

DECENT WORK AND ECONOMIC GROWTH REPORT 2025



ISTANBUL GELISIM UNIVERSITY

SDG 8 DECENT WORK AND ECONOMIC GROWTH



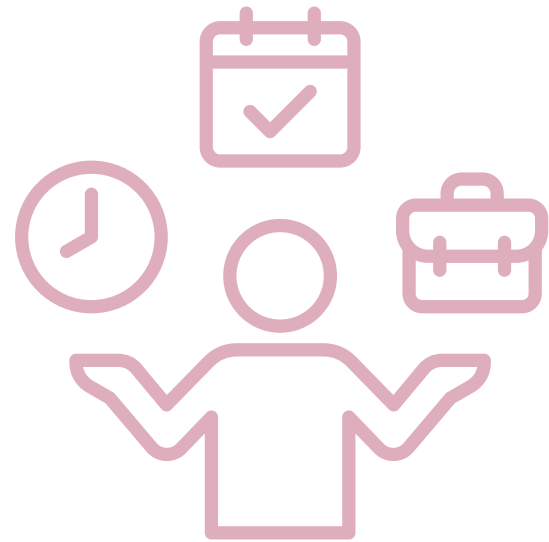
SUSTAINABLE DEVELOPMENT GOALS



ISTANBUL
GELISIM
UNIVERSITY

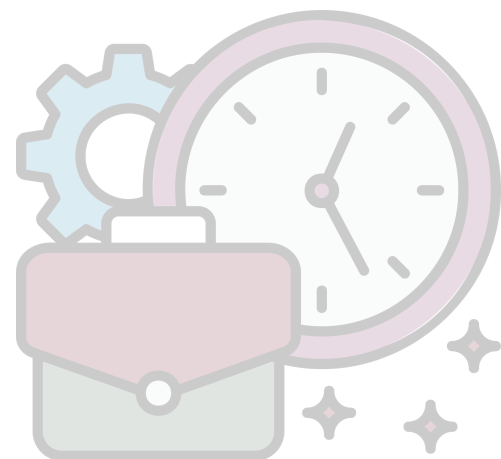
SDG8: DECENT WORK AND ECONOMIC GROWTH

SDG 8, one of the Sustainable Development Goals (SDG), is the cornerstone of the development process in terms of providing decent job opportunities and supporting inclusive, sustainable economic growth. In line with objectives such as increasing labor force participation, promoting equality in employment, reducing youth unemployment, preventing informal employment, and supporting productive sectors, economic growth must be addressed not only quantitatively but also qualitatively. In this context, universities play a crucial role in cultivating qualified human resources through education; shaping economic policies through research; and supporting local and national development through entrepreneurship and innovation ecosystems. SDG 8 is not merely an economic objective; it is a critical area of responsibility for ensuring social welfare, social justice, and sustainable development in a holistic manner.



STRATEGIC PRIORITIES FOR DECENT WORK

Promoting inclusive employment, economic productivity, and working conditions befitting human dignity are among the fundamental priorities of institutional development. In line with its strategic plans and institutional policies, IGU focuses on training qualified individuals who can respond to the needs of the labor market, supporting a culture of entrepreneurship and innovation, and combating informal employment. This strategic approach is reinforced through both academic programs and public-private sector collaborations, directly contributing to youth employment, women's participation in the workforce, and local development goals.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability





SUSTAINABLE
DEVELOPMENT GOALS



IGU'S INSTITUTIONAL PROFILE

VISION OF IGU

Istanbul Gelisim University (IGU) is a foundation university based in Istanbul, established in 2008 and granted university status in 2011. Since its foundation, IGU has operated with the mission of enhancing quality, accessibility, and diversity in higher education. The university considers education, research, and community service as its core areas of activity. IGU aims to educate students as internationally competent individuals who adhere to scientific ethical values, think creatively, and are conscious of sustainability. To this end, it continuously updates its student-centered educational programs and focuses on graduating qualified individuals who meet the needs of the modern era.

IGU's core values include respect for individual differences, openness and transparency, an interdisciplinary approach, the principle of sustainability, collaboration with the real sector, and a commitment to continuous improvement. IGU contributes to knowledge production by conducting research activities both nationally and internationally and strengthens its societal impact through social responsibility projects and public-private partnerships. Within the framework of its 2024–2028 Strategic Plan, IGU envisions generating a global impact in the field of higher education and contributing to societal development through qualified knowledge.

IGU'S INSTITUTIONAL CAPACITY

Year of Establishment: 2008 (Vocational School), 2011 (University status)

Number of Faculties: 7

Number of Institutes: 1

Number of Schools: 1

Number of Vocational Schools: 2

Number of Research Centers: 22

Number of Laboratories and Workshops: 152

Total Number of Students (2025): 39,081

Total FTE (Full Time Equivalent) Number of Students: 22,135

Campus Location: Avcılar, İstanbul, Türkiye

Library Facilities: 1 main library and 4 branch libraries

Strategic Plan Period: **2024–2028** 



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability





SUSTAINABLE
DEVELOPMENT GOALS



ACKNOWLEDGEMENTS

We would like to thank IGU's valuable academicians, administrative unit managers, employees, dear students, graduates, internal and external stakeholders who contributed to the creation of the report.

We would also like to thank all members of the university, university stakeholders who have embraced all existing sustainability-related goals in the content of the report, who have carried out studies in this direction, and the university Board of Trustees and the Rector's Office for providing endless support for these studies.

Istanbul Gelisim University



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability





SUSTAINABLE
DEVELOPMENT GOALS



ISTANBUL
GELISIM
UNIVERSITY

CONTENTS

8.1 RESEARCH ON ECONOMIC GROWTH AND EMPLOYMENT

8.1.1 DECENT WORK AND ECONOMIC GROWTH: CITESCORE

8.1.2 DECENT WORK AND ECONOMIC GROWTH: PUBLICATIONS

8.2 EMPLOYMENT PRACTICE

8.2.1 EMPLOYMENT PRACTICE LIVING WAGE

8.2.2 EMPLOYMENT PRACTICE UNIONS

8.2.3 EMPLOYMENT POLICY ON DISCRIMINATION

8.2.4 EMPLOYMENT POLICY MODERN SLAVERY

8.2.5 EMPLOYMENT PRACTICE EQUIVALENT RIGHTS OUTSOURCING

8.2.6 EMPLOYMENT POLICY PAY SCALE EQUITY

8.2.7 TRACKING PAY SCALE FOR GENDER EQUITY

8.2.8 EMPLOYMENT PRACTICE APPEAL PROCESS

8.2.9 EMPLOYMENT PRACTICE LABOUR RIGHTS

8.3 EXPENDITURE PER EMPLOYEE

8.4 PROPORTION OF STUDENTS TAKING WORK PLACEMENTS

8.4.1. IGU NEW GRADUATE DEVELOPMENT PROGRAM

8.4.2. PART-TIME STUDENT PROGRAM

8.4.3. "SUBMIT YOUR RESUME" ONLINE APPLICATION PLATFORM

8.5 PROPORTION OF EMPLOYEES ON SECURE CONTRACTS



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



8.1. Research on Decent Work and Economic Growth

IGU stands out with its strong academic structure that encourages interdisciplinary research in the fields of economic growth and employment. Academics at the university conduct high-quality research at national and international levels on sustainable development, the transformation of labour markets, entrepreneurship, the digital economy, informal employment, and gender inequality. These studies not only contribute to the production of theoretical knowledge but also provide guiding scientific evidence for policy-makers.

Through its research centres, master's and doctoral programmes, industry collaborations, and scientific publications, IGU is building a comprehensive knowledge ecosystem focused on economic growth and employment. The university further strengthens sustainable academic development through projects and funding mechanisms that support young researchers in contributing to scientific output in these fields.



8.1.1. Decent Work and Economic Growth: CiteScore

IGU regards enhancing the quality and impact of all academic work as one of its core institutional priorities. In this context, the University motivates faculty members to publish in highly ranked journals indexed in international citation databases, provides the necessary infrastructure for such work, and offers financial incentives. The proportion of publications appearing in journals within the top 10% according to the CiteScore metric is a key indicator of the University's research excellence and global academic visibility. IGU remains firmly committed to strengthening the quality of academic outputs, supporting interdisciplinary research, and increasing the production of knowledge that contributes to sustainable economic growth and the goal of decent work for all.



SUSTAINABLE DEVELOPMENT GOALS



8.1.2. Decent Work and Economic Growth: Publications

IGU directly contributed to SDG 8 through the scientific studies it conducted in the fields of economic growth and employment throughout 2025. According to analyses conducted through the [Elsevier Scopus](#) database, **55 publications** produced by the University are aligned with this goal. These studies address topics including the effects of digitalisation on the workforce, informal employment, sustainable economic development, occupational health and safety, women's employment, and social entrepreneurship.

IGU's publications in this field reflect not only academic productivity but also its commitment to contributing to sustainable and inclusive development policies. Indexed internationally and published as open access, these studies strengthen the University's research capacity and reinforce an approach to academic production that prioritises social impact.

Number of
Publications on
SDG 8 in 2025
55

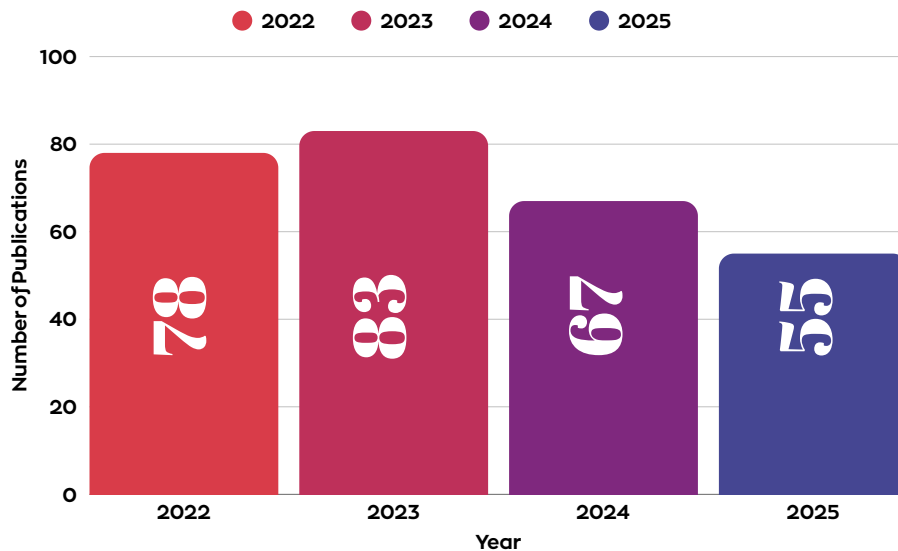


Figure 1. Distribution of Publications Related to SDG 8 by Year

Although the 2025 data indicate a numerical decline compared with previous years, IGU's research focus on SDG 8 has continued steadily. The University's 55 publications demonstrate its ongoing commitment to producing sustainable and impactful academic contributions in areas such as economic growth, employment, the transformation of labour markets, and decent working conditions.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



8.2. EMPLOYMENT PRACTICES

IGU is committed to providing its employees with an equitable, fair, and respectful working environment that upholds human dignity. Employment processes are guided by merit, equal opportunity, and non-discrimination, while institutional policies support ethical and sustainable employment practices.

Employee well-being is a key priority in IGU's [2024-2028 Strategic Plan](#) (p. 67). The university's 2025 performance results show that most employee-related indicators exceeded their annual targets. Satisfaction with the working environment and conditions reached 86%, surpassing the 82% target. Academic and administrative staff satisfaction rates stood at 85% and 90%, respectively, exceeding their targets of 82% and 84%. Satisfaction with social amenities reached 80%, transportation services 76%, and food services 66%, each above its respective target of 70%, 60%, and 50%. Accessibility of senior management also exceeded the target, reaching 91% against 90%. In addition, women represented 51.15% of academic staff, surpassing the 50% target.

Institutional loyalty showed different patterns across staff groups. Administrative staff loyalty reached 89%, exceeding the 84% target, whereas academic staff loyalty stood at 82%, below the 89% target. These results highlight positive performance in working conditions, employee services, and management accessibility, while identifying academic staff loyalty as an area requiring further attention.

Table 1. 2025 Targets and Achievement Rates of the 2024-2028 Strategic Plan

Indicators	2025 Target	2025 Actual
4.1.1. Percentage of female academic staff (%)	50	51.67
4.1.2. Satisfaction with working environment and conditions (%)	82	86
4.1.3. Satisfaction with social amenities (%)	70	80
4.1.4. Satisfaction with transportation services (%)	60	76
4.1.5. Satisfaction with food services (%)	50	66
4.1.6. Academic staff loyalty to the institution (%)	89	82
4.1.7. Administrative staff loyalty to the institution (%)	84	89
4.1.8. Academic staff satisfaction rate (%)	82	85
4.1.9. Administrative staff satisfaction rate (%)	84	90
4.1.10. Accessibility of senior management (%)	90	91



SUSTAINABLE DEVELOPMENT GOALS



In addition to its employee-focused policies and monitoring practices, IGU organised a wide range of career development, sector engagement, technical visit, and professional skills activities throughout 2025. These initiatives supported students in gaining practical insight into the world of work, developing sector-relevant competencies, and preparing for decent and sustainable employment.

Technical tours and industry visits:

Event Name: [Technical Visit to Çamlica Tower \(KULE A.Ş.\)](#)

Event Date: 30 April 2025

Event Content: Students from IGU's Electrical and Electronics Technology Programmes participated in a technical visit to Çamlica Tower, one of Istanbul's major broadcasting and telecommunications centres. The visit enabled students to observe transmitter systems, communication infrastructure, electrical installations, power distribution, maintenance processes, energy-efficiency practices, and system safety applications in a professional setting. By connecting theoretical learning with real-world technological systems, the activity strengthened students' technical knowledge, sectoral awareness, and professional readiness for employment in the electrical and electronics fields.



Field Trips



Wednesday, 30 April 2025

08:30 – 14:30

ÇAMLICA TOWER (KULE A.Ş.), Çamlica Tower, Küçük Çamlica Çilehane Yolu Street, Oyma Street No: 1, 34696 Üsküdar/Istanbul

Event Name: [Technical Visit to Boğaziçi Electricity Distribution Çağlayan Operations Directorate \(BEDAŞ\)](#)

Event Date: 8 May 2025

Event Content: Students from IGU's Electrical and Electronics Technology Programmes visited the Boğaziçi Electricity Distribution A.Ş. (BEDAŞ) facilities to observe current practices in the electricity distribution sector. The visit covered electricity grid infrastructure, energy management systems, smart-grid technologies, fault management, power distribution, transmission lines, and transformer stations. Students also gained insight into energy-efficiency practices, renewable energy integration, and sustainable energy solutions. By linking theoretical learning with practical sector experience, the activity enhanced students' technical competencies, understanding of contemporary energy systems, and preparedness for professional employment in the energy sector.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability





Event Name: [Technical Visit to Ambarlı Port](#)

Event Date: 8 May 2025

Event Content: Students from IGU's Logistics Management Department participated in a technical visit to Ambarlı Port, providing direct exposure to the maritime and port management sector. Through presentations by port employees and on-site observations, students examined operational processes and logistics management practices in a real working environment. The activity supported the development of sector-specific knowledge, strengthened students' career awareness, and contributed to their preparation for employment in logistics, maritime transport, and port operations.

Technical Visit to Ambarlı Port



Thursday, 8 May 2025
08:00 – 12:00
Ambarlı Port, Marmara Neighbourhood,
Liman Street No. 53, 34524 Beylikdüzü, İstanbul



Event Name: [CUBE Tech Tour Programme](#)

Event Date: 11 December 2025

Event Content: IGU students interested in entrepreneurship, technology, and innovation participated in the CUBE Tech Tour Programme at Teknopark Istanbul. The interactive pre-incubation programme introduced students to the innovation ecosystem through visits to the prototype exhibition area, library, event and social spaces, co-working areas, offices, cyber security laboratories, clean rooms, and electronics and mechanical workshops. The programme also included an introductory presentation on Teknopark Istanbul and its Incubation Centre, followed by a discussion with an entrepreneur. This experience strengthened students' awareness of entrepreneurship, innovation processes, and technology-based career opportunities.

Career and professional development events:

Event Name: [Making the Right Career Choice in the Career Journey](#)

Event Date: 29 April 2025

Event Content: IGU organised a career guidance session on accounting and auditing to help students make informed career choices and strengthen their transition to the world of work. Experienced professionals introduced participants to employment opportunities, professional requirements, career pathways, challenges, and advantages in these fields. By enabling students to assess career options in line with their interests and competencies, the event supported employability, informed career planning, and access to qualified and sustainable employment opportunities.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



Event Name: [Sustainability Approaches in Airline Management](#)

Event Date: 18 December 2025

Event Content: IGU organised an interactive talk on sustainability practices and operational approaches in airline management. An aviation manager shared professional experience in service design, customer experience management, and aligning operational processes with sustainability objectives. The event addressed environmental responsibility, corporate strategy, sustainable growth, and sustainability-oriented business models in the aviation sector. It also enabled students to explore emerging competencies and career opportunities, supporting their preparedness for employment in a changing and sustainability-focused aviation industry.



Event Name: [Sustainability Meetings with Child Development Professionals: Working as a Child Development Specialist in Hospital Inpatient Services](#)

Event Date: 24 December 2025

Event Content: IGU organised a seminar on the role and clinical practices of child development professionals in hospital inpatient services. A child development specialist from Başakşehir Çam and Sakura City Hospital shared insights into psychosocial and developmental support for hospitalised children, professional responsibilities, working conditions, and multidisciplinary collaboration. The event introduced students to career opportunities in hospitals and public healthcare institutions, strengthening their field-based awareness and preparation for qualified employment in child development services.

Event Name: [Dialysis Programme Alumni Talks](#)

Event Date: 15 December 2025

Event Content: IGU brought Dialysis Programme students together with alumni to explore working conditions, professional responsibilities, and career pathways in dialysis services. The session strengthened students' sectoral awareness and readiness for qualified employment in healthcare.



8.2.1. Employment Practice Living Wage



IGU is committed to providing all employees with decent working conditions and fair remuneration. In 2025, the university employed **1,228** staff members, all of whom received salaries above Türkiye's legal minimum wage. Academic staff remuneration is determined in accordance with the principles outlined in the [Higher Education Personnel Act No. 2914](#) and [Decree Law No. 375](#). IGU's [Decent Work and Fair Wage Policy](#) establishes principles of performance, equity, and transparency to support fair and equal remuneration regardless of language, religion, race, or gender.

Beyond statutory minimum wage compliance, IGU's living wage approach considers the income required to meet basic needs under local living conditions. The university uses the financial poverty threshold published monthly by Türk-İş for a family of four in Türkiye as its reference, converting this amount into an hourly wage. Its remuneration framework stipulates that no employee earn below this benchmark.

All academic, administrative, and support staff at IGU are employed under employment contracts and are covered by the university's living wage commitment. By applying this benchmark across all employee groups, IGU supports employees' livelihoods and promotes fair, equitable, and sustainable employment conditions.

LIVING
WAGE



REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY RECTORATE
Decent Work and Fair Wage Policy

With its Decent Work and Fair Wage policy, Istanbul Gelisim University aims to provide job opportunities with productivity, fair wage, workplace security, social protection for their employees, where people expect more personal development and social cohesion. The main objective of this policy is to ensure the planning, execution and management based on the relevant legislation and the scope, structure, strategies, mission, vision and objectives of the university, in relation to the performance of the employees.

In the management of wages and benefits, fair, objective, appreciative for high performance, competitive, rewarding and motivating criteria are taken into consideration, and language, race, color, gender, political thought, belief, religion, sect, age, physical disability and similar characteristics are not accepted as criteria in the determination of the wages and no discrimination is made.

Decent work and fair wage policy cover the administrators and employees of all levels of the university.

It is essential that the wages to be paid to the administrators and employees of all levels of the university are in line with the ethical values, internal balances, strategic objectives and performance of the employees and not only related to the short-term performance of the company.

The main objectives of our wage policy are to determine wages by emphasizing the concepts of business size, performance, contribution to work, knowledge/skills and competencies, to increase the loyalty by motivating employees and to bring in the workforce with the competence to achieve the objectives of the university.

Basic Values

The basic values on which the university's Decent Work and Fair Wage Policy is based are:

1. **Fair:** It is essential that the employee's performance is assessed with the fair criteria, and that he/she is informed in detail about personal development and career opportunities.
2. **Transparent:** The rules governing the functioning of the university, the mission, vision, core values, objectives, success indicators of the university and expectations from the employees are clearly stated and the principle of transparency in the sharing of information and data is essential.

YNT.PK.040

Publishing Date: 18.04.2018

Revision Date: 10.10.2024

Revision Number: 1





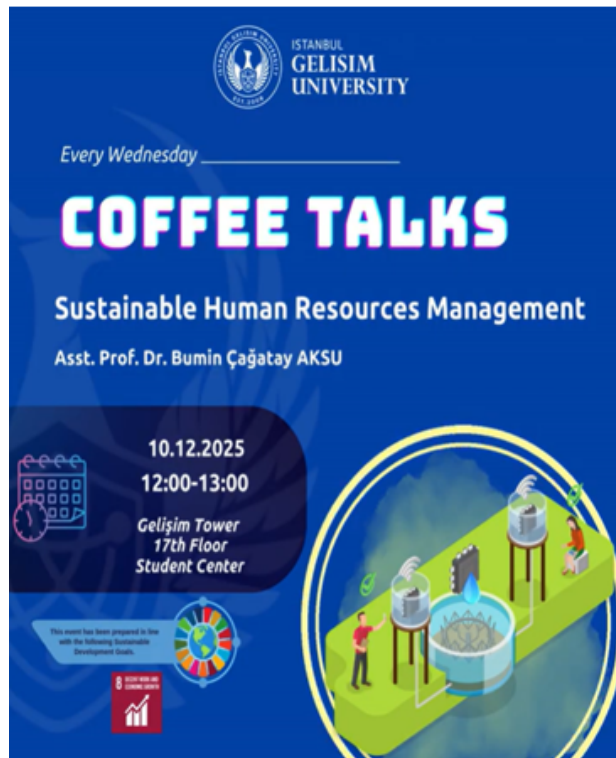
To complement its living-wage policy framework, IGU organised activities in 2025 that promoted awareness of fair remuneration, labour-market conditions, and the relationship between wages, employment, and economic stability. The following activity demonstrates the University's commitment to fostering informed dialogue on decent work and inclusive economic growth.

Event Name: Minimum Wage in a High-Inflation Economy: The Case of Türkiye

Event Date: 1 December 2025

Event Content: IGU's Department of Economics and Finance organised an online seminar examining minimum-wage increases in Türkiye within a Post-Keynesian framework. Using data from 2005–2024, the seminar explored the relationship between minimum wage adjustments, inflation, unemployment, aggregate demand, capacity utilisation, and the foreign-trade balance. The activity strengthened participants' understanding of wage policies and their implications for decent work, economic stability, and inclusive growth.

MINIMUM WAGE IN A HIGH-INFLATION ECONOMY: THE CASE OF TÜRKİYE



Event Name: Sustainable Human Resources Management

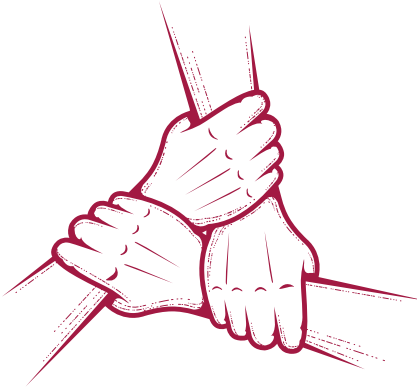
Event Date: 10 December 2025

Event Content: IGU organised an event on sustainable human resources management, addressing how organisations can align HR strategies with long-term social and environmental objectives. Participants explored ethical recruitment, fair remuneration, flexible working arrangements that support employee well-being, and continuous professional development. The event strengthened students' understanding of the strategic role of human resources in advancing decent work, inclusive workplaces, and sustainable economic growth.



8.2.2. Employment Practice Unions

IGU recognizes freedom of association and collective bargaining rights for all academic, administrative, and support staff, including women and international employees. Its Human Resources policies support employees' rights to establish and join trade unions, participate in union activities, and withdraw from membership without interference or discrimination.



In accordance with [Article 51 of the Constitution of the Republic of Türkiye](#), IGU respects employees' freedom to establish and join trade unions without prior authorization. This institutional approach safeguards equal access to trade union rights regardless of gender or nationality.

• IGU's Collaborations with Trade Unions:

Alongside its recognition of employees' union rights, IGU collaborates with trade unions to support their members' educational opportunities and professional development. Its collaboration in 2025 included:



YENİ SENDİKA (Innovative Health and Social Service Workers' Union): IGU signed a postgraduate education agreement with YENİ SENDİKA, an independent public employees' union operating in Türkiye's health and social services sector. The agreement provided special discounts on postgraduate programmes for union members and their first-degree relatives, expanding access to continuing education and supporting members' professional development.



Öz Gıda İş Trade Union (Union of Food Industry and Allied Workers): IGU's Continuing Education Application and Research Centre collaborated with Öz Gıda İş on an EU-supported vocational training project for young people not in employment, education, or training (NEET). The project offered two free programmes combining theoretical instruction and workplace training in chocolate and chocolate products production, and bakery and flour products production. Participants obtained national vocational qualification certificates to support their access to employment. This collaboration demonstrates IGU's engagement with trade unions in promoting vocational development and inclusive access to the labour market.

In addition to recognising freedom of association and collective bargaining, IGU supported employment-oriented dialogue and collaboration activities throughout 2025. These initiatives contributed to young people's access to labour-market information, skills development, and decent employment opportunities.





Event Name: [IGU-İŞKUR Next Gen'25: A Major Meeting Shaping Youth Employment](#)

Event Date: 10.12.2025

Event Content: Organised in collaboration with İŞKUR, Next Gen'25 brought together academics, public institutions, more than 100 companies, and over 300 sector representatives at IGU. The event created a platform to discuss labour-market needs, the challenges faced by recent graduates, new career models, and the employment opportunities emerging from digital and green transformation. An İŞKUR presentation and a panel titled "New Approaches to Youth Employment: The New Face of Careers in the Age of Twin Transformation" highlighted skills-based career development and the role of university-public sector-industry cooperation. By connecting students with labour-market stakeholders, the event supported youth employability and access to decent employment opportunities.



Event Name: [External Stakeholder Meeting in the Context of Quality](#)

Event Date: 23 October 2025

Event Content: IGU held an External Stakeholder Meeting to gather stakeholder views and recommendations for the continuous improvement of its education and quality-assurance processes. By incorporating external perspectives into institutional decision-making, the meeting promoted dialogue, participation, and collaboration with relevant stakeholders. This approach supports the University's commitment to responsive institutional practices and engagement with the wider employment ecosystem.

Kalite Bağlamında Dış Paydaş Toplantısı



Kariyer Gelişimi



Wednesday, 22 October 2025
15:00 - 17:00
K BLOK-KULE 1602- ÖĞRENCİ DEKANI
KENAN AYDIN



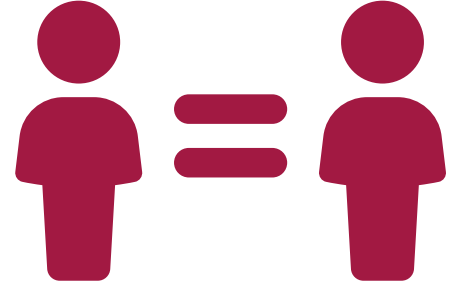
DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



8.2.3. Employment Policy on Discrimination

IGU is committed to providing a safe, equitable, and inclusive working environment for all employees. The university's institutional policies establish a framework for preventing direct and indirect discrimination and ensuring equal opportunity throughout recruitment, remuneration, promotion, professional development, and other employment processes.



In 2025, IGU's institutional framework addresses direct and indirect discrimination in the workplace, on campus, and in online environments. Human resources processes, including recruitment, career development, remuneration, promotion, training, access to services, and task allocation, are guided by equal opportunity and non-discrimination. Employment decisions are based on competence, merit, and performance, while institutional policies support respect for individual differences and protection against discriminatory treatment.

IGU's policies explicitly prohibit discrimination on the grounds of language, religion, sect, belief or non-belief, race, colour, ethnic origin, nationality, geographical region, gender, sexual orientation, age, and disability, and guarantee equal treatment for people residing in Türkiye temporarily. The following current and publicly available policies embody IGU's institutional commitment in this regard. All policies were revised in 2024.

- [Policy of Equal Opportunity](#)
- [Equality Policy](#)
- [Policy for the Opposition to Wage Discrimination](#)
- [Gender Equality Policy](#)
- [Respect for Diversity Policy](#)
- [Policy of Support to Women and Learners with Disadvantages](#)
- [Ethical Employment Policy](#)
- [Modern Anti-Slavery and Fair Business Policy](#)
- [Policy Against Corruption, Crime and Bribery](#)

These policies cover all academic, administrative, and support staff, who are employed under employment contracts, as well as all students enrolled at IGU. The university adopts a zero-tolerance approach to discrimination. Internal oversight and complaint mechanisms enable individuals to report discriminatory practices and have their concerns reviewed.



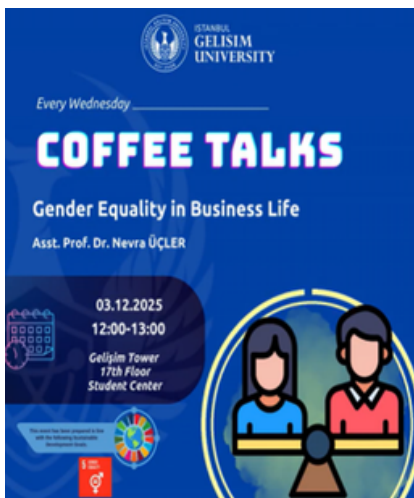


IGU's 2025 workforce data provide supporting evidence of its commitment to equal opportunity and inclusion. Women represented 52.85% of the University's 1,228 employees, reflecting a gender-balanced workforce. IGU's international community of students and staff represented 111 countries of origin, further demonstrating its diverse institutional environment. According to the 2025 [University Monitoring and Evaluation Report](#), published annually by the Council of Higher Education, [IGU](#) was also among the universities employing the highest numbers of international academic staff in Türkiye.

These indicators complement the university's non-discrimination policies by illustrating the participation of diverse groups in employment and university life.

IGU integrates equal opportunity and non-discrimination into its institutional culture and human resources management, supporting fair treatment, respect for diversity, and inclusive participation.

To complement its non-discrimination policies, IGU organised awareness-raising activities in 2025 that promoted equal opportunity, gender equality, diversity, and inclusive workplace cultures. The following initiatives supported dialogue on identifying and overcoming discriminatory barriers in working life.



Event Name: [Gender Equality in Working Life](#)

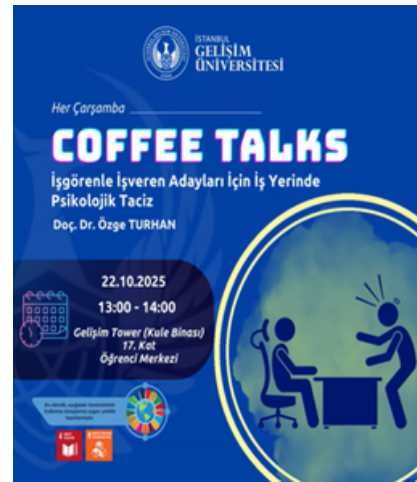
Event Date: 3 December 2025

Event Content: As part of the Coffee Talks series, IGU organised an event on gender equality in working life. The session addressed equal access to opportunities, the elimination of gender-based barriers to career development, and the promotion of diversity and inclusion in workplace settings. It encouraged participants to question gender stereotypes and recognise the importance of an equitable and sustainable work culture.

Event Name: Mobbing in Working Life

Event Date: 22 October 2025

Event Content: IGU organised an event on workplace mobbing to help students recognise behaviours that may constitute psychological harassment in professional settings and explore appropriate coping strategies. The session promoted awareness of the importance of fair, respectful, and discrimination-free working environments, supporting students' preparation for decent work.



Event Name: Overcoming Barriers Together: Disadvantaged Groups and Social Cooperatives

Event Date: 3 December 2025

Event Content: IGU organised an event on social cooperatives to raise awareness of inclusive economic models that support disadvantaged groups. The session explored the purpose and operation of social cooperatives, barriers experienced by disadvantaged communities, and examples from Türkiye and internationally, including the Tomurcuk Yıldızlar Cooperative. By highlighting how social cooperatives can create participation and employment opportunities, the event promoted inclusive workplaces and equitable access to economic life.



8.2.4. Employment Policy Modern Slavery

IGU is an institution that upholds employee rights, respects human dignity, and adopts a zero-tolerance policy toward all forms of exploitation. In this regard, IGU explicitly rejects human rights violations such as forced labor, modern slavery, human trafficking, and child labor, and develops institutional policies to prevent such practices. In its recruitment and working conditions, IGU ensures that all employees work in a fair, safe, and healthy environment based on free will. The university guarantees that all personnel—whether contracted or subcontracted—are employed in compliance with the law and are equally supported in terms of training, remuneration, and social benefits.

These principles and commitments are clearly defined in the following policy documents, revised in 2024:

- **Modern Anti-Slavery and Fair Business Policy:** IGU guarantees equal treatment for all academic and administrative staff, regardless of title, education level, or income. Measures are taken and actively enforced to prevent the exploitation of employees—whether by taking advantage of their material or moral needs—or any conduct that would hinder them from exercising their rights.

Modern Anti-Slavery and Fair Business Policy

The University has an equal approach for all academic and administrative staff, regardless of title, level of education and income level. It takes and implements measures to prevent the exploitation of the labor or the attitudes that prevent them from seeking their rights by benefiting from the material or moral needs of the employees.

YNT.PK.039

Publishing Date: 14.02.2018

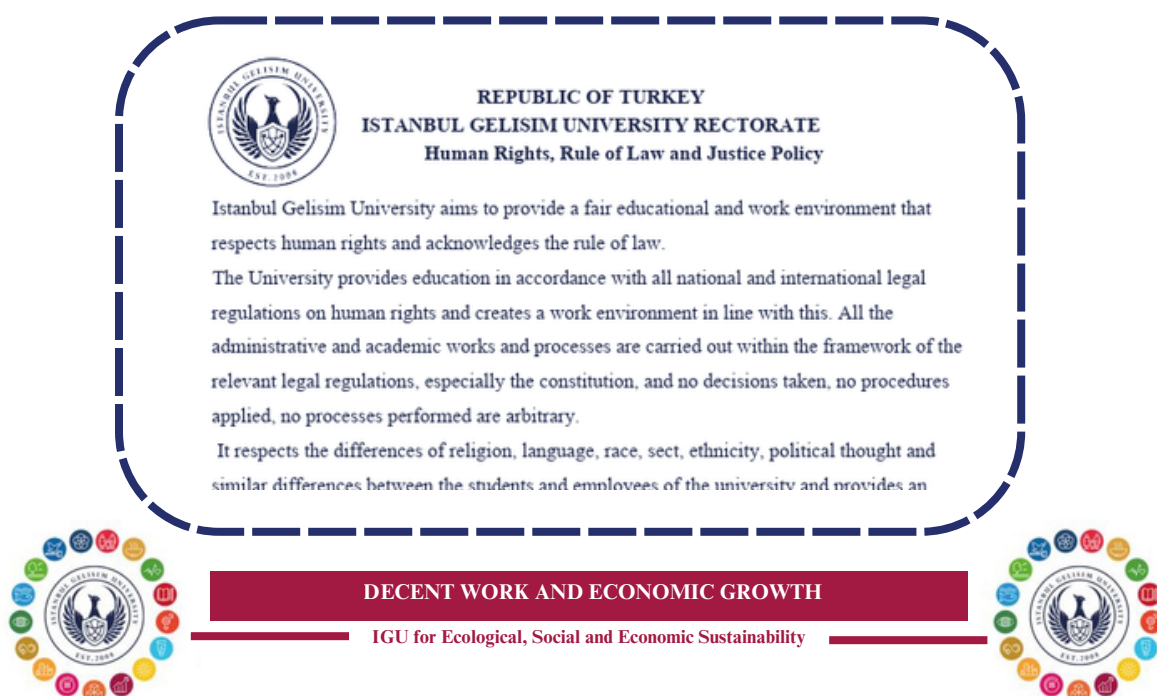
Revision Date: 10.10.2024

Revision Number: 1

- **Ethical Employment Policy:** The university is guided by the principles of transparency and accountability in all work processes. It explicitly rejects forced labor, child labor, human trafficking, and all forms of slavery, emphasizing that such practices are incompatible with IGU's ethical values.



- **Human Rights, Rule of Law and Justice Policy:** IGU is committed to respecting individuals' fundamental rights and freedoms in compliance with national and international legislation. In this context, all employees, service providers, and outsourced personnel are included in awareness-raising programs on child protection, human trafficking, and forced labor. The university's "prevention-protection-intervention" principles form the basis of its approach in these matters.





- **Human Resources Policy:** IGU adopts voluntariness as the basis of all employment processes; no employee is hired under threat, coercion, or debt bondage. Furthermore, outsourced companies providing services to the university are required to comply with the same ethical and legal standards.



REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY RECTORATE
Human Resources Policy

Our Human Resources policy has been established in line with the mission, vision, planned and intended objectives of our University within the framework of the Labor Law No. 4857, the Higher Education Law No. 2547 and the relevant legislation.

Our policy is based on the principle of working continuously, dynamically, open to change and development, effectively and in the most efficient way in line with the strategic goals of our University. Our university aims to provide professional opportunities for staff to find their future at Istanbul Gelisim University to ensure their development and achieve their career goals.

At our university, a management approach based on mutual respect and tolerance for the personalities of the employees has been adopted and it is aimed to protect and observe human rights and freedom. Our university has adopted the principle of fulfilling its duties and obligations in accordance with today's technology age by increasing the activities and competencies of its employees, gaining a sense of belonging to the institution and their jobs, providing trust, peace and personal development in working environments.

Our human resources policy aims to employ people who develop in line with the mutually respectful targeted goals and strategies of our personnel and aim for success in an innovative and stable manner.

Our aim is to carry our University to success in terms of education and training with its content employees with high productivity, job satisfaction and motivation, which include the corporate culture. Our university is founded on the understanding of creating a solution-oriented working environment where employees are effective, happy and peaceful, and are connected with a sense of belonging by supporting teamwork, entrepreneurship and creativity, and making it permanent. Our institution adopts the principle of designing, planning, developing, creating corporate memory and corporate culture with the participation of all employees at a level that will meet the needs and expectations of employees, and also aims to reward success within this system by evaluating all employees within the target-oriented performance evaluation system and to find methods and applications that will turn failures into success.

Rectorate Approval

YNT.PK.073 Publishing Date: 26.03.2019 Revision Date: 10.10.2024 Revision Number: 1



8.2.5. Employment Practice Equivalent Rights Outsourcing

IGU, bases its employment policies on human dignity and fairness in working life, emphasizing the protection of equal rights not only for directly employed personnel but also for those working under outsourced service arrangements. Accordingly, the university has institutional policies that ensure employees engaged in services provided by third parties work under fair, safe, and human rights-compliant conditions.

IGU, within the framework of its **Sustainable Procurement and Supplier Policy**, adopts as a fundamental principle the employment of not only directly employed personnel but also all employees working through outsourcing in a manner that ensures a dignified, fair, and safe working environment. The University's Sustainable Procurement and Supplier Policy encourages service providers to act with environmental, social, ethical, and economic responsibility, while also supporting the integration of occupational health and safety standards into the internal processes of these organizations.





REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY RECTORATE
Sustainable Procurement and Supplier Policy

In the procurement of all goods and services which are required by Istanbul Gelisim University in order to continue its educational and scientific research activities, it takes priority on social, economic and environmental issues that implement sustainable procurement principles based on high ethical standards, in line with its professional and qualified procurement policy.

Purchasing policy is an integral part of the overall financial policy of the University. In line with this, it develops, promotes and implements appropriate procurement strategies and procedures. It incorporates relevant and proportionate sustainability requirements in the development of procurement specifications and contracts. It encourages the participation of suppliers in line with the University's policy principles with a participatory understanding and a common denominator approach to the core values that require development and support. It audits them with relevant standards by providing systematic documentation of these activities. To reduce procurement and logistics costs, it encourages the implementation of related technology solutions, including e-procurement. It creates optimum procurement strategies in consultation with stakeholders and ensures the continuity of corrective and preventive actions within the strategic plan.

By providing a central point of communication for university staff and external suppliers, it creates an efficient information sharing and interaction environment between stakeholders. It encourages suppliers to have relevant Occupational Health and Safety standards in their internal service processes. It collaborates with high-performance suppliers in the private and public sectors to become an innovative, progressive exchange tool and to maximize academic achievement and ensure effective transformation. Adopting these basic principles, the University aims to maintain its Sustainable Procurement and Supplier Policy in this context.

Basic Values

The basic values on which the University's Sustainable Procurement and Supplier Policy are based are:

1. **Provision of environmentally friendly goods and services:** Protecting non-renewable energy, water and other endangered or non-renewable resources.
2. **Multi-faceted, effective and sustainable supplier collaboration:** To make stakeholders environmentally, socially, ethically and economically responsible.
3. **Continuous improvement:** To carry out regulatory and preventive activities to improve

YNT.PK.062

Publishing Date: 7.02.2018

Revision Date: 10.10.2024

Revision Number: 1



IGU explicitly requires all subcontractors with whom it works through outsourcing to protect workers' rights and ensure fair working conditions. Within the scope of the [Subcontractor Policy](#), the social rights and wage policies of supplier companies' employees are closely monitored; tender processes include conditions that protect labor, and the implementation of these conditions is audited. The University reflects its institutional approach—aimed at ensuring that outsourced personnel have rights equivalent to those of directly employed staff—into all contracts and practices.

Subcontractor Policy

The university follows the wage and social rights policies implemented by the suppliers who are subcontractors of the university for their employees. It introduces protective conditions for the labor of the employees in the tendering processes and follows up the implementation of these. It imposes barriers to the participation of companies that do not comply with these rules.

In this context, contracts signed with external service providers are drafted to include provisions that guarantee basic employment standards such as fair wages, reasonable working hours, a safe working environment, and an operation free from discrimination. Furthermore, the University establishes accessible and secure mechanisms through which outsourced employees can provide feedback, ensuring that any issues can be reported promptly and that they are included in the resolution process.

IGU considers the protection of outsourced personnel's rights not merely as a contractor's responsibility but as part of its corporate social responsibility. By managing its resources effectively and responsibly, the University remains committed to creating an inclusive, fair, and ethically based working environment for all employees, whether directly employed or outsourced.

8.2.6. Employment Policy Pay Scale Equity



IGU adopts a fair, transparent, and equitable remuneration policy for all its employees. Salary scales are determined based on job description, level of responsibility, and merit; any form of discrimination based on gender, age, ethnic origin, or type of employment is strictly prohibited. In this regard, the University applies the principle of equal pay for equal work to all employees and guarantees that everyone, including subcontracted personnel, receives a wage sufficient to ensure decent living conditions. IGU's employment policies go beyond merely fulfilling legal obligations; they are implemented with an approach that is grounded in ethical values, employee well-being, and institutional sustainability. IGU is also committed to measuring the gender pay gap regularly and eliminating any gap identified.

IGU's institutional commitment on this matter is embodied in the following current and publicly available policy documents. All policies were revised in 2024.

- [Policy of Equal Opportunity](#)
- [Equality Policy](#)
- [Policy for The Opposition to Wage Discrimination](#)
- [Gender Equality Policy](#)
- [Ethical Employment Policy](#)
- [Modern Anti-Slavery and Fair Business Policy](#)
- [Policy Against Corruption, Crime and Bribery](#)
- [Decent Work and Fair Wage Policy](#)

These policies cover all academic, administrative, and support staff, regardless of whether they are in permanent or contractual positions. A "zero tolerance" principle is adopted against all forms of discrimination, and transparent internal audit and reporting mechanisms, through which individuals subjected to discrimination can file complaints, are clearly defined. IGU regards these policies not merely as a legal obligation but as an integral part of its institutional culture, an ethical responsibility, and a core component of its sustainability vision. Through this approach, the university fosters an academic and administrative environment in which differences are valued, and everyone feels safe, equal, and included.



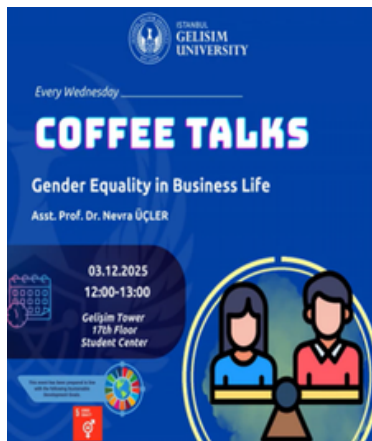
8.2.7. Tracking Pay Scale for Gender Equity

IGU implements a transparent and measurable monitoring system to ensure gender-based fairness in its remuneration processes. The University guarantees the principle of equal pay for equal work between female and male employees; in this regard, it regularly analyzes gender-based pay gaps and develops policies aimed at eliminating such inequalities.

IGU has embedded in its institutional policies principles that eliminate gender-based discrimination to ensure gender equality in remuneration processes. As of 2025, under the framework of the [Gender Equality Policy](#), [Policy for The Opposition to Wage Discrimination](#), and [Ethical Employment Policy](#), salary scales are determined solely based on job description, merit, and performance, ensuring equal opportunities for all staff.

Through these practices, IGU not only complies with legal requirements but also aims to actively contribute to the Sustainable Development Goals (particularly SDG 5 and SDG 8) by building an egalitarian working culture. In 2025, IGU monitored pay-scale equity by comparing the remuneration of women and men across equivalent academic and administrative titles and staff grades. The analysis found no gender-based pay gap: female and male employees received equal pay when holding the same title and grade.

The University's [Quality Policy](#) supports processes of sustainable improvement and development in every field and, within the framework of a transparent and participatory governance approach, prioritizes the systematic monitoring of efficiency and fairness. Salary payments are made by Law No. 2914 on Higher Education Personnel, which adopts the principle of equal pay for personnel holding the same title regardless of gender. Furthermore, remuneration policies in higher education institutions are audited annually by the Council of Higher Education (YÖK), thereby providing legal assurance for a fair and transparent pay structure.



Event Name: [Gender Equality in Working Life](#)

Event Date: 3 December 2025

Event Content: As part of the Coffee Talks series, IGU organised an event on gender equality in working life. The session addressed equal access to opportunities, the elimination of gender-based barriers to career development, and the promotion of diversity and inclusion in workplace settings. It encouraged participants to question gender stereotypes and recognise the importance of an equitable and sustainable work culture.



8.2.8. Employment Practice Appeal Process



IGU operates a transparent and accessible grievance mechanism for its employment practices in order to provide its employees with a fair and reliable working environment. Within the framework of its **Ethical Employment Policy**, the University upholds the maintenance of open communication channels with all stakeholders and the conduct of business processes in line with the principles of mutual respect and communication. IGU considers the fair and respectful evaluation of grievances and feedback from employees as an institutional commitment.

To monitor and manage employee satisfaction, a structured communication channel has been established within the **Quality Documentation Management System**. Through this system, all employees can directly submit their complaints, feedback, or contributions to the administration online, and actively participate in the process by accessing it via **IGUMER**.

IGU's 2025 Employee Satisfaction Survey recorded overall satisfaction rates of 84.6% among academic staff and 89.7% among administrative staff. Compared with 2024, satisfaction improved across most of the areas assessed. Among academic staff, satisfaction with university-wide and senior management increased from 88.35% to **89.6%**, while satisfaction with teaching and learning rose from 83.70% to **88.4%**. Particularly notable improvements were observed in social amenities, which increased from 64.34% to **79.9%**, and working environment and conditions, which rose from 75.68% to **85.0%**. However, academic staff institutional commitment declined from 87.93% to 81.9%, indicating an area requiring further attention.

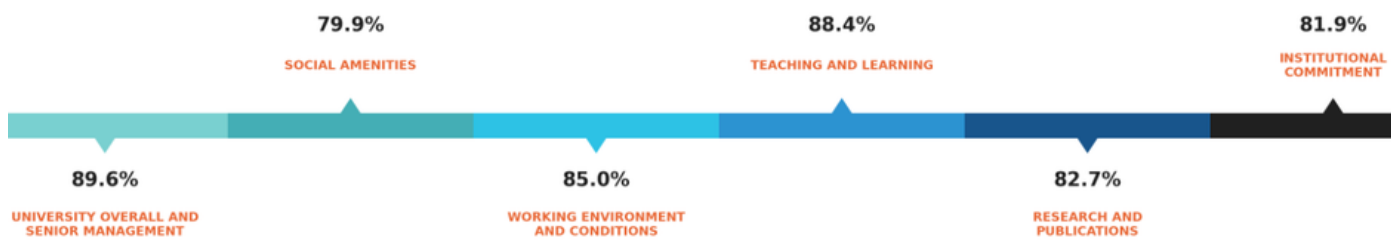


Figure 2. Academic Staff Satisfaction Survey Results

Administrative staff reported improvements across all eight assessed areas. Satisfaction with job characteristics increased from 93.5% to **94.9%**, while interpersonal relationships remained a strong area, rising from 93.3% to **93.7%**. Satisfaction with provided facilities showed the largest increase, from 63.2% to **81.2%**, followed by working conditions, which improved from 78.7% to 86.2%. Institutional commitment also increased from 83.8% to **89.0%**. Together, these findings highlight improvements in employees' perceptions of workplace conditions and institutional support, while emphasising the need to strengthen institutional commitment among academic staff.

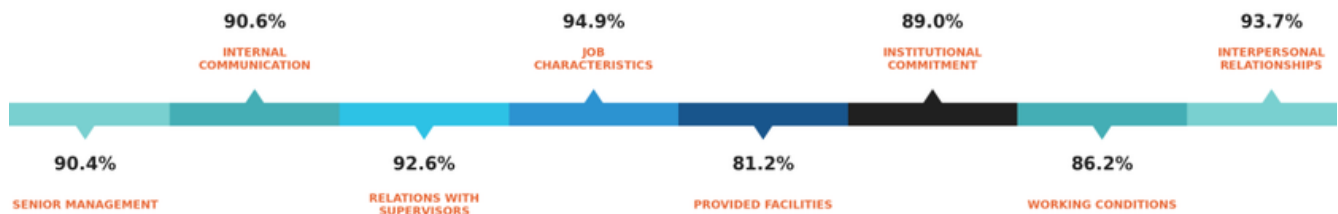


Figure 3. Administrative Staff Satisfaction Survey Results

8.2.9. Employment Practice Labour Rights

Throughout 2025, IGU safeguarded the fundamental labour rights of all employees through its institutional policies and employment practices. The University recognises freedom of association, trade union membership, collective bargaining, employee representation, fair remuneration, reasonable working hours, and safe working conditions as essential components of decent work. These rights apply equitably to all academic and administrative staff, including women and international employees.



All employees are free to form or join trade unions and to exercise their collective bargaining rights without pressure, discrimination, or adverse consequences. IGU considers these rights not only a legal obligation but also an ethical responsibility and a core element of its institutional culture. The University supports employees' ability to express their views, needs, and demands collectively within a respectful and inclusive working environment.

In this context, the University's current policy documents—such as the [Ethical Employment Policy](#), [Gender Equality Policy](#), [Policy for The Opposition to Wage Discrimination](#), and [Equality Policy](#)—contain explicit provisions for the protection and advancement of employee rights, recognizing at the institutional level trade union rights, fair wages, a safe working environment, and equal treatment.

Across recruitment, task allocation, promotion, and career development processes, IGU applies the principles of equal opportunity, non-discrimination, merit, and performance-based evaluation. Through this approach, the University continued to strengthen a human rights-based, inclusive, and sustainable working environment in 2025.

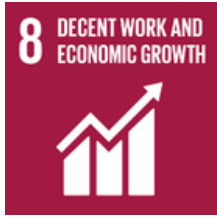
In line with its commitment to protecting labour rights and promoting decent work, IGU organised a range of activities in 2025 to raise awareness of workers' dignity, occupational safety, fair recruitment, employee well-being, and rights in working life. Selected examples are presented below.



Event Name: [The Existential Worker: Conscious Labour and the Construction of Freedom](#)

Event Date: 20 March 2025

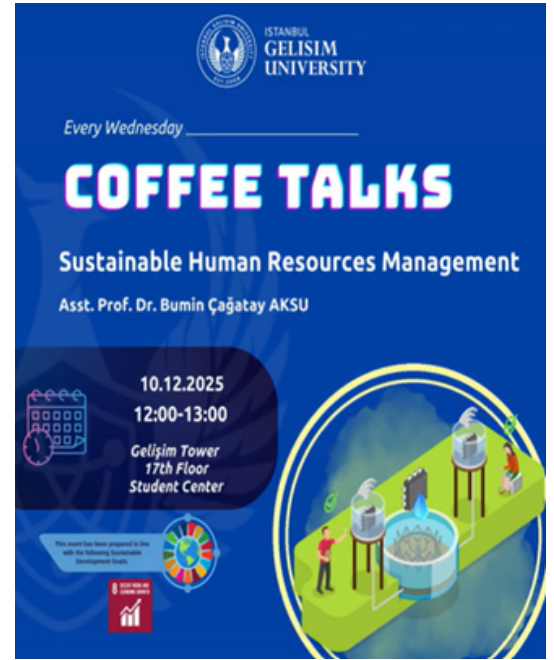
Event Content: IGU organised a discussion on the relationship between labour, consciousness, freedom, and individual agency in working life. Drawing on perspectives from Marx, Heidegger, and Sartre, the session explored how individuals can recognise and resist alienation from their labour and identity. The event encouraged participants to reflect critically on dignity, autonomy, and the value of conscious labour in creating fairer and more humane working environments.



Event Name: Sustainable Human Resources Management

Event Date: 10 December 2025

Event Content: IGU organised an event on sustainable human resources management, addressing how organisations can align HR strategies with long-term social and environmental objectives. Participants explored ethical recruitment, fair remuneration, flexible working arrangements that support employee well-being, and continuous professional development. The event strengthened students' understanding of the strategic role of human resources in advancing decent work, inclusive workplaces, and sustainable economic growth.



Çalışanlar ve Öğrenciler için Afet ve Farkındalık Eğitim



Salı, 26 Ağustos 2025
09:30 - 12:30
K BLOK-KULE FİRNAS



Event Name: Disaster Preparedness and Awareness Training for Employees and Students

Event Date: 26 August 2025

Event Content: IGU organised disaster preparedness and awareness training for employees, students, and other relevant participants in line with workplace emergency plans and guidance from the Istanbul Governorship Provincial Disaster and Emergency Directorate. The training covered the "Drop, Cover and Hold On" procedure and building evacuation practices prior to emergency drills. It strengthened awareness of occupational safety, emergency preparedness, and the right to safe working and learning environments.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



8.3. EXPENDITURE PER EMPLOYEE

IGU is a key institution contributing to the economic development of its region. Beyond its educational activities, the university supports the local economy through employment, service procurement, infrastructure investments, and community projects. Expenditure per employee is considered within a broad framework that includes salaries, social benefits, education, healthcare, transportation, food, and cultural needs. In this respect, IGU stands out not only as an educational institution but also as a sustainable actor in regional development.

The university's economic impact extends beyond the welfare of its employees. It also contributes directly to the regional economy through local service providers, suppliers, social events, and student spending. Therefore, the indicator of expenditure per employee demonstrates not only the institution's internal welfare policies but also its structural contribution to economic growth in Istanbul and its surrounding areas.

IGU generates significant economic value with its annual expenditure per employee, which is well above the national standards. According to 2025 data, the university's annual expenditure for each employee is approximately **5.23** times higher than the annual minimum wage in Türkiye. Compared with the ratio of approximately 4.5 in 2024, this result shows that the gap between IGU's expenditure per employee and the national minimum wage has widened further. This ratio highlights the university's strong commitment to protecting employees' living standards and ensuring that their needs in food, transportation, housing, healthcare, education, and social life are met beyond the minimum threshold. Furthermore, this level of expenditure not only enhances internal welfare but also contributes directly to local economic development.

The figure below illustrates the comparison between IGU's annual expenditure per employee and the national annual minimum wage in Türkiye for 2025.

A*: The minimum wage in Türkiye.

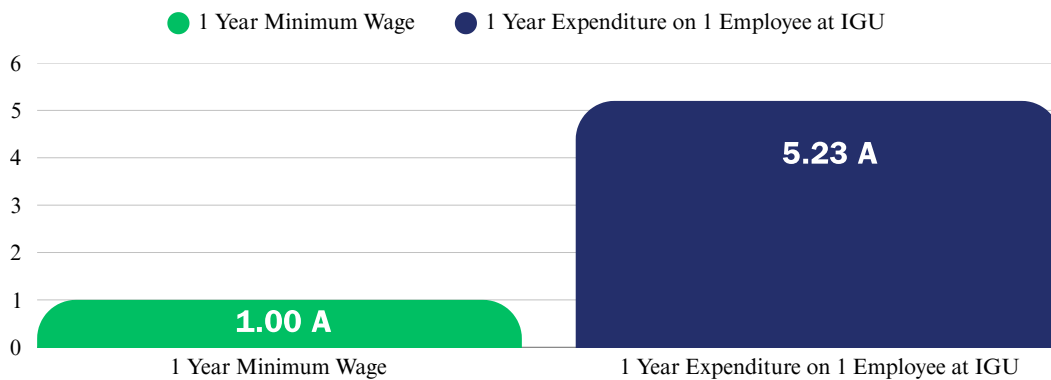
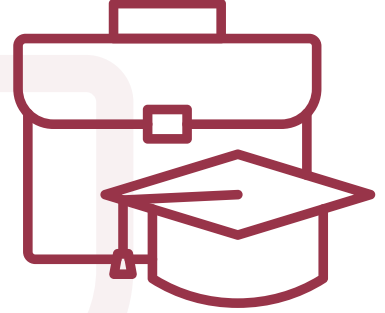


Figure 4. Comparison between annual expenditure per IGU employee and the annual minimum wage in Türkiye

8.4. PROPORTION OF STUDENTS TAKING WORK PLACEMENTS

At IGU, students undertake work placements (internships) to reinforce their theoretical knowledge, develop the skills acquired through laboratory and workshop practices, become familiar with workplace responsibilities and relationships, engage with production processes and current technologies, gain professional experience, and prepare for post-graduation employment. The duration and timing of the internship vary according to the curriculum of the relevant departments and programs. While the primary responsibility for finding an internship placement lies with the student, the relevant department or program heads provide support when needed. The suitability of the internship placement found by the student is evaluated by the relevant academic unit, prioritizing the best interest of the student. In line with collaborations established with public or private institutions in Türkiye and abroad, quotas are allocated for IGU students, and these quotas are announced by the department or program heads. Students may complete their internships at these institutions or, with the approval of the relevant units, in the research centers within the university.



For more detailed information, please refer to the [IGU Internship Directive](#) and click on the [Practical Course / Vocational Training Guidelines in Healthcare Fields](#) to review the regulations regarding practical training processes in health-related fields.

In 2025, the total number of full-time equivalent (FTE) students at IGU was **22,135**. Of these, **7,254** undertook an internship lasting longer than 30 days. Accordingly, the proportion of students who undertook an internship of more than 30 days in 2025 was **32.77%**.

Number of Students
with Work Placements
Longer Than 30 Days

7,254

Proportion of Students
with Work Placements
Longer Than 30 Days

32.77%



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability





SUSTAINABLE
DEVELOPMENT GOALS



8.4.1. IGU New Graduate Development Program

The [IGU New Graduate Development Program](#) aims to support recent graduates at the initial stage of their careers, enabling them to consolidate the knowledge acquired during their studies and to gain the sectoral insights and competencies required to become the leaders of the future. The program offers a comprehensive recruitment and orientation process, allowing participants to become familiar with the university's overall operations.

Through in-service training opportunities, applied tasks, and structured learning modules, graduates are introduced to institutional values while gaining the opportunity to put theoretical knowledge into practice. Participants receive guidance and regular feedback under the supervision of experienced mentors, while also enhancing their skills through project-based assignments.

Targeting graduates with a maximum of one year of work experience, the program removes the common "experience requirement" seen in many job postings in Türkiye. In doing so, it provides young graduates without prior professional experience the opportunity to enter the sector and acquire the necessary skills. This comprehensive development process equips graduates with the knowledge, skills, and confidence needed to build a solid foundation for their careers.



8.4.2. Part-Time Student Program

IGU attaches great importance to equipping its students not only with academic knowledge but also with practical skills relevant to professional life. In this context, the Part-Time Student Program offers students part-time job opportunities suited to their fields of study and competencies.

Through this initiative, students can gain hands-on professional experience while continuing their education, allowing them to assume responsibility in real work environments and take an early step into their future careers. In this way, IGU both strengthens its qualified human resources and increases the employability of its graduates. In 2025, **119 students** benefited from the programme.

8.4.3. "Submit Your Resume" Online Application Platform

Developed by the IGU Human Resources Department, the "[Submit Your Resume](#)" online platform enables candidates who wish to work at the university to easily apply for open positions. Submitted resumes are evaluated by the HR unit, and eligible candidates are added to the talent pool and included in recruitment processes for suitable positions.

This digital tool simplifies candidates' access to career opportunities while also contributing to the transparency and efficiency of the university's human resources processes.



DECENT WORK AND ECONOMIC GROWTH

IGU for Ecological, Social and Economic Sustainability



8.5. PROPORTION OF EMPLOYEES ON SECURE CONTRACTS

IGU regards the sustainable, fair, and stable employment of academic and administrative staff as one of its institutional priorities. In this context, all employees work under the provisions of [the Labor Law of the Republic of Türkiye No. 4857](#), based on written employment contracts concluded between the employer and the personnel. Rights and responsibilities regarding working conditions and environment are clearly defined in these contracts; the University regularly monitors the structure of such contracts and develops policies aimed at increasing the rate of secure employment. This approach aims both to enhance employee satisfaction and to strengthen institutional continuity.



In 2025, IGU employed a total of **1,228** staff members. The number of staff employed for more than 24 months increased from 838 in 2024 to **926** in 2025, reflecting continuity in employment and the retention of experienced personnel. All employees work under written employment contracts in accordance with the Labour Law of the Republic of Türkiye No. 4857, providing a legal framework for their employment conditions and rights.

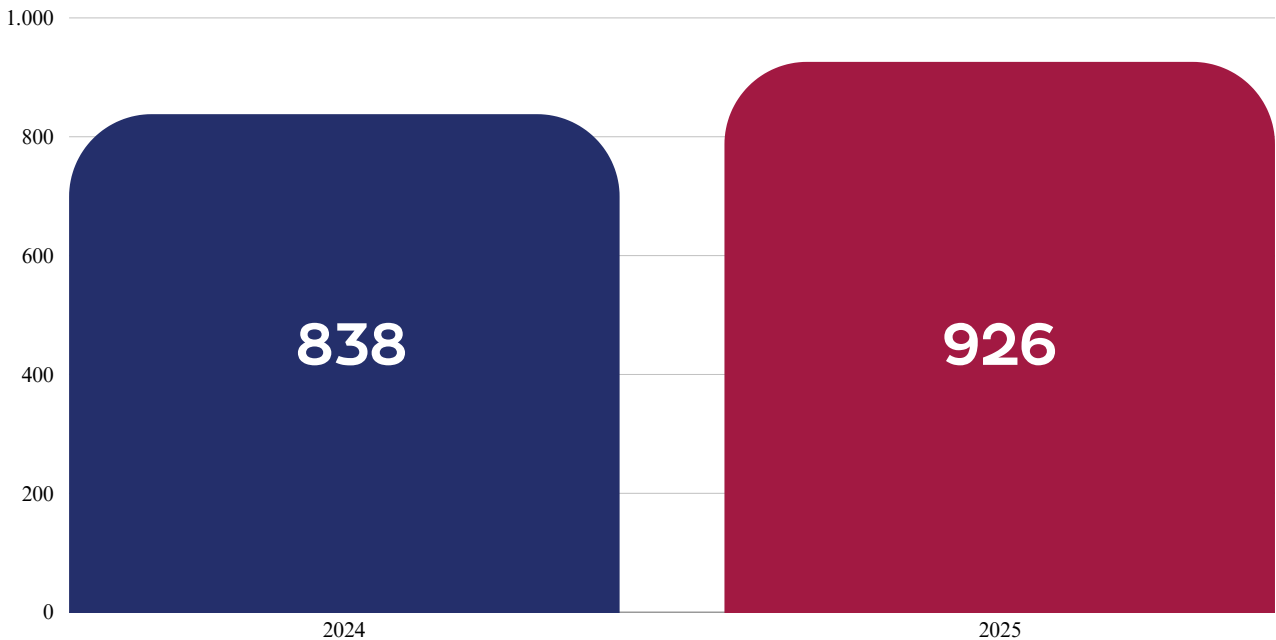


Figure 5. Number of Employees by Length of Service





ISTANBUL GELISIM UNIVERSITY

THE GLOBAL GOALS For Sustainable Development

