Dokuz Eylül University · SDG Progress Report Series 2025

SDG 8: Decent Work and Economic Growth — Progress Report 2025

Institutional Evidence Dossier, Statutory Employment and Collective Bargaining Records, Pay-Scale Equity Audit, Work-Based Learning Metrics, and GreenMetric Innovation Ecosystem Performance (THE Impact Ratings 2027)

Attribute	Institutional Specification
Institution	Dokuz Eylül University (DEÜ), İzmir, Türkiye (Scopus ID: 60012686; ROR: https://ror.org/00dbd8b73)
Reporting Period	1 January 2025 – 31 December 2025 (with 2024 baseline and 2026 policy continuity records)
THE Impact Alignment	SDG 8: Decent Work and Economic Growth — Metrics 8.1 (14%), 8.2 (19.6%), 8.3 (15.4%), 8.4 (23%), and 8.5 (28%)
Workforce & Student Scope	7,765 full-time employees (2,855 academic, 24 foreign academic, 2,644 civil servants, 526 4/B contracted, 1,716 4/D permanent workers; 0 outsourced core FTE) and 58,465 FTE students (59,775 headcount) including all levels not only ISCED 6-7-8 but ISCED 5.
Governance & Policy Framework	Senate-approved Human Resources and Management Policy (Decision No. 721/11, 30 Dec 2025); DEÜ Decent Work, Child Labour & Forced Labour Prevention Policy; Equality, Prevention of Discrimination & Inclusion Policy; Sustainable Procurement Policy (4 Jan 2023); DEKAUM Equal Opportunities Policy
Quality & OHS Certifications	Integrated Management System: ISO 9001:2015, ISO 14001:2015, ISO 50001:2018 & ISO 22000:2018; YÖKAK 5-Year Full Institutional Accreditation; Law No. 6331 Occupational Health & Safety Coordination Office
Responsible Units	Department of Personnel, Department of Strategy Development, Legal Counsel (Mobbing Unit Secretariat), Student Affairs Department, DEKAUM, DEPARK Technology Development Zone, DETTO & Sustainability Office
Public Portal & Repositories	https://greencampus.deu.edu.tr/ · https://personel.deu.edu.tr/ · https://strateji.deu.edu.tr/ · https://depark.com/ · https://toplumsalkatki.deu.edu.tr/

Executive Summary (2025 SDG 8 Performance Highlights): In 2025, Dokuz Eylül University (DEÜ) employed 7,765 full-time staff across 20 campus locations and the 1,131-bed University Hospital, paying 100% of employees significantly above the national statutory living/minimum wage floor (lowest DEÜ entry-level gross pay: TRY 41,825.40/month [TRY 185.89/hour], +60.8% above the TRY 26,005.50/month [TRY 115.58/hour] national minimum wage; 8.2.1). Freedom of association and collective bargaining (8.2.2, 8.2.9) were actively exercised through two major 2025 workplace collective labour agreements: the 22 April 2025 agreement with Türkiye Sağlık-İş covering 966 permanent Hospital workers (branch no. 17) and the 7 May 2025 agreement with Tez-Koop-İş covering 487 campus workers (branch no. 10), alongside two statutory Institutional Administrative Board (KİK) meetings under Law No. 4688. All core support services (cleaning, security, catering, maintenance) are performed in-house by 1,716 permanent public workers (4/D) transferred under Decree Law No. 696 (outsourced core-service FTE = 0; 8.2.5), resulting in 7,741 employees (99.7% under Classification C; 7,215 or 92.9% under Classification B) holding secure contracts of over 24 months (8.5.1). Non-capital central-budget expenditure per employee rose by 25.5% from TRY 926,070 (2024) to TRY 1,162,105 (2025) across 7,765 FTE staff (total 8.3.1 expenditure: TRY 9,023,745,425.27 out of TRY 10,209,079,304.23 total central budget; 8.3.1), while the three-year average university sustainability budget reached USD 46.39 million (21.01% of the USD 220.80 million total budget; GreenMetric [7.1]–[7.3]). In work-based learning, 9,150 students (15.65% of 58,465 FTE students) completed compulsory external work placements exceeding one month under the Senate Directive on Applied Training with full Law No. 5510 occupational insurance coverage (8.4.1), while DEPARK hosted over 150 R&D firms (2,000+ researchers, >TRY 1.25 billion R&D revenue), incubated 39 early-stage ventures (18 new startups in 2025), and delivered TRY 3,600,000 in direct start-up seed grants.

1. Institutional Context, Strategic Alignment and THE 2027 SDG 8 Overview

As one of Türkiye's largest public research and healthcare employers—encompassing 18 faculties, 10 graduate institutes, 1 state conservatory, 2 schools, 6 vocational schools, over 60 research and application centres, a 1,131-bed Training and Research Hospital, and the DEPARK Technology Development Zone across 20 campus locations in İzmir Province—Dokuz Eylül University treats decent work, statutory employment security, pay-scale gender equity, occupational health and safety, and regional innovation-led growth as core pillars of its institutional governance. Under the DEÜ Strategic Plan (2024–2028), the Senate-approved Human Resources and Management Policy (Decision No. 721/11 of 30 December 2025), and the Integrated Quality Management System (certified under ISO 9001:2015, ISO 14001:2015, ISO 50001:2018, and ISO 22000:2018 alongside YÖKAK 5-Year Full Institutional Accreditation), human resources and financial operations are systematically audited and reported in the annual Administrative Activity Report (İdare Faaliyet Raporu, https://strateji.deu.edu.tr/).

To align all institutional evidence with the Times Higher Education (THE) Sustainability Impact Ratings 2027 methodology (Version 1.2), this Progress Report consolidates verified 2024–2025 administrative, payroll, collective-bargaining, budget, and student placement records across all 13 indicators of SDG 8 (8.1.1 through 8.5.1), complemented by campus safety, green-job graduation, and start-up incubation records from the DEÜ UI GreenMetric World University Rankings Sustainability Reports (2024–2025 and

2025–2026) and the DEÜ Social Contribution Activity Report in Alignment with the United Nations Sustainable Development Goals (06.06.2026, https://toplumsalkatki.deu.edu.tr/duyurular/birlesmis-milletler-surdurulebilir-kalkinma-hedefleri-dogrultusunda-dokuz-eylul-universitesi-toplumsal-katki-faaliyet-raporu-06-06-2026/).

THE Code	Indicator Title (Weight)	2025 Verified Institutional Performance & Primary Evidence	Portal Entry / Status
8.1.1	Decent Work & Economic Growth: CiteScore (14.0%)	Scopus Affiliation ID 60012686 & ROR https://ror.org/00dbd8b73 disambiguation; Q1 SSCI/Scopus labour economics & trade-union law outputs (Şengül et al., 2025; Erkanlı Başbüyük, 2025; Güler, 2025 ILO RDW Geneva).	Computed by THE/Elsevier via Scopus
8.2.1	Employment practice: living wage (2.18%)	100% of 7,765 staff paid above the 2025 national statutory minimum wage (TRY 26,005.50/mo; TRY 115.58/h). Lowest DEÜ scale: 4/B contracted staff at TRY 41,825.40/mo (TRY 185.89/h, +60.8%) and 4/D workers at TRY 42,000.00/mo (+61.5%).	Yes (100% of staff & faculty above wage floor)
8.2.2	Employment practice: unions (2.18%)	Full union recognition under Laws No. 4688 (6,025 civil servants/academics; 55.1% women) and No. 6356 (1,716 4/D workers); 2025 TİS signed with Türkiye Sağlık-İş (22 Apr 2025, 966 Hospital workers) and Tez-Koop-İş (7 May 2025, 487 workers); 2 KİK meetings.	Yes (Recognised for all, incl. women & int'l staff)
8.2.3	Employment policy on discrimination (2.18%)	Senate HR Policy (Decision 721/11, 30 Dec 2025), Equality Policy Sec. 3(a)/4.1, and Decent Work Policy Sec. 4.7 prohibit discrimination across religion, sexuality/gender identity, gender, age, and refugee status; Mobbing Unit & 2025 trainings (62 staff).	Yes (Comprehensive policy & active enforcement)
8.2.4	Employment policy: modern slavery (2.18%)	DEÜ Decent Work, Child Labour & Forced Labour Prevention Policy (Sec. 3(b)–(c), 4.2–4.3, 4.5) and Sustainable Procurement Policy (4 Jan 2023) strictly prohibit forced labour, modern slavery, human trafficking, and child labour across staff & suppliers.	Yes (Policy in force across staff & supply chain)
8.2.5	Equivalent rights for outsourced workers (2.18%)	Decent Work Policy Sec. 4.4 & Labour Law No. 4857 Art. 2 guarantee equivalent statutory rights; core support services (cleaning, security, catering, maintenance) are employed directly in-house as 1,716 permanent 4/D public workers (Decree Law 696).	Yes (Policy + 1,716 in-house 4/D workers; 0 outsourced FTE)

THE Code	Indicator Title (Weight)	2025 Verified Institutional Performance & Primary Evidence	Portal Entry / Status
8.2.6	Employment policy: pay scale equity (2.18%)	Senate HR Policy (30 Dec 2025), Equality Policy Sec. 4.2, and DEKAUM Equal Opportunities Policy Goal 4 mandate equal pay for equal work under statutory scales (Laws 2914, 657, 4857) and transparent gender pay-equity monitoring.	Yes (Policy & measurement commitment)
8.2.7	Tracking pay scale for gender equity (2.18%)	0.0% within-scale gender pay gap across all statutory grades (Prof. TRY 109.8k–117.9k; Assoc. Prof. TRY 86.7k–94.8k; Asst. Prof. TRY 78.6k–85.5k; 4/A ≥TRY 50,503). Annual tracking across 7,741 permanent/contracted staff (women = 52.0% of academics, 60.3% of 4/A).	Yes (Annual tracking & 0.0% within-grade gap)
8.2.8	Employment practice: appeal process (2.18%)	Multi-route statutory & institutional appeals on pay and rights: Personnel Dept. (30/60-day Law 657/2577 review + online 4/D payslip portal), Disciplinary Boards (7/60-day review), Mobbing Commission (with union rep), and OGEB portal (61 units).	Yes (Statutory & digital appeal routes in place)
8.2.9	Employment practice: labour rights (2.18%)	Constitutional (Arts. 51, 53) and statutory (Laws 4688, 6356) freedom of association and collective bargaining for all 7,765 staff (including 3,318 women in academic/civil-service posts and 24 foreign academics), exercised via 2025 TİS agreements.	Yes (Full freedom of association & bargaining)
8.3.1	Expenditure per employee (15.4%)	2025 central-budget expenditure excluding capital: TRY 9,023,745,425.27 (up 27.0% from TRY 7,104,806,652.59 in 2024) across 7,765 FTE staff (outsourced core FTE = 0) = TRY 1,162,105 per employee (up 25.5% from TRY 926,070 in 2024).	7,765 FTE; TRY 9,023,745,425.27 (TRY 1,162,105/FTE)
8.4.1	Students taking work placements >1 month (23.0%)	9,150 FTE students (15.65% of 58,465 FTE students; 59,775 total headcount minus 1,310 distance learners) completed compulsory external placements >1 month under the Senate Applied Training Directive (Law 5510 insurance paid by DEÜ). including not only ISCED 6-7-8 but also ISCED 5.	58,465 FTE students; 9,150 placement FTE (15.65%)
8.5.1	Employees on secure contracts >24 months (28.0%)	Out of 7,765 FTE employees (outsourced core FTE = 0), 7,741 FTE (99.7% under Class. C including rolling 4/B contracts; 7,215 FTE or 92.9% under Class. B; 6,200 FTE or 79.8% under Class. A) hold permanent or >24-month contracts.	7,765 total FTE; 7,741 secure FTE (99.7% / 92.9%)

2. Research on Economic Growth, Decent Work and Employment (Metric 8.1)

THE Metric 8.1 (14% of the SDG 8 score; 3.64% of the overall Impact Ranking score) evaluates the university's research contribution to decent work, labour market equity, workplace rights, and sustainable economic growth, focusing on Indicator 8.1.1 (the proportion of SDG 8 publications indexed in the top 10% of journals by Scopus CiteScore over the five-year window 2020–2024, with citations counted through 2025). While THE and Elsevier calculate this indicator directly from the Scopus database (https://www.scopus.com/sources.uri?zone=TopNavBar&origin=searchbasic), DEÜ actively governs its bibliometric visibility and supports high-impact labour, economics, and industrial engineering scholarship.

- **Institutional Affiliation Governance & SciVal Auditing:** The DEÜ Library and Documentation Department and the Research Coordination Office continuously audit and consolidate all institutional name variants ('Dokuz Eylul Univ', 'DEU Faculty of Economics and Administrative Sciences', 'Dokuz Eylül Üniversitesi İİBF') under DEÜ's canonical Scopus Affiliation Profile (Affiliation ID: 60012686; ROR ID: https://ror.org/00dbd8b73; Ringgold ID: 37508). Researchers synchronize their Scopus Author IDs with ORCID and the institutional Academic Data Management System (AVESİS, https://avesis.deu.edu.tr/) and Project Processes Management System (BAPSİS, https://bapsis.deu.edu.tr/). Across all disciplines, DEÜ's AVESİS portal tracks 114,618 publications, 8,979 research projects, 3,639 active researchers, 182 patents, and 1,472,397 citations.
- **2025–2026 SDG 8 Research Portfolio in AVESİS & Scopus Top-Decile Outlets:** A targeted query of the DEÜ AVESİS repository filtered specifically for SDG 8 ('İnsana yakışır iş ve ekonomik büyüme') across the 2025–2026 reporting cycle retrieved 28 indexed journal articles, 22 conference papers, 4 books/book chapters, and 2 funded research projects led primarily by the Faculty of Economics and Administrative Sciences (Department of Labour Economics and Industrial Relations; Department of Economics; Department of Econometrics), the Faculty of Business, the Faculty of Law (Department of Labour and Social Security Law), the Faculty of Engineering (Department of Industrial Engineering), and the Maritime Faculty.
- **Representative 2025 High-Impact Labour & Wage Scholarship:** (1) Şengül, S., Tansel, A., & Üçdoğruk Birecikli, Ş. (2025), 'Wage effects of educational mismatch in public and private sectors: Evidence from Türkiye', published in the International Journal of Manpower (Vol. 46, No. 7, pp. 1185–1204; CiteScore 4.8, Scopus Q1, SSCI; https://doi.org/10.1108/IJM-05-2024-0315), analyzing wage returns and over-/under-education dynamics across public and private employment; (2) Erkanlı Başbüyük, B. (2025), 'Anayasa Mahkemesi'nin Yakup Tekin kararı ışığında amatör sendika yöneticisinin güvenceden yararlanma hakkı' [Job-security guarantees of workplace trade-union representatives], published in Çalışma ve Toplum (Vol. 4, No. 87, pp. 1759–1786; https://doi.org/10.54752/ct.1656971); and (3) Güler, C. (2025, July 9–11), 'The cost of living and the minimum wage in Türkiye: Real wage erosion and policy dilemmas', presented at the 9th Regulating for Decent Work (RDW) Conference of the International Labour Organization (ILO) in Geneva, Switzerland, alongside invited national policy contributions to the 'Strengthening Social Partners and Civil Society for Fundamental Labour Rights' project in Ankara.

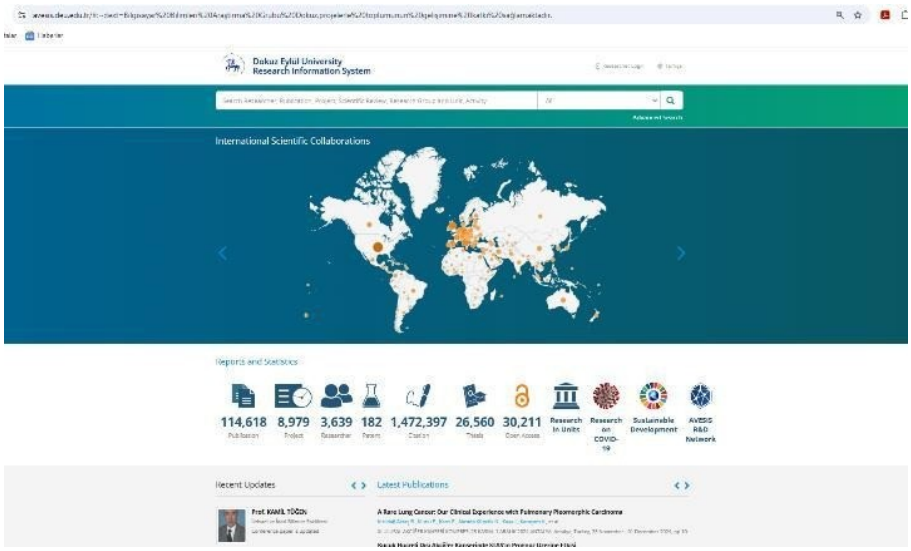

Figure 1. DEÜ Academic Data Management System (AVESİS, https://avesis.deu.edu.tr/) tracking 114,618 publications, 8,979 research projects, 3,639 researchers, 182 patents, and SDG-tagged outputs (GreenMetric Report, Section 6.26).

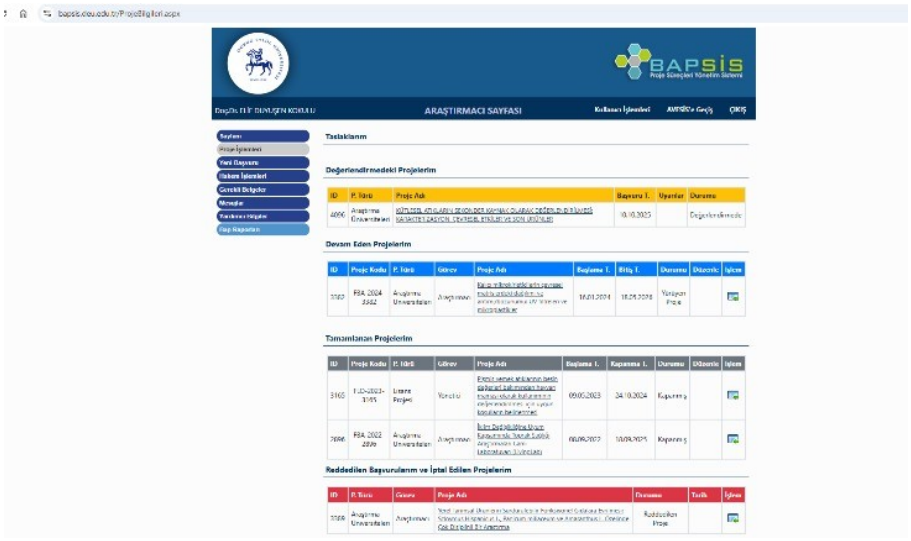

Figure 2. DEÜ Scientific Research Projects Process Management System (BAPSİS, https://bapsis.deu.edu.tr/) used to monitor internal and external research project budgets and SDG alignments.

3. Living Wage Compliance, Collective Bargaining and Trade Union Rights (8.2.1, 8.2.2, 8.2.9)

3.1 Statutory Living Wage Verification Across All Employee Categories (Indicator 8.2.1)

Dokuz Eylül University pays 100% of its staff and faculty at least the living wage (8.2.1). Because the Government of the Republic of Türkiye does not define a separate local municipal living wage, THE's methodology specifies the national statutory minimum wage set by the Minimum Wage Determination Commission (Decision No. 2024/1 of 24 December 2024, Official Gazette of 27 December 2024) as the official wage floor. For calendar year 2025, the national statutory minimum wage was TRY 26,005.50 gross

per month (TRY 22,104.67 net per month), corresponding to TRY 115.58 gross per hour on the statutory 225-hour monthly calculation basis under Labour Law No. 4857.

As a state university, DEÜ does not negotiate individual discretionary pay packages. Academic staff are remunerated under Higher Education Personnel Law No. 2914 and Higher Education Law No. 2547; administrative civil servants (4/A) under Civil Servants Law No. 657; contracted personnel (4/B) under standard Presidency contract wage scales; and permanent public workers (4/D) under workplace collective labour agreements (Toplu İş Sözleşmesi — TİS) negotiated under Law No. 6356. Using the January–June 2025 statutory salary coefficients published by the Ministry of Treasury and Finance (Circular No. 1 of 6 January 2025, No. 27998389-010.06.02-3676469; note that July–December 2025 statutory scales were further increased by +15.57%), the lowest-paid employee in every single DEÜ personnel category earned between +60.8% and +148.0% above the national statutory wage floor. Even when benchmarked against the non-governmental four-person household poverty line calculated by the Türk-İş Confederation of Turkish Trade Unions (TRY 98,188/month in December 2025 for a four-person family, equivalent to TRY 49,094 per earner in a dual-earner household), DEÜ's July–December 2025 civil-service and academic scales meet or exceed dual-earner household subsistence thresholds.

Staff Category (2025 Headcount = FTE)	Statutory / Contractual Pay Basis	Lowest Gross Monthly Pay, Jan–Jun 2025 (TRY)	Lowest Gross Hourly Pay (TRY, ÷225h)	Comparison with 2025 Wage Floor (TRY 115.58/h)
Academic staff (2,855 FTE)	Higher Education Personnel Law No. 2914	62,619.14	278.31	Yes (+140.8% above floor)
Foreign academic staff (24 FTE)	Higher Education Law No. 2547, Art. 34 contract	64,500.00	286.67	Yes (+148.0% above floor)
Administrative civil servants, 4/A (2,644 FTE)	Civil Servants Law No. 657	46,258.36	205.59	Yes (+77.9% above floor)
Contracted administrative staff, 4/B (526 FTE)	Presidency 4/B contract wage scale (Law 657)	41,825.40	185.89	Yes (+60.8% above floor)
Permanent public workers, 4/D (1,716 FTE)	Law No. 6356 Collective Labour Agreements (TİS)	42,000.00	186.67	Yes (+61.5% above floor)
Total DEÜ Workforce (7,765 FTE)	**100% covered by statutory / TİS scales**	**≥ 41,825.40**	**≥ 185.89**	**100% Compliant (≥ +60.8%)**

3.2 Recognition of Trade Unions, Freedom of Association and 2025 Collective Agreements (8.2.2 & 8.2.9)

Dokuz Eylül University recognizes freedom of association and collective bargaining rights for all 7,765 employees—women and men, Turkish and international staff alike—without prior authorization, as guaranteed by Articles 51 and 53 of the Constitution of the Republic of Türkiye and enforced through

DEÜ's Human Resources and Management Policy (Senate Decision No. 721/11 of 30 December 2025) and Section 4.7 of the DEÜ Decent Work, Child Labour and Forced Labour Prevention Policy:

- **Public Servants & Academic Staff (6,025 FTE under Law No. 4688):** All 2,855 academic staff, 2,644 administrative civil servants (4/A), and 526 contracted staff (4/B)—of whom 3,318 (55.1%) are women (1,484 academic, 1,595 administrative, 239 contracted) and 24 are international faculty—exercise union membership and collective bargaining rights under Law No. 4688 on Public Servants' Trade Unions and Collective Agreements. Union dues are processed automatically via payroll by the Department of Personnel. At the institutional level, the Institutional Administrative Board (Kurum İdari Kurulu — KİK) convenes twice annually in April and October under Article 22 of Law No. 4688 with the authorized public servants' trade union to review working conditions, administrative practices, and staff requests.
- **2025 Collective Labour Agreement with Türkiye Sağlık-İş (22 April 2025 — 966 Hospital Workers):** Following collective negotiations concluded on 14 April 2025 and formally signed on 22 April 2025, DEÜ and the Türkiye Sağlık ve Sosyal Hizmet İşçileri Sendikası (Türkiye Sağlık-İş) executed a comprehensive renewal of the workplace collective labour agreement covering all 966 permanent public workers (4/D) serving in the DEÜ Research and Application Hospital under branch of activity no. 17 (Health and Social Services; https://www.saglikis.org.tr/Haber-Detay/dokuz-eylul-universitesi%E2%80%99nde-toplu-is-sozlesmemizi-imzaladik-/339).
- **2025 Collective Labour Agreement with Tez-Koop-İş (7 May 2025 — 487 Campus Workers):** On 7 May 2025, following three months of structured negotiations, the DEÜ Rectorate and the Tez-Koop-İş union (Trade, Cooperative, Education, Office and Fine Arts Workers' Union) signed a workplace collective labour agreement covering 487 permanent workers in branch of activity no. 10 across Rectorate, faculty, dining, and campus units (https://haber.deu.edu.tr/deu-ve-tez-koop-is-arasinda-toplu-is-sozlesmesi-imzalandi/). These 2025 agreements build on continuous multi-year union recognition, including the March 2021 Sağlık-İş agreement (1,407 workers) and December 2021 Tez-Koop-İş agreement.
- **Union Representation in Institutional Governance Boards:** Under Article 6 of the DEÜ Mobbing Unit Procedures and Principles (University Management Board Decision No. 1203/9 of 5 May 2015), an authorized trade-union representative formally attends meetings of the DEÜ Mobbing Commission to ensure independent labour oversight in workplace rights investigations.

Workforce / Collective-Bargaining Indicator	2024 Record	2025 Record	Legal Basis & Institutional Verification Source
Academic, 4/A Civil Servant & 4/B Contracted Staff Covered by Law 4688	5,899 FTE	6,025 FTE (3,318 Women)	Constitution Art. 51; Law No. 4688; DEÜ (2026), pp. 53–71
International Academic Staff with Equal Union Rights	23 FTE	24 FTE	Constitution Art. 51; Law No. 4688; Law No. 2547 Art. 34
Permanent Public Workers (4/D) Covered by Law No. 6356	1,750 FTE	1,716 FTE	Law No. 6356; DEÜ (2026), Table 51–52, p. 75

Workforce / Collective-Bargaining Indicator	2024 Record	2025 Record	Legal Basis & Institutional Verification Source
Hospital 4/D Workers Covered by Türkiye Sağlık-İş TİS (Signed 22 Apr 2025)	Covered by prior TİS	966 FTE (Branch No. 17)	DEÜ (2026), p. 75; Türkiye Sağlık-İş (14 & 22 Apr 2025)
Campus 4/D Workers Covered by Tez-Koop-İş TİS (Signed 7 May 2025)	Covered by prior TİS	487 FTE (Branch No. 10)	DEÜ News Portal (7 May 2025); DEÜ (2026), p. 75
Institutional Administrative Board (KİK) Statutory Meetings	2 (April & October)	2 (April & October)	General Secretariat; Law No. 4688, Art. 22

4. Workplace Non-Discrimination, Anti-Slavery, Outsourcing Protections and OHS (8.2.3, 8.2.4, 8.2.5)

4.1 Policy on Ending Workplace Discrimination and Mobbing Prevention (Indicator 8.2.3)

DEÜ enforces a comprehensive, zero-tolerance legal and institutional framework against all forms of workplace discrimination and harassment (8.2.3). The Senate-approved Human Resources and Management Policy (Decision No. 721/11 of 30 December 2025, reproduced in DEÜ, 2026, pp. 266–267) mandates equal opportunity—above all gender equality—across recruitment, appointment, promotion, training, and compensation, alongside zero tolerance for mobbing and discrimination. This Senate policy is operationalized through three specialized regulatory instruments:

- **Full Coverage of All Five THE Protected Grounds:** Section 3(a) and Section 4.1 of the DEÜ Policy on Equality, Prevention of Discrimination and Inclusion and Section 4.7 of the DEÜ Decent Work, Child Labour and Forced Labour Prevention Policy explicitly prohibit direct or indirect discrimination on the grounds of: (1) Religion (language, religion, sect, belief, philosophical or political opinion); (2) Sexuality (sex, sexual orientation, gender identity); (3) Gender (gender, marital status, pregnancy, maternity/paternity responsibilities); (4) Age; and (5) Refugee / Migrant Status (race, colour, ethnic origin, nationality, and analogous legal statuses governed by Law No. 6458 on Foreigners and International Protection, Arts. 89 & 91, alongside Law No. 6701 on the Human Rights and Equality Institution of Türkiye and Labour Law No. 4857 Art. 5).
- **Mobbing Unit, DEKAUM Anti-Harassment Protocol & 2025 Trainings:** Workplace psychological harassment complaints are investigated by the three-member DEÜ Mobbing Commission chaired by the Vice-Rector (with Legal Counsel secretariat support and trade-union observation) under Management Board Decision No. 1203/9 (5 May 2015), while gender-based harassment is addressed under the Policy Document against Gender Discrimination, Violence and Sexual Harassment of the Women and Family Studies Application and Research Centre (DEKAUM, https://dekaum.deu.edu.tr/). On 21 March 2025, DEÜ delivered an in-service Mobbing Awareness Training for 62 Faculty of Medicine staff (DEÜ, 2026, p. 232), followed by two university-wide workplace equality and anti-harassment seminars co-organized by the Societal Contribution Coordination Office, DEKAUM, and

the Faculty of Law on 26 June 2025 ('Sexual Violence in the Workplace and its Legal Consequences') and 11 December 2025 ('365 Days of Awareness: Standing Against Violence Against Women'; DEÜ, 2026, pp. 223–224).

4.2 Policy Against Forced Labour, Modern Slavery, Human Trafficking and Child Labour (8.2.4)

Under Indicator 8.2.4, the DEÜ Decent Work, Child Labour and Forced Labour Prevention Policy (Sections 3(b)–(c), 4.2, 4.3, and 4.5) and the DEÜ Sustainable Procurement Policy (published 4 January 2023, https://greencampus.deu.edu.tr/sustainability-policies-and-strategies/sustainable-procurement-policy/) establish binding prohibitions against all four elements required by THE across all university employees, interns, contractors, subcontractors, and supply-chain vendors:

- **Forced Labour, Modern Slavery & Human Trafficking (Sections 3(b) & 4.2):** Strictly prohibits any work extracted under threat, coercion, debt bondage, confiscation/retention of identity documents, restriction of freedom of movement, or non-payment of statutory wages, enforcing Article 18 of the Constitution and Articles 79–80 of the Turkish Penal Code (Law No. 5237).
- **Child Labour Prevention & Intern Safeguards (Sections 3(c) & 4.3):** Prohibits child labour across all campus operations and supplier contracts in accordance with Article 71 of Labour Law No. 4857, requires age-verification clauses in technical specifications under Section 4.5, and ensures that all student internships operate strictly within credit-bearing educational curricula under the DEÜ Directive on Applied Training (Senate Decision No. 585/26) with university-paid occupational accident insurance under Law No. 5510 Article 5(b).

4.3 Equivalent Rights in Outsourcing, Direct 4/D Employment & Campus Occupational Safety (8.2.5)

Under Indicator 8.2.5, Section 4.4 of the DEÜ Decent Work Policy and the Sustainable Procurement Policy (2023) guarantee that any workers engaged via external service contracts or subcontractors enjoy equivalent statutory labour, wage, social security, and occupational health and safety rights, enforced through joint and several liability under Article 2 of Labour Law No. 4857 and inspection clauses in Public Procurement Law No. 4734 tender specifications. Crucially, in institutional practice, DEÜ eliminated subcontracted labour across its core campus support services (cleaning, security, catering, landscaping, and routine maintenance) by transitioning subcontracted workers to direct, indefinite-term public worker posts (4/D) under Decree Law No. 696. In 2025, all 1,716 permanent public workers (966 in the University Hospital under the Türkiye Sağlık-İş collective agreement; 750 across campus administrative, dining/SKS, and vocational school units, including 487 under the Tez-Koop-İş collective agreement) were employed directly by DEÜ, leaving 0 outsourced FTE in core support services.

As documented in the UI GreenMetric 2025–2026 Sustainability Report (Sections [1.16] and [1.17], pp. 24–27, 116–117), workplace safety across all 20 campuses is governed by the Occupational Health and Safety (OHS) Coordination Office and the Directorate of Protection and Security under Law No. 6331. In 2025, DEÜ deployed dedicated OHS software, installed 150 new indoor/outdoor CCTV cameras, maintained 45 GPRS-based alarm systems and campus-wide emergency panic buttons, installed stairwell fall-protection safety nets across multi-story faculty buildings, operated a dedicated 6-ton firefighting

vehicle (10.5 m ladder) and a 150-bar rapid-intervention foam/water suppression vehicle at Central Campus, and delivered 19 in-service Basic OHS, Emergency Disaster Plan, Blue Code, Waste Management, and Infection Control training cohorts across the Hospital and campus units between May and December 2025.



Figure 3. DEÜ Occupational Health and Safety (OHS) Coordination Office Team overseeing workplace risk assessments, emergency preparedness, and Law No. 6331 compliance across all 20 campuses (GreenMetric Report 2026, p. 27).



Figure 4. Preventive stairway fall-protection safety nets installed across multi-story DEÜ campus buildings to protect staff, students, and maintenance workers (GreenMetric Report 2026, Section 1.16, p. 26).

5. Pay Scale Gender Equity, Annual Pay Tracking and Employee Appeal Processes (8.2.6, 8.2.7, 8.2.8)

5.1 Pay Scale Equity Policy and Annual Gender Pay Tracking (Indicators 8.2.6 & 8.2.7)

Under Indicators 8.2.6 and 8.2.7, DEÜ combines a binding statutory equal-pay structure with annual gender-disaggregated workforce and pay-scale tracking. The Senate-approved Human Resources and Management Policy (30 December 2025), Section 4.2 of the Policy on Equality, Prevention of Discrimination and Inclusion ('Equality in Pay Scales and Positions'), and Goal 4 of DEKAUM's Equal

Opportunities and Prevention of Violence Policy Document explicitly commit the University to equal pay for work of equal value and to measuring and transparently reporting gender pay equity indicators.

Because all DEÜ salaries are determined by statutory coefficient tables (Higher Education Personnel Law No. 2914 for academic titles, Civil Servants Law No. 657 for administrative grades/steps, Presidency 4/B scales for contracted staff, and Law No. 6356 TİS tables for 4/D workers—updated on 7 July 2025 via the Ministry of Treasury and Finance Circular with a civil-service monthly coefficient of 1.170211 and base-pay coefficient of 18.316014), women and men holding the same title, grade, and seniority step receive the exact same remuneration, resulting in a 0.0% within-scale gender pay gap across all personnel categories. To monitor structural or vertical composition effects across titles and service classes, DEÜ tracks and publishes annual gender breakdowns across all 7,741 permanent and contracted staff. In 2025, women constituted 52.0% of all academic staff (1,484 women vs. 1,371 men out of 2,855), 60.3% of administrative civil servants (1,595 women vs. 1,049 men out of 2,644), 45.4% of 4/B contracted staff (239 women vs. 287 men out of 526), and 55.1% (3,318 of 6,025) of all academic and administrative civil-service/contracted personnel combined.

Staff Category / Title (2025 Headcount = FTE)	Women: Statutory Monthly Scale (TRY, Jul–Dec 2025)	Men: Statutory Monthly Scale (TRY, Jul–Dec 2025)	Within-Scale Gender Gap	2025 Gender Representation & Administrative Source
Professors (966 posts; Law 2914, Grade 1)	109,800 – 117,900	109,800 – 117,900	0.0%	33.8% of academic posts (DEÜ, 2026, Table 28); 47.45% of senior academics are women (SDG 5.4.1)
Associate Professors (448 posts; Law 2914, Grade 1–3)	86,700 – 94,800	86,700 – 94,800	0.0%	15.7% of academic posts (DEÜ, 2026, Table 28)
Assistant Professors (426 posts; Law 2914, Grade 3–5)	78,600 – 85,500	78,600 – 85,500	0.0%	14.9% of academic posts (DEÜ, 2026, Table 28)
Lecturers (487) & Research Assistants (528) (1,015 posts)	70,500 – 80,900	70,500 – 80,900	0.0%	35.6% of academic posts; All academic staff: 52.0% women (1,484 W / 1,371 M; p. 54)
Administrative Civil Servants, 4/A (2,644 FTE; Law 657)	≥ 50,503 (by grade/step)	≥ 50,503 (by grade/step)	0.0%	60.3% women (1,595 W / 1,049 M; Gen. Admin: 449 W/490 M; Health: 1,067 W/236 M; Table 39, p. 66)
Contracted Staff, 4/B (526 FTE; Law 657 Art. 4/B)	43,726 – 50,503+ (by title)	43,726 – 50,503+ (by title)	0.0%	45.4% women (239 W / 287 M; DEÜ, 2026, p. 71)

Staff Category / Title (2025 Headcount = FTE)	Women: Statutory Monthly Scale (TRY, Jul–Dec 2025)	Men: Statutory Monthly Scale (TRY, Jul–Dec 2025)	Within-Scale Gender Gap	2025 Gender Representation & Administrative Source
Permanent Public Workers, 4/D (1,716 FTE; Law 6356 TİS)	TİS scale (≥ 42,000 gross)	TİS scale (≥ 42,000 gross)	0.0%	966 Hospital (Türkiye Sağlık-İş TİS) & 750 campus (Tez-Koop-İş TİS; DEÜ, 2026, p. 75)
Total Permanent & Contracted Staff Tracked (7,741 FTE)	**Statutory / TİS Parity**	**Statutory / TİS Parity**	**0.0%**	**3,318 women (55.1%) across 6,025 academic, 4/A & 4/B posts + 1,716 4/D workers**

5.2 Employee Appeal Processes on Rights and Pay and Digital Personnel Automations (Indicator 8.2.8)

DEÜ provides structured, multi-tier administrative, union-assisted, digital, and judicial appeal mechanisms through which all 7,765 employees can challenge pay determinations, accrual calculations, performance appraisals, promotion decisions, disciplinary sanctions, or workplace rights violations (8.2.8):

- **Pay, Allowance & Accrual Appeals + Online 4/D Payslip Portal (Law No. 657 Art. 21 & Law No. 2577):** Employees inspect their monthly salary, additional payment, overtime, and family/child allowance accruals via the DEÜ Personnel Information and Payroll Viewing Automation (https://debis.deu.edu.tr/ and the 657 4/D Self-Employed/Worker Payroll Viewing Module documented in DEÜ, 2026, p. 39). Any employee may submit a written administrative objection to the Department of Personnel (Salary and Accrual Branch) or their employing unit under Article 21 of Law No. 657 and Articles 7, 10, and 11 of the Administrative Procedure Law No. 2577 (30-day administrative reply deadline; 60-day judicial review window before the İzmir Administrative or Labour Courts).
- **Disciplinary, Promotion & Academic Appointment Appeals (Law No. 657 Art. 135 & Law No. 2547 Art. 53/F):** Academic and administrative staff have a statutory 7-day window to file a formal objection against disciplinary penalties before the Higher Disciplinary Board or University Administrative Board, followed by a 60-day window for judicial review before the Administrative Court.
- **Mobbing Commission, Collective-Agreement Grievance Routes & OGEB Digital Portal:** Staff experiencing workplace harassment or unfair treatment file confidential complaints with the DEÜ Mobbing Unit Secretariat (Legal Counsel's Office, hukuk.musavirligi@deu.edu.tr). Permanent 4/D workers also exercise workplace grievance resolution through authorized Tez-Koop-İş and Türkiye Sağlık-İş shop stewards under Law No. 6356. Additionally, the General Secretariat's online Positive and Negative Feedback System (OGEB, https://gensek.deu.edu.tr/ogeb/) enables employees to lodge tracked complaints or suggestions across 61 selectable academic and administrative units, including the Department of Personnel and Legal Counsel.

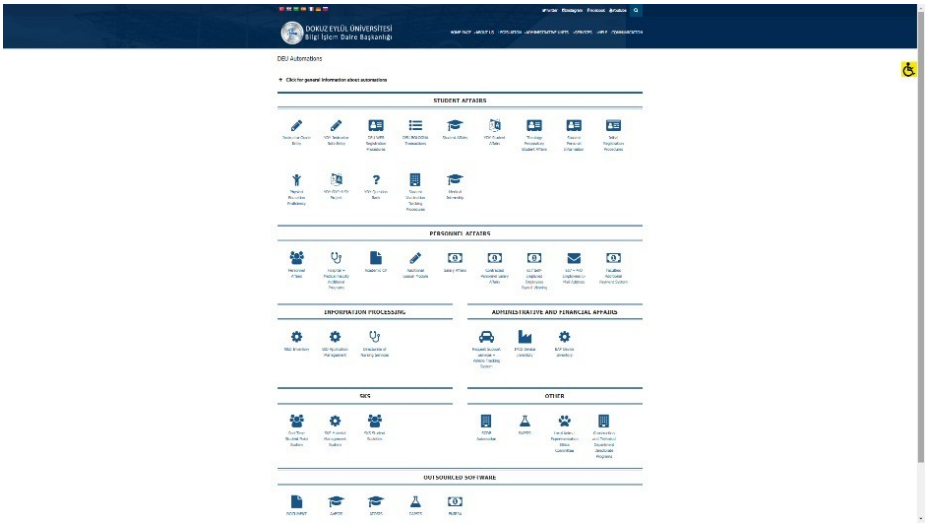

Figure 5. DEÜ Digital Automations Portal showing Personnel Affairs modules (Salary Affairs, Contracted Personnel Salary Affairs, 657 4/D Worker Payroll Viewing, Faculties Accrual Payment System) and Student Affairs modules (Medical Internship, Part-Time Student Point System, SKS Payroll Management System; GreenMetric Report, p. 138).

6. University Expenditure per Employee and Secure Employment Contracts (8.3.1 & 8.5.1)

6.1 Expenditure per Employee (Indicator 8.3.1 — Weight: 15.4%)

In accordance with THE's methodology for Indicator 8.3.1, total university expenditure is calculated from the audited central-government budget outturn table published by the DEÜ Strategy Development Department in the 2025 Administrative Activity Report (Table 138, pp. 273–274, https://strateji.deu.edu.tr/wp-content/uploads/2026/03/Dokuz-Eylul-Universitesi-2025-Yili-Idare-Faaliyet-Raporu.pdf), strictly excluding capital expenditure (buildings, machinery, major infrastructure) and keeping a consistent central-budget accounting boundary. In 2025, DEÜ's total central-government budget expenditure reached TRY 10,209,079,304.23 (up 32.1% from TRY 7,728,018,014.13 in 2024). Deducting capital expenditure of TRY 1,185,333,878.96 yields a net 8.3.1 operating and personnel expenditure of TRY 9,023,745,425.27 (up 27.0% from TRY 7,104,806,652.59 in 2024), of which direct personnel salaries and state social security contributions accounted for TRY 7,215,393,855.63 (80.0% of eligible operating expenditure).

Dividing eligible expenditure (TRY 9,023,745,425.27) by the total full-time employee count of 7,765 FTE as of 31 December 2025 (with 0 outsourced core-service FTE, as all 1,716 support workers are employed in-house under 4/D) yields an expenditure per employee of TRY 1,162,105 in 2025, representing a 25.5% increase over the 2024 figure of TRY 926,070 per employee (7,672 FTE). Complementing this statutory budget growth, Section [7.1]–[7.3] of the UI GreenMetric 2025–2026 Sustainability Report (pp. 147–148) documents that DEÜ's three-year average total budget (2023–2025) stood at USD 220,796,628.08, of which USD 46,385,154.14 (21.01%; TRY 2,133,200,266.70 or USD 54,032,428.08 in 2025 alone) was invested directly in sustainability infrastructure, research projects, energy efficiency, and environmental operations, monitored digitally via the Ministry of Treasury and Finance's Integrated Public Financial

Management Information System (BKMYBS) and the Presidency of Strategy and Budget's Public Investments Monitoring System (İLYAT).

Economic Classification / Workforce Metric (Table 138 & Table 27)	2024 Audited Actual	2025 Audited Actual	YoY Change	THE 8.3.1 Treatment / Scope Note
01. Personnel Expenditure (Direct Salaries & Allowances, TRY)	4,718,990,783.16	6,383,789,661.60	+35.28%	Included — direct staff costs
02. State Social Security Contributions (SGK Premiums, TRY)	596,476,193.64	831,604,194.03	+39.42%	Included — statutory employer social security
03. Purchases of Goods and Services (Operating Expenses, TRY)	728,188,704.74	629,811,512.45	-13.51%	Included — non-capital operating expenditure
05. Current Transfers (Social, Student & Institutional, TRY)	1,061,150,971.05	1,178,540,057.19	+11.06%	Included — non-capital current transfers
06. Capital Expenditure (Buildings, Equipment & Construction, TRY)	623,211,361.54	1,185,333,878.96	+90.20%	Excluded per THE 8.3.1 methodology
Total Central-Government Budget Expenditure (TRY)	**7,728,018,014.13**	**10,209,079,304.23**	**+32.10%**	**DEÜ (2026), Table 138, pp. 273–274**
Expenditure for Indicator 8.3.1 (Excl. Capital, TRY)	7,104,806,652.59	9,023,745,425.27	+27.01%	Submitted numerator for 8.3.1
Total Employees (FTE, incl. 0 Outsourced Core-Service FTE)	**7,672 FTE**	**7,765 FTE**	**+1.21%**	**DEÜ (2026), Table 27, p. 53 (100% full-time)**
Expenditure per Employee (TRY / FTE)	**926,070 TRY**	**1,162,105 TRY**	**+25.49%**	**Before THE PPP / GDP per capita normalisation**

6.2 Proportion of Employees on Secure Contracts of Over 24 Months (Indicator 8.5.1 — Weight: 28.0%)

Indicator 8.5.1 carries the highest single weight in SDG 8 (28.0% of the SDG score) and measures the proportion of the university's workforce (including outsourced core services) employed on permanent, indefinite, or rolling contracts without a fixed term, or fixed-term contracts exceeding 24 months. At DEÜ, public employment law and the in-house 4/D model provide exceptional contractual security across all 7,765 full-time employees:

- **Permanent & >24-Month Statutory Posts (Classification A = 6,200 FTE [79.8%]; Classification B = 7,215 FTE [92.9%]):** Professors and associate professors (1,414 FTE) hold permanent tenured

academic posts under Law No. 2547; administrative civil servants (2,644 FTE) hold permanent civil-service tenure under Law No. 657 Article 4/A; permanent public workers (1,716 FTE) hold indefinite-term employment contracts under Law No. 657 Article 4/D and Labour Law No. 4857; and assistant professors (426 FTE) hold renewable 3-to-4-year appointments (>24 months) under Law No. 2547 Article 23 (totalling 6,200 FTE or 79.8% under strict Classification A). Adding lecturers (487 FTE on rolling career cadres under Law No. 2547 Art. 31) and research assistants (528 FTE on 3-year/PhD rolling appointments under Arts. 33 & 50/d) brings the total to 7,215 FTE (92.9% under Classification B).

- **Rolling Contracted Public Personnel (Classification C = 7,741 FTE [99.7%]):** The 526 contracted administrative and health personnel employed under Law No. 657 Article 4/B occupy permanent budget-allocated positions that renew automatically each calendar year and transition to permanent 4/A civil-service tenure after 3 years under the statutory '3+1' framework (Law No. 657, Art. 4/B). Under THE's explicit rule treating rolling contracts without a fixed termination expectation as >24 months, 7,741 of DEÜ's 7,765 FTE employees (99.7%) hold secure contracts—with only the 24 foreign academic staff on 1-to-2-year fixed-term contracts under Law No. 2547 Article 34 classified as ≤24 months.

Staff Group / Classification Tier	2024 FTE	2025 FTE	Statutory / Contractual Basis	Over 24 Months? (Share of 7,765 FTE)
Professors (966) & Associate Professors (448)	1,389	1,414	Permanent academic tenure (Law No. 2547)	Yes — Indefinite tenure (18.21%)
Assistant Professors (Dr. Öğr. Üyesi)	412	426	3-to-4-year renewable appointments (Law 2547 Art. 23)	Yes — >24 months fixed/renewable (5.49%)
Lecturers (Öğretim Görevlisi)	482	487	Rolling career academic cadre (Law 2547 Art. 31)	Yes — Rolling career cadre (6.27%)
Research Assistants (Araştırma Görevlisi)	522	528	3-year / PhD rolling academic posts (Law 2547 Art. 33/50d)	Yes — Rolling / >24 months (6.80%)
Administrative Civil Servants (4/A)	2,725	2,644	Permanent civil-service tenure (Law No. 657 Art. 4/A)	Yes — Indefinite tenure (34.05%)
Permanent Public Workers (4/D In-House Support)	1,750	1,716	Indefinite employment contracts (Law 657 Art. 4/D & TİS)	Yes — Indefinite contract (22.10%)
Contracted Personnel (4/B Rolling / 3+1 Track)	369	526	Rolling public contracts with 3+1 tenure conversion (Law 657)	Yes under Class. C rolling rule (6.77%)
Foreign Academic Staff	23	24	1-to-2-year fixed-term contracts (Law 2547 Art. 34)	No — Excluded from numerator (0.31%)

Staff Group / Classification Tier	2024 FTE	2025 FTE	Statutory / Contractual Basis	Over 24 Months? (Share of 7,765 FTE)
Outsourced Core-Service Workers (FTE)	0	0	All core services performed in-house by 1,716 4/D workers	0 FTE (100% in-house under Decree 696)
Value for Submission — Class. C (Class. B in parens)	**7,649 (7,280)**	**7,741 (7,215)**	**Total Workforce = 7,765 FTE (2024: 7,672 FTE)**	**99.69% [99.7%] (Class. B: 92.92% [92.9%])**



Figure 6. Cover of the Dokuz Eylül University 2025 Administrative Activity Report (İdare Faaliyet Raporu, Strategy Development Department, March 2026) providing audited financial outturns (Table 138) and personnel headcounts (Table 27).

7. Student Work Placements, Green Jobs and Innovation Ecosystem (Metric 8.4 & GreenMetric)

7.1 Proportion of Students Taking Compulsory Work Placements >1 Month (Indicator 8.4.1 — Weight: 23.0%)

Indicator 8.4.1 (23.0% of the SDG 8 score) measures the proportion of full-time equivalent (FTE) students who complete mandatory work placements lasting more than one month at external host organizations as an integral requirement of their degree programme. At DEÜ, work-based learning is regulated by the Senate Directive on Applied Training (Uygulamalı Eğitimler Yönergesi, Senate Decision No. 585/26 of 19 August 2021, amended by Decisions No. 594/03 of 2 December 2021 and No. 731/10 of 14 May 2026;

https://ogrenci.deu.edu.tr/dokuz-eyluel-ueniversitesi-uygulamali-egitimler-yoenergesi/). The Directive governs three mandatory credit-bearing placement tracks: (1) Compulsory Curriculum Internships (staj, ≥20–60 working days, 5–10 ECTS); (2) Workplace Vocational Training (İşletmede Mesleki Eğitim — İME, one full semester in industry under the YÖK 3+1/7+1 model, 15–30 ECTS); and (3) External Clinical, Public-Health and Teaching Practicums (1–2 semesters, up to 60 ECTS). For all three tracks, DEÜ pays the student's work-accident and occupational-disease insurance premiums to the Social Security Institution (SGK) under Article 5(b) of Law No. 5510 and tracks every placement digitally through faculty Internship Management Panels (Staj Yönetim Panelleri).

As of 1 December 2025, DEÜ enrolled 59,775 students across all degree programmes, including not only ISCED 6-7-8 but also ISCED 5. (Student Affairs Department, https://ogrenci.deu.edu.tr/2025-yili-sayisal-verileri/). Excluding 1,310 distance-learning students yields the consistent institutional denominator of 58,465 FTE students used across DEÜ's SDG 1–8 submissions. Applying THE's strict exclusion of voluntary internships, placements shorter than one month, and internal rotations conducted solely inside DEÜ's own hospital or laboratories, a verified annual cohort of 9,150 FTE students (15.65% of 58,465 FTE students) completed compulsory external work placements exceeding one month in 2025.

Academic Unit / Faculty Group	Total Enrolled Students (Dec 2025)	Compulsory External Placement Structure (>1 Month)	2025 Verified Annual Placement Cohort (FTE)
Vocational Schools (All 6 MYOs: İzmir, Torbalı, Bergama, Efes, Foça, Kiraz)	10,561	1-semester Workplace Vocational Training (İME, 15–30 ECTS) & 30–40 working-day industry internships	4,224 FTE
Faculties of Maritime, Tourism, Architecture, Business, Economics & Admin. Sciences	13,969	Maritime open-sea cadetship (6–12 mo), Tourism hospitality placements (60–90 d), Architecture & Business	1,607 FTE
Faculty of Engineering (11 Departments)	5,772	Mandatory 40–60 working-day (8–12 week) external industrial/plant engineering internships	1,443 FTE
Buca Faculty of Education	4,226	Two-semester compulsory Teaching Practice I & II in external Ministry of National Education (MEB) schools	1,056 FTE
Faculty of Medicine	1,978	6th-year medical internship (intörnlük, 60 ECTS) external MoH public-health & state hospital rotations >1 mo	328 FTE
Faculty of Nursing	1,049	Final-year compulsory clinical and community-health internship rotations at external MoH facilities >1 mo	262 FTE

Academic Unit / Faculty Group	Total Enrolled Students (Dec 2025)	Compulsory External Placement Structure (>1 Month)	2025 Verified Annual Placement Cohort (FTE)
Faculties of Dentistry, Veterinary Medicine & Physical Therapy and Rehabilitation	1,328	Compulsory external veterinary clinic/farm & FTR rehabilitation hospital rotations >1 mo (excl. internal)	230 FTE
Total Compulsory External Placements >1 Month (Numerator)	**38,883 (in placement units)**	**100% insured under Law No. 5510 Art. 5(b) & tracked via Staj Yönetim Sistemi**	**9,150 FTE**
Proportion (%) of Total DEÜ Student Body (58,465 FTE; 59,775 Headcount) (all levels not only ISCED 6-7-8) but also ISCED 5 level.	**58,465 FTE (excl. 1,310 distance)**	**Numerator (9,150 FTE) ÷ Denominator (58,465 FTE)**	**15.65%**

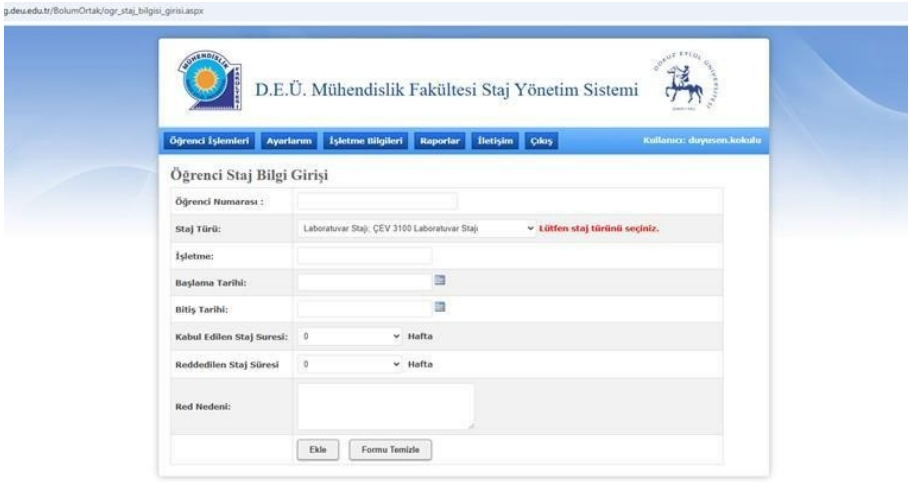

Figure 7. DEÜ Faculty of Engineering Digital Internship Management System (D.E.Ü. Mühendislik Fakültesi Staj Yönetim Sistemi) recording host enterprise details, start/end dates, and accepted placement weeks (GreenMetric Report, p. 138).

7.2 Green Jobs Employability, Career Counseling, DEPARK Start-ups and Youth Employment (GreenMetric & SDG 17)

Beyond compulsory curriculum placements, DEÜ connects academic education directly to regional economic growth, green-economy careers, and technology entrepreneurship through its Career Planning and Alumni Relations Coordination Office, the Turkish Employment Agency (İŞKUR) Youth Programme, the DEÜ Technology Transfer Office (DETTO), and the Dokuz Eylül Technology Development Zone (DEPARK, https://depark.com/):

- **Graduates in Green Jobs & Sustainability-Oriented Professions (GreenMetric [6.17] & [6.21]–[6.23]):** As documented in the UI GreenMetric 2025–2026 Sustainability Report (pp. 140–142), out of 31,978 students who graduated from DEÜ over the last three academic years (9,910 in 2023; 10,179 in 2024; 9,179 in 2025; and 2,710 in the first half of 2025–2026), 4,642 graduates (14.51%) completed degree programmes directly aligned with green jobs and sustainability professions—including Occupational Health and Safety (Bergama MYO associate degree plus MSc, non-thesis MSc, and PhD tracks), Environmental Engineering, Maritime Safety and Environmental Management, Hydraulics and Water Resources, Renewable Energy, Urban and Regional Planning, and Biotechnology. Tracking by the Career Planning and Alumni Relations Coordination Office (GreenMetric 2024–2025 Report, Section [6.23], pp. 133–135) further confirmed that 2,003 graduates out of 28,785 three-year alumni (6.96%) entered verified employment directly in green and environmentally responsible sectors.
- **2025 Career-Oriented Events & İŞKUR Youth Employment Programme:** Throughout 2025, the Career Planning and Alumni Relations Coordination Office organized 15 specialized career and entrepreneurship events (GreenMetric 2026 Report, pp. 118–119, 123), including 'Occupational Health and Safety Career Planning' (5 May 2025), 'Carbon Footprint and Life Cycle Assessment for Sustainable Products' (12 May 2025), 'Artificial Intelligence, Entrepreneurship, and Maritime Affairs' (14 May 2025), 'Entrepreneurship and the Fundamentals of Entrepreneurship' (30 September 2025), 'Sustainability in the Energy Sector' (24 December 2025), and joint İŞKUR–DEÜ occupational safety and career workshops. Under the national İŞKUR Youth Programme launched on 9 February 2025 and expanded on 15 October 2025, alongside DEÜ's SKS Part-Time Student Employment System, hundreds of DEÜ students gained paid, insured on-campus work experience.
- **DEPARK Technopark, BAMBU Accelerator & BİGGSİNERJİ Start-Up Ecosystem (GreenMetric [6.16] / SDG 1.4.1–1.4.2):** Established in 2013 as Türkiye's first health-themed technopark across the Central Campus (TGB-1, 17,413 m² smart building) and 15 Temmuz Health & Art (TGB-2, 10,487 m² smart building) campuses, DEPARK hosts over 150 R&D companies and more than 2,000 R&D personnel, having completed 1,100+ R&D projects, commercialized 2,000+ innovative products, and generated over TRY 1.25 billion in cumulative R&D revenue (GreenMetric Report, p. 132). In 2025, DEPARK's BAMBU Incubation Centre hosted 39 early-stage start-up firms (up 56% from 25 firms in 2024), welcoming 18 new start-ups during the 2025 calendar year (and 16 sustainability/high-tech start-ups during the May 2025–April 2026 GreenMetric cycle, including SmartOceanics Marine Technologies Inc., AI4Vision Health Technologies Inc., Broad Sight Medical Technologies Ltd., and YES AI & Software Inc.). Through the BAMBU Entrepreneurship Office (20 May–20 September 2025 training & BAMBU+ launched 18 November 2025) and the TÜBİTAK 1812 BİGGSİNERJİ Consortium (264 business idea applications, 336 entrepreneurs trained via 50 hours of training and 249 hours of mentoring), DEÜ trained 213 local entrepreneurs free of charge in 2025 (up from 184 in 2024) and channelled TRY 3,600,000 in direct seed capital to 4 new technology ventures in 2025 (up from TRY 2,700,000 across 3 ventures in 2024), alongside coordinating the €60,000 Erasmus+ ECOMINIMIZE green-entrepreneurship project and the İzmir R&D Ecosystem Summit with EBSO on 7 November 2025.



Figure 8. DEPARK Technology Development Zone in Central Campus (TGB-1, 17,413 m² smart building) displaying the DEÜ Solar Boat Team ('DİYYOJEN') vessel (GreenMetric Report 2026, Section 1.18, p. 38).



Figure 9. DEPARK Health-Themed Technology Development Zone Building (TGB-2, 10,487 m²) hosting biotechnology, medical device, and AI start-ups alongside the BAMBU Incubation Centre (GreenMetric Report 2026, p. 38).

8. Multi-Year Trajectory (2024–2025) and Strategic Targets for 2026–2028

To sustain continuous improvement under the DEÜ Strategic Plan (2024–2028), the YÖKAK Institutional Accreditation Improvement Cycle, and the 06.06.2026 UN SDGs Social Contribution Activity Report (which recorded 1,288 societal contribution events across 38 units, led by Education & Lifelong Learning [494 events], Health & Well-Being [328 events], Culture, Art & Inclusivity [240 events], and Environment & Sustainability [125 events]), the Rectorate, Department of Personnel, Strategy Development Department, Student Affairs Department, and DEPARK have established concrete 2026–2028 targets across every SDG 8 dimension:

SDG 8 Dimension & THE Indicator	2024 Baseline	2025 Achieved	2026–2028 Institutional Target & Action Plan
8.1.1 SDG 8 Scopus CiteScore Top 10% Share	Tracked via Scopus ID 60012686	28 AVESİS SDG 8 articles (2025–26); Q1 SSCI outputs	Increase Top-10% CiteScore share by ≥3 percentage points viaBAPSİS Q1 publication incentives & ILO/Erasmus+ VoWoCo networks.
8.2.1 Living Wage Compliance Ratio	100% of 7,672 FTE above minimum wage	100% of 7,765 FTE (lowest scale +60.8% above floor)	Maintain 100% compliance above statutory minimum wage and dual-earner household living-wage benchmarks across all staff & suppliers.
8.2.2 & 8.2.9 Collective Bargaining & Union Coverage	7,672 FTE covered; 2 KİK meetings	7,765 FTE covered; 2 new TİS signed (966 + 487 4/D workers)	Ensure 100% timely renewal of 2027–2028 TİS agreements with Türkiye Sağlık-İş and Tez-Koop-İş and biannual KİK meetings.
8.2.3–8.2.5 Non-Discrimination, Anti-Slavery & In-House 4/D	1,750 in-house 4/D workers (0 outsourced FTE)	Senate HR Policy (30 Dec 2025); 1,716 4/D (0 outsourced FTE)	Expand mandatory in-service Mobbing & Workplace Equality trainings to >250 staff/year and audit 100% of tender specs for Sec. 4.5 clauses.
8.2.6–8.2.8 Pay Equity Tracking & Digital Appeals	0.0% within-scale gap; 2,725 4/A tracked	0.0% within-scale gap across 7,741 staff; 61 OGEB units	Publish annual gender pay-equity & vertical progression dashboards via DEKAUM and Personnel Dept.; maintain 100% online payslip access.
8.3.1 Expenditure per Employee (Excl. Capital)	TRY 926,070 / FTE (TRY 7.10B total)	TRY 1,162,105 / FTE (+25.5%; TRY 9.02B total)	Sustain real growth in non-capital expenditure per employee and maintain ≥21% university budget allocation to sustainability efforts.
8.4.1 Compulsory Work Placements >1 Month	Directive No. 585/26 in force across faculties	9,150 FTE (15.65% of 58,465 FTE students) insured	Expand YÖK 3+1 / 7+1 İME workplace vocational training agreements via DEPARK & EBSO to reach ≥10,500 FTE students (≥18.0%) by 2028.

SDG 8 Dimension & THE Indicator	2024 Baseline	2025 Achieved	2026–2028 Institutional Target & Action Plan
8.5.1 Employees on Secure Contracts (>24 Months)	99.7% (7,649 / 7,672 FTE under Class. C)	99.7% (7,741 / 7,765 FTE Class. C; 92.9% Class. B)	Maintain ≥99.5% secure contract ratio (Class. C) and ≥93.0% (Class. B) while keeping outsourced core-service FTE at 0.
GreenMetric [6.16] DEPARK Start-Ups & Seed Funding	25 incubated firms (17 new); TRY 2.70M aid	39 incubated firms (18 new); TRY 3.60M direct aid	Scale BAMBU+ and BİGGSİNERJİ to host ≥55 incubated start-ups and channel ≥TRY 6.0M in annual seed grants by 2028.

9. Complete Consolidated Reference List & Public Evidence Links

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