

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

IMPACT REPORT

2017 / 2018 / 2019



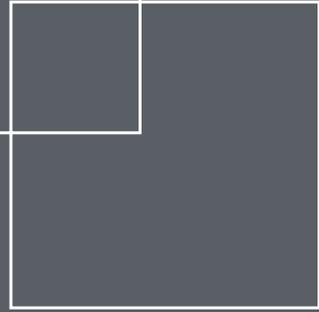
BOARD- ROOMS NEED WOMEN PROJECT

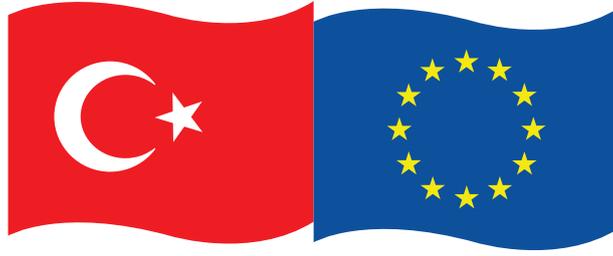
Developing WBAT's
administrative,
advocacy and
communication
skills





WOMEN
ON BOARD
ASSOCIATION
TURKEY





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THIS REPORT HAS BEEN PREPARED IN ORDER TO COMMUNICATE THE ACTIVITIES AND IMPACT OF WBAT TO ITS STAKEHOLDERS

The Women on Board Association Turkey (“WBAT”) is carrying out the “Boardrooms Need Women: Improving the Administrative, Advocacy and Communication Skills of the WBAT” project through the European Union Local NGO’s Grant Program.

The project which is funded by the Ministry of Foreign Affairs’ Directorate for EU Affairs and the Ministry of Treasury and Finance’s Central Finance and Contracting Unit will operate during 12 months from January 2, 2019 to December 31, 2019.

Our project aims at developing WBAT within these three main activities, and the WBAT Impact Report has been realized within the scope of this project.



1. Administrative Activities:

- Strengthening the administrative staff
- Fulfilling the need for technical equipment
- Completing the basic visual fixtures of the association
- **The Impact Report**
- Candidates album



2. Advocacy and Networking:

- Advocacy Training
- Visits in Ankara, Istanbul, London and Brussels
- Events in support of lobbying activities



3. Communication:

- Interaction with public institutions, similar NGOs, academicians and opinion leaders
- Workshops to strengthen internal communication
- Meetings and panels to bring together stakeholders
- Brand Positioning Study
- Introductory Booklet
- Testimonial Film
- Development and management of Web Site
- Press Conference
- Media and Public Relations Activities
- Social Media Consulting
- Project Visibility through Printed Material





WOMEN
ON BOARD
ASSOCIATION
TURKEY

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OUR IMPACT REPORT



This Impact Report covers the activities carried out by the Women on Board Association Turkey, a non-profit organization, during 2017, 2018 and 2019. The Report has been prepared in line with the basic concepts and principles within the International Integrated Reporting (IR) Framework established by the International Integrated Reporting Council (IIRC). Integrated Reporting allows for internal and external stakeholders to correctly evaluate the organization's mission, vision and strategies, all the while developing governance within the organization. Through Integrated Reporting organizations communicate more transparently with their stakeholders, demonstrate the sustainability of their activities, present concrete indicators that prove that they use effectively, fairly and responsibly their resources. These efforts ensure that stakeholders participate more effectively to the processes and that they hold the organization more accountable.

We present our Impact Report, which includes the activities we have carried out during 2017, 2018 and 2019, the money spent from the association's budget, the volunteer funds we have brought into being as well as the in-kind contributions, to our corporate supporters and all our other stakeholders.

In our first report we share how our association utilizes the program participation fee, grant support, donor and volunteer sources and the effect it has had, and it also includes the activities carried out since 2017, the year our association was established, by our Board of Directors and Committees.

We are very happy to have had donations and in-kind contributions during the 2017-2019 period amounting to **4,19** times our real expenditures.



WITH OUR IMPACT REPORT OUR OBJECTIVES ARE

- 01** To embody the effects of becoming an association
- 02** To become more accountable
- 03** To observe and develop the outputs obtained
- 04** To constantly improve ourselves and advance
- 05** To ensure that the willingness of our donors and stakeholders to support us and act as our ambassadors on the subject of social gender equality continues
- 06** To provide the opportunity for our new/potential stakeholders to be encouraged to support our activities



This report has been prepared
with the contribution of



ABOUT US

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

Many studies indicate that diversity on Boards of Directors has a major positive impact on the performance of institutions, making this a requirement for social development. However the rate of women at top decision making levels in the institutions that lead our economy is quite low.

The origin of our association is the Women on Board of Directors Program,

the first formation aiming to fulfill this objective, created in 2012 by Managing Partner of Mentor Consulting, Hande Yaşargil and Clinical Psychologist and Journalist Burçak Güven.

The Women on Board of Directors Program was initiated in order to expand the pool of women "ready" to play their role in support of the increase of female representation on boards.

It is Turkey's first and only **certificate program** in the field of Board Membership, accredited by respected academic institutions. One of the main elements of the program is the **cross-**

OUR BASIC PRINCIPLES



company Mentoring system that gives the opportunity to be mentored by the country's most effective business people and opinion leaders. During each 18 month period, our mentors play an important part by working with new female mentees and helping them prepare for their role on Boards of Directors.

The 4th phase of the Women on Board Program will begin in January 2020. Until now the first three phases have been completed with the participation of 137 high level women directors as Mentees.

As the Women on Board Association Turkey we continue to implement this unique program while carrying out our activities of **communication, cooperation, awareness and information sharing** in order to increase the representation rate of women on boards.



OUR MAIN PURPOSE

Supporting Social Development by Increasing Female Representation on

ELEMANTS THAT MAKE US

01 ▶ We are the first formation to serve as supporters of social development by increasing female representation on boards.

02 ▶ Our Mentors, Mentees and Advisory Board consist of well-known and powerful representatives from our country's foremost organizations.

03 ▶ We have a unique development program that prepares Mentees for Boards.

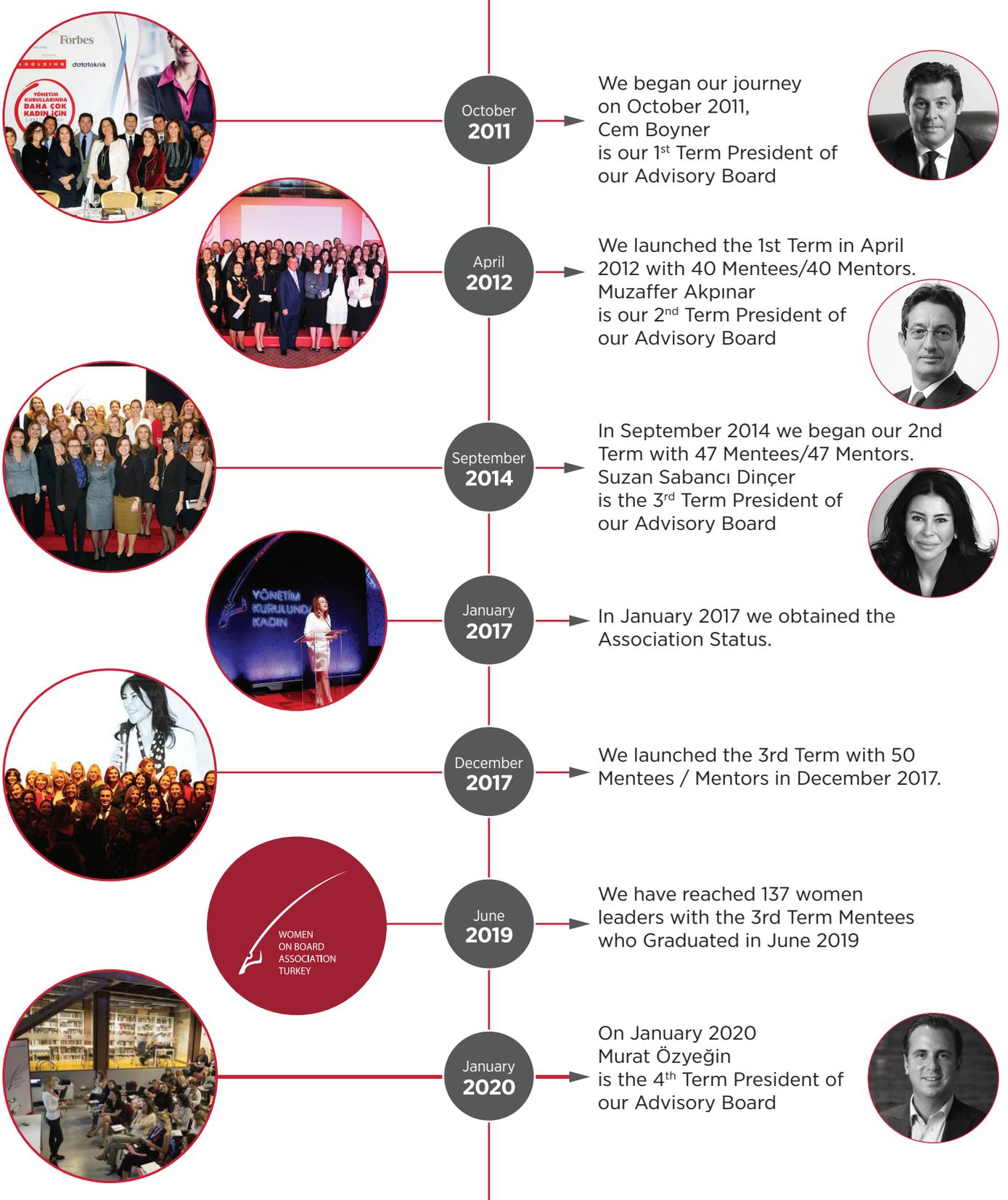
04 ▶ We carry out Turkey's only certificate program accredited by academic organizations respected in the area of Board Membership.

05 ▶ We are a platform where Mentees, Mentors, contributors to the program and all stakeholders learn and advance collectively.

06 ▶ We reach Turkey's most effective business people and opinion leaders.

07 ▶ Our work contributes greatly in creating a Board vision for professionals working at levels below the Board of Directors.

OUR HISTORY





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 137 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 have widened our scope of activities within our European Union Local NGO's Grant Project on the subject of "Boardrooms Need Women: Improving the Administrative, Advocacy and Communication Skills of the WBAT" which we have carried out during 2019 in order to make our voice better heard and develop our area of influence as well as communication network and capacity. This report which is also one of the administrative activities of the project, is WBAT's first impact report. I would like to thank our project team, our Information Management Committee and Argüden Governance Academy for their support in preparing this report which includes outputs of our project that have lent impetus to our activities.

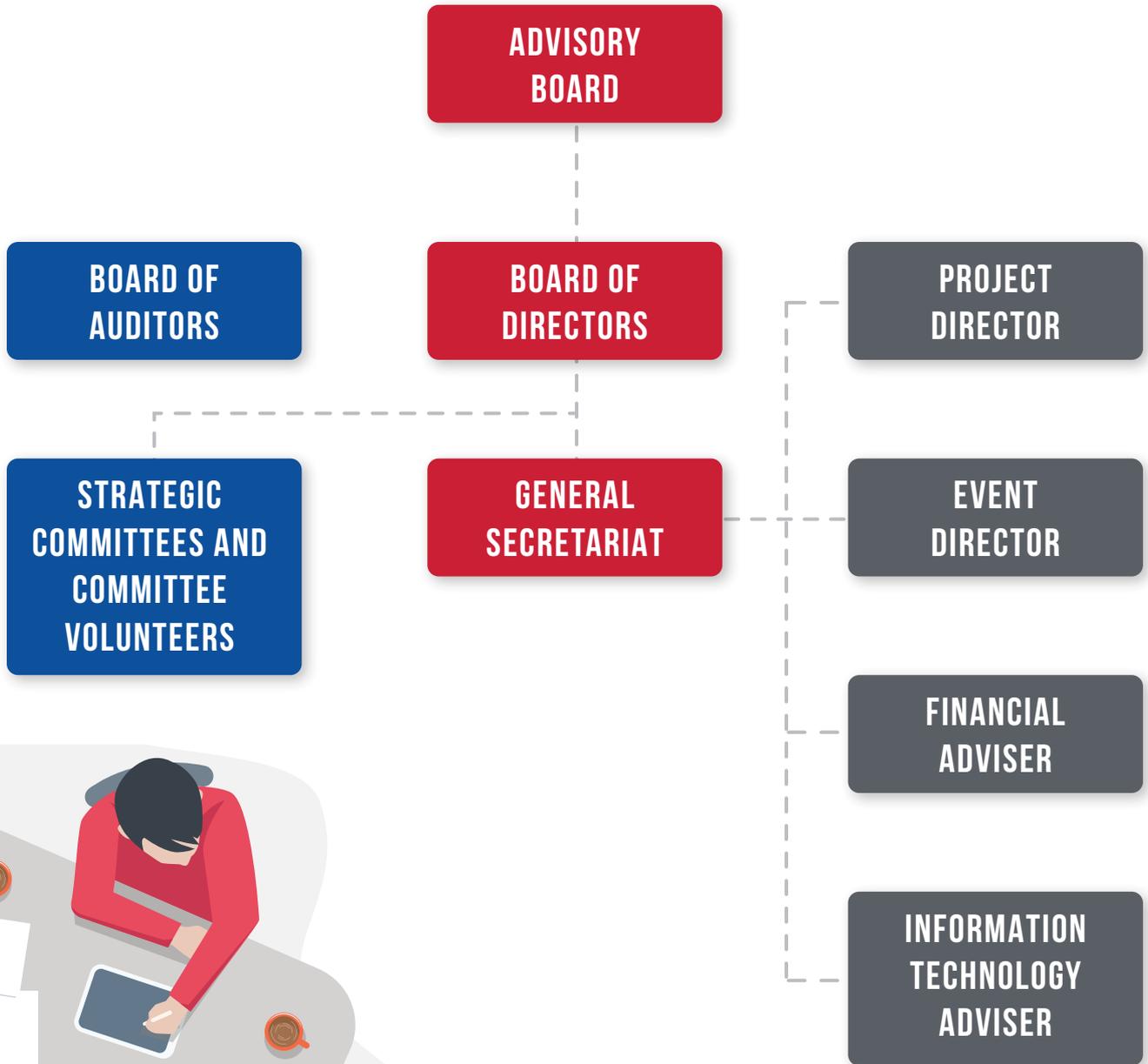
We are here, waiting, ready to participate and to support.

HANDE YAŞARGİL

WBAT President

*Executive Partner Mentor Consulting
Insead Business School Executive Coach*

OUR CORPORATE



WBAT 3RD TERM ADVISORY BOARD



Suzan Sabancı Dinçer

Akbank

*Akbank Chairwoman of the Board
WBAT Advisory Board President*



Agah Uğur

Borusan Holding

*Managing Board Member and
Group CEO*



Prof. Dr. Deniz Ülke Arıboğan

Oxford University CRIC

*Senior Fellow,
Istanbul Political Science Faculty
Lecturer and Istanbul Bilgi University
Advisory Board President*



Gülden Türktan

W20 President



Murat Ülker

Yıldız Holding

Chairman of the Board



Murat Yeşildere

Egon Zehnder

Managing Partner



Muzaffer Akpınar

MV Holding

Vice Chairman of the Board



Müge Yalçın

MY Executive

Managing Partner



Nilüfer Bulut

TİKAD President



Tayfun Bayazıt

*Bayazıt Management Consulting
Founder*



Ümit Boyner

Boyner Group

Board Member



Ümran Beba

Pepsico

*Global Talent Management,
Diversity and Inclusion Senior
Vice President*



Dr. Yılmaz Argüden

*ARGE Consulting
Chairman of the Board*

WBAT 4TH TERM ADVISORY BOARD



Murat Özyeğin
Fiba Holding

Chairman of the Board WBAT Advisory Board President 4th Term



Muzaffer Akpınar
MV Holding

Vice Chairman of the Board
WBAT Advisory Board President 2nd Term



Suzan Sabancı Dinçer
Akbank

Akbank Charwoman of the Board
WBAT Advisory Board President 3rd Term



Aclan Acar
Türk Telekom
Board Member



Ahmet Dördüncü
Akkök Holding
Executive President



Arzuhan Doğan Yalçındağ
Doğan Holding
Board Member



Prof. Dr. Deniz Ülke Arıboğan
Oxford University
CRIC Senior Fellow
Üsküdar University, Human
and Social Sciences Faculty
Dean



Levent Çakıroğlu
Koç Holding
Chairman of the Board,
Board Member



Murat Çavuşoğlu
Actera Group
Founding Partner



Murat Ülker
Yıldız Holding
Chairman of the
Board



Tayfun Bayazıt
Mclennan Companies
Chairman of the Board
Founder of Bayazıt Consulting



Ümit Boyner
Boyner Group
Board Member



Dr. Yılmaz Argüden
ARGE Consulting
Chairman of the Board



**Zeynep Erkunt
Armağan**
Erkunt Tractors
Consultant to the Board

OUR BOARD OF DIRECTORS



Hande Yaşargil
Mentor Consulting
Executive Partner,
Insead Business School
Executive Coach,
WBAT President



Burçak Güven
WBAT Vice President
Journalist/ Clinical
Psychologist



Arzu Aslan Kesimer
Tat Food
General Manager
WBAT Vice President



Canan Ercan Çelik
Borusan
Borusan Kocabıyık Foundation
Secretary General, New
Generation General Manager,
WBAT Accounting Officer



Hande Ocak Başev
Quattro Business
Consulting
Executive Partner



Lale Saral Develioğlu
Bright Consulting
Management Consultant
and Independent Board
Member



Murat Yeşildere
Egon Zehnder
Senior Partner



Selen Kocabaş
Akiş GYO ve Multinet Up
Independent Board
Member & Strategic
Consultant



Selen Okay Akçalı
WBAT
Secretary General



Arzu Ünal
VMLY&R Group
Chairwoman of the
Board



Damla Birol
Türk Tuborg
Chairwoman of the
Board



Demet Özdemir
EY Turkey
Corporate Financing,
Company Partner



Ebru Dorman
MV Holding
Chairwoman of the
Board



Elif Çelik
Threed Consulting
Founder, Independent
Board Member



Esel Yıldız Çekin
Harvard Business
School MENA
Research Centre
Managing Director



Özlem Cinemre
Turkish Bank for
Development and
Investment
Deputy General Manager



Pınar Kalay
Vodafone Group
Director of Human
Resources



Pelin Akın Özalp
Akfen Holding
Board Member

OUR BOARD OF AUDITORS



Nesrin Tuncer
KPMG

Deputy Chairwoman of the Board
And Auditing Partner



Özge Bulut Maraşlı
Doğan Group of Companies
Consultant to the Board,
Independent Board Member



Yiğit Oğuz Duman
Duman Consulting
Founding Partner



Banu İşçi Sezen
Turkcell Academy
General Manager



Ela Kulunyar
Doğuş Automotive
General Manager in charge of Human
Resources and Process Management



Feza Tan
Unicredit Sırbistan
CEO

WBAT ADMINISTRATIVE STAFF

WBAT Staff number has increased within the scope of the Local NGO's Grant Fund administrative



Selen Okay Akçalı
General Coordinator/Secretary General



Bihter Uziş Soylu
Project Director



Tatiana Baysan
Event Manager



Ayşe Çankaya
Financial Advisor



Mustafa Durna
IT Advisor



Beyza Koç
Part time Project
Director

WBAT STRATEGIC WORK GROUPS

The strategic work groups led by the WBAT Board of Directors and the Members of the Advisory Board and being supported by 1st, 2nd and 3rd Term Graduate volunteers consist of the following committees.

Strategic Work Group	Main Activities
Corporate Governance Committee Committee Leader- Hande Ocak Başev	<i>In accordance with the association's objectives and principles, it determines and monitors the strategies, the procedures in line with the strategies and the structure of the committee's organization. It works on strengthening the association's relationship with the EU in coordination with the Cooperation Committee.</i>
Cooperation Committee Leader- Selen Kocabaş	<i>Determines the right stakeholders for WBAT and after determining the subjects of cooperation with stakeholders, transfers them to the relevant committee. Carries out lobbying and advocacy activities with the public/ private sectors, NGOs, decision makers.</i>
Placement Committee Leader- Elif Neşe Çelik	<i>Coordinates all the activities- relations with public and private sector, communication, digital solutions, events, lobbying activities- necessary to place the WBAT Graduates on Boards.</i>
Mentee Committee Leader- Yiğit Oğuz Duman	<i>WBAT suggests Mentee candidates, creates a pool with recommended and applying candidates, evaluates them, determines those fit for the program. Determines the criteria for being a Mentee and a Graduate and monitors the Mentees during the whole process.</i>
Mentor Committee Leader- Murat Yeşildere	<i>Determines the criteria for being a Mentor, and updates them according to the needs and WBAT objectives. Communicates with current and former Mentors during every stage of the program; monitors the effectiveness of the mentoring process. Ensures that Mentors have interiorized the WBAT mission and act as spokespersons.</i>
External Communication Committee Leader - Lale Saral Develioğlu	<i>Determines the most effective communication strategy that will relay WBAT's mission and role to the target group. Determines the channels for reaching the media and business world effectively and puts together a media utilization strategy. Produces and provides the right content so that the messages are given effectively on the chosen channels.</i>
Information Management Committee Leader- Ebru Dorman	<i>Develops communication tools in Turkish and English such as the website, Data Bank and Impact Report for effective information sharing with WBAT's internal and external stakeholders. Follows the indicators, current reports, researches and articles from Turkey and abroad. Leads the development of the association's technology infrastructure.</i>
Internal Communication Committee Leader- Damla Birol	<i>Plans and carries out face to face and digital communication activities in order to develop the WBAT Mentee communication network, with Mentees learning from each other, supporting each other and developing cooperation as well as interiorizing the WBAT philosophy. Ensures the coordination between committees of big events such as the WBAT Launch and Graduation, supervises the agency organizing the event.</i>
Development/Certificate Committee Leader - Banu İşçi Sezen, Ela Kulunyar	<i>Designs as a whole and carries out the WBAT Independent Board Membership Certificate Program. Communicates with the institutions and universities that accredit the program. In addition to the Mentee development, plans training programs for the Director/Advisory Boards, volunteers and administrative staff.</i>
Funding Committee Leader- Özlem Cinemre	<i>Procures funds for WBAT by contacting national and international organizations, to assure sustainability and productive work results. Carries out the projects that are funded and ensures coordination between committees.</i>

WBAT PROGRAM

The WBAT Cross Company Mentoring and Independent Board Membership Certificate Program, carried out by WBAT since 2012, is Turkey's first and only certificate program accredited by academic institutions respected in the field of Board Membership.

The program lasts 18 months and has 4 main components

MENTORING PROGRAM

Female candidates for Board Membership- the Mentees- receive Mentoring from Turkey's most effective business people and opinion leaders during 18 months with an average of 9 meetings. Mentors work with a new female candidate during each term and play an important part in preparing them for their positions on Boards.

CERTIFICATE PROGRAM

During this period the 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 consists of two 6 day modules during a period of 18 months.



İstanbul
Bilgi Üniversitesi
LAUREATE INTERNATIONAL UNIVERSITIES



COMPLEMENTARY DEVELOPMENT TRAVEL, SEMINAR, PANEL AND CONFERENCES

In addition to the Certificate program, every quarter Mentees participate in various panels and conferences.

EFFECTIVENESS EVALUATION AND FEED BACK PROCESS

With the evaluation interviews conducted by Egon Zehnder, 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.

EgonZehnder

WITH THE WBAT PROGRAM

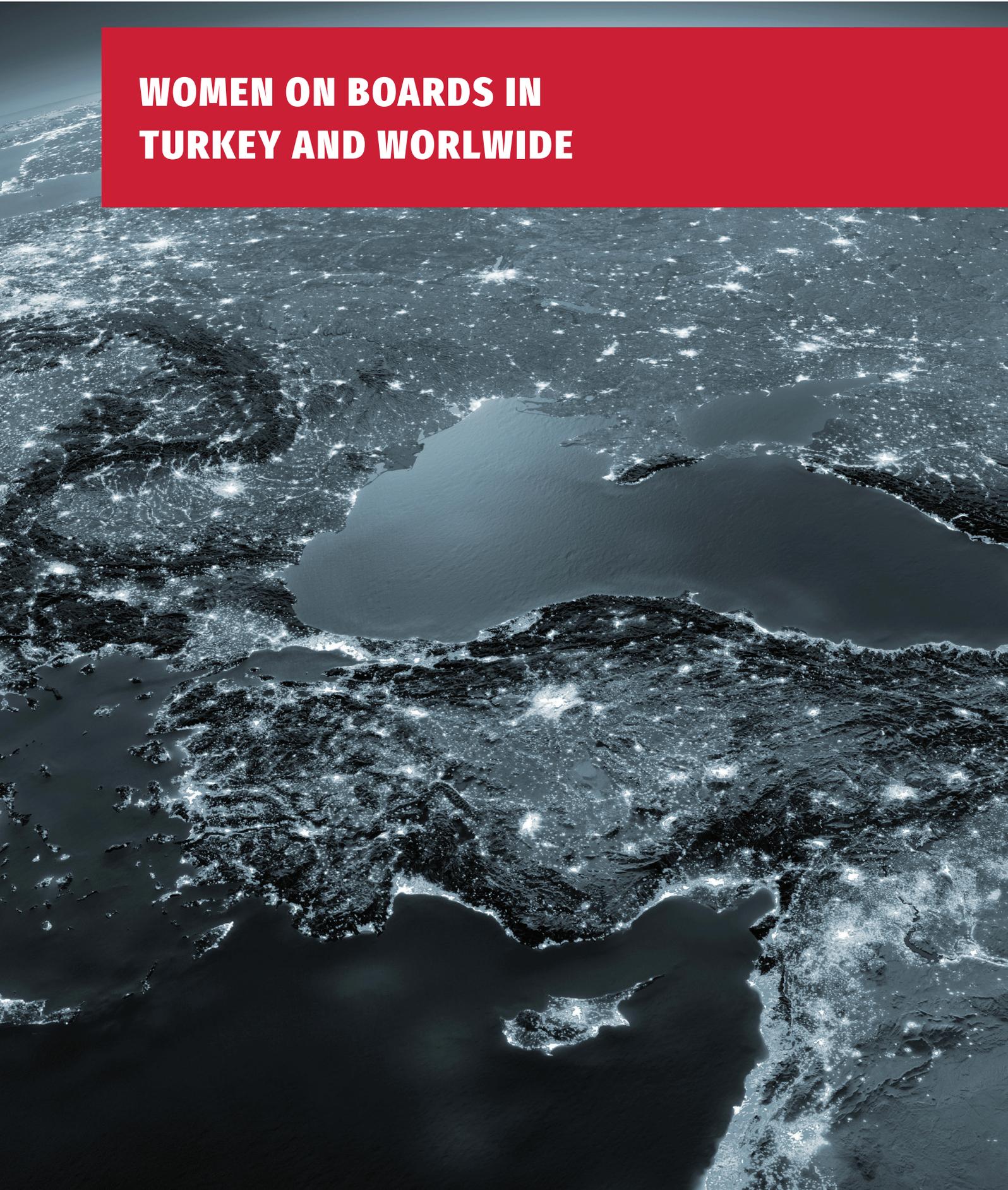
In Turkey the pool of high level executive women candidates, having the competence and experience to become Board Members, grows,

Decision makers choosing/appointing members to Boards and female executives with great potential are brought together,

With the recommendations and guidance of Mentors, the Mentees are correctly equipped for Board Membership,

It is ensured that Chairpersons of the Boards of our country's foremost companies get to know closely women executives with various competences and recommend them for appropriate positions.

WOMEN ON BOARDS IN TURKEY AND WORLWIDE





%15,9

In Turkey only 435 of the total 2.734 Board Member positions in the 402 companies traded on the BIST are occupied by women.*

%11,5

2012

%15,9

2019

The Capital Markets Board's suggestion of having 25% women on Boards has only been realized with 4 points.*

%43,4

Most of the women who have such a position are either shareholders or family members.*



%42,1

France and Belgium have the highest rate of women on boards in the world. Both countries rely on quotas.

%36,7

Among countries that don't have quotas number 1 is Sweden with this rate.**

%29

Without quotas, the UK is the country that progresses fastest. It's rate of women on boards has gone up from 12,5% in 2011 to 29% in 2018.***

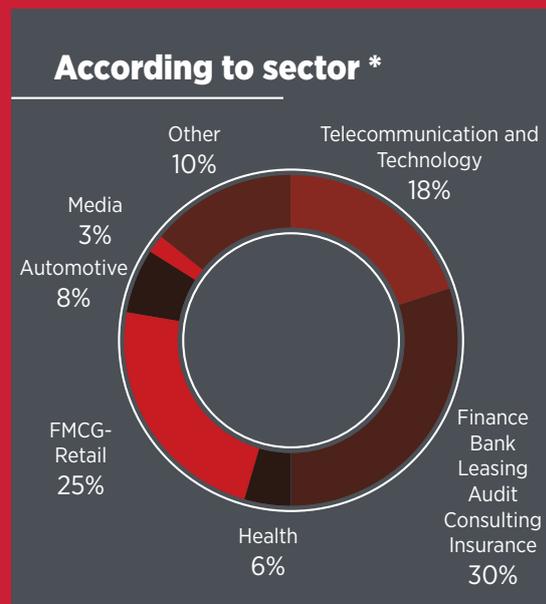
%22,5

With this rate the USA are well behind the European average.**

WBAT GRADUATE PROFILE

137 WBAT GRADUATES

'13 Graduates (1st Term) **40 persons**
 '16 Graduates (2nd Term) **47 persons**
 '19 Graduates (3rd Term) **50 persons**



Calculations based on the number of persons competent on the subject in the WBAT

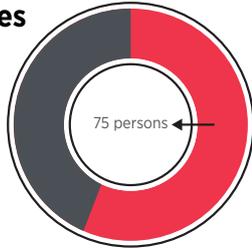


Board Membership

Among the 137 Graduates

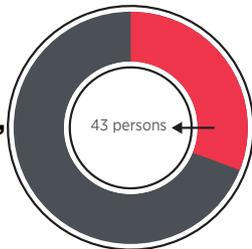
Those Graduates with at least 1 Board Membership

75 (57%)



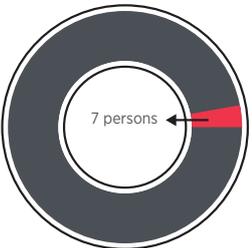
Number of Graduates With at least 1 Board Membership In **“Own Group/Company”**

43 (31%)



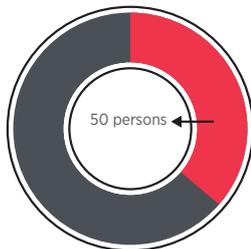
Number of Graduates With at least 1 **“Independent”** Board Membership

7 (3%)



Number of Graduates With at least 1 Board Membership In **“Non Governmental Organizations”**

50 (36%)



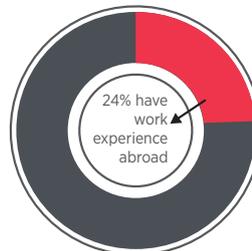
Years of Experience

The average years of experience of our 106 Graduates that have shared their current CV information

24



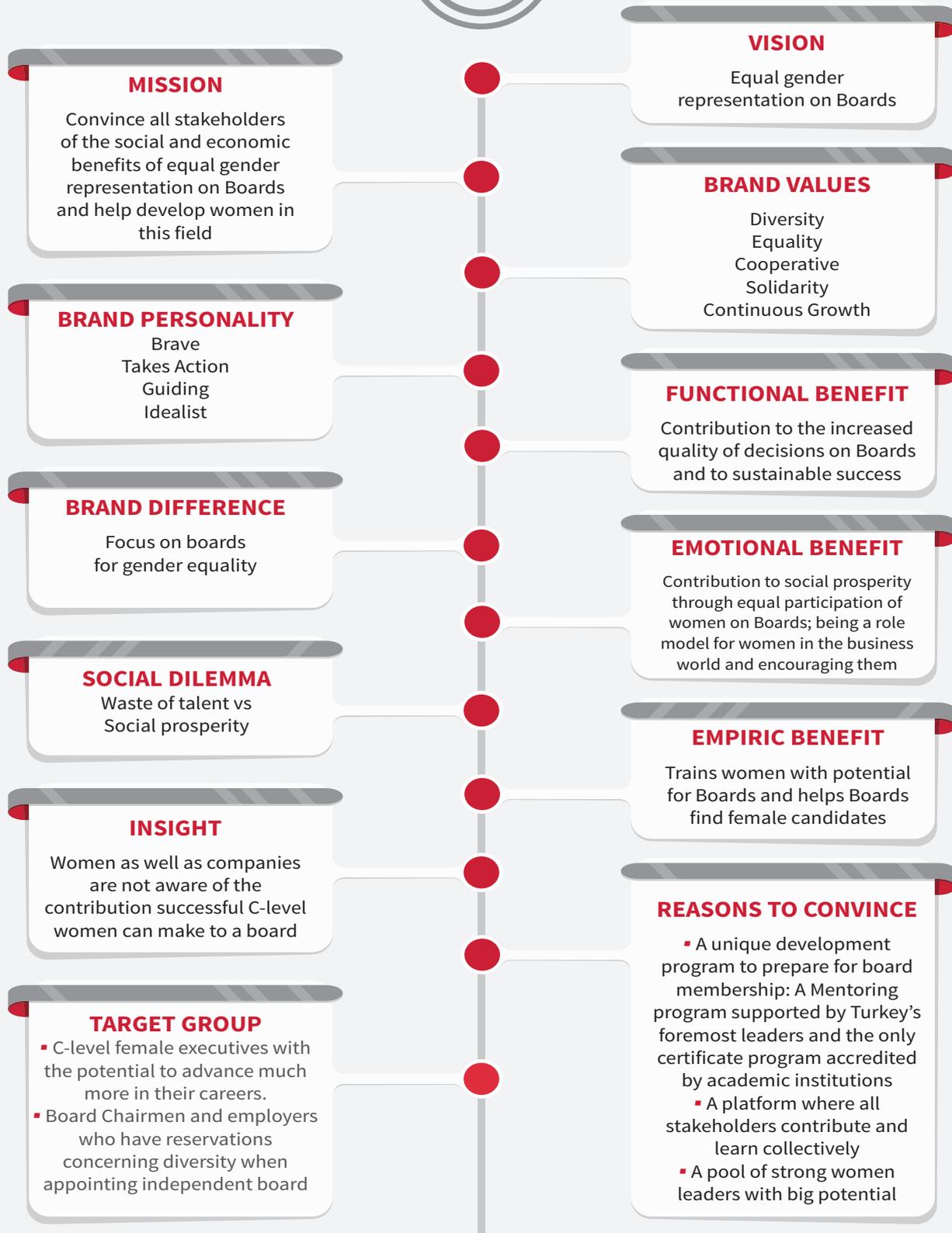
Ratio of Experience Abroad



The ratio of our 106 Graduates that have shared their current CV information,

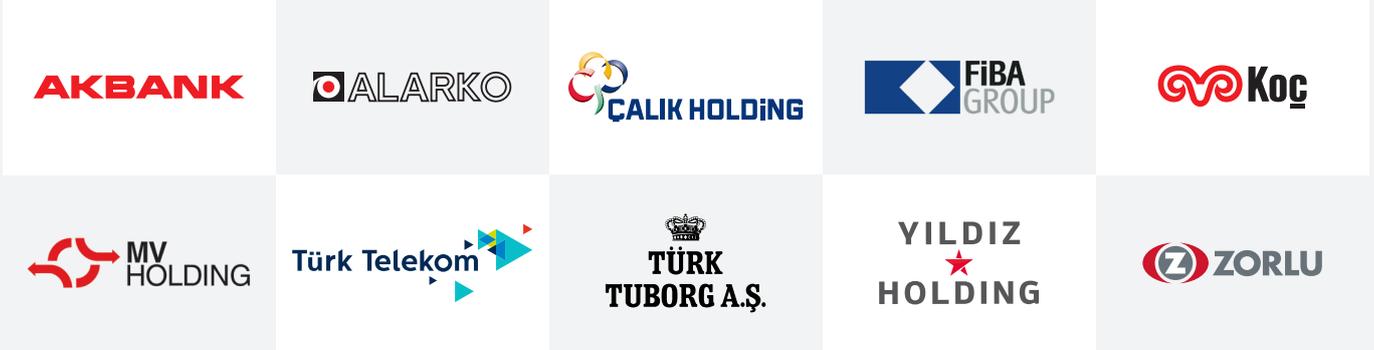
%24

OUR BRAND'S FINGERPRINT



LET WOMEN RISE FOR SOCIETY TO IMPROVE

WBAT CORPORATE SUPPORTERS



Supporters as of December 2017 : • Akbank • Fiba Group • MV Holding • Türk Telekom • Yıldız Holding

Supporters as of December 2019 : • Alarko Holding • Çalık Holding • Koç Holding • Türk Tuborg • Zorlu Holding

MENTORING PROGRAM PARTICIPATING ORGANIZATIONS

- ADEL KALEMCİLİK
- AFFINITI
- AKBANK
- AKDENİZ ÜNİVERSİTESİ
- AKFEN HOLDING
- AKGÜN GRUP
- AKİŞ GYO
- AKKÖK HOLDING
- ANADOLU EFES
- ANADOLU HOLDİNG
- ANKARA BÜYÜKŞEHİR BELEDİYESİ
- ARÇELİK
- ARGE DANIŞMANLIK
- ARKAS HOLDING
- 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 HOLDING
- ÇELEBİ HAVACILIK
- CIGNA FINANS
- CMC
- COCA-COLA COMPANY
- COCA COLA İÇECEK
- DANONE
- DELOITTE
- DOĞAN TV
- DOĞAN HOLDİNG
- DOĞUŞ GRUBU
- DOMINOS
- ECLAT HR DANIŞMANLIK
- ECZACIBAŞI HOLDING
- 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
- HOPI
- İLBAK HOLDİNG
- INOKSAN
- İSTANBUL BÜYÜKŞEHİR
- BELEDİYESİ
- KALE GRUBU
- KENTVİZYON
- KOÇ FİNANS
- KOÇ HOLDING
- 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
- QNBFİNANSİNVEST
- QNBFİNANSBANK
- QNB FİNANS FACTORING
- SABANCI HOLDING
- 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 HOLDING
- ZURICH SİGORTA

OUR COLLABORATIONS

ADVOCACY COLLABORATION



MENTEE SOURCE/ FUND CREATION COLLABORATION



NETWORK - SOLIDARITY COLLABORATION



PLACEMENT COLLABORATION



PR - MEDIA COLLABORATION





OUR BENEFITS FOR OUR STAKEHOLDERS



MENTORS

1

They contribute to an important transformation in society and the business world with their knowledge and experience.

2

They assist in creating a very diversified talent pool for board membership.

3

They have the possibility to get to know high level women executives with big potential and can recommend them when the appropriate occasion arises.

4

They have the opportunity to present more women candidates for board membership.



MENTEES

1

They prepare more powerfully to their part as board members by working with our country's business leaders.

2

They develop their knowledge, experience and areas of expertise thanks to their mentors.

3

They develop their awareness concerning their expectations from board membership; they expand their competences through certificate programs and other opportunities.

4

They have opportunities to take steps that will have a positive impact on their careers.



INSTITUTIONS

1

They profit from an important development platform for their successful and talented female executives.

2

They have the possibility to access a large pool of candidates.

3

They can determine the board member candidate profile that is most suitable for them.

4

Thanks to the objective and message of the program they enhance the reputation of their brand.

5

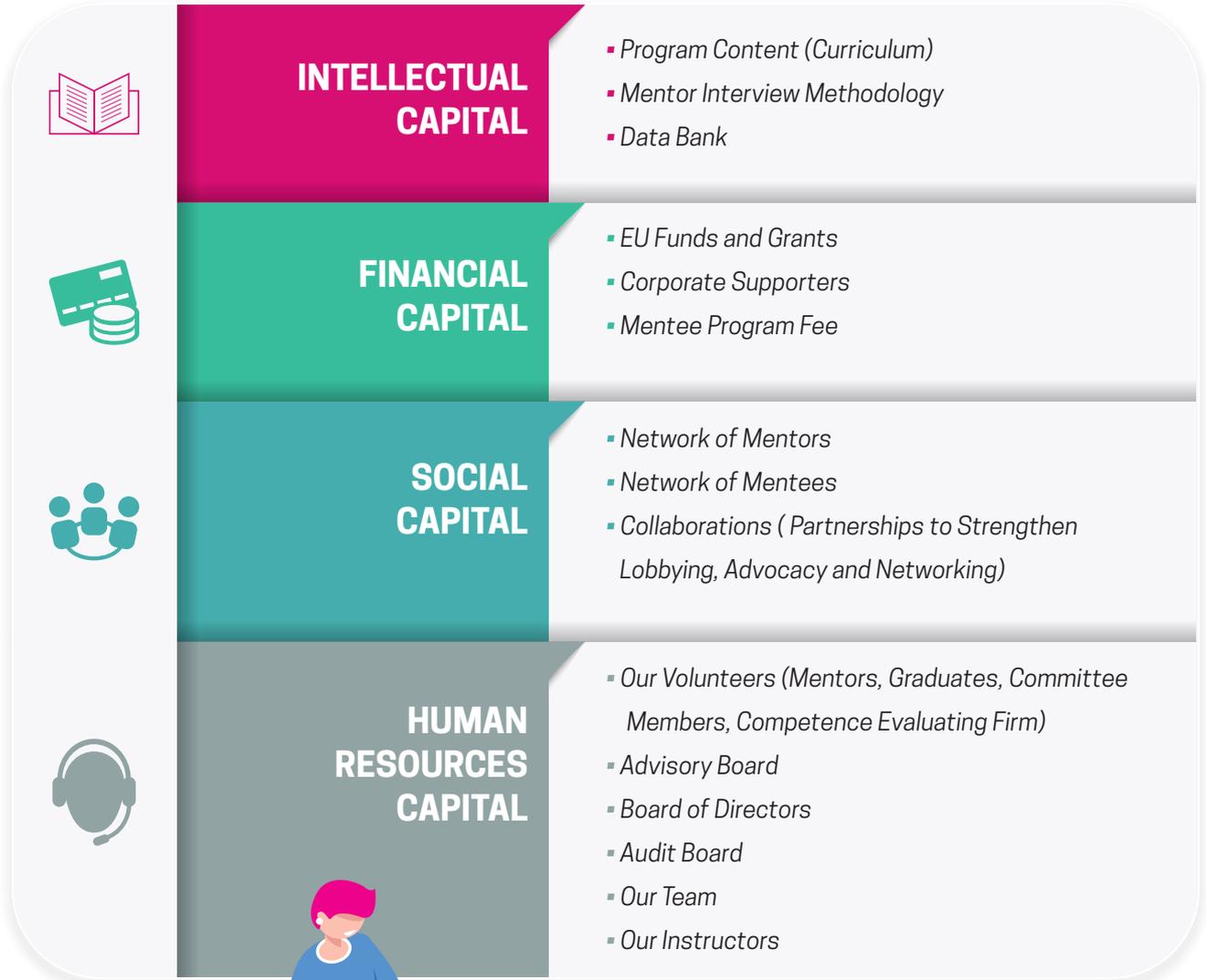
They have the opportunity to show their intent and decisiveness regarding the existence of diversity and comprehensiveness in the business world as a result of women playing a more effective part in the economy and more women working on boards as members.

OUR INPUTS

OUR OUTPUTS

<p>DEVELOPMENT</p>	 <ul style="list-style-type: none"> • Curriculum • Experts • Instructors • Mentees • Mentors 	<ul style="list-style-type: none"> • Satisfaction Survey • Program Evaluation Report • Number of Trainings • Number of persons trained
<p>AWARENESS</p>	 <ul style="list-style-type: none"> • Speakers • Domestic/Foreign Sources • Good Examples • Digital/Printed Press Content • Invitations to Events 	<ul style="list-style-type: none"> • Panels, Meetings, Events planned • Data Bank • Social Media-Followers, Retweets, Interaction • Events participated to as Speaker, Panelist
<p>PLACEMENT</p>	 <ul style="list-style-type: none"> • Interviews with Board Chairpersons • WBAT Graduate Album • Regular Events (Dinners, Panels) 	<ul style="list-style-type: none"> • Social Events Organized • Panels organized • Women appointed to Boards
<p>ADVOCACY AND LOBBYING</p>	 <ul style="list-style-type: none"> • Face to face contact with Cooperating Organizations • Contact with Public Sector • Advocacy Training 	<ul style="list-style-type: none"> • Cooperation established • Common projects • Participation to the Advocacy Training
<p>PROCUREMENT OF FUNDS</p>	 <ul style="list-style-type: none"> • Fund • Number of projects carried out for Grant • Corporate Support 	<ul style="list-style-type: none"> • Mentee Program Fees • Funds Obtained • Grants

OUR CAPITAL



OUR MAIN ACTIVITIES

DEVELOPMENT

Scope : Training, Mentoring, Corporate Governance

Definition : Prepare Competent Women Leaders for Boards
Ensure the Continuous Development of WBAT

Relevant Committees :

Development- Certificate

Mentee

Mentor

Corporate

KEY PERFORMANCE INDICATORS

2017 - 2018 - 2019




●
21
Training Programs
(number of classes)


●
42,5
Hours of Training


●
50
Persons Trained


●
24
Instructors/ Speakers


●
2
Instructors from Abroad


●
9
Volunteering Instructors


●
4,82
The Average Points resulting from the Training program Satisfaction Survey out of 5


●
50
Volunteering Mentors' support


●
5.5
Average Number of Meetings with Mentor


●
58
Hours of Evaluation Meeting with Candidate Mentee


●
340
Consulting Hours of Mentee Competence Evaluation, Reporting and Feedback Meetings


●
5
Documented Processes


●
-
Digital Mentoring Program Platform


●
-
Digital Development Certificate Platform


●
3
Special Training/ Workshop Directed at the WBAT Directors Team


●
12
In kind/ voluntary Contribution from the Association's Volunteers

OUR MAIN ACTIVITIES

AWARENESS

Scope : Communication, Networking, Data Bank

Definition : Increasing the Awareness of Women candidates for Boards, Board Chairpersons and Organizations

Classification of Awareness- Layers :

Student/New Graduate/Middle Level

Decision Makers and High Level Executives in Anatolia

High Level Decision Makers

Relevant Committees :

External Communication

Internal Communication

Information Management

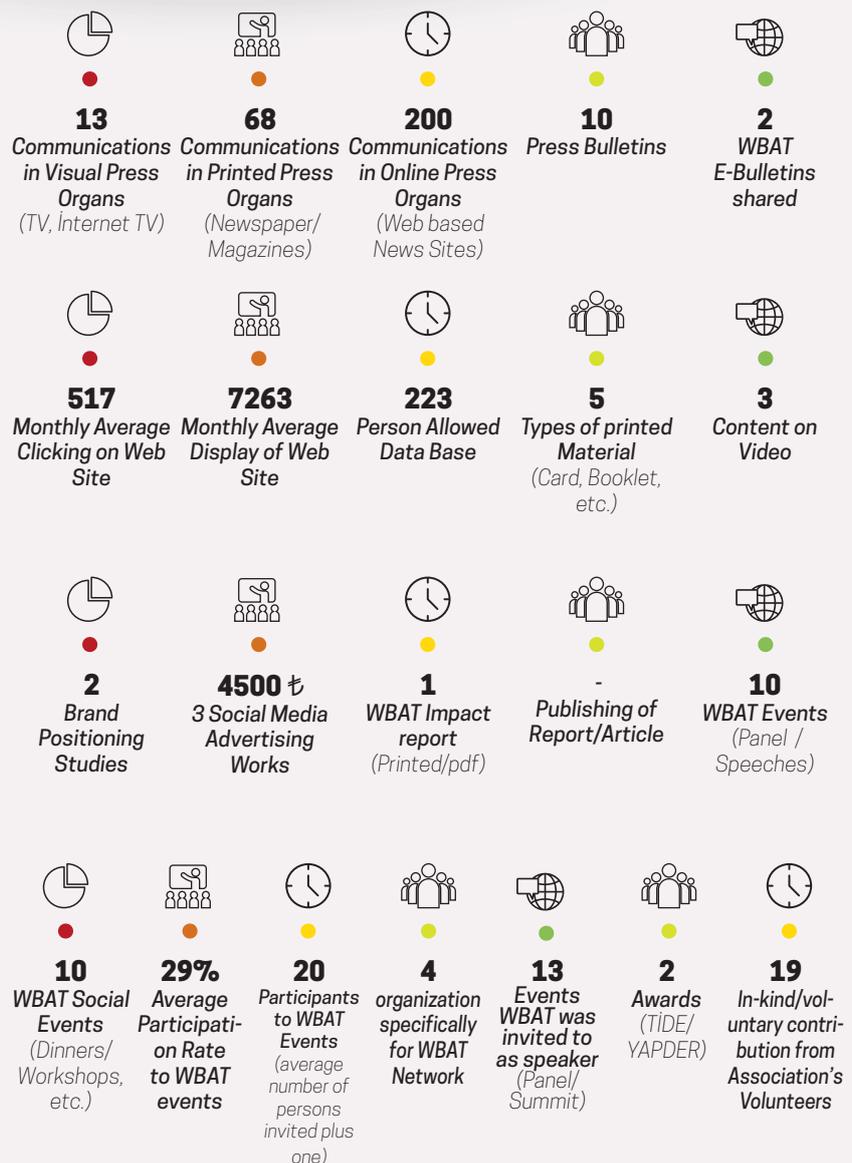
KEY PERFORMANCE INDICATORS

2017 - 2018 - 2019



NUMBER OF FOLLOWERS ON SOCIAL MEDIA

Number of Followers December 2019	Monthly Average 2019 Interaction (Like/Comment/ Sharing/Visit to Link)
5052	1669
3693	1848
1127	1237
3696	5356
-	-



OUR MAIN ACTIVITIES

HOME PLACEMENT

Scope: The Appointment of WBAT Mentees on

Relevant Committees:

Placement

Mentor

KEY PERFORMANCE INDICATORS 2017 - 2018 - 2019



				
7 / 137 Mentees who are Independent Board Members	43 / 137 Mentees who are Board Members in their own Group/Company	50 / 137 Mentees who are Members of NGOs	2 Mentors who Nominate Candidates from WBAT to their Board	2 Graduates appointed to Board through WBAT
				
- Personal contact with Board Chairperson, focused on placement	1 Personal contact with Head-hunter, focused on placement	- Personal contact with Company, focused on placement	1 Event Specifically for Mentors	% 41 Participation Rate to Mentor Meeting
				
1 WBAT Placement Tool/Document (printed/pdf)	4 In-kind/voluntary contribution from Association Volunteer			

OUR MAIN ACTIVITIES

ADVOCACY AND LOBBYING

Scope : International Practices, Cooperation

Relevant Committees :

Definition : Contacts Made and Projects Developed to Create the Right Climate

Cooperation
Corporate Governance and EU Relations

KEY PERFORMANCE INDICATORS

2017 - 2018 - 2019



40

Stakeholders contacted face to face



6

Projects carried out in partnership with Stakeholders



13

Foreign stakeholders contacted face to face



13

Rule Makers contacted face to face



10

In-kind/voluntary contribution from Association Volunteer

OUR MAIN ACTIVITIES

PROCUREMENT OF FUNDS

Scope : Creating Financial and In-kind Funds to Serve our Mission

Relevant Committees :
Funding

KEY PERFORMANCE INDICATORS 2017 - 2018 - 2019



10

Organizations have provided Support during Foundation



59

thousand Euro from the EU Fund Support



29

Organizations providing Support for Participation of Mentees



5

Individual Participation to WBAT Mentee program



46

Personal WBAT Memberships



5

In-kind support from Association Volunteers



WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

DEVELOPMENT (Training, Mentoring, Corporate Governance)			
Strategy, Corporate Governance and EU Relations Committees	Description of Activity	Timing	EU Project
Documented Process/Workshop	WBAT Strategy Workshop - 1	April 2017	-
Documented Process/Workshop	WBAT Strategy Reviewing Workshop -2 (22 participants)	March 2019	Yes
Documented Process/Workshop	3 rd Term Mentee Survey on the Certificate Program and its Aftermath- Related to the Mentoring Process (filled out by 40 persons)	September 2018	-
Documented Process/Workshop	"Mentoring Guidebook" for Mentors and Mentees	January 2019	-
Mentee Committee	Description of Activity	Timing	EU Project
Documented Process/Personal Meetings	Evaluation of 3 rd Term Mentee Candidates: design of the evaluation process of candidate Mentees, determination of criteria, pre-evaluation of the forms and 30 minute final in-person competence meeting	September-October-November 2017	-
Documented Process	Work on 3 rd Term Mentee Graduation criteria	May 2019	-
Documented Process	Design of the 4 th Term Mentee Evaluation process	June 2019	-
Documented Process	Determination of the 4 th Term Mentee processes (set of criteria-google form-timing- candidates- candidates recommended by committee- fixing of the fee in TRY)	June 2019	-
Documented Process/ Personal Meetings	Evaluations of the 4 th Term Mentee Candidates: pre-evaluation based on form and list and 30 minute final competence meeting, scoring, calibration process and finalizing of candidates	September-October-November-December 2019	-
Documented Process	Process of communication with candidates accepted and turned down for the 4 th Term (letters and contract), archiving the information for the next term, archiving all documentation digitally	December 2019	-
Mentor Committee	Description of Activity	Timing	EU Project
Documented Process/Personal Meetings	Confirmation of 3 rd Term Mentors: Mentor Meetings, Mentor Contracts and transmitting the Mentee Candidates to Mentee Committee	October-November 2017	-
Documented Process	Clarification of the 4 th Term Mentor/Mentee meeting process	July 2019	-
Documented Process/Personal Meetings	Confirmation of 4 th Term Mentors: Mentor Meetings, Mentor Contracts and transmitting the Mentee Candidates to Mentee Committee	September-October-November-December 2019	-
Development-Certificate Committee	Description of Activity	Timing	EU Project
3 rd Term Certificate Program Module 1	Module 1- Özyeğin University: Finalizing the Instructors and Content, choosing the Agency running the Event and carrying out the Organization	26-27-28 April 2018	-
3 rd Term Certificate Program Module 2	Module 2 Inaugural Lesson: Paul M. Healy, Board Effectiveness, QNBFinansbank	11 September 2018	-

WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

3 rd Term Certificate Program Module 2	Module 2- Bilgi University Central Campus: Finalizing the Instructors and Content, choosing the Agency running the Event and carrying out the Organization	13-14-15 September 2019	-
Documented Process/Personal Meetings	3 rd Term Mentee Competence Evaluation Process, in association with Egon Zehnder	2018-2019	-
Documented Process/Workshop	Design of an Advocacy Training for the WBAT Board of Directors and Volunteers, moderated by TÜSİD Secretary General Dr. Bahadır Kaleağası, half a day at Galataport Karaköy Istanbul- 50 participants	24 September 2019	Yes

EU LOCAL NGOs GRANT PROJECT WBAT BOARD MEMBERS AND VOLUNTEERS ADVOCACY TRAINING, SEPTEMBER 2019



WBAT MENTORİİNG AND CERTIFICATE PROGRAM, 2018-2019



WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

AWARENESS (Communication, Networking, Data Bank)

External Communication Committee	Description of Activity	Timing	EU Project
Documented Process	WBAT Corporate Identity Guide	April 2017	-
Printed Material	WBAT Presentation Catalogue Turkish/English	December 2017	-
Bulletin	1 Bulletin Distributed: 3rd Term Launch (with PR Agency "Ünite")	December 2017	-
Bulletin	4 Bulletins Distributed: Certificate Program, Brandweek, December Board Membership Panel, January Uncertainty Panel)	April-December 2018	-
Bulletin	5 Bulletins Distributed: February 7 Mentor Meeting, April 11 Our Seat at the Table Panel, Graduation, EU Visits to Europe, December 17 Debate (with PR Agency "Lobby")	January-December 2019	Yes
Printed Material	WBAT Presentation Booklet in Turkish and English 40 pages- 280 printed	June 2019	Yes
Printed Material	Production of WBAT visiting cards, banners, plates and rollups	June 2019	Yes
Documented Process	WBAT Brand Positioning Work and Brand Finger Print	June 2019	Yes
Social Media Consulting	Agreement made with "365 derece", monthly social media content preparation and reporting	May-December 2019	Yes
Visual Content production	WBAT Program Presentation Animation	October 2019	-
Visual Content production	WBAT Testimonial Film	December 2019	Yes
Visual Content production	WBAT Debate Open Mic Videos	December 2019	Yes
Advertising	Social Media Advertising Works	September-October-November 2019	-
E-bulletin	September E-bulletin sent	September 2019	-
Press Meetings	Board Members meet with journalists personally (Hülya Güler, Sedef Seçkin Büyük, Didem Eryar Ünlü, İsmail Küçükkaya)	2019	Yes
Press Meetings	Press Conference, receiving press members before the Graduation Ceremony and informing them about the project	June 2019	Yes
NEWS AND INTERVIEWS			
Printed Press	The Mentor Meeting published in the newspaper Posta	7 February 2019	Yes
Printed Press	Didem Eryar Ünlü/Dünya Newspaper- Hande Yaşargil Inter-view	14 February 2019	Yes
Printed Press	Capital Magazine March Issue- Hande Yaşargil Interview	1 March 2019	Yes
Printed Press	Platin Magazine March Issue. Hande Yaşargil Interview	1 March 2019	Yes
Printed Press	ISO magazine – Women on Boards File	1 March 2019	Yes
Visual Press	Live Interview with Arzu Aslan Kesimer on Woman TV	1 March 2019	Yes
Visual Press	Interview with Hande Yaşargil on Woman TV	1 March 2019	Yes
Printed Press	HR Magazine Hande Yaşargil Interview	1 April 2019	Yes
Printed Press	Didem Eryar Ünlü/Dünya Newspaper- Arzu Aslan Kesimer Interview	1 April 2019	Yes
Online Press	Publication of Our Seat at the Table Bulletin	1 April 2019	Yes
Printed Press	Hürriyet /Hülya Güler- Hande Yaşargil Interview	1 April 2019	Yes
Printed Press	Didem Eryar Ünlü/Dünya Newspaper- Lale Saral Develioğlu Interview	1 May 2019	Yes
Visual Press	Live Interview with Hande Yaşargil on EkoTürk TV	1 May 2019	Yes

YKKD DETAY FAALİYETLERİ 2017 - 2018 - 2019

Printed Press	Capital Magazine- Women on Boards File	1 May 2019	Yes
Printed Press	Didem Eryar Ünlü/Dünya Newspaper- Selen Kocabaş Inter-view	1 June 2019	Yes
Online Press/Printed Press	Graduation Ceremony reflected in 5 different press organs	1 June 2019	Yes
Visual Press	Interview with Bahadır Kaleağası on T24 TV	1 July 2019	Yes
Online Press/Printed Press	London-Brussels Visit Press Bulletins reflected	1 November 2019	Yes
Visual Press	WBAT in the TAIDER Magazine (Lale Saral Develioğlu, Ebru Dorman, Pelin Akın)	1 November 2019	Yes
Online Press/Printed Press	EU Closing Event Debate Press Bulletin reflected and Didem Eryar Ünlü Column	1 December 2019	Yes

AWARDS

TIDE- Social Awareness Award	May 2018	-
YAPDER- Award of Most Profitable NGO for Women	30 October 2019	-

EXTERNAL COMMUNICATION AND INTERNAL COMMUNICATION COMMITTEES	Description of Activity	Timing	EU Project
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PANELS AND EVENTS WBAT TOOK PART IN AS SPEAKER

Panel	Demet Özdemir, Özlem Cinemre at the opening panel of the KOÇKAM Project	April 2018	-
Panel	WBAT at the Young Women Career Day TurkishWIN	3 March 2018	-
Panel	KLP-WBAT Panel	11 April 2018	-
Panel	Brandweek Panel: Lale Saral Develioğlu, Murat Vargı, Yasemin Açık, Elif Çoban	9 November 2018	-
Speech	KOÇKAM project, Arzu Arslan Kesimer	December 2018	-
Panel	KLP_WBAT Panel: Evrem Bayam Pakış, Pınar Kalay	12 February 2019	-
Panel	WBAT at the Young Women Career Day TurkishWIN: Gülfem Çakmacı, Canan Bademlioğlu	16 March 2019	-
Speech	WBAT at Future CEO Talks: Arzu Aslan Kesimer, Selen Kocabaş	1 October 2019	-
Speech	WBAT at the IZIKAD Strengthening the Status of Women in the Work Life Summit: Selen Okay Akçalı	2 October 2019	Yes
Panel	WBAT at the TSPB Summit: Yiğit Oğuz Duman	November 2019	Yes
Speech	Brandweek: Mediacat Talks with below age 35 Professionals, ING Lounge, WBAT Mentees	18 November 2019	-
Panel	WBAT at Sabancı Corporate Governance Forum, Damla Birol	20 November 2019	-
Speech	Speech at the PERYÖN 27. Human Resources Management Congress, Hande Yaşargil	22 November 2019	-

PANELS, EVENTS WBAT NETWORK TOOK PART IN AS PARTICIPANTS

Speaker	CDO Panel Burcu Bıçakçı- WBAT Participation	19 December 2018	-
Summit	Special WBAT Section at Turkcell Technology Summit	5 April 2018	-
Summit	Special WBAT Section at SAP Summit	25 October 2018	-
Summit	41 North Leadership Training	1 November 2018	-

WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

INTERNAL COMMUNICATION COMMITTEE	Description of Activity	Timing	EU Project
PANELS, EVENTS CARRIED OUT BY WBAT			
Event	3rd Term launch, Esmâ Sultan Yalısı	December 2017	-
Event	3rd Term Orientation Meeting, KPMG Levent	January 2018	-
Event	3rd Term Supervision Meeting, Borusan Oto	May 2018	-
Speaker	Conversation with Prof.Dr. Deniz Ülke Arıboğan and book signing “Duvar”, QNB Finansbank	March 2018	-
Speaker	Conversation with Dr. Sedef Kabaş on Effective Leadership, Effective Communication and book signing “Muazzam Muazzez”, StartersHub	15 October 2018	-
Panel	Board Membership From All Angles Panel: moderated by Selen Kocabaş with Ahmet Dördüncü, Ahmet Bozer, Müge Yalçın, Sultan Tepe - Joint Idea Kanyon	7 December 2018	-
Panel	Economy-Uncertainty Panel: moderated by Ebru Baki with Murat Sağman, Mehmet Sönmez, Ayşegül Çoruhlu, Acar Baltaş - Eczacıbaşı Head office	15 January 2019	-
Panel	Our Seat at the Table Panel: moderated by Hande Yaşargil with Selim Hamamcıoğlu, Ayşe Güçlü Onur, Sedef Kocabaş, Ahmet Dördüncü, Tülin Karabük	11 April 2019	Yes
Event	3rd Term Graduation, Rahmi M.Koç Museum	19 June 2019	Yes
Debate	EU Closing Event- With or Without Quotas debate: moderated by Burçak Güven, Borsa İstanbul	17 December 2019	Yes
SOCIAL GATHERINGS ORGANIZED BY WBAT			
Dinner	Musical dinner sponsored by Mey- 80 participants	22 November 2018	-
Luncheon	9 Luncheons organized every 2 months	2018-2019	-
INFORMATION MANAGEMENT COMMITTEE	Description of Activity	Timing	EU Project
Web	Creation of the WBAT web site	January 2018	-
Web	Updating the WBAT web site, creating version in English	June 2019	Yes
Web	New web domain for the WBAT in Turkish and English with .org extension	June 2019	-
Data Bank	Creating an information platform ensuring that the web sites of related reports, surveys, articles, model implementations and other formations are reached	January 2018	-
Infrastructure	Buying bulk emailing infrastructure for WBAT; “ak karına” firm	August 2019	-
Infrastructure	Transfer of WBAT to new hosting company IHS	December 2019	-
Infrastructure	WBAT Photography Archive Platform: Dphoto	December 2019	-
Edition/Report	WBAT Impact Report	December 2019	Yes

SOCIAL MEDIA CAMPAIGN



EU LOCAL NGOs GRANT PROJECT WBAT PANELS



WBAT IN THE PRESS

Yönetim Kurulunda Kadın Derneği Anadolu'daki şirketleri radarına aldı

Kadinsız yönetim kurulu kalmamasın

Hülya GÜLER

EKONOMİK kalkınma hedefleri kapsamında kadınların şirketlerin karar verici pozisyonlarında daha fazla yer almaları amacıyla faaliyet yürüten Yönetim Kurulu'da Kadın Derneği (YKDD), radarına Anadolu'daki aile şirketlerini de aldı. 2012 yılından bu yana üst düzey kadın yöneticileri yönetim kurullarındaki görevlere hazırlamak üzere gelişim programları uygulayan YKDD, yıl boyunca bir dizi seminer ve konferans ile Anadolu'daki aile şirketlerinden programa hem mentor hem de mentee olacak katılımcılar kazanmaya çalışacak. YKDD Başkanı Hande Yaşargül, kadınların karar verici pozisyonlarda olmasının ekonomik ve sosyal faydalarının artık daha fazla farkına varıldığını belirterek, "Kadınların yönetim kadrolarında daha fazla yer almaları konusundaki çabaları son yıllarda yönetim kurulunda kadın sayısında artış oldu ama hala kat edilecek önemli bir mesafemiz var. Borsa İstanbul'da 400'ün üzerinde şirket var bunların halen 150'sinin yönetim kurulunda kadın üye yok. O sebeple 'Kadinsız yönetim kurulu kalmamasın' diyerek çıktığımız yolda bir yandan çok büyük kurumların katılımıyla çalışmaya devam ederken, bir yandan da Anadolu'ya ağılmaya karar verdik. Onlar gelmiyorsa biz gidelim dedik, sonuçta amacımız kadinsız yönetim kurulu kalmaması" dedi.



Kadınlar yönetime nasıl hazırlanıyor

HALEN şirketlerin yönetim kurulu başkanı, üyesi ya da CEO'su pozisyonunda bulunan üst düzey yöneticilerin mentor ve yönetim kurulunda görev alabilecek potansiyele sahip kadın adayların mentee olarak yer aldıkları 18 aylık programın sonunda kadın adaylar bir sertifikaya alıyor. 18 ay süren her dönemde "mentörler", yeni bir kadın aday ile çalışıp, onların yönetim kuruluna hazırlanmasında önemli rol üstleniyorlar. Adaylar bu süreçte iş ve akademik dünyadan tecrübeli isimlerden de farklı konularda eğitim alıyor. İlk iki dönem tamamlanmış olan programa, ilk dönem 40, ikinci dönem 48 olmak üzere toplam 88 kadın lider ve bir kısmı her iki dönemde de gönüllü destek veren 65 mentor dahil oldu. Toplam 90 kadın liderden 47'si bu programda yer aldığı süre içinde bir ya da daha fazla yönetim kurulu üyeliğine atandı. YKDD su anda 50 Kadın lider ile Üçüncü Dönemini sürdürdüğü bu özgün programı devam ettirirken, yönetim kurullarında kadın temsil oranının artırılması yönünde iletişim, işbirliği, farkındalık ve bilgi paylaşım platformu olarak çalışmalarını hayata geçirmektedir.

KIZ KARDEŞLERE FIRSAT

Daha önceki yıllarda Anadolu'daki şirketleri programa katılımcı olmak üzere davet ettiklerini ancak gerektiği kadar ilgi görmediklerini kaydeden Yaşargül, şöyle konuştu: "Anadolu demek aile şirketi demek. Son dönemde Anadolu'daki şirketler büyüyor ve büyüdükçe yönetim kurulları oluşuyor. Ancak bu yönetim kurullarında ailenin erkek üyeleri kendilerine daha fazla yer bulurken, kadın üyeleri pek aklı gelmiyor. Patronlara mesajımız: oğlunuz, erkek kardeşiniz kadar kızınız ve kız kardeşinizi de yönetim kuruluna alın çünkü kadınlar yönetim kuruluna girdüklerinde işlerini çok ciddiye alıyorlar. Daha mükemmeliyetçi oldukları için daha sıkı çalışıyorlar. Ailenizdeki kadınları güçlendirin, onlar da şirketinizi güçlendirsin. Şirket sahipleri ailenizdeki kadınlara yönetime girme fırsatı versinler, biz de o kadınları yönetim kurulundaki görevine hazırlayacağımıza söz veriyoruz."



Yönetim Kurulunda Kadın Derneği (YKDD), Avrupa Birliği yerel STK'lar hibe programı kapsamındaki projesinde, üçüncü dönem tamamlanan lider kadınlar için mezuniyet töreni düzenledi

Toplam 90 kadın liderin katılımıyla düzenlenen mezuniyet töreni, Yönetim Kurulunda Kadın Derneği (YKDD) tarafından düzenlenen 'Kadınların Yönetim Kurullarında Görev Alabilmesi İçin Hazırlanması' adlı projenin üçüncü dönemi kapsamında gerçekleştirildi. Törende, 18 aylık süre boyunca mentorluk ve eğitimden geçen 88 kadın liderin başarıları değerlendirildi. YKDD Başkanı Hande Yaşargül, törenin önemini vurgulayarak, "Kadınların yönetim kurullarında temsil edilmesinin sadece şirketler için değil, aynı zamanda toplum için büyük bir önem taşıdığını belirtti. Kadınların karar verici pozisyonlara gelmesiyle birlikte, şirketlerin ve toplumun daha güçlü ve sürdürülebilir hale geleceğini ifade etti. Yaşargül, mezuniyet alan kadın liderlere teşekkür ederken, gelecekte yönetim kurullarında daha fazla kadın temsil edilmesini umut etti. Tören, kadın liderlerin aile ve arkadaşlarıyla birlikte gerçekleşti. YKDD, gelecekte de bu tür eğitim ve mentorluk programlarını sürdürmeye devam edeceğini belirtti.

WBAT 3RD TERM LAUNCH ESMA SULTAN YALISI, DECEMBER 2017



WBAT 3RD TERM GRADUATION CEREMONY, RAHMI M. KOÇ MUSEUM, JUNE 2019



**WBAT TIDE SOCIAL AWARENESS AWARD,
MAY 2018**



**WBAT YAPDER AWARD OF MOST PROFITABLE
NGO FOR WOMEN, OCTOBER 2019**



ASSOCIATION TESTIMONIAL FILM



PROGRAM FILM



WOMEN TV LAUNCH NEWS



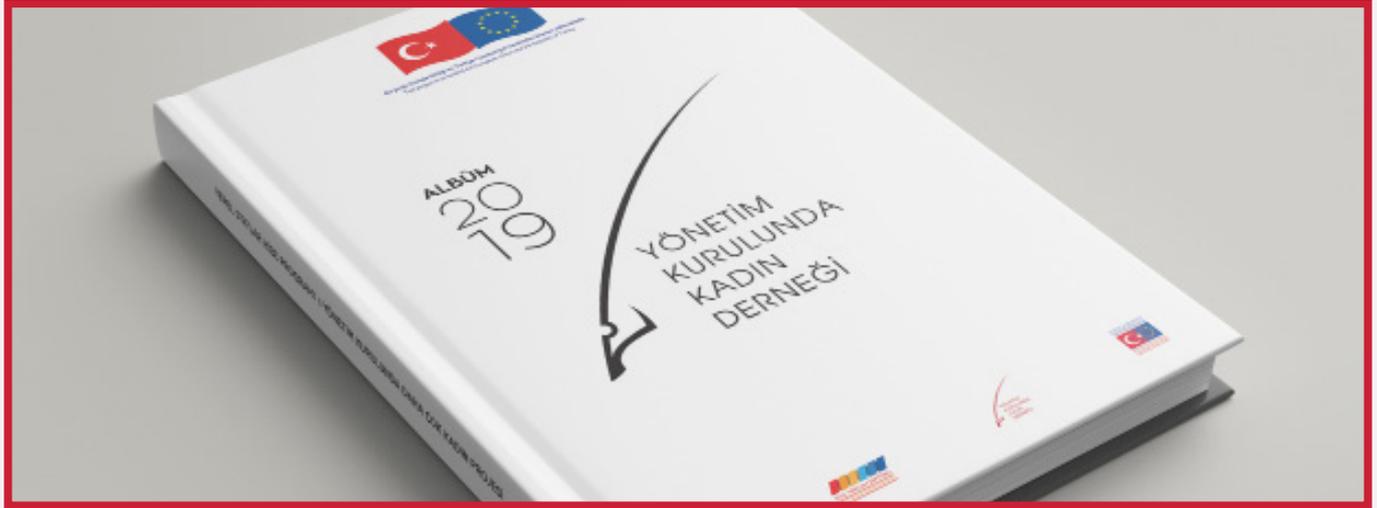
WBAT INFOGRAPHIC FILM



WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

PLACEMENT			
Placement Committee	Description of Activity	Timing	EU Project
Survey/Data Gathering	WBAT Corporate Identity Guide	January - October 2019	Yes
Graduate CV Album	WBAT Presentation Catalogue Turkish/English	December 2019	Yes
Mentor Committee	Description of Activity	Timing	EU Project
Mentor Communication	Emailing New Year's Greeting to mentors and sending them personalized planners	28 December 2018	-
Mentor Communication	Mentors Luncheon	7 February 2019	Yes

EU LOCAL NGOs GRANT PROJECT WBAT GRADUATES CV



EU LOCAL NGOs GRANT PROJECT WBAT MENTOR MEETING



WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

ADVOCACY AND LOBBYING (International Practices, Collaborations)

Cooperation Committee	Description of Activity	Timing	EU Project
COMMON PROJECTS			
Donation/Fund	YenidenBiz Donation Event, WBAT Participation	May 2018	-
Mentoring	YenidenBiz Mentoring Program, WBAT Collaboration	5 November 2018	-
Mentoring	KAGİDER Project Training 15/Launch/Mentor Participation	20 December 2018	-
Survey	KPMG WBAT Survey Presentation	8 November 2018	-
Work Group	Participation to TÜSİAD Social Gender Equality Work Group	June 2019	Yes
Work Group	Inclusion to the EBRD -30% Club Board Apprentice Project	December 2019	Yes
VISITS, HOSTING AND TRIPS			
Visit	Türkonfed, Orhan Turan, Nur Ger, Arda Batu	9 October 2018	-
Visit	DISK, Arzu Çerkezoğlu	9 October 2018	-
Visit	ISO, Sultan Tepe	10 October 2018	-
Visit	Borsa İstanbul, Erişah Arıcan/Murat Çetinkaya	15 November 2018	-
Visit	TKYD Board, Ali Pandır	5 December 2018	-
Visit	Hande Yaşargil-Hande Ocak Başev participation to Brussels EWOB Event	28 November 2018	-
Visit	Borsa İstanbul, Erişah Arıcan Visit/2. Meeting	29 January 2019	-
Visit	Borsa İstanbul, Erişah Arıcan office of private secr./3. Meeting	5 February 2019	Yes
Visit	Women Leaders in Real Estate, Şenay Azak Matt, Neşecan Çekici	5 February 2019	Yes
Hosting	The Consul General of Bangladesh visited our association	March 2019	-
Visit	Borsa İstanbul- March 8 Gong Ceremony	8 March 2019	-
Visit	TSPB, Erhan Topaç	2019	Yes
Visit	TÜSİAD, Simone Kaslowski	July 2019	Yes
Hosting	İşte Kadınlar, Gülhan Eryazı	July 2019	Yes
Hosting	WCD, Gülsüm Azeri and Canan Özsoy	July 2019	Yes
Hosting	Adana Chamber of Commerce, Rana Dal	August 2019	Yes
Hosting	WCD 2. Meeting, Canan Özsoy and KIYED, Yasemin Erkut	September 2019	Yes
Visit	Nerlin Bosphorus Initiative, Co-President Cansen Başaran Symes	October 2019	Yes
Hosting	Özyeğin Foundation, Ayla Göksel	November 2019	Yes

WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

TRIP	Visits to Brussels public sector, NGOs, Academics	7-8 October 2019	Yes
	Dilek Aydın, TÜSİAD EU Representative		
	Aslıhan Tekin, KAGİDER EU Representative, EU Women Lobby Board Member		
	Brussels Secretary General Susannah Haan		
	Mehmet Bozay, Ambassador to the EU		
	Ernest Urtasun EU Parliament member and Vice president of the Green Group and Blanca De Riquer Gatell Consultant for the Green Group Gender Equality policies		
	Andres Moya, Director, Strategy & Turkey, European Neighborhood Policy and Enlargement Negotiations		
TRIP	AmCham EU Team		
	Visits to Ankara public sector, NGOs, Academics	11-12 November and 9-10 December 2019	Yes
	Bülent Özcan		
	Prof. Dr. Feride Acar		
	Seher Alacacı Ariner		
	Canan Kalsın member of Parliament and President of the Women Men Equal Opportunity Commission		
	Bülent Özcan		
TRIP	Dr. Aslı Küçükgüngör lecturer at METU and expert at capital markets board		
	Prof. Dr. Berna Dengiz		
	Baki Kerimoğlu Deputy Secretary General of Ankara Municipality and Municipal Council Member Serdar Kendir		
	Visits to London public sector, NGOs, Academics	25-26 November 2019	Yes
	Güneş Yeşildağ Counsellor at the Embassy		
	Ayle Göksel Trustee of the Özyeğin Foundation		
	Sasha Savaliev and Ilker Yöney Directors at EBRD		
TRIP	Cross Company Mentoring Scheme Group Lead, Liz Dimmock		
	Ann Cairns Global Co-Chair and Françoise Higson Managing Director		
	Rowena Ironside, President		

EU LOCAL NGOs GRANT PROJECT BRUSSELS-LONDON-ANKARA VISITS



WBAT DETAIL ACTIVITIES 2017 - 2018 - 2019

PROCUREMENT OF FUNDS			
Funding Committee	Description of Activity	Timing	EU Project
European Union Project	EU Preliminary Application	July 2017	Yes
European Union Project	EU Full Application	October 2017	Yes
European Union Project	Obtaining the Grant Fund and EU Kick-off Meeting	21 December 2018	Yes
European Union Project	EU Project Director Recruitment process, posting and interviews	4 January 2019	Yes
European Union Project	Grant Fund opening event, training- Ankara	8 January 2019	Yes
European Union Project	Regular project administration, financing and risk management Meetings	2019 all year	Yes
Administration/General	Description of Activity	Timing	EU Project
Administration	1 st General Assembly	January 2017	-
Administration	6 Board Meetings in 2017: January-March-May-July-September-November	2017	-
Membership	Individual Members: 25	January 2017	-
Creating Funds	Organizations supporting the Foundation, 6 Donators	October 2017	-
Membership	Individual Members: 44	December 2018	-
Administration	6 Board Meetings in 2018: January-March-May-July-September-November	2018	-
Administration	Moving to new premises of the association, rental contract and official procedures	20 January 2019	Yes
Administration	Association Staff (2 full-time, 1 part-time, 1 intern)	May 2019	Yes
Administration	Rotation of the Presidency of 4 th Term Advisory Board, invitation process of new board members	June-December 2019	-
Administration	8 Board Meetings in 2019: January-March-May-July-September-October-November-December	2019	-
Creating Funds	Organizations supporting the Foundation, 4 additional donors : 10 Donators in total	December 2019	-
Budget	Association- commercial enterprise accounts and budget monitoring	2017-2018-2019	-

**EU LOCAL NGOs GRANT PROJECT ACCORDED
JANUARY 2019-DECEMBER 2019**



BOARD-ROOMS NEED WOMEN PROJECT

Improving
Administrative,
Advocacy and
Communication
Skills of YKKD.





WBAT FINANCIAL DATA 2017 - 2018 - 2019

WBAT FINANCIAL DATA

ORGANIZATIONS CONTRIBUTIONS IN-KIND

We have received the valuable contributions of our volunteers for many of our activities

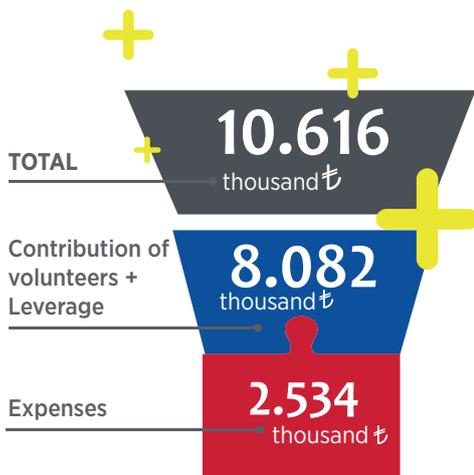
ORGANIZATIONS CONTRIBUTING IN-KIND	FIELD OF SERVICE	IN-KIND SERVICES
ARGE CONSULTING	MANAGEMENT CONSULTING	SUPPORT FROM INSTRUCTORS
ARGÜDEN GOVERNANCE ACADEMY	TRAINING, RESEARCH, COMMUNICATION AND ADVOCACY ACTIVITIES	MENTORING ON IMPACT REPORT PREPARATION/CONSULTANCY SUPPORT FOR DESIGN OF CERTIFICATE PROGRAM
BILGI UNIVERSITY	EDUCATION, RESEARCH	SUPPORT FOR LOCATION OF 2.MODULE CERTIFICATE PROGRAM
BORUSAN CONSULTING	CONSULTING	CONSULTANCY SUPPORT FOR PROCUREMENT
CANVAS PR	PRESS AND PUBLIC RELATIONS CONSULTING	WBAT PRESS BULLETIN, COMMUNICATION AND PR SUPPORT
DOGUS AUTOMOTIVE	AUTOMOTIVE, TRAINING	CONSULTANCY SUPPORT FOR DESIGN OF CERTIFICATE PROGRAM/LOCATION SUPPORT FOR PANEL AND TALKS
DUMAN CONSULTING	STRATEGY CONSULTING	LOCATION SUPPORT FOR MENTEE CANDIDATE MEETINGS AND COMMITTEE MEETINGS
ECZACIBAŞI HOLDING	BUILDING PRODUCTS, CONSUMER PRODUCTS, HEALTH	LOCATION SUPPORT FOR PANELS AND TALKS
EGON ZEHNDER	TALENT AND MANAGEMENT CONSULTING	SUPPORT FOR THE MENTEE EVALUATION AND FEEDBACK PROCESS
EY TURKEY	INDEPENDENT AUDIT AND CONSULTING	LOCATION SUPPORT FOR MENTEE CANDIDATE MEETINGS AND COMMITTEE MEETINGS
GEMICIOGLU LAW OFFICE	LEGAL CONSULTING	PERSONAL DATA PROTECTION LAW,AUTHORIZED DATA BASE CONSULTING SERVICES
HARVARD BUSINESS SCHOOL MENA RESEARCH CENTER	EDUCATION, RESEARCH	SUPPORT OF INSTRUCTOR PAUL M. HEALY
KOC FINANCE	FINANCING	LOCATION SUPPORT FOR MENTEE CANDIDATE MEETINGS AND COMMITTEE MEETINGS
KPMG TURKEY	INDEPENDENT AUDIT AND CONSULTING	LOCATION SUPPORT FOR MENTEE CANDIDATE MEETINGS, ORIENTATION MEETINGS, BOARD MEETINGS, STAKEHOLDERS HOSTING AND COMMITTEE MEETINGS/ CONSULTANCY SUPPORT ON TAX AND FINANCES
MENTOR CONSULTING	LEADER COACHING, CONSULTING	CONSULTANCY SUPPORT FOR DESIGN OF MENTORING PROCESS
MV HOLDING	INVESTMENT	PERSONAL DATA PROTECTION LAW,AUTHORIZED DATA BASE CONSULTING SERVICES, IT CONSULTANCY AND LOCATION SUPPORT FOR COMMITTEE MEETINGS
OZYEGIN UNIVERSITY	EDUCATION,RESEARCH	MODULE 1 CERTIFICATE PROGRAM LOCATION SUPPORT
QNBFINANSBANK	BANKING	LOCATION SUPPORT FOR MENTEE CANDIDATE MEETINGS AND COMMITTEE MEETINGS
QUATTRO BUSINESS CONSULTING	STRATEGY CONSULTING	CONSULTANCY FOR STRATEGY AND STRATEGY REVIEWING WORK
STARTERSHUB	INVESTMENT MANAGEMENT	LOCATION SUPPORT FOR PANELS/TALKS
TURKCELL ACADEMY	TELECOMMUNICATION, TRAINING	CONSULTANCY SUPPORT FOR DESIGN OF CERTIFICATE PROGRAM
TÜSİAD	NGO	ADVOCACY TRAINING/HOST SUPPORT DURING EU TRIPS
VMLY&R	BRAND AND COMMUNICATION CONSULTING	SUPPORT FOR WBAT BRAND POSITIONING, EU PROJECT VISUAL DESIGNS AND BROCHURE DESIGN

WBAT FINANCIAL DATA

During 2017-2018-2019 thanks to volunteers' contributions and their leverage effect, we have been able to provide services worth **8.082.000 ₺**, without devoting real resources from our budget. The leverage effect is the total value of our volunteers' work and the value of the in-kind contributions

OUR RESOURCES

We have benefited from resources **4,19** times our budget.



CATEGORY	EXPENSE ₺	VOLUNTEERS & IN-KIND CONTRIBUTIONS ₺
DEVELOPMENT	603.363,39	4.045.000,00
AWARENESS	1.145.088,48	2.134.000,00
PLACEMENT	270.185,07	400.000,00
ADVOCACY AND LOBBYING	257.872,02	1.003.000,00
PROCUREMENT OF FUNDS	257.871,02	500.000,00
TOTAL	2.534.379,98	8.082.000,00





Let Women Rise for
Society to Improve

