audits and facilitating compliance with EPDK regulations
- Transparent, real-time tracking of energy consumption and carbon impact
- Data support for carbon-neutral event and accommodation initiatives

Apollo functions as more than a monitoring tool. As a data-driven decision support and transformation engine, it directly advances Divan Group's energy efficiency and carbon management objectives.

Carbon Inventory and Performance Trends

In 2024, the Divan Group conducted a carbon inventory study for all its hotels, covering Scopes 1, 2 and 3, in accordance with the ISO 14064 standard.

Total greenhouse gas emissions were measured at 32,428 tCO₂e, but this figure only includes the hotels and production facilities. Scope 3 emissions calculations for the restaurants and patisseries will be completed in 2025.

In 2023, TÜV SÜD verified total emissions of 37,958 tCO₂e representing a 15% annual reduction. The reduction reflects the combined impact of multiple initiatives, such as improving energy efficiency, reducing waste, and introducing technical improvements.

Energy Reduction Strategy and 2024 Implementation

Energy Efficiency: LED conversion has been completed, aerators have been replaced, refrigerant appliance maintenance schedules have been established, and CO₂ emissions have been reduced in boiler systems.

Waste Management: Recycling-focused practices have been expanded and source separation systems were installed at all locations.

Supply Chain: Environmentally friendly products were prioritized and collaborations with sustainable suppliers continued.

Communication and Participation: Projects carried out with employees, guests and suppliers were supported through awareness campaigns and education initiatives.

Highlighted Achievements in 2024:



The Carbon Neutral Accommodation and Event Plan has been implemented.



An investment of ₺ 8.38 million was made in renewable energy infrastructure.



Real-time monitoring of energy consumption and emissions has begun across all locations using the *Apollo platform*.



A management infrastructure compliant with *ISO 50001* was established, and the *ISO 14064* validation process was initiated.



Data preparation for *CDP reporting* has been completed and water management has been integrated into the company's scorecard.

Carbon Inventory and Performance Trends:

Carbon-Neutral Accommodation and Event Practices

In 2024, Divan Group implemented carbon-neutral accommodation services in all its hotels. The greenhouse gas inventory has been verified according to the ISO 14064 standard and integrated with both domestic and international VCS and Gold Standard projects. Offsetting processes have also been initiated.

The Divan Group covers the carbon footprint of guests using its accommodation services. For event and meeting services, emission estimates are provided in advance and offsetting costs are implemented with customer approval. Certification information is reported after each service. This makes carbon-neutral services an integral part of both the operational process and the customer experience.

Corporate Emission Reduction and Supplier Practices

In 2024, Divan Group's total greenhouse gas emissions were calculated to be 32,428 tCO₂e, approximately 15% below the total for 2023, which was 37,958 tCO₂e. The detailed monitoring of Scope 3 data was a significant step forward in carbon accounting.

By 2025, Divan Group will begin evaluating its suppliers based on their carbon performance. Focusing on business partners with a low carbon footprint aims to reduce climate impact throughout the supply chain.

Divan's Approach

The Divan Group defines its carbon-neutral service approach as a holistic customer experience rather than an isolated technical process.

This model, launched in 2024, includes:

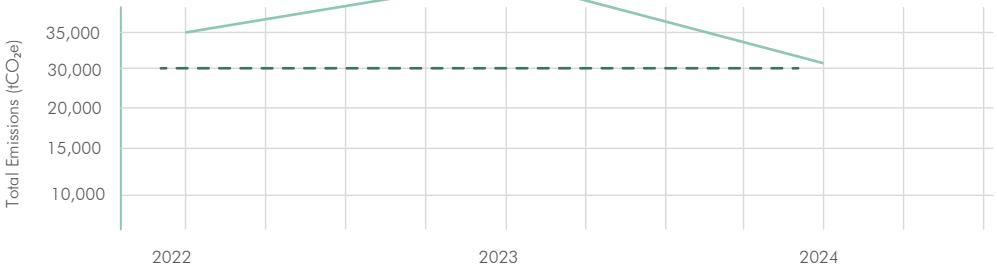
- Individual and corporate user-specific steps.
- Each service is measurable and documented before and after.
- Environmental responsibility is an integral component of the service provided.

Carbon emissions (tCO₂e)

Yr	Scope 1	Scope 2	Scope 3	Total
2022	4,689	7,520	23,014	35,223
2023	4,794	8,012	25,152	37,958
2024	5,202	8,045	19,181	32,428

Scope 3 emission calculations for restaurant and patisserie units will be completed in 2025.

Carbon Emissions and the 2030 Target



The dark green dashed line shows the 20% emissions reduction target compared to the 2023 base year

- Actual emissions
- 2030 Target (20% reduction from the 2023 base year)



- **United Nations Framework Convention on Climate Change (UNFCCC), 2023: 72% of hotel guests positively rate carbon-neutral services.**
- **VCS & Gold Standard: Reliable certification systems for international carbon offset projects.**



Waste Management and the Circular Economy

Zero Waste and Waste Management Improvement

Our Goal Strategy: To ensure the Divan Group's full compliance with the circular economy.

Goal	Key Actions	Progress in 2023	Progress in 2024
Achieving zero waste through active waste management	Implement zero-waste monitoring activities across restaurants and hotels and achieve a 5% improvement in procurement processes.	We conducted zero waste monitoring activities in hotels and restaurants. We targeted improvements in purchasing processes.	We integrated a digital module into the purchasing processes at production facilities. We streamlined inventory tracking, reduced waste rates and achieved a significant waste reduction.

Highlighted Achievements in 2024:



A digital module was introduced to manage purchasing processes.



Errors relating to manual inventory tracking were reduced.



Rate of waste has been minimized and amount of waste has been reduced.

Waste Management Developments in 2024

The Divan Group considers waste management to be a strategic process that contributes to source reduction, recycling and the circular economy, extending beyond its role in disposal.

Indicator	Base year	Current (2024)	Target Year	Target Value	2024 status
Total Waste Reduction	2022	2024	2025	15% reduction	13% reduction achieved
Amount of Recycled Waste	2022	2024	2025	Increase	191,830 kg recycled
Vegetable Waste Oil Recovery	2022	2024	2025	Annual increase	51,328 kg of oil; ₺1M savings
Waste Recovery for Energy	2022	2024	2025	Increase	14,399 kg of waste was recovered for energy purposes
Composting Applications	2022	2024	2025	Pilot implementation	Activated in Lotus and Telezzüz
Environmental Investment Increase	2020	2024	2025	Annual increase	₺12,526,890.00 was invested

Reducing Single-Use Plastics

Our Goal Strategy: To ensure full compliance with the circular economy across the Divan Group.

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Eliminate single-use plastics for employees Conduct studies on single-use plastics used in Divan Group-branded products	Eliminate single-use plastics for employees Create an inventory of all single-use products used in hotels Develop environmentally friendly alternatives for products that cannot be reduced	By the end of 2023, we had eliminated single-use plastics for employees.	We have completely eliminated single-use plastics for employees. We have inventoried single-use products in hotels, initiated reduction efforts and transitioned to environmentally friendly alternatives.

Highlighted Achievements in 2024:

Eliminate *single-use plastics* for employees.

Establish *a single-use product inventory* in hotels.

Environmentally friendly alternatives have begun to be used for non-reducible products.

Improving Stakeholder Engagement

Our Goal Strategy: Enhance stakeholder engagement to achieve circular economy goals.

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Enhance stakeholder engagement to achieve circular economy goals.	Launch initiatives to promote stakeholder engagement in hotel operations - support employee and customer satisfaction through sustainable practices	We completed strategic planning work. We identified initiatives for stakeholder engagement.	We developed a digital application to monitor stakeholder engagement. We encouraged guests to choose sustainable accommodation options and set up systems to collect feedback.

Highlighted Achievements of 2024:

A digital application was developed to monitor *stakeholder engagement*.

Participation and interaction began to be reported in a data-based, trackable manner.

Guests were encouraged *to choose sustainable accommodation options*.

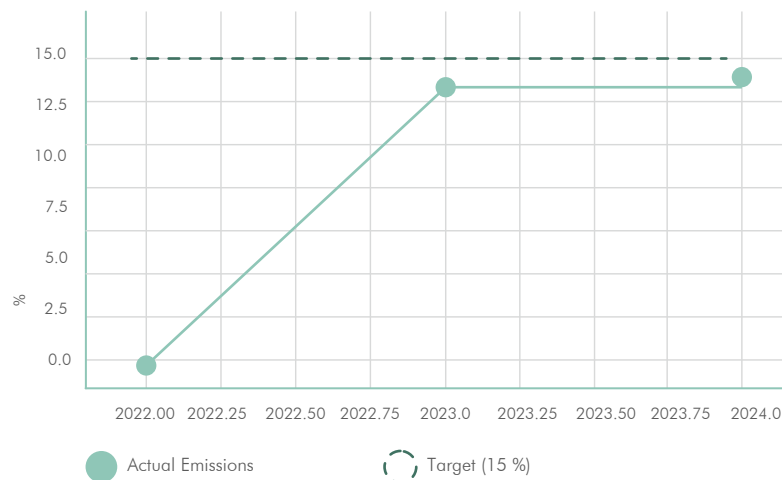
The app offered informational content and special offers.

Users were able to provide *transparent feedback* through review areas.

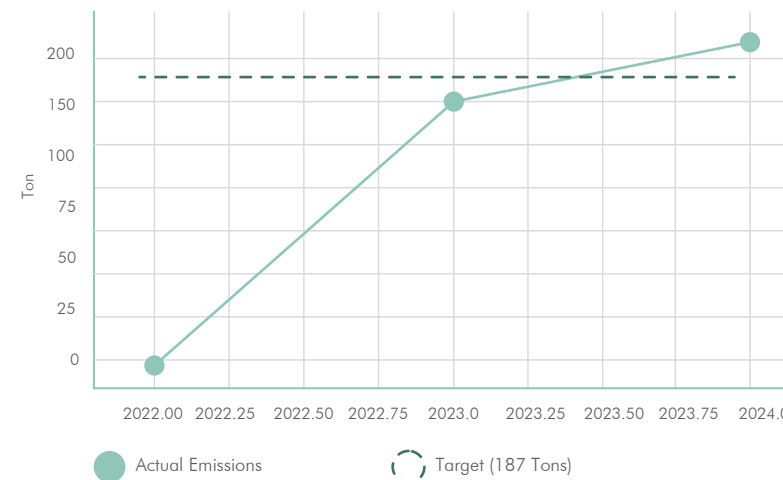
2022-2024 Waste Management Performance and 2025 Targets

The chart shows Divan Group's waste management results over the last three years and progress towards its 2025 targets.

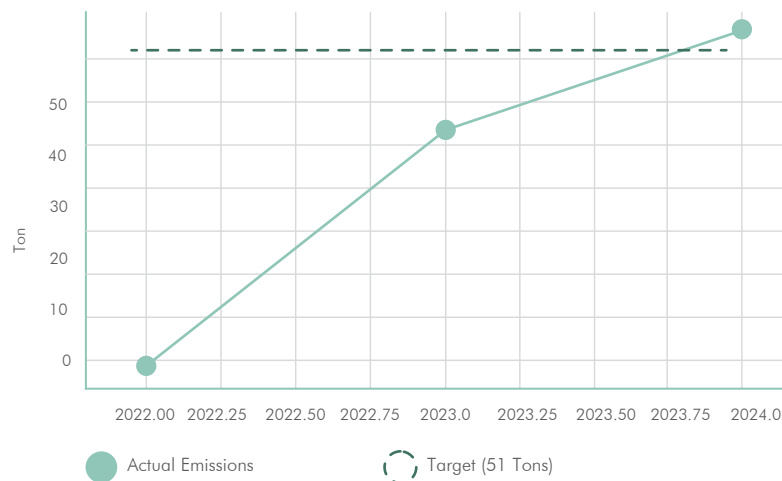
Total Waste Reduction



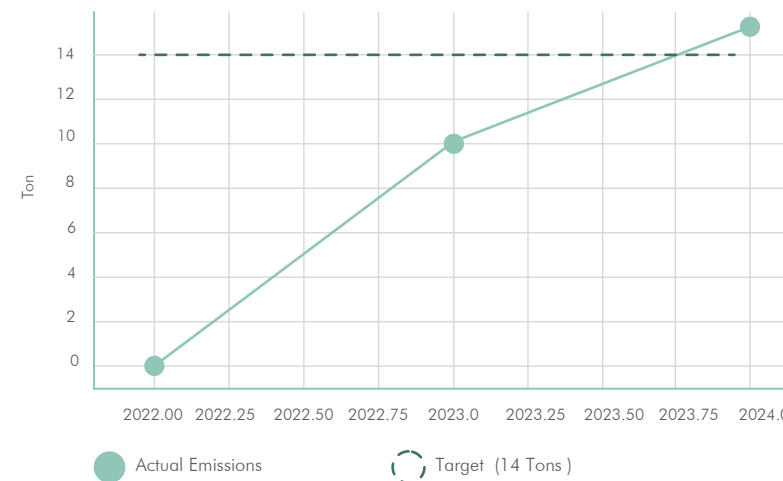
Actual Waste Recycling



Waste Vegetable Oil Recycling



Waste Recovered for Energy Purposes



Material Management and the Circular Economy

Durability, reuse and recycling were prioritized for material selection.

- The consumption of single-use products was reduced and alternative packaging solutions were introduced.
- Local sourcing reduced the carbon footprint and supported the local economy.

Telve Duo Project

- In collaboration with Arçelik, coffee pulp was transformed into biocomposite material.
- 3,300 kg of coffee pulp was recovered in 2024.
- **Goal:** To reduce coffee waste volume by 50% and emissions by 10%.

Food Waste Management and Digital Tracking Systems

- A digitally assisted manual separation system has been implemented in all hotel and restaurant kitchens.
- Food waste was weighed during production and used for menu planning and portion optimization.
- Suitable waste was used for animal feed or biogas production.

- **United Nations Environment Programme (UNEP, 2023):** Source separation reduces waste by 15%.
- **United Nations Food and Agriculture Organization (FAO, 2023):** Diverting 1 kg of food waste to produce biogas prevents the emission of 0.7 kg of CO₂.



Sustainability in Packaging and Production Processes

In 2023, simplifying packaging designs led to operational efficiencies of ₺898,000, with 36 designs being updated to meet environmental impact reduction criteria. These improvements included reduced ink usage, optimized transportation with compact volumes and reduced material consumption.

By 2024, the new approach had been adopted as standard for all new projects, with a focus on designs that aim to reduce environmental impact throughout the product lifecycle.

Sustainability at Events

- Single-use plastics have been eliminated from events since 2020.
- In 2024, the carbon-neutral event concept was introduced to all guests and awareness-raising content was created.



Water Management and Conservation

Reducing Water Consumption

Our Goal Strategy: At Divan Group, we are committed to reducing water consumption across our entire value chain in line with our water conservation efforts.

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Reducing water consumption as part of our water conservation efforts	Providing information about local drinking water quality and encouraging the use of tap water instead of bottled water. Becoming a signatory to the CEO Water Mandate. Reducing water consumption per room by 2% compared to the 2022 baseline.	We have completed project planning and benchmarking. We determined that the technical standards are incompatible with the existing systems. The pilot implementation is scheduled for 2025.	We have completed the technical assessment. We have met half of the CEO Water Mandate criteria and upheld our target for water consumption per room.

Developments in Targets for 2024

- Technical assessment and benchmarking studies for alternative systems to bottled water have been completed. However, project development has been postponed until 2025, as the current systems do not meet quality standards.
- Three of the CEO Water Mandate criteria have been met, including the development of water risk maps and action plans, as well as the implementation of a supply chain monitoring application.
- The per-room water consumption target was maintained and efforts were made to monitor and optimize the process.
- A workshop was held to provide strategic guidance on water management.

Water Management in 2024

- In 2024, Divan Group declared water management a strategic priority across all its operations. Total water consumption across the group was reduced by 2.5%, with average consumption per room reduced to 0.66 m³.
- The water management strategy is based on reducing resource use, improving water security in high-risk regions and adapting to long-term climate risks.

Conservation Practices

- Renovation of water-saving devices in bathrooms and visitor areas.
- Expanding the use of purified tap systems instead of bottled water.
- Using sensor-equipped taps, timed irrigation systems and smart meters in high-risk areas.
- Purifying wastewater by passing it through grease traps in kitchens to avert penalties during BUSKI inspections.

Water Risk Assessment and Location-Based Management

In 2024, the Divan Group assessed all its operational locations for water risk using Aqeduct analyses developed by the World Resources Institute (WRI).

Risk distribution:

- 33% of hotels are in the high-risk zone, while 67% are in the medium-to-high risk zone.
- 60% of brasseries and 86% of cafeterias are in the high-risk zone.
- All pubs and banquet facilities are in the medium-high risk zone.

Measures implemented:

- Monitor consumption and implement location-specific savings strategies at each site.
- Develop operational scenarios for infrastructure outages and sudden increases in consumption.
- Apply specialized solutions in hospital units, considering the hygiene–water balance.
- Conduct department-specific education and behavioral awareness programs.

By the end of 2024, an average of 4% local savings had been achieved in high-risk areas.

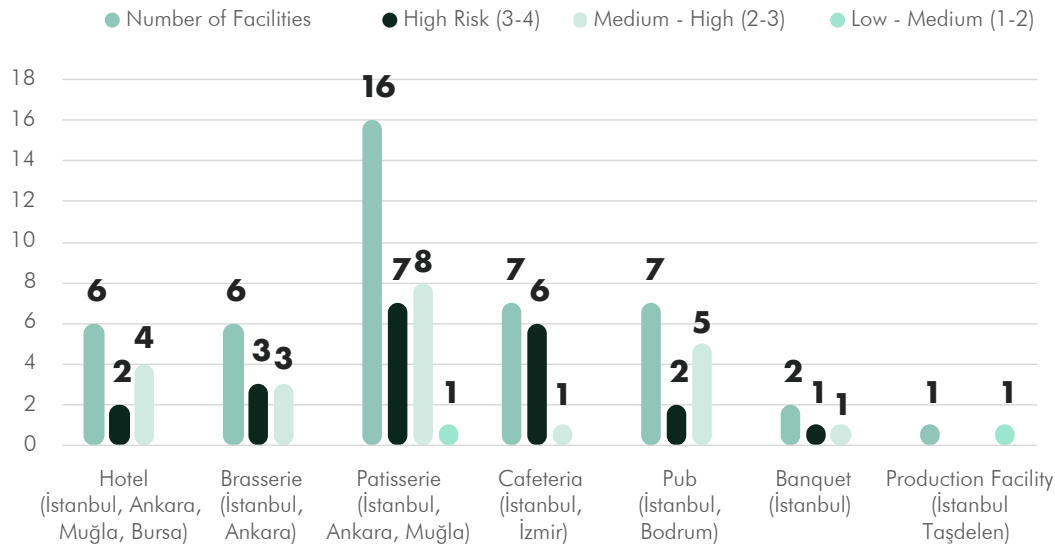
Analysis Structure

Divan Group's 2024 water risk map was created using a four-stage risk scale (1 = low, 4= very high). The study combined three components:

Stage	Source/Tool Used	Output
Geographic matching	WRI Aqeduct 3.0 and WWF Water Risk Filter basin layers	Baseline water stress, seasonal drought, and groundwater abstraction scores with facility coordinates
National validation	Republic of Türkiye Ministry of Agriculture and Forestry - Basin Management Plans	Legal status and projection control of local water supply/demand balance
Operational data & scenario	Intra-operational data	Plant-based annual water consumption, peak consumption, critical process dependency scenario



A 2024 report by the United Nations Educational, Scientific and Cultural Organization (UNESCO) states that per capita water consumption in the service sector could be reduced by up to 25% through efficiency measures. According to Aqeduct data from the World Resources Institute (WRI), 57 of Türkiye’s 81 provinces are at high or very high risk of water scarcity.



Source: WRI Aqeduct 3.0, WWF Water Risk Filter, Republic of Türkiye Ministry of Agriculture and Forestry Basin Management Plans, Divan Group internal data.

Divan's Approach

Divan Group completed its risk analyses in 2024 and achieved local savings of up to 4% in high-risk areas.

Biodiversity and Contribution to Nature

In 2024, the Divan Group included biodiversity among its strategic priority areas. The Biodiversity Committee, established in this context, is continuing its work on the Divan Biodiversity Guide, scheduled for publication in 2025. The guide aims to systematically integrate ecological awareness into decision-making processes based on national and international best practices.

All operational areas were comparatively analyzed with reference to the International Union for Conservation of Nature (IUCN) Endangered Species List. No high-risk areas were identified, but regular environmental monitoring processes have been initiated in areas with high biodiversity.

Ethical Sourcing and Animal Welfare

The biodiversity policy not only focuses on protecting natural ecosystems, but also on animal welfare and strengthening ethical standards in the supply chain.

- The use of 100% cage-free eggs (shell and liquid) has been implemented. This practice was recognized with an award from the Turkish-German University in 2024.
- All suppliers are regularly evaluated based on quality, ethical principles and environmental performance criteria.

Sustainable Seafood Policy

As part of its Fish Commitment, the Divan Group only selects seafood from certified sources with a low environmental impact. This approach helps to conserve species and ensure the sustainability of marine ecosystems.





Environment and Sustainability Specialist

Authored by

Melisa Akbulut

“Biodiversity at Divan Inspired by Nature, Committed to a Sustainable Future”

As a member of the Environment and Sustainability Team at the Divan Group, you will have the opportunity to collaborate with colleagues from all divisions of the company, as well as your own department and team. Together, we embrace this shared responsibility.

Sustainability is at the heart of everything we do, so we share this responsibility with all our colleagues. Recognizing the responsibility, we are committed to taking action to protect the ecosystem. We support local biodiversity and promote sustainable agricultural practices in our menus by using cage-free eggs and MSC-certified fish, sourcing 99% of our produce locally and using geographically indicated products. We recognize that the seas are a resource not only for today, but for tomorrow too. With this in mind, we have taken significant steps to protect marine biodiversity by signing the Fish Welfare Commitment.

As the Divan Group, we demonstrate our commitment to sustainability by offsetting 429.30 tonnes of carbon emissions in 2024 — equivalent to the annual carbon absorption of 19,514 trees. This illustrates the principle that **“what the world needs is what we need.”** We pledge to continue creating impact and raising awareness through our efforts to protect biodiversity. We embrace our responsibility to safeguard natural life — a shared societal value — in all our activities. Guided by this mindset, we remain committed to leading the way in creating value.

Awareness and Corporate Culture Divan's Approach

The theme of biodiversity has been integrated into operational processes and communication activities for employees, guests and suppliers. By 2024, awareness education will be incorporated into sustainability programs.

The aim is to incorporate awareness of ecological impact into all decision-making processes by 2025.

In 2024, all facility locations were scanned using the IUCN database and no high-risk areas were identified. The transition to 100% cage-free eggs has been completed. The Biodiversity Committee is continuing to work on the guide, which is due to be published in 2025.



- According to the 2024 report by the World Wide Fund for Nature (WWF), global biodiversity has deteriorated by 69% since 1970.
- Data from the International Union for Conservation of Nature (IUCN) in 2023 reveals that 22% of tourism facilities are located in biologically sensitive areas.
- The Cambridge Economic Associates (CEA) 2024 report states that 60% of hotel chains in Europe have transitioned to using cage-free eggs.

Sustainable Procurement and Audit

Sustainable Procurement, Audit and Risk Management

The Divan Group has prioritized upholding environmental and ethical standards throughout its supply chain in 2024.

- Critical suppliers have been informed about reducing carbon emissions.
- The proportion of local and regional suppliers has increased in some divisions.
- The use of sustainable materials was integrated into purchasing policies.
- At the 2024 Supplier Summit, Divan Group shared its own practices and the best practices from the industry.

Environmental Audits and Compliance Process

In 2024, internal audits were conducted at all facilities, covering accommodation, production and headquarters operations. BUSKI (the Turkish Beverage and Sewerage Administration) audits revealed no environmental non-compliance or fines. All newly opened units adopted a pre-opening environmental impact assessment process as standard practice.

Noise Management

On 16 July 2024, the environmental noise threshold was exceeded during an inspection at an event venue. A total of ₺522,594 administrative fines were paid under Environmental Law No. 2872.

Subsequently:

- Working hours and music levels were adjusted.
- Sound insulation was improved.
- Internal noise control mechanisms were installed.
- A real-time sound measurement system was implemented.

This process not only rectified violations, but also offered the opportunity for systematic improvement.



- According to data from the United Nations Environment Programme (UNEP) from 2023, acoustic improvements can reduce noise complaints by up to 40%.
- The World Health Organization's (WHO) 2018 report set the maximum recommended night-time noise level at 45 dB(A).



Climate-Related Risks and Emergency Management

Extreme heat in the summer of 2024 has been identified as a physical risk relating to climate change that requires urgent attention.

- Cooling systems have been optimised.
- Indoor air conditioning strategies have been revised.
- Energy efficiency and temperature management education has been provided.
- Emergency response plans have also been updated to prepare for potential scenarios such as fires, floods, power outages and waste leaks.

- According to the 2023 report by the Intergovernmental Panel on Climate Change (IPCC), a 1 °C increase in temperature could lead to an 11% increase in cooling energy consumption.
- Data from the United Nations Office for Disaster Risk Reduction (UNDRR) for 2022 suggests that facilities with emergency plans have a 35% higher response capacity.



Environmental Responsibility in the Supply Chain

The Divan Group's carbon neutrality target extends beyond its own operations, prioritizing collaboration with low-carbon business partners throughout the value chain.

- From 2025 onwards, critical suppliers will be evaluated based on their carbon performance.
- Local suppliers have been prioritized with the aim of increasing their share.
- Carbon-neutral practices and the "Four Seasons Sustainability" approach were presented at the 2024 Supplier Summit.

- United Nations Environment Programme (UNEP, 2023): Global supply chain emissions could be 5.5 times higher than direct operational emissions.
- Waste and Resources Action Program (WRAP, 2024): Switching to a local supply chain could reduce transportation-related carbon emissions by 10–20%.



Sustainability in Events and Guest Experience

- Carbon-neutral service practices operate as standard at events and meetings.
- VCS Gold Standard-certified domestic and international carbon offset projects have been utilized.
- Single-use plastic has been eliminated from events since 2020.
- Guests have been informed about their carbon footprint and the Divan Group's sustainability vision.



respectful of people

Our goal is to create work environments that prioritize equality, inclusion, and the well-being of each individual.

Respectful



Divan Ankara Hotel

Respectful Divan



We build trust on the principles of equality and respect.

Justice is essential wherever people are. The scales of the masters provide this balance. We build the trust of our employees, business partners, and guests on equality and respect.

Respectful Divan: Our people-focused approach strengthens equality, safety and a sense of belonging in our work environments.

The Master's Scale: People-Focused Balance

Justice, trust and equality are invaluable wherever people are concerned. We maintain balanced scales for all our employees, business partners and guests. Through this approach, we not only protect rights, but also cultivate a sense of belonging.

We implement our diversity, equality and inclusion principles alongside our occupational health and safety practices. We support our employees' access to development opportunities and ensure that work environments are safe and healthy. Much like every grain of sand on a master's scale, each individual plays a valuable role in our organization.



Human Resources Manager

Authored by

Dolunay Yilmaz

“I firmly believe that no sustainability goal can be achieved without investing in people.”

Time and again, I observe that human resources are the most dynamic and transformative component of sustainability. At Divan Group, we are taking decisive steps to increase employee engagement and make talent management more strategic.

We approach Human Resources processes with a focus not only on operational functions such as payroll, but also on strategic areas such as development, succession and internal promotion. Through our close collaboration with Divan Academy, we conduct competency-based assessments for roles reporting to managers and implement personalized development programs.

I have observed a significant increase in sustainability awareness over the last four years. Waste management, water conservation, recycling and carbon neutrality goals are now internalized not only within departments, but by all employees. The leadership demonstrated by senior management has had a significant impact on this transformation. Adopting a people-focused and collective approach, I am committed to making sustainability an integral part of the corporate culture.

The Divan Group considers its people-focused approach to be a cornerstone of its culture, not just a principle. Every employee is appreciated for their active contribution to the company's development, regardless of their role. The efforts of everyone working in the kitchen, office or field contribute to the organization's collective success.

The diversity arising from the collaboration of employees with different backgrounds is not only evident internally but also represents a strategic asset. Teams led by women and those strengthened through the inclusion of individuals with disabilities exemplify Divan Group's inclusive structure. Occupational health and safety is not merely an organizational responsibility; it is an integral part of how we conduct business.

Divan Group has a commitment to continuous learning. To this end, every employee is supported in specializing in their field and integrating with digital transformation. At the heart of this process is Divan Academy, whose structure facilitates learning and offers an environment for experience and sharing, as well as education.

Our corporate development culture is nourished by open communication and constructive feedback. We celebrate success as a collective strength, and winning and celebrating together is an essential part of achieving sustainable success. At Divan Group, human value is not just a concept, but a principle that permeates every aspect of our operations, from decision-making processes to daily activities.

The Divan Group aspires to be a leading company in talent management - Goals and Progress

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Increase the percentage of women working in technology and innovation professions to 50% by 2030	Implement education, mentoring, and recruitment policies to enhance the technical skills and leadership capacities of female employees.	We launched strategic programs to increase our female employee ratio from 13.3% to the targeted 27%; we launched education and mentoring projects.	Our ratio of women employees reached 25%, and we have almost achieved this goal through strategic recruitment and inclusive human resources practices.
Integrate talent management plans with academy education	Align development actions in the Human Resources plan with Divan Academy projects.	We initiated collaborations with two universities in the field of gastronomy; we planned their integration in 2024.	We continued our planning efforts in line with this goal throughout 2024.
Define development actions for employees in the succession plan according to the 70-20-10 rule	Support employee career development through education, coaching, and mentoring programs.	We developed education designs and aimed to implement them within the talent management framework.	We held 11 Inspiring Chat sessions.
Raise awareness of well-being through the "Hayatın Lideri Ol" project	Develop well-being applications.	We initiated the development process of the well-being application.	We rolled out the Studio Plus digital well-being app to all our employees.
Ensure that the team is fully aligned with digitization and technology trends by 2025	Implement digital skills education and technology integration projects.	We provided digital adaptation education planned by the IT team and implemented system updates.	We launched the Divan Life mobile app and continued the adaptation efforts of field and headquarters staff, implementing priority projects according to the resource plan.

Highlighted Achievement in 2024:



The percentage of women working in technology and innovation roles increased to **25%**.



We rolled out the *Digital Well-Being app* to all employees.



"*Inspiring Chats*" were streamlined and content was uploaded to the Koç Academy.

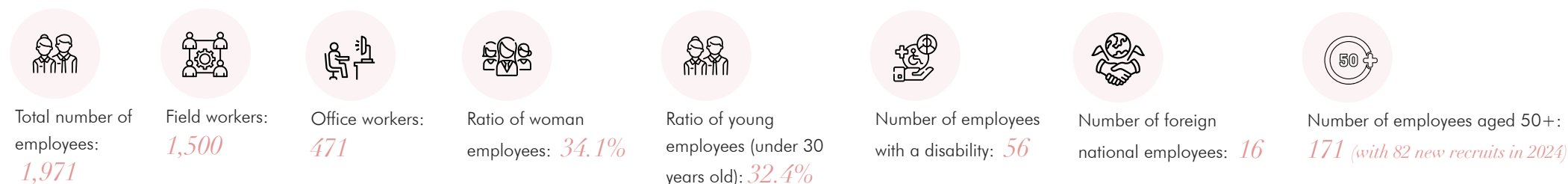


Digital communication channels were enhanced through the *Divan Life mobile app*.

Our Approach to Human Resources

People stand at the core of the Divan Group's approach to sustainability. Our corporate culture is based on a community that provides services and develops and creates value together. Our human resources, nurtured by a blend of generations, disciplines and experiences, are one of the strongest foundations of our transformational journey. In this regard, we acknowledge our employees as strategic partners with whom we are building the future. Our human resources policies are founded on the principles of fairness, inclusion, and continuous improvement.

Employee Profile and Demographics (2024)



Age distribution

- 30–50 years old: **59%**
- Under 30 years old: **32%**
- Over 50 years old: Institutional memory is enhanced by greater representation.

Seniority distribution

- 0–5 years: **75%**
- ≥10 years: **278 individuals**

Recruitment and Human Resources Actions

- A total of **1,051 new colleagues** joined our company in 2024
 - Under 30 years old: **54%**
 - Women: **43%**
- Significant increase in recruitment of female employees
- Total employee turnover rate in 2024: 32.6%

Diversity and Inclusion

- Percentage of women in management positions: 32% (109 managers)
 - One woman on the Board of Directors
 - **2027 goal:** Creating an inclusive leadership structure with the Women's Mentorship Development Program
- The percentage of employees with disabilities has increased by **30% compared to 2021**.
- The TS 9111 Accessibility in buildings for people with disabilities and mobility constraints standard certification process has been initiated at Kalamış Brasserie.
- **Over 20 vacancies** were filled following interviews with over 200 disabled candidates.
- Maternity/parental leave return rate: 97%



According to data from the International Labour Organization (ILO), gender-balanced teams tend to have higher profit margins, on average by 21%. Meanwhile, employing people over the age of 50 improves knowledge transfer and reduces continuity risk by 30%. Divan Group's diversity and inclusion practices also align with this global trend.

Working Conditions and Legal Compliance

- **Paid sick leave:** Employees are provided with paid sick leave, and their work schedules are adjusted accordingly.
- **Volunteer service leave:** Up to 10 days of paid leave + field team deployment during disasters
- **Bereavement leave:** 3 days of paid leave for the loss of a first-degree relative
- Leave policies are published on divan.com.tr to promote transparency.

Comfortable and Supportive Work Environment

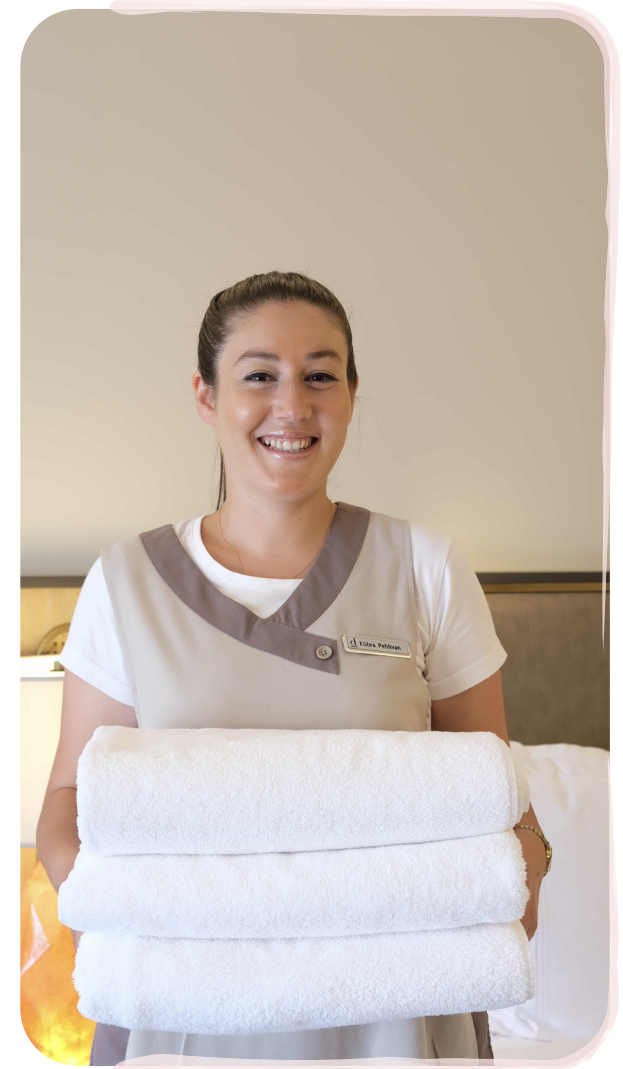
- **Flexible meal plans:** Meal vouchers, cafeterias, expense reimbursements, and themed day/brunch treats...
- **Modern offices:** Terrace, playground, fitness center, coffee bar, learning corners...
- **Transportation solutions:** Shuttle service, transportation card, carpooling, company car/fuel support...
- **Flexible working:** Office Free reservation system + remote work one day a week for suitable positions (including internet, food, and equipment support).
- **Social benefits:** Restaurant/bakery discounts (25-50%), hotel benefits, Koç Ailem shopping discounts, 24/7 online healthcare with Koç Healthcare...
- **Pet policy:** No office entry due to food safety; shelter and food support in outdoor areas, pet-friendly rooms in hotels...

Development and Education

- **Divan Academy:** Modular education programs designed to develop technical and digital competence, emotional intelligence and creativity.
- The percentage of women in the IT & Digital Transformation team has increased to 27%.
- A balance of age and experience is maintained.
- Turnover rate is reduced through coaching and mentoring, personalized orientation and internal rotation.
- TS 9111 Accessibility in buildings for people with disabilities and mobility constraints standard is planned to be scaled.

Focus areas for 2025

- Encouraging diversity
- Boosting employee engagement
- Scaling up disability accessibility
- Extending employee benefits through the Divan Life loyalty program



Approach to Remuneration and Benefits

The Divan Group has adopted a fair, transparent and sustainable remuneration policy to empower its employees to secure their present while planning for their future.

In 2024, the ratio of the highest salary to the median salary of all employees was set at 14.92, with an average annual salary increase of 0.89%. These figures indicate that the balance of compensation is maintained and potential areas for improvement are clearly identified.

Performances-Based Incentives

We recognize the efforts of our outstanding employees with bonus systems, sales-focused incentives and special awards. We have designed an incentive system to foster high motivation among both office and field teams.

Long-Term Security: Koç Retirement Foundation

The Koç Retirement Foundation operates a collective retirement system, requiring an employer contribution of 6% and an employee contribution of 6%.

Employees who reach a certain level of seniority can select from various payment and investment options during retirement. Financial literacy and personal savings information is communicated at regular intervals.

Flexible Benefits: The FLEXTRA System

Employees with 36 months' service can receive housing, holiday and other support services. The FLEXTRA platform allows employees to select benefits based on personal priorities.

Transportation and Expense Policies

- Shuttle service, transportation card, and fuel assistance
- Predefined payment systems for work expenses
- Company vehicle and corporate credit card support at specified seniority levels

Social Benefits and Additional Benefits

Although there is no collective bargaining agreement, the social benefits package, which covers items such as fuel assistance, annual leave pay and holiday payments, provides an additional gross benefit of ₺32,500.

Employee Engagement Indicators

In 2024, the Employee Engagement Survey (EIS) occupancy rate was 92%, and the EIS score was 65.6%.

Application Title	Description
Koç Retirement Foundation Support	Collective retirement system with 6% employer contribution and 6% employee contribution
Performance-Based Bonuses	Annual, project-based, instant rewards
FLEXTRA System	Personalized flexible fringe benefit selection
Financial Assistance	Housing, needs, and vacation support - eligibility after 36 months of service
Transportation Support	Shuttle service, transportation card, company vehicle, fuel assistance, taxi reimbursement
Company Credit Card	For senior management and employees with representation authority
Financial Literacy and Information	Periodic content updates on retirement funds and investments

All policies regarding employee rights and retirement plans are made available to the public through the Human Rights Policy and Sustainability Report published on divan.com.tr.

Employee Well-being and Family-Friendly Approach

At Divan Group, we recognize that the physical, mental and social well-being of our employees is a fundamental human right. Practices that promote healthy living are a strategic priority, contributing to not only individual well-being, but also corporate efficiency and sustainability.

Comprehensive Health Insurance and Assurance Systems

- Private health insurance: Valid for all employees and the company covers 50% of the premiums. Coverage begins upon starting employment and extends to spouses and children, regardless of age.
- Personal accident insurance: Provides financial support in the event of a workplace accident, death, or loss of a close relative.

Mental Health and Psychological Support

- Free 24/7 psychological counseling through
 - Koç Healthcare
- Access to thousands of activities, including yoga, breathing exercises, and mindfulness, through the Studio+ platform

Wellbe and "Feel Good at Divan" programs

- Free gym at Headquarters and seasonal exercise programs at other locations.
- Support for physical and mental balance with the Wellbe and "Feel Good at Divan" programs.

24/7 Telehealth Service

- Support from online doctors, dietitians and psychologists
- Digital archive system for personal health monitoring

Parent Support and Family-Friendly Policies:

- Paid maternity leave and support for returning to work after extended leave
- Flexible unpaid leave for sick family members
- Discounts of 20–55% on daycare and childcare services and payments
- Hygienic breastfeeding areas at all locations
- 24/7 psychological counselling, home visits, education and free doctor consultations for new parents

Fitness and Health Apps

Application	Description
Fitness Competitions	In 2025, over 80 employees took part in the Koç Sports Festival, competing in sports such as football, rowing and bowling. Prizes were awarded to participants.
Weight Management and Nutrition	Complimentary dietitian services, healthy food options and personalized nutrition counselling are available.
Gym Discounts	Special discounts on Koç Group Sports Club memberships are available for employees and their immediate families
Health Screenings	Annual check-ups are offered to all employees and their families, and the occupational health unit conducts regular inspections.
Ergonomic Office	All office furniture has undergone an OHS inspection and been updated according to ergonomic approval criteria.

Cultural Transformation: Participation, Recognition and Building the Future Together

At Divan Group, our corporate culture is built on more than operational success; we also prioritize diligence, engagement, and shared values. Adopting the approach of recognising those who work hard makes employee contributions visible and ensures they are rewarded.

Reward Systems

High performance is supported through programs such as Divan Change Makers, Employee of the Month/Year, Project Bonuses and Retention Bonuses.

Unit-Based Bonuses

Results-oriented bonus systems are implemented in the food and beverage and hospitality units.

Transparent Recognition

Achievements are shared on digital boards and internal communication channels through processes integrated with the Koç Diyalog system.

Participatory Culture and Innovation

Cultural transformation is fueled by the active participation of employees in idea development processes.

- Hackathons and Innovation Platforms: Employees take an active role in projects themed around artificial intelligence, digitalization, and process improvement.
- Management evaluates suggestions and implements applicable ideas.

Employee Engagement and Development Journey

Divan Group views employee engagement not only as a Human Resources indicator but as the foundation of corporate sustainability.

Goal: Increase the employee engagement score from 70% to 80% by 2024, achieving a 10-point improvement.

Development Ecosystem: Competency areas were redefined with the Agile Academy, leadership modules, and coaching and mentoring practices.

Assessment Center: Based on the results, managers were provided with external coaching, opening new career paths.

Participation Rate: 90% of employees participated in these development processes. A personalized development plan was developed for each individual and supported by Divan Academy content.



Occupational Health and Safety

At Divan Group, we aim to be the leading company in our sector in Human Health and Safety - Goals and Progress

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Our goal is to become a zero-accident organization for both employees and suppliers.	Strengthen root cause analysis, PPE use, education and equipment maintenance to prevent occupational accidents.	We reduced occupational accidents by 30% and strengthened our preventive measures through root cause analysis and on-site inspections.	We reduced workplace accidents by 28%, updated personal protective equipment (PPE) protocols, increased the frequency of field inspections and established an on-the-job education schedule and equipment maintenance plan.
Encourage the use of the Worksafe app.	Encourage the use of digital platforms to raise awareness of occupational safety.	Our utilization rate increased from 4.2% to 73.8%.	Our utilization rate reached 71%. We encouraged active participation through education, easy access, a reward system and feedback mechanisms.
Raise the number of occupational health and safety professionals employed.	Employ OHS experts in all units to increase compliance and reduce the risk of occupational diseases.	The number of experts increased from 1 to 8, and compliance increased by 40%.	We increased the number of experts to 14 and continued to prevent risks by participating actively in all units.
Increase the frequency of OHS education and emergency notifications.	Achieve an 80% increase compared to 2022	Our education time increased from 11,248 hours to 23,850 hours, achieving 47.2% of our target.	Our education time increased to 19,120 hours and we expanded the scope of training to include all stakeholder groups.

Highlighted Achievements in 2024:



The number of injury accidents decreased and the number of reports of hazardous situations increased.



Incentive mechanisms (reward systems) were introduced to encourage the use of *Worksafe*.



With OHS experts working across all units, the strength of *field inspections and risk prevention activities* increased.



Education in occupational health and safety (OHS) was expanded in both *face-to-face and digital formats*.



Occupational Health and Safety Manager

Authored by

Merve Topalhan

"Protecting People Ensures a Sustainable Future: Safeguarding the Present is the Architect of a Sustainable Tomorrow."

At Divan Group, ensuring human safety is not just a necessity but a fundamental responsibility. As the Occupational Health and Safety Manager, I am personally committed to creating a safe, healthy, and motivating work environment for all our employees.

To us, OHS means more than just complying with regulations or following procedures. It involves anticipating the daily risks we face in the field, taking precautions, and ensuring that every colleague goes home safely at the end of their shift. At Divan Group, occupational safety is an integral part of our corporate culture. To achieve our "zero-accident" goal by 2030, we are implementing innovative measures across multiple areas, from digital solutions and data-driven analysis to ergonomic enhancements and psychosocial safety initiatives. We do not merely provide information in education; we equip employees with practical tools they can effectively apply in the field.

Today, health and safety at Divan Group is a shared responsibility, not just for one unit. I feel a great sense of responsibility and pride in carrying this powerful ecosystem forward and leading this process that touches the lives of every employee. Because we know: "Safeguarding the Present is the Architect of a Sustainable Tomorrow."



Occupational Health and Safety Performance

In 2024, the Divan Group made significant progress in relation to occupational health and safety.

Accident Management: The number of accidents decreased by 22.5% compared to the previous year, falling to 69. Lost days totalled 127. The majority of accidents were minor, with no serious injuries or fatalities occurring. This exceeded the target of reducing accidents by 20%. The accident severity rate remained stable at 0.03%.

Incident Reporting: No occupational diseases or fatal accidents were recorded during the reporting period.

Education: A total of 19,120 person-hours of OSH education were completed, increasing the average education time per person to 8.2 hours. Topics covered included stress management, psychological safety and mental health, as well as physical safety.

Vehicle Safety: Through the fleet driving safety program, the accident frequency rate decreased to 12.27 and the safe driving score increased from 76 to 88.

Emergency drills: Drills that could not be held in 2023 were rescheduled for 2024, with 27 education sessions and 56 practical exercises conducted. Exit plans were updated, and equipment maintenance was carried out at all facilities. The goal for 2025 is to complete earthquake resistance analyses at all facilities.

OHS Management Approach:

Expert Team: This 14-person team of experts (consisting of A-, B-, and C-certified engineers) works in operations in İstanbul, Ankara, Bursa, and Bodrum. The team is responsible for risk analysis, field observations, education, feedback, and improvement plans.

Digital Systems: OHS processes are digitally monitored through the WorkSafe platform. Usage increased from 4.1% in 2021 to 71.2% in 2024. Near-miss reports, field inspections and education data are collected in the system and converted into improvement steps.

Cultural Approach: The Divan Group considers occupational health and safety to be a strategic area for employee experience, operational continuity, and corporate resilience, as well as a legal obligation. This approach goes beyond physical safety to encompass mental and digital safety.

A key component of this approach is the **"Feel Good" program**, which is supported by psychological counselling, breathing exercises, and accessibility-focused field inspections.

Indicator	2024	2023	2022
Number of accidents	69	89	65
Lost days	127	186	154
Accident frequency rate (per 10 hours)	9.95	11.1	16.7
Accident severity rate	0.03	0.03	0.03
OHS education hours per person	19,120	23,850	11,248
Education per person (hours)	8.2	4.74	3.87
Total working hours	5.39 m	6.60 m	5.46 m
Vehicle accidents	29	61	47
Vehicle accident frequency (per 10 km)	12.27	24.51	21.91
WorkSafe usage rate	71.2%	73.8%	69%
Emergency education/drill	27/56	21/49	48/96

Occupational Health and Safety Investments

Divan Group's investments in occupational health and safety have increased steadily over the last five years. While the budget was ₺327,000 in 2020, it reached ₺8,691,000 by 2024. This increase is not only numerical growth, but also an indicator that OHS has become a top corporate priority.

Through the increased budget, the following has been achieved:

- Comprehensive inspections have been conducted at more facilities,
- Education programs have been extended,
- The use of digital systems has been encouraged,
- Structural strengthening efforts have been implemented.

Divan Group operates in full compliance with the ISO 45001 Occupational Health and Safety Management System, ILO Conventions, and the UN Global Compact (UNGC). The "zero accident" goal adopted within this framework is not merely a statistical value but also a fundamental component of the corporate culture.

Occupational Health and Safety Budget



Our 2025 Focus Areas

- Reducing the accident frequency rate to <10 per million man-hours
- Completing a standardized drill schedule and earthquake analyses at all facilities
- Monitoring high-risk jobs in real time with AI-supported analyses
- Updating education content twice a year based on a dynamic risk profile

Working Hours by Year

Indicator	Total Working Hours	Employee Working Hours	Contractor Working Hours
2024	5,387,249	5,023,633	363,616
2023	6,596,649	6,240,209	356,440
2022	5,457,678	5,075,272	382,406

OHS Education Data

Indicator	Average Education Time per Employee (hours)	Total Education Time (person x hours)
2024	8.2	19,120
2023	4.7	23,850
2022	3.8	11,248

For more;



Scan the QR code to access detailed information about our OHS Policy.





Divan Academy Senior Director

Authored by
*Dr. Ayperi Atalay
Cilvezoğlu*

"We embrace sustainability not only as an environmental necessity, but also as a future strategy shaped by education."

In today's world, sustainability is not just a choice — it has become a structural imperative for institutions. At Divan Academy, we recognize this responsibility as both an environmental necessity and a future strategy to be shaped through education.

Within the Divan Group, which is owned by Koç Holding, we recognize all our employees, who work in various fields ranging from tourism to manufacturing, as leaders. Our goal is to equip them with professional skills and make sustainability awareness a natural part of corporate behavior. After all, education transforms corporate culture as much as it transforms individuals. Guided by this philosophy, we provide a comprehensive development environment that encompasses leadership, communication, ethics, and environmental awareness.

Through projects such as the Gastronomy Club, we put this awareness into practice, developing not only a workforce, but also a culture that creates value within our institution. Divan Academy considers sustainable education to be the most powerful investment in shaping the future.

Divan Academy: An Institution Transforming with

Divan Academy embodies the culture of the Divan Group, carrying it into the future and supporting its strategic transformation.

In 2024, two core priorities have guided its activities:

- Service excellence and cultural standardization
- Leadership development and behavioral partnership

Learning Vision and Education Performance in 2024

In 2024, Divan Academy expanded its focus beyond knowledge transfer to include building a corporate culture, boosting the employee experience and fostering an inclusive development environment. During this period:

- **Total education duration: 40,039 hours**
 - Mandatory education: 21,530 hours
 - On-the-job education: 18,510 hours
- 353 employees participated in ethics education (completion rate: 60%).
- Personal Data Protection Law (KVKK) education: High success rate; ongoing evaluation.
- Education content was integrated with Koç Academy and expanded.
- 91 employees actively participated in the *"Be the Leader of Your Life"* program.

Our Thematic Lines

- Education and Competence
- Digital Learning
- Equal Opportunity
- Corporate Values
- Ethics and Compliance
- Sustainability

Corporate Learning Projects and Content

The Divan Academy's projects for 2024 are centered around the following main themes:

Project/Program:	Theme/Purpose
Inspiring Conversations	Sharing knowledge and inspiration through digital panels.
Gastronomy Club	Social engagement, cultural exchange and sustainable cuisine
Leaders' Kitchen	Experiential leadership development
Team Coaching	Building communication and team spirit
Masterclass	Supplier-supported, interdisciplinary learning
Digital Well-Being Program	Digital well-being, with 2,800 live lessons per month
Digital Orientation	Transferring corporate culture
Advice from an Expert	Digital transfer of corporate memory

Sustainability Integration and SDG Compliance

Divan Academy integrates sustainability into all its education activities by aligning them with

- Environmental,
- Social
- Governance (ESG) principles.

By 2025, all education modules will consider environmental, social and governance dimensions.

Our education projects prioritize employee development and contribution to SDG goals.

Project name:	Description	SDG Mapping
Gastronomy Club	Social inclusion and industry experience for employees.	SDG 4: Quality Education
Leaders' Kitchen	Experiential leadership education	SDG 4: Quality Education
Team Coaching	Communication and teamwork-focused coaching	SDG 8: Decent work
Digital Well-Being Program	Mental and physical well-being practices	SDG 3: Healthy Living
Masterclasses	Supplier collaboration and experience sharing	SDG 12: Responsible Production and Consumption
Expert advice	Digital transfer of corporate memory	SDG 4: Quality Education

sharing tomorrow

We are guided by an understanding that supports social development and shared values.

Stakeholder



Divan Istanbul Hotel

Stakeholder Divan Sharing Tomorrow



*Bridges are built
to reach distant
shores...*

Bridges are built that reach out to distant shores. Their architects strengthen our bond with society. These bridges, reinforced by culture, collaboration and shared values, provide future generations with a confident path forward.

Stakeholder Divan Sharing Tomorrow: The open, trust-based, long-term relationships that we establish with every stakeholder.

Architects of Bridges: Building Bonds with Society

We build our relationships with society in the same way that bridges connect distant shores. Every bridge is founded on trust, collaboration and shared values. Our bridges not only encompass the present, but also provide safe passage for future generations.

Our projects, which range from education and culture to social support and local development, are built on solid foundations. The dialogue we establish with our stakeholders is the cornerstone of these bridges. Each project shortens the distance between us and society, reinforcing the culture of co-creation.

To Be a Company That Actively Participates in and Prioritizes the Protection of Türkiye's Cultural Heritage

Our Goal Strategy: To implement a CSR project by 2030 that will enable younger generations to learn about and preserve Türkiye's regional cuisine (workshop, led by a renowned chef, with youth participation).

Goal	Key Actions	Progress Year 2023	Progress Year 2024
To organize events that will engage the young population in Anatolian culinary culture using nearly 3,000 recipes compiled by the Divan Group.	Compiling nearly 3,000 recipes Organizing workshops and education programs to encourage young people's participation Developing a digital transfer infrastructure for cultural heritage	We launched a project to introduce Anatolian culinary culture to the younger generation. We have compiled approximately 3,000 recipes, We have planned the education and workshops, and we aim to complete the project by the end of 2024.	We have completed the content development process for cultural heritage transfer and workshop programs.

Developments in 2024:

During this period, the Divan Group made significant progress in preserving and transmitting cultural heritage. Digital transfer efforts undertaken by the Divan Library ensured that almost 3,000 Anatolian recipes in the archive remained accessible to future generations.

The Gastronomy Club, established within the Divan Academy, organized specialized workshops and gastronomic events to foster young people's interest in culinary culture. These events showcased local recipes through hands-on activities, allowing participants to explore their cultural context. The program contributed to preserving culinary heritage while raising awareness and engagement in gastronomy among younger generations. Additionally, education modules and a content framework were developed to complement Anatolian cuisine with broader workshops during the 2025–2026 period.



To Be a Leading Company in Developing Türkiye's Cultural Tourism Potential

Our Goal Strategy: To take an inventory of and promote the works of Anatolian civilizations in our regions of operation.

Goal	Key Actions	Progress Year 2023	Progress Year 2024
Through this inventory, we will both ensure the preservation of these works and educate the local community about the economics of cultural tourism.	Preparing an inventory Campaigns to promote the works nationally and internationally Conducting employee education programs	We planned a project to inventory and promote the works of Anatolian civilizations, and we have decided to begin work in 2024.	We have initiated hotel planning and inventory work for cultural heritage sites.

2024 Developments:

The Divan Group has taken strategic steps to enhance Türkiye's cultural tourism potential. Plans are in progress for a new concept hotel in İstanbul that will integrate cultural heritage sites into the guest experience. In addition, informational applications enriched with thematic content related to UNESCO World Heritage sites have been developed to provide guests with a deeper cultural engagement.

A comprehensive inventory of artefacts exhibited in hotel units has been initiated, with completion scheduled for 2025. To enhance employees' knowledge of cultural tourism, at least 10% of staff will receive education by 2025. In addition, the foundations have been established for promotional and informational activities designed to strengthen the visibility of cultural heritage at both local and international levels.



Actively Contributing to Increasing Türkiye's Share in the Global Tourism Market

Our Goal Strategy: To develop promotional projects to increase Türkiye's share in the global tourism market by supporting its international promotion.

Goal	Key Actions	Progress Year 2023	Progress Year 2024
To make Türkiye a more recognized destination in the international arena and strengthen its position in the global tourism market.	Develop innovative promotional projects Participate in international fairs and events Establish direct contacts and collaborations in target markets	We planned international promotional projects and completed the project design work.	We participated in international fairs and promotional events in strategic markets.

2024 Developments:

Throughout the year, the Divan Group played an active role in numerous prestigious fairs and events, showcasing Türkiye's tourism potential on the global stage and raising the country's profile in the international tourism market. Leading industry platforms such as FITUR (Madrid), ITB Berlin, LTM (Moscow), ATM (Dubai), IMEX Frankfurt, IBTM Barcelona and ILTM (Cannes) played a key role in promoting the destination and strengthening the Divan Group's global brand position. Roadshows and workshops held in strategic markets such as Baku, Qatar and India established direct contact with target audiences.

At these events, the universal power of cultural heritage was emphasized through sweet treats that reflected Anatolian hospitality and Turkish delight. Through these unique, experience-focused promotions, the Divan Group increased its visibility in the field and integrated Türkiye's cultural richness into the global tourism narrative.



The Divan Group places social benefit at the core of its corporate culture and has transformed this approach into a systematic structure under the umbrella of "Stakeholder Divan."

The platform prioritizes preserving cultural heritage, empowering young people through social responsibility, and supporting local development. In 2024, the platform established effective collaborations with seven civil society organizations. These collaborations evolved beyond donations to become systematic, thematic, and impact-focused social investment projects.

Collaborations and Spheres of Influence

Tohum Autism Foundation & OGAD

Tohum Autism Foundation & OGAD: Autism awareness was raised through specially designed chocolate boxes, and institutional support was provided through revenue models.

KEDV: Direct financial support was provided as part of International Women's Day (8 March) initiatives, and support was provided to promote women producers.

Sustainable Food Platform & SKD Türkiye: Joint efforts were implemented to prevent food waste and apply circular culinary practices.

Fazla Gıda: Surplus food in hotels was transformed into a social benefit.

UNDP Projects: Participation in social inclusion efforts under the United Nations Development Program was achieved.

The Divan Group's social benefit projects are directly linked to the United Nations Sustainable Development Goals (SDGs).

SDG 4 (Quality Education): Education, awareness-raising, and social inclusion projects carried out by the Tohum Autism Foundation, KEDV, and similar collaborations support the access of disadvantaged groups to quality education opportunities.

SDG 11 (Sustainable Cities and Communities): Initiatives conducted with Fazla Gıda, the Sustainable Food Platform, and SKD Türkiye contribute to this goal by preventing food waste, supporting local development projects, and enhancing social resilience.



- **United Nations Educational, Scientific and Cultural Organization (UNESCO, 2023):** Cultural heritage-based local development projects can increase community resilience by 35%.
- **United Nations Development Programme (UNDP, 2024):** Models involving active youth participation in social investment projects last three times longer than traditional practices.

Throughout 2024, we collaborated with seven NGOs working in thematic areas including women's empowerment, youth development, autism support, sustainable food production and disaster relief. Social investments aim to achieve long-term impact by addressing topics beyond immediate aid. Local heritage is preserved through cultural transmission and gastronomy.



Food and Beverage Retail Product Manager

Authored by

Mine Yaman Kocabas

"We strive for a stronger brand, a more liveable world and a more hopeful future."

This report is more than just a summary of our performance; it's a reflection of our values, our sustainability journey, and the future we're building together. Every page showcases our goals, our efforts, our beliefs and our vision for shared well-being.

A brand is not only defined by the products and services it offers, but also by its stance. We don't just embrace sustainability as a concept — we embrace it as a way of behaving. **We recognize that our growth is inextricably linked to the value we provide to society and the environment.** We understand that a strong brand can only grow stronger alongside the society in which it operates.

Corporate social responsibility is more than just a PR activity — it's a responsibility that comes from within. In every step we take towards achieving the Sustainable Development Goals, we act with sincerity and sensitivity. The fact that our stakeholders share this vision strengthens us. I am deeply proud to be part of this process of defining our marketing approach in terms of both commercial results and social impact. Together, we will continue to build a stronger brand, create a more liveable world, and foster a brighter future.



Employee Participation and Volunteering

Employees play a key role in integrating social contribution into the corporate culture.

- Employees' opinions are solicited when deciding which organizations to support, and participation is encouraged.
- An average of *1,000 hours of volunteering* has been provided annually as part of the volunteering program.
- Volunteer teams are swiftly formed in the event of a disaster, with 10 days of paid leave being provided for this purpose, while daily leave is offered for other volunteer projects.

These practices reflect Divan Group's people-focused approach and set an example in the sector.



Stakeholder Committee

Overseeing social impact and increasing stakeholder satisfaction are key areas of focus for the **Stakeholder Divan Committee**, which operates within the Divan Group. Consisting of four members with diverse expertise, the committee conducts impact assessments through regular meetings.

Topics covered in these meetings include service quality, guest feedback, product safety and sustainable procurement. Concrete development steps are monitored based on ethical and legal responsibilities. Throughout 2024, the committee's recommendations were integrated into corporate decision-making processes and governance capacity was strengthened in line with the principles of transparency and participation.

CSR Working Group

Established in 2023, the Corporate Social Responsibility (CSR) Working Group aims to manage social responsibility projects in line with sustainability principles. The Group evaluates projects aimed at improving the quality of social life and develops corporate strategies in priority areas such as environmental sustainability, the local economy, and disaster resilience.

Monthly meetings are held to review current practices and update the roadmap in line with improvement opportunities and emerging trends. Through CSR education and project implementation, group members strengthen their strategic thinking, collaboration, and capacity to generate social benefit. This approach ensures the full integration of CSR activities into company-wide objectives.

As of 2024, the CSR Working Group has expanded its reach by collaborating closely with the Stakeholder Committee and other units working on the People-Centric Axis. The Group's ability to take rapid action in disaster situations has been further demonstrated, and innovative projects have increased internal corporate engagement and sectoral recognition.

Corporate Social Responsibility (CSR)

Since 1956, we have considered social development to be an integral part of our work. The core pillars of our work are women's entrepreneurship, access to education, autism awareness, sustainable food and disaster relief.

Vehbi Koç Foundation Nursing Fund

In 2024, the Divan Group continued to support the professional development of nurses and enhance their access to education through the Vehbi Koç Foundation Nursing Fund. This initiative strengthens patient care standards, equips healthcare professionals to respond effectively to emergencies, and ensures the continuity of healthcare services. Contributions made through the Fund not only foster individual growth but also generate systemic benefits for public health.

Collaboration with the Turkish Education Foundation (TEV)

The Divan Group continued its collaboration with the Turkish Education Foundation (TEV) in 2024, focusing on equal opportunity-based education. The support provided facilitates access to educational materials for low-income students and creates resources to help them continue their academic development. Scholarships and material support have made a tangible contribution to reducing social inequalities.

Tohum Autism Foundation: Children's Chocolate Boxes Project

Throughout 2024, specially designed chocolate boxes were offered for sale. These boxes were developed in collaboration with the Tohum Autism Foundation to support the participation of individuals with autism in education and social life. The boxes contained products designed to support sensory development, and all proceeds from sales went directly to the foundation. The project raised awareness and served as a sustainable, inclusive social impact model.



"For My Country" Initiative

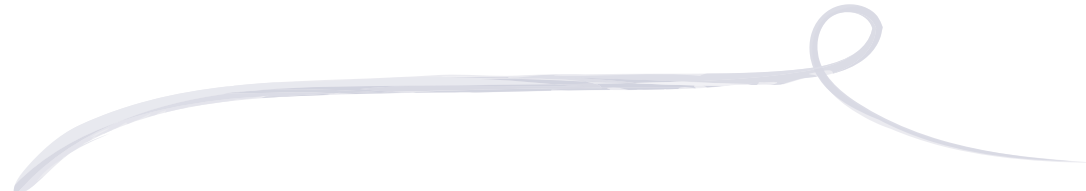
As part of the Koç Group's social responsibility platform, the "For My Country" initiative, Divan Group employees have been actively participating in the process through education seminars, in-house meetings and social responsibility workshops. These initiatives, which continued throughout 2024, have raised employees' awareness of social issues and embedded the "responsible citizenship" approach into the corporate culture.

Collaboration with Ecoding: Afforestation and Ecological Restoration

In line with this ongoing collaboration, the Divan Group is using ecoDrone technology to release seed balls and contribute to environmental sustainability. These efforts improve natural areas and directly engage guests and business partners in the process. The project contributes directly to Divan Hotels' goals of reducing environmental impact, preserving biodiversity and promoting sustainable tourism.

Four Seasons Divan: Sustainable Gastronomy

As part of the "From Field to Fork" strategy, the Four Seasons Divan Project advances sustainable gastronomic practices through a seasonal, locally sourced, and waste-free culinary approach. Menus are designed around geographically indicated and locally produced ingredients, with guests provided transparent information about product origins and their role within the sustainable value chain. The project has become a benchmark for best practice in the industry, through its measurable impact on reducing food waste and supporting local producers.



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Note: This report has been prepared exclusively in digital format.

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Appendices



1. Divan Group Sustainability Report 2024

GRI Content Index

GRI 1

For the period of January 1, 2024 to December 31, 2024, Divan Group reported in accordance with the GRI Standards

GRI Standard	Notification	Description	Page
GRI 1: Foundation 2021 GRI 2: General Disclosures 2021	2-1 Corporate Profile	About the Report	3
		2024 Sustainability Overview and Operational Achievements	6-7
	2-2 Organizations included in sustainability reporting	Divan Celebrates the 68th Year: Building on the Brand Heritage	14-16
		About the Report	3
		2024 Sustainability Overview and Operational Achievements	6-7
	2-3 Reporting period, frequency and contact information	2024 Sustainability Overview and Operational Achievements	6-7
		About the Report	3
	2-4 Information revised from previous reports	-	
	2-5 External Audit	No external audit services were received within the scope of the report data.	
	2-6 Activities, value chain and other business relationships	Divan Celebrates the 68th Year: Building on the Brand Heritage	14-16
		Our Values Creation Analysis	60-61
		Cultural Transformation	139
		Collaborations and Spheres of Influence	151
	2-7 Employees	Our Approach to Human Resources	135-136
		Our Approach to Remuneration and Benefits	137
		Employee Well-Being and Family-Friendly Approach	138
		Cultural Transformation	139
	2-8 Subcontractor employees	Our Approach to Human Resources	135-136
		Our Approach to Remuneration and Benefits	137
		Ethical Compliance and Risk Management	89-90
	2-9 Governance structure	Occupational Health and Safety	140-143
		Our Governance Structure and Strategic Organization Model	78-79
		Management Approach	79-80
		Process Improvement and Operational Efficiency	99
		Management Systems and Quality Certificates	83-84
	2-10 Process for determining the competencies and capabilities of the members of the highest governing body.	Our Governance Structure and Strategic Organization Model	78-79
		Management Approach	79-80
		Process Improvement and Operational Efficiency	99
		Management Systems and Quality Certificates	83-84
		Sustainability Model	52
		Our Sustainability Goals	56-59

1. Divan Group Sustainability Report 2024

GRI Content Index

GRI 1

For the period of January 1, 2024 to December 31, 2024, Divan Group reported in accordance with the GRI Standards

GRI Standard	Notification	Description	Page
GRI 1: Foundation 2021 GRI 2: General Disclosures 2021	2-11 Chairperson of the highest governing body	Our Governance Structure and Strategic Organizational Model Management Approach	78-79 79-80
	2-12 The role of the highest governance body in managing the impacts of the organization's activities	Our Governance Structure and Strategic Organizational Model Management Approach Risk and Opportunity Double Materiality (DM)	78-79 79-80 65-68 70-73
	2-13 Willingness to be responsible for managing the effects of the activity	Our Governance Structure and Strategic Organizational Model Management Approach Risk and Opportunity Double Materiality (DM)	78-79 79-80 65-68 70-73
	2-14 The role of the highest governance body in sustainability reporting	Our Governance Structure and Strategic Organizational Model Management Approach Risk and Opportunity Double Materiality (DM)	78-79 79-80 65-68 70-73
	2-15 Processes that prevent conflicts of interest	Ethical Compliance and Risk Management Diversity, Equal Opportunity, and Inclusion	89-90 85-88
	2-16 Process of escalating critical matters to the highest governance body	Our Governance Structure and Strategic Organizational Model Management Approach Risk and Opportunity Double Materiality (DM)	78-79 79-80 65-68 70-73
	2-17 Competencies of the highest governing body	Our Governance Structure and Strategic Organizational Model Management Approach	78-79 79-80
	2-18 Evaluation of the performance of the highest governing body	Divan Group does not publicly share this information in accordance with the organization's privacy policies.	
	2-19 Fee policies	Diversity, Equal Opportunity, and Inclusion Our Approach to Human Resources	85-88 135-136
	2-20 Process for determining wages	Diversity, Equal Opportunity, and Inclusion Our Approach to Human Resources	85-88 135-136
	2-21 Total wage rate per year	Divan Group does not share this information publicly in accordance with the organization's privacy policies.	

1. Divan Group Sustainability Report 2024

GRI Content Index

GRI 1

For the period of January 1, 2024 to December 31, 2024, Divan Group reported in accordance with the GRI Standards

GRI Standard	Notification	Description	Page
GRI 1: Foundation 2021 GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Our Manifesto	47
		Sustainability Model	52
	2-23 Policy commitments	Ethical Compliance and Risk Management	89-90
		Process Improvement and Operational Efficiency	99
	2-24 Implementation of policy commitments	Ethical Compliance and Risk Management	89-90
		Process Improvement and Operational Efficiency	99
	2-25 Processes for remediating negative effects	Ethical Compliance and Risk Management	89-90
		Process Improvement and Operational Efficiency	99
		Climate-Related Risks and Emergency Management	130
		Employee Well-Being and Family-Friendly Approach	138
		Collaborations and Spheres of Influence	151
		Stakeholder Engagement	103-105
	2-26 Mechanisms for seeking advice and raising concerns on matters related to ethical and legal conduct	Guest/Customer Satisfaction	100-102
		Stakeholder Engagement	103-105
		Ethical Compliance and Risk Management	89-90
		Supply Chain	92-95
	2-27 Compliance with legal regulations	Ethical Compliance and Risk Management	89-90
	2-28 Corporate memberships	Collaborations and Spheres of Influence	151
	2-29 Stakeholder engagement	Collaborations and Spheres of Influence	151
		Stakeholder Engagement	103-105
		Supply Chain	92-95
	2-30 Proportions of employees subject to collective bargaining agreements	Guest/Customer Satisfaction	100-102



1. Divan Group Sustainability Report 2024

GRI Content Index

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021			
GRI 3: Material Topics 2021	3-1 Process for identifying material topics	Double Materiality Analysis	70-73
	3-2 List of material topics	Double Materiality Analysis	70-73
	3-3 Management of material topics	Double Materiality Analysis	70-73
Energy Management and Efficiency			
GRI Standard	Notification	Description	Page
GRI 103: Enerji 2025	3-3 Management of material topics	Double Materiality Analysis	70-73
	103-1 Energy policies and commitments	Energy and Carbon Management	117-120
	103 -2 Energy consumption and generation within the organization	Energy and Carbon Management	117-120
Water Management and Water Protection			
GRI Standard	Notification	Description	Page
GRI 303: Water and Effluents 2018	3-3: Management of material topics	Double Materiality Analysis	70-73
	303-3: Water withdrawal	Water Management and Water Protection	125-126
	303-4: Water discharge	Water Management and Water Protection	125-126
	303-5: Water Consumption	Water Management and Water Protection	125-126
Climate Adaptability and Resilience			
GRI Standard	Notification	Description	Page
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Climate-related Risks and Emergency Management	130
	102-2 Climate change adaptation plan	Climate-related Risks and Emergency Management	130
Biodiversity Conservation			
GRI Standard	Notification	Description	Page
GRI 101: Biodiversity 2024	3-3: Management of material topics	Double Materiality Analysis	70-73
	101-1 Policies to halt and reverse biodiversity loss	Biodiversity	127-128
	101-2: Managing the impact of biodiversity	Biodiversity	127-128

1. Divan Group Sustainability Report 2024

GRI Content Index

Management and Reduction of Emissions (GHG)

GRI Standard	Notification	Description	Page
GRI 305: Emissions 2016	3-3 Management of material topics	Double Materiality Analysis	70-73
	305-1 Direct (Scope 1) GHG emissions	Energy and Carbon Management	117-120
	305-2 Indirect (Scope 2) GHG emissions	Climate Related Risks and Emergency Management	130
		Energy and Carbon Management	117-120
		Climate Related Risks and Emergency Management	130

Compliance with Circular Economy

GRI Standard	Notification	Description	Page
GRI 306: Waste 2020	3-3: Management of material topics	Double Materiality Analysis	70-73
	306-1: Waste generation and significant waste-related impacts	Waste Management and the Circular Economy Approach	121-124
		Water Management and Water Conservation	125-126
	306-2 Management of significant waste-related impacts	Waste Management and the Circular Economy Approach	121-124
		Water Management and Water Conservation	125-126
	306-3 Waste generated	Waste Management and the Circular Economy Approach	121-124
		Water Management and Water Conservation	125-126
	306-4 Waste disposal	Waste Management and the Circular Economy Approach	121-124
		Water Management and Water Conservation	125-126
		Waste Management and the Circular Economy Approach	

Development of Employment

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Managment of material topics	Double Materiality Analysis	70-73

Social Investments

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Managment of material topics	Double Materiality Analysis	70-73



1. Divan Group Sustainability Report 2024

GRI Content Index

R&D and Innovation

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73

Technology Use and Digitalization

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73

Contribution to Local Economy

GRI Standard	Notification	Description	Page
GRI 3: Öncelikli Konular 2021	3-3: Management of material topics	Double Materiality Analysis	70-73
GRI 201: Economic Performance 2016	201-1 Produced and distributed direct economic value	Economic Indicators	81-82

Guest/Customer Satisfaction

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3: Management of material topics	Materiality Analysis	70-73
GRI 416: Customer Health and Safety 2016	416-1 Percentage of significant product and service categories for which health and safety impacts have been evaluated for improvement	Process Improvement and Operational Efficiency Guest/Customer Satisfaction	99 100-103

1. Divan Group Sustainability Report 2024

GRI Content Index

Stakeholder Engagement and Communication

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Managment of material topics	Double Materiality Analysis	70-73

Sustainable Supply System

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3: Management of material topics	Materiality Analysis	70-73
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers identified based on social criteria	Supply Chain	92-95
	414-2 Negative social impacts in the supply chain and the measures taken	Supply Chain	92-95

Protecting Ethical Business Approach

GRI Standard	Notification	Description	Page
GRI 3: Öncelikli Konular 2021	3-3: Management of material topics	Materiality Analysis	70-73
GRI 205: Anti-Corruption 2016	205-1 Activities assessed for corruption-related risks	Ethical Compliance and Risk Management	89-90
	205-2 Communication and education on anti-corruption and anti-bribery policies and procedures	Our Governance Structure and Organization Model	78-79
		Ethical Compliance and Risk Management	89-90
		Our Governance Structure and Organization Model	78-79

Clarity of Corporate Purpose

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Managment of material topics	Double Materiality Analysis	70-73

1. Divan Group Sustainability Report 2024

GRI Content Index

Risk and Opportunity Analysis for Impact

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73

People Health and Safety

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3: Management of material topics	Materiality Analysis	70-73
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	140-143
	403-2 The report covers types of injuries and injury frequency rates, occupational diseases, lost workdays and absenteeism, and the total number of work-related fatalities.	Occupational Health and Safety	140-143
	403-3 Occupational health services	Occupational Health and Safety	140-143
	403-4 Employee participation in occupational health and safety, consultation, and communication	Occupational Health and Safety	140-143
	403-5 Employee education on occupational health and safety	Occupational Health and Safety	140-143
	403-6 Employee health promotion	Occupational Health and Safety	140-143
	403-7 Prevention and reduction of occupational health and safety impacts directly related to work relationships	Occupational Health and Safety	140-143
	403-9 Work-related injuries	Occupational Health and Safety	140-143

Protecting Diversity and Inclusion

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equal Opportunity and Inclusion	85-88
	405-2 Base salary and ratio of women's wages to men's	Diversity, Equal Opportunity and Inclusion	85-88

1. Divan Group Sustainability Report 2024

GRI Content Index

Upholding Human Rights

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73
GRI 409: Forced or Compulsory Labor 2016	409-1 Activities and suppliers identified as presenting a significant risk of forced or compulsory labor and measures taken	Our Approach to Human Resources	135-136
		Ethical Compliance and Risk Management	89-90

Promoting and Protecting Equality

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective measures taken	Diversity, Equal Opportunity and Inclusion	85-88
		Our Approach to Human Resources	135-136

Supporting Employee Development

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73
GRI 404: Training and Education 2016	404-1 Average annual education hours per employee	Collaborations and Sphere of Influence	151
		Corporate Social Responsibility (CSR)	154
	404-2 Talent management and lifelong learning programs that support employee development	Collaborations and Sphere of Influence	151
		Corporate Social Responsibility (CSR)	154

Employee Satisfaction and Retention

GRI Standard	Notification	Description	Page
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Analysis	70-73

2. WEF Stakeholder Capitalism Index

Theme	Key Indicators and Declaration	Reference	Page Number
Management objectives	Identification of purpose	About the Report	03
Quality of the governing body	Formation of the governing body	Our Governance Structure and Strategic Organization Model	78
		Management Approach	79
Stakeholder engagement	Material matters affecting stakeholders	Double Materiality	70-73
Ethical behavior	Anti-Corruption	Ethical Compliance and Risk Management	91
	Ethical advice and reporting mechanisms in place	Ethical Compliance and Risk Management	89-91
Managing risks and opportunities	Integrating risks and opportunities into business processes	Ethical Compliance and Risk Management	89-91
		Risk and Opportunity	65-68
Climate Change	Greenhouse Gas Emissions	Climate Related Risks and Emergency Management	130
	TCFD Implementation	Climate Related Risks and Emergency Management	130
Loss of Natural Assets	Soil Use and Ecologic Mindfulness	Climate Related Risks and Emergency Management	130
		Waste Management and Circular Economy Approach	121- 124
Access to Clean Water	Water withdrawal and consumption in water scarce areas	Water Management and Water Protection	125
	Diversity and inclusion	Diversity, Equal Opportunity and Inclusion	126
	Wage equality	Approach to Remuneration and Benefits	135
Human dignity and equality	Wage Level	Approach to Remuneration and Benefits	137
	Risk of child labor, forced and compulsory labor cases	Our Approach to Human Resources	137
		Ethical Compliance and Risk Management	89-91
Health and well-being	Health and safety	Occupational Health and Safety	140-143
Skills for the future	Education provided	Occupational Health and Safety	143
	Number and rate of employment	Diversity, Equal Opportunity and Inclusion	135
Employment and wealth creation	Economic contribution	Cultural Transformation	139
	Financial investment contribution	This information is not disclosed due to company confidentiality policies	
Innovation for better products and services	Total R&D expenditures	This information is not disclosed due to company confidentiality policies	
Community and social vitality	Total tax paid	This information is not disclosed due to company confidentiality policies	

3. UN WOMEN'S Empowerment Principles (UN WEPs)

Principles	Reference	Page Number
Principle 1: Establish high-level corporate leadership for gender equality	Semahat Arsel Memberships, Awards and Achievements Diversity, Equal Opportunity and Inclusion Collaboration and Sphere of Influence	03 30 83 144
Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination, supporting these principles	Diversity, Equal Opportunity and Inclusion	83
Principle 3: Ensure the health, safety and well-being of all women and men workers	Occupational Health and Safety	138
Principle 4: Promote education, education and professional development for women	Divan Academy	139
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Collaboration and Sphere of Influence	144
Principle 6: Promote equality through community initiatives and advocacy	Diversity, Equal Opportunity and Inclusion	83
Principle 7: Measure and publicly report on progress to achieve gender equality	Diversity, Equal Opportunity and Inclusion	83

4. Economic Performance Indicators

The figures are expressed based on ₪ 1,000.

	2024	2023	2022	Unit
Environment				
Expenditures for Environmental Investments	12,526.89	1,603.00	401.71	₪
Occupational Health and Safety				
Budget/Investments Allocated to Occupational Health and Safety	8,690.62	3,625.00	1,334.70	₪
Social Investments				
Philanthropic Donations	394.99	1,160.50	22.81	₪
Investments in Corporate Social Responsibility		20,000.00		₪
Sponsorships		303.83		₪

Project Title	2024 Return	2023 Return	2022 Return	Unit
P&D New Products	45,097,622.40	150,826,867.00	45,097,622.40	₪
P&D Efficiency Studies	459,107.37	4,400,000.00	459,107.37	₪

5. Social Performance Indicators

Employment Data

Number of Employees	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Office Employee	150	321	471	164	347	511	252	1,057	562
Field Employee	522	978	1,500	528	1,124	1,652	360	310	1,417
Total	672	1,299	1,971	692	1,471	2,163	619	1,360	1,979

Number of Employees by Working Hours	2024			2023			2022		
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
Office Employee	471	-	471	511	-	511	562	-	562
Field Employee	1,500	-	1,500	1,652	-	1,652	1,417	-	1,417
Total	1,971	-	1,971	2,163	-	2,163	1,979	-	1,979

Number of Employees by Age	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Under 30 Years Old	260	379	639	298	527	825	240	358	598
30-50 Years Old	364	797	1,161	346	829	1,175	337	885	1,222
Over 50 Years Old	48	123	171	48	115	163	42	117	159

Number of New Employees Hired During the Year	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Under 30 Years Old	243	326	569	209	401	610	99	172	271
30-50 Years Old	181	232	413	146	297	443	106	236	342
Over 50 Years Old	26	46	72	11	28	39	6	32	38
Total	450	604	1,054	366	726	1,092	211	440	651

*Management hotel employees and subcontractor employees are not included.

5. Social Performance Indicators

Employment Data

Number of Employees by Seniority	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
0-5 Years	564	896	1,457	418	820	1,238	452	844	1,296
5-10 Years	91	186	280	210	437	647	106	259	365
10 Years and Above	62	208	270	64	214	278	61	257	318

Maternity/Parental Leave	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of employees benefiting from maternity/parental leave	10	20	30	-	-	7	7	-	7
Number of employees returning to work after the end of maternity/parental leave	9	20	29	-	-	7	7	-	7

Diversity and Equal Opportunity

Managers by Age Categories	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Under 30 Years Old	-	-	-	-	-	-	-	-	-
30-50 Years Old	30	57	87	33	63	96	37	71	108
Over 50 Years Old	5	17	22	5	16	21	4	-	4
Total	35	74	109	38	79	117	41	71	112

Board of Directors by Gender	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Total	1	5	6	2	5	7	2	5	7

	2024			2023			2022		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Number of Employees with Disabilities by Gender	16	40	56	10	33	43	11	33	44
Number of Foreign National Employees			16			11			17

*Management hotel employees and subcontractor employees are not included.

6. Environmental Performance Indicators

Greenhouse Gas Emissions (Hotels)

Emissions Categories	Divan Bodrum Hotel (tonCO ₂ e)		Divan Ankara Hotel (tonCO ₂ e)		Divan Bursa Hotel (tonCO ₂ e)		Divan Çukurhan Hotel (tonCO ₂ e)		Divan İstanbul Hotel (tonCO ₂ e)		Divan İstanbul City Hotel (tonCO ₂ e)		Production Facility(tonCO ₂ e)		Total Emissions (tonCO ₂ e)	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Category 1	57	21.78	469	492.24	77	76.16	831	868.19	123	122.71	3,347	2,913.59	3,347	2,913.59	5,202	4,793.87
Category 2	492	462.63	1,067	1,066.64	188	185.77	2,206	2,205.37	531	530.42	2,819	2,818.39	2,819	2,818.39	8,045	8,011.11
Category 3	-	-	-	-	-	-	-	-	-	-	6,400	571.51	6,400	571.51	6,400	571.51
Category 4	395	123.27	994	284.2	371	448.57	1,282	587.62	450	141.41	7,704	Other Raw Materials	7,704	Other Raw Materials	11,410	1,782.75
Category 5	-	258.55	-	700.91	-	317.78	1,255	664.31	-	218.6	-	1,253.97	-	1,253.97	1,255	3,524.95
Category 6	3	2.97	20	19.74	3	2.2	69	9.91	10	4.56	9	8.51	9	8.51	-	42.01
Total	947	869.23	2,550	2,563.75	639	1,030.49	4,379	4,335.42	1,114	1,017.73	21,434	7,565.99	21,434	7,565.99	32,428	18,738.38

Environmental Pecuniary Fine

Location	2024	2023	2022
Kuruçeme Fine for Noise Pollution	₺522,594	-	-

6. Environmental Performance Indicators

Greenhouse Gas Emissions (Restaurants and Bakeries) 2024 Location-based emissions

Location	Scope 1 Emissions (ton CO ₂ e)	Scope 2 Emissions (ton CO ₂ e)	Total Emissions (ton CO ₂ e)
Divan Cafeteria Academic Hospital	124	2	126
Divan Pub Akaretler	11	12	23
Divan Brasserie Akasya	212	261	473
Divan Brasserie Foyer	26	115	141
Divan Cafeteria American Hospital	-	163	163
Divan Pub Ataşehir	33	120	153
Divan Brasserie Bebek	34	125	159
Divan Pub Bodrum	93	-	93
Divan Pub Caddebostan	12	26	38
Divan Brasserie Çankaya	297	128	425
Divan Pub Erenköy/Divan Patisserie Erenköy	75	210	285
Divan Cafeteria Koç University Hospital	-	144	144
Lotus Bistro by Divan	46	141	187
Divan Pub City's İstanbul	-	141	141
Divan Cafeteria Liv Hospital	-	132	132
Divan Patisserie Akmerkez	289	6	295
Divan Patisserie Köroğlu	-	36	36
Divan Patisserie Ataköy	1	32	33
Divan Patisserie Ataşehir	-	33	33
Divan Patisserie Bahçeşehir	-	18	18
Divan Patisserie Bebek	1	21	22
Divan Patisserie MİTİ Marina	-	24	24
Divan Patisserie Galataport & Galataport Bistro	-	31	31
Divan Patisserie Kalamış	-	69	69
Divan Patisserie Kızılay	-	45	45
Divan Patisserie Koç Kule	-	49	49
Divan Patisserie Vadi İstanbul	118	323	440
Fenerbahçe Faruk Ilgaz	296	1,004	1,300
Divan Kuruçeşme	-	142	142
Rahmi M. Koç Museum	16	126	142
Divan Brasserie Kalamış & Maromi Kalamış	78	239	317
Pizza Pieza by Divan	-	9	9
Total	1,835	3,695	5,530

Waste Management

Project Title	Waste reduction 2024	Waste reduction 2023	Waste reduction 2022	Unit
Amount of Recycled Waste	187.27	65	24	kg
Waste Vegetable Oil (Biodiesel)	51,328	40,814	37.12	kg
Financial Savings Achieved by the Project	1,026,560	-	87,217,94	₺

Hazardous Waste Amount

Category	2024	2023	2022	Unit
Electronic Waste	4.199	4.83	5.572	Ton

Amount of Non-Hazardous Waste

Category	2024	2023	2022	Unit
To landfill/solid waste site	374.6	173.6	128.3	Ton
Recycled	191.8	217.3	151.9	Ton
Recovered for energy purposes	14.4	10	38.2	Ton
Other	-	16.6	-	Ton

2024 Sustainability Report



Divan Turizm İşletmeleri A.Ş.

Divan Headquarters

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