



WOMEN  
ON BOARD  
ASSOCIATION  
TURKEY





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TURKEY

# WHO ARE WE ?

## WHAT IS OUR FOUNDATION

## PURPOSE AND MISSION ?

The main goal of the **Women on Board Association Turkey (WOB TURKEY)**, founded in January 2017, **is to support social development by increasing the representation of women on Boards.**

**WOB TURKEY** works with the mission of advocating to all stakeholders for the social and economic benefits of equal representation of women and men on Boards and to promote women in this way.

The origin of our association is based on **the Cross-Company Mentoring Program for More Women on Boards**, as the first step for this purpose, which was founded in 2012 by the managing partner of Mentor Consulting, **Hande Yaşargil**, and **Burçak Güven** who is the journalist and clinical psychologist.

The Women on Boards Program, initiated with the aim of expanding the pool of women who are "ready for this role" to support the increase of women on Boards, is the first and only certificate program in Turkey accredited by renowned academic institutions in the field of board membership. Another key element of the program is the cross-company mentoring system, which provides the opportunity to receive mentoring from the country's most influential business and opinion leaders. During each 18-month period, our mentors work with a new female mentee and play an important role in preparing her for her role on the Boards.

The fifth term of the Women on Board program, whose first four terms were completed by the end of 2021 and involved 195 female executives, is started by January 2022 and it will end by June 2023 with 68 menti/mentors. The sixth term will take place from January 2024 to June 2025..

WOB TURKEY continues this unique program and serves as a platform for **communication, collaboration, awareness, and information sharing** to increase the representation of women on Boards.

# JOURNEY of WOB TURKEY: FROM PAST TO PRESENT



October  
2011

We set out in October 2011.  
Cem Boyner, First Term Chairperson  
of the WOB TURKEY Advisory Board



April  
2012

In April 2012, we started the  
1st term with 40 menti/40 mentors.  
Muzaffer Akpınar, Second Term,  
Chairperson of WOB TURKEY  
Advisory Board.



September  
2014

We started the 2nd term in  
September 2014  
with 50 menti/50 mentors.  
Third term Chairperson of  
WOB TURKEY Advisory Board  
Suzan Sabancı Dinçer.



January  
2017

We received the association status in  
January 2017.



December  
2017

In December 2017, we started the  
3rd term with 50 menti/mentors.



June  
2019

With the 3rd term mentees,  
we have reached a total of 137  
women leaders who graduated in  
June 2019.



January  
2020

We started the 4th term in January 2020  
with 60 menti/mentors.  
Murat Özyeğin, Fourth Term Chairperson  
of the WOB TURKEY Advisory Board



October  
2021

With the 4th term mentees,  
we have reached a total of 195  
women leaders who graduated in  
October 2021.



January  
2022

WOB TURKEY Fifth Term was launched:  
January 2022 with 68 menti /mentors.



# OUR MANIFESTO

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Today,

**Turkey ranks 129th** in the World Economic Forum's report on gender equality.

The employment rate of women in Turkey is **38.5%**.

Only **17,5% of the seats** on the boards of 475 listed companies in Turkey **are occupied by women**.

It is said that "Women cannot get into the positions of board members because they are not equipped and ready".

We know that there are educated, well-equipped, successful and smart businesswomen in every part of our country who are ready for this role.

We continue our voluntary and justified efforts to achieve equal representation on boards of directors.

Women are candidates for board seats!

**We exist. We are here. We are ready.**

# OUR CORPORATE SUPPORTERS

We would like to thank our business supporters who have committed to the sustainability of WOB TURKEY through a five-year grant.

**AKBANK**



**ALARKO**



**BOYNERGRUP**



**YILDIZ ★ HOLDİNG**





“

It is important for society to use all its assets,  
talents and potential to move forward.  
We will be successful when women have  
equal opportunities in business.

”

**Murat Özyeğın**  
Chairperson, Fiba Group  
4<sup>th</sup> term President of the WOB Turkey Advisory Board

# WHY DO WE NEED WOB TURKEY ?

7,7 billion people in the world > for every 102 men > there are 100 women

How does it look in the business world?

**For every 61 men, there are 39 women** in the world's total workforce.

The higher you climb in the career pyramid, the faster this ratio drops. Especially on supervisory boards...

There are only **15 women** on the boards of the 200 largest companies in the world, compared to **85 men**.

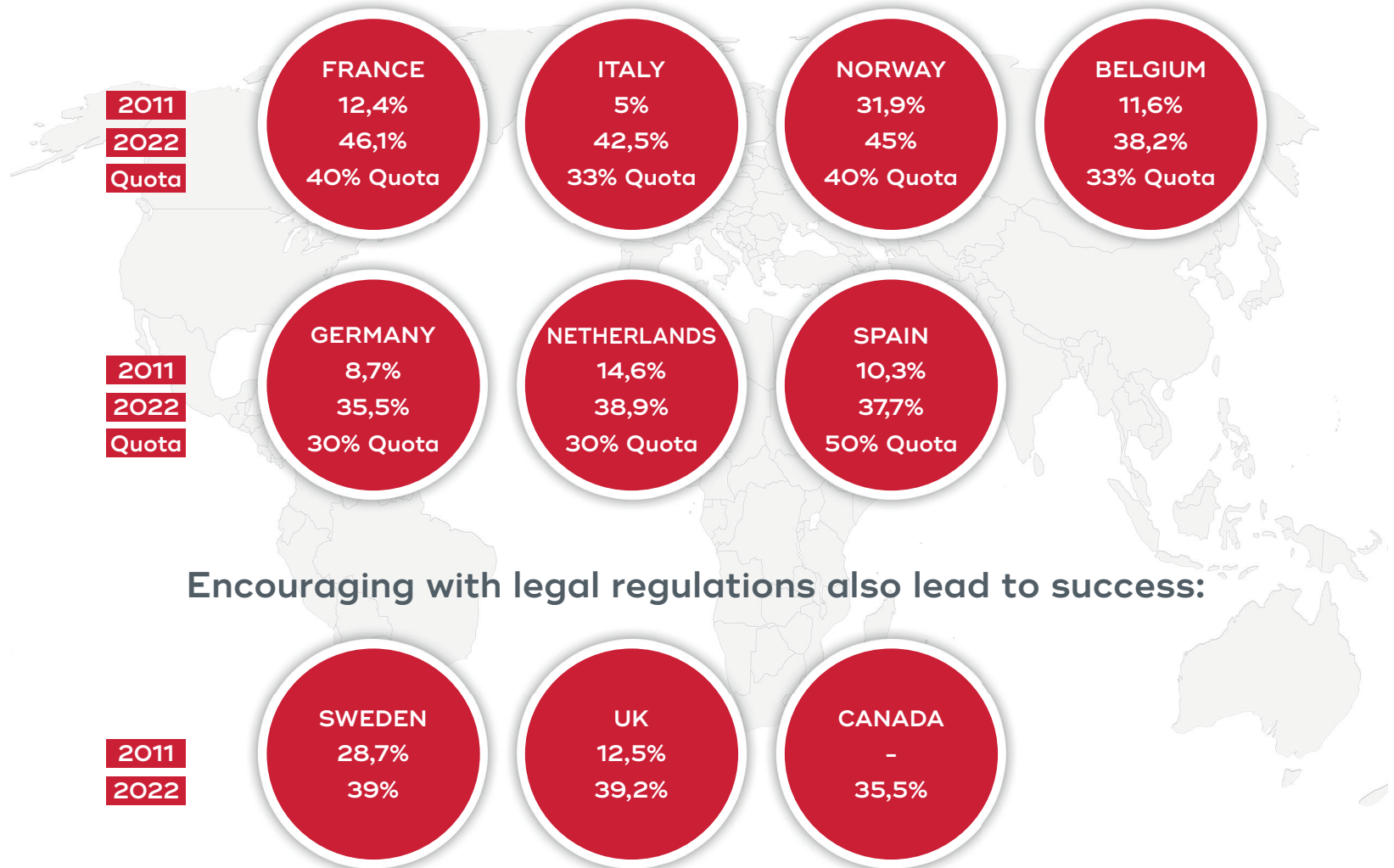
## WHY ARE WOMEN IMPORTANT IN BOARDS OF DIRECTORS?

More women on boards...  
Higher financial performance  
Higher share value  
Higher employee and customer satisfaction  
Higher investor confidence  
and ultimately a better corporate image...

**The contribution of diversity to performance and sustainability is obvious. However, in a world where half of the population and talent are women, we do not need to look for reasons to adequately represent women.**

# THAT 'S WHY THE WHOLE WORLD IS TRYING TO INCREASE THE RATE OF WOMEN ON BOARDS:

## European provides changing with quota:



*Comply or explain / Empty Board seat, until woman arrives*

### Reference:

MSCI Women on Boards Progress Report 2022  
2022 Nordic Spencer Stuart Board Index

# WOMEN ON THE BOARD IN TURKEY

BIST Istanbul Company data:



**3211**

Total number of  
board members



**475**

Number of  
companies



**428**

Number of  
female members

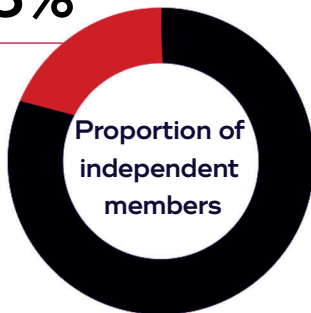


**1048**

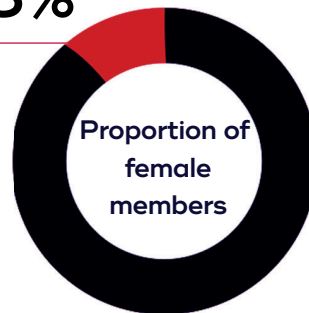
Number of  
independent  
members



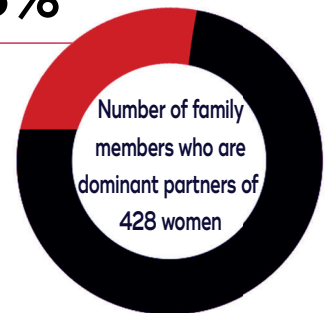
**32,6%**



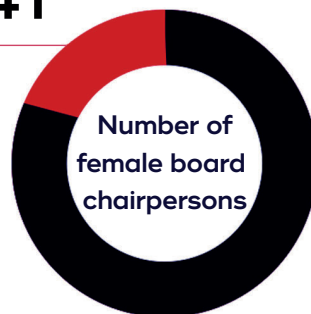
**17,5%**



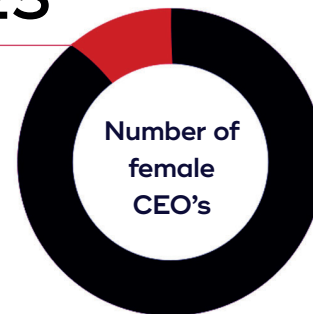
**35%**



**41**

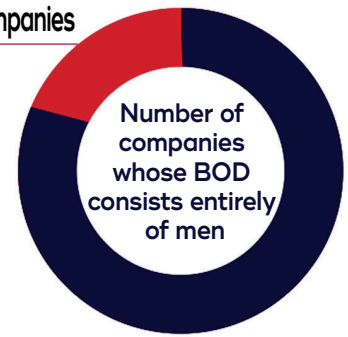
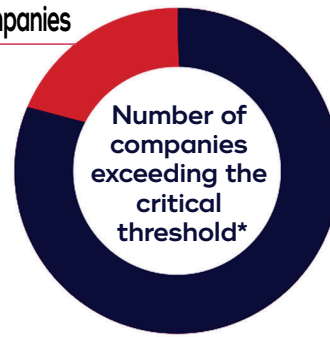
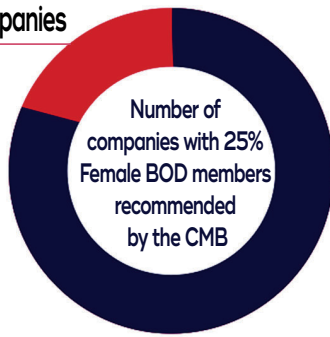


**25**



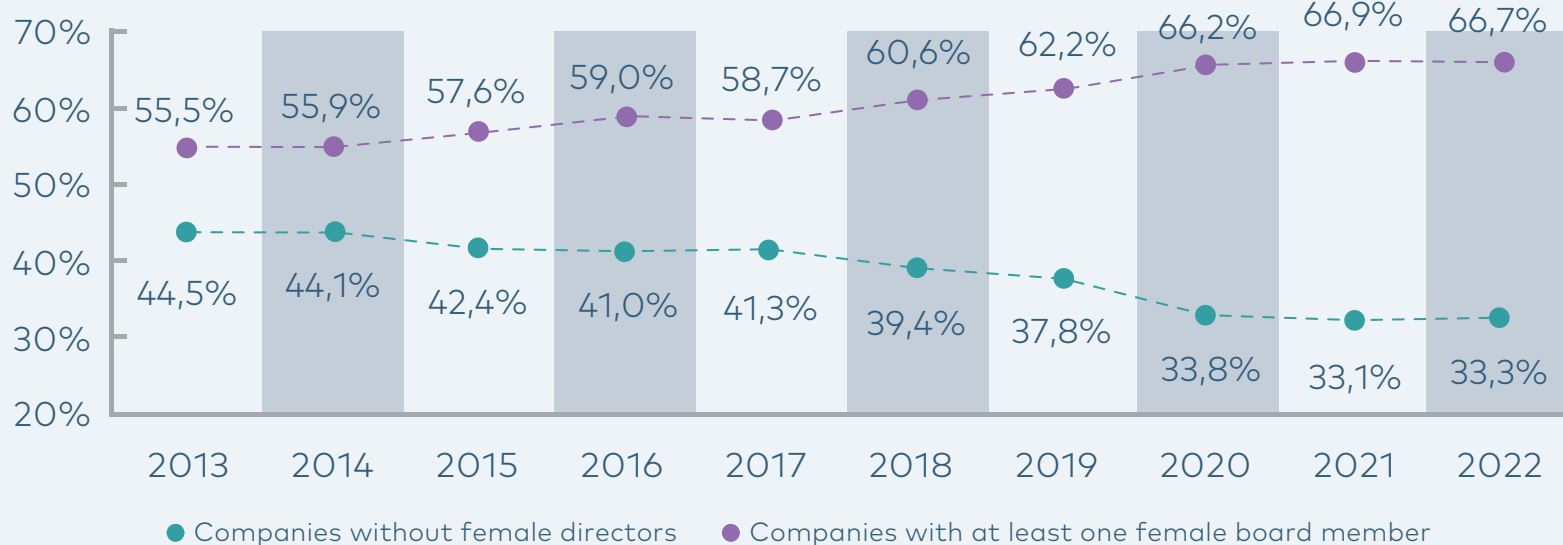
Reference: Sabancı University CGFT, Independent Female Directors 2022 Report.





**The rate of female members on BOD does not change with the expected acceleration!**

BIST companies With/Without Female Directors Between 2013-2022



**As long as this rate of increase does not change:**

**We will be able to reach**

- 25% in 2031
- 30% in 2035.

\*The critical threshold is the presence of at least 3 female members on the Boards.

Reference: Sabancı University CGFT, Independent Female Directors 2022 Report.

# IS THIS THE BEST WE CAN DO ?

With this in mind,  
the mentoring program for Women on Board was launched.  
Between 2012 and 2022:



## 89 of our 195 mentees;

48 mentees are Independent board member,  
46 mentees are board members in Group Companies,  
60 mentees are NGO board members,  
161 appointments of our mentees as a board member in the last two years.

## Our goals:

- Quota of female members on Boards
- Following the 25% target of the CMB
- More female candidates ready for the board and the institutions that will put them forward as candidates
  - Appointment of more female board members by board chairs and our mentors
  - More companies with equal boards in our economy

## ELEMENTS MAKING US UNIQUE

- We are the first organization to aim to support social development by increasing the representation of women on our board of directors.
- Our Mentors, Mentees and the Advisory Board of our association are constituted from well-known and powerful representatives of the country's foremost organizations.
- We have a unique development program that prepares our Mentees for the Board of Directors.
- We run the only certificate program in Turkey accredited by prestigious academic institutions respected in the field of Board Membership.
- We are a platform where Mentees and Mentors, program participants and all stakeholders learn and progress collectively.
- We reach out to Turkey's most influential business people and opinion leaders.
- Our work is instrumental in creating the Board's vision in professionals at lower levels of the Board.

## OUR BASIC PRINCIPLES

- We believe in diversity and that men and women should work together.
- We include women in Turkey from various fields with various experiences on their way to becoming board member.
- We take an open and collaborative approach to all similar associations, organizations and programs and are committed to equal opportunities.
- We contribute to improvement of social gender balance in Turkey and to this end we strive for a more inclusive and egalitarian approach to women in the business world.



## HANDE YAŞARGİL

President, WOB Turkey

*Co- Founder, Mentor Consulting*

*Executive Coach, INSEAD Business School*

“

**We will not stop until we see equality in top management..**

According to the World Economic Forum's 2020 Gender Equality Report, it will take at least 100 years for women to have the same rights as men and 257 years for them to receive the same pay as men. According to the United Nations Development Report, gender equality has not been achieved in any country in the world. The report points out that the number of female leaders is lower than it was five years ago. While 15 out of 193 countries had women as heads of state or government in 2014, only 10 countries are led by female leaders today.

The research clearly shows that the performance, innovation, ethical approach, reputation and sustainability of institutions that have more women in management and on boards, and that have embedded diversity and inclusivity in their culture, are better for all their stakeholders and our country.

Recent appointments give us hope. 151 of the 263 leading women who participated in the WOB Turkey program and who are among the top managers at their institutions had at least one

board experience during this process. We are proud that the educated, certified and strong candidate pool that WOB Turkey has created is preferred by institutions, and we strongly believe that the value created by this diversity is better understood with each passing day.

These numbers show that WOB Turkey is now a structure responsible not only for preparation and development, but also for the task of placement.

The idea of "There are not enough ready and experienced female candidates", which seems to be the biggest obstacle, is a thing of the past. Today, there are no more obstacles for institutions that want to run their boards according to the principle of diversity.

We have set out to remove obstacles. We are ready to take on the task and support it as well. We will continue to work together until we see enough women on the boards of directors who are the top decision-makers in our companies, who shape our country's economy.



## We are determined...

---

Kristen Vibel sculpts the 121 cm tall Fearless Girl statue as a girl with a gentle nature, not rebellious or aggressive, but dignified and strong. I love this story.

Opposite it, a statue of a bull with its five-meter horns curved and ready to bend. This statue was designed by Di Modica as a symbol of aggressive and unpredictable power, to emphasize the uncontrolled power and capitalism in 1989, when the negative effects of Black Monday of 1987 were still ongoing.

The bull statue, which until that day symbolized the uncontrolled power, turns into a confused bull that hesitates before the determination of the 121 centimeters small girl. So much so that Di Modica even filed a lawsuit to have The Statue of The Fearless Girl removed, claiming that the perception of the bull statue was impaired. In November 2018, the mayor of New York decided to remove the statue from its original location and place it across from the New York Stock Exchange to remind

American businesses of the importance of female leadership in corporate life.

It was a message that the little girl moved more than herself.

The rebellion of the creator of the bull became the message.

What is the real impact of "Women Power", feared even in its symbol?

Is a world in which two representative powers feed each other and rebuild in solidarity? In our opinion, yes.

As Women on Board Association Turkey, we are trying to eliminate this fear and rebuild our ideal world by making women aware of this path and enabling them to take on more roles in leadership.

The impact of the little girl statue was her determination.

As WOB Turkey we are also determined, we will continue to put up our 'little girl statues' until gender equality is achieved at the top of the decision makers.



## BURCAK GUVEN

WOB Turkey Co-Chair

*Journalist, Clinical Psychologist*

*Executive Coach, Coaching Supervisor*



## ARZU ASLAN KESIMER

Vice President, WOB Turkey

*Board Member,*

*Söktaş Tekstil A.Ş. / Akkim Kimya A.Ş.*

*World Bank / IFC Nominee Director*

“

**We will continue to fight resolutely until the rate of women on Boards, which is 17,5%, reaches 50%.**

In the early years of our business life, we women thought that titles were ordinary titles. As we started to move up, we realized that there is a general manager and a "female general manager", that there is a CEO and a "female CEO".

Then we understood better that we were 'valuable'... Because of this additional title, we had to do more, work harder, get better results, be more visible... That's what we have always done.

We worked harder, we produced more. Now we are saying that in business it is not enough to be at C-level, we want to do more. Now we want to be a 'female board member.' We know that diversity on Boards is a wealth. We will resolutely continue on this path until we have brought the percentage of women on the

Boards, which is currently 17,5%, to 50% equality.

We are ready to contribute to the business community and move companies forward as a 'female board member' with strong women enrolled in our program and ready to become Board members. We believe we are a unique resource for all companies looking to leverage the talents of 50% of our wealth in the population. We, who are not content to be ranked 130th out of 149 countries in the World Economic Forum's 2018 Gender Gap Report, are here for a better economy, more equality, more participation and more prosperity in business. We call it equal participation for balance and common sense on Boards. We strive for these tasks with the power of this program.





“

If the customer of a company is not represented in the management of that company, something is missing in the decision-making process. For the well-being of the company, management must represent the customer so that the right product, the right service, and the right communication are possible. Women, both in the world and in our country, carry a lot of weight in their purchasing decisions. As they decide what to buy, they must also have a say in what and how is produced and sold.

”

**Murat Ülker**  
Board Member, Yıldız Holding  
Advisory Board Member, WOB Turkey



“

This is a marathon. In time, people will appreciate the 50 percent female representation in the executive ranks.

”

Muzaffer Akpınar  
Vice Chairperson, MV Holding  
2<sup>nd</sup> term President, WOB Turkey Advisory Board



“

This program, which I believe is an important initiative for strong, smart, and hardworking women to have their voices heard more in the social and economic spheres, also provides a good option for companies seeking highly qualified leaders on their Boards.

”

Suzan Sabancı Dincer  
Chairperson, Akbank  
3<sup>rd</sup> term President,  
WOB Turkey Advisory Board

# ADVISORY BOARD



**MURAT ÖZYEĞİN**  
Chairperson, Fibra Holding  
4rd term President, WOB Turkey Advisory Board



**SUZAN SABANCI DİNÇER**  
Chairperson, Akbank  
3rd term President, WOB Turkey Advisory Board



**ACLAN ACAR**  
Founder, Aclan Acar Stratejik Danışmanlık



**AHMET DÖRDÜNCÜ**  
Board Member, Akkök Holding



**ARZUHAN DOĞAN YALÇINDAĞ**  
Board Member, Doğan Holding



**PROF. DR. DENİZ ÜLKE ARİBOĞAN**  
Senior Member, Oxford University Harris Manchester CRIC  
Board of Trustees Advisor, Doğu University  
Faculty Member,  
Faculty of Economics and Administrative Sciences



**LEVENT ÇAKIROĞLU**  
CEO, Board Member, Koç Holding



**MURAT ÇAVUŞOĞLU**  
Co-founder, Actera Group



**MURAT ÜLKER**  
Board Member, Yıldız Holding



**TAYFUN BAYAZIT**  
Chairperson, Marsh McLennan Companies



**ÜMİT BOYNER**  
Board Member, Boyner Holding



**DR. YILMAZ ARGÜDEN**  
Chairperson, ARGE Danışmanlık  
Chairman of the Board of Trustees,  
Argüden Yönetişim Akademisi Vakfı



**ZEYNEP ERKUNT ARMAĞAN**  
With Respect and Longing



# BOARD of DIRECTORS



**HANDE YAŞARGİL**  
President, WOB Turkey  
Co-Founder, Mentor Consulting  
Executive Coach, INSEAD Business School



**BURÇAK GÜVEN**  
Co-President, WOB Turkey  
Journalist, Clinical Psychologist  
Executive Coach, Coaching Supervisor



**ARZU ASLAN KESİMER**  
Vice President, WOB Turkey  
Board Member, Söktaş Tekstil A.Ş. / Akkım Kıyma A.Ş.  
World Bank / IFC Nominee Director



**ÖZLEM CİNEMRE**  
Accountant, WOB Turkey  
Deputy General Manager,  
Türkiye Kalkınma ve Yatırım Bankası



**BANU İŞÇİ SEZEN**  
Secretary General, WOB Turkey  
Management Consultant, Mentor, Angel Investor



**HANDE OCAK BAŞEV**  
Co-Founder, Quattro Business Consulting  
Country Director, WSI



**YİĞİT OĞUZ DUMAN**  
Co-Founder, Duman Danışmanlık



**SELEN KOCABAŞ**  
Board Member, Multinet Up Group, English Home,  
Consultant, Aydın Group  
Independent Board Member, Tekfen



**SELÇUK YORGANCIOĞLU**  
CEO, Tork Partners



**DAMLA BİROL**  
CEO & Board Member, Türk Tuborg A.Ş.



**ELA KULUNYAR**  
General Manager Responsible for  
Human Resources and Process Management,  
Doğuş Automotive



**NESRİN TUNCER**  
Audit Partner, KPMG



**BAHADIR KALEAĞASI**  
President, Paris Bosphorus Institute



**AYŞE OĐMAN BOZTOSUN**  
Faculty Member, Akdeniz University  
Faculty of Law, Department of Commercial Law



**BERİL KOPARAL ERGÜN**  
Co-Founder and General Manager,  
Venü Vita Health



**AYŞE AYŞİN İŞİKGECE**  
Company Owner, Tanışık Danışmanlık  
Freelance Consultant  
Advisor to the Board of Directors



**TÜLYE SEKENDİZ**  
Managing Director, Migros Macrocenter



**SEZİN ÜNLÜDOĞAN**  
CEO, Gelecek Varlık Yönetim

# SUPERVISORY BOARD



**ÖZGE BULUT MARAŞLI**  
President of Supervisory Board, WOB Turkey  
Independented Board Member  
İş Girişim Sermayesi, Akmerkez, Blu TV, Fark Holding



**DERYATEKİNYUSUF**  
Board Member, Çelebi Holding A.Ş.  
Çelebi Bandırma Uluslararası Liman İşl.



**SİBEL KESLER**  
Secretary General, Koç University



**ESRA BOZKURT**  
Chief Deputy General Manager and Board Member,  
Zurich Sigorta



**LALE CAN GÖZÜBÜYÜK**  
Regional Director of Türkiye ve EMEA,  
Plug and Play



**EVİN PEHLİVANLI**  
Board Member & Deputy CEO, UNO



# WOB TURKEY MAIN ACTIVITIES

## Development

Preparing Competent Female Leaders for the Board of Directors and ensuring the Continuous Development of WOB Turkey



## Awareness

Increase awareness of female board candidates, board chairs and institutions



## Placement

Appointment of WOB Turkey Mentees to the Board of Directors



## Advocacy and Lobbying

Developing Contacts and Projects to Create the Right Climate



## Sustainability

Creation of Financial and Inkind Resources to Fulfill the Mission



# COMMITTIES

Strategic working groups (committees) chaired by WOB Turkey board and advisory board members and supported by WOB Turkey graduate volunteers are as follows:

STRATEGIC WORKING GROUPS	CORE ACTIVITIES
<b>Corporate Governance and Strategy</b> Committee Leader – Hande Ocak Başev	Determines and monitors the strategies of the association in line with its purpose and principles, the processes in line with the determined strategies and the organizational structure of the committee. It carries out work to strengthen the association's ties with the EU in coordination with the Cooperation Committee.
<b>Cooperation</b> Committee Leader - Bahadır Kaleağası	Determines the right stakeholders for WOB Turkey and relays the issues of cooperation to the relevant committee after bringing the issue to maturation. Carries out advocacy and lobbying activities with the public and private sector, NGOs and decision makers.
<b>Placement</b> Committee Leader - Selçuk Yorgancıoğlu	Coordinates all the activities – relationship with private and public sector, communication, digital solutions, events, lobbying- necessary for the placement of WOB Turkey Graduates on boards of directors.
<b>Mentee</b> Committee Leader - Yiğit Oğuz Duman	Suggests candidates for the WOB Mentee program, constitutes a total pool consisting of all the candidates suggested and applying, evaluates them and determines the candidates suitable for the program. Determines the criteria for becoming a Mentee and a Graduate, and monitors the Mentees definitely participating to the program during the whole process.
<b>Mentor</b> Committee Leader - Selen Kocabaş	Determines the criteria for becoming a Mentor, and updates these according to the needs and objectives of WOB Turkey. Communicates with current and past Mentors at every stage of the program; monitors the effective realization of the Mentoring process. Ensures that Mentors interiorize the WOB Turkey mission and become its spokespersons.
<b>External Communications</b> Committee Leader - Damla Birol	Determines the most effective strategy to communicate the WOB Turkey mission and role to the target group. Determines the channels that will most effectively reach the media and business world and creates a media strategy. Has the right content produced and utilized in order to ensure that the messages are given effectively.
<b>Information and Digitalization</b> Committee Leader - Lale Can Gözübüyük	Develops communication tools in Turkish and English, such as the website, Data Bank and Impact Report, for effective sharing of information with WOB Turkey's internal and external stakeholders. Monitors the indicators from Turkey and around the world as well as current reports, research and articles. Orients the development of the association's technological infrastructure.
<b>Internal Communication</b> Committee Leader - Beril Koparal	Plans and realizes face to face and digital communication tools for the WOB Turkey Mentee network to develop, learn from each other, strengthen their solidarity and develop their cooperation and internalize the WOB Turkey philosophy. Ensures the coordination between committees when it comes to big events such as the WOB Turkey launch and Graduation, and manages the agency carrying out the event.
<b>Development Certificate</b> Committee Leader - Banu İşçi Sezen, Ela Kulunyar	Design and carries out the WOB Turkey Independent Board Membership Certificate Program. Communicates with the institutions and universities accrediting the program. In addition to the development of Mentees, plans training programs for the association's Directors/ Supervisory Boards, volunteers and administrative staff.
<b>Funding</b> Committee Leader - Nesrin Tuncer	To ensure the sustainability and productivity of work, provides resources for WOB Turkey by contacting domestic and international organizations. Carries out the projects that have been funded and ensures coordination between committees.
<b>Sustainability and Corporate Social Responsibility Committes</b> Committee Leader - Tülye Sekendiz, Sibel Kesler	To inform internal and external stakeholders and to contribute their practices on the sustainability and corporate social responsibility issues, with the belief that the future Board Member should have the information and consciousness of sustainability.

# WOB TURKEY GENERAL COORDINATORSHIP



İpek Erbil  
Acting General Coordinator



Beyza Koç  
Project Manager



Alara Erdoğan  
Junior Project Manager



“

We need more women on corporate boards.  
Diversity is always good and brings wealth.  
Innovation, in turn, can be possible in an environment  
where there is diversity.

”

Cem Boyner  
CEO, Boyner Group  
1<sup>st</sup> term President, WOB Turkey Advisory Board

# WOB TURKEY PROGRAM

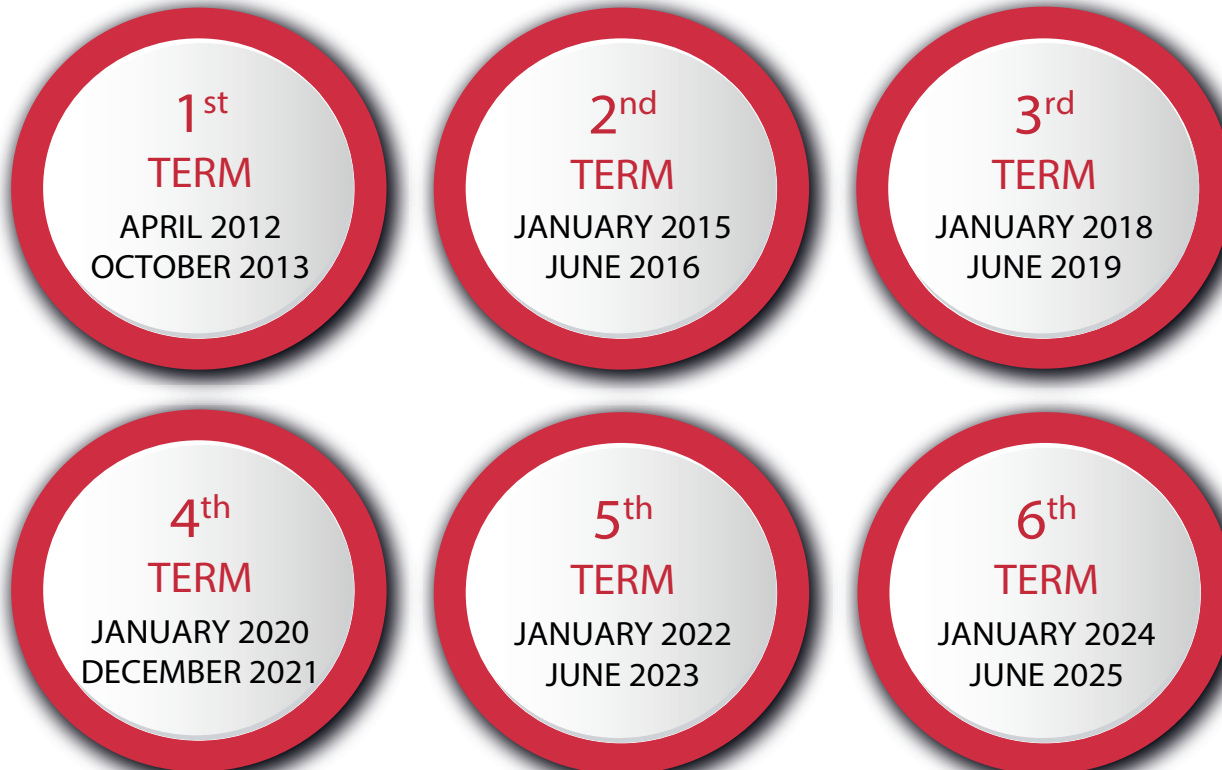
The issue of diversity is inevitable to create healthy and holistic decision-making mechanisms in business and democracies.

WOB TURKEY Cross-Company Mentoring and Independent Board Membership Certificate Program is the first and only certificate program in Turkey that WOB TURKEY has been conducting since 2012 and is accredited by respected academic institutions in the field of Board Membership.

## **With the WOB TURKEY Intercompany Mentoring and Independent Board Membership Certificate Program:**

- Increasing the Pool of Women Executives with the Expertise and Experience to Become Board Members in Turkey,
- Decision-makers who elect/appoint members to the Board and high potential female executives have been brought together,
- With the advice and guidance of mentors, the proper equipping of mentees for board membership was strengthened,
- Ensured that the Chairpersons of the Boards of our country's leading companies can meet female executives with various qualifications and recommend them for appropriate positions.

## WOB TURKEY PROGRAM PERIODS



# WOB TURKEY PROGRAM

The WOB Turkey Program consists of 4 basic elements:

## MENTORING PROGRAM

Female board candidates – mentees – receive mentorship by completing an average of 9 meetings over an 18-month period with the most influential business and opinion leaders in the Turkish business community. Mentors work with a new female candidate each term and play an important role in preparing the candidates for their role on the board.

## CERTIFICATE PROGRAM

During this period, Mentees participate to the development and certificate program designed for the Independent Board Membership. They receive training from experienced people of the business and academic world on various subjects. The Independent Board Membership Certificate Program accredited by respected universities and institutions. The Independent Board Membership Certificate Program consists of four modules over an 18-month period.



**İstanbul  
Bilgi Üniversitesi**  
LAUREATE INTERNATIONAL UNIVERSITIES



**KOÇ  
ÜNİVERSİTESİ**

**ÖZYEĞİN  
ÜNİVERSİTESİ**



**ARGÜDEN  
GOVERNANCE  
ACADEMY**  
Good Governance for  
Quality of Life

## COMPLEMENTARY DEVELOPMENT JOURNEY, SEMINAR, PANELS AND CONFERENCES

Mentees participate in panels and conferences each quarter as part of the program. They benefit from up-to-date, detailed and needs-based activities not included in the certificate program.

## EVALUATION AND FEEDBACK PROCESS

With the evaluation process conducted by Spencer Stuart, Mentees get know their strengths as well as areas needing development; they have the opportunity to plan their journey in a systematic manner with their Mentor.



# CONTRIBUTIONS OF THE PROGRAM TO STAKEHOLDERS

## MENTORS

- They steer a very important change in business and society with their knowledge and experience.
- They assist in creating a very diversified talent pool for board membership.
- They have the opportunity to meet high-potential women leaders and can recommend them when the appropriate occasion arises.
- They have the opportunity to present more female candidates for board membership.

## MENTES

- By working with our country's business leaders, they better prepare themselves for the role of board member.
- Thanks to mentors, they develop their knowledge, experience and skills.
- They develop an awareness of what is concerning their expectations from board membership; they expand their competences through certificate programs and other opportunities.
- They have opportunities to take steps that will have a positive impact on their careers.

## INSTITUTIONS

- They benefit from an important development platform for their successful and talented female executives.
- They have access to an expanded pool of board candidates.
- They determine the most appropriate board member candidate profile.
- They have the opportunity to show their intent and decisiveness regarding the existence of diversity and comprehensiveness in the business world as a result of women playing a more effective part in the economy and more women working on boards as members.
- Thanks to the objective and message of the program, they enhance the reputation of their own brands.

# MENTORS

## 2012 – 2023

ACLAN ACAR  
AGAH UĞUR  
AHMET BOZER  
AHMET ÇALIK  
AHMET DÖRDÜNCÜ  
AHMET ERDEM  
ALİ FARAMAWY  
ALİ KANTUR  
ALİ KİBAR  
ALİ PANDIR  
ALİ SABANCI  
ALİ ÜLKER  
ARZU ASLAN KESİMER  
ARZUHAN DOĞAN YALÇINDAĞ  
ATALAY GÜMRAH  
AYŞEGÜL İLDENİZ  
BURAK ELMAS  
BURHAN KARAÇAM  
BÜLEND ÖZAYDINLI  
BÜLENT ECZACIBAŞI  
CANAN ÇELEBİOĞLU  
CANAN ERCAN ÇELİK  
CANAN ÖZSOY  
CANSEN BAŞARAN SYMES  
CEM BOYNER  
CEM KOZLU  
CENGİZ SOLAKOĞLU  
CENK ALPER  
COLMAN DEEGAN  
DENİZ ÜLKE ARIBOĞAN  
DIANE ARKAS GÖÇMEZ  
ELİF ATEŞ ÖZPAK  
EMİN BİRSEL  
ERDAL AKSOY  
ERDAL KARAMERCAN  
ERDEN TİMUR  
ERKAN AKDEMİR  
ERKUT YÜCAOĞLU  
ERMAN KALKANDELEN  
ERSİN ÖZİNCE  
ERSİN PAMUKSÜZER

ESİN GÜRAL ARGAT  
EVGUENIA STOICHKOVA  
FAİK AÇIKALIN  
FATİH EBIÇLIOĞLU  
FERRUH TUNÇ  
FEVZİ BOZER  
FEYHAN YAŞAR  
FUAT TOSYALI  
FÜSUN AKKAL BOZOK  
GÖKHAN GÜRCAN  
GÖKTEKİN DİNÇERLER  
GÜLER SABANCI  
HAKAN BİNBAŞGİL  
HAKAN EMİNSOY  
HAKKI YILDIZ  
HAMDİ AKIN  
HASİP GENÇER  
HAZIM ELLİALTI  
HURŞİT ZORLU  
İBRAHİM BETİL  
İDİL YİĞİTBAŞI  
İZZET GARİH  
JIM ZAZA  
KAAN TERZİOĞLU  
LALE SARAL DEVELİOĞLU  
LEVENT ÇAKIROĞLU  
LEYLA ALATON  
LUCİEN ARKAS  
MAHMUT ÜNLÜ  
MEHMET ALİ BERKMAN  
MEHMET ALTINOK  
MEHMET GÜLEŞCİ  
MEHMET KUTMAN  
MEHMET SÖNMEZ  
MEHMET T. NANE  
MEHMET TÜTÜNCÜ  
MESUT TOPRAK  
MİTHAT ÖZBEK  
MURAT KOLBAŞI  
MURAT ALSAN  
MURAT ÇAVUŞOĞLU

MURAT ERKAN  
MURAT İLBAK  
MURAT ÖZYEGİN  
MURAT ÜLKER  
MUSTAFA ÇAMLICA  
MUSTAFA SEÇKİN  
MUZAFFER AKPINAR  
ÖMER ARAS  
REHA YOLALAN  
ROSE MARIE BRAVO  
SADETTİN SARAN  
SAFFET KARPAT  
SAİT TOSYALI  
SANİ ŞENER  
SELÇUK YORGANCIOĞLU  
SELEN KOCABAŞ  
SERPİL TİMURAY  
SEVDİL YILDIRIM  
SEYMUR TARI  
SİNAN ŞAHİNBAŞ  
SİYAMİ KAHYAOĞLU  
SUZAN SABANCI DİNÇER  
SÜLEYMAN TÜRKEK  
SÜREYYA CİLİV  
ŞAHAP ÇAK  
ŞEVKET BAŞEV  
TAWFIK JELASSI  
TAYFUN BAYAZIT  
TUNCAY ÖZİLHAN  
ÜMİT BOYNER  
ÜMRAN BEBA  
VAROL CİVİL  
YAĞMUR ŞATANA  
YILMAZ YILMAZ  
YILMAZ ARGÜDEN  
ZEYNEP BODUR OKYAY  
  
MUSTAFA V. KOÇ  
ZEYNEP ERKUNT ARMAĞAN  
REMEMBER WITH  
RESPECT AND LONGING

# MENTEES

## 2012 – 2023

AHU BAŞKUT ALYANAK  
ALİZE DİNÇKÖK  
ALSEVUTKU  
ARZU ASLAN KESİMER  
ARZUKAYMANLIÖRSEL  
ARZUÜNAL  
ASLIBAKANGÖKULU  
ASLIÖZENTURHAN  
AYGENAYÖZGERÖZVARDAR  
AYLİN ÇAĞLAYAN ÖZCAN  
AYSUNZAMAN  
AYŞE GÜÇLÜ ONUR  
AYŞE ODMAN BOZTOSUN  
AYŞEM ERTOPUZ  
AYŞİN ARGÜDEN  
AYŞİN IŞIKGECE  
BAHARUÇANLAR  
BANU DENİZ ÇETİNKOL  
BANUGÜNEYARIDURU  
BANU İŞÇİ SEZEN  
BANUKÖKER  
BANUSARAÇLAR  
BANUHAN YÜRÜKOĞLU  
BARIŞ KARAKULLUKÇU  
BAŞAK CEZAR KUTLU  
BAŞAK KARACA  
BAŞAK KURAL  
BEGÜM MUTUŞ  
BENAY BİTİRİCİ  
BERÇGERMEYAN  
BERİL KOPARAL ERGÜN  
BERNA AKYÜZ ÖĞÜT  
BERNA ÇAĞLAYAN

BERNA KULAKSIZ  
BERRAK KUTSOY  
BERNA ŞAMİLOĞLU  
BERNA YILDIZ  
BETÜL ÇORBACIOĞLU YAPRAK  
BETÜL SARIKAYA  
BİLGE ÇİFTÇİ  
BİLGİN ALDAN  
BİLLUR KAYMAK BURKUTOĞLU  
BİRSEN AKTUGAN  
BURCU BIÇAKÇI ERSOY  
BURCU CİVELEK YÜCE  
BURCU KOÇER  
BURCU KÖSEM  
BURCU ÖZTÜRK  
BURÇAK ÇELET  
BURÇİN OZAN  
BÜŞRA ORAKÇIOĞLU BİBEROĞLU  
C. VERDA EMİROĞLU  
CANAN BADEMLİOĞLU  
CANAN ERCAN ÇELİK  
CEMİLE BANU HIZLI  
CEVZA BASMAN  
CEYLAN GÜZEKİN  
ÇAĞLA ZINGİL  
ÇİÇEK BOYDAŞ  
ÇİĞDEM YILMAZ  
DAMLA BİROL  
DEFNE KOCABİYİK NARTER  
DEMET RUSS  
DEMET ÖZDEMİR  
DENİZ ALKAN  
DENİZ ÖZEN

DENİZ UYAN AY  
DERYA DÜNER  
DERYA TEKİN YUSUF  
DERYA YURT  
DİDEM DİNÇER BAŞER  
DİDEM DOĞAN  
DİDEM DURU  
DİDEM GÜRCÜOĞLU TEKAY  
DİDEM ÖZENSEL  
DİLEK ÇİLİNGİR  
DİLŞAD TEK  
DUYGU ERZURUMLU CENGİZ  
EBRU DORMAN  
EBRU NUR YILDIZ  
EBRU ÖZGEN  
EBRU ŞENEL ERİM  
EBRU TAŞCI FİRUZBAY  
EBRU YONCA ÇAPA  
ECE KAŞIKÇI  
EDA ULUCA  
EGE GÜLTEKİN  
EGE KARAPINAR  
ELA ÇUBUKCU  
ELA KULUNYAR  
ELİF ATEŞOK ŞATIROĞLU  
ELİF ÇAPÇI  
ELİF ÇELİK  
ELİF ÖZDEMİR  
ELİF ÖZDEN ÇIKIN  
ELVAN TUĞSUZ GÜVEN  
EMİNE PINAR KURİŞ  
EREN ÖZDÜZEN DİLMEN  
ESEL ÇEKİN

ESEN TÜMER  
ESRA ALTAY BATKIN  
ESRA BOZKURT  
ESRA TAPBAN  
EVİN PEHLİVANLI  
EVNUR ELİF ÖZER  
EVREN DOĞU  
EVRİM BAYAM PAKİŞ  
EVRİM HIZALER  
FATMA HOŞGÖZ  
FATMA MELEK  
FERHAN ÖZKARA  
FEZA TAN  
FİLİZ BALCAY  
FİLİZ SONAT  
FULYA ONAT FRASER  
FUNDA ASLANOĞLU  
FUNDA TEMOÇİN  
FÜSUN KURAN  
G.PINAR SALCI  
GAMZE AKGÜNEY  
GAMZE ÇUHADAROĞLU  
GAYE ŞENTÜRK  
GİZEM KEÇECİ  
GONCA AÇIKALIN  
GONCA ÖZGÜL  
GÖKŞEN TÖRE SANCAK  
GÜL EROL  
GÜLAY ÇUĞU BAL  
GÜLBİN UZUNER BEKİT  
GÜLÇİN ATALAY TUNÇ  
GÜLFEM ÇAKMAKÇI  
HAFİZE GAYE ERKAN

# MENTEES

## 2012 – 2023

HANDE ESKİNAZİ  
HANDE GENÇ  
HANDE OCAK BAŞEV  
HANDE SARIDAL  
HANDE ŞENOVA  
HATİCE BİLİCİ  
HATUN ÖZLEM CAYMAZ  
HAYAL ÜNER  
HİLAL KOSİF  
HİLAL MERTER  
ILGIN HASIRCIOĞLU  
İÇTEN AKALIN  
İLKAY DEMİRDAĞ  
İLKAY KAYGANACI  
İNCİ HASEKİ  
İZZETİYE KEÇECİ  
JOEL ZARA  
KASİA ÖZGEN  
KIVILCIM PINAR KOCABIYIK  
KRİSTİNA ROGERS  
KÜBRA KALYONCU ŞEHERLİ  
LALE CAN GÖZÜBÜYÜK  
LALE SARAL DEVELİOĞLU  
LEYAL ESKİN YILMAZ  
MEHTAP YILDIZ  
MELEK PULATKONAK  
MELİKE KARA  
MELTEM BAKİLER ŞAHİN  
MELTEM KALENDER ÖZTÜRK  
MİNE ÖZTÜRK  
MİNE TAŞKAYA  
MUTLU ERTURAN  
MÜJDE ASLAN

NACİYE KURTULUŞ SİME  
NAGİHAN ŞENGÜL KARPUZ  
NAZLI ÖZEK  
NAZLI TLABAR GÜLER  
NERGİS AYVAZ BUMEDİAN  
NESLİHAN SEZER  
NESLİHAN UÇAR ÇADIRCI  
NESRİN TUNCER  
NEVAL KORUCU ALPAGUT  
NİHAL KANAY  
NİLSEN ALTINTAŞ  
NİLÜFER DERİNALP  
NİLÜFER TÜRKÇÜ HİRA  
NURAN ZÖHRE  
NURCAN BIÇAKÇI ARCAN  
NURGÜN EYÜBOĞLU  
NURSEL ÖLMEZ ATEŞ  
NURTAÇ ZİYAL  
OYA SENER  
ÖZDEN EROL DÜNDAR  
ÖZGE BULUT MARAŞLI  
ÖZGE ÖZEN AKSOY  
ÖZGE YILMAZ  
ÖZGÜR TOKGÖZ ALTUN  
ÖZGÜR YEŞİLYURT YÜNGÜL  
ÖZLEM AKSOY  
ÖZLEM CİNEMRE  
ÖZLEM GÖREN GÜÇDEMİR  
ÖZLEM KALKAN  
ÖZLEM KAYNAK  
ÖZLEM VİDİN ENGİNDENİZ  
ÖZLEM YEŞİLDERE  
PAMİR KARAGÖZ

PELİN AKIN ÖZALP  
PINAR BALCI  
PINAR ILGAZ  
PINAR KALAY  
PINAR KÖSE KULACZ  
PINAR MAVİTUNA  
PINAR ÖNEY BİLSEL  
PINAR ÜSTÜNDAĞ  
RESAN YÜNER  
RUKEN DOĞAN  
SAADET AKGÜN ÖZKAN  
SEDA İKİZLER  
SEDA MIZRAKLI FERİK  
SEDA YALÇIN ULUSOY  
SEDEF SALINGAN ŞAHİN  
SELDA ERCANTAN AKSOY  
SELEN KOCABAŞ  
SERPİL DEMİREL  
SERRA ULUSOY  
SEVİLAY ÖZSÖZ  
SEVİNÇ YENER ÇİMECİOĞLU  
SEZİN ÜNLÜDOĞAN  
SILA CILIZ İNANÇ  
SİBEL KESLER  
SİBEL TÜRKMEN  
SİMAY ALSAN  
SİMGE ÜNDÜZ  
SİNEM DEDETAŞ  
SİNEM YÜKSEL  
SİTARE SEZGİN  
SUMRU ATALAY  
ŞEBNEM MURATOĞLU  
ŞENGÜL ALTAN ARSLAN

ŞENGÜL ATALAY  
ŞERİFE FÜSUN ÖMÜR  
ŞEYDA TOPRAK  
ŞEYMA BAHŞİ  
TAÇ KILAVUZ ÖKTEM  
TİJEN AKDOĞAN ÜNVER  
TUĞBA PAŞALI KARACAN  
TUĞÇE ALTINSOY  
TULU KARAGÖZ  
TÜLİN GÜNDEM  
TÜLİN KARABÜK  
TÜLİN MEDE ESMER  
TÜLYE SEKENDİZ  
Y.PINAR KİTAPÇI  
YASEMİN ERKUT  
YASEMİN MERİH ALPARSLAN  
YASEMİN YÜCEL KARASU  
YELİZ KALAFAT  
YEŞİM AKCOLLU OĞUZ  
YEŞİM GÜRA  
YEŞİM MELTEM ŞİŞLİ  
YEŞİM ÖZTEKİN  
YEŞİM ŞİMŞEK  
ZEYNEP AYDIN DEMİRKIRAN  
ZEYNEP DİLMEN  
ZEYNEP KESKİN  
ZEYNEP KULALAR  
ZEYNEP OKUYAN  
ZEYNEP VERDA DUYSAK  
ZEYNEP YALIM UZUN  
ZEYNEP YOĞURTÇUGİL  
ZUHAL ŞEKER

# WOB TURKEY PROGRAM PARTICIPANT INSTITUTIONS

2012 – 2023

ACIBADEM  
ACINO PHARMA  
ADEL KALEMCİLİK  
AFFINION TURKEY  
AFFINITI  
AKBANK  
AKDENİZ ÜNİVERSİTESİ  
AKENERJİ  
AKFEN HOLDİNG  
AKGÜN GRUP  
AKİŞ GYO  
AKKİM  
AKKOMARKA GRUP  
AKKÖK HOLDİNG  
ALDO GRUP  
ALTERNATİF BANK  
AMAZON WEB SERVICES  
ANADOLU EFES  
APPLE  
ARAS KARGO  
ARÇELİK  
ARGE DANIŞMANLIK  
ARKAS HOLDİNG  
ARZUM ELEKTRİKLİ EV ALETLERİ  
ASTELLAS  
ATADEMİR  
AYDEM YENİLENEBİLİR ENERJİ  
AYTEMİZ PETROL  
BAŞBAKANLIK HAZİNE MÜSTEŞARLIĞI  
BELPA /ANKARA BÜYÜKŞEHİR BELEDİYESİ  
BEYLİKDÜZÜ BELEDİYESİ  
BİLİCİ HOLDİNG  
BORUSAN CAT  
BORUSAN HOLDİNG  
BOYNER HOLDİNG  
BOYNER MAĞAZACILIK  
BPN ÖDEME VE E-PARA HİZM.  
BRIGHTSTAR  
BRISTOL-MYERS SQUIBB (BMS)  
BROOKS BROTHERS & EDWARDS  
BSH  
CHIESI FARMACEUTICI S.P.A  
ÇİGNA SAĞLIK HAYAT EMEKLİLİK  
CISCO  
CMC  
COCA COLA İÇECEK  
COCA-COLA COMPANY  
ÇALIK HOLDİNG  
ÇAPA İLETİŞİM DANIŞMANLIK  
ÇELEBİ HAVACILIK  
DANONE  
DELOITTE  
DESA DERİ  
DOĞAN TV  
DOĞUŞ HOLDİNG  
DOMINOS  
DONUK FIRINCILIK

DÜNYA BANKASI  
DÜNYA EKO GRUBU  
ECLAT HR DANIŞMANLIK  
ECZACIBAŞI HOLDİNG  
ECZACIBAŞI İLAÇ PAZARLAMA  
ECZACIBAŞI TÜKETİM ÜRÜNLERİ  
EGON ZEHNDER  
ENERJİSA  
ENERYA ENERJİ  
ESAS HOLDİNG  
EY TÜRKİYE  
FIRST REPUBLIC BANK  
FİBA FAKTORİNG  
FİBA RETAIL  
FİBABANKA  
FORD OTOSAN  
GARANTİ BANKASI  
GELECEK VARLIK YÖNETİMİ  
GENERAL ELECTRIC  
GLOBAL TURİZM  
GOOGLE TÜRKİYE  
GSU DANIŞMANLIK  
GTECH  
HARVARD BUSINESS SCHOOL (HBS)  
HAYAT KİMYA  
HEPSİ BURADA  
HİLTİ  
HOPI  
HSBC  
HÜRRİYET/MEDYA GRUBU  
INOKSAN  
INSIDER  
İSTANBUL BÜYÜKŞEHİR BELEDİYESİ  
JANSSEN PHARMACEUTICALS  
KALE GRUBU  
KALYON GÜNEŞ TEKNOLOJİLERİ ÜRETİM  
KAVAKLIDERE ŞARAPLARI  
KENTVİZYON  
KEREVİTAŞ  
KOÇ FİNANS  
KOÇTAŞ  
KOSİFLER OTO  
KPMG TÜRKİYE  
KREA M.I.C.E.  
LENOVO  
LITTLE CAESARS  
LİMAK YATIRIM  
LOGO E-BUSINESS  
MANAGEMENT CENTER TURKEY  
MATSET  
MEDICALPARK  
MERCEDES-BENZ OTOMOTİV  
MERCEDES-BENZ TÜRK  
MEY DIAGEO  
MICROSOFT  
MIGROS-MACROCENTER  
MOBİLİZ

MOBİLTÜRK  
MONDI TIRE KUTSAN  
MONDİ OLMUKSAN  
MUDO  
MULTINET UP  
MUTLU METAL  
MYNET  
NESTLE  
NKS DANIŞMANLIK  
NORTHSTAR INNOVATION  
NOTE COSMETICS  
NOVARTIS  
OMEGA PHARMA  
ORKA HOLDİNG  
ÖZALTIN HOLDİNG  
PEPSICO  
PERNOD RICARD  
PFIZER  
PHILIPS HEALTHCARE  
PLADİS  
QNB FİNANS INVEST  
QNB FİNANS FACTORİNG  
QNB FİNANSBANK  
QUATTRO BUSINESS CONSULTING  
SABANCIDx  
SABRİ ÜLKER VAKFI  
SAP  
SAS  
SHELL & TURCAS  
SOCAR  
SODEXO  
STRAVISION  
SÜTAŞ  
TARIM BAKANLIĞI  
TAT GIDA  
TEB  
TEKTUĞ ELEKTRİK  
TOKEN ÖDEME HİZMETLERİ  
TOSYALI HOLDİNG  
TURKCELL  
TURKISHWIN  
TÜRK TELEKOM  
TÜRK TUBORG  
UCB İLAÇ  
UNICEF  
UNILEVER  
UNO  
ÜLKER  
ÜNLÜ&CO  
VMLY&R  
VODAFONE  
WEBER SHANDWICK  
YAPI KREDİ BANKASI  
YILDIZ HOLDİNG  
ZIMMER BIOMET  
ZURICH SİGORTA



“

Gender equality means freedom for men and women. It accepts that people are first and foremost individuals. It frees from prejudice. For a society that strives for continuous development, we must recognize the added value of women and do our part for social equality. A society without women is a society without a future.

”

Mustafa V. Koç  
Our 1<sup>st</sup> and 2<sup>nd</sup> term Mentor.

We remember with respect and longing

















#### Çevresel, sosyal ve k... konuları

- Çelişkilerle dolu bir başlık
- Hidrokarbondan yenilenebilir (yeşil) enerjiye geçiş
- Etik: Rüsvet, işyerinde taciz, para aklama
- ESG fonları 8,3 milyar dolar Rusya'ya yatırım yapmış idi ama Putin'in kararı ile yatırımlarının heba olabileceğini hesaplayamadılar,
- ESG sadece bir kolaylık mı?
- Artan enerji fiyatları karbon ayak izi azaltılmasına yardım etmesi gereken şirketleri daha da güçlü kıldı
- Sosyal sorumluluklar daha zor tanımlı





The main goal of the  
Women on the Board Association Turkey  
(WOB TURKEY),  
founded in January 2017, is to support  
social development by increasing the  
representation of women on Boards.

“**WOMEN TO THE TOP,  
SOCIETY FORWARD!**”



[www.yonetimkurulundakadin.org](http://www.yonetimkurulundakadin.org)

[www.womenonboardturkey.org](http://www.womenonboardturkey.org)

