



Impact Measurement and Management Summit II: **Invest in Future**

18-19 June 2025

#ImpactInvesting

#IMMsummitTR2

IMPACT MEASUREMENT AND MANAGEMENT SUMMIT II: INVEST IN FUTURE 18 JUNE 2025

Impact Measurement and Management Summit, first organized in 2023 by the **Impact Investing Advisory Board (EYDK)** in collaboration with **TED University** to accelerate the development of institutional capacity in the field of **Impact Measurement and Management (IMM)** in Türkiye, played a pioneering role in disseminating the theoretical framework of the field among public, private, and social economy actors.

Following the first summit, the second—**Impact Measurement and Management Summit II: Invest in Future**—was held on June 18–19, 2025 through the collaboration of the **Impact Investing Advisory Board (EYDK)**, **TED University**, and **Impact Hub Istanbul**, with the aim of strengthening Türkiye's impact investing ecosystem and expanding the implementation of measurement and management practices. The summit was hosted at TED University in Ankara on June 18, followed by online sessions on June 19. Representatives from the public and private sectors, civil society organizations, and academia came together to discuss impact-oriented strategies, sustainable finance approaches, and reporting practices.



Opening Remarks



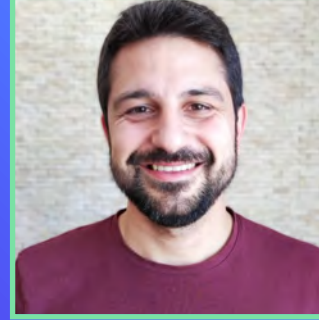
PROF. DR. İHSAN SABUNCUOĞLU
TEDU
Rector



ŞAFAK MÜDERRİSGİL
Chair
EYDK,
Trustee
GSG Impact



PROF. DR. LEVEND PARNAS
Vice Rector
TEDU



SEMİH BOYACI
Co-Founder
Impact Hub Istanbul



Opening Remarks



Prof. Dr. İhsan Sabuncuoğlu said: *"On behalf of myself and my institution, I extend my greetings to you all. We are once again gathered for another event organized in collaboration with EYDK, a platform of great importance for Türkiye. Today, we are honored to welcome distinguished guests. We express our gratitude to all the institutions that have contributed to this summit"* conveying his warm welcome and thanks to the participants.



Şafak Müderrisgil stated: *"At the first summit we organised in 2023, we addressed the theoretical foundations of impact measurement and management. Today, we are witnessing the transition of this field from theory to practice, with concrete applications being implemented across various sectors. Impact measurement and management are no longer only voluntary approaches—they have become integral to economic systems, legal frameworks, and investment strategies. Türkiye's position in this field is particularly noteworthy: it has integrated ISSB standards into its national legislation and has taken its place among the countries leading the global transformation in sustainable finance. These developments represent not only technical alignment, but also reflect Türkiye's leadership vision in sustainable development and corporate transparency. In this context, this second summit plays a critical role in highlighting the integration of impact measurement into decision-making processes and sharing its practical implications."*



Opening Remarks



Prof. Dr. K. Levend Parnas highlighted the contribution of impact measurement and management to addressing today's challenges, stating: *"Impact measurement and management has become an indispensable tool for all actors striving to solve today's complex social and environmental problems. The ability of institutions and individuals to trace the impact they create, measure it meaningfully, and make data-driven decisions is of great importance—not only for accountability, but also for building more fair, sustainable, and inclusive systems."*



Semih Boyacı emphasized the strategic importance of integrating impact into decision-making processes, stating: *"Developments in the field of impact management and measurement now allow decision-makers to evaluate both the positive and negative outcomes of their actions in a holistic manner. The wider adoption of these methodologies is crucial for ensuring that resources are directed in ways that generate the greatest social and environmental impact."*



Keynote: Impact in Action: EBRD's Approach to Measuring, Managing, and Reporting Impact



LORENZO CIARI
Director, Impact
EBRD



Keynote: Impact in Action: EBRD's Approach to Measuring, Managing, and Reporting Impact



Lorenzo Ciari, Director of Impact at the European Bank for Reconstruction and Development (EBRD), delivered an inspiring keynote titled **"Impact in Action: EBRD's Approach to Measuring, Managing, and Reporting Impact"**. In his speech, Ciari shared EBRD's comprehensive perspective on impact measurement and management with the audience.

He emphasized that EBRD views impact not solely through the lens of direct investment outputs, but as a broader journey aimed at driving systemic market transformation. Rather than focusing on isolated outcomes such as job creation or poverty reduction, the Bank prioritizes structural changes that enable lasting, system-wide transformation—positioning this approach at the core of its investment strategy.

Ciari highlighted key priority areas for the Bank, including green transition, inclusive finance, gender equality, digitalization, and institutional capacity building. He noted that projects are designed within a holistic framework that considers not only financial sustainability but also long-term social and environmental impact.

The session also delved into how EBRD measures, manages, and reports impact in shaping its investment decisions. It was underscored that the Bank structures its investments to drive environmental and social transformation, aiming to make markets more inclusive, resilient, and sustainable.



Fireside Chat: Driving Impact for the SDGs: Financing, Measurement, and Strategy



TUĞÇE SÖĞÜT
Secretary General
EYDK
(Moderator)



MUSTAFA ALİ YURDUPAK
Assistant Resident Representative
UNDP Türkiye



Fireside Chat: Driving Impact for the SDGs: Financing, Measurement, and Strategy



In the fireside chat titled “Driving Impact for the SDGs: Financing, Measurement, and Strategy”, moderated by Tuğçe Söğüt, Secretary General of EYDK, and featuring Mustafa Ali Yurdupak, Assistant Resident Representative of UNDP Türkiye as the speaker, participants explored financing models and multi-stakeholder partnership mechanisms developed to advance the Sustainable Development Goals (SDGs).

The discussion emphasized that the SDGs provide a global roadmap for social, environmental, and economic transformation—and achieving these goals requires not only strong public policies but also the active engagement of the private sector and financial institutions. The session delved into the SDG Impact Standards, the significance of impact-oriented strategies, and how these standards act as a leverage tool for investors.

UNDP’s efforts to mobilize global financial resources were discussed alongside Türkiye-specific priorities. Moreover, global initiatives such as the SDG Contribution Guidelines and the planned establishment of Sustainability Disclosure and Management Hubs were highlighted as key opportunities for effective implementation in developing economies.

This session shed light on the transformative potential of impact-based approaches in strengthening investments and collaborations geared toward the SDGs.



Presentation: Managing Impact Approaches: From Global Frameworks to Practices in Türkiye



CEYDA ÖZGÜN

Chief Impact Officer
Etkiyap



SEDEM TANJU

Managing Partner
Sachi Consultancy



Presentation: Managing Impact Approaches: From Global Frameworks to Practices in Türkiye



In this session led by Ceyda Özgün, Chief Impact Officer of Etkiyap and Senem Tanju, Managing Partner of Sachi Consultancy, the integration of global sustainability standards into Türkiye's local practices was explored in depth.

The presentation emphasized that impact-based management approaches are not merely reporting obligations, but rather strategic tools for managing institutions' social, environmental, and governance (ESG) impacts. It was highlighted that impact can arise directly or indirectly through activities, and that measuring and transparently communicating these impacts is a key component of institutional responsibility.

International frameworks such as GRI, ISSB, CSRD and SASB were compared, with a focus on GRI's impact-oriented materiality and CSRD's double materiality principle. With the adoption of the ISSB standards, the implementation of this approach at the local level was illustrated through the Turkish Sustainability Reporting Standards (TSRS), which have come into effect in Türkiye.

In their presentation, Ceyda Özgün and Senem Tanju emphasized that impact measurement and management (IMM) is not merely a reporting obligation, but a strategic tool for managing an organization's social, environmental, and governance impacts. They elaborated on the role that global sustainability standards play in this strategic approach.

By offering a comparative overview of frameworks such as GRI, ISSB, CSRD, and TSRS, the speakers illustrated how these standards integrate with IMM approaches, providing not only transparency but also opportunities for transformation. It was underlined that these frameworks are increasingly aligning with impact-oriented thinking and that IMM is being positioned not just as a measurement tool, but also as a mechanism for strategic governance.

The session concluded with the message that institutions should evolve beyond mere accountability to become active agents in managing and transforming impact.



Keynote: Sustainability and Financial Reporting



DR. HASAN ÖZÇELİK

Chair

Public Oversight, Accounting & Auditing
Standards Authority (POA)



Keynote: Sustainability and Financial Reporting



In his keynote speech address titled “Sustainability and Financial Reporting”, Dr. Hasan Özçelik, Chair of Public Oversight, Accounting and Auditing Standards Authority of Türkiye (POA), emphasized that impact measurement is not merely a reporting process, but a fundamental tool for institutional transformation. He underlined the critical importance of managing impact for long-term value creation and strategic governance.

Dr. Özçelik highlighted that with the publication of the **Turkish Sustainability Reporting Standards (TSRS)** in 2023, impact has been integrated into the reporting system to make it visible and auditable. This development aims to strengthen transparency and accountability by placing ESG factors at the core of the framework.

He shared that over 21,000 individuals have been reached through KSK's Capacity Building Program, and that significant progress has been made in developing training and auditing infrastructure. He also noted that digitalization, authorization, and oversight mechanisms are supporting the effective implementation of TSRS. The keynote aligned with the summit's focus on strategy and transparency, pointing out that these themes are consistent with the emerging impact-oriented institutional architecture. Dr. Özçelik concluded by stating that a strong sustainability ecosystem is being built in Türkiye under the belief that “managing impact means shaping the future.”



Panel: Compliance, Transparency, and Impact in Sustainability Reporting: Practices from Türkiye



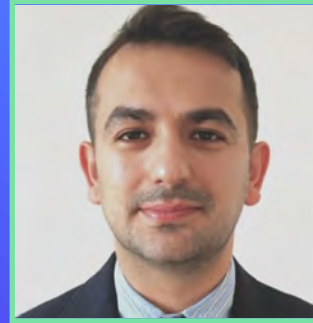
GÜLŞAH GÜNAY
Head of Sustainability
Standards Department
POA
(Moderator)



EMİR KOZİKOĞLU
Sustainability Advisory
Manager
Garanti BBVA



ERHAN ÇALIŞKAN
Head of Sustainability
AkçanSA



MUHAMMET CAN SARIKAYA
Director of Financial Affairs
Türkiye Sigorta



FÜLYA GÜRAY MUHTAR
Climate Change and
Sustainability Manager
TSKB



PROF. DR. NAZİRE NERGİZ DİNÇER
Chair
Department of Economics
TEDU



Panel: Compliance, Transparency, and Impact in Sustainability Reporting: Practices from Türkiye



In the final session of the first day of the summit, held under the moderation of **Gülşah Günay**, Head of Sustainability Standards Department at the Public Oversight, Accounting and Auditing Standards Authority (POA), the preparation process of the first reports in compliance with the Turkish Sustainability Reporting Standards (TSRS) and their impact on corporate strategies were discussed.

During the panel, **Emir Kozikoğlu**, Sustainability Advisory Manager at Garanti BBVA; **Erhan Çalışkan**, Head of Sustainability at AkçanSA; **Fulya Güray Muhtar**, Climate Change and Sustainability Manager at Industrial Development Bank of Turkey (TSKB); **Muhammet Can Sarıkaya**, Director of Financial Affairs at Türkiye Sigorta; and **Prof. Dr. Nazire Nergiz Dinçer**, Chair of the Department of Economics at TED University shared their experiences with the audience.

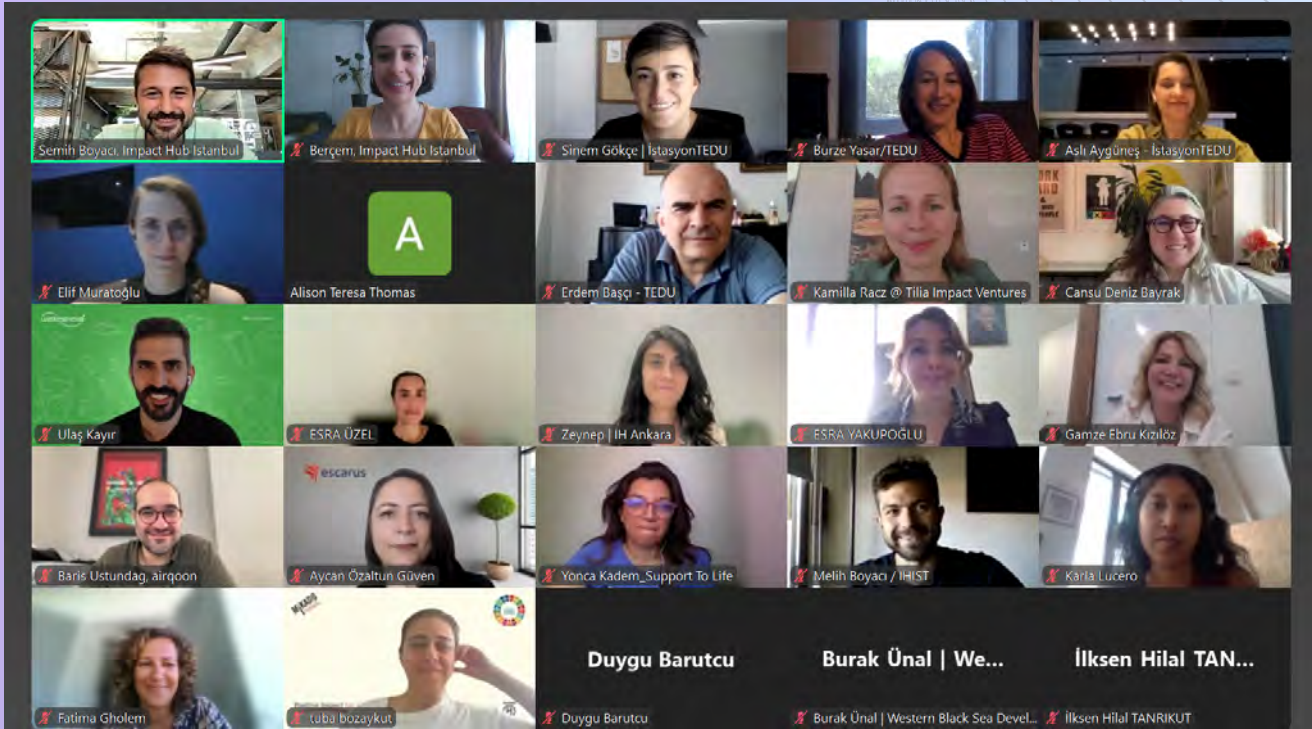
Panelists representing pioneering institutions from different sectors such as Garanti BBVA, AkçanSA, TSKB, Türkiye Sigorta, and TED University shared their experiences regarding the preparation process of Türkiye's first TSRS reports from the perspective of their own sectors. The panelists evaluated how the reporting process transformed institutional operations, the challenges faced, and sector-specific differences.

The discussions emphasized that TSRS is not merely a regulatory obligation, but also a strategic tool that integrates ESG factors into financial performance and strengthens investor confidence and corporate transparency. The panel highlighted the contributions of sustainability reports to risk assessments, impact-oriented decision-making mechanisms, and the improvement of implementation quality. Lessons learned from the first reporting examples in Türkiye were considered as guiding for making sustainability practices more effective and widespread for both the private sector and educational institutions in the coming period.



IMPACT MEASUREMENT AND MANAGEMENT SUMMIT II: INVEST IN FUTURE 19 JUNE 2025

On the second day of the summit, June 19, academic perspectives and practical examples in the field of impact measurement and management were brought together through online sessions. Throughout the day, discussions focused on impact-oriented strategies of investors and entrepreneurs, tools to facilitate access to finance for social enterprises, new performance indicators for transitioning companies, and learning approaches to better understand impact. The sessions also featured the launch of an open-access guide designed for social enterprises and support organizations, offering practitioner-focused content tailored to the needs of the impact ecosystem.



Photos from the Event





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