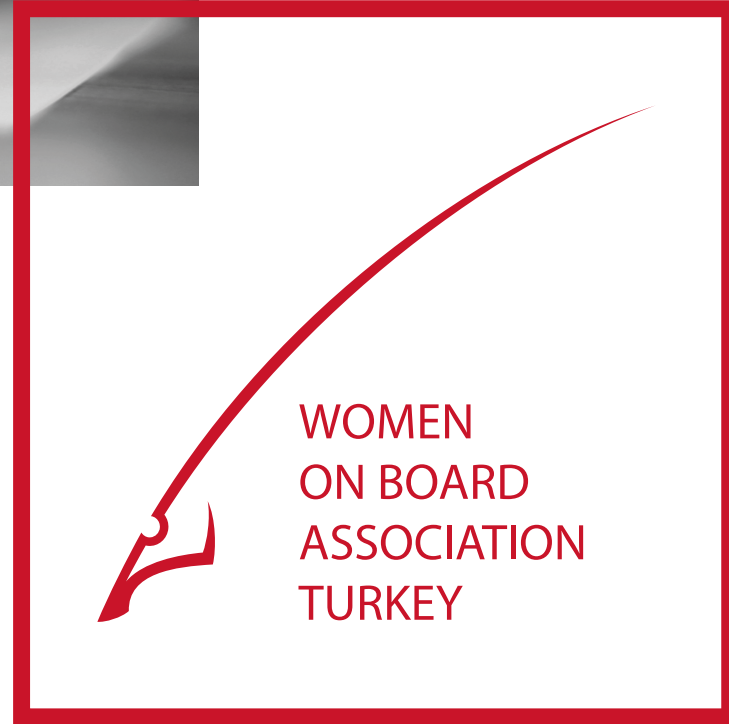




Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.
This project is co-funded by the European Union and the Republic of Turkey.





WOMEN
ON BOARD
ASSOCIATION
TURKEY



Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir.
This project is co-funded by the European Union and the Republic of Turkey.



WBAT carries out the project “Boardrooms Need Women: Improving the Administrative, Advocacy and Communication Skills of WBAT” within the scope of the European Union Grant Scheme for Grassroots Civil Society Organizations Program.

The project, funded by the Ministry of Foreign Affairs, the European Union Presidency and the Ministry of Treasury and Finance, the Central Finance and Procurement Unit, covers a 12-month period from 2 January 2019 to 31 December 2019.

Our project aims to develop WBAT within 3 main activities:

1. Administrative Activities - 2. Advocacy Activities - 3. Communication Activities



1. Administrative Activities

- Strengthening of the administrative staff
- Completion of technical fixture requirements
- Completion of the basic visual fixtures of the Association
- Impact Report
- Digitalisation of the Talent Pool and Talent Pool Album



2. Advocacy Activities

- Advocacy Training
- Advisory Visits to Ankara, Istanbul, London and Brussels
- Activities supporting lobbying



3. Communication Activities

- Interaction with public institutions, similar NGOs, academicians, opinion leaders
- Workshops for strengthening internal communication
- Meetings and panels with relevant stakeholders
- Brand Positioning Study
- Introductory Booklet
- Testimonial Film
- Development and management of the Website
- Press Conference
- Press and Public Relations Activities
- Social Media Consultancy
- Project visibility with Printed Materials

WHO ARE WE? WHAT IS OUR PURPOSE OF ESTABLISHMENT?

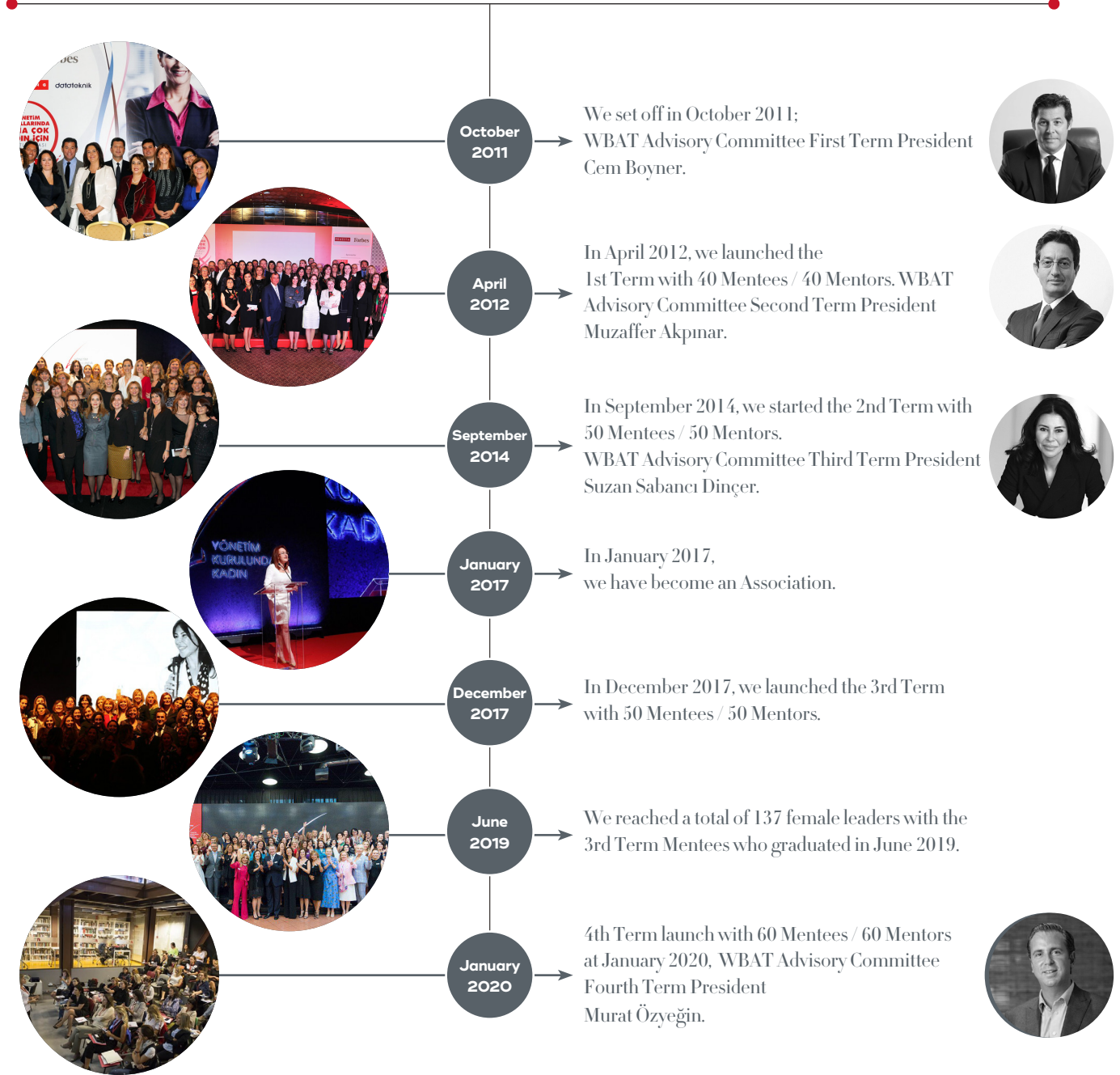
Established on January 2017, the main objective of the Women on Board Association Turkey is to promote social development by increasing the representation of women on the boards of directors.

The origin of the Association is based on the Women on Board Association Turkey Program created by Hande Yaşargil, Managing Partner of Mentor Consulting and Burçak Güven, Vice President Journalist / Clinical Psychologist.

Started with the aim to contribute to the expansion of the pool of women “ready” to be board members in order to support female representation on boards, the Women on Board Program is the one and only certificate program in Turkey, specialized in board membership and accredited by well-regarded academic institutions.

While WBAT sustains this authentic program, it also acts as a platform for communication, collaboration, awareness raising and information sharing aimed at increasing female representation on boards.

WBAT's Journey from Past to Present



OUR MANIFESTO

Today;

Turkey ranks 130th
in the World Economic Forum Gender Equality Report.

**In Turkey, female employment rate is
36,3%.**

**Women hold only 17% of the seats in the
Board of Directors of 397 Companies quoted on the stock exchange. It
is said that**

“Women can not reach the board member positions
because they are not qualified and ready”

We know that there are **educated, qualified, successful,
bright business women** ready for this role everywhere in our country.

We continue our voluntary and righteous efforts for equal
representation on the Boards of Directors.

Women run as candidates for Boards of Directors!

**We Exist.
We are Here. We are ready.**



“

It is essential for the society to utilize all its assets, abilities and potential in order to move forward. We will succeed when women have equal opportunities in business.

”

Murat Özyeğın
Fiba Holding
Fiba Holding Chairman of the Board
WBAT Advisory Committee Fourth Term President

WHY IS THERE A NEED FOR WBAT?

There are
7,7 billion
people in the world

>

For every
102
men

>

There are
100
women

What about in the business world?

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

This rate is decreasing
rapidly as one climbs up
the career pyramid. Especially
at the board of directors.

On the boards of
the world's top
200 companies,

there are only
**15 women for
every 85 men.**

WHY ARE WOMAN IMPORTANT FOR BOARD OF DIRECTORS?

More women on boards mean...

- Higher financial performance
- Higher stock value
- Higher employee and customer satisfaction
- Higher degree of investor confidence
- and ultimately a better company image

**It is clear that diversity contributes to performance and sustainability.
However, in a world where half of the population and talent are women,
we think that there is no need to seek reasons for equal representation of women.**

That's why the whole world is trying to increase the rate of women representation on the board of directors

Women on Board Ratios and Quota Regulations in World

	2011	2019	2020	Quota Application
France	12,4%	42,1%	45,0%	%40 quota application
Belgium	11,6%	27,6%	35,0%	%33 quota application
Norway	31,9%	36,7%	38,0%	%40 quota application
Sweden	28,7%	36,7%	-	
Italy	5,0%	36,1%	43,0%	%33 quota application
Australia (ASX-100)	14,0%	29,3%	32,2%	
Australia (ASX-200)	10,9%	29,1%	30,4%	
Australia (ASX-201-300)	NA	19,1%	23,2%	
UK (FTSE 350)	12,5%	30,6%	33,6%	
UK (FTSE 250)	7,8%	29,6%	32,8%	
UK (FTSE 100)	12,5%	32,4%	35,2%	
Holland	14,6%	27,5%	31,1%	%30 quota application
Germany	8,7%	25,4%	32,9%	%30 quota application
Spain	10,3%	24,8%	25,0%	%50 quota application
Malesia	13,5%	24,1%	-	%30 quota application
Canada (TSX Composite)	-	23,9%	28,9%	
Israel	-	22,5%	-	%50 quota application
USA (Fortune 1000)	14,6%	22,0%	-	
USA (Russel 100)	-	27,7%	29,9%	
USA (Russel 3000)	-	20,4%	22,6%	
Ireland (SEQ 20)	-	20,9%	-	
North Africa (JSE Top 40 & SOEs)	-	20,0%	-	
Portugal	3,5%	16,3%	-	%33,3 quota application
Turkey (BIST 400)	11,4%	15,9%	17,0%	
India	8,4%	14,1%	17,0%	Min 1 female quota
Hong Kong	8,8%	12,4%	-	
Japon (TOPIX100)	2,4%	10,5%	12,9%	

- Egon Zehnder GBDT Report, 2018
- 30 % Club UK
- Sabancı University CGFT, Independent Women Directors 2019 Report
- Sabancı University CGFT, Independent Women Directors 2020 Report
- 2020 WOB
- FTSE Women Leaders

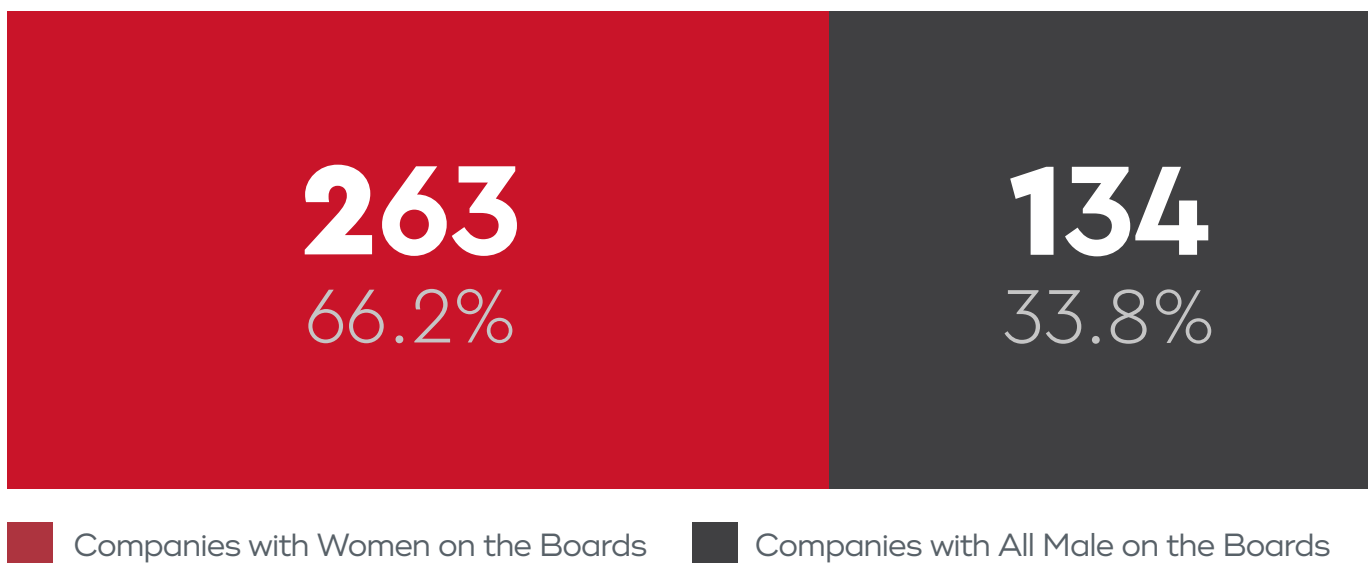
WOMEN ON BOARD IN TURKEY

OVERVIEW OF BOARDS OF BIST COMPANIES IN 2019

In 2020, there were 397 companies listed in BIST, the lowest number since 2012. Accordingly, the total number of board seats was 2698, slightly lower than the number of seats in 2019. In addition, the number of independent board members was lower compared to 2019. The ratio of independent directors reached 30%, an all-time high. The share of women on boards of publicly listed companies in BIST reached 17% in 2020.

2019 BOARDS of BIST COMPANIES	
Total Number of Board Members	2.698
Number of Companies	397
Number of Women Members	458
Number of Independents	811
Proportion of Women Members	17%
Proportion of Independents	30%
Average Board Size	6,8

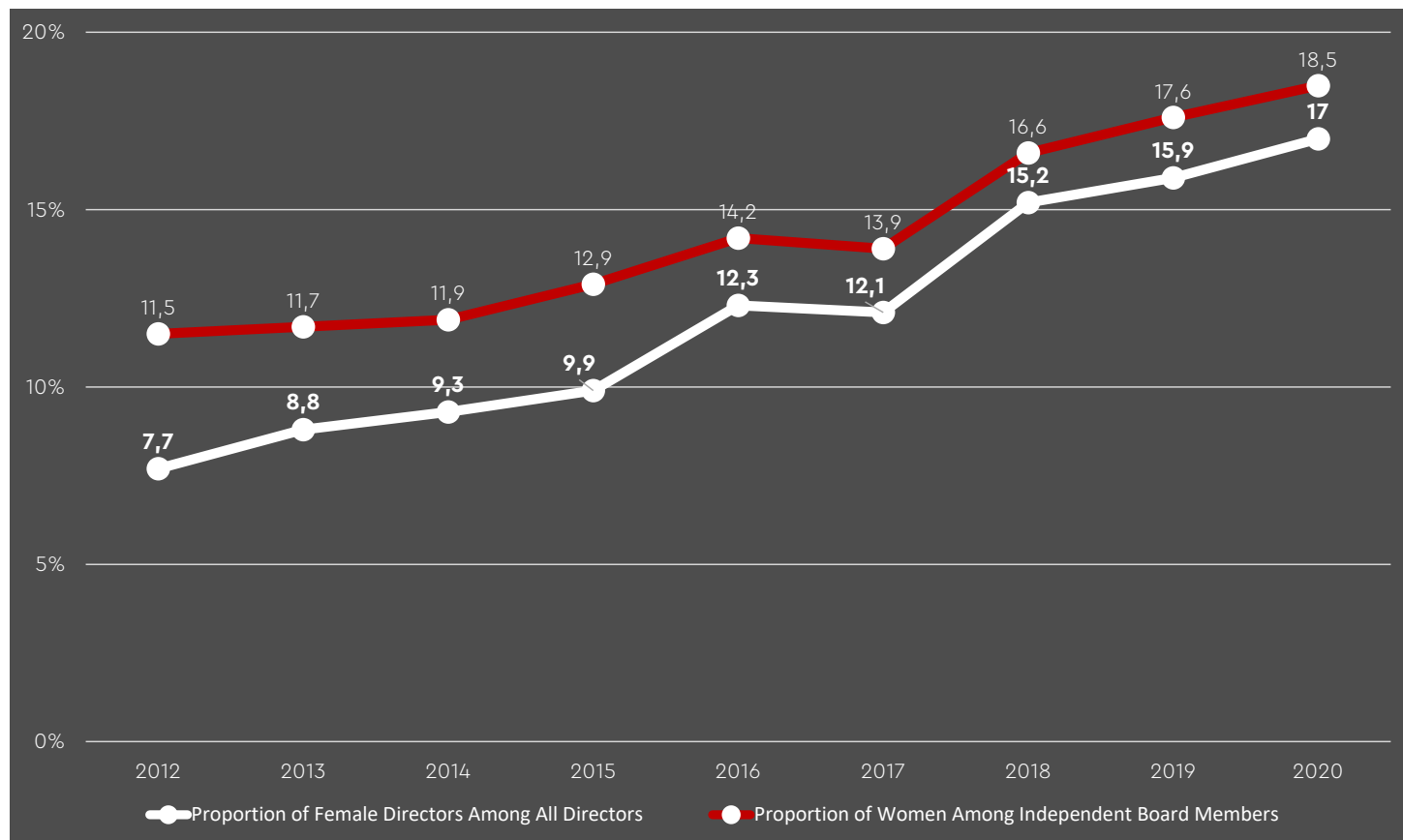
In 2020, out of 397, 134 BIST companies did not include any female directors in their boards compared to 152 companies in 2019. The percentage of those companies with all male boards is 33,8%.



WOMEN ON BOARD IN TURKEY

FEMALE MEMBER RATIO AMONG WOMEN AND INDEPENDENT MEMBERS ON THE BOARDS OF DIRECTORS OF BIST COMPANIES OVER THE YEARS

In 2020, women were elected to 458 seats in the boards of companies listed in BIST. This number represents 17% of all directors, corresponding to a 5.3% increase in the number of female board seats from 2019. As shown in Chart 2.6 below, in parallel to the increase in the ratio of women on boards, the ratio of female independent board members has also increased to 18.5 %, which corresponds to 4.2% increase in numbers from 2019.



Is this the best we can do?

With this idea
WBAT Program was brought to life
1100 mentoring meetings
were held with a total of 197 mentees and 103 mentors
between 2011-2020
The certificate program was accredited by **4** universities and **1** academy.
137 mentees received independent board membership certificates
116 of our mentees were assigned to at least 1 Board Membership.
(Independent/Own Company/NGOs)

Among Our Mentees:

7.6% of our mentees became independent board members
44% became board members in their own companies and groups
31% became board members at NGOs and associations
40% have been promoted or changed jobs for better positions.

Our Goals:

- Woman member quota for executive boards
 - Following up CMB's 25% goal
- More women candidates ready for board membership, and institutions to recommend women for membership.
 - Chairpersons and our mentors to assign more women as board members
- More corporate companies with equalitarian boards within our economic system

WHAT MAKES US UNIQUE

We are the first organization serving the purpose of supporting social development by increasing women's representation on Boards of Directors.

Our mentors, mentees, and Association's Advisory Board consist of well-known, strong representatives in the leading institutions of the country.

We have an original development program that prepares mentees for the boards of directors.

We run the only certificate program in the field of Boards of Directors accredited by prestigious academic institutions in Turkey.

We are a platform where mentees, mentors, program contributors, and all stakeholders learn / progress collectively.

We are in regular contact with Turkey's most influential business people and opinion leaders.

Our work contributes significantly to create the vision of a Board of Directors among professionals at levels below the Board of Directors.

OUR FUNDAMENTAL PRINCIPLES AND VALUES

We believe in diversity, and that men and women should work together.

We include women in Turkey from different disciplines with different backgrounds on their way to the Board Membership.

We take an open and collaborative approach to all similar associations, organizations, programs, and advocate for equal opportunities.

We contribute to improving the gender balance in Turkey and we try to provide more inclusive and egalitarian approach to women in the business



HANDE YAŞARGİL

President

*Executive Partner Mentor Consulting
Insead Business School Executive Coach*

“

We're here, ready, waiting...

Many studies have shown that companies with a high number of women on their boards perform much better in almost every field, and that such companies have better ethical reputation, lower levels of corruption and that they take better calculated risks. However it seems pointless for us to talk about these subjects.

There is no need to look for reasons to have sufficient female representation. In a world where half the population and talent are women, if there aren't enough of them on company boards, this is not because of the lack of “eligible women”, but rather a sign that the system isn't working properly and that women are getting stuck during the process. Women can't solve this problem that was created by the system on their own. The system itself should be doing that. Therefore in addition to being a platform that prepares strong candidates for boards WBAT plays an active part in the resolution of this problem by bringing together the various stakeholders so that the system can work efficiently. It is a strong organization that keeps growing and that paves the way for solutions through open dialogue.

When we initiated the “Cross-company Mentoring Program for More Women on Boards” nine years ago, the ratio of women on the boards of publicly traded companies in Turkey was 11%. It is 16% today.

We can't call this a success. We are a country that can do great things in a short period of time, and we must solve this problem by taking common decisions with all the stakeholders. We must make this system work by working hand in hand; as companies carry out their part, whether on their own initiative or with the guidance of regulatory agencies, organizations such as ours will be preparing women candidates for board membership while women must set this as their objective.

The idea that a major obstacle is that “there are no female candidates adequately prepared and experienced” is not valid anymore. Ever since we started our work we have graduated 140 women ready to be candidates for boards, who have been educated on the subject and have received mentorship. When organizations want to increase their ratio of female board members, there are lists that present them with candidates ready for the position, executive placement firms working free of charge as well as organizations and publications that appreciate what they do. Their efforts are supported and rewarded. Therefore we believe that today companies don't face any obstacles related to this matter.

We are here, waiting, ready to participate and to support.



BURÇAK GÜVEN

Vice President

Journalist / Clinical Psychologist



Please join us now!

A recently published work by Will McPhail, a cartoonist for the famous New Yorker magazine, is like a small summary of the strange reality we live in now: 10 men in suits assembled at one side of a table, telling a woman sitting alone on the other side “so tell us, what will you contribute to our company if we hire you”..

Leaving aside all the competence a female candidate might possess, this depicts beautifully how easy it is to brush aside the fact that she might bring “diversity” and “a different perspective”. The world we live in today isn’t much better than the one in this cartoon. Unfortunately we still have to convince people about what women in the decision-making mechanism can contribute to the business world, to companies, institutions, politics, economy and countries, we still have to align all our arguments. This is why the rate of women on the boards of publicly traded companies was 11% when we first started our journey with the “more women on boards” project seven years ago and has only increased symbolically 5%, despite our hard efforts and that of other similar initiatives. This is not an acceptable rate and we don’t think it right that we should still have to explain to entrepreneurs, magnates, executives and politicians who have established

Turkey’s most successful institutions and companies the reason why women should have their place in decision making mechanisms. Not because we are lazy or tired of course. The reason we are unwilling to explain the importance of the presence of women on boards is quite simple: The absence of women in decision making mechanisms causes damages that go far beyond business results. It has a negative impact on the distribution of roles in this world, our social contract, our social structure, our moral and ethical understanding, our today and tomorrow, the sort of legacy we leave- in short our whole lives. That is why instead of trying to explain and convince, we want to take action and we dream of a Turkish economy that obtains real results. Our call today is to all business people and politicians who have understood this need, interiorized it and are ready to take action and take responsibility: “We want to take action, enter history, and leave a valuable legacy. If our targets and our desires for the future of this country correspond to yours please joins us so that we can move women at first, and then all the groups we need for diversity into the decision making mechanisms...



ARZU ASLAN KESİMER

Vice President

Tat Gıda A.Ş.

General Manager & Board Member

Düzey Pazarlama A.Ş. Board Member

“

Keep fighting with determination until the rate of women on boards goes up from 16% to 50%....

During the first years of our professional lives, as women we thought that titles were given de facto. As we started moving up the ladder we got to understand that there is a general manager and a “female general manager”, a CEO and a “female CEO”. That’s when we best understood that we are “precious”... Because of this additional attribute we had to always do more, work more, get better results, be more visible... So that’s what we did. We worked more and produced more. So now we want to become “women board members”. We know that diversity in boards adds richness. Until the rate of women on boards which is currently 16% goes up to an equal rate of 50% we will resolutely keep working for this purpose.

We are ready to contribute to the business world and to move companies forward with the strong women who are part of our program and ready to become board members. We believe that we are an invaluable source for all the companies who want to use the talent represented by 50% of the population. We can’t accept being ranked 130th among 149 countries in the 2018 World Economic Forum Gender Gap Report, and so we are here for a better economy, a more equal, participative and prosperous business world. We say equal participation for balance and common sense in Boards of Directors. We are ready for these duties thanks to the strength this program gives us.



“

If a customer of a business, does not have a representation in its management, then there is something missing in the decision-making process. For the sake of that business, the management should represent the customer so that the right product, services and communication are possible. Both in our country and the world, women have a major influence on purchases.

If they are the ones to decide on what to buy, then they should also have a say in what to sell, how to produce and how to sell it

”

Murat Ülker
Yıldız Holding
Chairman of the Board of Directors



“

This is a marathon.
Everyone will eventually comprehend the value
of 50% women intelligence on boards

”

Muzaffer Akpınar
MV Holding
Vice Chairperson of the Board
WBAT Advisory Committee Second Term President



“Women on Board Association Turkey Program, which I believe is an important initiative for strong, smart and hard-working women to make their voices heard more in social and economic domains, also offers quality choice for companies looking for high-calibre managers on their board of directors.”

Suzan Sabancı Dincer
Chairman and Executive Board Member of Akbank
WBAT Advisory Committee Third Term President

ADVISORY BOARD



MURAT ÖZYEĞİN
FİBA HOLDİNG

Fiba Holding Chairman of the Board,
WBAT Advisory Committee Fourth Term President



MUZAFFER AKPINAR
MV HOLDİNG

MV Holding Vice Chair of the Board
WBAT Advisory Committee Second Term President



SUZAN SABANCI DİNÇER
AKBANK

Akbank Chair and Executive Board Member
WBAT Advisory Committee Third Term President



ACLAN ACAR
TÜRK TELEKOM

Board Member



AHMET DÖRDÜNCÜ
AKKÖK HOLDİNG

Chief Executive Officer



ARZUHAN DOĞAN YALÇINDAĞ
DOĞAN HOLDİNG

Board Member



PROF. DR. DENİZ ÜLKE ARİBOĞAN
OXFORD UNIVERSITY

CRIC Center, Dean of Faculty of Humanities and Social
Sciences, Üsküdar University



LEVENT ÇAKIROĞLU
KOÇ HOLDİNG

CEO, Yönetim Kurulu Üyesi



MURAT ÇAVUŞOĞLU
ACTERA GROUP

Cofounder



MURAT ÜLKER
YILDIZ HOLDİNG

Chair of the Board



TAYFUN BAYAZIT
MARSH&MCLENNAN COMPANIES

Chair of the Board



ÜMİT BOYNER
BOYNER GRUP

Board Member



DR. YILMAZ ARGÜDEN
ARGE CONSULTING

Chair of the Board



ZEYNEP ERKUNT ARMAĞAN
ERKUNT TRAKTÖR

Advisor to the Board

BOARD OF DIRECTORS



HANDE YAŞARGİL
MENTOR CONSULTANCY
Managing Partner Insead Business School Lead Coach
President of WBAT



BURÇAK GÜVEN
Vice President Journalist / Clinical Psychologist
Vice President of WBAT



ARZU ASLAN KESIMER
TAT FOOD INC.
General Manager
Vice President of WBAT



CANAN ERCAN ÇELİK
BORUSAN
Borusan Kocabiyik Foundation Secretary General
General Manager of Yeni Nesil
Accounting Officer of WBAT



HANDE OCAK BAŞEV
QUATTRO BUSINESS CONSULTING
Managing Partner



LALE SARAL DEVELİOĞLU
BERIGHT CONSULTING
Independent Board Member
& Management Consultant



MURAT YEŞİLDERE
EGON ZEHNDER
Managing Partner



SELEN KOCABAŞ
AKİŞ GYO and MULTİNET UP
Independent Board Member
& Strategic Consultant



SELEN OKAY AKÇALI
WBAT
Secretary General, Program Manager



ARZU ÜNAL
VMLY&R GROUP
CEO



DAMLA BİROL
TÜRK TUBORG A.Ş.
CEO



DEMET ÖZDEMİR
EY TÜRKİYE
Partner and EMEA Growth Markets Leader



EBRU DORMAN
MV HOLDİNG
CEO



ELİF ÇELİK
THREED CONSULTANCY
Founder, Independent Board Member



EŞEL YILDIZ ÇEKİN
HARVARD BUSINESS SCHOOL MENA
Research Center
Managing Director



ÖZLEM CİNEMRE
TÜRKİYE KALKINMA VE YATIRIM BANKASI
Vice General Manager



PINAR KALAY
VODAFONE GROUP
Global Technology HR Director



PELİN AKIN ÖZALP
AKFEN HOLDİNG
Board Member

BOARD OF AUDITORS



NESRİN TUNCER
KPMG
Vice President of the Board and
Auditing Partner



ÖZGE BULUT MARAŞLI
DOĞAN ŞİRKETLER GRUBU
Board Consultant,
Strategy and Business Development



YİĞİT OĞUZ DUMAN
DUMAN CONSULTANCY
Founding Partner



BANU İŞÇİ SEZEN
TURKCELL ACADEMY
General Manager



ELÂ KULUNYAR
DOĞU OTOMOTİV
Human Resources and Process
Management General Manager
CEO



FEZA TAN
UNICREDIT SIRBIŞTAN
CEO



“

There is a need for more women on boards.
Diversity is always positive and enriching. Innovation is only possible in
diverse environments.

”

Cem Boyner
Boyner Grup
CEO
WBAT Advisory Committee First Term President

WBAT PROGRAM

Diversity is essential in order to establish healthy and holistic decision-making mechanisms in economies as well as in democracies.

WBAT cross-company Mentoring and Independent Board Membership Certificate Program, which has been executed by WBAT since 2012, is the first and only certification program of Turkey in the field of Board Membership accredited by prestigious academic institutions.

With this program:

The candidate pool of senior female executives with appropriate competence and experience to become board members in Turkey is expanded,

Decision makers who select / appoint members to boards of directors and high-potential female executives are brought together and the experience of mentees towards being members of boards of directors is supported with the help and guidance of mentors,

It is aimed that the chairpersons of leading companies of our country can get to know female managers with different characteristics and recommend them to suitable positions.

WBAT PROGRAM TERMS

1st TERM

APRIL 2012 - OCTOBER 2013

2nd TERM

JANUARY 2015 - JUNE 2016

3rd TERM

JANUARY 2018- JUNE 2019

4th TERM

JANUARY 2020-JUNE 2021

WBAT PROGRAM

WBAT Program has 4 basic elements:

MENTORING PROGRAM:

Female Board of Directors Candidates – Mentees – receive mentorship by making 9 interviews on average with the most active business people and opinion leaders of the Turkish business world in a period of 18 months. Mentors work with a new female candidate in each term and play an important role in preparing them for their roles on Boards of Directors.

CERTIFICATE PROGRAM:

During this period, mentees participate in the development and certification program designed in the scope of Independent Board Membership. They receive training in different subjects from experienced people in business and the academics. The Independent Board Membership Certificate Program, accredited by reputable universities and institutions, consists of two modules lasting a total of six days over a period of 18 months.



İstanbul
Bilgi Üniversitesi
LAUREATE INTERNATIONAL UNIVERSITIES



COMPLEMENTARY DEVELOPMENT JOURNEY, SEMINARS, PANELS AND CONFERENCES:

Mentees attend panels and conferences every quarter within the program, benefit from the activities that are not included in the certificate program which are optional with up to date details.

COMPETENCE EVALUATION AND FEEDBACK PROCESS:

Through the evaluation interviews conducted by Egon Zehnder, the mentees know their strengths and areas open for development and have the opportunity to plan their journey in a systematic way with their mentors.

PROGRAM'S BENEFITS

MENTORS

Mentors contribute to a very important transformation in the business world and society with their knowledge and experience.

They help create a diversity pool of talent for board membership.

They have the chance to get to know top executives with high potential and they can recommend them to the necessary positions in good time.

They have the opportunity to nominate more women to board membership.

MENTEES

They work with the business leaders of our country and prepare themselves more strongly for board membership.

Thanks to their mentors, they develop their knowledge, experience and skills.

They improve their awareness about the expectations from board members. They strengthen their skills through development / certification programs and other opportunities offered to them.

They seize opportunities for different steps that will affect their careers positively.

PARTICIPATING INSTITUTIONS

They benefit from a significant development platform for successful and talented women executives.

They have access to an expanded board of directors candidate pool.

They determine the candidate profile of the most suitable board member for them.

They have the opportunity to demonstrate their will and determination to achieve diversity and integrity in the business world as women have more influence on the economy and more women members take part in the board of directors.

Thanks to the program's purpose and message, they increase the reputation of their brands.

MENTORS 2012-2021

ACLAN ACAR
TÜRK TELEKOM
Board Member
1st, 2nd and 4th Term Mentor

AGA H UĞUR
ACT2 YÖNETİM DANIŞMANLIĞI
Start Up Investor and Independent
Board Member
1st, 2nd and 4th Term Mentor

AHMET BOZER
GROWTH COLONY LLC
Independent Board Member
1st, 2nd, 3rd and 4th Term Mentor

AHMET ÇALIK
ÇALIK GRUBU
Chairperson of the Board
1st and 2nd Term Mentor

AHMET DÖRDÜNCÜ
AKKÖK HOLDİNG
Chief Executive Officer
3rd and 4th Term Mentor

AHMET ERDEM
SHELL & TURCAS A.Ş.
Turkey Country President
4th Term Mentor

ALİ FARAMAWY
MICROSOFT
Middle East and Africa Region President
1st Term Mentor

ALİ KANTUR
ITC
Chairperson of the Board
3rd Term Mentor

ALİ KİBAR
KİBAR HOLDİNG
Chairperson of the Board
4th Term Mentor

ALİ ÜLKER
YILDIZ HOLDİNG
Vice Chairperson of the Board
2nd and 3rd Term Mentor

ARZUHAN DOĞAN YALÇINDAĞ
DOĞAN HOLDİNG
Board Member
2nd, 3rd and 4th Term Mentor

AYŞEGÜL İLDENİZ
SILVER SPRINGS NETWORK, VESTEL,
ZORLU ENERJİ GRUBU, ECZACIBAŞI HOLDİNG
Board Member
1st and 3rd Term Mentor

BÜLEND ÖZAYDINLI
MİGROS
Former Chairperson of the Board
1st and 2nd Term Mentor

BÜLENT ECZACIBAŞI
ECZACIBAŞI HOLDİNG
Chairperson of the Board
1st Term Mentor

BURHAN KARAÇAM
BK DEĞER KAZANDIRMA A.Ş.
Founder President
2nd and 3rd Term Mentor

CANAN ÇELEBİOĞLU
ÇELEBİ AVIATION HOLDİNG
Board Member
2nd Term Mentor

CANAN ERCAN ÇELİK
BORUSAN HOLDİNG

Borusan Kocabıyık Foundation Secretary General,
New Generation General Manager
3rd and 4th Term Mentor

CANAN ÖZSOY
GENERAL ELECTRIC

Chairperson of the Board and CEO
4th Term Mentor

CANSEN BAŞARAN SYMES

ALLIANZ SİGORTA A.Ş.,
ALLIANZ HAYAT VE EMEKLİLİK A.Ş.
Chairperson of the Board
2nd and 3rd Term Mentor

CEM BOYNER
BOYNER GRUP

Chairperson of the Board
1st Term Mentor

CEM KOZLU

GLOBAL RELATIONS FORUM

Chairperson of the Board
Coca Cola- Company EMEA Former Group President
2nd, 3rd and 4th Term Mentor

CENGİZ SOLAKOĞLU
CS CONSULTING

Founder
1st, 3rd and 4th Term Mentor

COLMAN DEEGAN
VODAFONE TURKEY

Country President
3rd and 4th Term Mentor

PROF. DR. DENİZ ÜLKE ARİBOĞAN
OXFORD ÜNİVERSİTESİ CRIC

Senior Member of OXFORD UNIVERSITY CRIC Center,
Dean of Faculty of Humanities and Social Sciences, Üsküdar University
2nd, 3rd and 4th Term Mentor

DIANE ARCAS AKTAŞ
ARKAS HOLDİNG

Vice Chairman of the Board and
Head of Logistics Services Group
2nd Term Mentor

EMİN BİRSEL
PLADIS

Europe Region President
4th Term Mentor

ERDAL AKSOY

AKSOY HOLDİNG / TURCAS PETROL
Founding President, Chairperson of the Board
3rd and 4th Term Mentor

DR. ERDAL KARAMERCAN
ECZACIBAŞI HOLDİNG

Former CEO and Board Member
2nd and 4th Term Mentor

ERDEN TİMUR

NEF GAYRİMENKUL
Chairperson of the Board
4th Term Mentor

ERKAN AKDEMİR

İSTANBUL ŞEHİR ÜNİVERSİTESİ
Member of Board Avea Former CEO
1st and 2nd Term Mentor

ERKUTYÜCAOĞLU

TURKUAZ TURİZM YAT. TİC. INC.
Chairperson of the Board
2nd Term Mentor

ERMAN KALKANDELEN
FRANKLIN TEMPLETON TURKEY

CEO
4th Term Mentor

ERSİN ÖZİNCE

TÜRKİYE İŞ BANKASI
Former Chairperson of the Board
1st Term Mentor

ERSİN PAMUKSÜZER

THE LIFECO
Founder President
2nd, 3rd and 4th Term Mentor

ESİN GÜRAL ARGAT

GÜRALLAR

Vice Chairperson,
Risk and Audit Committee
3rd and 4th Term Mentor

EVGUENIA STOICHKOVA

COCA-COLA TURKEY

The Caucasus and Central Asia Region President
3rd Term Mentor

FAİKA AÇIKALIN

YAPI KREDİ BANK

Former CEO
2nd, 3rd and 4th Term Mentor

FATİH EBIÇLIOĞLU

KOÇ HOLDİNG

Durable Consumer Group President
4th Term Mentor

FERRUH TUNÇ

KPMG TURKEY

Former Chairperson of the Board
2nd Term Mentor

FEVZİ BOZER

FİBABANKA

Vice Chairperson of the Board
3rd and 4th Term Mentor

FEYHANYAŞAR

YAŞAR HOLDİNG

Vice Chairperson of the Board
1st Term Mentor

FUATTOSYALI

TOSYALI HOLDİNG

Chairperson of the Board
3rd and 4th Term Mentor

FÜSUN AKKAL BOZOK

FORD OTOSAN

Board Member
1st, 3rd and 4th Term Mentor

GÖKTEKİN DİNÇERLER

TÜRKVEN PRIVATE EQUITY

Managing Partner
4th Term Mentor

GÜLER SABANCI

SABANCI HOLDİNG

Chairperson of the Board
1st Term Mentor

HAKAN BİNBAŞGİL

AKBANK

Board Member and General Manager
2nd and 3rd Term Mentor

HAKKI YILDIZ

YILDIZLAR YATIRIM HOLDİNG

Board Member
4th Term Mentor

HAMDİ AKIN

AKFEN HOLDİNG

Chairperson of the Board
1st, 2nd, 3rd and 4th Term Mentor

HASİP GENÇER

DORUK GROUP HOLDİNG

Chairperson of the Board
1st Term Mentor

HAZIM ELLİALTI

ELLİALTI YÖNETİM DANIŞMANLIK

Founder
1st and 3rd Term Mentor

İBRAHİM BETİL

SEN DE GEL ASSOCIATION

Founding President
2nd and 4th Term Mentor

İZZET GARİH

ALARKO

Chairperson of the Board
3rd and 4th Term Mentor

JIM ZAZA

YILDIZ HOLDING

Pladis Global Board Member and
United Biscuits Executive Chairperson
1st Term Mentor

KAAN TERZİOĞLU

TURKCELL

Former CEO
2nd and 3rd Term Mentor

LALE SARAL DEVELİOĞLU

BERIGHT CONSULTING

Independent Board Member, Management Consultant
2nd, 3rd and 4th Term Mentor

LEVENT ÇAKIROĞLU

KOÇ HOLDING

CEO and Board Member
3rd and 4th Term Mentor

LEYLA ALATON

ALARKO/ALVIMEDICA

Alarko Board Member, Chairperson of Alvimedica
3rd Term Mentor

LUCIEN ARCAS

ARKAS HOLDİNG

Chairperson of the Board
1st Term Mentor

MAHMUT ÜNLÜ

ÜNLÜ&CO

Chairperson of the Board and CEO
1st, 2nd, 3rd and 4th Term Mentor

MEHMET ALİ BERKMAN

AKKÖK HOLDING

Board Member
2nd, 3rd and 4th Term Mentor

MEHMET ALTINOK

BLUEAIR, UNILEVER CANADA

CEO
1st and 2nd Term Mentor

MEHMET GÜLEŞÇİ

FİBA HOLDİNG A.Ş. / FİNA HOLDİNG A.Ş.

Board Member / Member of Executive Board
4th Term Mentor

MEHMET KUTMAN

GLOBAL INVESTMENT HOLDING

Chairman of the Board
3rd Term Mentor

MEHMET SÖNMEZ

HSBC

Board Member
3rd and 4th Term Mentor

MEHMETTÜTÜNCÜ

YILDIZ HOLDING

pladis Regional CEO
1st, 2nd, 3rd and 4th Term Mentor

MEHMET T.NANE

PEGASUS

CEO
4th Term Mentor

MESUT TOPRAK

TAY GROUP

Chairperson of the Board
4th Term Mentor

MURAT ALSAN

KPMG TÜRKİYE

President
3rd and 4th Term Mentor

MURAT ERKAN

TURKCELL

CEO
4th Term Mentor

MURAT İLBAK

İLBAK HOLDING

Chairperson of the Board
4th Term Mentor

MURAT ÖZYEĞİN
FİBA HOLDİNG
Chairperson of the Board
2nd and 3rd Term Mentor

MURAT ÜLKER
YILDIZ HOLDİNG
Chairperson of the Board
1st, 2nd and 4th Term Mentor

MUSTAFA ÇAMLICA
CHAMLIJA A.Ş.
Chairperson of the Board
2nd, 3rd and 4th Term Mentor

MUSTAFA SEÇKİN
UNILEVER
Turkey, Central Asia and Iran, Chairperson of the Board
3rd and 4th Term Mentor

MUZAFFER AKPINAR
MV HOLDİNG
Vice Chairperson of the Board
1st, 2nd and 4th Term Mentor

ÖMER ARAS
QNB FİNANSBANK
Chairperson of the Board and Group CEO
1st, 2nd, 3rd and 4th Term Mentor

REHAYOLALAN
TEKFEN HOLDİNG
Vice President,
QNB Finansbank Board Member
3rd and 4th Term Mentor

ROSE MARIE BRAVO
GODIVA
Board Advisor
1st and 2nd Term Mentor

SAFFET KARPAT
SÜTAŞ / ECZACIBAŞI
Sütaş Board Member and
Eczacıbaşı Holding Board Member
1st and 2nd Term Mentor

ŞAHAP ÇAK
NETLOG LOJİSTİK A.Ş.
Chairperson of the Board
4th Term Mentor

SAİT TOSYALI
TÜRKİYE EĞİTİM GÖNÜLLÜLERİ VAKFI
CEO
4th Term Mentor

SANİ ŞENER
TAV HAVALİMANLARI
Holding Grup CEO
4th Term Mentor

SELÇUK YORGANCIOĞLU
TORK PARTNERS
CEO
3rd and 4th Term Mentor

SELEN KOCABAŞ
AKİŞ GYO ve MULTİNET UP
Independent Board Member & Strategic Consultant
3rd and 4th Term Mentor

SERPİL TİMURAY
VODAFONE EUROPE
Regional CEO
1st and 2nd Term Mentor

SEVDİL YILDIRIM
TAV, DENİZLİ CAM
Board Member
3rd Term Mentor

SEYMUR TARI
TÜRKVEN
Chairperson of the Board
3rd Term Mentor

SİYAMİ KAHYAOĞLU
1st Term Mentor

PROF. DR. SÜLEYMAN TÜRKEK
TOROS ÜNİVERSİTESİ
Dean of Faculty of Economic, Administrative
and Social Sciences
2nd Term Mentor

SÜREYYA CİLİV
TURKCELL
Former CEO
1st and 2nd Term Mentor

SUZAN SABANCI DİNÇER
AKBANK
Chairperson of the Board
1st, 2nd, 3rd and 4th Term Mentor

ŞEVKET BAŞEV
3 SEAS CAPITAL PARTNERS
Chairperson of the Board
2nd and 3rd Term Mentor

TAWFIK JELASSI
Professor of Strategy and Technology
Management at IMD Business School in
Lausanne (Switzerland)
4th Term Mentor

TAYFUN BAYAZIT
MARSH & MCLENNAN COMPANIES
Companies Chairman
1st, 2nd, 3rd and 4th Term Mentor

TUNCAY ÖZİLHAN
ANADOLU GRUBU
Chairperson of the Board
1st Term Mentor

ÜMİT BOYNER
BOYNER GRUP
Board Member
2nd Term Mentor

ÜMRAN BEBA
PEPSİCO
Global Senior President of Talent
Management, Diversity and Inclusion
1st, 2nd, 3rd and 4th Term Mentor

VAROL CİVİL
TEB
Board Member of TEB
2nd Term Mentor

YAĞMUR ŞATANA
DOĞAN ŞİRKETLER GRUBU
Former CEO of Doğan TV
3rd Term Mentor

DR. YILMAZ ARGÜDEN
ARGE CONSULTING
Chairperson of the Board
1st, 2nd, 3rd and 4th Term Mentor

ZEYNEP BODUR OKYAY
KALE GRUBU
Chairperson of the Board and Group CEO
1st and 2nd Term Mentor

ZEYNEP ERKUNT ARMAÇAN
Advisor to the Board
2nd, 3rd and 4th Term Mentor

MUSTAFA V. KOÇ
1st and 2nd Term Mentor
Saygıyla ve Özlemle Anıyoruz.

WBAT PROGRAM PARTICIPATING INSTITUTIONS

2012-2021

ADEL KALEMCİLİK
AFFINITI
AKBANK
AKDENİZ ÜNİVERSİTESİ
AKFEN HOLDİNG
AKGÜN GRUP
AKİŞ GYO
AKKÖK HOLDİNG
ANADOLU EFES
ANADOLU HOLDİNG
ANKARA BÜYÜKŞEHİR BELEDİYESİ
ARÇELİK
ARGE DANIŞMANLIK
ARKAS HOLDİNG
ASTELLAS
ATADEMİR
AYTEMİZ PETROL
BAŞBAKANLIK HAZİNE MÜSTEŞARLIĞI
BELPA
BESLER
BEYLİKDÜZÜ BELEDİYESİ
BNP PARIBAS CARDIFF
BORUSAN HOLDİNG
BOYNER HOLDİNG
BRIGHTSTAR
BRISTOL-MYERS SQUIBB (BMS)
BROOKS BROTHERS & EDWARDS
ÇALIK HOLDİNG
ÇELEBİ HAVACILIK
CIGNA FINANS
CMC
COCA-COLA COMPANY
COCA COLA İÇECEK
DANONE
DELOITTE
DOĞAN TV
DOĞAN HOLDİNG
DOĞUŞ GRUBU
DOMINOS
ECLAT HR DANIŞMANLIK
ECZACIBAŞI HOLDİNG

EGON ZEHNDER
ENERJİSA
EY TÜRKİYE
FİBA GROUP
FİBABANKA
FİBA FAKTORİNG
FİBA RETAIL
FIRST REPUBLIC BANK
FORD OTOSAN
GARANTİ BANKASI
GENERAL ELECTRIC
GTECH
GÜVEN VARLIK YÖNETİM
HÜRRİYET
HEPSİ BURADA
HOPİ
İLBAK HOLDİNG
INOKSAN
İSTANBUL BÜYÜKŞEHİR BELEDİYESİ
KALE GRUBU
KENTVİZYON
KOÇ FİNANS
KOÇ HOLDİNG
KOÇTAŞ
KPMG TÜRKİYE
KREA M.I.C.E.
KOSİFLER OTO
LENOVO
LITTLE CAESARS
LOGO E-BUSINESS
MATSET
MANAGEMENT CENTER TURKEY
MERCEDES BENZ TURK
MICROSOFT
MIGROS-MACROCENTER
MONDI TIRE GROUP
MYNET
NESTLE
NKS DANIŞMANLIK
NOVARTIS
KEREVİTAŞ

MOBİLİZ
MV HOLDİNG
NORTHSTAR INNOVATION
OLMUKSAN INTERNATIONAL PAPER
OTOKOÇ
OMEGA PHARMA
ÖNEM GIDA
PERNOD RICARD
PEPSICO
PFIZER
PHILIPS HEALTHCARE
PLADİS
QUATTRO BUSINESS CONSULTING
QNBFINANSINVEST
QNBFINANSBANK
QNBFINANSFACTORING
SABANCI HOLDİNG
SABRİ ÜLKER VAKFI
SAP
SAS
SHELL & TURCAS
SÜTAŞ
TARIM BAKANLIĞI
TAT GIDA
TEB
TOSYALI HOLDİNG
TÜRK TELEKOM
TÜRK TUBORG
TURKCELL
TURKISHWIN
UCB İLAÇ
ÜLKER
UNILEVER
ÜNLÜ&CO
UNO
VODAFONE
YAPI KREDİ BANKASI
YILDIZ HOLDİNG
VMLY&R
YILDIZ HOLDİNG
ZURICH SİGORTA

WOMEN ON BOARD ASSOCIATION TURKEY CORPORATE SUPPORTERS

AKBANK

ALARKO
HOLDİNG A.Ş.

 **ÇALIK HOLDİNG**

 **FİBA**
GROUP

 **Koç**

 **MV**
HOLDİNG

Türk Telekom 

 **TÜRK**
TUBORG

YILDIZ ★ HOLDİNG

 **ZORLU**



“

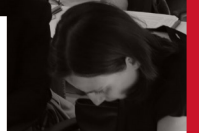
Gender equality is a freedom for both men and women.
It acknowledges humans first as individuals. Saves from prejudices.
For the sake of a progressing society, we must see the value women create and
play our part for equality. A society without women
has no tomorrow.

”

In loving memory of
Mustafa V. Koç
Our 1st and 2nd Term Mentor





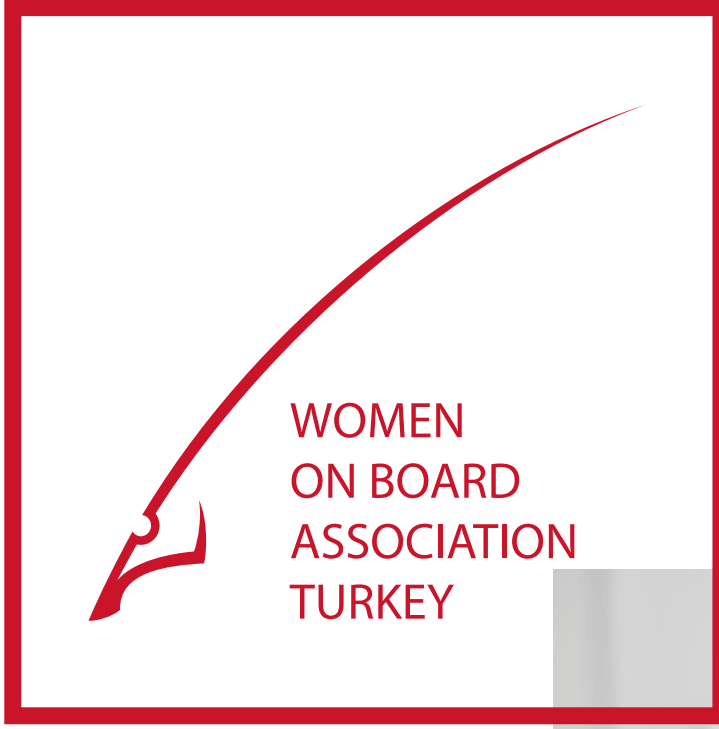






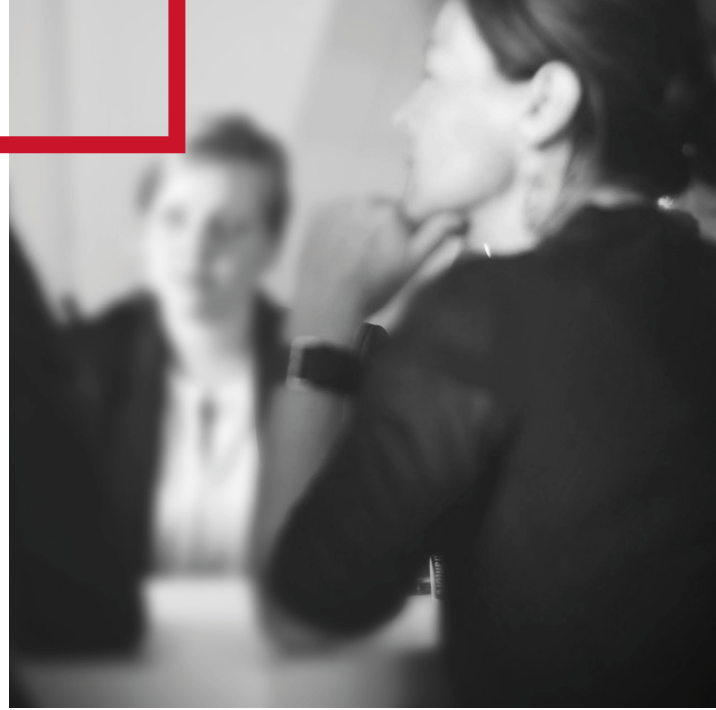
Established on January 2017,
the main objective of the WBAT is to promote social
development by increasing the representation
of women on the boards of directors.

“LET WOMEN RISE FOR THE
SOCIETY TO IMPROVE”



www.yonetimkurulundakadin.org

www.womenonboardtr.org



This publication has been produced with the assistance of the European Union.
The contents of this publication are the sole responsibility of Women on Board Association Turkey
and can in no way be taken to reflect the views of the European Union,
the Republic of Turkey and the Ministry of Foreign Affairs Directorate for EU Affairs.