

Q2 2026

June
2026
Issue

NEWSLETTER

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Foreword

Dear DBA members, valued partners, and distinguished readers,

It is a privilege to address you this quarter, both as a Board Member of DBA Türkiye and in my role as Board Member at Eureko Sigorta, part of the Achmea Group. Working across the intersection of Türkiye and the Netherlands every day, I see firsthand how much potential lies in this unique partnership—and how important it is that we continue to actively shape it together.

The Türkiye–Netherlands corridor has always been strong, but today it is evolving. It is no longer defined by trade and investment alone, but increasingly by our ability to collaborate on innovation, talent, and long-term resilience in an ever-changing global environment.

In mid-June, I was invited to join a Turkish Dutch Business Platform (TDBP) gathering in the Netherlands, focusing on cross-cultural differences between Türkiye and the Netherlands. What I found particularly interesting was how quickly the discussion shifted from differences to commonalities. Building bridges is ultimately much easier when you focus on what you share—and that is exactly what I experience every day working in Türkiye as a Dutch professional.

There are far more similarities than what initially meets the eye. Combining Dutch transparency and openness with Turkish resilience and agility can lead to truly strong results. During the TDBP gathering, I was especially encouraged by the level of ambition and openness on both sides. What stood out was a shared recognition that the next phase of our relationship must be built on deeper collaboration—combining entrepreneurial energy with structured, long-term thinking. This is exactly where our community can make a difference.



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FOREWORD

Looking ahead, the upcoming JETCO meeting represents another important milestone in strengthening the economic dialogue between Türkiye and the Netherlands. It provides a unique platform to translate ambition into concrete action—something I believe our community is well positioned to support and influence. I am confident that many DBA members will also contribute to making this a success.

At the same time, DBA Turkey continues to demonstrate its role as a true connector. Over the past quarter, our events, trade missions, and knowledge sessions have once again shown how valuable it is to bring together diverse perspectives—from macroeconomic developments to workforce transformation and societal change. If I can highlight one, I was especially impressed with the openness and high-quality discussion during the most recent DBA event on ‘the great workforce adaptation’ where our chairperson Ufuk Gedikli guided the discussion amongst the most recent HR trends.

I would also like to take this opportunity to warmly welcome our new members: Madex Trading, The Magnum Ice Cream Company, Reckitt Turkey, Interflon, İsen Kahveci B.V., and Value Venture & Partners to the DBA community. Each new member strengthens the diversity and reach of our network. I encourage all of you to actively engage, connect, and explore opportunities together. As always, the DBA team remains available to support you—please feel free to reach out via Winne and the DBA office for any introductions or ideas you would like to explore.

Ultimately, what makes this community special is not just the strength of its institutions, but the energy and commitment of its people. If we continue to collaborate with openness, ambition, and a long-term mindset, I am convinced we can turn today’s challenges into tomorrow’s opportunities.

I look forward to meeting many of you in the coming months—and to continuing to build this bridge together.

Sincerely,

Roel Van Der Heijden

Board Member, DBA Turkey

Chief Commercial Officer, Eureko Sigorta

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DBA NEWS

14 April 2026 Dutch Student visit at Yapı Kredi Plaza

We had the pleasure of hosting 20 students from the University of Groningen European Programme Committee at Yapı Kredi Plaza, under the kind hospitality of Yapı Kredi.

During the half-day visit, our students attended an insightful presentation by Esra Omuzluoğlu, Head of Crossborder at Yapı Kredi, who shared valuable perspectives on current market dynamics and foreign capital flows in Türkiye. This was followed by an engaging and interactive session led by Tülay Kale Perazzini, Founder & Creative Director of Salt & Brand Consulting Ltd., focusing on building a personal brand in the corporate world.

At the end of this enriching program, our guests enjoyed a delightful lunch featuring traditional Turkish cuisine.

We would like to extend our sincere thanks to Yapı Kredi for organizing and hosting this memorable event.



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DBA NEWS

14 April 2026 DBA Trade mission to Ankara

On April 14th, a high-level delegation from the Dutch Business Association (DBA) Turkey conducted a strategic visit to Ankara to reinforce bilateral commercial ties between Türkiye and the Netherlands. Led by DBA Chairperson Ufuk Gedikli, the delegation, comprising Vice-Chairperson Ahmet Aydoğan, Secretary General Gamze Arbak, and Board Member William Teramo, met with H.E. Joep Wijnands, Ambassador of the Kingdom of the Netherlands to Türkiye, and Mr. Mustafa Gültepe, President of the Turkish Exporters Assembly (TİM).

The discussions focused on identifying synergistic industries for collaboration and enhancing trade and investment frameworks, particularly as the Netherlands continues to be one of Türkiye's primary economic partners within the European Union.

Key highlights of the meeting included:

- **JETCO Preparations:** Strategic alignment on the agenda for the upcoming 6th Session of the Türkiye–Netherlands Joint Economic and Trade Committee (JETCO), scheduled to be held in the Netherlands later this year.
- **Trade Expansion:** Exploring avenues to increase Turkish exports and foster a more robust investment partnership between the two nations.
- **Economic Diplomacy:** An exchange of views on broader Türkiye-EU economic relations and the development of strategic initiatives aimed at deepening commercial integration in the near term.



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DBA NEWS

15 April 2026

B2G event with the Istanbul Chamber of Commerce (İTO)

We had the pleasure of participating in the B2G event organized by the Istanbul Chamber of Commerce (İstanbul Ticaret Odası, İTO) in collaboration with the Kingdom of the Netherlands Department of Trade and Economy and the Netherlands Foreign Investment Agency Turkey Office.

During the event, we connected with a wide range of Turkish companies active in logistics, renewable energy, machinery, informatics, health technologies, food & agriculture, and design, all with a strong interest in expanding their network in the Netherlands.

It was inspiring to meet so many forward-thinking entrepreneurs exploring international growth, partnerships, and joint ventures. We look forward to supporting these ambitions and strengthening business ties between Türkiye and the Netherlands.



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DBA NEWS

16 April 2026 Antalya Diplomacy Forum in Antalya

During the 5th edition of the Antalya Diplomacy Forum, hosted by the Ministry of Foreign Affairs of the Republic of Türkiye, the European-Turkish Trade and Investment Council, ETTIC together with the Embassy of Belgium in Ankara proudly organised a side event on advancing EU - Türkiye competitiveness, entirely in line with this years Forum's theme: "Mapping Tomorrow, Managing Uncertainties".

Immaculately hosted at the Paloma Hotels Belek by the Honorary Consul of Belgium in Antalya, Ms Ece Tonbul, the evening connected bilateral Chambers of Commerce, policy makers, Ambassadors of 16 European countries and business experts.



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DBA NEWS

21 April 2026 ETTIC Luncheon at the Swiss Consul General

The Swiss Consul General in Istanbul, Philippe Brandt, and the President of the Swiss Chamber of Commerce in Türkiye, Arpat Senocak, invited the Presidents of the bi-lateral European Chambers of Commerce for a working luncheon at the Fairmont hotel, Istanbul. They shared an update about Swiss - Turkish bilateral trade and investment relations.

ETTIC's Chairperson Dr. Markus C. Slevogt and the Chairperson of the Belgian-Luxembourg Chamber of Commerce in Türkiye, Hans Broucke gave an evaluation of the successful side event at the Antalya Diplomacy Forum, which was organized by ETTIC in close collaboration with the Embassy of Belgium in Ankara. During this event, ETTIC presented the latest position paper: "Europe's Underused Asset: A Pragmatic Path to Customs Union 2.0".

The Presidents also discussed possibilities for collaboration towards and during COP31, hosted by Türkiye from 9 - 20 November in Antalya.



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DBA NEWS

22 May 2026

DBA Spokespersons in the Netherlands

As part of our strategic focus on expanding our international network and collaboration with like-minded organizations in the Netherlands, we identified the need for dedicated ambassadors. For this role, we sought senior professionals with a strong Dutch presence and a proven, long-term commitment to DBA.

Consequently, we are delighted to announce that Mrs. Mehtap Akkaya (ex-chairperson, and advisory board member) and Mr. Ahmet Aydoğan (vice-chairperson) will serve as DBA Spokespersons in the Netherlands. Given their extensive leadership history with DBA, including their past roles as chairperson, vice-chairperson, and board members, they are perfectly suited to represent us during high-level meetings and networking activities. While this is not a formal administrative role, we are confident their contributions will greatly strengthen our international presence.



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DBA NEWS

30 June 2026

Farewell Breakfast for Ambassador Joep Wijnands

This Tuesday, we gathered over breakfast to bid farewell to our Ambassador, Joep Wijnands, and to say a heartfelt thank you.

Over the past four years, Joep has been a true partner to the Dutch business community in Türkiye: driven, ambitious, and consistently supportive of our mission. We are proud of what we have built together.

His next chapter takes him to China, where he will continue as Dutch Ambassador from September 2026. We have already reached out to our counterpart in China within the Netherlands Chambers International network to ensure he receives a warm welcome.

The farewell breakfast was attended by the DBA Board, Consul General Daan Huisinga, and Minister Counsellor Economic Affairs Niels Veenis.

We wish Joep every success, and we have no doubt he will make just as strong an impact in Beijing and China as he has here in Türkiye.



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DBA NEWS

2 July 2026

Turkish – Netherlands JETCO 2026 | DBA at the Round Table

The DBA was proud to participate in this year's Turkish–Netherlands JETCO Round Table in the Netherlands. Ahead of the meeting, we gathered input from our members and ensured their voices were shared directly with the ministers and delegations present through our Advisory Board member and DBA spokesperson for the Netherlands, Mehtap Akkaya.

The meeting brought together senior delegations from both sides. The Dutch delegation was led by H.E. Sjoerd Sjoerdsma, Minister of Foreign Trade and Development Cooperation, supported by VNO-NCW. The Turkish delegation was led by H.E. Prof. Dr. Ömer Bolat, Minister of Trade, joined by Deputy Minister Mustafa Tuzcu and Ambassador Fatma Ceren Yazgan. DEİK President Nail Olpak led the Turkish business delegation, alongside Zeki Sarıbekir, Chairperson of the DEİK/Türkiye-Netherlands Business Council.

Topics discussed included the Made in EU framework, trade & investment financing, modernization of the Customs Union, easier market access, and Sustainability & the Circular Economy.

The DBA was represented by Broekman Logistics, Damen, ETB Support Solutions, Eurocross Turkey, ING, KPMG, Philips & Tata Steel. At the Netherlands–Turkish Business Forum that followed, even more DBA members joined for a great reunion with our Netherlands-based community.



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DBA NEWS

2 July 2026

Türkiye–EU High-Level Business Dialogue at Dolmabahçe

The DBA was honoured to take part in the Türkiye–EU High-Level Business Dialogue at Dolmabahçe, Istanbul, joining ministers, European commissioners, international financial institutions, and business associations in tackling a key question: how do we boost Türkiye–EU economic and investment ties?

The session was opened by H.E. Mehmet Şimşek, Minister of Treasury and Finance, and European Commissioner Valdis Dombrovskis, with keynotes from TOBB President Rifat Hisarcıkhoğlu and Eurochambres CEO Ben Butters. The DBA delivered an intervention at the roundtable alongside TUSIAD, BusinessEurope, DEIK, the EIB, EBRD, IFC, and many others. The message was clear: competitiveness is built through stronger partnerships, resilient supply chains, and deeper economic integration.

The DBA was represented by Chairperson Ufuk Gedikli (Randstad), Board member Roel van der Heijden (Eureko Sigorta), and William Teramo (Perfetti van Melle). With substantial Dutch-Turkish economic ties and significant untapped potential in trade facilitation, investment frameworks, and Customs Union modernization, we remain committed to bringing the Dutch business voice to these conversations.



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PAST EVENTS

7 April 2026 Economic Outlook Q1

On Tuesday we held our Quarterly Economic Outlook with keynote speaker Atilla Yeşilada & Networking Event at the Consulate General.

With over 70 participants in attendance, the session proved to be both insightful and inspiring, offering valuable perspectives on the latest global developments and potential scenarios ahead.

Our keynote speaker, Atilla Yeşilada, GlobalSource's consultant in Turkey and co-author of seven books on the Turkish and global economy, shared his expert analysis on recent geopolitical developments and their economic implications. His in-depth responses to participants' questions and the interactive nature of the discussion added significant value to the session.

Following the seminar, we continued the evening at the Palais de Hollande, where attendees connected, exchanged ideas, and strengthened professional relationships in a dynamic networking setting.



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PAST EVENTS

30 April 2026 King's Day at the Consulate

We had the pleasure of celebrating King's Day 2026 at the Dutch Consulate General in Istanbul.

This year's festivities featured a lively performance by Kleintje Pils, alongside inspiring opening remarks from Consul General Daan Huisinga, Ambassador Joep Wijnands, and Acting Mayor of Istanbul Nuri Aslan.

It was great to reconnect with many of our DBA members and partners, as well as meet familiar faces from past collaborations at this vibrant gathering. With classic Dutch treats like poffertjes, bitterballen, Heineken, and fresh herring with onions, alongside grilled mackerel served by Atlantic Turkey, the evening truly brought a taste of the Netherlands to Türkiye.

A big thank you to everyone who contributed to making this memorable celebration a success.



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PAST EVENTS

2 June 2026 KONDA Research Seminar

On Tuesday, we held our KONDA Research Seminar (Konda Araştırma ve Danışmanlık) & Networking Event at the Consulate General, featuring keynote speaker Aydın Erdem, General Manager of KONDA Research and Consultancy.

Aydın Erdem presented “Understanding Societal Change in Türkiye Through Numbers”, a data-driven seminar drawing on 17 years of KONDA Lifestyle Research and 15 years of KONDA Barometer data. Spanning over 40 topics and 100+ data points, his presentation offered both a broad portrait of Turkish society and a deeper look at the diverse segments within it. From migration and urbanization to shifting values and emerging social clusters, the session connected long-term trends with emerging signals, and left participants with sharper questions about where Turkish society is heading next.



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PAST EVENTS

10 June 2026 HR Trends Seminar

On Wednesday, we held our HR Trends Seminar & Networking Cocktail at Eureko Sigorta, featuring a presentation by our very own Chairperson, Ufuk Gedikli, Managing Director of Randstad Türkiye.

Under the theme “The Great Workforce Adaptation”, Ufuk walked participants through Randstad’s latest HR reports for 2026, drawing on two complementary lenses: the Randstad Workmonitor; the longest-running global study of workforce sentiment, tracking talent expectations across 35 markets, and the HR Trends Reports, offering the macro-level perspective from C-suite and human capital leaders within Türkiye. Together, these insights bridged the gap between evolving employee demands and the strategic organizational priorities needed to navigate today’s volatile labor market.



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FUTURE EVENTS

Upcoming DBA Turkey Event Calendar

As DBA Turkey, we have the ambition to serve as many Dutch companies that have a business in Türkiye and Turkish companies with ties to the Netherlands as possible.

Below you can see the upcoming event calendar.

For more information visit our event calendar [here](#)

For more information about the upcoming Consulate event calendar click [here](#)

Date	Month	Event Type	Location
8	July	Economic Outlook Q2 & Networking Event	Consulate General
3	September	BeNeLux Day Celebration	Istanbul



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NEW MEMBERS

Madex Trading

Madex Trading Mermer Gıda İth. İhr. Ltd. Şti is a Türkiye-based trading company located in Kuşadası, specialized primarily in the supply, trade, and export of natural stone products.

Through strong partnerships and long-term collaborations with selected factories across Türkiye, we manage and coordinate natural stone projects ranging from small-scale applications of 100 m² to large-scale commercial projects exceeding 8,000–10,000 m², primarily serving clients in the Benelux region and the Dutch Caribbean.



Beyond project-based natural stone supply, Madex Trading delivers natural stone slabs, tiles, and homeware accessories to distributors, wholesalers, retailers, and project developers — offering a wide range of high-quality Turkish stones tailored to each client's technical and aesthetic needs.

On request, we also trade other Turkish-made products, including handmade furniture and various commercial goods, working closely with trusted local producers and artisans to supply customized solutions based on client demand.

What sets Madex Trading apart from direct factory sourcing is our focus on communication, attention to detail, and accessibility. We act as a reliable bridge between manufacturers and customers, coordinating everything from material selection and production to logistics and delivery, combining local market expertise in Türkiye with an international, customer-focused approach.



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NEW MEMBERS

The Magnum Ice Cream Company

The Magnum Ice Cream Company is the world's leading pure-play ice cream business, built on more than a century of expertise and heritage in crafting high-quality ice cream.

As a global company, it holds a significant share of the retail market and owns several of the world's largest ice cream brands, supported by an extensive international presence and infrastructure.



TMICC combines its scale with a strong focus on excellence, aiming to deliver the best ice cream experiences through consistent quality and innovation.



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NEW MEMBERS

Reckitt Turkey

We are Reckitt. Home to loved and trusted Hygiene and Health brands.

Our Brands inspire trust and confidence because of our dedication to quality, science and excellence in execution. In a world that is constantly changing, it's reassuring to know there are some things we can always trust to help us take care of ourselves and each other.



With over 35,000 people worldwide drawn from 125 different nations, we want to represent the countries and communities we serve. Together, our colleagues, our partners and our brands will all strive to ensure people have access to high quality, health and hygiene solutions they trust.

At Reckitt, we are committed to using our brands, programmes and partnerships to make the world a cleaner, healthier place for all.



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NEW MEMBERS

INTERFLON

YOUR PARTNER IN INTEGRATED LUBRICATION SOLUTIONS

Interflon is a Netherlands-based engineering company founded in 1980, serving more than 135,000 customers across over 50 countries worldwide.



With its own R&D and production facilities, Interflon has developed the unique MicPol® technology, setting new standards in lubrication performance.

Interflon's approach goes beyond supplying products — it delivers integrated solutions with measurable results. Lubricants, cleaners, lubrication equipment, and automation systems are implemented and supported by skilled Technical Advisors directly on-site, ensuring optimal performance and long-term value.

The organization continues to grow with a dynamic team of field engineers and support staff, while also extending its services to neighboring regions including Azerbaijan, Georgia, Turkic Republics, and Iraq.

Interflon Turkey has been operating since 2016, with its headquarters and warehouse located in Istanbul. With dedicated teams based in Istanbul, Izmir, Ankara, Bursa, and Eskişehir, Interflon Turkey provides fast, responsive service and on-site technical support across the Marmara, Aegean, and Central Anatolia regions.



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NEW MEMBERS

İsen Kahveci B.V.

As İsen Kahveci, we are a full-service law firm with offices in Istanbul and Amsterdam, providing comprehensive legal services to domestic and international clients.

Founded by partners Oğuz İsen and Halil Bahadır Kahveci, our firm combines deep expertise in Turkish law with an on-the-ground presence in the Netherlands.



Our Amsterdam-based entity, İsen Kahveci B.V., was established with a clear mission: to be the dedicated legal representative and counsel for companies incorporated in the Netherlands that face legal matters under Turkish law. Whether it is a contractual dispute, a corporate issue, or any matter requiring representation before Turkish courts and authorities, we serve as the trusted point of contact — allowing Dutch businesses to navigate Turkish legal processes with confidence, without language barriers or jurisdictional uncertainty.

Our practice spans a wide range of legal areas — including Corporate Law, Litigation & Dispute Resolution, International Transactions, Labor & Social Security Law, Intellectual Property, Real Estate, Administrative & Tax Law, Foreigners & Citizenship Law, and Personal Data Protection. This breadth allows us to serve as a one-stop legal partner for businesses operating across borders.

With a dynamic team of specialized attorneys and advisors, we are committed to delivering efficient, practical, and results-driven legal solutions. For Dutch companies doing business in Turkey, or Turkish businesses expanding into the Netherlands, İsen Kahveci offers the rare combination of being fully present and fully qualified on both sides.



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NEW MEMBERS

Value Venture & Partners

VVP operates as a professional ecosystem architect under the motto: “Focus on growing your business; we will discover the right technology, the ideal marketing strategy, and the best partners to execute them, while managing the entire process for you.”



- 1. Strategic Partner Matching (Venture & Partnership)** - VVP helps companies find the right experts and technology partners during growth phases. For brands looking to scale or digitize, VVP identifies the most suitable marketing, software, and agency partners, ensuring smooth alignment between both sides.
- 2. Marketing and Brand Strategy Management** - VVP builds creative, data-driven strategies to strengthen brands' market positioning — from social campaigns to large-scale repositioning — managing how brands are perceived across digital and physical channels.
- 3. Digital Transformation Consultancy** - VVP designs tailored roadmaps to help brands adapt to the digital age, ensuring efficient integration of MarTech, AdTech, CRM, ERP, e-commerce, and other digital tools into the core business.
- 4. Future-Ready Skills** - VVP helps teams keep pace with AI integration, modern marketing tools, and advanced data analytics, including strategy training programs for executive teams and decision-makers.
- 5. Start-Up Growth & International Bridge Management** - VVP advises start-ups on growth, lead generation, and Go-to-Market strategy to help them stand out during investment rounds, while bridging technology partnerships between the Netherlands and Turkey.
- 6. End-to-End Process and Project Management** - VVP takes full ownership of the partnerships and projects it initiates, staying accountable so leadership teams can focus on their core business.



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ECONOMIC UPDATE

- Geopolitical developments, particularly sign of an agreement between US–Iran, are primarily transmitted through oil prices. In this context, prices have reacted strongly, dropping to below US\$80 floating around US\$72 range currently. A key question is how quickly supply can recover, given uncertainties related to damaged infrastructure, insurers' heightened risk perceptions, the time required for mine clearance, and likely impact from replenishment of strategic reserves.
- The Central Bank of Türkiye's (CBT) recent behavior reflects a shift in priorities toward financial stability in the context of the war, although conditions now point to some relief. Reserves appear to have likely bottomed out and have begun to recover, while local demand for foreign exchange has not created additional pressure. Recent measures, including lower loan growth caps driven by the widening pressures in the current account deficit, have also supported this stability.
- The current account deficit in April ceased the widening trend. In the months ahead, the trajectory of the current account balance is expected to be influenced by a mix of external risks alongside domestic demand conditions. Following sign of agreement between US and Iran that is supportive with easing pressure from energy prices, the expectations around the current account deficit have become more constructive.
- In recent period, the CBT has been also attempting to strike a balance between growth and inflation dynamics. On the growth side, first-quarter 2026 GDP growth surprised on the downside—slowing to 0.1% quarter-on-quarter and 2.5% year-on-year—indicating weaker economic activity. While the second quarter indicators imply continuation of weakness, the second half of the year will likely show a gradual recovery with declining geopolitical risks and easing financial conditions.

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ECONOMIC UPDATE

- On the inflation side, while underlying inflation rose in April due to energy prices, it eased slightly in May. Expectations of a recovery in agricultural production and favorable rainfall so far this year point to more moderate unprocessed food inflation during the summer, while rapid decline in oil price is also supportive for energy inflation. Given this backdrop, while upside risks to the inflation outlook has eased for the remainder of 2026, inflation expectations for this year are coming gradually to below 30%.
- With declining geopolitical tensions, a relaxation of liquidity conditions by the CBT is likely in July, potentially even ahead of the next MPC meeting. As for policy rate decisions, the base scenario still points to a move in the final quarter toward 35%, although an earlier adjustment in September cannot be ruled out.
- Overall, the CBT is experiencing some relief, supported by declining financial stability concerns, likely easing inflationary pressures, and a current account outlook that may prove more favorable than anticipated just weeks ago. Modest portfolio inflows may also materialize. Together, these factors support the case for easing liquidity conditions and inform the timing of any potential rate cuts.



Muhammet Mercan
ING Turkey, Chief Economist

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HR UPDATE

Preparing for the next generation of skilled talent

Industrial teams across manufacturing, logistics and field operations are facing a challenge that goes deeper than labor shortages. While recruiting remains difficult, the bigger issue is time. New hires in entry level manufacturing jobs need structured development, yet production lines cannot slow down to accommodate lengthy training cycles. Experienced technicians who once mentored them are retiring, and much of the practical expertise that kept operations running is becoming harder to transfer using traditional methods.

This is creating a widening knowledge and capability gap across industrial jobs. Could technology step in as the new mentor? AI and Augmented Reality (AR) are emerging as essential components of modern manufacturing apprenticeship programs. These tools help workers develop skills faster, reduce safety risks, and build confidence earlier in their careers. With AI and AR, companies can keep critical knowledge flowing even as veterans retire. These technologies make it easier to transfer troubleshooting instincts and process expertise that once required years on the job. Without this support, the gap widens every time a veteran leaves and a new hire steps into a role with limited guidance.

What is emerging is a new kind of specialist: the digital tradesperson. They blend hands-on skill with digital capability and progress through a clearer, more structured career path than traditional apprenticeships offered.

AI is creating new high-value career paths

One of the strongest signals from Workmonitor 2026 is that workers want development, clarity and progression. Younger workers expect workplaces to provide modern tools, meaningful responsibilities and opportunities to grow. AI is reshaping technical roles in a way that directly supports these expectations.

Instead of removing jobs, AI is elevating them. As automation in manufacturing grows, new specializations are emerging that pair technical knowledge with digital literacy. These roles demonstrate how the digital manufacturing transformation is expanding career options rather than eliminating them.

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HR UPDATE

predictive maintenance technician

With AI-driven sensor data, maintenance is shifting from reactive to predictive. Technicians no longer wait for equipment to fail. They use AI insights to identify patterns and prevent breakdowns before they occur. This reduces downtime and gives entry level technician jobs a pathway into higher-value analytical work.

robotics technician

As cobots become part of daily workflows, operations require workers who understand calibration, safety protocols and workflow integration. These robotics-focused roles support more modern and attractive skilled trades careers, especially for early-career workers who want progression that moves beyond repetitive labor and into technical mastery.

These new roles expand traditional trades. They also make industrial jobs more appealing to early-career talent who want structured growth rather than repetitive work.



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HR UPDATE

how technology is rewriting apprenticeships

Historically, apprenticeship models relied heavily on shadowing and on-the-job repetition. Today, that model cannot keep pace. Many experienced workers are leaving, and production environments are too fast-paced to slow down for extended training periods. VR, AR, and AI are modernizing manufacturing apprenticeship programs in three important ways

virtual reality for safe, hands-on practice

VR (virtual reality) simulators allow new hires to practice high-risk tasks such as welding, electrical work or equipment setup in a safe digital environment. They repeat tasks without wasting materials or risking injury. They learn sequence, positioning and timing before they ever interact with live machinery.

This shortens the learning curve for entry level manufacturing jobs and reduces the errors typically associated with early-stage training. It also removes the pressure new workers often feel when learning in front of senior colleagues.

augmented reality for real-time on-the-job support

AR (augmented reality) overlays diagrams, instructions and step-by-step guidance directly onto equipment. Workers see exactly what to adjust, where to look and how to perform the repair. This eliminates the reliance on paper manuals and reduces the need to wait for an experienced colleague.

AR creates consistency across teams. Whether a site has one senior technician or ten, every technician receives the same standardized instruction. This helps multi-site operations maintain the same level of quality and reduces variation caused by informal teaching styles.

AI as the always-available mentor

AI organizes years of troubleshooting knowledge, repair logs and machine histories into searchable guidance workers can consult instantly. Instead of losing decades of undocumented expertise, companies preserve it in a format new workers can access immediately.

For workers in entry level technician jobs, this support is invaluable. It allows them to solve problems independently, grow faster and avoid common missteps that lead to rework or downtime.

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HR UPDATE

the rise of the “digital apprenticeship”

These technologies work together to create a new training model that is structured, consistent and engaging. The digital apprenticeship accelerates proficiency and reduces risk, creating a smoother path from new hire to skilled contributor.

This matters for two reasons:

1. it appeals to digital-native workers

Younger talent expects learning environments that reflect how they live and learn—interactive tools, clear paths and hands-on experiences. VR, AR and AI signal that the company is modern, supportive and invested in employee development. This helps employers stand out in a competitive hiring market.

2. it strengthens long-term skilled trades careers

Instead of spending years on repetitive work, workers progress through clear milestones. They move from apprentice to technician to digital manufacturing specialist or robotics coordinator. Each stage adds new responsibility and deeper expertise. This directly addresses the long-standing problem of unclear advancement opportunities in traditional trades. This is how organizations build workforce stability. Not by hiring more people, but by accelerating how quickly new hires can contribute and how clearly they see their future.

preparing for the next generation of skilled talent

Industrial jobs are entering a period of rapid change. Technology is not replacing skilled trades. It is redefining how talent gains experience, develops confidence and builds long-term careers. When companies invest in modern training tools, they build teams that are safer, more capable and more adaptable. They also send a powerful message to workers. We are investing in your development. We are creating roles built on skill, not strain. We see a future for you here.

For more information on the Randstad Workmonitor Pulse report, please visit www.randstad.com.tr

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LEGAL UPDATE

The following is a brief summary of significant legal developments in Turkish law in the second quarter of 2026:

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General Information

In the second quarter of 2026, changes were made in many areas, particularly in commercial law, maritime law, environmental law, customs law and labor law.

A. Trade Law

- » The Draft Law prepared by the Ministry of Trade has been opened for public consultation. Pursuant to the draft, the concept of trade secrets has been explicitly defined on a legal basis for the first time, and unauthorized access as well as breaches of confidentiality agreements have been deemed unlawful acts. While trade secret owners are granted the right to demand the cessation of the infringement, the recall of products, and to file lawsuits for material and moral damages, prison sentences and judicial fines are envisaged for infringers. The statute of limitations for seeking legal remedies has been set at 1 year from the date the infringement is learned (and in any event, 5 years).
- » Within the scope of the omnibus law published in the Official Gazette No. 33270 dated 2 June 2026, financial thresholds and tax processes closely concerning commercial companies have been updated. The fixed collateral limits set forth under the deferral and installment conditions of Law No. 6183 have been revised in accordance with market conditions.
- » The Law on the Ratification of the Energy Partnership Agreement was published in the Official Gazette No. 33239 dated 27 June 2026. Pursuant to the law, the energy partnership agreement signed in Riyadh between the Government of the Republic of Turkey and the Government of the Kingdom of Saudi Arabia has been officially ratified. This agreement establishes an international legal framework encompassing the setting up of joint consortium infrastructures for wind, solar, green hydrogen, and next-generation clean energy power plant projects, cross-border energy investments, and mutual state-guaranteed incentive mechanisms.

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- » The procedures for applications for complaints by objection to be made to the Public Procurement Authority have been made more stringent. According to the new regulation, in applications concerning the announcement or tender documents, it has been made mandatory to present each criterion/clause as a separate claim, and it has been stipulated that multiple claims based on the same ground of non-compliance shall be asserted within the scope of a single claim.
- » New technical procedures have been determined regarding the integration of e-Invoice and e-Archive Invoice processes through Next-Generation Cash Registers (ÖKC).
- » The Protocol on the Renewal of the Memorandum of Understanding signed between the Government of the Republic of Turkey and the Organisation for Economic Co-operation and Development (OECD) has been ratified. The term of validity of the OECD Istanbul Centre, established to conduct an effective policy dialogue at the regional and international levels, has been extended until 13 January 2026, with all its existing terms and conditions. Pursuant to this agreement, it has been resolved that no additional voluntary contribution payment obligation shall arise for Turkey.
- » The Presidential Decree No. 11262 (“ **Decision** ”) has entered into force. Pursuant to the Decision, the Grant Agreement concluded between the Government of the Republic of Turkey and the Government of the Federal Republic of Somalia has entered into force. Under the agreement, Turkey will provide a financial resource in the nature of a grant to Somalia, amounting to USD 2,500,000 monthly, not exceeding a total of USD 30,000,000, for the purposes of budget financing and institutional capacity building.
- » The Communiqué of the Central Bank (“ **Communiqué** ”) has been published. Pursuant to the Communiqué, a new regulation has been introduced regarding the reserve requirement ratios, which directly affect the cost structures of commercial loans and the liquidity management of banks, with the aim of preserving market balances.
- » The regulation regarding the income tax withholding incentive for personnel employed by users operating in free zones who engage in production activities and export at least 85% of the FOB value of their products abroad has been clarified. The regulation clarifies the procedures and principles of this incentive, offering a critical tax planning advantage for exporting clients.

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- » The zoning, settlement, and administrative building restrictions sought for vocational education center (MESEM) branches to be opened within large-scale commercial enterprises, organized industrial zones (OSB), and port complexes for the purpose of training a qualified workforce have been relaxed.
- » The Regulation Amending the Regulation on Real Estate Trade (“ **Regulation** ”) has been published. Pursuant to the new article added to the Regulation, a “Secure Payment System” has been integrated in order to protect the rights of the parties in real estate sales. This system, the use of which is optional until 1 July 2026, will become mandatory after this date.
- » The regulation regarding the statutory minimum amount that the drawee bank is obligated to pay to the check holder for each check leaf has been revised upwards once again in line with market conditions. With this regulation, which is of great importance in terms of the collection of commercial receivables and the liquidity risk management of companies, the limits of banks’ liabilities have been expanded.
- » The amendments to the investment incentive certificate mechanism have been introduced. Pursuant to the amendments, the interest/profit share support and tax reduction rates provided for high-technology, green transformation, environment, and energy investments have been increased. On the other hand, new restrictions have been introduced regarding customs duty exemptions for lists of machinery and equipment to be imported within the scope of an incentive certificate.
- » The financial reporting frameworks to be taken as a basis in concordat requests have been clarified as follows: The Turkish Accounting Standards (TMS) shall be based upon for companies subject to independent audit; the Financial Reporting Standard for Large and Medium-Sized Enterprises (BOBİ FRS) for legal entity merchants not subject to independent audit; and the Tax Procedure Law (VUK) legislation for other debtors. Furthermore, the requirement of “two copies of the audit report providing reasonable assurance” has been added to the application documents, and it has been made mandatory for the independent audit institution to notify the Public Oversight Authority (KGK) of this issued report within 30 days at the latest from the date of signature.

B. Labour Law

- » The Regulation Amending the Regulation on Social Insurance Transactions (“ **Regulation** ”) was published in the Official Gazette No. 33228 dated 18 April 2026. Pursuant to the Regulation, Article 97 of the Regulation on Social Insurance Transactions has been amended.

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Under the regulation, in cases where meals are not provided by the employer at the workplace, the daily meal allowance limit to be exempted from the prime-basis earnings (SGK) has been revised to 300 TL, aligning it with tax legislation.

- » The Regulation on the Occupational Health and Safety Training Obligations of Employers (“**Regulation**”) was published in the Official Gazette No. 33212 dated 2 April 2026. Pursuant to the Regulation, the OHS training obligations of employers have been completely revised.
- » The Communiqué on the Workplace Hazard Classes Regarding Occupational Health and Safety (“**Communiqué**”) was published in the Official Gazette No. 33211 dated 1 April 2026. Pursuant to the Communiqué, a comprehensive update has been carried out in the list of workplace hazard classes. NACE codes have been reorganized by taking into account the sub-breakdowns and newly transformed business lines due to technological adaptation, in addition to the main activity codes of the workplaces. Within the scope of the revisions made:
 - o The installation, maintenance, and repair of building ventilation-cooling systems, as well as construction site preparation/excavation/earthmoving works, have been included in the “Very Hazardous” class;
 - o The manufacture of food supplements, production of linseed/cocoa/almond/thyme oil, and the manufacture of tarpaulins, awnings, and camping equipment have been included in the “Hazardous” class;
 - o Computer programming activities (system, database, software coding, mobile application development, etc.), architectural and interior design activities, psychological counseling services, and distribution services of social network/media content sharing sites have been included in the “Less Hazardous” class list.

C. Maritime Law

- » The amendments to regulations have been published at the beginning of June 2026. Pursuant to the amendments, transparency rules, notification obligations, and administrative sanctions against market-distorting actions have been tightened regarding energy commodities transportation through ports and spot trade processes in maritime logistics.
- » The Regulation on Academic Standards and Promotion Criteria in Maritime Law (“**Regulation**”) was published in the Official Gazette No. 33239 dated 30 April 2026. Pursuant to the Regulation, new success criteria and academic standards have entered into force regarding the promotion, appointment, and postgraduate education completion periods

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(maximum 4 years for master's degrees, 6 years for doctorates) of personnel/faculty members who will undertake academic and operational duties in the fields of maritime safety and maritime law.

- » The decisions of the Energy Market Regulatory Board (EPDK) have been enacted. Pursuant to the decisions, technical updates have been made to the eligible consumer limits and electricity market supply tariffs directly affecting port operators, industrial facilities, and large commercial warehouses.
- » The Parliamentary Decision on the Armed Intervention Against the Global Sumud **Flotilla** (“**Decision**”) was published in the Official Gazette No. 33240 dated 1 May 2026. Pursuant to the Decision, the armed intervention carried out by the Israeli army against the civilian Global Sumud Flotilla carrying humanitarian aid in international waters was characterized as piracy and an open war crime. Reiterating the call for the immediate release of a total of 175 activists, 20 of whom are Turkish citizens, it was declared that all crimes committed will be persistently pursued legally before international courts.
- » The Shipping Agencies Regulation (“**Regulation**”) was published in the Official Gazette No. 33253 dated 14 May 2026. Pursuant to the Regulation, maritime trade logistics and port agency processes have been completely modernized, repealing the old legislation dating back to 2012. The operational conditions and transitional provisions of the new era are as follows:
 - o Five-Year Term and Application Restriction: New shipping agency authorization certificates will be issued for a term of 5 years. For certificate renewal processes, it is mandatory to apply to the Administration at least one month prior to the expiry of the term. No new authorization certificate applications will be accepted during the transition period.
 - o Transitional Regime for Existing Certificates: The certificates of agencies with 6 months or less remaining until the expiry of the certificate term shall be deemed extended until the end of this period without requiring any action. The certificates of agencies with more than 6 months remaining are valid until their expiry dates; however, this period can under no circumstances exceed 1 year.
 - o Gradual Entry into Force: The general provisions of the Regulation regarding the objective, scope, definitions, and the new application ban entered into force on 14 May 2026, while all other articles containing operational obligations and administrative sanctions will enter into force 3 months after its publication.

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D. Environmental Law

- » The regulation of the Ministry of Agriculture and Forestry has been published. Pursuant to the regulation, the non-agricultural use of agricultural lands, TAD Portal (automation) integration, and sanctions have been re-determined.
 - o In addition to dairies, greenhouses, flour mills, and facilities that must be processed within 2 hours post-harvest; irrigation and rooftop solar power plants (GES) as well as stray animal shelters have also been included within the scope of agricultural structures. The condition of agricultural land use integrity will not be sought for these structures, and permission may be granted by the governorship for the amount of area envisaged in the project.
 - o It has been made mandatory that the class of land where independent (standalone or hybrid) Solar Power Plants (GES) are to be established must strictly be “dry marginal agricultural land”. GES requests for agricultural lands outside of this class will be directly rejected without even being placed on the agenda of the Soil Protection Board.
 - o In projects initiated without obtaining permission, the governorship will immediately suspend operations, administrative fines will be imposed by local civil authorities, and an official annotation will be placed on the title deed. Those who do not complete their permission processes within 1 month will be granted a period of 2 months to demolish their structures. In the event that the non-compliance continues, the fines will be applied 3-fold; if the local government does not carry out the demolition, the Ministry will personally perform the demolition and collect the expenses with a 100% penalty.
- » The regulation regarding the principles for determining soil and land assets and preparing land use plans (AKUP) has been introduced. Pursuant to the regulation, which is in line with environment-priority sustainable development principles, the principles have been radically altered. In land use requests for non-agricultural purposes, planned vacant areas will be evaluated primarily. It has been made mandatory to place an official agricultural plain annotation on the title deeds for parcels remaining within Large Plain Protection Areas.
- » The Communiqué on the Environmental Law (“**Communiqué**”) has been published. Pursuant to the Communiqué, the minimum and maximum limits of fixed administrative monetary fines to be applied in the event that industrial facilities, port operators, factories, and marine vessels cause environmental pollution have been significantly increased in accordance with deterrence principles.

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LEGAL UPDATE

E. Customs Law

The Communiqué on the Prevention of Unfair Competition in Imports (“**Communiqué**”) was published in the Official Gazette No. 33292 dated 26 June 2026. Pursuant to the Communiqué, anti-dumping duty rules on imports of “Glass Fibers and Rovings” (Customs Tariff Statistics Position - GTIP 7019 series) originating from Egypt and Bahrain have been relaxed in favor of wind power investments. In order to support the domestic wind power industry, rovings in woven fabrics of glass fiber used in the production of wind turbine blades have been exempted from anti-dumping duties. For the exemption, it has been made mandatory to present to the customs authorities a valid Industrial Registry Certificate explicitly containing the phrase “woven fabrics of glass fiber (used in composite blades of wind turbines)” in the “Subject of Production” section.

- » The Communiqué on the Prevention of Unfair Competition in Imports (“**Communiqué**”) has been published. The Communiqué concerns the conclusion of the expiry review investigation conducted regarding the importation of “unsupported aluminum sheets of a thickness not exceeding 0.2 mm” originating from the People’s Republic of China. Due to the risk of continuation of dumping and injury to the domestic industry, it has been decided to apply the current measures exactly as they are.
- » The Communiqué on the Prevention of Unfair Competition in Imports (“**Communiqué**”) was published in the Official Gazette No. 33286 dated 24 June 2026. The Communiqué concerns the finalization of the anti-dumping investigation against the product “aluminum frames for photovoltaic panels” originating from the People’s Republic of China. Upon the determination that domestic producers suffered injury, a definitive anti-dumping measure (additional financial obligation) has been imposed on imports, ranging between 38.26% and 45.99% of the CIF value, varying on a company basis.
- » The technical regulation regarding the Turkish Customs Tariff Schedule (TGTC) has been enacted. Pursuant to the regulation, certain codes (GTIP) divided into statistical positions have been segregated. With the technical regulation made, the newly opened sub-product group with GTIP 8516.10.80.00.13 has been excluded from the scope of certain definitive anti-dumping measures in force.

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- » The Communiqué on the Prevention of Unfair Competition in Imports (“**Communiqué**”) has been published. The Communiqué concerns the conclusion of the expiry review investigation (NGGS) conducted regarding the importation of “Granite” (with GTIP 6802.23 and 6802.93) originating from the People’s Republic of China. Since it was determined that the risks continue, it has been decided to continue applying the existing anti-dumping duties exactly as they are.
- » The Communiqué on the Prevention of Unfair Competition in Imports (“**Communiqué**”) has been published. The Communiqué concerns the conclusion of the expiry review investigation (NGGS) conducted regarding the importation of “Made-up Articles / Blankets of Natural or Synthetic Fibers” originating from the People’s Republic of China. As a result of the investigation, it has been decided to continue applying the definitive anti-dumping measures in force exactly as they are.

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TAX UPDATE

Key Tax Developments in Türkiye of Q2

Türkiye introduced a series of significant tax and investment-related reforms during the second quarter of 2026 as expected. While many of these changes are technical in nature, together they reflect a broader policy direction: encouraging investment, manufacturing, service exports and international business activities, while strengthening tax compliance and transparency as the Minister Şimşek has explained recently.

For multinational groups and foreign investors operating in Türkiye, the following developments deserve particular attention.

1. Major Tax Reform Package Enacted

Law Nr. 7582 introduced one of the most comprehensive tax reform packages in recent years after President's announcement at the end of April. The legislation expands investment incentives, introduces new tax regimes for selected business activities and restructures several corporate tax provisions. The package particularly focuses on attracting foreign investment and talent, supporting production and increasing Türkiye's competitiveness as a regional business hub.

2. Stronger Incentives for International Business

Several new incentives have been introduced for internationally active companies and people. These include enhanced participation exemption rules, expanded deductions for service exports, significant tax benefits for qualified service centers and additional incentives for businesses operating within the Istanbul Financial Center. Together, these measures aim to re-position Türkiye as a more attractive location for regional headquarters and cross-border service operations.

One of the most important developments of the period is the introduction of the 'Qualified Service Center' regime within the Istanbul Financial Center ecosystem and within Industry Zones. International firms will enjoy this benefit with some conditions. Global companies relocating their regional headquarters to Türkiye will benefit from a 20-year corporate tax deduction (100% via IFM, 95% elsewhere) on profits from foreign operations.

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TAX UPDATE

3. Reduced Corporate Tax for Manufacturing

Beginning with future fiscal years, qualifying manufacturing and agricultural production income will benefit from a substantially reduced corporate income tax rate of 12.5% which gives those taxpayers %50 discount in corporate tax. Although the reduced rate will apply from 2027 onwards, businesses planning investments today should already assess whether their activities will qualify under the new regime. This new rate will help Türkiye to attract new direct investments all around the World.

However, artificial restructurings designed solely for tax & incentive optimization could create significant future risks related to transfer pricing, substance requirements, and regulatory scrutiny. Sustainable alignment between operational reality and tax planning will therefore become increasingly important.

4. Improved Tax Debt Deferral Mechanism

The Minister of Finance has significantly improved the framework for deferring tax liabilities. The annual deferral interest rate has been reduced to 29%, repayment periods have been extended to up to 72 months in eligible cases, and the threshold for security-free deferrals has been increased to TRY 10 million. While these measures do not constitute tax amnesty, they provide valuable liquidity support for businesses facing temporary cash-flow constraints.

5. Global Minimum Tax Moves into the Implementation Phase

Türkiye continues implementing the OECD Pillar II framework. During the last quarter, further guidance regarding returns and notification requirements was published, signalling that multinational enterprise groups should now focus on practical compliance rather than legislative developments alone. Corporate groups should review their reporting systems, governance structures and tax data readiness before filing obligations commence. Türkiye signed the agreement and joins the Global Minimum Tax Information Exchange Framework.

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Other noteworthy developments include:

- Government's share on the Unemployment Insurance Fund is reduced.
- Accommodation tax rate is reduced from %2 to %1.
- Free zone corporate tax exemption is rewritten.
- New regulations on crypto taxation were withdrawn by the Government in Parliament.
- Green Transformation Incentives updated.
- Another new tax regulation to revise taxation for taxis has been enacted in Parliament.
- The withholding tax rate for nuclear construction projects has been reduced to 1%.

Key Takeaways

Corporate tax differentiation favoring manufacturing and export-oriented activities may directly influence corporate structures, investment decisions, supply chain models, and group company architectures including the region for multinational chains and investors.

- Türkiye is strengthening its position as a regional services and management hub.
- Corporate tax incentives and tax rate discounts are increasingly targeted at manufacturing, service exports and technology sectors.
- Access to tax incentives is becoming more compliance driven.
- Pillar Two implementation and international tax transparency continue to accelerate.



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