



Global Compact Network
Türkiye

The Way Forward

2013-2016

Executive Summary: This report aims to provide an overview of the governance structure, guiding and working groups principles, priority areas, strategy, three-year work plan and 2013 financial summary of the Global Compact Türkiye.

Last updated on 6 June 2014.

Contents:

| | |
|--|----|
| Background..... | 3 |
| Chairman’s Message | 4 |
| Value Proposition..... | 6 |
| Milestones | 7 |
| UN Global Compact in Turkey | 8 |
| Governance Structure | 10 |
| Our Vision | 12 |
| Post – 2015 Development Agenda | 13 |
| Strategy 2013 - 2016 | 14 |
| Sectoral Deployment Model..... | 16 |
| Leveraging Natural Allies..... | 19 |
| Priority Areas | 21 |
| The Way Forward 2013 - 2016..... | 22 |
| 2013 Financial Snapshot & 2014 Projected Budget..... | 24 |
| Support the UN Global Compact..... | 25 |
| Tools and Resources..... | 26 |
| Our Team..... | 27 |
| Global Compact Türkiye Members..... | 28 |
| Secretariat Contact Information | 33 |
| Annex I..... | 34 |
| Annex II..... | 36 |

Background

Since the on-set of the initiative, Turkey has been a strong supporter of advancing the principles and engaging in partnerships. Launched on the ground in 2002 by UNDP and the Turkish Confederation of Employers Associations (TISK) during the Towards 2023 Summit, the Local Network has evolved to become Turkey's largest and most inclusive sustainability platform.

Turkey's largest employer - Koç Holding has been a main driving force of the initiative in Turkey both for which they have been a voluntary advocate to date. The appointment of Ms. Güler Sabancı to the UN Global Compact Board as a Director in 2012 and the appointment of Dr. Yılmaz Argüden as a Director to the UN Global Compact Board as a result of his election as Chair of the Local Networks Advisory Group in 2014 has increased the visibility of both the UN Global Compact in Turkey and of Turkish stakeholders in the initiative.

The Local Network, Global Compact Türkiye is the national platform for all signatories of the UNGC in Turkey. Since its establishment, any UN Global Compact signatory from Turkey is automatically considered part of the Local Network regardless of whether or not they make a voluntary contribution. Global Compact Türkiye upholds the global spirit of engagement, learning, dialogue and facilitation of partnerships. Within this framework, the network defines its own agenda according to local conditions and national development priorities and undertakes activities that support these objectives.

In 2012, on the occasion of the tenth year anniversary, the network re-launched, expanded its governance structure for which a business lead secretariat was co-established together with the Turkish Industry and Business Association (TÜSIAD) and TISK and a strategy for the 2013-2016 was adopted. From a financial administration standpoint, last year marked a first in that the network made a call for voluntary contributions and become one of the pilots within the global collaborative funding model.

As such, last year was an important transition year for the network, in many regards. For the first time ever, a Turkish company was appointed to a global advisory group and at the local networks level, issue-area specific working groups were formed. A stocktaking exercise on reporting effectiveness was conducted for which a Reporting Task Force was formed with a focus on the backbone of the Turkish economy, SMEs, was undertaken. At the same time, last year coincided with the formation of a global Local Networks Advisory Group (LNAG) for which Network Representative, Dr. Yılmaz Argüden was elected as the Chair of formal Eastern Europe local networks and then as Chair of the LNAG. The first in person meeting of the LNAG – the LNAG Istanbul Meeting – was hosted by TÜSIAD for which the local network played an active and integral role.

Global Compact Türkiye has been one of the more successful Local Networks where the initiative has been introduced on the ground by UNDP, the main development arm of the UN System. Over the course of the decade, the Local Network evolved and expanded. Since its early stage the Local Network has been active in cross-border engagement and this can be attributed to Turkey's unique location, the size of its economy (16th largest globally) and her rising importance in the global political and economic arena as well as the visible increase in UN activities as a result of the Government's desire to develop Istanbul into a UN-hub. To date, regional and international offices of the IFC, UNFPA, UNDP and most recently UN-Women have become operationalized. This compliments the growing number of multinational enterprises (MNEs) moving their regional and global headquarters to Turkey as well as the increasing number of emerging Turkish MNEs.

Turkey, now a Middle Income Country (MIC) is at a crossroads, between its ambitions as an OECD country and emerging donor, an important development actor and its challenges related to the increasing social equity gap and rising unrest in her neighborhood. With regards to her own development journey, Turkey has performed well with regards to the attainments of the Millennium Development Goals (MDGs), yet significant challenges remains with regards to achieving Gender Equality and Maternal Health.

Chairman's Message

Dr. Yılmaz Argüden

Director, UN Global Compact Board
Chair, Local Networks Advisory Group & Eastern
Europe Representative
Chairman and Network Representative, Global
Compact Türkiye
Chairman, ARGE Consulting
Chairman, Rothschild Investment Bank in Turkey



Dear Readers,

Corporate responsibility has grown both as a concept and in practice in Turkey substantially in the past decade. Its moral validity is now compounded by a strong business case. Proactive corporate policies and practices that respect human rights and ensure safe and decent workplace conditions, environmental protection and good corporate governance, in return create more sustainable value and benefits for workers, communities and society at large.

With regards to advancing the principles, many large companies are now leading the way at the core business, corporate strategy and culture level. The majority of companies (especially SMEs) on the other hand are fulfilling the cycle of project and at the time-bound philanthropic level. However, this trend is increasingly changing, as the supply chains of the large companies creates a spillover effect on the SMEs. From an industry perspective, companies with high export level and foreign joint ventures are more advanced, as they are more familiar with international standards and norms. This is even more so for companies that are suppliers to organizations that require such standards.

In addition to the industry or sector specific dynamics, company location also plays a significant role. Turkish companies with advanced corporate sustainability practices operate mainly in the Istanbul metropolis. There are some examples from other major cities such as Ankara (the capital), Bursa, Izmir and Adana. However, this is also changing. For example, this year, we witnessed an increase in signatories from the province of Mersin.

This can be attributed to the leading role of a signatory, Mersin Chamber of Commerce (MTSO) that is spearheading a local platform with companies. We anticipate this model to be followed in other major cities as well.

Nationwide awareness raising on the UN Global Compact has been achieved and companies are more interested on specific issue areas. However, we are aware that more outreach needs to be conducted in Northeast and Southeast Anatolia regions.

With regards to implementation of the principles, similar to global trends, the greatest challenges remain in Human Rights and Anti-Corruption. Child labor has nearly been combatted in Turkey since the 1970s however, it is estimated that there are still approximately 1 million children in Turkey forced into labor, especially seasonal labor. The translation of the Business and Human Rights Guide to Turkish (Global Compact Netherlands) made a significant impact on companies in Turkey, and the companies are more sensitized on this pressing issue. Empowerment of Women is also high on the agenda as significant challenges remain.

In the past 5 years or so, we are witnessing a greater interest of Turkish businesses in international governmental process, often accompanying delegations like at Rio+20, COP summits and bi-lateral visits.

Moreover, BORSA Istanbul (Istanbul Stock Exchange) will launch the Socially Responsible Index (SRI) for the BIST-30 and BIST-50 in the Spring and Fall of 2014, respectively. Preparations in this regards has pushed companies to assess themselves and benchmark with peers, particularly with regards to disclosure, supply chain and human rights. Through a regional European Commission funded program in partnership with the International Employers Organization entitled CSR4ALL, a national CSR awards system has been launched which will provide a more efficient incentive mechanism will be provided for companies in Turkey. Finally, in recent years, there has been a significant increase in useful tools and resources on corporate sustainability that are locally created and adapted and we expect for this trend to continue.

Furthermore, major labor, trade and business organizations from Turkey are also increasingly being appointed to global advisory boards. We associate this not only with the added value of their know-how but also the increasing importance and visibility of Turkey in the global arena. The main private sector umbrella organization, TOBB has been appointed to the Executive Board of the International Chamber of Commerce. Very recently, the Government of Turkey has recently been appointed to the ILO's global governing body for a three-year term. Such appointments also provide a channel for greater involvement of policy makers on key issues.

Finally, as we know the second aim of UN Global Compact is to engage in partnerships to support UN and broader development goals. With regards to UN-Business partnerships, there are over 30 innovative partnerships with UNDP and several examples from UNFPA, UNICEF and UNIDO. Most recently, we witness a greater involvement of the ILO and even IOM. This year, together with UNIDO we are co-chairing the national consultation on the implementation of the Post-2015 Development Agenda by business for which SMEs and partnerships have been selected as the two priority areas. As a result of this national consultation, a stocktaking exercise with UNDP, ILO, UNIDO, UNFPA and IOM on existing partnerships will be conducted.

For the most part opportunities for collective action remain in all issue areas in Turkey; we are only at the beginning of this part of the journey. With the creation of a dedicated Secretariat for the Global Compact Türkiye, we hope to fill the skills and needs gap to an ever so growing network. The formation of these working groups and task forces are needed even more in emerging markets like Turkey where there are limited fora's for stakeholders to engage in dialogue. By providing a unique platform for stakeholders to engage, we hope to spur collective action in the years to come.

While the goals set are ambitious, Global Compact Türkiye has seen a continuous growth over its 12 year journey which is bound to continue by all indicators. On this note, I would like to express my gratitude to all our partners for supporting Global Compact Türkiye internationally and locally, and with whom we look forward to working with in many years to come.

Regards,

Dr. Yılmaz Argüden

Dr. Argüden is a leading strategist, advisor, and board member of major public and private institutions, and NGOs. He is the Chairman of ARGE Consulting, a leading management consulting firm in Türkiye. ARGE has been recognized at the European Parliament as one of the best three companies "shaping the future" with its commitment to corporate social responsibility and is the first Turkish signatory of the UN Global Compact.

He is the National Representative of the UN Global Compact, as well as the Eastern European Representative within the Local Networks Advisory Group. He has been elected Chair of the Local Networks Advisory Group in 2014, thereby becoming a Director of the Board of UN Global Compact.

He has a Ph.D. in policy analysis from the RAND Graduate School. He is also an Eisenhower, Fulbright, NATO, and Tübitak fellow; and a recipient of numerous leadership, distinguished citizenship and career awards. He was selected as a Global Leader for Tomorrow, by the World Economic Forum for his commitment to improve the state of the world.

On 20 March 2013, he was re-elected for a second term.

Value Proposition

Join Turkey's largest and most inclusive sustainability platform

Showcase best practices in the global arena

Network with stakeholders at the international, regional and national level

Engage in collective action to advance the universal principles

Receive support and guidance on integrating the universal principles, engaging in partnerships and communicating on progress

Participate in innovative dialogues and other knowledge creating activities across the country

Benchmark with your peers

Engage in the Sectoral Deployment Model

Provide input to the global sustainable development agenda through the United Nations system

Stay informed on United Nations goals and special initiatives of the Secretary-General

Milestones

2002

The Global Compact was launched by UNDP in partnership with the Turkish Confederation of Employer Associations (TISK) during the Istanbul Forum "Marching Towards 2023" conference.

ARGE Consulting and **KalDer** became the first Global Compact signatories.

2005-2007

The initiative's first phase was completed in Istanbul between 2005-2007 which focused on ways of enhancing cooperation between UN Turkey and all relevant partners, in particular, the private sector and multinational companies in support of Millenium Development Goals.

2007

Mustafa Koç signed the Global Compact on behalf of 117 Koç Group companies.

UNDP Istanbul Project office launched, providing a roof for innovative business sector partnerships for development.

Leaders Gala Dinner held in Istanbul with the participation of former UN Secretary-General Kofi Annan. Over 30 new companies joined, including some of Turkey's leading and largest companies.

2009-2012

Global Compact Türkiye elected Ak-Kim, ARGE Consulting, Koç Holding, TISK, TÜSIAD, Sabancı Holding and Zed Event Management as its National Steering Committee to represent the Local Network in the period of 2009-2012.

Dr. Yılmaz Argüden from ARGE Consulting is chosen as the first Turkish Network National Representative in 2009.

2009

The Sectoral Deployment Strategy, established by ARGE Consulting in order to increase the participant number was highlighted as a best practice among Local Networks. The strategy has been recognized as a milestone and a benchmark for the GC world.

Istanbul hosts VII. Annual Local Networks Forum.

2012

TÜSIAD and TISK agreed to work jointly on the Secretariat of the GC Türkiye Local Network.

Güler Sabancı assigned to the UNGC Board by the UN Secretary General.

Boyner Holding appointed to the UNGC Advisory Group on Supply Chain Sustainability.

Borsa Istanbul joins Sustainable Stock Exchange initiative as a founding member.

The UNGC Network Türkiye held its First General Assembly on March 20th, 2013 and elected its Board of Directors for the 2013-2016 periods. The institution elected to send their representatives to the Board of Directors were Akkök Holding, Anadolu Efes, ARGE Consulting, Bilim Pharmaceuticals, BORSA İstanbul, Borusan Holding, Coca-Cola İçecek, Doğuş Otomotiv, Koç Holding, Sabancı Holding, TSKB, Yüksel Holding, ZED Event Management and Zorlu Holding, as well as the two institutions undertaking the secretariat of the network, TISK and TÜSIAD.

Dr. Yılmaz Argüden was re-elected as the Chair of the Executive Board of Global Compact Türkiye. Dr. Argüden was also appointed to Local Network Advisory Group (LNAG) as a representative of Eastern Europe.

Launch of Business for Peace (B4P) at the Leaders' Summit. Global Compact Türkiye becomes founding member of B4P and is appointed to the Steering Committee. First Annual Event of B4P will take place in Istanbul on September 2014.

Sabancı University is appointed to Leader's Group of Principles for Responsible Management Education (PRME).

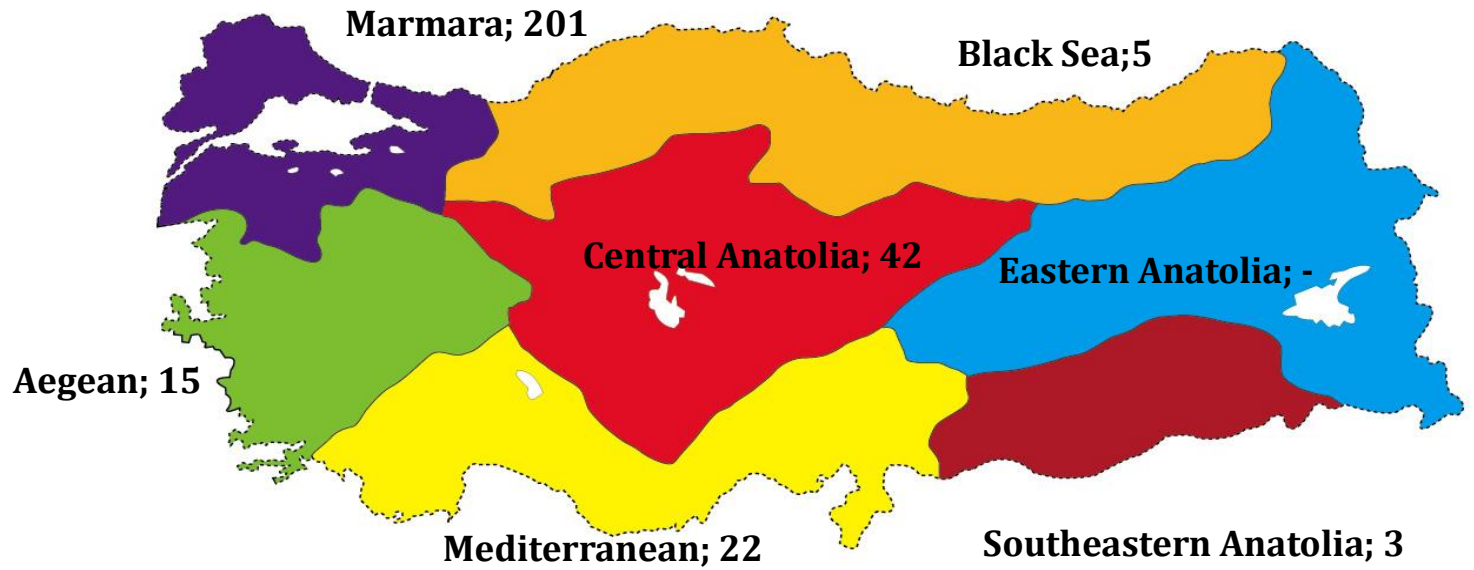
First Local Networks Advisory Group Meeting held in Istanbul.

Dr. Argüden appointed to the Board of the UNGC, as a result of his election as the Chair of the LNAG.

Boyner Holding's CEO received the Women's Empowerment Principles (WEPS) Leadership Award.

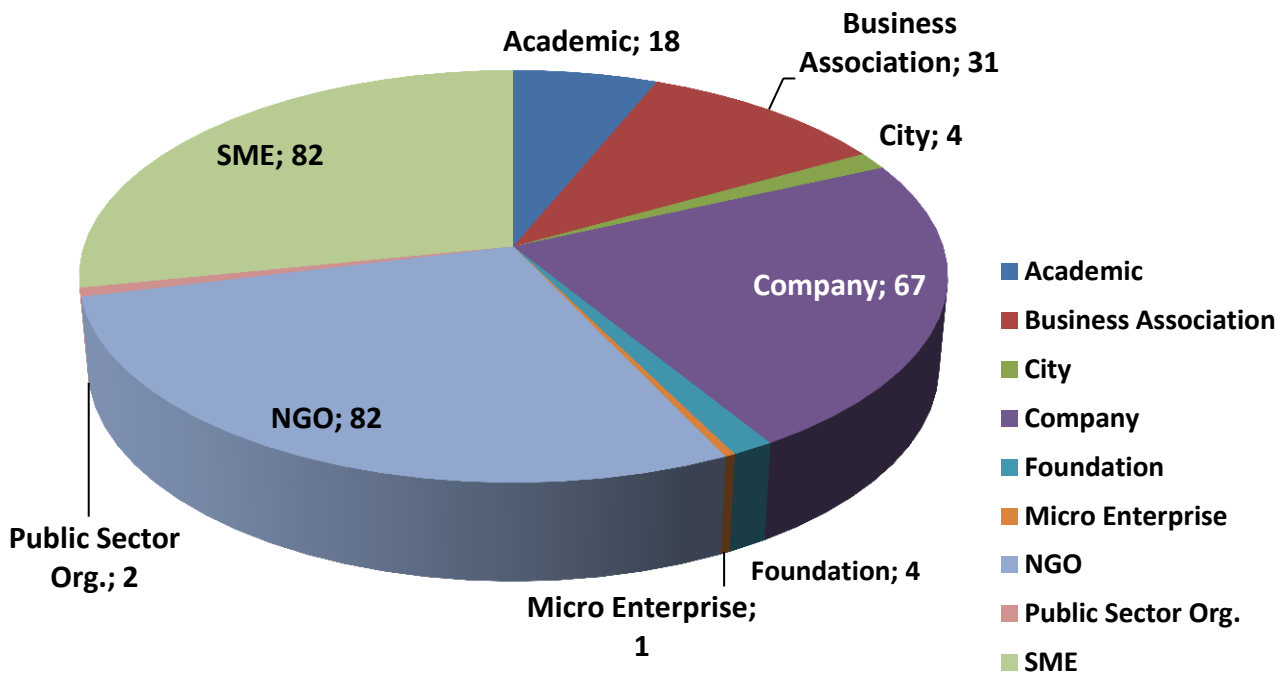
Business for Peace (B4P) Mediterranean Launch in Mersin, Turkey was commenced.

Global Compact *in* Turkey



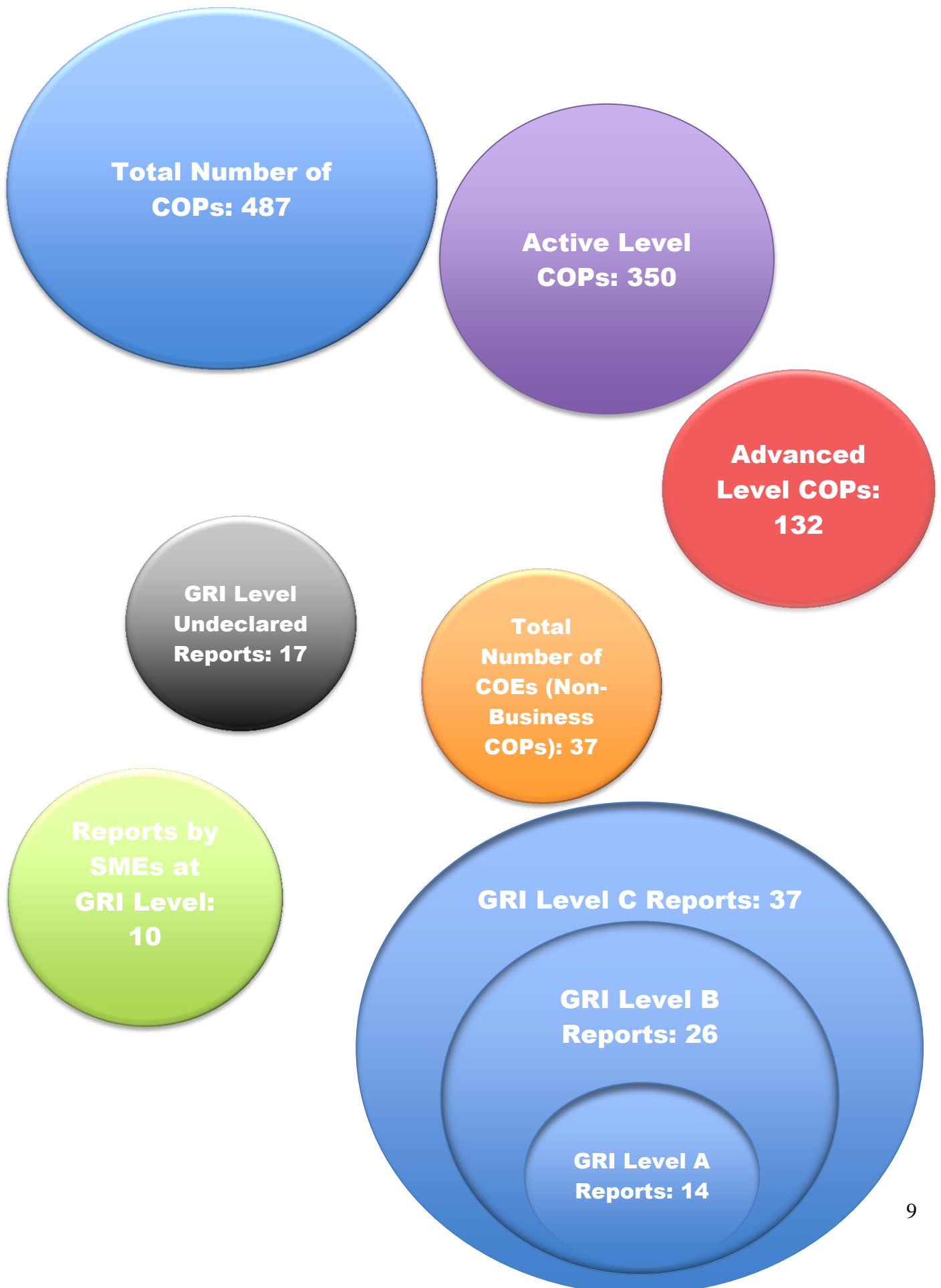
***Turkish Republic of Northern Cyprus: 2, London Based Signatory: 1**

291 Signatories Across 32 Sectors:

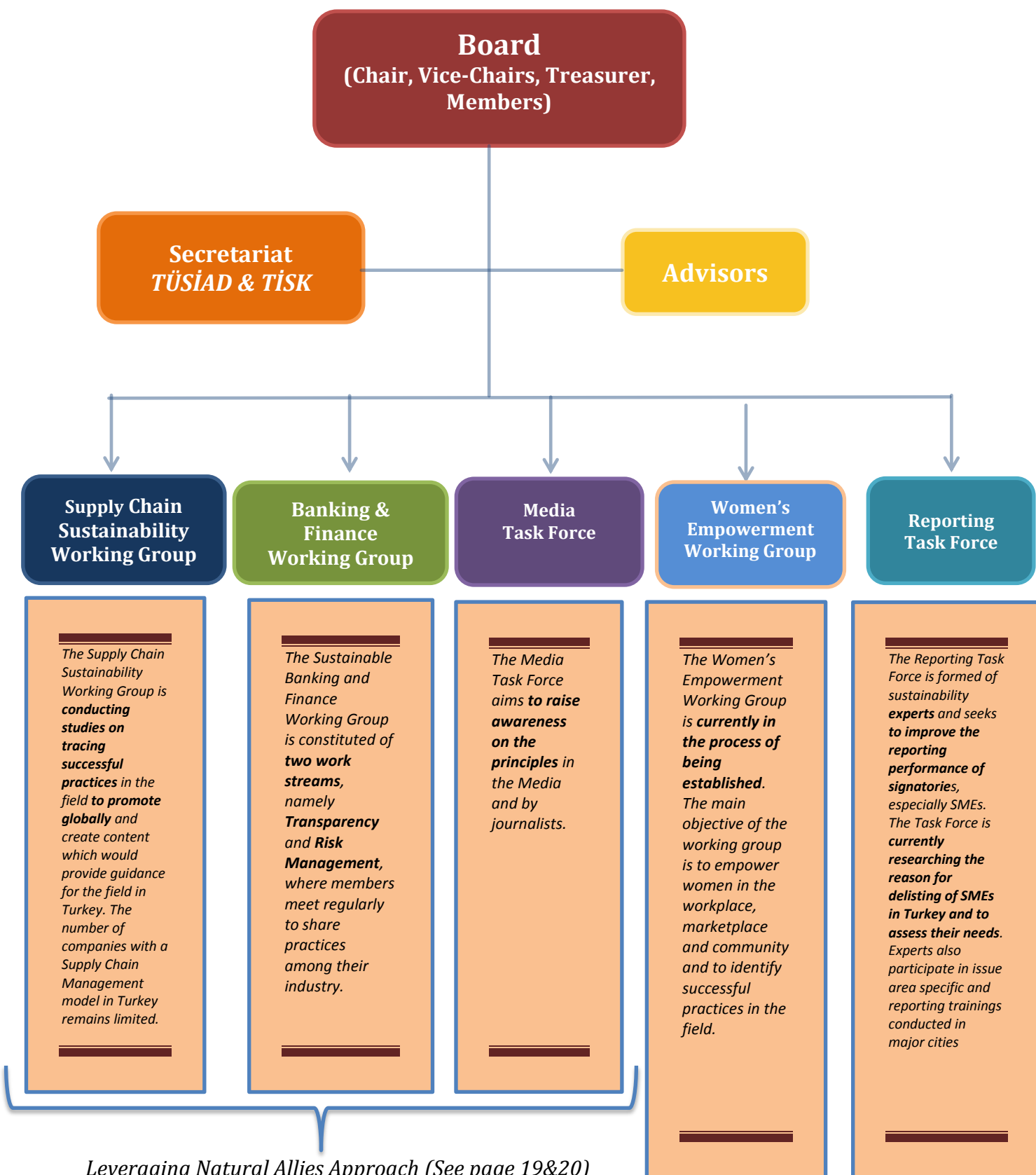


- 21 Global Compact Türkiye signatories were invited to the Dow Jones Sustainability Index for the assessment of 2013. One signatory (Anadolu Efes) has been listed on the Index.
- Among the top 15 tax paying companies in 2013, 6 of them are members.
- 12 of the top 20 Conglomerate firms of Türkiye are members

Reporting Snapshot



Governance Structure ¹



¹ Please refer to Annex1 for Board Membership Criterion and Terms of Reference and Annex2 for Working Group Principles.

Board Members

(2013 - 2016)

Chair



Vice-Chairs



Treasurer



Members



YÜKSEL



Secretariat (Ex-Officio Members)



Deputy Members



Observers: Academia, Cities, NGOs, ILO, IOM, UNIDO, UNDP and UNFPA.

Considering that the Board is business-lead, non-business Observers participate on an issue area basis. By doing so, the Local Network ensures that the views of all stakeholders are equally represented.

Our Vision

*For a sustainable and inclusive global economy with
business and other stakeholders*

**Increase capacity and
engagement**

A Strong Network

**Higher quality in
reporting**

**Deepen understanding
of issue areas**

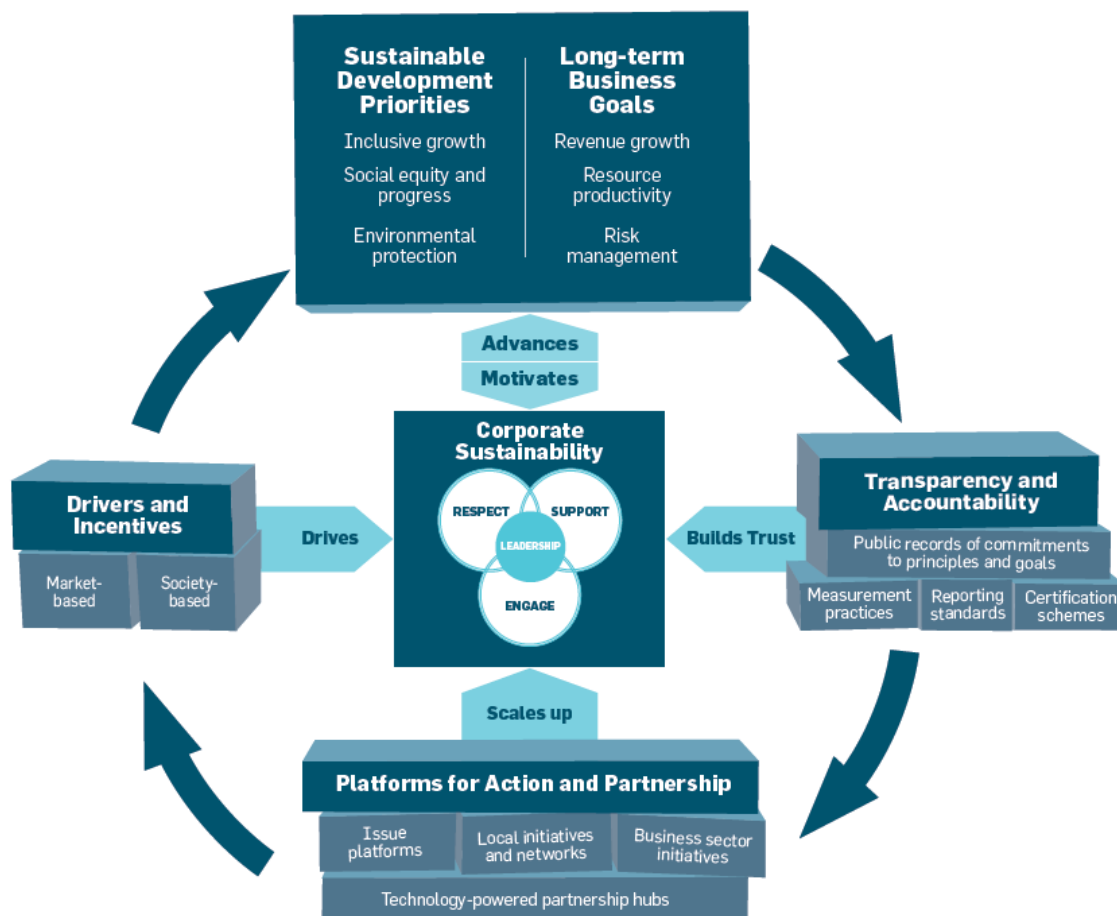
Post 2015 Development Agenda

The Post-2015 Development Agenda presents a historic opportunity for the international community to engage the private sector in a dialogue exploring how businesses can best contribute to global sustainability. In view of that, the Secretary-General requested the UN system to organize a second round of consultations on the Post-2015 Development Agenda building on the outcomes of consultations already conducted, keeping channels of debate and engagement open as the intergovernmental process moves into its next phase, and that the private sector is strongly engaged. While the first round of consultations on the Post-2015 Development Agenda focused on the potential issues and areas to be included in a Post-2015 Development Agenda, the second round of consultations will address the implementation mechanisms.

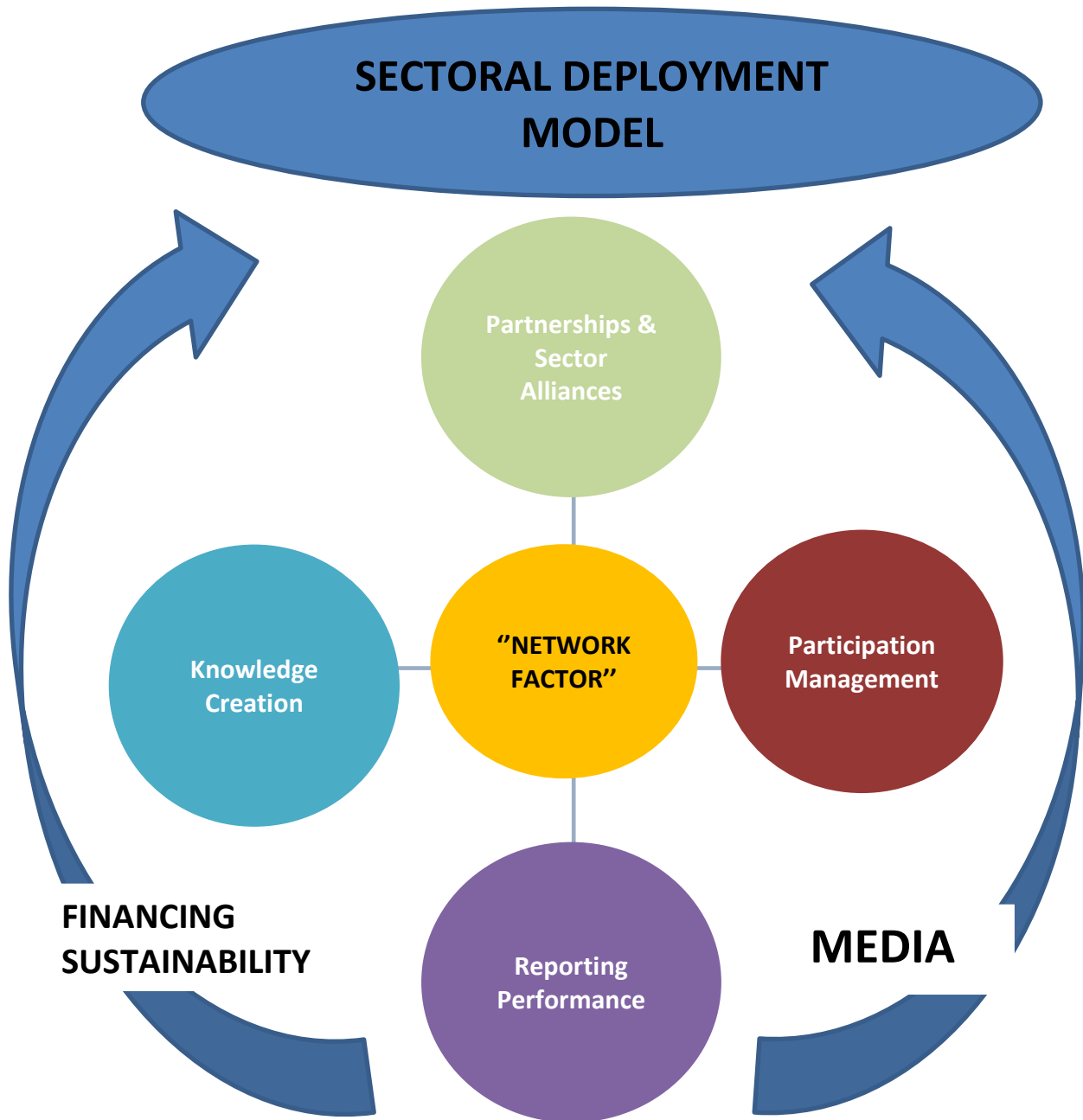
Turkey is selected as one of the countries, therefore UNIDO Centre for Regional Cooperation – Turkey Office will organize a round of consultations. United Nations Global Compact Turkey Network will be implementing the process jointly with UNIDO. Both UNIDO and UNGC Turkey collaborate with public and private organisations in their daily work and thus have built various partnerships. The consultation process will take stock of these and build further on them. The following themes are selected for the Turkish consultations:

- Localizing the Architecture for SME Engagement
- Enhancing Partnerships

Co-leads will support Resident Coordinators and UN Country Teams who will be facilitating national consultations. Currently, it is expected that these consultations will take place in the following countries: Mongolia, Saudi Arabia, Turkey, Uruguay, and an African country (tbd). Each consultation will be documented and findings publicized, including the websites (www.worldwewant2015.org) and (<http://post2015turkey.org/tr#>). Consultations are planned in the period; May-September 2014. The final report is to be submitted by the end of September. The Post – 2015 Business Engagement Architecture will also be translated into Turkish in time for the consultations to take place.



Strategy 2013-2016



1. Network Factor

- Expand the impact area of the local network through knowledge and experience sharing events such as regional and annual meetings and relevant UN conferences
- Create awareness on the universal principles within the Turkish business community
- Inform Global Compact signatories in Turkey on latest developments
- Promote the sharing of good practices amongst signatories
- Provide input to the global network of networks and to provide a channel for Turkish business to share experiences within a broader platform

2. Partnerships & Sector Alliances

- Based on the innovative sectoral deployment model-the cornerstone of the local network, develop partnerships and alliances within the sector to advance the principles and to reach UN and broader development goals
- Provide a fora for different stakeholders to engage in collective action

3. Reporting Performance

- Assist signatories on the COPs and COEs
- Keep a record of developments with regards to Sustainability Reporting of companies in Turkey (CoP, GRI and integrated).
- Provide trainings, webinars and conferences on reporting with the aim of advancing CoPs and CoEs
- Localize tools and resources related to reporting

4. Knowledge-Creation

- Share good practices within the networks
- Raise awareness on key issues in partnerships with experts
- Through working groups, encourage knowledge and experience sharing
- Create relevant booklets and guidelines

5. Participation Management

- Bilateral and multi-lateral meetings with stakeholders
- Communication channels established for stakeholders through letters, news and printed and non-printed material
- Creating platforms via Working Groups

Sectoral Deployment Model

In 2010, Dr. Argüden developed the innovative sectoral deployment model that was featured as a best practice and is considered a global milestone. The innovative model builds upon the marketing concept of segmentation. A market segment is defined as *a sub-set of a market made up of organizations sharing one or more characteristics that cause them to demand similar product and/or services based on qualities of those products* such as price or function. A good market segmentation ensures that the chosen sub-set of the market has different needs than other segments (distinct), is homogeneous within the segment (common *needs*), can be reached by a similar approach, and *responds similarly* to a stimulus. Guided by this concept, the local network embarked on realization of such a **Sector Specific Approach** to utilize the market segmentation idea for the effective deployment of the Global Compact. Companies in a specific sector tend to face *common* issues *distinct* from other sectors. Also, it is easier to *reach* companies of a particular sector through their industry associations. Finally, collective action enables a comradeship approach within the industry and convincing leading players of the sector increases the attractiveness to join the initiative to avoid being left behind.

To date, Global Compact Türkiye focused on the following sectors:

- Automotive
- Banking
- Pharmaceutical
- Tourism

For 2013 – 2016 period, the following sectors have been identified as priority areas:

- Automotive supply industry
- Cement
- Chemicals
- Construction
- Logistics
- Textiles

Criterion for selection of sector:

- ✓ Employment of a large number of people,
- ✓ Being of critical importance for the competitiveness of the Turkish economy,
- ✓ Broad geographic presence,
- ✓ Importance of international standards and
- ✓ Export potential

The purpose of this Sector Specific Approach is to:

- ✓ Ensure that the awareness on the universal principles is increased within and throughout the sector,
- ✓ Identify issues specific to the sector on advancing the principles (core business, strategy and daily operations levels) and engaging in partnerships.
- ✓ Identify potential representatives for solutions for implementation

- ✓ Ensure that leading companies join the initiative and act as a role model for the sector
- ✓ Initiate a sector wide impetus to increase number of signatories collectively
- ✓ Promote best-in-class benchmarks as role models to increase implementation of the principles,
- ✓ Incorporate sector associations and labor organizations to support effective implementation
- ✓ Identify sector specific standards, rules, and regulations that may help in implementation

The implementation of this Sector Specific Approach consists of an expert-level training followed by a C-Suite signing ceremony:

Content Development through a Workshop The purpose of the workshop is to involve all interested parties and sector representatives in identifying key issues for this specific sector in applying GC principles in this industry. The participants are first given a presentation on all four key areas of the GC: human rights, labor, environment, and anti-corruption by experts. The presentations also include some benchmark examples either from other industries or from other countries. The next step is to conduct a brainstorming exercise in small groups to identify the issues, challenges of applying each of the GC principles in this specific sector. Second step is to prioritize these issues and try to identify potential solution to these challenges. Third step is to identify other institutions that may help overcome these difficulties, projects that maybe undertaken jointly with industry participants to help resolve these issues, as well as, approximate timing and resource requirements to overcome the identified sector specific challenges. Such a report identifying sector specific issues and potential solutions along with a schedule of implementation and resource requirements is a key content development effort that helps all stakeholders to better understand, asses, and implement GC principles. It also has the effect to mobilize collective efforts within the industry by promoting a common understanding.

Publicity A collective effort by the local network, employers and industry associations and a having a formal signing ceremony with government representatives and the media promotes a sense of urgency and an impetus to enlist. Also, utilizing key industry players' willingness to be part of the Global Compact to create a platform to share their views about the initiative attracts the attention of the media and other industry participants. Finally such a public show of face brings energy to the movement and a discipline for implementation throughout the year. Such a public commitment is the key to effective implementation of the universal principles. By doing so, two main areas of impact are achieved:

Sector specific consciousness is raised by capacity and skills development:

- Peer to peer learning, knowledge sharing and brainstorming conducted
- Introduction to the UN Global Compact provided
- Issue area specific training module provided
- CoP and Sustainability Reporting training provided
- Key stakeholders and sector issues and their applications identified
- Best-in-class examples of effective implementation in the sector shared
- Challenges on effective implementation in the sector identified
- Identification of priorities in the sector related to the principles identified

Sector is sensitized and encouraged to engage in collective action:

- Identification of key player of the industry who could become a role model for the rest of the companies in this industry,
- Identification of sector associations, foundations, and other key stakeholders,
- Invitation of these key players for a workshop where GC principles are and good practices in implementation are shared,
- Asking the sector representatives to identify sector specific issues based on each of the ten principles and potential solutions,
- Preparing a summary report based on this workshop and sharing it widely within the sector,
- Inviting interested parties to a public signing ceremony and publicizing the event to introduce a sense of urgency and competitive tension between companies,
- Whenever necessary, providing support for preparation of COPs and sharing benchmark examples within the industry to promote right behaviors.

Conclusion

By involving industry and employers organizations, key players, and industry leaders Global Compact Türkiye creates a momentum to join and implement the principles in specific industries. Companies tend to follow developments within their own industry closer than general trends. Therefore, enlisting leading players within an industry to the principles have a pull effect on most of the industry participants. In particular, involving industry organizations in this effort makes it easier to raise the awareness throughout the sector. Also, being specific about the challenges of implementation for a particular sector enhances collective action to resolve some common issues and promotes broad participation and effective implementation. Finally, sector specific benchmarks and good practice examples are more meaningful for participants and enables multi country comparisons within that sector.

In summary, applying the concept of market segmentation to implement a Sector Specific Approach to the deployment of the ten principles of the Global Compact is an effective way to broaden the reach of the initiative and improve the effectiveness of its implementation.

Leveraging Natural Allies

Financial Institutions

The Turkish banking sector is an important driver of the Turkish economy. Turkey is currently ranked as 16th by its economy on a global level, and the country has a vision to become a top 10 economy by 2023. This requires a sustainable growth approach, which needs the Turkish banks as backbone of the economy to adopt sustainable banking practices.

There are 59 banks operating in Turkey. While some are relatively small in size, and a number of the banks are state owned enterprises, the largest banks in Turkey rival their European counterparts in terms of size. Of the top 1000 banks in the world, 15 Turkish banks are included on the list.

Regarding sustainability performance, to date only a handful of the banks in Turkey have started their journey to become more sustainable companies. To illustrate:

- 4 banks are signatories of UN Global Compact
- 2 banks are members of UNEP FI
- 4 banks have released a sustainability report (3 according to GRI)
- No banks have completed the GRI Financial Sector supplement
- No banks in Turkey have formally adopted equator principles
- 6 banks have participated in Carbon Disclosure Project

Together with the Global Compact Netherlands, the Local Network organized a joint dialogue that served as the kick-off event of the working group in March 28, 2013 in the Netherlands.

The working groups targets Turkey's top 15 Banks, policy-makers and relevant business associations. The Sustainable Banking and Finance working group welcomes signatories and non-signatories to advance efforts to expand the universal principles in this sector, exchange ideas and showcase practices.

Improving Standards of Supply Chains

Supply chain sustainability is increasingly recognized as a key component of corporate responsibility. Managing the social, environmental and economic impacts of supply chains, and combating corruption, has proven to provide a competitive advantage amongst peers.

There are numerous reasons why companies start a supply chain sustainability journey. Primary among them is to ensure compliance with laws and regulations and to adhere to and support international principles for sustainable business conduct. Global Compact Türkiye has chosen to leverage Supply Chain Sustainability, given there is a need for a catalyzing actor for positioning large companies as a soft power to lead SMEs in this regard. Since companies with high export level and foreign joint ventures are more advanced because of international norms and standards they must comply with, the potential of a spillover effect large companies can have on SMEs in this regard is substantial.

Global Compact Türkiye launched the Turkish version of the *Supply Chain Sustainability: A Practical Tool for Continuous Improvement* in 2012, during the Local Network's 10th Anniversary Meeting. This launch also signaled a call to action to bring supply chain sustainability on the agenda in Turkey. The relevant stakeholders in Turkey who were not working on this issue were listed to

bring the issue on the map and were informed on the critical dimensions of the issue for scaling up sustainability efforts.

In 2013, a thematic Working Group on Supply Chain Sustainability was established by Global Compact Turkey during the time when Boyner Holding was selected for the UN Global Compact Supply Chain Sustainability Advisory Group. This local and international momentum provided the network with a stronger case for calling large companies in raising their awareness on their supply chains.

2014 saw the Local Network establishing a partnership with SEDEX – a non-profit membership organisation dedicated to driving improvements in ethical and responsible business practices in global supply chains – where a joint webinar has been conducted to date with more to come in the coming months, followed by an in-person training in Istanbul. The Local Network considers Supply Chain Sustainability as a key framework in bringing sustainability to scale among SMEs, which would help create a demand and consequently a “market”, for sustainability issues.

Media

Further capacity development of journalists in Turkey is needed in the area of sustainable development, guided by the universal principles. There is also a significant gap in understanding how business can contribute to development goals. With regards to the Post-2015 Development Agenda, the sector currently has limited knowledge. We aim that through the national consultation the Media sector will be more engaged on how they can also contribute to the implementation of the Post-2015 Development Agenda Business Architecture.

The majority of Media companies in Turkey are privately owned. As such, we believe that raising awareness of the principles together with Media provides an opportunity for them to also reflect on how they can advance the principles, in all issue areas of UN Global Compact.

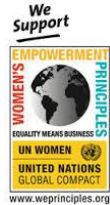
In 2012, Global Compact Türkiye organized a Roundtable Meeting with Editors, followed by a dialogue and training, for which Jo Confino, Sustainability Editor of The Guardian, was the keynote speaker targeting journalists attended by approx. 25 representatives. The dialogue/training has proven effective with 5 newspapers more engaged on the topic of sustainability. It is envisioned that such an event will be repeated in the future.

Following this, the Local Network established a Media Task Force in 2013. The task force evaluates the consistency of messages, steers efforts and provides advisory to the Local Network on its communications efforts.

Finally, Global Compact Türkiye has begun to work closer with the Turkish Economics Journalists Association that organizes an annual summit on Climate Change. They have recently shown more interest on the universal principles and further collaboration is foreseen. The Local Network considers the Media as an integral partner in increasing the reputation of the platform and sustainability as a whole.

Priority Areas:

SOCIAL DEVELOPMENT



*The **Women's Empowerment Principles (WEPs)** are a set of Principles for business offering guidance on how to empower women in the workplace, marketplace and community.*

Global Compact Türkiye embraces the WEPs and leads the initiative to promote the Principles. Most recently, Boyner Holding CEO received the 2014 WEPs Leadership Award. GC Türkiye Board agreed to establish a Working Group on women's empowerment and gender equality. This Working Group is expected to gather existing gender equality initiatives of the private sector when promoting the creation of women friendly workplaces.

Equality Means Business: Empowering Women in the Workplace, Marketplace and Community (10 May 2013)

BPW Turkey held its annual Equality Means Business Conference in Istanbul. Local Networks of Iraq, Turkey and the Gulf States supported the meeting and shared examples of how businesses are partnering with civil society to empower women.

Case examples were presented by stakeholders and included keynote speeches by CEO of Borusan Holding, President of the BPW Turkey Federation; Turkish Deputy Minister of Family and Social Affairs; and leaders from the three Local Networks. The WEPs Booklet in Turkish was distributed during the event.

ENVIRONMENT

Caring for Climate



Caring for Climate (C4C) is an initiative aimed at advancing the role of business in addressing climate change. It provides a framework for business leaders to advance practical solutions and help shape public policy as well as public attitudes.

In 2011, UN Secretary-General launched Sustainable Energy for All (SE4ALL) as a global initiative that would mobilize action from all sectors of society in support of three interlinked objectives.

C4C is endorsed by 4 Turkish companies. GC Türkiye places strong emphasis on enhancing the role of business in finding strategic solutions to the impacts of climate change. Inaugural C4C Business Forum was held in Poland in 2013 where the private sector joined with the public sector to discuss climate change solutions. Representing GC Türkiye, Dr. Argüden attended the Forum.

In 2013, GC Türkiye, launched the SE4ALL Business Opportunities framework. Following the country launch, GC Türkiye, SEDEFED and Accenture teamed up with specific industry sectors to identify the priority actions for companies to support SE4ALL. This report will be launched in the fall of 2014 and is the first example of a country-level adaptation of the 19 Industry reports.

PEACE & STABILITY



Launched by UN Secretary-General at the 2013 Leaders Summit, Business for Peace (B4P) aims to build on the commitment of UNGC participants to integrate the Ten Principles into their strategies and operations and take action to support UN goals by catalyzing greater business engagement to support peace in these areas.

Global Compact Türkiye is a founding Local Network member and has been appointed to the Steering Committee of B4P together with Indonesia and Colombia.

The first Turkish company to become a signatory to the B4P was **Alvimedica Medical Technologies**. Global Compact Türkiye, together with the UNDP and the Mersin Chamber of Commerce and Industry (MTSO) launched B4P in Turkey in April 2014. The Mediterranean Regional event focused on aligning and scaling corporate sustainability efforts to advance peace, in the region, with the MTSO being the one of the first Chambers of Commerce in the region to endorse B4P. The event highlighted private sector opportunities, collaborative actions and contributions in advancement of peace, through responsible business practices and community stakeholder engagements.

The first B4P Annual Event will take place in Istanbul in September 2014.

The Way Forward 2013 - 2016

| Vision | Strategy | Actions |
|---|-------------------------------------|--|
| Increase capacity & engagement | Partnerships and sectoral alliances | Regional outreach is planned for Mersin and Bursa. Sectoral deployment strategy will be conducted for the chemicals, automotive parts, cement, construction, logistics and textiles sectors |
| | Knowledge Creation | A Local Network website with information in Turkish and English Publishing newsletters, press releases, interviews on Global Compact Türkiye |
| | Leveraging with natural allies | Facilitate sponsor funded meeting, trainings and/or workshops in cooperation with NGOs, Local Chambers of Commerce etc. Established Supply Chain Sustainability, Media and Banking & Finance Working Groups |
| | | |
| A Strong Network | Participation Management | Established the Secretariat |
| | | Communication channels will be established for stakeholders through letters, printed and non-printed materials. |
| | | A special focus will be given to increasing the capacity of SMEs Reporting Task force will conduct a project on the De-listed SMEs to regain them |
| | | Brochures on Global Compact Türkiye will be printed Support services to signatories on mainstreaming GC principles into business processes, monitoring and reporting |

| | | |
|--|-------------------------------------|--|
| | Partnerships and sectoral alliances | Roundtable meetings with key stakeholders (CSOs and Academia) and relevant national consultations (FABs and Post-2015 Development Agenda) will be organized. |
| Higher Quality of Reporting | Reporting Performance | Established Reporting Task Force |
| | Knowledge Creation | Organize trainings on reporting Localized COP and its tools developed in partnership with the stakeholders, |
| Deepen understanding of issue areas | Network Factor | Join Working Groups at the Global Level Join and take leadership in the issue platforms ie. WEPs, C4C and B4P |
| | | Participate to the consultations related to UN goals (i.e. FABs and post-2015 Development Agenda) |
| | Knowledge Creation | Links with other networks in other regions created Publish materials on issue areas Translate UNGC related selected publications into Turkish |

2013 Financial Snapshot (in TRY)²

| | |
|--------------------------------|-------------|
| Voluntary Contributions Income | +110,489.15 |
| Seminars | - 1,370.21 |
| Network Factor | - 12,869.05 |
| Secretariat Expenses | - 34,130.27 |
| Rollover for 2014 | + 62,119.62 |

2014 Projected Budget (in TRY)³

| | |
|-----------------------------------|---------|
| Partnerships & Sectoral Alliances | 1,890 |
| Improving reporting | 7,796 |
| Knowledge creation | 25,000 |
| Network Factor | 21,510 |
| Secretariat Expenses | 172,979 |
| Total | 229,175 |

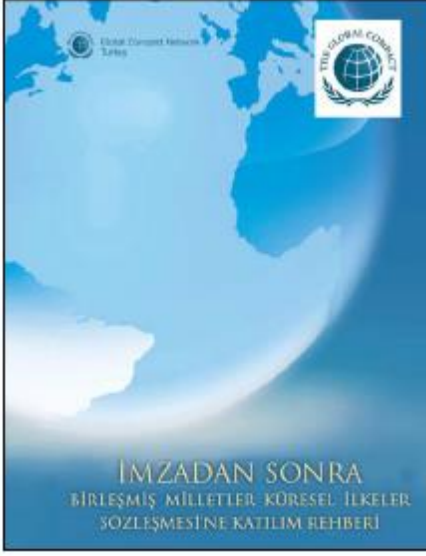
² Audited by the Audit Committee

³ Approved by the General Assembly

Support the UN Global Compact: Collaborative Funding Model

| | Global Compact Türkiye | Global Compact Foundation |
|------------------------------|---------------------------|------------------------------|
| <i>Annual Revenue</i> | | |
| Under \$5 million | 300 TRY | \$ 250 |
| Between \$5-20m | 600 TRY | \$ 250 |
| Between \$20-50m | 2,000 TRY | \$ 250 |
| Between \$50-250m | 4,000 TRY | \$ 2,500 – 5,000 |
| Between \$250m-1billion | 8,000 TRY | \$ 5,000- 10,000 |
| Between \$1-10billion | 12,000 TRY | \$ 10,000 – 15,000 |
| More than \$10 billion | 12,000+ TRY | \$ 15,000+ |

Tools and Resources



After the Signature



Communication on Progress



Principles for Responsible Investment



Raising the Bar



UNGC Labor Standards Handbook



Supply Chain Sustainability



Women's Empowerment Principles

Our Team:

Secretariat

Melda Çele

Network Contact Person
& Board Member
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T. Burcu Şenel Gülderen

Board Member
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Derin Şenerdem

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Lara Toensmann

Working Group Advisor
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Global Compact Türkiye Members

The list represents active and non-communicating participants as of 3 June 2014.

AB Politikaları Enstitüsü
Abaloğlu Holding A.Ş.
Abdi İbrahim İlaç San. ve Tic. A.Ş.
Acarkent Rotary Kulübü, İstanbul
Actavis Türkiye
Açık Radyo - Anafar Radyo Yayıncılık A.Ş..
Adana Sanayi ve İşadamları Derneği (ADSIAD)
Adeka İlaç San. ve Tic. A.Ş.
AIK Türkiye - AIK Holding A.Ş.
Akbank T.A.Ş..
Akcansa Cimento Sanayi vs Ticaret A.S.
Akfen Holding
Akgün Radyatör Sanayi Ticaret Ltd. Sti.
Ak-Kim Kimya San. Ve Tic. A.İ.
Akkök Sanayi ve Geliştirme A.Ş.
Aksa Akrilik Kimya San. A.Ş.
Aksan Hukuk Bürosu
Akyurek Kardeşler Tarım Ur. Mak. Tas ve Mad. San. Tic. Ltd. Sti
Ali Raif İlaç San. A.Ş.
ALPKE Metal Makina İletken Elektrik A.Ş.
ALSİAD
Alternatif Yaşam Derneği
Alvimedica
Anadolu Efes Biracılık ve Malt Sanayii A.Ş.
AN-EL Anahtar ve Elektrikli Ev Aletleri A.Ş.
Anel Grup
Ankara İşadamları ve Sanayicileri Derneği (ANKISAD)
Anne ve Çocuk Eğitim Vakfı
Antalya İşadamları Derneği (ANTIAD)
Araştırma Kurtarma Derneği (AKUT)
ARGE Danışmanlık
ARGE Değerleme ve Danışmanlık A.S.
Ari Elektrik San. Ve Tic. Ltd. Şti.
ARI Hareketi
ARK Danışmanlık ve Turizm
Aslanlı Uluslararası Tekstil- Tarım Ürünleri Dis Tic. A.S.
ASYA Meyve Suyu ve Gıda A.Ş.
AŞUT Fiberglass
AVV İthalat İhracat A.Ş.
Ayson Geoteknik ve Deniz İnşaat A.Ş.
Balkan Şekerleme ve Helvacısı Ltd. Şti.
Balnak Lojistik Grup
Bartın Ticaret Odası
Beray
Berdan Cıvata&Somun
Bersay İletişim Grubu
Beşiktaş Belediyesi
Beyoğlu Belediyesi
Bilim İlaç San. Tic. A.Ş.
BlackseaCaspianBusiness (BCB)
Bolu Çimento Sanayi A.Ş.
Bornova Belediyesi
Borsa İstanbul

Borusan Holding A.Ş.
Bosna Hersek ile İlişkileri Geliştirme Merkezi (BİGMEV)
Boyner Holding A.Ş.
Boytaş Mobilya San. Tic. A.Ş.
Bozcaada Derneği
BPW Türkiye Federasyonu
Brisa Bridgestone Sabancı Lastik San. ve Tic. A.Ş.
Bursa Sanayi ve Ticaret Odası
Butek Makine San. ve Tic. A.Ş..
Coca-Cola İçecek A.Ş.
Coca-Cola Meşrubat Pazarlama Ve Danışmanlık
Conmark Turizm Organizasyon
Çağ Koleji
Çağ Üniversitesi
Çalık Yedaş Elektrik Dağıtım A.Ş.
Çilek Mobilya A.Ş.
Çimento Endüstrisi İşverenleri Derneği
Çimsa Çimento San. ve Tic. A.Ş.
D & D Hukuk Ofisi
Defacto
Deloitte Türkiye
Deneyimsel Eğitim Merkezi
Deniztemiz / Turmepa
Dicle Müh. İnş.
Doğa Derneği
Doğuş Grup
Doğuş İnş. Ve Tic. A.Ş.
Doğuş Otomotiv Servis ve Ticaret A.Ş.
Doğuş Üniversitesi
Dortel Gümrük Müşavirliği Ltd. Şti.
Eczacıbaşı Holding A.Ş.
Edak Ezca Koop.
Ege Geneç İşadamları Derneği (EGİAD)
Ekol Lojistik A.Ş.
Ekonorm Çevre İş Sağlığı ve Güvenliği Ölçüm Hiz. Müh. San. Tic. Ltd. Şti.
Elif Plastik A.Ş.
Elig Hukuk Bürosu
Elvin Tekstil Sanayi Ve Ticaret A.Ş.
Enerjik İnsan Kaynakları
Engelsiz Sanat Derneği
Ergok Ağac ve Metal İşleri Sanayi Ltd. Sti.
Eser Taahhüt ve Sanayi A.Ş.
Eskişehir Ticaret Odası
ESPM Eser Proje ve Müh. A.Ş.
Etik ve İtibar Derneği
Eyüp Sabri Tuncer Kozmetik San. A.Ş.
FABRO İnşaat ve Tic. Ltd.
Feyziye Mektepleri Vakfı Işık Okulları
FIGUR Turizm
Finar Kurumsal A.Ş.
Galata Taşımacılık ve Ticaret A.Ş.
Ganda İnşaat Dış Tic. Ve Dan. Şir. Ltd.
Gaziantep Genç İşadamları Derneği
Gebze Organize Sanayi Bölgesi
Genç Erişim Derneği
Genç Guru Akademi
Genesis İlaç ve Sağlık Ürünleri A.Ş.
Gönüllü Hareketi
Gün Avukatlık Bürosu
Güneş Sigorta A.Ş.
H.Ö. Sabancı Holding A.Ş.

Habitat için Gençlik
Harran Otel
Hayal Ortakları Derneği
Hayata Destek
Hekagro
Idea İnş. Kim. A.Ş.
İndeks İçerik ve İletişim Dan. Ltd.
IPEK Yönetim Ltd.
İÇDAŞ Çelik Enerji Tersane ve Ulaşım San. A.Ş..
İlaç Endüstrisi İşverenleri Derneği
İmortaş İmalat Organizasyon ve Ticaret A.Ş.
İstanbul Arel Üniversitesi
İstanbul Aydın Üniversitesi
İstanbul Bilgi Üniversitesi
İstanbul Ticaret Odası
İstikbal Mobilya Sanayi ve Mobilya San. Tic. A.Ş.
İtibar Yönetimi Enstitüsü
İzmir Ekonomi Üniversitesi
JCI Türkiye
JCI Türkiye Adana
JCI Türkiye Ankara
JCI Türkiye Antalya
JCI Türkiye Atasehir
JCI Türkiye Avrasya
JCI Türkiye Bahcesehir
JCI Türkiye Bodrum
JCI Türkiye Boğazici
JCI Türkiye Bursa
JCI Türkiye Çanakkale
JCI Türkiye Eskişehir
JCI Türkiye İstanbul
JCI Türkiye İzmir
JCI Türkiye Kadıkoy
JCI Türkiye Karşıyaka
JCI Türkiye Kayseri
JCI Türkiye Kocaeli
JCI Türkiye Kuzey Kıbrıs
JCI Türkiye Maltepe
JCI Türkiye Megapol
JCI Türkiye Sakarya
JCI Türkiye Samsun
Kadir Has Üniversitesi
Kaiser Müh. Ve Müh. A.Ş.
Kalite Derneği (KALDER)
Kalite Sistem Laboratuvarları Grup
Kansuk Laboratuvarı San. ve Tic. A.Ş.
Karinca Lojistik A.Ş.
Katmerciler Araçüstü Ekipman San. Ve Tic. A.Ş.
Keymen İlaç San. Ve Tic. A.Ş.
Kibar Holding A.Ş.
Kıymet-i Harbiye Yönetim Danışmanlık
Kocaeli Sanayi Odası
Koç Holding
Koç Üniversitesi
Kordsa Global Endüstriyel İplik&Kord Bezi San. Tic. A.Ş.
Koroza Ambalaj A.Ş.
Kurtul Makina Ltd.
Lefke Avrupa Üniversitesi
Madammode Konfeksiyon San ve Tic. A.Ş.
Malatya İşadamları Derneği (MİAD)
Martı Gayrimenkul Yatırım Ortaklığı A.Ş.

Martı Otel İşl. A.Ş.
Martur Sünger ve Koltuk Tesisleri Tic. ve San. A.Ş.
Med İlaç San.ve Tic. A.Ş.
Mehmet Gökdemir İnş. San. Tic. Ltd. Şir.
Memisoglu Tarım Urunleri Tic. Ltd. Sti
Mercan End Tas. Mak. San. Ltd.
Merkez Laboratuari İlaç San. ve Tic. A.Ş.
Mersin Genç İşadamları Derneği
Mersin Ticaret ve Sanayi Odası
Mersin Uluslararası Limanı
MESA Mak. Döküm A.Ş.
MLS Holding
Motus Oto. Mak. ve Metalurji San. ve Tic. A.Ş.
MPR Pazarlama Halkla İlişkiler ve Turizm A.Ş.
Mustafa Nevzat İlaç San. A.Ş.
Nak Arama Kurtarma
Namık Kemal Üniversitesi
Nilüfer Belediyesi
NMT Dan. Ve Eğt. Merkez
NPR İletişim
Olcartur Turizm
Otokoç Otomotiv A.Ş.
Özel Sektör Gönüllüleri Derneği
Özel Tan Okulları
Özka Lastik A.Ş.
PharmaVision San. ve Tic. A.Ş.
PTT Genel Müdürlüğü
REKS Frigo Konteyner Hizmetleri Tic.Ltd.Sti.
Rollmech Otomotiv
Rotary Kulübü Ankara Kale
Rotary Kulübü İskenderun
Rotary Kulübü İstanbul Altunizade
Rotary Kulübü İstanbul Bayrampaşa
Rotary Kulübü İstanbul Beylerbeyi
Rotary Kulübü İstanbul Beylikdüzü
Rotary Kulübü İstanbul Beyoğlu
Rotary Kulübü İstanbul Bostancı
Rotary Kulübü İstanbul Caddebostan
Rotary Kulübü İstanbul Dolmabahçe
Rotary Kulübü İstanbul Galatasaray
Rotary Kulübü İstanbul Kuruçeşme
Rotary Kulübü İstanbul Küçükçekmece
Rotary Kulübü İstanbul Marmara
Rotary Kulübü İstanbul Maslak
Rotary Kulübü İstanbul Silivri
Rotary Kulübü İstanbul Şişli
Rotary Kulübü İstanbul Taksim
Rotary Kulübü Kocaeli Körfez
Sabancı Üniversitesi
Sampas Bilgi ve İletişim Şir.
Sandoz İlaç San. ve Tic. A.Ş.
Santa Farma İlaç San. A.Ş.
Savronik Grup Şir.
Sektörel Dernekler Federasyonu (SEDEFED)
Serka Taahhüt İnş. A.Ş.
Sertel Hirdavat San ve Tic Ltd Sti
Sivil Toplum Gönüllüleri Merkezi
Solares İth. İhr. San. Tic. A.Ş.
Soley Biyoteknoloji Enstitüsü
Soroptimist International Türkiye
Standart Valuation Practice

Staroil Petrolculul A.Ş.
Step Yazım Gereçleri ve Kalip San. Tic. Ltd. Şti.
Sürdürülebilirlik Akademisi
Şimşekler Genel Kumanyacılık Ve Dış. Tic. Ve San. A.Ş.
S360
Tarsus Ticaret Borsası
Tayburn Türkiye
TED University
Teknopark İstanbul AS
TEMA Vakfı
Toplum Gönüllüleri Vakfı
Total Enerji Serv. Ltd.
Trakya Kalkınma Derneği
Trend Bağımsız Denetim Yeminli Müş. A.Ş.
Turkcell İletişim Hizmetleri A.Ş.
Tüm Eczacı Kooperatifleri Birliği
Türk Serbest Mimarlar Derneği (TSMD)
Türk Sigorta Ensitüsü Vakfı
Türkiye Altyapı Kalkınma Fonu
Türkiye Doğal Hayatı Koruma Derneği
Türkiye Eğitim Derneği (TED)
Türkiye Eğitim Gönüllüleri Vakfı
Türkiye Etik Değerler Merkezi
Türkiye Garanti Bankası A.Ş..
Türkiye Genç İşadamları Derneği
Türkiye Halk Sağlığı Uzmanları Derneği
Türkiye Halkla İlişkiler Derneği
Türkiye İş Bankası
Türkiye Kurumsal Sosyal Sorumluluk Derneği

Secretariat Contact Information



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TÜSİAD

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Annex I

Terms of Reference (Executive Board)

The Executive Board is a multi-stakeholder advisory body that provides ongoing strategic and policy advice for the implementation of the activities of the Global Compact Türkiye. The Executive Board is an assembly of several constituency groups - business, labour, NGOs, United Nations, engaged in the Global Compact and who are committed to advance the implementation of the principles and partnerships in Turkey. The Executive Board consists of at least 14 members and 4 deputy members and is elected for a tenure of 3 years. The institution(s) hosting the Secretariat are natural members.

The board is elected at the General Assembly. Memberships criteria is shared in advance and candidates submit their proposal for which they are elected at the General Assembly elects among via simple majority vote.

A board member can be elected for a second term.

During its first meeting the board elects the Chair, two Vice Chairs and one treasurer among itself.

Selection Criteria:

- Has shown leadership in advancing the principles in their corporate strategy and daily business operations and engages in partnerships to support UN and broader development goals.
- Are leading examples within their sector in terms of corporate sustainability performance.
- Are reporting at an advanced level, preferably that the GRI levels and at minimum for two consecutive years.
- Having taken a leading voluntary role in raising awareness on the UN Global Compact in their countries of operations.
- Having contributed financially at least twice to the local network.

Working Principles

- Determines decisions with a simple majority
- In case of equal votes among members, the vote of the Chairman determines the decision
- A Board member is required to attend at least two meetings in one calendar year
- The member may send a representative provided that the same representative is sent for each absence
- The members who have not fulfilled their yearly obligations of attendance and annual voluntary contribution shall lose their Board memberships. The Board invites a Deputy Board Member to attend until the next General Assembly meeting

- The Board Member change is made official by the next General Assembly meeting
- In case of a vacancy, a new Deputy Member is proposed by the Executive Board for the approval by the General Assembly
- Upon approval of the General Assembly, the Deputy Members list is updated accordingly

Responsibilities

- Provide policy and strategic advice for the Local Network
- Ensure that the network lives up to the higher standards of responsibility and good practice that are expected from it
- Ensure that the Network operates on a sound financial basis and to plan the financial resources needed for the organization to grow and develop.
- Review and approve annual work plans
- Monitor and evaluate effective planning and implementation of joint activities by the Secretariat
- Advise on the development of strategic partnerships where appropriate with other organizations or groups in ways that enhance adherence to the UN Global Compact in general and the interests of the Network in particular
- The Vice-Chairs may represent Chair at relevant national, regional and international meetings
- Any member of the Executive Board may represent the Network at the ALNF or Regional Meetings if approved by the Executive Board
- The Executive Board appoints the Contact Person

Frequency of Meetings

- The Executive Board shall meet as often as required, but minimum 4 times annually

Annex II

Working Group Principles

- Working Groups consists of Working Group Chair, representatives from Global Compact signatories, and preferably a Global Compact Executive Board member.
- The proposal of forming a new working group is approved in Executive Board. The formation of a new working group should be announced to the Local Network by a letter from the Executive Board.
- Working Group Chair must be a representative of an institution who published COP's for at least 2 years (preferably in line with the GRI criteria). Executive Board will appoint the Chairperson.
- The first meeting of the newly established Working Group is realized with the participation of the institutional representatives of the signatories who are interested in the activities of the Group. Draft mission which is executed by the Executive Board of the Working Group is discussed and finalized by the members.
- Working Group Chairs will serve during the term (3 years) of the Executive Board. After the election of the new Executive Board, Working Group Chairs are considered to be relieved of their duties and the new Working Group Chairs are elected by the Group members. The current Working Group Chair remains in office until the new Chair is in place. Working Group Chair's term of service will be a maximum of two consecutive terms.
- Global Compact signatories can participate all activities related to their areas of interest.
- In cases where a Global Compact signatory does not fulfill membership requirements and leave their position of signatory, their Working Group memberships are automatically suspended. However, with the approval of the Working Group Chair, they can continue to participate in Working Group as an "invited expert", if necessary.
- In cases where a Global Compact signatory representative leaves their institution, signatory institutions are asked whether they will assign a new representative and the list is updated accordingly. Membership of the resigned representative is terminated. However, with the approval of the Working Group Chair, the person can continue to participate in Working Group as an "invited expert", if necessary.
- If a representative changes their signatory institution, the new institution is asked whether they want to appoint this person as their representative in the Working Group. The list is updated accordingly.
- Representatives who did not participate to three consecutive meetings and/or who did not respond to three consecutive requests with an oral/written opinion can be withdrawn from the Working Group with the approval of the Working Group Chair.
- A suggestion can be made for expert(s) on the subject to be invited to join the working group in order to benefit from their expertise. The suggestion would be put into practice with the approval of the Working Group Chair. In this case, the number of invited experts

cannot exceed half of the total number of representatives of the signatories that take place in the Working Group.

- In any case where an expert cannot attend a meeting, they cannot suggest another participant. An expert who did not participate two consecutive meetings or who did not respond to two consecutive requests of their oral/written opinion can be withdrawn from the Working Group, with the approval of the Working Group Chair.
- With respect to the agenda of the Working Group meeting, if it is considered to be necessary, government officials, academics, experts and representatives of other organizations who are concerned with the subject may be invited to the meeting. Non-member participation can be provided by an invitation from the secretariat with the approval of the Working Group Chair.
- At the beginning of the Working Group Meetings, the rapporteur ensure that participants sign the “Attendance Sheet”
- Meetings of the Working Group are held according to the working plan not less than three times a year.
- The Minutes of the Meeting are sent to the members of Working Group and Executive Board after the meeting.
- Working Group Chair(s) may, if necessary, be invited to the meetings of the Executive Board.
- Work Program and Budget of the next year is finalized within the first week of November of each year and presented to the Executive Board.
- Proposal for the creation of a new Working Group is discussed and approved by the Executive Board. Global Compact Network of Turkey is informed by a letter about the establishment of the new Working Group.
- Working Groups make proposals for activities including organizing meetings like seminars, preparing publications, assisting in the domestic/international visits, to the approval of the Executive Board.