

**CSR TURKEY**  
**BASELINE REPORT**  
April 2010



Dear Reader,

I am glad to present you the second CSR Turkey Baseline Report. The main aim of this study is to assess the level of Corporate Social Responsibility (CSR) practices in Turkey. Therefore, the analysis presented in this study is on the current situation of the concept of Corporate Social Responsibility in Turkey.

CSR / sustainability has become one of the most important subjects of the world and CSR has grown considerably in developed and developing countries over the past decades. Because, sustainability is related to the quality of life of the community. The growing importance of CSR in recent years can be important to raise the interest awareness on corporate, labour, social and environmental practices. Therefore I believe that, promoting CSR activities means improve country's economic, social and environmental systems and situation.

As Corporate Social Association of Turkey, we have worked for the purpose of developing both local and global CSR awareness for sustainable development and social success since 2005. To strengthen the understanding of Corporate Social Responsibility concept in Turkey, we undertake various initiatives and we continue on our way to carry out new projects which will give added value to Turkey.

In order to raise awareness in society, we have prepared "CSR Turkey Baseline Report" for two years. We want to explain and evaluate the current condition of CSR in Turkey and how has our community changed environmentally, economically and socially in recent years to a wider audience concerning private sector, government, civil society organizations, media and academic world.



Our first 'Turkey Corporate Social Responsibility Baseline Report' was published in 2008 as an outcome of the project 'Accelerating CSR practices in the new EU member states and candidate countries as a vehicle for harmonization, competitiveness, and social cohesion in the EU' which was funded by European Commission and United Programme by CSR Turkey.

And now our second report analysis condition of CSR in Turkey under the global financial crisis, the vision of Turkish government regarding sustainability and situation of supply chain management applications for CSR. The report also touches on the importance of contribution of academic environment to CSR applications and effect of the media for accelerating CSR awareness. We also analyzed CSR applications of leading Turkish companies as well as Small and Medium Sized Enterprises.

The report is a useful source of information to a wide range of audiences including private sector, government, civil society organizations, media and academic world. I hope it will also be useful for scholars and other esteemed stakeholders who are interested in this subject.

I sincerely hope that you would find this report beneficial for sustainable development.

Yours faithfully,  
Serdar Dinler





# TABLE OF CONTENTS

|  |    |
|--|----|
| <i>Presentation</i>  | 6  |
| <i>Introduction</i>  | 8  |
| <i>Conditions of CSR under the Global Financial Crisis in Turkey</i>                 | 12 |
| <i>Reflections on the financial crisis in Turkey</i>                                 | 14 |
| <i>Effects of the financial crisis on CSR</i>  | 15 |
| <i>Other effects of financial crisis in business world</i>                           | 16 |
| <i>The Perception of State on CSR in Turkey</i>                                      | 18 |
| <i>Historical background of the relationship between CSR and state</i>               | 20 |
| <i>CSR understanding of state</i>  | 20 |
| <i>State and environmental protection</i>  | 21 |
| <i>Situation of Supply Chain Management within the Applications of CSR in Turkey</i> | 24 |
| <i>Conditions of supply chain management within some sector examples</i>             | 26 |
| <i>Studies Regarding CSR in Turkish Academia</i>                                     | 28 |
| <i>Media and CSR in Turkey</i>   | 32 |
| <i>Special CSR issues</i>  | 34 |
| <i>Common CSR issues</i>   | 37 |
| <i>A Study of CSR in the Practices of Turkish Private Sector</i>                     | 40 |
| <i>Practices of ISE 100 Companies</i>  | 41 |
| <i>Situation of Global Compact Commitment in Turkey</i>                              | 44 |
| <i>Recommendations</i>   | 46 |
| <i>Appendix 1: CSR Events in Turkey (2007-2009)</i>                                  | 50 |
| <i>Appendix 2: List of Interviewed Organizations and Corporations</i>                | 56 |
| <i>Appendix 3: Bibliography</i>  | 58 |
| <i>Authors</i>   | 64 |

## Presentation



Corporate Social Responsibility not only provides better competitive advantages for corporations in the international market, better labor standards and conditions for workers and employees in the business sector (if that's what you mean), environmental protection and more collaboration between civil society and private sector; also it is very significant for the realization of sustainable development goals and for strengthening local communities and societies. In this regard every person and organization has a responsibility not only to themselves but to the stakeholders within society.

Corporate Social Responsibility Association of Turkey (CSR Turkey) was founded to help the development of the consciousness of social responsibility, to extend the knowledge of CSR nationally and internationally, and to promote sustainable development and social achievement.

For five years, CSR Turkey has been working to create tools, resources and methodologies for business to behave in a socially responsible way on social, economical and environmental issues so that business can have a positive impact on the development of the society as its mission. Additionally, its vision is to establish collaborations and networks between the business world with large segments of society and stakeholder groups to reconcile its impact on social, economic and environmental issues for the enrichment of society.

CSR Turkey has hitherto completed projects with the United Nations Development Programme, the European Union, foreign embassies in Turkey, civil society organizations in Turkey and universities both for national and international targets. Through its experiences, CSR Turkey is the main advocate for all issues related to social responsibility in Turkey and with its international collaborations, and the association plays a key role in promoting international CSR-related networks.



## Introduction





The European Union defines the corporate social responsibility (CSR) as;

“A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis<sup>1</sup>.”

Recent history has shown that important transformations in the international structure changed the system of global economy as well as society. After the Great Depression in the 1930s, the world faced extreme poverty. International politics had come to a halt. To be able to overcome this crisis, governments invented the system of the modern welfare state. This new system persisted through the Cold War years. However by the end of the 20<sup>th</sup> century, the international system changed again. In the last 30 years, the world has seen a decrease in direct state control of national economies, a vast change in technological innovations, and a great pace of globalization in terms of economy and popular culture. These changes resulted in the increased power of corporations and private sectors, and at the same time raised awareness about the importance of corporate social responsibility.

The Great Depression had been overcome by mass production such as those employed by Ford. . However, currently we are not living in a world in which demand is as high as it was after the Great Depression. In our times, it is more likely that demand is shaping supply. Consumers generate very complex behavior towards what they want to buy as a product or service. In the process of their decision about their consumption, consumers face vast complexities of choices simultaneously. Consumers are starting to understand that there are other implications to their consumption, such as the cultural and social effects of the purchases they make.

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<sup>1</sup> Commission Green Paper 2001 “Promoting a European Framework for Corporate Social Responsibility”. COM (2001) 366 Final.



One of the most significant changes regarding consumer attitudes within society is an increased awareness about consumer responsibility and the impacts of choices in consumption. After the diminishing efficiency of the state and the dramatic increase in symptoms of environmental pollution or disasters, society has shown its own reaction towards such social and environmental degradation. The rise of third sector, or civic-social sector, has been a positive outcome of this process. In our times, society may face these problems more easily and know the best solutions can be produced by it. This social change is even more dramatic for the re-formulation of ideas about what it means to be a citizen in modern world. The definition of citizenship has expanded to include the idea of responsible consumption, in addition to more traditional responsibilities like voting or paying taxes. This new dimension of a “responsibility revolution” in society<sup>2</sup> illustrates the new social predisposition that we are starting to put our money where our ideals are.

In this sense, the meaning of CSR is more than the strict definitions related to ‘concerns in business operations’. CSR is more of an umbrella term which covers principles and responsibilities related to business ethics, accountability, transparency, human and worker rights, occupational health and safety, gender equality, corruption, environmental awareness, social dialogue, etc. With this comprehensiveness, CSR as a term can be used in all social dimensions. CSR can be used as a tool to increase the effectiveness of democracy, capacity development for civil society, or better profitability of markets with increased socially responsible competitiveness.

With this expanded definition, CSR is both representing the business ethics and at the same time practical applications not only for corporations but also for other institutional bodies in the society. Gradually, usage of CSR as a term is becoming more widespread. However, for society, such a comprehensive term may be confusing and even illusive. In this regard, the actions of civil society organizations and all the projects related to CSR play an important role in raising awareness about the issue. One of the most significant ways of establishing this aim is to create written sources that document particular approaches to CSR at different times and in different regions and countries. In this sense, the main target of this report is to contribute to accumulating a body of data about CSR in Turkey. Furthermore, CSR baseline country reports develop functional and productive bases for sharing the information and providing lessons, examples, and best practices for comparison regarding CSR.

The first ‘Turkey Corporate Social Responsibility Baseline Report’ was published in 2008 as an outcome of the project ‘Accelerating CSR practices in the new EU member states and candidate countries as a vehicle for harmonization, competitiveness, and social cohesion in the EU’ which was funded by European Commission and United

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<sup>2</sup> “The Responsibility Revolution”. By: Stengel, Richard, Caplan, Jeremy.



Nations Development Programme by CSR Turkey<sup>3</sup>. The report contained brief information about historical and economic developments in Turkey, demonstration of the actors and their interaction with rising CSR awareness in Turkey; and finally a study composed of interviews with national and multinational companies about CSR in Turkey.

Following the success of the first report, the purpose of this report is to provide an update on the implementation of CSR in Turkey by touching upon different subjects. Moreover, in this report, a more comment based method was followed. Unlike the first report that has more statistical data to show the general structure of Turkey, in this report topics were analyzed in a more qualitative way to show indepth analysis regarding the subject.

In the first section of this report , the recent economic and financial crisis's impacts on CSR are addressed. In the second section, the vision of Turkish government regarding CSR is analyzed based upon in-depth interviews with state officials. In the third section, as one of the most important concepts of CSR, supply chain management applications for CSR in Turkey are addressed. The fourth section examines how Turkish academic environment assesses CSR. In the fifth section, the CSR and media relationship in Turkey is analyzed. Finally, leading Turkish companies are examined through their CSR applications and to understand their preferences about applying CSR. To reflect the structure more accurately and visibly, small sector analysis is also available in sections of the report.

The information and analysis presented in this report was mainly gathered from in-depth interviews with state officials, representatives of companies and stakeholders. There were no structured sets of questions directed to interviewees. In addition to this, statistical data and other findings were gathered by desktop research.

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<sup>3</sup> "Turkey Corporate Social Responsibility Baseline Report" (2008). By: Gocenoglu, Ceyhun and Onan, Isil.



**Condition of CSR  
During the Global Financial Crisis in Turkey**



The financial crisis that began in 2007 has been considered the worst financial crisis since the Great Depression<sup>4</sup>. The crisis rapidly affected society as global economic shock, resulting in a number of European bank failures, declines in various stock indexes and large reductions in the market value of equities<sup>5</sup>. According to estimates, the Arab World alone lost more than \$3 trillion, in the United States the unemployment rate doubled, and the growth rate of various European countries dramatically decreased<sup>6</sup>. While the effects of the financial crisis have been experienced worldwide, experts are still debating whether we have seen the bottom of the crisis or not yet.

The financial crisis has affected economy and society in various ways. The most visible consequence is an increase in global unemployment. While manufacturing decreased, bankruptcies increased globally. Governments have also been affected negatively since political unrest has appeared in many countries and the economic-political priorities of governments are being re-examined. In addition to this, rigorous criticisms by many experts and observers about the general structure of capitalism has led to a rise in anti-globalization activities and a growth in protectionism<sup>7</sup>.

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<sup>4</sup> <http://www.reuters.com>. "Three Top Economists Agree 2009 Worst Financial Crisis Since Great Depression".

<sup>5</sup> <http://norris.blogs.nytimes.com>. "United Panic".

<sup>6</sup> <http://en.wikipedia.org>. "Financial Crisis 2007 – 2009".

<sup>7</sup> "Changing premises of the globalization". By: Abbas J. Ali.



## Reflections of the Financial Crisis in Turkey

The effect of the financial crisis on Turkey is a controversial issue among politicians and economists. Statistics about the decrease in growth rate or dramatic decline in the operations of the economy are showing lower rates compared to Turkey's European counterparts. Relying upon these comparisons, representatives of the government claimed that the financial crisis did not affect Turkey as much. Especially when Prime Minister Tayyip Erdogan stated that "Thanks to God, the crisis touched slightly on us (and passed)"; his remarks were highly caricaturized by the media and the opposition parties. As a result, Tayyip Erdogan corrected his argument "I said this crisis will slightly touch on us then be over, I am insisting on the same claim. I am not saying that crisis is not affecting us, but it will affect us at the least"<sup>8</sup>.

On the other hand critics of the prime minister's speech mostly argued that the financial crisis raised the rates of unemployment and poverty much more than before in Turkey.

Whether Turkey has been affected by the global financial crisis or not, statistics regarding employment and finance variables in Turkey cannot read optimistically. According to the Turkish Statistical Institute (TurkStat), 20% of the Turkish population are living under the poverty line and there is a strong link between the level of education and the poverty. Just in 2009, 881,000 people entered Turkey's economically-active population; however, the unemployment rate increased from 9.9% in 2008, to 12.8% in 2009. The more dramatic data is that the unemployment rate among the youth population in Turkey has reached 23.2%. Another significant piece of data is about gender distribution. TurkStat's statistics show that 71.7% of the entire employed population are male, which shows dramatically unequal gender distribution, most probably since finding employment has become even harder under crisis for women. About the extensiveness of social security, statistics are showing that 46.4% of the population does not have any social security. This rate reaches up to 87.1% within the population actively engaged in agriculture. On the other hand, it is possible to find some diminishing rates also related to trade volume. In the last year, exporting volume decreased as rate of 29.1% and the importing volume decreased 43%<sup>9</sup>.

These indicators show that unemployment and poverty are still the two most important economic challenges to the development of Turkey. Moreover, to foster this development, education should be given higher priority. The mean rate of GDP expenditure on education between OECD countries is 5.9%; however, this rate is 3.4% in Turkey. Another controversial subject is the relationship between the level of education and the unemployment ratio. In general, statistics show that when educational levels increase, the rate of poverty decreases; however, the

<sup>8</sup> <http://www.milliyet.com.tr>. "Kriz teğet geçti dedim, etkilemedi demedim".

<sup>9</sup> TurkStat.



educational level is not affecting employment positively in Turkey. According to TurkStat while only 4.4% of the illiterate population is unemployed, 14% of high school graduates and 9.5% of university graduates are unemployed<sup>10</sup>. Therefore in Turkey there is a strong need for skilled labor to transform the capacity of the large young population towards progressive power.

Labor unions are significantly opposed to the view that the global financial crisis did not affect Turkey as much as it affected other countries. According to officials, the financial crisis affected the labor intensive sectors the most negatively. The textile sector is one of the mostly disadvantageous sectors in this sense. Despite its pioneer role in the Turkish economy, textile sector workers are easily affected by financial and political indeterminacies. In the last year, almost 15,000 union member workers become unemployed, according to just one of the labor unions in the sector. Labor unions stated that the workers who are members of one of the unions are the most disadvantageous ones, since their membership is seen as double burden by the employers.

### **Effects of the Financial Crisis on CSR**

The current economic downturn has had direct effects on CSR. It is possible to consider the financial crisis as a big test not only for the corporations who are applying CSR solutions, but also for CSR itself. Questions about the sustainability of the CSR applications and the activities of corporations are strongly linked to the perception of CSR. If CSR continues to be seen as nothing more than corporate philanthropy, all CSR applications might be considered as marketing tools and short-term advances. Because of this misconception about CSR, a considerable number of corporations may select to reduce or transfer their resources towards CSR applications.

CSR activities are mostly conducted as collaborations with civil society organizations, sponsorship activities, fellowships and grants by the CSR implementer corporations in Turkey. The reduction of resources and funds spent on CSR applications may result in a clear diminution of CSR activities. For instance, the Association in Support of Contemporary Living could not finance some of their projects, since (corporate?) grants decreased. Another example is 'Seeing Hands Blind Children School', which was established by the grants and donations of philanthropists, could not find enough supporters after the financial crisis<sup>11</sup>.

Despite the negative effects of the financial crisis, most of the corporate relations managers of large companies stated that they would not reduce funding of CSR applications in their corporations. The corporations who are considering CSR as a long term strategy followed similar patterns. However, beside the applications of

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<sup>10</sup> *ibid.*

<sup>11</sup> Resource: Para Dergisi. 2009.



the big companies, the role of small and medium enterprises (SME) is also crucial for Turkey. More than 90% of all corporations are SMEs in the Turkish economy. Therefore their outlook related to CSR has special importance.

### **Other Effects of the Financial Crisis in the Business World**

The financial crisis, whether it is a reality for Turkey, or the contemporary condition of the globe rather than Turkey's, also has a psychological impact both for workers and employers. The dominant view about the influence of the financial crisis is that it may produce some negative effects. Because of the psychological impact, employers may act based on anxiety or irrationality, they may try to economize all their actions excessively and they may re-design their strategy from long term planning to daily decisions. This atmosphere may also generate mobbing (?) related to CSR. Employers may indicate that the most important responsibility under the conditions of financial crisis is to provide the sustainability of the work. As a result, they may cancel out the promotion of employees, refuse to increase the wages or even dismiss some workers by imposing more work load to current workers.

According to labor unions, it is almost impossible to negotiate about the increase in the wages of the workers in collective bargaining, while the financial crisis dominates the agenda. Even the biggest unions complain that they cannot negotiate over the development of social rights in collective bargaining.

On the other side, employers' unions and Ministry of Labor and Social Security officials may argue about the financial crisis differently. According to employers' unions, the financial crisis may produce some positive affects, because it creates a natural selection in the business market. The inefficient corporations are eliminated in this selection, while stronger and better-managed ones can sustain their performances through the tough conditions of the crisis, therefore they may conduct better strategy for the future. Ministry of Labor and Social Security accepts the bad effects of the financial crisis. Officials stated that corporate financial reporting and accounting statements (if that's what you mean) can be followed with 6 months delay, however, normally they should have issued reports followed records with one or two months delay. This figure shows there is a significant fluctuation in the business market. However, they also have some positive arguments about the crisis. After the global financial crisis appeared, the number of corporations which applied to take a 'CE' certificate to Ministry of Labor and Social Security increased dramatically. Similarly, as a positive result, under these conditions the incommodity (I don't know what this word means) family labor tends to decrease while more workers enter the registered work force.

It is possible to argue that "the tragic societal consequences of the current economic downturn and the depth of threat they pose to governments and companies across the globe have fundamentally altered expectations and challenged assumptions





which until recently had been promoted as sound, confirmed, and guaranteed<sup>12</sup>. This expression certainly applies to the interesting situation about Bear Stearns, which collapsed in 2008 and has not published any CSR reports up to now, or Lehman Brothers which published only Philanthropy Reports rather than CSR reports<sup>13</sup>. Such a change in the social assumptions and expectations is also visible for Turkey. As an absolute positive effect of the financial crisis, it is possible to observe how much governments and corporations are able to sustain their strategies towards formerly asserted strategies under the bad conditions. For Turkey, the most important reason for this incompatibility is still related to -intentionally or not- wrong conceptions and inadequate awareness about CSR.

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<sup>12</sup> "Changing premises of the globalization". By: Abbas J. Ali.

<sup>13</sup> <http://www.capital.com.tr>. "Sorumluluk Yarışının Yeni Oyuncuları".



## The Perception of State on CSR in Turkey



The role of the state in CSR is a contentious issue. Because of the inner definition (?), volunteerism is located at the centre of all CSR applications. Therefore it can be argued that CSR actions should be totally free from state regulations and should completely rely on volunteer actions. However, opposing arguments claim that although CSR applications should rely on volunteerism at the outset, the institutionalization and centralization of CSR can reach its goals only by inserting the meaning of CSR in all actions of the state.

Another point was made regarding the regulatory sanctions of CSR. However, it is controversial whether these sanctions should come from general public awareness about CSR without any state influence, or should function as “a potential alternative to the ‘dead hand of state regulation and enforcement’<sup>14</sup>”. (?) Therefore, it is possible to locate the discussion about the effects of CSR applications for liberalism and role of CSR within the regulatory power of state governance.

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<sup>14</sup> “Corporate Social Responsibility, Supply-chains and Saami Claims: Tracing the Political in the Finnish Forestry Industry”. By: Rebecca Lawrance.



## Historical Background of CSR - State Relationship

Throughout Turkey's history, the state has had direct relations with philanthropists. These relations even date back to the first Islamic-Turkish states. However, the most explicit forms of institutionalized philanthropies appeared in the Ottoman times. 'Waqf' (foundation) was the premier basis for the provision of public services, such as education, sheltering, social security and healthcare. Generally, waqfs belonged to rich families. With waqfs, these families were able to serve the general society by sharing their wealth in the form of public goods. Indeed, these establishments were based on an understanding of the Islamic concept of 'zaqat'. This term refers to the obligation of a Muslim to donate one-fortieth of her/his wealth to the poor<sup>15</sup>. In this regard, the state institutionalized philanthropy through the framework of Islam. Waqfs are still active in Turkey today. Most family-owned conglomerates in Turkey have an associated waqf.

However, if these families also have active operations in business, they may claim they are applying CSR with these waqfs. This outlook stresses the ambiguity about the definition of CSR whether it is simply a new name for philanthropy, or whether it represents something larger.

Another basis for the interaction between the Turkish state and philanthropies was the Ahilik system. Ahilik was a special guild system in Anatolia. More than being a guild for artisans and craftsmen, the system of Ahilik provided shelter for poor people and foreign travelers, systematic education and health services for the settled population, and even provided a security force against enemies. Under this system, the prominent people from Ahilik could manage the governance of the cities. Therefore, Ahilik was responsible for all public and special responsibilities of the population. The Ottoman State directly supported the system of Ahilik throughout the centuries<sup>16</sup>.

All these vicinities for philanthropy created double results for the concept of CSR in contemporary Turkey. On the one hand, philanthropies constitute a fruitful starting point to modernize the concept of CSR for the modern business world; on the other hand, the established understanding about philanthropy creates misunderstanding by equalizing CSR as the 'modern name' for philanthropy.

## The State's Understanding of CSR

Unfortunately there is not any clear written source to determine the state's vision of CSR, just because as a term, 'CSR' has not been cited within any official documents. However, according to State Planning Organization officials, the most related subject about CSR appeared in the 9. Development Plan:

<sup>15</sup> "Dini Kavramlar Sözlüğü", 'Zekat'.

<sup>16</sup> "Devlet-i Aliyye". By: Halil İnalçık.



Article 519: Sustainability of growth will be ensured by considering the consistency of the industrial and environmental policies. In industry, production will be in compliance with human health and environmental rules and importance will be given to social responsibility standards<sup>17</sup>.

Officials from the State Planning Organization argue that there should not be any deterministic official view of state about CSR. Since CSR is meaningful because of its voluntary nature, state regulation would render CSR meaningless. According to them, it is the private sector where CSR has to be developed. Furthermore State Planning Organization officials found the idea of CSR law for Turkey to be ineffective, and possibly even harmful. For them, if a law appear regarding CSR, CSR will become just another section of the Ministry of Labor and Social Security.

On the other hand, Ministry of Labor and Social Security officials accept the problems of insufficient applications of CSR in Turkey. According to these officials, in order to understand this insufficiency, the reasons for the incompatibility of the Turkish economy with Western standards must be analyzed. To analyze the reasons for this incompatibility, officials emphasize these factors below:

- Marginal sector in Turkey
- High rates of unregistered employment
- The notion of 'housewives'
- Incommodity family labor
- Turkish apprentice system

According to estimates, 80% of the whole Turkish population is closely related with at least one of the factors listed above.

Ministry officials consider these notions to be obstacles for the harmonization of Turkish and European standards. For them, Turkey experiences problems with explaining its economic realities and ongoing circulation because of these factors. Therefore, they are emphasizing a need for an authentic definition of CSR for Turkey, since the current system is incapable to evaluating the existence of CSR in Turkey according to European standards.

### **State and Environmental Protection**

Environment is one of the most associated topics of CSR. In Turkey, CSR activities of corporations towards the protection of the environment are among the most well known examples of social responsibility.

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<sup>17</sup> "9. Development Plan". State Planning Organization.



The environment has become a top priority issue, not only for civil society, but also for politics. Awareness of the environment stands at the top of all other political issues, at least in the public statements of politicians.

Throughout recent history, developments in technology and the entire process of urbanization have started to threaten the natural stability of the environment. Awareness about this has generated a new fashionable term called "sustainable development". In the business world, the target of profitability is gradually being replaced by sustainable development. However the contextual shift towards sustainable development has some inherent controversies for international politics, because new political outlooks towards environmentally-friendly development may be considered as unfair by developing countries.

The development of the Turkish economy has increased environmental pollution accordingly. Statistics show that in 1990 total greenhouse gas emissions were 170.76 million tons of CO<sub>2</sub>; however, in 2007 this rate significantly increased to 372.64 million tons of CO<sub>2</sub>; however in 2007 this rate significantly increased to 372.64 million tons CO<sub>2</sub><sup>18</sup>. Although the target was 20%, the United Kingdom was able to decrease total greenhouse gas emissions by 4%<sup>19</sup>.

Ministry of Environment and Forestry officials state that according to the Intergovernmental Panel for Climate Change, the Eastern Mediterranean basin creates dangerous levels of greenhouse gas emissions. Although Turkey officially started to measure greenhouse gas emissions in 1992, officials argue that Turkey has not been able to impose preventive actions, because these precautions are very expensive and Turkey is still in the adaptation stage.

According to the United Nations Framework Convention on Climate Change, the Kyoto Protocol stands as the most important agreement aiming to reduce greenhouse gas emissions to prevent global warming<sup>20</sup>. Since 2005, the year that Kyoto Protocol entered into force, environmentalists in Turkey supported the protocol and encouraged the Turkish parliament to sign the agreement. Finally, the Grand National Assembly of Turkey signed the agreement in February 2009<sup>21</sup>.

According to officials from the Ministry of Environment and Forestry, the Kyoto Protocol is a very complex agreement which is related to not only environmental topics, but also to the usage of financial sources. Indeed, the sides of Kyoto are industrialized countries. These countries are planning to reduce their negative impact on the environment. However if they can not achieve their set of targets regarding the

<sup>18</sup> TurkStat.

<sup>19</sup> <http://wikipedia.org>. "Greenhouse gas".

<sup>20</sup> <http://unfccc.int>. "Kyoto Protocol".

<sup>21</sup> <http://www.cevreorman.gov.tr>. "Kyoto Protokolü T.B.M.M./de Kabul Edildi".



reduction of environmental pollution, the Kyoto Protocol provides some flexibilities.

Regarding this, signatory countries may work to reduce environmental pollution in other less developed countries. In this way, less developed countries can attain important environmental investment opportunities, which they could not otherwise afford. Officials from the Ministry of Environment and Forestry, therefore consider the realities of the Kyoto Protocol as a platform between industrialized countries which are trying to accomplish their 'homework' and less developed ones in search of free investment opportunities.

Turkey is neither an industrialized country to apply precautions against global warming financially or socially, nor a developing country with its high rates of financial accumulation. Even though Turkey is a signatory to the Kyoto Protocol, other G-20 countries are refusing this status for Turkey. In this dilemma, Turkey is trying to find a new designation, along with other similar countries. A new term being coined for countries in the same situation as Turkey is 'advanced developing country'.

According to Ministry of Environment and Forestry officials, for these reasons, Turkey should have entered to Kyoto Protocol. Otherwise Turkey might not express itself in the platform of international politics. In this sense, the membership of Turkey in the Kyoto Protocol is more about international bureaucracy. Even the actual date of Turkey's membership proves this aim, because the timing of membership loads no burden on Turkey about preventing the greenhouse gas emission until 2013, which is also the ending year of the first period of obligation for member states.

In the public sphere, it is possible to claim that this outlook of the Ministry of Environment and Forestry is not known deeply. The representatives of employers' unions assert their questions about the Kyoto Protocol. According to them, the membership process could not be completely understood. They also suspect that the burdens of the protocol may cause significant problems in the economy. These views show that the public opinion about Turkey's membership into the Kyoto Protocol could not be perceived sufficiently.

First sanctions towards environmental protection and reducing the effects of global warming may appear after 2013 as the official decisions of Turkish Government. On the other hand, Ministry of Environment and Forestry and Ministry of Labor and Social Security posed no sanctions to corporations, related to environmental protection; other than ongoing implementations of current standards about work areas and protection. Therefore evaluating the outlook of related departments of state, it can be argued that CSR is not located in the governmental actions yet.



**Situation of Supply Chain Management  
within the Applications of CSR in Turkey**





**A**s an imported term from the administrative sciences, social change management has a special significance in CSR applications. As general awareness rose about CSR, the responsibility of the companies started to be considered for the whole production link. Therefore many companies found that they are not only responsible for their own CSR performances, but for that of companies upstream and downstream within the total production chain<sup>22</sup>. Therefore it is possible to consider that any corporation giving services or sustaining production is linked to the entire system. As a result, CSR applications should also been evaluated for the entire supply chain rather than any particular corporation.

Supply chain management is especially crucial for developing countries, since within the transforming structure of their economy, irregular production dynamics should be managed for structural stability and consistency.

In Turkey, the public sphere is mostly aware of the CSR applications of the corporations which stand at the last ring of the chain. This situation is caused by the misconception of the corporations which consider CSR to be simply a marketing tool. Therefore, because only the last corporation at the chain needs marketing, these are the ones applying CSR. However, it does not confirm that the service or production provided by this corporation is produced under the CSR.

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<sup>22</sup> "Manager's Vision for Corporate Social Responsibility":By: Mamun, A.M., Ahmed, Z.U.



Multi-national companies (MNC) are the main suppliers of CSR activities and awareness in Turkey. Although it is possible to initiate their big brands with CSR, they publish very few reports about whether they are monitoring their supply chains. Therefore supply chain management and its relation with CSR is still weak in terms of public awareness.

### **Conditions of Supply Chain Management within Some Sector Examples**

The textile sector is one of the most productive and pioneering parts of the Turkish economy. Textile products are seen as one of the most significant import goods from Turkey. According to estimates made by Turkish labor unions, more than 2 million people in Turkey are working in the textile sector. However, only 580,000 textile workers are registered. This dramatic rate shows that nearly 80% of the entire work force in the textile sector is unregistered.

Furthermore, similar to most of the workers, a significant amount of producers are unregistered as well. Labor unions cannot reduce these figures sufficiently, because most producers establish 'yellow labor unions', which are also managed by producers just for show.

Another challenge regarding the employment of unregistered workers has been the financial crisis. Under the financial crisis, union member workers become the first workers to be terminated. As a result, the number of members in the unions decrease. Thus labor unions may lose their ability to bargain collectively and all other sanctions and power accordingly.

Under these circumstances, the applicability of supply chain management for CSR is almost impossible, because corporations at the end of the supply chain do not necessarily know the names of the producers which are located even two links prior. Although CSR can be used as a perfect tool to reduce the unregistered employment with the awareness of supply chain management, corporations are selecting to benefit from this atmosphere. Since the profitability of unregistered production is higher, the last rings of the supply chain just focus upon wellbeing of their brands.

Automotive is another pioneer sector for the Turkish economy. According to statistics, land vehicles are the most exported product from Turkey<sup>23</sup>. Any final product in this sector necessitates a vast linkage of supply production; however, despite most corporations applying CSR, there is not any information about their supply chain management in order to provide the CSR for all production.

It may appear as though only corporations in the industrial sector need to apply supply chain management in regards to CSR. On the contrary, supply chain management is an expandable concept for service sector corporations as well. For instance, the

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<sup>23</sup> TurkStat.



banking sector is one of the sectors in Turkey which continued to expand even under the conditions of the global financial crisis. All the workers are registered and it is one of the most closely examined sectors in Turkey. Banks are generally aware of CSR applications and their events related to CSR can reach large segments in the society. However most of the CSR applications of the banks are related with sole social responsibility projects. Even the responsible managers for CSR present no information about basic CSR components. For instance, they are silent about the union rights of their workers and the inner workings of corporate events are mostly related to collecting subscriptions for philanthropy.

However supply chain management can be applied to the banking sector. For example, banks in addition to their own CSR, may interrogate their customer corporations about their vision of CSR. In this sense, a bank may refuse to give credits to a corporation which is weak regarding environmental awareness. This kind of understanding may become even more profitable for banks, because banks may enlarge their services by giving appropriate services to increase the CSR of the customers.

According to Banks Association of Turkey, this kind of understanding surely will come to be an important issue for all banks in near future. The representatives of Banks Association of Turkey consider socially responsible banks to be the future of the banking sector. They believe banks in Turkey will comprehend the importance of the issue in time. About this development, some examples have started to appear. For example, a bank provides fewer burdens in its credits if the customers uses the money for the isolation costs of their homes. However, although this is positive progress, socially responsible banking should be implemented at the corporate level as well.



## **Studies Regarding CSR in Turkish Academia**



**CSR**, like the other new concepts merged in the last decades due to developments such as globalization and technologic innovations, has attracted attention for practical reasons. Some important theoretical studies have been done on the years and it seems that further academic studies are essential regarding the development of CSR. In this respect, it is important to observe that how academia in Turkey recognizes CSR and on which topics it shows interest.

A study has been done in 30 universities by sampling from 141 universities in Turkey according to their allocation in different cities. The study analyzed how CSR is performed at the undergraduate level. Because there is no direct information about CSR on the websites of the universities, it is hard to access information. Hence there are several findings which can be useful. CSR is an area which is analyzed under different topics such as business ethics marketing, public relations and social entrepreneurship. While few universities have CSR academies, most of the universities have social responsibility units and lessons for undergraduates. Social Responsibility lessons are mostly mandatory and credited, in which students develop projects by working together with NGOs and doing several philanthropic activities. Social Responsibility lessons which focus on the individual responsibilities of students developed rapidly after 2000 while CSR topic is still at a developing stage.



To observe the research and studies on CSR in academia, master and doctorate theses were analyzed, submitted to Turkish universities related to CSR, according to the statistics given by The Council of Higher Education. In total there have been 100 theses submitted, under the titles of "Corporate Social Responsibility" and "Social Responsibility" and more than 150 thesis submitted with different titles. Nineteen percent of the entire theses were submitted by doctoral students. Although the number of submitted thesis in this field is relevantly low, it can be observed that this trend is continuing to rise.

Statistics show that subjects like social responsibility and business ethics have been the major focus of academic studies for a considerably long time; however, only after 2000, subjects like sustainability, social marketing, regional marketing, corporate reputation and corporate citizenship have appeared as the themes of academic research. CSR became a title for an academic thesis in the first time in 2002. This thesis shows, by using the responses of students, that CSR is not understood comprehensively and therefore it is thought that usage of the term CSR in terminology can be problematic because of this ambiguity.

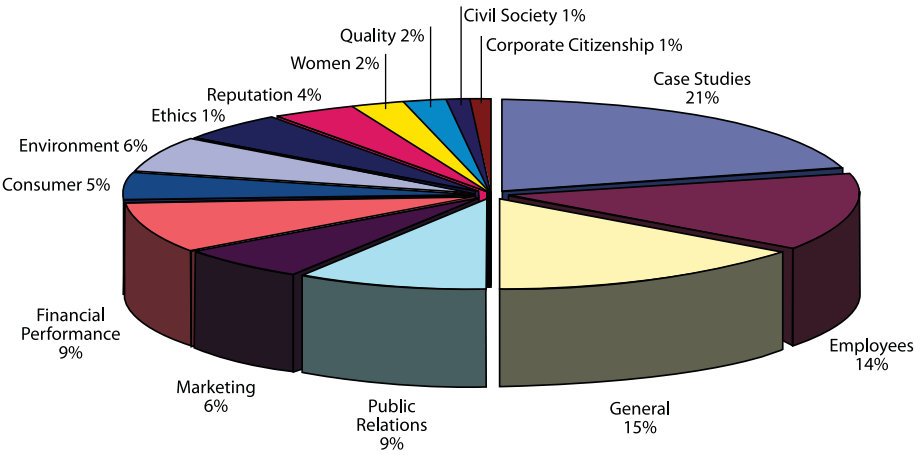
In the studies related to CSR, mostly case studies have been analyzed (21%). These studies focus on different sectors and were mostly conducted for regional CSR analysis. The second most widespread subject focuses of CSR studies are employees (14%). Thirdly, CSR related studies analyze the relationship between public relations and CSR, and the relationship between financial performance and CSR (9%) (Graphic I). Throughout 30% of all studies focus on SA 8000 social standard.

Departments of business administration wrote 68%, departments of public relations wrote 11% of all CSR and social responsibility related theses (Graphic II). Other theses were prepared by other departments of social sciences such as managerial sciences, economics, labor economics, etc. These departments analyze CSR with different concepts. For the departments of life sciences and engineering, CSR appears as measurable standards and examination of managerial systems. Especially studies of environmental engineering related to ISO 14001 environment standard, ISO 18001 occupational safety standard and other studies related to carbon emission are significant. After the 2005 Kyoto Protocol, flexibility mechanisms started to become a thesis subject. After environmental engineering, industrial engineering and civil engineering are the most interesting departments for CSR studies. On the other hand, quality standards are mostly studied by departments of social sciences.

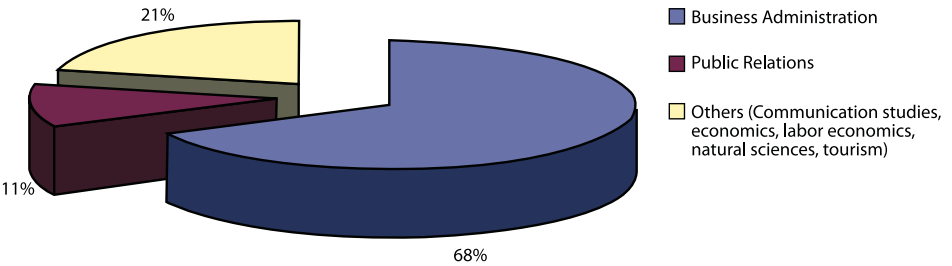
It is observed that studies related to SMEs did not consider CSR intensively, especially as a matter of competitiveness. Moreover, social investment, CSR indexes (FTSE4GOOD), reporting, Global Compact and Millennium Development Goals have not been studied as a research subject yet.



**Graphic I – Academia (Themes of Researches titled as CSR/CR)**



**Graphic II – Academia (Departments interested in CSR)**



## Media and CSR in Turkey





**T**he Media, with its powerful and effective means of communication with the public, may be defined as the fourth force after the executive, legislative, and judicial branches regarding its capacity to control the other three forces. Media has more responsibilities than any other business affair because of its important role in terms of directing, creating, developing and reflecting public opinion. Therefore, media has to provide and sustain its credibility and authenticity. Because of its power to influence large masses, media is an essential tool for promoting and encouraging good CSR practices, raising the awareness and expectations of society about CSR, and to activate the stakeholders by focusing on economic, social and environmental issues.

Especially after 2000, CSR studies and other media research about companies' CSR activities take place in monthly journals such as in Capital Magazine, economy pages and columns in several newspapers and extra newspapers. The periodical "Sustainable Life" by Cumhuriyet Daily has been published for nearly for 2 years now, aiming to create awareness on CSR issues by discussing the subjects of global warming, environmental, historical and cultural heritage, water, poverty, microcredit and sustainable development. There are also broadcasts which continuously run CSR and CSR related issues in their agenda such as "Green Screen" program by NTV. The program is supported by Dogus group television, radio and web sites, by providing information concerning environment, ecosystem, environmental statistics, environmental behavior, CSR applications of the private sector and views of related stakeholders. Internet media, particularly social media like Facebook, Twitter and individual blogs are effective ways of communication to evolve the power of stakeholders. Regarding all of these developments in media, it has been observed that there is an increasing interest in CSR by media which is essential to follow and keep CSR on the agenda.



The number of CSR-related news articles in the media is increasing every day mainly because of the increasing interest of companies into CSR. CSR news is not only coming from the public relations and corporate communications departments of the companies but also from Public Relations (PR) agencies with press releases. Content developers in the media mostly do not question what CSR means and how CSR should be reported, which makes it hard to understand whether the news of CSR activity coming from companies are for substance or only for the sake of appearances. Hence it affects the analysis and selection part of CSR news negatively, which may cause misunderstanding regarding the perception of CSR in society and related stakeholders.

CSR is still not a priority area for the content developers. Instead of developing its own CSR reports, the media prefers to receive CSR news from the companies because it avoids taking negative responses from the companies. However, it should be remembered that CSR is a notion which should be regularly reviewed and refreshed as a topic of attention.

Regarding all of these developments and drawbacks, it is important to emphasize that the media sometimes filters the news including CSR, for different reasons. There are special CSR issues for the media which are essential to analyze in order to understand the situation of the media in Turkey. These special CSR issues are as follows<sup>24</sup>:

### **Special CSR Issues**

#### **Freedom of expression:**

In order to inform the public accurately, the media should have the right to view the other forces and be accountable; therefore, the news should not be censored and the media should not be restricted during discussion and dialogue. Above all, the relationship between the media and the government may determine the parameters of that freedom, and according to the content of the relationship, the behavior of the media turns out to be either positive or negative. In the same way, pressure from the government makes it difficult for the media to do its work properly. Readers, viewers and listeners are mutually affected by the limitations in freedom of expression as they are prevented to receive news. Restrictions about freedom of expression in press and pluralism have been publicized especially recently in Turkey and this act has been met with negative reaction by both the national and international media<sup>25</sup>. One of the concerns is noted as the possibility of creating a mono toned media.<sup>26</sup>

<sup>24</sup> While examining the CSR issues for media, it should be recognized that the headings above and the problems within them are being discussed also in the world media. Furthermore the study will be focused predominantly on printed media.

<sup>25</sup> <http://www.ft.com>. "Dogan hit by record \$2.5bn tax fine"

<sup>26</sup> <http://www.basinkonseyi.org.tr>. "Activity Report Of The Turkish Press Council For The Year"



### **Independent media and product variety:**

Media should be independent, neutral, fair and unbiased toward the events it reports on. However, different media organizations in Turkey are operating on a large scale in other business affairs which may give harm to their objectivity regarding the other areas in which they operate. Due to the increase in businessmen entering the media sector, it has been observed that the number of media owners with journalistic backgrounds is diminishing. So this may change the media's priorities, lead to conflict of interest and make it difficult to be impartial in other sectors that an institution's activities take place. An independent media is primarily dependent upon sustaining the economic independence of media organizations.

The monopolistic structure of media including the press, television and radio is also an issue affecting the independence of the media. The leading media organization in Turkey has a 39% share of advertising revenues, while the second media organization covers a share of 17%, which causes an oligopolistic structure.<sup>27</sup> External pluralism may cause an unfair situation both in the economical area and also may restrict the freedom of receiving news.<sup>28</sup>

Another issue that outrages the independent media is the relationship between the private sector and media. The private sector ads covering a wide space in the media may cause trouble for media while reporting adverse news about these firms. It then builds a barrier between the media and negative information which can lead to the concept of auto-censorship in media.<sup>29</sup>

According to the data of Turkish Institute of Statistics for product variety, it is seen that magazines comprise 56%, 2 of the printed media (5665 in number) in 2008. While the highest-priority issues were sector-specific in magazines at 21.9%, political and current issues were the main focuses in newspapers (83.3%). It is observed that particularly health and other issues such as life and environment were studied more in 2008 in comparison with 2007. Although the total number of newspaper and magazines are decreasing, increasing numbers of the printed media in the mentioned subjects are the indicators of product variety and content diversity.<sup>30</sup>

### **Transparent and accountable publishing policies:**

On 24 July 1960, the Principles of Press Morality was signed by representatives of publication organizations as a result of the collaborative approaches of Journalists Association of Turkey and Turkish Journalists' Union. In addition to those principles, self-regulatory mechanisms of media such as professional organizations and press councils have been taking place for transparent and accountable publishing policies.<sup>31</sup>

<sup>27</sup> Dünyada ve Türkiye'de Medya Sektörü: Genel Bir Bakış. Ankara Üniversitesi İletişim Fakültesi.

<sup>28</sup> <http://www.rtuk.org.tr>. "Medya Yoğunlaşması, Tekelleşmenin Denetimi ve Çoğulculuğun Kurulması"

<sup>29</sup> <http://eski.bianet.org>. "Medya ve Etik"

<sup>30</sup> TurkStat

<sup>31</sup> <http://www.medyaetikkonseyi.com> "Medya Etik Konseyi"



Turkish Press Council, a voluntary self-regulatory body, has its codes of conduct which are not statutory but have some sanctions in case of violation. When it is the case, the council may stress that within the columns of the responsible newspaper or magazine and furthermore may censure that print media institution.<sup>32</sup> However there are no penal sections for these types of policies.

A need for restructuring the self-regulatory mechanisms of media like professional organizations and press councils was discussed during a conference of *Effective Self-policing Media in Turkey* in November 2009. During the conference, some of the recommendations involved the academia and NGOs into the press councils rather than including media itself and analyzing and improving the working and security conditions of the media employers.<sup>33</sup>

Beside the professional organizations and press councils, there are also a few (4-5) ombudsmen in printed media in Turkey. In order to ensure that audit mechanisms work properly and ombudsman fulfill his/her duty without being under pressure, ombudsmen need to be independent from the management of the media structure. This is one of the main difficulties faced in that system. And if this is not the case, a conflict of interests and lack of confidence can exist between the reader and the media.<sup>34</sup>

Radio and Television Supreme Court, an autonomous and impartial public legal person for the regulation of radio and television broadcasting services, has a commission of ethics which is connected to the Public Officials Ethics Commission, which aims to create awareness about ethics among its employers and society and to build trust between the society and public administration. According to the information, only two of the private broadcasters have ethical codes.<sup>35</sup>

Danger of abusing the power in media can be related to measuring the success with circulation and rating in media which means of the violation of the ethical codes. Media can lose the public's trust for the sake of getting more advertisements by trying to reach more readers and viewers.<sup>36</sup>

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<sup>32</sup> <http://www.basinkonseyi.org.tr>. "A Comparative Approach To The Self Regulation Systems In Turkish And UK Print Media Law"

<sup>33</sup> <http://www.medyatava.com>. "Türkiye'deki Medya Özdenetimi Masaya Yatırıldı."

<sup>34</sup> <http://www.acikradyo.com.tr>. "Medya Konuşmaları XXI: Dünyada ve Türkiye'de Okur Temsilciliği"

<sup>35</sup> <http://bianet.org>. "Etik Kodları Yok, Savaş Çığırkanlığı Yaptılar"

<sup>36</sup> <http://www.scribd.com>. "Medya'da Etik Söylem ve Medya Etiğini Biçimleyen Temel Belirleyiciler Üzerine Bir Değerlendirme"



## Media literacy:

Allowing readers and audiences to express their criticisms in every channel is useful for both society and the media itself. Society's expectations from the media have to be exposed truly and civil society has to be more active in responding to the media in order to create a pressure tool for media to function and fulfill its duties more accurately.<sup>37</sup> Media receives some feedback from society in this respect however it is not at the desired level yet.

To give an example, the feedback and complaints received by the ombudsmen in print media are mostly far away from being critical; instead, they are focusing only on wrong/missing news or the written language of the news.<sup>38</sup> To improve media literacy in society and to control negative effects of media on children, Radio and Television Supreme Council and Ministry of Education collaborates by giving trainings to children, families, employers of media and society in general on media literacy.<sup>39</sup> Additionally, Turkish society's use of internet is increasing, and it is starting to express itself and have a strong impact on mainstreaming media.

## Common CSR Issues

Ultimately there are common CSR issues for media concerning the other companies such as investing in and supporting staff, customer relationships, CSR and environmental management. Some of the titles have been analyzed for the media below:

The media sector is one of the least organized sectors in Turkey.<sup>40</sup> Although the job security law provided some organizing opportunities for the media sector in 2003, it is still not at a satisfactory level. Due to flexible working conditions, short term contracts and low wages in the media sector, job security and unions are getting weaker. The union of journalists and other organizations are working hard on improving working conditions in this respect.<sup>41</sup>

One of the problems employers are facing in local media is the lack of opportunity for education. Although Turkey Journalist Association and other organizations arrange seminars and one-day training programs, local media employers need more education and demand that education opportunities be increased, according to a study made in 2009.<sup>42</sup>

<sup>37</sup> <http://www.kssd.org>. "Cumhuriyet Gazetesi-Röportaj"

<sup>38</sup> <http://www.kongar.org>. "Medya Notu, Okur Temsilcileri ve Söz Okurun Sayfası"

<sup>39</sup> <http://www.medyaokuryazarligi.org.tr>. "RTÜK, Medya Okuryazarlığı"

<sup>40</sup> <http://www.scribd.com>. "Medya'da Etik Söylem ve Medya Etiğini Biçimleyen Temel Belirleyiciler Üzerine Bir Değerlendirme"

<sup>41</sup> Ankara Üniversitesi, İletişim Fakültesi "Dünyada ve Türkiye'de Medya Sektörü: Genel Bir Bakış"

<sup>42</sup> <http://www.dorduncukuvvetmedya.com>. "Yerel Medya'da Eğitim Şart!"



Women employers in media are also involved in CSR issues. According to the Institute of Turkish Statistics, the proportion of women working in newspapers and magazines is 29.3%. Although women comprise 43% of the local and regional media workforce, the fact that women represent only one-third of the national media is an indicator that women are not represented equally, which is also the same in all other sectors. When looking to the managers of the national newspapers, the proportion of the employment increased to 21.3% in 2007 while it was 19% in 2003. The women who are represented in the high level are working in the departments of advertising and marketing by 52.1%. However this proportion decreases to 15.5% in the main group producing the content and may be the most important information is that there are no women among business managers and representatives.<sup>43</sup>

The CSR applications of the media are critically important for its ability to reach and create more awareness in public, its ability to motivate change of behavior, and its power in reaching the highest levels to seek answers to specified problems. CSR practices of the media are mainly in the areas of education, sports, culture and environment. Those applications are generally short-term projects like social responsibility campaigns and/or sponsorships in the area of sports and culture. On the contrary, the leading media organization in printed media, Hurriyet, is working in the CSR areas of women and human rights, for which it won several national and international awards, in addition to the previous areas. It is a successful leader and pioneer in this area with its act and targets.

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<sup>43</sup> <http://www.ksgm.gov.tr>. "Politika Dokümanı Kadın ve Medya"





**A Study of CSR in the Practices of  
Turkish Private Sector**





## Practices of ISE 100 Companies

The first 30 companies of Istanbul Stock Exchange (ISE) National 100 Index, which constitutes a high market value, liquidity and visibility, have been studied for their CSR applications.<sup>44</sup> The foremost reason to select the mentioned companies is that the Capital Market Boards of Turkey (CMB) has addressed and motivated CSR in its report about the Governance Principles of Turkey.<sup>45</sup> ISE-National 100 has been selected as it is used as the main indicator of the national market containing both the ISE National-50 and ISE-National 30.

According to the results of the study, 56% of the companies have published their CSR strategies and 67% have published a CSR section on their websites. Companies who have their own ethical codes comprise 74% of the total. (Graphic III) Culture and arts, environment and education are the CSR topics that companies are mostly focusing on, which make up 64% of the total (Graphic IV). The expectations of society from the private sector are to develop projects on education according to a study in 2009<sup>46</sup>, which also shows that it is one of the priorities of companies. Sponsorships, philanthropy and community development are the most favored activities of the companies in the CSR topics of culture, arts, and education. The field of environment should be kept separate from others because this topic is not one of the prior expectations of society from companies nor is it done with the sponsorship activities. The reasons why the environment is an important area for the companies can be explained as it is a demand coming from other stakeholders such as international customers of the companies and the Turkish Government, which puts the environment on its agenda in the context of integration into the EU. Beside the other CSR applications, the environment can be preferred by companies because it can be more easily integrated into companies' daily operations which can create a win-win situation and increase their competitiveness.

The second part of the study has focused on the CSR/Sustainability and environmental reports published by companies, the number of companies having certificates of several management systems, and signing the Global Compact. The number of the published CSR/Sustainability report is 26% while the number of published environmental reports is 15% (Graphic V). It has been observed that the companies including CSR into their financial reports are 30%. However they only include one paragraph of information and do not give any further details. It has been analyzed that only 25% of the published reports were subject to independent external assurance (Graphic VI). The commitment to the environmental management system ISO 14001 at 56% and quality management systems ISO 9001 at 59% are noteworthy compared

<sup>44</sup> It should be recognized that around %35 of the companies are in finance sector while the rest of them spread into different sectors. The results of the studies depend on the information on companies' websites.

<sup>45</sup> <http://www.cmb.gov.tr> Governance Principles of Turkey

<sup>46</sup> <http://www.capital.com.tr> The CSR Leaders Study of Capital Magazine

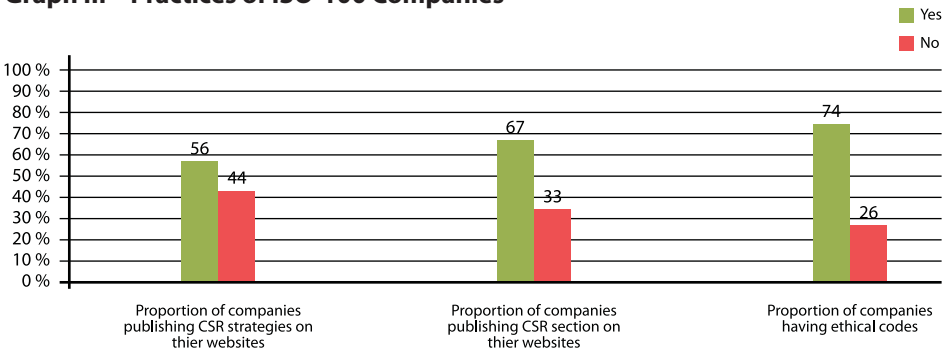


to other standards. This high commitment can be explained by the demands from different stakeholders and also shows that these certificates can be used as a means of competitiveness and integrating CSR into companies' strategies.<sup>47</sup>

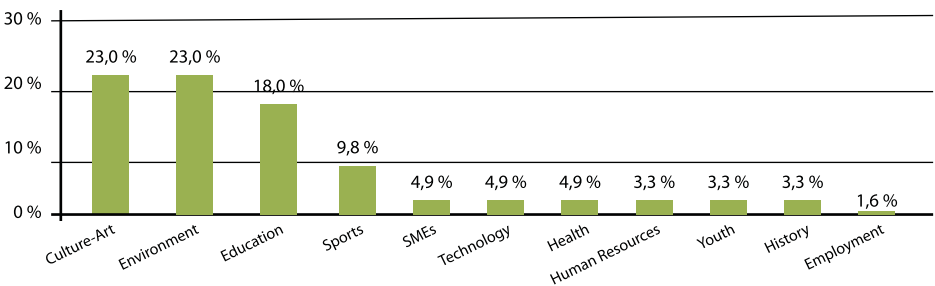
However, a low commitment is observed in quality standard EFQM at 22%, followed by even lower participations in the labor standards management SA 8000 and stakeholder engagement standard AA1000 both at 4%. Signatory companies for the Global Compact (GC) are 4 out of 30 companies (Graphic VII).

While comparing the graphics, it can be observed that most of the firms are embracing CSR, developing a CSR strategy and CSR applications, and have their own ethical codes. It demonstrates that companies are putting CSR on their agenda and show their commitment to CSR. However, it can also be observed that most of the companies do not apply CSR reporting or CSR performance evaluating, and do not mention their CSR targets for the long term. It can be thought that although CSR is one of the areas that companies show interest, it is still not perceived as an area to be measured and reported like the financial state of the companies.

### Graph III – Practices of ISO-100 Companies



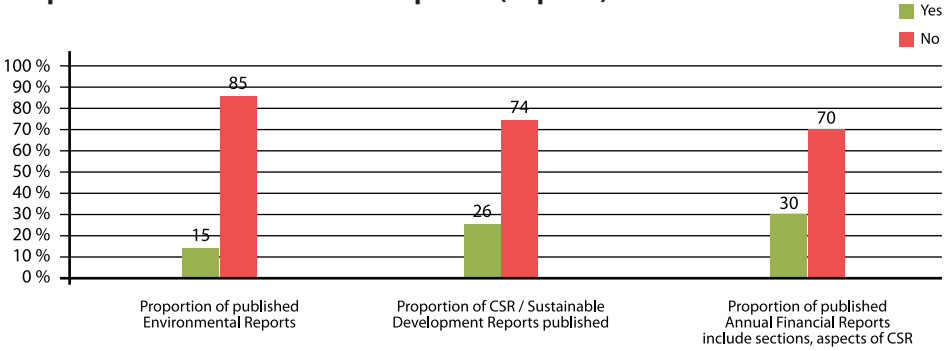
### Graph IV - Practices of ISO-100 Companies (CSR Fields of the Companies)



<sup>47</sup> <http://www.capital.com.tr> The CSR Leaders Study of Capital Magazine

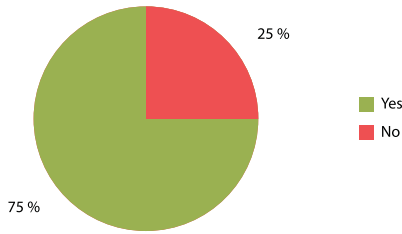


**Graph V - Practices of ISO-100 Companies (Reports)**

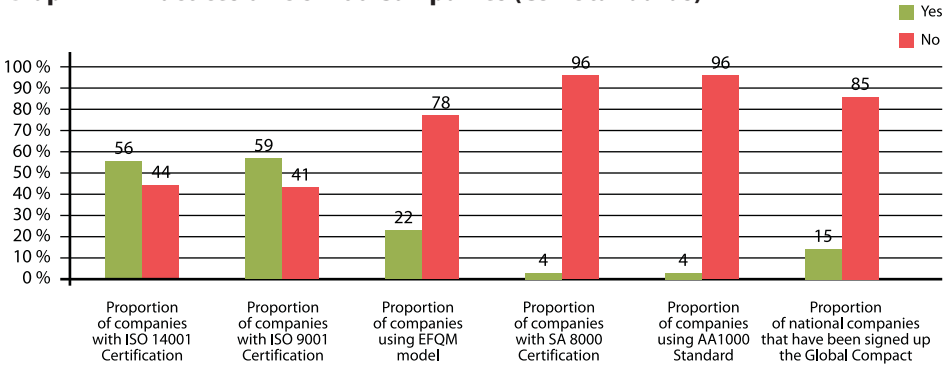


**Graph VI - Practices of ISO-100 Companies (independent external assurance)**

Proportion of CSR / Sustainable Development Reports that are subjected to independent external assurance



**Graph VII - Practices of ISO-100 Companies (CSR Standards)**



## Situation of Global Compact Commitment in Turkey

Global Compact (GC) is the largest corporate citizenship and sustainability initiative in the world, with 7,700 corporate participants and stakeholders from over 130 countries.<sup>48</sup> Because it is designed to address the entire world, it represents universal values and principles in the areas of human rights, labor, environment and anti-corruption. Therefore, it provides for organizations, particularly companies, to improve themselves on CSR as it determines the minimum requirements. Considering the facts, to analyze the commitments to GC in Turkey gives an important insight into how the private sector features CSR.

The United Nations Development Programme (UNDP) in Turkey formally launched the GC with the support of local stakeholders in 2002. 160 organizations in total signed the contract by the end of 2009. Two-thirds of the signatory organizations are companies while the other signatory organizations are NGOs (16.88%), business associations (8.75%), academy (5.63%) and other sectors. (Graphic VIII)

When focusing on the commitment of the private sector for GC in Turkey, it is observed that SMEs comprise the majority of the companies (68%) which signed the contract. They show a great interest in signing the GC as they see the contract as an opportunity to increase their capacity and competitiveness. It is affirmative to observe that they feature GC as they are the most significant private sector players by generating 60% of employment in Turkey. Although GC Network in Turkey was launched in 2002 by 3 companies, participation by other companies increased this number to 38 in 2007, and 39 in 2008. And it mostly depends on the several presentation activities and large companies pioneering for signing the contract. The commitment increased particularly after Koc Holding signed the contract in 2006 which triggered the other companies to follow suit. However 2009 was not as bright a year for GC as it was in the previous years. In 2009, only nine companies participated. (Graphic IX) The low commitment was mostly due to the financial crisis which companies presented as a reason for not putting CSR into their agenda.

Considering the points of view of GC<sup>49</sup>, it can be commented that the companies not choosing CSR as one of their priority areas during the economic down turn, show that CSR is still perceived as an area to be applied in good times only. It may also be thought that companies cannot afford to invest in CSR programs as they see CSR as a PR marketing activity, or only as a philanthropic contribution which all in the end are generally far away from strategic CSR. One of the other reasons why the number of the companies decreased can also be explained by companies looking for the short term gains rather than focusing on long term targets.

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<sup>48</sup> Ibid.

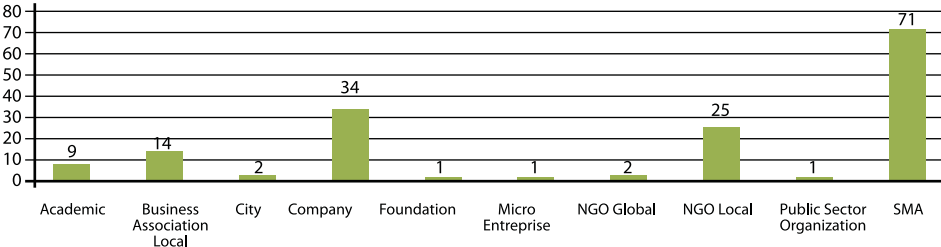
<sup>49</sup> Ibid.



GC requests the private sector to prepare and submit its communication on progress (COP) which should address at least two of the four areas of GC, while all four are to be addressed at the end of 5 years after signing the contract. COP is the only requirement of GC and shows strong similarities between the companies' CSR reports. It is an essential tool for GC to observe the development of companies in specified areas, for stakeholders to monitor the activities of companies and for companies to improve and motivate their CSR reporting. Almost 23% of the companies (24 in total) didn't develop their COP in Turkey and were delisted from the GC. These delisted companies show variances in their business size and sector<sup>50</sup> Considering the adequate support and practical guides for COP, it can be observed that accountability and transparency in the CSR activities of some companies are still not at the desired level.

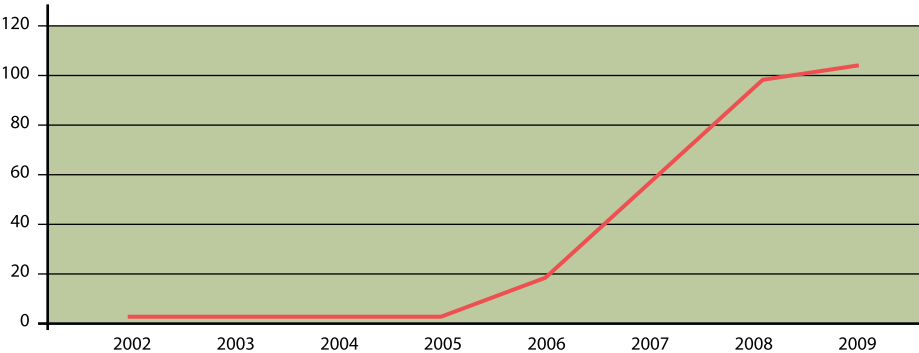
**Graphic VIII - Situation of Global Compact Commitment in Turkey**

Participants - Stakeholders in Global Compact (31.12.2009)



**Graphic IX - Situation of Global Compact Commitment in Turkey**

Global Compact - Signatory Companies in Turkey (31.12.2009)



<sup>50</sup> <http://www.unglobalcompact.org>. "Participant Research, Results in Turkey", Website of the Global Compact

## Recommendations



## **State should generate a vision regarding CSR**

- State should generate a comprehensive outlook for CSR, which is not to say state should regulate CSR, rather it should clarify its mission to foster and enhance the CSR applications in Turkey.
- Government can conceptualize CSR as an effective understanding for handling the negative effects of a global economy and social relations. In this regard, CSR can be emphasized as a guarantee for good governance, long term benefits, sustainability and secured economy.
- With regard to the EU Harmonization process, environment has become a high priority for the Turkish Government. Thus there is an opportunity for government to motivate and engage the private sector in altering greenhouse gas emissions and other environmental hazards.
- Unregistered economy is one of the most dramatic problems for the Turkish economy. Widespread unregistered employment is hindering the economy, investment and long term efficiency. Unregistered employment should be reduced by preventive policies. Government can encourage registered employment by direct and indirect incentives.

## **Transformation of private sector is a necessity for Turkey**

- To secure economic relations, sustain new investments and have registered employment, focus should be placed on finding alternative ways to provide social security for the labor market in Turkey.
- Statistics show that the Turkish economy is unable to employ a highly-skilled labor force efficiently. Unless more employment options are created for skilled workers, it is possible that underemployment will become a new problem for the Turkish economy. Unemployment mostly affects the large youth population in Turkey. In this regard, one of the most significant solutions regarding the problem of unemployed young people in Turkey is to develop and increase vocational education.
- Highly-segregated labor unions and vast numbers of unregistered workers are dramatic problems for advocating workers' rights in Turkey, since collective bargaining rights are lost according to legislation. A coalition of labor unions is necessary to defend workers' rights.
- As CSR is seen as a marketing tool by companies –especially by MNCs-, CSR will continue to be sacrificed during the financial crisis. However, on the contrary, emphasis on CSR should underline the long term benefits as the integration of corporate culture, therefore CSR can be considered as a guarantee for sustainability and reliability.
- CSR still appears as a notion of big companies in Turkey; however, CSR should be promoted for SME's as well, which constitute 90% of all corporations in Turkey.
- Since CSR comprises various concepts, appliers of CSR may come up with different inferences. Therefore with different rhetorical approaches CSR may move away



from its core constituents. Rather than underlining sole social responsibility campaigns and philanthropies as CSR; worker-human rights, gender equality in job market, accountability, transparency, anti-pollution and anti-corruption also have to be emphasized, if corporations are sincerely claiming that they are applying CSR in all of their operations.

- CSR reporting should be promoted in Turkey by different channels in order to develop CSR. According to studies of CSR in the practices of the Turkish private sector, there is a notable gap between the number of companies with their own ethical codes and CSR strategies and the number of the companies doing CSR reporting. Companies do not report their CSR activities due to several reasons, such as lack of interest from their stakeholders in reporting and also companies are unfamiliar with reporting their CSR activities as they prepare their financial reporting. Global Compact is one example for supporting and motivating companies to write their progress on human rights, labor rights, environment and anti-corruption which stands for universal CSR standards. There are several international standards for companies to report their CSR applications but it should be remembered that the standards are for sole guiding and supporting.

### **Joint Public-Private Attempts**

- Statistics show that there is a strong link between level of education and employment. Observations show national education is still one of the highest priorities in Turkey. Increases in both public expenditure and private attempts to raise public education are necessary.
- More than 70% of all employers are male in Turkey. To overcome this inequality, both public and private sectors should support the policies regarding equal gender distribution in the labor market.
- Philanthropy can be a good potential for progressive CSR applications in Turkey. However, there should be some attempts to transform the nature of philanthropies towards strategic philanthropy, considering stakeholders and sustainability.
- More study and research will reveal the inherent proximity between local cultural codes such as Ahilik and modern CSR understanding. Civil society, public organizations and corporations may support studies about this field.
- When CSR activities between 2007 and 2009 are observed, it is seen that there are more CSR and CSR related conferences, seminars and summits compared to previous years. The most chosen topic is environment which is parallel with the EU harmonization process and ratification of Kyoto Protocol. With all of these developments, there should be more attention to industry-specific based CSR and different concepts under CSR such as social entrepreneurship and strategic philanthropy. In this way companies can be motivated and find a strong connection between CSR and their operations. Therefore civil society, government and private organization should take place in such events.





## **Media and CSR Relationship**

As being the most effective communication medium to reflect and create public's opinion, media can function as a means of increasing stakeholder activism in Turkey. However, since the perspective of the media about CSR is not at the desired level, media may not always reflect the true meaning of CSR to the public. CSR trainings are important for media in that sense in order to increase the awareness of society at large by following and informing about economic, social and environmental issues. Media literacy should also be supported and applied more in Turkey in order to challenge and support media to be more accurate. In parallel with the world media, Turkish media sometimes filter the news because of the limitations in freedom of speech, in its independency and transparent-accountable publishing policies. To overcome this condition, independency of the media and its self-regulatory mechanisms should be better supported and improved.

## **Interest of Academia towards CSR**

Development of CSR in Turkish academia showed progress but it is still low and behind other universities from different parts of the world. Turkish academia should follow the developments in the world as more notable universities focus in the area of CSR and study CSR by separating it into subheadings. Up to now it has been observed that academia follows CSR in practice, but academia should do its own studies and develop theories in respect to add value to the development of CSR. Also by focusing more on CSR in specified modules, the future leaders may fulfill their commitment to CSR in the future.



## Appendix 1



## Appendix 1:

## CSR Events in Turkey (2007-2009)

| Name of the event  | Speakers   | Organizers/Supporters   |
|--|--|---|
| <p>Congress:<br/>Global Competition and<br/>World Citizenship</p> <p>November 2007<br/>(Quality Congress)</p>  | <p>Kofi Annan<br/><i>Former Secretaries-General of UN</i><br/>Kemal Dervis<br/><i>Former Administrator of UNDP</i><br/>Peter Bakker<br/><i>CEO of TNT Express</i></p>  | <p>KalDer, TÜSİAD<br/>(Turkish Industrialists'<br/>and Businessmen's<br/>Association)</p>   |
| <p>Summit:<br/>Human Rights Summit<br/>and CSR</p> <p>April 2008</p>   | <p>Prof. Dr. Zafer Uskul<br/><i>Chairman of the Turkish Parliamentary Human<br/>Rights Commission</i><br/>Dr. Levent Korkut<br/><i>President of Amnesty International Turkey</i><br/>Prof. Dr. Turgut Tarhanlı<br/><i>Dean, Istanbul Bilgi University Faculty of Law;<br/>Director, Bilgi University Human Rights Law<br/>Research Center</i><br/>Bulent Özukan<br/><i>Chairman of the Board of Directors of Boyut<br/>Publication</i><br/>Temucin Tuzecan<br/><i>Corporate Communications Coordinator of<br/>Hurriyet Newspaper</i></p> | <p>Su CSR (Sustainability<br/>Consulting and Corporate<br/>Social Responsibility)</p>   |
| <p>Panel:<br/>CSR and Best<br/>Applications</p> <p>May 2008</p>  | <p>Dr. Madhav Mehra<br/><i>World Council for Corporate Governance<br/>Başkanı</i><br/>Nikos Avlonas<br/><i>General Manager of the Center for<br/>Sustainability and Excellence (CSE)</i><br/>Antonio Fuertes Zurita<br/><i>CSR Manager of Union Fenosa</i></p>   | <p>TKYD, (Corporate<br/>Governance Association<br/>of Turkey) Turkcell (main<br/>sponsor)</p>   |
| <p>Conference:<br/>Urban Social<br/>Responsibility in<br/>Housing and Building<br/>Sector-Urbanization<br/>respecting the People<br/>and Environment</p> | <p>Kadir Topbas<br/><i>Mayor of Istanbul Municipality</i><br/>Haluk Sur<br/><i>President of Turkey Urban Land Institute (ULI)</i><br/>Serdar Bilgili<br/><i>Businessman</i><br/>Yaşar Ascioğlu<br/><i>Chairman of the Board of Istanbul Building<br/>Trade Association (INDER)</i></p>   | <p>Altınanahtar Newspaper<br/>(ULI, INDER, CEDBIK)<br/>(Turkish Green Building<br/>Council, etc.)</p>   |
| <p>Congress:<br/>Business Ethics in<br/>Business and Social Life</p> <p>October 2008<br/>(Annual EBEN Concert)</p>                                       | <p>National and International experts</p>  | <p>Hacettepe University,<br/>Center of Research and<br/>Implementation on<br/>Business Ethics<br/>TMB, TURMOB (Public<br/>Accounted, Financial<br/>Advisers and Chartered<br/>Accountants Union of<br/>Turkey) (sponsors)</p> |



|  |  |   |
|--|--|---|
| <p>Congress:<br/>Working and Living in Quality</p> <p>November 2008</p>  | <p>Herna Verhagen<br/><i>Human Resources Director of TNT Global</i></p> <p>Esteban Lozano<br/><i>The European Commission Employment and Social Affairs and Equal Opportunities DG</i></p> <p>Byran Cress<br/><i>Senior Policy Advisor at the Confederation of British Industry (CBI)</i></p>   | <p>KalDer, TÜSIAD</p>   |
| <p>Conference:<br/>SMEs in Globalizing World: Business and Enlargement Opportunities</p> <p>Session: CSR and SMEs: Opportunity or Luxury</p> <p>April 2009</p> | <p>Pierre JACQUET<br/><i>Chief Economist of AFD</i></p> <p>Alex MacGillivray<br/><i>President of Accountability Programs</i></p> <p>Mikael P. Henzler<br/><i>President of Adelphi</i></p> <p>Melsa Ararat<br/><i>Member of the Faculty of Management at Sabanci University and the director of Corporate Governance Forum of Turkey(CGFT)</i></p> <p>Turgut Boz<br/><i>Assistant General Manager, Commercial Banking Group of TEB</i></p>                            | <p>Dünya Newspaper,<br/>French Development Agency<br/>Halkbank (Main Sponsor)</p> |
| <p>Conference:<br/>Sustainable Development in Changing Work Environment and Corporate Social Responsibility</p> <p>May 2009</p>                                | <p>Prof. Dr. Baris Tan<br/><i>Dean of College of Administrative Sciences and Economics and the Director of the Graduate School of Business at Koc University</i></p> <p>Turgut Yildiz<br/><i>President of Business Council for Sustainable Development-Turkey</i></p> <p>Prof. Zeynep Gurhan Canli<br/><i>Migros, Professor of Marketing at Koc University</i></p> <p>Prof. Eric Cornuel<br/><i>CEO of EFMD (European Foundation for Management Development)</i></p> | <p>Business Council for Sustainable Development Turkey</p>                        |
| <p>Meeting:<br/>Business Ethics and Ethics Management in Turkey and World, the launch event of the report of ethics in Turkey</p>                              | <p>Prof. Dr. Umit Berkman<br/><i>Professor in Business Administration of Bilkent University</i></p> <p>Dr. Mahmut Arslan<br/><i>Professor in Business Administration of Hacettepe University</i></p> <p>Prof. Dr. Acar Baltas<br/><i>Psychologist</i></p> <p>Alp H. Yoruk<br/><i>Corporate Communications Director of Siemens</i></p>  | <p>TUSIAD</p>   |
| <p>Konferans: Sustainability of Communication</p> <p>June 2009</p>   | <p>Chief Advisor of Former Secretaries-General of UN</p> <p>Prof. Dr. Klaus Leisinger<br/><i>President of Novartis Sustainable Development Foundation</i></p> <p>Fugen Toksu<br/><i>President of Public Relations Association of Turkey</i></p>  | <p>TUHD (Turkey Public Relations Association)</p>                                 |



|  |   |  |
|--|---|--|
| Seminar:<br>Corporate Governance<br>and Activist<br>Shareholding<br><br>July 2009  | Julian Franks<br><i>London Business School and ECGL</i>   | TUSIAD   |
| Conference:<br>Perception in Public and<br>Society<br><br>October 2009   | Bulent Arinc<br><i>Deputy Prime Minister</i><br>Prof. Dr. Bilal Eryilmaz<br><i>Chairman of the Committee on Standards in<br/>Public Life</i><br>Tibor Varadi<br><i>Deputy Head of European Delegation in Turkey</i>   | Public Officials Ethics<br>Commission  |
| Conference:<br>Advancing<br>Sustainability Reporting<br>Practices in Turkey<br><br>October 2009  | Dr. Nelmara Arbex<br><i>GRI's Learning Services Director</i>  | CSR Consulting Turkey,<br>Sponsor: Turkcell  |
| Seminar:<br>Calculating and<br>Reporting of<br>Greenhouse Gas in<br>Business<br><br>October 2009   | Johannes Partl<br><i>PE International</i><br>Dr. Rainer Feld<br><i>BSI</i>  | Regional Environment<br>Center in Turkey (REC)   |
| Seminar:<br>Best Application<br>Techniques and<br>Prevention of Integrated<br>Pollution: Developing<br>Green Competition<br>Mechanisms in Turkey<br><br>October 2009 | Dr. Aydin Yildirim<br><i>General Manager of Environmental<br/>Management in Ministry of Environment and<br/>Forestry</i><br>Sir. Joan Clos<br><i>Ambassador of Spain</i><br>Luisa Garcia-Valdecasas, <i>Director of CP/RAC</i><br>Musa Galip Eroglu<br><i>Head of Environmental Working Group of<br/>TUSIAD</i> | TUSIAD, Ministry of<br>Environment and Forestry,<br>CP/RAC (Regional Activity<br>Centre for Cleaner<br>Production), REC (Regional<br>Environmental Centre) |



|   |   |                               |
|---|---|-------------------------------|
| <p>Turkey CSR Solutions Marketplace</p> <p>October 2009</p>   | <p>Richard Howitt<br/><i>Member of the European Parliament</i></p> <p>Thomas Dodd<br/><i>Policy Advisor</i></p> <p><i>DG Enterprise and Industry, European Commission</i></p> <p>Prof. Dr. Gaye Erbatur<br/><i>Member of EU Harmonization Committee and Joint Parliamentary Committee, MP</i></p> <p>Lettemieke Mulder<br/><i>Chairman of the Board, Corporate Social Responsibility Europe</i></p> <p>Prof. Dr. Deniz Bayrakdar<br/><i>Vice-chancellor of Kadir Has University</i></p> <p>Serdar Dinler<br/><i>President, Corporate Social Responsibility Association of Turkey</i></p> <p>More than 400 guests, including CSR Associations from 27 EU countries, experienced businessmen and experts on CSR from Iran, Ukraine and China, has participated the market place activity in which 35 CSR applications of 25 companies were presented. The first marketplace in Turkey were organized by CSR Turkey and CSR Europe with the presence of TUSIAD, Global Compact Network Turkey, and Has Corporate Social Responsibility Academy</p> | <p>CSR Turkey, CSR Europe</p> |
| <p>Meeting:<br/>Reflections of Climate Change to Science, Business and Media</p> <p>November 2009</p>   | <p>Dr. Sibel Sezer Eralp<br/><i>Director of Climate Platform</i></p> <p>Umit Boyner<br/><i>Vise Chairman of TUSIAD</i></p> <p>Haluk Özdalga<br/><i>Chairman of the Environment Committee, Grand National Assembly of Turkey</i></p>   | <p>REC, TÜSIAD</p>            |
| <p>Congress:<br/>Transformation to Sustainable Society, New Business Methods</p> <p>November 2009</p>   | <p>Mustafa Baltacı<br/><i>Coordinator, Better Regulation Group, Prime Ministry</i></p> <p>A. Hamdi Dogan<br/><i>General Secretary of Kocaeli Chamber of Industry</i></p> <p>Edward Donelan<br/><i>Manager of OECS Sigma</i></p>   | <p>SKD, Kalder</p>            |
| <p>Conference:<br/>Searches for Transformation to Low Carbon Economy in Turkey</p> <p>November 2009</p> | <p>Jessica Hand<br/><i>Consul General of United Kingdom Istanbul</i></p> <p>Delia Villagrasa<br/><i>Advisor of Europe Climate Foundation</i></p> <p>Yetik Kadri Mert<br/><i>Başkent Electricity Distribution</i></p>  | <p>REC, TÜSIAD</p>            |
|   |   |                               |



|   |  |  |
|---|--|--|
| <p>Meeting: Effective self-policing media and mechanisms for ombudsman in Turkey</p> <p>November 2009</p> | <p>Yavuz Baydar<br/> <i>Reader's Representative of Sabah Newspaper</i><br/> Ognian Zlatev<br/> <i>Project Advisor</i><br/> Dr. Sahin Alpay<br/> <i>Professor in Bahcesehir University, Columnist of Zaman ve Today's Zaman Newspaper</i><br/> Stephen Pritchard<br/> <i>Chairman of Organization of World Ombudsman, the Editor of Observer</i><br/> Mehves Evin<br/> <i>Columnist of Milliyet Newspaper</i></p> | <p>UNESCO, European Commission</p>                                     |
| <p>Summit: Ecological Cities World Summit</p> <p>December 2009</p>  | <p>National and International Experts</p>  | <p>Ecocity Builders, Istanbul Municipality, Parantez International</p> |
|   |  |  |



## Appendix 2





## Appendix 2:

## List of Interviewed Organizations and Corporations

- Ministry of Labor and Social Security
- Ministry of Environment and Forestry
- Prime Ministry State Planning Organization
- Öz İplik İş: All Weaving, Yarn, Tricot, and Garments Industry Workers Trade Union
- TEKSİF: Textile, Knitting, and Clothing Industry Workers' Union of Turkey
- TİSK: Turkish Confederation of Employer Associations
- TBB: The Banks Association of Turkey
- Fortis Bank Turkey
- Turkish Economy Bank
- Bank and Insurance Employees Union



## Appendix 3



## Appendix 3:

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M. Feride Dođan took an interest on CSR in 2006 and did her MSc Degree in Sustainability & Management, from Royal Holloway University, London. While working in private sector as a finance expert for Finance Department of Nurol Construction and Trading Company, she started to work voluntarily and then professionally for CSR Turkey. Feride has a bachelor's degree in Business Administration, from Bilkent University.





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