



WOMEN  
ON BOARD  
ASSOCIATION  
TURKEY

# Agenda

- About WOB Turkey
- Why is Women on Board an issue ?
- Why are we striving to solve the issue of Women on Board?
- How to solve it? What to do?
- How can you contribute?

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- About WOB Turkey

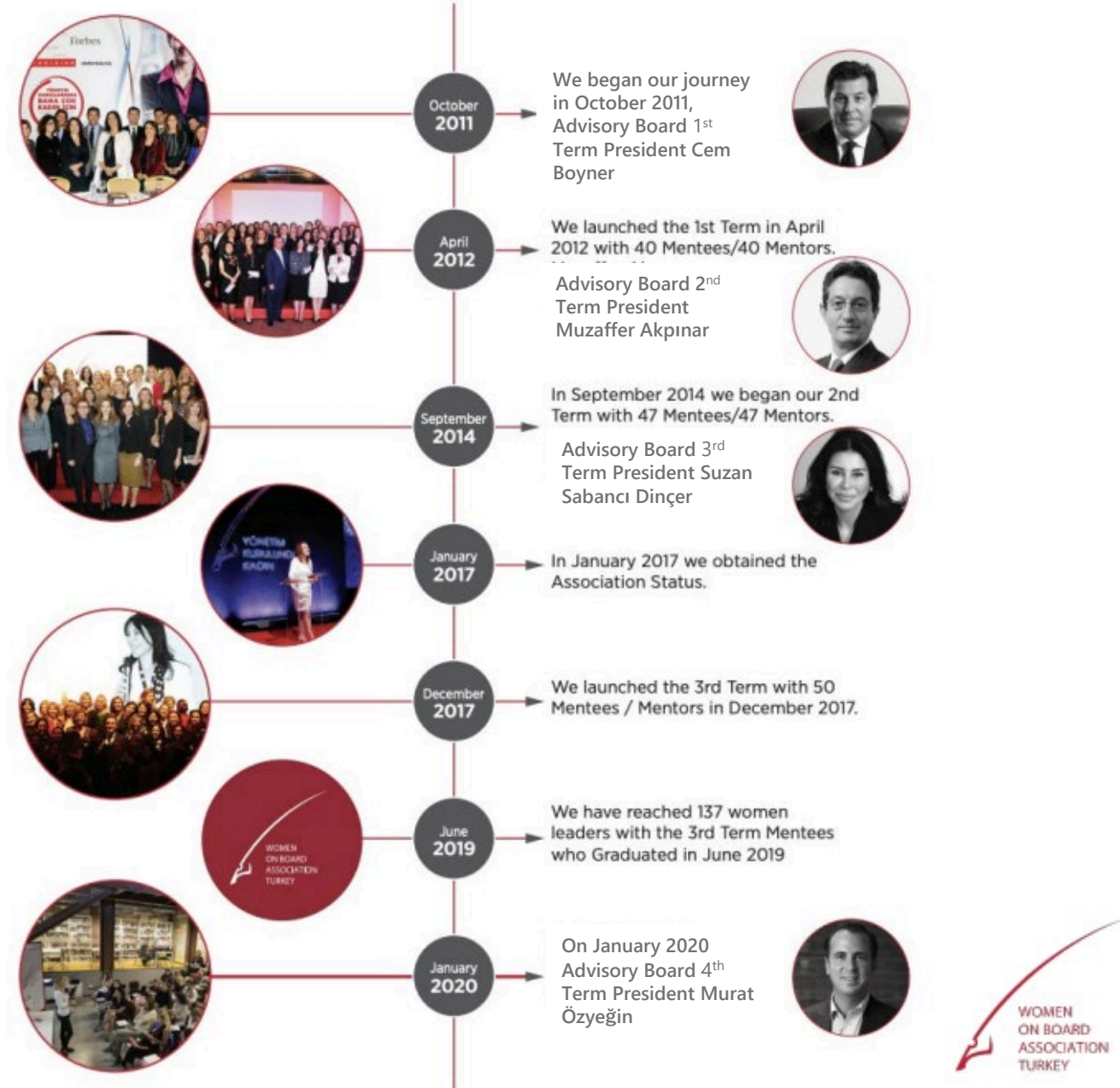
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# Our History

<https://www.youtube.com/watch?v=yZKP1VlqelQ>



- The Women on Board Turkey is an organization founded by Hande Yaşargil and Burçak Güven in 2011 and became an association at the beginning of 2017.
- The original activity of the Association is the «WOB Turkey Program», which has been continuing for four terms since 2011.



# Our Main Purpose

## Supporting social development

by increasing women's representation on boards

### OUR MISSION

Convince all stakeholders of the social and economic benefits of equal gender representation on Boards and develop women on this way

### OUR VISION

Equal gender representation on Boards



**Equal proportion of female** members on boards



**Monitoring the 25% target** of the Capital Markets Board and **increasing legal regulations**



More women candidates **ready for the Boards**



**Increase in the number of organizations** proposing and nominating women as candidates for boards



More companies adopting **corporate governance principles** and having **equitable boards**

# WOB TURKEY Main Activity Areas



## Development

Preparing competent women leaders to boards and ensuring continuous development of WOB Turkey



## Placement

Appointment of WOB Turkey Mentees as Board Members



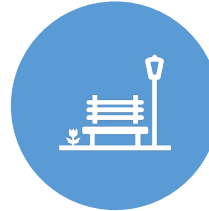
## Sustainability

Creating financial and in-kind resources to serve the mission



## Awareness

Raising awareness of women candidates for Boards, Chairpersons and Organizations



## Advocacy and Lobbying

Contacts and projects developed for the establishment of the right climate

# WOB TURKEY Program Stakeholders

## YKKD Programına Bugüne Kadar Dahil Olan 123 Kurum :

ADEL KALEMCİLİK	EGON ZEHNDER	MÖBİLİZ	BNP PARIBAS CARDIFF	KOÇ FİNANS	SÜTAŞ
AFFINITY	ENERJİSA	MV HOLDİNG	BORUSAN HOLDİNG	KOÇ HOLDİNG	TARIM BAKANLIĞI
AKBANK	EY TÜRKİYE	NORTHSTAR INNOVATION	BOYNER HOLDİNG	KOÇTAŞ	TAT GIDA
AKDENİZ ÜNİVERSİTESİ	FİBA GROUP	OLMUKSAN INTERNATIONAL PAPER	BRIGHTSTAR	KPMG TÜRKİYE	TEB
AKFEN HOLDİNG	FİBABANKA	OTOKOÇ	BRISTOL-MYERS SQUIBB (BMS)	KREA M.I.C.E.	TOSYALI HOLDİNG
AKGÜN GRUP	FİBA FAKTORİNG	OMEGA PHARMA	BROOKS BROTHERS & EDWARDS	KOSİFLER OTO	TÜRK TELEKOM
AKİŞ GYO	FİBA RETAIL	ÖNEM GIDA	ÇALIK HOLDİNG	LENOVO	TÜRK TUBORG
AKKÖK HOLDİNG	FIRST REPUBLIC BANK	PERNOD RICARD	ÇELEBİ HAVACILIK	LITTLE CAESARS	TURKCELL
ANADOLU EFES	FORD OTOSAN	PEPSICO	CIGNA FİNANS	LOGO E-BUSINESS	TURKISHWIN
ANADOLU HOLDİNG	GARANTİ BANKASI	PFIZER	CMC	MATSET	UCB İLAÇ
ANKARA BÜYÜKŞEHİR BELEDİYESİ	GENERAL ELECTRIC	PHILIPS HEALTHCARE	COCA-COLA COMPANY	MANAGEMENT CENTER TURKEY	ÜLKER
ARÇELİK	GTECH	PLADİS	COCA COLA İÇECEK	MERCEDES BENZ TURK	UNILEVER
ARGE DANIŞMANLIK	GÜVEN VARLIK YÖNETİM	QUATTRO BUSINESS CONSULTING	DANONE	MICROSOFT	ÜNİLÜ&CO
ARKAS HOLDİNG	HÜRRİYET	QNBFINANSINVEST	DELOITTE	MIGROS-MACROCENTER	UNO
ASTELLAS	HEPSİ BURADA	QNBFINANSBANK	DOĞAN TV	MONDI TIRE GROUP	VODAFONE
ATADEMİR	HOPİ	QNBFINANSFACTORING	DOĞAN HOLDİNG	MYNET	YAPI KREDİ BANKASI
AYTEMİZ PETROL	İLBAK HOLDİNG	SABANCI HOLDİNG	DOĞUŞ GRUBU	NESTLE	YILDIZ HOLDİNG
BAŞBAKANLIK HAZİNE MÜSTEŞARLIĞI	İNOKSAN	SABRİ ÜLKER VAKFI	DOMINOS	NKS DANIŞMANLIK	VMLY&R
BELPA	İSTANBUL BÜYÜKŞEHİR BELEDİYESİ	SAP	ECLAT HR DANIŞMANLIK	NOVARTIS	YILDIZ HOLDİNG
BESLER	KALE GRUBU	SAS	ECZACIBAŞI HOLDİNG	KEREVİTAŞ	ZURICH SİGORTA
BEYLİKDÜZÜ BELEDİYESİ	KENTVİZYON	SHELL & TURCAS			

## WOB TURKEY Corporate Supporters



# WOB TURKEY Program Elements



1. MENTORING PROGRAM



2. CERTIFICATE PROGRAM



3. COMPLEMENTARY  
DEVELOPMENT JOURNEY,  
«MENTEE and MENTOR ACTIVITIES»



4. COMPETENCE EVALUATION  
and FEEDBACK PROCESS

# Agenda

- About WOB Turkey

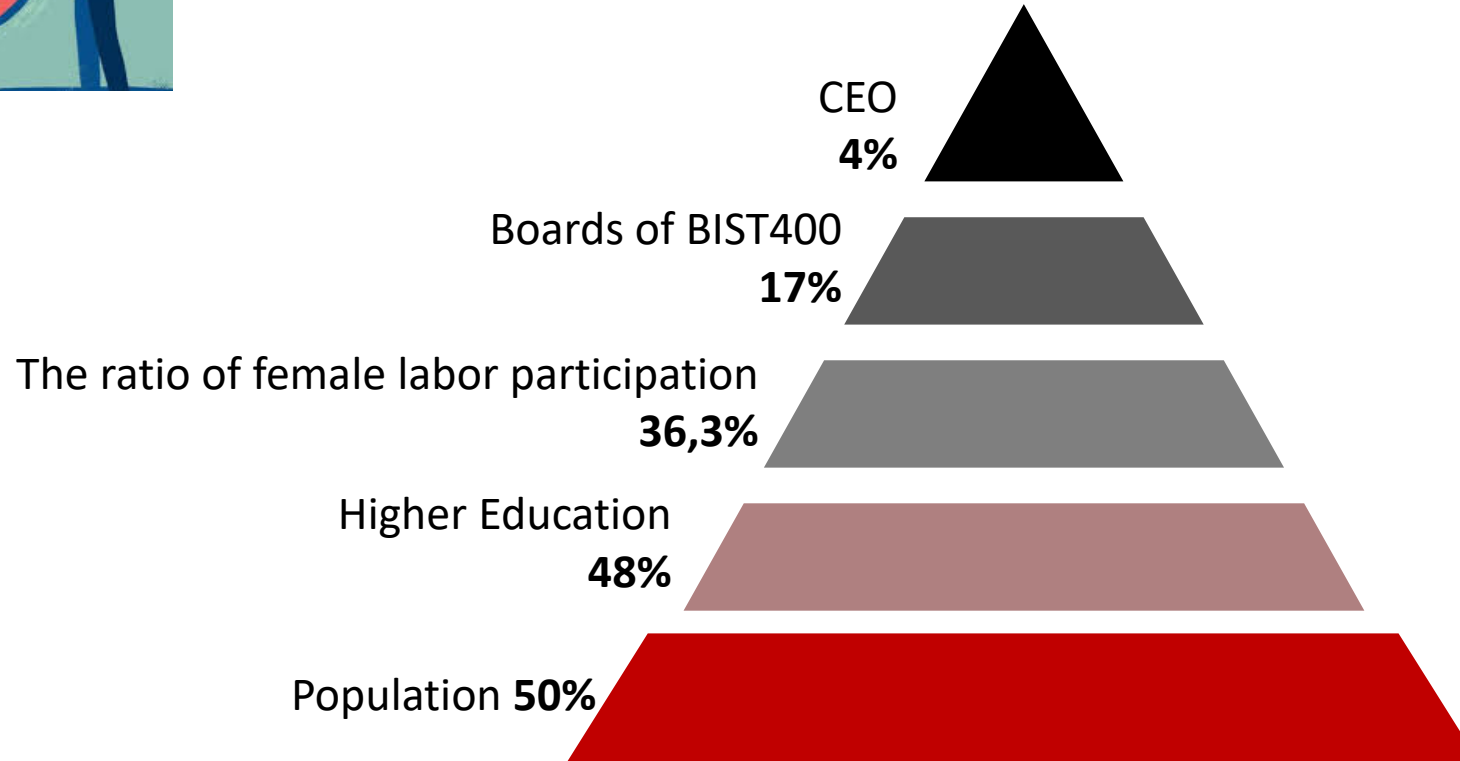
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- Why are we striving to solve the issue of Women on Board?

- How to solve it? What to do?

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# Why is Women on Board an issue?

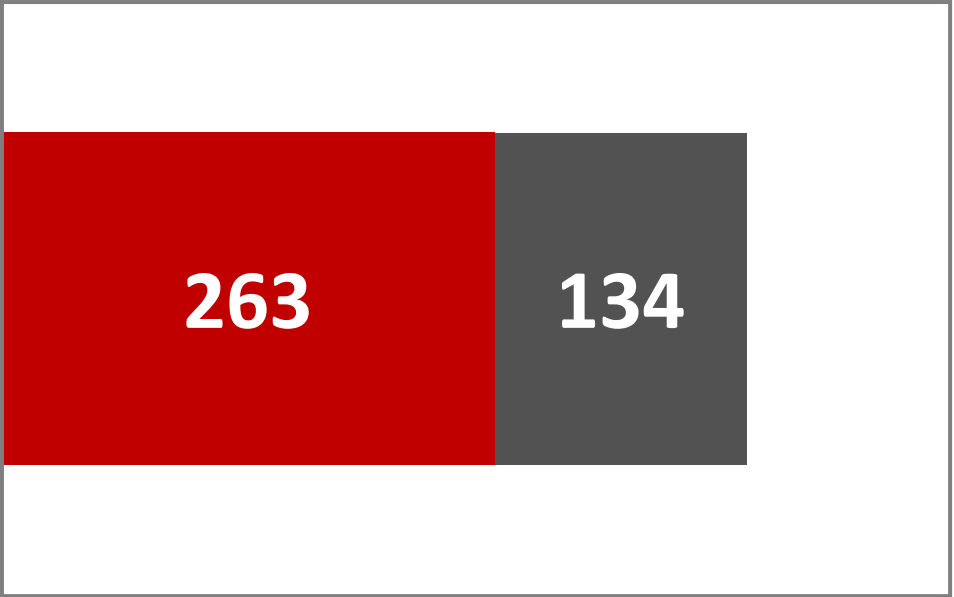


**The career pyramid is not on women's side!!**

# Ratio of Women on Board– Sabancı University 2020 Report

## WOMEN ON BOARD OF BIST 400

- COMPANIES with WOMEN on BOARD
- COMPANIES with NO WOMEN on BOARD



There are **134 companies** whose Boards are all men (34%).

Only **37 women Chairpersons** and **14 women CEOs** at the boards of all BIST Companies.

- There are in total **458 women** at the boards, **42%** of whom are members of families having majority ownership.

- There are only **116 companies** (29% of the total) which achieved the minimum 25% recommended by the CMB.

- There are only **41 companies** (10%) which crossed the critical threshold (minimum 3 women).

As long as this rate of increase does not change,

- **25% will be achieved in 2031**
- **30% will be achieved in 2035**

# Women on Board in Turkey and in the World

## Europe sparks the change with a quota:

		Current ratio of women on boards	Current level of quota
• France	:	45%	40% Quota
• Italy	:	43%	33% Quota
• Norway	:	38%	40% Quota
• Belgium	:	35%	33% Quota
• Germany	:	33%	30% Quota
• Netherlands	:	31%	30% Quota
• Spain	:	25%	50% Quota

## Incentivizing legal regulations also brings success:

	Current ratio of women on boards
• Sweden	:42%
• UK	:33%
• Canada	:29%

*(Comply or explain/ Empty Board seat until the woman arrives)*



### References:

- Egon Zehnder GBDT Report, 2018
- 30 % Club UK
- Sabancı University CGFT, Independent Women Directors 20:
- Sabancı University CGFT, Independent Women Directors 20:
- 2020 WOB
- FTSE Women Leaders

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# What Will Our Gain Be When Balance Is Achieved?

**+7%**

## In Market Value

According to the data from The Bankwest Curtin Economics Centre (Australia), 10% increase in the ratio of women leaders in key management positions is reflected as an increase in the market value of the company by 7%.



Having at least three seats for women in boards constitutes a critical threshold to achieve better financial performance through gender equality on boards.

## Close Relationship Between Gender Equality and Company Performance!

Among the MSCI World Index Companies, in institutions with 3 or more women on board or with a percentage above the national average:

- Annual ROE increase is 10.1%, while others remain at 7.4%,
- Company valuations are higher,
- There are less governance problems

## ALL THE RESEARCH SHOWS THAT

More women on boards means

- Higher financial performance
- Higher stock value
- Higher employee and customer satisfaction
- A higher degree of trust from investors
- and ultimately a better company image

## BOARDS OF DIRECTORS



According to researches, companies with more women on the board of directors have **16% higher sales profitability than others.**

Companies with more **gender diversity** in executive teams are 21% more likely to make an above-average profit

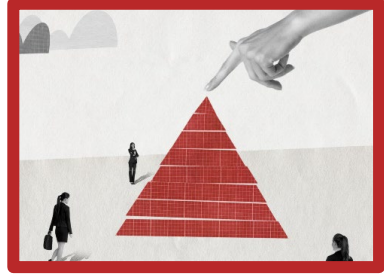
**21%**

compared to other companies.

# We work for the issue of «Women on Board»

## 1. More women on boards;

- ✓ by increasing diversity, different perspectives and depth of questioning brought about by diversity,
- ✓ by ensuring improvement in the order, functioning and language of the meetings,
- ✓ reflects positively on company value, performance and employee satisfaction.



2. In a world where half of the population / talent is women, when talking about economic and social development, it is indispensable for women to have a similar presence in working life and decision-making levels.

## 3. And to change this picture, it is necessary to start from **the top**. Because;

- With the presence of women in senior management, a faster change will be achieved in the development of corporate culture and policies,
- Women's taking roles on Board of Directors, while inspiring and encouraging others, will also make men adopt the meaningful stance of women in the business world,
- It will guide women in their career paths within the institution.

This is why we are working to increase the presence of "Women on Board".

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# How to solve it? What to do?

- **WE MUST AVOID ALL PREJUDICES**

It is imperative to be free of prejudices

- in recruitment
- in performance evaluation
- in leadership style.

- **WE MUST ADOPT THE INCLUSIVE COMPANY CULTURE**

- We must treat every underrepresented group with sensitivity.
- The largest minority that is underrepresented is “women”, so starting from gender equality is the right approach.

- **WE MUST MAKE EFFORT TO RAISE FEMALE LEADERS**

- If we let it flow, we need 200 years. We have to act and take concrete actions.
- We must support women with special trainings, programs, mentoring, women’s social networks, etc.
- We should build flexible working models, which came to our lives with the pandemic, in favor of women (nursery, care, birth, houseworks).

- **REGULATIVE APPLICATIONS ARE ESSENTIAL**

- We must develop an appropriate approach by evaluating Turkey’s conditions and samples in the world.
- Mandatory quota application in 8 European countries: Germany, Belgium, France, Netherlands, Spain, Italy, Norway, Portugal
- Success of the «Comply or Explain» implementation in the UK
- What should be the most appropriate model for Turkey?

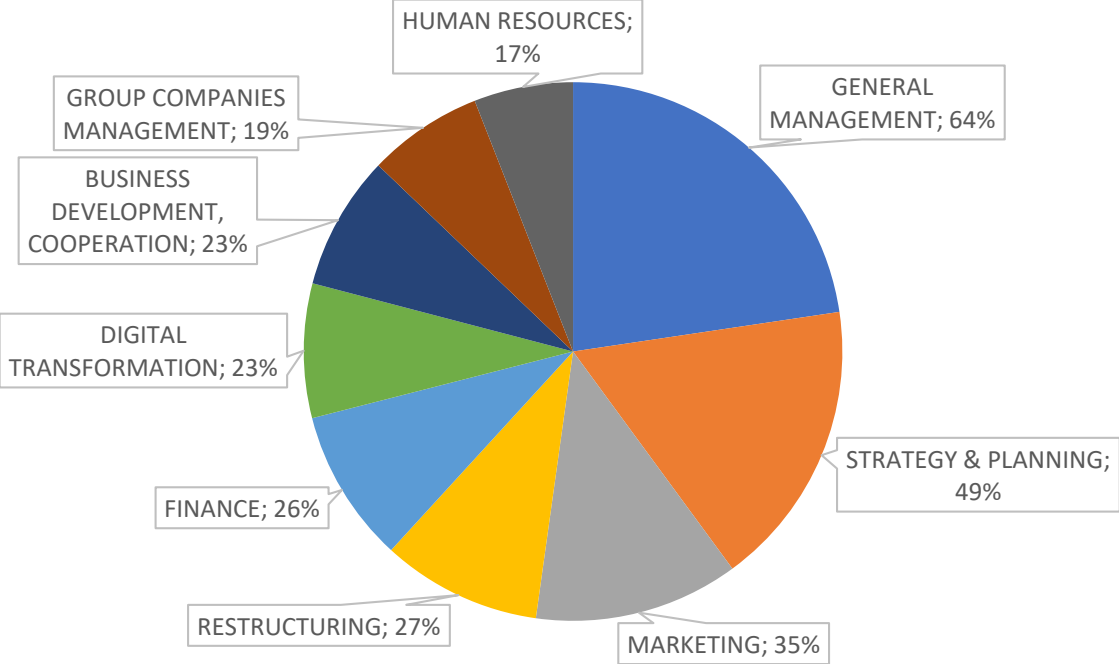
- **WE NEED BUSINESS PEOPLE TO TAKE ACTION WITHOUT EXPECTING SOLUTIONS FROM THE GOVERNMENT**

- In 2020 David Solomon, Goldman Sachs’ CEO, stated that diversity on boards is a very important issue and they would not open companies to public if the companies do not have at least one woman among their board members.

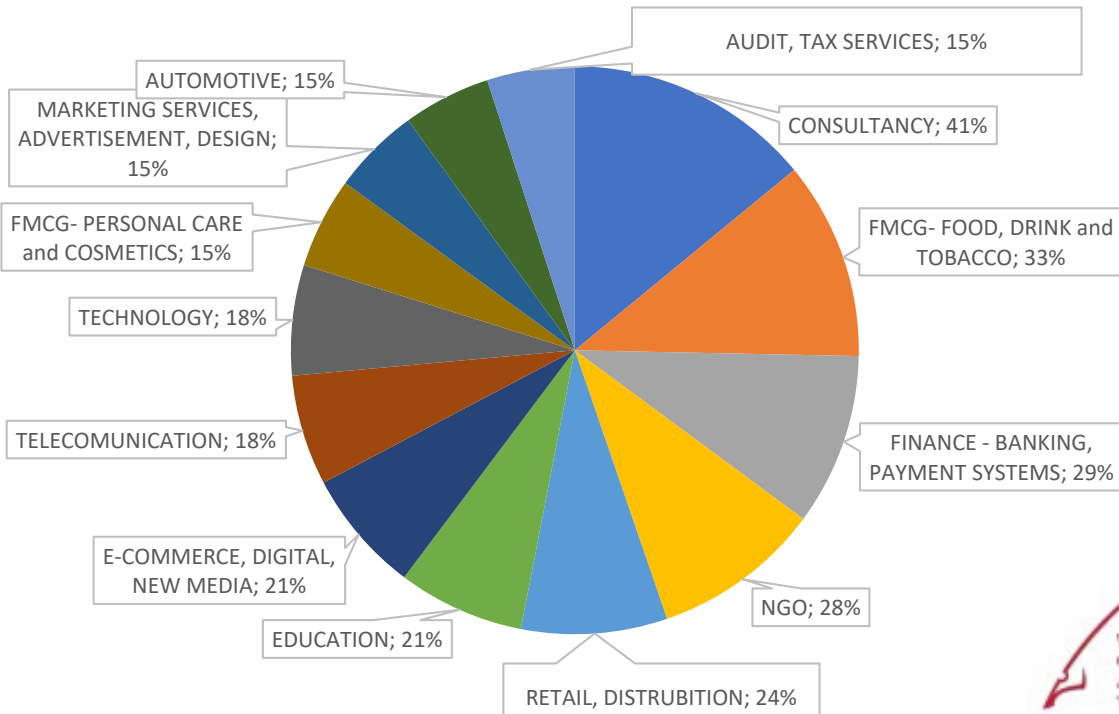


WOB Turkey Indicators	#	%
Total number of mentees	197	
Number of mentees who are board members in their Groups/Company	94	48%
Number of mentees who are board members at the NGOs, Associatios	77	39%
Average number of Mentees with at least one Board membership	2,9	
Number of mentees with independent Board membership	22	11,2%

Function Based Breakdown



Sector Based Breakdown



# Placement Actions



WOB Turkey's Album for Board-Ready Women



16<sup>th</sup> November 2020  
İstanbul

Dear Mr./Ms. \_\_\_\_\_

The challenging conditions of the period we are passing through have once again revealed us how significant sustainability and policies that prioritize people and the environment are.

The essential step of sustainability is to implement good governance based on the principle of diversity and inclusiveness on Boards, and this is our responsibility not only to our shareholders and employees but also to the society as healthy, prudent and responsible institutions.

Nowadays, when we are planning our General Assemblies, it is time to raise the rate of female members on Boards, which will be reshaped with the new members to be appointed for the reasons mentioned above, to a level worthy of us.

As the Women on Board Association Turkey, we are ready to support you in this process to bring you together with the right and strongest candidate. You can check the link below for our album where you can find the comprehensive resumes of some of our strong board member candidates, who have been trained for ten years with Cross-Company Mentorship Program and accredited training programs from our distinguished universities. You can contact us for more detailed information. Our association management will recommend suitable candidates for you in confidence.

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

Let's consider this issue now, both for the present existence of our economy and society and for more powerful tomorrows.

Sincerely,

**Murat Özyeğin**  
Advisory Board President, WOB Turkey

**Hande Yaşargil**  
Chairwoman, WOB Turkey

Call to the business world from WOB Turkey Advisory Board and Presidents



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# How can you contribute?

- **Supporting the increase of awareness about the issue and also assignments by using your communication channels**
  - ✓ Assigning women to the Boards of Group companies
  - ✓ Assigning independent women board members to your own Boards
  - ✓ Assigning women members to NGOs
  - ✓ Assigning women as a Consultant Board member
  - ✓ Assigning women as a +1 member to the Boards
- **By increasing women-friendly practices in your company and increasing the assignment of women leaders to senior management positions**
- **By recommending WOB Turkey mentees when it comes to Board assignment**
- <https://www.yonetimkurulundakadin.org/album>





WOMEN  
ON BOARD  
ASSOCIATION  
TURKEY

**THANK YOU**

## BOARD OF DIRECTORS



**Hande Yaşargil**  
YKKD Yönetim Kurulu Başkanı  
Mentor Danışmanlık  
Yönetici Ortağı  
INSEAD Business School  
Yönetici Koçu



**Burçak Güven**  
YKKD Eş Başkanı  
Gazeteci, Klinik Psikolog  
Yönetici Koçu  
Koçluk Süpervizörü



**Arzu Aslan Kesimer**  
YKKD Başkan Yardımcısı  
TAT Gıda & Düzey  
Yönetim Kurulu Üyesi



**Behadır Kaleağası**  
Paris Bosphorus  
Enstitüsü Başkanı  
BusinessEurope  
İcra Kurulu Üyesi



**Banu İşçi Sezen**  
Senior Business  
Strategic Advisor



**Damla Birol**  
Türk Tuborg  
CEO



**Demet Özdemir**  
EY Türkiye  
Kurumsal Finansman  
Şirket Ortağı



**Ela Kulunyar**  
Doğuş Otomotiv  
İnsan Kaynakları ve  
Süreç Yönetiminden  
Sorumlu Genel Müdür



**Gülferm Çakmakçı**  
Prana Danışmanlık  
Kurucu Ortağı



**Hande Ocak Başev**  
Quattro Business Consulting  
Yönetici Ortağı



**Lale Saral Develioğlu**  
Beright Consulting  
Yönetim Danışmanı ve  
Bağımsız YK Üyesi



**Mehmet Sönmez**  
HSBC  
Yönetim Kurulu Üyesi



**Meltem Bakiler Şahin**  
Vodafone Türkiye  
Chief Enterprise Business  
Unit Officer



**Nesrin Tuncer**  
KPMG  
Yönetim Kurulu Başkan Vekili  
ve Denetim Ortağı



**Özlem Cimenre**  
Türkiye Kalkınma ve  
Yatırım Bankası  
Genel Müdür Yardımcısı



**Selen Okay Akçali**  
YKKD  
Genel Sekreter



**Selen Kocabas**  
Akış GYO ve Multinet Up  
Bağımsız  
Yönetim Kurulu Üyesi  
& Stratejik Danışman



**Yiğit Oğuz Duman**  
Duman Danışmanlık  
Kurucu Ortağı

## BOARD OF AUDITORS



**Canan Ercan Çelik**  
Borusan Kocabiyik Vakfı  
Genel Sekreteri  
Yeni Nesil  
Genel Müdürü  
YKKD Saymanı



**Özge Bulut Maraşlı**  
Doğan Şirketler Grubu  
Yönetim Kurulu Danışmanı,  
Bağımsız Yönetim Kurulu Üyesi



**Ebru Dorman**  
Dorman Capital Kurucusu



**Nazlı Ceren Özek**  
Mentor Danışmanlık  
Yönetici Ortağı



**Pınar Kıpırcı**  
Koç Finansman A.Ş.  
Genel Müdür



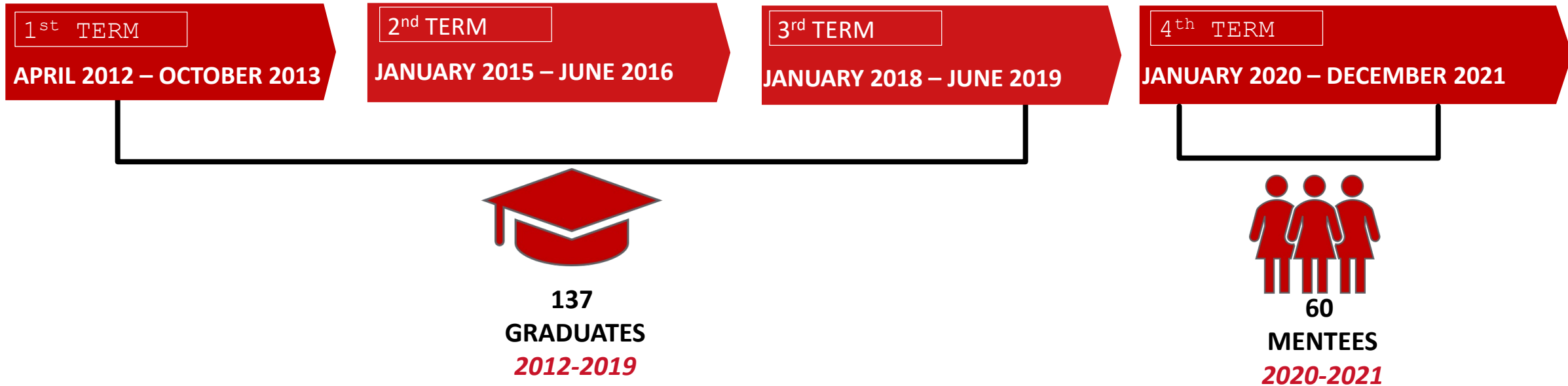
**Simay Alsan**  
Borusan Holding - Borusan Otomotiv  
İcra Kurulu üyesi  
Jaguar Land Rover  
Genel Müdürü

<https://www.youtube.com/watch?v=IkCHMjLzmBw>

**MENTEES MEET WITH THEIR MENTORS  
EVERY 2 MONTHS ON THE AVERAGE DURING  
THE **18-MONTHS PROGRAM****



# WOB TURKEY Program Terms



## WOB TURKEY Program Stakeholders



123 COMPANIES



103 MENTORS

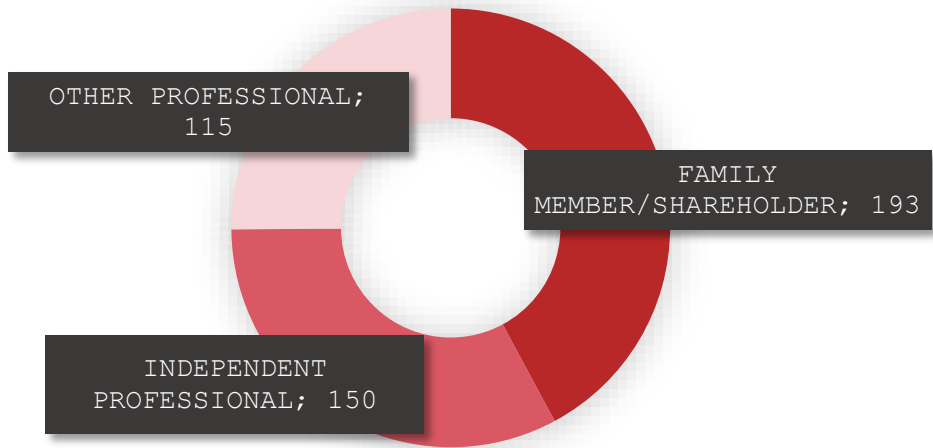


200 MENTEES

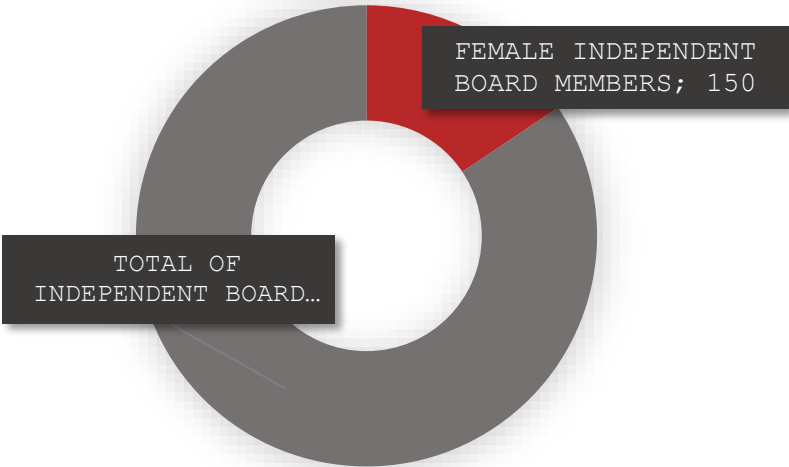
WOB TURKEY is an association which functions based on **participants/supporters rather than members and which prioritizes institutional over individual participation**

# According to Sabancı University CGFT'20 Report

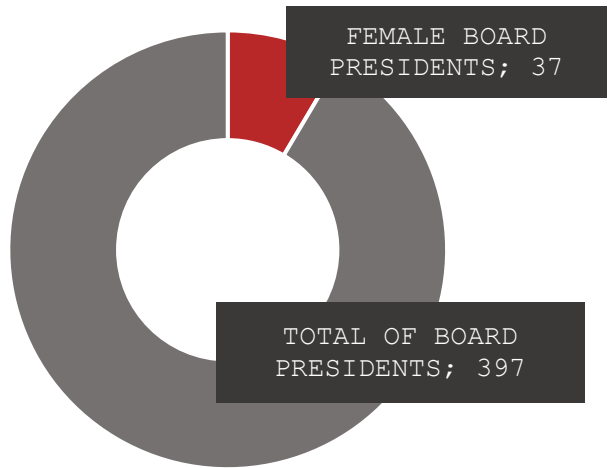
DISTRUBITION OF FEMALE BOARD MEMBERS



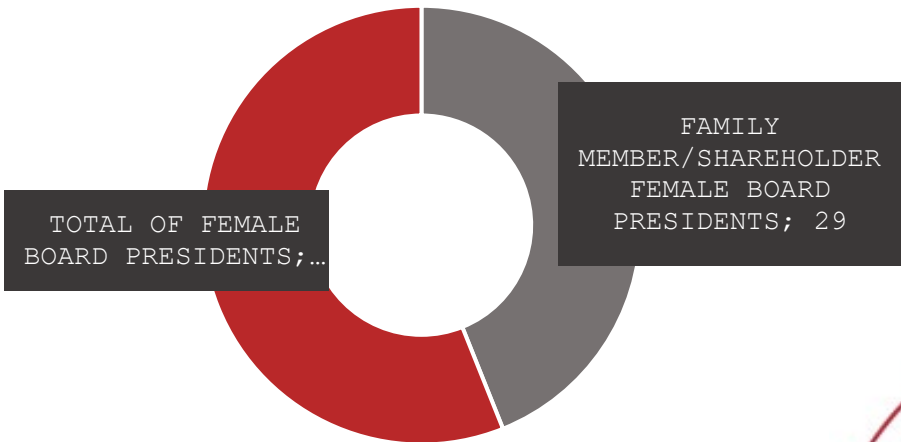
DISTRUBITION OF INDEPENDENT BOARD MEMBERS



DISTRUBITION OF BIST 400 BOARD PRESIDENTS



DISTRUBITION OF FEMALE BOARD PRESIDENTS



# According to Sabancı University CGFT'20 Report

## TOP 10 COMPANIES WHOSE BOARDS ARE STRENGTHENED WITH WOMEN

### Top 10 companies according to the Boards strengthened with women index

ERSU MEYVE VE GIDA SANAYİ A.Ş.	MAIN MARKET	<b>3.7</b>
AVRASYA GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	MAIN MARKET	<b>3.7</b>
KÜTAHYA PORSELEN SANAYİ A.Ş.	MAIN MARKET	<b>3.3</b>
EGE SERAMİK SANAYİ VE TİCARET A.Ş.	MAIN MARKET	<b>3.2</b>
TÜRK PRYSMIAN KABLO VE SİSTEMLERİ A.Ş.	STAR MARKET	<b>3.1</b>
EGE PROFİL TİCARET VE SANAYİ A.Ş.	MAIN MARKET	<b>3.1</b>
ANADOLU ANONİM TÜRK SİGORTA ŞİRKETİ	STAR MARKET	<b>2.9</b>
AKİŞ GAYRİMENKUL YATIRIM ORTAKLIĞI A.Ş.	STAR MARKET	<b>2.8</b>
PAPILON SAVUNMA GÜVENLİK SİSTEMLERİ BİLİŞİM MÜHENDİSLİK HİZMETLERİ	MAIN MARKET	<b>2.8</b>
AKIN TEKSTİL A.Ş.	MAIN MARKET	<b>2.7</b>

### Top 10 companies in BIST100 according to the board strengthened with women index

AKSA AKRİLİK KİMYA SANAYİİ A.Ş.	<b>2.4</b>
TEKFEN HOLDİNG A.Ş.	<b>2.1</b>
KOÇ HOLDİNG A.Ş.	<b>2.1</b>
HACI ÖMER SABANCI HOLDİNG A.Ş.	<b>2.1</b>
TÜRKİYE ŞİŞE VE CAM FABRİKALARI A.Ş.	<b>2.1</b>
MLP SAĞLIK HİZMETLERİ A.Ş.	<b>2.0</b>
TAV HAVALİMANLARI HOLDİNG A.Ş.	<b>1.9</b>
İŞ YATIRIM MENKUL DEĞERLER A.Ş.	<b>1.8</b>
BURSA ÇİMENTO FABRİKASI A.Ş.	<b>1.7</b>
YAPI VE KREDİ BANKASI A.Ş.	<b>1.7</b>

# WOB TURKEY Important Links (I/II)

## **OUR WEBSITE (Turkish and English)**

<https://www.yonetimkurulundakadin.org>

<https://www.womenonboardturkey.org>

## **OUR MENTEES:**

<https://www.womenonboardturkey.org/mentees>

## **OUR MENTORS:**

<https://www.womenonboardturkey.org/mentors>

## **OUR ADVISORY BOARD:**

<https://www.womenonboardturkey.org/page/advisory-board>

## **OUR PROGRAM SCOPE:**

<https://www.womenonboardturkey.org/page/programs-scope>

## **OUR DATA BANK:**

<https://www.womenonboardturkey.org/wob-data-bank>

## **OUR ACTIVITIES:**

<https://www.youtube.com/channel/UCY5HAnadEonh2BLzAa2wwWA/videos>

## **OUR QUARTER-BASED BULLETINS:**

<https://www.womenonboardturkey.org/page/wob-turkey-e-bulletins>

# WOB TURKEY Important Links (II/II)

## **WOB TURKEY Brochure:**

<https://www.womenonboardturkey.org/page/wob-turkey-brochures>

## **WOB TURKEY Impact Report:**

[https://www.womenonboardturkey.org/ykkd\\_impact\\_report](https://www.womenonboardturkey.org/ykkd_impact_report)

## **WOB TURKEY Corporate Presentation:**

[https://www.womenonboardturkey.org/wob\\_turkey\\_presentation](https://www.womenonboardturkey.org/wob_turkey_presentation)

## **WOB TURKEY Logo and Color Codes:**

<https://www.womenonboardturkey.org/page/logos>

## **WOB TURKEY Activity Film:**

<https://www.youtube.com/watch?v=yZKP1VlqelQ>

## **WOB TURKEY Mentor Meeting:**

<https://www.youtube.com/watch?v=aC-82ekC17Q>

**EQUALITY OF WOMEN and MEN VIDEO:** <https://www.youtube.com/watch?v=SpRuO9I-Gck>

**«QUOTA OR NOT QUOTA» VIDEO :** <https://www.youtube.com/watch?v=gNkbijgD07A>