

Sabancı
Universitesi

SABANCI
BUSINESS
SCHOOL

UN GLOBAL COMPACT COMMUNICATION ON ENGAGEMENT 2017-2019



PRME Principles for Responsible
Management Education

FT European Business Schools
Ranking 2019



Eyes on the future
for 20 years



I. Statement of Continued Support by Sabancı Business School

Dean's Message

Sabancı Business School's UN Global Compact Communication on Engagement report is designed to reflect Sabancı University and Business School's practices in following UN Global Compact 10 Principles and outcomes of the goals and efforts.

Sabancı University's basic values, philosophy, vision, mission, policies and academic principles have a strong rapport with UN Global Compacts 10 Principles.

Sabancı Business School's aims to contribute above stated values through its mission to contribute to the knowledge and practice of management in Turkey as well as the world through quality of research, program and graduates.

In that vein, we report our commitment to the UN Global Compact and its 10 principles ensuring Human Rights, Labour, Environmental and Anti-Corruption standards.

Sincerely,

Prof. Dr. Nihat Kasap
Dean
Sabancı Business School
Orhanlı, Tuzla, 34956
Istanbul Turkey

II. Sabancı University and Sabancı Business School Activities

HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Sabancı University Environment, Work Health and Safety Policy:

Sabancı University is committed to being “human-focused” in every activity, and cooperates with stakeholders to implement its philosophy of being at one with nature and ensure the following regarding work health and safety:

- Create a safe and healthy work environment; establish and monitor targets to achieve this;
- Be aware of the latest developments in technology to continuously improve performance;
- Actively recover wastes and dispose of non-recoverable wastes in an environmentally sound manner;
- Improve awareness and instill personal accountability;
- Maintain a policy of proactively managing all environmental and work health and safety-related risks according to laws and other applicable standards.

Academic Principles & Integrity:

Starting from its foundation, Sabancı University Board of Trustees, Faculties and Administration have adopted Academic Principles & Integrity which were built upon commitment to the ethical obligations and responsibilities to the University Community and to one’s profession. The six principles include:

- Statement of Academic Freedom
- Academic Integrity Statement
- Scientific and Applied Research Misconduct
- Non-discrimination Statement
- Sexual Harassment Policy Statement
- Domestic Violence Prevention and Support Statement

For details of above listed Principles, we invite you to visit our web page:

<https://www.sabanciuniv.edu/en/academic-principles>

Through these principles, Faculty members aim to help students acquire the same ethical approach they themselves have strictly adhered to during their own academic research and productivity, and one way of doing so is by means of a fair assessment system implemented at all phases of the learning process. At the evaluation and assessment stage -one of the most sensitive areas in terms of the integrity of the education process- the student is expected to base his/her exams, homework, reports, presentations, thesis and so forth on his/her own labor and ideas. Thus, the student recognizes the fact that during the process of academic labor, it is a sine qua non rule of academic ethics to accurately and clearly refer to each source of inspiration and information, wherever and whenever applicable.

Committees to support Social Responsibility:

Sabancı University places a great emphasis on being a socially responsible higher education institution. So, in our principles and letters, we have the support of the university about:

Non-discrimination: Sabancı University is committed to the principles of equal opportunity and equal treatment in education and employment. The University respects all individuals without any discrimination of gender, religion, national and ethnic origin, race, color, physical disability, physical appearance, marital or parental status, sexual orientation, age, or political affiliation in the administration of its educational, admission and employment policies, and its scholarship and university-sponsored programs.

Domestic Violence Prevention and Support: Sabancı University strives to provide an egalitarian, healthy, safe, and affirmative learning, living and working environment for all students and employees. Therefore, Sabancı University does not tolerate domestic violence and encourages all students and employees who are subject to domestic violence to take action to stop such behavior. The university activates support mechanisms to enable its students and employees to recognize domestic violence, keep violence away from their lives, and overcome its negative effects.

First and foremost, Sabancı University defines family in its widest scope and includes all types of extended family relations that an individual regards close and considers family regardless of whether a marital relationship exists or has existed in the past, or whether there is a spouse or parent-child relationship between the parties. Violence is defined as all types of controlling, threatening or oppressive behavior that causes the victim to suffer physical, sexual, economic or psychological harm. Based on the Istanbul Convention and the definition made by the Office of the Prime Minister General Directorate of Women's Status, Sabancı University defines all types of violence, whether directly suffered or witnessed, within all types of close relationships as Domestic Violence. There have also been conferences on Domestic Violence by Human Resources throughout the year.

Sexual Harassment Policy: Sabancı University guarantees that sexual harassment and assault shall not be ignored in any way and encourages individuals who suspect that they have become subject or witness to sexual harassment to speak up. Sabancı University also undertakes to create awareness of sexual harassment, offer stakeholders measures and support mechanisms against harassment, inform everyone about disciplinary procedures, and follow up on sexual harassment cases. https://www.sabanciuniv.edu/sites/default/files/principle_document_for_preventing_and_providing_support_against_sexual_harrasment.pdf

LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Statement of Academic Freedom:

The University is, by tradition and definition, an autonomous center of learning and research devoted to examining, producing, disseminating and transmitting knowledge for the public good. The University's obligation to society and to the world community is to ensure scientific integrity and scholarly quality of education. To fulfill this obligation, its research and teaching must be "morally and intellectually independent of all political authority and economic power," as was expressly set forth in the "Magna Charta Universitatum" signed by the Rectors of 388 universities from Europe and beyond in Bologna in 1988.

Sabancı University started working on a position statement on Academic Freedom in May 2002. During the initial stage of preparation of the position statement, over 30 web sites of various universities and university associations were visited, and the varying approaches of these institutions were compiled. These texts were subjected to a meticulous screening process; as a result of which, a 32-page file was composed and presented to the Deans. Each Dean prepared his/her own Academic Freedom text. A committee of one academician from each faculty then worked on these texts, and the attached policy statement took shape. This text was presented to and approved by the Board of Trustees on December 23rd, 2002.

Statement

With these universal principles in mind, the Board of Trustees, faculty and administration of Sabancı University jointly take responsibility for assuring fullest protection of freedom of inquiry, thought, and expression. Sabancı University's commitment to academic freedom finds expression as follows:

- All members of the University community involved in the practice of dissemination of knowledge are entitled to freedom in the conduct of their teaching in the classroom, of their research on or off campus, and in the publication, discussion and interpretation of research results.
- The faculty and administration of Sabancı University are responsible for protecting the right of each member of Sabancı University to artistic expression or to freely expressing his or her personal scholarly opinion.
- The University does not attempt to influence or control the personal opinion or public expression of that opinion of any member of the University community.
- The University respects the expression of opinion and choice of association of members of the University community in their private, civic capacity.

The right to academic freedom carries with it the duty to use that freedom in:

- Commitment to ethical obligations and responsibilities to the University community and to one's profession.
- Commitment to excellence, innovation, and to advancing the frontiers of knowledge in teaching and research at an individual level and in a collaborative spirit.

- Making a clear distinction between one's responsibility to the University and one's rights as an individual, and making sure that the expression of views does not implicate or commit the University in any way.

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Academic Directors & Administrative Staff:

Sabanci Business School has administrative staff members for each of the degree programs offered. Administrative staff is mainly responsible for marketing, sales, admissions, orientations, and keeping up the daily administrative support needed both by students and faculty members. In addition to administrative staff, each program has an Academic Director (Academic Directorship is counted as service load for faculty members) who mostly serves as an academic advisor both for students and administrative staff of the related program as well as to the faculty teaching in the program. This way, students, academics, and administrative staff are coordinated with each other for the success and sustainability of the programs through fairly-delegated workloads. Moreover, it has been decided that Academic Directorship lasts for at least two years and is rotation-based so that all the faculty members will have chance to participate in the management of a program.

Teaching Guideline:

Sabanci School of Management has a set of teaching guidelines for each program provided to the faculty members and administrative staff in the beginning of each academic year. The guidelines have been developed with the contribution of the faculty members over the years. In the 2018-2019 Academic Year, we have had meetings with our Academic Directors and the research groups to listen to their needs about the guidelines and made revisions for the upcoming year. The guidelines clearly explain details about:

- Accreditation and Assessment of Learning Outcomes
- Teaching principles and pedagogy
- Course requirements
- Examinations
- Managing the course
- Grading

Faculty Guideline for Newcomers:

One of the strategic goals of Sabanci School of Management is to hire faculty members with top-notch research and teaching skills. Every year, we also welcome many part-time and network faculty members.

Therefore, these guidelines are quite instrumental for the orientation of the new faculty members. We also set new practices for orienting our newcomer faculty members. New full-time faculty members are welcomed and oriented by their research group members while part-time faculty members are guided by the Academic Directors of the programs they teach in. The University Human Resources Department also gives an orientation program to the newcomer full-time and part-time faculty members.

Curriculum and Assessment Committee (CAC) works collaboratively with each research group:

CAC is composed of Academic Directors of the programs. In the 2018-2019 Academic Year, we have started periodic meetings among our faculty members for the improvement and adjustment of our practices. Believing in the power of team work, collaboration, transparency, participatory approach, and cooperation, our Academic Directors met with their research groups to solicit their needs, ideas, amendment proposals, and other feedback. Then, CAC again met to decide the appropriate courses of action to be taken. After that, academic directors met with all the research groups who have teaching or research relations with each degree program. We designated the needs of the faculty and our current system in every aspect and have taken the necessary actions for all parts for the improvement of the Faculty

SU Gender Center (<https://sugender.sabanciuniv.edu/en/>):

The Gender and Women's Studies Center of Excellence (SU Gender) was officially established in 2015.

The center aims:

- To struggle against all forms of discrimination based on gender, sexual orientation, gender identity, language, ethnic background, class, or faith;
- To create discussion and sharing environments that support pluralism, creativity, equality and solidarity;
- To base our understanding on a collective, transparent, participative, multi-vocal and open communication-based work and decision-making process;
- To make academic knowledge open to everyone; and to strengthen the flow of information and effectiveness between academia, civil society, politics and everyday life.

Corporate Governance Forum, Turkey (CGFT):

Sabancı Business School hosts the Corporate Governance Forum (CGFT) a research and advocacy program. Affiliated faculty conduct research on governance and sustainability issues in Turkey and in other emerging markets. The Forum plays an important role in creating awareness and facilitating best practices in collaboration with businesses, government, civil society organizations and media through externally funded projects.

CGFT's Principle researcher coordinates IFC supported Emerging Markets Corporate Governance Research Network since 2009.

Women's participation in decision-making: CGFT has continued its efforts to help women empowerment at Turkey's corporations. With the strategic support from Egon Zehnder-Turkey we have maintained a database of board ready women in Turkey, supported companies who wanted to have female directors on their boards, and monitored the change in gender diversity of corporate boards. The Women Directors conference has become a regular annual activity where we report our findings. The annual Women Directors Conference that was first held in 2013 became a summit of professional women. Our on-going research on the effect of women directors on corporate behavior and performance will continue to underpin the project and provide intellectual support. Our Women Empowered Board Index is calculated and updated annually. Annual Women Empowered Board Awards launched in 2013 is based on the Index. The program web site is: <http://iwdturkey.sabanciuniv.edu/>

30% Club: In order to facilitate business leadership in promoting gender diversity, CGFT has teamed up with the London based 30% Club campaign. The Club consists of CEOs and Chairs who support the notion that gender diversity in the boards is good for business. Turkey chapter was launched in May 2017 and CGFT chairs its Steering Committee. As of December 2019, the Club had 38 members.

The web site: <https://30percentclub.org/about/chapters/turkey>

Business Against Domestic Violence: CGFT launched a program to mobilize businesses to address human rights violations against women through exercise of violence by their intimate partners. Looking at the issue as an obstacle for equality at work and gender diversity at corporate management, the faculty conducted a survey with participation of 19 companies. The results are communicated by a report launched at Business Against Domestic Violence Conference in November 2014. In partnership with TUSIAD and UNFPA, CGFT developed a Guidebook that would help companies to develop policies to support female employees who face domestic violence. As of 2019, 65 companies have participated in the BADV project by developing their own policies with CGFT support.

The program web site is <http://badv.sabanciuniv.edu/>

ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Sabancı University Istanbul International Center for Energy and Climate (IICEC): IICEC is an independent Center at Sabancı University that produces energy policy research and has convening power at the energy crossroad of the world. Working with governments, partners from industry, international organizations, think-tanks and other research bodies, establishing a network of cooperation with other universities in the region and in the world; IICEC aims to inform policymakers, industry, academics and opinion leaders on key energy challenges and provide them with objective and genuine analysis. We foster the exchange and development of ideas by providing a distinguished platform gathering key stakeholders involved in energy and climate fields.

The decision to form the Istanbul International Centre for Energy and Climate was motivated by the growing role of Turkey in the international energy landscape and the strategic position of Istanbul, where Europe and Asia meets. The Center, at Sabancı University Karaköy Minerva Palace in Istanbul, is located at the crossroads of almost all current and emerging energy players, both on the producing and consuming sides of global energy markets. Utilizing this strategic position, IICEC serves to fill the need for an international approach with international resources to the future of energy and climate topics, as a globally recognized networking center.

Corporate Governance Forum Turkey (CGFT) Partnerships – CGFT Programs

CDP Climate Change and Water Programs:

Sabancı University has become the local partner of CDP in 2010. The Corporate Governance Forum at Sabancı Business School hosts the project. CDP Turkey has been a transformational project for Turkey's corporate sector. As of 2019, 54 Turkish companies reported their emissions and climate change strategies with our help representing 50% of the total market cap. CDP-Turkey Climate Change project created a medium for disseminating knowledge around climate change and corporate responsibility, collecting valuable data for research, and facilitate mutual learning. CDP Water Program has followed the Climate Change program in 2015. As of 2019, 32 Turkish companies responded to CDP Water Program.

Both programs have proven to be excellent instruments for a multi-stakeholder dialog and debate on sustainability involving all related parties has been realized with corporate sponsorship of one of the largest banks in Turkey; Garanti BBVA, and Deloitte Turkey office. In addition to CDP Climate Leaders Award launched in 2011; CDP Water Leaders Award launched in 2015 in Turkey.

Our climate change and water corporate reporting related activities can be accessed at CDP Turkey Website: <http://cdpturkey.sabanciuniv.edu/>

ANTI CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Research and Graduate Policies (RGP) Directorate - Ethical Committee for Research and Grant Applications:

Sabancı University Research and Graduate Policies Directorate coordinates the Research Ethics Council for the funded projects and academic studies of Sabancı University faculty, researchers, and the dissertations of graduate students. Raison d'être of Research Ethics Council is the regulation and implementation of ethics policies in research across the University. Based on the written and public Research Ethics Council Instructions, the Council ensures that all research activities are in compliance with health, security, human rights, legislation provisions, general principles of law, ethic principles, and rules including graduate students.

Honor Codes:

In the beginning of all our MBA programs and Masters in Finance program, Sabancı Business School students are required to sign an honor code in person. Any action against the honor code is subject to a disciplinary proceeding. The Sabancı Business School Honor Code calls for all members of our school communities to adhere to and uphold the notions of truth, integrity, and respect both during their time in our School, and throughout their careers as productive, moral, and caring participants in their companies and communities around the world.

Disciplinary Committee:

As per Turkish Council of Higher Education Legislation, Sabancı University has a disciplinary committee for regulating any unethical behavior among students. The committee is composed of faculty members and a lawyer implementing the rules and regulations. The committee gathers on a case by case basis. For each case, a task force of 3 faculty members is called for a meeting. Each case is handled by different faculty members.

III. Measurement of Outcomes

Sabancı Business School has initialized AASHE inspiring higher education principles and suggesting top administration to collaborate at university level:

Since 2013, sustainability has been one of the essential topics of our full-time MBA program's curriculum. Our students have been receiving consultancy from an NGO, presentations from governmental or corporate institutions, visiting companies which have sustainability departments and students are expected to make presentations on the topic during their orientation. This year, we have deepened our relations with the NGO and made the topic of "Sustainability" as one of the core courses in the curricula of the non-thesis program. This is a project course and students receive a lecture and then write a project and make a presentation. Through our cooperation with the local NGO, we have been introduced to the Association for the Advancement of Sustainability in Higher Education (AASHE). AASHE is an organization that accredits higher education institutions in terms of sustainability performances. The accreditation is in its initial step, it will be a university-wide accreditation and we will closely work with the President's Office for the accreditation of the university. We will need to work on the harmonization of project topics: curriculum, research, campus engagement, public engagement, air & climate, buildings, energy, food & dining, grounds, purchasing, transportation, waste, water, coordination & planning, diversity & affordability, investment & finance and well-being & work.

Curricula

Sabancı Business School offers a mandatory "Project" on Corporate Social Responsibility in Professional MBA, Masters in Finance, and Executive MBA programs.

In undergraduate program, we have started offering a Circular Economy course. This course intends to bring both the research and the practitioner perspective and help the undergraduates, attain a perspective on why the current linear economic model has come to an end the social and environmental constraint, learn why circular economy philosophy is a strong appeal to overcome economic, environmental and social problems, develop an understanding of systems thinking approach: how 'systems dance' and inability to perceive this might lead to unintended outcomes, understand how circular economy's proposition creates value in material terms, discuss various aspects of circular economy principles and learn from various business models and examples, go beyond one's comfort zone and explore ideas outside of current expertise, meet with Senior Business Executives, Government Officials, Civil Society Members in class to learn why circular economy matters from their perspectives.

Sabancı Business School offers a mandatory "Ethics Course" in full-time MBA, Professional MBA, Masters in Finance (CFA code of ethics), and Executive MBA programs.

In undergraduate program, we do not have a mandatory ethics course, but have 300-coded core area courses in which ethics is one of the required areas to be taught at least for one week. SBS assess ethical awareness in the undergraduate courses listed below through AACSB accreditation rubrics and assessment system:

ACC 301	Managerial Accounting
FIN 301	Financial Management
MKTG 301	Introduction to Marketing
OPIM 301	Operations Management
OPIM 302	Management Information Systems
ORG 302	Organizational Behavior

Civic Involvement Projects (CIP) (<https://cip.sabanciuniv.edu/en>):

This program for Participatory Democracy is designed to give students an understanding that every individual not only can, but also has a responsibility to contribute positively to society. Through the Civic Involvement Projects, young people learn that they can make a difference individually as well as collectively as a team. This is a required part of the SU curriculum as we believe learning to take an active role in understanding life's realities by addressing them is an essential aspect of high-quality higher education. Our students choose the projects they wish to work in, design their projects with their team members in cooperation with the organization they will work with, and carry the projects out under the guidance of student supervisors. The projects are designed within a framework of structured curriculum but with room for individual contributions so that each member of the project actually has ownership of the project. All students in their freshmen year are required to participate in a CIP project.

ICEC 2018 - 2020 ENERGY AND CLIMATE RESEARCH PAPERS

Title	Authors	Affiliation	Date
The Return of Boom-Bust Oil Price Cycles	Robert McNally	Rapidan Group	January 2018
Carbon Capture, Storage and Utilization in Turkey	Danial Esmaeili	Sabancı University	June 2018
Supply Dynamics Among the Big Three Oil Producers: Russia, Saudi Arabia and the USA	Vitaliy Yermakov	Higher School of Economics, Russia	July 2018

The Missing Piece in Turkey's Gas Hub Ambitions	Mustafa Kerem Topuz	MNCM Consulting	June 2019
Hydrogen Fuel Cell Vehicles	Mehmet Doğan Üçok	IICEC	August 2019
Exploring the Rapidly Changing Energy System	Emre Gençer	MIT Energy Initiative	September 2019
IICEC Energy & Climate Research Review	IICEC Staff	Sabancı University	December 2019
Using Natural Gas as an Environmentally Sustainable Power Source with Solid Oxide Fuel Cells	Carmin Difiglio Danial Esmaeili Serhat Yeşilyurt	Sabancı University	January 2020
IICEC Turkey Energy Outlook	IICEC Staff	Sabancı University	Spring 2020

CGFT Technical reports:

- CDP Turkey Climate Change & Water Report 2018
- CDP Turkey & Shura Joint Report: Energy Conversion and the Role of the Private Sector in Turkey
- Women on Board in Turkey 2018, Sabancı University, CGFT
- Women on Board in Turkey 2019, Sabancı University, CGFT

CGFT Books:

Business Against Intimate Partner Violence, A Case of Participatory Action Research and Social Action, Springer

CGFT Events:

- CDP Turkey Climate Change Conference & Climate Leaders Award Ceremony, March 2019
- CDP Turkey Climate Change & Water Programs Training and Workshop, April 2019
- 6th Women Directors in Turkey Conference, November 2018
- 7th Women Directors in Turkey Conference, November 2019

- Multiple Perspectives on Fighting Domestic Violence and the Role of Companies, February 2019
- Search Conference on Business Against Domestic Violence, March 2019
- 30 Percent Club International Women’s Day Event, March 2019
- Search Conference for Board Nomination Processes, October 2019

CGFT Relevant research and papers:

- Ararat, M., Sayedi, Borhan. (2019) Gender and Climate Change Disclosure; an Interdimensional Policy Approach. In review process for *Sustainability*
- Ararat, Melsa and Yurtoglu, B. Burcin, (2019) Female Directors, Board Committees and Firm Performance: Time-Series Evidence from Turkey (November 13, 2019). In review process for *Emerging Markets Review* . Earlier version available at SSRN: <https://ssrn.com/abstract=3486091> or <http://dx.doi.org/10.2139/ssrn.3486091>
- Ararat, Melsa and El-Helaly, Moataz and Shehata, Nermeen F., (2019) Boards’ Gender Diversity and Firm Performance Before and after the Egyptian Revolution (July 1, 2017). In review process for *Critical Perspectives in Accounting* . Earlier version available at SSRN: <https://ssrn.com/abstract=3063867> or <http://dx.doi.org/10.2139/ssrn.3063867>
- Ararat, M., Colpan, A. and D. Matten. (2018) “Business Groups and Corporate Social Responsibility for the Public Good”, *JBE*, Vol: 153, Issue:4, pp: 911-929