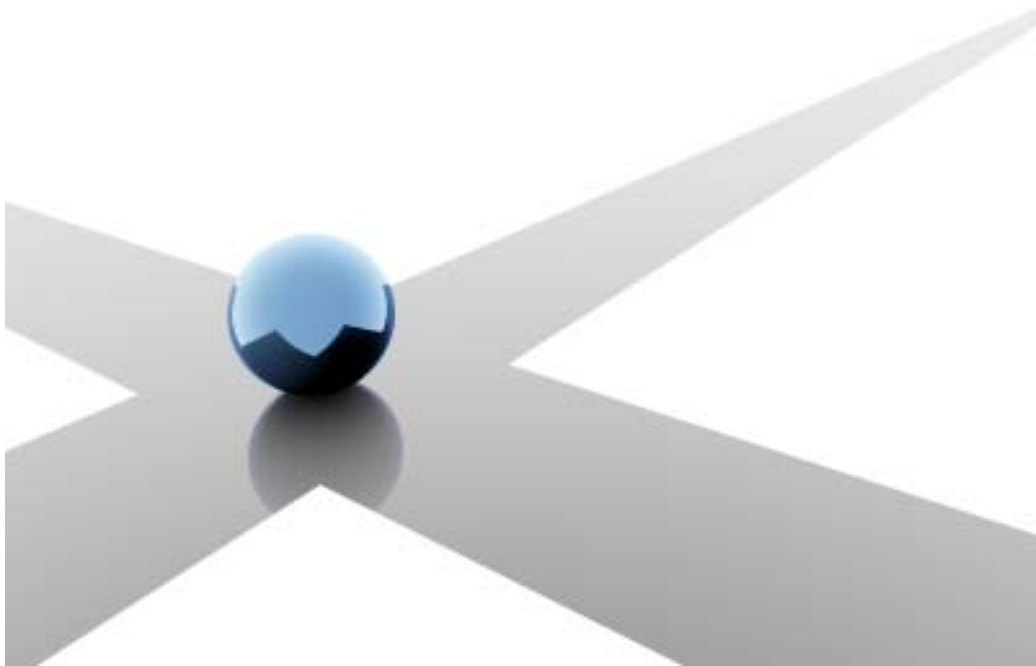


ARGE CONSULTING

COMMUNICATION ON PROGRESS REPORT 2008 Period



“Helping you succeed...”

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Chairman's Message

ARGE works with the mission of improving management quality. ARGE believes that society's well being can be increased only if management quality of government, private sector, and civil society is improved.

We believe that "Meaningful life is taking initiative and assuming responsibility." Those who try to continuously improve themselves and their environment are the candidates for shaping the future. Sustainable development and global peace requires an understanding of the implications of our current decisions not only for ourselves, but also for others; not only for today, but also for the future.

ARGE contributes her knowledge and professional experience with a perspective of sustainable improvements for society, since its founding. ARGE believes that "sharing knowledge provides increasing returns to all involved." Therefore, we regularly publish and freely share books and articles to introduce new management ideas and concepts to our society.

We are happy to be a partner of Global Compact initiative. In linking ARGE's mission with Global Compact philosophy, we are trying to promote "the ten universally accepted principles" in the areas of human rights, labor, environment, and anti-corruption among our stakeholders and our impact area. Also, we try to improve and share knowledge about good governance with society by our volunteer activities. With this report, we share our corporate social responsibility activities for the period of the year 2008.

Dr.Yılmaz Argüden

Chairman

February 2009

Corporate Social Responsibility Approach at ARGE Consulting

Corporate Social Responsibility has been at the core of ARGE's philosophy ever since its inception and is a core value of its governance perspective.

As the first Turkish signatory, ARGE supports the **Global Compact** and integrates the 10 principles of the UN Global Compact in its operations.

About ARGE Consulting

- At the crossroads between Europe and Asia, Turkey is not only experiencing the highest GNP growth rates among OECD countries, but is also realizing the benefits of her privileged ties to European, Middle Eastern, and Central Asian countries. As a matter of fact, Turkey is rated as one of the leading emerging markets in the world.
- Realizing the growth potential for international business in the Turkish and related markets, **ARGE** was **founded in 1991** to provide **advisory services** in the areas of business strategy development and implementation, business excellence methodologies, evaluation and development of investment projects, development of organizational infrastructure, change management.
- ARGE's consultants are recruited based on several factors some of which are unconventional for such firms. For example, ARGE prefers employees who are either current members of NGOs or who wish to undertake such social commitments outside of work to ensure that its employees are in tune with the social environment, as well as the business environment.
- ARGE has been a pioneer in setting a benchmark for corporate volunteerism by asking consultants to devote a full day of each working week for voluntary work in NGOs. This practice then has become a part of the performance evaluation of ARGE consultants, who were asked to report once every two weeks on how they allocated their time to volunteer activities. This practice is in line with ARGE's use of the Balanced Scorecard methodology to ensure that its strategies are applied throughout the organization. With this methodology, all of the employees' actions are observed with scorecards and timetables. Also, each ARGE consultant receives one month of training per year to keep abreast of the latest developments in his/her field of specialization.

ARGE is committed

- ☐ To add **value** to the business of its clients,
- ☐ To provide the **right team of experts** for each project,
- ☐ To provide **solutions that differentiate** its clients in the marketplace, with special emphasis **on implementation under local conditions**,
- ☐ To retain its objectivity and independence of its views, and to protect client confidentiality.
- ☐ Industry expertise in areas such as **energy, financial services, textiles, automotives, FMCG, manufacturing, distribution and construction** is the fundamental strength of the company. **ARGE** also has a network of collaboration arrangements with organizations and affiliates in Turkey, Europe, and USA to bring together relevant necessary experience to its ongoing projects.
- ☐ **ARGE's** strives to achieve a **major improvement in its clients' business results**. We believe that there are four main factors that affect business results. These are the business strategy and business excellence methodologies necessary to effectively implement the strategy, human resources, and technology management. Sustainable business results are achieved only when these four factors are considered as a whole and in a well-balanced way. Our approach is to try and balance all the four factors to suit the requirements of our clients in order to achieve the best, world-class results.

ARGE's Mission & Vision To create value by improving management **quality**.
To be a role model in creating value for its clients and **with its contributions to the community**.

ARGE Values & Principles



Our mission is to create value.

ARGE continuously strives to add value to the business of its clients. We do our utmost to provide 'the best' solutions in every project we undertake



Our most important asset is the trust of our clients.

ARGE is committed to keeping the interests of the client above all. Protecting client confidentiality, maintaining the objectivity and independence of our views, and avoiding any conflict of interest are our key principles. We demonstrate the same integrity, business ethics, and diligence in our work, in community services, and in our personal lives.



The assurance of our work is the quality of our people.

ARGE strives to attract the best people and to create an environment of mutual trust and team spirit to foster continuous development of its people. We expect each member of our team to demonstrate self respect, respect for others and the environment



The assurance of our future is our passion for learning.

ARGE supports the development of knowledge, competence, and creative abilities of each team member; and expects them to do so, both on an individual and organizational level. We strive for effective utilization of the ultimate non-renewable resource, time



Science and technology are essential in improving the quality of life.

ARGE continuously strives to anticipate the ever-changing needs of its clients, and to keep abreast of scientific and technological developments as well as best benchmarks, to meet those needs.



Imagination is the key to creativity and leadership.

ARGE recognizes that its clients need creative solutions and thus strives to develop implementable solutions that differentiate its clients in the marketplace



The key to success is achieving sustainable improvements in competitiveness.

ARGE realizes that sustainable improvements can only be achieved through teamwork with clients. We believe that our clients' success will lead to a better quality of life for the community and humanity.

ARGE believes in leading by example.

- We demonstrate our corporate social responsibility, by encouraging all our consultants to devote a full day of each week for voluntary work in NGOs to improve the quality of life in our community with a local, national, and global perspective.

ARGE – Partner to the Global Compact and Caring For Climate Initiatives

UN Global Compact Principles are accepted as minimum norms at ARGE. The UN Global Compact Principles compose a fundamental part of ARGE's vision, since ARGE is founded with the vision to strengthen corporate social responsibility. Beyond ARGE's alignment with the ten UN Global Compact Principles, ARGE's activities are intended to promote and develop the Corporate Social Responsibility concept and corporate governance principles in companies and NGOs, throughout Turkey.

For this purpose, we have some keys for success;

- **For Value Creation** – Utilize skills and/or systems developed to improve management quality by establishing focus in line with corporate values and mission.
- **For Impact** – Cooperate with NGOs and develop their institutional capabilities for better acceptance and mobilization of larger resources. Projects conducted *vis-à-vis* NGOs are widely accepted rather than just being individual company actions.
- **For Sustainability** – Apply good governance principles to CSR projects and NGOs.
 - Being creative and proactive in thinking.
 - Working with the parties that implement the Global Compact.
 - Working on a project or with a party if there is a potential to add value.
 - Improve Recognition of Best Practices.

One of ARGE's major tools to promote corporate social responsibility is its partnership with several NGOs that are very effective in their areas of operation in Turkey. As a result of its vast amount of experience in the area of management consultancy, ARGE supports the operations of NGOs in the areas of institution building, strategy formation, and total quality management. In this respect, in line with its mission and vision, ARGE aims to promote corporate social responsibility among other organisations and integrate its management consultancy experience within its projects in partnership with its network of clients and other NGOs.

ARGE CSR Yearbook

2002	2003	2004	2005	2006	2007	2008
✓ Signed the Global Compact the first signatory from Turkey	✓ NGO management – Member of the board of management of TEGV (also had taken role in its establishment in 1995)	✓ Supported BUMED – Bosphorus University Alumni Association for its application to the National Quality Award	✓ Speech about CSR in Turkey in Barcelona at the Global Compact Summit	✓ Chairman of ARGE has been selected as one of the “100 Global Leaders of Tomorrow” by the World Economic Forum for his commitment to improve the management quality throughout the community	✓ Signed the statement for “Caring for Climate”	✓ Leader of GC Türkiye Network
✓ Initiated the National Quality Movement at Kalder (Turkish Quality Association) in 1998. Active promoter since its inception	✓ ARGE ‘Developing Civil Society’ project – case Study at Bogazici University	✓ Actively worked for CVA and BUMED	✓ BUMED won the National Quality Award	✓ NGO management – Member of the board of management of TESEV	✓ Corporate Volunteer Awards – initiated and contributed to the development of the awarding procedure – rewarding best CSR activities	✓ Corporate Volunteer Awards –initiated and contributed to the development of the awarding procedure – rewarding best CSR activities
✓ Established the Corporate Volunteers Association (CVA)	✓ Role in the establishment of the Civil Society Management Certificate Program at Bosphorus University	✓ “Change Management” – an ARGE Publication	✓ Actively worked for CVA and BUMED	✓ Responsibility of the session – Participatory Democracy Mechanisms: NGO’s and CSR’ at the 15th National Quality Congress	✓ Active role in the development of ‘ENGAGE Istanbul’ network – a collaboration platform between CVA(Turkey) and Engage (UK)	✓ ARGE and Microsoft on the Road
✓ Developed an NGO training program	✓ ARGE ‘Developing Civil Society’ project presented as best practice to International Universities by the European Clearing House	✓ BUMED won the National Quality Award	✓ “Intellectual Management” – an ARGE Publication	✓ CSR activity – project manager in TESEV Good Governance project	✓ Given lectures about CSR at numerous universities and occasions	✓ Given lectures about CSR at numerous universities and occasions
✓ NGO management – Member of the board of management of Kalder (Turkish Quality Association)	✓ Supported BUMED – Bosphorus University Alumni Association for its application to the National Quality Award	✓ Actively worked for CVA and BUMED	✓ Creating opportunity of individual development for employees	✓ CSR activity – trained a group of elementary students for the debating contest	✓ NGO management –Member of the board of management of CVA	✓ NGO management – Member of the board of management of CVA
✓ CSR activity –Built a library at its ‘Adopted School’	✓ Actively worked for CVA and BUMED	✓ Change Management” – an ARGE Publication		✓ Actively worked for CVA	✓ Chosen as Best Practice by CSR4U	✓ Weekly first page column on strategic insight at the Turkish business daily, Dünya
✓ Corporate Social Responsibility” – an ARGE Publication	✓ “Strategic View” and “Reputation Management” – ARGE			✓ Speech about “Entrepreneurship and Innovative Employees” at Istanbul Chamber of Industry (ISO)	✓ Actively worked for CVA	✓ Actively worked for CVA
				✓ Speech about “Preparing the Future of European Education” at WEF	✓ Designed a model for corporate governance	✓ Designed “ Environmental Impact Model”
				✓ “Management of Voluntary Associations” – an ARGE Publication	✓ Publication of a book on governance titled “Boardroom Secrets”	✓ Developed “Microloan performance evaluation model”
				✓ Creating opportunity of individual development for employees	✓ “ARGE Corporate Governance Model” – an ARGE Publication	✓ Data Mining” – an ARGE Publication
					✓ Creating opportunity of individual development for employees	✓ Creating opportunity of individual development for employees

Detailed CSR Activities

Leader of GC Türkiye Network

The Global Compact National Network is the platform for all signatories of the Global Compact in Turkey which are committed to the principles and practices of the United Nations Global Compact. The Network defines its own agenda and activities according to the local conditions and priorities of Turkey. The Network undertakes any activities considered necessary to promote and support the principles of the Global Compact.

The Steering Committee is a multi-stakeholder advisory body that meets minimum twice annually to provide ongoing strategic and policy advice for the implementation of the activities of the Global Compact National Network in Turkey. The Steering Committee is an assembly of five constituency groups - business, civil society, labour, government and the United Nations, engaged in the Global Compact and who are committed to advance the implementation of the Global Compact National Network in Turkey.

ARGE took an active role in steering committee and Dr. Argüden has been selected to lead the GC Türkiye Network.



***“Imagination is the key
to creativity and
leadership”***

Award Categories

A. Best Practice in Voluntary Program

B. Best Practice in Voluntary Project

C. Best Practice in Creative Voluntary project

D. PERYÖN special award

CVA

The Corporate Volunteer Association strives to enhance the quality of life by promoting and fostering corporate volunteerism through the sharing of ideas and information on corporate volunteer management and issues of community concern.

CVA aims to promote and establish volunteerism within the corporate community and the community in general. With this mission CVA is giving volunteerism awards since 2007 to contribute volunteerism becoming widespread in the society, rewards the best practices leads more than seventy companies' volunteer efforts.

Dr. Argüden and Pinar Ilgaz both partners of ARGE and also board members of Volunteer Association Mission of Private Sector.

ARGE designed the award criteria and process, lead the implementation, and had an active role in volunteer's award jury to promote innovativeness, impact, and sustainability of volunteerism projects and programs of private sector companies.



ARGE and Microsoft on the Road

ARGE has partnered with Microsoft and the leading economic newspaper Dünya to carry the message of good governance and management quality to numerous cities such as Konya, Samsun, Mersin, and Antalya throughout the country under the "Hayırlı İşler" rubric.

"ARGE aims to share our experience and ideas with SME's to help them to improve their management quality"



Size daha çok
kazandırmak için
yola çıktık...



Main Subjects of Articles

- ✓ Business
- ✓ Individual Development
- ✓ Public
- ✓ Türkiye
- ✓ Corporate Governance

“ARGE aims to increase the awareness of the society and the leaders, to trigger an action for improvement the quality of management / life”

Contributed articles for the key business daily, “Dünya”

Dr. Argüden is a columnist in Dünya newspaper and voluntarily contributes articles every week for the first page column for improving management quality in Türkiye.

Business

Are you ready for post-merger integration, 4.1.2008	Pricing Strategy, 15.8.2008
Approaches for Innovation 11.1.2008	Data Centers, 22.8.2008
Managing intellectual capital, 25.1.2008	Data Mining, 29.8.2008
Freedom of White Collars 1.2.2008	Notes for new CEO's, 5.9.2008
Foresight for decision making, 22.2.2008	The Day of Cheap Products, 26.9.2008
Getting stronger after crisis, 29.2.2008	Internalizing Change, 3.10.2008
Chief Financial Officer, 14.3.2008	Sales Management, 17.10.2008
Art of bargaining and taking decision together, 11.4.2008	Global Education Campaign, 24.10.2008
Sharing the cake, 18.4.2008	Participation in Education, 31.10.2008
Bargaining for expanding the cake, 25.4.2008	Institutionalisation, 7.11.2008
Taking support from conciliation commissioner in bargaining, 2.5.2008	Strategic Risks, 14.11.2008
Sustainable Innovation, 9.5.2008	New approaches in creating demand, 21.11.2008
Managing general costs, 23.5.2008	Global crisis to global governance, 28.11.2008
Organizational Culture, 20.6.2008	Turkey's contribution to EU, 5.12.2008
Managing Mega Projects, 4.7.2008	Turkey's contribution to world, 12.12.2008
Private Investment Funds, 18.7.2008	Targets for the new year, 26.12.2008

Individual Development

Essence of life is striving for quality, 15.2.2008	Value of Education, 30.5.2008
Performance measurement in Health, 7.3.2008	Quality of Life, 01.08.2008
Art of bargaining and decision theory, 28.3.2008	Life is a mirror, 8.8.2008
Art of bargaining and mind traps, 4.4.2008	Living is working, 19.9.2008

Public

Good Governance Handbook, 27.6.2008	Public Administration Reform, 11.7.2008
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Türkiye

Davos and contributing to world 18.1.2008	Cheapest Energy, 25.7.2008
Harmony of society, 21.3.2008	Our Neighbour: Russia, 10.10.2008
Freedom of Competition, 6.6.2008	

Global Governance

You can't have it if you don't protect it, Environment, 8.2.2008	Limits of power, 12.9.2008
Environmentally Conscious Firms, 16.5.2008	

Awards

Dr. Argüden received Distinguished Citizenship award for his innovative leadership in of TAIK (Turkish-US Business Council) in promoting Turkey in North America.

Lectures

Dr. Yilmaz Argüden, 12 February 2008, -“Continue to Create Value After Military Career”, NATO Meeting
EVALUATION OF THE VALUE OF PHYSICIANS’ SERVICES

Dr. Yilmaz Argüden, March 2008, - Developing country strategies in the changing environment and Strategic Management in Public Administration, METU

Dr. Yilmaz Argüden, 5 April 2008, - “Importance of NGO’s and their Contribution to Society”, Turkish Confederation of Industry Associations

Dr. Yilmaz Argüden, 8 November 2008, “Quality in Health Services and Considering Efforts of Doctors with Total Quality perspective”,
EVALUATION OF THE VALUE OF PHYSICIANS’ SERVICES

Dr. Yilmaz Argüden , 22. November 2008, Leadership and Learning Process in Development and Problem Solving”, WHITE
POINTDEVELOPMENT FOUNDATION

Ms. Pinar Ilgaz, 6 November 2008, - “New Way of Making Business”, PerYön

“Distinguished Citizenship Award”

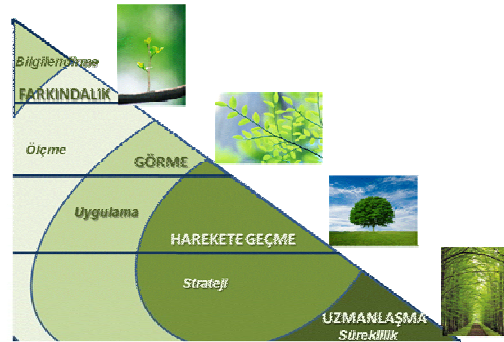


“Our mission is to create value”

Developing environmental impact model

ARGE has developed a new methodology for organizations impact on environment. In addition to the methodology we created a questioner for measuring the impact and comparing results with universal standards.

“ARGE aims to develop a practical model for our customers which will increase their awareness and help measure their performance in environmental impact of their activities”



Developing micro loan entrepreneur award model

ARGE helped to develop model for assessing micro loan project for low-income entrepreneurs for Citibank.

Since ARGE has deep experience in developing models and establishing a process for award mechanisms, the Citibank Award Advisory Committee asked ARGE for help. With a perspective of sustainability and continuous development principles we defined parameters and designed data base format. This model and data base format will be used for the next years' award process.



"82 years old woman from Ergani won the prize."

The name of the credit is "micro" but the impact is "macro"

"The key to success is achieving sustainable improvements in competitiveness."



“Data Mining” 2008

“ARGE Corporate Governance Model”2007

“Management of Voluntary Organisations”2006

“Intellectual Capital”2005

“Change Management”2004

“Strategic View” 2003

“Reputation Management”2003

“Corporate Social Responsibility”2002

“Value Management”2001

“Balanced Scorecard”2000

Publications:

Data Mining (2008)

Knowledge is power. We believe that societies who create and use knowledge develop faster. In this information age using knowledge becomes more important than having it. In this respects lots of tools are being developed for information management. We wanted to highlight and bring to the attention of business and community leaders the philosophy of “data to information, cost to value”.

As an example of our commitment to improve management quality, ARGE published and freely shared a book titled “Data Mining” both in hard copy as well as in Pdf format at its web site (2008).



Opportunity of individual development for employees

We believe that the more knowledge employees get the more effective ARGE will be in devising solutions to the problems of her clients. With this motto all employees of ARGE are encouraged and supported to pursue their self-improvement educational studies such as attending seminars, and continuing postgraduate education.

Attendance to Seminars

2 September 2008, - “Our impact on environment and a comprehensive model”, COPENMIND which is “global science and clean technology” focused exhibition and conference, as well as the biggest intellectual and commercial match-making event ever.

International Certification of Capabilities

All ARGE partners and managers are qualified quality assessors and certified management consultants (by ICMCI).

“The assurance of our future is our passion for learning.”





Partnership with NGO's

TESEV – The Turkish Economic and Social Studies Foundation

ARGE has provided project management and leadership support to our partner NGO – TESEV since 2006, in a project named 'Good Governance - Quality of Life'.

'Good Governance' project aims to strengthen governance at the local level by increasing the participatory role of civil society in local governing. The project aims to develop mechanisms to make civil society able to affect decision making processes. The project has been implemented in 6 pilot cities.

Urged the integration of the quality concept in good governance principles and practices. The ongoing project is a good example of developing and maintaining anti-corrupt, transparent, accountable, efficient, sustainable practices in public governance – with a continuous will of generating good quality services

KALDER – Turkish Quality Association

Chairman of ARGE, started the National Quality Movement in Turkey in 1998 while he served as the Chairman of the Turkish Quality Association (KalDer). National Quality Movement aimed to improve the management effectiveness of private, public, and civil society institutions throughout Turkey by promoting TQM philosophy. The National Quality Movement is probably one of the most effective national programs to extend the use of the EFQM model and could provide an interesting example for other countries as well. This project extended the implementation of the EFQM Excellence Model to all walks of life, from industry to service sectors; from large institutions to very small organizations; from private sector to public sector and even the NGOs. Also, a new award category for NGO's, has been established for the first time in Europe to promote utilization of good governance principles in the NGOs. Within National Quality Movement, 60.000 people have been trained in country wide. Local Quality Days are organized in order to deploy the National Quality Movement country wide.

TEGV - The Educational Volunteers Foundation

One of the foremost non-governmental organization operating in the educational field in Turkey through volunteer participation. TEGV has reached more than 1.000.000 children and young people (ages 7-16) during the eleven years since its foundation in 1995, with the active support of over 10,000 volunteers, mainly between the ages of 18 to 26.

ARGE developed the methodology for trainings for volunteers for their support in their educational services

UN GLOBAL COMPACT PRINCIPLES	INDICATORS for SUSTAINABILITY	ARGE APPROACH & PRACTICES
<p><i>Principle 1:</i></p> <p><i>Business should support and respect the protection of internationally proclaimed human rights</i></p>	<p>ARGE maintains a favorable working environment and culture by respecting the right to health care, right to work on equal conditions, right to equality, right to freedom of expression, right to liberty and security. ARGE ensures that its suppliers and clients support the same principles.</p>	<p>The first six principles compose the most important criteria for us in terms of selecting our customers.</p> <p>ARGE aims to be a role model with its contributions to the community. This is an integral part of our company vision.</p> <p>In this line, we are concerned with the effects of our activities as much as we do for the activities that surround us. We aim to be a role model both in our business operations and interactions with the community.</p> <p>We try to develop awareness among the students in respect of these principles.</p>
<p><i>Principle 2:</i></p> <p><i>Business should ensure that they are not complicit in human rights</i></p>	<p>ARGE policies on harassment, employment equity, safety, health all ensure that basic human rights are firmly respected.</p>	
<p><i>Principle 3:</i></p> <p><i>Business should uphold the freedom of association and effective recognition of the right to collective bargaining</i></p>	<p>ARGE policy on employment equity ensures the provision of good working conditions in which all employees could express their ideas.</p> <ul style="list-style-type: none"> ✓ Open – door policy ✓ Feedback in formal and informal discussions ✓ Excellent working conditions ✓ Profit sharing, through bonuses, staff appreciation days 	<p>Maintaining a good reputation in line with these principles is a fundamental element in our operations.</p> <p>These principles are integral parts of ARGE values.</p>

UN GLOBAL COMPACT PRINCIPLES	INDICATORS for SUSTAINABILITY	ARGE APPROACH & PRACTICES
<p>Principle 4:</p> <p>Business should support the elimination of all forms of forced and compulsory labor</p>	<p>ARGE aims to support and develop the potential of all employees by training, motivation tools. ARGE strives to achieve work/life balance for all staff. Staff is able to work from home when needed, and staff can manage his working time on a project basis.</p>	<p>The first six principles compose the most important criteria for us in terms of selecting our customers.</p> <p>ARGE aims to be a role model with its contributions to the community. This is an integral part of our company vision.</p>
<p><i>Principle 5:</i></p> <p><i>Business should support the effective abolition of child labor</i></p>	<p>ARGE is against child labor. Employees are protected by employment contracts and other social security measures. ARGE does not work with companies that use child labor.</p>	<p>In this line, we are concerned with the effects of our activities as much as we do for the activities that surround us. We aim to be a role model both in our business operations and interactions with the community.</p>
<p><i>Principle 6:</i></p> <p><i>Business should support the elimination of discrimination in respect of employment and occupation</i></p>	<p>ARGE provides equal opportunities at work and takes every precaution against discrimination in terms of race, gender, age, nationality and marital status.</p>	<p>We try to develop awareness among the students in respect of these principles.</p> <p>Maintaining a good reputation in line with these principles is a fundamental element in our operations.</p> <p>These principles are integral parts of ARGE values</p>

UN GLOBAL COMPACT PRINCIPLES	INDICATORS for SUSTAINABILITY	ARGE APPROACH & PRACTICES
<p><i>Principle 7:</i></p> <p><i>Business should support a precautionary approach to environmental challenges</i></p>	<p>ARGE prevents, minimizes and mitigates the negative impact on the environment.</p>	<p>Through our CSR projects, we try to promote environmental responsibility and work with NGO's.</p> <p>We support environment friendly applications through sustainable use of resources. Our publications are available as soft copies at our web-site. In this respect, we respect the efficient use of resources by publishing as proportional to the needs of our clients and the community.</p>
<p><i>Principle 8:</i></p> <p><i>Business should undertake initiatives to promote greater environment responsibility</i></p>	<p>ARGE promotes the awareness – raising campaign on environment responsibility in its network and supports all staff to contribute</p>	<p>Our working environment has no negative impact on the environment. We use all resources (office equipment, use of transportation for our business operation) efficiently and effectively.</p>
<p><i>Principle 9:</i></p> <p><i>Business should encourage the development and diffusion of environmentally friendly Technologies</i></p>	<p>ARGE uses recycled paper, toner and cartridges. ARGE supports environment friendly technologies. ARGE office resources are either reused or recycled or granted for other use.</p>	<p>We have been among the first set of signatories to the statement for “Caring for Climate: The Business Leadership Platform” in 2007.</p> <p>In 2008, ARGE initiated a corporate responsibility project to support the UN ‘Caring for Climate’ initiative. ARGE developed a methodology which will provide a guide to its customers in initiating environment friendly applications in their core areas of competence.</p>

UN GLOBAL COMPACT PRINCIPLES	INDICATORS for SUSTAINABILITY	ARGE APPROACH & PRACTICES
<p><i>Principle 10:</i></p> <p><i>Businesses should work against corruption in all its forms, including extortion and bribery</i></p> <p><i>Principle 10:</i></p> <p><i>Businesses should work against corruption in all its forms, including extortion and bribery</i></p>	<p>ARGE maintains a high integrity and values based system as mentioned in our vision & mission. ARGE believes it is a role model to other companies and the community.</p> <p>ARGE maintains a high integrity and values based system as mentioned in our vision & mission. ARGE believes it is a role model to other companies and the community.</p>	<p>Since its establishment, at the end of every financial year ARGE implements right and effective auditing procedures. Our management consultancy services include methodologies for good corporate auditing.</p>

PERFORMANCE INDICATORS

MAIN SUBJECTS		ISSUES	Actual Case	Results of 2008	2009 Targets & Plans
HUMAN RIGHTS		Our perspective	We obey the legal and ethical rules in line with human rights and prefer to give service to customers who work with the same motto.		We will sustain our fair and proper policy in 2009.
LABOUR STANDARDS		Diversity of woman / man	We provide equal opportunities at work and take every precaution against discrimination in terms of race, gender, age, nationality and marital status. Number of Woman Employees / Number of Total Employees	40%	We will continue to provide fair and proper policy in the future.
		Individual development	We encourage our employees to participate conferences, seminars to improve themselves and share new knowledge gained from those seminars. Training days (day/man)	20	We will continue our policy in the future.
		Absence of working hour	We do care our employees health and wealth conditions and believe that the more health they have the more well being we all get. Absence of working days will be measured as a performance indicator.	-	2009 will be the base year for measuring.
ANTI CORRUPTION		Our perspective	We are against any kind of corruption, this is at the heart of all our activities and take consider into our suppliers and customers approach in this matter. We take outside and independent audit service for our activities.		We will continue to our fair and proper policy in the future.
Volunteer Activities		Publishes	We publish booklets for improving management quality every year and send out freely. We published "Data Mining" and send out to in Quality Congress. Copies send out freely	3000	We will publish a new booklet and send out more than 3000 readers in 2009.
		Lectures	Our consultants give lectures voluntarily to contribute our society. Number of lectures	12	We will give at least 15 lectures in 2009.
		Other Activities	Every consultant of ARGE give 1 day in a week for volunteer activities such as NGO management, writing articles, developing methodologies for NGO's, leadership of Global Compact Turkey Network etc. (% 50 of our employees are consultants) Volunteer activities (hours/man)	416	We will continue our attribute with the same passion in 2009.
ENVIRONMENT	MAIN RISKS	RISKS	ISSUES	Results of 2008	2009 Targets & Plans
	SOURCE USAGE	Water Usage	Level of water consumption (m3)	70	65
			Level of water consumption per person (m3/person)	4,7	4,3
		Electricity Usage	Level of electricity consumption (kwh)	14857	14400
			Level of electricity consumption per person (kwh/person)	990,5	960
		Oil Usage	Level of energy consumption (oil, lt) (heating purpose)	2765	Our buildings' heating system has changed from fuel oil to natural gas in november 2008. 2009 will be the base year to measure the consumption level and using 2009 as the base year, we will aim to reduce energy use across the company by 5% by the end of
			Level of energy consumption (oil, lt) (production purpose)	0	
			Level of energy consumption per person (oil, lt/person) (heating purpose)	184,3	
		Paper Usage	Level of paper consumption (kg)	150	Using 2008 results as a base year we aim to reduce our paper consumption by % 5
			Level of paper consumption per person (kg/person)	10	Using 2008 results as a base year we aim to reduce our paper consumption by % 5

ARGE's Service Areas

Strategy	Business Excellence	Institution Building	Shaping the Future
Strategy Development	Assessment of Business Effectiveness	Human Resources Management Systems	Structuring Community Contribution
Strategy Implementation (Balanced Scorecard)	Total Quality Management	Organizational Structuring	Developing Partnership
Strategic Alliances	Process Efficiency	Corporate Governance	Social Governance
Post Merger Integration	Value Management	Institutional Development for Family Businesses	NGO Effectiveness
Scenario Planning	Reengineering	Intellectual Capital Management	Social Support Projects
Country Strategy			

Strategy

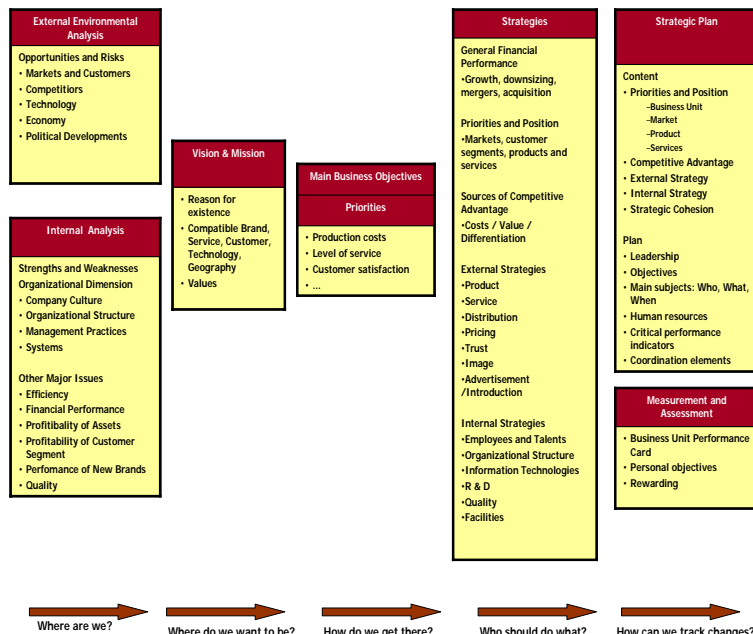
For organizations, it is critical to define and implement proper strategies to make sure that they focus their energies on “Doing the Right Business”.

Organizations having clearly defined their purposes (mission) and targets which they intend to reach (vision), have to determine a road map (strategy) in order to achieve them.

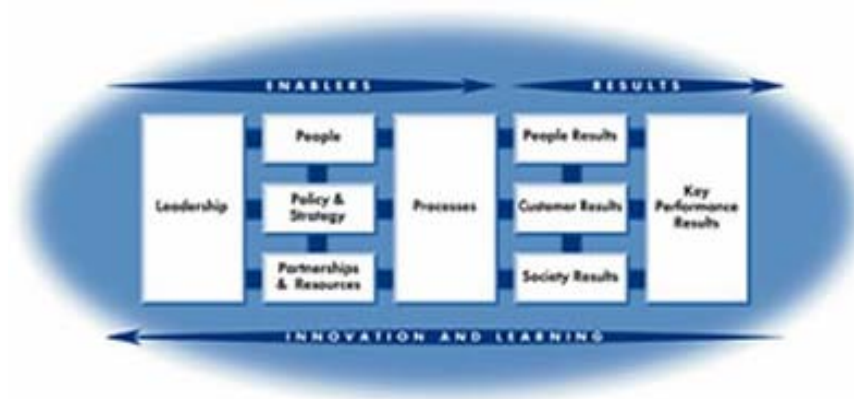
With ARGE strategy services, we help companies to gain a sense of direction by mobilizing **our modern management concepts,**

methodologies, and experiences; considering their business area, scale, and structure. During the strategy implementation phase, we help companies through our experience in proven **Balanced Scorecard Applications.**

Strategic Planning Methodology



Business Excellence



“Doing the Business Right” for determined business targets provides methodologies for efficient and effective use of resources for organizations.

Competition parameters in different

characteristics in different sectors made efficiency an indispensable working principle. This understanding, demonstrated the importance of process oriented point of view and made holistic view a necessity in the management of organizations.

As **ARGE**, our well rounded experience in various sectors, generates value for organizations in process re-engineering and in management quality.

Organizations that we have supported in Total Quality Management concept have gained important achievements in their applications for **National Quality Awards** and in **EFQM** processes which positively affected their business results.

Institution Building

The main purpose of our institution building services is to achieve a sustainable organizational structure and culture “to ensure continuity.”

We help institutions build sustainable governance systems involving the stakeholders, the board and the top management for public companies as well as family businesses.

Our methodologies help implementation of effective use of human resources by development of human resource management systems and development of intellectual capital of organizations with appropriate measurement methods.

Shaping the Future

Shaping the future requires an approach that is based on common values and principles, regardless of whether it involves the future of an individual, a company, a NGO, a government, or even humanity. Also, we need to realize that the people are the basis of all institutions and we all have multiple roles. Therefore, adhering to these common values and principles enables us to behave consistently in different roles.

This understanding requires us to create a positive return for each resource we utilize, regardless of the ownership of that resource; to be fair in sharing the returns; and to continuously improve the management quality in all institutions we are involved with.

The basis of this understanding can be found at the intersection of western analytic thinking and eastern spiritual and holistic outlook. It involves the tradition of tolerance prominent in Anatolia, the crossroads of civilizations; creation of value and sharing it with an attitude of “Regard the other, as you regard yourself;” and assuming responsibility for the future. In short, having a meaning in life is making meaningful contributions to others.

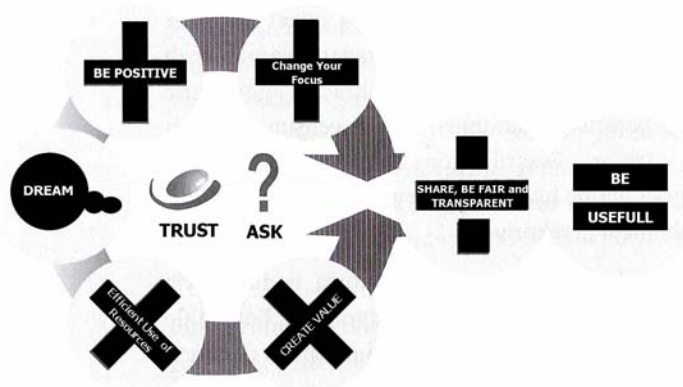


The basic principles of shaping the future could be summarized as follows: First, those who wish to shape the future have to have a dream about the future and develop thoughts and content for the desired future. Real results are achieved not by solving problems, but by catching the opportunities. "Luck favors the prepared mind." This is the essence of shaping the future. Shaping the future is preparing the mind, the behaviour, and the attitude for the future.

Second, the desired future has to create a value. Value creating activities, that utilize the resources effectively, tend to have a higher success rate. Innovation is the engine of development and value creation. Therefore, shaping the future requires innovative thinking and vision.

Third, those who wish to shape the future has to have a realistic assessment of the resource needs and how to gain access to them. In particular, one has to realize that resources are not solely, or even mainly, within the organization but rather outside the organization. Therefore, an open mind for cooperation, a commitment to meritocracy, development of the best, and fairness in sharing are the keys to mobilization of adequate resources. Those who focus only within the organization, as it is the familiar territory, are likely to have a limited vision and will be unable to achieve a broad acceptance of the vision and mobilization of resources.

Fourth, shaping the future requires a broad understanding of the environment, which in turn can only be achieved by those who have a passion for learning and continuous improvement. Those who are keen observers of the world, of the technological developments, of the resources, and their team are more likely to identify the important steps needed to shape the future.



Fifth, shaping the future requires creating trust and effective communication of the vision in order to win the hearts and minds of the decision makers regarding the required resources and those who are subjects of the change initiative.

Sixth, we have to realize that shaping the future starts with changing our own current behaviour. Achieving a consistency in thought, values, and behaviour is the best way to gain trust. Assuming responsibility for the future and utilizing all the resources solely for the stated vision is the surest way of mobilizing others' resources for the vision.

Last but not the least, shaping the future requires a long term focus and discipline. It requires practising for a marathon, not for a 100m sprint. Positive attitude and living a balanced life increases longevity and strength to realize the vision.

We, at ARGE share our professional experience with seminars, conferences, and strive to put theory into practice by contributing to numerous NGOS.