



Shaping

The Futures

Report



2021

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Backgrounder:

Designed around the theme of Impact the Futures, the imece summit took place on March 18-19, 2021 with imece as event coordinator, Zorlu Holding as event host, ATÖLYE, B Lab Europe, BMW Foundation, Social Innovation Exchange (SIX) and S360 as content and network partners, Aık Açık, Ashoka Turkey, Impact Hub İstanbul, IstasyonTEDU, KUSIF, Mikado, NOW Partners, UNDP Accelerator Labs, SDGIA and TSGA as session partners and De-Coder as curator. This booklet was prepared by De-Coder with the support of imece and Zorlu Holding.

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Notes From The Main Partners



ATÖLYE is an organization that is best identified with its community-driven approach to design, learning, and transformation. Our community lies in the heart of all of our endeavors. Our community is our best source of inspiration and learning. At the same time, our community of members, clients, partners, and all other stakeholders drive the impact ATÖLYE generates along with our core team.

imece summit was an extremely valuable opportunity to both share our thinking around community building, channel the ideas of global thought leaders from our wider collective (kyu) and also be exposed to ways of thinking that we were unfamiliar with.



Business is multi-faceted, touching society, governance and environment. B Lab is here to make these touchpoints visible, and induce a responsible business culture and operations. Businesses can be a hope and a force for good. Collective action, community building and peer learning are approaches B Lab takes in doing this, in very similar ways how imece does. Tools, resources, knowledge and innovative ideas are readily available in the world, we are here to accelerate their dissemination and implementation with our partners in an interdependent spirit and in the timeframes our world needs them.

BMW Foundation

Herbert Quandt

The BMW Foundation promotes responsible leadership and inspires leaders worldwide to work towards a peaceful, just and sustainable future in line with the United Nations Agenda 2030.

Partnering with the imece summit was fully in line with our mission, whilst allowing us to learn and engage with the specific challenges identified by imece in the Turkish social innovation ecosystem. Co-creating with the partners of imece summit was, furthermore, a great way for us to work with our allies and getting to know new ones.

imece

imece is a social innovation platform where people and institutions that create change come and work together to find solutions to social, ecological and cultural issues. Since 2016, imece has been organizing programs and meetings focusing on areas of social impact. As we are all well aware, the 2020s is a decade of change and transformation. We are encountering a string of global challenges, which are the consequences of economic decisions, policies and systems that date back to the middle of the previous century. The rapid scale-up in production and consumption dynamics from the 1950s onwards has led to the increasing socioeconomic inequality, rapid depletion of natural resources and mass extinctions that we face today. Since 2016, imece has been working in accordance with the Sustainable Development Goals to support individuals, impact entrepreneurs and organizations that endeavor to create social impact. Today, it is clearer than ever that we have to make the best use of the time we have to reach the Global Goals and effect change and transformation focusing on social impact. Impact the Futures Summit explored this change and transformation agenda from the viewpoints of impact-oriented leadership, business, finance, communities and organizations, creating a space where we can make sense of the ongoing and planned actions of organizations, and change and transform our thought systems with a focus on social impact and benefit as we head towards 2030. Impact the Futures Summit brought together the best examples and organizations in Turkey and across the world to share their experience, now let us now take a look at the reflections of the event. Let us think about and explore the futures, together.



S360 offers strategic advice for businesses to address global challenges by creating both profit and social value. Having a wide network, especially in the private sector in Turkey, S360 aims to transform business to drive positive social and environmental change and the scaling impact. S360 is the strategic partner of imece, and knowledge and network partner of imece summit, believing the fact that to explore how individuals and organizations could pioneer a transformation for a better society and planet, sharing global learning and experiences is vital.



Social Innovation Exchange (SIX) has been at the forefront of the global social innovation field for over a decade. From the start of SIX's journey, we've focused on building and strengthening the capabilities of the individuals and organizations that are committed to solving humanity's grand challenges. We believe that the exchange of experiences and knowledge drives positive social change. Our programmes bring together people from various countries, seniority levels, working cultures, sectors, and backgrounds, with the goal of accelerating and deepening collaboration and learning.

In 2018, imece hosted the second SIX Wayfinder in Istanbul, bringing together stakeholders with 500+ participants from 30 countries. We continued our close partnership through the SIX Global Council and maintained the momentum of the global social innovation movement through the third SIX Wayfinder in 2020. We were so pleased to embed many of these global conversations and people into a now thriving social innovation ecosystem in Turkey, and to further advance the connections and knowledge exchange between Turkey and the world.



We are going through a time of one of the most rapid and radical changes in human history. Risks and trends such as the climate crisis, limited natural resources, demographic changes, technology, digital transformation and epidemics urge us to change. The business has a greater responsibility than ever to not merely adapt to change, but contribute to the solution of issues by managing risks. Zorlu Holding responds to this global change with its Smart Life 2030 strategy. Guided by our Smart Life 2030 sustainability vision, we are embracing a philosophy of advocating social equality, focusing on innovation, supporting creativity and encouraging collaboration.

Through the support programs of imece, a social innovation platform, of which we are a founding partner, and its open innovation laboratory imeceLAB, we aim to develop collaborative new solutions for social, cultural, economic and environmental issues, and in doing so, facilitate social development and drive prosperity. The "imece Impact the Futures Summit", which we are hosting in line with this approach, has revealed once again the key role of the business, as well as other stakeholders, in augmenting social impact. imece summit, highlighting private sector's initiatives for "future-proofing" and bringing together transformation ambassadors from the industry, is poised to position business as a stakeholder in discussions that focus on emerging issues and a partner in radical collaborations in this direction.

Working together and goal-oriented collaborations for a better world!

SUMMIT DESIGN AND CURATION PROCESS

Our Motivations Getting Started

We are living in a highly connected world made up of diverse, yet interrelated systems, such as environmental, social, economic, technical, political and cultural. Each issue in these systems points to a broader jigsaw puzzle of challenges facing ourselves and our planet. We are aware that the Sustainable Development Goals, calling for inclusive and integrated action in the environment, society, economy and governance, are one of the most focused global initiatives that demonstrate the interconnected nature of these areas.

The Sustainable Development Goals serve as a compass for individuals and organizations in order to achieve more value-based, humane and planet-focused systems, more egalitarian approaches and a more sustainable planet. Achieving these goals necessitates being part of the change and guiding transformation at personal, organizational, societal and systemic levels. Moreover, ensuring that the transformation is durable and sustainable becomes even more important in times of change, such as the pandemic, which has turned into an acute global crisis. Although they are often associated with crises, such paradigm-shifting global changes are also rife with opportunities for holistically interpreting, generating, implementing, facilitating and disseminating the transformation. However, the time to take advantage of these opportunities for a better society and planet is limited, as set by the Sustainable Development Goals, which point to the year 2030. The sense of urgency is growing, and so does the need for action.

As individuals and organizations that think, produce and work towards transformation gain depth in

their respective areas, they accumulate valuable lessons and experience. By conceptualizing holistic, integrated solutions and systems instead of treating solutions in silos or seeing these challenges as unrelated efforts, we can better serve the common issues facing all themes.

What is rarely told to us is the fact that solutions are just as interconnected as problems. A good environmental, economic or social action can create waves of good just as impactful as a chain of disasters caused by environmental, economic or social peril. We cannot say for certain how the world might look in 2030, yet, our choices and solutions today will help shape the future. The future is in our hands.

Based on all of these motivations, we organized a meeting that will bring together individuals and organizations pioneering the change in order to create collective knowledge by blending our understanding and learning, to think and act in unison, to learn from one another and to inspire collaboration.

Designed around the theme of **Social Impact**, the imece summit took place on **March 18-19, 2021** with imece as event coordinator, **Zorlu Holding** as event host, **ATÖLYE, B Lab Europe, BMW Foundation, Social Innovation Exchange (SIX)** and **S360** as content and network partners, **Açık Açık, Ashoka Turkey, Impact Hub Istanbul, IstasyonTEDU, KUSIF, Mikado, NOW Partners, UNDP Accelerator Labs, SDGIA** and **TSGA** as session partners and **De-Coder** as curator.

Our Method, Our Partners

At imece summit, where we aimed to bring together professionals from business, civil society, academia, entrepreneurship ecosystem and students, posed the following guiding questions:

- How can we empower individuals and organizations pioneering the change to guide and accelerate transformation?
- How can we facilitate knowledge transfer between sectors, organizations and individuals for this purpose?

We looked at responses to these questions based on five main themes, in order to show the interconnectedness of issues and solutions as well as to emphasise that social and environmental benefits lie in the responsibility of a wide range of sectors and organisations, other than civil societies and social entrepreneurs but also that true transformation is possible only through an integral effort.

- Finance for Impact
- Business for Impactası
- Organizations for Impact
- Communities for Impact
- Leadership for Impact

We created a multi-stakeholder partner structure by matching each main theme with local and global organizations that focus their knowledge and resources on that particular field. De-Coder curated the themes designed with insights and collaboration offered by S360 in Finance for Impact, B Lab Europe in Business for Impact, BMW Foundation in Leadership for Impact, SIX in Organizations for Impact, and ATÖLYE in Communities for Impact. Organizations from Turkish impact ecosystem helped blend local and global knowledge. Session partners

Açık Açık, Ashoka Turkey, Impact Hub Istanbul, IstasyonTEDU, KUSIF, Mikado, NOW Partners, UNDP Accelerator Labs, SDGIA and TSGA formed the content of specific topics for each theme.

Each theme was deepened through discussions and co-design meetings with partners. Over the course of seven a month, around 40 sessions, including keynote addresses, panels and workshops were created with 135 speakers and facilitators.

Broadcast on Harvard Business Review Turkey webinar platform on March 18-19, 2021, imece summit commenced with the opening address by Marcello Palazzi, NOW Partners Co-founder and Global Ambassador, with Aylin Gezgüç, Arbor Impact Director, and Assoc. Prof. İtir Erhart, Adım Adım & Açık Açık Founding Member leading the program flow. Keynote speeches by thought leaders shaped a broad framework for each theme, which served as focal points for subtopics. [Click here for a detailed breakdown of the full program.](#)



The two-day online event was followed by an audience of 3009 from private sector, civil society, entrepreneurship ecosystem, academia and students. All sessions are available on the [imece YouTube channel.](#)



Our Previous Works

Convened by SIX, hosted by Zorlu Holding, powered by imece, [Wayfinder](#) took place on May 14-15, 2018 in Istanbul, with ATÖLYE and S360 as content partners, UNDP Istanbul Regional Center's contributions and Brookings Doha Center's support. This event prioritized two calls to action with the aim of mobilizing the social innovation ecosystems in Turkey and broadening the scope of social innovation:

- Create enabler platforms to enrich social innovation ecosystems
- Focus on private, public and philanthropy sectors to make social innovation truly multisectoral.

Over 500 participants from 30 countries joined the two-day event at Zorlu Performing Arts Center to share success stories about social innovation, explored ways of overcoming obstacles and challenges and discussed how to prepare for future challenges.

[Click here for more details about the meeting and the in-depth report.](#)



The year 2020 was the beginning of a multifaceted transformation due to the COVID-19 pandemic. The scale and speed of this transformation urged us to create common areas once again.



We organized an online panel series in April and May 2020, titled [imece dialogues](#), under the themes of "Society in a Time of Change", "Employment in a Time of Change" and "The Future of Learning in a Time of Change". The event saw discussions with professionals from

diverse disciplines who introduced us to their macro-level analyses, insights and predictions, and inspired us with good examples and approaches observed in the field. The themes we curated gave rise to several projects, ideas and questions as we explored potential solutions and collaborations.

[Visit the imece Medium page for in-depth analyses of the panels.](#)

Following the first batch of dialogues series, on June 3, 2020 we organized the "Co-Learning: Ecosystem Meeting" in partnership with Turkey Social Entrepreneurship Network and with the facilitation of ara studio. In the short span of two weeks, more than 25 organizations from Turkey responded to our call and joined us at the event, which produced a [booklet](#) collecting the insights and lessons from organizations engaged in social benefit at the onset of the COVID-19 pandemic.



imece summit: Getting Started

Designed around the theme of Impact the Futures, imece summit launched on March 18-19, 2021 with imece as event coordinator, Zorlu Holding as event host, ATÖLYE, B Lab Europe, BMW Foundation, Social Innovation Exchange (SIX) and S360 as content and network partners, Açık Açık, Ashoka Turkey, Impact Hub Istanbul, IstasyonTEDU, KUSIF, Mikado, NOW Partners, UNDP Accelerator Labs, SDGIA and TSGA as session partners and De-Coder as curator, the imece summit brought together content and partners around the guiding questions of:

- "How can we empower individuals and organizations pioneering the change to guide and accelerate transformation?"

■ “How can we facilitate knowledge transfer between sectors, organizations and individuals for this purpose?”

The five themes that form the main pillars of the summit also guided us to unify the outputs into a meaningful whole.



Developed in partnership with ATÖLYE, the Communities for Impact theme approaches the guiding questions of the summit from the perspective of deliberately creating, engaging, inspiring and sustaining communities to deliver a long-term impact for the betterment of our communities and organizations.

The theme explores the concept of “community” from a broader perspective, focusing on close interpersonal relations while clearly differentiating between what the concept excludes and what it encompasses.

With new case examples from various regions, the content also focuses on promoting the design concepts of platform thinking and platform design in order to inspire radical and unexpected collaborations between different industries.

In conclusion, the theme aims to address personal and organizational transformation, knowledge transfer and systemic change through a community-oriented, designer viewpoint.

Developed in partnership with B Lab Europe, the theme Business for Impact approaches the transition from “dreaming” to actually “building” a better world from a business perspective.

The theme provides guidance on how a company can define the scope of transformation across the entire value chain in line with the principles of transparency, mutual support and collaboration.

It introduces tools that can serve as facilitators in this transformation process and communities of like-minded individuals and organizations who want to collaborate, co-learn and synergize their achievements.

As a result, the theme answers the questions of how companies should embark on a transformation journey with the motivation of doing good beyond simple survival, and how they can create a culture, operation and economic model that aims for a higher goal than profitability.

Developed in partnership with the BMW Foundation, the Leadership for Impact theme focuses on the power of transforming individuals who hold positions of responsibility within their organizations. Organizations from various sectors can create positive social change through the proactive commitment of their leaders, who benefit from unique tools for change and transformation.

Accordingly, the Leadership for Impact theme questions which mentalities and approaches are necessary to shape the future we desire. By taking a meta look at individual leadership levels, different types of corporate leadership and collective network leadership, the theme deliberately brings together leaders and young people from different backgrounds, thereby facilitating exchange of knowledge across sectors.

Developed in partnership with S360, the Finance for Impact theme focuses mainly on the summit’s “How can we empower individuals and organizations pioneering the change to guide and accelerate transformation?” question and examines the prominent aspects of social finance as it explores the systemic transformation of finance at meta level.

The impact of finance stands out as one of the key accelerators and facilitators of transformation. The transformation can be accelerated by altering the perspectives of

traditional actors in finance with a view to improving the social finance ecosystem and its opportunities. For this reason, the theme shares ways that traditional investors and organizations can use the lens of influence.

The theme also showcases best practices from organizations in order to explore new concepts altering the business and mobilising financial resources towards sustainable development and positive impact.

Developed in partnership with SIX, the Organizations for Impact theme focuses on transformation of organizations from different sectors with a cross-sectoral approach.

Sessions designed around the theme explore answers to the questions of What type of mechanisms should organizations from different sectors, from public to academia, business to civil society, transform into in order to stimulate and direct systemic transformation? How can the purpose of existence and management style of organizations be redefined?, sharing best examples based on open, collaborative, mutual and inclusive approaches from people and organizations who work across sectors.

From public services in South Africa or the UK to urban management in Canada or Colombia, youth communities in Hong Kong to companies and NGOs in Turkey and Europe, individuals who work in the focus of impact come together to share their experiences.

The content created in approximately 40 sessions by 135 speakers is discussed in detail later in the report. .

We hope that this collective work, which provides a collection of social benefit-focused efforts, will serve as an inspiration and a guide when allocating resources, mobilizing mechanisms, initiating collaborations and making decisions on your own social benefit initiatives in the future.



Finance For Impact

How to structure

a financial system that
supports transformation ?

CONTENT PARTNER

S360

FINANCE FOR IMPACT

Insight Synthesis

Are profitability and positive social impact mutually inclusive? Why is it necessary to put aside economic growth targets in favor of economic balance? Can the pandemic crisis serve as an opportunity to effect the change we need? Is prosperity equal to economic growth?



Tim Jackson
General Partner at
Walking Ventures



John Elkington
Founder of Volans,
Writer, Thinker

Speakers who participated in the panels based on the "Finance for Impact" theme explored how finance's role in future impact will be shaped, and discussed the reflections of the Sustainable Development Goals in the financial sector as 2030 approaches. Impact investing, economic balance, the concept of prosperity and the effects of the pandemic-climate crisis on finance were the main highlights of the panels.

Impact investing, which refers to investments made with the intention to generate a measurable social impact alongside financial return, plays an important role in the transformation of finance. The examples shared by the speakers demonstrated that sustainability is now more than an emerging global trend; it is now imperative for businesses to create positive social impact. Panelists emphasized the need to change the perspective of traditional investors in order to facilitate the development of impact investment in Turkey, noting that steps taken towards transformation at the global level would direct investors to impact investing.

Tim Jackson



"We have to begin to think about enterprise as service, a commitment to society and a commitment to our future, returning us to a sense that the economy itself has a purpose."

Tim Jackson, "After COVID – Economic and Social Lessons from the Pandemic"

In order for transformation to be possible, future impact must be factored in every investment, even in those not made for the sole purpose of making an impact. The fact that the more aware investors become, the more inclined they are to invest in enterprises that have an impact on the future gives hope that this requirement may be met.

Economic growth, the focus of governments and private capital since the 70s, has a limit; a realization made even more clear by the pandemic and climate crisis. Widely regarded as the largest global crisis since World War II, the

John Elkington



pandemic taught important lessons, such as the importance of committed action by all world governments against the climate crisis, which is already making itself felt and is expected to cause even greater challenges in the near future. Using the lessons learned from the current crisis alongside predictions for the climate crisis in local and national policy-making and planning, starting with the forums set to take place later this year, is essential for preventing future crises.

The session "Can Capitalism Be Regenerative?" saw John Elkington point out that **"it took a crisis like the pandemic for governments to realize that prosperity at its heart is as much about health as it is about economic growth,"** highlighting the fact that improving the healthcare system, which was found wanting in the pandemic, would play a more important role than economic growth in ensuring the well-being of individuals.

"People are starting to realize that COVID-19 will be succeeded by not only other pandemics, but a climate crisis that is bound to have a systemic impact far greater than that of this pandemic."

John Elkington, "Can Capitalism Be Regenerative?"

The speeches clearly noted a predicted trend of transitioning to a financial system that will focus on production rather than consumption, and impact rather than profitability. Panelists concluded that there has been an increase in activism among the younger, more aware generation, who demanded a transformation that would leverage the impact of the COVID-19 pandemic, and the older generation currently in positions of power should take action instead of shying away from responsibility.

Several sessions noted that the crises of today and tomorrow would be even more severe if capitalism continues to seek maximum profit and growth with no regard for natural resources and human well-being. Therefore, it is necessary to demolish or restructure existing systems with a view to more egalitarian distribution of finance and transforming business models to focus on challenges and solutions rather than profit and balance.

Tim Jackson draws attention to the need to expedite this transformation by saying **"The pandemic was a boon for allowing us to understand that."**

The solutions offered by the panelists under the theme of "Finance for Impact" can be summarized as below:

- Spread awareness among policy-makers to achieve the transformation

- A culture shift from consumption to production and more effective use of resources
- A balanced economic policy instead of an economic growth policy
- Support high-impact enterprises based on their long-term impact rather than short-term profitability
- Adhere to national zero-carbon goals and develop strong local control mechanisms accordingly
- Depart from conventional perspective of investment and support impact investing with regulations
- Promote knowledge transfer and cross-sectoral collaboration to promote proactive work by individuals and organizations for the "better".
- Inspire hope instead of fear to promote the belief that transformation is possible
- Encourage individuals to transform their own consumption and living habits, and call for systematic transformation to transform existing systems



Keynote

John Elkington "Can Capitalism Be Regenerative?"

Moderated by Journalist [Cüneyt Başaran](#), the panel "Can Capitalism Be Regenerative?", saw [Volans](#) Founder, Author and Thinker [John Elkington](#), who is dubbed as "The Father of Sustainability", share his opinions about regenerative capitalism and provide examples and solution proposals concerning how the existing systems should be transformed.



John Elkington
Founder of Volans,
Writer, Thinker



Cüneyt Başaran
Editor in Chief
at BloombergHT

According to John Elkington's prediction, the future of capitalism is unsustainable due to the limits of the planet and the damage done to nature. Yet the transformation of capitalism towards sustainability is not fast enough.

In response to the question of what actions should be taken for a global transformation, Elkington noted that the year 2021 is crucial for transformation, as the G7, G20 and COP26 summits will all take place during this year, arguing that efforts in this area should be accelerated, and that the US plays a key role in this context. "The most profound change in the US right now is that people feel hope once again with the results of the latest presidential election. Certain efforts gained momentum with the great pandemic that began in early 2020. Civil society movements and activism gained impetus, and also mobility, through increased cooperation with geopolitical and macroeconomic dynamics. The ripple effect impacted many industries around the globe."

"The most profound change in the US right now is that people feel hope once again with the results of the latest presidential election. Certain efforts gained momentum with the great pandemic that began in early 2020. Civil society movements and activism gained impetus, and also mobility, through increased cooperation with geopolitical and



macroeconomic dynamics. The ripple effect impacted many industries around the globe.”

John Elkington, summarizing the UN’s climate change initiatives’ effect on finance and economy, noted that the questions to be answered before the signatories of the Paris Agreement can fulfill their commitments were **“What kind of change is required in the economic sector? What should the strategies and roadmaps look like? What is needed to enable the financial system’s active transition to a Net-Zero economy?”**. Elkington’s response to all these is heavy investments in holistic and restorative transformation across all sectors of the economy.

“I believe that the new generation will truly reveal the transformative effect of capitalism,” noted Elkington, emphasizing his confidence in the younger generations and commenting that environmental issues are pan-generational challenges that require the old and the young to work together to solve. He gave as an example the youth trend inspired by Greta Thunberg & Friday for Futures, which became an undeniable phenomenon that influenced world political agendas with Greta delivering speeches at the World Economic Forum and the United Nations summit.

The concept of Triple Bottom Line (TBL), which is regarded as the precursor of modern investment principles focusing on environmental, social and governance (Environmental, Societal and Governance – ESG) criteria, was coined by John Elkington in 1994. TBL calls for businesses to focus on social and environmental concerns as

well as profits such as return on investment and shareholder value, with balance sheet reporting focusing on the full-range results of the trio of profits, people and the planet. According to Elkington, this approach was very successful for a period of time. “The important point is to find answers to how to make the triple bottom line more sustainable. Our financial services, economies and societies are proving to be not as resilient as we thought they would be.” Elkington asserted that greenwashing, or the use of the ESG principles as a branding tool without fulfilling the requirements associated with them did more harm than good for the transformation, as it slowed down actual transformation.

When asked, “Most Western nations and enterprises are committing to net zero carbon emissions by 2050, whereas some developing countries that are also among the world’s biggest polluters still remain silent on the issue. Will they feel pressured to act at some point, or do we have to wait a little longer for them?” by Cüneyt Başaran, John Elkington replied “There are many parts of the world where people are not even aware of this agenda properly yet.” They are seeing evidence of climate change, but they think it is somebody else’s problem to solve, as they have got development to get on with.” The commitments of China and other Eastern countries indicate dates further into the future. Certain emerging markets and countries postpone setting any targets, and account for a significant portion of the emissions. There are also countries that do not include this issue on their agendas, such as Saudi Arabia, whose economy depends on oil. “Capitalism could go down in flames,” remarked Elkington, and noted that capitalism had gone through long periods of time without any restrictions or regulations keeping it in check but this was no longer feasible, and companies and governments who were behind the curve in terms of transformation would have to come to terms with this fact.

John Elkington made the following predictions about the future:

- Unemployment has reached its highest level since World War II during the pandemic, and we will feel the impact of the climate crisis more heavily in our lives in the near future. Taking into account the system of crises we are facing today, the public sector will need to take on completely different responsibilities. Whenever such declines affected the global economy, it took 10 to 15 years for the economy to go back on track,
- The uncertainty brought about by the COVID-19 will cause a rise in populism,
- Growing populism will exacerbate challenges around the globe while also increasing dependency on technology.

With regard to the systems, the following common solutions are proposed in the speech:

- Capitalism should be transformed to take into account the benefit of people and the planet
- Governments and politicians should accept that democracy, capitalism and sustainability agendas are not perfect, and take this fact into account when making action plans for transformation at global and local scales
- Intergenerational sharing and action plans should be developed and implemented

Elkington concluded his speech by noting that, regardless of the apparent challenges, **“As a species, we tend to step up when challenged. We tend to do some of our best work, our most innovative work when we are right in the thick of a series of challenges.”**



To watch the session recording,
please scan the QR code or click the link.

Keynote

Tim Jackson "After COVID – Economic and Social Lessons from the Pandemic"

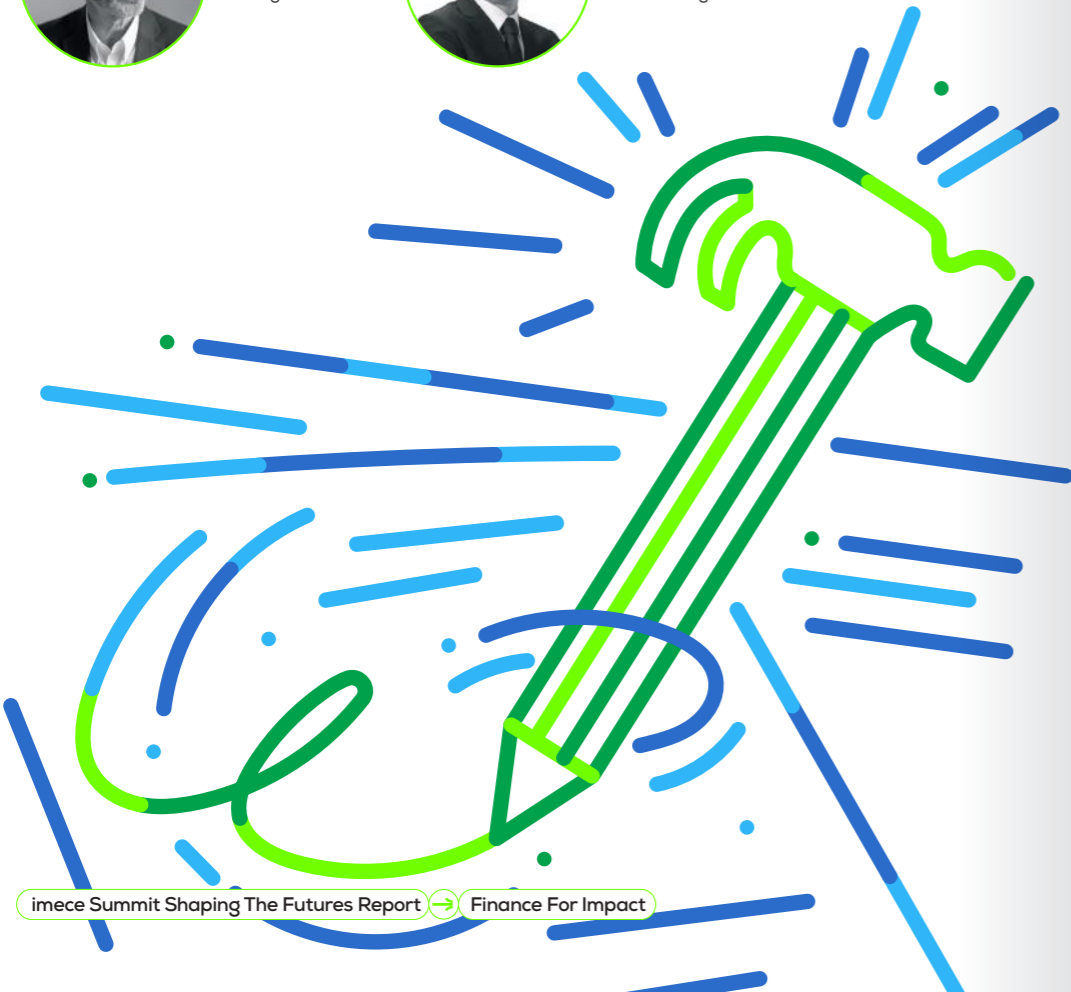
In the panel "After COVID – Economic and Social Lessons from the Pandemic" moderated by journalist Cüneyt Başaran, economist and writer Tim Jackson reflected on the lessons learned during the year marked by the pandemic. The pandemic has made it clear that prosperity is about human health and not just economic health, said Tim Jackson, quoting Thomas Jefferson, one of the Founding Fathers of the United States of America, who said "The first and only role of government is the protection of life and health and not its destruction." Jackson noted how governments, realizing that health is more important than the economy, slowed down their economies at the onset of the pandemic, while others who failed to do so suffered the consequences.



Tim Jackson
General Partner at
Walking Ventures



Cüneyt Başaran
Editor in Chief
at BloombergHT



"The fundamental principle of health is as much about balance as it is about growth," said Jackson, adding that the primary focus of governments has been growth since the 1970s, but the planet has its limits, making continuous growth unfeasible. According to Jackson, the reason behind the unfettered growth of the 70s was the belief that technology would solve any problem, an illusion dispelled by the pandemic, which made it essential to take action with respect to physical, psychological and public wellbeing alongside growth and expansion. The pandemic saw the long-neglected healthcare infrastructure finally give way, significantly increasing the burden on both healthcare professionals and service industry workers, who are at the base of the pyramid without any job security. While economists expected workers to work faster and harder, or in other words, prioritized quantity, not every profession was able to answer this call. For instance, nursing, the profession that bore the brunt of the increased workload during the pandemic, cannot feasibly achieve financial growth with a focus on profitability, as nurses cannot be expected to treat more patients in a shorter span of time. In similar professions that serve the public interest, we cannot afford to focus on profitability as the primary goal. Tim Jackson commented that "the pandemic was a boon for allowing us to understand that."

"The great crisis of 2008 halted the growth momentum," noted Tim Jackson, adding that the UK's green deal policy, launched in 2010, has supported technology and development, resulting in the emergence of a new political ideology. One of the key takeaways of the 2008 crisis has been the fact that governments and debts owed to them are not sustainable. Hospitals built overnight during the pandemic could only have been achieved by injecting money into the economy and not by collecting money from the public, noted Jackson, and added that countries, regardless

of ideology, should aim for a good economy and a good society.

Cüneyt Başaran commented on the UK's shortcomings in handling the pandemic, which led to the highest current deficit since WWII, and asked Tim Jackson whether the government would make the public bear this burden. Jackson noted that borrowing is not sustainable, which necessitated a policy of frugality, and shared the concept of functional finance, meaning that governments should make spending decisions based on purpose. **Jackson reminded that mistakes in the past played into the hands of certain groups of people, who are now wealthy for it, but the opinions and voices that should matter were not theirs but the public's.**

According to Jackson, having people who got rich by capitalism discuss whether "capitalism is dead" at Davos lacks sincerity. Yet it is beneficial that capitalism experiences a crisis of conscience. This crisis of confidence enabled the possibility for the transformation of finance, paving the way for the discussion of reducing carbon emissions and green finance. These challenges are still not being taken seriously, despite the right concerns being voiced by the right people, he added.

According to Jackson, the current system cannot be shut down to favour a new one since such quick and drastic changes typically result in violence and disruption. Instead, he asked for the creation and implementation of new systems based on an open debate on what type of society we want to find ourselves in.



To watch the session recording, please scan the QR code or click the link.

Session Summaries

Building and Fostering an Enabling Environment to Buy Social in Turkey

The session Building and Fostering an Enabling Environment to Buy Social in Turkey was moderated by Social Innovation Strategist Merve Kavas with the participation of Joon Co-Founder Duygu Vatan, Toyi Co-Founder Ögeday Uçurum, and Euclid Network Knowledge and Research Lead Wieteke Dupain. The session explored the concept of buying social from the perspective of individuals and organizations, who make this decision based on the values of inclusion, fairness, ethics and security, or due to its positive impact on the planet. The session focused on buying from social enterprises, with Dupain sharing how Euclid Network supported social enterprises as well as their efforts in Turkey.



Duygu Vatan
Co-founder of Joon



Ögeday Uçurum
Co-Founder of Toyi



Wieteke Dupain
Euclid Network
Knowledge and
Research Lead



Merve Kavas
Social Innovation
Strategist

The second part of the panel focused on Toyi and Joon's activities in social entrepreneurship and the challenges they faced. The panelists discussed the variety in products offered to individuals and organizations and the growth of buying social and remarked on the need for supplier networks to fuel this growth. They noted that the establishment of healthy markets would only be possible if all stakeholders took an active role in the system, especially by enabling large-scale buyers such as private enterprises and public entities to prioritize this area financially.

Discovering the Social Opportunities: Alternative Finance and Impact Investment

Discovering the Social Opportunities: Alternative Finance and Impact Investment session, moderated by S360 Impact Manager Seza Eraydın, saw panelists J.P. Morgan Head of Impact Finance Erin Robert, Ak Asset Management Executive VP, CMO Ertunç Tümen, and Vestel Ventures General Manager Metin Salt share their opinions and experiences about alternative methods for social finance, with a particular focus on impact investment.



Erin Robert
J.P. Morgan Head of
Impact Finance



Ertunç Tümen, CFA
Ak Asset Management
Executive VP, CMO



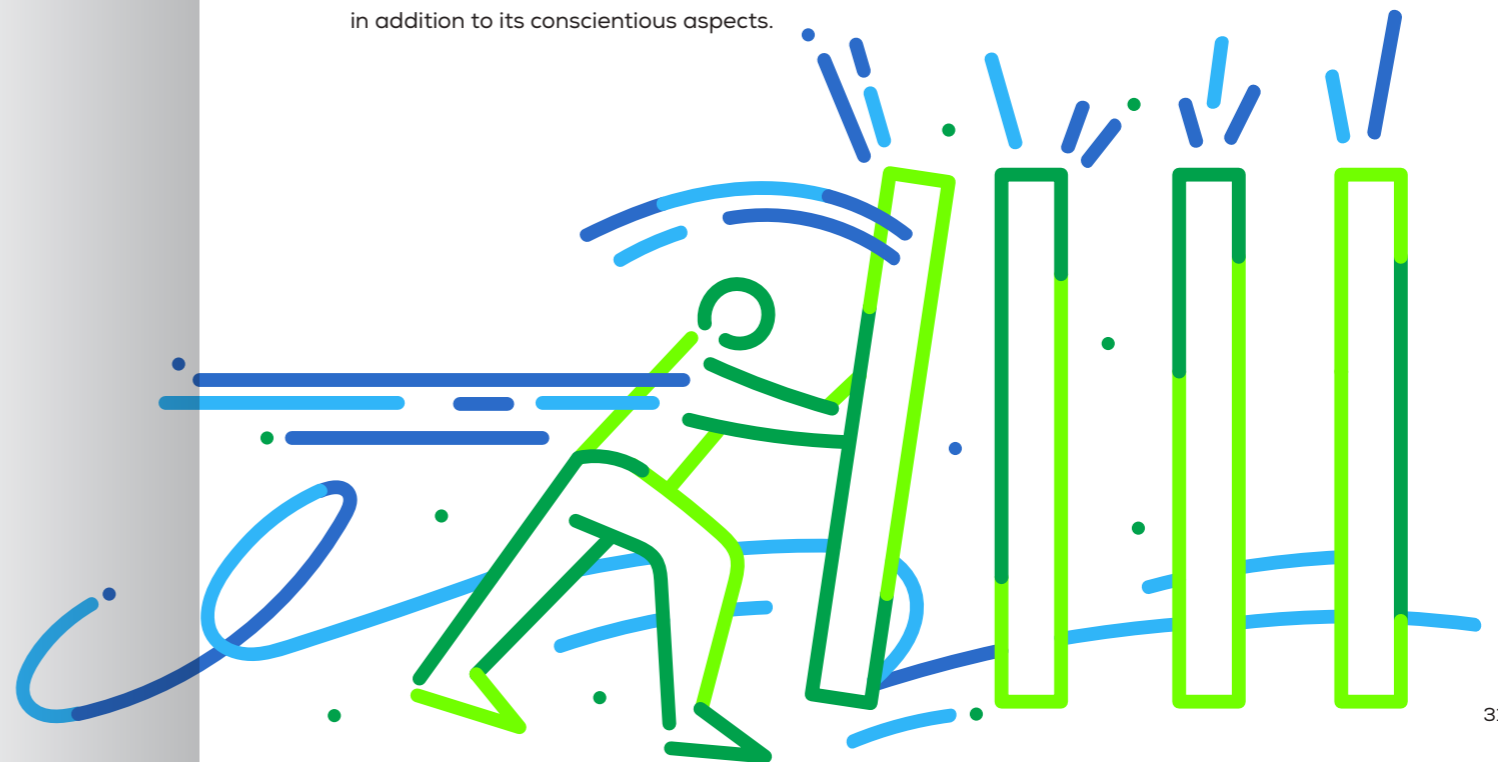
Metin Salt
General Manager
at Vestel Ventures



Seza Eraydın
S360 Impact
Manager

In the session, Erin Robert provided examples from the US, an ecosystem where impact investment is already well-developed, while Ertunç Tümen shared information about his company's work and his insights on the Turkish banking sector's interest in impact investment. Metin Salt talked about the motivation behind why his organization took part in high-impact initiatives, despite not being an organization that focuses on impact investment, and the outcomes of these initiatives.

The panel's proposed solutions for increasing impact investment in capital markets were investment capital, funds investing in public companies with a particular focus on ESG as their main strategy, as well as shareholder activism, green bonds and crowdfunding. Salt commented that "impact investors or not, we should all strive to make an impact with every investment," while stressing that impact investment should not be construed as a form of donation, as it involved a financial return in addition to its conscientious aspects.



New Layers of Financial Instruments: Banking for Impact and Financial Empowerment

Moderated by S360 CEO Kerem Okumuş, the panel session New Layers of Financial Instruments: Banking for Impact and Financial Empowerment was participated by JP Morgan Executive Director Fuat Savaş, EBRD Principal Inclusion Specialist Mehmet Üvez, UBP (Union Bancaire Privée) Analyst Özgür Göker and Triodos Investment Management Head of Corporate Development Sandra Castañeda.



Fuat Savaş
JP Morgan
Yönetici Müdür



Mehmet Üvez
Avrupa İmar ve Kalkınma
Bankası Kapsayıcı Politikalar ve
Yatırımlar Türkiye Lideri



Özgür Göker
UBP Hisse Senedi
Araştırma Analisti



**Sandra Castañeda
Elena**
Triodos Bank Kurumsa
Gelişim Başkanı



Kerem Okumuş
S360 Kurucu
Ortağı & CEO

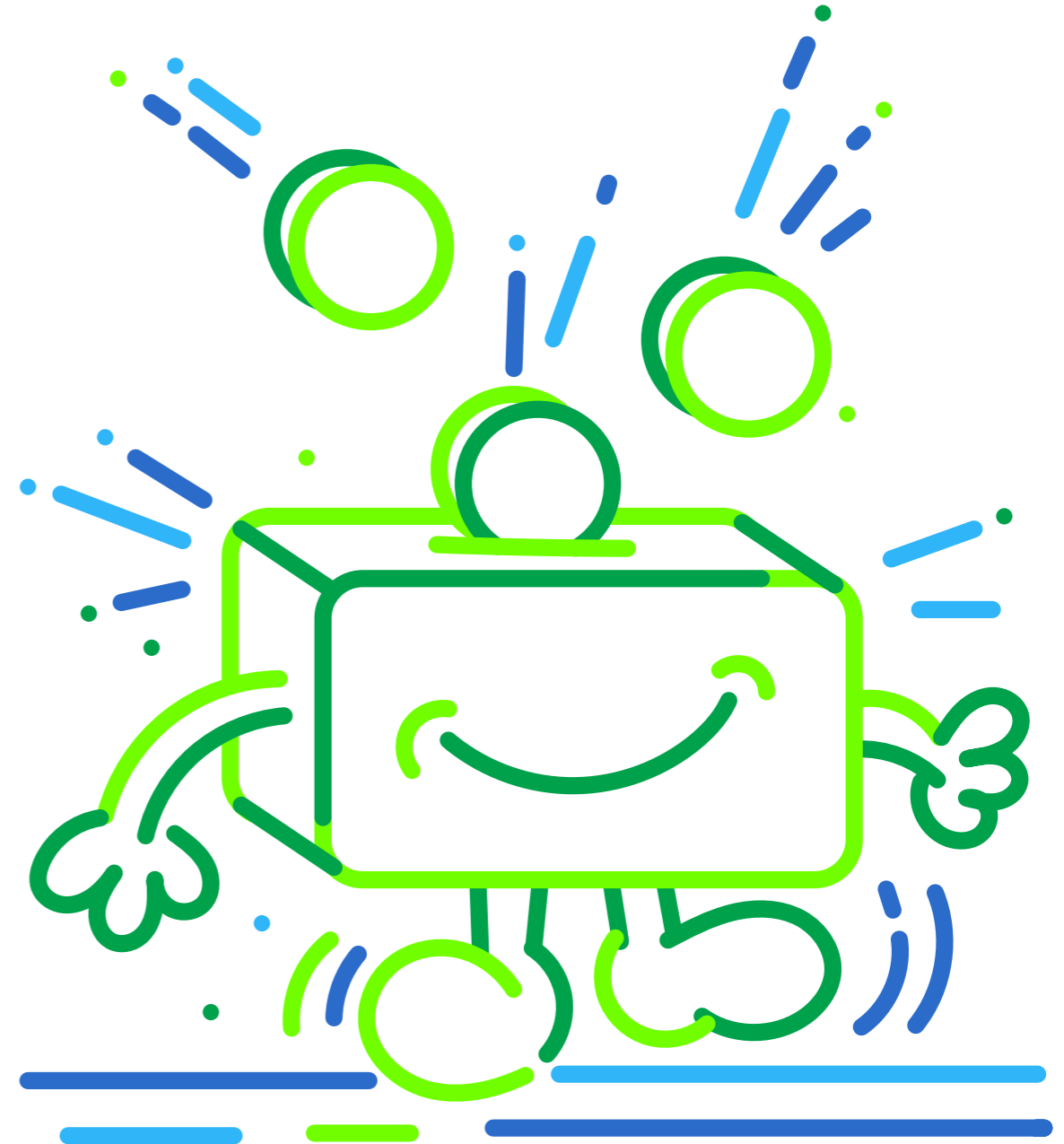
"The necessity to strike a balance between the limits of the planet and the desires of humans was not seen as essential until recently," noted UBP Analyst Özgür Göker, adding that the pandemic has led to increased awareness among investors, who are now beginning to care about making a positive impact as well as profit.

Panelists discussed how we perceive financial systems as well as organizations and projects at national and global levels, and pointed to equal opportunity as the main pillar of economic inclusion. Panelists noted ongoing subjective analysis studies encompassing a broad range of topics including access to employment and talent, access to basic infrastructure and initiatives, sharing of expertise and knowledge, advocacy and value measurement, for which, they commented, there is a need for an independent audit. Remarking that, in terms of the infrastructure of development, there is a shortage of projects rather than capital, Savaş noted the need for "nationalizing required objectives, guidance for the private sector or investors and the development of new projects."

"There is a bottleneck of human resources and ideas," he added. Panelists highlighted feasibility studies, impact assessments and collaborations –either directly or through planning organizations– as factors that could contribute to the removal of obstacles.



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Business For Impact

How to carry out

holistic solutions
to impact business ?

CONTENT PARTNER



BUSINESS FOR IMPACT

Insight Synthesis

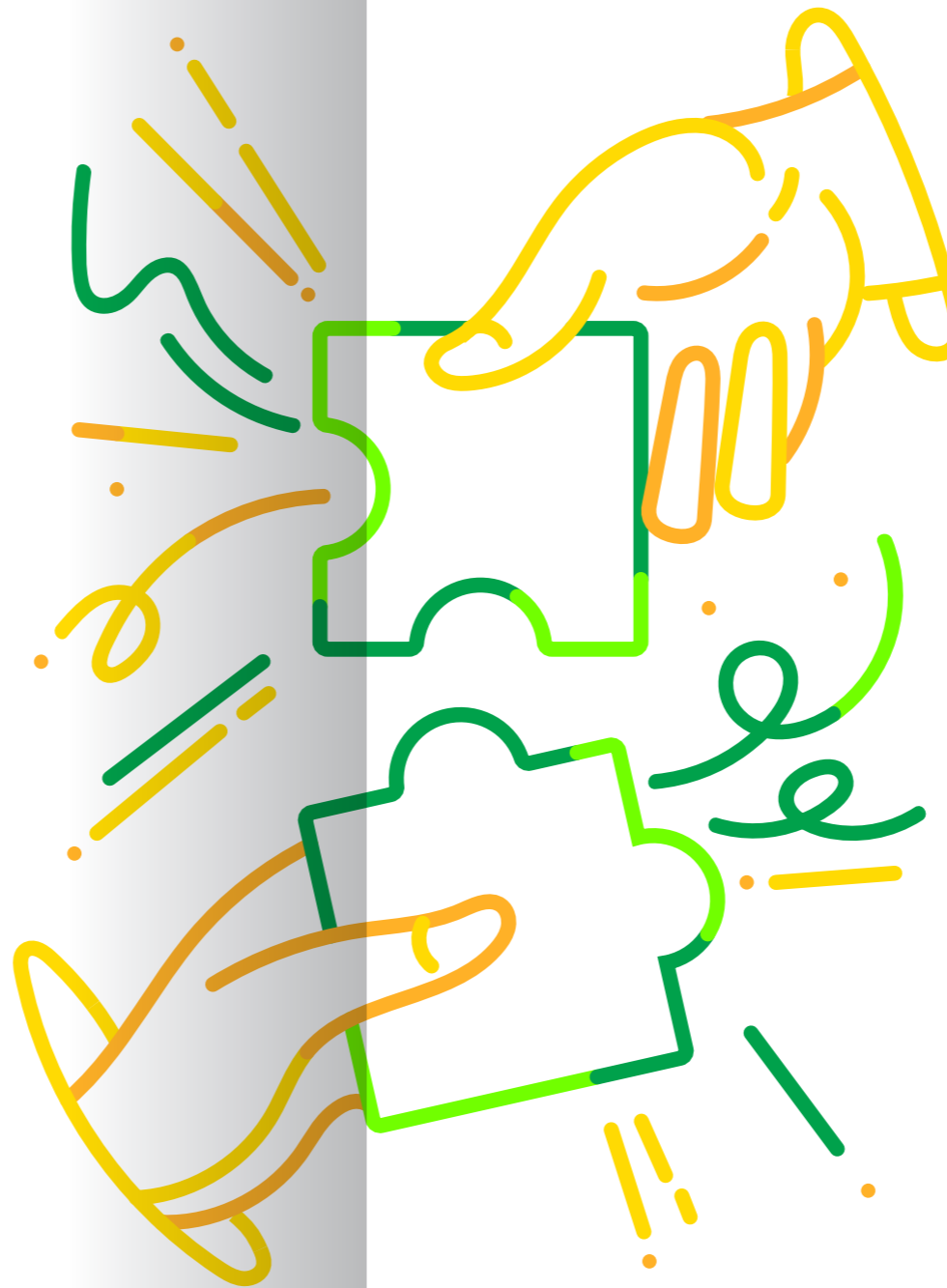
How should companies embark on a transformation journey with the motivation of doing good beyond simple survival? How can they create a culture, operation and economic model that aims for a higher goal than profitability? Business for Impact sessions sought to answer these questions.

The sessions analyzed existing and potential initiatives by businesses to bring them in alignment with the 2030 Sustainable Development Goals, focusing on the aspects of organizational change, business transformation, impact entrepreneurship, purpose-oriented culture, impact assessment and management for a holistic discussion.

From a global perspective, it is necessary to abandon the idea of a “single” center of power. This means that smaller groups, such as cities, towns and countries, are able to make their own decisions. This perspective raises for discussion several trigger questions that stretch the limits for companies in their restructuring and redesign processes: How can businesses adopt this collaborative mentality to progress, first at the national and then at the international level? What is citizenship; what does it mean for individuals and organizations, and how can it be redefined? How can public authorities and organizations shape it? For instance, young people bring a new kind of strength to the table; how can we all come together to enable knowledge sharing within this community? How and where can we find the motivation that will enable the marginalized to feel part of a whole?

One of the key factors of success is an integrated sustainable approach based on collaboration across all levels in line with the business strategy. The journey of sustainable development is not an easy one; it necessitates endurance and courage, transparency and humility, a holistic approach and the engagement of all stakeholders. At the same time, it is beneficial for both businesses and society, as demonstrated by certain pioneering companies.

The capability to bounce back up after a fall, learn new things each day and adapt to change are all essential, both in today’s pandemic and in our personal and professional lives. Another great asset is the ability to evaluate potential action without having been exposed to external negative impacts,



while the risk is still far away. The final important goal is to prepare for futures and to acquire and foster future competencies. The following efforts have the potential to contribute to the ecosystem:

- Legislators, by streamlining the establishment of new corporate organizations,
- Local community enterprises, with their freedom to focus on particular issues,
- Professional associations, by facilitating business growth,
- International agencies, through global influence,
- Media interaction, by spreading systemic change opportunities,
- Academia, by publishing new papers and studies and revising curricula,
- Investor groups, by making value and risk analyses and determining long-term models,

which would help build value through collective effort.

The set of values that should come before profit maximization should, of course, be quantified using tangible criteria. Every company should be able to assess the positive and negative effects of its own performance and adjust its business strategy and processes as needed. The goal of “performing good business” entails a system in which employees are both held accountable and held accountable, driven by the principle of transparency, and surrounded by people who are conscious of their work. This periodic self-evaluation project is similar to a method known as conscious management. Third stakeholders, like suppliers, investors, and consumers, become more excited about impact assessment and accountability when responsibility is made clear and apparent. When we start acting correctly, we may scale good benefits while reducing negative ones by regulating various instruments and measurements and taking into consideration the boundaries and effects of production.

This is where impact development and audit mechanisms, like the international [B Corp](#), come into play. Benefit Corporation (B Corp) is a global movement that endeavors to create an inclusive, just and regenerative economic system for the benefit of all humanity and the planet. Positioning businesses as a key tool for transformation in this endeavor, while the B Corp Certificate is a mechanism that evaluates companies striving for transformation in line with a certain set of legal, social and environmental criteria. Encompassing the transition from “mono” to “multi” and capitalism’s progress from the 20th to the 21st century understanding, the movement aims to transform the role of businesses towards a stakeholder capitalism model. Stakeholder capitalism facilitates collaboration and coordination among individuals and organizations looking to make a positive impact. Collaboration is essential to take collective action and to achieve good. Actions that would not make a significant impact when carried out alone can make a remarkable difference when they are prepared well and embraced by society.

As movements like B Corp gain traction, they help bring about a safer, more sustainable future. The impact of these movements goes beyond the businesses in their immediate sphere of influence, as their tools and philosophies can also transform the ecosystems of these businesses. For instance, businesses that join this movement influence and transform all producers and consumers they interact with, serving as an example with their carbon footprint measuring, a method for achieving zero carbon. Likewise, the utility of products and services is shaped organically based on how their inherent value is perceived and conveyed; any business that places an environmental or social issue at its core and transforms it into a business model has the potential to make a considerable positive impact.

There are some key outputs that are essential for the next step:

- Businesses and communities should reach out and learn from other organizations that precede them on this journey to save time and effort.
- They should remain open and flexible during this journey of learning, and keep stakeholders informed about what they are still learning.
- Organizations should be provided with the tools necessary for transformation and transparency.
- Legislators should collaborate with local and global ecosystems to enable corporate structures that would keep companies mission-driven and create value for all.
- Local and global communities of like-minded individuals and organizations who want to collaborate, co-learn and synergize their achievements should be invited to create networks together.

In a world where the enthusiasm, goals and aspirations of company founders and executives are embedded in the DNA of their organizations, a three-pronged management approach involving risk, return and impact would facilitate the next steps and the inevitable process of “transition to the positive”.

Keynote

Jay Coen Gilbert “Business as an Ally for Creating a Better Future”

In “Business as an Ally for Creating a Better Future” panel, Imperative 21 CEO and B Corp co-founder Jay Coen Gilbert shared his knowledge about the B Corp Movement and stakeholder capitalism under the moderation of Dünya Newspaper Coordinator and Columnist Didem Eryar Ünlü.



Jay Coen Gilbert
Imperative 21 CEO



Didem Eryar Ünlü
Dünya Newspaper
Coordinator & Columnist

Shareholder capitalism of the 20th century is no longer sustainable, according to Gilbert, whereas stakeholder capitalism that gained prominence in the 21st century stands to offer solutions to a variety of challenges, and it is one of the main goals of the B Corp movement.

In a declaration shared on their website, the B Corp Movement calls for a global economy that uses business as a force for good, and explains the four key pillars of their vision:

- That we must be the change we seek in the world.
- That all businesses ought to be conducted by caring about people and the environment.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.

B Corp Movement’s certification program aims to identify “businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose,” and in doing so, accelerate the transition from a shareholder-focused to a stakeholder-focused capitalism culture.

According to Gilbert, the common aspect of the 3,800 Certified B Corporations in 74 countries and 150 industries is that they are not afraid of radical collaboration, and these enterprises work together towards a better life by focusing on zero carbon, climate justice and wage gaps.



Many organizations affiliated with the B Corp Movement, such as Imperative 21, create networks between individuals and organizations to help transform the economic systems of the 21st century. Gilbert explained that they launched the RESET movement to prioritize free and fair markets over fair markets, and shared prosperity over the mentality of winner takes all. Several efforts have been made to introduce and promote this movement, which prioritizes interdependence, investment for justice and stakeholder accountability.

“While there may be companies that want to compete with one another, this should not hamper the efforts to create a healthy social system,” noted Gilbert, adding that this transition should be carried out in wider areas to motivate companies that would be disadvantaged in an economic setting prioritizing stakeholder benefit. It is necessary to take collective action to prevent problems related to legal responsibilities. We need to overcome fear and take action.

“Today, all companies agree on one thing: profitability cannot be the only focus. When you go beyond that, people want to come work for you, and you inspire them. You attract the best talents in the world because people would like to see that they are contributing, which is why we are seeing a cultural shift.” noted Gilbert, calling all corporations to become part of a movement that will inspire them.

According to Gilbert, the answer to the question of how people can be called to action is to hold a mirror to them, and get them to ask themselves, “Am I doing all I can?” The definition of leadership should be changed to “being the best listener”, and we need to improve our empathy skills. It is essential to transform not just one organization but the entire system by focusing on social innovation.

“We need to take action together to enable the change,” added Gilbert, highlighting the key role of investors in the transformation of financial systems. It is necessary to invest for long-term benefit and to adjust regulations that encourage competition in this direction.



To watch the session recording,
please scan the QR code or click the link.

Spot

Accelerate for Change

Moderated by Şirin Payzın, the Accelerate for Change panel session was held with the participation of UNDP Turkey Deputy Resident Representative Sukhrob Khojimatov, Boyner Group Board Member Ümit Boyner, Zorlu Holding CEO Ömer Yüngül, Teyit Founder Mehmet Atakan Foça, MEF University Founding Vice President Prof. Dr. Erhan Erkut, and Koç University International Relations and Economics Student Deniz Aycan. The session analyzed several perspectives both pre- and post-pandemic, and explored what type of collaboration was necessary to facilitate the transformation in the collective mind. According to the panelists, “The change before the pandemic was an evolution, but the change effected by the pandemic has been a revolution,” basing the principle of sustainability as it applies to individuals, companies, and even countries, on change.



Ümit Boyner
Board Member of
Boyner Group



Ömer Yüngül
Zorlu Holding CEO



Sukhrob Khojimatov
UNDP Turkey Deputy
Resident Representative



**Mehmet Atakan
Foça**
Teyit Founder



Prof. Dr. Erhan Erkut
MEF University Founding
Vice President



Deniz Aycan
Student of International
Relations & Economy
at Koç University



Şirin Payzın
Journalist

The session discussed how environmental awareness was not an inherent requirement for growth, as it conventionally occurs with capital in both import and consumption and



by consuming resources in a way that is not sustainable. The key, however, is to increase prosperity, and to drive economic growth within the framework of environmental awareness.

Unfortunately, learning constrained to a diploma brings nothing to the table for sustainability. Learning is supposed to be a lifelong journey, and reducing it to a period of time that concludes with a degree does nothing but create problems. A degree cannot, and should not, be the only learning an individual needs for a 25-year career. "The competencies necessary for success in the future have remained the same, it is just the future that is approaching faster," commented Erhan Erkut, calling the popular concepts of educational technologies and digitalization overrated. According to Erkut, it is a mistake to try and deliver a curriculum from the 19th century using 21st century technologies, and progress would not be possible if the change does not start in

education. Shifting learning from a curriculum-focus to competency-focus, and from teacher-focus to student-focus stands to reveal a great potential in terms of intelligence and skills.

Sharing the expectations of young people, Ayca recounted three main concerns:

- "We, as young people, feel underrepresented. There is a nondescript concept of "youth" through which companies and institutions study and research us without giving us any say. There is no room for us in these efforts."
- "We think differently from other generations, and inequalities disturb us in ways previous generations did not experience. We collaborate with other young people from all around the world; where we are allowed to participate actively, we are a gateway to the entire world, and agents of change."
- "As the youth, we do not make any distinctions between pre- and post-pandemic periods; we have and will support change that will bring all stakeholders together, from civil society to academia, with the environment itself being represented in decision-making mechanisms as one of the stakeholders."



Ümit Boyner

According to Ümit Boyner, "When one person is not safe and healthy, all seven billion of us are at risk. We must aim for progress that leaves no one behind." She pointed to human capital as the single greatest strength organizations have, and stressed the need to combine 5,000 years of collective human experience with new technologies, science, and artificial intelligence without wasting any more time.

Speakers called for change be not affected by panic, but by restoring what is broken. In the current century, especially in the post-pandemic period, change is defined as "restoration", which brings into question the issue of "pace". With so much work to do at our hands, repairing ties with the community as well as individual relationships would serve to consolidate our efforts both as young people and as social innovators exploring new business models.



Sukhrob Khojimatov

"Naturally, the pandemic caused a drastic change in everything, but it also had some benefits, such as sparking people's curiosity," said Khojimatov, adding that it is essential to address issues such as the situation of healthcare and education infrastructures, inclusion of marginalized groups and empowerment of women before focusing on increasing gross domestic product. According to Khojimatov, Turkey benefits from an excellent feedback mechanism between the public and private sectors, and would be well served to start a shift from public-private partnership to inclusive business methods.



Ömer Yüngül

"We cannot progress without giving science and education the credit they deserve and shifting our mentality to this focus," said Ömer Yüngül. He suggested aligning actions and ideas before setting and enforcing rules with empathy and fairness. "Any existing structure that would reduce hierarchical structures should be adjusted," Yüngül noted, and pointed out the correlation between a country's development and average age of patent holders.

Speakers agreed that changes should be shaped by changing viewpoints. It was noted that the area of action would be limited without the power of non-governmental organizations, the rule of law, democracy, gender equality and human rights. The panel reached a consensus on the need to change perspectives and the environment in countries before sustainable transformation can take place.



To watch the session recording, please scan the QR code or click the link.

Session Summaries

Let's Get to Net Zero!



Karel Vieler
Seepje Impact Manager



Yeliz Mert
B Lab Europe Country
Partner Manager



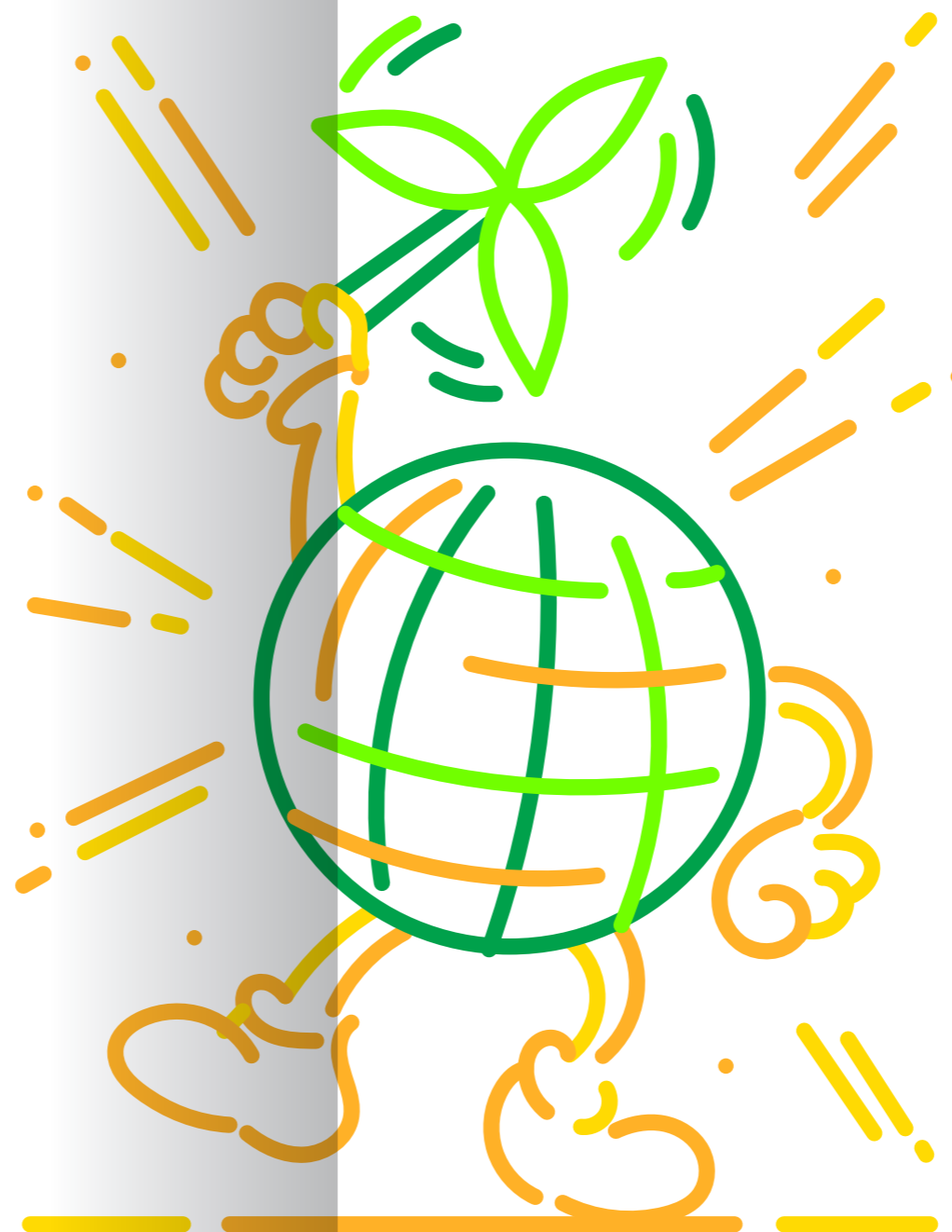
**Peter Nørgaard
Dupont**
Coffee Collective
Co-Founder & CEO



Kaya Axelsson
Strategic Engagement Fellow
at Oxford Net Zero

Moderated by [B Lab](#) Europe Country Partner Manager [Yeliz Mert](#), the Let's Get to Net Zero! Panel session was participated by [Seepje](#) Impact Manager [Karel Vieler](#), [Oxford Net Zero](#) Strategic Engagement Fellow [Kaya Axelsson](#), and [Coffee Collective](#) Co-Founder and CEO [Peter Nørgaard Dupont](#). The session started by defining carbon neutrality as a process of balancing emission sources with emission reducers. One of the biggest problems in this regard is the insufficient and imprecise calculation of gas emissions that need to be maintained at a certain level to avoid global warming and rising temperatures. Preventing emissions is essential to keep the intended balance. According to Axelsson, the answer to the question "Why do we need this?" lies in the fact that it is the responsibility of every single person on this planet to prevent the worst effects of global warming, as the issue in question is the culmination of all carbon emissions. She emphasized the need to focus more of our energy on informing more and more people about the amount of carbon emissions that must be zeroed by the middle of this century, explaining why this has to be done quickly, and raising awareness about our historical responsibility and capacity.

Actions against climate change by companies have the potential to call governments to action. Accordingly, the panel asserted that procurement strategies and sustainability-focused action that can accelerate decisions by policymakers are the responsibility of the board of directors of companies. The need for every organization to commit to a race to zero carbon emissions and draw up realistic and reasonable plans by coordinating all departments was also discussed. Panelists explored questions such as whether it is possible to align costs with the change, and if all stakeholders of the company are on the same page, or whether indirect carbon emissions by suppliers and customers are taken into account in the calculation of carbon footprints, and if the ingredients of materials are taken into account. The session ended with a couple of reasonable and realistic suggestions and reminders, as listed below:



- Reporting, governance, achievable goals and good leadership. By focusing on these aspects as a guide, it is to reach, and even exceed the goal of net zero.
- It is essential to compartmentalize the project into small steps. This can be achieved by integrating carbon neutrality in the company's objectives
- Companies can focus on factors that are fully under their control, such as waste management.
- Apart from problems with time or resources, there is also the issue of suppliers and manufacturers who are unaware about carbon emissions, or unwilling to take action. The best strategy to reach such traditionally minded individuals and organizations is to employ a creative and positive approach.
- It is important to remember that every organisation needs to learn something from other organisations.
- Lastly, it should be kept in mind that every young newcomer in business has graduated with "the latest in resources and knowledge", and that intergenerational equity is to the benefit of all. It is vital to move into the future with young people and innovative solutions.

Future Fit

The Future Fit Organizations panel session was participated by Expanscience Turkey CEO Ahmet Fikret Baltaoğlu, Vodafone Turkey Chief External Affairs Officer & Vodafone Turkey Foundation Chairman Dr. Hasan Süel, and Akbank EVP for People and Culture Pınar Anapa. The session was moderated by Zorlu Holding Corporate Communications General Manager Aslı Alemdaroğlu. The session explored an economic strategy that would be “effortless” until 2030 and “restorative” until 2040, and highlighted the importance of essential skills for any society, such as empathy, communication, flexibility, and adaptation. Panelists also discussed capitalism’s search for the opportunity to make the world a better place from a business perspective after being more or less “demonized” for years, noting that the impact of small but consistent steps in this direction, and the fact that more “vulnerable” segments of society can gradually improve themselves all represented an attempt at “self-accountability”.



Ahmet Fikret Baltaoğlu
Expanscience
Turkey CEO



Dr. Hasan Süel
Chief External Affairs Officer
at Vodafone Turkey, Vodafone
Turkey Foundation Chairman



Pınar Anapa
EVP, People and Culture
at Akbank



Aslı Alemdaroğlu
Zorlu Holding Corporate
Communications General
Manager

Panelists argued that human beings’ inability to “be well independent from the world they inhabit”, the importance of the environment, society, and climate, and the collective consciousness urging individuals and organizations to find better solutions, were all factors that encouraged companies to set more holistic and ambitious goals and make new leaps. It was stated that the transformation in companies is not an overnight process and that society must face this fact.

It was frequently addressed that both young people seeking jobs and investors are looking for certain criteria in the companies they are interested in. These criteria don’t only entail financial data, but involve the company’s vision and whether it fulfills its responsibilities towards its community, as more and more employees want to understand what interests they actually serve.

Using Business as a Force for Good.

The What, How and Why of the B Corp Movement

Using Business as a Force for Good. What, How and Why of the B Corp Movement panel session took place with the participation of Apivita Head of Global HR, Education, Sustainability & Global Brand Ambassador Anagnosti John Choukalas and Reflect Studio Co-Founder Ece Altunmaral, under the moderatorship of B Lab Europe Certification Manager Joey van den Brink. Some companies set out to make an impact, while others change their heading towards that objective over the course of their lifecycle; it is important to keep in mind that both models are crucial and stand to make a difference. Speakers drew attention to the fact that the impact in question is defined as “creating inclusive, regenerative value for all stakeholders” rather than “maximizing profit for all stakeholders”. Panelists emphasized that these topics that are always on the agenda of individuals and organizations, but are usually expected to form organically and automatically; but that nowadays, it is essential to take initiative and action and systematically follow up on the outcomes of the activities afterwards.



Anagnosti John Choukalas
Apivita Head of Global HR,
Education & Sustainability /
Global Brand Ambassador



Ece Altunmaral
Reflect Studio Co-Founder



Joey van den Brink
B Lab Europ
Certification Manager

Recognizing and incentivizing corporations that embrace and practice transparency and act to make a positive impact, the B Corp Movement expects organizations to go beyond verifying their performance and demonstrate that they uphold the communal values and adopt the idea that “we are all in the same boat, we must act together for the future”, as evident from the original intention of the movement’s founders Bart Houlahan, Jay Coen Gilbert and Andrew Kassoy, who set off with the goal of becoming a beacon of light for traditional companies that wish to redefine success.

The B Corp movement is based on four pillars that also include some systematic obstacles; these pillars are reliable standards, certification, legal reforms and collaboration between corporations that wish to make a difference, or in other



words, global association. Only 15% of all companies are able to reach the B Corp certification score, because they realize that they are not at their best when they compare their own activities and governance with “best” practices. However, anything that can be measured can also be governed, and as such, B Corp can be defined as both an objective and a beacon in the path to becoming better and more ethical.

Choukalas and Altunmaral, senior managers of two successful companies that set off with the goal of making a positive impact, touched upon their participation in the B Corp Movement. Providing details about the certification process, the panelists expressed their wish to share their experiences with the new generation to help them achieve better outcomes than their predecessors, leveraging the power of the B Corp community and creating a better force for the world while doing so. It is not easy to take social and environmental responsibilities into consideration while growing a business. That is exactly why one must be aware that any decision taken by a company indiscriminately affects all employees, stakeholders, clients and suppliers.

The session can be summarized with Altunmaral’s words “What I could say to those who are intent on joining the movement is: B Corp is an organization that works with all good companies across the globe, urging you to think outside of the values of your company and to become a big, global actor.”

Business Path to the SDGs (Sustainable Development Goals)



Boğaç Şimşir

Eczacıbaşı Building Products
Innovation Director, 2020
Global Compact Network
Turkey SDG Pioneer



Elisabetta Meconcelli

Treedom EU Funds
& Projects Manager



Marta Anglada

Ferrer Head
of Sustainability



Neila Benamara

B Lab Europe SDG
Programme Manager

The Business Path to the Sustainable Development Goals (SDGs) session took place with the participation of [Boğaç Şimşir](#), [Eczacıbaşı](#) Innovation



Director and 2020 Global Compact Network Turkey SDG Pioneer; [Elisabetta Meconcelli](#), EU Funds & Projects Manager at [Treedom](#) and [Martha Anglada](#), Head of Sustainability at [Ferrer](#) and under the moderatorship of [Neila Benamara](#), SDG Program Manager at [B Lab](#) Europe. Panelists stated that they encounter problems due to a lack of information, that people usually see sustainability as expensive in spite of it being actually less costly. They also discussed challenges with measuring social and environmental impact based on concrete data, and affirmed that companies should report their areas of improvement and adhere to the principle of transparency.

Neila Benamara talked about Sustainable Development Goals’ characteristics of being a global agenda and a beacon, likening them to a lodestar. These goals, which are inclusive and important for prosperity systematically interlinked to one another, for developed countries and international actors alike, have become even more important than before as a result of the pandemic. A call to action has been made to tackle issues such as water scarcity, disruptions in healthcare, natural disasters and loss of employment, challenges that, in reality, have been on the agenda for a very long time. One of the main themes of this session was that senior managers play an important role in shifting the society and companies drift from short-term solutions and advancing common interests and sustainability together.

Purpose-led Transformation Pathways for Large Enterprises

The Purpose-led Transformation Pathways for Large Enterprises session was attended by speakers [Karen Lemasson](#), [Laboratoires Expanscience](#) Corporate Social Responsibility Director and Member of the Executive Committee; [Marcelo Bicalho Behar](#), Vice President of Sustainability and Group Affairs for [Natura & Co](#); and [Nathan Gilbert](#), [B Lab](#) Europe Executive Director, who also moderated the session. The online interactive session took place on Zoom and with the sole participation of companies from the UN Global Impact Turkey network.



Karen Lemasson
Laboratoires Expanscience
Corporate Social Responsibility
Director, member of the
Executive Committee



Marcelo Bicalho Behar
Natura & Co Vice-President
Sustainability & Group Affairs



Nathan Gilbert
Executive Director
at B Lab Europe

The historical momentum in the change of the economic system is becoming widespread and permanent across the globe. The panel asserted that public and non-profit organizations cannot be the drivers of this change alone, and businesses should be rewarded and penalized by their employees and customers. Individuals have new priorities, such as working in or using the services of companies that do “good business” and supporting leaders that target more than sustainable development. The change involves all businesses altering their governance methods and yielding outcomes that benefit all stakeholders. This is exactly where B Corp comes into play, as it calls for reliability, scalable cooperation and supervisory transformation.

The first steps that follow the realization that human health and planetary health are not as unrelated as once thought involves acting in line with the principles of justice, equality, inclusion and being open to honest and transparent cooperation with policymakers/regulators, local community initiatives, business associations, international agencies, press, academia and investment groups. Stating that “Advancing in parallel with the provisions of the Paris Agreement requires tremendous undertaking; and since it is a global issue, it requires a global effort,” Behar stressed the global significance of combining and consolidating the expertise of different actors and creating common value by making the best of this synergy.

Scaling Entrepreneurial Solutions for the SDGs

The Scaling Entrepreneurial Solutions for the SDGs panel was moderated by [Impact Hub Istanbul](#) Co-Founder [Ayşe Sabuncu](#) and attended by speakers [Alejandro Ortega](#), [Sibö](#) Co-Founder & CEO; [Duygu Yılmaz](#), [Biolive](#) Co-Founder & CEO and [Fauzal Riski](#), [Sampangan Indonesia](#) Co-Founder and CEO. Having previously gathered during the world’s largest impact accelerator program [Accelerate2030](#), speakers discussed how their own social initiatives make a difference in the future to scale and increase the efficiency of business models developed to tackle current problems.



Ayşe Sabuncu
Impact Hub Istanbul
Co-Founder



Valerie Marouche
BMW Foundation Herbert
Quandt Network Organizer for
Northern & Central Europe



Duygu Yılmaz
Co-founder & CEO of Biolive



Fauzal Riski
Partner at Sampangan

Panelists, who represented social initiatives operating in different fields, stressed the need to focus on the expansion of business models to reach a broader audience, rather than aiming for linear growth exclusively. Alejandro Ortega, who, along with his team, fights against malnutrition in Costa Rica through developing biomaterials and changing consumer behaviors, emphasized the importance of collaborating with stakeholders to make a difference in more lives and finding the right partner to scale up in different locations. Fauzal Riski, CEO of Sampangan, an organization that focuses on transforming organic and inorganic waste into sustainable materials, talked about how they first try to understand the point of view of the opposite side and act according to their expectations, particularly when their work involves collaborations with different countries. Mentioning that social entrepreneurs are as much activists as they are businesspeople, Duygu Yılmaz explained how Biolive, which works to produce a novel biopolymer from olive oil factory waste in an effort to mitigate the environmental impact of petroleum-based plastics, aims to have an impact on the future by inspiring social awareness and altering consumer habits.



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Organizations For Impact

How to accelerate

the transformation of
organizations through
collective effort?

CONTENT PARTNER

six

ORGANIZATIONS FOR IMPACT

Insight Synthesis

Seeking answer to the question of “What type of mechanisms should organizations from different sectors, from public to academia and business to civil society, transform into in order to stimulate and direct systemic transformation?”, sessions that took place under the “Organizations for Impact” theme discussed the principles that should be adopted to facilitate the birth of institutions and organizations that will be pioneers of change in the future, as well as the differences these principles would bring about.



The COVID-19 pandemic has proven to be a monumental challenge for a world that had virtually turned into one small village with accelerating globalization, revealing once again how issues facing humanity can diversify and grow by the day. It has put to the test the ability of organizations and institutions to respond to crises. This challenging period has also increased the urgency of discussions on how organizations can adapt to changing circumstances and how they should transform to make a better impact in the future. Commenting on this issue by stating “Our institutions do not know how to adapt; they resist change,” [Javier Guillot](#), Team Leader for the [Department of Citizen Culture \(SCRD\) at Bogotá City Government](#) drew attention to the fact that “institutions must learn how to learn” in order to actualize transformation for the future.

One of the reasons why institutions and organizations today are unable to respond rapidly to existing problems is their inability to adapt to changing circumstances. [Chicago University Professor of Economics Ufuk Akçigit](#) drew attention to this fact by remarking “We are in a state of change, but problems are constantly changing as well.” Although it is difficult at times to keep up with changing circumstances, old habits should be abandoned to make space for new thought patterns, which brings to mind this question: To what extent do institutions and organizations allow young people to be heard and voice their innovative ideas? [Make a Difference \(MaD\) Initiative Founder Ada Wong](#) says, “Adults think they also know the answer to new problems; but in reality, they do not. At this stage, we need the creativity of the youth. And we need the resources of adults.” According to the panelists, organizations that wish to benefit from the innovative ideas of young people should go beyond involving them in problem-solving

processes alone. It is a significant step to involve them in decision-making as well as to enable innovative approaches to changing conditions.

New circumstances bring new inequalities. In this context, it is important for organizations and institutions to develop inclusive solutions to drive future transformation. This makes the concept of social entrepreneurship, which aims to bring innovative solutions to tackle social issues and transform existing systems, more and more attractive. A common prediction of speakers was that organizations concerned with and innovating for the social challenges of tomorrow would always be ahead of the curve. Projects by these organizations, developed with the benefit of disadvantaged groups in mind, have the potential to create positive social impact, contributing to the egalitarian and inclusive societies of the future.

In order to bring innovative solutions to social challenges, it is essential to disseminate the mentality of social innovation. And the public sector stands to play a key role in promoting and sharing this mentality beyond the private sector. Traditionally, the public sector is characterized by a strict hierarchy, but if it is to overcome the ever-changing issues, it has to become more dynamic and analyze more accurately. According to [Rushka Ely](#), [Western Cape Economic Development Partnership Program Lead](#), public servants should go out of their office and take a look outside.

“First, we have to go out and get to understand the society for

Ufuk Akçigit



Ada Wong



Rushka Ely



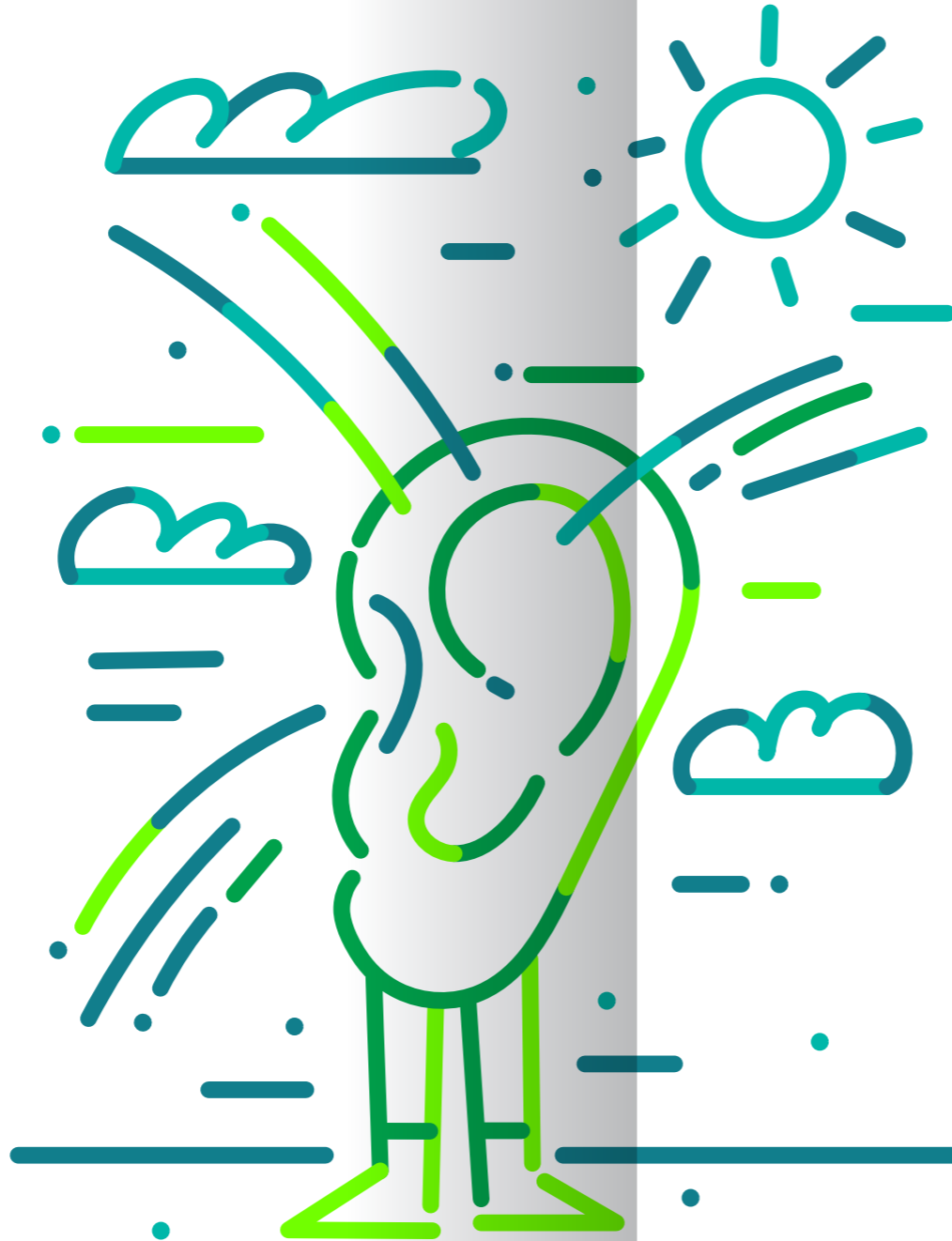


which we plan. The people should be included in innovation processes,”

she remarked. Noel Hatch, Camden Council Head of Strategy, stressed the importance of engaging citizens, the most important stakeholders, in the transformation of the public sector, noting that public institutions can effect change by developing participative methods and including the public in innovation processes “beyond providing financing or services.” Naturally, innovation fueled by participation and public engagement has the potential to be much better received.

Non-governmental organizations, which are important players in social change due to their impact on broad audiences, are also in search of new solutions in parallel with new circumstances. And the key for NGOs to have a stronger presence on the path to change is collaboration. Likewise, transparency is becoming more and more prominent for NGOs as the need for and access to information grows with each passing day. The panelists predicted that NGOs of the future would be even more transparent and accountable vis-à-vis the public sector, funders and other stakeholders. Collaboration with local governments will be crucial if NGOs are to deliver innovative and more inclusive solutions in the future. Cooperation between civil society and the public sector has the potential to generate more resources for new studies, which in turn would lead to greater social impact.

Although there are various obstacles to transformation, innovative and inclusive approaches can help us overcome these. Dismantling established hierarchies and habits in institutions and organizations can be an arduous task at times, but the future promises organizations with a stronger focus on dynamism and horizontal structures. Panelists came to the consensus that in the next 10 years, institutions would be able to respond to crises more swiftly, and stressed that profit-oriented projects focusing solely on profits would be abandoned in favor of initiatives targeting prioritizing social impact.



The panel pointed out to the following principles for the future of organizations:

- Institutions should learn to adapt to changing circumstances
- More room should be made for novel ideas and young people
- More egalitarian and inclusive solutions should be introduced to ensure social justice
- Social innovation mentality and practices should be disseminated

Panelists called for the realization of these principles in an effective and inclusive manner through cross-sectoral cooperation between public and private sectors, civil society and academia to inform projects.

Keynote

Otto Scharmer “What Would Be the Role of Institutions in the 21st Century?”

The “What Would Be the Role of Institutions in the 21st Century” session took place with the participation of MIT Senior Lecturer & Presencing Institute Founding Chair Otto Scharmer, under the moderatorship of Şirin Payzın.



Otto Scharmer
Senior Lecturer at MIT
and Founding Chair at
Presencing Institute



Şirin Payzın
Journalist

Commenting “If you want to transform awareness, you must make sure that the system sees itself and confronts itself like holding a mirror to it,” Scharmer addressed the question of what role of institutions would play in the 21st Century, asserting that it would be that of a player that aims to evaluate the system and determines its next move based on the challenges encountered. He postulated consists of three basic sources for the system: social discrimination as it refers to polarization, ecologic discrimination and finally moral discrimination that encompasses the concepts of moral segregation, mental wellbeing and the epidemic of loneliness. In this proposition, mentality and awareness would come into play as each part of the systemic



whole begins to look at the other side of the magnifying glass, initiating a transition from dispute to dialogue. This singular and very significant criterion would encourage leaders to embrace the most important characteristic of a leader today: the ability to empathize. Social entrepreneurship begins with changing one's self and one's mentality. As Scharmer states, "In order to lead a change, one must be able to see, imagine and feel the future as it starts to manifest."

During the session, Scharmer emphasized the importance of access to transformational literacy and the democratic functioning of that access, giving examples of how system changes are shaped and how they will be shaped in the future. Governance processes have shifted from hierarchical systems to traditional and then to dominant systems in the market. Today's organized lobby systems will in turn give way to collective systems relevant for all. In education, there has been a chronological transition from the traditional way of learning to self-learning via trial and error, and now to student-focused learning, which itself will be replaced by deep learning in the future. In finance, the banker-oriented, extractive systems of today will be succeeded by regenerative capital systems where impact investors transform ecosystems. Healthcare will stop being patient-focused and will instead focus on strengthening the sources of life; traditional and organic agriculture will progress towards becoming a tool for healing and human health.

Institutions, business, governments and individuals... How can we change the entire mentality by taking into consideration and evaluating different approaches? According to Scharmer, noticing the people and challenges and identifying their potential for individual/organizational contribution represents half of the battle for change management. For him, there is only one way to do it: by listening. "The main problem of leadership today lies in the failure to listen," said Scharmer, remarking

how it leads to detachment, and consequently, a disconnection from reality. According to Scharmer, the ultimate solution lies in placing people in the same environment with the challenge, and making sure they listen, while keeping an open mind and an open heart is as important as the priorities of stakeholders. He suggested that people should adopt the right listening approach, both in their professional and private lives, and based on the understanding that nobody is born a great listener, assured that relationships and all they involve would change as soon as we change how we listen to others.

Scharmer pointed to a decrease in unrest and discontent when governments embrace a similar approach, such as consulting with farmers on food prices to alleviate future complaints. Listening and dialogue are notions that can be integrated into key processes. The panelists argued that the world is going through a "decade of change", noting that while everyone is eager and willing to do something; no one is really sure what to do. Speakers asserted that serious collective changes are necessary in order to fulfill the commitments of the Paris Agreement, which is only possible through relationships and empathy with people from different cultures and ideologies. According to Scharmer, the pandemic has proven to all that anything is possible and that an amazing range of resources can be mobilized in times of need, enabling people to act with collective wisdom and achieve great things in a short span of time.

"Looking at the agenda of this decade of change, we have seen so far gives me hope. Change begins small, even in nature; the growth accelerates after germination," commented Scharmer, explaining that companies we encounter will be divided into two camps: those who focus exclusively on profits, and others who prioritize their mission and impact, committed to social benefit, putting profit on the back burner.

According to Scharmer, people wish to work for organizations that will make them proud and avoid harm to humans and nature, and that the companies of the next decade will either be inclusive and innovative, or devoid of any social or environmental awareness.



To watch the session recording, please scan the QR code or click the link.

Spot

Is The Change Really Possible?



Bekir Ağirdır
KONDA General Manager



Ufuk Akçığit
University of Chicago Professor of Economics



Levent Erden
Next Academy Founder, Academician

The session Is The Change Really Possible? took place with the participation of KONDA General Manager Bekir Ağirdır and University of Chicago Professor of Economics Ufuk Akçığit, under the moderatorship of Next Academy Founder & Academician Levent Erden. During the panel, speakers discussed how a suitable environment can emerge for change in society, what obstacles await the transformation, whether this transformation would exacerbate inequality and how individuals would be affected by this process.

Does change always result in a positive outcome? For instance, will the change brought about by the pandemic pave the way for a better world for all of us? What steps can we take to create a better world? Undoubtedly, the change caused by the pandemic is poised to be much different than those that came before. How this process can be completed in a better manner and what benefits it will provide are two questions gaining more and more prominence in the meantime.



Bekir Ağirdir

According to Bekir Ağirdir, **a change in mentality, organizations and rules is necessary for transformation to occur fully. Social changes in these three categories have the potential to steer the transformation towards a positive or a negative outcome.** Ağirdir

proposed that issues be approached more holistically to ensure that transformation occurs better. Developing holistic approaches when tackling issues may eliminate challenges that would have been encountered tomorrow and contribute to a better transition. Ufuk Akçiğit, on the other hand, explored the importance of education and how youth should participate more in decision-making processes. Reminding that challenges are also transforming constantly, Akçiğit stressed the importance of the youth's ability to approach issues with an innovative perspective, and in doing so, developing novel solutions against diversifying problems. But then, how much voice is given to young people in societies and organizations? Many agree that we have to open the way for young people and enable them to voice their ideas. However, in practice, youth inclusion in decision making has been limited at best.



Ufuk Akçiğit

"We should clear the way for the creativity of youth so it can also pave the way for transformation."

noted Akçiğit, adding that youth creativity is essential to drive transformation in organizations and societies.



Levent Erden

While the connotations of transformation are widely accepted to be positive, it is also true that the impact of transformation may vary for different segments of society. Drawing attention to this fact, Levent Erden asked speakers,

"Does transformation cause inequality and what are the obstacles facing transformation?"

Industries grow in complexity with each passing day and require further specialization as a

result, reducing permeability between layers of society and consequently reducing equality. According to Ağirdir, looking at the prospects of social inequality through rose-tinted glasses is not a viable approach with poverty becoming a permanent issue, and noted that it would not be very feasible to expect a person living in the slums to climb the corporate ladder in large enterprises. Ağirdir listed the greatest obstacles in front of transformation and suggested various solutions:

- The difficulty in gaining traction during the period of uncertainty that followed the pandemic has shown that obsolete hierarchies represent a great obstacle to transformation. In order for transformation to be successful, these should be redefined.
- Transformation is also slowed down by organizations that base all of their scenarios on certainty with a deterministic approach. It is essential to prepare scenarios against the uncertain and the unexpected to ensure that they can keep up with the pace of the transformation.
- In public and private sectors as well as NGOs, executives who do not want to relinquish power are a hindrance to transformation. Institutions and organizations should make it possible to bring new blood to management.

Akçiğit explained that each society has its own story of transformation, and consequently, its unique obstacles before transformation. He provided several examples of regional challenges, including the problems encountered in Germany due to privatizations, the problem of growth in Indian companies whose sizes are based on the size of the controlling family and the widening gap between companies in the US as a result of well-intentioned tax cuts. Based on these examples, Akçiğit asserted that organizations should look to develop new policies that would easily adapt to new circumstances.

But then, what is the individual's place in society while all these transformations are taking place? At present, globalization disregards the uniqueness of individuals as it tries to fit them into molds that will benefit organizations. According to Ağirdir, businesses and governments both attempt to stereotype individuals. He asserted that posing the success stories of worldwide celebrities as an ideal to be followed by everyone is another attempt to mold people at the expense of their unique identity. He also argued that transformation in organizations should not be a top-down snap decision, and that a healthy transformation could only be realized with the participation of all. Akçiğit remarked on the dissociation in organizations based on political position, and how it affected individuals. He commented that individuals with connections to political power climb the ranks faster than their peers, achieving better positions and wages. Adding that, everyone should be provided with the ability to express their opinions freely regardless of their political inclinations if the transformation is to be a reality.



To watch the session recording, please scan the QR code or click the link.



Session Summaries

The Role of Municipalities in Driving Change

The panel on The Role of Municipalities in Driving Change was moderated by Hakan GldaĖ, columnist at Dnya Newspaper, and the panelists consisted of Ekrem İmamoĖlu, the Mayor of Istanbul, and Fatma Ŗahin, the Mayor of Gaziantep and the President of the Union of Municipalities of Turkey. The mayors discussed the role of municipalities in creating a sustainable future and managing the change needed by humans and the planet. They shared their approaches for the next 10 years in critical intervention areas through current and possible future projects.



Ekrem İmamoĖlu
Mayor of İstanbul



Fatma Ŗahin
Mayor of Gaziantep and
President of Union of
Municipalities of Turkey



Hakan GldaĖ
Journalist at Dnya
Gazetesi, Writer

Focusing on Gaziantep's green transformation and green economy, Fatma Ŗahin emphasized the importance of sustainable development, stating that if human and environmental developments are achieved, the current pandemic and environmental disasters can be averted. She further mentioned the need for protective measures. Ŗahin likened cities to bodies and said that diseases can only be prevented by applying protective measures.

Talking about the importance of Istanbul's green transformation, Ekrem İmamoĖlu mentioned the need for a roadmap for people to live in a happier urban environment. Stating that Istanbul's urban development was not planned, İmamoĖlu added that they were working on various projects to add more green spaces to the city, as these added value to

human lives. He said that in 2020, 3 million sqm of green land was opened for the active use of Istanbul residents, and that they were planning to increase this to 6 million sqm. İmamoĖlu also mentioned that they were implementing comprehensive projects to achieve a sustainable environment and highlighted the importance of communicating with stakeholders in the process.



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Inclusive Partnerships for Sustainable Impact



BoĖaç ŖimŖir
EczacıbaŖı Building
Products Innovation
Director, 2020 Global
Compact Network Turkey
SDG Pioneer



Duygu Ercan Mrel
Globesight Country
Representative



Glseren Ŗelik
Ministry of Foreign Affairs,
Head of Department for
Multilateral Economic Affairs
and Alternate Co-Chair of
the SDGİA Board



Sharanya Thakur
Gravity Earth Project Manager



Ŗafak Mderrisgil
Etkiyap (Impact Investing
Turkey) Co-Founder & Chair



Seher Alacacı
UNDP Assistant Resident
Representative and Co-Chair
of the SDGİA Board

The Inclusive Partnerships for Sustainable Impact panel was moderated by Seher Alacacı, the Assistant Resident Representative for UNDP and Co-Chair of the SDGİA Board, and the panelists included BoĖaç ŖimŖir, EczacıbaŖı Innovation Director and 2020 Global Compact Network Turkey SDG Pioneer; Duygu Ercan Mrel, Globesight Country Representative; Glseren Ŗelik, Ministry of Foreign Affairs, Head of Department for Multilateral Economic Affairs and Alternate Co-Chair of the SDGİA Board; Sharanya Thakur, Gravity Earth Project Manager; and Ŗafak Mderrisgil, Etkiyap (Impact Investing Turkey) Co-Founder and Chair of Executive Committee.

Gülseren Çelik, from the Ministry of Foreign Affairs, stated that social problems were being solved in the country with the participation of multiple stakeholders, including the World Food Programme, the Bill & Melinda Gates Foundation and the Qatar Fund for Development. Çelik said that the initiatives that are supported by the Turkish government and the United Nations have been helping create solutions in the field. The panel explored the necessity of multi-partnered structures for creating comprehensive solutions, and it was agreed that intergovernmental partnerships and inclusiveness are essential to ensure that nobody is left behind. Şimşir talked about the attitude of large companies and how they should continue collaborating with foundations and governments to create sustainable impact.

Social Impact Management in Practice – Cases from Turkey



Agata Fortuna
KUSIF Project and Training
Senior Specialist



Emre Keskin
Hayal Gücü Merkezi
Founder



Ercan Balci
Çayeli Bakır İşletmeleri
External Relations Manager



Duygu Güner
Social Impact Evaluation
Expert



Gizem Girgin
Bilgi University Incubation
Center Team Manager

The Social Impact Management in Practice- Cases from Turkey session was moderated by Agata Fortuna, KUSIF (Koç University Social Impact Forum) Project and Training Senior Specialist, and the panelists included Emre Keskin, Hayal Gücü Merkezi Founder; Ercan Balci, Çayeli Bakır İşletmeleri External Relations Manager; Duygu Güner, Social Impact Evaluation Expert; and Gizem Girgin, Bilgi University Incubation Center Team Manager. The panel focused on steps taken to emphasize social impact within the organizations the panelists represented, and how these steps made a difference.

In KUSIF’s definition, social impact refers to “the change that takes place after a certain activity or the impact that an action, activity, project or program had on different groups of people.” In this context, this definition could help with measuring and managing social impact, rendering projects more productive,

working with different stakeholders, and discontinuing a project when it is not productive enough. In this session, panelists emphasized the necessary role of institutions in creating social impact, not only through certain projects but through all of their projects. The importance of planning societal change accurately and starting partnerships with different stakeholders was highlighted. Panelists also shared some of the obstacles they came across when working on projects to highlight social impact. The obstacle they emphasized the most was the resistance towards changing habits, both from within their own organizations and from the stakeholders they worked with. It was stated that it was possible to achieve change in people and organizations that are resistant to changing work-related habits by explaining to them the idea of social impact in a more detailed and comprehensive way.

Youth as Change Makers for the Future



Louise Pulford
SIX CEO



Ada Wong
Make A Difference (MaD)
initiative Founder



Filiz Bikmen
Social Investment and
Founding Director of Esas
Sosyal



Francis Petersen
University of the Free State
Rector and Vice-Chancellor



Melike Aydın
President at YGA



Mustafa Özer
imece Director

Youth as Change Makers for the Future was moderated by Louise Pulford, CEO of SIX, and the panelists consisted of Ada Wong, Founder of the Make A Difference (MaD) Initiative; Filiz Bikmen, Social Investment Adviser and Founding Director of Esas Sosyal; Francis Petersen, Rector and Vice-Chancellor of the University of the Free State; Melike Aydın, President of YGA (Young Guru Academy); and Mustafa Özer, Director of imece. The panelists shared their experiences of communities working with youth for youth empowerment and for helping them build a future that will make a difference.

There is often talk about the need for youth participation in future-building processes, but there are very few organizations that include them. Nevertheless, it is essential for youth to join these processes so that innovative

solutions can be developed. In this session, the panelists explained that youth can be both decision makers and problem solvers, and that this would contribute to taking innovative steps. In addition to hearing what youth have to say, making them part of the decision-making mechanisms would make more efficient use of their capacity. Another issue talked about was the importance of adults recognizing the talent and strengths that youth have and investing in them. By combining the creativity of youth with the resources that adults have, bigger changes for the future can be accomplished and a more equal world can be created. The panelists, who have various roles in bringing youth together with adults, stated that reverse mentoring and other collaborative projects can help establish trust and partnerships across generations.

Components of Innovative and Effective Civil Society

The session titled Components of Innovative and Effective Civil Society was moderated by Renay Onur, Manager of Spor İstanbul A.Ş. General Manager, and the panelists consisted of Bülent Özcan, General Director of Financial Cooperation and Project Implementation at Directorate for EU Affairs; Füsun Aymergen, Field and Communications Assistant Manager of KAÇUV; and Senem Başyurt, General Secretary of Darüşşafaka Society. Panelists discussed how NGOs can respond in a more innovative way to the new developments and needs that will emerge on a local and global scale in the near future.



İ. Renay Onur
Spor İstanbul A.Ş.
General Manager



Bülent Özcan
Director-General for Financial
Cooperation and Project
Implementation at Directorate
for EU Affairs



Füsun Aymergen
KAÇUV Field and
Communications Assistant
Manager



Senem Başyurt
Darüşşafaka Cemiyet
General Secretary

The new needs of the changing world create new pursuits in the public and private sectors, as well as in civil society. Panelists discussed these new pursuits and stated that the need for transparency and accountability will be even more important in the near future for NGOs. The increased demand for information and access generated by digitalization also increases

the responsibilities NGOs have towards donors and stakeholders. During the session it was mentioned that institutional reports should be prepared at certain intervals and shared with the public to ensure transparency, and that to increase innovative projects, there should be more collaborations between NGOs, funders, social entrepreneurs and local governments. It was also mentioned that NGOs can change their structure to stop being fund- or grant-dependent and turn into organizations that generate new streams of revenue through sustainable projects.

Is it Social Innovation or Not?



**Sinem Güravşar
Gökçe**
İstasyon TEDU Projects
Coordinator



Berivan Eliş
Impact Hub Candidate
Ankara Co-Founder



**Burcu Karaca
Uğural**
Döngü Cooperative &
BPREG Composites
Founding Partner



Ebru Metin
Legal Design Turkey Founder



Gökçe Tuna
UNDP Accelerator Labs
Head of Exploration



**Meltem Ceylan
Alibeyoğlu**
Darüşşafaka Middle School
Academic Coordinator

The session titled Is It Social Innovation or Not? was moderated by Sinem Güravşar Gökçe, Projects Coordinator of İstasyonTEDU, and the panelists included Berivan Eliş, Co-Founder of Impact Hub Candidate Ankara; Burcu Karaca Uğural, Co-Founder of Döngü Cooperative & BPREG Composites; Ebru Metin, Founder of Legal Design Turkey; Gökçe Tuna, Head of Exploration of UNDP Accelerator Labs; and Meltem Ceylan Alibeyoğlu, Academic Coordinator of Darüşşafaka Middle School. Experienced in social innovation, the panelists discussed the importance of this concept for impacting the future and, as an example, they shared their experiences acquired during the UNDP Accelerator Lab Turkey Social Innovation Support Program.

The program defines social innovation as "A novel and applicable solution to a social problem that is more effective, efficient, sustainable, or just

than existing solutions.” Panelists highlighted the limited awareness and misinformation about social innovation and agreed that using concrete examples would help explain the concept better. Separating social innovation from social entrepreneurship and informing the public on impact creation would allow social innovation to be created by all individuals and institutions in all fields. During the session, award-winning solutions of the UNDP Social Innovation Support Program for Women and practical information acquired by the organizers while developing this program were shared. The speakers suggested that social innovation support programs should be designed in an applicant-focused, flexible and inclusive way, and that the whole program should be developed as a learning process. They also highlighted that disadvantaged groups are capable of developing projects that would have a positive impact when these groups are included in social innovation support programs.

The Changing Role of Public Servants Making the Unusual more Usual



Louise Pulford
SIX CEO



Doç. Dr. Birol Ekici
Union of Municipalities of Turkey
Secretary General



Rushka Ely
Western Cape Economic
Development Partnership
Programme Lead

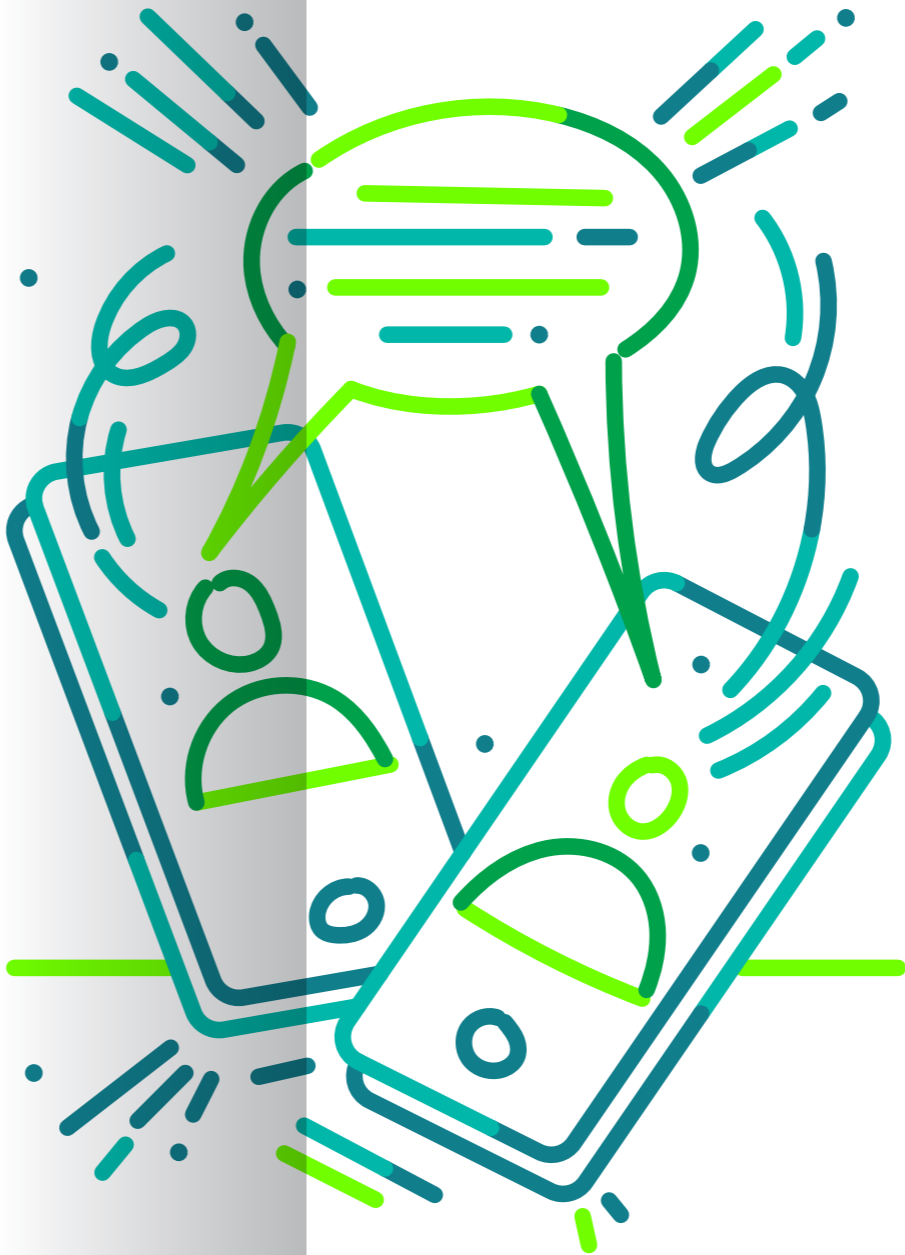


Noel Hatch
Camden Council – London
Borough of Camden – Head Of
Strategy



Peter Ramsden
Freiss Ltd. – Managing
Director

The panel titled The Changing Role of Public Servants Making the Unusual more Usual was moderated by Louise Pulford, CEO of SIX, and the panelists consisted of Assoc. Prof. Birol Ekici, Union of Municipalities of Turkey Secretary General; Rushka Ely, Program Lead of Western Cape Economic Development Partnership; Noel Hatch, Head of Strategy of Camden Council; and Peter Ramsden, Managing Director of Freiss Ltd. The panelists discussed why



innovation is needed in local governments, how it can be disseminated in the public sector, and how local governments can transform in the near future.

Public innovation has become an important need in today’s world for many reasons. Diverse, multilayered problems require more comprehensive thinking and more creative solutions to respond to citizens’ needs. In this panel discussion, Birol Ekici and Noel Hatch talked about the need for innovation to respond to the urgent needs and inequalities caused by the pandemic, and Peter Ramsden mentioned the need for more comprehensive and systemic innovations as many existing services have lost their ability to respond to current needs. Panelists agreed that as technological advancements gain speed, the ability of local governments to adapt to these advancements and use them to create innovations that accurately respond to societal needs would become more successful. Another recommendation offered by the panelists was to reorganize the strict hierarchical structure present in public institutions and to render these institutions more flexible to create an environment conducive to social innovations that would impact the future.

To create innovative solutions, one of the steps is to expand the innovation mentality in all segments of society. To do this, local government representatives need to connect with different factions in addition to fund the projects. Project developers need to leave their office to personally connect with people and include the citizens as stakeholders in the innovation process. Rushka Ely, stated that sometimes people have high expectations when innovations are mentioned, but for local governments, innovation can consist of establishing a new communication channel, like starting a new messaging group and organizing people around various issues. The road to high-impact innovations will certainly be paved with smaller-scale innovations.

How Can Citizens Shape Different Possible Futures for Cities



Louise Pulford
SIX CEO



Javier Guillot
Bogota City Government,
the Department of Citizen
Culture Environmental Culture
Team Leader



Jayne Engle
McConnell Foundation
Director of Cities & Places
Portfolio



Onur Eryüce
Counsellor to the Mayor, Izmir
Metropolitan Municipality
Secretary General, Association of
Social Democratic Municipalities



Yunus Arıkan
ICLEI Director of Global
Advocacy

The session titled How Can Citizens Shape Different Possible Futures for Cities was moderated by Louise Pulford, CEO of SIX, and the panelists included Javier Guillot, Environmental Culture Team Leader for the Department of Citizen Culture (SCRD) at Bogotá City Government; Jayne Engle, Director of Cities & Places Portfolio of McConnell Foundation; Onur Eryüce, Counsellor to the Mayor at Izmir Metropolitan Municipality; and Yunus Arıkan, ICLEI Director of Global Advocacy. The panel discussed the steps for building sustainable and inclusive cities for the future.

New problems caused by the increase in urban population create the need for new solutions in order to leave more equitable and livable spaces for the future generations. The panellists discussed different solutions which would make a difference in building future cities and stressed a need for a comprehensive approach to dealing with current

Jayne Engle, who started off with a discussion on housing inequality, went on to discuss the need to create a human-centered system that provides social justice for all. Javier Guillot mentioned the necessity for all stakeholders to take part in the transformation processes in order to create a better future for cities

and highlighted the need to create highly-adaptable institutions. Yunus Arıkan agreed on the necessity that stakeholders participate in cities' transformations and stated that this was the only way for local government systems to make a difference in the future. Onur Eryüce highlighted the importance of integrating culture and nature in citizens' lives when building the cities of the future and stated that local and international collaborations can create more effective solutions.



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Communities For Impact

How to mobilize

to form more impactful
communities?

CONTENT PARTNER

ATÖLYE

COMMUNITIES FOR IMPACT

Insight Synthesis: “Title in the Video”

Panels on the theme of Impact Communities explored how communities that have an impact on the future can be better united and how they can be made workable by adapting approaches.

To mitigate the problems we encounter at our age and to create a better future, we also need to talk about transforming communities in such a way as to bring people together and conduct activities for various purposes. Just like institutions and organizations, communities also need to adapt to changing conditions. To achieve comprehensive transformation for the future, we need to revise our approaches towards being a community and build more functional definitions for it.

In the sessions, the following approaches to rendering communities more functional were discussed:

- Identifying a purpose that will spring the community into action
- Developing human-focused projects based on reciprocity
- Designing a balanced interchange of values for all members
- Identifying appropriate digital and physical rituals for the community and implementing them
- Members adhering to the principles adopted by the community

Where does the system change concept, which we often come across when redesigning communities, come into play? This approach involves changing the system to the advantage of disadvantaged groups with the hope of achieving a more equitable and fair future. To create change, this approach does more than provide advice to disadvantaged groups. It aims to make the group's voice heard and to empower its members so they can create their own solutions. The words of Mine Ekinici from Rural Schools Transformation Network (KODA), an organization that uses a systematic approach to mitigate inequalities in rural education, adequately sum up this approach: “To create a sustainable effect, we strive to develop individuals who will contribute to the education of students. For example, we work with teachers.

Mine Ekinici



Empowering them is one of our important strategies”. Such approaches can help create long-term solutions for communities as opposed to “band-aid” ones.

Jocelyn Wyatt



How can power be redistributed when redesigning communities? When projects are being developed, including all stakeholders, particularly community members, in the process through an equitable approach allows for a better definition of the needs and results in more effective solutions. Believing in the communities' own power as opposed to outside actors in problem solving, IDEO.org co-founder and CEO Jocelyn Wyatt stated, “When a community is faced with a problem, community members can develop the best solutions by looking at their own experiences.” Many projects that aim to improve communities are run by experts in their own fields and do not let the actual target population have much of a say in the project. This is exactly where the redistribution of power has a function, allowing the development of equitable and inclusive solutions. Solutions that draw their strength from the community itself, its practices, culture and past are able to respond to needs better.

Yet, how can communities move into action? Developing common goals and designing a balanced interchange of values are the key points that can move future communities into action to create change. For people to move into action together, they need a goal that excites them all. This goal can be a sustainable development goal –for example, concerns about climate change have been able to bring many people together. In this way, a community that shares the same motivation and that has transformative power is created.

Elifcan Şahan



Needless to say, when designing transformative communities, new approaches to leadership should also be created. To make a difference, result-oriented leadership approaches should be abandoned and replaced by human-centered ones. Leaders that take social impact into consideration will have important roles to play in building the future. On the panel, Elifcan Şahan from imeceLAB expressed her opinions on the subject: “For me, leadership in the new world does not have defined lines. The leaders of the future can adapt to change, respect differences, respond to social issues and try to make a difference.”

Above all, the power of love must not be ignored as a key value in ensuring the healthy growth of communities. In order to solve the problems that affect the community, its members need to first and foremost adhere strictly to their own principles. Mutual love and understanding are indispensable for these principles. When community members show love and understanding towards each other, better partnerships and collaborations will be developed.

The recommendations made during the sessions under the theme of Communities for Impact can be listed as below:

- Community design approaches should be revised with a more inclusive perspective.
- Projects that take disadvantaged groups into consideration should be developed.
- All members of the community should be included in problem-solving processes.
- Communities' ability to solve their own problems should be trusted, and the design and production methods should be developed and regulated with this perspective
- A new leadership approach, where leaders strive to make a difference, should be adopted

Keynote

Jocelyn Wyatt "Evolving the Practice of Design for Social Innovation: Building Community Ownership"

The session titled Evolving the Practice of Design for Social Innovation: Building Community Ownership was hosted by [Jocelyn Wyatt](#), Co-Founder and CEO of [IDEO.org](#) and moderated by [Fatoş Karahasan](#), Journalist, Writer and Academician at [İstanbul Bilgi University](#). Jocelyn Wyatt talked about the methods and principles that were used by her community when developing social design projects to impact the future.



Jocelyn Wyatt
ideo.org Co-Founder
& CEO



Fatoş Karahasan
Academician at İstanbul Bilgi
University, Journalist, Writer

What does social design, a concept that we are hearing more and more about when it comes to developing communities, mean? According to [IDEO.org](#), social design is a process that encourages community facilitation and the sharing of conversation and ideas, beliefs and rituals. This process should be innovative as well as feasible, supportive and empowering for those involved.

Social design attempts to solve societal problems by embracing participants' cultural differences.

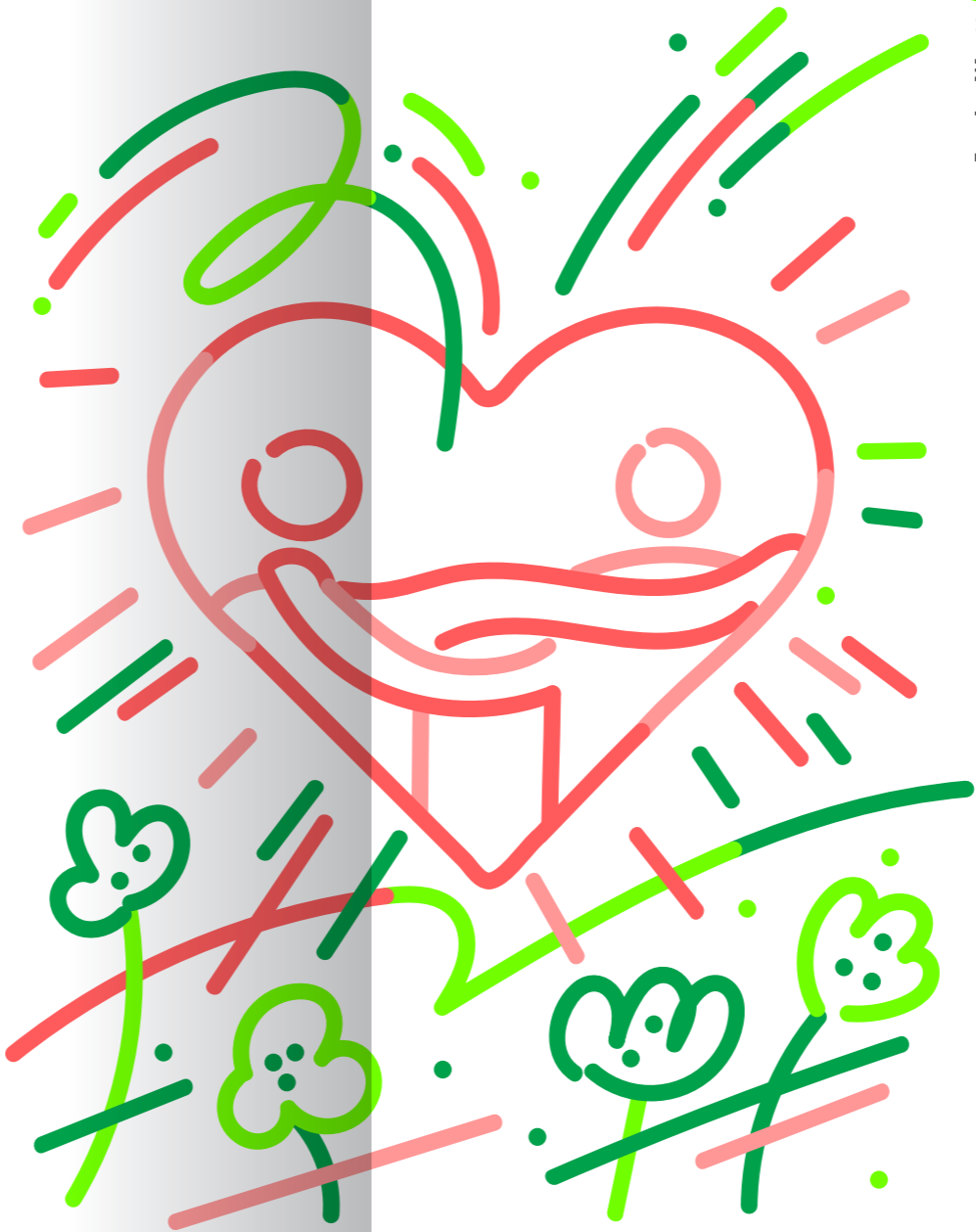
Jocelyn Wyatt stated that by focusing on the question, "How can we redirect power back to communities during social design?" IDEO.org aims to design a more just and inclusive world, and it created human-centered designs to achieve this goal globally. Wyatt listed the three main principles they adopted for solving problems faced by communities and for redistributing power:

- Trusting the expertise of the community
- Including equity in the process
- Creating inclusive environments

Wyatt summarized a situation that often occurs in projects that focus on social issues: "In social industries, projects are run by the professionals in the industry, but the project's target audience does not have much say." She stated that this was the wrong approach. According to social design, a problem encountered in a community can contextually, culturally and historically be solved most effectively by the members of that very community. At this point, the power to solve problems should be redirected to the communities and their experiences should be highlighted. One of the studies conducted by IDEO.org during the COVID-19 pandemic focused on correcting this approach. Some statements made by health institutions during the pandemic were not accurately understood by various refugee and migrant groups, due to the differences in their experiences. IDEO.org developed projects to place these healthcare messages into new contexts that would be better understood by these groups and disseminated them after using new images and slogans. Wyatt stated, "It is important for people to hear from people who look like themselves, who speak to them," and explained that it was much easier to spread these messages and solve problems by working with people from the community.



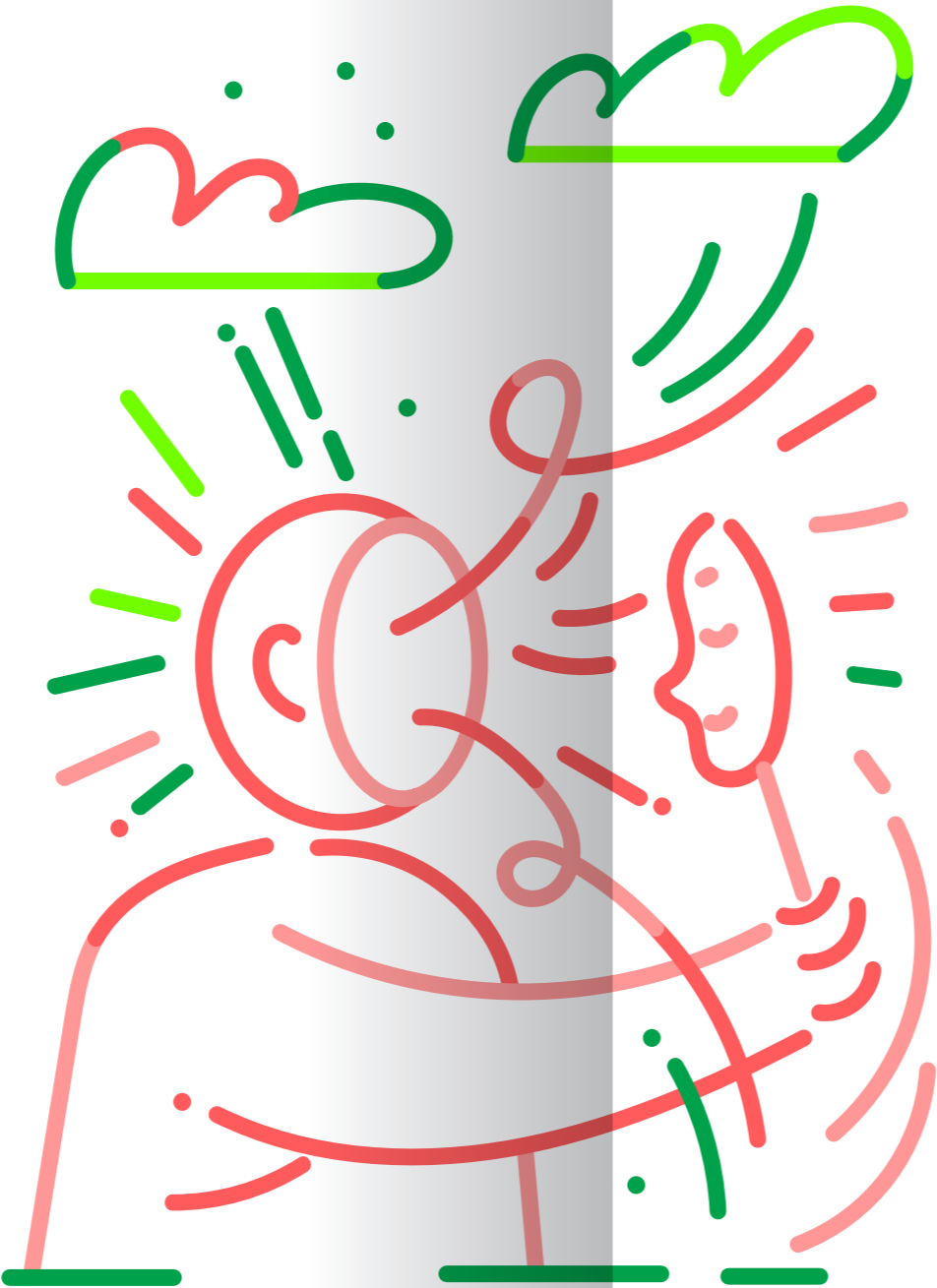
Jocelyn Wyatt



So, how does the IDEO.org team develop their projects? Wyatt summarized their leadership approach by saying, "Leadership should develop by being centered on values," and stated that when developing creative projects, value-oriented leadership should be preferred over a result-oriented one. She added, "People can be more creative when you turn problems into projects. It helps to have a beginning point, an end, and a structure," when explaining how work presented as a project can be more comforting for some team members in design processes. Wyatt also mentioned that she believed people were more creative when they worked in teams, and that they often brainstormed together while developing projects.

To learn more about how IDEO.org shaped their projects into their final form, Karahasan asked Wyatt "Between all the recommendations, solutions and ideas, how do you choose the best ideas?" Wyatt explained that these ideas were selected organically during the brainstorming and concept development sessions, where people repeated certain ideas more, adopted them and gathered around them faster. When this happened, the solution revealed itself. Wyatt also added "We do not have ownership over concepts or ideas; we don't say 'this idea was mine,'" in explaining how the ideas that flourish during design are understood as the team's common idea, and in this way, people were more determined to work on it.

Wyatt also talked about the changes she has observed since 2011, when IDEO.org was founded. "No one knew about social impact design 10 years ago. Now it is a well-known concept, and there are many social impact designers. The last decade made social impact very visible and well-known". She went on to state that they had developed new applications in this time period.



Wyatt ended her conversation by noting the responsibilities that individuals have for creating an impact for the future: "Everyone needs to vote and be sensitive about choosing political leaders. We can donate to organizations that we think can create change. We should support businesses that are owned by disadvantaged groups, women, refugees and other minority groups and prefer their establishments for shopping." Wyatt stated that these small steps have the power to transform a society. She also recommended that people do not stop showing each other love, understanding and support, and that they be tolerant towards others.



To watch the session recording, please scan the QR code or click the link.

Spot

System Change

The System Change panel was moderated by İstem D. Akalp, Co-Director of Ashoka Turkey, and the panelists consisted of Mehmet Atakan Foça, Founder of Teyit, and Mine Ekinci, Coordinator of the Rural Schools Transformation Network (KODA). In this session, two social entrepreneurs from different fields who both work for a future where everyone can create a difference by eliminating the disadvantages of the system, shared their own experiences and the system-change work conducted by their organizations.



İstem D. Akalp
Ashoka Turkey
Co-Director



Mine Ekinci
KODA Coordinator



Mehmet Atakan Foça
Teyit Founder

According to Ashoka Turkey, "By defining the relationship between the system building blocks, which form and affect the system, and by actively including them in the process in order to reach a goal, system change

aims to create lasting change in the policies, values, attitudes, behaviors, relationships and power dynamics".

The moderator of the session, İstem D. Akalp listed the following as their five main strategies to create this change:

- Changing market dynamics by keeping vulnerable communities in mind
- Developing solutions to affect public policies
- Including deprived and impoverished communities in problem solving
- Increasing the number of people who aim to solve social problems
- Balancing financial and societal factors

Akalp then asked the speakers, "How does power redistribution happen in the systems you work with?"

Mine Ekinici stated that KODA, which aims to accompany the educational journey of 0-25-year-olds who were born and raised in rural areas, has been investing in individuals who contribute to educational processes in order to create a sustainable impact. There are many problems faced by rural schools, including child labor, unwillingness to attend school, lack of educational opportunities in one's mother tongue and a discrepancy between rural life and the current curriculum, which is geared towards urban students. Listing empowering teachers as one of their main strategies, Ekinici stated that they work with the village mukhtars and the Ministry of Education in order to develop public relationships and make a difference. Another strategy KODA uses to achieve its goals is to empower actors through common projects and protocols in an effort to change the conditions in the villages. Mehmet Atakan Foça from Teyit, a platform that aims to change the information ecosystem and to solve the problem of misinformation on the internet, stated that the information ecosystem is challenged by

the problem of having no defined rules. Foça explained that news verification services aim to stop online misinformation and highlighted the need for partnerships to redistribute power in the system. He said that some stakeholders also worked as third-party news verification services and that the new partnerships they entered into after the pandemic have particularly helped them become more effective in making a difference.

Another question Akalp asked the panelists was if they could identify the social impact or change that their organizations created. Ekinici explained the macro social impact KODA had created was changing the perception of supporting rural schools: "In Turkey, people think of donations of boots and jackets when they think of village schools. That has been the impression people have. As KODA, we were able to break this perception. Before, people could not see beyond the walls that needed repair and paint. It was like, only if that wall was painted, things would be fine. However, that was not true. What matters at these schools are teachers first, and then, the curriculum. Seeing things from this perspective is key."

Some of KODA's main goals are to ensure that teachers do not feel alone, which they do by creating projects to support teachers, and to transform teachers so they can make a difference in students' lives. Even though it is not their responsibility, KODA includes the village mukhtars in the educational improvement processes and gains their support to create a system change. Foça talked about how Teyit created new awareness on separating true news from fake news in the public and explained:

"After Teyit, people were able to see that they should pay attention to the accuracy of the news. We

Mine Ekinici



Mehmet Atakan Foça



are now at a point that people are able to do their own verification."

Foça stated that a study they conducted with KONDA revealed that approximately 70 to 80% of participants first verified the accuracy of the news before sharing it with others, and that this is an indication of behavior change.

System change processes can also create challenging situations for entrepreneurs. Often, resistance from the environment or from members of their own organization can make change difficult. Ekinici explained that to create change in their field, they had to learn how to say "Yes" more often than "No". For example, many people wanted to provide physical help to schools or students, but they had to reject these offers in place of creating more structural changes in education and re-express themselves to the public. Furthermore, she mentioned that working with partners in public institutions, where there is a strict hierarchical structure, created a conflict in values, and was difficult for KODA. Making a similar point to Ekinici's, Foça also mentioned that working with partners with different principles could be hard, and that finding new ways of solving this problem was necessary.

Session Summaries

Communities for Impact – Introduction to Community Design: A Guide to Growing Collaborative and Purpose-led Communities

In the session titled Introduction to Community Design: A Guide to Growing Collaborative and Purpose-led Communities, Atılım Şahin, Creative Hub Director at ATÖLYE, gave a presentation. In this presentation, he talked about the community development processes, the main concepts of community theory, how these concepts can be applied to real life and practices for developing new communities.



Atılım Şahin
ATÖLYE Creative Hub
Director

The concept of community is as old as humanity itself. It can mean different things for different periods and places. In ATÖLYE's words, until recently, community used to mean groups of people sharing the same physical space, such as neighborhoods or schools, but now it means a group of people we have joined intentionally to express our identity.

As the definition of community changes and becomes more complex, designing more inclusive and equitable communities becomes more important. Şahin stated that community design is very much like caring for a garden, where community 'gardeners' need to pay close attention to the ever-changing and diverse groups of people that make up a community. He shared the five components of a community, which are people, purpose, system, experience and growth, and talked about the tension created by conflicting interests in the community. Instead of preferring one interest group over the other, community gardeners should strive to create harmony and come up with satisfying results for both groups and their members.

After talking in detail about the five components of community, the things to take into account for each component when developing communities was discussed. Balancing the similarities between people vs. creating diversity, finding a common purpose, increasing the participatory aspect of the system over time, balancing work vs. exploration, and building bridges between different groups were some of the highlights mentioned about the community development processes.

Community-powered Design for Impact: Tackling Real-world Challenges Together

The session titled Community-powered Design for Impact: Tackling Real-world Challenges Together was facilitated by [Deniz Dönmez](#), Senior Design Strategist & Service Designer at ATÖLYE, and [Engin Ayaz](#), Co-Founder of ATÖLYE. The session explored how communities can create multifaceted solutions to respond to the complex problems of our day and how an environment where these communities can make a difference could be created.



Deniz Dönmez
Senior Design Strategist
& Service Designer at
ATÖLYE



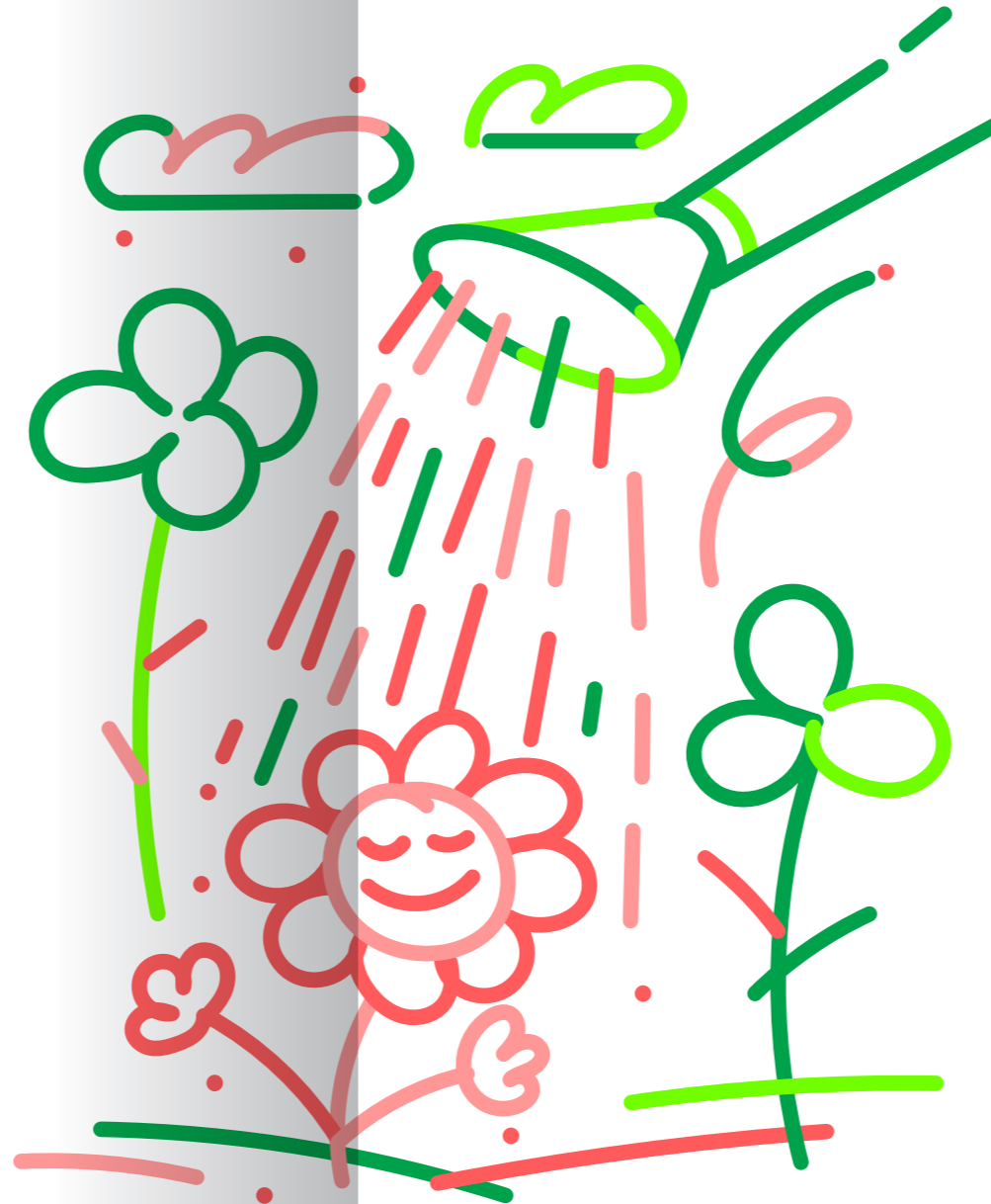
Engin Ayaz
ATÖLYE Co-Founder

In today's world, institutions have to develop not only result-oriented but human-oriented and sustainable projects. The climate crisis, the COVID-19 crisis and the refugee crisis have all taught institutions around the world many lessons about tackling complex issues. To solve these problems, creating partnerships and developing new perspectives have become necessary. The speakers mentioned that institutions had to learn how to move people into action in order to build systems of belongingness and trust. They highlighted the need

for developing human-centered projects based on mutual interaction during their community design processes. They made three key recommendations for these design processes: moving the selected stakeholder group into action around a common goal, selecting the right digital and physical rituals, in addition to the right environment, and implementing these rituals, and finally, designing a balanced interchange of values for all members of the platform. The speakers also stated that the methods used by transformative institutions for selecting the right group of people and moving them into action, were going to be the determinants of the creative impact.

Leading Change through Disruptive Models: The Power of Youth

The panel titled Leading Change through Disruptive Models: The Power of Youth was moderated by [Serra Titiz](#), Founder & General Manager of [Mikado](#), and [Nuha Boğa](#), Embark Program Director at the same organization. Panelists consisted of [Beste Kayıhan](#) from the [Mehmet Zorlu Foundation](#), [Elif Choghay](#) from [Re:Coded](#), [Elifcan Şahan](#) from [imeceLAB](#), [Homam Hawari](#) from [Mikado Embark](#), [Orhun Canca](#) from [Turkish Entrepreneurship Foundation](#) (TEF) and [Umre Metin](#) from [YetGen](#). Panelists talked about the steps that can be taken to make a difference by young people that joined various programs or communities within their respective organizations, and they discussed how future organizations with high social impact can be built. They also shared their own journeys of joining organizations with social impact.





Serra Titiz
Mikado Founder &
Managing Director



Nuha Boga
Mikado Project Coordinator



Beste Kayihan
MZV



Elif Tabak Choghay
Re:Coded



Elifcan Şahan
imeceLAB



Homam Hawari
Embark



Orhun Canca
Girvak



Umre Metin
YetGen

The everyday deepening of social injustices causes more people to come together in organizations that focus on resolving this problem. The panelists, who are part of social impact- focused organizations from different fields, expressed their own motivation to join their organizations due to the discomfort they felt with the social injustices. . To take action, it is necessary to leave your comfort zone and be exposed to various types of learning. To make their future more effective or inclusive, young people should abandon their comfort zones and change the ecosystems they are in.

To create change, institutions and organizations need to learn to look at processes from new perspectives. The panelists mentioned that they believed we would see more inclusive organizations in the future and shared their predictions about how leadership would change. They stated that the new leadership approach would involve a focus on making a difference in social issues, and not only on making profit, and that this new leadership would not have a strict definition.

Impact-Focused Communities around the Globe

The session titled Impact-Focused Communities around the Globe was moderated by Kerem Alper, Co-Founder of ATÖLYE, and the panelists consisted of Todd Porter, Chief Ecosystem Officer of EDGEof; Richard Bartlett, Director of Enspiral; and Luisa Covaria, Senior Director at OpenIDEO. The panelists talked about the current meaning of community, which is a group of people that came together for a purpose and who have the power to heal and change society, and the potential of community becoming the next Buddha. The panelists agreed that communities, which consist of individuals who gather together for the purpose of achieving things that they could/would not have been able to do by themselves, motivated everyone involved through their abilities to see both challenges and opportunities and through their democratic mentality.



Richard Bartlett
Enspiral Director



Todd Porter
Edge Of Chief
Ecosystem Officer



Luisa Covaria
Senior Director at
OpenIDEO



Kerem Alper
ATÖLYE Co-Founder

Prompted by the question, "How can everyone be governed without anyone in power?" the panelists suggested a hybrid structure based on partnerships and mutual benefit, as opposed to pressure and hegemony. This system gave functional communities the role of a platform where competencies complemented, rather than conflicted with, each other. The speakers emphasized the importance of increasing their potential by using digital tools, and the value of third spaces, including physical spaces or social media platforms, and stated that when working with communities, one should switch between "being" and "doing", and that although sometimes this can be tiring, it is mostly exciting. In terms of inclusiveness and diversity, speakers talked about how promoting these paves the way for us to witness people from different cultures and habits meeting and taking action together.



Kerem Alper

The session ended with Kerem Alper's words, "During extraordinary times, we should continue to remain calm and in control, even if more patience means getting less work done. In nature, nothing is in a hurry, but everything finds its place." Speakers stated that an organic understanding of development and expansion without corporate responsibility, one that is based on a sense of belonging and shared wisdom, would be a good start.



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Leadership For Impact

How to transform

leadership to meet
the new world's needs **?**

CONTENT PARTNER

BMW Foundation
Herbert Quandt

LEADERSHIP FOR IMPACT

Insight Synthesis

What kind of leadership guides us to a values system of collaboration, inclusiveness, justice and equity and facilitates the changes needed by humans and the planet? was the question that served as the starting point of the “Leadership for Impact” theme. Sessions under this theme highlighted the need for leaders to suppress the urge to solve all problems single-handedly and to change into collaboration-focused leaders that want to make a difference in the community/world. It is not enough to admit that the competition, which dominates the business world, should be abandoned when faced with problems that we can only solve together. We should also discuss how this will be possible. What the world needs right now are types of leaders who can get out of their comfort zone and start collaborations inside and in-between institutions, looking for solutions to collective problems, particularly the climate crisis. Getting out of the comfort zone involves leaders not only owning the strengths that they/their organizations have, but also their needs, and not being afraid to ask for help. Reciprocal learning, exploring, and solving complex issues can facilitate collaborations between sectors.

In the Network Leadership session, Jane Wei-Skillern, Senior Fellow from UC Berkeley Haas School of Business Center for Social Sector Leadership summarized today’s norms: **“Honestly, we are used to working in a competitive environment, where institutions try to outdo each other and grow no matter what. Supervision from the top to bottom is important, so you always have to promote yourself like crazy”.** Our traditional understanding of an oppressive, powerful, one-figure, omnipotent leadership needs to be replaced with a leadership that does not seek recognition, is devoid of ego, does not mind leading from behind, and authorizes and strengthens others to get the job done.

Women in leadership, from the gender equity perspective, was one of the main points discussed under the Leadership for Impact theme. National-scale COVID-19 policies, climate crisis policies, and decisions on work conditions on a global scale, such as equal pay, all demonstrated the impact that women leaders who prioritized gender equity have had.

Another subject that was addressed under the theme was the actions leaders and organizations should take against a global crisis, such as the climate crisis. The following steps that leaders should take to address the climate crisis were highlighted:

- All companies should map areas where they can adopt a neutral or positive strategy and hire a “climate/impact” worker, even if they work temporarily or part-time.
- Employment should be created for different problem areas, and people who work for social impact should be brought together and have the opportunity to regularly share their experiences and knowledge.
- Instead of singular actions centered on the institution/company and which adopt its marketing and branding strategies, a new system that motivates the whole ecosystem into taking action and serves a common goal should be established.

The leadership that is needed by the people and the planet in the 21st century and that can tackle issues like the climate crisis and the pandemic should include the following qualities:

- Devoid of ego, does not mind leading from behind
- Authorizes and strengthens others to get the work done
- Enthusiastic about sharing their way of thinking and their experiences with the new generations
- Collaborative, inclusive and compassionate
- Includes in the processes those most affected by the problems and succeeds by empowering them and giving them responsibilities
- Prioritizes gender equity and inclusiveness
- Takes actions for the benefit of individuals, society and the planet
- Establishes trust based on common values



Keynote

Jane Wei-Skillern "Network Leadership"

Network Leadership session was moderated by [Serdar Turan](#), Editor-in-Chief of [Harvard Business Review Turkey](#), and its speaker was [Jane Wei-Skillern](#), Senior Fellow at [UC Berkeley](#)'s Haas School of Business Center for Social Sector Leadership.



Jane Wei Skillern
UC Berkeley Haas School of
Business, Center for Social
Sector Leadership Senior
Fellow



Serdar Turan
Editor-in-Chief at Harvard
Business Review Türkiye

Network Leadership session was moderated by Serdar Turan, Editor-in-Chief of Harvard Business Review Turkey, and its speaker was Jane Wei-Skillern, Senior Fellow at UC Berkeley's Haas School of Business Center for Social Sector Leadership. The period we are going through was defined as "a time when one plus one does not add up to two," and collaboration between competitors was discussed, with the goal of creating solutions where the end result is greater than the sum of the parts. The following solutions were highlighted:

- Focus on mission before organization. A mission that invites everyone to take an active role, motivates them to work and encourages them to communicate with core organizations that were seen as rivals in the past, is a good mission. Running activities together to serve a similar goal and sharing expertise and a budget would carry all those involved forward.
- Manage through trust, not control. Trust based on common values should be at the bottom of it all. Conflicts and problems will always arise, but what holds together institutions is a strong foundation of trust.



- Promote others, not yourself. Being the driving force that launches the mission of the communication network is more valuable than brand promotion or marketing. There are many systems that are centered on the institution, but when a mission is created, the whole ecosystem becomes active.
- Build constellations, not stars. "Instead of striving to be the brightest star, build constellations. This is directly related to the principle of humility; those who truly focus on building networks do not consider their work as the single driving force."

It was agreed that focusing on creating strong networks between different industries and companies would carry everyone to a stronger future. Environmental issues and changes, housing, art and education... The value of creating jobs for people that seek to make an impact in these problematic areas, and the continual sharing of experience and knowledge between them were emphasized.

When answering questions about how the new management approach can be used and its benefits, a number of desirable qualities for leadership were included. This includes the "humble use of resources," leadership and "enthusiasm for sharing their thinking and experiences with the new generation" instead of fighting as a commando. Also mentioned was the urgent need to change old habits and to find new methods. The desire to solve problems alone was described as the clearest mistake today's leaders make and it was stated that people needed to emphasise their strengths as well as the areas in which they needed assistance. The greatest hurdle to see the big picture was not being open for support.

Leaders who focus on collaboration and want to change their communities in the world are more appreciated than those who say "I am the leader of a successful organisation so that my mission is finished."

"When we try to create social impact, we can feel a heavy burden. Using resources can challenge us even more. However, there is an alternative: turning towards others and asking for help, whereby our strengths are combined with theirs". Wei-Skillern

explained that we needed to evaluate the positive results of yesterday's actions and do a similar evaluation for the future. Stating that people often are ignored at the "Let's design a strategy" or "Let's make a plan" stages, she argued that long-term collaborations are only possible if these are based on people's motivations, passions and desires.

Looking at the crises of the past year, the role of governments was re-evaluated based on structures and resources. It was stated that governments needed to be catalyzers in providing social services and resources, and that they had to be dynamic in their efforts. Speakers stated that government organizations and the institutions they are leading are hard to work in due to their structures and concluded that it was due to the inability to leave the comfort of their old habits. The imperativeness of thinking in new ways and instituting change was highlighted by adopting the approach, "Sudden change is not easy, but it is a must". Making a road map, deciding on a finish line, using social and societal capital and controlling resources more efficiently were recommended.

"We can't do the same things and expect success". Focusing on the current situation and the values present in society, and grouping social needs into categories, such as economic, health, and traditional, is one way of building on what



Jane Wei Skillern

has been done so far. Stating that important milestones have been crossed in terms of rediscovering the future over the last 10 years, Skillern named collaboration as the primary tool that will shape the future.



To watch the session recording, please scan the QR code or click the link.

Spot

Impact for Climate

The Impact for Climate session was moderated by Marcello Palazzi, Co-Founder & Global Ambassador of NOW Partners, and the panelists included Johan Falk, Co-Founder & Director of Exponential Roadmap Initiative; Maja Groff, Lawyer & Convenor of the Climate Governance Commission (CGC); and Sandrine Dixon-Declève, Co-president of The Club of Rome. In the panel, it was agreed that the effects of climate crisis were occurring faster than expected, and that a global movement, one involving collaboration between governments, the business world and scientists, was a key necessity to mitigating these effects.



Marcello Palazzi
NOW Partners
Co-founder and Global Ambassador



Johan Falk
Exponential Roadmap Initiative
Co-Founder & Director



Maja Groff
Lawyer & Convenor of
the Climate Governance
Commission



Sandrine Dixon-Declève
Co-president
of The Club of Rome

Sandrine Dixon-Declève stated that some companies that are on the frontlines in the fight against the climate crisis have already instituted some changes and thereby have become more resistant to shocks. She added that the priority was to build awareness about the emergency climate crisis caused at each level of society. She explained that The Club of Rome, the organization for which she is co-president, aims to create an ecosystem where the finance industry, policy makers and academics can collaborate and interact to contribute to the research and innovation in the fight against climate change. It was added that a partnership between Turkey, North Africa and other neighboring countries can help improve the solutions that have been developed and expand them on a global scale. "A System Change Compass", a report prepared by the Club of Rome that identified 50 ecosystems for transferring resources at the European Union Level, was shown as an

example. Later, a three-phase interaction against climate change was summarized:

- How can other countries join these actions within the framework of interaction at an international level?
- How can policies and regulations be integrated into the process within the framework of interaction at a regional level?
- How can there be a transformation from short-term profit models to fixed-term systematic changes within the framework of social and business integration?

In the panel discussion, Exponential Roadmap Initiative's co-founder, Johan Falk, stated that the results of the climate crisis will be devastating, and to prevent them, global warming should be limited to 1.5° C, which is his organization's main goal, and actions should be taken to halve carbon emissions removed by 2030. He also highlighted the importance of collaboration between different market players that share the same goal and talked about how there is already some interaction between companies, nonprofit organizations, scientists and entrepreneurs that joined the Exponential Roadmap actions.

"The Business Playbook" report prepared by the Exponential Roadmap Initiative lists 4 pillars for transformation, with the hope that participants from all sectors and fields apply these transformative steps in a synchronized fashion. The first pillar focuses on companies reducing their own emissions; the second pillar focuses on reducing value chain emissions in the activities of companies; the third pillar addresses the integration of climate crisis-related goals and company strategies; and finally, the fourth pillar recommends the expansion of climate-related actions in society. In discussing how larger companies might have an easier time adapting to these changes than that of SMEs, particularly private sector SMEs, which can experience problems satisfying the expectations

of this transformation, Johan Falk highlighted their initiative, SME Climate Hub, which aims to address this problem. SME Climate Hub focuses on providing SMEs with the tools and incentives to implement the necessary changes in the fight against climate change.

Global Challenges Foundation Senior Law Executive, Maja Groff, stated that the climate crisis is at levels never witnessed before, and that the importance of different sectors interacting to address this issue cannot be ignored. However, she warned that public policies and international collaborations, which can act as a guide, such as the Paris Agreement, are lagging behind compared to the progress made by the private sector and scientists, and therefore more effective policies needed to be developed. She added that business leaders also supported her views on this, and that it was important for stakeholders to collaborate in order for everyone to be on the same page.

Session Summaries

Leadership Beyond Gender: How Women Make a Difference

The session titled Leadership Beyond Gender: How Women Make a Difference was moderated by Elsa Marie D'Silva, Founder & CEO of Red Dot Foundation, and the panelists included Ebru Dildar Edin, Executive Vice President of Garanti BBVA; Melsa Ararat, Director of CGFT at Sabancı University; and Shahira Amin, Independent Journalist.



Ebru Dildar Edin

Executive Vice President,
Corporate and Investment
Banking at Garanti BBVA



Melsa Ararat

Director of CGFT at Sabancı
University



Shahira Amin

Independent Journalist



Elsa Marie D'Silva

Founder & CEO at Red Dot
Foundation

Panelists agreed that women became visible only in higher positions in the business world and were underrepresented in the media and business world, that it was important to educate future generations in ways they could be useful for the world, and that leaders needed to have higher motivation and moral standards. The panelists also discussed ways to avoid contributing to the information pollution in the media and mentioned that in corporate governance, gender equity is a subject that investors pay close attention to. Leadership was defined as a role where both the governing and governed parties reached higher motivation at the end of the day, and women leadership was associated with the concepts of justice, equity, universalism, cooperation, power-sharing, support, transparency, unity and inclusiveness. Ending with the agreement that "If we want to change the future, we need to make ourselves uncomfortable today," the session also highlighted how products and services that are better adapted to today's conditions needed to be created.

According to this perspective, women can;

- make a positive contribution to decisions taken about a country's gross domestic product, the profitability of a company and the sustainability of the planet, and
- take bold decisions, particularly when it comes to people, profit and the planet. This can be observed in decisions on the COVID-19 crisis and equal pay.



Having women in leadership positions does not mean excluding men. On the contrary, it means creating a space where everyone can develop and live comfortably."

In developing countries, the following steps need to be taken in cases where social norms are based on discrimination and the necessary infrastructure is not present:

- Supporting women in recognizing their own power
- Implementing a nationwide effort to overcome the obvious prejudices that cause the great imbalance between genders in leadership positions
- Increasing women's representation in the media

The panelists also recommended avoiding taking in everything. We are fed by the media and filtering out media channels that aim to misguide and manipulate people and create an atmosphere of misinformation. Additionally, the panelists encouraged all listeners to create more space for partnerships and collaborations.

Leading Change From Within: Intrapreneurship & Institutional Barriers

The panel titled Leading Change From Within: Intrapreneurship & Institutional Barriers was moderated by [Florescia Estrade](#), Co-Founder of [The League of Intrapreneurs](#), and the panelists included [Metin Salt](#), General Manager of [Vestel Ventures](#); [Stefan Koch](#), Senior Manager of Corporate Strategy & Portfolio Development at [Covestro AG](#); and [Yasemin Sirali](#), Social Investments Director at [Fiba Holding](#).



Metin Salt
General Manager
at Vestel Ventures



Stefan Koch
Senior Manager Corporate
Strategy & Portfolio
Development at Covestro AG



Yasemin Sirali
Fiba Holding Social
Investments Director



Florescia Estrade
The League of Intrapreneurs
Co-Founder and Global Catayst

Panelists talked about new leading ideas in the current corporate structures and shared their own career experiences. They also mentioned the importance of internal leadership and connections and discussed some of the corporate obstacles standing in the way of entrepreneurship. Later, ways of creating entrepreneurial synergy within institutions were explored, where it was stated that organizations were now beginning to let employees own their own projects. **Metin Salt explained how this was not the case in the past and talked about Zorlu Holding's "A Bright Idea" program, where interested employees received training in entrepreneurship and were given opportunities to carry out their projects. The panelists also emphasized that failure can be informative and said that removing the obstacles standing in the way of corporate entrepreneurship was only possible through the determination of corporate leaders.**

Using Philanthropy Strategically

The panel titled Using Philanthropy Strategically was moderated by [Ergem Şenyuva](#), Founder of [Rekind UK & Yeşilist](#), and the panelists included [Antonis Schwarz](#), Impact Investor and Philanthropist, [Ayla Göksel](#), CEO of [Özyeğin Social Investments](#), and [Dr. Natasha M. Matic](#), Chief Strategy Officer of [King Khalid Foundation](#). In the panel, which hosted participants who were responsible for shaping philanthropy, the development and change of nonprofit organizations were discussed. Panelists emphasized the need for more time for developing philanthropy, and Matic highlighted the importance of participation by all stakeholders for system change. Schwarz talked about low-budget activist groups and the results obtained by supporting social movements.



Antonis Schwarz
Impact Investor and
Philanthropist



Ayla Göksel
Özyeğin Social
Investments CEO



Dr. Natasha M. Matic
King Khalid Foundation CSO



Ergem Şenyuva
Rekind UK & Yeşilist Founder

Later, discussing the importance of participatory philanthropy, the need for donors and supported groups acting together was emphasized. The panelists also talked about the effects that COVID-19 have had on philanthropy and the solutions that were created, including quick solutions, such as distance education, and mentioned how organizations that help disadvantaged groups have acted strategically and developed new methods. **The panel also highlighted the need for increasing investments in people and organizations, and for developing the relationships between all parties involved.**

Impact Entrepreneurship: The Leadership It Takes

The session titled Impact Entrepreneurship: The Leadership It Takes was co-facilitated by Mustafa Özer, Director of imece; Thomas Röhl, Program Manager of RESPOND; and Bennet Barth, Program Director of RESPOND. The presenters included Mehemed Bougsea, Co-Founder & CEO of Think-it; Rym Baouendi, Founding & Managing Director of Medina Works; and Thandi Dyani, Head of Strategic Partnerships of Girls Are Awesome. Röhl explained RESPOND's role as a problem solver for social and environmental issues and talked about the collaborations they entered into with business leaders. Panelists discussed responsible leadership and sustainable business models within the context of United Nations' 2030 Goals and talked about the approaches required to address global problems.



Mehemed Bougsea
Think-it Co-Founder
& CEO



Rym Baouendi
Medina Works
Founder & CEO



**Meltem Ceylan
Alibeyoğlu**
Darussafaka Middle School
Academic Coordinator



Bennet Barth
RESPOND Program
Director



Mustafa Özer
imece Director



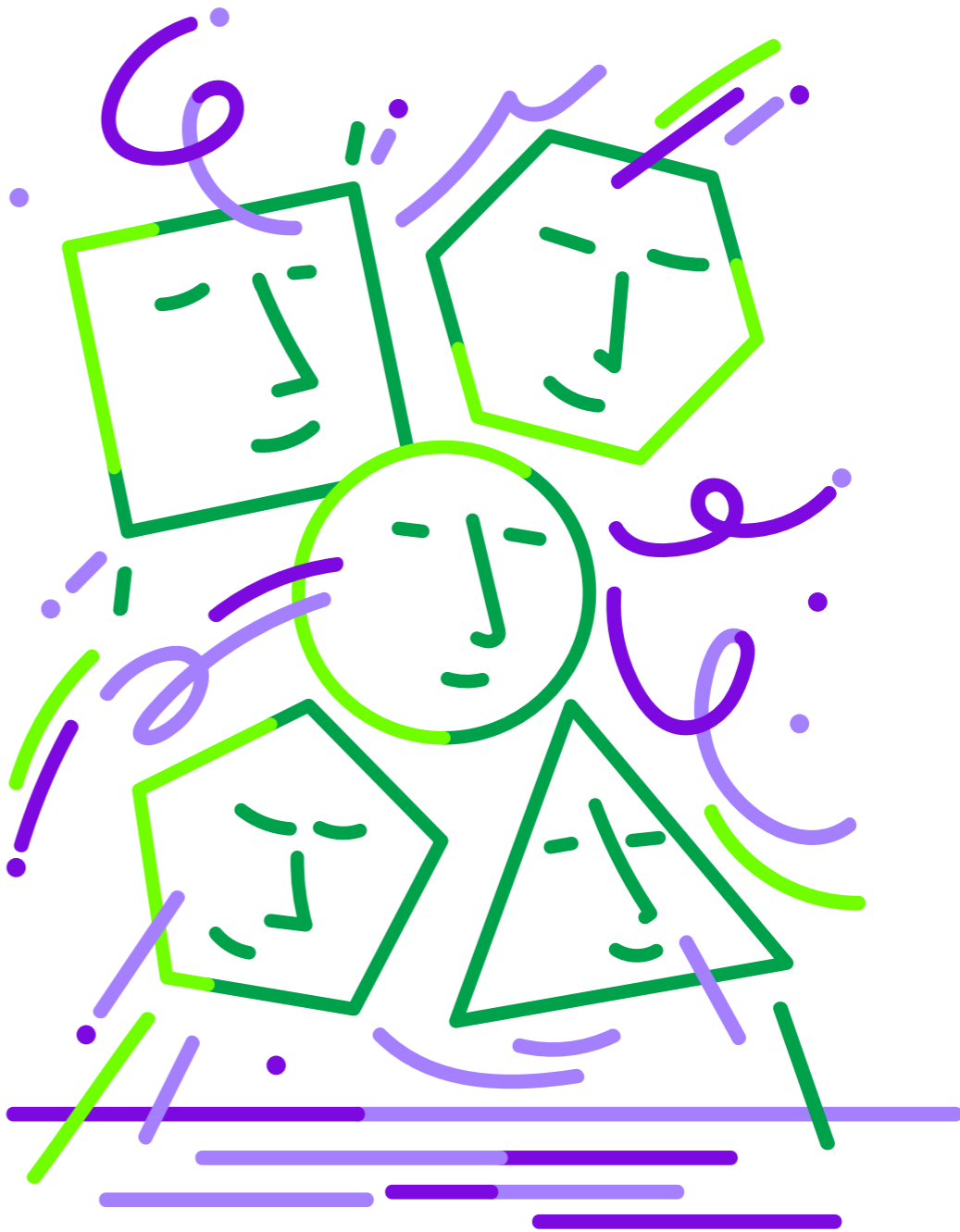
Thandi Dyani
Girls Are Awesome Head of
Strategic Partnerships

They also mentioned how solving the problems faced by disadvantaged and discriminated groups cannot only be governments' responsibility, and how business involvement was necessary to create an inclusive world, where differences are considered valuable. The need for a diversity of opinions and perspectives was discussed, where it was stated that companies or their products would not be able to keep up with the times if this diversity is not achieved. Panelists also

talked about the imperativeness of having responsible leadership and sustainable business models for solving today and tomorrow's problems.



To watch all videos in this section,
please scan the QR code or click the link.



imece summit:

As We Conclude

In designing and hosting the imece summit, our goal was to create a platform where individuals and organizations leading change could come together, integrate local and global knowledge to create a more collective understanding, to think and create together, learn from each other and form partnerships.

A total of 130 organizations from diverse areas, including the private sector, civil society, academia, public institutions and the entrepreneurship ecosystem, came together as professional speakers or facilitators to share their personal and institutional knowledge and experience.

We have compiled our collective knowledge to guide and inspire us in creating solutions and forming collaborations aimed at mitigating complex problems, such as the climate crisis or inequality of opportunity and income, under five themes:

- As individuals and organizations, it is time for us to be 10 times braver than before, and we should begin as of tomorrow.
- The journey to achieve the Sustainable Development Goals requires endurance and bravery, transparency and humility, a comprehensive approach and the participation of all stakeholders. Even if the results are not achieved quickly, the journey still contributes to individuals, organizations and society as a whole in the long term.
- If we want to have a positive impact, we do not have to do it by ourselves. To generate positive changes and use resources and time efficiently, we need to act together, build communities around our goals and combine our strengths with existing ones.
- One of the elements of success in business strategy is integrating sustainability and collaboration at every level.
- The tools and innovative ideas for preventing the climate crisis already exist. We need to create an environment conducive to experimenting and scaling these solutions and start sharing information between companies.
- We need to go beyond corporate responsibility or philanthropy strategies and see companies as leverage when changing the financial system, ensuring that value creation and benefit-centeredness will become the main strategy of businesses, one that will be reflected in their supply chain, products and services and employees.
- Leadership may not always originate from the advantages of a certain position or from "those on top". It is a role that emerges under necessary circumstances, and as individuals that want to make an impact, we should not be afraid to assume this role.
- The type of leadership we need today is a leadership guided by the networking mentality. Such leaders can manage resources sustainably within a network that is focused on a specific subject and mission.

■ When leading a network or a system, we do not have to fill in all the blanks; we need to know when to step back and let others take on roles. We should adopt an inclusive, fair and empowering approach.

■ We will not always be leading, as leadership is not a static role. Sometimes we follow, sometimes we lead, sometimes we take responsibility and sometimes we open up spaces for what is created. Recognizing the plurality of roles within us is an important part of effective leadership.

■ State mechanisms and politicians need to recognize that our agendas of democracy, capitalism and sustainability are not perfect, and it is important that we keep this in mind when we make action plans for change on a global and local scale.

■ To create the funds needed to facilitate positive environmental or social impacts, actors in the financial industry and the entrepreneurship ecosystem should change their traditional investment strategies into impact-focused ones.

■ Sustainable Development Goals (SDGs) provide a healthy framework for impact investments, as they help initiatives organize better and become mainstream. Initiatives should base the development of their products and business models on SDGs.

■ As the architects of the future, youth should have an active role in designing and applying new systems. Individuals and institutions that are part of the "power" mechanisms in the current system should collaborate with youth.

■ Establishing trust between different generations, industries and countries has become more important as the global community changes and novel systems develop. While we need new perspectives and guidance, we must first establish trust with the experts that have power over and create these areas.

■ Design practice is abandoning the old design-centered approach, where designers were not part of the communities in need. The new approach gives designers the role of a facilitator that helps communities create their own solutions so they can fully embrace them.

■ Giving communities the ownership of solutions by adopting an approach where designers are the guides and the communities are the producers, we can create more sustainable solutions and applications.

■ A community-supported approach that highlights design and innovation can help institutions tackle complex challenges, apply ecosystem-focused thinking and thereby help them go through a transformative journey.

From the Youth's Perspective

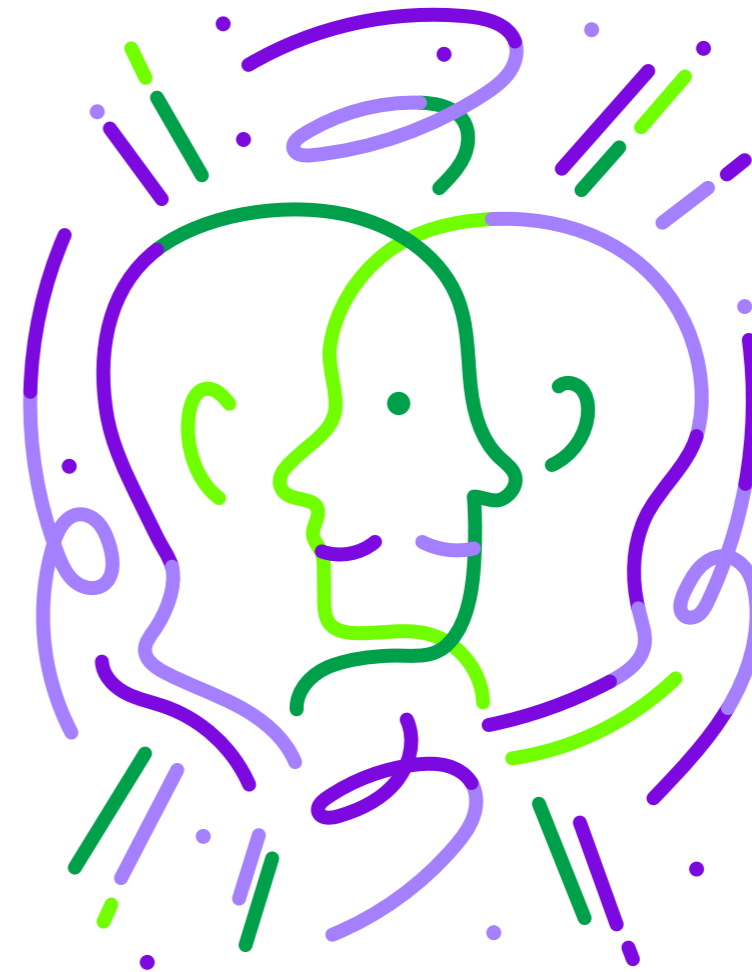
imece summit: From the Youth's Perspective

30 young people from 8 different cities who are associated with imeceLAB, Turkey Entrepreneurship Foundation (TEF), Yetkin Gençler (YetGen), Mehmet Zorlu Foundation (MZV), SUNPO Social Innovation Community and Robert College Social Entrepreneurship Club followed all the content presented at the imece summit over the course of two days. Later they gathered to synthesize their insights and evaluate the sessions, and from this, they generated an appeal to all institutions. Let's hear the requests for change they made in their own words::

"As a group of young people that came together at the Young Change Leaders for the Future Program, which was launched as part of the imece summit on March 18 and 19, 2021, we are looking for satisfying answers to global issues! We position ourselves as a group beyond groups, and with this manifesto, we share our expectations from organizations, communities, businesses, the finance world, leaders and administrators. As young people with the dream of living in a more livable, free and equitable future for all, we wish to be part of the conversation and ask all stakeholders to act with us. Instead of seeing social and environmental impact only as a marketing strategy, we want radical change and actions that are focused on the planet and humans. Inspired by imece's Impact the Futures summit, we would like to share our expectations of a better world with the business world, civil society, academia and other related people and institutions."

Acting not for the youth but with the youth

It is very important for you to recognize that there are young people who care about social and environmental issues and take initiative to solve them, and for you to make space for them to have more active roles. If the youth perspective is needed in decision-making processes, strategies should be designed with the youth, not for the youth. What we need is not someone who finds out what is best for us, but someone working with us together to find it.



Being open to change and to inspire

We believe that the steps taken by today's leaders are very important for us, the business representatives of the future, in terms of making an impact and not staying silent. For us, leadership is not a position that runs things in an organization but a power that can make an impact on a global level. We ask the leaders of the future to abandon oppressive and hierarchical structures and to create collaborative and inclusive spaces.

Adopting continuous learning and development-focused thinking

In the 21st century, local organizing has become more important than central structures. Projects should start at the local level and adopt a scalable approach; diverse ideas, thoughts and needs should be considered to create inclusive dialogue between all stakeholders.

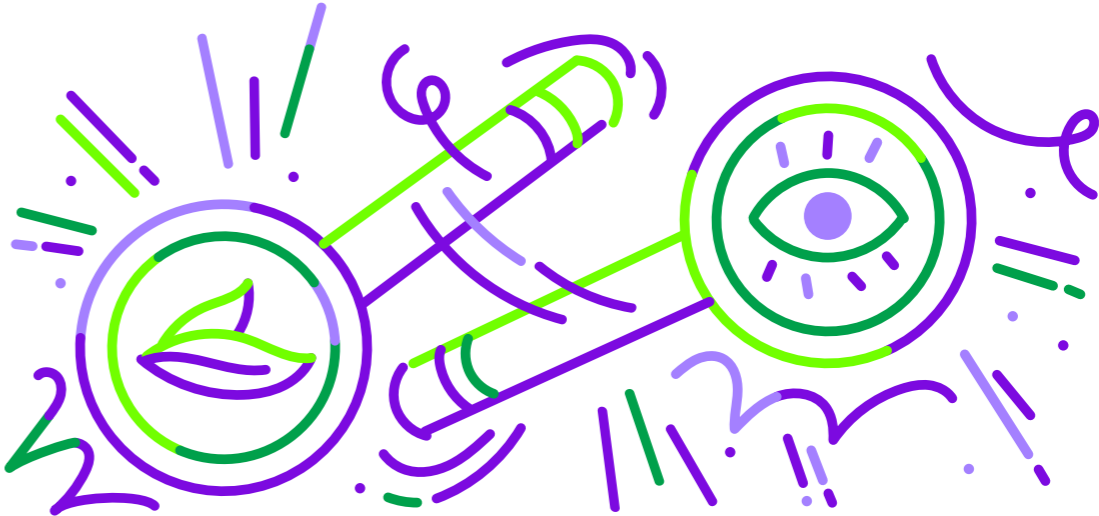
Being inclusive and unifying

Ways of bringing different factions of society together should be aimed for and everyone’s voice should be heard. The inclusion of vulnerable groups in the system should be ensured. There is an urgent need to lay the foundations of a new system, one that is capable of overcoming the polarization in society by allowing everyone’s voice to be heard in an objective and transparent way.



Caring about transparency and accountability

To transform systems, we first need to transform their elements. That’s why administrators need to be open to criticism and keep in mind that it is the services and not the people that are being criticized. To ensure accountability of actions, infrastructures that allows institutions to share all the positive and negative impacts created with all the stakeholders should be developed.



Creating purpose-driven companies that are shaped around humans and the planet

As the leaders of the future, we follow the transformation that is taking place in the business world with great excitement and call for companies to believe in and internalize transformation, as opposed to adopting a traditional approach to business. We request that companies look for ways to create value for society and combine stakeholder capitalism, social innovation, social entrepreneurship and impact management, and not focus solely on making profit.



Being open to collaborating with various institutions

We demand an ecosystem that is built in partnership with civil society, businesses and public institutions and works towards a common goal. We would like to see decisions and strategies created through partnerships with these actors and hope that the strategies created with the most diverse input are prioritized. We believe that, instead of singular actions, starting movements within this new ecosystem created, or becoming part of existing movements that bring value to society are necessary.

Prioritizing responsible investments in all operations

Instead of financial institutions and companies that have control over the world's largest assets and that do not share our concerns for the future-or even destroy it- we would like to see investments placed in the hands of organizations that try to create positive social and environmental impact, using this investment to accelerate their own transformation process. We support sustainable and circular consumption based on sharing, and care about funds being distributed more fairly.

Being aware of the impact created, and moving into action after assessing the impact

We know that it is possible to render finance, which is the first element that comes to mind when we think of inequality, more sustainable, inclusive and accessible. We would like to see companies that do more than look at their profit and loss statements, that consider the long-term effects of their products and services, and that are not afraid to make impact-driven investments.

Making collaborations for creating educational models that promote impact-focused thinking for young generations

To sustain the "better world" for which we will lay the foundations, we think the traditional educational curricula need to be updated. To promote human- and environment-centered thinking in all areas of life, collaborations should be made to ensure that common sustainability goals are found in the new curricula.



Participating Organizations

Participating Organizations

Directorate-General for Financial Cooperation and Project Implementation, Directorate for EU Affairs:

Working under the Ministry for Foreign Affairs, the Directorate General carries out coordination, programming, implementation, monitoring and assessment in relevant institutions and organizations to ensure effective use of pre-accession financial aids provided by the European Union as well as the effectiveness of European Union Programs and cross-border cooperation programs that Turkey is a part of.

Akbank: Akbank's main operations include corporate and investment banking, commercial banking, SME banking, retail banking, payment systems, Treasury operations, private banking and international banking services. Aside from the standard banking operations, the Bank also offers insurance agency services via its branches for Aksigorta A.Ş., AvivaSA Retirement and HAYAT A.Ş.

Ashoka Turkey: The world's first and largest entrepreneurship platform, Ashoka Turkey is a non-governmental organization that unites and supports social entrepreneurs who have the potential to transform systems. Over 3,600 active Ashoka Fellows around the world and approximately 30 in Turkey endeavor to make a difference in their respective fields.

ATÖLYE: ATÖLYE develops creative services with its Strategic Design Workshop, Academy and Creativity Platform. It provides a fluid and diversified for individuals, teams and organizations forge relationships, exchange ideas and cooperate on impact-oriented projects.

Apitiva: Founded by two pharmacists in Athens in 1979, APITIVA ("life of the bee") produces efficient natural care products for face, body and hair. Apitiva's formulas draw from the power

of Greek nature, and include value-added apiary products enriched with green cosmetology as well as medicinal herbs.

Bilgi University Incubation Center: The Incubation Center has been operating within Bilgi University Civil Society Studies Center since 2014 to support the capacity development of civil organizations and NGOs, drawing from the civil society experiences of the NGO Training and Research Unit, the Youth Studies Unit and the Child Studies Unit.

Biolive: Founded in 2016 as a startup within the Incubation Center of Istanbul Technical University, Biolive was incorporated in 2017 thanks to an investment by Vestel Ventures, an affiliate of Zorlu Holding. Biolive designs and develops processes to produce bio-plastics and bio-based granules from olive pits.

B Lab: Committed to redefine success criteria in business, B Corps are proud bearers of the B Corp Certification, signifying the value they create for all stakeholders by managing its financial and non-financial assets in a sustainable fashion. Certified B Corporations voluntarily embrace and uphold performance standards that demonstrate the value created in corporate governance, employees, local economy and society and environment, and in doing so, stand out from their competitors.

Bogota City Government Department of Citizen Culture

Boyner Group: Boyner Group is Turkey's leading fashion retailer with four group companies, over 250 stores, e-commerce sites, mobile applications and more than 8.000 employees.

BPREG Composites: BPREG Composites is a materials initiative experienced in the areas of textile and automotive, developing natural fiber-reinforced unidirectional thermoplastic pre-preg composite materials for automotive and aviation industries.

Coffee Collective: Founded in 2017, the

Coffee Collective is led by Peter N. Dupont, Casper Engel Rasmussen and Klaus Thomsen. It continues to discover exciting experiences in coffee with competitions including World Barista Championship and the World Cup Tasters Championship.

University of Chicago

Çayeli Bakır İşletmeleri (Çayeli Copper Enterprises): Established in 1994 in the town of Madenli in Çayeli, Rize, the company produces copper and zinc ore, single-handedly accounting for a third of Turkey's total copper production.

Darüşşafaka Society: Turkey's first non-governmental organization in the area of education, Darüşşafaka Society has pursued the mission of equal opportunity in education since its establishment in 1863. Darüşşafaka's educational institutions provide nine-year full scholarship and boarding to disadvantaged students who have lost a parent after an entrance exam.

Döngü Cooperative: Döngü is an R&D cooperative that aims to support, strengthen and sustain agricultural production by developing solutions and models. It also aims to empower rural women as well as facilitating the development of rural areas.

EBRD: The EBRD invests in changing people's lives and environments from central Europe to central Asia and the southern and eastern Mediterranean. Working primarily with the private sector, it invests in projects, engages in policy dialogue and provides technical advice that fosters innovation and builds sustainable and open market economies.

Eczacıbaşı: Founded in 1942 by Dr. Nejat F. Eczacıbaşı, the Eczacıbaşı Group is one of Turkey's leading industrial conglomerates with operations in national and international markets in the areas of building products, consumer products and healthcare.

EDGEof: EDGEof is a global collaboration platform allowing entrepreneurs, researchers,

engineers, creators and any other type of innovator to work together on innovative projects.

Enspiral: "We choose to come together to create new possibilities and come together as a whole that is greater than the sum of its parts. At its core, Enspiral is a community of people - individuals just like you, no special powers."

Esas Sosyal: Esas Holding's social investment unit, Esas Sosyal combines Esas Holding's responsible citizenship with Şevket Sabancı's and his family's vision of investing in society. Today, Esas Sosyal serves as a role model for social impact investment in Turkey, producing common solutions for social issues.

Euclid Network: Euclid Network is a growing European network for organizations that support social entrepreneurs and impact-driven leaders. Its members represent over 50,000 organizations throughout Europe and beyond.

Expanse Science Turkey: Expanse Science, an independent French pharmaceutical and dermo-cosmetics laboratory, develops and manufactures innovative osteoarthritis and skincare products. Expanse Science is the first French pharmaceutical and dermo-cosmetics laboratory to become a B Corp (2018) and to reach the 'Exemplary' level in terms of its Corporate Social Responsibility approach (2013, 2016 and 2020).

Exponential Roadmap Initiative: The Exponential Roadmap Initiative is a non-profit organization for innovators, transformers and disruptors taking action in line with the mission to halve emissions before 2030 through exponential climate action and solutions.

FİBA: The FİBA Group was established in 1987 by Hüsnü Özyeğin, with its very first investment in finance, Finansbank. In 1990, it gained an international identity with the investment made in financial sector in Switzerland. While continuing its growth in the finance sector, it has expanded its range of activities with the

investments in energy, retail, tourism, real estate and asset management.

Freiss Ltd.: Freiss is a mission driven micro consultancy specializing in social innovation, local development and inclusive entrepreneurship. It has worked extensively in the UK and the European Union.

Garanti BBVA: Garanti BBVA is an integrated financial services group operating in every segment of the banking sector including corporate, commercial, SME, payment systems, retail, private and investment banking together with its subsidiaries in pension and life insurance, leasing, factoring, brokerage and asset management, besides international subsidiaries in the Netherlands and Romania.

Girls Are Awesome: Girls Are Awesome is a Community, Brand and Impact Agency which creates content, experiences, products and partnerships to bolster female representation. Every project delivers a positive impact for the representation of girls and women, aiming to accelerate progress towards SDGs 5 and 17.

Global Challenges Foundation: The Global Challenges Foundation aims to promote the development of global decision-making models capable of more effectively and equitably mitigating and, preferably, eliminating the major global catastrophic risks threatening humanity.

Harvard Business Review Turkey: The world's most prestigious business and management journal, Harvard Business Review has been shaping and guiding management for the past 90 years, offering practical and real solutions to the principal challenges of business. HBR Turkey started publishing in October 2012 as the magazine's 11th local edition.

Hayal Gücü Merkezi (Center for Imagination): Hayal Gücü Merkezi is a social venture designing systems, understandings and spaces that take into consideration individual differences between children, foster curiosity and support inclusive creation.

Legal Design Turkey: Legal Design Turkey is the first legal design community of Turkey. It co-learns and co-creates solutions via applying human-centered design principles in legal.

ICLEI: Local Governments for Sustainability is a global network of more than 2,500 local and regional governments committed to sustainable urban development. Active in 125+ countries, it influences sustainability policy and drive local action for low emission, nature-based, equitable, resilient and circular development.

IDEO.org: IDEO is a global design company committed to creating positive impact. It works with organizations on complex challenges around the world. It is a community of designers, entrepreneurs, engineers, teachers, researchers, and more.

Impact Hub: The global movement gathers together entrepreneurs who make a difference, it operates in more than 100 centers around the world and has more than 16,000 members. At Impact Hub Istanbul, it offers a membership based co-working space to empower impact driven, creative people.

Impact Hub Candidate Ankara: The Ankara office of Impact Hub, which is currently in development.

IstasyonTEDU: IstasyonTEDU is an open collaborative space established to bring together actors of social entrepreneurship ecosystem in order to contribute to the development of social innovation and social entrepreneurship ecosystems. Located within the TED University campus, IstasyonTEDU has been operating as a social incubator, community and collaboration space since 2016.

imece: imece is a social innovation platform founded by ATÖLYE, S360 and Zorlu Holding in 2016. It brings together people and institutions that create change, supporting them on their journey of social and environmental benefit-oriented transformation and sparking systemic change through its content and communities.

imeceLAB: imece's open innovation laboratory, imeceLab enables solutions to social, cultural, and environmental challenges in a collective manner.

Istanbul Bilgi University: Adopting the principle of 'Non scholae, sed vitae discimus' ("Learning not for school but for life"), Istanbul Bilgi University was established on June 7, 1996. Over time, the university has grown to encompass three campuses where it continues to serve its students and the academic world in Turkey, gaining worldwide recognition with its contributions to higher education.

Izmir Metropolitan Municipality: The Municipality of the city of Izmir draws its strength from the harmonious co-existence of differences, learning from and inspiring the world with its vision of transforming Izmir into a city where prosperity, justice and harmony with nature are deeply ingrained in all moments of daily urban life.

Joon: "Our design support program for communities establishes the most appropriate market bridges for their products, and in doing so, enables sustainable livelihood. We care about a clean and fair supply chain in the production process so that everyone can shop in good conscience. We follow every step of the process from raw material to design, and from design to production. We believe that a clean and fair production is possible."

JPMorgan Turkey: Globally, through the JPMorgan Chase Foundation, we make philanthropic investments in cities where we have major operations, assisting those at a disadvantage by helping them build better lives for themselves, their families and their communities. Across EMEA, the firm focuses its investment and attention on three pillars: Economic Development, Financial Empowerment and Workforce Readiness.

Hope Foundation for Children with Cancer (KAÇUV): The Hope Foundation for Children with Cancer (KAÇUV) was established

in 2000 by the doctors and the families of the children who are undergoing treatment. KAÇUV provides services through its Family Houses where children and their families can stay free of charge over the course of their treatment. The foundation carries out various activities and projects that will increase the children's quality of life in terms of psychological, social, physical and medical aspects in the Pediatric Hematology and Oncology Services of the hospitals and Family Houses.

King Khalid Foundation: The King Khalid Foundation invests in individuals, organizations and policies that work for equality and to create opportunities in Saudi Arabia. It supports inclusive social and economic development of all residents of Saudi Arabia through financing, capacity increase and advocacy efforts.

Koç University: Koç University was founded in Istanbul in 1993 as a non-profit private university. Koç University aims to contribute to the science on a universal scale by bringing together gifted students with prestigious academicians in line with the mission of becoming a "Center for Excellence".

Rural Schools Transformation Network (KODA): KODA is a community of educators and volunteers who have joined forces to increase the quality of education in rural areas. The network began its initial field work in 2015 before acquiring association status in 2016.

KONDA: KONDA, as a research and consultancy company, is fundamentally engaged with knowledge production with a specific purpose of providing insight for the specific needs. Since its foundation in 1986, the company has worked on comprehending and commenting on the society in Turkey.

Koç University Social Impact Forum (KUSIF): Koç University Social Impact Forum (KUSIF) was founded in 2012 within Koç University as a research and practice center on social impact to foster social innovation through research, education and collaboration. KUSIF is

one of the leading organizations on social impact field in Turkey and has become a reference point in social impact studies.

Make a Difference Initiative (MaDI): The Make a Difference Initiative is a Hong-Kong-based regional cooperation platform that aims to bring together change-makers from various disciplines and build communication between industries to deliver innovative solutions to social issues.

McConnell Foundation: The McConnell Foundation is a private Canadian foundation that develops and applies innovative approaches to social, cultural, economic and environmental challenges.

Medina Works: A strategy + design consultancy based in Montréal and Tunis. Medina Works crafts impactful strategies and programs, develops skills, and builds enabling platforms that foster youth innovation and contribute to advancing the Global Goals for Sustainable Development within the context of cities.

MEF University: A private university founded in Istanbul in 2012, MEF University it is the first higher education institution in the world to adopt the “flipped classroom” educational model university-wide.

Mehmet Zorlu Foundation: Founded in 1999, the Mehmet Zorlu Foundation supports societal development in the areas of education, culture and arts, sports, and health. To date, the Foundation has granted scholarships to nearly 25.000 students in total. The Foundation has been a partner of the “21st Century Competencies Education Program” by MZV-MEF YetGen since 2016, through which its aims to ensure that young people are equipped with the skills and competencies of the 21st century as well as academic, technical and professional knowledge.

Mikado: Established in 2007, Mikado Sustainable Development Consulting is a social enterprise committed to serve sustainable development and to yield social impact through

crafting innovative models and solutions. Mikado believes in and strives to create partnerships among private sector, civil society, academic institutions and international organizations for multidimensional development.

Mikado Embark: Embark is a reverse mentoring project that brings together business leaders and young, talented Syrians who live in Istanbul to share opinions, develop comprehension, and form meaningful connections.

MIT: Massachusetts Institute of Technology is a private research university in Cambridge, Massachusetts.

Natura & Co: Natura & Co is home to four trail-blazing, socially conscious, iconic global beauty brands, each unique in mission and spirit, yet connected by a common goal of shaping a better, more caring world.

Next Academy: Founded to train a new generation of leaders, Bilgi University’s Next Academy is a graduate program for those who always seek the new, the changing and the evolving in marketing, communications and sales.

NOW Partners: NOW Partners is global partnership of over 100 business owners, leaders and transformation experts who endeavor to accelerate the economic development of multinational companies, large family corporations and systems.

OpenIDEO: For decades, IDEO has pioneered the human-centered design approach to solving complex problems. In 2010, IDEO asked—how might we open up our method, enabling people everywhere to spark innovation where it’s needed most? Our answer: OpenIDEO.

Oxford Net Zero: Oxford Net Zero is an interdisciplinary research initiative based in the University of Oxford’s fifteen years of research on climate neutrality. Our research fellows recruited from partner institutions from around the world are working to track progress, align

standards and inform effective solutions in climate science, law, policy, economics, clean energy, transport, land and food systems and greenhouse gas removal and storage.

Özyeğin Social Investments: Özyeğin Social Investments is the umbrella of philanthropic organizations and initiatives founded and/or supported by the Özyeğin family. It includes the Hüsnü M. Özyeğin Foundation, Mother Child Education Foundation, and Özyeğin University as well as a network of over 200 social impact endeavors that aim to make a holistic contribution to societal development.

Presencing Institute: “We are part of the global movement that is rising up. Systemic racism and structural inequality pervades our global systems and must be transformed. To that end, we support those who are addressing the root causes of direct, structural and attentional violence.”

Re:Coded: Re:Coded is a non-profit organization providing free coding bootcamps and digital skills training to local and conflict-affected youths in Turkey, Iraq and Yemen.

Red Dot Foundation: Red Dot Foundation Global was founded in 2017 in the United States to support the work on sexual violence. The NGO works with a mission to end violence against women and girls by using crowd sourced data, community engagement and institutional accountability.

Reflect Studio: Reflect Studio thrives by experimenting with innovative methods through its R&D projects and creates value for its clients by grounding designs on diligently and responsibly manufactured products. The result is objects that have utility and longevity, those that provide delight for the people and institutions using them.

RESPOND: RESPOND is a BMW Foundation accelerator program operated by UnternehmerTUM. It is the first accelerator program that supports responsible leadership and thereby helps scale sustainable business

models for a better future. The program supports founders who use entrepreneurial approaches to work towards a peaceful, just, and sustainable future in line with the United Nations 2030 Agenda.

Sabancı University Corporate Governance Forum of Turkey (CGFT): Corporate Governance Forum of Turkey (CGFT) is interdisciplinary and cross sectorial initiative hosted by the School of Management, focusing on corporate governance issues that can impact economic and social development. Forum’s mission is to contribute to the improvement of the corporate governance policy framework and practices with sustainable development as the overarching goal through actionable research and active participation in policy and practice development.

Sampangan Indonesia: Sampangan is an innovative waste processing solution using carbonization technology to efficiently decompose any kind of solid waste into carbon for organic agriculture and other industries.

Seepje: Seepje produces liquid detergents, all-purpose cleaners, dishwashing detergents, softeners and hand soaps from natural shells grown in India and Nepal. Seepje only uses the best environmental friendly ingredients and pays a fair price for these ingredients.

SIX: SIX is a social innovation exchange built on mutual value, relationships and knowledge. We work globally to facilitate purposeful cross-sector conversations that challenge and inspire people to use innovation to increase social impact.

Sibö: Sibö creates healthy and sustainable biomaterials and food components to lead the food industry to a sustainable future.

Spor Istanbul A.Ş.: Spor Istanbul was founded in 1989 as an affiliate of the Istanbul Metropolitan Municipality. Today, with 52 facilities and tens of national/international sporting events, Spor Istanbul contributes to a more active life for residents of Istanbul.

S360: “We are sustainability specialists helping brands and corporates to make better choices. We believe in the power of businesses in driving positive change and scaling impact across the globe. We offer strategic advice to address today’s most important sustainability challenges by putting shared value into practice and unearthing opportunities. Briefly, we connect profit with purpose.”

Teyit: Teyit fact-checks a variety of contents such as false information, suspicious news on social media, claims brought up by the media, and urban myths and tries to ensure that the Internet users have access to correct information.

The Club of Rome: The Club of Rome describes itself as “a group of world citizens, sharing a common concern for the future of humanity.” An offshoot of the Accademia dei Lincei founded in 1603, The Club of Rome was established in April 1968 by Aurelio Peccei, an Italian industrialist. It was formed when a small international group of people from the fields of academia, civil society, diplomacy, and industry, met at a villa in Rome, hence the name. The Club’s founders include Hasan Özbekhan, Erich Jantsch and Alexander Christakis.

The League of Intrapreneurs: “We support intrapreneurs by sharing their stories, deepening their knowledge and strengthening their networks.”

Think-it: Think-it is an engineering collective on a mission to unlock human potential through sustainable use of technology. With a focus on digital transformation, smart infrastructure, and the UN SDGs, Think-it tackles meaningful problems that can only be solved with future-proof technology.

Toyi: Toyi is a social initiative that is on a mission to bringing back real value and meaning to play and to support disadvantaged children by bringing play to them. The play kit supports children’s creativity and imagination and

teaches play without consuming through upcycling.

Treedom: With Treedom you finance farmers who want to plant trees, supporting their work in the early years, when trees are not yet productive. Treedom provides farmers with know-how and technical support for planting and managing trees. Trees are photographed, geolocated and monitored by Treedom over time.

Triodos Investment Management: Triodos Investment Management is a globally active impact investor. We see impact investing as a driving force in the transition to a more inclusive and sustainable world.

Union of Municipalities of Turkey: The Union of Municipalities of Turkey (UMT) is the sole union for municipalities at national level. All municipalities in Turkey are natural members of the UMT.

Turkey Entrepreneurship Foundation (TEF): TEF works with business people and opinion leaders who believe that entrepreneurship is the key to change, to spread the entrepreneurship culture, and to make entrepreneurship a career choice among young people.

UBP (Union Bancaire Privée): Union Bancaire Privée (UBP) was founded in 1969 by Edgar de Picciotto, whose vision from the outset was to offer investors an astute and innovative wealth management service. Today, we continue to apply our forward-looking vision, our entrepreneurial spirit and our leading investment expertise to offer our clients significant added value and performance over the long term.

UC Berkeley: The University of California, Berkeley is a public research university in Berkeley, California.

UNDP Accelerator Lab: The United Nations Development Programme (UNDP) works for

inclusive and sustainable growth, inclusive and democratic governance and climate change and environment. UNDP builds Accelerator Labs within its offices in 60 countries to find solutions to such global problems as climate change and growing inequalities.

UNDP Turkey: UNDP Turkey works for inclusive and sustainable growth, inclusive and democratic governance and climate change and environment. For more than 50 years the UNDP has worked in close partnership with the Turkish Government and numerous national and international institutions, including NGOs, academics and the business community.

University of the Free State (UFS): UFS is a research-led, student-centered and regionally engaged university that contributes to development and social justice through the production of globally competitive graduates and knowledge.

Vestel Ventures: Vestel Ventures is a corporate venture arm of Zorlu Holding established in 2015 to support innovation and entrepreneurship. With investments in 22 ventures inside and outside Turkey to date, Vestel Ventures offers entrepreneurs knowledge and facility opportunities at all stages of product development from product design, industrial design, multi-screen interface design, prototyping, testing, certification and production, as well as supporting their marketing, global sales, law, accounting, branding and patent processes.

Vodafone Turkey: A part of the Vodafone Group, which operates as one of the world’s foremost telecommunication companies, Vodafone Turkey offers total telecom technologies including fixed, mobile, and content services to consumers and enterprises with the vision of being a pioneering operator of digitalization.

Western Cape Economic Development Partnership: The Western Cape Economic Development Partnership, known as the EDP, was established in April 2012 by over 150 institutional stakeholders to improve the performance of the Cape Town and Western Cape socio-economic development system.

Yeşilist: Founded in 2010 as Turkey’s first green guide and sustainable life platform, Yeşilist was originally conceived as designed as a guide to list sustainable producers. Today, it has more than 60 writers and thousands of articles.

Yetkin Gençler (YetGen): YetGen is a training program sponsored by Mehmet Zorlu Foundation and MEF University since 2015 to equip youth with competencies and awareness of the 21st century.

Young Guru Academy (YGA): YGA is a non-profit NGO established in Turkey. It YGA raises double-winged young individuals giving all of us hope for the future: conscience and knowledge. These young individuals grow their wings while producing innovative technology projects useful to humans.

Zorlu Holding: Zorlu Holding is engaged in the industries of textiles, consumer electronics & household appliances, energy, real estate and mining-metallurgy. A founding partner of imece, Zorlu Holding endeavors for a more livable world, leveraging its deep-rooted experience and know-how, and its technology and innovation-driven Smart Life 2030 sustainability strategy for this purpose.

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